



FIRE AND RESCUE STRATEGIC PLAN 2020-2025





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MESSAGE FROM THE FIRE CHIEF

The District of North Vancouver Fire & Rescue Services (DNVFRS) is responsible for providing fire suppression, medical response, technical rescue, fire prevention and public education services to over 85,000 residents within the District of North Vancouver. With North Vancouver continually evolving as a tourism and outdoor recreation destination, the DNVFRS further provides a wide range of emergency services to over one million visitors annually.

Through a collaborative and inclusive process building on efforts to review and revise our mission, vision, and values that began in 2018, we as a Fire Department collectively contributed to building this DNVFRS Strategic Plan 2020-2025.

As an innovative fire service, our community-focused efforts support an approach that ensures the well-being of our personnel and those we serve, always holding ourselves to the highest levels of integrity. For those who know us, our past accomplishments demonstrate a drive towards continuous improvement in the areas of fire suppression, technical rescue, and community engagement.

Our environmental scan reflected back to us the changing and dynamic landscape within which we operate and provide fire and rescue services. The District of North Vancouver as a whole recognizes this dynamic and the ever present influences of geography, demographics, and economics that factor into how we develop and support healthy and resilient communities.

It is imperative that we, as individuals and as an organization, have a clear vision of how we can best serve our community in the years to come. This DNVFRS Strategic Plan 2020-2025 is a living document and will serve as the foundation for

decision making at all organizational levels. This plan will be reviewed regularly to update and align actions being taken by the DNVFRS to support our strategic objectives, in the service of our overarching aspirational strategic priorities.



The results of our ongoing efforts will be measurable and results oriented. A defined review process will take place at the conclusion of Year-2 (2022) and Year-4 (2024), to realign and identify actions completed, new actions to implement in support of the strategic objectives, and to ensure alignment with our ever-changing environment. This will position us well for the strategic planning refresh that will coincide with Year-5 (2025).

As Fire Chief it is with great pride that we unveil our Strategic Plan 2020-2025. As we move forward, this plan will serve as our roadmap to guide us in our journey to implementing proactive change with a focus on the most important challenges and opportunities before us. The resulting outcomes will directly benefit our community and sustain our tradition of excellence.

Brian Hutchinson

Fire Chief
District of North Vancouver
Fire & Rescue Services

OUR MISSION, VISION, VALUES

Our Mission Statement is our declaration and commitment to our core purpose and focus.

This is what we do.

MISSION:

We proudly serve our community by providing exceptional fire suppression, medical aid, technical rescue, fire prevention and public education services.



Our Vision Statement is the pronouncement of our identity and the definition of our direction.

This is who we are and where we are going.

VISION:

To be an inclusive and progressive leader that consistently provides our community with excellent service.



Our Values reflect our culture and are intrinsic in how we perform our public service duties.

This is what drives us and is foundational to all aspects of our organization.

VALUES:

Community – Treat people with kindness and respect.

Integrity – Do the right thing.

Wellbeing – Foster physical, mental and emotional wellbeing.

Innovative – Drive change for the good.



WHO WE ARE

The District of North Vancouver Fire & Rescue Services (DNVFRS) is a mission-oriented emergency services agency focused on the safety and well-being of our community.

Our members provide caring and compassionate emergency, fire, and rescue services to citizens and visitors.

We deliver our services through an integrated approach that encompasses emergency response for fire, rescue, and life safety, as well as public safety focused activities such as fire prevention, education and investigation.

YOUR DNVFRS AT A GLANCE

With over 130 firefighters, command, training, and support staff at five strategically located fire stations, we serve the District's 160 square kilometers of urban and wilderness land, and our 82,500 residents.



BUILDINGS

5 FIRE STATIONS



1 TRAINING CENTRE



STAFF



7 COMMAND STAFF



120 FIRE FIGHTERS



8 FIRE PREVENTION & TRAINING STAFF



3.5 SUPPORT STAFF

APPARATUS



5 FIRE ENGINES

1 TOWER TRUCK



1 COMMAND VEHICLE

1 RESCUE TRUCK

OUR CHANGING ENVIRONMENT

As the primary fire, rescue, and emergency services provider for the District of North Vancouver (DNV), it is crucial DNVFRS has an accurate understanding of the unique environment in which it operates. Based on an analysis of its internal and external environment, DNVFRS identified its strengths and weaknesses, as well as the opportunities and challenges that exist. Based on the analysis, DNVFRS created a Plan that allows the organization to adapt to its changing environment, and contribute to the overall DNV strategy of fostering a vibrant and sustainable community.



