

# Rationalizing Resources and Risk: Union Bay Fire Rescue Service Review

Based on a community participatory process, an in-house review of the services, administrative structure and capital planning needed in Union Bay, BC undertaken between July 2012 and April 2013.

*Union Bay  
Improvement  
District*



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# Chapter 1: Introduction

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*“Public fire departments were organized primarily to defend communities against the risk of conflagrations. Conflagrations grow from small fires that are not controlled in their early stages and grow until they cannot be controlled. Before modern concepts of fire protection were developed, conflagrations often devastated cities and towns. Over the years, our increasing ability to limit the size of fires has almost, but not entirely, eliminated the occurrence of urban conflagration.”*

Source: Risk Management Practices in the Fire Service, Pg. 8

## Acknowledgements

This review was made possible through the efforts of the following individuals:

- The Fire Rescue Committee
  - Chair, Carol Molstad
  - Co-Chair Anne Alcock
  - Community members John Whitman, Harry Olsen, Jim Sigurdsson, Dennis Haner, Joe Lidster and Eugene Hrushowy
- The Finance and Capital Committee community members Pam Moughton, Pam Ramsey and June Haner
- The UBID Board of Trustees
  - Chair Bruce Livesey, Trustees Cleve Goldswain and Alan Webb
- Discussion group facilitators
  - Bob Ell, Tom Deriniwski and Eugene Hrushowy
- UBID staff
  - Fire Chief Mark Jackson and Administrator Kevin Douville

As well we would like to thank the UB firefighters and the landowners of Union Bay who participated in discussion groups and shared their thoughts.

## Executive Summary

The Union Bay Fire Rescue Service is one of about 170 volunteer fire rescue services in the province that is provided in a small community and managed by an Improvement District. Union Bay is currently faced with continually increasing costs for training, equipment and capital infrastructure while balancing the ability of a small community to pay for the service and the availability of volunteers. According to the Fire Services Liaison Group “*small volunteer departments face major and urgent challenges due to the economic and demographic stresses facing many small communities in BC.*”<sup>1</sup> This certainly applies to Union Bay.

Within this context the Union Bay Improvement District (UBID) Board of Trustees embarked on an in-house review process to better understand the regulatory requirements, to obtain community input and to identify a path forward for a sustainable service that would meet the needs of the community.

Although a number of short term and longer term recommendations are made it must be stressed that the delivery of fire rescue services and management of operations is a complex and challenging task. With open dialogue between the service, the administration and the board needs and issues can be addressed. As well, this review should be seen as a work plan for the future that will be revised and updated over time.

The recommendations from the review are:

### Defining Services Recommendations

- UBFRS should maintain current services
- The training standard of NFPA 1001 – level II should be established as the level to which UBID will strive for its firefighters effective January 2013. Current firefighters who hold basic firefighting certificates should be “grandfathered” in;
- Emergency Medical Assistants Licensing Board Training Standards for FR w/ Spinal & AED endorsement should be set as the goal for all UB firefighters.
- UBID should enact a policy that requires future developers to assist, in whole or in part, in covering the costs associated with upgrades to fire protection and/or first response vehicles, equipment or training deemed necessary to provide additional services to the development being proposed due to the unique nature of the dwellings and/or structures being proposed. Such arrangements would be facilitated by way of a cost-sharing or other suitable form of agreement.
- The current operating budget for the FRS appears adequate and should only be increased based on approved proposals for specific projects or needs.

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<sup>1</sup> Public Safety in BC: Transforming the Fire Rescue Service .Pg. 10.

- To support a shift toward prevention and promotion, the Administrator with support from the Fire Chief should provide the Board with a plan for commercial property inspections and for public fire prevention education and promotion with an associated budget request.

#### **Administrative Recommendations**

- The UBFRS should undertake a formal risk assessment to determine the needs and circumstances of the community and to establish the level of fire prevention and public fire safety education required and report its findings to the Board
- The Administrator in conjunction with the Fire Chief should develop a work plan for Board approval that will systematically review, update, and/or consolidate all by-laws, policies and procedures related to the FRS.
- The Administrator with support from the Fire Chief should prepare plan/materials to ensure all firefighters are familiar with health and safety programs/procedures.
- The Administrator with support from the Fire Chief should consolidate the FRS website into the UBID website.
- The Administrator in conjunction with the Fire Chief should review and prepare job descriptions for all FRS positions for Board approval by March 2014.
- As part of an overall review of position descriptions, and as the Fire Chief's current 3-year contract is up for renewal in November 2013, the Board should review all roles and responsibilities of the Fire Chief.
- UBID should continue to directly manage and administer the UBFRS.
- The Administrator with support from the Fire Chief should prepare annual training plans and capital equipment turnover plans (including information technology).
- The FRS should identify its operating and capital requirements in conjunction with the UBID budget cycle.
- The Board should consider amending the terms of reference for the Fire Services Committee to allow for appointment of up to two (2) volunteer firefighters, to be nominated by the Union Bay Fire Rescue Service Association.
- The Board should continually monitor the viability of the Fire Rescue Service and identify trigger points that would initiate potential steps toward transfer to another jurisdiction (such as the CVRD).

#### **Capital Planning Recommendations**

- The Renewal and Replacement Fund should be separated into a non-statutory "Renewal and Replacement" Fund and a statutory "Capital" Fund. With \$15,000 remaining in the Renewal and Replacement Fund and the remainder (\$229,141) transferred to a capital fund.

- A broad-based stakeholder and landowner consultation process should be undertaken early in the specification and design phase.
- The Board should allocate resources each year toward renewal and replacement as well as capital funds.
- The Board should approach the Historical Society to work with UBID and the firefighters to inventory old equipment and to investigate potential sites/displays for antique/old equipment.
- The Board should commit to utilizing the Capital Revenue / Savings Plan spreadsheet presented on page 32 of this review as the basis for ongoing Fire Rescue Service Capital Planning, which in part supports further recommendations that the Board should:
  - Set a target for savings/revenue before any long-term borrowing is considered.
  - Consider increasing the average per property allocation amount to \$200 or more.
  - Consider establishing a Capital Campaign / Fundraising Committee at a time deemed appropriate in an effort to garner broad community interest and support for planned future capital projects outlined in this review and subsequently, including soliciting local contributions and/or assistance with the estimated overall costs associated with such projects.
  - Direct the Administrator to continue investigating all applicable and appropriate grant application options and provide the Board with a report of all potential grant funding sources.
  - Determine potential and appropriate options for the sale of parcels of land owned by UBID, the proceeds from which to be allocated towards the construction of a multi-use complex.

## **Introduction and Background**

The Union Bay Fire Department was officially formed in 1935 amidst growing awareness of the need for an organized and equipped fire department. Over the years equipment was obtained through donations, the ingenuity of local people and through fund raising efforts. In 1944 Union Bay vastly improved its fire-fighting preparations by installation of a modern hydrant system. By 1952 the community realized that fire insurance would be greatly reduced if there were properly trained firemen provided with approved equipment. Since then new (and new to Union Bay) equipment has been purchased, additions to and rebuilding of the fire hall has occurred and government standards and regulations have been established. The current fire hall was built by volunteers in 1957.



Today, the Union Bay Fire Rescue Service is one of about 170 volunteer fire rescue services in the province that is provided in a small community and managed by an Improvement District. Union Bay is currently faced with continually increasing costs for training, equipment and capital infrastructure while balancing the ability of a small community to pay for the service and the availability of volunteers. According to the Fire Services Liaison Group “*small volunteer departments face major and urgent challenges due to the economic and demographic stresses facing many small communities in BC.*”<sup>2</sup> This certainly applies to Union Bay.

Within this context the Union Bay Improvement District (UBID) Board of Trustees embarked on a review process to better understand the regulatory requirements, to obtain community input and to identify a path forward for a sustainable service that would meet the needs of the community.

### **Terms of Reference and Process**

Most people in our community agree that we want and need Fire Rescue Services and we want to give our volunteer fire fighters and first responders the support and equipment that they need to safely carry out their duties. Most people also agree that we need a new fire hall and eventually a new vehicle(s). What are not necessarily agreed upon are the costs associated with doing this and where we will find the funds.

In its recently completed 2011-16 strategic plan UBID committed to support an affordable volunteer fire-rescue service that has the resources it needs to meet UBID’s service goals. The Board also determined three long-term goals for the Fire-Rescue Service and 2012-2013 was set as the time to focus on these goals. (The strategic plan can be found on the Improvement Districts website at [www.union-bay.ca/pdf/Strategic Plan Final Approved Nov 2011.pdf](http://www.union-bay.ca/pdf/Strategic_Plan_Final_Approved_Nov_2011.pdf)).

The goals for the review of the Fire Rescue Service were to undertake an in-house assessment of the service that would:

1. Strengthen relationships between the Board and Fire-Rescue Department;
2. Explore operating effectiveness and identify improvements where possible; and
3. Improve capital planning

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<sup>2</sup> Public Safety in BC: Transforming the Fire Rescue Service .Pg. 10.

The Board is committed to public participation as much as possible and designed the review to include opportunities for community input through consultation workshops. Community members were invited to come together and work in small groups to give their input on defining the service, while concurrently the members of the Fire Committee began developing plans for capital equipment and infrastructure renewal and replacement. The workshops occurred over several months between July 2012 and April 2013. At specific points the feedback received was presented to the landowners for validation. This review has also incorporated information from the Fire Rescue Committee, the UBID Board of Trustees, examining other fire service reviews and reports and scanning other relevant literature.

Over the past few years a new Board, Administrator and Fire Chief have been involved in managing the Fire Rescue Service. Expectations and lines of communication have not always been clear and there is an ongoing need to strengthen relationships.

It is only with good information about the needs and issues facing the Fire Rescue Service that appropriate support and resources can be allocated.

This review involved a three-step process:

1. **Defining the Future Service: Landowner and Fire-Rescue personnel involvement.** Define what the community needs and wants in its Fire-Rescue Service, and identifying associated costs; including a discussion about reasonable community expectations about volunteering.
2. **Ensuring an Appropriate Administrative Support Structure: Fire-Rescue and administrative personnel involvement.** Determine the staffing, organization, position descriptions, policies, etc. that are needed to provide the service for the community.
3. **Planning for Future Capital Needs: Fire Committee and Finance and Capital Planning member's involvement** to discuss plans for construction of a new fire hall/administration/public works complex to accommodate the Fire-Rescue Service and related capital planning.

The following report makes recommendations to the Board for decisions. Recommendations have been made that are short term in nature (1-3 years) and longer term (3-8 years). Due to limited financial and manpower resources the short term recommendations are more modest, maintain the current services and focus on clarifying and streamlining operations. Longer term recommendations will be influenced by growth of Kensington Island Properties and potentially enhanced resources.

## Risk Perception and Management

The Union Bay Fire Rescue Service is the community's most visible response to risk – fire, accident and illness/injury. Risks can be positive or negative. Optimizing risks means finding a balance between negative risk and the benefit of the operation or activity and between risk reduction and effort applied. If the resources are inadequate for the fire rescue service to fulfill its mandate the community risk may be compromised.

*"In related work, we found that people are more easily sensitized to risk than to safety (Sjöberg & Drottz-Sjöberg, 1993). Mood states have been found to be more influenced by negative expectations than by positive ones (Sjöberg, 1989). People seem to be more eager to avoid risks than to pursue chances."*

The perception of risk however is different depending upon the person assessing the situation and his or her role in the community. For example, a landowner will likely have a very different perception from that of a fire fighter or the UBID administrator. Lay people seldom have statistical evidence of risks and most often they rely on conclusions based on what they remember hearing or seeing about the risk. The notion that policy decisions should ignore the public's perceived risk disregards the fact that the views of the public cannot and should not be ignored. Science develops all the time and risks we do not know about today will be discovered tomorrow. If experts say "there is no risk" this usually means "no risks have yet been discovered". You may trust experts tell the truth, as they know it, but still believe they do not know the whole truth, nobody does.

Communities, through their elected representatives, convey their assessment of risk by designating resources they are willing to commit to the fire rescue service.

The Fire Rescue Service does not presently have much if any information describing the various risks (such as toxic chemicals, home industries, derelict buildings, propane tanks etc.) potentially impacting service delivery and/or public safety.

## Recommendation

### Short term

- The UBFRS should undertake a formal risk assessment to determine the needs and circumstances of the community and to establish the level of fire prevention and public fire safety education required and report its findings to the Board.<sup>3</sup>

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<sup>3</sup> Helpful information may be found at: Public Fire Safety Guideline (PFSG) [04-40A-03 Simplified Risk Assessment](#) (handout) provides a template and worksheets that may be used to help compile and analyze the data gathered for the simplified risk assessment. A [sample simplified risk assessment](#), including a priority setting worksheet is also available on the [OFM website](#).

