



Oyster River Fire Department

Strategic Plan 2022 - 2026





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Directors' Message

“The rural fire departments within the Comox Valley Regional District are in constant pursuit of providing excellence in delivery of fire and first responder services. The strategic plan developed by Oyster River Volunteer Fire Rescue exemplifies their own department’s principles to guide their identity in training, response and community outreach. We are grateful for the service they provide our communities in Black Creek-Oyster Bay, Merville, Tsolum-Farnham, Mt Washington and beyond as professional volunteers.”



A. Hamir

Director Hamir
Comox Valley Regional District - Electoral Area B Director



B. Leigh

Director Leigh
Strathcona Regional District - Electoral Area D Director



E. Grieve

Director Grieve
Comox Valley Regional District - Electoral Area C Director



Fire Chief's Message

Oyster River Fire Rescue (ORFR) is currently expanding our operations by assuming responsibility for providing service to the Mount Washington and Merville communities. During this expansion, it is important that all ORFR members, elected officials and staff of the Comox Valley Regional District (CVRD), and the public have a clear understanding of the planning and service delivery processes. With that in mind, we have developed this strategic plan. The idea behind the creation of the strategic plan is to have a guiding document that outlines the desired goals and an overview of the plan to achieve them.

We began by establishing a committee to clarify our goals and develop a plan. The committee started by creating a mission statement, values, and objectives that would be used to drive the plan. The development of the plan took into account the CVRD Core Values (See Appendix – CVRD Core Values). We felt it was very important to ensure that ORFR members and key CVRD staff had input and created two on-line surveys to gather their feedback. The high number of responses to the surveys confirmed that we were on the right track and gave us the opportunity to incorporate several suggestions into the plan.

This resulting plan will be a living document that will be reviewed annually to ensure we are on track and allow us to include changes or adjustments as appropriate. As we move forward with the development of the Fire Service, we will refer to the plan to ensure that any necessary changes abide within the scope of the ORFR vision.

I would like to thank the CVRD for guidance and support, the ORFR members who served on the Planning Committee, and all who responded to the surveys. We will continue to work together to make the plan a reality and bring community-based Fire Services to Merville and Mount Washington.



B. Green

Fire Chief Bruce Green
Oyster River Fire Department



Mission: Providing our community with excellent fire services through a dedicated, professional team.

We value:

Community: Public - Inclusion - Respect - Safety

Excellence: Quality Service - Knowledge - Fiscal Responsibility

Dedication: Compassion - Empathy - Preparedness - Adaptability

Professionalism: Integrity - Teamwork - Trust - Accountability

Executive Summary

Main objectives

Initiatives

Expected Outcomes

Recruitment and Training	- Recruitment for new fire halls (Merville and Mount Washington) - Regular replacement recruitment - Skills maintenance and development - Maintenance of quality trainers, evaluators and mentors - Young Adult Retention Program - Inclusivity/Diversity Program - Accredited Fire Service (FCBC) - Regional fire service coordination	- Merville 18 firefighters, Mount Washington firefighters 14 firefighters (Level 2) - Minimum of 80% of full training plan delivered successfully - Minimum # TBD trainers/evaluators (per hall). All recruits # recruits per year (TBD), % retention target set and plan - Plan for recruitment (TBD). Awareness/education program - Meeting Playbook standards (Full Service) # of events/meetings
Fire Service Expansion	- Mount Washington firehall - Merville firehall - Branding/naming of combined service - Combined service awareness - area coverage, organization chart, firefighter deployment	- Hall approved, equipment, bylaws amended, 15 or more - Hall completed, equipment, bylaws amended, 20 or more - Public Awareness Program initiated, including Mount Washington - Name and emblem to represent entire Service (i.e. 3 halls) - Delivery of Awareness Program to 100% of Membership
Community Growth Awareness and Planning	- OCP awareness and input - Local Govt. Planning Department liaison, bylaw amendments/consolidations - First Nations consultation on development and growth	- Local govt. Referral Process (North and South) established - consultation process. - New local govt. bylaws in place e.g. fireworks, FireSmart # of meetings
Continuity in Leadership and Government support	- Leverage Strategic Plan for fire service awareness and planning approval - Utilize Strategic Plan for community awareness and support - Relationship building with other Fire Services - Succession Planning - ORFR Association - agreement and liaison	- Present Strategic Plan to Directors annually, tied to budget - Added to ORFR Website - Joint purchases, training (# of events), Mutual Aid Agreements - Succession Plan developed 1st year and reviewed annually - Agreement reviewed and # (TBD) of meetings held
Capital Improvements and Maintenance	- Buildings (including resources within new hall) - Trucks - SCBA/Equipment - Water Tanks	- Training building needs assessed, # improvements assessed - Engine 42 - replacement 2024, Maintenance of other equipment - Mobile Air Trailer in service by 2026. Replacement of C - Merville Area - # needed for Tanker Accreditation
Community Education and Outreach	- FireSmart Program - School Outreach - Commercial Enterprise Inspections/Consultations - Community Events - New Halls - Grand Openings	4-5 presentations with 1-2 new communities per year 4-5 presentations per year, hosting 4-5 Hall visits, Open - Inspections and pre plans (when permitted, pre plans - Hosting # events per year (TBD) - Hold a joint event with CVRD

