

SMOKY LAKE COUNTY

A G E N D A: County Council Meeting to be held for the
Purpose of the **Fire Protective Services Committee**

on

Tuesday, February 15, 2022 at 9:00 o'clock A.M.

Virtual Through Zoom Platform

<https://us02web.zoom.us/j/83970830258?pwd=KzhXUDZUMlc4c3BRdzJqc2RVV1dudz09>

With Council physically present in the County Council Chambers, Smoky Lake.

1. Meeting:

1.1 Call to Order.

2. Agenda:

Acceptance of Agenda:
as presented or
subject to additions or deletions

Minutes:

3.1 Adopt minutes of **December 14, 2021** – Fire Protective Services Committee Meeting. ©

Recommendation: Motion to Adopt.

3.2 Fire Protective Services Committee December 14, 2021 - **Action List.** ©

Recommendation: File for Information.

4. Request for Decision:

4.1 Transitional Solutions Inc – Phase 1: Regional Fire Services Review. ©

4.2 Alberta Fire Chiefs Association: 2022 Membership. ©

5. Issues for Information:

5.1

6. Correspondence:

6.1 Lisa MacLean, Board Services Coordinator – Alberta Fire Chief Association, Email dated February 2, 2022. Re: 75th Annual Alberta Fire Chief Association Conference and Trade Show

Recommendation: Council and Administration who can attend will attend the 75th Annual Alberta Fire Chief Association Conference and Trade Show. ©

7. Delegation(s):

7.1

8. Executive Session:

8.1

9. Date and time of Next Meeting(s):

Adjournment

SMOKY LAKE COUNTY



Minutes of the **Fire Protective Services Committee Meeting** held on Tuesday, **December 14, 2021**, at 3:35 P.M. held virtually online through Electronic Communication Technology: Zoom Meeting and physically in County Council Chambers.

The meeting was called to Order by the Chief Administrative Officer, Gene Sobolewski in the presence of the following persons:

ATTENDANCE

<u>Div. No.</u>	<u>Councillor(s)</u>	<u>Tuesday, Dec. 14, 2021</u>
1	Dan Gawalko	Present in Chambers
2	Lind Fenerty	Present in Chambers
3	Dominique Cere	Present in Chambers
4	Lorne Halisky	Present in Chambers
5	Jered Serben	Present in Chambers
CAO	Gene Sobolewski	Present in Chambers
Asst. CAO	Lydia Cielin	Virtually Present
Finance Manager	Brenda Adamson	Virtually Present
Fire Chief	Scott Franchuk	Present in Chambers
Fire Protect. Srvc. Asst.	Spencer Kotylak	Present in Chambers
Natural Gas Manager	Daniel Moric	Virtually Present
Planning & Dev. Assist.	Kyle Schole	Virtually Present
Plan. & Dev. Manager	Jordan Ruegg	Virtually Present
Legislative Svcs/R.S.	Patti Priest	Virtually Present
GIS Officer	Carole Dowhaniuk	Virtually Present
Public Works Manager	Doug Ponich	Virtually Present
Communications Tec.	Evonne Zukiwski	Virtually Present

No Members of the Media were present.
One Member of the Public was in virtual attendance.

1. Election of Chairperson/Vice-Chairperson:

Chairperson

The Chief Administrative Officer called first (1) time for nominations for Chairperson.

160-21: Serben

That Councillor Lorne Halisky be nominated as the Chairperson of the Fire Protective Services Committee.

The Chief Administrative Officer called second (2) time for nominations for Chairperson.

The Chief Administrative Officer called third (3) time for nominations for Chairperson.

HEARING NO FURTHER NOMINATIONS.

The Chief Administrative Officer declared nominations for the Chairperson of the Fire Protective Services Committee, ceased.

Mr. Lorne Halisky was declared elected by acclamation by the Chief Administrative Officer as the Chairperson of the Fire Protective Services Committee for the ensuing year and assumed the Chair.

Vice-Chairperson

The Chairperson called first (1) time for nominations for Vice-Chairperson.

161-21: Halisky That Councillor Linda Fenerty be nominated as the Vice-Chairperson of the Fire Protective Services Committee.

The Chairperson called second (2) time for nominations for Vice-Chairperson.

The Chairperson called third (3) time for nominations for Vice-Chairperson.

NO FURTHER NOMINATIONS.

The Chairperson declared nominations for the Vice-Chairperson of the Fire Protective Services Committee, ceased.

Ms. Linda Fenerty was declared elected by acclamation by the Chairperson as the Vice-Chairperson of the Fire Protective Services Committee for the ensuing year.

Council's Delegation of Authority

162-21: Fenerty That Smoky Lake County Council delegate its' authority to all Smoky Lake County Councillors appointed to the Fire Protection Services Committee for all purposes allowed in the Municipal Government Act; and formalize such resolution at the December 16, 2021, Regular County Council Meeting.

Carried.

2. Agenda:

163-21: Serben That the Smoky Lake County Fire Protective Services Committee Meeting Agenda for Tuesday, December 14, 2021, be adopted, as presented.

Carried Unanimously.

3. Minutes:

164-21: Gawalko That the Minutes of the Smoky Lake County Fire Protective Services Committee Meeting held on Tuesday, October 12, 2021, be adopted as presented.

Carried.

165-21: Fenerty That the Action List from the Smoky Lake County Fire Protective Services Committee Meeting held on Tuesday, October 12, 2021, be filed for information.

Carried.

4. Request for Decision:

Fire Invoice No. 41924 – Request to Write Off Penalties

166-21: Jered That Smoky Lake County Council **approve to write off penalties on** Fire Invoice No. 41924 in the amount of \$550.22, as the invoice was paid in full by two payments: \$200.00 on September 25, 2021 and \$275.00 on October 26, 2021 for the emergency services provided at the bale/field fire on July 13, 2017 at the Rural Address: 59123 - RR 195.

Carried.

Transitional Solutions Inc. - Governance, Business & Implementation Plan Interim Report

167-21: Cere That Smoky Lake County **approve** to proceed with Model 1: Intermunicipal Agreement – Contract for Service as present by Transitional Solutions Interim Report – Smoky Lake County Governance Business & Implementation Plan dated September 17, 2021, as Phase II of the Smoky Lake Regional Fire Services Review.

Carried.

5. Issues for Information:

Fire Protective Services Orientation – Power Point Presentation

168-21: Fenerty That Smoky Lake County Council acknowledge all five Councillors were present during the December 14, 2021, Fire Protective Services Orientation – Power Point Presentation, from the Fire Chief.

Carried.

Fire Protective Services Fire Chief's Report

169-21: Serben That the Smoky Lake County Fire Chief's Report prepared by Fire Chief: Scott Franchuk, dated December 9, 2021, be accepted as presented and filed for information.

Carried.

6. Correspondence:

No Correspondence.

7. Delegation:

No Delegation.

8. Executive Session:

No Executive Session.

Next Meeting

170-21: Gawalko The next Smoky Lake County **Fire Protective Services Committee Meeting** be scheduled for **Tuesday, February 15, 2022, at 9:00 a.m.** to be held virtually, through Electronic Communication Technology as per Bylaw 1376-20 and/or physically in County Council Chambers.

Carried.

ADJOURNMENT:

171-21: Serben That the Smoky Lake County Fire Protective Services Committee Meeting of December 14, 2021, be adjourned, time 4:46 pm.

Carried.

CHAIRMAN

S E A L

CHIEF ADMINISTRATIVE OFFICER



FIRE PROTECTIVE MEETING ACTION LIST DEC. 14 2021 AS OF 2022/02/10

5
 GOALS

100%
 GOAL COMPLETION

● Draft
 ● Not started
 ● Behind
 ● On Track
 ● Overdue
 ● Complete
 → Direct Alignment
 ----> Indirect Alignment

GOAL

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...
2021/12/14	162-21	2021 12 14 Fire Protective → Council's Delegation of Authority	That Smoky Lake County Council delegate its' authority to all Smoky Lake County Councillors appointed to the Fire Protection Services Committee for all purposes allowed in the Municipal Government Act; and formalize such resolution at the December 16, 2021, Regular County Council Meeting.	Legislative Service Clerk	Patti Priest: Achievements: December 16, 2021, Council Motion #271-21: That Smoky Lake County affirm Council's delegation of authority to the Smoky Lake County Council Fire Protective Services Committee, further to the December 14, 2021, Fire Protective Services Committee Motion #162-21: "That Smoky Lake County Council delegate its' authority to all Smoky Lake County Councillors appointed to the Fire Protection Services Committee for all purposes allowed in the Municipal Government Act; and formalize such resolution at the December 16, 2021, Regular County Council Meeting." Challenges: <i>No value</i> Next Steps: <i>No value</i>	Complet 100 /

Meeting...	Motio...	Goal	Details	Owner	Progress Update	Curr...
2021/12/14	166-21	>Fire Invoice No. 41924 – Request to Write Off Penalties	That Smoky Lake County Council approve to write off penalties on Fire Invoice No. 41924 in the amount of \$550.22, as the invoice was paid in full by two payments: \$200.00 on September 25, 2021 and \$275.00 on October 26, 2021 for the emergency services provided at the bale/field fire on July 13, 2017 at the Rural Address: 59123 -RR 195.	Finance Manager	<p>Brenda Adamson:</p> <p>Achievements: The penalties were cancelled on January 5, 2022</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple 100 /
2021/12/14	167-21	>Transitional Solutions Inc. - Governance, Business & Implementation Plan Interim Report	That Smoky Lake County approve to proceed with Model 1: Intermunicipal Agreement – Contract for Service as present by Transitional Solutions Interim Report – Smoky Lake County Governance Business & Implementation Plan dated September 17, 2021, as Phase II of the Smoky Lake Regional Fire Services Review.	Fire Chief	<p>Patti Priest:</p> <p>Achievements: January 27, 2022 Council Motion #38-22: That Smoky Lake County, as managing partner of the Regional Fire Services Study project (funded by the Alberta Community Partnership (ACP) program), notify Transitional Solutions Inc, to incorporate "Option One: Intermunicipal Agreement – Contract for Service" as the Service Delivery Model to proceed with the next Phase in respect to the to the Regional Fire Services Study being conducted by Transitional Solutions Inc, further to the their Governance Business & Implemental Plan Interim Report, dated September 17, 2021.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple 100 /
2021/12/14	168-21	>Fire Protective Services Orientation – Power Point Presentation	That Smoky Lake County Council acknowledge all five Councillors were present during the December 14, 2021, Fire Protective Services Orientation – Power Point Presentation, from the Fire Chief.	Legislative Service Clerk	<p>Patti Priest:</p> <p>Achievements: Orientation taken was acknowledged for historical reference of information provided to Council.</p> <p>Challenges: <i>No value</i></p> <p>Next Steps: <i>No value</i></p>	Comple 100 /

REQUEST FOR DECISION		DATE	February 15, 2022	4.1
TOPIC	Transitional Solutions Inc – Phase 1: Regional Fire Services Review			
PROPOSAL	<p>History:</p> <ul style="list-style-type: none"> Administrators met on December 17, 2020 to discuss regional projects to submit joint application for the 2020/2021 Alberta Community Partnership (ACP) Grant under the component: Intermunicipal Collaboration Framework. <p>Background:</p> <ul style="list-style-type: none"> County Council – January 28, 2021: Motion <p>”That Smoky Lake County in partnership with the Town of Smoky Lake, Village of Waskatenau, and the Village of Vilna participate in the application of the 2020-2021 Alberta Community Partnership (ACP) Grant for the Project Titled: Regional Fire Services under the “Intermunicipal Collaboration Framework” Component Grant for the total project cost in the amount of \$200,000.00; and approve Smoky Lake County to be the Managing Partner under the said application; and further agree to abide by the terms of the Conditional Grant Agreement governing the purpose and use of the grant funds.”</p> County Council– April 29, 2021: Motion <p>” That Smoky Lake County acknowledge receipt of the letter from the Honourable Ric McIver, Minister of Alberta Municipal Affairs, dated March 23, 2021, in regard to the approval of Smoky Lake County’s Intermunicipal Collaboration 2020/21 Alberta Community Partnership (ACP) grant funding in the amount of \$200,000.00, for the Project Titled: Regional Fire Services Study, in partnership with the Town of Smoky Lake, Village of Waskatenau, and the Village of Vilna.</p> County Council – May 27, 2021: Motions <p>“That Smoky Lake County execute the contract with Transitional Solutions Inc. (TSI) of Edmonton, Alberta for the purpose of conducting the Smoky Lake Regional Fire Services Review including, but not limited to, an assessment and evaluation of the following:</p> <ul style="list-style-type: none"> ○ Job Description Review Including Duties (Chief, Deputy and Volunteers, their Utilization and Chain of Command), ○ Apparatus Needs, ○ Water Supply, ○ Fire Halls and Infrastructure, ○ Training and Competency, ○ Mutual Aid Agreements, ○ Fire Prevention and Inspection Initiatives, ○ Health and Safety, and ○ Potential Staff Support, <p>as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$64,020.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.</p> 			

- **County Council – May 27, 2021: Motions**

” That Smoky Lake County approve for Transitional Solutions Inc. (TSI) of Edmonton, Alberta to create the **Smoky Lake Regional Fire Master Plan** for the purpose of guiding the Region in making decisions to best meet the needs of the municipalities and develop a framework for effective fire service delivery in the County, the Town and the Villages, which including, but not limited to, an assessment and evaluation of the following:

- firefighter safety,
- cost control and containment,
- efficiency,
- effectiveness,

and to identify the right-sized service and approach to meet the needs of the region over the next 10 years; as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$63,180.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.

- **County Council – May 27, 2021: Motion**

“That Smoky Lake County approve for Transitional Solutions Inc. (TSI) of Edmonton, Alberta to create the Smoky Lake Regional Governance Plan for the purpose of providing alternatives for governance models with the operating and capital financial implications of each model, along with an Implementation Plan to support the execution of the Regional Fire Services Business Plan, as per TSI’s proposal dated May 25, 2021 at a cost in the amount of \$44,659.00, funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant”.

- **Smoky Lake Region Fire and Rescue Committee – June 30, 2021: Motion**

“That the Smoky Lake Region Fire and Rescue Committee acknowledge receipt of the following three proposals dated May 25, 2021 and three Memorandum of Agreements executed by the managing partner: Smoky Lake County, on June 4, 2021, with Transitional Solutions Inc. (TSI) of Edmonton, Alberta, for the purpose of conducting the Smoky Lake Regional Fire Services Review, which is funded by the 2020/21 – Alberta Community Partnership (ACP) Intermunicipal Collaboration Grant; to undertaking the following:

1. Smoky Lake Regional Fire Services Review which includes, but is not limited to, an assessment and evaluation of the following: Job Description Review Including Duties (Chief, Deputy and Volunteers, their Utilization and Chain of Command), Apparatus Needs, Water Supply, Fire Halls and Infrastructure, Training and Competency, Mutual Aid Agreements, Fire Prevention and Inspection Initiatives, Health and Safety, and Potential Staff Support;
2. Smoky Lake Regional Fire Services Governance Plan for the purpose of guiding the Region in making decisions to best meet the needs of the municipalities and develop a framework for effective fire service delivery in the County, the Town and the Villages, which including, but not limited to an assessment and evaluation of the following: firefighter safety, cost control and containment, efficiency, effectiveness, and to identify the right-sized service and approach to meet the needs of the region over the next 10 years; and
3. Smoky Lake Regional Fire Services Master Plan for the purpose of providing alternatives for governance models with the operating and capital financial implications of each model, along with an Implementation Plan to support the execution of the Regional Fire Services Business Plan.”

	<p>Current</p> <ul style="list-style-type: none"> • Smoky Lake County Administration and Fire Protective Services personnel met with Transitional Solutions Inc in June to implement the 3 phase project (Governance, Fire Service Operations and Master Plan) outlining the timeframe from Governance, Fire Service Operations and Master Plan. • The first components for Phase 1 and 2 of the project involved interviewing all the fire chiefs, CAO's and Councils, completing surveys and compiling information on current operations, all legislative documents and financials for a timeframe of 3 years. • Smoky Lake County Fire Chief received the Phase 1 Regional Fire Services Review document by email on January 14, 2022 from Kerri Holmes – Project Coordinator, Transitional Solutions Inc. • The Phase 1 Regional Fire Services Review was presented at the Smoky Lake Region Fire and Rescue Committee Meeting for the committee to review before forwarding to each respective council. • Smoky Lake Region Fire and Rescue Committee – February 8, 2022 Motion <p style="margin-left: 40px;">“That Smoky Lake Region Fire and Rescue Committee recommend each respective municipality acknowledge and accept the Phase 1 Smoky Lake Regional Fire Service Review dated January 14, 2022 as prepared by Transitional Solutions Inc. for Project Title: Regional Fire Services.</p> <p>Proposal</p> <ul style="list-style-type: none"> • For the Council to review the study of Phase 1 of the project Regional Fire Service Review for an understanding of the current Fire Department Operations. • Any questions or clarification on the report will be addressed by the Fire Chief.
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CORRELATION TO BUSINESS (STRATEGIC) PLAN

LEGISLATIVE, BYLAW and/or POLICY IMPLICATIONS

ACP Grant: Smoky Lake Region Fire Services Review

BENEFITS

- To establish a regional approach to a better delivery of Fire Protective Services
- Understand the variety for different governance structures
- To strengthen the efficiency of the Regional Fire Service

DISADVANTAGES

ALTERNATIVES

FINANCE/BUDGET IMPLICATIONS

Operating Costs: _____

Capital Costs: _____

Budget Available: _____

Source of Funds: ACP GRANT

Budgeted Costs: _____

Unbudgeted Costs: _____

INTERGOVERNMENTAL INVOLVEMENT/IMPLICATIONS

COMMUNICATION STRATEGY

RECOMMENDATION

1. That Smoky Lake County acknowledge and accept the Phase 1 Smoky Lake Regional Fire Services Review dated January 14, 2022 as prepared by Transitional Solution Inc for Project Title: Regional Fire Services.

Fire Chief



REGIONAL FIRE SERVICES REVIEW Smoky Lake Region

Final Report

January 14, 2022

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LETTER OF TRANSMITTAL

Mr. Gene Sobolewski, CAO
Smoky Lake County
4612 McDougall Drive
PO Box 310
Smoky Lake, AB
T0A 3C0

Re: Smoky Lake County Regional Fire Services Review

Dear Mr. Sobolewski,

We are pleased to present the Smoky Lake County Regional Fire Services Review Draft Report and Recommendations.

Over the past three months we have completed a comprehensive review and analysis of the region's fire departments, its governance, service levels and financials. We developed a series of recommendations for the Regional Fire Services to increase the efficiency and effectiveness of the department, minimize risk and maximize the fire services provided throughout the region.

Of special interest in the report are the governance model options for a more formalized regional service. Once assessed, the governance model selection will drive the Regional Fire Services Governance Plan currently in progress.

Should you have any questions or require further clarification on any of our recommendations, please do not hesitate to contact us or request a meeting to review the recommendations.

We feel we have captured the intent and the objectives of your original request for proposal and invite comments on the attached report.

Respectfully,



Erica Thomas
President, TSI



ACRONYMS

AED	Automated External Defibrillator
AFCA	Alberta Fire Chiefs Association
AFRRCS	Alberta First Responders' Radio Communication System
AHS	Alberta Health Services
AHJ	Authority Having Jurisdiction
BLS	Basic Life Support
BRFA	Bonnyville Regional Fire Authority
CAO	Chief Administration Officer
CRA	Community Risk Assessment
CRTC	Canadian Radio-television and Communication
EMA	Emergency Management Agency
EMR	Emergency Medical Responder
EMP	Emergency Management Plan
EMS	Emergency Medical Services
FC	Fire Chief
FCSS	Family & Community Social Services
FD	Fire Department
FTE	Full Time Equivalent/Employee
FUS	Fire Underwriters Survey
HIRA	Hazard Identification Risk Assessment
KPI	Key Performance Indicator
LOS	Level of Service
MA/A	Mutual Aid/Agreement
MFR	Medical First Responder
MVC	Motor Vehicle Collision
NFPA	National Fire Protection Association
OFC	Office of the Fire Commissioner
OHS	Occupational Health and Safety (Alberta)
PIP	Pre-Incident Planning
PPE	Personal Protective Equipment
SCBA	Self-Contained Breathing Apparatus

SCC	Safety Codes Council (Alberta)
SLC	Smoky Lake County
SLCFS	Smoky Lake County Fire Services
SLFD	Smoky Lake Fire Department (Town)
SME	Subject Matter Expert
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
SWP	Safe Work Practice
TIC	Thermal Imaging Camera
TSI	Transitional Solutions Inc.
UTV	Utility Terrain Vehicle
VFD	Vilna Fire Department
WFD	Waskatenau Fire Department
WUI	Wildland Urban Interface

EXECUTIVE SUMMARY

Smoky Lake County awarded the Regional Fire Service Review project to Transitional Solutions Inc., with project work commencing June 2021.

A full review was undertaken to assess the current regional fire services:

- Identify issues, priorities, and opportunities in the provision of fire services;
- Review and consider levels of service for the region;
- Review and assess the governance, service levels and financials of the department; and
- Result in enhanced safety, cost control and best-in-class service to the community.

TSI's methodology was a well-defined four stage approach: (1) Project Initiation and Planning; (2) Research, Consultation and Stakeholder Engagement; (3) Analysis and Report Development, and; (4) Final Project Report delivery.

The scope of the project was clearly identified, consisting of a thorough review of fire service bylaws, policies, standard operating procedures, and service levels. It also included a review of how the fire service meets the level of service with apparatus, equipment and programs for operational efficiencies considering the current fire halls and equipment, organizational format, staffing, and budgets.

TSI coordinated a site visit to Smoky Lake County to develop a keen sense of the operational arena and infrastructure available to the department. Stakeholders were engaged both in person where possible, and through virtual interviews. An internal survey was also conducted with all department staff; this effort was made to glean themes of strengths and weaknesses internal to the department.

After careful consideration of all aspects of the department, TSI was able to assess and determine that based on the community risks involving the fire service (fire prevention, fire response, rescue response, and emergency medical response) Smoky Lake County Fire Services is on the cusp of being a highly functional regional model with a few modifications.

The collaborative spirit is in place to provide for a broad fire service delivery system throughout the region, including the rural and urban settings unique to this community. TSI determined that the strongest support was other municipal departments and the support from Administration. It is a great experience when leaders in other departments are well aware of the challenges in the fire service and show the enthusiasm that many of the interviewees showed during our interviews. This strength should be leveraged by the Fire Service, knowing that a strong foundation will perpetuate the excellence of the department.

The initial risk assessment proved that the region faces the same hazards that many other rural municipalities across Canada face. However, there is one unique difference: the heavy traffic corridor along Highways 28/63. This is one element that TSI shows to be a challenging environment for a rural fire department, and we have provided recommendations on how to address this concern.

The second, and not surprising, strength of this department is the people who function as responders and leaders. There is a definite commitment from all these fine people to protect their neighbors, friends, and family.

The components of the municipality's budget were scrutinized to identify efficiencies and opportunities to move the fire service forward successfully. This was done with the following goals:

- Ensure the budget is and will continue to be accurate to allow the department to function at a high level with no worries of significant shortfalls; and
- Meets the tolerance of risk and the service levels set out by all Councils.

Budget assumptions were identified based on industry standards, best practices and current costs identified in the County's budget. A budget summary, as well as a detailed breakdown of budget line items are included in the Report.

Finally, TSI reviewed all the operational programs that make up the regional fire service. This included:

- Administration and governance;
- Prevention including inspections, public safety, and investigations;
- Response efficiency and effectiveness;
- Documentation and record keeping;
- Maintenance and planning for vehicles and equipment; and
- Training.

A recommended implementation timeline is provided in the report. It is organized by phases to ensure the governance and chain of command is in place so that operations, training, capital, and upgrades can commence in a reasonable and efficient timeframe.

Our Project Team has prepared a comprehensive report responding to the objectives, scope and deliverables required in your RFP. Through this report TSI believes we have fulfilled our understanding of your requirements.

1.0 INTRODUCTION

1.1 Background

In June 2021, Smoky Lake County requested a Regional Fire Service Review. Transitional Solutions Inc. (TSI) was selected to complete the identified scope of work. The following report outlines TSI's methodology, key findings, recommendations, and a proposed implementation plan for establishing enhanced fire service delivery. The analysis and recommendations presented consider existing department structures, training and service levels, previous studies completed by the municipality, concerns raised in the past, and current best practices in the delivery of fire services.

The review was to include many elements of Fire Services including governance and administration, level of service, staffing, response time, apparatus needs, fire halls/infrastructure, training and competency, mutual aid agreements, fire prevention and inspection initiatives, and health and safety. The current service model in the region is paid on-call firefighters that operate in three districts with fire halls located in the Town of Smoky Lake (Station 1), Village of Vilna (Station 2), and the Village of Waskatenau (Station 3).

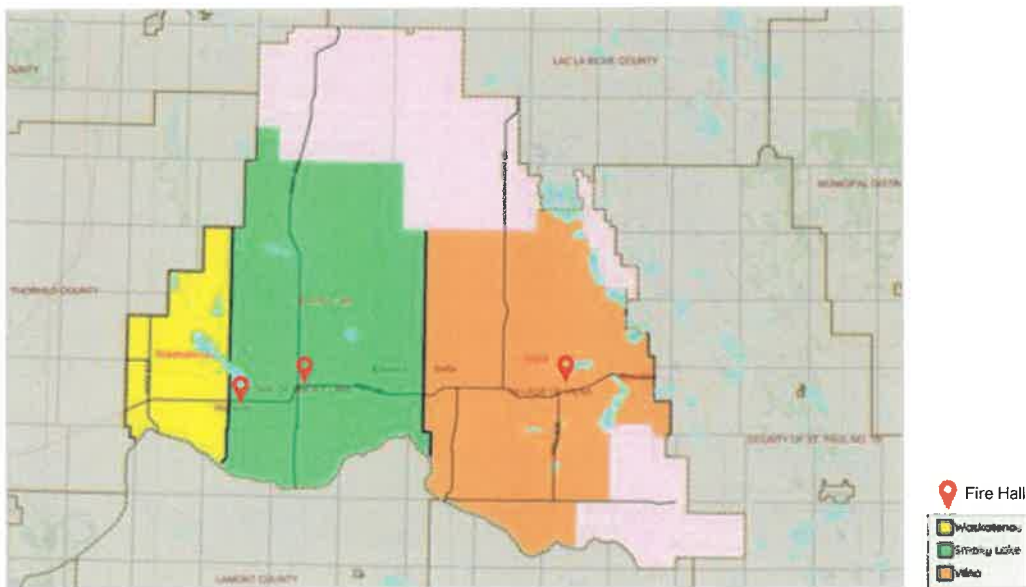


Image 1 Smoky Lake Fire Service Region (Smoky Lake County GIS WebMap, 2021)

The community is experiencing manageable growth and change. The Fire Services in the region can maintain this service for the time being. However, as the region increases development and risk threats, so too should the fire service with a focus on mitigation and preparedness leading to enhanced response and recovery. This all begins with strong, strategic governance and leadership within the Fire Department.

What must remain as the primary focus is to ensure that any decisions are in the best interest of the residents and providing them with the best possible fire and emergency services for the protection of life and property.

1.2 Scope of Work

TSI was hired by the County to review current standards, operations, and infrastructure of the Fire Services in the region, and develop a report with recommendations that considers the findings from previous reports, current procedures, and the constraints of the current service and governance. It was requested that the review include an assessment and evaluation of the following:

- **Level of Service Review** including:
 - Community Risk Assessment
 - Service response for highways
- **Governance Review** including:
 - Regional Structure and Current Collaboration
 - Regional Options available to the fire service
- **Administrative Review** including:
 - Job description review and duties
 - Mutual Aid Agreements
 - Potential staff support
 - Health and Safety
- **Current Operations Review** including:
 - Apparatus & Equipment
 - Water Supply
 - Fire Halls and Infrastructure
 - Training and Competency
 - Personnel Statistics
- **Financial Review** including:
 - General practices
 - Revenue & Expenses
 - Capital Reserves

At the time the TSI team was retained for these services, the intention of the County was to find ways to provide improved services for the public through enhanced fire services and good governance, leading to a regional Fire Master Plan. Additional considerations that drove the development of this report include:

- Current senior management structure and capacity; and
- Reputation within the communities.

The overarching goal was to develop a clear overview that would allow the Fire Service, administration, and Council to better understand the current state of the Fire Service. The TSI team worked with the County to balance the needs, wants, and expectations of all stakeholders and distill this information into a series of recommendations to enhance Fire Services in the region going forward.

1.3 Methodology

To achieve all project objectives and deliverables, TSI's team of consultants carried out a comprehensive stakeholder consultation and documentation review process to ensure that recommendations were representative of the needs of the region, identify underlying issues, and gain an objective perspective of the Smoky Lake Regional Fire Service. These interviews were done in person as part of a site tour. Virtual interviews were also completed to accommodate stakeholder schedules. By conducting virtual interviews, TSI consultants were able to interview more key personnel than a site visit typically allows for.

Stakeholder Interviews

Thirteen (13) interviews were scheduled; twelve (12) in-person and virtual one-on-one interviews were completed with the Chief Administrative Officers (CAOs) and Fire Services in the region, as well as municipal administration from other departments that support the delivery of Fire Services. These discussions provided information on the history of working toward a regional Fire Service; concerns with the process and current status of Fire Service levels and governance; and the opportunities and concerns regarding a regional model. Topics discussed by stakeholder group include:

CAOs

- The role of the Fire Service, to date
- Potential barrier to success
- Budgetary considerations
- Fire hall funding
- Mutual aid
- Delegation of Authority under the MGA
- Liability
- Political and administrative considerations

Fire Services

- Fire department organization and structure
- Firefighter training
- Manning, recruitment, and retention

- Equipment and apparatus
- Call response
- Automatic and mutual aid
- The role of the Fire Service, to date
- The role of the Regional Fire Committee, to date
- Opportunities and challenges with collaboration
- SOPs and SOGs

Municipal Administration

- Historical budgets
- Current budgets
- Actual financial information

The following stakeholders were interviewed one-on-one:

Stakeholder & Position	Location
Gene Sobolewski, CAO	Smoky Lake County
Scott Franchuk, Fire Chief	Smoky Lake County
Spencer Kotylak, Deputy Fire Chief	Smoky Lake County
Brenda Adamson, Finance Manager	Smoky Lake County
Jaunita Cozicar, Station Chief	Town of Smoky Lake
Ray Soch, Station Chief	Village of Vilna
Casey Caron, Station Chief	Village of Waskatenau
Dave Franchuk, Public Works	Smoky Lake County
Kyle Schole, Infrastructure	Smoky Lake County
Nicole Schenk, Advanced Care Paramedic	Associated Ambulance
Jay Melvin & Glen Aylesworth, 911 Operations Supervisor	Bonnyville Dispatch
Hank Holowaychuk, Mayor	Town of Smoky Lake

Surveys

TSI also distributed a confidential online survey to the firefighters during this review to get an understanding from the perspective of those who deliver the services. Thirty-six (36) surveys were completed. The survey consisted of twenty-five (25) questions separated into the following themes:

- Organizational Structure
- Training & Experience
- Culture
- Level of Service
- Community Engagement
- Safety
- Collaboration
- Strengths of Current Operation
- Equipment, Apparatus
- Infrastructure
- Current Challenges & Opportunities

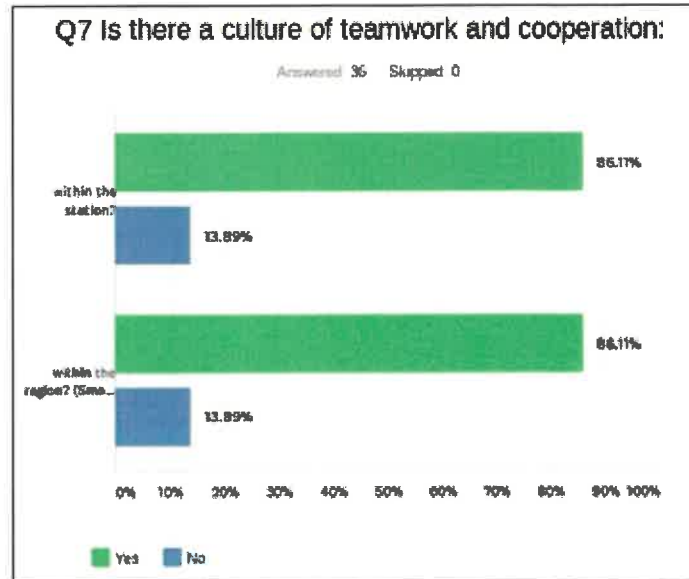


Figure 1 TSI Survey (2021)

What We Heard

Our observations through these interviews and surveys can be categorized into governance, administration, level of service, operations and financials, with an analysis of the strengths and weaknesses of the current Fire Service and opportunities available with further regional collaboration. Throughout the report reference will be made to what TSI heard and what that means for the Fire Service.