The DNVFRS Strategic Plan 2020-2025 aligns with the DNV Official Community Plan 2015-2018 (OCP), and within that context is considered a Divisional Work Plan. The DNVFRS's Mission, Vision, and Values closely align with those identified by the District within the OCP.

DNVFRS recognizes that the District is changing. The size and demographic make-up of its resident population are changing and with that comes different service requirements. Transportation planning, increased park usage, and the hazards associated with its natural environment all play a role in DNVFRS's service delivery model. In addition, climate change impacts will be felt across many sectors. Being able to identify the potential impacts of the changing District allows DNVFRS to prioritize its actions in support of a 'whole of community' approach to sustainability.

This Strategic Plan also aligns with the strategies, plans, and initiatives currently active within the municipality as a whole. Some of these affiliated plans include:

- Corporate Plan 2015-2018
- Financial Plan
- Sea Level Rise Strategy
- Climate Change Adaptation Strategy
- Parks and Open Spaces Strategic Plan
- Community Wildfire Protection Plan
- Earthquake Ready Action Plan
- Transportation Plan

As with all planning efforts undertaken in the District, the Strategic Plan 2020-2025 shall be communicated to Mayor & Council, Executive Leadership within the DNV, and DNVFRS personnel. It will also be available to all stakeholders, which includes the citizens of the District of North Vancouver.

EXECUTIVE SUMMARY

The DNVFRS took an inclusive and participatory approach to strategic planning, engaging a wide range of internal and external stakeholders to inform the entire process. Based on information gathered from stakeholders over an 11-month period, DNVFRS developed a 5-year strategic plan that consists of four **Strategic Priorities**. These priorities are our long-term aspirations.

Under each priority, it identified a number of **Strategic Objectives** that define what DNVFRS must do over the next 5 years to support its priorities, fulfill its mission, and move towards its vision, as well as tangible and measurable **Actions** DNVFRS will take in the short term. Over the course of the 5-year period, the Strategic Plan will be reviewed and updated.





STRATEGIC PRIORITY #1

DELIVER EXCEPTIONAL EMERGENCY SERVICES

Emergency response is the most highly visible and public facing aspect of what we do. The DNVFRS must continue to keep pace with changes within our community and the increased expectations to deliver on our mission. By strengthening the delivery of public safety and emergency response services, we can exceed in our commitment to the ongoing quality improvement process. Adapting to a changing climate; recognizing the local natural hazards; and being attuned to the projected future growth and renewal of the community all underlie this approach.

STRATEGIC OBJECTIVES

- 1A** Enhance all-hazard response capabilities
- 1B** Ensure operationally safe and efficient staffing levels
- 1C** Improve delivery of pre-hospital medical services
- 1D** Utilize data and technology to support critical decision-making for deployment of resources.

1A

ENHANCE ALL-HAZARD RESPONSE CAPABILITIES

An all-hazards approach is an integrated approach to emergency preparedness planning that focuses on capacities and capabilities that are critical to preparedness for a full spectrum of emergencies or disasters (natural, technological, and societal). This approach supports risk reduction, emergency preparedness, response actions and community recovery activities.

▶ Actions

2020 Q4 Investigate improvements to manage catastrophic emergencies and disasters.

2020 Q4 Launch a sustainable special operations program focused on wildfire initial attack.

2021 Q1 Review and revise Major Emergency Operations Plan (MEOP). Design exercise to implement and authenticate appropriate revisions.

2021 Q4 Improve capabilities by increasing number of personnel qualified through BC Wildfire Services and BC Office of the Fire Commissioner for wildfire incident management.

2021 Q4 Evaluate current specialty disciplines/special teams to ensure appropriateness, sustainability, and to identify any areas of defined need.

2021 Q4 Qualify all Chief Officers and others as deemed appropriate, to national and provincial standards, for various roles within all-hazard incident management teams.

2022 Q1 Establish an effective tri-municipal Medium Urban Search & Rescue (USAR) response capability.

2022 Q4 Develop a fire department wide Light Urban Search and Rescue (LUSAR) training and competency program for all personnel.