## Fire Underwriters Survey

The Fire Underwriter's Survey (FUS) is the organization that conducts surveys and inspections of fire departments on behalf of Canada's property and casualty insurance companies. Their rating of the responding fire and rescue services helps insurance companies determine how much they need to charge for insuring the homes in that area. The FUS last surveyed UBID fire services on June 1, 2004. Though there have been some significant changes in our fire service since that time (i.e. More onerous training requirements, the introduction of first responder services and increased operational and capital costs), another FUS survey is not be suggested as we currently enjoy the highest rating possible for a volunteer fire service.

While we are assessing the needs of the community and the department, and ensuring compliance for training and other requirements, we will determine whether another FUS community survey is required.

Should UBID not maintain the current FUS grades, the impact on landowners through increased insurance costs would be significant. Hydrant-protected homes could pay an additional 50 – 150% more annually in home insurance premiums, while semi-protected homes (those without nearby hydrants which already pay increased insurance premiums vs. hydrant-protected homes) could pay 50 – 100% more in their current premium costs.

## Chapter 2: Defining Future Services

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## Defining Future Services

This first step in reviewing the Union Bay Fire Rescue Service (UBFRS) was aimed at understanding the current service, identifying challenges and setting a direction for services in the future. Public input was sought through two focus groups held in July and October 2012 respectively. Seven firefighters and thirteen community members contributed input. At a mid-year meeting of landowners in November 2012, a summary of the process and input to date was presented.

## Current Fire Rescue Services

The Fire Rescue Service is comprised of 21 to 30 volunteer fire rescue personnel under the leadership of a part time paid Fire Chief. Approximately 65% of the calls received are for first responder services and the department averages about one call per week.

The Department provides the following services:

- Fire suppression, including structure fires, foam suppression of flammable liquid fires, forest interface fires, vehicle and other fires
- Automobile Extrication (Jaws of Life)
- First Responder Services
- Maintenance of equipment
- Training
- Fire prevention (education and promotion)

UBFRS does not provide the following services:

- confined space rescue
- water rescue,
- high-angle rescue
- hazardous materials
- MVA response on the highway
- steep slope rescue

The CVRD has responsibility for the management of disaster services for Union Bay through the Comox Valley Emergency Program. In the event of a disaster (including wildfire) the CVRD would establish an Emergency Operation Centre (EOC) in the UBID Board room or at their office in Courtenay. Once the emergency measures plan is activated the EOC directs the activities of the UBFRS. The Chief Administrative Officer of the CVRD is responsible in the event that decisions need to be made regarding requesting additional assistance etc. The UBID administrator has in the past been a member of the monthly emergency planning meetings and the Fire Chief regularly attends. UBID is provided with emergency contact information.



The addition of services to meet the needs of new development, such as buildings taller than 2 storeys, would require significant increases in equipment and training for the UBFRS.

The department has mutual aid agreements with neighbouring fire services and jurisdictions through the Comox Valley Regional District (CVRD) that can be called upon for support with large or multiple incidents when required. Specialized services like water rescue, high-angle rescue and hazardous materials incidents are provided by outside agencies with support from UBFRS where required.

UBID is responsible for the direct support, management and accountability of the Fire Rescue Service and establishes an annual operating budget. Planning for capital projects is also the responsibility of UBID. No specific concerns were expressed regarding the current operating budget for the department.

Effective January 1, 2003, a Ministerial Order set new training standards for fire service personnel in BC as those set by the National Fire Protection Association (NFPA). According to the NFPA, firefighters are to be trained to NFPA 1001 and 1002 standards, the same requirements as for professional fire fighters. This requirement has proven quite onerous especially for smaller communities and therefore has not been enforced due to costs, volunteer commitments and community capacity. Only about 10% of fire fighters in the province have reached standards.

As of January 1, 2013 no Union Bay Firefighters held NFPA certification. Most have completed a basic firefighting certificate program. In 2012 the Comox Valley Fire Chiefs Association (CVFCA) developed the CVFCA Regional Training Initiative. This plan pools training resources in the valley and creates opportunities especially for smaller departments to access local training at costs that are more affordable. The plan is predicated on aiming to train all valley firefighters to the NFPA Level II standard. Within budget constraints, UBID should support this initiative.

Legislation requires First Responders to be licensed by the Emergency Medical Assistants Licensing Board. Three levels of certification can be achieved including First Responder (FR) with Automatic External Defibrillation (AED) endorsement, FR with Spinal endorsement, and FR with Spinal and AED endorsement. Although no standard has been formalized by UBID, the department works toward compliance with FR with Spinal and AED endorsement as the budget allows.

The firefighters have established an association which receives funds from UBID in lieu of an honorarium to individual firefighters. The association puts on social / promotional events (such as pancake breakfasts) and provides supplies such as hats, t-shirts, etc.

Presently, there exists little to no ongoing communication between the Board, administration and the Association.

## Discussion

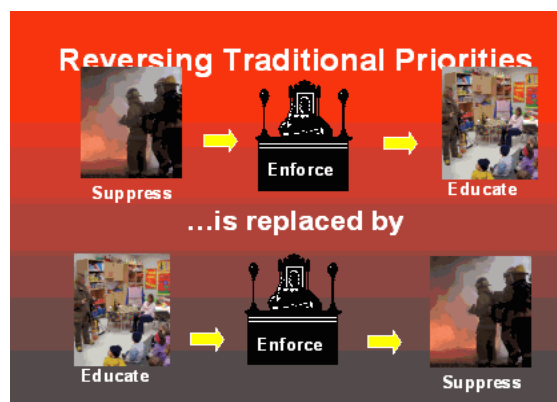
Through this phase of the review a number of issues were identified. These include:

1. Although training and equipment standards are set by government and regulating bodies, those bodies recognize the unreasonable cost burdens and expectations these place on small communities. As a consequence standards are not rigorously enforced and compliance is “as *determined by the organization*”.
2. The availability of volunteers in the community is an ongoing and growing challenge. The changing demographics, competition for volunteer time and the need for many potential volunteers to work outside of the community create challenges particularly for day time response.

The task at hand therefore relates to rationalizing resources against risk. This requires a balance between requirements to maintain the current insurance rating with the ability of the community to pay; increasing operating and capital costs against level of service required versus wanted; and managing the associated risks.

Through this review process we’ve learned Union Bay is not alone in addressing these challenges, with three key future directions emerging and requiring UBID’s attention.

1. The first issue relates to changes in firefighting. Traditional practices focused primarily on suppression (equipment and training), supported by enforcement of regulations and requirements, with education and prevention seen as lesser priorities. With improved building codes, fire alarms, etc. the service has been shifting away from firefighting to rescue and first response. (In Union Bay, 65% of the annual calls received are for first response). As such, there is a growing recognition of the need to re-prioritize services to education, promotion and prevention and less emphasis on fire suppression.





2. In an effort to improve effectiveness of resources and to take advantage of economies of scale there is a growing recognition of the need to better coordinate and share resources with neighbouring departments. At the Board level, discussions have begun with the Ships' Point Improvement District and Fanny Bay Waterworks District while further opportunities could also be explored with the Comox Valley Regional District.
3. Volunteer recruitment and retention remains a challenge, a trend being experienced with both volunteer fire services and also throughout the entire volunteer sector. UBID must therefore consider new and innovative ways to attract and retain volunteers to its fire rescue service. One consideration should be to specifically recruit First Responders, and public presentations to local community groups may assist in raising awareness of the issue.

UBID currently allows for 10-30 volunteer firefighters within its service. In Courtenay, with a population of 24,000 that community can have up to 42 firefighters. Cumberland with a population of 3,000<sup>4</sup> has between 22 and 26 firefighters. Even with significant development of KIP it will be sometime before Union Bay doubles its population and reaches a population of 3,000.

## Recommendations

### Short term

- UBFRS should maintain current services
- The training standard of NFPA 1001 – level II should be established as the level to which UBID will strive for its firefighters effective January 2013. Current firefighters who hold basic firefighting certificates should be “grandfathered” in;
- Emergency Medical Assistants Licensing Board Training Standards for FR with Spinal & AED endorsement should be set as the goal for all UB firefighters.
- UBID should enact a policy that requires future developers to assist, in whole or in part, in covering the costs associated with upgrades to fire protection and/or first response vehicles, equipment or training deemed necessary to provide additional services to the development being proposed due to the unique nature of the dwellings and/or structures being proposed. Such arrangements would be facilitated by way of a cost-sharing or other suitable form of agreement.
- The current operating budget for the FRS appears adequate and should only be increased based on approved proposals for specific projects or needs.

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<sup>4</sup> Population is derived from Stats Can 2011 Census (Rounded to the nearest 1000)

- To support a shift toward prevention and promotion, the Administrator with support from the Fire Chief should provide the Board with a plan for commercial inspections and for public fire prevention education and promotion with an associated budget request.
- The Administrator with support from the Fire Chief should develop a comprehensive recruitment program including describing the ideal candidate, strategies to recruit to specific roles, expectations and advertising strategies.
- The Administrator should re-establish a relationship with the emergency program and contact information should be updated.
- The Union Bay Firefighters Association should provide the Board with the minutes of its annual meeting including an annual financial report.

#### Long term

- For capital planning purposes it is recommended that UBID plan for a firefighter complement of up to 30.

# Chapter 3: Ensuring an Appropriate Administrative Support Structure

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## WHAT IS A FIREFIGHTER?

He's the guy next door....

He's a guy like you and me with warts and worries and unfulfilled dreams.

Yet he stands taller than most of us.

He's a fireman....

A fireman is at once the most fortunate and the least fortunate of men.

He's a man who saves lives because he has seen too much death.

He's a gentle man because he has seen the awesome power of violence out of control.

He's responsive to a child's laughter because his arms have held too many small bodies that will never laugh again....

He doesn't preach the brotherhood of man.

He lives it.

~Author Unknown

## Ensuring an Appropriate Administrative Support Structure

### **Assessing the Administration**

The Office of the Fire Commissioner provides a self-assessment for BC fire departments called, the Fire Department Inspection and Audit Checklist. This document provides a comprehensive list of requirements in order for a fire department to be compliant with regulations and aspects of governance. To review the administrative structure of the UBFRS the Fire Chief completed the Governance and Authority, and the Health and Safety sections of the checklist in November 2012, with four firefighters also completing the Health and Safety sections.

The self-assessment shows that most necessary by-laws, policies and procedures for the operation of the service are in place. However, many of them are over 5 years old and therefore the opportunity exists to update, consolidate and incorporate best practices into the administration. The self-assessment also suggests a significant discrepancy between the Chief's assessment and fire fighter's assessment of health and safety programs. This suggests a need for increased attention on orientation and training related to safety procedures.

The Fire Rescue Service has its own website for public information, recruitment purposes, etc. The website is incomplete with a number of blank sections and has been under construction for several years. To strengthen the relationship between UBID and the Fire Rescue Service and to ensure ongoing maintenance of the website it should be consolidated with the UBID website.

Position descriptions for the Fire Chief, Deputy Fire Chief, training Officer, Assistant Chief, Captain and Duty Officer were also considered by the Committee. There are duplications and gaps within the position descriptions. The UBID Strategic Plan calls for a review of all positions in 2013-2014 and the fire service positions should be part of that review. As well, the Fire Chief's 3-year contract expires in November 2013. A review of the role and responsibilities of a Fire Chief should be done in conjunction with position description reviews.

The UBID budget cycle begins in July-August and results in a budget for the coming year which is approved by November. The fire department does not currently identify its training, capital and equipment needs within the budget cycle timelines and urgent needs can arise throughout the year without adequate planning.

The Fire Services Committee has discussed the need for ongoing dialogue with the fire fighters (in addition to the Fire Chief), as consensus is necessary to move forward. To support this exchange of ideas the Board should consider amending the terms of reference for the Fire Services Committee to allow for the appointment of up to two (2) volunteer firefighters. These appointments should be based on recommendations from the firefighters themselves or through their Association.

Finally, management and accountability models proposed in the literature were reviewed. One issue that is repeatedly suggested relates to the governance of the UBFRS. Some landowners believe that the UBFRS should be transferred to the authority of the Comox Valley Regional District. While this remains one option that could be initiated at any time, it is not recommended now for the following reasons:

- Other communities that have requested CVRD management did so because of unmanageable capital costs. UBID is not in this position at this time.
- Under the CVRD, Union Bay landowners will continue to be responsible for all of the costs associated with operating and maintaining a fire rescue service. Union Bay landowners will lose local control regarding these costs.
- The fire service provides approximately 1/3 of the administrative revenue for the operation of the Board and the administration. Under the CVRD, Union Bay would also be charged an administrative cost that would contribute to the oversight by the CVRD of the fire service. Loss of this revenue within UBID would seriously compromise the continuing viability of UBID.

## Recommendations

### Short term

- The Administrator in conjunction with the Fire Chief should develop a work plan for Board approval that will systematically review, update, and/or consolidate all by-laws, policies and procedures related to the FRS.
- The Administrator with support from the Fire Chief should prepare plan/materials to ensure all firefighters are familiar with health and safety programs/procedures.
- The Administrator with support from the Fire Chief should consolidate the FRS website into the UBID website.
- The Administrator in conjunction with the Fire Chief should review and prepare job descriptions for all FRS positions for Board approval by March 2014.
- As part of an overall review of position descriptions, and as the Fire Chief's current 3-year contract is up for renewal in November 2013, the Board should review the role and responsibilities of the Fire Chief.
- UBID should continue to directly manage and administer the UBFRS.

