

GRAND BAY-WESTFIELD FIRE-RESCUE DEPARTMENT

STRATEGIC PLAN

2021-2026





Grand Bay-Westfield Fire-Rescue Department
Town of Grand Bay-Westfield
PO Box 3001
Grand Bay-Westfield, NB
E5K 4V3

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INTRODUCTION

This strategic plan outlines the goals and objectives of Grand Bay-Westfield Fire-Rescue for the next five years. The plan sets the base for the Department to operate in a manner which promotes financial responsibility, meets the goals of the Town's Strategic Plan and builds the flexibility to adjust to future needs.

This plan will be reviewed on a bi-annual basis to ensure goals are met, strategies are working and to make any adjustments as needed.

The plan begins with the development of mission, vision, and values statements. These statements form the foundation of this plan and the Department as a whole. To plan for the future, we need to consider the past and the present, with this in mind the plan next moves to a review of the Department's history and current operations.

The planning process is the next step, where data is analyzed to learn where the department is doing well, where it can improve, and identify strategic risks.

The final element is setting the goals and identifying the strategies to meet those goals.

PART 1 – ORGANIZATIONAL REVIEW





Mission Statement

Provide high quality emergency response services through responsible and professional leadership, continuous development, training, and volunteer dedication.

Vision Statement

We strive to be a leading emergency response department with a consistent focus on improvement and evolving to meet the needs of the communities we serve.

Values Statement

Service with respect, integrity and professionalism.

HISTORY



Dan McCoy
First Fire Chief

The Grand Bay-Westfield Volunteer Fire-Rescue Department was formed on February 9, 1998 following the amalgamation of the Village of Westfield and the Town of Grand Bay.

Each Department came with its own history and traditions, however, they set forth to create a new united Department with its own uniqueness.

The Department began with a fully volunteer membership. In December of 2000, the then serving Volunteer Fire Chief Dan McCoy was hired as the Town's first full-time member. A few years later in February of 2003, two additional full-time members were added to fill the roles of Training Officer and Equipment Officer.

In 2010 the Department saw its second Fire Chief. The then serving Training Officer Troy Gautreau was appointed on May 1, 2010.

The next significant milestone for the Department came in 2012, when construction began on a new Training Facility. The facility has the capacity to conduct all facets of firefighter training, including live fire evolutions, automobile extrication training, pump operations, as well as Hazardous Materials techniques.



