



TOWN OF
**DIAMOND
VALLEY**

Strategic Plan 2024-2026

FOR DIAMOND VALLEY FIRE RESCUE

*Protecting the lives, property, and environment of
Diamond Valley through prevention, education, and
proactive fire protection and rescue operations.*



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OUR MISSION

Protecting the lives, property, and environment of Diamond Valley through prevention, education, and proactive fire protection and rescue operations.

OUR VISION

To set the standard for excellence in fire prevention and emergency response by embracing best practices and building strong community partnerships. We aspire to be a leader in the fire service industry, recognized for our commitment to safety, professionalism, and continuous improvement.

OUR VALUES

ACCOUNTABILITY

Take responsibility for our actions and decision, ensuring transparency and trust.

SAFETY

Prioritize the safety of our team and community in all actions.

PROFESSIONALISM

Maintain the highest standards of conduct and expertise.

INTEGRITY

Act with honesty and uphold strong moral principles

RESPECT

Treat everyone with dignity and consideration.

EXCELLENCE

Strive for continuous improvement and high performance.

Message from the Chief

As the Fire Chief of Diamond Valley Fire Rescue, I am pleased to introduce our inaugural Strategic Plan following the successful amalgamation of our department in 2023. This plan marks a pivotal moment in our journey, setting the course for our collective efforts from 2024 through 2026 as we build a unified, forward-thinking fire service for our community.

The amalgamation of our previous fire services into Diamond Valley Fire Rescue has brought together a wealth of experience, resources, and expertise. Our strategic plan is designed to harness these strengths, focusing on four key initiatives that will drive our operations and enhance our service delivery:



Standardization: We are committed to harmonizing our practices and procedures across all facets of the department. Standardization will ensure consistency, efficiency, and the highest quality of service in every emergency response.

Data Management: Effective data management is critical for informed decision-making and operational excellence. Our initiative aims to implement robust systems for capturing, analyzing, and utilizing data to improve performance and strategic planning.

Partnerships: Building and nurturing strong relationships with municipal partners, community organizations, and other stakeholders is essential. Through collaborative efforts, we will strengthen our network and enhance our collective ability to address community needs.

Reporting: Transparency and accountability are fundamental to our operations. We will develop comprehensive reporting mechanisms to provide clear and timely updates on our progress, challenges, and achievements.

The administrative team has crafted this strategic plan to align with the mission, values, and vision of Diamond Valley Fire Rescue. I am confident that with the dedication of our personnel and the support of our community, Diamond Valley Fire Rescue will achieve its goals and continue to serve the Town of Diamond Valley. Thank you for your ongoing support as we embark on this exciting new chapter.

A handwritten signature in black ink, appearing to read "TJ Moore".

TJ Moore
Director of Public Safety & Fire Chief
Town of Diamond Valley

About Diamond Valley Fire Rescue

Diamond Valley Fire Rescue was established in 2023. While technically a new fire department, Diamond Valley Fire Rescue was created through the amalgamation of the towns of Turner Valley and Black Diamond, and their own respective fire departments. On January 1, 2023, each department continued to operate within their own set of policies, procedures, and reporting structures, as the new Town of Diamond Valley started the process to hire their first career Fire Chief, TJ Moore, who started with the department in July of 2023.

Diamond Valley Fire Rescue currently operates 2 stations, and 13 apparatus. We maintain a roster of 40 paid-on-call personnel and 2 Full Time Deputy Chiefs. In 2023 Diamond Valley Fire Rescue responded to a total of 477 requests for service inclusive of structural, wildland, hazardous materials, vehicle extrication and medical aid requests



Strategic Planning Process

As part of Diamond Valley Fire Rescues plan for transparent operations, the administrative team has developed a strategic plan, which will be reviewed periodically and shared with municipal partners. This strategic plan is intended to be a list of comprehensive plans that will outline initiatives and goals for Diamond Valley Fire Rescue to achieve from 2024 through 2026. This list of initiatives has been developed in alignment with the Diamond Valley Fire Rescue mission, values, and vision.

Strategic Initiatives

Initiative 1 - Standardization

STANDARDIZE THE OPERATIONS, APPARATUS, AND ADMINISTRATION OF DIAMOND VALLEY FIRE RESCUE.

Rationale: When the existing two fire departments amalgamated to form Diamond Valley Fire Rescue, there existed two sets of policies and procedures, two reporting structures, and a multitude of configurations for apparatus, equipment and personal protective equipment. This initiative helps to ensure uniform and consistent operations within Diamond Valley Fire Rescue.

Objective 1A:

Standardize the configuration of apparatus, including the placement of tools, kits, and equipment within acceptable limitations such as the current storage configuration and capacity of individual apparatus.

Timeframe: 18 months

Critical Tasks:

- Create a full inventory of all equipment, tools and apparatus in the two Diamond Valley Fire Rescue stations.
- Engage with department members regarding the equipment preferences and needs, assessing how these preferences and needs align with legislative requirements, industry best practices, and budgetary constraints.
- Conduct an assessment of the differences between apparatus and evaluate how equipment and tools can be reconfigured within storage capacities to standardize, to the best ability possible, the location and deployment of equipment and resources.
- Develop a standardized recruitment process, and evaluate current retention strategies to maintain an effective response force, with positive member engagement.

Objective 1B:

Standardize the operating policies, procedures, safe work practices, and codes of practices to be utilized by members of Diamond Valley Fire Rescue.

Timeframe: 8 months

Critical Tasks:

- Assess the governance documents for the existing fire departments; Black Diamond Fire Department and Turner Valley Fire Department.
- Perform an environmental scan of Diamond Valley Fire Rescue, assessing the operational and legislative needs for safe and effective service delivery.
- Create a new set of policies, procedures, safe work practices, and codes of practice that align with legislative requirements and meet operational needs.