- The Administrator with support from the Fire Chief should prepare annual training plans and capital equipment turnover plans (including information technology).
- The FRS should identify its operating and capital requirements in conjunction with the UBID budget cycle.
- The Board should consider amending the terms of reference for the Fire Services Committee to allow for appointment of up to two (2) volunteer firefighters.

#### Long term

- The Board should continually monitor the viability of the Fire Rescue Service and identify trigger points that would initiate potential steps toward transfer to another jurisdiction (such as the CVRD).

# Chapter 4: Capital Planning & Fundraising



## Capital Planning and Fund Raising

This ten year capital plan identifies all construction projects for the Union Bay Improvement District including a new fire hall/ administration/ public works complex as well as land and fire department vehicle requirements. The plan serves as a projection tool and represents a meaningful perspective of the community's short-range and long-range needs.

Renewal and replacement refers to all equipment turnover and replacement which may also require significant funds.

## Current Infrastructure and Lands

The existing fire hall, built in 1957, does not meet current building codes, is not seismically sound and in the future will not be large enough to accommodate bigger fire suppression vehicles/engines. Recent improvements (addressing water issues, ventilation and flooring) however will allow the building to function for approximately another 8-10 years.

UBID currently holds title to four properties, the assessed values of which according to the 2013 BC Assessment Rolls are:

- Small, triangular property on McLeod Road - \$209,000 land;
- Old school property, 5539 S. Island Highway - \$ 1,234,000 bldg. \$296,000 land;
- Fire hall property, 5471 S. Island Hwy - \$207,000 bldg. \$125,000 land; and
- Undeveloped lot Montrose Park - \$2,200 land.

Kensington Island Properties (KIP) has identified a 5-acre parcel north of Washer Creek to be provided to UBID once it is fully serviced. It is however uncertain when this will actually occur.

Due to a School Act notation on the current administration building and surrounding land, and matters that are before the court, the UBID administration is unlikely to remain in its current site. The only current property held by UBID that may be suitable for a fire hall is a portion of the old school property subject to resolution of the notation issue. If through the legal process UBID retains title to the property the current Board is open to considering disposal of the property in favour of land provided by KIP.

The UBFRS currently stores a retired 1928 hand-built pump and tank fire truck at the fire hall which occupies potentially useable space. (Approximately 150 square feet) Discussions should take place with respect to where this and the other vintage fire truck UBID owns, that is largely disassembled and currently being stored in the basement of the Union Bay Community Hall, will be housed in the future.



One option could be to partner with the Union Bay Historical Society to devise a long-term plan to appropriately display these vehicles and have them accessible to the general public for their historical and educational significance as well as for their contributions to the history and safety of the community.

### **Goals/ Guiding Principles for a Capital Plan:**

- Construct a building to accommodate a fire service with 30 members, two fire trucks and up to 2 first responder vehicles, the UBID administration and the Public Works department.<sup>5</sup>
- Ensure that expenditures do not exceed available/accessible funding
- Allow flexibility in the plan to deal with unforeseen developments / projects.
- Provide a manageable work flow for staff to study, design, obtain approvals, purchase/acquire land and construct.
- Allow time for proper project definition, public consultation, project design, cost estimating and scheduling.
- Communicate Board and departmental priorities to stakeholders and the public.
- Coordinate project timing so that planning, design and construction costs are optimized.
- Prioritize projects accordingly that account for environmental concerns, public health, future growth, feasibility and sustainability.
- Ensure that any building allows for future expansion.
- Ensure that a building is multipurpose/use for multiple stakeholders.
- Assume a multi-faceted approach to funding capital projects.
- When the design and development phase begins, previous plans should be taken into consideration.

### **Determining Priority for Capital Projects:**

The 10 year capital expenditure program is prepared by prioritizing projects based on the following criteria in order of priority:

1. Mandated projects,
2. Health and safety,
3. Community priority, and
4. Funding for capital and operating costs.

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<sup>5</sup> These numbers are based on trends within UBID – e.g. 65% of the fire service calls relate to first response; the size of other fire departments for the size of the community, and national trends regarding fire departments.

## Public Consultation

UBID should undertake an extensive consultation process once it nears construction of a new facility. Key stakeholders such as fire department personnel, UBID staff, UBID Committee members and the Board need to have input into planning, specifications and design. The “internal” consultation process needs to be a dynamic one allowing individual stakeholders to first prioritize their needs and concerns in the context of their overall interests, which then would be further prioritized based on input from a larger number of stakeholders.

Then before proceeding further, the Board should undertake a community consultation process whereby landowners, residents, developers and other identified stakeholders can comment on the proposals that have been developed to encourage and support both community engagement and consensus-building. Landowners need to be better informed about how choices are made and the compromises and trade-offs that often need to be brokered with various community stakeholders in order to determine an appropriate choice or strategy. The Board then must ultimately make decisions based on the identified socio-economic, financial and public safety considerations as well as the overall long-term interests of the community.

One way to undertake a consultation process could include:

- All stakeholders could be invited to come together (in a so-called plenary format) to present views on the range of matters under review, so as to clarify starting positions to UBID, and to other participants.
- Individual groups could be brought together (outside the plenary) to rank concerns on the whole set of issues, to indicate preferences when one goal or issue clashes with another, to indicate where trade-offs might happen.
- Groups can also be brought together (outside the plenary) to address individual issues in some logical sequence to ascertain specific dispositions, concerns, and identify possible areas of compromise.

## Assumptions

The timeline for development of KIP will significantly impact the many strategic issues to be managed by UBID. In developing this plan the following assumptions are made based on approval of Phase 1. The full build-out of KIP will see 3,354 new homes.<sup>6</sup>

- KIP Build-Out (Phase 1 capacity of water treatment plant - approx. 650 residents)
  - 2014 – temporary water treatment plant in place; 10 houses built
  - 2016 – 30 new houses built
  - 2018 – 50 new houses built
  - 2019 – 80 new houses built
  - 2020 - 100 new houses built

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<sup>6</sup> The agreement between UBID and KIP expires December 31, 2014. Phase 1 and the temporary water treatment must be completed by this time or new plans will be considered.

- World Economy
  - 2013 – cautious, minimal growth
  - 2014 – cautious, minimal growth
  - 2016 – economy improves
  - 2018 – economy improves
  
- Development and growth within existing Union Bay (The UBID-KIP Water Agreement limits the number of new houses in current Union Bay to 10 per year)
  - 2013 – 2016 3-5 new houses built each year
  - 2017 – 10 new houses built
  - 2018 – 10 new houses built
  - 2019 – 10 new houses built
  - 2020 – 10 new houses built; new UBID admin/fire hall complex

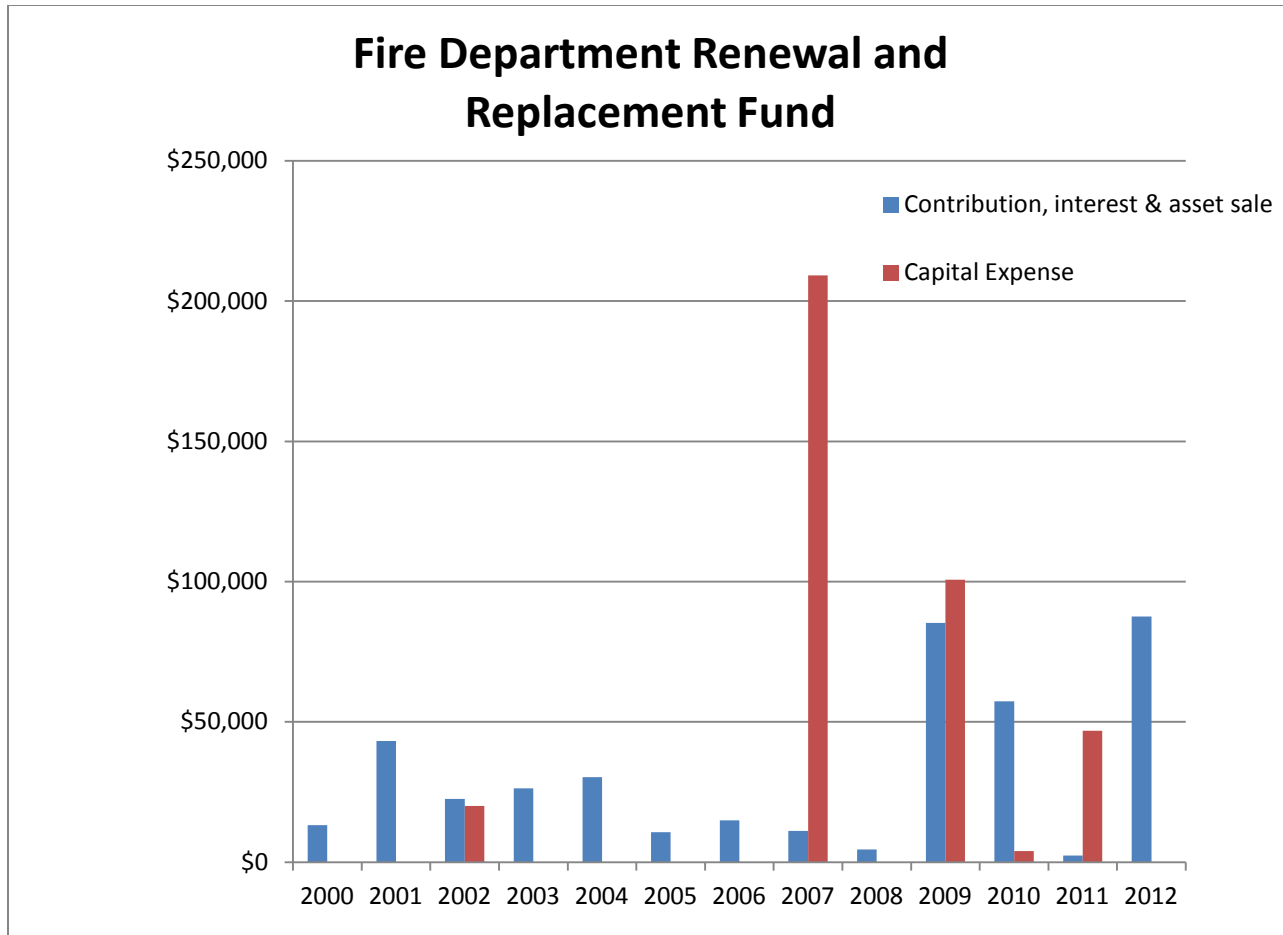
### **Capital Funds and Fund Raising**

Raising funds and planning to obtain funds is a crucial part of any capital plan and a variety of potential sources should be investigated. These include:

- Allocations from UBID – through the property tax process,
- Fund raising campaigns that would involve the community, firefighters and community groups,
- Applying for grants,
- Sale of assets (land) and
- Taking out a loan.

### **UBID Contributions to the Capital Fund**

Based on the contribution made by UBID in 2012, divided by the number of properties in Union Bay, about \$120 per property was allocated to the Renewal and Replacement Capital Fund. Although this does not represent the amount each homeowner paid on their property taxes (as taxes are calculated based on property value) it does provide a tool for budgeting purposes.



This graph shows annual contributions and expenditures to/from the Fire Renewal and Replacement Fund over the past thirteen years. Expenditures in 2007 included \$175,000 as a down payment towards the purchase of the former Union Bay Elementary School property. Other notable purchases included a new fire responder vehicle in 2009 and a used fire truck purchased from the Comox Fire Department in 2011. There were no contributions made to this fund from 2005 to 2008, thereby the amounts indicated in the graph reflect interest income or the proceeds from the sale of an asset. As of January 1<sup>st</sup>, 2013, the balance in the Fire Department Reserve was \$244,141.

The current Fire Renewal and Replacement Fund is a “statutory reserve fund” intended for both equipment renewal (such as communications equipment and turn-out gear) and for major capital projects and/or purchases (such as new fire trucks and a facility). As such, in order to disburse monies out of this fund, the Board must approve a bylaw which outlines the rationale for and the nature of the equipment or projects requiring the proposed withdrawal.

To highlight the importance of designating a new fire hall and vehicle fund, and to clearly differentiate between renewal/replacement of firefighting and first response apparatus and equipment and capital projects, two separate funds should now be established, with one remaining as a restricted Capital Fund for a new Fire Hall or future vehicle needs. A new secondary non-statutory Renewal and Replacement Fund would then be recommended from which monies could be accessed by Administration, within clear and defined spending limit authorities and without the need for a bylaw, for ongoing equipment and gear renewal and replacement based on annual projections and plans developed by staff and approved by the Board. It is further recommended that \$15,000 be allocated to this new Renewal and Replacement Fund with \$229,141 to remain in a renamed UBFRS Major Capital Projects Fund.

