

2024-28 Strategic Plan Riverview Fire & Rescue



Mission Statement

We are dedicated to safely protecting life, property and the environment through education, prevention & emergency response.

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Organizational Values



- Professionalism
- Integrity
- Respect
- Teamwork
- Pride
- Dedication

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Stakeholder Survey Results

Key Takeaways:

- 1. Residents who feel they receive adequate fire protection in Riverview.*
 - General public survey: 90.1% satisfied
 - Senior population survey: 100% satisfied
- 2. RFR provides good value for tax dollars.*
 - General public survey: 91.6% agree or strongly agree
 - Senior population survey: 91.6% agree or strongly agree
- 3. Do you feel the fire department does an adequate amount of public education and community outreach?*
 - General public survey: 69.4% responded yes
 - Senior population survey: 79.4% responded yes

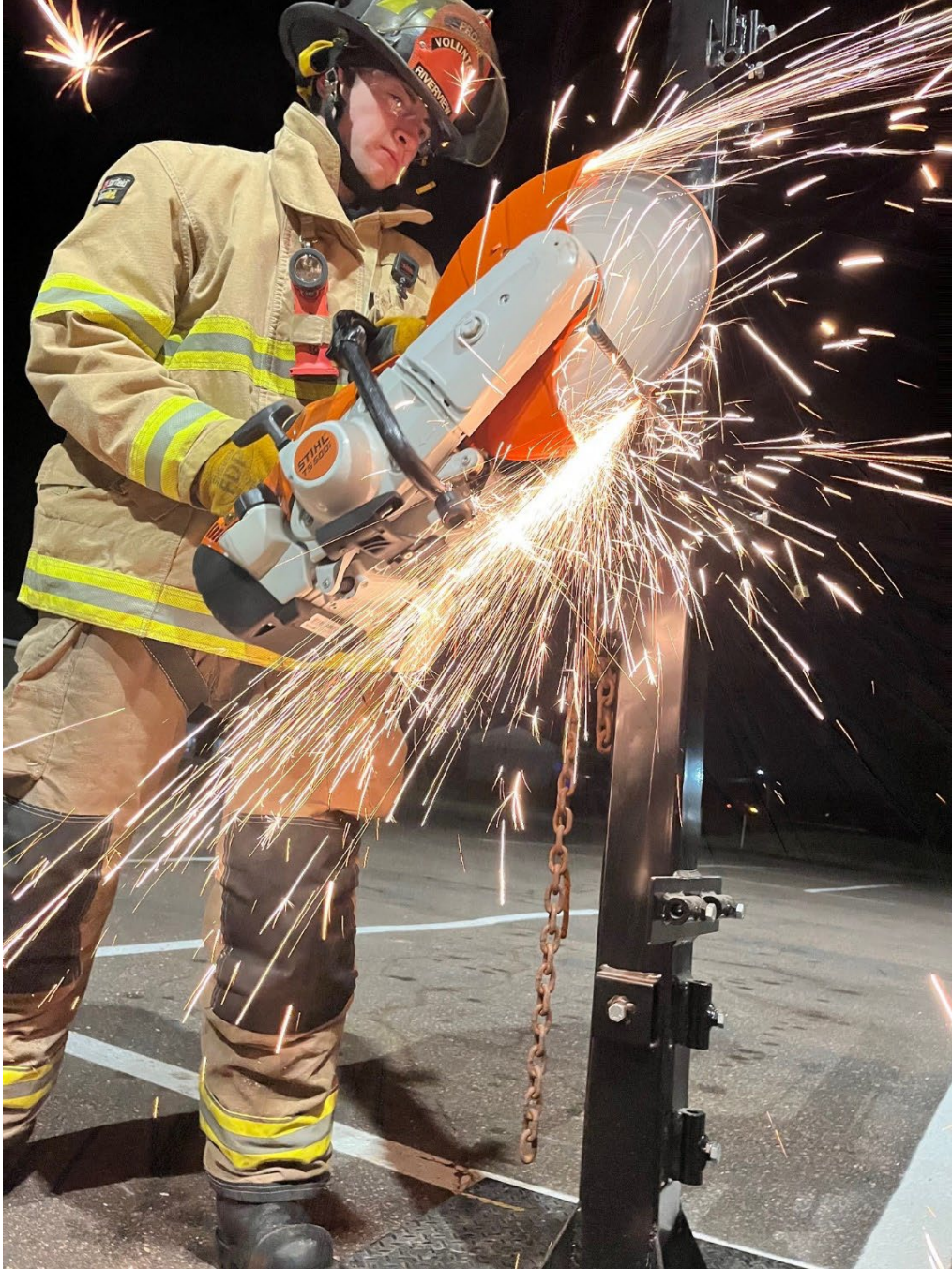
(Note: The general public survey elicited 332 responses, while 87 people participated in the senior population survey.)