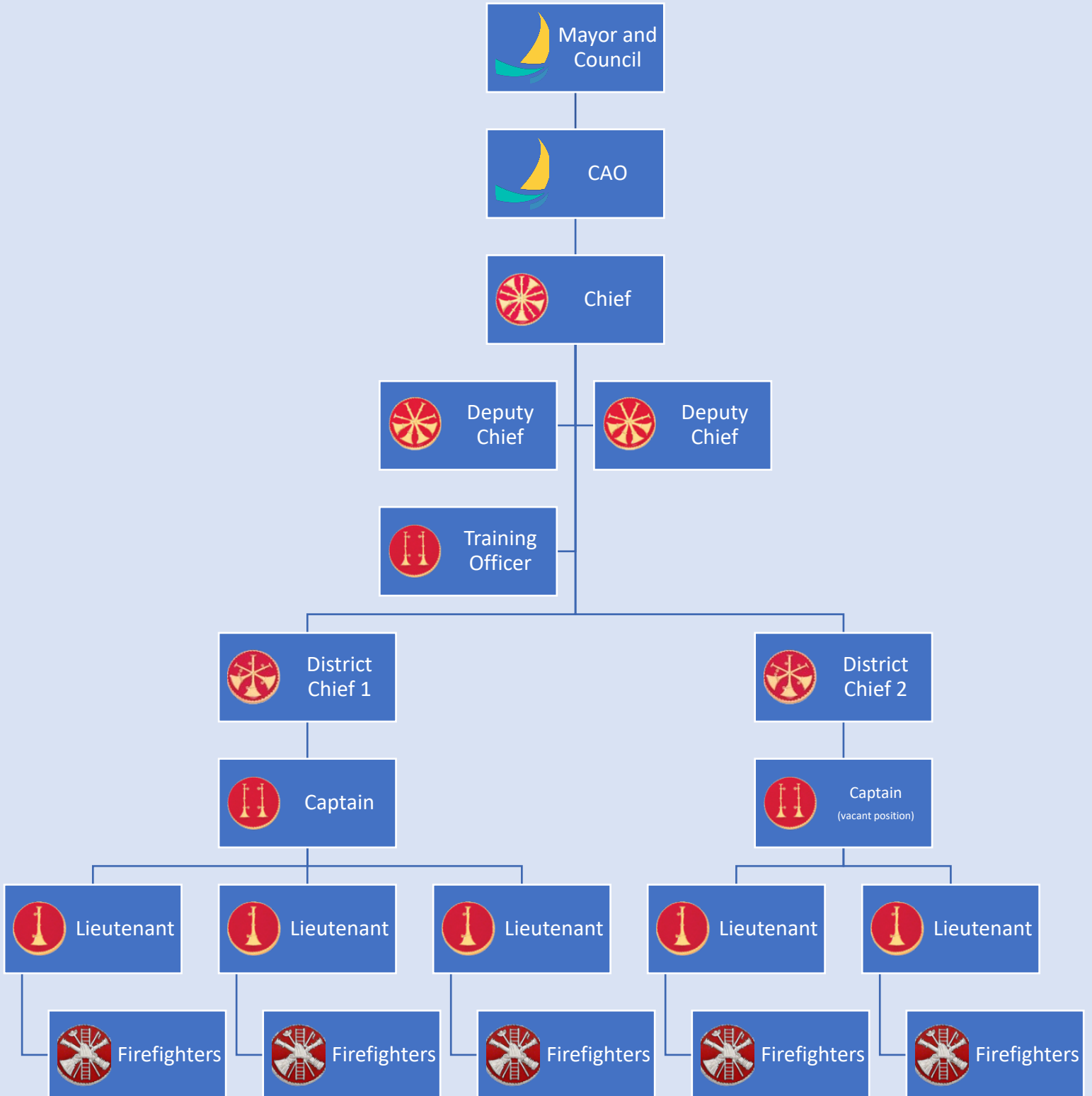
Fire Department Training Facility

PRESENT ORGANIZATION

Grand Bay-Westfield Fire-Rescue is currently comprised of 2 fire stations housing 5 frontline apparatus and 4 support units. The Department maintains 3 Engines, 1 Tanker (2 of the 3 Engines are also able to act as tankers), 1 Rescue, 1 Specialized Rescue Trailer 1 Command/Utility Unit and 2 support units.