Objective 1C:

Standardize the personal protective equipment purchased and available to Diamond Valley Fire Rescue members.

Timeframe: 6 months

Critical Tasks:

- Determine the current personal protective needs of the individual members of both stations to determine the future needs.
- Collaborate with Diamond Valley Fire Rescue members to understand equipment preferences and needs, understanding how these align with legislative requirements surrounding firefighter personal protective equipment, and develop a set of personal protective equipment that meets these demands.
- Source equipment suppliers who are able to supply and/or make personal protective equipment as required.



Initiative 2 – Data Management

BETTER UTILIZE EXISTING DATA.

Rationale: Diamond Valley Fire Rescue believes that utilization of data can improve service delivery by providing evidence to inform future business unit decisions. Accurate and meaningful reporting of operational data can also improve transparency of the fire departments frontline operations for internal and external partners.

Objective 2A:

Actively capture operational data utilizing strategies that align with industry best practices.

Timeframe: 18 months

Critical Tasks:

- Refine and standardize operational documentation practices, utilizing technology where available, to improve the information available to administrative personnel for data capture.
- Develop processes for capturing and reporting data in a timely fashion, that can be used to improve operational delivery of fire services in Diamond Valley.

Objective 2B:

Engage with, and develop partnerships with, internal and external partners to improve the ability to capture and report operational data.

Timeframe: 24 months

Critical Tasks:

- Establish communication pathways to ensure that all partners with a vested interest in fire service operations are discovered.
- Meet with and understand the needs of internal and external partners to ensure that Diamond Valley Fire Rescue can support internal business units, and external department in the delivery of their services.
- Develop reporting processes, and repositories, where interested parties can access Diamond Valley Fire Rescue data.

Objective 2C:

Make operational data available to the public through approved Town of Diamond Valley communications policies and practices, utilizing industry best reporting principles.

Timeframe: 24 months

Critical Tasks:

- Develop a process for the public to inquire about Diamond Valley Fire Rescue operations and obtain data through established legislative processes.

- Work with Town of Diamond Valley to participate with, and undergo, the required training to meet legislative requirements for the release of Diamond Valley Fire Rescue information.
- Highlight a single point of contact who will be responsible for the processing of, and delivery of, information requests made from the public.

Objective 2D:

Align operational reporting with industry best practices, such as those found with the CFAI framework.

Timeframe: 24 months

Critical Tasks:

- Understand and evaluate the Centre for Public Safety Excellence Fire Accreditation model and evaluate if that model can improve Diamond Valley Fire Service operations.
- If the decision is made to proceed with accreditation, participate in any required training required as part of the CFAI model.



Initiative 3 - Partnerships

MAINTAIN/DEVELOP PARTNERSHIPS WITH INTERNAL AND EXTERNAL PARTNERS

Rationale: There are several internal and external partners who have a vested interest in the administration and operations of Diamond Valley Fire Rescue. Developing and maintaining these partnerships will help to improve the Diamond Valley Fire Rescue service delivery, while at the same time helping to improve the operations of other Town of Diamond Valley business units who serve the residents, business, and visitors to Diamond Valley.

Objective 3A:

Establish and/or maintain partnerships with industry partners to improve service delivery.

Timeframe: 12 months

Critical Tasks:

- Develop a comprehensive list of industry which support, or are supported by, Diamond Valley Fire Rescue, understanding how these relationships improve our service delivery.
- Develop, and/or amend previous working agreements (mutual-aid, automatic aid, etc.) that are place, to align with Diamond Valley Fire Rescue and support partner operations.

Objective 3B:

Establish and/or maintain partnerships with internal partners of the Town of Diamond Valley

Timeframe: 6 months

Critical Tasks:

- Conduct an environmental scan to understand how Diamond Valley Fire Rescue operations impact other business unit operations within the Town of Diamond Valley.
- Build mutually beneficial relationships with other business units to ensure that Diamond Valley Fire Rescue can support the service delivery of other business units, while at the same time receiving support from those business units to improve our operational service delivery.

Objective 3C:

Establish and/or maintain partnerships with external partners.

Timeframe: 12 months

Critical Tasks:

- Conduct an environmental scan to determine which external partner exist currently, and how those partners contribute to Diamond Valley Fire Rescue operations.
- Highlight a single point of contact who will be responsible for communicating with those partners and requesting their services as required by Diamond Valley Fire Rescue.

- Evaluate the current level of community support and engagement to determine areas of weakness and strengths as a public service department.



Initiative 4 - Reporting

DEVELOP OPERATIONS AND REPORTING PRINCIPLES THAT ALIGN WITH INDUSTRY BEST PRACTICES AND WITHIN REGULATORY FRAMEWORKS.

Rationale: Diamond Valley Fire Rescue is a new fire department with a talented group of individuals of various backgrounds. They have been tasked with building a cohesive department of 42 individuals to respond to and mitigate emergencies within the community and surrounding mutual aid areas. The leadership of Diamond Valley come from a variety of different backgrounds with a variety of operational reporting principles, under and number of different regulatory frameworks.

Objective 4A:

Work with industry partners, government agencies, and public and private institutions to develop and refine reporting principles that are within the regulatory framework which Diamond Valley Fire Rescue currently operates under.

Timeframe: 24 months

Critical Tasks:

- Determine the different partners who have an interest, either legislatively or through other means, Diamond Valley Fire Rescue operations
- Review current reporting practices to identify current gaps in Diamond Valley Fire Rescue reporting practices.
- Establish reporting process that align with legislative requirements and fully meet the needs of those who have an interest in Diamond Valley Fire Rescue operations.





Diamond Valley Fire Rescue

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 Diamond Valley Fire Rescue