#1 DELIVER EXCEPTIONAL EMERGENCY SERVICES

1B

ENSURE OPERATIONALLY SAFE AND EFFICIENT STAFFING LEVELS

We will continue to explore and quantify our staffing levels and deployment model to ensure civilian and firefighter safety. This assessment will include tactical and task-level fireground operations alongside evaluation of strategies employed by command.

▶ Actions

2021 Q2 Assess resource deployment model to optimize effectiveness and efficiency of service delivery with a focus on safe fire ground operations.

2021 Q4 Examine organizational structure and roles/responsibilities of all Chief Officers.



#1 DELIVER EXCEPTIONAL EMERGENCY SERVICES

1C

IMPROVE DELIVERY OF PRE-HOSPITAL MEDICAL SERVICES

Prehospital care is an essential part of the continuum of emergency health care that is frequently initiated by a 911 call. This continuum of care is provided through a coordinated and integrated emergency health care system with well-trained and well-equipped personnel using standardized protocols and guidelines to triage and treat patients.

▶ Actions

2020 Q4 Implement Rescue Task Force (RTF) model for response to mass casualty and active threat incidents.

2021 Q4 Strengthen delivery of pre-hospital care through training and licensing for enhanced scope of practice.

2021 Q2 Assess and review current service delivery model for emergency medical services (EMS) and develop recommendations to enhance EMS response based on acquired data, industry best practices and partnership opportunities.



#1 DELIVER EXCEPTIONAL EMERGENCY SERVICES

1D

UTILIZE DATA AND TECHNOLOGY TO SUPPORT CRITICAL DECISION-MAKING FOR DEPLOYMENT OF RESOURCES

Data analytics is the task of extracting meaning from raw data to draw conclusions and identify patterns. Decisions on a wide range of critical issues are backed and validated using data obtained from a wide variety of sources, alongside professional expertise and practical experience.

▶ Actions

2021 Q1 Initiate a pilot program employing data analytics to assess response service levels (turnout and response times) based on industry standards and best practices.

2021 Q4 Assess and communicate the timeline for an integrated fleet planning process around apparatus replacement and renewal.

2021 Q4 Develop a continuous improvement plan for incorporating new technologies into information management and planning approaches.

2021 Q4 Evaluate fire station locations and complete standard of cover research to support long term planning for strategic locations of fire stations & fire apparatus, undertaken collaboratively with the District's Facilities department.

2022 Q2 Attain agency accreditation through the Commission on Fire Service Accreditation/Center for Public Safety Excellence.

2023 Q4 Commence discussions with North Shore fire service partners in regards to the fire dispatch services contract.



#1 DELIVER EXCEPTIONAL EMERGENCY SERVICES



STRATEGIC PRIORITY #2

PROMOTE A SHARED CULTURE OF INCLUSION AND ENGAGEMENT

Culture can unleash tremendous amounts of energy toward a shared purpose and foster an organization's capacity to thrive. By ensuring we have the leadership necessary to continue to develop an engaged, capable and competent workforce that can excel in our current and future environments, we can focus on providing exceptional service. A diverse and inclusive workplace with a healthy culture will prioritize innovation, wellbeing, and can focus on a long-term orientation. When aligned with strategy and leadership, this strong culture drives positive organizational outcomes.

STRATEGIC OBJECTIVES

- 2A** Support a diverse and inclusive workplace
- 2B** Ensure consistent and competent Leadership
- 2C** Foster increased engagement at every level of the organization
- 2D** Promote the physical and mental health and well-being of our employees
- 2E** Enhance delivery of Training through innovation

2A

SUPPORT A DIVERSE AND INCLUSIVE WORKPLACE

As an organization that wants our team members to succeed both personally and professionally, we will continue taking action to create safe and inclusive workplaces where everyone can achieve their full potential.

▶ Actions

2020 Q4 Review and identify areas of improvement and provide revisions for tri-municipal fire services recruitment process.

2020 Q4 Initiate a review with the District of North Vancouver Firefighters Charitable Society to identify opportunities for enhanced collaboration, alignment and community engagement.

2021 Q1 Investigate opportunities to enhance recruitment and community outreach. Ensure diversity and inclusion are foundational elements of any new strategy.