Documentation Review

TSI's in-depth documentation review involved a thorough examination of the following information provided:

1. Previous studies pertaining to demographics
2. All data available regarding budgets, equipment and apparatus, training, calls and response, and membership at each of the four fire departments in the region
3. Aid Agreements
4. Bylaws and Policies
5. Risks and Hazards
6. Standard Operating Guidelines (SOG's) and Standard Operating Procedures (SOP)

TSI thanks all stakeholders for the collaborative effort in producing this report. They gave freely of their time and expertise during the ongoing consultations and research phases for this review. Discussions with Fire Service Administration and staff were always candid, respectful, and productive.

2.0 RISK PROFILE

Risk is the effect of uncertainty on objectives. An effect is a deviation from the expected – positive and/or negative. Objectives can have different aspects such as financial, health and safety, or environmental goals, and can apply at different levels, such as strategic, organization-wide, project, product, and process. Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated likelihood of occurrence (ISO, 2009).

A risk becomes "safe," or "acceptable," if it is associated with the best of the available alternatives, not with the best of the alternatives which we would hope to have available (Coppola, D. P., 2015).

2.1 Overview

To properly protect the residents, businesses, and visitors in the region, it is important to understand the hazards and risks that are present. TSI bases the regional all-hazards risk assessment on the HIRA (Hazard Identification & Risk Assessment) program and standards from NFPA 551: Guide for the Evaluation of Fire Risk Assessments. It will focus on identifying the hazards, the vulnerability of the community, the probability of events occurring, the capability and capacity of emergency services and therefore the risks and resulting impacts. Using a simple risk assessment matrix, it is possible for Smoky Lake County to review the assets at risk, determine the vulnerability of assets and the tolerance for risk that the County is willing to assume. Then, Council can determine, formalize, and amend fire service levels that will be implemented by the Fire Chief.

It is important to consider the stakeholders and their expectations regarding the response and service provided by SLCFS. Regardless of whether an emergency service is full time, part-time, or volunteer, general expectations of service are the same. Stakeholders expect rapid and effective response and service when an event occurs. Stakeholders generally focus on loss including but not limited to the following (NFPA 551, A.4.4.3.4):

- Human losses
- Environmental damage
- Business interruption
- Risk control program implementation costs
- Loss of image
- Loss of community confidence
- Loss of structure and objects with heritage/historical significance

More information about the HIRA process is available in [Appendix 12.1 Hazards & Risks](#).

2.2 Geographic Profile

Smoky Lake County with its population of 2461 (2016 Census), is primarily a rural municipality with an economy based on agriculture. Bordered on the south by the North Saskatchewan River, most of the southern and southwestern portions of the County are agricultural land. The north is bordered by the Buffalo Lake and Kikino Metis settlements. The western portion is bordered by Thorhild and Athabasca Counties and to the east by the County of St. Paul. Much of the northern County is crown land and grazing lease, parkland, and boreal forest. There is some oil and gas activity throughout the county, but it does not pose a significant hazard or risk.

The suburban areas are concentrated along the Highway 28 transportation corridor and includes the Town of Smoky Lake, Villages of Vilna and Waskatenau, Hamlets of Warspite, Bellis and Spedden. The County also contains other localities including some ten lake resort areas, the Victoria Settlement, Metis Crossing as well as the Iron Horse Trail. It can be assumed that there is a significant increase in population over the summer months.

There are some light industrial and commercial properties in the southern portion of the County as well as the Town of Smoky Lake. The absence of a through railway eliminates a significant hazard related to major transportation.

It is assumed that the local EMA in conjunction with local emergency services will have identified major hazards and risks and developed mitigation strategies to address these risks.

2.3 Building Stock Profile

The County building stock profile includes some 2250 buildings, 1550 of which are considered as occupied or primary residence. The remainder are considered commercial, industrial, institutional, and gathering places. The Town of Smoky Lake may include a number of high-risk structures that could negatively affect the community and region including the George McDougall Health Centre, the Arena, H.A. Kostash School (K-12), Seniors Housing (including the three-story "Bar V Nook Manor"), the governmental offices, as well as a few historic buildings.

The Villages of Waskatenau and Vilna also have a stock of buildings that could be considered a high risk should they be damaged or lost, including the Holy Family School (K-9), the Vilna School (K-12), the Waskatenau Community Centre, Our Lady's Health Centre, the Agri-Plex Arena & Curling Rink, several gathering places, and places of worship.

Although there are some light industrial areas spread through the County, such as the Smoky Lake Forest Nursery and Sungro Horticulture Canada, overall, the risks are considered low as are the consequences. More risk is associated with the Town and Villages because of its suburban nature, concentration of population and the severity of impacts to the community associated with loss.

2.4 Critical Infrastructure Profile

Following interviews with County staff, it was apparent that critical infrastructure including municipal water supply and distribution is well looked after by the Highway 28/63 Regional

Water Services Commission. Other critical infrastructure including electrical utilities, health services and hospitals all pose a high risk, but these have protections in place. Therefore, the risk to this infrastructure can be determined to be moderate.

2.5 Public Safety Response Profile

Smoky Lake County provides public safety response using their emergency services organizations which includes four fire departments, consisting of three fire halls staffed with paid-on-call firefighters, a full time Fire Chief and Deputy Fire Chief, the RCMP, and local ambulance services. Risks and impacts of an event are directly related to the capability and capacity of local emergency services to respond. Limited capability within the Fire Department, due to staffing shortages specifically in the Village of Waskatenau, increases the risk to the western portion of the County. It is assumed that the Fire Department also provides some fire prevention and public education programs in the region. Consistent throughout Alberta's rural areas, Fire Services, RCMP and EMS services operate with limited resources which can be supplemented using mutual aid and resources from neighboring municipalities.

Although no formal interviews were conducted with community services providers for Family and Community Support Services (FCSS) it is assumed that the Town of Smoky Lake has prepared its FCSS through mitigation measures and training as part of regional emergency management.

2.6 Economic Profile

The agricultural, commercial, and industrial sectors provide local employment and drive the local economy. When prioritizing risks, it is important to consider the impacts that fire or other emergencies may have on this sector. Loss of employment or closure of commercial and retail occupancies or related critical infrastructure such as hospitals or schools are vital to maintaining a vibrant economy. Any loss of critical infrastructure could adversely affect the local economy. Local community departments including economic development, employment and social services can assist in determining impacts of fire and other disasters on the local economy and mitigate these impacts by providing the sector with economic recovery and business continuity plans.

2.7 Transportation Corridor

Travel by road is the major avenue of transportation within the County. There is no railway or significant air travel. The major route, Highway 28, crosses the entire County from east to west and is a very busy roadway for both work and leisure. A major intersection is located 1 km west of the Village of Waskatenau and connects Highway 28 to Hwy 63 via highway 831, marking a significant route to the bitumen mines in north central and northeastern Alberta, a major employer in Alberta and Canada. The volume of travel along this route creates a moderate risk because of the frequency of events occurring, although the consequences to the County are minor.

The North Saskatchewan River which constitutes the southern border of the County is also a transportation corridor, primarily used for pleasure and recreation. There is some development along the river including Metis Crossing and Victoria Settlement Provincial

Historic Site. Even though access to the river is limited, the risk level is moderate simply because of life safety and environmental concerns.

2.8 Natural Occurrences / Phenomenon

Natural occurrences such as severe weather from major storms, winds, tornados, winter storms, wildfires, floods, epidemics, and pandemics certainly pose a moderate risk. The trend toward the increase of extreme weather incidents should place a high priority on preparedness and the region's emergency management capabilities.

Increased risk of wildfires may occur during the summer months when tourists and cottagers are most active. Although fire and emergency services are the front line first responders to these types of events, these events are generally mitigated with integrated and multi-jurisdictional efforts as part of the emergency management process.

2.9 Conclusion

After a regional analysis of hazards and risks involved in different regional profiles, **the overall risk profile to Smoky Lake County and the municipalities within it is Moderate**. Generally, there were no negligible risks noted within the region. Probability and outcomes or consequences are a key determining factor when analysing risks and hazards. Most high risks and hazards are determined to be highly unlikely to occur, but if they do occur the consequences may be excessive or even devastating. With pre-fire planning, regular inspections, preparedness and protection measures in place, the below high-risk occupancies can be downgraded as moderate risks.

Low Risk	<ul style="list-style-type: none"> • Geographic profile / landscape and land use
Moderate Risk	<ul style="list-style-type: none"> • Private dwellings • Regional water services • Gas and electric utilities • Industrial activities
High Risk	<ul style="list-style-type: none"> • George McDougall Health Centre • Arenas • Schools (all) • Seniors Housing; Bar "V" Nook Manor • Government offices (local and provincial) • Places of worship and gathering places
Catastrophic Risk	<ul style="list-style-type: none"> • Natural disasters (tornadoes, windstorms, wildfires, torrential rain and flooding)

This analysis does not in any way assume that a major event or disaster will not occur, therefore planning and preparedness is necessary for the prevention and mitigation of major occurrences. This HIRA also assumes that the SLCFS has done initial pre-incident planning for high-risk occupancies and critical infrastructure.

3.0 FIRE SERVICE GOVERNANCE & STRUCTURE

3.1 Current Governance Collaboration

There exists four distinct yet interconnected fire services operating within the county of Smoky Lake, those being Smoky Lake County, Town of Smoky Lake Fire Department, Vilna Fire Department, and Waskatenau Fire Department. It must be noted that Smoky Lake County is operating without a formal fire station.

Governance for regional fire departments is possibly one of the most important elements for successful running of the service. Having a clearly defined set of roles, responsibilities, processes, and rules can greatly enhance decision-making. In our interviews, TSI repeatedly heard about the challenge of the County Fire Chief having multiple forces trying to influence the direction of the department. This was perplexing because the Smoky Lake Region Fire and Rescue Committee has a well-defined chart displaying how the system should operate as shown below in Figure 2.

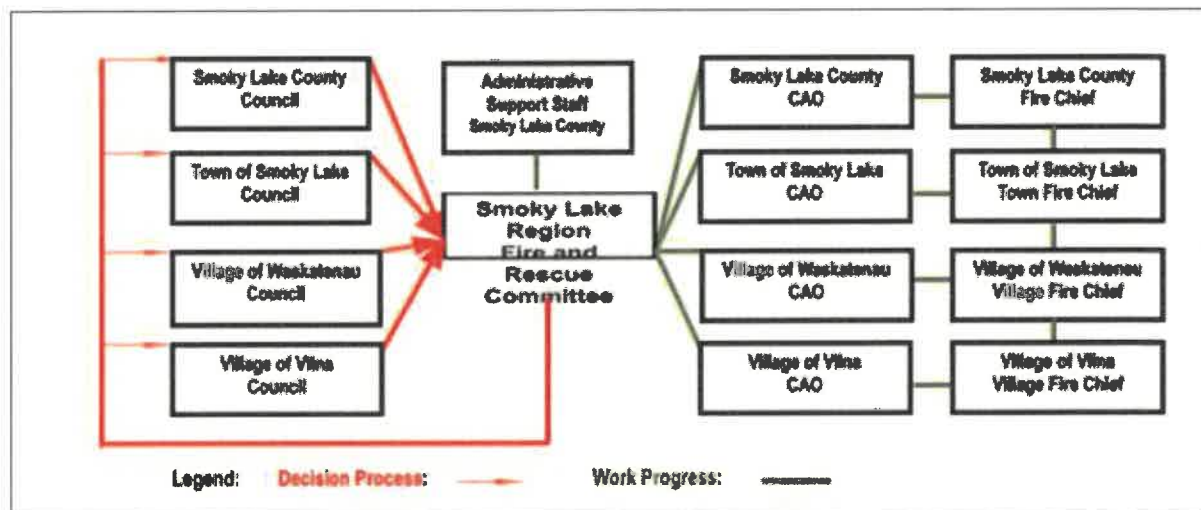
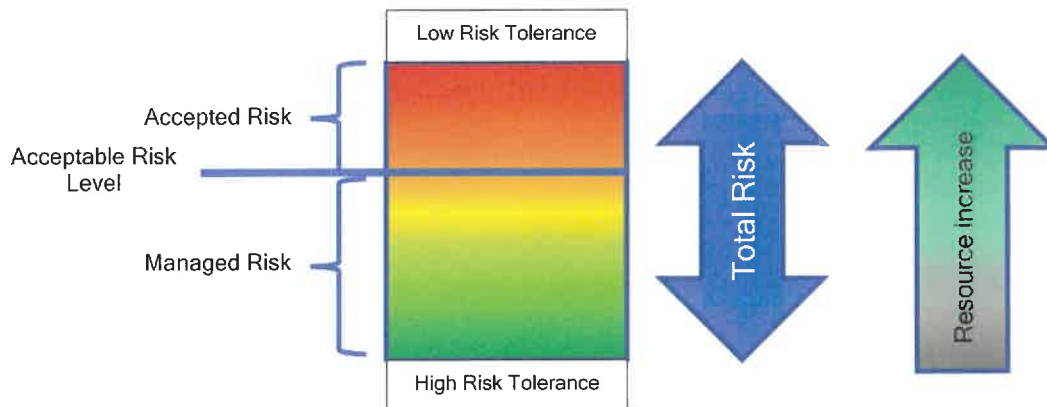


Figure 2 Regional Organization Chart, Smoky Lake

In bylaw 1286-15, it is clearly defined the membership of the regional committee as having five members, two from the County and one each from the Town of Smoky Lake and both villages for a total of 5 members. This bylaw provides the direction and purpose of the committee as *“To provide policy leadership and coordination on operations and future directions for the Smoky Lake Region’s Fire and Rescue Service.”* Which is exactly what this type of committee should be focused on. However, it appears the practical application of this committee has been lost at some point where the direction for the Smoky Lake County Fire Chief can come from up to 14 individuals. This is not an enviable position as competing priorities from multiple perspectives can paralyze action.

Good governance and discipline will frequently perpetuate good decision making; to make strategic decisions, an organization needs to understand and apply risk management. The

main challenges of any risk management program are resource limitations such as budget or, in the case of many rural fire services, volunteers for firefighting. This adds an element to the cycle which must be discussed and decided upon, especially when it comes to calculated risks.



The above figure shows how a municipality could consider their tolerance to the total risk and decide on their acceptable risk level for deploying emergency services in their community. If an organization decides they have a very low risk tolerance and wishes to maximize their managed risk to minimize potential impacts, they must consent that there will be a corresponding increase in demand for resources such as funding or time. However, if an organization has a very high tolerance for risk, there will be less strain on resources with an increase in potential impacts.

The discussions and decisions around the concept of risk management can be very difficult for municipal decision makers due to factors such as personal, professional, and political biases. There is a constant desire to maximize managed risk with limited resources, which as we have shown, is virtually impossible. TSI recommends substantial effort on the part of decision makers and risk managers (Fire Chiefs in this report) to discuss risk management, decide on an acceptable risk level and proceed with the implementation of risk strategies. Finally, it is just as critical for the organization to monitor the effects of the implemented programs, equipment, etc. every 3-5 years to ensure their risk tolerance is understood and accepted.

It is necessary that the policy makers and administration maintain discipline in their respective roles to allow both parties to complete their responsibilities. If a Fire Chief believes a decision from the committee has certain challenges that do not immediately put anyone at risk or harm and that Fire Chief has provided all the evidence to the committee, the decision should be accepted. Same in return for the committee members, once they have decided on a direction and communicated through to the Fire Chief, the implementation is not their concern. This precludes the need to keep the committee meetings to the group of five representatives that receive information from the four regional partners, processes the information and then delivers decisions on policy matters.

In this model the CAOs and Fire Chiefs would be responsible for receiving decisions, working together to implement actions, and then reporting back to the committee on the effectiveness of their actions.

Another aspect that the Smoky Lake region could consider is to use working committees to provide the regional committee with direction on critical elements of operating a regional fire service. Suggestions for working committees are capital investment and human resources which can include training, remuneration, etc. These committees could have membership that reflects the interest of each municipality to work collaboratively on solutions to meet the regional committee's direction.

This discipline in governance is critical and should be reflected in the bylaw. It cannot be overstated on how important it is to delineate the need for decision makers to be decision makers and the implementers be the implementers.

3.2 What We Heard

In the interviews, we heard clearly that the fire services are overseen by a few committees which are somewhat disjointed in their formality and their application. They include the councillors of Smoky Lake County and the three municipalities within the County as described above. The main Fire Services Committee meets often, seems to have many attendees which are not formally part of the committee (5 voting members), and provides operational direction to the Smoky Lake County Fire Chief. Unfortunately, this type of committee is far too large, and meets too often due to its operational approach to issues, making it cumbersome and preventing effective strategic outcomes.

There is no evidence of formal cost share agreement or service level agreements between the county and the three other municipalities. Operating and Capital budget is mainly provided by Smoky Lake County, other than some capital support from the Town and some facility support from the Villages.

The status quo was clearly seen as a challenge in the long term.

3.3 Analysis

There is a need to create an advisory committee such as a "Regional Fire Services Steering Committee". This committee would be focused on strategy and leave operations to Administration. Create a bylaw for the steering committee somewhat in line with the 2015 bylaw which utilizes a small five person voting committee. The steering committee would benefit from meeting quarterly or to deal with emergent issues as required and deal with strategic opportunities and budget issues from the Fire Service.

This committee would bring issues from their respective councils and regional updates back, as well as any items needing approval. Also, an annual state of the Fire Service update report and meeting can be delivered and held with a larger group or within individual municipalities, as presented by the Fire Chief. The annual report would include statistics, noteworthy discussion, with short and long-term budget updates and impacts. Using the quarterly committee meeting could be a very positive process for collaboration and open dialogue.

A single Fire Service oversight model is recommended and once established, consideration can be given to create a governance model such as:

- A fee for service agreement with each of the municipalities where they can provide some budget support to the Fire Service and event responses within their specific municipality, or
- create a cost share agreement where the municipalities fund a portion of the Fire Service operating costs for the cost of Fire Service provision within their respective municipality (as compared to total annual Capital and Operating cost of the district).

Additional governance options should be considered by all parties with a forensic assessment of the advantages and disadvantages of each option. The next section of this report will look at available governance options and considerations available to municipal Fire Services.

3.4 Governance Considerations & Options

In Alberta, there are a multitude of governance models available to municipal Fire Services. However, not all models would be considered reasonable or sustainable. Therefore, this report will showcase all available models and highlight which best align with the needs, resources, and practicalities specific to the Smoky Lake County region.

There are several possible governance models that could be adopted to address enhanced municipal cooperation and collaboration. Governance options should be looked at as a spectrum of opportunities in whole or part.

On the far left of the continuum there are wholly autonomous municipalities; on the far right is the ultimate in collaboration: amalgamation of two or more municipalities. In between are a variety of options in which local authorities can address specific areas or whole-of-governance approaches.

The following diagram provides a visual depiction of how these models might appear on a horizontal continuum. Except for the Regional Municipality and amalgamation models, all the options preserve the existence of separate independent municipalities with varying degrees of collaboration and cooperation.

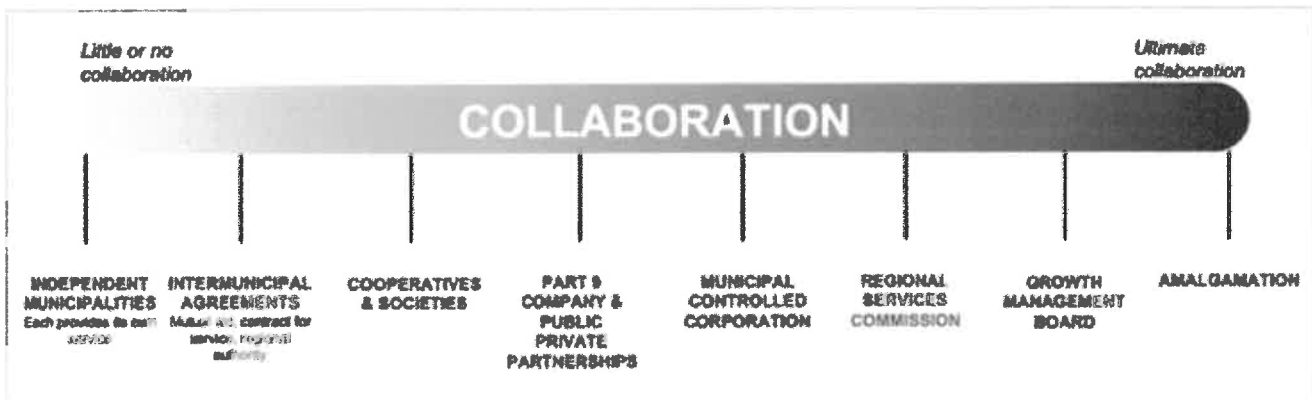


Figure 3 Municipal Collaboration Continuum (TSI, 2021)

In the publication “Governance Options for Municipal Regional Services in Alberta” (produced by the Government of Alberta), seven governance models are identified and explained. An eighth option was added relating to Growth Management Boards and is covered in Part 17.1 of the Municipal Government Act. Some of the provisions relating to each of the various models are shown in **Appendix 12.2 Governance Options**.

While any one of these models is a potential option to improve collaboration and cooperation between the four municipalities sharing a regional service, the following six options are deemed inappropriate as they are the least likely to be embraced or improve the existing delivery of municipal services:

- Municipal Controlled Corporation;
- Cooperative;
- Society;
- Part 9 Company;
- Public Private Partnership; and
- Growth Management Board.

That leaves two models as viable options for further review and analysis: Intermunicipal Agreements and Regional Services Commission. For future governance analysis, TSI recommends categorizing those two viable models into the following options:

1. Enhanced Inter-Municipal Collaboration Agreements (with three subcategory options);
 - a. Regional Committee (Authority/Council); or
 - b. Contract Fee for Service; or
 - c. Intermunicipal Agreement; or
2. Regional Fire Services Commission.

As an outcome of the current state of the Fire Service, and as an introduction of the Smoky Lake County Governance project occurring concurrently, **a decision will be required as to the desired Governance model**. This will provide direction for and set the foundation of the Fire Master Plan in 2022.

4.0 FIRE SERVICES ADMINISTRATION

4.1 Organization Structure Analysis

It was apparent that the current operational oversight provided by the two Chief Officers of Smoky Lake County Fire Services is seriously overwhelmed. Clear provision of chain of command with the other stations was either not effective, not in place, or simply not respected or followed. The three fire stations feel they are distinct and independent and yet they rely on Smoky Lake County for their “boots on the ground” work as provided during the daytime by the two chief officers as they are quite often the only two first responders available. The Fire Chief is the responding Chief Officer, and the Deputy Fire Chief provides training for the three stations.

Job Descriptions and Chain of Command

Smoky Lake County has two full-time staff: the Fire Chief and Deputy Fire Chief. The current workload of the two staff members is far too large to be effective or allow time for any focus or depth of strategic approach to the Fire Service. While in Chief Officer positions, they also respond to every emergency and medical event in the County (which includes the three municipalities). Additionally, they fill out the event reports, do fleet management, inventory, station maintenance, and training. Furthermore, the administrative support function is almost non-existent as the current Deputy Fire Chief was in an administrative role prior to being appointed as Deputy and has continued to provide administrative support as well as being the training lead.

The Smoky Lake Fire Department, Vilna Fire Department, and Waskatenau Fire Department are all staffed through volunteers. They each have a volunteer Station Chief who, in the absence of the Smoky Lake County Fire Chief, have authority for purchasing approvals and other oversight functions.

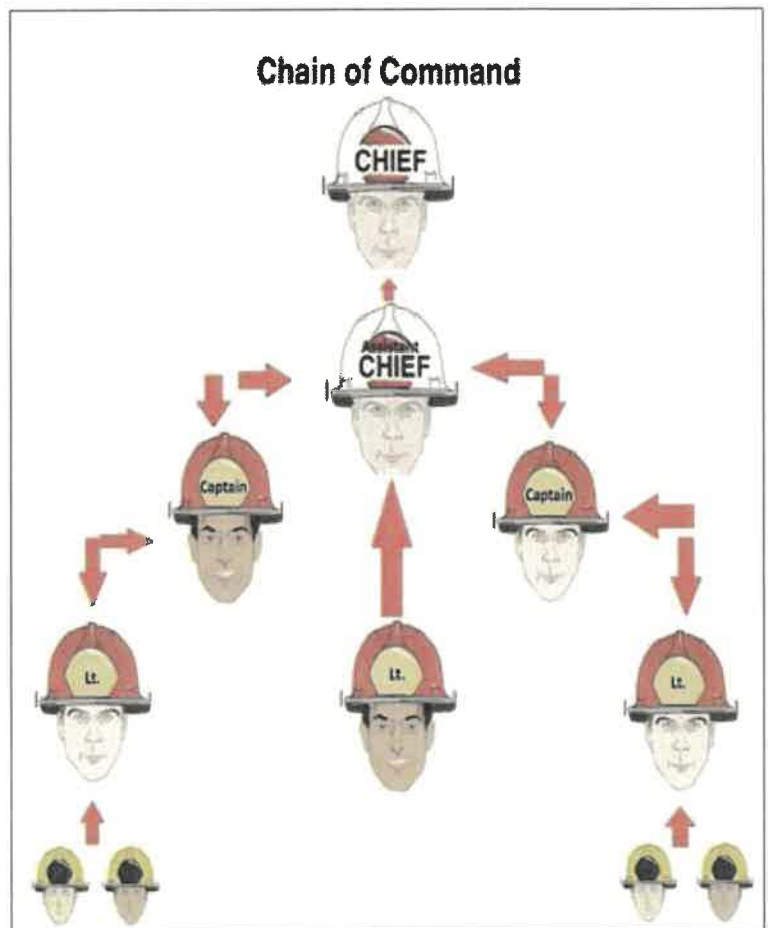


Image 2 Fire Services Chain of Command

Note: The Vilna Station Chief is also an employee of Smoky Lake County, and the Waskatenau Station Chief works out of the County during the day and is generally not available for emergency event response. The Deputy Chief for the County becomes the Deputy Chief for the Town after-hours as well.

4.2 Bylaws, Policies & Procedures Analysis

Governance establishes relevant and transparent accountability in decision-making processes to align direction and guide actions. This is done through bylaw and policy. Documents follow a hierarchy to ensure the right groups have the proper authorization and oversight. Documents serve different functions and purposes.

Bylaws

The Bylaw review exposed a few items for remedy:

- **Bylaw 1285-15 (Charges)** states that there is a charge of \$25/hour/firefighter for mutual aid responses. However, there are different remuneration standards for paying firefighters internally (\$15-18). This could be misconstrued as “profiteering” if mutual aid partners were aware of this discrepancy.
- **Bylaw 1217-10 (911 Services)** was placed into effect in 2010 and TSI questions the applicability.
- **Bylaw 1324-18 (AFRRCS)** was placed into effect in 2018; TSI questions the requirement to have such a document in place as this is not a common practice in the province of Alberta.

Policies & Directives

Overall, Smoky Lake County has a healthy set of policies for Fire Services. Some notes around this area:

- Fire Department policies should be updated at least every 5 years. The last time the County’s policies were reviewed was in 2007.
- Specifically, there are three policies (**M01-39-01, M01-34, M1-10**) that are technically job descriptions. If this is a regular practice for the County, then this is appropriate. However, it is usually a practice for job descriptions to be found as a Human Resource document.
- **Policy M02-03** is a work plan for the Fire Chief which is an interesting document that outlines the daily, weekly, monthly, and periodical duties of the Fire Chief. The document is comprehensive and not usually found in fire services policies. The question TSI had in its review of the policy is, how is it measured by the Fire Chief or others? There is definite value in this type of direction but how is it used to track completion of tasks for the department?
- **M02-04** is the Fire Permit Best Practices, which provides direction for guardians and permit holders. Typically, in rural fire services this direction is presented to give direction to fire guardians. TSI recommends removing the direction for permit holders as that is a function of communications between the fire guardian and the permit holder at the time of issuance.



- The County is commended for the comprehensive policy/procedure on the recruitment process for firefighters.
- There is a question on why the County has a policy for the Alberta First Responder Radio System (AFRRCS) and 911 call services. These are typically found as Agreements.
- The Master Plan found in the department Standard Operating Guidelines is a well-developed document that outlines the requirement for Council to be accountable for establishing Levels of Service. However, in the LOS policy, the information provided is obscure and does not provide clear direction on what risk tolerances Council has for incidents which leads to an unclear course for Fire Services to meet the service level.

Procedures, Guidelines, SOPs & SOGs

TSI reviewed the department Standard Operating Guidelines and had the following comments:

- The structure is easy to follow and find applicable documents which provide guidance.
- Consider providing the names of the documents for the electronic version.
- There should be a signature section along with a date of implementation for review purposes.
- Recommend moving the Waste Procedure document into administration section.

4.3 Mutual Aid Agreements

All agreements with neighbouring municipalities were contemporary, complete, and comprehensive. Smoky Lake has done an excellent job in maintaining these documents in the region. The execution of current mutual aid agreements is discussed in Section 5.5.

4.4 OHS Program

Fire Services in North America assume risk when they respond to incidents where a hazard has manifested as “risk realized”. By assuming risk for others, firefighters usually increase the likelihood of injury acutely or because of chronic exposures. It is the responsibility of the municipality to minimize and mitigate these risks by working with the respective departments in understanding how they can collaboratively accomplish this.

It was evident that the municipal organization and the department are committed to safety. The County has begun providing direction and coordination for the Fire Service by implementing some health and safety policies; this practice should continue. The main activities the department should continue are:

1. **Safety inspections of the fire station and the vehicles:** The Fire Chief and Deputy Fire Chiefs should commit to completing at least two inspections annually with staff. An area of improvement is to identify what firefighters may or may not complete for maintenance on the vehicles.
2. **Equipment inspections and maintenance:** We did notice that equipment for the most part, was maintained well. An area of improvement would be to begin a firefighter protective ensemble review. This would include a consolidated inspection of the

protective equipment, development of a standard of replacement, and development of a standard ensemble.

3. **Cancer awareness and prevention:** Over the past decade or so, the North American Fire Service has heightened its awareness of cancer occurrence in firefighters. The research has prompted many initiatives in how a department can prevent or mitigate the exposure to cancer causing agents while providing emergency services. The County has supported the department through adequate equipment but there are a few areas for improvement in protecting the health of firefighters. The first is the development of a gross decontamination protocol and a “clean cab” program where the department uses post-operations to ensure no materials exposed to the products of combustion encounter the firefighters. This exposure can be easily managed with having sets of coveralls and simple garbage bags for soiled or contaminated PPE.
4. **Firefighter Behavioural Health:** TSI did not review any program for responders to engage with if they succumb to Occupational Stress Injuries.
5. **Firefighter Physical Fitness:** The fire service faces a significant trial when it comes to the physical well-being of firefighters. Statistics from recent research has cancers, traumatic injuries and mental illnesses playing significant roles in the deaths of firefighters. The role of a volunteer firefighter cannot be minimized as they face the same dangers as career firefighters. From the onset of a firefighter’s career, when they pass a physical aptitude assessment to the moment they retire, a firefighter and the fire department should consider their physical well-being through constant surveillance. There are many examples of programs which assist firefighters in monitoring their health and well-being, such as mandated annual medicals with a physician, annual physical assessments or surveys, and entire physical fitness programs which include a commitment from the organization to provide equipment or memberships.

4.5 Inspection & Investigation Responsibilities

Inspections

Fire Prevention Inspections are carried out as time allows generally on a complaint basis. with no requirement for business licensing currently, little data is gathered as to contents or process carried out within buildings or businesses. Due to the lower number of industrial buildings in the municipalities, the current approach is sufficient and not adding risk currently.

Public event attendance with a “public fire safety education” approach with volunteer firefighters and often the Fire Chief are well received by the community. These community events are generally held after normal business hours and add more work to the Fire Chief’s schedule. Encouragement of and attendance at these events by the Fire Service is seen as paramount to maintaining a high social license to operate in the community. This is crucial to the ongoing provision of the Fire Service in any municipality.

