

North Vancouver City Fire Department

2021-2024 Service Priorities

city
of north
vancouver



In These Service Priorities

The City of North Vancouver is served by a single hall Fire Department made up of 74 team members that: suppress fires and carry out highly technical special rescues; review building plans, inspect commercial buildings for life safety, and investigate fires; as well as senior unit leaders and support staff. This document outlines our services priorities for 2021-2024.

MISSION

The North Vancouver City Fire Department empowers all people in our community with life safety skills and protects life and property in emergencies.

Message from the Fire Chief

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Our Core Values

Our values reflect all of us because they were created by all of us. We asked our 74 employees to tell us what they stand for as they serve residents of and visitors to the City of North Vancouver.

Lead with Integrity

We are here for one reason: to protect North Vancouver citizens. We openly collaborate in pursuit of what is best for them.

Never Compromise Safety

The safety of the public and our colleagues is in our hands. Each of us commit to the highest standards, best-in-class skills, techniques and equipment for fire, rescue and medical emergencies.

Serve with Compassion

In addition to caring for persons directly involved in emergencies, we also see those indirectly impacted and consider the range of their losses. Our interactions show we care. We direct our empathy to charitable service in the community.

Message from the Fire Chief



On behalf of the North Vancouver City Fire Department, we are grateful to work and live on the unceded and traditional territories of the Coast Salish peoples and the *skwxwú7mesh* (Squamish) and *səl'ílwətaʔt* (Tseil-Waututh) nations.

It is a privilege to serve North Vancouver residents and to share our 2021-2024 Service Priorities.

Each one of us come to our roles with the desire to make a difference for people in the City of North Vancouver. In this plan, we challenged ourselves to reach further in contributing to our community's resiliency. Our four priorities are inspired by the City of North Vancouver's vision of 'A City for People, A Healthy City for All' - one that also provides opportunities for residents to engage with their community and is a steward of the environment.

This vision and our mission depend entirely on our people. To champion the vision of 'A City for People, A Healthy City for All', we must invest in our diversity and wellbeing internally.

Finally, we recognize that our community's needs can change in ways that may be unthinkable today. We have designed this document as an agile plan. We will hold our focus on our Service Priorities and Results areas (what we will achieve by 2024) with the flexibility to pivot our objectives and take on sprints (how we will get there) as our community's needs change.

Sincerely,

Greg Schalk, Fire Chief
North Vancouver City
Fire Department

Our Service Priorities

Our Service Priorities were shaped through the City of North Vancouver's Strategic Plan, conversations with municipal leaders and public safety partners – including fire, police, emergency management on the North Shore – and the insights of our employees. These Service Priorities focus on where we aim to make a measurable difference in life safety outcomes and service to our community, while maintaining our critically important fire suppression response times and performance.



Priority 1: Empower our community, including those at higher risk, with life safety skills



Our 2016 Fire Underwriters Survey identified public education as an area for growth. As part of the City's aim of a "community where homes and business are well protected", our public education program will be strengthened by reaching residents living in structures with greater fire risks.¹ Priority 1 also reflects the City's initiative to "strengthen relationships with local Indigenous communities".

¹ City of North Vancouver 2021 Corporate Outcomes & Initiatives

In 2020,

39 structure fires
Approximately 1 out of 3 occur in low-rise apartments (3-6 stories)

The opportunity to establish a volunteer-powered fire safety education program also builds on NVCFD's community-centered track record, recognizes Fire Prevention capacity pressures, and aligns with the City's priority of delivering opportunities for residents to engage with their community.

Priority 1: Empower our community, including those at higher risk, with life safety skills

OBJECTIVES	<p>1.1 With partners, offer fire prevention & emergency preparedness education to residents at higher risk</p>	<p>1.2 Join Indigenous-focused organizations to cultivate long-term relationships for culturally-safe fire prevention and disaster readiness learning</p>	<p>1.3 Establish a volunteer program to extend our public education efforts</p>
2021 SPRINTS	<p>With NSEM, prioritize learning objectives and content for residents in Lower & Central Lonsdale low-rise buildings Establish partnership with North Shore Multicultural Society to reach newcomers</p>	<p>With DNV and DWV, connect with the Integrated First Nations Unit to explore opportunities to connect with Indigenous communities Establish a triad of leads from NVCFD, DNVFR, WVFRS</p>	<p>Collaborate with IAFF Local 296 to develop parameters for volunteer opportunities to extend public fire and life safety education</p>
RESULTS	<p>Reduced fires in Lower & Central Lonsdale low rise residences</p>	<p>Invitations to Squamish & Tsleil-Waututh First Nations</p>	<p>Annual volunteer hours Percent culturally & language diversity</p>

Priority 1: Empower our community, including those at higher risk, with life safety skills

OBJECTIVES

1.4 Connect residents that require emergency response with appropriate wraparound supports

1.5 Establish an annual life safety program in SD 44 secondary schools

2021 SPRINTS

Identify social supports for one sub-segment and reach out to community partners to co-design effective referral pathways

Review and finalize CPR & Defibrillator course design, ACT materials and instructors

With SD 44, identify dates for Carson Graham & Sutherland secondary schools

RESULTS

Referrals completed

More than 400 students reached annually

Priority 2: Equip Fire Prevention services for growth

As the City of North Vancouver continues to grow, so do the demands of our Fire Prevention Office. The Fire Prevention team handles annual inspections for 3,657 properties and contributes to the City's new development process. In 2020, NVCFD began exploring technology-enabled process improvements, including virtual inspections. The new development process – including Re-Zoning, Building Permit issuance, Occupancy acceptance – is also slated for technology-enabled process improvement.