2021 Q3 Co-host a tri-municipal hands-on firefighting workshop for women.



#2 PROMOTE A SHARED CULTURE OF INCLUSION AND ENGAGEMENT

2B

ENSURE CONSISTENT AND COMPETENT LEADERSHIP

Leadership style, techniques, and traits are important anchors for any organization and contribute to a stable work environment. Trust, integrity, consistency and open communications are foundational to successful leadership.

▶ Actions

2020 Q3 Provide structure and support for employee initiated training and education for career development.

2021 Q1 Implement an effective annual performance review methodology to support staff development at every level of the organization.

2021 Q1 Review, revise and advance the Chief Officer Development Program. Initiate candidate intake for two-year period 2021 & 2022.

2022 Q1 Assess, develop and implement strategies to further integrate succession planning with relevant training competencies for all positions and at all levels.

2022 Q1 Establish a professional designation (credentialing) model and outline expectations for all Chief Officers through entities that recognize career excellence and continuous improvement.



#2 PROMOTE A SHARED CULTURE OF INCLUSION AND ENGAGEMENT

2C

FOSTER INCREASED ENGAGEMENT AT EVERY LEVEL OF THE ORGANIZATION

When personnel feel valued by their organization, they feel inspired, confident and motivated to achieve results.

Actions

2021 Q2 Undertake a third party employee engagement survey.

2021 Q4 Examine organizational needs and determine most effective communication processes.

2021 Q4 Reinforce employee engagement and build morale through events that recognize achievements, dedication, and show appreciation for all personnel.



#2 PROMOTE A SHARED CULTURE OF INCLUSION AND ENGAGEMENT

2D

PROMOTE THE PHYSICAL AND MENTAL HEALTH AND WELL-BEING OF OUR EMPLOYEES

Recognizing that firefighters are more susceptible to occupational stress injuries, mental health injuries, and physical injuries, we will continue to take steps to proactively address the health and wellbeing of our team. We will help prepare our firefighters for the line of duty through training, education, and support.

▶ Actions

2020 Q2 Participate in the First Responders Cardiology Research, Education and Early Detection Program. Remain engaged in subsequent iterations of this program.

2021 Q1 Develop and implement a comprehensive 5-Year Well-Being Plan to improve and support the mental, physical and behavioral health of all personnel.

2020 Q4 Continue to support our first responders and their families, with our second annual Tri-Municipal First Responders Mental Health Event. Determine means to support long term sustainability of program.



#2 PROMOTE A SHARED CULTURE OF INCLUSION AND ENGAGEMENT

2E

ENHANCE DELIVERY OF TRAINING THROUGH INNOVATION

Our personnel are the most valuable resource we have and it is incredibly important that we support them to reach their maximal potential. Training means passing information along to team members in order to teach them the knowledge, skills and abilities required in their daily roles.

▶ Actions

2020 Q4 Implement user-centric technology to transform and simplify the delivery of distance education and training through a learning management system.

2021 Q4 Evaluate success of the ProBoard partnership with the Justice Institute of BC.

2021 Q4 Conduct a review of the Officer Development Program. Assess needs to determine future delivery dates of fire officer development training.

2022 Q1 Assess current role of Acting Captain (Training) and define outcomes and measurable data to support continuation and expansion.

2022 Q3 Complete construction of the Maplewood Fire & Rescue Centre.



#2 PROMOTE A SHARED CULTURE OF INCLUSION AND ENGAGEMENT



STRATEGIC PRIORITY #3 FOSTER RESILIENT COMMUNITIES

By preparing for emergencies through community education and outreach, we will maximize opportunities to lessen impacts and reduce individual and community vulnerability. Building partnerships with stakeholders and pursuing enforcement actions that result in change will positively change attitudes and behaviours towards risk. Expanding Fire Department and community capacity for disaster preparedness, response, and recovery through a lens of resilience decreases vulnerability to disasters and is a socially responsible approach.

STRATEGIC OBJECTIVES

- 3A** Champion a strategic approach to Community Risk Reduction
- 3B** Enhance community knowledge and capacity to manage and reduce disaster risks and strengthen resilience
- 3C** Foster a collaborative and consistent approach to enforcement as a means to reduce community risk
- 3D** Shape our engineered environment through risk-management planning related to infrastructure, occupancy, building and land use

3A

CHAMPION A STRATEGIC APPROACH TO COMMUNITY RISK REDUCTION

Community Risk Reduction is the use of programs, actions, and services based on quantifiable data which prevent or mitigate the loss of life, and/or damage to property and the environment.