Investigations:

The sole legislated requirement for any Fire Service in Alberta is the requirement to investigate cause and origin of fires and report this data to the Province of Alberta through the Alberta Fire Commissioners Office (OFC.)

As part of our research for this project, it was explained to TSI that the four municipalities agreed as a whole at some point in the past to drop any and all QMP safety codes accreditations. The responsibility for this function then defaults to the Province of Alberta Municipal Affairs through the OFC. Most recently the OFC has been seeing some changes to their operating standards and the function of Fire Investigations has been somewhat lacking in its level of service provision.

A certain dollar loss amount or life loss enacts the requirement for the investigation and reporting. Often, if the cause is quite evident, this becomes a small issue with little or no follow up required. For larger events, those with larger dollar loss, injury or fatality, the investigation becomes more complex. For these more complex events, insurance often becomes involved if there is an insured portion for the loss. Generally, the insurance company contracts a private fire investigator and that is the only investigation that is performed.

As Smoky Lake is not accredited with Safety Codes and therefore does not have a Quality Management Plan, there is no risk to the County or its municipalities at this time. If required, Smoky Lake Fire Service can hire a private fire investigator to support the Fire Service position for any particular loss if a perceived or real risk exists to the municipality, the Fire Service, or deemed as otherwise necessary.

5.0 LEVEL OF SERVICE

A huge challenge for Fire Service leaders in Alberta is defining appropriate levels of service. The variety of risks and levels of hazards that exist are unique to each community, and often an “all hazards” response program is challenging due to limitations in staffing, budget, and large geographical areas.

Each municipality in Alberta is left to determine what their unique Level of Service (LOS) will be so they can best meet the needs of the community in a safe, efficient, and effective manner. LOS is your commitment to your community and the foundation for how you make decisions regarding your Fire Service. A defined LOS are the items you commit to providing throughout your service area. It also provides guidance to establishing training programs, approving expenditures on equipment/apparatus and what staffing levels should be.

Developing a LOS for your community must be a collaborative effort between the fire department, community officials, and the public. The challenge is determining the needs of the community and balancing those with the honest capabilities of the fire department and the realities of the municipal budget. It comes down to the expectations of the public for safety and the affordability of that level provided.

The Alberta Fire Chiefs Association (AFCA) has developed a tool to help Alberta fire departments and municipalities determine what their LOS should be. This tool examines the risk and hazards within a jurisdiction, the demographics of that area, what the appropriate and realistic LOS should be, and finally what the training competencies must be to deliver that customized Level of Service.

Once the risk and hazards are identified then some vulnerabilities become apparent. The AFCA tool defines vulnerability as “a weakness or gap in our fire protection that can be exploited by threats to compromise our communities and public safety.” The challenge to the fire service leaders is managing these risks in a strategic and thoughtful process.

Currently the LOS in Smoky Lake County is defined in the Fire Protective Service Bylaw NO. 1285-15 and is further clarified in Fire Department Level of Service Policy 2-03 which states Smoky Lake County Fire Department is authorized to provide emergency services within the County boundaries in conjunction with the Vilna, Smoky Lake and Waskatenau Fire Departments. It goes on to list the following Service Levels:

1. Emergency Dispatch Services (Currently contracted to BRFA)
2. Pre-Emergency Planning including facility familiarization
3. Firefighting - Structural - both exterior and interior operations
4. Wildland firefighting
5. Incident Command
6. Emergency Medical Response to assist EMS
7. Rescue Services including vehicle extrication
8. Dangerous Goods to an awareness level

“Risk is generally managed, or treated, in one of four ways:

1. Avoid risk by choosing not to undertake certain types of activities.
2. Transfer risk to third parties through contracts, outsourcing and insurance
3. Mitigate risk through prevention and control measures- i.e., Fire Dept LOS
4. Accept risk, recognizing the benefits of doing so outweigh the costs of transfer or mitigation.”

Source: Risk Management, Alberta Urban Municipalities Association (2019) & ISO 27001

Those consulted felt that the current LOS was satisfactory and realistic for the service regarding overall response.

TSI completed the AFCA Toolkit in conjunction with Chief Franchuk and Deputy Chief Kotylak and found the current LOS closely resembled the one recommended by the AFCA tool. A copy of the reports are available in [Appendix 12.3- A, B & C](#).

While the bylaw and policy provide guidance on the LOS to be provided, it does not cover all the types of incidents that may be encountered. Some services not clearly covered in the current bylaw include vehicle firefighting and response to building alarms.

The departments in the area are facing some external pressure to provide swift water rescue and will have to determine if they are prepared to increase the LOS in scope to accommodate any of these types of responses. **It is recommended the LOS Bylaw and Policy be revisited to clarify service levels in Smoky Lake County.** A major part of that clarification may be to clearly state that the fire departments do not have the capability to offer certain services, such as swift water rescue.

5.1 Response

It is a common difficulty for Council and the community to understand and determine if the fire service is performing to industry standards. How does a community know they are receiving the best possible service, given the resources and leadership? Often the performance assessment is therefore based on the public's most recent interaction or media-reported incident, positive or negative.

The organization must be able to measure itself against an objective criterion. For some municipalities in North America, the National Fire Protection Association (NFPA) 1720 is a standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Departments.

Table 4.3.2 Staffing and Response Time

Demand Zone ^a	Demographics	Minimum Staff to Respond ^b	Response Time (minutes) ^c	Meets Objective (%)
Urban area	>1000 people/mi ² (2.6 km ²)	15	9	90
Suburban area	500-1000 people/mi ² (2.6 km ²)	10	10	80
Rural area	<500 people/mi ² (2.6 km ²)	6	14	80
Remote area	Travel distance ≥ 8 mi (12.87 km)	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

^aA jurisdiction can have more than one demand zone.

^bMinimum staffing includes members responding from the AHJ's department and automatic aid

^cResponse time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

Source: NFPA 1720

NFPA 1720 is a standard that is not going to be met every time but can act as a guide for response goals or objectives. The main issue in Smoky Lake County is having the firefighters available to deploy an effective response. The ability to accurately measure performance will allow leaders to make changes to apparatus placement and deployment, make service level improvements, identify service gaps, training needs, and enhance the safety of firefighters and first responders.

The Town of Smoky Lake is the busiest department in the region; however, all three departments are consistently called on to respond. Incident data from 2018-2020 show the following:

Department	Year	Response Volume	Response Volume %
Smoky Lake (Town)	2018-2020	263	47%
Vilna	2018-2020	199	35%
Waskatenau	2018-2020	102	18%
Total	2018-2020	564	100%

Connecting back to LOS, it is interesting to look at the types of calls the departments are responding to as shown in Figure 5 below. Collisions, wildland, medical and alarms account for 81% of all calls.

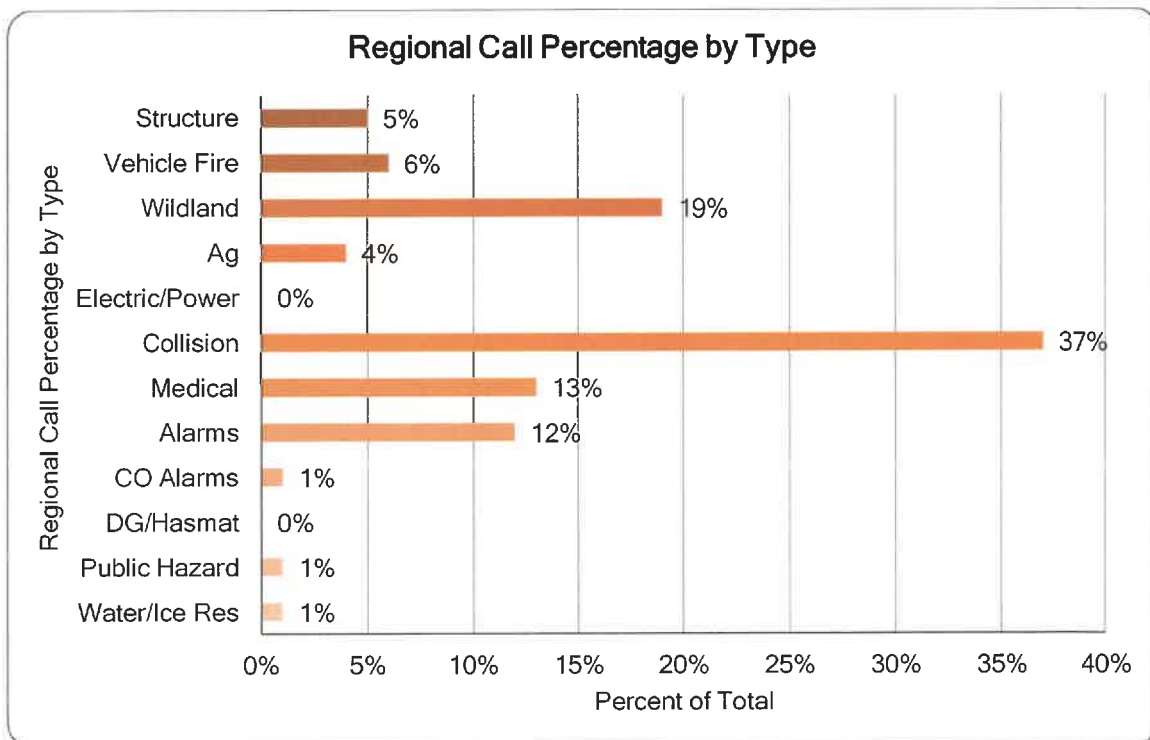
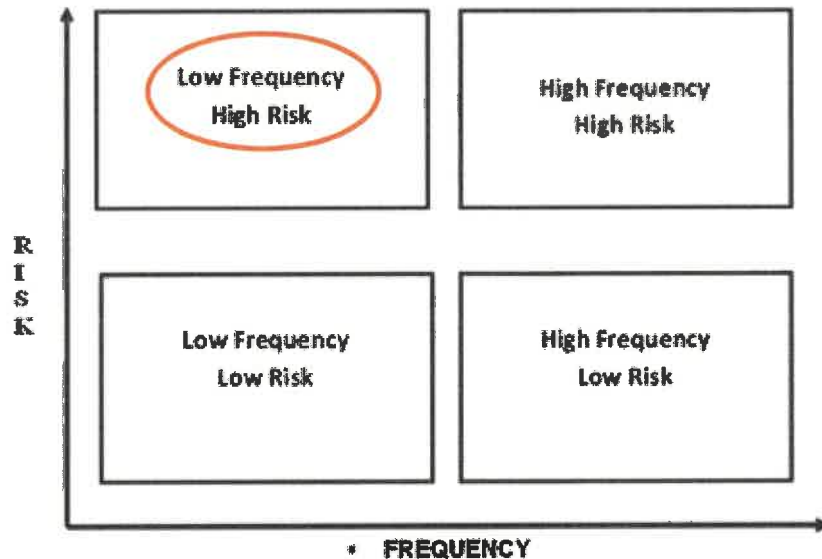


Figure 4: Regional Call Percentage by Type (2018 - 2020)

5.2 Fire Suppression

The LOS dictates the fire departments will respond to structure fires and wildland fires. Interviews made it clear that while interior firefighting is within the LOS, and some members are trained in this capacity, the reality is that the majority of the time exterior operations are the most appropriate. Long response times and having enough trained individuals on scene makes it unlikely that a safe and effective interior attack will be possible.



However, as NFPA 1500 suggests, a high-risk, low-occurrence event can be overcome with effective training:

“There are two factors that will ensure that a low frequency/high risk event will be successful. The first factor is an aggressive training program. **Every day is a training day.** With an aggressive training program, this will ensure the successful outcome of an incident. The second factor is rapid prime decision making. Personnel, through training and continuous retraining, have the necessary knowledge, skills, and abilities (KSA) to ensure the successful outcome of a low frequency/ high risk incident.”

As noted throughout this report, the main concern when responding to any fire incident is to have enough members respond who are sufficiently trained. The desire would be to find a staffing and deployment model where resources are more predictable and dependable.

5.3 Service Response for Highways

Overall, within Smoky Lake County, responses to MVCs (motor vehicle collisions) amount to a total of 37 percent of the total call volume, an estimated 90 percent of which occur on Highway 28. This is by far the most frequent type of emergency response within the region. As a rule, what we do most often is what we do best, and the SLCFS is exceptional at providing this service. Consultation with the Chief and other staff provided insight into the response model and its adaptation to single vehicle versus multi-vehicle collisions with or without entrapment.

The primary response unit to these events is the Rescue. These units (3) are all thoroughly equipped for this purpose. Properly staffed, exceptional service is expected and provided. SLCFS including SLFD, VFD, and WFD should all be commended for the fine service they provide not only on roadways but in all areas of fire and emergency response and public safety.

Staff safety is always the primary concern during this type of event. Roadways, especially high-speed roadways, create an extremely hazardous working environment. Support vehicles are a necessity and paramount for the safety of all first responders and others involved. Engines for the suppression of vehicle fires and units used for blocking or control of traffic should always support any operations on roadways. Once a safe working area is established, rescue operations can begin. Consideration should also be given to mental health support for staff following traumatic events with continued care made available.

5.4 Medical Assist Response

The current service model of Alberta Health Services EMS is to leverage every community ambulance as part of the overall provincial prehospital medical response. This application has pros and cons, but it clearly creates unpredictability in where ambulances are staged and how long it will take to arrive on scene. Therefore, a response from fire departments, with any level of medical training, is becoming increasingly important. Having trained personnel on scene provides a level of comfort to patients and their families for any medical emergency.

Currently, there isn't complete consistency amongst the fire services in Smoky Lake County regarding medical aid calls, including training of the medical responders, types of incidents responded to, or the services they offer when they arrive on scene. Some members of the fire departments have nursing or EMS backgrounds which adds confidence to medical responses. It is recommended the Fire Services establish a consistent minimum level of medical training for firefighters and to clarify what types of medical incidents fire crews are dispatched. Response to medical calls is typically done on a rescue truck.

When interviewing the Bonnyville dispatch center they stated the general rule is to dispatch resources from the three communities to the most acute (delta and echo) incidents. However, it was up to each service to determine what types of medical calls they respond to, by opting in or out of a checklist of the dispatch codes. At other times the fire department might be dispatched if or when an AHS EMS unit will be delayed. This is only done if AHS contacts them to request it.

The specifics of the AHS contract to provide EMS to the region is not known. However, it is becoming much more apparent that every municipality should be looking at their agreement for EMS and examining the level of coverage they are getting. This will help inform them of how much they should be looking to their municipal fire service to supplement the provincial ambulance response.

5.5 Mutual Aid

Mutual aid is another very important consideration for Fire Services in rural Alberta. They enhance the abilities of the various Fire Services to protect the people, property, and businesses in their community and provide increased safety and assistance to front line firefighters when the event size, type or volume exceeds local capacity. Fire Services in these areas need to find a way to work together across jurisdictional boundaries for the benefit of all.

Internal Mutual Aid (Co-Response)

The Town of Smoky Lake and the Villages of Vilna and Waskatenau have an important and frequently used mutual aid agreement. The resources of Smoky Lake County are crucial in the success of each of these three municipal departments. The current approach to response is that whichever fire district the incident is taking place means that particular service is responsible to activate resources from the other departments if required. It is important to note that the one of the chief officers of Smoky Lake County, Chief Franchuk and Deputy Chief Kotylak, are attached to all incidents in the County no matter which jurisdiction the incident takes place, even if it takes place directly in the Town or Villages. Both Chief Officers are dispatched, and they manage their own “on call” schedule to ensure at least one of them responds.

The Fire Services in Smoky Lake County currently utilize a mutual aid approach rather than an automatic aid approach. Mutual aid is assistance that is requested by the responding fire department. Automatic aid is assistance that is dispatched automatically based on predetermined response guidelines. Both types of aid should be governed by formal, written, contractual agreements between fire departments, fire districts, or municipalities. Automatic Aid means that two or more departments automatically respond to a call together. This helps ensure coverage between services, provides firefighters from all stations with the opportunity to respond to an increased number and a greater diversity of calls, and supports having enough manpower and the right equipment at the site of the incident as quickly as possible.

It is recommended to review response guidelines to consider adopting automatic dispatching of two or even all three of the stations in Smoky Lake County to certain incidents, and not waiting for the initial responding units to request mutual aid. A borderless response model will allow for more effective response. **It should be a priority to complete an operations deployment review to determine where there are potential improvements to the current mutual aid model.** If one department with County oversight were an outcome, mutual aid as described above would become a more effective response.

External Mutual Aid Partners

Mutual Aid agreements are in place with many surrounding jurisdictions, including:

- County of Two Hills
- Buffalo Lake Metis Settlement
- Lac La Biche County
- Lamont County
- County of St. Paul
- Sturgeon County, and
- Thorhild County

As previously mentioned in this report, the mutual aid agreements in place have been well documented and maintained. Nonetheless, Smoky Lake County should review the existing mutual aid agreements and ensure they are well communicated and understood by members of the fire service. There should be a clear plan to ensure that these agreements are updated and signed on a regular basis. This model is commonplace throughout the industry and is based on intermunicipal collaboration, efficiency, and fiscal responsibility.

5.6 Dispatch & Communications System Tools

Dispatching for the Fire Service is currently done by Bonnyville Regional Fire Authority (BRFA). BRFA also provides dispatching services to several other fire departments in the area. They operate in 12 hours shifts, with two (2) dispatchers during the day and one (1) on night shifts.

The dispatch center notifies responders through two different mediums. Officers and “active” firefighters are given a AFRRCS radio to take home with them. Radios get a tone followed by a verbal notification when an incident comes in. All responders are then also sent a text message to their personal cell phones via the FireQ-RVS app. Recipients of the text message can then click on a link within the text to open the FireQ-RVS app to gain further details and acknowledge if they are responding or not. The FireQ RVS app is used in this region as recommended by the CRTC because it is a Canadian application.

The dispatch centre appears to be well organized and prepared for the future. They are building a new 911 centre and the NextGen911 system has been adopted and will be ready to be used soon. Radio communications are done through the Alberta First Responder Radio System (AFRRS) with very few issues being reported by either BRFA dispatchers or the fire departments in the region. Their back-up dispatch center is Fort McMurray.

Although TSI was not provided with statistics to show performance of the dispatching center, no concerns were expressed during the stakeholder interviews. A process to annually review the performance of the dispatch centre is recommended for consideration.

6.0 OPERATIONAL REVIEW

6.1 Staffing, Recruitment & Retention

Overview

Staffing can be considered the most crucial and valuable asset of any organization. Further to that, recruiting and retaining volunteer firefighters in the Alberta Fire Service is a complex and common concern. There is no single model that works to solve these issues and just like the decision of what your Level of Service or training program will be, how to recruit staff and keep firefighters is up to each municipality to solve.

Having enough members is and will most likely always be a concern for these departments. Not only are there fewer new families moving into the region, but many residents also work away or on shifts making it difficult to find the time to volunteer.

In addition, members in many of the services are nearing retirement without a strong base of younger members to replace them. The age demographic in these communities is maturing and the population is declining. Many younger families are busy managing the complexities of raising children and the increased pressure to have dual income families. All of this has impacted Fire Services in many ways, including hampering their ability to maintain sufficient staffing levels within volunteer fire services. Refer to [Appendix 12.4 FEMA Recruitment and Retention Root Causes Breakdown](#).

Smoky Lake County Staff Age Demographic

Age Range	20-29	30-39	40-49	50-59	60-69	70-79
%	39.3%	7.1%	17.9%	10.7%	14.3%	10.7%

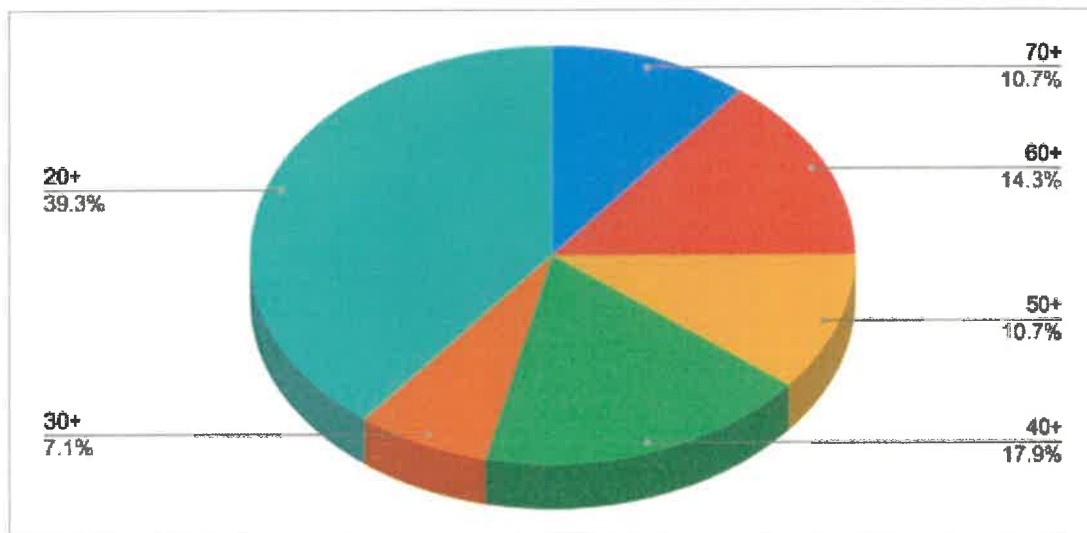


Figure 5 Regional Firefighters Age Demographics (2021)

For the purposes of this review, we will base much of our analysis on NFPA standards, specifically NFPA 1720 (Standard for the Organization and Deployment of Fire Suppression

Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments).

Organizational structure is important when analysing current staffing levels and whether they are adequate. Key areas of the Fire Service include:

- Administration
- Prevention and Education
- Training
- Fire Suppression

Critical questions are key to this analysis:

- Does the region have the proper level of governance to allow Fire Service administration to carry out its objectives and achieve desired goals?
- Does the Fire Service have an administration team able to service its different branches?
- Is there adequate support staff to assist administration with records, day to day operations, facility, apparatus, and equipment maintenance?
- Does the Fire Service have formal response protocols identifying minimum staffing requirements?
- Are current staffing levels able to meet the current and future demands for service?

What We Heard

In speaking with all stakeholders involved in the Fire Service we consistently heard that staffing and the lack of volunteers is a concern and perhaps the biggest challenge facing the region. With more rigorous training requirements, new and advanced pieces of equipment and apparatus, increased complexities of incidents, and increased public scrutiny, we are asking a lot of our volunteers and paid staff.

Governance regarding regionalization of the Fire Service is ongoing as indicated in ICF discussions and noted in Bylaw No. 1365-29. The Smoky Lake Region Fire & Rescue Committee is the current liaison between municipalities. Intermunicipal relationships appear strong and cooperative in nature. It is understood that recommendations from this governing body are forwarded to the various municipalities for approval. Comments heard during the interview process was that this system is viewed by many as being a **cumbersome** process and **slow to achieve changes and approvals**.

SLC employs a full time Fire Chief and full time Deputy Chief. However, due to governance issues the chain of command is unclear, as are reporting procedures. The SLC Fire Chief leads by example and is clearly respected in the region. He has the capability, with assistance from the Deputy Chief, to administer the Fire Service in the region in cooperation with partner municipalities. A noted concern was the perceived inability of District Fire Chiefs to administer their local fire departments at an operational level, requiring the County Fire Chief and Deputy Chief to assume operational roles. Subsequently, this operational commitment handicaps their ability to perform essential administrative functions and duties. Should current demands on the SLC Fire Chief and Deputy Chief continue, they will likely be overtaxed, often resulting in physical and mental exhaustion, culminating in negative impacts to the fire service in the region.

Administrative support for the Fire Chief is provided by the County, as is support for apparatus, equipment, and facilities maintenance. However, in all these areas support is limited, leaving much of the responsibility and time commitment to fall on the Chief and Deputy Chief.

Staffing levels in the region appear to be adequate, but numbers alone do not dictate adequate staffing levels. For example, the Waskatenau Fire Department lists 11 members, yet they are not able to provide a daytime (during business hours) response to emergencies. This creates a critical gap in service. Currently, this gap in service is bridged by response from the SLCFS Chief and Deputy Chief. Staffing in the Town of Smoky Lake and the Village of Vilna fire departments is more robust but a trend toward inactivity of VFD staff is also a concern.

Current staffing numbers provided indicate the following:

Fire Department	Total Staff	%
Town of Smoky Lake	24	41%
Village of Vilna	22	37%
Village of Waskatenau	11	19%
Smoky Lake County	2	3%
Total Regional Staff	59	100%

No formal SOP/SOG was supplied regarding a response model or protocol which would indicate minimum staffing requirements for response. Therefore, we must conclude that no minimum staffing requirements are indicated, and response is based on the hope that adequate numbers of trained staff are available. NFPA standard 1720 4.3.4 indicates the following standard for rural staffing:

Demand Zone	Demographics	Minimum Staff to Respond	Response Time (minutes)	Meets Objective (%)
Rural area	<500 people/mi ² (2.6 km ²)	6	14	80

The provision within NFPA 1720, 4.6.4 allows for the fire service to take immediate action if required when staff is limited. It reads:

“Initial attack operations shall be organized to ensure that if, upon arrival at the emergency scene, initial attack personnel find an imminent life-threatening situation where immediate action could prevent the loss of life or serious injury, such action is permitted with less than four personnel when conducted in accordance with NFPA 1500.”

In our survey to staff it was noted that having volunteer firefighters with a variety of backgrounds and skill sets is a known and important benefit to the fire service. Having members with backgrounds as EMTs, nurses, mechanics, truck drivers, and many others from various industries all bring their unique skills and knowledge to the table which benefits this service and the community.

Recruitment

Efforts have been made to increase recruitment in the region, although 'word of mouth' is still the most common way to search out new volunteers. Deputy Chief Kotylak mentioned that just by wearing his uniform around the community he has people engage him and ask about the Fire Service. Chief Franchuk tells TSI they have been actively recruiting for the past five years. One successful program was the Junior Firefighter Camp for youth ages 12 -18. More of these camps are planned and budgeted for in the future. Other strategies for recruitment have included newspaper ads and social media posts.

Retention is less of a concern when compared to recruitment of new members. There are recognition programs in place which include some cash rewards and plaques for every 5 years of service. Members retiring after 10 years of service keep their fire helmet. Honorariums are paid at \$24.65/hr while on a call; one volunteer officer is deemed Incident Command and is paid \$27.90/hr. All firefighters are paid an honorarium of \$20/hr for training nights.

Currently there is substantial reliance on the full-time Chief and Deputy Chief of Smoky Lake County to provide incident response, training, equipment, and apparatus maintenance. Due to the issues with staffing and volunteer numbers, the idea of more full-time paid positions within the fire service has been mentioned.

Analysis

As outlined above, the lack of dependable staffing in rural volunteer fire departments is an increasing concern across the province and a major concern in Smoky Lake County and the communities within. In a volunteer service, the one thing you need is volunteers and after decades of thriving, many volunteer firefighting departments are having to revamp their model. New recruitment programs, on-call rotations, and even hiring career firefighters are potential paths to ensure there is always somebody available to respond to calls. Each of these solutions come with challenges and costs that will need to be considered.

Looking at each respective service, at first glance it appears staffing numbers seem appropriate. However, it was clear through the consultation process that the number of active members is much less than the numbers indicated.

The Waskatenau Fire Department in particular is at risk with only three (3) to four (4) active members, none of which are available during daytime working hours. This creates a critical situation in the western response district of the County. When required the SLFD has responded through mutual aid agreements into the Waskatenau fire district increasing response time in and around Waskatenau by an estimated 22 minutes (22 kilometres separate the two communities).

Staffing levels in Waskatenau should be considered as being at **critical levels**.

After a review of staff documents provided, TSI thought it prudent to analyze staff based on activity. Activity for this purpose is based on actual response. It does not mean that a member is inactive if only performing administrative duties but rather that some members may not be active in an emergency response role. Inactivity was based on response to less than 5 percent (5%) of total calls.

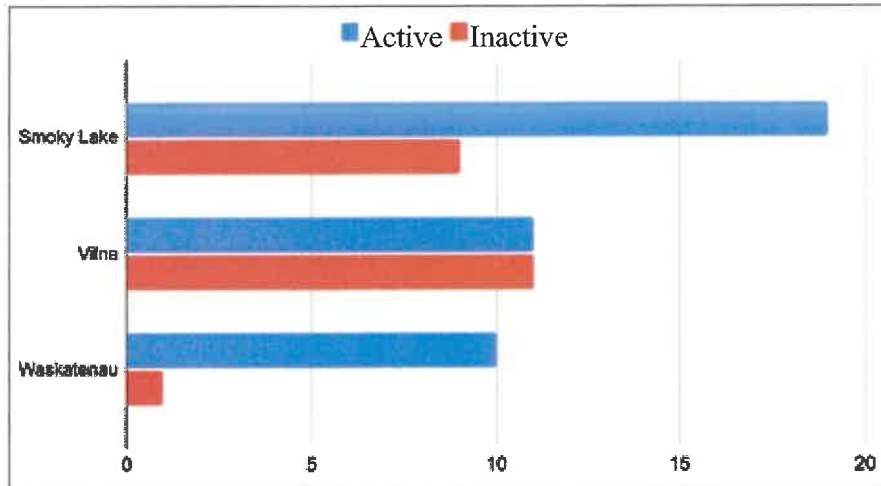


Figure 6 Staffing Activity Levels (2021)

This allows us to see a trend emerging in Vilna, which indicates that nearly half of the staff is not engaged in emergency response to events. Also, 35% of total County staff are age 50 or older and 25% are 60 or older. What is encouraging is the fact that 39.3% of staff are aged 20-29. Finding the proper roles for staff and encouraging them to be as active as possible are steps that need to be taken to boost productivity and create a team atmosphere thereby increasing efficiency and capacity within the ranks.

Recruitment is best supported by increasing the visibility and recognition of firefighters and fire services in the region. It's easy for those of us inside the fire service to think that everyone in town knows who we are and what we do. In reality, public awareness of this kind is generally poor and most of the public are likely not even aware of the need for more volunteers. We tend to recruit among our common circles of friends and families and outreach to others may be lacking. Recruitment initiatives not already undertaken may include increasing visibility on social media and local print media demonstrating what the fire departments are doing and creating excitement about joining the service. Recruitment drives at all large community events and within different community groups such as churches, Lions Clubs, sports teams, etc. are also impactful. Incentives for current members to "bring a friend" to a recruitment or training night may also help.

It is important that Fire Services everywhere look to recruit volunteers from different generations and to reach under-represented groups such as women. A recent NFPA report provides information that approximately 4% of career firefighters and 11% of volunteer firefighters were women.¹ Very few departments have greater than 10 to 15% women in their ranks, and when you have limited populations of residents to recruit from, fire services can no longer afford to ignore 50% of those residents

Community and member pride in the fire department is another important area. People in the community can have a sense of service in which the members are proud to be a part of. Conversely if members leave disgruntled it can be highly damaging to the service and it's recruitment and retention abilities. People who left because they had a poor experience with

¹ (Source - <https://www.nfpa.org/News-and-Research/Publications-and-media/Press-Room/News-releases/2020/Females-still-make-up-less-than-10-percent-of-the-US-fire-service>)

the departments may be out in the community saying negative things about the department. This damages the reputation of the department and discourages new volunteers from joining.

The volunteer Fire Service is also challenged with recruitment and retention of volunteers because of the changing types of incidents. Not long ago most calls were limited to fire suppression. Now MVCs and EMS calls represent the majority of events. Other new risks must be considered, such as hazardous materials mitigation, community safety education, complex inspections and code enforcement, technical rescue needs, and now pandemic concerns have all added to the complexities and demands of firefighters and administration.

Smaller departments must start considering limiting their commitment to Level of Service to lower the demands on staffing. This goes against the “show up and figure it out, can do” attitude of firefighters. But, at some point, departments will have to be blunt with the communities they serve and reinforce that they don’t have the resources to always meet all these demands. Departments must adopt clear, written Standards of Cover that spell out what their communities can and should expect.

Another option is to consider recruiting volunteers for specific types of calls. It may be time to get past the idea that every volunteer must be trained for every type of incident and every skill. Some volunteers simply want to be involved in fire suppression and others may only want to attend EMS calls. Some may be used as operators only, or to assist the department with non-emergency duties such as equipment and apparatus maintenance. By limiting the types of calls and training that are required, the department may allow each firefighter to focus on areas that are comfortable to them and allow for better retention.

