

EMERGENCY SERVICES BUSINESS PLAN

January 2010

DEPARTMENT MANDATE

VISION

To lead in the protection of people, property, and the environment through an integrated and innovative emergency response organization committed to continuous improvement and the delivery of quality municipal services.

Mission Statement

We exist to protect the safety, health and welfare of our residents and visitors and to prevent damage to their property and our environment through the delivery of proactive and reactive emergency services.

The Department will work co-operatively with other community agencies to create a strong emergency measures network capable of successfully managing emergencies which occur in our community.

Emergency Services Team



Sharon Montgomery-Greenwood
Director



Laurence Green
Fire Chief



John Tuck,
Fire Prevention Officer



Glenn Robinson
Deputy Chief



Sheri Skinner
Admin. Assistant

DEPARTMENT ORGANIZATION

Emergency Services is comprised of three Divisions; Fire Services, Emergency Medical Services and Emergency Planning. Director Sharon Montgomery-Greenwood oversees the Department. The EMS operation is operated under a contract with the West Parry Sound Health Centre for the District of Parry Sound. Fire Chief Laurence Green is supported by a full time Fire Prevention Officer/Public Education Officer John Tuck and part time Deputy Fire Chief Glenn Robinson. The Fire Department is currently comprised of 7 Volunteer Officers and 20 Volunteer Fire Fighters. Administrative support is provided by Sheri Skinner.



The Fire Suppression Team

STRENGTHS, CHALLENGES, OPPORTUNITIES AND THREATS

STRENGTHS	CHALLENGES	OPPORTUNITIES	THREATS
A staff and Council that see a vibrant future and an agreement to focus on core programs	A small organization that has limited resources, however that has the vision for partnership and growth	To work with other Municipalities, Community agencies, and Districts	Limited funds for purchasing equipment with other departments facing the same challenges.
A District wide EMS Committee that supports a quality EMS system	The District is geographically vast and made up of numerous small municipalities, first nations and unorganized areas.	For parties to work together on EMS deployment and planning	Education required ensuring that EMS is perceived from a District perspective that the Town administers in partnership with the MOHLTC.
An experienced and motivated staff committed to work together in a common goal	Constant downloading of responsibility creates a greater workload with the same amount of staff	Setting new goals to provide gold standard services. Using the new Customer Service survey to evaluate if we are meeting their needs. Using a WPS fire training and hiring program	Staff burnout with high expectations as staff required to educate and dedicate more time.
A good working relationship with allied area Fire Services and our EMS contractor.	Difficulty in controlling budgets through a contract provider. Numerous small departments all have limited resources.	Potential for innovative partnerships and further developing collaborative relationships.	Changes in staff where new relationships need to be formed and nurtured.
A knowledgeable, experienced and talented Emergency Services team and Fire Department with a strong history of achievements.	Average age of Fire Dept. Officers indicates potential for high number of retirements as well as staff leaving due to relocation of residence or employment.	To continue to work with neighbouring municipalities for recruitment of firefighters utilizing their resources for administration/training	Change in Fire leadership in the next few years. Need to review succession planning for Fire Services.
A council that understands the need to comply with Emergency Planning legislation	To have buy-in from staff and community for personal preparedness.	To maintain the partnership with other Municipalities and agencies with the West Parry Sound Emergency Plan.	We could easily be overwhelmed by a large scale emergency, however with practice this could be somewhat mitigated.

FIRE SERVICES

Within the Fire Services Division we provide three basic services to the citizens of Parry Sound;

Public Safety Education and Prevention
Fire Safety Standards and Enforcement
Emergency Response and Suppression

The principle objective of our Fire Service is fire avoidance and increased fire prevention effectiveness. That being said, the Fire Service must continue to provide timely response in the event of an emergency to mitigate effects of incidents.

Within our Fire Prevention Division, we have predominantly been focussing on the delivery of:

- Fire Safety Inspections
- Fire Code Compliance
- Complaint/Request Inspections
- Review and comment on building plans, with respect to fire safety
- Fire Prevention Activities
- Public Safety Education

Our Core Emergency Fire Response areas include:

- Fire Suppression
- Fire Rescue
- Vehicular Extrication
- Water/Ice Rescue
- HAZMAT Level 1



Emergency Planning

The Emergency Services Department has been tasked with responsibility for designing, implementing and maintaining the Municipality's Emergency Management Program. The Town is mandated to follow the Provincial Governments framework for Community Emergency Management Programs.