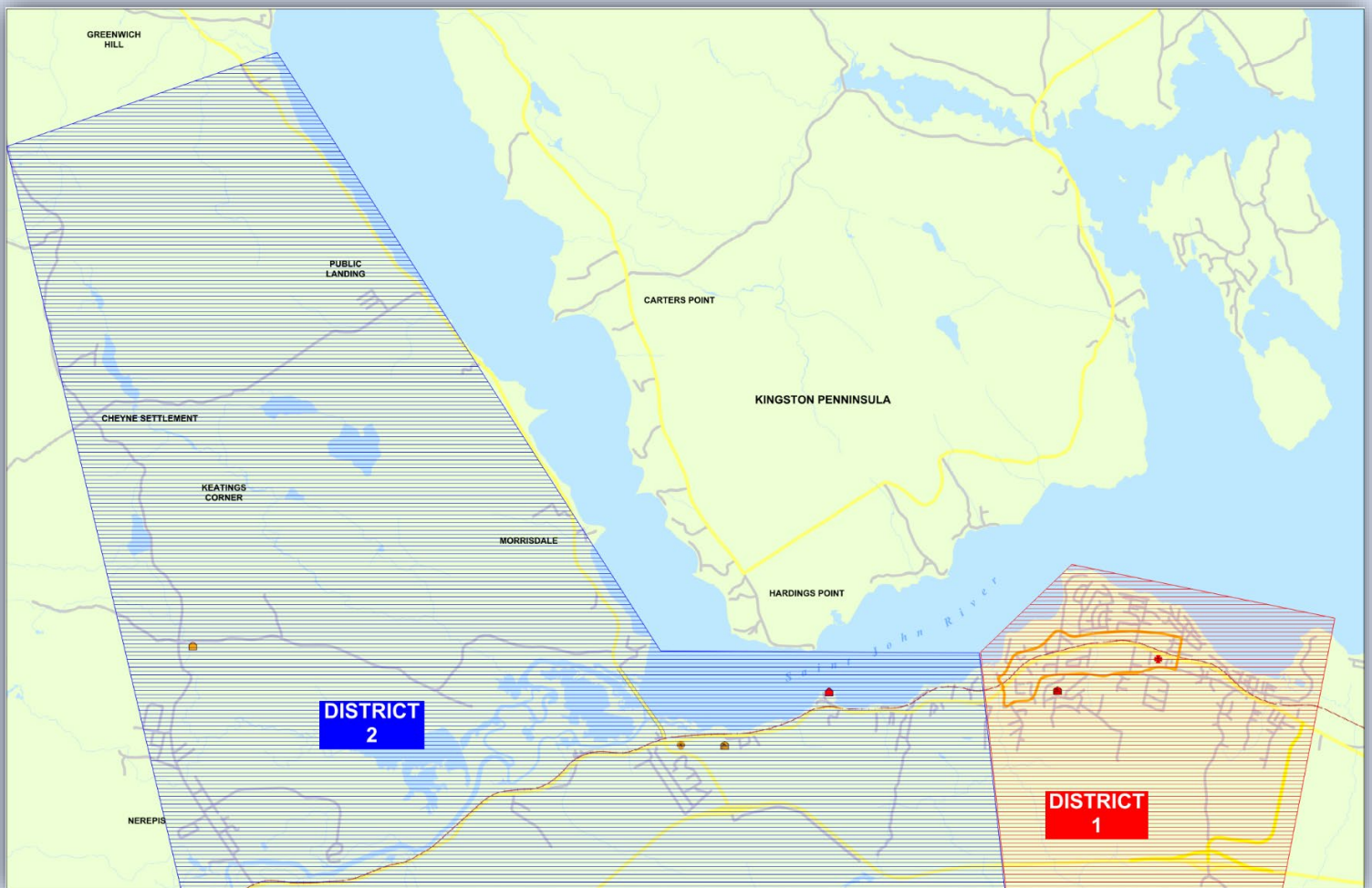
Department membership is maintained between 40 and 50 members, of which 3 are full time.

2021 ORGANIZATIONAL CHART



RESPONSE DISTRICTS

Grand Bay-Westfield Fire-Rescue provides emergency response service to the Town of Grand Bay-Westfield and the Local Service District (LSD) of Westfield West under contract with the Province of New Brunswick. The total coverage area includes a population of 7400 residents and 126 square KM of land. This is broken into two Districts. District 1 covers from the Saint John border to the Northern intersection of River Valley Drive and Woolastook Drive. District 2 covers the remaining Northern portion of the Town as well as the LSD.