Another consideration regarding UBID contributions to Fire Department reserves relates to the need for building in provisions for future capital contributions that would increase proportionally as additional properties are developed in the community. The following tables illustrate how these contributions would be increased over time both with and without the Kensington Island Properties development moving forward.

**Assuming a \$120/Property Allocation with KIP Development**

	2013	2014	2015	2016	2017	2018	2019	2020
Total # of homes w/ KIP development	4 (729)	14 (743)	4 (747)	34 (781)	10 (791)	60 (851)	90 (941)	110 (1051)
UBID Capital Fund provision w/ KIP	\$87,480	\$89,160	\$89,640	\$93,720	\$94,920	\$102,120	\$112,920	\$126,120
Projected Capital Fund Balance	\$316,621 <sup>7</sup>	\$405,781	\$495,421	\$589,141	\$684,061	\$786,181	\$899,101	\$1,025,221
Total Required (\$)								\$2,500,000

**Assuming a \$120/Property Allocation without KIP Development**

	2013	2014	2015	2016	2017	2018	2019	2020
Total # of homes without KIP (est. 4 per year based on past 10-yr. activity )	4 (729)	4 (733)	4 (737)	4 (741)	4 (745)	4 (749)	4 (753)	4 (757)
UBID Capital Fund provision w/o KIP	\$87,480	\$87,960	\$88,440	\$88,920	\$89,400	\$89,880	\$90,360	\$90,840
Projected Capital Fund Balance	\$316,621	\$404,581	\$493,021	\$581,941	\$671,341	\$761,221	\$851,581	\$942,421
Total Required (\$)								\$2,500,000

<sup>7</sup> This total is based on the amount retained in a Capital Fund after \$15,000 is transferred to a Renewal and Replacement Fund.

It is clear from this table that budgeting to contribute about \$120 per property over the next seven years – with or without KIP – will require UBID to take out a substantial loan (at least \$1.5 M). This table does not address the additional cost of vehicles that will also be required. The following table shows the difference in possible contributions if the per property amount was increased. Therefore it is recommended that the Board consider increasing the per property allocation amount to \$200 or more.

**Assuming a \$200/Property Allocation without KIP Development**

	2013	2014	2015	2016	2017	2018	2019	2020
Total # of homes without KIP (est. 4 per year based on past 10-yr. activity)	729	733	737	741	745	749	753	757
UBID Capital fund provision w/o KIP	\$145,800	\$146,600	\$147,400	\$148,200	\$149,000	\$149,800	\$150,600	\$151,400
Projected Capital Fund Balance	\$374,941	\$521,541	\$668,941	\$817,141	\$966,141	\$1,115,941	\$1,266,541	\$1,417,941
Total Required (\$)								\$2,500,000

**Fund Raising Campaigns**

One potential source of funds could be through a capital fund raising campaign. This would be an intensive fundraising effort designed to raise a specified sum of money within a defined time period to help meet the varied asset-building needs of the fire department/UBID. Central to such a campaign would be the need to create an interest in the community and a reason for people to get involved and make a contribution. Partnering with other community groups such as the Historical Society or the Community Club may be useful. It is likely that local fund raising efforts will not result in significant contributions and will require significant investment of time and resources to manage/facilitate. Nevertheless creating and awareness and an affinity for the issue are necessary outcomes especially when the Board must ask the landowners for approval of a significant loan. Relationship building is the foundation on which most fundraising takes place.

The Board should consider establishing a fund raising committee that would spark community interest garner support for the project(s) but likely contribute in a small way to the overall costs. For planning purposes it is assumed that \$7,000 could be raised through fundraising.

### Grants

Although grants can be useful in contributing to significant capital costs, the fact of the matter is that grants are not as available as they were in the past. Nevertheless, the Administrator should investigate all potential options and provide the Board with a report of potential sources.

### Sale of Assets

UBID should consider selling some parcels of land and allocate the proceeds toward the construction of a multiuse complex. These include:

- Small, triangular property on McLeod Road – (assessed value \$209,000) - budget sale for \$200,000;
- Old school property, 5539 S. Island Highway – (assessed value \$1,234,000 bldg. \$296,000 land); - pending outcome of legal action;
- Fire hall property, 5471 S. Island Hwy – (assessed value \$207,000 bldg. \$125,000 land) demolition costs could reduce the value of this asset to \$120,000 for the land only – budget sale for \$120,000.<sup>8</sup>

### Loans

A loan will be required to construct a new multi-use facility and in all likely hood to fund new fire rescue vehicles. Any loan requires that the landowners through a referendum process give approval to secure a loan. Loan payments and interest charges are then applied to property taxes. The smaller the loan (and more funds saved) the less landowners will pay in the long term.

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<sup>8</sup> The undeveloped lot at Montrose Park should be retained for Public Works use

## Capital Plan / Costs Estimates

Capital item	Description	Original Purchase Price	Year Purchased	Estimated useful life of asset or timing for replacement	Estimated cost (2013 Dollars)	Risks, Issues and/or priority
Purchase of 2 <sup>nd</sup> First Responder Vehicle	T.B.D.	n/a	n/a	15 years	\$125,000	Majority of our call-outs are First Response calls.
Replace Existing First Responder Vehicle	2009 Ford Crew Cab, Diesel, Red	\$110,000	2009	15 years	\$125,000	Vehicle + Apparatus
Replace Fire Engine #24	1990 Ford 8000, 2WHDR, Diesel, Air Brakes, White, Mileage of 33,735km	\$45,000	2011	25 years	\$350K - \$500K	Availability of used/surplus fire engines from other depts. is in decline and unpredictable. Includes costs to appropriate equip the vehicle once it is purchased.
Replace Fire Engine #25	1990 Ford 800, 2WHDR, Gas, Hydraulic Brakes, Red, Mileage of 22,660km	Currently unknown	1992 (est.)	25 years	\$350K - \$500K	Same as those above.
Replace Command Pick-up Vehicle	2005 Dodge Dakota Pick-Up, Gas, Red	\$28,000	2005	10 years	\$15K - \$30K (used - new)	Vehicle + Apparatus
New Facility	Multi-purpose (30 firefighters, 2 fire engines, 2 first responder vehicles UBID Admin & PW.	n/a	n/a	2020	\$2.5 M	KIP
Land for new Facility	1 legal parcel suitable for the location of a new fire hall complex	n/a	n/a	2015	To purchase would cost \$400,000	CVRD – KIP Master Development Agreement
Decommissioning old Fire Hall site	Asbestos Removal and Building Deconstruction	Volunteer Labour and Donated Materials	1957	2021	\$2 - \$3 sq. ft. (asbestos abatement) plus estimated \$75K - \$100K deconstruction costs	Hazardous Material Removal Sale of Land

**Important Note:** Given the size and configuration of the current fire hall will not accommodate new model fire suppression vehicles, such purchases will need to be postponed until such time as a new fire department facility is constructed and available to house these larger vehicles.



## Capital Revenue / Savings Plan

### Capital Revenue/Savings Plan

#### Fire Rescue Service with KIP and Current Capital Provision per Property Amounts

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Totals
<b>Capital Expenditures / Projects</b>											
Multi-Purpose Complex	0	0	0	0	0	0	1,250,000	1,250,000	0	0	2,500,000
Vehicle Replacement / Purchase	0	0	0	30,000	0	0	0	0	0	475,000	505,000
Existing Fire Hall Deconstruction	0	0	0	0	0	0	0	0	75,000	0	75,000
<b>Total - Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$75,000</b>	<b>\$475,000</b>	<b>\$3,080,000</b>
<b>Potential Sources of Funding</b>											
UBID Capital Provision with KIP Growth	87,480	89,160	89,640	93,720	94,920	102,120	112,920	126,120	139,320	153,720	1,089,120
Capital Campaign / Fundraising / Grants	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
Long-Term Borrowing	0	0	0	0	0	0	1,520,000	0	0	0	1,520,000
Sale of Assets (i.e. Land)	0	0	0	0	0	0	200,000	0	0	120,000	320,000
<b>Total - All Funding Sources</b>	<b>\$89,480</b>	<b>\$91,160</b>	<b>\$91,640</b>	<b>\$95,720</b>	<b>\$96,920</b>	<b>\$104,120</b>	<b>\$1,834,920</b>	<b>\$128,120</b>	<b>\$141,320</b>	<b>\$275,720</b>	<b>\$2,949,120</b>
Beginning Balance – Capital Reserve	229,141	318,621	409,781	501,421	567,141	664,061	768,181	1,353,101	231,221	297,541	
Projected Contributions – All Sources	89,480	91,160	91,640	95,720	96,920	104,120	1,834,920	128,120	141,320	275,720	
Less: Planned Capital Projects	0	0	0	(30,000)	0	0	(1,250,000)	(1,250,000)	(75,000)	(475,000)	
<b>Ending Balance – Capital Reserve</b>	<b>\$318,621</b>	<b>\$409,781</b>	<b>\$501,421</b>	<b>\$567,141</b>	<b>\$664,061</b>	<b>\$768,181</b>	<b>\$1,353,101</b>	<b>\$231,221</b>	<b>\$297,541</b>	<b>\$98,261</b>	

#### Fire Rescue Service without KIP and Current Capital Provision per Property Amounts

	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	Totals
<b>Capital Expenditures / Projects</b>											
Multi-Purpose Complex	0	0	0	0	0	0	1,250,000	1,250,000	0	0	2,500,000
Vehicle Replacement / Purchase	0	0	0	30,000	0	0	0	0	0	475,000	505,000
Property Acquisition	0	0	0	0	0	0	0	0	0	0	0
Existing Fire Hall Deconstruction	0	0	0	0	0	0	0	0	75,000	0	75,000
<b>Total - Expenditures</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$30,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,250,000</b>	<b>\$1,250,000</b>	<b>\$75,000</b>	<b>\$475,000</b>	<b>\$3,080,000</b>
<b>Potential Sources of Funding</b>											
UBID Capital Provision without KIP Growth	87,480	87,960	88,440	88,920	89,400	89,880	90,360	90,840	91,320	91,800	896,400
Capital Campaign / Fundraising / Grants	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	20,000
Long-Term Borrowing	0	0	0	0	0	0	1,715,000	0	0	0	1,715,000
Sale of Assets (i.e. Land)	0	0	0	0	0	0	200,000	0	0	120,000	320,000
<b>Total - All Funding Sources</b>	<b>\$89,480</b>	<b>\$89,960</b>	<b>\$90,440</b>	<b>\$90,920</b>	<b>\$91,400</b>	<b>\$91,880</b>	<b>\$2,007,360</b>	<b>\$92,840</b>	<b>\$93,320</b>	<b>\$213,800</b>	<b>\$2,951,400</b>
Beginning Balance – Capital Reserve	229,141	318,621	408,581	499,021	559,941	651,341	743,221	1,500,581	343,421	361,741	
Projected Contributions – All Sources	89,480	89,960	90,440	90,920	91,400	91,880	2,007,360	92,840	93,320	213,800	
Less: Planned Capital Projects	0	0	0	(30,000)	0	0	(1,250,000)	(1,250,000)	(75,000)	(475,000)	
<b>Ending Balance – Capital Reserve</b>	<b>\$318,621</b>	<b>\$408,581</b>	<b>\$499,021</b>	<b>\$559,941</b>	<b>\$651,341</b>	<b>\$743,221</b>	<b>\$1,500,581</b>	<b>\$343,421</b>	<b>\$361,741</b>	<b>\$100,541</b>	

**Important Note: All above figures are based on 2013 revenue and cost projections for the next ten years.**

## Recommendations

- The Renewal and Replacement Fund should be separated into a non-statutory “Renewal and Replacement” Fund and a statutory “Capital’ Fund. With \$15,000 remaining in the Renewal and Replacement Fund and the remainder (\$229,141) transferred to a capital fund.
- A broad-based stakeholder and landowner consultation process should be undertaken early in the specification and design phase.
- The Board should allocate resources each year toward renewal and replacement as well as capital funds.
- The Board should approach the Historical Society to work with UBID and the firefighters to inventory old equipment and to investigate potential sites/displays for antique/old equipment.
- The Board should commit to utilizing the Capital Revenue / Savings Plan spreadsheet presented on page 32 of this review as the basis for ongoing Fire Rescue Service Capital Planning, which in part supports further recommendations that the Board should:
  - Set a target for savings/revenue before any long-term borrowing is considered.
  - Consider increasing the average per property allocation amount to \$200 or more.
  - Consider establishing a Capital Campaign / Fundraising Committee at a time deemed appropriate in an effort to garner broad community interest and support for planned future capital projects outlined in this review and subsequently, including soliciting local contributions and/or assistance with the estimated overall costs associated with such projects.
  - Direct the Administrator to continue investigating all applicable and appropriate grant application options and provide the Board with a report of all potential grant funding sources.
  - Determine potential and appropriate options for the sale of parcels of land owned by UBID, the proceeds from which to be allocated towards the construction of a multi-use complex.