Mandated core activities include:

- Establishing a Emergency Management Committee
- Developing and maintaining an Emergency Response Plan
- Identifying Critical Infrastructure
- Setting up a Emergency Operations Centre
- Annual Training
- Annual Exercise
- Establishing an Information Centre Plan
- Public Education
- Conducting Annual Reviews

This constantly expanding mandated program will be a challenge to resources for small municipalities such as the Town of Parry Sound. Parry Sound has met the standard for certification to the Essential level. We have achieved and written a District Emergency Response Plan to better maintain continuity in times of emergency response.





Emergency Medical Services

The Town of Parry Sound is responsible for Emergency Medical Services for the District of Parry Sound. The Town contracts the operational component of this program out to the West Parry Sound Health Centre on a not for profit basis. The Town has formed the Parry Sound District EMS Committee made up of area Councillors to advise Council on EMS matters.

West Parry Sound Health Centre employs approximately 65 Paramedics, both full and part time, working out of 7 Bases in Parry Sound District. The Town owns 15 ambulances, two First Response Vehicles and two Emergency Support Vehicles which are Multi Casualty trailers.

Six of the seven Bases are leased and the Town owns the base in Powassan.

Core Administrative EMS Duties handled by the Town Include:

- Contract Management
- Quality Assurance
- Investigations
- Health Promotions
- District Liaison
- Capital Equipment Management
- Financial Management
- Provincial Liaison

Providing Emergency Services to over 40,000 full time residents spread over 9,200 square kilometres is the Town's largest single ongoing project. The EMS budget is financed by revenue from 22 separate Municipalities and the Provincial Government.

THE PEOPLE SERVED / CUSTOMERS' NEEDS AND EXPECTATIONS FOR EMS

Council & EMS Committee:

Council and the EMS Advisory Committee need to continue to set goals and provide direction so that emergency service response times and patient care needs of the residents are met. With the IBI Group Planning Review now complete there is data and recommendations for a 5 year plan. As PSAB has become a large part in financial planning funding considerations for depreciation need to be kept in the forefront when making capital purchases. The Department's responsibility is to be sensitive to the changing environment and ensure that Council's goals and objectives are relevant, communicated and implemented accordingly.

Our Partners

It is essential that the Department be in line with our community partners to ensure Departmental objectives and actions are linked accordingly. Direction and communications are must be our strength. If accurate and timely information is disseminated, plans developed and followed Council, its Advisory Committees, Staff and Partners as a whole will have confidence that they are focussed in a common direction. Regular meetings ensure that the Department and Management Staff are aligned with Council, Advisory Committees' and the Community's issues and priorities.

Town Staff

Staff must work as a cohesive unit. With the assistance of the CAO and his team, we can continue to communicate the direction of council so that we have an efficient and effective Emergency Services department that serves the community with pride. Regular Departmental meetings help ensure that staff are aware of current activities and priorities. Dealing with a large number of volunteers means we must often meet outside regular business hours.

The Community, its Residents and Ratepayers

We continue to be the best at what we do; to protect and provide a quality service that meets/exceeds the required levels of service as directed by Council and legislated by the Province. Responding to actual emergencies is a vital role we play but we must also strive to make our Community a safer place to live and visit.

SUCSESSES / ACCOMPLISHMENTS for 2009

Emergency Management

We maintained an Essential Level Emergency Plan for the Town of Parry Sound.

Training day for EOC participants

Revised and updated the Emergency Response Plan

Declaration of Emergency Preparedness week with a mail out pamphlet

H1N1 Assessment Center developed along with community partnerships

Set up an Emergency Shelter due to Hwy closure

Fire Services

Our Fire Department responded to 180 Emergency Calls over past 12 month period.

Our Fire Prevention Program contacted over 13,075 people and conducted 338 inspections based on annual requirement or request and complaint.

Delivery of Core Services remains the primary goal of the Fire Department

As directed by council the Fire Dept continues to act as liaison promoting rail safety and community interests.

The Fire Dept in conjunction with Area Fire Departments and Home Hardware enhanced the Smoke Alarm Program by conducting a door to door campaign promoting the installation of CO detectors in homes.

The Fire Dept. participated in another regional recruitment training program in conjunction with Seguin, McDougall, Carling and Magnetawan Fire Departments.

The Area Rescue Response and Mutual Aid Response Guides were reviewed and updated to reflect the changes in area Fire Department response capabilities.