SERVICES PROVIDED

FIRE SUPPRESSION

- Structural
- Wildland

HAZMAT

- Response to the Operations Level (2nd of 3 levels)

MEDICAL FIRST RESPONSE

- Firefighters trained to First Responder level

TECHNICAL RESCUE

- Auto extrication
- Ice rescue
- Off road rescue

MUTUAL AID

- Greenwich
- Saint John
- Welsford
- Zone 2

COMMUNITY SERVICE

- Open house
- Station tours
- School visits
- Special events
- Operation Christmas Miracle

STATISTICAL DATA

| EMERGENCY RESPONSES | | | | | | |
|--------------------------|------------|------------|------------|------------|------------|------------|
| CALL TYPE | 2015 | 2016 | 2017 | 2018 | 2019 | AVG |
| Chimney Fire | 3 | 1 | 0 | 6 | 0 | 2 |
| Down Wire | 5 | 2 | 3 | 6 | 6 | 4 |
| Electrical Problem | 1 | 4 | 2 | 2 | 1 | 2 |
| Fire Alarm Activated | 13 | 22 | 13 | 18 | 15 | 16 |
| Fire - Unknown Emergency | 0 | 0 | 0 | 0 | 1 | 0.2 |
| General Service Call | 6 | 1 | 1 | 8 | 5 | 4 |
| Grass/Woods Fire | 7 | 2 | 7 | 5 | 1 | 4 |
| Level 1 HAZMAT | 3 | 4 | 2 | 2 | 4 | 3 |
| Level 2 HAZMAT | 0 | 0 | 0 | 0 | 0 | 0 |
| Level 3 HAZMAT | 0 | 0 | 0 | 0 | 0 | 0 |
| Medical Rescue | 145 | 151 | 190 | 186 | 187 | 172 |
| Mobile Property Fire | 6 | 3 | 2 | 0 | 2 | 3 |
| Motor Vehicle Accident | 20 | 19 | 21 | 16 | 14 | 18 |
| Mutual Aid/Assistance | 4 | 3 | 2 | 3 | 2 | 3 |
| Non-Medical Rescue | 2 | 2 | 1 | 0 | 4 | 2 |
| Odour/Fumes | 5 | 1 | 2 | 1 | 1 | 2 |
| Outside Fire | 6 | 7 | 5 | 17 | 4 | 8 |
| Reset Fire Alarm | 3 | 0 | 1 | 0 | 2 | 1 |
| Structure Fire | 10 | 9 | 7 | 4 | 7 | 7 |
| Ship/Boat Fire | 0 | 0 | 0 | 0 | 0 | 0 |
| Water/Ice Rescue | 3 | 4 | 2 | 3 | 2 | 3 |
| TOTAL RESPONSES | 242 | 235 | 261 | 277 | 258 | 255 |

| BUDGETS | | | | | |
|-------------------|------------|-----------|-----------|-----------|-----------|
| Budget Type | 2017 | 2018 | 2019 | 2020 | 2021 |
| General Operating | \$661,1936 | \$666,215 | \$682,837 | \$690,566 | \$718,028 |
| Capital | 0 | \$353,749 | \$450,028 | \$43,900 | \$110,000 |

TRAINING

Firefighter training is perhaps one of the Department’s greatest strengths. While some specialized training, such as Medical First Responder or Ice Rescue, require outside contracting, all firefighter training is provided in house. The ability to take a recruit through to a fully certified frontline firefighter without the need to rely on external sources is a significant advantage. While the Provincial Government does provide this training at no cost to the Department, there are limited courses and often requires travel of up to 75 kilometers.



Regular training for the Department membership takes place on Monday evenings. Some special courses, or live fire exercises also take place on weekends. The full time Training Officer is responsible for coordination of all training and record keeping. In 2019 4,965 firefighter hours were dedicated to training.

PART 2 – STRATEGIC PLANNING PROCESS



PLANNING PROCESS

Planning for a strategic plan began in the Fall of 2020 with a survey of all firefighters as well as 4 planning assessment meetings of Department Officers. In these meetings, Department leaders reviewed the survey results and history to complete two planning assessment tools. The first of these is the S.W.O.T. analysis. The S.W.O.T. analysis looks at the strengths, weakness, opportunities and threats for the Department. The second tool used was the PESTLE environment scan. This looks at how the political, economical, social, technological, legal and environmental landscape impacts the Department.