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S.W.O.T Analysis

<p>Strengths</p>	<ul style="list-style-type: none"> • Modern facility which continues to serve the operational needs of the department • The department has modern equipment • Highly trained firefighters, and a strong base of internal instructional resources. • Range of internal training facilities & props • Continuing strong volunteer firefighter recruitments levels.
<p>Weaknesses</p>	<ul style="list-style-type: none"> • Challenges in volunteer firefighter retention • Aging apparatus fleet (note: new apparatus are on order) • Lack of public awareness of RFR's public safety and education initiatives • Increasing operational demand (call volume) is taxing our current operational model.
<p>Opportunities</p>	<ul style="list-style-type: none"> • Growth of the community (population and residential tax base growth) • Additional opportunities for community engagement are available • Support from other TOR departments to achieve our goals
<p>Threats</p>	<ul style="list-style-type: none"> • Increases in operational call volume (growing population / climate change related responses) • Pressure on the volunteer fire service (Referencing the CAFC Great Canadian Fire Census Reports of 2022-23)



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Emergency Response Statistics

Type of Emergency Calls	2019	2020	2021	2022	2023
Structure Fires	5	6	14	8	9
Fires (Other i.e. Chimney, Electrical, etc...)	21	23	27	9	18
False Alarms (Malicious)	0	0	0	0	0
Alarms (No Fire - Residential or Commercial)	88	82	66	82	139
Vehicle Collisions, Water/Tech Rescue	82	82	76	79	86
Public hazards (Spills, Gas Leaks, Etc.)	65	91	41	50	65
Public assistance, Miscellaneous	11	15	35	38	55
Vehicle Fires	3	6	3	9	8
Grass/Brush Fires	10	25	8	23	11
Mutual Aid Provided	8	6	10	2	2
Total Non-Medical Emergency Calls	293	336	280	300	393
Medical First Responder Calls	767	629	746	1121	1551
Total Number of Emergency Calls	1060	965	1026	1420	1944

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Goals and Strategies

GOAL #1	RFR will develop and cultivate a brand to further our public education objectives.	
Alignment	This goal aligns with the TOR strategic theme of building a safe and inclusive community.	
	Strategies	Target Date
	1. RFR will engage with TOR Communications to assist in brand development and media strategy.	Oct 2025
	2. Consistent branding will be used in public education content developed by RFR.	Dec 2025

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Goals and Strategies

GOAL #2	RFR will actively promote life safety initiatives within our community.	
Alignment	This goal aligns with the TOR strategic theme of building a safe and inclusive community.	
	Strategies	Target Date
	1. RFR will develop additional on-line educational content (in-house) to promote life safety initiatives	Dec (Annual Basis)
	2. RFR will develop (in-house) additional traditional educational content to promote life safety initiatives (flyers, etc.)	Dec (Annual Basis)
	3. RFR will begin to utilize the established branding (referenced in Goal #1) to promote life safety initiatives.	Dec 2025

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Goals and Strategies

GOAL #3	RFR will increase and widen its engagement within the community.	
Alignment	This goal aligns with the TOR strategic theme of achieving an active and engaged community.	
	Strategies	Target Date
	1. RFR will work with the Parks and Recreation Department to coordinate our participation in a broad array of events within the community.	June 2025

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Goals and Strategies

GOAL #4	RFR will establish operational standards and associated quantitative metrics.	
Alignment	This goal aligns with the TOR strategic theme of achieving service excellence.	
	Strategies	Target Date
	1. RFR will seek a formal operational mandate (and service level) from Town Council.	Oct 2024
	2. An internal committee will be formed to choose operational metrics, and associated objectives within each metric.	June 2024
	3. RFR will revise the monthly report template to Town Council to include additional operational metrics	Sep 2024

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Goals and Strategies

GOAL #5	RFR will improve the Fire Insurance Grading for the communities we serve.	
Alignment	This goal aligns with the TOR strategic theme of achieving service excellence.	
	Strategies	Target Date
	1. RFR will complete all sections within the Fire Underwriters Survey municipal portal.	Dec 2024
	2. RFR will request a Public Fire Protection Classification Review from the Fire Underwriters Survey.	June 2026
	3. RFR will seek Accredited Superior Tanker Shuttle Service classification from the Fire Underwriters Survey.	June 2026
	4. RFR will action areas for improvement identified in the Fire Department Review in order to improve the Public Fire Protection Classification (PFPC) from the Fire Underwriters Survey.	Sept 2027

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Goals and Strategies

GOAL #6	RFR will develop and implement plans to increase firefighter turnout to calls.	
Alignment	This goal aligns with the TOR strategic theme of achieving service excellence.	
	Strategies	Target Date
	1. RFR will make recommendations to the Town of Riverview related to additional career firefighter staffing.	Jan 2024
	2. RFR will complete a report related to volunteer firefighter retention and attendance.	Jan 2024
	3. RFR will implement recommendations from the report referenced above.	Sept 2024

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Strategic Management

- A strategic plan in just one step within the broader strategic management process.
- This strategic plan will be used to inform annual operating plans as well as the annual objectives for our Chief Officers.
- Elements from this strategic plan will be visible within the TOR strategic plan dashboard, and fire department reports to council.



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Request

- Riverview Fire and Rescue requests the endorsement from Council of our 2024-2028 Strategic Plan.



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Questions?