The Traffic Control System Program was completed in 2009 with the addition of Forest, Albert and Pine Street intersections.

Emergency Medical Services

We continue to provide increased service, however this was with an increase to the approved budget. 6 more defibrillators received in Round 3 through the Public Access Defibrillation program for the District in partnership with the Heart and Stroke Foundation bringing a total of 29.

Continuing to work with MTO and MNR to obtain property for the Pointe au Baril station as well as working with West Parry Sound Health Centre to build the station.

Our EMS Operator responded to approx. 4,500 calls patient carrying calls and travelled over approx. 500,000 kilometres.

IBI Consulting Group completed a Planning Review for the District of Parry Sound EMS Delivery System.

THE INTERNAL BUSINESS PROCESSES PERSPECTIVE

Each of our Department Divisions has developed action plans. These action plans focus on core services related to the Strategic Plan. The action plans are updated regularly and referred to in staff meetings and Council updates. This assists us in focussing on the broad picture so that we can move forward to meet our goals. As we move toward 2010, areas of operation have been identified for review with possible enhancements for better meeting the needs of our community.

Internal communications amongst Council and staff are vital. Bi weekly department staff meetings, bi-weekly Senior Management meetings, project updates, electronic and hard copy memos are all necessary to assist communication requirements to the CAO and Council. A new electronic project management system is now in place called SuccessFactors assisting the CAO and Council with updates of what is happening in our department.

We continue to work with the CAO involving ourselves in the recommendations of Council as well as Strategic Plan as well as Continuous Quality Improvement.

THE LEARNING AND GROWTH PERSPECTIVE

Our Fire Department has an extensive ongoing Training Program which we share with other municipalities on the West side of Parry Sound to better make use of resources and maintain continuity in the way calls are responded too. We plan to restructure the Department as new people are promoted or join our Team. Developing training plans for individuals as well as enhancing the departmental training programs to meet the ever changing requirements.

Financial Perspective

Emergency Medical Services

A five year financial plan was developed with estimates from our contract provider pertaining to service costs as well as capital expenditures including the purchase of ambulances and how that transpires into an impact to levies for the municipalities in which we service. Operationally, with an average increase of 3% annually, the levy needs to meet its requirements of matching the 50% which is provided by the MoHLTC.

Fire

The Fire Service continues to enhance and develop a five year and twenty year financial programs that will allow for equipment replacement and renewal as well as the changing requirements of our developing community. Fire Underwriters Services are in the process of assessing the Fire Dept. and the Town's capability to protect its residents with the final report expected in the second quarter of 2010.

Emergency Management

We continue to keep a steady course in this division. With H1N1 this year being a concern disposable items were purchased from West parry Sound Health Center to ready a Flu Assessment Center if one was required. This items which costs approx. \$14,000. has been divided between 4 Municipalities and costs will be recovered from the MoHLTC through the North Bay Parry Sound District Health Unit. With this being the anomaly, the projection for an increase to the budget will be around 3%.

Succession Planning

Emergency Medical Services

The Director of Emergency Services can retire within 3 years, however has indicated that she plans to stay on for approx. 5 more years. There is no one currently in the department or organization who is interested in the position and it will require an outside candidate to be hired approx. 4 months prior to her retirement to shadow her. The current Fire Chief is not interested in the assuming this position and with the workload of his position, it would not be possible to take on another role.

Fire

The Fire Chief has reached normal retirement age and was eligible for retirement in 2009. Succession Planning and Recruitment and Retention, continues to be a major problem with Volunteer Fire Services. Economic realities are forcing rapid change within organizations including the fire service and the position of Fire Chief. These changes are reflected in legislation, diminishing resources, increased demand on service and new accountabilities. Replacement from within is difficult because of the lack of qualified persons trained to fill the position. Some options available to fill the position are: 1) Creation of full time position for a Deputy Fire Chief and train him/her in the managerial aspects of running the Fire Dept. 2) Fill the position externally when position becomes vacant 3) Shared service in conjunction with other area departments (regional or blended services)

Emergency Management

The position responsible for the above is the Director of Emergency Services. As this role is becoming more complex and time consuming there should be consideration to having this responsibility moved to an outside contract source and possibly partnering with other West Side Municipalities who are also having difficulty in keeping up with the legislated requirements. In doing so, it will assist with the recruitment of a successor for the Director when she retires.