The planning process also included the Development of the Department's Visions, Mission and Values statements which will guide the Department towards meeting the goals of the plan.

S.W.O.T

STRENGTHS

- Training
- Modern, well maintained apparatus and equipment
- Membership pride and dedication
- Strong recruitment history
- Strong organization and procedures

WEAKNESSES

- Maintenance tracking
- Water supply
- Consistant availability of firefighters
- Regional cooperation of services
- Need for a comprehensive Officer Development program
- No water rescue capacity
- Rescue unit is nearing its end of life cycle

OPPORTUNITIES

- Rental of Training Facility to regional partners
- Improved mutual aid training and agreements
- Community growth

THREATS

- Regionalization of fire services, or community amalgamations

Through the above SWOT analysis as well as the PESTLE environmental scan the Department is in a good position to meet the vision and mission statements outlined in this plan. The PESTLE environmental scan considered the political, economic, social, technological, legal and environmental impacts on the Department. Some observations of note include:

Politically the Department is in a good position. The current political environment recognizes the importance of a strong fire and rescue service in the community. It should, however, be noted that in the first year of this 5-year plan, there will be a municipal election which will undoubtedly change the political landscape.

The Department is also in a good position economically. While there are economic hardships throughout the Province, funding for the Department has remained consistent and appropriate.

No significant social, technological, or legal impacts were noted. From an environmental perspective there has been an increase in spring flooding in recent years. Two of the last 5 years saw record setting flood levels. Additionally, impacts from severe storms are on the rise.

STRATEGIC RISKS

There were three main strategic risks identified through the strategic planning process. The first is the Departments ability to respond to large scale incidents. This includes such incidents as, fires in commercial or multi-residential structures, flooding, level 2 or 3 hazardous material incidents, and long duration events such as forest fires.

The second, which is intertwined with the first, is the Departments lack of experience and procedures in working with external agencies. The makeup and size if the Department has afforded the ability to respond to most emergencies with minimal outside assistance. Work with external agencies has primarily been limited to Ambulance NB and the RCMP on routine calls such as medical emergencies or motor vehicle accidents.

The third strategic risk is the lack of a formal assessment of the services provided by the Department and the level to which the Department can provide those services.

GOALS AND STRATEGIES

| Goal | Strategy | Target Completion Date | |
|----------|--|--|---|
| Goal # 1 | Maintain a strong operational structure to promote organizational effectiveness. | 1. Continue development of Officer handbook and formal Officer development program. | Q2/2021 |
| | | 2. Implement a scheduled review program for standard operating guidelines, policies, and plans. | Q3/2021 |
| Goal # 2 | Reduce strategic risks | 1. Evaluate capacity to meet Fire Underwriters Survey (FUS) superior tanker shuttle accreditation. | Q3/2021 |
| | | 2. Conduct testing to achieve FUS superior tanker shuttle accreditation. | Q3/2022 |
| | | 3. Complete a formal fire service review to determine level of service provided, capacity to respond to large scale incidents and interoperability with external agencies and departments (EMO, Mutual or Automatic Aid Agreements). | Q3/2022 |
| Goal # 3 | Enhance apparatus and equipment maintenance program to best ensure operational readiness and improve future replacement and purchase planning. | 1. Research and implement asset management software. | ≈Q4/2021 – completion date may vary dependant on Town wide asset management system. |

| | | | |
|----------|--|---|---------|
| Goal # 4 | Maintain and enhance training capacity | 1. Increase the inventory of in-house instructors for firefighting from 3 to 5 and for specialized training from 0-3. | Q4/2026 |
| | | 2. Add concrete automobile extrication pad. | Q4/2024 |
| | | 3. Pave training facility grounds | Q4/2026 |
| | | 4. Promote rental and/or mutual use opportunities with other Departments in region. | ongoing |