▶ Actions

2020 Q2 Perform a community risk analysis to identify, measure and monitor functional areas for improvement of fire and life safety in the community.

2020 Q3 Establish a community stakeholder FireSmart outreach program funded through the Community Resiliency Investment grant in 2021.

2021 Q1 Build a community risk reduction plan with program components that include measurement and monitoring tools.

2021 Q2 Utilize all fire department members, technology and social media to deliver public education and engage with the community at large.

2021 Q4 Implement recommendations from the Community Wildfire Protection Plan (CWPP).

2022 Q1 Identify and promote solutions concentrated on community emergency preparedness and resilience related to impacts of climate change.



#3 FOSTER RESILIENT COMMUNITIES

3B

ENHANCE COMMUNITY KNOWLEDGE AND CAPACITY TO MANAGE AND REDUCE DISASTER RISKS AND STRENGTHEN RESILIENCE

By reducing risk, vulnerability and lessening the impacts of natural and non-natural disasters, we will support a safer and more resilient community. We will leverage opportunities both internally and externally to ensure capabilities are in place for effective disaster preparedness, response, and recovery.

▶ Actions

2020 Q3 Reduce wildfire risk and impact by working with the community to implement comprehensive FireSmart principles and best practices.

2020 Q3 Initiate the process for achieving a community resiliency grant in 2021 to conduct a multi-agency mock disaster exercise.

2021 Q1 Assess responsiveness and resilience to high-risk/low frequency events. Review and implement lessons learned and best practices internally and share with the community.

2021 Q2 Augment training for public safety staff to perform additional post-disaster support roles.

2021 Q4 Deliver the Disaster Emergency Readiness Training (DERT) program on a regular basis for District of North Vancouver staff and initiate a pilot program for public participation.



#3 FOSTER RESILIENT COMMUNITIES

3C

FOSTER A COLLABORATIVE AND CONSISTENT APPROACH TO ENFORCEMENT AS A MEANS TO REDUCE COMMUNITY RISK

As a critical element of every public safety program, fire code enforcement is the process of ensuring compliance with all codes, ordinances, laws, and other regulations. Code enforcement is any action taken to ensure citizens comply with fire codes making the entire community safer.

▶ Actions

2020 Q4 Update and adopt a new Fire Bylaw, Radio Amplification Bylaw, and Fees and Charges Bylaw with fines and fee recovery structure that better reflects business needs.

2021 Q1 Correlate existing risk-based inspection schedule with preplan development and targeted risk-reduction needs of the community.

2021 Q2 Expand capacity and consistency of enforcement through staff and community education.

2022 Q1 Advance a cost-recovery model for special inspections, re-inspections, inspection of high-risk activities, and fire investigations.



#3 FOSTER RESILIENT COMMUNITIES

3D

SHAPE OUR ENGINEERED ENVIRONMENT THROUGH RISK-MANAGEMENT PLANNING RELATED TO INFRASTRUCTURE, OCCUPANCY, BUILDING AND LAND USE

We will employ science and engineering principles to protect people, property, and their environments from the harmful and destructive effects of fire. This includes identifying risks and design safeguards that aid in preventing, controlling, and mitigating the effects of fires.

▶ Actions

2020 Q1 Employ a comprehensive review of new non-single family developments for code compliance, including fire safety planning during construction, protection of adjacent properties and occupancy functional testing.

2020 Q3 Develop a construction site inspection and familiarization program.

2020 Q4 Utilize available external preplanning grant funding for improving construction site preplans.

2021 Q2 Guide the funding and installation of traffic pre-emption equipment in fire apparatus and municipal infrastructure.

2021 Q4 Increase participation on land-use planning with a focus on the District Wildfire Development Permit Area (DPA).

2021 Q4 Propose options for secondary water supplies and backup for community water delivery.

2021 Q4 Implement training and education programs for fire alarm and sprinkler systems, and alternate solutions using training at the Maplewood Fire and Rescue Center.

2022 Q1 Identify solutions around effecting our engineered environment as part of the community risk analysis and accreditation model.