A shift schedule is yet another area to be considered. Rather than volunteers being paged every time a call comes in, the firefighters sign up for shifts. They may even be required to be in the fire station for portions of these paid shifts, this would allow them time to complete online or hands-on training or equipment and truck checks while waiting for a call to come in.

A point system could be developed rewarding members who consistently show up for training and incidents. These points could be used for the members to acquire station wear, personal gear, or other fire department swag.

Finally, during our interviews it was identified that the hiring of paid, full-time firefighters is being considered in a general sense. With the increased responsibilities on firefighters and the lack of dependable volunteer force it is understandable that full time paid firefighters are being evaluated. This would allow the region to have reliable response, with firefighters who meet a minimum standard of training and experience since they are focused on firefighting as their primary job.

We have previously mentioned the challenges volunteers face to maintain minimum training. This is in part due to an increased variety of incident types other than fire suppression such as EMS, hazardous materials response, technical rescue, vehicle extrications, fire inspections, public education, and generally any type of emergency when the public doesn’t know who else to call. Occupational health and safety legislation also plays a significant role in training. However, all the benefits this increased training provides needs to be measured against the high financial commitment it would take from the taxpayers to fund full-time firefighters. A cost estimate of funding full-time firefighters is provided in [Appendix 12.5](#). It may be more beneficial to consider not only full-time paid members but explore part-time paid

positions that provide additional manpower within the same budget. This has been successful in other jurisdictions as it provides a transition of budget and personnel.

Other valuable resources for identifying recruitment and retention strategies include:

- Alberta Fire Chiefs Association Volunteer Firefighter Recruitment & Retention Toolkit:
<https://afca.ca/latest-news/item/238-volunteer-firefighter-recruitment-and-retention-toolkit>
- US Federal Emergency Management Agency (FEMA) Retention and Recruitment for the Volunteer Emergency Services:
<https://www.usfa.fema.gov/downloads/pdf/publications/fa-310.pdf>

6.2 Training & Competency

Overview

In many ways training is the backbone of any fire department. After a department decides their Level of Service to address the risk and hazards in their community, they need to have trained and capable firefighters to meet that Level of Service. Training and repetitive training allows for crews to be prepared, efficient, effective, and safe. It also allows for reduced stress and anxiety. Showing up on an incident prepared and confident both in your own abilities and in the abilities of your fellow firefighters allows for a well-run and reduced-stress incident.

Training benefits everyone: the firefighter, the crew, any victims, the fire department, and the community as a whole. The leaders of the Fire Services in Smoky Lake County are aware of the importance of training, but they are also mindful that some improvement in this area is needed.

As SLCFS works to develop a clear training platform, consider the following excerpts about *why training programs fail* from “Developing a Fire Service Program.”² These should be used as a cautionary tale and are not indicative of the current training program of SLCFS:

- The training program, if one exists at all, fails to provide firefighters with the skills and knowledge to handle the department’s operational functions.
- The required number of training hours for interior firefighters frequently is fewer than 30 hours per year.
- There is no training officer; or, if there is a training officer, the training officer is not qualified to develop, present, or teach the program.
- Department policies are insufficient to guide the development of training programs.
- The individual training programs do not follow a written lesson plan.
- The training program does not require basic skills to be practiced enough to ensure competence.
- Advanced skills are not developed.
- Minimum standards for the performance of skills have not been developed or implemented.

² <https://d3at0mnwuyeh75.cloudfront.net/content/dam/fe/online-articles/documents/FEU/FEU-PinskyApril13.pdf>

- The skills of each firefighter are not evaluated on a regular basis.
- As a result of the above, few persons attend or participate in the training.

The existence of a substandard training program increases the likelihood of firefighter injuries and decreases the opportunities to perform skills properly, efficiently, and safely.

What We Heard

Through the TSI survey that was sent to fire department members, no single issue was raised more than training. Almost without exception there is an acknowledgment that more needs to be done in this area. Typically, training is attempted twice a month and lasts 2 to 3 hours and includes time for truck and equipment check. TSI was told that Waskatenau has not been training consistently in many years. There have been both weekend training and training completed with a third-party provider that has been successful and spoken of highly by both firefighters and Chiefs. These are often done as a region bringing together all four departments. There are no formal officer training programs being followed, other than ICS 300 and no mentorship to orientate new officers to positions of leadership.

Department SOG's exist around a training program. Chapter 2 "Safety and Training" has many areas that are relevant and provide a good starting point for a training plan. However, it appears that putting the SOG into action in an organized way has not been completed consistently and is not robust enough to cover all training needs.

There have been training officers in the past, but this is another area that now falls mostly on Chief Franchuk or DC Kotylak to organize and implement. It is currently done mostly ad hoc with ideas and areas of focus being seasonal. Participation has been an issue but as mentioned there is a lot of interest in training if the plan and approach was improved.

Analysis

It is clear to TSI that the Fire Service could use a clear approach for training of new recruits and an ongoing annual training matrix. An entire plan and system for training must be considered a high priority for the services. It must accurately reflect the Level of Service (LOS) given the constraints of facilities, storage of equipment at various locations, manpower, and management structure. The AFCA Core Competency Tool can be a valuable guide to what training is needed to meet your chosen LOS. It is based on NFPA and OHS standards and it will be important to investigate the standards to set baseline hour requirements for each of those skills. Some of them might require quarterly training, some annual, and some might be once every two or three years. **The goal should be to prepare a training calendar for the next three years that is realistic, including expectations that are achievable and appropriate to the Level of Service.**

The demands and expectations of training needs to be balanced with the limited time of volunteers; however, there is still a minimum level that must be achieved. The creation of a clear training program may take several years to fully implement. This is crucial to a successful department. Alberta Occupational Health and Safety legislation must be adhered to with respect to training and operations to alleviate risk and liability. NFPA 1500 can also assist in the understanding of basic requirements of a fire department training program. The department must not operate beyond its training capabilities.

The creation or support of training officers will be important, as too much is already on the plate of the Fire Chief and Deputy Chief of Smoky Lake County. To conduct an interesting training exercise, the officer must be prepared. This involves prior reading and research and could be supported with honorariums or part time pay for members who are willing to step up and take on these roles.

TSI sees many opportunities to support the training of members on a regional basis. Not only does a regional model allow for access to additional and more diverse training options, but pooled resourcing in this area can also help create additional training opportunities that may not be accessible to each service on their own. Some initiatives have already been in place within the County, such as the training with contract provider Cory Whitlock. TSI recognizes challenges in joint training nights with long travel times within the region as well as life commitments of the members but feels there are additional opportunities for collaboration on training within the region.

Other ideas for a training program may include:

- A formal mentorship program to pair new recruits with experienced members.
- Accurate training records to capture which members have been attending training. Document minimum training expectations for a firefighter to be in attendance on apparatus or at an incident.
- Consider the option to increase the number of instructors by encouraging and developing existing members into leadership positions.
- Develop a training program focused on orienting new firefighters with a focus on fire ground safety and core firefighter skills required in response to exterior fires and motor vehicle incidents. Once these skills are established, training can be expanded to other areas.
- Mental health is a growing area of importance in the first responder community. Certainly, some good steps have been achieved in connecting with the Alberta Critical Incident Provincial Network (www.abcism.ca) and this should be incorporated into a training program.

6.3 Fire Prevention

The less glamorous but still essential component to any Fire Service is its ability to prevent fires from occurring and educate the public in this regard. SLCFS is not accredited through the Alberta Safety Codes Council (SCC) and therefore must request services for fire inspection, and investigations through the SCC. Contracted services accredited with the SCC may also be used to provide these services. SLCFS can assist commercial occupancies with occupancy load information, but approvals must be obtained through the SCC or an accredited agency.

Public Education

SLCFS does good work in providing public education by assisting, upon request, with local school fire drills, providing fire extinguisher training to the public, the Fire Smart Program, and the distribution of smoke detectors during fire prevention week. They are visible in the community through their support of standby medical and fire service for the local Stampede and demolition derby and other special community events.

Pre-Planning

Fire pre-plans have been completed on most critical infrastructure. This was completed as part of the education and training of fire department Officers and staff. NFPA 1620, Standard for Pre-Incident Planning (PIP) can be used as a guide. It provides criteria for the development of PIPs and implementation and sharing of information gathered to assist fire crews to effectively manage incidents or events for the protection of occupants, responding personnel, the protection of the environment and preservation of property. SLCFS should consider a review of these plans on a regular basis, when major changes occur, or as deemed necessary by FD administration.

Investigations

Fire investigation is a critical component of fire prevention. It is mandatory that all fires causing a dollar loss are reported and investigated for cause and origin. These reports are forwarded to the Office of the Fire Commissioner (OFC). It is through this process that we gather information on the cause and origin of all fires. Then, the information is used as the basis for the establishment of building and fire codes that protect the public. This information can also be used for post-fire analysis as part of a review of major events. Firefighters should be provided awareness training regarding the fire investigation process so that they can identify critical evidence pertaining to a fire. Awareness also helps avoid spoiling evidence and safeguards the scene until fire investigators arrive.

Inspections

Fire Inspections are another component of a Fire Prevention Program that requires accreditation through the Alberta Safety Codes Act and the Safety Codes Council. As stated earlier, if the AHJ is not accredited it must either get assistance from the OFC or use an accredited third-party to complete any required inspections.

Without staff dedicated to these programs it is difficult to build any capacity. As in most jurisdictions, building capacity within the organization through professional development in Fire Prevention including public education, inspections, and investigation, is something that must be carefully planned over the long term (five years and beyond). This process will ensure that a sustainable and effective program can be achieved.

6.4 Facilities & Infrastructure

Smoky Lake County Fire Services is operated in regional cooperation with four separate fire departments in three fire halls. Assisting with governance is the Smoky Lake Region Fire and Rescue Committee. The two Villages each have their own Fire Association as well. Maintenance of the Fire Halls is done by local municipality with financial assistance from SLC.



Image 3: Smoky Lake Fire Hall

The fire hall in the Town of Smoky Lake is located at 246 W Railway Drive. The building is shared with the public works department for the Town. The fire hall consists of three bays for the staging of front-line apparatus. Due to lack of space, several pieces of front-line apparatus are staged in a building at the County yard, located a few blocks away. During the spring wildland fire season some apparatus were parked outside at the fire hall, but they were susceptible to theft and vandalism.

The fire hall is crowded due to apparatus and PPE being stored in open lockers and shelving along the back wall. A working area on the east end supports a workbench, SCBA compressor fill station, Super Loader clothes washer and storage for other equipment. A separate shared office, meeting space and washroom with shower is adjacent to the working area through a doorway. There is little space for practical training without moving apparatus outside. The building is well maintained, tidy but crowded with apparatus and equipment.

Consideration was given to adding a separate building adjacent to the existing fire hall to house apparatus currently staged in the County yard. A grant was received for the project, and construction should commence in the near future. It is our understanding that the County has also contemplated building a new Fire Hall in or near the Town of Smoky Lake. The building itself is sound and well maintained. The main issue is that the Town Fire Station simply does not have the physical space to house all available front-line apparatus.



Image 4: Vilna Fire Hall

The Vilna Fire Hall is situated on 51 Ave just east of 50 St. in the Village of Vilna. It is attached to the Village Public Works building and was constructed through the efforts of the Vilna Volunteer Fire Department and the Vilna Fire Association. It is large, with three bays, two of which are drive through, an office, washroom and mezzanine with open lounge and kitchen facilities. Currently it houses seven pieces of apparatus.

PPE is stored in open lockers along the west wall. There is an SCBA compressor and air fill station, general work area with workbench and room for storage along perimeter walls. The fire station is well suited for its mission, however, greater attention to equipment storage will improve efficiency and space and the working environment. There is also an option to review the staging/deployment of apparatus to achieve efficiencies in response as part of a formalised response model.



Image 5: Waskatenau Fire Hall

The Waskatenau Fire Hall building is shared with the Village Office located at 5004 50 Ave. It consists of three bays, one of which was constructed to specifically house the Rapid Attack Unit 462. Even with the addition, working and storage space is extremely limited. There is no indoor space available for practical training without moving apparatus outside. PPE is stored in open lockers along the central wall. There is a table with chairs at the back of the apparatus floor that serves as a gathering/meeting area, a washroom and small office. Regardless of the overcrowded space, it is a heated functional building allowing for operational readiness of the Waskatenau Fire Department.

All stations are adequate buildings for the housing and deployment of fire apparatus. The most suitable building is the Vilna Fire Hall. It has the size and space to allow for a good working and training environment. All halls were built before health and wellness of staff was at the forefront. Renovations and additions are expensive budgetary and capital projects and require careful planning to ensure they are feasible and will work well for the fire service and community now and well into the future. Considerations for modernization and improvement may include vehicle exhaust extraction systems, dedicated wash stations for cleaning equipment, proper showers for staff to decontaminate after an event, separate PPE storage room with ventilation systems and industrial laundry machines for cleaning PPE.

The Smoky Lake Hall could certainly be expanded to include a minimum of two additional bays for apparatus staging or storage, meeting, and office space. Bays deep enough to store two units could also be considered if sufficient land is available.

The Waskatenau Fire Hall has recently been expanded with an additional bay for the Rapid Attack Unit 462. As the Hall is likely to be part of the community well into the future some modernizations as noted above may be considered.

Another option could be to build a new state of the art fire station centrally located within the County and maintain the Waskatenau Fire Hall as a satellite station in support of the western fire district. Careful consideration of Fire Service requirements and needs as well as conscientious long-term planning (5,10,15-year plans) for the future is an important function to ensure and maintain public safety and confidence within the communities and region.

6.5 Equipment

As part of the review of equipment TSI analyzed the major components and tools carried on the apparatus and those items available in station, as well as personal protective equipment provided to staff. Following our station visits it was clear that the Engines and Rescue apparatus are generously equipped with industry standard equipment and tools consistent with NFPA 1901(Chapter 5 & 6). Inventory lists with date of purchase of PPE were provided without specifics as to brand or manufacturer. The consultation process did not identify any concerns regarding PPE, and therefore it is assumed that the PPE is top quality.

Turnout gear ensembles for structural firefighting include all components of PPE except SCBA. Helmet, flash hood, jacket, pant, boots, and gloves complete the ensemble. The latest purchases of turnout gear were “Morning Pride” produced by Honeywell. These are certainly industry standard and provide the finest protection for firefighters.

A process of gross decontamination or preliminary exposure reduction after exiting an emergency scene, while under air should be developed. Of importance is the adherence to cleaning after use, annual inspection of gear and mandatory replacement after 10 years regardless of use (NFPA 1851, 10.1.2). The Smoky Lake Fire Hall has installed a super loader industrial washing machine to launder turnout gear. A robust and user-friendly process of tracking inventory is important to maintain quality management of turnout gear.

SCBA is provided through the “SCOTT” brand. There are 24 sets (harness, mask, and regulator), and an inventory of 48 air cylinders (4.5s). This equipment meets NFPA 1981 standard and is regularly tested and serviced by approved vendors. The Smoky Lake and Vilna fire halls are equipped with Jordair SCBA compressors and fill stations.

The primary equipment carried on Rescues includes a complete set of “Halmatro” hydraulic rescue tools, gas powered pump, spreader, cutters, ram and hoses, vehicle stabilization equipment and spill kits. Also carried are scene lighting and a multitude of hand tools. Based on their multi-purpose mission, TSI considers the rescues to be exceptionally equipped.

Tech tools and medical kits in the apparatus inventory include Thermal Imaging Cameras (TIC) and AEDs, radios and gas monitors, these tools require additional and continuous training to maintain proficiency in their use. Used properly, the TICs enable the fire attack crews to see and detect heat and movement of heated and superheated gases that would otherwise be indistinguishable amongst the smoke and flame. They can improve efficiency and safety of fire attack crews throughout all phases of suppression operations. Medical kits and equipment include BLS medical kits, spinal immobilization kits, oxygen therapy kits, keds,

and manual suction kits. Absent from all apparatus are cellular based mapping devices such as iPads or tablets. Mapping is done with hard copy maps and personal cell phone digital mapping applications.

SLCFS is part of the AFRRCS network. The regional radio inventory includes:

- 52 Motorola APX-900 handheld radios
- 24 Motorola mobile radios
- 2 Motorola base stations

Notification to staff is achieved by radio and cellphone-based notification using the FireQ application. No issues or concerns with the radios or radio system were noted during consultation.

Basic firefighting hand tools carried on Engines and Rescues such as axes, halligan, spanners, crow bars and ladders are all industry standard. Rapid Attack units are also well equipped with specialty equipment for wildland firefighting including wildland hose (38MM), polaskis, rakes, mclouds, fire flappers, wildland backpacks and waterpacks.

Fire hose inventories include 125mm supply hose, 77mm hose, 65 mm supply hose, 38 mm fire attack hose, and 38 mm wildland hose. Each station carries an inventory of spare hose as well. SLCFS can maintain and repair their inventory as well. Engines are equipped with 350 feet of 125mm supply hose. Attack lines are stored in a preconnected hose load that provides two 150-foot 38mm attack lines with fog nozzles.

As a whole, the entire fleet of apparatus in the SLCFS is exceptionally well equipped with industry standard tools and equipment.

6.6 Apparatus

Our primary objective in evaluating the Smoky Lake County Fire Services apparatus is to determine the fleet's capability, suitability, capacity, and deployment as it applies to the Level of Service provided. Other factors considered are the age of the fleet and the maintenance procedures in place. The survey results indicated that staff were satisfied with the current apparatus.

Initial apparatus assessment indicates that the focus is on three primary types of apparatus: Engines, Rescues, and Rapid Attack. Primary mission for Engines is structural fire suppression. Primary mission for Rescues is response to motor vehicle collision, fire suppression and medical response. Rapid Attack units are specifically designed for wildland, grass, and WUI fire suppression. These are supplemented by units providing support in staff Rehab, Traffic control, Command, and UTVs for off-road and difficult terrain. Apparatus is relatively consistent in type and capability within the organization. That is to say that Engines, Rescues, and Rapid Attack units are very similar in brand, design, capability, and capacity. It is our belief that this consistency in apparatus is a strength of the fire service in its regional approach to service.

Engines

Front line Engines are built on single axle Freightliner chassis. Units 459 and 401 are built by Fort Garry Industries. Unit 403 was built by Rosenbauer America. These apparatus have a water tank capacity of 3860 litres, fire rated pumps with the capacity to deliver 5000 lpm (based on Unit 459) and foam systems, which provides adequate capacity for structural fire operations. All have inside cab transverse pump panels and front bumper mounted turrets. Engines stationed in Smoky Lake and Vilna are four-wheel drive units for added performance on gravel and unimproved roadways. All three Engines have the pump and roll capability. Crew capacity allows for the onboard transport of an effective response force, which, if properly staffed, enables adequate service and safety on arrival at the scene. Both these features add to the capability and suitability for the suggested service level.



Image 6 Engines

The average age of the three front line Pumps/Engines 10.3 years. This indicates that they are well within the 15-year service life expectancy as described by the County Fire Chief. The oldest, Unit 403 (2008) currently deployed in Waskatenau is two-wheel drive.

Reserve Engines include unit 405 and unit 451, both occupy space needed for front line apparatus.

Overall, the Engines are compliant with NFPA 1901 (Chapter 5, Pumper Fire Apparatus) and are well suited as it pertains to the Level of Service provided, the local geography and the large rural and remote areas within Smoky Lake County.

Rescues

The three rescues in service are built on the Ford F550 crew cab dual wheel chassis and built by Rocky Mountain Phoenix/Superior. These Rescues are designed as hybrids for efficient response to motor vehicle collisions, fire suppression operations and medical events. They are similarly equipped and set-up for ease of interoperability when working jointly with other fire stations in the County. Crew cabs allow for the onboard transport of adequate staff as well.



Image 7 Rescues

The average age of the rescues is 14.6 years which indicates that these apparatus have reached 75 percent of their service life (based on a twenty-year service life). Specifically, Unit 407 based at the SL Fire Hall is 20 years old and should be considered a priority for replacement within the capital replacement plan.

Well-designed and equipped for efficient response to multiple emergency situations, these rescue apparatus are compliant with NFPA 1901 (Chapter 10, Special Service Fire Apparatus) and well suited for the emergency response needs throughout the region.

Rapid Attack Apparatus

Rapid Attack(RA) apparatus are based on the GMC C5500 (TopKick) four-wheel drive two-ton flat deck. These regular cab trucks are locally equipped with poly tanks ranging from 500 to 1000 gallons, 11 Hp Honda gas powered engines fitted to Waterax fire pumps. Some are fitted with a rear jump seat and turret (on the flat deck) and hose/booster reel. They are primarily designed for wildland, grass and WUI fire suppression. Crew capacity of two indicates that support from another unit(s) is likely required for safety of operations on the fire ground. The municipality is assuming a higher risk by allowing the use of a jump seat on the deck of the units. These seats lack the approval for safe use under OHS legislation. Occasionally they are used as water supply tankers in structural fire suppression operations. Obviously SLCFR is satisfied with the capability and capacity of this type of platform having used them for the better part of 20 years.

The average age (from date of manufacture) of the five Rapid Attack equipped apparatus is 20 years. Units 430 (1991) and 451 (1997) are both beyond their expected service life. They could, perhaps, be removed from service to provide space for other front-line units. Fire

Department Administration should consider conducting a wildland fire apparatus needs assessment to determine the current and future apparatus needs for wildland fire suppression and size the fleet accordingly.

Overall, it is hard to be critical of a piece of purposeful built apparatus that seems so well suited for its mission, but there are a few concerns with the RA units based on a few standards within NFPA 1906, Standard for Wildland Fire Apparatus. Because the locally built trucks were never tested for such things as stability (NFPA 1906, 4.13), third party certification test results are not available (NFPA 1906, 4.7). Tanks mounted on the apparatus are required to have baffles (NFPA 1906, 18.2.6). It is understood that building locally likely would save the County substantial costs over buying new certified apparatus, but in doing so it assumes greater liability should there be an incident involving severe injury or death of a staff member while utilising the uncertified apparatus. Consideration should be given to the future procurement of certified wildland apparatus and tanker apparatus to fill the fire service needs in this role.



Image 8 Rapid Attack (1)



Image 9 Rapid Attack (2)

The SLCFS Chief may want to consider exploring NFPA 1906, 4.21, Statement of Exemptions to see if it could be applied to current Rapid Attack apparatus.

Although the current Rapid Attack apparatus is resourceful and creative, moving forward SLC may want to consider procurement of certified Tanker apparatus with fire rated pumps and appropriate water capacity as part of the long-term capital replacement plan.

All Terrain UTV

Both the Town of Smoky Lake and Vilna fire departments operate Polaris UTVs. They are designed for wildland fires and rescues into remote and difficult terrain in all weather conditions. The units are six-wheel drive (6x6), equipped with front mounted winch, skid unit with integrated water pumps, hose reels and a water tank capacity of 300 litres. They may also be outfitted with medical equipment and a stretcher for rescue operations. Both UTVs are transported by trailer from the Fire Hall (Vilna) or County Yard (SLC) using approved tow vehicles. There are no formal protocols in place for the transport or operation of the UTV

apparatus. Proper training of staff must accompany the transport and use of this type of specialized equipment. UTV used as wildland apparatus fall under NFPA 1906 standard. The greatest concern with this type of apparatus is vehicle stability. Equipment providers will generally have done their due diligence regarding engineering and testing, and it is assumed that these units, as they are equipped, will comply with the recommended standards.

With the Iron Horse Trail running through the County, the resort and lake subdivisions and the remote areas, the use of UTVs is prudent and justified, provided, the equipment meets OHS legislation and NFPA standards and staff training requirements are met.

Support Apparatus

Support apparatus includes the vehicles and equipment that complement the fleet of fire suppression and rescue apparatus. Some form of Support Apparatus may be required for all incidents, and for events of longer duration involving more than one operational period. The use of this type of apparatus is highly dependent on the department's staffing levels for response.

Included in the support equipment are:

- Command Post Trailer - Tandem enclosed trailer
- Command Post Trailer - Keystone Sprinter tandem trailer
- Firefighter Rehab Unit - Ford E550 (former ambulance)
- Traffic Control - GMC 2500 HD, tow vehicle
- Chief's Truck - GMC 2500 HD, tow vehicle
- Deputy Chief's Truck - GMC 2500 HD, tow

Regional Apparatus Deployment

Currently the Town of Smoky Lake Fire Hall houses an Engine, Rescue, and a reserve Engine. Both Vilna and Waskatenau fire halls house an Engine, Rescue, and Rapid Attack apparatus. Vilna has a larger fire hall and houses more equipment including a reserve Engine, UTV(on trailer), Traffic Control Unit, and a second Rapid Attack unit. Due to a lack of physical space at the fire halls in the Town of Smoky Lake and Waskatenau, some apparatus are stored inside a building in the County Service Yard. This is certainly not an ideal situation for efficient and timely response, however proper storage must take precedence in such situations to protect expensive equipment and apparatus.

Deployment other than what is currently in place is highly dependent on the governance model within the region, intermunicipal cooperation and ownership of the apparatus. Local Fire Associations are heavily invested in their local communities and all matters pertaining to deployment should be well communicated and understood by all stakeholders. Community engagement and awareness is key to effect significant changes.

Apparatus Maintenance and Testing

All apparatus regular maintenance and mechanical repairs, including CVIPs, are completed by SLC Public Works. Issues related to the fire pumps, valves, annual pump testing, and related systems, are contracted to certified agencies. Survey results of staff did not indicate any concerns regarding apparatus deficiencies, maintenance, suitability, or reliability.

7.0 FINANCIAL REVIEW

7.1 Methodology

A review of the County's finances was completed; this process included interviewing the Finance Manager on two occasions. The interviews with the Finance Manager were comprehensive and in-depth and a line-by-line discussion was undertaken of the operating and capital budgets and previous year's final actual financial position.

The Finance Manager was very helpful in providing all the financial documents required to complete the review, including past and current budget and past financial reports.

The interview information and financial documentation formed a good base from which to analyze the County's Fire Services. Our review included a review of recent financial documents including:

- The 2020 and 2021 Fire Operating and Capital budgets
- The 2020-year-end actuals
- The Smoky Lake County Financial Plan 2021-2025
- The Smoky Lake County 2020 Consolidated Financial Statement

Refer to [Appendix 12.6 Smoky Lake County 2021 Summary Budget](#) and [Appendix 12.7 Smoky Lake County 2021 Detail Budget](#) for further clarity on the items presented below.

7.2 Observations

The following are detailed observations regarding the County's revenue and expenditure budgets. The intent is to identify what the County is budgeting and to provide comments on the content of the budget amount. The 2020 budget was used in this analysis and the comments will be based on it as well. The county contributes to the fire stations in the Town of Smoky Lake, and the Villages of Vilna and Waskatenau that supplements the operational cost of those stations.

General Comments on Budget

The 2020 budget is put together using a Microsoft Excel workbook. The workbook includes all departmental operating budgets including Protective Services. This allows the budget to be developed using as much detail as possible. The Protective Services budget includes all fire costs (Administration, Vilna, Smoky Lake and Waskatenau), the Bylaw budget as well as Disaster Services.

The revenue budget is calculated using historical data and expenses are calculated with known details such as the number of staff and salary or using historical data.

Using historical financial information is critical in preparing a budget, knowing where you came from is needed to know where you are going. The County's fire budget is sound and there should be confidence in the budget amounts that are presented.

The County budgets for \$161,944 in revenue and has total expenses of \$584,072. The fire department requires \$422,128 in tax revenue to fund its operations.

The table below is a summary of the 2021 budget and the amounts in summary categories. The table also shows the percentage of each general category as a percentage of the total budget.

<u>Smoky Lake County 2021 Summary Fire Budget</u>		
Revenue	27.7%	161,944
Salary & Benefits	38.3%	223,826
Business and Training	17.7%	103,475
Professional Services	5.2%	30,647
Rentals & Leases	6.8%	39,784
Fire Call Response	10.0%	58,140
Supplies and Materials	15.2%	88,624
Repairs and Maintenance	6.3%	36,720
Utilities	0.5%	2,856
Total Expenses		584,072 584,072
Net		422,128

Revenue

The County budgets \$161,944 in revenue for the fire department. This revenue amount funds 27.7% of all operating expenses. This revenue comes from two sources.

- \$34,444 received from the Town of Smoky Lake for their share of all training and supply costs. The Town funds 40% of these costs.
- \$127,500 from fire response billings from both provincial highways and billings to private homeowners for fire response.

Expenses

The County budgets \$584,072 in expenses for the fire department, with eight (8) line items.

Salary, Wages and Benefits

The County budgets \$223,826 in salary and benefits. This amounts to 38.3% of all expenses.

There are three fire stations within the Smoky Lake County. They are located in the Town of Smoky Lake, the Village of Vilna and the Village of Waskatenau. The County does not directly operate any of these halls, instead, the County funds their operations and capital equipment.

The County has two full time dedicated staff in the fire services budget, the Fire Chief and the Deputy Fire Chief. These are the only two staff members in the fire services budget.

The fire budget provides a contribution to IT services for their support and funds the employee benefits and employer contributions for the two full time staff.

The total salary and benefit budget is detailed in the table below.

Fire Chief salary range	\$78,847 - \$111,092
Deputy Fire Chief salary range	\$51,523 - \$74,484
IT support salary	\$6,768
Employer benefit contributions	\$38,846
Total Salary Budget (actual)	\$223,826

Business and Training Expenses

The business and training expenses have an annual budget of \$103,475 which accounts for 17.7% of all expenses.

The budget details are broken down as follows:

- The milage budget is \$459 and funds travel by car to training or conferences.
- The meals and lodging budget are \$14,280. This funds food and hotel expenses related to training and conferences. The budget is detailed for each fire station.
- The membership and conference budgets are \$4,095. This funds the Fire Chief memberships in professional associations and the registration fees for conferences.
- The telephone budget is \$3,161. This budget funds the cell phone and administrative phone lines in all areas.
- The County fire administration budget has two small budgets for advertising (\$1,248) and postage and freight (\$510).
- The major budget line in this area is for training/workshop. The budget of \$73,600 is broken down by fire support and the three fire halls. The budget funds

coursework and volunteer honorariums for response and training time. The budget by area is:

- Smoky Lake County Fire Administration - \$10,450
 - Village of Vilna Fire Department - \$8,500
 - Town of Smoky Lake Fire Department - \$47,000 (The Town reimburses the County 40% of this amount)
 - Village of Waskatenau Fire Department - \$7,650
- The recognition budget is \$6,120. Each of the three fire halls receives a budget of \$2,040. The budget funds fire hall events, Christmas functions and recognition gifts for years of service.

Professional Services

The professional services budget is \$30,647 which accounts for 5.2% of total expenses. There are three budget lines in this area:

- \$5,400 for consulting services, each fire hall receives a budget of \$1,800 for administrative assistance required to assist with documentation and paperwork.
- \$2,296 budget for the radio license.
- \$22,961 for insurance, including vehicles, equipment and member insurance.

Rental and Leases

The County budgets for rental space in each of the three fire halls. This space is for equipment and apparatus storage. The budget is \$39,784 and accounts for 6.8% of total expenses. The budget for each hall is:

- Vilna Fire Hall - \$19,768
- Smoky Lake Fire Hall - \$11,016
- Waskatenau Fire Hall - \$9,000

Fire Call Response

The fire call response budget is \$58,140 and accounts for 10% of total expense. This budget funds the 911 fees and the cost of fire response by the Town and Villages to residents and businesses within the County. The Town and Villages bill the County when they respond to calls.

The four areas of this budget are:

- Smoky Lake County Administration - \$10,000 for 911 fees
- Village of Vilna call response - \$20,400
- Town of Smoky Lake call response - \$20,400
- Village of Waskatenau call response - \$7,140

Supplies and Materials

The supplies and material budget is \$88,624 and accounts for 15.2% of the total expenses. The budget includes the following items:

- The fuel budget is \$22,581. The County funds the fuel costs for the two fire chief vehicles and fuel costs at the three fire halls. The fuel budget breakdown is:
 - County Fire vehicles - \$5,359
 - Vilna Fire Hall - \$8,670
 - Smoky Lake Fire Hall - \$5,951
 - Waskatenau Fire Hall - \$2,627

- The general supplies and material is \$62,906. The County funds the purchase of firefighting supplies for the two Fire Chiefs and all three of the fire halls. These budget fund all required equipment such as SCBA equipment, tanks, hoses, rescue equipment etc. The budget breakdown is:
 - County Fire Chief equipment - \$7,000
 - Vilna Fire Hall - \$15,300
 - Smoky Lake Fire Hall - \$25,000
 - Waskatenau Fire Hall - \$15,606

- The County funds other supplies for the two Fire Chiefs such as uniforms and coveralls with a \$2,627 annual budget.

