



Highlights of the Resort Village of Candle Lake Emergency Services Master Plan Recommendations to Enhance Internal and External Services for the Next 10 Years

In November 2021, Resort Village of Candle Lake (RVCL) Firefighters, Medical First Responders (MFRs) and the Emergency Measures Organization (EMO) merged to become the Candle Lake Emergency Services (CLES). In October 2022, the provincial government passed legislation requiring all fire departments to formally declare the level of service they can provide to a community or area.

As the Resort Village continues to grow, the demand for emergency services will increase. The Resort Village of Candle Lake Emergency Services Master Plan (the Plan) is a document that provides direction in planning for emergency services in conjunction with a defined budget and policy making process. By adopting the recommendations in the Plan, RVCL Emergency Services can increase their performance and delivery of services to the public.

To create the plan, a comprehensive review of existing services, staff and equipment was completed. Challenges and opportunities in the provision of emergency services were identified. Current and future population statistics and anticipated growth of the community were also considered, as well as best practices, current industry standards, and applicable legislation.

The Plan identified 63 recommendations, and associated human and capital resources, to strategically enhance the services delivered by CLES. Many of the recommendations could be implemented immediately; others could be implemented in the short, medium, and long term. Some recommendations are 'Operational' (implemented by the Fire Chief); while others are 'Administrative' (implemented by Mayor and Council with a financial commitment or policy).

The RVCL commissioned Genesis 20/20 Solutions to develop the Master Plan. The development of the Master Plan was guided by RVCL, with input from the Candle Lake Fire Department (CLFD), MFRs, and the EMO.

Approach and Methodology

Development of the Master Plan was based on the GROW Model (Goals, Reality, Options, Way Forward), and included the following:

- Comprehensive review of current challenges and opportunities in the provision of services.
- Review of the CLFD, MFRs, and EMO, including interviews with all stakeholders.
- Identification of present and future population statistics and expected community growth.
- Review of industry best practices, industry organizations such as the National Fire Protection Association (NFPA), Fire Underwriters Survey (FUS) and Provincial legislation.

Recommendations

Recommendations are provided in the following areas:

- Emergency Services Governance and Planning
- Risk Assessment & Emergency Management
- Emergency Services Divisions
- Training, Recruitment and Succession Planning
- Facilities, Apparatus and Equipment
- Community Safety Options
- Fire Protection/Mutual Aid Agreements
- Finance

Immediate Recommendations

- Third party building inspections as per NFPA 1730.
- Apply to Saskatchewan Public Safety Agency for funding for additional rescue equipment/training through the Transportation Rescue Extrication Standards Program.
- Approve Emergency Services department organizational chart.
- Pay the Fire Chief an annual salary based on a set number of hours per month.
- Consider an organization chart where the Fire Chief is manager of Emergency Services or a new position is created and an Emergency Services manager has the Fire Chief, MFRs and EMO report to them.
- Acquire a Record Management System with training.
- Clean Fire Hall and area around it.
- Replace turnout gear (around \$33,000).
- Strive to decrease turnout time of snowmobile/Snowbulance; purchase a trailer.
- Implement Standard Operating Guidelines (SOG) for turnout gear cleaning and inspection.
- Test Self Contained Breathing Apparatus (SCBA) as per NFPA standards and industry best practices.
- Have an air sample taken by a third party, and a service check on the air compressor.
- Check firefighting helmets for life cycle as per NFPA 1851.
- Issue or provide access to hearing protection for all fire department members.
- Acquire a gas detector with training.
- Conduct a mechanical safety inspection on Pumper, Rescue and Tankers.
- Test the apparatus pump as per NFPA 1911.
- Investigate the cost of a road to the Westside Trail Berm water pump so fire department can access the water year-round.
- Acquire a portable tank for firefighting operations.
- Firefighters trained in establishing a water supply using a portable water tank and shuttle.
- Establish an SOG for the use of a portable water tank and rural firefighting operations.
- Contact the Fire Underwriters Survey (FUS) for information on the Accredited Superior Tanker Shuttle Service and implement a 5-year plan to get tested by the FUS.
- Determine if subdivision/RV Parks egress routes are appropriate for evacuation.

Short Term (1-3 Years) Recommendations

- Amend or repeal Bylaw 13 to identify the authority of Fire Chief, Department, and MFRs.
- Third party inspection of buildings for risk as per NFPA 1730.
- Pursue funding opportunities through the SPA and Disaster Mitigation & Adaptation Fund.
- ICS 200 and EOC training for administration staff.
- Discuss a neighbourhood-agencies joint training exercise.
- Strive for initial attack and suppression of structure fires within 2 minutes 90% of the time.
- Collect and analyze data on dispatch time, turnout, and travel time for incidents; identify geographical locations within RVCL that exceed a 14-minute travel time.
- Plan for future acquisition of a wildland urban interface vehicle
- Work with the SPSA to implement a community FireSmart education program.
- Auto extrication training two times a year using Training Officer expertise.
- SOGs must exist as per the Occupational Health & Safety Regulations for initial response of emergency vehicles, and apparatus positioning to protect First Responders on scene.
- Increase public education by attending more community events and engaging with key stakeholders regarding fire prevention and education programs.
- Third party fire inspections on high, medium, and low risk occupancies.
- Decide if light urban search and rescue is a service level expected from CLFD.
- Fire Chief work with SPSA to create a process and SOG for fire investigations.
- Prioritize high-risk buildings and RV parks for pre-incident planning; number RV lots.
- Firefighters and MFRs attain training for hazardous materials.
- Implement an SOG on firefighter rehabilitation as per NFPA 1584.
- Update RVCL emergency plan; train Asst. Director in ICS 200 and Basic ER Management.
- Declare CLFD a defensive operations department by October 2023.
- Create succession plan with officers to meet Defensive Team Leader requirements by 2025.
- All fire apparatus and MFR unit have a combination of red/blue flashing emergency lights.
- Annual review of recruitment processes; implement recruitment strategy and process.
- Hire engineering firm to analyze the Fire Hall structure, mechanical and electrical system.
- Ensure backup power is readily available for the fire hall and tested annually.
- Purchase residential washing machine or washer extractor for fire department.
- Implement preventative maintenance program for all fire department apparatus.
- Develop a SOG that identifies conditions required to remove an apparatus from service.
- Install dump valves on tankers.
- Discuss formal Emergency Services agreement with the RM of Paddockwood for the RV Park and residential structures along Highway 265.
- Investigate mutual aid agreements with neighbouring fire departments.
- Review and update fire service agreement with the Lakeland FD.
- Revise Torch River Fire Service Agreement; increase response hourly rate for apparatus to cover operational costs, wear and tear and consumables.
- Develop capital improvement plan where equipment and apparatus replacement are based on the expected life cycle for SCBA, extrication tools, medical equipment, personal protective equipment, and fire apparatus.

Medium Term (4-6 Years) Recommendations

- Implement minimum training for firefighters to drive and operate apparatus with NFPA 1002 as a guideline for job performance requirements.
- Investigate the cost to install air purification system at fire hall and plan for the installation.
- Implement a capital reserve plan to have the 2012 Pumper replaced by 2027.
- Look at feasibility of installing dry hydrants where all weather access is available.

Long Term (7-10 Years) Recommendations

- Create long-term plan to replace the Fire Hall.
- Determine whether firefighters be trained to Operations level.

Note: More detail on each recommendation, including who would be responsible for leading the recommendation, can be found in the Resort Village of Candle Lake Emergency Services Master Plan. The Plan also includes detailed information on Performance Measures and Standards and research conducted in the formulation of the recommendations.