#3 FOSTER RESILIENT COMMUNITIES

**PROMOTE
PARTNERSHIPS**



#4

STRATEGIC PRIORITY #4

PROMOTE EXTERNAL AND INTERNAL PARTNERSHIPS

By strengthening internal and external partnerships to ensure we have the right resources at the right place, at the right time, we have the ability to deliver exceptional emergency services. Constant collaboration with our response agency partners including law enforcement, fire services, ambulance, and search and rescue will optimize the coordination and deployment of resources during times of crises. Our community continues to grow and change, as do the expectations with regards to delivery of these emergency services. By increasing our levels of internal and external stakeholder engagement, we can ensure that we are meeting and exceeding those community expectations collaboratively.

STRATEGIC OBJECTIVES

- 4A** Strengthen Labour-Management relations to foster and enhance cooperative and collaborative working relationships
- 4B** Enhance collaboration and interoperability with external Emergency Services partners
- 4C** Increase outreach and community partnerships to improve opportunities for cooperation and engagement
- 4D** Foster connections within the District of North Vancouver

4A

STRENGTHEN LABOUR-MANAGEMENT RELATIONS TO FOSTER AND ENHANCE COOPERATIVE AND COLLABORATIVE WORKING RELATIONSHIPS

Fostering a positive and progressive labour-management environment improves overall employee satisfaction, more favourable employer-employee relations and enhanced organizational performance.

▶ Actions

2021 Q2 Identify opportunities to increase engagement between Command Staff and the Fire Fighters Union Executive.

2021 Q4 Designate select Chief Officers to attend the Labour-Management Alliance conference alongside members of the Fire Fighters Union Executive.



#4 PROMOTE PARTNERSHIPS

4B

ENHANCE COLLABORATION AND INTEROPERABILITY WITH EXTERNAL EMERGENCY SERVICES PARTNERS

Complex challenges cannot be resolved exclusively by one agency and are often of such scale that interagency interoperability is required to resolve crisis situations. Cooperation, coordination, and collaboration will form the foundation of our approach.

▶ Actions

2020 Q3 Implement streamlined dispatch for most appropriate emergency response resource deployment with North Vancouver City Fire Department & West Vancouver Fire Rescue.

2020 Q4 Develop and deliver a multi-site, real-time interagency wildfire exercise to test the readiness, response and communications between external partners, funded from 2020 CRI Grant.

2021 Q4 Engage external partners to find ways to improve interagency cooperation with Fire Services. Includes, but is not limited to; North Shore Emergency Management/Royal Canadian Mounted Police/West Vancouver Police Department/North Shore Rescue/Royal Canadian Marine Search and Rescue/Canadian Coast Guard/British Columbia Ambulance Service/Metro Vancouver.

2022 Q1 Conduct a tri-municipal 5-year review and evaluation of the 2017 Memorandum of Understanding for Cooperative Fire/Rescue Services on the North Shore.



#4 PROMOTE PARTNERSHIPS

4C

INCREASE OUTREACH AND COMMUNITY PARTNERSHIPS TO IMPROVE OPPORTUNITIES FOR COOPERATION AND ENGAGEMENT

Engaged neighbourhoods and community groups make a positive difference to the health and wellbeing of the people who live in them, while also supporting enhanced public safety. We recognize the valuable contributions that engaged residents bring to our mission and vision, and the improved quality of life that results for the entire community.

▶ Actions

2021 Q1 Investigate avenues to enhance engagement with community associations, special interest groups, and other community partners.

2021 Q4 Engage post-secondary institutions via a defined internship program to develop a community stakeholder engagement plan aligned with the community risk analysis.

2021 Q4 Identify and assign Command Staff to be a representative member/liason in key community organizations.

2021 Q4 Develop a comprehensive communications plan to increase community awareness around the many areas of specialty, and all hazards approach being taken by their fire service.



#4 PROMOTE PARTNERSHIPS

4D

FOSTER CONNECTIONS WITHIN THE DISTRICT OF NORTH VANCOUVER

An interconnected municipality typically improves efficiency and accountability throughout the organization by linking personnel, technological resources and other items of capital together.

▶ Actions

2021 Q1 Identify opportunities to increase collaboration with internal District departments (i.e. Finance/Communications/Engineering/Planning/Recreation/Library)

2021 Q2 Designate specific DNVFRS personnel to participate on working groups, as liaisons, and to sit on committees of other District departments.

2021 Q4 Create opportunities for District Staff to gain hands-on experience to better understand the dynamic and complex nature of our Fire Service.



