

Fire and Emergency Services – Newfoundland and Labrador (FES-NL)



Business Plan 2007-2008

Message from the Minister

As Minister responsible for Emergency Preparedness I am pleased to present the Business Plan for Fire and Emergency Services - Newfoundland and Labrador, (FES-NL). This plan considered Government's strategic priorities and was prepared under my direction in accordance with the *Transparency and Accountability Act*.

No public or private entity is immune to disasters and no single segment of society can meet the complex needs of a major emergency or disaster on its own. It is for this reason that Fire and Emergency Services - Newfoundland and Labrador envision a comprehensive, integrated program of mitigation, preparedness, response and recovery, for emergencies and disasters of any kind. With this in mind, FES-NL is primarily responsible for developing and maintaining a fire and emergency management system in Newfoundland and Labrador – part of this provincial government's commitment to enhancing emergency preparedness and response.

This business plan is the product of hard work and dedication by the staff at FES-NL, and I would like to thank all involved for their contributions.

HONOURABLE DAVE DENINE,
MINISTER

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1. Overview

Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is tasked with commencing the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with Agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies and disasters.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and for a leadership role in the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition, the Agency is leading the development of a provincial Business Continuity Plan for the Government of Newfoundland and Labrador.

The Agency has a current staff complement of 18 located within three offices: two offices in St. John's, one in the West Block of Confederation Building and another in the RNC Annex on Parade Street; a third office is located in Deer Lake on Wellon Drive. FES-NL also has a satellite office in Grand Falls-Windsor. In the future, the two St. John's offices will be co-located and the Agency will continue to maintain a regional presence through satellite office(s).

Budget 2007 provided \$1.2M to establish the Agency with an annual budget of approximately \$6.3M. FES-NL expenditures include operational expenditures for executive support as well as fire and emergency services projects approved under the Joint Emergency Preparedness Project (JEPP) and Disaster Financial Assistance Arrangements (DFAA). JEPP expenditures are fully recovered from the federal government. Expenditures related to DFAA may be eligible for partial reimbursement by the federal government.

2. Mandate

The Mandate of the new Agency "Fire and Emergency Services-Newfoundland and Labrador" (FES-NL) is derived from Cabinet Direction (OC2007-084) and under the authority of paragraph 2(d) of the Emergency Measures Act, paragraph 3(1) of the Fire Prevention Act, section 9 of the Executive Council Act, and the Prerogative of the Crown. The Mandate of the Agency is to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other major emergencies and disasters, and includes the development of a business continuity plan for the Government of Newfoundland and Labrador (OC2007-210).

3. Lines of Business

In fulfilling its mandate, FES-NL delivers the following distinct lines of business which encompass a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources. For further information, please contact FES-NL at 729-3703 or 729-1608.

(1) Awareness, Education, Training, and Certification

FES-NL is the Agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public and the fire service. The Agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various Fire Safety and Public Education programs. With regards to the fire service in the province, the Agency conducts Fire Services Training, Certification and Testing. Some of its training standards are developed and set by the Agency itself while others are adopted from national standards. The Agency also provides training and education programs for emergency personnel and response personnel such as Basic Emergency Management (BEM) and Emergency Operations Center Management (EOCM). FES-NL also coordinates provincial applications for advanced emergency management training at the Canadian Emergency Management College in Ottawa.

(2) Fire Services, Emergency Management and Support Services

FES-NL fulfills a number of planning, response, recovery and support functions under its Fire/Emergency Management and Support Services line of business. As with the previous line of business, it assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in conjunction with the affected area. FES-NL also manages any large scale emergency or disaster and coordinates the activities and operations of all responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response. Also, FES-NL is responsible for joint contingency planning with all levels of government, the private sector and the civilian population. This is referred to as the Planning and Operations Program.

FES-NL is responsible for the planning/implementation of the federal provincial Joint Emergency Preparedness Program (JEPP) which may provide financial assistance for emergency equipment and other resources at the municipal level to respond to emergencies. It is administered on behalf of Canada and has an eligibility requirement.

FES-NL may also provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Province under the federal Disaster Financial Assistance Arrangements program (DFAA). Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training with ground search and rescue and to conduct flood assessment.

The Agency is a source of advice for fire departments on organizational, technical or tactical issues. The Agency also provides recommendations to the Department of Municipal Affairs on possible funding projects under the Municipal Capital Works program.

FES-NL sets and develops fire service training standards or adopts national standards to ensure consistent application. It also distributes long service awards to firefighters.

FES-NL provides facilitative and supportive services to provincial government departments and agencies for the development of business continuity plans and will develop an overall provincial business continuity plan for the Government of Newfoundland and Labrador.