In 2020

3,657 building inspections
405 building plan reviews

completed by NVCFD's Fire Prevention Office

NVCFD will continue to collaborate with the City's Planning & Development team to avoid wait time or rework in the development process.

Priority 2: Equip Fire Prevention services for growth

OBJECTIVES

2.1 Diversify modes of commercial building inspections

2021 SPRINTS

- Conduct environmental scan of risk-based frameworks for and technology-enabled inspections in North America

RESULTS

Inspection cycle is under 12 months

2.2 Improve flow of building permit and occupancy permit process

- Transition permits review to Infor platform
- Track the time for each step from application ready for NVCFD review to completion and review with Planning & Development team
- Collaborate on process & configuration changes to decrease lead time

Lead time reduced by at least 10%



Priority 3: Define our role in North Shore special operations

NVCFD is part of a much-admired shared service and works seamlessly with the Districts of North Vancouver and West Vancouver to provide fire and rescue services across the North Shore. Maintaining proficiency in highly specialized disciplines – such as high angle and swift water rescues – according to provincially recommended standards requires a significant investment in training, including in-house instructors and protected training time.

In 2020

2,847 incidents responded to either in the City or as a mutual aid partner

As the tri-municipal agreement nears renewal, the three departments can explore the best deployment model for specialized rescue services, while maintaining responsiveness, and options for extending limited training resources.

Priority 3: Define our role in North Shore special operations

OBJECTIVES	2021 SPRINTS	RESULTS
3.1 Elevate our data-driven decision-making processes	<ul style="list-style-type: none"> Define a set of Key Performance Indicators (KPIs), drawing on best practices in other jurisdictions Establish regular meetings to learn from data 	Percent improvement over KPI baseline
3.2 Develop NVCFD risk assessment and training needs assessment for special operations - including wildfire and EMS	<ul style="list-style-type: none"> Identify recommended staffing levels and equipment for special operations Assess current state of training relative to provincially-recommended standards³ 	Percent of standards met
3.3 With North Shore partners, advance tri-municipal agreement to ensure best deployment model for special operations (& possibly training)	Broad-source options for deployment and training coverage that can be explored with District of North Vancouver and West Vancouver Fire and Rescue Services	Special operations response time

³ Standards from the National Fire Protection Association (NFPA) standards and the BC Structure Firefighter Competency & Training Playbook

Priority 4: Evolve as stewards of the environment

Photo by Jachan Devol on Unsplash

The City of North Vancouver has committed to “protect our environmental assets”.¹ City residents enjoy parks and a diversity of urban forest. Many of their homes as well as the City’s infrastructure are in close proximity to an urban wildland interface. In 2020, the City adopted the Wildfire Protection Plan including recommendations to enhance public education, NVCFD training and apparatus.²

² City of North Vancouver Community Wildfire Protection Plan 2020

In 2020,

59 outdoor fires

The City has also committed to “steadily reduce the impact of municipal operations on the natural environment”.¹ NVCFD does its part by increasingly using the right-sized vehicles for non-emergency calls and, over the next few years, advancing a multi-year plan for reducing vehicle emissions.

Priority 4: Evolve as stewards of the environment

OBJECTIVES

4.1 Build out FireSmart campaign in accordance with Wildfire Prevention Plan

2021 SPRINTS

- Build out FireSmart info on NVCFD webpages
- Implement FireSmart social media campaign
- Develop content for neighbourhoods adjacent to wildlands

RESULTS

Media impressions & reach
Outdoor fires

4.2 Advance multi-year plan for 'greening' of NVCFD apparatus

Identify costs for EV charging and phased replacement of appropriate apparatus, according to their life cycle

Estimated reduced greenhouse gas (GHG) emissions



Strategic Enabler: Build the diversity & resilience of our staff

The nature of our work engenders a strong sense of trust in each other. We may even describe our Department as family-like. This sense of belonging is rooted in our shared purpose and values, not our common physical attributes. This is a 'City for People' and we are committed to steady progress in attracting the right talent to connect with our diverse and thriving population. The City and NVCFD are investing in gender inclusive changes to our facilities. Since we welcome only a few new team members per year, we

embrace a long view towards diversity. Our objectives are inspired by advice from emerging thought leaders at CityStudio.