## Chapter 5: Literature Review

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## Literature Review and References


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**Appendix #1 - Community Consultation, Defining the Service**


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## Union Bay Fire- Rescue Service: Defining the Fire- Rescue Services

Focus Group #1



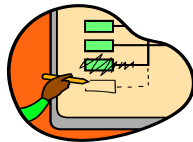
### The Focus Group Series



- A series of 3 focus group topics over several months:
- Focus Group #1: Landowners and Fire-Rescue personnel  
Define the Fire-Rescue Service and associated operational costs.  
Includes discussion about volunteering.
- Focus Group #2: Fire-Rescue personnel  
Determine the staffing, organization, position descriptions and policies etc. that are needed to provide the service for the community.
- Focus group #3: Landowners and Fire-Rescue personnel  
Plan for construction of a facility to accommodate the Fire-Rescue Service and related capital planning.

### Purpose of this focus group


- To provide basic information about the Union Bay Fire and Rescue Services
- To identify the costs and implications of having or not having those services
- To obtain input from you regarding what kind of fire rescue service is needed, wanted and affordable



### Volunteerism



- considered an altruistic activity,
- intended to promote good or improve human quality of life.
- considered as serving the society through own interest, personal skills or learning,
- produces a feeling of self-worth and respect, instead of money.
- also means of skill development, to socialize and to have fun
- intended to make contacts for possible employment or for a variety of other reasons




### Volunteer STATS

- Union Bay has a volunteer fire-rescue service
- 24 volunteers on the FRS
- On average the service responds to 55 calls per year; each call on average requires about an hour of time
- Volunteer are also asked to contribute about 8 hours per month to attend training, meetings, etc.

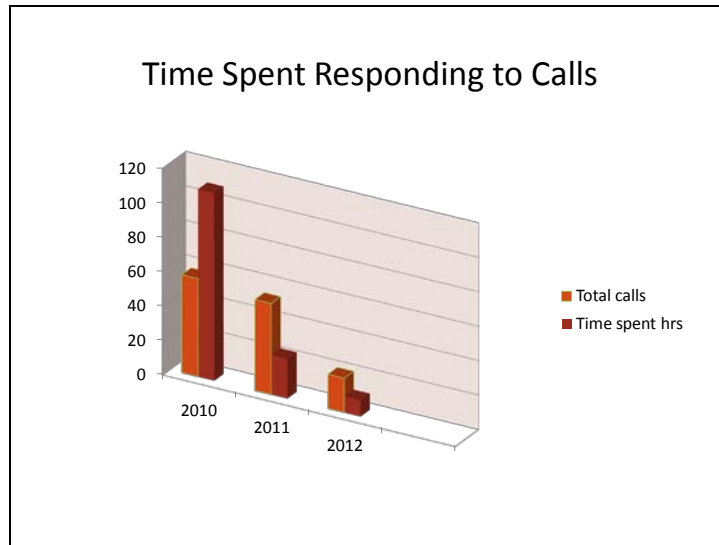
### Some Service Statistics

- Since obtaining jaws of life (approx.. 5 yrs. they have been used twice)
- For 2010:
  - First responder calls -34
  - Fires (misc.) - 3
  - Public/ambulance assist - 6
  - Motor vehicle incident - 8
- For 2011:
  - First responder calls – 30
  - Fires (misc.) - 9
  - Public/ambulance/misc. assist – 3
  - Motor vehicle incident - 9
- For nine months 2012
  - First responder calls - 26
  - Fires (misc.) - 4
  - Public/ambulance/misc. assist - 5
  - Motor vehicle incident - 2

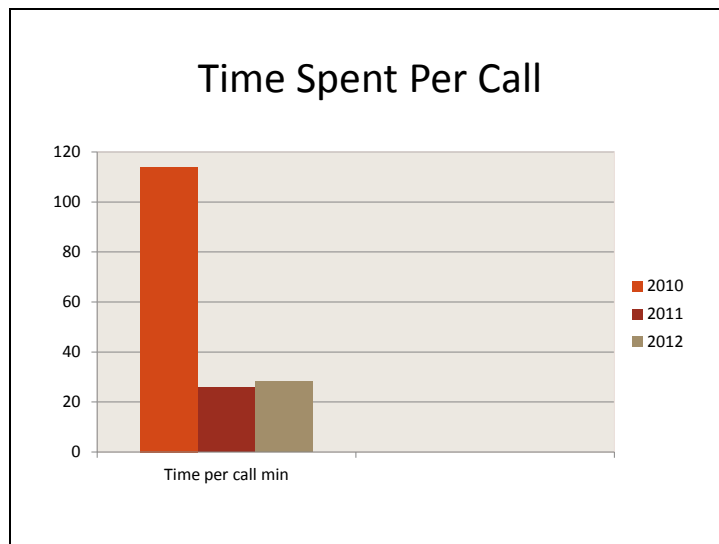




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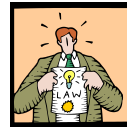


Slide 8



### Fire Service Mandate and Requirements

- UBID Letters Patent say, “provision of fire protection”
- UBID has several by-laws that spell out how the Fire Rescue Department operates
- Governed by the
  - Fire Service Act
  - Workers Compensation
  - Occupational Health and Safety Act
  - Criminal Code
  - Insurance requirements



### Components of UBID Fire Rescue Service

- Fire suppression, including structure fires, foam suppression of flammable liquid fires, forest interface fires, vehicle and other fires
- Automobile Extrication (Jaws of Life)
- First Responder Services
- Maintenance of equipment
- Training
- Fire prevention (education and promotion)

### First Responder (FR) Services (FRS)

- First step in pre-hospital care; a large factor in favourable patient outcomes
- FR trained to provide life saving functions until the arrival of the next highest level of care, usually Ambulance
- training includes CPR, spinal care, use of automatic external defibrillators, control of bleeding and wound management
- Training levels:
  - First Responder,
  - FR with Spinal endorsement,
  - FR with Spinal and Automatic External Defibrillation (AED) endorsement



### Mutual Aid

- Comox Valley Mutual Aid agreement
- Call on neighbouring departments for support for large or multiple incidents when required
- Specialized services like water rescue, high-angle rescue and hazardous materials incidents provided by outside agencies with support from UBFR where required

### Services not provided by UBFRS

- confined space rescue
- water rescue,
- high-angle rescue
- hazardous materials
- MVA response on the highway
- steep slope rescue

### Fire Fighter Training Requirements

- Fire Services Act gives the Minister authority to set training standards
- 2002 Minister's Order says the training standards for fire service personnel in BC are those set by the National Fire Protection Association (NFPA), effective January 1, 2003
- Volunteer firefighters are trained to NFPA 1001 and 1002 standards which is the same requirement for professional fire fighters
- Has not been enforced due to costs, volunteer commitments and community capacity. Only about 10% of fire fighters in the province have reached standards

### First Responder Services Training

- Legislation requires FR be licensed by Emergency Medical Assistants Licensing Board
- Training offered through a few institutions
- At present all but 3 have FR license
- Cost for one FR to obtain their license \$510
- Must be re-licensed every three years. This cost is \$230 per re-license.
- Plan to re-license 8 FR each year – annual cost \$1836

### Costs to Train Fire Fighters

- 12 Firefighters have completed training in fire suppression, rest have one or more courses to complete; none have completed NFPA 1001
  - Level 1: Modules 1-7 are provided in-house through UB volunteers with instructor training
  - Level 2: Modules 8-10 and Hazmat provided off-site
- NFPA 1002 relates to fire engine driver requirements – 6 have air brake training
- Auto extrication is an extra training course
- 6 have some officer training courses, most still require one or more courses to complete
- Refresher training conducted all year round.

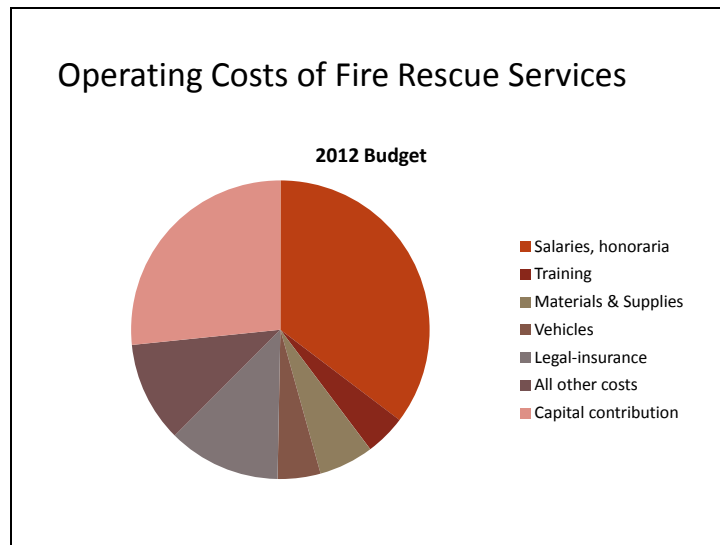


### FRS Budget


- Total FRS Budget for 2012 - \$329,000
- Expenses include:
  - Salaries, honoraria, benefits - \$116,200
  - Training - \$14,500
  - Materials and supplies - \$19,500
  - Vehicles – \$15,300
  - Legal-insurance - \$40,100
  - Misc. - \$35,800
- Capital funding comes from any excess of revenue over expenses, currently \$150,000
- Potential for addition of \$87,600 to capital in 2012

### Remuneration Provided to Volunteers

- Deputy, training officer - \$15,100
- Duty officer - weekends on call
  - 42 weekends - \$6720
- Coverage – long weekends on call
  - 10 long weekends
  - Duty officer and & 3 firefighters - \$7800
- Time off work to attend training – up to \$200 per day
- Honorarium paid to the UB Fire Association - \$525 per firefighter per year



### Dilemma



- Standards set by government and regulating bodies
- Recognize the unreasonable cost burden on small communities
- Standards not enforced
- "As determined by the organization"
- What do other communities do?

## Home Insurance Impacts

- Determined by Insurance Company reaction to Fire Underwriters Survey data
- Last survey June 1, 2004
- UBID hydrant-protected grade 3A-fully protected
- Semi or unprotected grade 4 beyond hydrant-protected area
- Grade is determined by the quality of the Fire Department, the community Fire Safety Controls, and the Water Supply
- UBID grade is best possible for a volunteer department
- Should the grade be lowered, hydrant-protected homes could pay an additional 50 – 150% more annually in home insurance premiums. Semi-protected homes could pay 50 – 100% more.\*




## There is no getting out of the fire business




- Whether UBID or CVRD provide the service Landowners must pay costs
- No fire department would result in Landowners paying costs through insurance rates



Do you have any questions?



Ground Rules for Small Group Discussions



- The facilitators job is to:
  - Ensure that everyone has an opportunity to contribute
  - Keep the group focused on the task
- Each group must select a recorder and a reporter
- There are no right or wrong, good or bad answers
- There is no need to “correct” or “reach consensus” about your input/opinions – we need to hear all views and solutions
- If additional information is required record it
- If topics come up that are not related to the discussion record them in the “Parking Lot”
- Trustees are only present to listen – not to participate

## Questions for Groups

- Three scenarios
- Aimed at encouraging a discussion
- Opinion regarding the focus group



## Defining the Services – PowerPoint, questions for participants and community responses

### *Fire fighters*

David McDowell (Jr.)  
Joost Buist  
Susan Hargreaves  
Ian Ham  
Mark Jackson  
Bob Hollands  
Wayne Cullen  
Darcy Rainey  
Wade Friel

### *Community Landowners*

Margaret Kraft  
Barbara McDowell  
Ray Kraft  
Margaret Anderson  
Janet Reschke  
Bob Ell  
Dave Molstad  
John Whitman  
Gary Reschke  
Pam Ramsay  
Howard Walker  
Joe Lidster  
Alan Flawse

## **Fire-Rescue Community Consultation – Focus Group #1 Questions for Participants -**

### **Scenario #1**

Union Bay has a long history of volunteerism. When men in the community returned home from logging and fishing they volunteered to help out with the fire department. Things have changed. Now most people work outside of Union Bay and travel in to Courtenay or Comox for jobs and Union Bay has become a bedroom community in the valley. The demographics have also changed – the average age in Union Bay according to the latest census is now 55. There are many new standards and requirements of fire departments and local governments. Other volunteer organizations compete for our volunteer's time and energy. In this context, please discuss the following:

## Specific Questions for FRS Volunteers

### 1. What motivated you to join the FRS?

- Give back
- Interesting job
- Help people
- Respect
- Part of the community
- Qualifications
- Fun
- Camaraderie
- Community support
- Community involvement
- Do your share
- Meet other members of the community

### 2. What keeps you involved (a); or what deters/prevents/limits your ongoing involvement (b)?

#### A:

- Love what I do
- Improvement
- Overcame new hall
- Self-respect
- Pride in a good group
- Camaraderie
- Training
- To stay committed because of the investment (training) the community has provided (loyalty)
- Plus same as #1 above

#### B:

- Work
- Family
- Some people don't support
- Social life
- Injury
- Time commitments
- Conflict with family/work