- There is a small general supply budget for the Town of Smoky Lake Fire Hall for \$510 for general incidental needs.

Repairs and Maintenance

The repair and maintenance budget is \$36,720 and accounts for 6.3% of total expenses.

The County budgets for internal and contracted repair for vehicles and equipment. The contracted repair budgets are for repairs to equipment that are sent out. The contracted budget by area is \$1,530 for Smoky Lake County fire vehicles and \$5,100 for each of the three fire halls.

The County also budgets for internal repairs of vehicles and equipment. The breakdown is:

- County Fire repairs - \$0
- Vilna Fire Hall - \$7,650
- Smoky Lake Fire Hall - \$8,160
- Waskatenau Fire Hall - \$4,080

Utilities

The utilities budget is \$2,856 and accounts for 0.5% of the total budget. The budget funds gas (\$2,652) and electricity (\$204) costs within the Smoky Lake County administration area.

The detailed budget by area can be found in Appendix 12.6.

7.3 Capital Reserves

As per the County's 2020 audited financial statement the County has \$21.7M in reserves (\$6.3M in unrestricted reserves and \$15.4M in restricted reserves). Included in the restricted reserves is a fire services reserve of \$1.4M.

The County has a five-year plan for optimum reserve balances which are shown within the County Financial Plan 2021 - 2025. This represents a very high level of planning for capital reserves and future capital equipment replacements.

Typically, the County has a budgeted transfer to capital reserves of \$210,000 within the approved operating budgets, however the contribution in 2021 was removed due to reductions in Linear tax revenues and impacts of the Covid 19 pandemic.

The 2021 fire capital budget is \$278,500. The budget funds two projects:

- \$240,000 for a joint regional fire storage building. The project is a partnership with the Town of Smoky Lake. The total project budget is \$400,000 with the County funding 60% and the Town funding 40%.
- \$38,500 for the replacement of fire equipment.

The County has no debt. Their audited financial statement and AB Municipal profile state that the County has a debt limit of \$24.8M. The council is not supportive of taking on debt.

7.4 Financial Conclusions and Considerations

The review of the financial information for the County of Smoky Lake generated the following conclusions.

1. The budget for the County is well put together and is supported by data and historical information.
2. The County Fire Services generates a good amount of revenue for the services that they provide. The revenue covers 27.7% of all expenses.
3. The County, Town and Villages negotiate annually the amount of funding that each municipality will be spending on training and supplies. All members of each council participate in this process. There should be a more streamlined process to achieve these goals. A joint administrative financial team could prepare the budget recommendation each year with a smaller elected representative group approving the budget, such as the ICF negotiating team.
4. Financial funding agreements should be in place so that each administration can be assured of what funding they will receive. These agreements should cover both operating and capital budgets for 5 to 10 years.
5. The County does not operate their own fire station and are effectively funding the operations and capital needs of the three municipalities within their borders. Without

this fund these fire halls would have budget issues. This close relationship of funding and operations needs to be clarified in a regional agreement.

6. The County funds all the training for itself and the three municipalities. Coordinated training efforts may be a better use of this budget.
7. The County is well positioned for reserves. They have effectively planned and saved to be able to fund future capital needs for fire services.
8. The County is well positioned should the need arise to take on debt for regional fire services. The County currently does not carry any debentures or loans.

8.0 CONCLUSIONS & KEY FINDINGS

Up to this point, a virtual picture has been painted that describes the many aspects and components of the Fire Services in the region. The following are what TSI sees as the more salient conclusions that can be drawn from all the information:

- Intermunicipal relationships appear strong and cooperative in nature.
- The current governance model is cumbersome and slow to achieve progress.
- The Fire Chief is very capable, leads by example and is clearly respected in the region.
- Current operational oversight is stressed, with unsustainable demand on the two full time staff. There is a large dependency to rely on the Chief and Deputy Chief for day-to-day operations and “boots on the ground” tasks.
- The current chain of command is unclear, as are reporting procedures.
- MVC’s, wildland and medical response account for almost 70% of the regional call types. The fire service excels in service response for highways.
- There is frequent use of the existing mutual aid agreements, which has led to enhanced collaboration in the region.
- A lack of volunteers is a growing concern and perhaps the biggest challenge facing the region. This is becoming commonplace across the province.
- Staffing levels in Waskatenau should be considered as being at critical levels.
- A trend is emerging in the Vilna Fire Department; nearly half of the staff are not engaged in emergency response to events.
- Training is a concern amongst members and leaders. There is acknowledgement that more needs to be done in this area.
- SLC does good work in providing public education.
- All stations are adequate buildings for the housing and deployment of fire apparatus.
- Apparatus in the SLCFS is exceptionally well equipped with industry standard tools and equipment.
- The budget for the County is well put together and is supported by data and historical information.
- The County does not operate their own fire station and are effectively funding the operations and capital needs of the three municipalities within their borders.

9.0 SUMMARY OF RECOMMENDATIONS

Transitional Solutions Inc. offers the following recommendations for enhanced Fire Services in the region based on the research, stakeholder engagement and analysis of all data inputs acknowledged in this report. They are compartmentalized by theme.

9.1 Governance

1. A new governance model is necessary to facilitate future maturity of the Fire Service in the region. Enhanced intermunicipal agreements or a regional services commission are the two most viable options to consider.
2. There is a need to create a streamlined strategic advisory committee. Consider the formation of working groups to feed information up to the regional committee for direction and support.
3. Smoky Lake County and Regional partners should review Bylaw 1286-15 and clearly articulate the roles and responsibilities of all parties. This Bylaw should also be implemented that the committee is a separate entity to the CAOs and the Fire Chiefs.

9.2 Administration

1. Hire a part time administrative assistant to provide support to the Smoky Lake County Fire Service & Fire Chief.
2. Create a single Fire Service with three stations that serve the entire County and municipalities within it. Operation of this single Regional Fire Service will be overseen by the Fire Chief with strategic direction provided by his direct supervisor and the strategic committee. This approach will still be valid if Smoky Lake County erects a new station.
3. Edit bylaws and directives to provide clear direction of oversight for the strategic committee. Ensure that this committee is right sized to allow effective meetings and afford good two-way communication between the four municipal partners.
4. Procedures (SOP/SOG) be put into place to provide the most efficient method of response for equipment not housed in the Fire Halls.
5. Continue to enhance the OHS program, focusing on physical, behavioral and mental health.

9.3 Level of Service

1. Revisit the LOS Bylaw and Policy to clarify service levels in Smoky Lake County.
2. Develop a staffing and deployment model where resources are predictable and dependable.
3. Utilize the provincial CISM network to provide mental health support for staff (abcism.ca).
4. Aim for consistency in training and services offered regarding medical aid calls.
5. Complete an operations deployment review to determine where there are potential improvements to the current mutual-aid model.
6. Review response guidelines to consider adopting automatic dispatching of two or even all three of the stations.

9.4 Operations

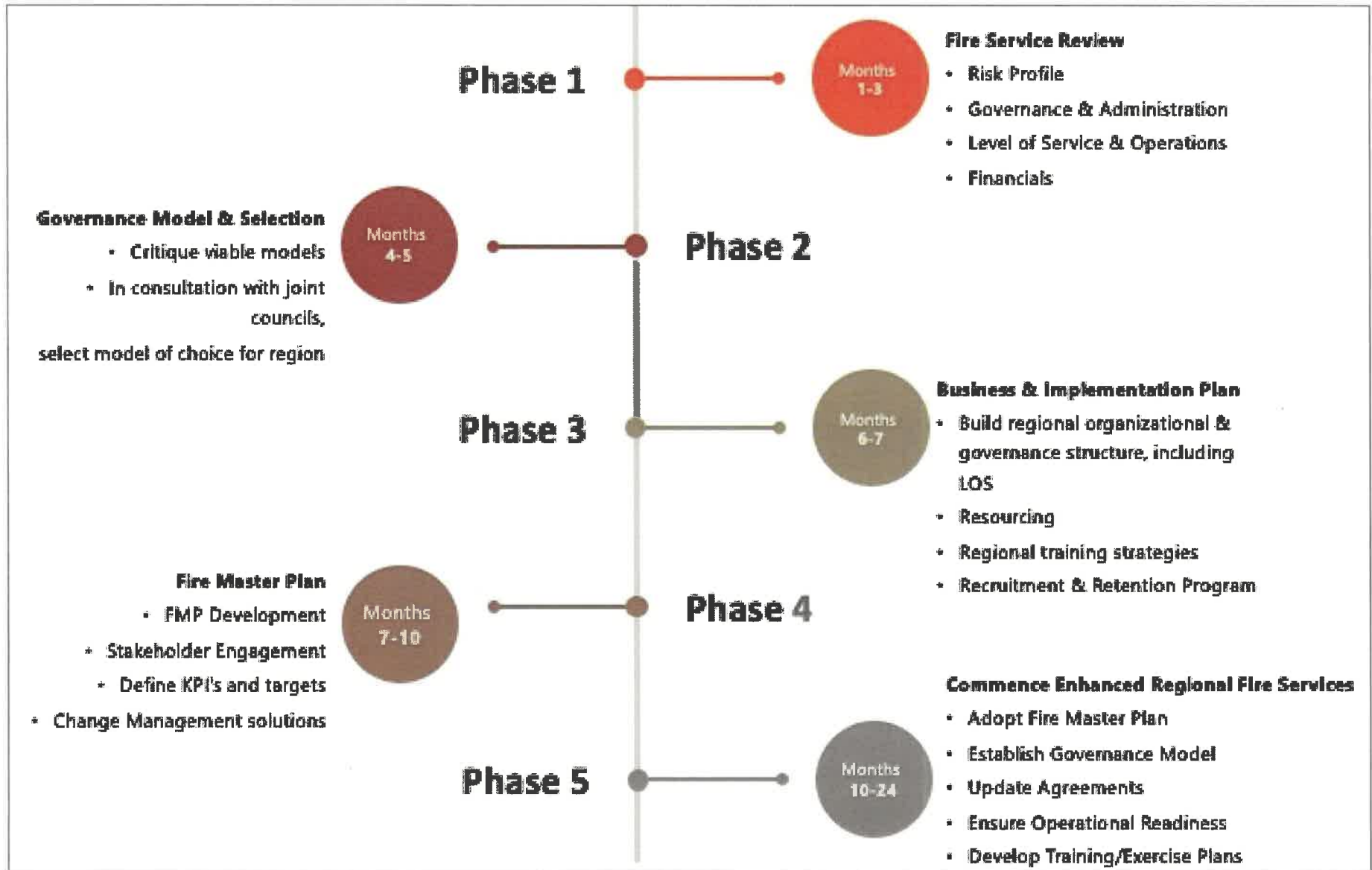
1. Consider innovative methods to increase recruitment and retention.
2. Look at emerging paid-on-call options in conjunction with potential for more full-time positions within the staffing model.
3. Develop a clear approach for training of new recruits and an ongoing annual training matrix.
4. Prepare a 3-year training calendar that is realistic and aligned to the Level of Service.
5. Capitalize on regional training for increased collaboration, mentorship and leadership growth.
6. Look for opportunities to build capacity in the areas of fire inspection and investigation.
7. Consider expansion of the Town of Smoky Lake Fire Hall, or build a new station centrally located within the County.
8. Conduct a wildland fire apparatus needs assessment to determine the current and future apparatus needs for wildland fire suppression and size the fleet accordingly.
9. Remove reserve apparatus from fire hall space required for front line apparatus and re-deploying front line apparatus, currently in County storage, into these spaces.

9.5 Financials

1. A joint administrative financial team could prepare the budget recommendation each year with a smaller elected representative group approving the budget, such as the ICF negotiating team.

2. Financial funding agreements should be in place so that each administration can be assured of what funding they will receive. These agreements should cover both operating and capital budgets for 5 to 10 years.
3. The close relationship of funding and operations needs to be clarified in a regional agreement.
4. Coordinated training efforts may be a better use of the training budget.

10.0 IMPLEMENTATION PLAN



11. REFERENCES

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12. APPENDICES

12.1 Hazards and Risks

12.2 Governance Options

12.3-A AFCA Community Risk Assessment Profile

12.3-B AFCA Level of Service Report

12.3-C AFCA Competencies Report

12.4 FEMA Retention and Recruitment Root Causes

12.5 Cost Estimate (Full-time Firefighters)

12.6 Smoky Lake County 2021 Summary Budget

12.7 Smoky Lake County 2021 Detail Budget



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Appendix 12.1 Hazards & Risk

Hazards can be classified into five major types (FEMA, 2013):

<i>Hazard Type</i>	Definition	Examples
<i>Natural</i>	Result from acts of Nature	Flood Severe Weather Forest Fires
<i>Biological</i>	Result from humans, animals, plants & agriculture, bacterial and insects (CRED, n.d.)	Human Epidemics & Pandemics Animal & Agriculture epidemics
<i>Technological</i>	Result from failures in physical things humans have made, and are the potential failure of processes, systems, facilities, technologies, networks, assets, and services essential to health, safety, security or economic well-being	Critical Infrastructure Industrial Transportation Economic failure
<i>Intentional</i>	Does not result from negligence, oversight, or Mother Nature (FEMA, 2013).	Civil incidents Criminal acts (violent and non-violent) cyber attacks CBRNE War
<i>Terrorism</i>	An act committed in whole or in part for political, religious, or ideological purpose, objective or cause with the intent to intimidate (Canada Criminal Code, 1985, s.83.01).	Political terrorism Criminal terrorism

Hazards must meet the following **definition**:

“A phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage.”

- Emergency Management Ontario,

2012

Secondly, the hazard must have the potential to meet one or more of the following **criteria**:

- People could be affected beyond the community’s capacity to respond.
- There could be significant damage or interruption of normal processes, such that affected communities must use extraordinary or emergency resources.
- A declaration of emergency or activation of the community Emergency Operations Centre is possible.

Risk is defined as a measure of the probability and consequence of an adverse effect to health, property, organization, environment, or community because of an event, activity, or operation.

We can also qualify risk into five distinct categories:

- Negligible
- Low Risk
- Moderate Risk
- High Risk
- Catastrophic Risk

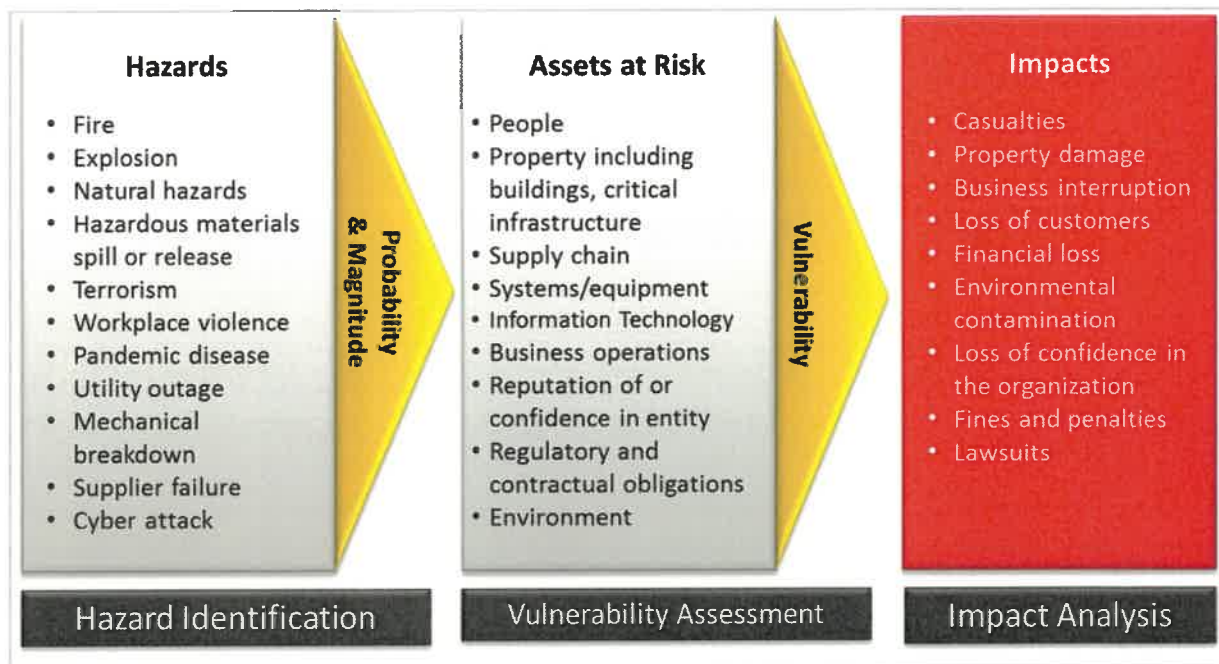


Image 1 Risk Assessment Process Diagram

Once risks are identified, they can be classified by analysing the probability of an event occurring and the resulting consequences. Probability or likelihood of occurrence is generally determined by reviewing previous events, historical data, and occurrences and experiences in other communities.

DESCRIPTION	SPECIFICS
EXTREMELY IMPROBABLE	<ul style="list-style-type: none"> • may occur in exceptional circumstances • no incidents in the past 15 years
IMPROBABLE	<ul style="list-style-type: none"> • could occur at some time, especially if circumstances change • 5 to 15 years since the last incident
REMOTE	<ul style="list-style-type: none"> • might occur under current circumstances • 1 incident in the past 5 years
OCCASIONAL	<ul style="list-style-type: none"> • will probably occur at some time under current circumstances • multiple or recurring incidents in the past 5 years
FREQUENT	<ul style="list-style-type: none"> • expected to occur in most circumstances unless circumstances change • multiple or recurring incidents in the past year

Table 1 Probability Rankings

Studying the consequences and impacts of an event is a significant tool in prioritizing risk. Consequences are considered the negative outcomes of an event and are estimated by professional judgement, past experience in response, and the review of previous events. Estimates of impacts or consequences can be classified into five distinct levels and should be done based on four main elements:

- Life Safety
- Property Loss
- Economic Impact
- Environmental Impact

DESCRIPTION	SPECIFICS
INSIGNIFICANT	<ul style="list-style-type: none"> • no life safety issue • limited valued or no property loss • no impact to local economy, and/or • no effect on general living conditions
MINOR	<ul style="list-style-type: none"> • potential risk to life safety of occupants • minor property loss • minimal disruption to business activity, and/or • minimal impact on general living conditions
MODERATE	<ul style="list-style-type: none"> • threat to life safety of occupants • moderate property loss • poses threat to small local businesses, and/or • could pose a threat to the quality of the environment
MAJOR	<ul style="list-style-type: none"> • potential for a large loss of life • would result in significant property damage • significant threat to large businesses, local economy and tourism, and/or • impact to the environment would result in a short term, partial evacuation of residents and businesses

CATASTROPHIC	<ul style="list-style-type: none"> threat to life safety of occupants moderate property loss poses threat to small local businesses, and/or could pose a threat to the quality of the environment
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Table 2 Consequence Rankings

Risk Assessment Matrix

Combining the probability and consequence (severity) rankings allows an organization to assign and prioritize all hazards in a systemic manner. This will show the organization where to focus resources for the most value to the region. This assessment should be reviewed on a regular basis to monitor for effectiveness and to ensure relevancy in an ever-changing world.

Risk probability	Risk severity				
	Catastrophic A	Hazardous B	Major C	Minor D	Negligible E
Frequent 5	5A	5B	5C	5D	5E
Occasional 4	4A	4B	4C	4D	4E
Remote 3	3A	3B	3C	3D	3E
Improbable 2	2A	2B	2C	2D	2E
Extremely improbable 1	1A	1B	1C	1D	1E

Source: 1 CDC

All-Hazards

Emergency management adopts an all-hazards approach in every jurisdiction in Canada by addressing vulnerabilities exposed by both natural and human-induced hazards and disasters. The all-hazards approach increases efficiency by recognizing and integrating common emergency management elements across all hazard types,

and then supplementing these common elements with hazard specific sub-components to fill gaps only as required. As such, “All-Hazards” does not literally mean preparing to address all potential hazards in existence. Rather, it emphasizes the leveraging of synergies common across hazards and maintaining a streamlined and robust emergency management system.

The “All-Hazards” approach also improves the ability of emergency management activities to address unknown hazards or risks. (Public Safety Canada, 2017.) Risks are managed through a hierarchy of controls, including elimination, substitution, engineering, administration, and personal protective equipment (Alberta OHS Act, 2021).

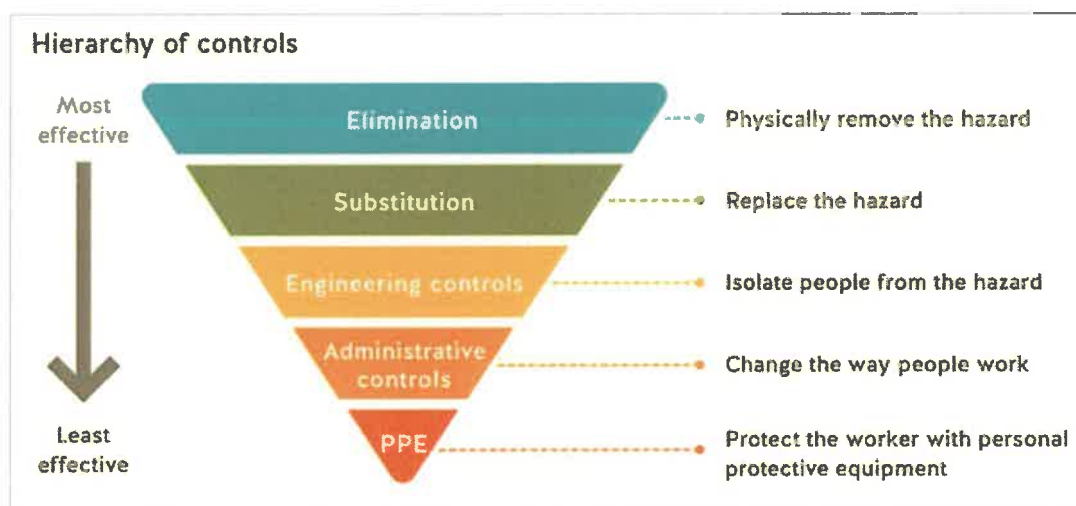


Image 1 Hierarchy of Controls (Worksafe BC, 2021)

Appendix 12.2: Governance Options for Municipal Regional Services in Alberta

- Regional services commissions are restricted to providing services as described by the commission's regulation.

	Inter-Municipal Agreement	Regional Services Commission	Municipal Controlled Corporation	Cooperative	Society	Part 9 Company	Public Private Partnership	Growth Management Board
Separate legal entity		X	X	X	X	X	X	X
Can borrow and incur debt servicing costs		X	X	X	X	X		X
Can directly expropriate land		X						
Can make a profit and distribute to members			X	X			X	
Requires provincial government approval for establishment		X	X	X	X	X	X	X
Ministry/parties responsible for establishment	Municipalities	Municipal Affairs		Service Alberta			Municipalities and Partners	Municipal Affairs
Legislation restricting types of services provided	MGA			Cooperatives Act	Societies Act	Companies Act	MGA	

- Municipal controlled corporations may be owned by a municipality or group of municipalities and provide services to a region.
- Societies are restricted to any benevolent, philanthropic, charitable, provident, scientific, artistic, literary, social, educational, agricultural, and sporting activities.
- Part 9 Companies are restricted to promoting art, science, religion, charity, and recreation activities.
- Public-private partnerships may be a separate legal entity depending on the partnership agreement.
- Regional services commission is the only governance option that can directly expropriate land. Expropriation of land for inter-municipal agreements, municipal controlled corporations, Part 9 companies and societies may be completed by a municipality who is a member of that organization to enable that organization to carry out a development.

Executive Summary #1: Community Risk Profile

Welcome to your Community Risk Profile Report. Below is a summary of the responses you provided about your municipality. The report generated is based upon information the user has input and is meant to provide guidance in the identification of services the community should consider based on the risk factors identified.

The questions answered provide a brief look at the unique makeup of your municipality or response area, including demographics, geography, infrastructure and specifics about your fire service. Compiled together this gives a virtual “risk profile” snapshot of your municipality, county or service area

Risk Profile provides the justification for all aspects of Fire service including service levels, management, operations, station location, apparatus, equipment, recruitment, training and response. It also promotes officer development, teamwork and trust between Fire Administration, staff and community.

Risks, hazards, threats, and vulnerability are terms that are often confused with each other. A clear understanding of each of these principles is necessary to apply assessment criteria to an occupancy or region.

Risk is the potential for loss, damage or destruction within our communities that we are trying to protect, as a result of a threat exploiting a vulnerability. It is the intersection of assets, threats, and vulnerabilities.

Hazard is an agent (natural or human induced) which has the potential to cause harm to vulnerable targets.

Vulnerability is considered as weaknesses or gaps in our fire protection that can be exploited by threats to compromise our communities and public safety.

Threats are anything that can exploit a vulnerability, intentionally or accidentally, and cause harm, damage, or destroy an asset. Threats could

be actual, conceptual, or inherent. A threat is what we're trying to protect against.

Risks, hazards, vulnerabilities, and threats must be managed in a strategic and thoughtful process. The first step is the process of identifying, analyzing and assessing risks and opportunities. The AFCA Core Competency Framework aims to recognize the unique needs of each municipality. This Framework empowers municipalities to make informed decisions to mitigate risks within their unique realities and resources available. It also supports priority-based budgeting, forecasting and future growth of the Fire Service.

Excerpt from Alberta Urban Municipalities' Association (AUMA) Risk Management & ISO 27001:

"Risk is generally managed, or treated, in one of four ways:

1. Avoid risk by choosing not to undertake certain types of activities.

o It is often difficult, and undesirable to change the geographic, demographic and infrastructure profile of your community. However, you can influence future growth and expansion in all these areas to reduce risk.

2. Transfer risk to third parties through contracts, outsourcing and insurance

o It is common practice to have Service Level Agreements outside of the Fire Department. Mutual Aid Agreements are another common method of outsourcing the mitigation of risk.

3. Mitigate risk through prevention and control measures

o This is achieved through an established Level of Service for the Fire Department, as legislated by the Authority having Jurisdiction, typically by Bylaw). These Services can be both proactive and responsive. This Tool will help identify what Services are best kept in-house.

4. Accept risk, recognizing the benefits of doing so outweigh the costs of transfer or mitigation.

o This is the least desirable option, and it means the organization accepts the risk and will address the consequences if and when it happens. This is a viable option when there is a low probability of the risk occurring, the cost of mitigating the risk is not acceptable, or there is no other suitable strategy available at the time. It is still important to document the risk and ensure stakeholders are aware of the risk. A contingency plan should be considered to help your municipality prepare to respond and recover from an event as a result of accepting the risk.

*Note: Emergency Management is out of scope for this Tool; it is governed by the Emergency Management Act

Smoky Lake County Gap Analysis

Community Risk Profile Report (Report 1 of 3)

Equipment

Name	Type	Age	CVIP	Capacity	Storage Capacity	Tested
459	Engine / Pump	0-14 Years	Yes	5000 - 5999	5000 - 9,999	Yes
401	Engine / Pump	0-14 Years	Yes	5000 - 5999	5000 - 9,999	Yes
403	Engine / Pump	0-14 Years	Yes	5000 - 5999	5000 - 9,999	Yes

Population

Population ranges were derived from the Municipal Government Act (MGA), Industry Best Practices and data from the AFCA Bannister Competency Survey 2018. As per the MGA, a population of 10,000 can achieve City Status. Public expectations of the department rise as population levels increase. Also as

Smoky Lake County Gap Analysis

populations increase, the tax base within municipalities likely have more resources to commit to a higher level of service.

For the purpose of this tool, a Community includes: Villages, Towns, Cities, MDs, Improvement Districts, Specialized Municipalities and Special Areas.

Did you know? In Alberta there are:

108 communities with a population under 1000;

65 communities with a population between 1000 - 2999;

30 communities with a population between
3000 - 4999;

42 communities with a population between
5,000 - 9,999;

25 communities with a population between 10,000 - 19,999;

and 21 communities with a population over 20,000.

Your Answer: 3000-4999

Total Number of Members

This category helps to determine OHS requirements for your fire department within your municipality.

A member, for the purpose of this Tool, includes full time, paid on call, and volunteers, as well as administration and senior management.

Smoky Lake County Gap Analysis

The OHS Act protects all workers, whether they are paid or not. Volunteers have always been considered under the definition of “worker” by OHS legislation. To understand how to calculate your number of workers check out Alberta OHS "Do I Need a Health and Safety Program?" (<https://ohs-pubstore.labour.alberta.ca/li036-1>) and Alberta OHS Explanation Guide (<http://www.qp.alberta.ca/documents/OHS/OHSCodeExplanationGuide.pdf>)

Your Answer: 40 - 49 people

Municipal Demand Zone(s)

This data is used to give insight into targets for number of responders and response times. This data and targets are derived from NFPA 1710 and 1720.

Note that all targets are just that, a goal to strive towards, and may take time and resources to achieve. Situations will affect these targets, including department size, municipality size, weather, seasons & other mitigating factors.

If you are unsure of the demand zone level in your area, many are listed under each communities information on Wikipedia.

Your Answer: Suburban Area (500-1000 people/square mile), Rural Area (<500 people/square mile), Remote Area (Travel distance 8 miles or greater)

Commercial Infrastructure

A fire service that has large commercial spaces have special considerations due to the large footprint and high density public gathering.

Skills like aerial operations, Large Area Search techniques, large public evacuation needs, knowledge on sprinkler systems and more are required when there is Commercial Infrastructure in your community.

Your Answer: Yes - there is Commercial Infrastructure in my municipality

Industrial Infrastructure

Light industry produces goods focused on consumers rather than other industrial businesses. Light industry facilities typically have less environmental impact than those associated with heavy industry, and zoning laws are more likely to permit light industry near residential areas. Examples are welding and fabrication shops, tire and automobile repair shops. Heavy industry is typically business that produce large products and/or requires large scale facilities and machinery to produce products. These are capital intensive businesses. Examples are large oil refineries, petrochemical plants, compressor stations, gas plants, pipelines, and well sites.

Some heavy industry has their own onsite emergency response team including industrial firefighters and EMS. They are often self-sufficient within their gates with their own internal resources.

Fire services responding to heavy industry need to understand the capabilities of the industrial site to support on-site and surrounding community needs.

Your Answer: Light Industry

Proximity to Larger Neighbouring Communities

When your municipality, or area of your municipality is greater than 20 km away from a larger community, there is less opportunity for mutual aid support in the form of people resources and apparatus.

When a larger community is nearby, there is increased opportunity for effective and reliable support in an emergency.

Your Answer: 20km or further to a larger neighbouring community

Airports

Having an airport in your municipality or response area may increase the likelihood of responding to an aircraft emergency. The larger the airport, the more likely they have onsite resources to manage internally. However, this tool takes into account that an airplane can come down in any municipality regardless of having an airport or not. Even if not involved directly in airplane rescue firefighting any municipality may need to respond to an aircraft emergency. This could range from a small crop duster to an international commercial carrier.

Your Answer: Helipads

Agriculture

Areas with a large agricultural industry have some special risks Fire Services may respond to, including animals in distress due to entrapment or drowning; overturned animal trailers; bale or grain fires; grain entrapment; and large equipment emergencies.

Your Answer: Yes - there is significant Agriculture in my municipality

Highways

Municipalities with highway traffic through their area are at risk of high speed motor vehicle accidents involving many different types of vehicles.

A road (highway) is defined by the Municipal Government Act means "land (i) shown as a road on a plan of survey that has been filed or registered in a land titles office, or (ii) used as a public road, and includes a bridge forming part of a public road and any structure incidental to a public road."

Your Answer: Yes - there are significant highways and/or intersections in the municipality

Utilities and Infrastructure

Critical infrastructure resiliency is enhanced with emergency management planning to ensure adequate response procedures are in place to deal with unforeseen disruptions, and minimize loss.