	Timeline			Lead
	Year 1	Year 2	Years 3-5	
# TBD	Merville	Mount Washington		D/C Operations
	Merville		Mount Washington	D/C Operations
ully				D/C Training
its have a mentor				D/C Training
an initiated				D/C Operations
ram initiated				Chief
	Merville	Mount Washington		D/C Training
				Chief
re firefighters and Officers				Chief
ore firefighters and Officers by Jan 2022,				Chief
in Avian Rescue Society (MARS)				
alls)				Chief
p by early 2022				Chief
shed. Recognized as part of the OCP				Chief
art		New bylaws established		Chief
				Chief
lget review cycle.				Chief
ements	Spring 2022 Annual updates			Chief
ually	Plan developed			Chief
				Chair of Association
essed and made	Needs Assessment	Implementation	Implementation	D/C Training
ehicles (schedule approved)		Engine 42 - 2024	Mount Washington Ladder Truck	Chief
Oyster River SCBAs by 2023	SCBAs Merville 10	SCBAs Oyster 18, Mount Washington 10	Mobile Air Trailer	Chief
	Assessment	Water Tank Install	Water Tank Install	D/C Operations
registered, beyond recertifications				D/C Operations
n Houses, Outreach with other Fire Depts.				D/C Operations
conducted within 3 yrs.)				D/C Operations
	Merville	Mount Washington		Captain (Merville), Captain (Mt. Washington)

Main Objectives/Initiatives

Recruitment and Training



- Recruitment for new fire halls (Merville and Mount Washington)
- Regular replacement recruitment
- Skills maintenance and development
- Maintenance of quality trainers, evaluators and mentors
- Young Adult Retention Program
- Inclusivity/Diversity Program
- Accredited Fire Service (FCBC)
- Regional fire service coordination

Fire Service Expansion



- Mount Washington firehall
- Merville firehall
- Branding/naming of combined service
- Combined service awareness - area coverage, organization chart, firefighter deployment

Community Growth Awareness and Planning



- OCP awareness and input
- Local govt. Planning Department liason, bylaw amendments/consolidations
- First Nations consultation on development and growth

Continuity in Leadership and Government support



- Leverage Strategic Plan for fire service awareness and planning approval
- Utilize Strategic Plan for community awareness and support
- Relationship building with other fire services
- Succession Planning
- ORFR Association - agreement and liaison

Capital Improvements and Maintenance



- Buildings (including resources within new hall)
- Trucks
- SCBAs /Equipment
- Water Tanks

Community Education and Outreach



- FireSmart Program
- School Outreach
- Commercial Enterprise Inspections/Consultations
- Community Events
- New Hall - Grand Openings



Next Steps

After the establishment of the main objectives and related initiatives, there are several steps that must be taken to ensure the effective delivery of our strategic plan, these include:

- Dissemination and communication of the Strategic Plan, after consultation with the Association and the CVRD;
- Development of Action Plans for each of the Main Objectives. These plans will be drafted by the accountable person and approved by the Chief. They will include a timeline and reporting schedule to ensure the plans meet the expected schedule and output;
- Regular tracking and reporting of performance to meet the objectives of the plan. Reports will be provided to the relevant stakeholders (Association and the CVRD).