- To go to a higher level takes a significant commitment – can be daunting

**Questions for all participants:**

**3. What is a reasonable expectation for our fire fighters and first responders in relation to time and energy?**

- State in SOG (service operating guideline) what is expected
- Level increases the higher up you go
- Unreasonable expectations: reducing benefits; paying for your own training
- If you sign up you must give a threshold commitment
- Other volunteer fire fighters need to know you are trained and ready on a call out
- Operating guidelines are 75-100% for probationary volunteer fire fighters
- Operating guidelines are at least 50%
- Efforts to do extras – training, pancake breakfast, Remembrance Day
- Commitment
- Attendance
- Some firefighters currently spend 4X per month training = 6-8 hrs. per year; plus specialized training which can require full days (Saturday or the weekend) = 4-6 days per year training
- Attracted via peers and positive community view of the task
- Peers a large factor
- Need to have a specific training outline prior to starting so they know what is expected
- Attend training sessions that focus on specific needs of the department
- Current training time seems adequate

**4. How does UBID recruit and retain committed volunteers to our FRS?**

- Friends and family
- Advertise
- Website
- Community presence – Bay Days, parade etc.
- Family history
- Word of Mouth
- Down by the Bay
- Access to the gym
- Honoraria which builds camaraderie
- Floor hockey program and recreation
- Training

- Water bill forgiveness
- 5-7 year turnover of volunteer fire fighters
- Better benefits (life insurance)
- Want to be part of a professional organization
- Down by the Bay, Word of mouth, community events,
- Honoraria
- Social functions
- Community demographics have an impact
- Lack of community knowledge regarding remuneration
- Group seemed to settle into a bit of "group think" assuming the status quo for level of service was required and therefore current level of payment was a minimum.
- Volunteers should be paid more. However, when asked what would motivate them, the volunteer firefighters identified recognition as a bigger motivator than money

## **Scenario #2**

Delivery of firefighting and rescue services is highly regulated by the provincial and federal governments; and the insurance industry. Union Bay has minimal influence in establishing standards that we are required to comply with.

Due to the size of our community, the cost and the number of calls delivery of this service is enormously inefficient. We are required to spend funds to maintain standards and retain personnel. At the same time the average number of calls responded to each year are 55. ( $\$329,000 \div 55$ ) This means that each call costs \$5982. (based on 2012 budget). Although we cannot redesign how we do business we can look for efficiencies within the organization. Becoming more efficient will not reduce costs significantly.

Regulators understand the unrealistic cost burden for communities and do not enforce the regulations or say the organization can determine its level of compliance. Non-compliance with standards creates liability issues. Based on this:

- 1. How can we balance the need to comply with standards with community ability to carry the cost burden?**
  - Double the population
  - Don't like the premise – shouldn't look at cost per call
  - Look at the cost burden per property owner (approx. \$500 per)
  - Hard – up against the minimum cost of maintaining a professional fire service
  - We need new gear/equipment

- Realize firefighting component (occurrences of structure or large fires) has declined and first responder is by far the largest event/time piece
- Develop a program that focuses on first responders/ambulance assistance while maintaining suitable fire protection which may have a reduced deliverable of “fire” service
- Landowners need to receive more info
- Define training needs within the context of the budget
- Would accept service reduction if insurance premiums were not affected

## **2. Do you have suggestions about where cost savings can be found?**

- Show alternatives
- Transfer cost burdens (government grants)
- Can't see any major areas for cost cutting
- No fire service?
- There would be serious implications if we went without a fire service
- No MVA calls – not suggesting that this happen, would negatively impact volunteer fire fighter retention
- would like to see the rescue part eliminated and just go back to a regular fire department
- building and equipment is out of date and inadequate
- present to the community the issue of liability versus expense/level of service to allow for informed decision making
- seem not out of line but the determination of \$525 should be presented to UBID as an annual itemized request
- recognize the need to increase capital funds
- note: \$\$\$ not a major factor in job satisfaction
- would like to see the rescue part eliminated and just go back to a regular fire department
- might be time to meet with the other municipal authorities

## **3. How do we get this message out to the community?**

- Point out the alternatives
- Advertise
- Benefits of the Fire Service for well being
- Peace of mind
- Insurance policy (as in a natural disaster)
- Reassurance
- Grapevine of Union Bay

- Develop a promotion program
- Statistics
- How UBFR stands in UBID
- Good insurance
- Let's show them what it costs them
- There was a very poor understanding of the community as a whole as to the actual costs, what they get for the price, and what the risks are. In order for the land owners to make an informed decision on the future of the UBVF, this information would need to be clearly understood.

### **Scenario #3**

UBID budgets \$116,200 each year for salaries and honoraria associated with the FRS. Community FRS members are provided with duty pay and on-call pay. The FF Association receives a payment based on the number of volunteers in the department.

#### **1. Are there other incentives that will reward volunteers?**

- \$116,200 per year
- Off duty benefits
- Salary compensation
- Service recognition
- Training
- Water bill forgiveness
- Better benefits after becoming an honorary fire fighter (15 yrs.)
- Christmas banquet put on (by UBID) for all UBID employees and VFFs , people could come from the community
- Costs need clarification
- Awareness and pride by the community

#### **2. Should the honoraria system for the Association be restructured to reward committed volunteers? If so, how?**

- Show more recognition for people who show up more often
- Not an easy answer, difficulties both ways, members voted to maintain as is
- yes



## **Question**

- **From this presentation and discussion what have you learned that is new to you?**
  - Was interested in hearing the other FFs suggestions
  - 15 years in should result in better benefits
  - Didn't realize that the service was in question
  - UBID and the FRS have a lot of work to do

## **Parking lot issues**

- Clarification of the expenditure of \$116,200
- How to respond to calls when not enough on call?
- Issue regarding having a fire hall and inadequate equipment
- Daytime response an ongoing challenge because so many of the volunteers work outside Union Bay.

## **Potential Solutions**

To address recognition of fire department:

- The Comox Valley photography club might agree to take picture of the firefighters in general in action, etc. for use in a variety of situations
- North Island College – computer students have assisted in website design projects

To address daytime coverage:

- Train employees (public works and administrator) to provide basic first responder during Monday to Friday day times
- Approach business people to provide basic first response during the day in exchange for contracts with UBID

## Appendix #2 – Landowners’ Town Hall Meeting, Nov. 24/13

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Slide 1



**Town Hall Meeting with  
Landowners**

November 24, 2012

Slide 2

**Fire Rescue Review**



Three goals for the Fire- Rescue Service:

- Strengthen relationships between the Board and Fire- Rescue Department
- Explore operating effectiveness and identify improvements where possible
- Improve capital planning

• 2012-2013 set as the time to focus on these goals

Slide 3

## Why do we need to review the Fire Rescue Service?

- The past 10 years have been a period of changing liability requirements and changing regulation
- Need to establish a vision and plan for the future
- Major capital expenses on the horizon
- Changing demographics and a volunteers may affect service



Slide 4

## The Review Process




- Three- step process:
  - Defining the Future Service
  - Ensuring an Appropriate Administrative Support Structure
  - Planning for Future Capital Needs
- Consider information from the Fire Rescue Committee, Trustees, fire fighters, landowners and literature review.



Slide 5

### Fire Rescue Review




- Community consultation process:
  - Three workshops offered, two attended
  - 9 fire department personnel, 13 landowners
- Workshops:
  - Provided an overview about the fire rescue service
  - Asked participants questions based on three scenarios

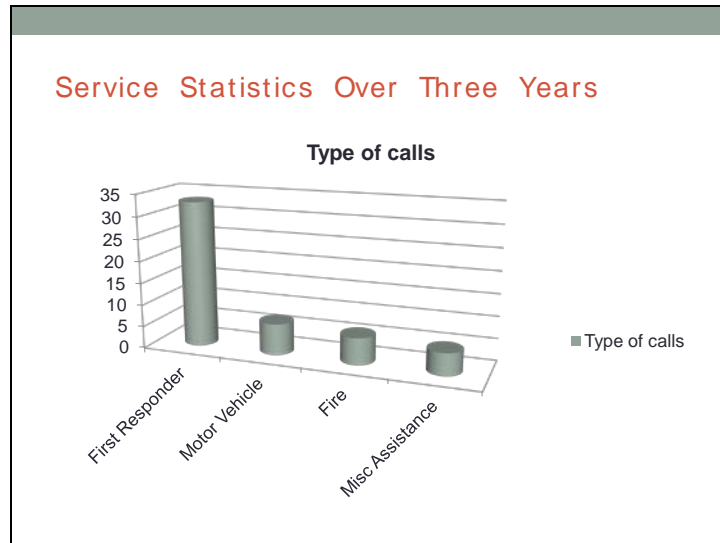
Slide 6

### Acknowledgement

- Thank you to the facilitators who led discussion groups during the community consultation workshops:
  - Bob Ell
  - Eugene Hrushowy
  - Tom Dereniwski



Slide 7



Slide 8


### Key Facts Presented :



- 65% of the calls are for first response
- most costs relate to fire suppression (equipment and training)
- Standards are imposed by government and regulators
- Standards not enforced as regulators recognize unrealistic costs, volunteer commitments and community capacity
- Only about 10% of fire fighters in the province have reached standards

Issues to consider in defining the future service?


- What level of resources (\$) are we prepared to put into the fire rescue service?
- What services do we consider essential?
- What level of risk are we prepared to take by not adhering to the standards?
- How do we manage or mitigate that risk?
- How will our decisions impact recruitment and retention of volunteers?
- Defining the future service is part of a short and long term planning process



Creates a dilemma for Union Bay


- How do we balance:
  - Requirements to maintain insurance rating
  - Ability of the community to pay operating and capital costs
  - Level of service required versus wanted
  - Managing risk
  - Changed attitudes about volunteerism

Rationalizing Resources and Risk



Slide 11

**Range of opinions:**




- first responder is by far the largest event/ time piece
- develop a program that focuses on first responders while maintaining suitable fire protection which may have a reduced deliverable of “fire” service
- no MVA calls would negatively impact volunteer retention
- like to see the rescue part eliminated and go back to a regular fire department
- more benefits or more recognition for fire fighters?
- define training needs within the context of the budget
- would accept service reduction if insurance premiums were not affected

Slide 12

**Common opinions:**

- Landowners need more information
- Recognize the need to increase capital funds
- Poor understanding by the community regarding costs, what they get for the price, and what the risks are
- Daytime response an ongoing challenge because so many of the volunteers work outside Union Bay



Slide 13


### Direction regarding defining the service

- We need to articulate a short, medium and long term plan for the UB Fire Rescue Service
- In the short to medium term:
  - 2013 budget set at same level as 2012
  - Aim to hold the line on budgets
  - No change in the services currently provided
  - Focus on recruitment and retention of volunteers
  - Look for operating efficiencies

Slide 14

### Next steps:

- A number of questions from discussions
- More literature to review
- Beginning review of the administrative structure and support
- Will consult the community again regarding capital
- Report is a work in progress
- Expect to table report and recommendations by the end of March





# Appendix #3 - UBFRS Job Descriptions

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**POSITION TITLE:** Director of Emergency Services / Fire Chief

**POSITION REPORTS TO:** Administrative Officer, Board of Directors

**CLASSIFICATION:** Fire Chief

**Scope:**

The Director of Emergency Services/Fire Chief reports to Trustees through the Administrative Officer. He/she is responsible for directing the activities of the Fire Department. The Director of Emergency Services/Fire Chief is responsible for directing all volunteer fire fighters and ensuring that fire fighters have adequate training.

The Director of Emergency Services/Fire Chief is also responsible for ensuring that firefighting equipment is monitored on a regular basis and is in good working order. He/she will develop all policies and procedures concerning fire fighting in accordance with the District bylaw, Provincial legislation and policies and in accordance with Work Safe B.C.

The Director of Emergency Services/Fire Chief, with the Administrative Officer will provide an emergency disaster plan for the District and will, in the event of a disaster implement said plan, calling for and coordinating with all required outside agencies.

**GENERAL:**

In accordance with the Union Bay By-Laws and Policies and Procedures, the Director of Emergency Services/Fire Chief is expected to carry out or cause to be carried out, all tasks as required to maintain and operate a small Improvement District Fire Department ensuring that the Fire Services Act, British Columbia Fire Code Regulations, Fire Protection and Regulations By-Laws and related codes, by-laws and fire standards are met.

**SUMMARY:**

In accordance with Union Bay Improvement District By-Laws and Policies and Procedures, the Director of Emergency Services/Fire Chief is responsible for the overall administration of all Fire Department operations and Functions. These include, but are not limited to, fire control, rescue, public service, medical aid and public education.