Your Answer: Bridges, Trestles, High Power Utilities Above and Below Ground, Pipelines (Oil, Gas, Chemical), Water and Sewer Treatment Plants

Agreements (including Mutual Aid)

The most common Agreements are Fire Service Agreements and Mutual Aid Agreements.

Agreements may be in place for whole services, or for specialized services such as HazMat, Technical Rescue, Water Rescue, Trench Rescue or Confined Space Rescue.

Agreements may be in place with neighbouring municipalities, Industry, Forestry and others.

All Fire Service staff need to be aware of what Agreements they are a part of to best understand their scope of practice.

Your Answer: Forestry Protection, Mutual Aid - Neighbouring Fire Departments, Alberta Health Services, RCMP / Municipal Police Service, Fish & Wildlife

Large Event Facilities

Large event facilities routinely host big events such as music festivals and sporting events such as rodeos. Other large event facilities include, but are not limited to raceways, midways, fairgrounds, or other large public gatherings.

Your Answer: Yes - There is one or more large event facilities in the municipality

Forested Areas

Parts of the province with forested areas need to have clear response plans for Wildland firefighting. This may mean training in wildland firefighting and wildland/urban interface firefighting. It is also important to have a close working relationship with provincial forestry resources, and local search & rescue resources. As urban sprawl comes into contact with heavily forested areas, risks increase for life, property and critical infrastructure.

Your Answer: Yes - there is forested areas in my municipality

Rail

Any area with rail going through it has the risk of various rail emergencies.

Incidents are often complicated by the contents of the train cars.

A close working relationship with the rail industry will be important.

Your Answer: No - There are no rail lines in our municipality

Proximity to Natural Lakes and Rivers

Natural lakes and rivers fall under Federal jurisdiction; however, the public may have expectations from their municipal fire service to effect rescue.

Water poses many risks during all seasons of the year, including drownings, marine fires, and people or vehicles falling through ice in the winter.

Your Answer: Sloughs / Ponds, Lakes, Rivers

Proximity to Manufacturing

Manufacturing refers to industries which involve the manufacturing and processing of items in creation of new commodities.

Examples of manufacturing include assembly facilities (e.g. meat packing plants, automobile assembly), lumber and pulp/paper mills, and explosives factories. Each sector poses a unique risk and must be accounted for in any hazard assessment.

Your Answer: Not Applicable - There is no manufacturing in this municipality

Proximity to Man-Made Water Bodies

Water poses many risks during all seasons of the year, including drownings, marine fires, and people or vehicles falling through ice in the winter.

Man-made bodies of water fall under Municipal jurisdiction.

Your Answer: Dugout or Lagoon, Ponds / Lakes

Special Occupancies

If your municipality contains hospitals, day cares, nursing homes, large apartment complexes, or other high density, high rise or high need housing it may require special response from your fire service.

Your Answer: Yes - There are one or more special occupancies in the municipality

Grasslands

Grassland fires, including stubble and pasture fires, are a seasonal risk in nearly every sector of the province, generally peaking in the spring and fall. Grassland fires start easily, and can spread quickly.

Your Answer: Yes - There are grasslands in the municipality

Recreation Centres

Pools and arenas not only draw larger crowds as community gathering places, but they also store and use significant hazardous chemicals. Chlorine gas and ammonia pose unique risks to the responders and the community.

Your Answer: Yes - My municipality has at least one recreation centre (pool and/or arena).

Fire Department Structure (Current)

"Full-time" fire department: All Members are paid full-time. "Volunteer" fire department: None or maximum of one (1) paid full-time Member, all other members are volunteer and/or paid-on-call Members. "Composite" fire department: Two (2) or more paid full-time Members plus volunteer and/or paid-on-call Members.

Your Answer: Composite Fire Department

Fire Stations

How many fire stations are in your municipality / area of response?

Your Answer: 3

Executive Summary #2: Recommended Level of Service

This is your customized list of recommended Services based on your community risk profile response. Services are divided into three categories:

- (1) **Compulsory Systems and Services:** these are the foundational pieces necessary to have a Fire Department. OHS & Human Resources fall into this Category
- (2) **Core Services:** these are the most common and important “Core” Fire Services offered throughout the Alberta Fire Service and at the heart of this Core Competency Framework. Each of these services have a set of competences attached to them that will guide a fire department’s training activities.
- (3) **Extended Services:** these are unique services requiring additional expertise, training and resources. Many fire services choose to offer some of these services, but they are outside of the core services that a fire department provides. At this time the Tool does not have attached competencies for these services.

This Tool suggests the services that your municipality should consider offering, but these suggestions are not regulated in the province of Alberta. It is solely up to the Authority Having Jurisdiction (AHJ) to make the decision to offer Services they are willing and able to provide to their response area.

The User will take one of three actions for each recommended Service:

1. Leave as is (whether it is recommended or not); or
2. “Opt in” to a service the Tool is not currently recommending; or
3. “Opt out” of a service the Tool is recommending

The User will confirm Services using one of two methodologies:

1. **Gap Analysis:** Select Services based on what the municipality is CURRENTLY offering, noting what has to be added or removed to align the recommended

service list against the current Level of Service. Using this methodology will showcase where services could be added or where there is an excess of services currently being offered based on the Tools' analysis and recommendations.

2. Forecasting & Future Growth: Select Services based on what the AHJ would like to move towards. This future planning could be based on anticipated infrastructure, new hazards in the response areas, or any other future changes affecting the Risk Profile of your response area.

Consistent methodology while selecting or de-selecting Services empowers the user and the AHJ to make informed decisions on Level of Service needed to mitigate current and future community risks. Knowing what you have, and where you are going, will add value to priority- based budgeting, retention & recruitment, training, safety and transparency with stakeholders.

Considerations for Levels of Service

Organizational	
Orientation	Initial on-boarding to the organization such as Human Resources, Finances and Occupational Health and Safety. Equipping the person with the tools, equipment, apps and PPE to perform their job.
OHS: 20+ Members	Minimum Alberta OHS requirements for worksites with 20 or more workers.

Public Education	Educating your community in fire prevention, safety and emergency preparedness
Team Lead	Important items for the development of officers and other team leaders in the organization
Municipal Demand Zone(s)	Guided by NFPA 1720, this gives standards to response times and targets based on the demographics of your municipality.
Core Fire Services:	
General Firefighting Skills	The basics of what every firefighter needs to know and train on. From safety to communications to ropes and knots, it's all covered here
Apparatus and Vehicle Operations	Safely and properly operating various Fire Department apparatus.
Exterior Operations	Competencies related to structure fires with a defensive/exterior operations mode
Wildland - Grassland Firefighting	Strategies and safety in wildland / grassland firefighting

Dangerous Goods and Haz Mat Awareness	Competencies related to the general approach to hazardous and DG material*
Vehicle Firefighting	Related to fire attack and safety in vehicle fires
Vehicle Extrication	Competencies related to the skills needed to complete safe and proper vehicle extrication evolutions.
Traffic Control	Basics of safety and tactics in response to MVC's with sole purpose of traffic control
Interior Operations (Structural)	Competencies related to structure fires with an offensive/interior operations mode
Pumping Operations	Skills and knowledge related to pumping operations from firefighting apparatus.

The following services were NOT suggested by Tool but manually enabled by User:

Medical Co-Response

Wild-land Urban Interface (WUI) Firefighting

Report Prepared By: Chief Scott Franchuk in Smoky Lake County

Appendix 12.3-C: AFCA Core Competencies for Customized LOS

Executive Summary #3: Competencies Report

Risk Identification + Services + Competencies = Alberta Fire Service Competency Framework

Below is a summary of your Customized Level of Service. Each Service comes with a complement of competencies and skill sets that are directly from or align to Alberta OHS, NFPA Standards, Fire Safety Code requirements, and industry best practices. This is the final link in the Framework.

Competencies must conform to legislation (OHS) and Industry Best Practices (NFPA) since the Alberta Fire Service does not have any official federal, provincial or municipal regulation mandating its practices.

Defining a set of core competencies supports informed discussions regarding collaborative approaches to fire services and training delivery. A common language and system across the Alberta Fire Service will strengthen the industry as a whole and benefit all communities across the province.

The competencies below can serve as the base for an orientation, onboarding and ongoing firefighter training programs that ensures front-line firefighters are appropriately trained to a consistent standard. Firefighters will be ready and able to respond to emergencies based on your communities unique Risk Profile and customized Level of Service. The goal is to create training practices that focus on the safety of the firefighter, reduces the liability to the municipality, and ensures the protection of our communities and the people who live in them.

Alberta Fire Service Category: Orientation Competencies

Catalogue Number	Skill	Competencies (JPR)	References	Links
AFSCC-FF-ORIENT-Q1	OHS - Municipal OHS Policy	Has read and understood Municipal OHS Policy and can explain the employer's commitment to health and safety, <ul style="list-style-type: none"> the goals and objectives for health and safety, and the rights and responsibilities of management, workers, visitors and contractors. 	AB OHS Act Part 1 Obligations of Work Site Parties S. 3(5) AB OHS Act Part 5 Program and Practice Section S.37 (1a)	Alberta Health and Safety Programs
AFSCC-FF-ORIENT-Q2	OHS - Hazard Assessments	Has read and understood the position-based Hazard Assessment for their role. Understands which tasks are high risk and can explain hierarchy of controls to mitigate all hazards identified. Supervisors may be required to take formal Municipal or Industry Training on Hazard Assessment Program.	AB OHS Act Part 5 Program and Practice Section S. 37 (1b), (5)	
AFSCC-FF-ORIENT-Q3	OHS - Safe Work Practices / SOG's	Has been oriented to applicable Safe Work Practices for role. Knows where to access SWP/SOG's on site and in the field as necessary.	AB OHS Act Part 5 Program and Practice: S.37 AB OHS Regulation Part 1 General S.15	
AFSCC-FF-ORIENT-Q4	OHS - Alberta OHS Act, Regulation & Code (includes site orientation)	Knows where AB OHS Act, Regulation & Code is kept at the worksite(s). Can explain how it drives JPR requirements. An employer must ensure that a current paper or electronic copy of each of the OHS Act, DHS Regulation and OHS Code is readily available for reference by workers. Supervisors may be required to take formal Municipal or Industry Training on Understanding the OHS Act, Regulation & Code.	AB OHS Code Part 1 Obligations of Work Site Parties S. 3(1)	
AFSCC-FF-ORIENT-Q5	OHS - Safety Meetings / Tailgate Meetings	Oriented to when, how and why safety meetings (also known as tailgate meetings) are utilized, what participation is expected and impact on daily duties.	AB OHS Act Part 1 Obligations of Work Site Parties S.5	
AFSCC-FF-ORIENT-Q6	OHS - Planned Inspections	Oriented to when, how and why planned inspections are required, what participation is expected and how to complete forms. Supervisors may be required to take formal Municipal or Industry Training on Planned Inspections Program.	AB OHS Act Part 5 Program and Practice Section S.37(1e)	
AFSCC-FF-ORIENT-Q7	OHS - Training & Training Resources	Oriented to site manuals, checklists, electronic versions where training and JPR resources are located at the worksite. Participates in training provided by the employer.	AB OHS Act Part 1 Obligations of Work Site Parties S.5	
AFSCC-FF-ORIENT-Q8	OHS - Role in OHS and Right to Refuse Dangerous Work	Oriented to OHS responsibilities as a worker and supervisor. Workers and supervisors understand Right to Refuse Dangerous Work Policy, and protocols to follow that are identified in the Policy. Includes right to know, right to participate and right to refuse.	AB OHS Act -Purposes of this Act - 2(d) AB OHS Act Part 4 Dangerous Work and Discriminatory Action S. 31	
AFSCC-FF-ORIENT-Q9	OHS - Incident Reporting	Workers know and understand Incident Reporting protocols, where to find forms and can demonstrate which form, if applicable, to use for each situation (e.g. worksite first aid, Injury/Illness, Exposure , Vehicle/Equipment/Property, WCB) etc. Worker and supervisor can explain the reporting and follow-up process. Worker understands how to report unsafe conditions and other health and safety concerns before an incident occurs.	AB OHS Act Part 1 Obligations of Work Site Parties S. 5e) AB OHS Act Part 4 Dangerous Work and Discriminatory Action S.40 AB OHS Act Part 5 Program and Practice Section 37 (h)	WCB Form: https://www.wcb.ab.ca/assets/pdfs/workers/c060_with_instructions.pdf . Exposure Reporting Form:
AFSCC-FF-ORIENT-Q10	OHS - Emergency Preparedness (includes site orientation)	Workers and supervisors reviews Emergency Response Plan, can explain muster/assembly locations, location of first aid equipment, pull stations and other alarms within worksite. Orient to location and use of emergency eyewashes and showers, fire extinguishers, fire exits as applicable. Oriented to site emergency plans (e.g. Evacuation, Shelter In Place). Knows how to get first aid treatment.	AB OHS Act Part 5 Program and Practice S.37(c) AB OHS Code, Part 7 Emergency Preparedness S. 115, 116	
AFSCC-FF-ORIENT-Q11	OHS - WHMIS & SDS (includes site orientation)	Provided training in WHMIS (Generic & Site Specific), including location of SDS on site and access when mobile.	AB OHS Code: Part 29 Workplace Hazardous Materials Information System (WHMIS)	

Alberta Fire Service Category: Orientation Competencies				
Catalogue Number	Skill	Competencies (JPR)	References	Links
AFSCC-FF-ORIENT-Q12	OHS - Workplace Violence & Harassment Prevention Plan	Read and understands Municipal Workplace Violence and Harassment Prevention Plan and all applicable procedures.	AB OHS Code: Part 27 Violence and Harassment	
AFSCC-FF-ORIENT-Q13	CISM - Critical Incident Stress Management	Understands what Critical Incident Stress Management (CISM) is, understand the effects of stress on casualties, rescuers and bystanders and how to properly manage Critical Incident Stress (CIS) if it occurs. Discuss possibility of CIS when dealing with an emergency, signs and symptoms of delayed and acute critical incident stress. Understands how to access CISM-trained organizations if support is required and/or not available in-house. Knows resources where to get Mental Health support(s). Describe how to activate CISM team if available. Workers and/or Supervisors may be certified in CISM Individual, Group, Peer Support and/or Advanced so as to provide in-house support.	Standard First Aid Curriculum: Critical Incident Stress Management (Lifesaving Society Alberta/NWT). ABCISM.ca	www.icisf.org ; www.lifesaving.org (Standard First Aid Curriculum); ABCISM.ca
AFSCC-FF-ORIENT-Q14	Driving - Classes of Licenses and Drivers Abstract	Oriented to Municipal Driver's Abstract Program; Complete Alberta 5 year Driver Abstract Consent Form (repeated annually as per National Safety Code). Provide photocopy of current driver's license to keep on file. Review and sign-off on any Municipal Vehicle Manual(s) as required. Understands which work vehicles require specific licenses.	AB OHS Code: Part 19 Powered Mobile Equipment	https://www.alberta.ca/get-drivers-abstract.aspx
AFSCC-FF-ORIENT-Q15	Apps - Sign up for any/all Response Apps	Worker is oriented to municipal Response Apps as applicable. Workers and supervisors understand use, responsibilities and restrictions associated with App(s).		
AFSCC-FF-ORIENT-Q16	Compensation	Understands compensation for current role as per HR requirements	Refer to internal Human Resources requirements	
AFSCC-FF-ORIENT-Q17	Training - Sign up for all required training	Aware of required training, JPR's and training program. Reference Municipal Employee Policies	AB OHS Act Part 1 Obligations of Work Site Parties 5.3-5	
AFSCC-FF-ORIENT-Q18	PPE/ gear fitting, allocations, and training.	Ensure fire fighters are equipped with properly sized PPE and other gear as needed. They need to be aware of proper use of all PPE and equipment assigned to them.	AB OHS Code: Part 18 Personal Protective Equipment	
AFSCC-FF-ORIENT-Q19	Medical screening and physical fitness.	Using industry best practice, medical professionals, and NFPA standards new firefighters should be evaluated for medical clearance and physical capacity to perform firefighting duties.	NFPA 1582, NFPA 1583	

Alberta Fire Service Category: Medical Co-Response Competencies

Catalogue Number	Skills	Competencies	References (NFPA, etc.)
AFSCC-FF-SFA-Q1a	General approach: to public aid / medical response	Awareness and ability to provide first-on-scene, basic emergency care to people before Emergency Medical Services (EMS) arrives. Awareness of importance of scene safety on medical calls, proper PPE, and ability to assess and request need for additional EMS resources as required. When EMS arrives, working knowledge of how to assist EMS with patient lifts, stretcher management, and other common EMS crew requests.	Industry best practices AB OHS Code: Part 11 First Aid AB OHS Code: Part 14 Lifting and Handling Loads
AFSCC-FF-SFA-Q1b	Medical First Response Program (MFR)	Completes AHS approved MFR program which includes: medical oversight, medical care protocols, quality assurance/improvement and patient care documentation	https://www.albertamfr.ca/

Alberta Fire Level of Service Category: General Firefighting Competencies				
Catalogue Number	Skill	Competencies (JPR)	References	Links
AFSCC-FF-GEN-Q1	Scene safety and assessment: Ensure the scene is safe before entering, and don protective gear.	Assessing for scene safety prior to arriving, arriving on scene, and during operation. Operating in a safe manner while on emergency scenes.	NFPA 1001-(2019)-4.3.2-4.3.3 FF 1 AB OHS Code: Part 2 Hazard Assessment, Elimination & Control	
AFSCC-FF-GEN-Q2	Personal Protective Equipment: PPE requirements/Donning/Doffing PPE including bunker gear including prepping for next use and time limits	Don personal protective clothing in proficient manner: doff personal protective clothing and store for reuse. The full complement of garments fire fighters are required to wear while on an emergency scene, including turnout coat, protective trousers, fire-fighting boots, firefighting gloves, a protective hood, and a helmet with eye protection.	NFPA 1001-(2019)-4.1.2-4.3.2 FF 1 AB OHS Code: Part 18 Personal Protective Equipment	
AFSCC-FF-GEN-Q3	Respiratory Protection: self-contained breathing apparatus (SCBA), a personal alert safety system (PASS) device,	Use self-contained breathing apparatus (SCBA) during emergency operations, given SCBA and other PPE, so that the SCBA is correctly donned, the SCBA is correctly worn, controlled breathing techniques are used, emergency procedures are enacted. If the SCBA fails, all low-air warnings are recognized, respiratory protection is not intentionally compromised, and hazardous areas are exited prior to air depletion.	NFPA 1001-(2019)-4.3.1 FF 1 AB OHS Code: Part 18 Personal Protective Equipment	
AFSCC-FF-GEN-Q4	Accountability system: Personnel accountability systems. How to deliver Personal Accountability Reports.	Establishing accountability at a emergency scene, PAR Checks operate as a team. Entering and exiting a hazardous area as a team.	NFPA 1001-(2019)-4.3.3 FF 1 NFPA 1001-(2019)-5.2.2 FF2 AB OHS Code: Part 28 Working Alone	
AFSCC-FF-GEN-Q5	Basic Building Construction: Understand basic building construction	Understanding basic types of building construction and how that affects fire fighting operations.	NFPA 220 - 2021 - 4, IAFC, IFSTA resources AB OHS Code: Part 2 Hazard Assessment, Elimination & Control	
AFSCC-FF-GEN-Q6	Modern Fire Behavior : Intro to Fire science, classifications of fires, and fire behavior.	Stages and classes of fire. Methods of heat transfer. The "fire triangle" and "fire tetrahedron". Basic methods of extinguishing fires. Flow path management.	NFPA 10-B-2.2 IAFC, IFSTA resources	
AFSCC-FF-GEN-Q7a	Radio/Communications: Transmit and receive messages via the fire department radio	Transmit & receive messages via the fire department radio, given a radio and operating procedures so that the information is accurate, complete, clear and relayed within the time established by the Authority having jurisdiction (AHJ)	NFPA 1001-(2019)-4.2.3 FF 1	
AFSCC-FF-GEN-Q7b	Radio/Communications : Activate an emergency call for assistance	Ability to declare a mayday following accepted methods	NFPA 1001-(2019)-4.2.4 FF 1 AB OHS Code: Part 7 Emergency Preparedness and Response	
AFSCC-FF-GEN-Q8	Responding on fire apparatus: Properly and safely respond as passenger on fire apparatus	Respond on an apparatus to an emergency scene, given personal protective clothing and other necessary personal protective equipment, so that the apparatus is correctly mounted and dismounted, seat belts are used while the vehicle is in motion, and other personal protective equipment is correctly worn	NFPA 1001-(2019)-4.3.2 FF 1 AB OHS Code: Part 18 Personal Protective Equipment AB OHS Code: Part 19 Powered Mobile Equipment	
AFSCC-FF-GEN-Q9	Working at an emergency scene: Operate safely in established work areas at emergency. Being able to identify potential hazards at emergency scene.	Establish and operate in work areas at emergency scenes, given protective equipment, traffic and scene control devices, structure fire and roadway emergency scenes, traffic hazards and downed electrical wires, an assignment, and SOG's, so that procedures are followed, protective equipment is worn, protected work areas are established, and the firefighter performs assigned tasks only in established, protected work areas	NFPA 1001-(2019)-4.3.3 FF 1 AB OHS Code: Part 2 Hazard Assessment, Elimination & Control AB OHS Code: Part 8 Entrances, Walkways, Stairways and Ladders AB OHS Code: Part 12 General Safety Precautions	
AFSCC-FF-GEN-Q10	Ground Ladder Use : Identifying and proper use of ground ladders.	Carry ladders, set up ground ladders, given single and extension ladders, an assignment, and team members if needed, so that hazards are assessed, the ladder is stable, the angle is correct for climbing, extension ladders are extended to the necessary height with the fly locked, the top is placed against a reliable structural component, and the assignment is accomplished	NFPA 1001-(2019)-4.3.6 FF 1 AB OHS Code: Part 8 Entrances, Walkways, Stairways and Ladders	
AFSCC-FF-GEN-Q11	Hand Tool Use: Inspect, service and operate various hand and power tools	Must be able to inspect, service, and operate safely and effectively. Including basic hand tools such as axes, halligans and pike poles as well as various power tools such as hydraulic, electrical, pneumatic, or gas powered tools.	NFPA 1001-(2019)-4.5.1 FF 1 AB OHS Code: Part 25 Tools, Equipment and Machinery	
AFSCC-FF-GEN-Q12	Fire Extinguisher Use: Demonstrate Fire extinguisher knowledge and proper use.	Extinguish incipient Class A, Class B, and Class C fires, given a selection of portable fire extinguishers, so that the correct extinguisher is chosen, the fire is completely extinguished, and correct extinguisher-handling techniques are followed	NFPA 1001-(2019)-4.5.1 FF 1 AB OHS Regulation: Part 1 General 5.15 Safety Training	
AFSCC-FF-GEN-Q13	Scene lighting: Knowledge and use of lighting/illumination available on emergency scenes.	Illuminate the emergency scene, given fire service electrical equipment and an assignment, so that designated areas are illuminated and all equipment is operated within the manufacturer's listed safety precautions	NFPA 1001-(2019)-4.5.1 FF 1 AB OHS Code: Part 12 General Safety Precautions	
AFSCC-FF-GEN-Q14	Building utilities: Ability to identify and isolate various building utilities.	Turn off building utilities, given tools and an assignment, so that the assignment is safely completed. Including electricity, gas, and water systems, where appropriate. The ability to identify utility control devices, operate control valves or switches, and assess for related hazards.	NFPA 1001-(2019)-4.5.1 FF 1 AB OHS Code: Part 2 Hazard Assessment, Elimination & Control	

Alberta Fire Level of Service Category: General Firefighting Competencies				
Catalogue Number	Skill	Competencies (JPR)	References	Links
AFSCC-FF-GEN-Q15a	Post operations: Clean and check ladders, ventilation equipment, self-contained breathing apparatus (SCBA), ropes, salvage equipment, and hand tools. Gross and emergency decontamination protocols.	Clean and check ladders, ventilation equipment, SCBA, ropes, salvage equipment, and hand tools, given cleaning tools, cleaning supplies, and an assignment, so that equipment is clean and maintained according to the manufacturer's or departmental guidelines, maintenance is recorded, and equipment is placed in a ready state or reported otherwise. Follows all gross and emergency decontamination protocols, including contamination isolation protocols.	NFPA 1001-(2019)-4.5.1 FF 1 AB OHS Regulation Part 1 General 5.12 Equipment AB OHS Code Part 4 Chemical Hazards, Biological Hazards and Harmful Substances AB OHS Code: Part 8 (Entrances, Walkways, Stairways & Ladders) AB OHS Code: Part 12 General Safety Precautions AB OHS Code: Part 18 PPE	
AFSCC-FF-GEN-Q15b	Post operations: Clean and inspect fire hose.	Clean, inspect and return fire hose to service, given washing equipment, water, detergent, tools and replacement gaskets, so that damage is noted and corrected, the hose is clean, and the equipment is placed in a ready state for service. Ability to identify defective fire hose that should be taken out of service.	NFPA 1001-(2019)- 4.5.2 FF1 AB OHS Regulation Part 1 General 5.12 Equipment	
AFSCC-FF-GEN-Q16	Ropes/Knots: Utilize Basic Firefighter knots and ropes and use on emergency scene.	Difference between life safety and utility ropes. Ability to identify and tie basic firefighting knots from memory for use. Potentially for securing ladders, hoisting tools, etc. Tie a knot appropriate for hoisting tools, given PPE, tools, ropes, and an assignment, so that the knots used are appropriate for hoisting tools securely and as directed.	NFPA 1001-(2019)- 4.1.2 and 4.3.20 FF1 AB OHS Code Part 41 Work Requiring Rope Access	
AFSCC-FF-GEN-Q17a	Medical Training (Supervisors) Standard First Aid & CPR-C: Provide first aid services, supplies & equipment in accordance with Alberta OHS Act, Regulation & Code	Provide services, supplies & equipment; Meet location of first aid requirements, ensure arrangements are in place to transport injured or ill workers; ensure the number of first aiders at the work site comply with AB OHS Code Schedule 2 Table 5, 6 or 7. Have a reporting process in place to record illness and injury and to protect first aid records. Verify all workers hold current certification at all times.	AB OHS Code Part 11 First Aid AB OHS Code Part 35 Health Care and Industries with Biological Hazards AH OHS Schedule 2 First Aid	
AFSCC-FF-GEN-Q17b	Medical Training (Workers): Standard First Aid & CPR-C: Hold current certification in Standard First Aid with CPR-C from an AB OHS Approved Training Provider	Certification / training must be from a Provincially-approved provider. Original course approx. 16 hours. Maintain certification (3 years); recertifications offered by some agencies (4-6 hours). Duty to report acute illness or injury at the work site as soon as practicable. CPR-C covers all aspects of CPR skills and theory for adult, child, and infant casualties, including two-rescuer CPR skills. CPR-C includes an introduction to the purpose of an AED and how they are used. CPR-C is included in Standard First Aid. Standard first aid includes at minimum: medical/legal aspects, CISM, scene assessment, head & spine injuries, heat & cold injuries, bone and joint injuries, abdominal and chest injuries, wounds & burns, and medical emergencies. Proper PPE for opioid and other potential exposure that falls under AB OHS Code Part 4: Chemical Hazards, Biological Hazards & Harmful Substances.	Alberta Approved First Aid Training Providers AB OHS Part 4 Chemical Hazards, Biological Hazards and Harmful Substances AB OHS Code Part 11 First Aid AB OHS Code Part 35 Health Care and Industries with Biological Hazards	https://www.alberta.ca/first-aid-training.aspx
AFSCC-FF-GEN-Q17c	Medical Equipment: Inspect, service and operate various medical equipment.	Must be able to inspect, service, and operate safely and effectively. Including basic first aid or CPR devices and any other medical first response gear carried by the service.	NFPA 450 AB OHS Regulation Part 1 General 5.13 - 15	
AFSCC-FF-GEN-Q18	Incident Command System: Training in basic incident command systems	Certification in a recognized basic incident command system training such as ICS 100.	NFPA 1001-(2019)-5.1.1 and 5.1.2 FF2 Alberta Emergency Management Agency ICS 100 Online Certification	http://www.icscanada.ca/images/upload/Master%20Course%20Student%20andInstructor%20Standards%20October%20oct%2019.pdf
AFSCC-FF-GEN-Q19	Electrical Hazards: Knowledge and proper approach to electrical hazards	Knowledge of unique hazards involved with electrical emergencies. Scene safety and firefighter safety is paramount. Awareness of proper approach to class C fires where the electrical equipment is energized. Awareness of overhead powerlines and safe approach distances.	AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 15 Managing the Control of Hazardous Energy AB OHS Code Part 17 Overhead Power Lines AB OHS Code Part 18 PPE	
AFSCC-FF-GEN-Q20	Public Assistance:	Knowledge and ability to collect all information regarding an incoming event or incident and determine the appropriate actions and steps required. Most important to competency is the skill and understanding to be able to differentiate if the issue is the responsibility of the Authority Having Jurisdiction, if not, what agency must be notified.		