The schedule will be at least on an annual basis in advance of the annual budgeting review cycle and will involve consultation with the Association and the CVRD.

The importance of tracking, reporting and review of performance in meeting our objectives cannot be overstated. Circumstances will change and we will need to adapt our plan over the years. This adaptation will always be completed with the help of our stakeholders and with the hope of continually improving our Fire Service.

Appendices



CVRD Core Values

Collaboration

- Consensus building, teamwork
- Internal, external and stakeholder engagement

Service

- Resident focus that is accessible, honest, fair, trustworthy
- Support each other, respect each other, empower each other

Accountability

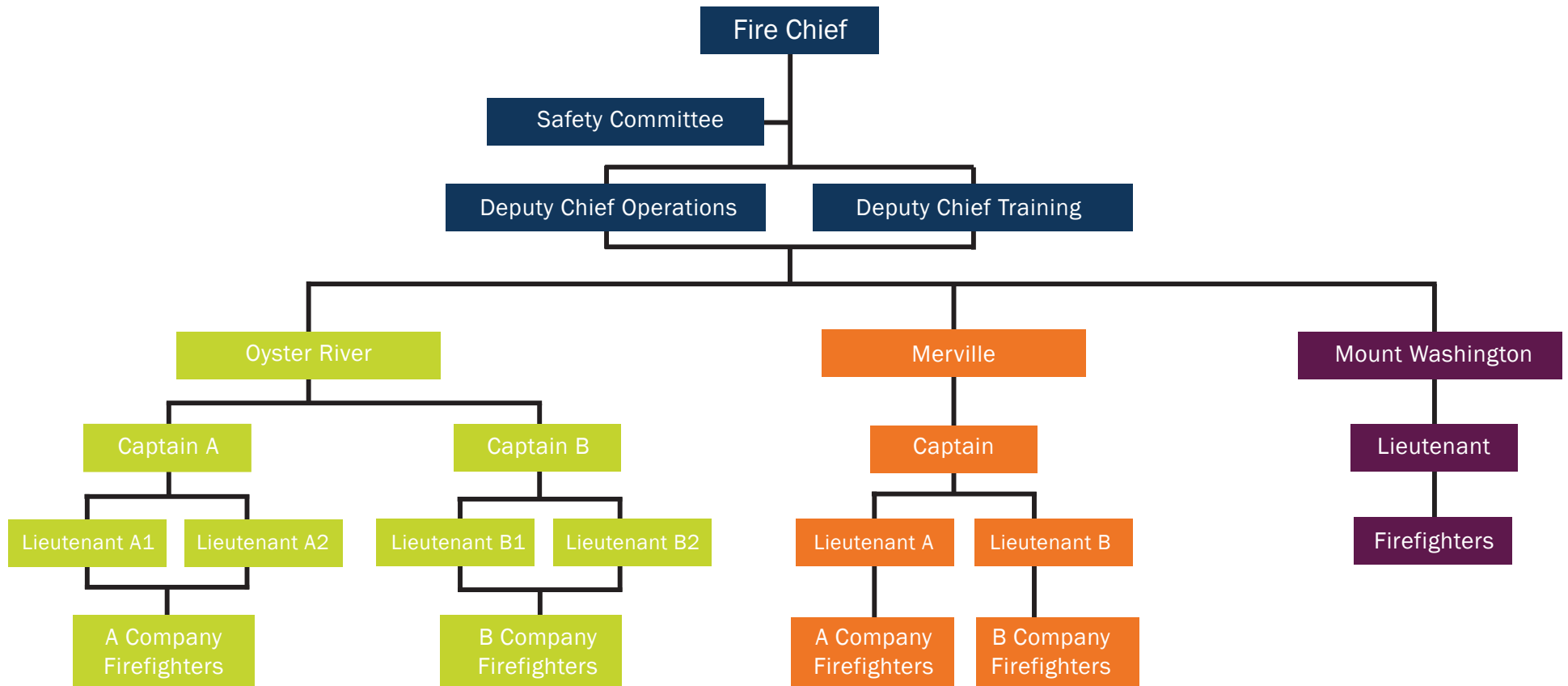
- Transparent, fiscally responsible, efficient, reliable
- Personal, collective and community focused