## **Administration:**

Performs the administrative duties by:

- Directing the operation and administration of the Union Bay Volunteer Fire Department, including the functioning of fire suppression, fire prevention, public education, and medical aid and rescue services.
- Make inspections of places of business to ensure compliance with BC Fire regulations
- Prepare and document property preplans to ensure safe emergency operations.
- Issue as necessary burning permits within District boundaries.
- Administering the day to day affairs of the Union Bay Volunteer Fire Department in accordance with the policies, plans and procedures established by the Union Bay Improvement District.
- Advising and recommending on all matters relating to fire fighting and fire prevention.
- Supervising staff, assisting in staff selection, conducting performance reviews of all firefighters and officers on an annual basis and providing motivation and leadership.
- Ensuring appropriate training and development are provided to all fire fighters.
- Ensuring correction, as required or needed, is provided to all fire fighters.
- Coordinating with other fire service administrators and fire chiefs.
- Coordinating with other agencies pertaining to the operational duties as outlined in this document. Agencies to include but are not limited to: B.C. Fire Chiefs' Association, B.C. Training Officers Association, First Responder (B.C. Ambulance Service), Canadian Fire Chiefs' Association, TERC Canada, CVEP and Volunteer Firefighters Association.
- Developing plans and implementing goals and objectives in support of the Department's strategy.
- Advising on the development and administration of the Fire Department budget.
- Forecasting funds needed for staffing, equipment, materials and supplies.
- Monitoring and approving expenditures within the guidelines established by the Board of Trustees.
- Maintaining records on incidence of fire, injuries and loss of property
- Preparing reports on all areas of fire fighting
- Prepare and implementing fire prevention education and awareness programs
- Other related duties as assigned that would not normally affect the workload.

## **Fire Prevention:**

Performs Fire Prevention duties by:

- Enforcing the British Columbia Fire Services Act, British Columbia Fire Services Code, Fire Code Regulations, Fire Protection and Regulations By-Laws and related codes, by-laws and fire standards.

- Developing and administering fire defense plans for the Union Bay Improvement District by conducting ongoing analysis of fire risks and identifying means of preventing fire and mitigating the loss when fire occurs.
- Developing and supporting public education programs for the community to promote fire and safety.
- Providing commercial fire inspections.

### **Operations:**

Performs the operating functions by:

- Approving and directing the implementation of policy on fire suppression standing operational guidelines and tactical doctrine, developing policies on fire protection and disaster planning.
- Providing advice and recommending to the Trustees all aspects of urban fire protection, disaster planning and response procedures.
- Developing and maintaining an acquisition and prevention maintenance program to ensure that the fire fighting apparatus is acquired and maintained at a satisfactory level.
- Liaising with representatives of adjoining fire departments to ensure that adequate reciprocal arrangements are made for controlling major fires.
- Responding to emergencies and directing activities as necessary.

### **Training:**

Oversee the recruitment, training and direct the activities of volunteer fire fighters, developing and maintaining in readiness the fire fighting, rescue, medical aid, public education and fire prevention functions of the Improvement District.

Duties to include but not limited to:

- Recruit and orient volunteer fire fighters
- Ensure a high level of morale among fire fighters
- Ensure the training of volunteer fire fighters
- Evaluate the performance of fire fighters
- Discipline and/or dismiss fire fighters if necessary

### **Equipment Maintenance:**

Inspect fire fighting equipment in order to ensure appropriate equipment is available as required:

- Inspect and perform basic maintenance on fire apparatus on a regular basis
- Ensure that required servicing for apparatus is performed in a timely manner to ensure emergency readiness
- Inspect fire fighting equipment and maintain on a regular basis
- Make recommendations on the replacement and/or repair of equipment and apparatus.

### **Peripheral Duties:**

Attends conferences and meetings to keep abreast of current trends in the Fire Service and represents the District Fire Department in a variety of local, Provincial and other meetings. Will liaise with, other Fire/EMS officials, community business representatives and the public on all aspects of the Departments' activities.

Performs the duties of command personnel as needed and fulfills obligations during duty days or duty weeks.

## **KNOWLEDGE, SKILLS AND ABILITIES**

### **Knowledge:**

The incumbent must have proficient knowledge in the following areas:

- knowledge of fire fighting techniques and methods
- knowledge of command and control techniques
- knowledge of investigation and evidence gathering techniques
- Knowledge of fire fighting training programs.
- knowledge of training techniques and methods
- knowledge of fire fighting public education and awareness programs concerning protective services
- knowledge of public safety theories and methods
- knowledge of emergency response techniques
- knowledge of crowd control techniques
- Knowledge of First Responder emergency procedures.
- knowledge of volunteer training, development and recognition

**Skills:**

The incumbent must demonstrate the following skills:

- leadership skills including the ability to take full command at the scene of a fire
- analytical and problem solving skills
- decision making skills
- negotiations skills
- effective verbal, oral and written communication skills
- ability to deal effectively with people in difficult situations
- effective public relations and public speaking skills
- research and program development skills
- time and stress management skills

**Required Knowledge, Skills, Abilities and Minimum Qualifications:**

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions, duties and responsibilities of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

1. A degree in fire management, public administration, public safety/emergency management, fire science or related field or alternate education and/or experience.
2. Certifications of Firefighter I and II, F/R III, Fire Officer I and II or the ability to obtain required certifications within a set period of time.
3. Valid B.C. D.L. class 5 with air endorsement.
4. Five or more years of progressively more responsible experience in command positions including supervisory and administrative duties.
5. Knowledge in building construction, fire behavior and hazardous materials. Thorough knowledge of the principles, practices and techniques of modern fire science to establish and maintain effective fire ground operations.
6. Thorough knowledge of professional public management techniques involved in budgeting, personnel administration, labor relations and operations management.
7. Thorough knowledge of Provincial laws, local ordinances and other regulations.
8. Knowledge of the principles, practices and techniques of modern fire science to establish and maintain effective fire protection and suppression services desirable.
9. Skill in assessing information, analyzing data, preparing comprehensive and accurate reports, and formulating policy and service recommendations.
10. Skill in effectively communicating ideas and making presentations in a public forum. Skill in using a wide variety of technical presentation equipment.
11. Ability to exercise a high degree of diplomacy in contentious or confrontational situations.

12. Ability to maintain discipline, to supervise a large staff through lower level managers and lead and command volunteers effectively in standard and emergency conditions.
13. Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with the media, the public, other employees.
14. Ability to critically assess situations. Solve problems, work effectively under stress, within deadlines and in emergency situations.
15. Ability to travel to other locations.

### **Physical Demands and Work Environment :**

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential function, duties and responsibilities of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee's environment can range from an office setting to highly dangerous fire-service related situations. Physical demands can range from sitting in an office or vehicle to the potentially enormous physical exertion associated with rescuing persons in emergency situations. The employee may be exposed to outside weather conditions, and potentially exposed to moving mechanical parts; high, precarious places; fumes or airborne particles; toxic or caustic chemicals; risk of electrical shock; explosives; risk of radiation; and vibration.

Additional compensation:

- Uniforms are provided by the District.
- Appropriate foot wear will be provided by the District
- Employee to be provided a vehicle for his/her use while acting in the capacity of Fire Chief.
- Employee to be provided a cellular telephone for job related use.
- The District will assume the costs of professional affiliations and Province-required educational requirements. The District will assume the costs of job-related professional development including conferences, workshops and seminars.
- The District will provide time off for the employee to attend training, workshops and conferences, this time will not be calculated into allowed holiday time.

**POSITION TITLE:** Deputy Fire Chief

**POSITION REPORTS TO:** Director of Emergency Services / Fire Chief

The Deputy Fire Chief is responsible to perform the following duties and functions for the Union Bay Fire Rescue Service, under the direction or in the absence of the Fire Chief, On behalf of the Board of Trustees of the Union Bay Improvement District:

- Coordinate all personnel, apparatus and equipment during all Union Bay Fire Rescue activities until Directed or relieved of specific responsibility by Fire Chief.
- Coordinate all communications until directed or relieved of specific responsibility by Fire Chief or other appropriate authority.
- Coordinate response of the Department to all appropriate request for urgent or emergency service and expedite all necessary resources to intervene and resolve the problem:
  - Threat of/from unsafe or uncontrolled fire.

**Initial response to:**

- Imminent threat to life safety
- First-aid/ basic life support (First Responder Program)
- General rescue (victim extrication from motor vehicles, buildings, embankments, etc.)
- Threat of explosion
- Spills of fuel or chemicals in watercourses
- Request all appropriate assistance resources:
  - Mutual aid fire departments (Cumberland, Courtenay.)
  - Other typical assist agencies (BCAS, Forestry, and ESS)
  - Other authorities (RCMP, BC Environment, CVEP, PEP, etc.)
- Ensure the Incident Command System is applied to manage emergency responses, and when appropriate, for other activities
- Immediately investigate and expedite conditions to intervene and resolve an imminent threat to life safety from fire, explosion, electrocution, entrapment, or hazardous materials.
- Conduct fire safety inspections, and enforce conditions for fires in the open air.
- Record and report all significant communications and information about responses and other activities
- Attend meetings (Fire Chiefs Association, Fire Committee, and Board meetings)
- Be familiar with and adhere to operational guidelines governing the Fire Department.
- Assume the responsibilities of Duty Officer when scheduled to do so.



- Assume the role of Hall Safety Officer, assuming such responsibilities as:
  1. Become liaison between membership and Fire Chief and Board of Trustees.
  2. Chair the Occupational Health and Safety Committee.
  3. Implement WHMIS Guidelines and Training as per UBOSHP.
  4. Implement and enforce of the Union Bay Fire Departments Occupational Health and Safety Program (UBOSHP)
  5. Investigate any workplace accidents, and fill out appropriate paper work.
  6. Will make recommendations to the Chief/ Board to effect changes necessary for the safety and welfare of the staff of the Improvement District.

## **KNOWLEDGE, SKILLS AND ABILITIES**

### **Knowledge:**

The incumbent must have proficient knowledge in the following areas:

- knowledge of fire fighting techniques and methods
- knowledge of command and control techniques
- knowledge of investigation and evidence gathering techniques
- Knowledge of fire fighting training programs.
- knowledge of training techniques and methods
- knowledge of fire fighting public education and awareness programs concerning protective services
- knowledge of public safety theories and methods
- knowledge of emergency response techniques
- knowledge of crowd control techniques
- Knowledge of First Responder emergency procedures.
- knowledge of volunteer training, development and recognition

### **Skills:**

The incumbent must demonstrate the following skills:

- leadership skills including the ability to take full command at the scene of a fire
- analytical and problem solving skills
- decision making skills
- negotiations skills
- effective verbal, oral and written communication skills
- ability to deal effectively with people in difficult situations
- effective public relations and public speaking skills
- research and program development skills
- time and stress management skills

**Required Knowledge, Skills, Abilities and Minimum Qualifications:**

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions, duties and responsibilities of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

16. Certifications of Firefighter I and II, F/R III, Fire Officer I and II or the ability to obtain required certifications within a set period of time.
17. Valid B.C. D.L. class 5 with air endorsement.
18. Five or more years of progressively more responsible experience in command positions including supervisory and administrative duties.
19. Knowledge in building construction, fire behavior and hazardous materials. Thorough knowledge of the principles, practices and techniques of modern fire science to establish and maintain effective fire ground operations.
20. Thorough knowledge of professional public management techniques involved in budgeting, personnel administration, labor relations and operations management.
21. Thorough knowledge of Provincial laws, local ordinances and other regulations.
22. Knowledge of the principles, practices and techniques of modern fire science to establish and maintain effective fire protection and suppression services desirable.
23. Skill in assessing information, analyzing data, preparing comprehensive and accurate reports, and formulating policy and service recommendations.
24. Skill in effectively communicating ideas and making presentations in a public forum. Skill in using a wide variety of technical presentation equipment.
25. Ability to exercise a high degree of diplomacy in contentious or confrontational situations.
26. Ability to maintain discipline, to supervise a large staff through lower level managers and lead and command volunteers effectively in standard and emergency conditions.
27. Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with the media, the public, other employees.
28. Ability to critically assess situations. Solve problems, work effectively under stress, within deadlines and in emergency situations.
29. Ability to travel to other locations.

**POSITION TITLE:**

**Assistant Fire Chief**

**NATURE AND SCOPE OF WORK:**

This is an important position crucial to the effectiveness of the fire department. This position is a vital link in the communication and operational chain of command of the fire department.

The Assistant Chief is expected to be motivated and prepared to assist the fire department by providing expertise and leadership in many aspects of operating a modern, progressive public safety agency.

The Assistant Chief must be able to communicate in an open, honest, straightforward manner with both his supervisors and the members who he supervises.

The Assistant Chief should be very much “hands on” and willing to participate in manual work associated with all tasks typical of an active Fire Department.

The Fire Chief or Deputy Fire Chief assigns the Assistant Chief/s all duties and responsibilities.

The Assistant Chief is directly accountable to the Fire Chief or in his absence the Deputy Fire Chief. The Assistant Chief is subordinate to the Deputy Fire Chief and the Fire Chief.

**NOTE: At an emergency scene the Assistant Chief will be expected to assume the role of Incident Command in the absence of a more senior officer.**

**TYPICAL DUTIES AND RESPONSIBILITIES:**

**Assistant Chief, Operations:**

- Ensure all equipment and apparatus required in the delivery of emergency services are maintained in an appropriate manner.