Fire Level of Service Category: Number of Members - OHS Requirements 5-19 Workers				
Catalogue Number	Staffing Level	Skill	Competency JPR	References (NFPA, etc.):
AFSCC-OHS-Q1a	Worker	Hazard Assessment & Controls: Understands the different types and uses of hazard assessments.	Participates in development and/or review of the hazard assessment(s). Understands hierarchy of controls and follows all controls outlined in the hazard assessment.	AB OHS Code Part 2 Hazard Assessment, Elimination & Control
AFSCC-OHS-Q1b	Supervisor/Employer	Hazard Assessment & Controls: Know and apply two types of hazard assessments: (1) Formal Hazard Assessment (by Position) and Site-Specific (Field Level) Hazard Assessment. Know and apply the hierarchy of controls. Must involve workers in hazard assessment and control process.	An employer must involve affected workers in the hazard assessment process and control or elimination of the hazards identified. An employer must assess a work site and identify existing and potential hazards before work begins at the work site. An employer must ensure that the hazard assessment is repeated. An employer must ensure that the date on which the hazard assessment is prepared or revised is recorded on it. If existing or potential hazard to workers is identified during a hazard assessment, an employer must take measures in accordance to eliminate the hazards or, if elimination is not reasonably practicable, control the hazard. Understand when the emergency control of a hazard does not require a hazard assessment report and/or the date on which the report is prepared. They should also understand the job tasks that they will be evaluating, and the experience/skill level of those who are doing the work. Be familiar with the 9 step Formal Hazard Assessment Process and the 5 Step Site-Specific (Field Level) Hazard Assessment Process; Affected workers must be given the results of a hazard assessment once it is completed.	AB OHS Code Part 2 Hazard Assessment, Elimination & Control Work Safe Alberta- Hazard Assessment & Control: A Handbook for Alberta Employers and Workers.
AFSCC-OHS-Q2a	Worker	Statement of OHS Responsibilities	Understand every person is legally responsible for safety and health in the workplace. Can explain worker responsibilities.	AB OHS Act Section 37 (1)
AFSCC-OHS-Q2b	Supervisor/Employer	Statement of OHS Responsibilities	Understand every person is legally responsible for safety and health in the workplace. Develops and implements a health and safety culture for protection and maintenance of the health and safety of workers at the work site.	AB OHS Act Section 37 (1)
AFSCC-OHS-Q3a	Worker	Violence & Harassment Prevention Program: Understand the definition of harassment and violence.	Must refrain from causing or participating in harassment or violence. Must follow all Violence and Harassment Prevention processes and procedures.	AB OHS Code Part 27 Violence and Harassment
AFSCC-OHS-Q3b	Supervisor/Employer	Violence & Harassment Prevention Program: Implements prevention program with required program elements as per Alberta OHS Code. Demonstrates understanding how to respond to workplace violence incidents.	Develop violence and harassment prevention plans that include policies and procedures, in consultation with their HSC or HS representative if they are in place or affected workers if there are no HSC or HS representative. If a worker receives treatment for work related violence or harassment, the employer must ensure the worker does not lose pay or benefits when receiving treatment. Must ensure that a worker is advised to consult a health care professional of the worker's choice for treatment or referral if they are the victim of, or are exposed to workplace violence. Understand the definition of harassment and violence. Implements incident reporting and investigation processes. An employer must instruct workers on the hazard of workplace harassment and violence, how to recognize the signs of danger, what to do about it, and how to report it.	AB OHS Code Part 27 Violence and Harassment
AFSCC-OHS-Q4a	Worker	Right to Refuse Dangerous Work Policy: Know their rights and responsibilities.	A right to refuse commits employers to ensuring workers know the hazards, know what to report, and have the support to exercise their right.	AB OHS Act Part 4 Dangerous Work and Discriminatory Action
AFSCC-OHS-Q4b	Supervisor/Employer	Right to Refuse Dangerous Work Policy: Implement a right to refuse dangerous work policy.	A right to refuse commits employers to ensuring workers know the hazards, know what to report, and have the support to exercise their right. The worker must continue to be paid normal wages and benefits during the investigation. Another worker may be assigned to the work if advised of the refusal, reason for the refusal and reminded that he or she has a right to refuse the work. If a refusal is reported, the employer must investigate and involve the Representative, as appropriate, in the investigation.	AB OHS Act Part 4 Dangerous Work and Discriminatory Action

Fire Level of Service Category: Number of Members - OHS Requirements 5-19 Workers				
Catalogue Number	Staffing Level	Skill	Competency JPR	References (NFPA, etc.).
AFSCC-OHS-Q5a	Worker	OHS Health & Safety Representative: Know they have the right to know about hazards, the right to refuse unsafe work and the right to participate in health and safety.	Workers are responsible for taking reasonable care to protect their own health and safety, and the health and safety of other workers at the work site, as well as the health and safety of other persons at or in the vicinity of the work site while the worker is working. Workers are responsible for cooperating with their supervisor or employer (or any other person) to protect themselves, their co-workers, and other workers present at the work site. Workers are responsible for reporting to the employer or their supervisor their concerns about any unsafe or harmful work site or work site condition.	AB OHS Act Part 3 Joint Work Site HSC's and HSR's AB OHS Code, Part 13 Joint Work Site Health and Safety Committee. Refer to Alberta OHS Health * Safety Committee / Safety REPRESENTATIVE MANUAL, CURRICULUM STANDARD and TRAINING PROGRAM. Government of Alberta - Alberta Labor OHS. Worksite Health & safety Committee/Representative Approved Training Agencies Government Approval Joint HSC or HS Representative OHS Bulletin - Health and Safety Committees and Representatives
AFSCC-OHS-Q5b	Supervisor/Employer and/or Health & Safety Representative Role	OHS Health & Safety Representative: Develop and promote measures to protect the health and safety of persons at the work site and checking the effectiveness of the measures.	Receive and address concerns and complaints about the health and safety of workers; participate in the identification of hazards to workers or other persons arising out of, or in connection with, activities at the work site; cooperate with an OHS officer exercising their duties; develop and promote programs for education and information concerning health and safety; make recommendations to the employer, prime contractor or owner respecting the health and safety of workers; maintain records in connection with concerns and complaints; other duties as may be specified in the Occupational Health and Safety Act (OHS Act), Regulations and Code. The HS representative is chosen by the workers, unless prescribed by a union agreement. Employer must provide the HS representative with training about the duties and functions of the HS representative. The employer shall permit the HS representative to take the greater of 16 hours or the number of hours the worker normally worked during two shifts, to attend work site health and safety training programs, seminars or courses of instruction. The employer, or a prime contractor if there is one, shall meet with the HS representative regularly to discuss health and safety matters. The employer or supervisor must take whatever actions are necessary to make it safe and healthy for workers to work.	AB OHS Act Part 3 Joint Work Site HSC's and HSR's AB OHS Code, Part 13 Joint Work Site Health and Safety Committee. Refer to Alberta OHS Health * Safety Committee / Safety REPRESENTATIVE MANUAL, CURRICULUM STANDARD and TRAINING PROGRAM. Government of Alberta - Alberta Labor OHS. Worksite Health & safety Committee/Representative Approved Training Agencies Government Approval Joint HSC or HS Representative OHS Bulletin - Health and Safety Committees and Representatives

Alberta Fire Level of Service Category: Public Education Competencies				
Catalogue Number	Skills	Competencies	References (NFPA, etc.)	Links
AFSCC-FF-PUB-Q1	Safety in the Home	<p>Burn awareness Most "fire-related injuries" are burns. Furniture Tip Over, Poison risks</p> <p>Dryers and washing machines The leading cause of home clothes dryer and washer fires is failure to clean them.</p> <p>Escape planning Learn the steps to create and practice a home fire escape plan.</p> <p>Gasoline & propane safety Always handle gasoline in the home or propane-powered equipment cautiously.</p> <p>Hoarding and fire safety Many fire departments are experiencing serious fires, injuries, and deaths as the result of compulsive hoarding behavior.</p>	<p>https://www.nfpa.org/Public-Education/By-topic/Safety-in-the-home</p>	<p>https://www.youtube.com/watch?v=wibQ66PD84g&feature=youtu.be</p>
AFSCC-FF-PUB-Q2	Fire & Life Safety Equipment	<p>Carbon Monoxide: Be aware of the hazards of Carbon Monoxide (CO), known as the "invisible killer."</p> <p>Fire Extinguishers (Use & Maintenance)</p> <p>and Smoke Detectors (testing, building code placement, replacing)</p>	<p>https://www.nfpa.org/Public-Education/By-topic/Fire-and-life-safety-equipment</p>	
AFSCC-FF-PUB-Q3	Emergency Preparedness	<p>Severe Weather</p> <p>Evacuation</p> <p>Shelter in Place</p> <p>72 Hour Kits</p>	<p>https://www.nfpa.org/Public-Education/By-topic/Emergency-Preparedness</p>	
AFSCC-FF-PUB-Q4	Fire Smart	<p>Home structure hazard assessment; area hazard assessment; fire smart guide to landscaping; protecting your community from Wildfire.</p>	<p>https://www.firemartcanada.ca/fire-smart-communities/Alberta/</p>	<p>https://www.nfpa.org/Public-Education/By-topic/Wildfire</p>
AFSCC-FF-PUB-Q5	Seasonal Safety	<p>Fireworks Each Summer thousands of people are injured while using consumer fireworks.</p> <p>Halloween safety Taking simple fire safety precautions, like making sure fabrics for costumes and decorative materials are flame-resistant, can prevent fires.</p> <p>Thanksgiving safety Fire safety in the kitchen is Important, especially on Thanksgiving.</p> <p>Electrical safety around water Electric shock drowning (ESD) can occur when faulty wiring sends an electrical current into the water.</p> <p>Winter holiday safety NFPA's "Project Holiday" provides a wealth of safety information to help ensure the holiday season is a safe one.</p> <p>Put A Freeze on Winter Fires USFA and NFPA are working together to remind everyone that home fires are more prevalent in winter.</p>	<p>https://www.nfpa.org/Public-Education/By-topic/Seasonal-fires</p>	
AFSCC-FF-PUB-Q6	Prevention Weeks / Campaigns	<p>Fire Prevention Week</p> <p>Emergency Preparedness Week</p> <p>Daylight Savings Check Your Alarms</p> <p>Wildfire Community Preparedness Days</p> <p>Burn Awareness Week</p> <p>Distracted Driving</p>	<p>https://www.nfpa.org/Public-Education/Campaigns</p>	<p>https://youtu.be/CtJaRaWgGwA</p>
AFSCC-FF-PUB-Q7	People at Risk Reviewed Ron Cust April 17, 2019 11:00 PM	<p>Older adults At age 65, people are twice as likely to be killed or injured by fires compared to the population at large.</p> <p>People with disabilities Ensure that people with disabilities are included in safety planning.</p> <p>Rural fire safety The fire death rate of rural communities is roughly twice the rate of the rest of the United States.</p> <p>Urban fire and life safety Intentional fires or arson fires are highest in large cities.</p>	<p>https://www.nfpa.org/Public-Education/By-topic/People-at-risk</p>	

Alberta Fire Service Category: Apparatus Operations Competencies			
Catalogue Number	Skill	Competencies (IPR)	References
AFSCC-FF-APP-Q1	Pre-trip Inspection (General): Perform routine apparatus tests to manufacturer and AHJ specifications and requirements. Refer to Alberta Transportation CVIP	Perform routine tests, inspections and servicing functions on the systems and components specified in the following list, given a fire department vehicle and its manufacturer's specifications, so that the operational status of the vehicle is verified: (1) Battery (2) Braking System (3) Coolant system (4) Electrical system (5) Fuel system (6) Hydraulic fluids (7) Oil (8) Tires (9) Steering system (10) Belts (11) Tools, appliances, and equipment a) Demonstrate the ability to use hand tools b) Recognize system problems	NFPA 1002 (2017) 4.2.1 and 5.1.2 AB OHS Regulation Part 1 General S. 12 and 15 AB OHS Code Part 19 Powered Mobile Equipment
AFSCC-FF-APP-Q2	Pre-trip Documentation: Document routine tests, inspections, and servicing functions	Document routine tests, inspections, and servicing functions, given maintenance and inspection forms so that all items are checked for operation and deficiencies reported.	NFPA 1002 (2017) 4.2.2 AB OHS Regulation Part 1 General S. 12(1), 14(2) and 15 AB OHS Code Part 19 Powered Mobile Equipment
AFSCC-FF-APP-Q3	Vehicle Operation: Operate various styles of fire apparatus.	Operate a fire department vehicle, given a vehicle and a predetermined route on a public way that incorporates the maneuvers and features, specified in the following list, that the driver/operator is expected to encounter during normal operations, so that the vehicle is operated in compliance with all applicable state and local laws, departmental rules and regulations, and the requirements of NFPA. (1) Four left turns and four right turns (2) A straight section of urban business street or two-lane rural road at least 1.6 km (1 mile) in length. (3) One through-intersection and two intersections where a stop has to be made (4) One railroad crossing (5) One curve, either left or right (6) A section of limited-access highway that includes a conventional ramp entrance and exit and a section of road long enough to allow two lane changes (7) A downgrade steep enough and long enough to require down-shifting and braking (8) An upgrade steep enough and long enough to require gear changing to maintain speed (9) On underpass or a low clearance or bridge	NFPA 1002 (2017) 4.3.1 plus Annex A.4.3.1 (May include one or more 5.2.1-6.2.-8.2.1-10.2.1) AB OHS Regulation Part 1 General S.15(1-2) AB OHS Code Part 19 Powered Mobile Equipment
AFSCC-FF-APP-Q4	Vehicle Backing: Ability to safely back various fire apparatus.	Back a vehicle from a roadway into restricted spaces on both the right and left sides of the vehicle, given a fire department vehicle, a spotter, and restricted spaces 3.7 m (12ft) in width, requiring 90-degree right-hand and left-hand turns from the roadway, so that the vehicle is parked within the restricted areas without having to stop and pull forward and without striking obstructions. Ability to use mirrors and judge vehicle clearance	NFPA 1002 (2017) 4.3.2 plus Annex A.4.3.2 AB OHS Regulation Part 1 General S.15(1-2) AB OHS Code Part 19 Powered Mobile Equipment
AFSCC-FF-APP-Q5	Vehicle Maneuvering: Maneuver a vehicle around obstructions, into specified areas with restricted horizontal and vertical clearances.	Given a fire department vehicle, a spotter for backing, and a roadway with obstructions, ability to maneuver a vehicle around obstructions on a roadway while moving forward and in reverse, turning a fire department vehicle 180° within a confined space, entering areas with restricted horizontal and vertical clearances so that the operator accurately judges the ability of the vehicle to pass through the openings and so that no obstructions are struck.	NFPA 1002 (2017) 4.3.3 plus Annex A.4.3.3 AB OHS Regulation Part 1 S.15(1-2) AB OHS Code Part 19 Powered Mobile Equipment

Alberta Fire Service Category: Apparatus Operations Competencies			
Catalogue Number	Skill	Competencies (JPR)	References
AFSCC-FF-APP-Q6	<p>Defensive Driving: Knowledge and application of defensive driving techniques for all on and off road vehicles</p>	<p>Operate a vehicle using defensive driving techniques under emergency conditions, given a fire department vehicle and emergency conditions, so that control of the vehicle is maintained. Must display proficiency in ability to:</p> <ul style="list-style-type: none"> a. Operate passenger restraint devices b. Maintain safe following distances c. Maintain control of the vehicle while accelerating, decelerating and turning, given road, weather, and traffic conditions d. Operate under adverse environmental or driving surface conditions e. Use and understand automotive gauges and controls 	<p>NFPA 1001 (2017) 4.3.6 - (A)(B) NFPA 1002 Chapter 4 AB OHS Regulation Part 1 General S.15(1-2) AB OHS Code Part 19 Powered Mobile Equipment</p>

Alberta Fire Level of Service Category: Exterior Operations Competencies			
Catalogue Number	Skill	Competencies (JPR)	References
AFSCC-FF-EXT-Q1	SCBA Use: Knowledge and proper use of Self Contained Breathing Apparatus (SCBA).	Donning, doffing, and general SCBA use during emergency operations, given SCBA and other personal protective equipment, so that the SCBA is correctly donned and activated, the SCBA is worn correctly, controlled breathing techniques are used, emergency procedures are enacted if the SCBA fails, all low-air warnings are recognized, respiratory protection is not intentionally compromised, and hazardous areas are exited prior to air depletion. Ability to properly doff SCBA in controlled manner, and proficiency in cylinder replacement.	NFPA 1001-(2019)-4.1.2 AB OHS Code Part 18 PPE
AFSCC-FF-EXT-Q2	Establishing Water Supply: Connect a fire department pumper to a water supply as a member of a team. Including from mobile water supply apparatus, fire hydrants, and suitable static water supply. Lay a supply hose,	Connect a fire department pumper to a water supply given supply or intake hose, hose tools, and a fire hydrant, fire rated pump, or static water source, so that connections are tight and water flow is unobstructed. Ensuring supply hose has been properly staged so to not obstruct fire scene.	NFPA 1001-(2019)-4.3.15 FF 1
AFSCC-FF-EXT-Q3	Fire Hydrant Use: Operating a fire hydrant.	Able to properly operate a fire hydrant, and various connection points.	NFPA 1001-(2019)-4.3.15 FF 1
AFSCC-FF-EXT-Q4	Extinguish fires in exterior Class A materials: Use of attack lines and water streams for exterior firefighting.	Extinguish fires in Class A materials, given fires in stacked or piled and small unattached structures or storage containers that can be fought from the exterior, attack lines, hand tools and master stream devices, and an assignment, so that the exposures are protected, the spread of the fire is stopped, collapse hazards are avoided, water application is effective, the fire is extinguished, and signs of the origin area(s) and arson are preserved.	NFPA 1001-(2019)-4.3.8 FF 1
AFSCC-FF-EXT-Q5	Salvage: Conserve property as a member of a team (Exterior), property conservation and covering materials.	Conserve property as a member of a team, given salvage tools and equipment and an assignment, so that the building and its contents are protected from further damage	NFPA 1001-(2019)-4.3.14 FF 1
AFSCC-FF-EXT-Q6	Overhaul: Overhaul a fire scene (Exterior). Attack lines and water application devices. Expose void spaces.	Overhaul a fire scene, given personal protective equipment, attack line, hand tools, a flashlight, and an assignment, so that the structural integrity is not compromised, all hidden fires are discovered, fire cause evidence is preserved, and the fire is extinguished	NFPA 1001-(2019)-4.3.13 FF 1 AB OHS Code: Part 18 PPE
AFSCC-FF-EXT-Q7	Hose line use: Advancing/Operating hose lines	Able to identify and use various attack lines and nozzles. Including use of various hand lines, hose streams, and ground monitors.	NFPA 1001-(2019)-4.3.8 and 4.3.10 FF 1
AFSCC-FF-EXT-Q8	Scene preservation: Importance of scene and evidence preservation.	Protect evidence of fire cause and origin, given a flashlight and overhaul tools, so that the evidence is noted and protected from further disturbance until investigators can arrive on the scene. The effects and problems associated with removing property or evidence from the scene.	NFPA 1001-(2019)-5.3.4 FF 2

Alberta Fire Level of Service Category: Exterior Operations Competencies			
Catalogue Number	Skill	Competencies (JPR)	References
AFSCC-FF-EXT-Q9	Team Lead: Understand the responsibilities of a Team Lead, knowing when to assume command within the skillset of the AFCA Firefighter Exterior Qualifications.	Able to assume command when required. Identify the appropriate time to seamlessly transfer command within an AFS Incident Management System. Perform throughout assigned duties with the appropriate NFPA and other safety regulations. Ability to command, organize and coordinate the AFCA Incident Command Team Lead Quality 6 as required or until a senior incident commander assume the role.	NFPA 1001-(2019)-5.1.1 and -5.1.2 FF 2 NFPA 1021-(2014) Incident Command 100-200
AFSCC-FF-EXT-Q10	Liquid Fires: Combating Liquid Fires	Extinguish an ignitable liquid fire, operating as a member of a team, given an assignment, an attack line, PPE, a foam proportioning device, a nozzle, foam concentrates, and a water supply, so that the correct type of foam concentrate is selected for the given fuel and conditions, a properly proportioned foam stream is applied to the surface of the fuel to create and maintain a foam blanket, fire is extinguished, reignition is prevented, team protection is maintained with a foam stream, and the hazard is faced until retreat to safe haven is reached.	NFPA 30 (Flammable and Combustible Liquids) NFPA 1072 AB OHS Code Part 2(Hazard Assessment, Elimination & Control AB OHS Code, Part 7 Emergency Preparedness AB OHS Code Part 10 Fire and Explosion Hazards AB OHS Code Part 18 PPE
AFSCC-FF-EXT-Q11	Pressurized Gas Fires: Combating a Gas Cylinder Fire	Control a flammable gas cylinder fire, operating as a member of a team on a cylinder outside of a structure with an attack line, PPE, and tools, so that crew integrity is maintained, contents are identified, safe havens are identified prior to advancing, open valves are closed, flames are not extinguished unless the leaking gas is eliminated, the cylinder is cooled, cylinder integrity is evaluated, hazardous conditions are recognized and acted upon, and the cylinder is faced during approach and retreat. Ability to be part of effective advances and retreats, application various techniques for water application, assess cylinder integrity and changing cylinder conditions, operate control valves, and choose effective procedures when conditions change.	NFPA 30 (Flammable and Combustible Liquids) NFPA 1072 AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 7 Emergency Preparedness AB OHS Code Part 10 Fire and Explosion Hazards AB OHS Code Part 18 PPE

Alberta Fire Level of Service Category: Wildland/Grassland Fire Competencies

Catalogue Number	Skill	Competencies (JPR)	References
AFCA-FF-WD-Q1	Ground Fire: Combat a ground fire	Combat a ground cover fire operating as a member of a team, given protective clothing, SCBA (if needed), hose lines, extinguishers or hand tools, and an assignment, so that threats to property are reported, threats to personal safety are recognized, retreat is quickly accomplished when warranted, and the assignment is completed. The ability to determine exposure threats based on fire spread potential, protect exposures, construct a fire line or extinguish with hand tools, maintain integrity of established fire lines, and suppress ground cover fires using water.	NFPA 1051-(2016) 3.3.20 & 4.1-4.5.6- WFF1 AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 18 PPE
AFCA-FF-WD-Q2	General Wildland Knowledge	Knowledge and ability to apply principles of fire line safety, use and limitations of personal protective equipment, basic wildland fire behavior; fire suppression techniques; basic wildland fire tactics; the fire fighter's role within the local incident management system;	NFPA 1051-(2016) 4.1-4.5.7 WFF1 AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 18 PPE ICS 100
AFCA-FF-WD-Q3	Tools and equipment: Working knowledge of use and care of wildland hand tools, power tools, and portable pumps.	Maintain and proper use of assigned suppression hand tools and equipment so that assigned equipment can be properly utilized, maintained and serviced when needed. Maintain power tools and portable pumps, supplies, and small tools, so that equipment is maintained and serviceable and defects are recognized and repaired.	NFPA 1051 (2016) 5.3.2-5.3.3 WFF2 AB OHS Code Part 25 Tools, Equipment and Machinery
AFSCC-FF-WD-Q4	Fire suppression: Attack a wildland or grassland fire.	Operate water delivery equipment, given an assignment at a wildland fire and operational standards, so that the proper equipment is selected, desired nozzle pressure is attained, and flow is maintained.	NFPA 1051 (2016)
AFSCC-FF-WD-Q5	Scene preservation: Importance of scene and evidence preservation.	Protect evidence of fire cause and origin so that the evidence is noted and protected from further disturbance until investigators can arrive on the scene. The effects and problems associated with removing property or evidence from the scene.	NFPA 1051 -(2016) 5.5.6 & NFPA 1001-(2019)-5.3.4 FF 2
AFSCC-FF-WD-Q6	Overhaul: Overhaul a wildland fire.	Mop up fire area, given a wildland fire, suppression tools, and water or other suppression agents and equipment, so that burning fuels that threaten escape are located and extinguished.	NFPA 1051 (2016)
AFSCC-TL-WD-Q1	Team Lead	Officer Level Basic Command to be determined if necessary	S100 G

Alberta Fire Service Category: Team Lead Competencies

Catalogue Number	Skill	Competencies (JPR)	References (NFPA, etc.).
AFSCC-TL-FF-SUP-OPS-Q1	Team Lead -Incident Commander- Company Officer: The assumption of command as required given the initial firefighting operational needs.	Basic leadership, command with some advanced firefighting skills. Able to assume command when required. Identify the appropriate time to seamlessly transfer command within an Alberta Fire Service (AFS) Incident Management System.	NFPA 1001-(2019)-5.1.1 and -5.1.2 FF 2 NFPA 1021-(2014) NFPA 1720 2014-(2014) 4.5.1 Incident Command 100-200
AFSCC-TL-EXT-Q9	Team Lead: Understand the responsibilities of a Team Lead, knowing when to assume command within the skillset of the AFCA Firefighter Exterior Qualifications.	Able to assume command when required. Identify the appropriate time to seamlessly transfer command within an AFS Incident Management System. Perform throughout assigned duties with the appropriate NFPA and other safety regulations. Ability to command, organize and coordinate the AFS Incident Command Team Lead Quality 6 as required or until a senior incident commander assume the role.	NFPA 1001-(2019)-5.1.1 and -5.1.2 FF 2 NFPA 1021-(2014) Incident Command 100-200
AFSCC-TL-INT-Q1	Team Lead: Understand the responsibilities of a Team Lead, knowing when to assume command within the skillset of the AFCA Firefighter Exterior Qualifications.	Able to assume command when required. Identify the appropriate time to seamlessly transfer command within an AFS Incident Management System. Perform throughout assigned duties within the appropriate NFPA standards and other safety regulations. Ability to command, organize and coordinate the AFS Incident Command Team Lead Quality 6 as required or until a senior incident commander assumes the role.	NFPA 1001-(2019)-5.1.1 and -5.1.2 FF 2 NFPA 1021-(2014) Incident Command 100-200
AFSCC-TL-WD-Q1	Team Lead	Officer Level Basic Command to be determined if necessary	S100 NFPA 1051 Level 1
AFSCC-TL-MVR-Q1	Team Lead: Scene size up and rescue modes.	Size up an incident, given an incident, background information and applicable reference materials, so that the operational mode is defined, resource availability and response time, types of rescues are determined, the number of victims are identified, the last reported location of all victims are established, witnesses and reporting parties are identified and interviewed, resource needs are assessed, search parameters are identified, and information required to develop an incident action plan is obtained.	NFPA 1006
AFSCC-TL-FPI-Q1	Team Lead: Investigations	JPR to be extracted as per consensus Fire Science, Fire Chemistry, Thermodynamics, Fire Investigation Methodology	NFPA 1033 (2014)-1.3.7

Alberta Fire Service Category: Dangerous Goods Awareness Competencies			
Catalogue Number	Skill	Competencies (JPR)	References
AFSCC-FF-HAZ-Q1	General Dangerous Good / Hazmat Awareness: Knowledge and ability to recognize, contain and clean up basic Fuel/DG spills	Recognize the presence of hazardous materials, protect themselves, call for trained personnel, and secure the scene. Knowledge and ability to contain and clean basic DG spills such as at MVC's.	NFPA 472 AB OHS Code: Part 2 (Hazard Assessment, Elimination & Control), AB OHS Code: Part 4 (Chemical Hazards, Biological Hazards & Harmful Substances), AB OHS Code: Part 29 (WHMIS); Dangerous Goods Transportation & Handling Act, Alberta EDGE
AFSCC-FF-HAZ-Q2	Risk Management Plan: Hazardous Materials	The Fire Department shall participate in a process that develops a community risk management plan with respect to the risks associated with the storage ,use, and transportation of hazardous materials.	NFPA 1720 (2014) 4.2.3.1 AB OHS Code: Part 2 (Hazard Assessment, Elimination & Control), AB OHS Code: Part 4 (Chemical Hazards, Biological Hazards & Harmful Substances), AB OHS Code: Part 29 (WHMIS); Dangerous Goods Transportation & Handling Act, Alberta EDGE

Alberta Fire Service Category: Vehicle Firefighting Competencies			
Catalogue Number	Skill	Competencies	References (NFPA, etc.)
AFSCC-FF-MVR-Q1	Scene Safety: Scene safety while working on road way with vehicle and traffic hazards	Firefighters must be wearing highly visible clothing, with appropriate traffic control devices in place.	AB OHS Code Part 12 General Safety Precautions
AFSCC-FF-MVR-Q2	Hazard awareness: Awareness of unique hazards involved with vehicle fires.	Awareness of combustible metals used in engine blocks, steering wheels, rims, and other areas, such as magnesium, lithium, titanium. identify fire and explosion hazards, managing ignition potential. Placing wheel chocks.	AB OHS Code Part 2 Hazard Assessment & Control AB OHS Code Part 4 Chemical Hazards, Biological Hazards and Harmful Substances AB OHS Schedule - Table 2 OELs for Chemical Substances
AFSCC-FF-MVR-Q3	Fire suppression: Attack a vehicle fire as a member of a team.	Attack a vehicle fire operating as a member of a team, given PPE, an attack line, and hand tools, so that hazards are avoided, leaking flammable liquids are identified and controlled, protection from flash fires is maintained, all vehicle compartments are overhauled, and the fire is extinguished. Awareness and ability to apply various hose streams as needed and consideration of appropriate extinguishing device.	NFPA 1001 AB OHS Code Part 2 Hazard Assessment, Elimination and Control AB OHS Code Part 18 PPE
AFSCC-FF-MVR-Q10	Scene preservation: Importance of scene and evidence preservation.	Protect evidence of fire cause and origin, given a flashlight and overhaul tools, so that the evidence is noted and protected from further disturbance until investigators can arrive on the scene. The effects and problems associated with removing property or evidence from the scene.	NFPA 1001-(2019)-5.3.4 FF 2

Alberta Fire Service Category: Vehicle Extrication Competencies			
Catalogue Number	Skill	Competencies	References (NFPA, etc.)
AFSCC-FF-MVR-Q1	Scene Safety: Scene safety while working on road way with vehicle and traffic hazards	Firefighters must be wearing highly visible clothing, with appropriate traffic control devices in place.	AB OHS Code Part 12 General Safety Precautions
AFSCC-FF-MVR-Q4	Hazard awareness: Awareness of unique hazards involved with motor vehicle collision.	The ability to identify fire and explosion hazards, operate within the incident management system, use extinguishing devices, apply fire control strategies, and manage ignition potential. Isolate and manage potentially harmful energy sources,	AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 10 Fire and Explosion Hazards ICS 100
AFSCC-FF-MVR-Q5a	Vehicle Extrication: Knowledge of vehicle extrication techniques and considerations.	Extricate a victim entrapped in a motor vehicle as part of a team, given stabilization and extrication tools, so that the vehicle is stabilized, the victim is disentangled without further injury, and hazards are managed.	AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 14 Lifting and Handling Loads
AFSCC-FF-MVR-Q5b	Vehicle Extrication: Knowledge and proper use of Vehicle Extrication tools	The ability to operate hand and power tools used for forcible entry and rescue as designed; use cribbing and shoring material; and choose and apply appropriate techniques for moving or removing vehicle roofs, doors, windshields, windows, steering wheels or columns, and the dashboard.	AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 19 Powered Mobile Equipment AB OHS Code Part 25 Tools, Equipment & Machinery
AFSCC-FF-MVR-Q6	Vehicle Stabilization: Knowledge and proper use of Vehicle stabilization tools	Stabilize a common passenger vehicle, given a vehicle tool kit and PPE, so that the vehicle is prevented from moving during the rescue operations; entry, exit, and tool placement points are not compromised; anticipated rescue activities will not compromise vehicle stability; selected stabilization points are structurally sound; stabilization equipment can be monitored; and the risk to rescuers is minimized. Consideration to isolation of batteries, removing keys, chocking of wheels, considerations of air bag deployment, etc.	NFPA 1006 AB OHS Code Part 2 Hazard Assessment, Elimination & Control AB OHS Code Part 19 Powered Mobile Equipment AB OHS Code Part 25 Tools, Equipment & Machinery
AFSCC-FF-MVR-Q7	Victim Removal: Safely and properly removing victims from vehicle and scenes.	Use of immobilization, packaging, and transfer devices for specific situations; immobilization techniques; application of medical protocols and safety features to immobilize, package, and transfer; and all techniques for lifting the patient.	AB OHS Code Part 14 Lifting and Handling Loads.
AFSCC-FF-MVR-Q9	Scene preservation: Importance of scene and evidence preservation.	Protect evidence of fire cause and origin, given a flashlight and overhaul tools, so that the evidence is noted and protected from further disturbance until investigators can arrive on the scene. The effects and problems associated with removing property or evidence from the scene.	NFPA 1001-(2019)-5.3.4 FF 2
AFSCC-TL-MVR-Q1	Team Lead: Scene size up and rescue modes.	Size up an incident, given an incident, background information and applicable reference materials, so that the operational mode is defined, resource availability and response time, types of rescues are determined, the number of victims are identified, the last reported location of all victims are established, witnesses and reporting parties are identified and inter-viewed, resource needs are assessed, search parameters are identified, and information required to develop an incident action plan is obtained.	NFPA 1006

Alberta Fire Service Category: Traffic Control Competencies			
Catalogue Number	Skill	Competencies	References (NFPA, etc.).
AFSCC-FF-TRAF-Q1	Scene Safety: Scene safety while working on road way with vehicle and traffic hazards	Firefighters must be wearing highly visible clothing, with appropriate traffic control devices in place. Establish scene safety zones. Ability to select and apply appropriate PPE, apply crowd control concepts, identify and mitigate hazards.	NFPA 1006 8.1.2 AB OHS Code Part 12 General Safety Precautions
AFSCC-FF-TRAF-Q2	Hazard awareness: Awareness of unique hazards involved with motor vehicle collision.	The ability to identify fire and explosion hazards, operate within the incident management system, use extinguishing devices, apply fire control strategies, and manage ignition potential. Isolate and manage potentially harmful energy sources.	NFPA 1006 8.1.2 AB OHS Code Part 2 Hazard Assessment & Control AB OHS Code Part 10 Fire and Explosion Hazards AB OHS Code: Part 12 General Safety Precautions
AFSCC-FF-TRAF-Q3	Assist extrication team: Ability to assist a vehicle extrication team.	Awareness of basic vehicle extrication tools and techniques so as to assist other firefighters working on vehicle extrication.	NFPA 1006 8.1.2 AB OHS Code Part 12 General Safety Precautions AB OHS Code Part 25 Tools, Equipment & Machinery
AFSCC-FF-TRAF-Q4	Scene preservation: Importance of scene and evidence preservation.	Protect evidence of fire cause and origin, given a flashlight and overhaul tools, so that the evidence is noted and protected from further disturbance until investigators can arrive on the scene. The effects and problems associated with removing property or evidence from the scene.	NFPA 1001-(2019)-5.3.4 FF 2