Secondly, our members are often the first on scene when there is tragedy. The secondary trauma and fatigue they experience can impact their health and wellbeing and their families. That is why we are also making ongoing investments in the wellness of our people, exploring optimal shift schedules and proven resilience programs.

Strategic Enabler: Build the diversity & resilience of our staff

OBJECTIVES

5.1 Refresh recruitment campaign to appeal to diverse applicants

5.2 Contribute to a review of costs, risks and benefits of 24-hr shifts

5.3 Commit to a suite of NVCFD's employee health and wellness offerings

2021 SPRINTS

Build image assets for recruitment campaign
Develop a recruitment integrated marketing plan, including online presence and partnership opportunities
Scope youth academy program for 2022

Offer to share data and learnings at Fire Chiefs Association

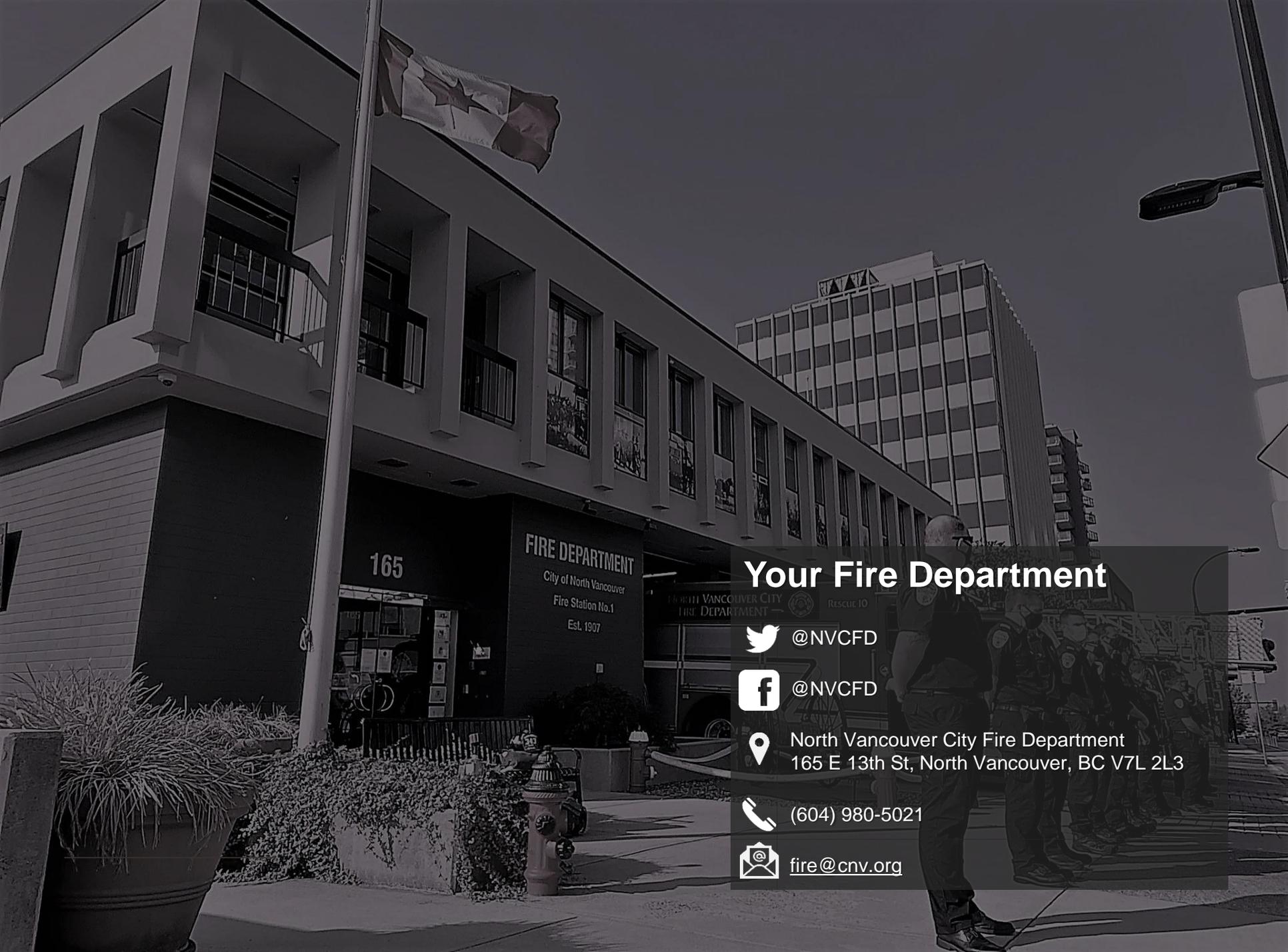
Complete pilot of online BC Firefighter resiliency program
Scope out regular mindful stretching program
Evaluate impact of NVCFD's suite of wellness offerings

RESULTS

+1% gender & cultural diversity per year; 50% gender diversity for youth academy

Findings shared with team & City

Participants at year end
Leave & turnover rates



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Your Fire Department

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