(3) Regulation, Enforcement and Reporting

FES-NL performs a number of inspection, investigation, report and permit functions in the delivery of the "Regulation, Enforcement and Reporting" line of business to ensure fire protection and life safety. Examples include compiling the Provincial Fire Loss Statistics and Annual Fire Loss Report, conducting Fire Investigations, conducting Fire Prevention and Life Safety Inspections, fulfilling the legislated responsibility for Fire Department Inspections and issuing a variety of Permits and Orders such as a permit to service fire protection equipment or building capacity orders. Furthermore, when a municipal council has established an emergency measures plan it must be submitted to the Minister for approval prior to implementation.

4. Values

FES-NL supports the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with Agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies and disasters. In fulfilling this responsibility, the Agency fosters an organizational culture based on several core values highlighted below.

The character of the Agency is promoted and explained through the core values and the associated action statements. These values guide FES-NL as it establishes itself as a new Agency within government.

Core Values	Action Statements
integrity	Staff promote the use of accurate and unbiased advice and respect the principle of confidentiality
teamwork	Staff are innovative and promote working environments of collaboration, respect, trust and inclusion
accountability	Staff take responsibility for their actions while adhering to timeframes and applicable guidelines and standards
equity	Staff are empathetic to clients and deal fairly and consistently with individuals, communities, organizations, stakeholders
leadership	Staff fulfill a leadership role in the provision of fire and emergency services
safety	Staff promote safety and responsiveness in order to save life, property, and the environment

5. Primary Clients

FES-NL has defined its primary clients as any person, group, or organization served by or using their programs and services who are the principle beneficiaries of its lines of business. These clients include the following: citizens and families; local governments; fire departments and firefighters; first responders; police agencies; individuals impacted by fires, emergencies and disasters; government departments and agencies; and the private sector.

Partners of FES-NL include all stakeholders in the fire and emergency service field including critical infrastructure providers, various federal and provincial government departments and agencies, police agencies, the private sector and many Non-Governmental Organizations found in Newfoundland and Labrador.

6. Vision

The vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, property and the environment.

7. Mission

The Mission statement identifies the priority focus of the Minister over the next two planning cycles; this includes the timeframe up to March 31, 2011. It represents the key longer-term result that the new Agency will be working towards and is based on a comprehensive review of emergency preparedness and planning within the provincial government.

Mission: By 2011, FES-NL will have worked towards the creation of a modern and robust fire and emergency management system in the province of Newfoundland and Labrador.

Measure: Modern and robust fire and emergency management system

Indicators:

- FES-NL will have its organizational structure identified, staffed and functioning
- Relationships with various Agency partners will be established and/or enhanced including an understanding of respective roles
- Applicable fire and emergency management legislation will be

- reviewed and new legislation enacted
- An all hazards approach will be utilized in business continuity planning efforts within government departments and agencies
 - A public communication and awareness program will be developed by the Agency

8. Issues

In consideration that Government created a new Agency called "Fire and Emergency Services – Newfoundland and Labrador" and adopted a strategy to improve and enhance the current state of fire and emergency services in the province, the following issues have been identified as key priorities for the Minister for the next several years. The goals and objectives identified for each issue reflect the results expected for the current fiscal year. The issues addressed in this business plan include:

1. Organizational Renewal
2. Business Continuity
3. Public Awareness

Issue 1: Organizational Renewal

Upon the creation of FES-NL, the new Agency incorporated the roles and mandates of the existing Office of the Fire Commissioner and the Emergency Measures Organization and created five new staff positions to be added to the Agency staff complement. Once recruitment activities are finalized, the Agency will be in a position to complete its organizational renewal process and position itself to develop and maintain a fire and emergency management system for the province.

Goal 1: By 2008, FES-NL will have implemented processes to enhance the Province's readiness to respond to emergency situations.

Measure: Implemented processes to enhance the Province's readiness to respond to emergency situations

Indicators:

- The Agency is established and functional
- Ministerial advisory committee is operationalized
- Business Continuity Planning process for Government is commenced
- Review of the *Fire Prevention Act* and *Emergency Measures Act* is commenced

Issue 2: Business Continuity Planning

In May 2007 Government directed FES-NL to work with departments and agencies to develop a comprehensive emergency and Business Continuity Plan (BCP) for the Government of Newfoundland and Labrador. A BCP would assist the Province in its efforts to continue to deliver time-critical services in the event of an emergency.

Goal 2: By 2008 FES-NL will have started the development of a provincial Business Continuity Plan (BCP).

Measure: Started the development of a business continuity plan

Indicators:

- A planning secretariat is operationalized
- Government entities designate staff resources for the BCP planning process
- Government entities are supported in the development of their BCP plans
- Draft document is prepared

Issue 3 Public Awareness

Developing and maintaining a fire and emergency management system for the province involves effective communications within government, between emergency management partners and with the public on an ongoing basis. This issue is best achieved through public awareness and public education.

Goal 3: By 2008 FES-NL will have promoted public awareness of fire prevention and emergency preparedness.

Measure: Promoted public awareness of fire prevention and emergency preparedness

Indicators:

- Recruitment of a person dedicated to public awareness/education
- Provincial public education plan is developed
- Select public awareness initiatives are initiated
- Increased public service announcements