Alberta Fire Service Category: Apparatus Operations Competencies			
Catalogue Number	Skill	Competencies (JPR)	References
AFSCC-FF-PUMP-Q1 (formerly APP Q7)	Pre-trip Inspection (Pump): Perform routine tests, inspections, and servicing functions of an apparatus with a fire pump.	Perform the routine tests, inspections, and servicing functions specified in the following list in addition to those in basic pre trip inspection, given a fire department pumper and its manufacturer's specifications, so that the operational status of the pumper is verified, problems are identified, and corrective actions are taken as per dept policy and procedures: (1) Water Tank and other extinguishing agent levels (if applicable) (2) Pumping systems (3) Foam systems (4) Hydraulic systems (5) Mounted water monitors (6) Mounted lighting and electrical systems.	NFPA 1002 (2017) 5.1.2 and 4.2.1 AB OHS Regulation Part 1 General 5.12(1), 14(2) and 15 AB OHS Code: Part 19 Powered Mobile Equipment
AFSCC-FF-PUMP-Q2 (formerly APP-Q8)	Pumping Operations (attack line): Knowledge and ability to perform pumping operations for the purpose of fire attack.	Produce effective hand or master streams, given the sources specified in the following list, so that the pump is engaged, all pressure control and vehicle safety devices are set, the rated flow of the nozzle is achieved and maintained, and the apparatus is continuously monitored for potential problems: (1) Internal tank (2) *Pressurized source (3) Static source (4) Transfer from internal tank to external source. Also show ability to: a. Position a fire department pumper to operate at a fire hydrant and at a static water source b. Power transfer from vehicle engine to pump c. Draft d. Operate pumper pressure control system e. Operate the volume/pressure transfer valve (multistage pumps only) f. Operate auxiliary cooling systems g. Make the transition between internal and external water sources h. Assemble hose lines, nozzles, valves and appliances	NFPA 1002 (2017) 5.2.4 -Annex A5.2.4 and 5.1.2 NFPA 1002-(2017)-5.2.4 and 9.2.3-10.2.1-10.2.3 App-Operations AB OHS Code: Part 2 Hazard Assessment, Elimination & Control
AFSCC-FF-PUMP-Q3 (Formerly APP-Q9)	Pumping Operations (supply line): Knowledge and ability to perform pumping operations for the purpose of water supply	Pump a supply line of 65 mm (2 1/2 in) or larger, given a relay pumping evolution the length and size of the line and the desired flow and intake pressure, so that the correct pressure and flow are provided to the next pumper in the relay	NFPA 1002 (2017) 5.2.5 and 5.1.2 NFPA 1002-(2017)-5.2.5 App-Operations AB OHS Code: Part 2 Hazard Assessment, Elimination & Control
AFSCC-FF-PUMP-Q4- (Formerly APP-Q10)	Pumping operations with foam: Knowledge and ability to produce a foam fire stream	Produce a foam fire stream, given foam-producing equipment, so that properly proportioned foam is provided.	NFPA 1002 (2017) 5.2.6 (A)(B) AB OHS Code: Part 2 (Hazard Assessment, Elimination & Control), NFPA 1002-(2017)-5.2.6 App-Operations
AFSCC-FF-PUMP-Q5 (Formerly APP-Q11)	Standpipe/ Fire Department Connections (FDC): Knowledge and ability to pump for purposes of standpipe or FDC use.	Demonstrate the ability to supply water to fire sprinkler and standpipe systems, given specific system information and a fire department pumper, so that water is supplied to the system at the correct volume and pressure	NFPA 1002 (2017) 5.2.7 (A)(B) AB OHS Code: Part 2 (Hazard Assessment, Elimination & Control) NFPA 1002-(2017)-5.2.7 App-Operations

1 Recruitment and Retention Root Causes

SOURCES OF PROBLEMS	CONTRIBUTING FACTORS
Time Demands	<ul style="list-style-type: none"> • the two-income family and working multiple jobs • increased training time demands • higher emergency call volume • additional demands within department (fundraising, administrative)
Training Requirements	<ul style="list-style-type: none"> • higher training standards and new Federal requirements • more time demands • greater public expectation of fire department's response capabilities (broader range of services such as EMS, Hazmat, technical rescue, etc.) • additional training demands to provide broader range of services • recertification demands
Increasing Call Volume	<ul style="list-style-type: none"> • fire department assuming wider response roles (EMS, Hazmat, technical rescue. • increasing emergency medical call volume • increase in number of automatic fire alarms
Changes In The "Nature Of The Business"	<ul style="list-style-type: none"> • abuse of emergency services by the public • less of an emphasis on social aspects of volunteering
Changes In Sociological Conditions (In Urban And Suburban Areas)	<ul style="list-style-type: none"> • transience • loss of community feeling • less community pride • less of an interest or time for volunteering • two-income family and time demands • "me" generation
Changes In Sociological Conditions (In Rural Areas)	<ul style="list-style-type: none"> • employers less willing to let employees off to run calls • time demand • "me" generation
Leadership Problems	<ul style="list-style-type: none"> • poor leadership and lack of coordination • authoritative management style • failure to manage change
Federal Legislation And Regulations	<ul style="list-style-type: none"> • Fair Labor Standards Act interpretation • "2 in, 2 out" ruling requiring four firefighters on scene before entering hazardous environment • Environmental Protection Agency (EPA) live-fire burn limitations
Increasing Use Of Combination Departments	<ul style="list-style-type: none"> • disagreements among chiefs or other department leaders • friction between volunteer and career members
Higher Cost Of Housing (In Affluent Communities)	<ul style="list-style-type: none"> • volunteers cannot afford to live in the community they serve
Aging Communities	<ul style="list-style-type: none"> • greater number of older people today • lack of economic growth and jobs in some towns
Internal Conflict	<ul style="list-style-type: none"> • disagreements among departmental leaders • friction between volunteer and career members

Appendix 12.5

Smoky Lake County Budget Estimate for Increased Staffing

Annual Budget			
Description of Expense	Unit Cost	# of Units	Extended Cost
Full time firefighter (\$30/hr and 40 hr week)	\$62,400	3	\$187,200
Employee Benefits (@ 18%)	\$11,232	3	\$33,696
Professional Development	\$1,000	3	\$3,000
Station wear	\$200	3	\$600
Fire coveralls	\$200	3	\$600
Boot allowance	\$250	3	\$750
Cell phone	\$1,200	3	\$3,600
Allowance for operational supplies	\$1,000	3	\$3,000
Total Annual Budget	\$77,482	3	\$232,446

One Time Expenses			
Description of Expense	Unit Cost	# of Units	Extended Cost
Firefighter pant / Jacket combo	\$2,410	3	\$7,230
Hood and gloves	\$350	3	\$1,050
Fire boots	\$400	3	\$1,200
Fire helmet	\$350	3	\$1,050
SCBA Unit, mask and spare cylinder	\$6,500	3	\$19,500
Portable radio	\$3,500	3	\$10,500
Total One Time Expense	\$13,510	3	\$40,530

Appendix 12.6

Smoky Lake County 2021 Summary Fire Budget

Revenue	27.7%	161,944
Salary & Benefits	38.3%	223,826
Business and Training	17.7%	103,475
Professional Services	5.2%	30,647
Rentals & Leases	6.8%	39,784
Fire Call Response	10.0%	58,140
Supplies and Materials	15.2%	88,624
Repairs and Maintenance	6.3%	36,720
Utilities	0.5%	2,856
<hr/>		
Total Expenses		584,072
<hr/>		
Net		422,128

Appendix 12.7 Smoky Lake County 2021 Fire Operating Budget - By Station

Code	Description	Fire Administration	Vilna Fire Dept	Smoky Lake Fire Dept	Waskatenau Fire Dept	Total
Revenue						
1-351	Sales to other Governments	\$34,444	\$0	\$0	\$0	\$34,444
1-417	Rescue Van Services	\$127,500	\$0	\$0	\$0	\$127,500
Total Revenue		\$161,944	\$0	\$0	\$0	\$161,944
Expense						
2-111	Fire Chief Salary	\$111,523	\$0	\$0	\$0	\$111,523
2-112	Deputy Fire Chief Salary	\$66,689	\$0	\$0	\$0	\$66,689
2-117	Salary IT Support	\$6,768	\$0	\$0	\$0	\$6,768
2-131	Employer Benefit Contributions	\$38,846	\$0	\$0	\$0	\$38,846
Total Salary & Benefits		\$223,826	\$0	\$0	\$0	\$223,826
2-211	Mileage	\$0	\$0	\$255	\$204	\$459
2-212	Meals & Lodging	\$3,060	\$4,080	\$5,610	\$1,530	\$14,280
2-214	Membership & Conferences	\$1,530	\$1,020	\$780	\$765	\$4,095
2-217	Telephone	\$3,060	\$52	\$51	\$0	\$3,163
2-221	Advertising	\$1,248	\$0	\$0	\$0	\$1,248
2-225	Postage and Freight	\$510	\$0	\$0	\$0	\$510
2-241	Training / Workshop	\$10,450	\$8,500	\$47,000	\$7,650	\$73,600
2-582	Recognition	\$0	\$2,040	\$2,040	\$2,040	\$6,120
Total Business & Training Expenses		\$19,858	\$15,692	\$55,736	\$12,189	\$103,475
2-230	Consulting Services	\$0	\$1,800	\$1,800	\$1,800	\$5,400
2-271	Licenses and Permits	\$1,530	\$0	\$0	\$766	\$2,296
2-274	Insurance	\$7,651	\$5,000	\$6,000	\$4,300	\$22,951
Total Professional Services		\$9,181	\$6,800	\$7,800	\$6,866	\$30,647
2-269	Other Rental & Leases	\$0	\$19,768	\$11,016	\$9,000	\$39,784
Total Rental and Leases		\$0	\$19,768	\$11,016	\$9,000	\$39,784
2-295	Fire Protection - Call Response	\$10,200	\$20,400	\$20,400	\$7,140	\$58,140
Total Fire Call Expenses		\$10,200	\$20,400	\$20,400	\$7,140	\$58,140

Smoky Lake County

2021 Fire Operating Budget - By Station

Code	Description	Fire Administration	Vilna Fire Dept	Smoky Lake Fire Dept	Waskatenau Fire Dept	Total
2-510	General Supplies	\$0	\$0	\$510	\$0	\$510
2-533	Fuel & Supplies	\$5,359	\$8,670	\$5,951	\$2,601	\$22,581
2-559	Other Mics. Goods	\$2,627	\$0	\$0	\$0	\$2,627
2-589	Other Goods Purchased	\$7,000	\$15,300	\$25,000	\$15,606	\$62,906
Total Supplies and Materials		\$14,986	\$23,970	\$31,461	\$18,207	\$88,624
2-256	Repair & Maintenance Other	\$1,530	\$5,100	\$5,100	\$5,100	\$16,830
2-561	Machinery Parts	\$0	\$7,650	\$8,160	\$4,080	\$19,890
Total Repair & Maintenance		\$1,530	\$12,750	\$13,260	\$9,180	\$36,720
2-542	Gas	\$2,652	\$0	\$0	\$0	\$2,652
2-543	Electricity	\$204	\$0	\$0	\$0	\$204
Total Utilities		\$2,856	\$0	\$0	\$0	\$2,856
Total Operating Expenses		\$282,437	\$99,380	\$139,673	\$62,582	\$584,072
Net		\$120,493	\$99,380	\$139,673	\$62,582	\$422,128

REQUEST FOR DECISION		DATE	February 15, 2022	4.2
TOPIC	Alberta Fire Chief Association: 2022 Membership			
PROPOSAL	<p>History</p> <ul style="list-style-type: none"> Established in 1948, the AFCA undertook the mission and began the task of promoting excellence in fire protection. Right from the beginning members of the Association worked collectively to promote information sharing and joint problem solving to minimize the impacts of fires on Alberta's communities. <p>Background:</p> <ul style="list-style-type: none"> The Alberta Fire Chief Association acts as a liaison and advocate for the fire departments with the provincial government on provincial funding, grants, fire department minimum requirements and policies. The association provides guidance, support and training to fire departments when requested. The association hosts an annual conference for training, networking and allows the membership to provide direction and support to the executive. Alberta Fire Chief Association membership allows individuals to vote and received discount pricing on events. Each respective municipality are responsible for the membership application process. <p>Current</p> <ul style="list-style-type: none"> Smoky Lake County has been a member since the early 1980's when the County entered into mutual aid agreements for fire protection with the surrounding municipalities. Smoky Lake County has paid the membership fees for the Fire Chiefs and Deputy Fire Chiefs as mutually agreed in accordance with the Bylaws adopted on the Joint Operations Agreement for Fire Protective Services. Smoky Lake County has paid the membership fees for the 5 elected officials. The Alberta Fire Chiefs Association: 2022 membership was discussed at the February 8, 2022 Smoky Lake Region Fire and Rescue Committee meeting and the following motion was passed: "That Smoky Lake Region Fire and Rescue Committee recommend the Alberta Fire Chiefs Association's membership renewal information for Year – 2022, be forwarded to each respective municipality for their consideration of membership for elected officials and staff." <p>Proposal</p> <ul style="list-style-type: none"> 2022 Membership is \$180.00. Members will save \$75.00 on Alberta Fire Chief Conference registration. Members have an individual vote and receive quarterly magazines on the current fire related issues and events. Smoky Lake County will renew the Alberta Fire Chiefs Association 2022 membership for the elected officials to provide guidance and advocate for the Smoky Lake Region Emergency Services to the Alberta Fire Chiefs Association. 			
CORRELATION TO BUSINESS (STRATEGIC) PLAN				
LEGISLATIVE, BYLAW and/or POLICY IMPLICATIONS				
BENEFITS	<ul style="list-style-type: none"> Provides access to additional resources Cost saving for conferences Provides an opportunity to have a say in the decision making 			
DISADVANTAGES	<ul style="list-style-type: none"> Unaware on current issues 			

ALTERNATIVES	
FINANCE/BUDGET IMPLICATIONS	
Operating Costs: \$180/membership	Capital Costs: _____
Budget Available: _____	Source of Funds: _____
Budgeted Costs: Council Expenditure	Unbudgeted Costs: _____
INTERGOVERNMENTAL INVOLVEMENT/IMPLICATIONS	
COMMUNICATION STRATEGY	
RECOMMENDATION	
1. That Smoky Lake County renew the Alberta Fire Chiefs Association 2022 membership for the elected officials at a cost of \$180.00 per membership.	
<i>Fire Chief</i>	

Spencer Kotylak

From: Scott Franchuk
Sent: Thursday, February 3, 2022 16:18
To: Spencer Kotylak
Subject: FW: REGISTER TODAY! AFCA 2022 Conference and Trade Show - May 29 to May 31, 2022



Scott Franchuk
 Fire Chief/Primary Care Paramedic
 Office: 780-656-3730
 Fax: 780-656-3768

From: Lisa MacLean <lisa@afca.ca>
Sent: February 1, 2022 2:29 PM
To: Board Services Coordinator <lisa@afca.ca>
Subject: REGISTER TODAY! AFCA 2022 Conference and Trade Show - May 29 to May 31, 2022

Hello AFCA Members,

Registration for the AFCA Conference and Trade Show is open and we encourage you to sign-up soon! The AFCA will kick-off the conference on Sunday, May 29 with our Keynote Speaker Dr. Robert Tanguay, V.P. and Chief Medical Officer of The Newly Institute. Dr. Tanguay resides in Calgary and will speak on Sunday, May 28 at 11:00 a.m. in the Tuscany Ballroom. You can view [Dr. Robert Tanguay](#), highlight video. Highlight video for Tuesday Keynote speaker, [Kevin Cochran, President Enriched Academy](#). Highlight video for Tuesday Workshop speaker, [Lt. Rob Blasetti, Fairfax County Fire Rescue Department](#).

REGISTER NOW!

CONFERENCE SCHEDULE

Please visit the [Conference Agenda](#) to view the great line up of sessions and speakers. We are excited to offer group registrations for departments. Please visit the link on [Group Registrations](#) to find out more details. If you have questions regarding the conference and trade show and group registrations please contact Kelly Legris, AFCA Trade Conference Coordinator, Kelly@kelconsulting.com.

PRE-CONFERENCE TRAINING – Saturday, May 28 from 10:30 to 16:00 at Sylvan Lake Golf & Country Club

CONFERENCE APP

The AFCA will have the Conference App at the AFCA 2022 Annual Conference and Trade Show. The App will include the agenda; speakers; trade show floor plans and view trade members digital files; the ability to

communicate between delegates, trades and speakers, sponsors and partners as well as joining group chats. We will bring back the leaderboard and offer a number of opportunities for delegates to obtain points as they navigate the conference app and engage with AFCA Trades. Stay tuned as we get closer to the Conference and Trade Show. Delegates will be able to schedule meetings and download the meeting invite and export to Outlook or Google. Stay tuned as we get closer to the Conference and Trade Show.

GOLF TOURNAMENT and SPONSORSHIP

Drive, chip and putt your way to a winning foursome on Saturday, May 28, at the AFCA's 22nd annual golf tournament at the Sylvan Lake Golf & Country Club, 5331 Lakeshore Drive, Sylvan Lake, Alberta. The fee is \$150.00 per golfer (plus GST) Includes green fees, power cart and buffet dinner. Registration will commence at 9:30 am with a shot gun start at 10:30 am followed by a buffet dinner. The tournament will be played in Best Ball format. To view the course please visit <http://www.sylvanlakegolf.ca/>.

View [Kevin Swanson's golf promo video here.](#)

You can view the golf sponsorship package on the registration site or visit this link [Golf Sponsorship.](#) You can register for golf through your trade registration or on a separate [Golf Registration form.](#)

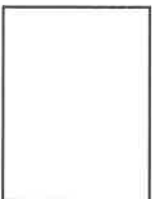
We invite non-golfers to join us for the golf BBQ. The fee for the BBQ is \$50.00. This is a great opportunity to reconnect with fellow trades and AFCA members and there will be door prizes for everyone.

We look forward to seeing you in Red Deer for the 2022 Annual Conference and Trade Show.

David Mohl
Fire Chief, Hanna Protective Services
Co-Chair, Conference Committee
hannfire@telus.net

Rob Evans
Fire Chief, EMR, EMD, EFD
Redwood Meadows Emergency Services
Co-Chair, Conference Committee
Rob.evans@rmesfire.net

Website: www.afca.ca



2022

ALBERTA FIRE CHIEFS ASSOCIATION 2022 ANNUAL CONFERENCE & TRADE SHOW

May 29 - 31, 2022



[Welcome and Delegate](#) [Golf](#) [Trades](#) [Conference Schedule](#) [Register](#) [Hotel](#) [FAQ's](#) [Speakers](#)

[Partners](#) [AFCA Sponsorship](#)

AFCA 2022 CONFERENCE & TRADE SHOW SCHEDULE

The AFCA will kick-off the conference on Sunday, May 29 with a Keynote Speaker and Workshop prior to the Opening Ceremonies, Memorial Service and Trade Show.

The Conference will conclude on Tuesday, May 31. Please reference the agenda below to view the sessions and the great line-up of speakers.

SATURDAY, MAY 28, 2022

09:30 - **Golf Tournament Registration**
10:15

Ready to make some birdies? Maybe an eagle or two? You'll get your chance at the AFCA 22nd Annual Golf Tournament!

Follow this link to register for **Golf**.

Sylvan Lake
Golf & Country
Club, 531
Lakeshore
Drive

10:30 **Golf Tournament - Shot Gun
Start**

The Tournament will be played in a 'Best Ball' format and there will be a variety of contests and prizes to be won.



Sylvan Lake
Golf & Country
Club

10:30 - **Pre-conference Training**
16:00

The L-180, Human Factors in the Fire Service, exposes students to human performance concepts as part of basic firefighter training. This training course is designed for unit-level supervisors to use when delivering orientation training to new crew members. Presentation of

Eagles Nest
Room, Sylvan
Lake Golf &
Country Club.

the course involves a few short lecture segments, and supported with small group exercises. Topics include situational awareness, basic communication responsibilities, attitude and stress barriers, decision-making process, and teamwork principles. And is the foundation to the L280 – Followership to Leadership, & L380 – Fire Ground Leadership courses. This is a great first step in the understanding of human factors and how the effect the Fire Service.

At the end of the course, students will be able to practice decision-making skills using simulation as a member of a fire crew, and students will apply their Human Factors knowledge to a variety of scenarios. Throughout the simulation, students will answer questions and make decisions regarding situation awareness and hazard identification, decision-making, and team cohesion. Responses are tracked, and then reported at the end of the activity.

Objectives:

- Introduce human performance factors in high-risk work environments and add this knowledge to student's skill set.
- Provide opportunities to explore human performance concepts and the related vocabulary.
- Reinforce professional responsibility to address human performance issues while on the job.

- Students will demonstrate an understanding of their responsibilities to address human performance issues so they can integrate more effectively into crews/teams operating in high risk, dynamic work environments.

Hosts:

- Daryl Black
- Steve Debiegne
- Joe Zatylny

Following the training, join the golfers to reconnect and have dinner.

17:00 -
19:00

Golf Tournament Dinner

Join your fellow AFCA members, trades and sponsors for a fun BBQ dinner and a great opportunity to reconnect since 2019.

We look forward to seeing you on the 19th Hole!

You can purchase your **BBQ only ticket here**.

Sylvan Lake
Golf & Country
Club

SUNDAY, MAY 29, 2022

07:30 –
19:00

Trade Show and Delegate Registration

Check in at registration to obtain your event badge.

Please reference the **Trade Information Page** for full details and instructions for the trade show.

Conference
Centre Lobby,
Cambridge
Red Deer
Conference
Centre

08:00 -
09:00

AFCA Board Meeting

Palermo
Room
Cambridge
Red Deer
Hotel

08:00 –
16:00

Trade Show Set-up

You must be a registered Trade Member of the Alberta Fire Chiefs Association to participate in the 2021 Trade Show

Load-in Access

On Sunday, May 29, inside Trades will have access to load into the Event Centre from the back parking area from 08:00 to 10:45 through doors # 3, # 4 and #5.

There will be no access to load or unload through doors # 1 and #2 of the Event Centre.



Event Centre,
Cambridge
Red Deer
Hotel

Apparatus Parking

All apparatus will commence parking at 11:00 a.m. on Sunday, May 29. The apparatus parking schedule will be emailed to trades one week prior to the conference and trade show.

Please visit the **Trade Information** tab on the registration site for additional details and instructions.

Event Centre,
Compound
Cambridge
Red Deer
Hotel

11:00 -
12:00

Keynote Presentation with Dr. Robert Tanguay - Our First Responders Deserve Better ! Rapid Access, Rapid Recovery, Rapid Return to Work and a Healthy Life

Tuscany
Ballroom

Fire Fighters have dedicated their lives to serving the public. These last few years have not been easy to work in one of the most traumatizing careers and rapid access to appropriate mental health treatment is critical. The Newly Institute programming and connections are dedicated to helping people suffering with mental health get well and get back to work and a healthy life. Long term resiliency and yearly mental health check-ups are part of our world class program. Fire Fighters and other first responders are struggling with mental health conditions and away from work like never before. Our health care system cannot effectively respond to the significant need for treatment for many mental health conditions.

By fusing a bio-psycho-social-spiritual treatment model in an intensive outpatient program, people can overcome deeply embedded traumas that prevent them from living fully in their everyday lives. Dr. Tanguay will explain how mental wellness can be achieved for those experiencing Mood Disorders, PTSD, Trauma, Depression, Anxiety, Addiction, and Chronic Pain conditions with evidence-based psychotherapy in a medically managed intensive outpatient program model. He will explore the evidence of the innovative intensive outpatient program designed to resolve the symptoms of these often treatment resistant disorders and help people get back to work and a meaningful and fulfilling life in a timely manner.

This therapy program is the first of its kind in Canada and The Newly Institute was founded to treat First Responders and Veterans.

The research is clear, Intensive Outpatient Programs can speed the rate of recovery for many people suffering from these conditions, which will:

- Reduce the duration of disability
- Increase disability recovery rates
- Shorten the period of time for the employee to return to work and a healthy life

Dr. Tanguay will review:

- The medical science of medically managed Intensive Outpatient Programs for occupational psychological injuries (such as PTSD, trauma, depression and anxiety), addiction, and chronic pain
- How the medically assisted Intensive Outpatient Programming is designed and what clients can expect
- Why this approach to intensive treatment works and what our results to date are showing us

Speaker: Dr. Robert Tanguay, VP and Chief Medical Officer, The Newly Institute

12:15 -
13:15

Workshop Session with Pat Ferris - Workplace Bullying Mitigation: Do No Harm

Tuscany
Ballroom

It is well known that workplace bullying is common in Canadian workplaces in general and especially in paramilitary organizations. It is therefore highly likely that every organization will have this hazard at some time. Research documents the serious injuries that can follow upon exposure to workplace bullying. For example, workplace bullying is associated with an increased risk of the development of cardiovascular disease, diabetes, somatic injuries, depression, suicide and more making this a significant health and safety concern.

Safety legislation requires organizations to identify and mitigate this serious hazard. Nonetheless, the media is rife with stories of military and paramilitary organizations that have mismanaged issues of harassment and which have added severe incremental injury to their members and their organizations.

The presenter will discuss her 30 years dealing with this topic and recent research on bullying and the brain. The speaker will discuss the concept of Institutional Betrayal and her research on this topic. Participants will learn about organizational action/inaction that is defined as Institutional Betrayal and be presented with a management system that is designed to minimize exposure and injury and to ensure that organizations have resources in place to do no harm preventing, investigating, and restoring in the face of a common and serious workplace hazard.

Speaker: Pat Ferris, MSW, RCSW, M.SC., Ph.D., Pat Ferris Consulting

16:30 -
18:00

Opening Ceremonies and Memorial Service

Join the AFCA along with Government representatives for the Opening Ceremonies and Memorial Service.



Tuscany
Ballroom

18:00 -
20:00

Trade Show and Welcome Reception

Join your fellow members and trades for the welcome reception.

Visit the trades module to view the floor plan and book in person meetings and demos with AFCA Trades.



Event Centre

MONDAY, MAY 30, 2022

07:30 –
16:00 **Registration**

Convention
Centre Lobby
Cambridge
Red Deer
Conference
Centre

07:30 –
09:00 **Breakfast with Keynote Speaker Dr. Jody Carrington - Leading Greatness**

As I develop my own company and talk about the importance of relationships across all other aspects of life, I've come to understand that system leaders are some of the most powerful people on the planet. And good leaders understand the importance of relationships first. It has also become clear to me that while good leaders are rare, they can be made. The steps to create a connected, relationship-based team are shockingly simple to do (on paper), but require remarkable courage in action. They require brave leaders who aren't scared to step into discomfort, to excavate the unsaid, and who understand that trust is built in the small moments. We know, without a doubt, that people with a common goal are exponentially more committed and productive; how we get them there makes all the difference.

Speaker: Dr. Jody Carrington, Psychologist

Tuscany
Ballroom
Cambridge
Red Deer
Hotel &
Conference
Centre

08:00 –
09:00 **Trade Members Breakfast Meeting**

Come and have breakfast with your fellow trades and provide feedback on the AFCA Trade Show.

Event Centre
Cambridge
Red Deer
Hotel &
Conference
Centre

09:00 –
16:30 **Trade Show Opens**

Walk the show floor and visit the outside compound to view all the fire apparatus.

Gain points in the Leaderboard when you book your in person meetings and demos.



Event Centre
Cambridge
Red Deer
Hotel &
Conference
Centre

10:15 –
10:45 **Coffee Break**

Event Centre
Cambridge
Red Deer
Hotel &
Conference
Centre

12:00 –
13:00 **Lunch in the Trade Show**

Join the AFCA for lunch on the trade show floor.

Schedule your in person meetings with trades and earn points on the Leaderboard.



Event Centre
Cambridge
Red Deer
Hotel &
Conference
Centre

13:00 –
16:30

Trade Show Draws

AFCA Trades will announce the prize winners through the conference app.

Event Centre
Cambridge
Red Deer
Hotel &
Conference
Centre

14:00 –
14:30

Coffee Break

Join us in the Event Centre for coffee and a treat!

Schedule your in person meetings with trades before the show closes.



Event Centre
Cambridge
Red Deer
Hotel &
Conference
Centre

16:00 –
16:30

Trade Show Closes

Event Centre
Cambridge
Red Deer
Hotel &
Conference
Centre

18:00 -
18:30

AFCA Banquet Reception

Join your AFCA colleagues for networking and refreshments before the annual banquet!

Foyer,
Tuscany
Ballroom

18:30 -
22:00

AFCA Annual Banquet and Entertainment

The AFCA will bring the Amazing Game Show to the annual banquet in the Tuscany Ballroom.

The Amazing Game Show host has a fun packed evening in store for the AFCA with a few twists and challenges for all to enjoy.

Get ready to have some amazing fun.



Tuscany
Ballroom,
Cambridge
Red Deer
Hotel &
Conference
Centre

The AFCA will be hosting a live and silent auction during the Banquet. The AFCA would be pleased to accept silent auction donations and the benefactor will be the Edmonton Firefighters Burn Treatment Society.

If you wish to donate an item, please contact Rob Evans rob.evans@rmesfire.org or David Mohl hannfire@telus.net Items may be delivered to the conference office starting on Sunday, May 29.

TUESDAY, MAY 31, 2022

07:30 – 12:00	Registration	Convention Centre Lobby, Cambridge Red Deer Hotel
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07:30 – 08:30	Breakfast AFCA Committee Updates	Tuscany Ballroom
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08:30 - 11:00	AFCA Business Session	Tuscany Ballroom
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10:30 – 10:45	Coffee Available	Foyer of Tuscany Ballroom
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11:00 - 11:10	Break	
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11:15 - 12:15	Keynote Speaker Kevin Cochran - How Fire Chiefs Can Improve Their Members Well Being While Attracting and Retaining Volunteers	Tuscany Ballroom
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Fire services across the country have become very proactive in offering more mental health and wellness programs than ever before. However, one topic that significantly impacts all members and continues to be overlooked is financial health.

Our workshop will provide best practices and innovative solutions fire chiefs can use to reduce the stress on their staff that often arises from managing their personal finances. We will also share some new facts and supporting research which clearly demonstrate that financial stress is one of the main causes of absenteeism and reduced workplace engagement. Our proven solutions will enable fire chiefs to build an effective financial wellness program and improve both the financial and mental well-being of their employees. Our presentations are both educational and engaging.

Speaker: Kevin Cochran, President, Enriched Academy

12:15 – 13:15	Lunch - Alberta Today Update with Key Stakeholders	Tuscany Ballroom
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13:15 – 14:45	Concurrent Streams	
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13:15 - 14:45	Stream 1: Lieutenant Robert Blasetti - Performance Under Pressure: Building a Reality Based Training Program	Tuscany Ballroom
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- Pro's and Con's of the Fear Response
- The "Reality Based Training" Model

- Sports Psychology as it relates to the fire service

Sports Psychology is being used in professional sports and the United States Olympic teams. How does Sports Psychology relate to the fire service? Firefighters are tactical athletes which need tools to accomplish high speed problem solving under pressure.

This open and honest lecture provides the attendees information on how their bodies and minds react when the fear response is activated, how to harness this response and accomplish "flow". Using our Reality Based Training model with sports psychology, attendees will walk away with a roadmap on how to train and the ability to perform under pressure.

Speaker: Lieutenant Robert Blasetti, Fairfax Fire Rescue Department

13:15 -
14:45

Stream 2: Laura King - Energy storage systems: Identification, risks, and firefighter safety in YOUR municipality

Palermo

The new NFPA 855, Standard for Installation of Stationary Energy Storage Systems, is a key resource for Canadian fire departments.

High-energy, small-footprint storage systems provide clean, low-cost, long-duration sources of energy, but they also present significant life-safety hazards – and they're found in every municipality in Canada.

Lithium-ion batteries are inherently fragile, and any electrical, thermal, or mechanical abuse, along with internal defects, can potentially initiate cell failure and thermal runaway.

NFPA 855 addresses the dangers of thermal runaway, toxic and flammable gases, stranded energy, and increased fire intensity associated with energy storage systems.

This session will provide chiefs/departments with tools to safely deal with all types of energy storage systems.

Speaker: Laura King, Canadian Representative, National Fire Protection Association (NFPA)

14:45

Coffee Available

Foyer of
Tuscany
Ballroom

14:45 -
16:15

Plenary Session - Fire Chiefs Bear Pit Session

Tuscany
Ballroom

As we enter 2022, the world continued to face challenges centered on COVID-19 including fire departments and fire chiefs around Alberta. But even in the face of the pandemic, fire chiefs face the same challenges as they always have; staffing, budgets, training and more. Redwood Meadows fire chief Rob Evans leads the popular bearpit session along with Red Deer Emergency Services fire chief Ken McMullen and special guest chief where they will talk about issues being dealt with by Alberta fire chiefs.

Speakers:

Ken McMullen, Chief of Emergency Services, Red Deer Emergency Services

Moderator: Rob Evans, Fire Chief, Redwood Meadows Emergency Services, 2nd Vice President, AFCA

16:15

AFCA 2022 Conference Closing

Tuscany
Ballroom