Sustainability

- Protect natural systems and maintain balance for future generations
- Balance interests, priorities, and manage risk



Staffing Plan



Automatic Response Plan

Call Type	Oyster River	Merville	Mount Washington
Medical	Howard Road North	Howard Road South	No response at this time.
Structure Fire	Oyster River/Merville	Merville/Oyster River	Mount Washington/Oyster River/Merville
Brush Fire	Oyster River/Merville	Merville/Oyster River	Mount Washington/Oyster River/Merville
Motor Vehicle Incident	Oyster River/Merville	Merville/Oyster River	Mount Washington/Oyster River/Merville
Hydro	Oyster River	Merville	Mount Washington/Oyster River
Alarms	Oyster River/Merville	Merville/Oyster River	Mount Washington/Oyster River/Merville
Duty Officer	Oyster River	Merville	Mount Washington/Oyster River

Hall Staffing

Oyster River - Chief Officer(s) Monday – Friday

Merville - Chief Officer two days a week

Mount Washington - Chief Officer one day a week

Glossary

Accredited Fire Service	- Fire Underwriters Survey establishes the quality of the fire departments for insurance purposes.
Commercial Enterprise Inspections	- Individual assessment of fire hazards or risks for a business premises or location.
Fire Fighter Level 1	- Meets National Fire Protection Association (NFPA) 1001 – Standard for Fire Fighter Professional Qualifications Level 1.
Fire Fighter Level 2	- Meets National Fire Protection Association (NFPA) 1001 – Standard for Fire Fighter Professional Qualifications Level 2.
FireSmart Program	- The goal of the program is to reduce the wildfire risk to property, infrastructure and public safety in the Canadian wildland/urban interface by helping communities become fire adapted. (www.firesmartbc.ca).
Inclusivity/Diversity Program	- Development of a new program that promotes the ideals of an inclusive and diverse membership of firefighters, representative of the community that the fire department serves.
Membership	- Members of the ORVFRA – all firefighters volunteering under the control of the Oyster River Fire Department.
Mutual Aid Agreement	- Document that describes shared responsibilities covering agreed areas of overlapping jurisdiction
OCP	- Official Community Plan - Official community plans describe the long-term vision of communities. They are a statement of objectives and policies that guide decisions on municipal and regional district planning and land use management.
ORVFRA	- Oyster River Volunteer Fire Rescue Association • To provide financial oversight of the fire chief's administration of the Department's operating funds as provided by the Comox Valley Regional District (CVRD); and • To provide input into the selection of the fire chief, deputy fire chief, and fire officers; and to establish and administer the Membership Account for the benefit of the members.

- Playbook** - Under the jurisdiction of the BC Fire Commissioner - Training standards designed to ensure that appropriate minimum levels of training are established to ensure that firefighters are effective and safe.
- SCBA** - Self Contained Breathing Apparatus – Essential equipment for firefighters to protect them from extreme heat and dangerous gases etc.
- Succession Planning** - Development of a plan to address the ongoing retirement of firefighters and to provide for the progression of firefighters to more senior roles, as requirements dictate.
- Superior Shuttle Tanker Service Accreditation** - Fire Underwriter’s Survey - Is a recognized equivalency to hydrant protection. The fire department must be able to show through testing and documentation that it can continuously provide water supplies in excess of the minimum required for hydranted municipal-type water supplies.
- Water Tanks** – Water storage containers geographically distributed throughout a Fire Protection Area to help attain Superior Shuttle Tanker Service Accreditation.
- Young Adult Retention Program** - Development of a new program focused on the challenges related to retaining young firefighters (18-25 years old).



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