#4 PROMOTE PARTNERSHIPS

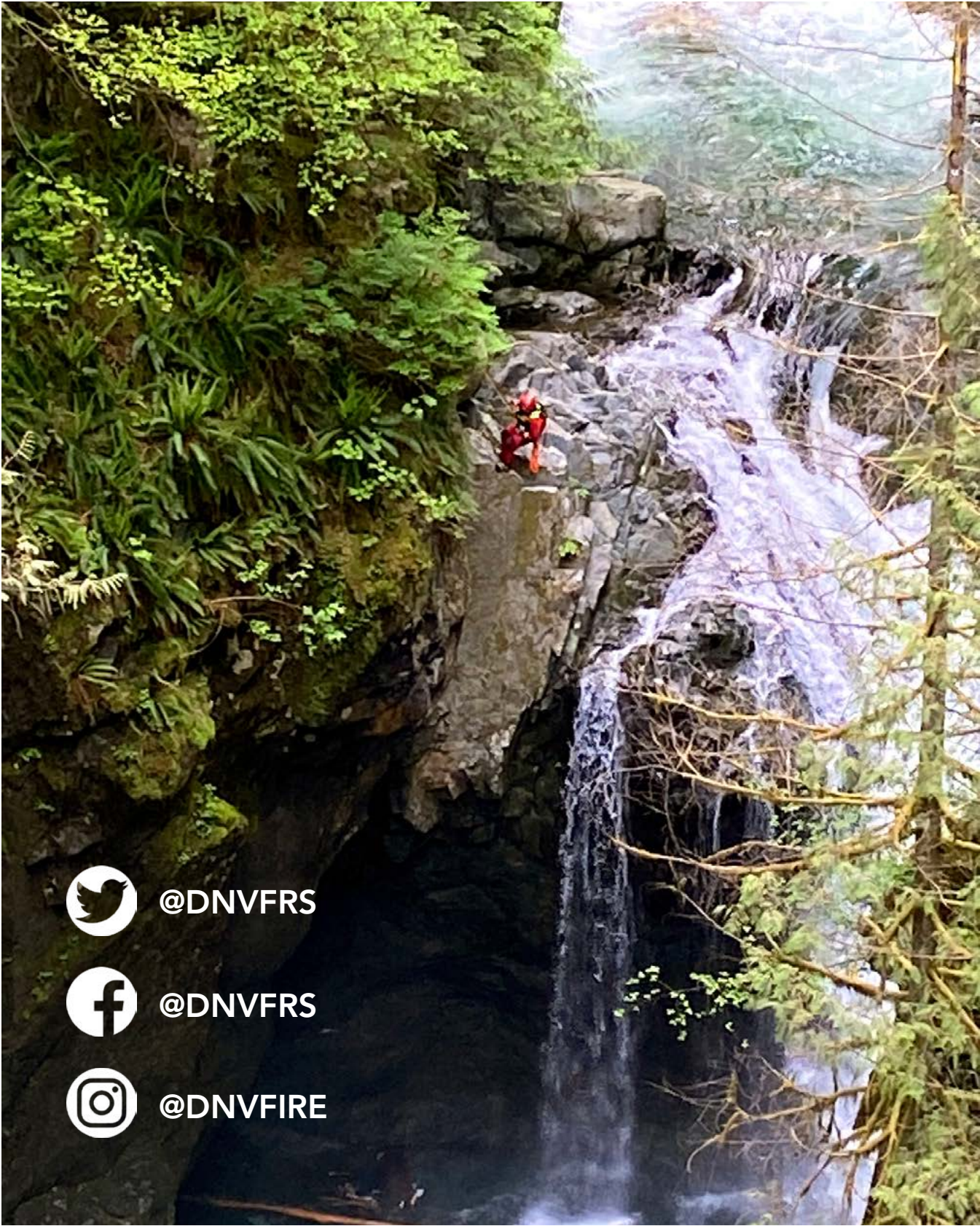
IMPLEMENTATION PLAN

Successful implementation of this Strategic Plan 2020-2025 is dependent on ownership and accountability. As such, our strategic planning process needs to be dynamic and supported by effective leadership and active participation. By employing a jointly developed understanding of

our organizational direction, we can all work to achieve our mission and vision while applying our values to the strategic approaches. We will make adjustments as data and analysis inform our progress moving forward, and we will tailor our objectives and actions to measure success.

PRIORITIES >> OBJECTIVES >> ACTIONS >> SUCCESS





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