**NOTE: All equipment and apparatus is defined as; any PPE, tools, equipment, incidentals, medical supplies, vehicle maintenance, upgrades or annual inspection/testing required or used in the service of emergency services.**

- Coordinate all maintenance with applicable suppliers and service providers
- Ensure all in-house maintenance is scheduled and carried out in a timely manner
- Provide a maintenance schedule for Equipment, annual testing, and PPE service/ inspection.
- Ensure all maintenance records are maintained correctly and forwarded to District staff for filing.
- Coordinate replacement of incidentals and medical supplies with supply person.

### **Assistant Chief, Training:**

- Organize all instructors and instruction for the fire department training program.
- Schedules all instruction, theory or practical for the department.
- Provides a training calendar to the firefighters showing flow of training, scheduling of subject areas as well as instructors.
- Provides a recruit training program to the minimum recognized standard of BC Basic Firefighter level.
- Instruction and content to lead to certification in the NFPA 1001 Firefighter program, using IFSTA Essentials of Firefighting 5<sup>th</sup> Edition as the main reference
  - Provides all lessons for the program
  - Ensure that the necessary course content is delivered by the instructors
  - Files and records all completed lesson plans
- Ensure that all training is delivered in a safe and organized manner.
- Ensure all homework assignments are completed
- Document all training sessions including:
  - Attendance
  - Instructors/ subject
  - Homework assignments
  - Instructional notes
- Ensure training records are forwarded to District staff
- Coordinate training with First Aid Coordinator as it pertains to scheduling and instructors.
- Ensure all hosted training events are organized (supply of snacks, lunches, water, etc.)
- Ensure all off site training is organized, (travel, lodgings, etc.) usually through coordination with Improvement District Administrator.
- Ensure that the recruit-training program is progressing and running smoothly.

### **Both Positions:**

- Assist in developing policy, procedure, and operational guidelines.
- Assist in the developing short and long-term budgets for the fire department.
- Assist in areas of risk management.
- Be a positive role model for others in the fire department
- Coordinate activities of a fire department crew.
- Including:
  - Training content and schedules.
  - Re-certifications
  - Administer written and practical evaluation sessions
  - Distribute Operational Guidelines when issued for reading and signing by recruits.
  - Leading, motivating and challenging company members in a positive and productive manner.
  - Ensuring company members have read and obey fire department rules, regulations and guidelines.
  - Supervise Captains, Lieutenants, firefighters and recruits.

- Assume duties of crew Captains in their absence.
- Discipline company members when necessary under the terms and conditions of the fire department rules, regulations and guidelines.

**REQUIRED KNOWLEDGE, SKILLS & ABILITIES:**

- Significant experience with a fire department including supervisory or management duties in fire suppression, volunteer/ employee relations, training, workplace safety, and communications.
- Significant training and experience in Incident Command in the scope and scale of emergency/ disaster responses expected of this Fire Department
- Computer skills with the ability to create reports, manipulate databases, spreadsheets, and word processing.
- Training/ experience with WCB regulations and safe work practices.
- Above average level of fitness which should be maintained to reduce the risk of injury and to set an example for others.

**BASIC QUALIFICATIONS FOR THE POSITION:**

- A minimum of two (2) years as an active Captain with the Union Bay Fire Department.
- NFPA 1001, Firefighter levels 1 & 2
- Fire Officer level 1
- S201 Fire Service Instructor 2
- Certification to "Live Fire -Level 3
- Valid B.C. Drivers license, minimum Class 5 with air brake endorsement and a clean Drivers Abstract

**ADDITIONAL PREFERRED QUALIFICATIONS:**

- Fire Officer Level 2 or equivalent or higher

**POSITION TITLE:**

**Captain**

**NATURE AND SCOPE OF WORK:**

This is an important position that is crucial to the effectiveness of the fire department. This position is a vital link in the communication and operational chain of command of the fire department.

The Captain is expected to be motivated and prepared to assist the fire department by providing expertise and leadership in many aspects of operating a modern, progressive public safety agency.

The Captain must be able to communicate in an open, honest, straightforward manner with both his supervisors and the members who he supervises.

The Captain should be very much “hands on” and willing to participate in manual work associated with all tasks typical of an active Fire Department.

The Fire Chief, Deputy Fire Chief or Training Officer assigns the Captain all duties and responsibilities. The Captain is directly accountable to the Fire Chief or in his absence the Deputy Fire Chief. The Captain is subordinate to the Deputy Fire Chief and the Fire Chief.

**NOTE: At an emergency scene the Captain might be expected to assume the role of Incident Command and/or Firefighter.**

**TYPICAL DUTIES AND RESPONSIBILITIES:**

- Assist in developing policy, procedure, and operational guidelines.
- Assist in the developing short and long-term budgets for the fire department.
- Assist in areas of risk management.
- Be a positive role model for others in the fire department
- Coordinate activities of a fire department crew, including:
  - Training content and schedules.
  - Re-certifications
  - Administer written and practical evaluation sessions.
  - Leading, motivating and challenging company members in a positive and productive manner.
  - Ensuring company members have read and obey fire department rules, regulations and guidelines.
  - Supervise Lieutenants, firefighters and recruits.
  - Assume duties of crew Lieutenants in their absence.

- Discipline company members when necessary under the terms and conditions of the fire department rules, regulations and guidelines.

**REQUIRED KNOWLEDGE, SKILLS & ABILITIES:**

- Significant experience with a fire department including supervisory or management duties in fire suppression, volunteer/ employee relations, training, workplace safety, and communications.
- Significant training and experience in Incident Command in the scope and scale of emergency/ disaster responses expected of this Fire Department
- Computer skills with the ability to create reports, manipulate databases, spreadsheets, and word processing.
- Training/ experience with WCB regulations and safe work practices.
- Above average level of fitness which should be maintained to reduce the risk of injury and to set an example for others.

**BASIC QUALIFICATIONS FOR THE POSITION:**

- A minimum of three (3) years as an active Lieutenant with the Union Bay Fire Department.
- NFPA 1001, Firefighter levels 1 & 2
- Fire Officer level 1
- Certification to "Live Fire -Level 3
- Valid B.C. Drivers license, minimum Class 5 with air brake endorsement and a clean Drivers Abstract

**ADDITIONAL PREFERRED QUALIFICATIONS:**

- Fire Officer level 2 or equivalent

**POSITION TITLE:**

**Lieutenant**

**NATURE AND SCOPE OF WORK:**

This is an important position that is crucial to the effectiveness of the fire department. This position is a vital link in the communication and operational chain of command of the fire department.

The Lieutenant is expected to be motivated and prepared to assist the fire department by providing expertise and leadership in many aspects of operating a modern, progressive public safety agency.

The Lieutenant must be able to communicate in an open, honest, straightforward manner with both his supervisors and the members who he supervises.

The lieutenant should be very much “hands on” and willing to participate in manual work associated with all tasks typical of an active Fire Department.

The Fire Chief, Deputy Fire Chief or Training Officer assigns the Lieutenant all duties and responsibilities.

The Lieutenant is directly accountable to the Fire Chief or in his absence the Deputy Fire Chief.

The Lieutenant is subordinate to the Captains, Deputy Fire Chief and The Fire Chief.

**At an emergency scene the Lieutenant might be expected to assume the role of Command and/or Firefighter.**

**TYPICAL DUTIES AND RESPONSIBILITIES:**

- Assist in developing policy, procedure, and operational guidelines.
- Assist in areas of risk management.
- Be a positive role model for others in the fire department
- Assume the responsibilities of Duty Officer when scheduled to do so.
- Coordinate activities of a fire department crew.  
Including:
  - Training
  - Leading, motivating and challenging company members in a positive and productive manner.
  - Supervise firefighters and recruits.



- Discipline company members when necessary under the terms and conditions of the fire department rules, regulations and guidelines.

**BASIC QUALIFICATIONS FOR THE POSITION:**

- A minimum of two (2) years as an active firefighter with the Union Bay Fire Department not including probationary period.
- Certification to “ First Responder- Level 3”
- Certification or equivalency to “ B.C. Firefighter –Basic Level”
- Certification to “Live Fire –Level 1”
- Valid B.C. Drivers license, minimum Class 5 with a clean Drivers Abstract

**Preferred Qualifications:**

- NFPA 1001 Fire Fighter Level 1 &2
- JIBC Fire Officer 1or equivalent
- A minimum of : ICS 100, ICS 200, FOCP112 (Fire Scene Management level 1, S101 Fire Service Instructor

*Note: The Union Bay Fire Department will ensure that a Firefighter assuming the position of Lieutenant will be given the training necessary to meet the required qualifications.*

**REQUIRED KNOWLEDGE, SKILLS & ABILITIES:**

- Experience with a fire department including supervisory or management duties in fire suppression, volunteer/ employee relations, training, workplace safety, and communications.
- Computer skills with the ability to create reports, manipulate databases, spreadsheets, and word processing.
- Training/ experience with WCB regulations and safe work practices.
- Above average level of fitness which should be maintained to reduce the risk of injury and to set an example for others.

**POSITION TITLE:**

**Duty Officer**

The Duty Officer is responsible to perform the following duties and functions for the UBFR, under the direction of the Fire Chief:

- Coordinate all personnel, apparatus, and equipment during all UBFR activities until directed or relieved of specific responsibility by a Senior Officer
- Standby within our response area and be immediately available for response to all appropriate (by jurisdiction, training, resources, supervision) requests for urgent or emergency service by the UBFR.
- Coordinate all communications and notifications until directed or relieved of specific responsibility by senior Officer or other appropriate authority
- Coordinate response of UBFR to all appropriate (by jurisdiction, training, resources, supervision) requests for urgent or emergency service and expedite all necessary resources to intervene and resolve the problem:
  - Threat of/from unsafe or uncontrolled fire, fire spread, products of combustion
- Initial response to:
  - Imminent threat to life safety
  - First aid/basic life support (First Responder Program)
  - General rescue (victim extrication from motor vehicles, aircraft, collapsed buildings, embankments, confined spaces, etc.)
  - Threat of explosion
  - Threat from hazardous materials and transportation of dangerous goods
  - Spills of fuel or chemicals in watercourses and foreshore
- Request all appropriate assistance resources:
  - Mutual aid fire departments (Comox, Courtenay, CFB Comox, Cumberland)
  - Other typical assist agencies (Public Works, RCMP, BCAS, BC Forests)
  - Other authorities (RCMP, BC Forests, BC Environment, Comox Valley Emergency Plan)
- Support all appropriate assistance requests:
  - Mutual aid fire departments (Comox, Courtenay, CFB Comox, Cumberland)
  - Other typical assist agencies (Public Works, RCMP, BCAS, BC Forests)
  - Other authorities (RCMP, BC Forests, BC Environment, Comox Valley Emergency Plan)
- Coordinate recovery and restoration of personnel, apparatus and equipment during and following responses until directed or relieved of specific responsibility by senior Officer or other appropriate authority
- Ensure that the Incident Command System is applied to manage emergency responses and, when appropriate, for other activities

- Immediately investigate and expedite conditions to intervene and resolve an imminent threat to life safety from fire, explosion, electrocution, entrapment, or hazardous materials
- Conduct fire safety inspections, issue permits and enforce conditions for fires in the open air
- Record and report all significant communications and information about responses and other activities

**Appendix #4 – UBFRS Fire Dept. Inspection & Audit Checklist**

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# **OFFICE OF THE FIRE COMMISSIONER**

## **FIRE DEPARTMENT INSPECTION AND AUDIT CHECKLIST**

**Revised August 2010**

**BACKGROUND:**

This document was originally created by the Office of the Fire Commissioner in response to a Coroner's Judgement of Inquiry recommendation regarding the line of duty death of a firefighter in 2004. It was recommended that:

"The Office of the Fire Commissioner together with the employer of volunteer fire departments in British Columbia (Districts, Municipalities and Regional Districts, etc) initiate and maintain a regular inspection and audit process to ensure volunteer fire departments and firefighters meet provincially recognized standards for equipment, training and operational policy."

On recommendations from the fire service province-wide, the Office of the Fire Commissioner has revised the inspection and audit document, and recommends that ALL fire departments within British Columbia use this document as part of a regular inspection and audit process.

Part B of the checklist is almost entirely concerned with Occupational Health & Safety issues that are mandatory requirements of WorkSafeBC. All questions in Part B of the checklist have been reviewed by WorkSafeBC to ensure that they reflect compliance with WorkSafeBC regulations.

**INSTRUCTIONS:**

It is recommended that the governing body of the fire department be engaged in the completion of the checklist to ensure they are fully aware of what it takes to make their fire department compliant with regulations and other aspects of governance. It is also recommended that the Checklist be considered as a minimum and that it be expanded on a customized basis to suit the needs of the fire protection districts being served.

This inspection and audit checklist should be completed by a senior fire department officer. Upon completion, the results of the audit should be communicated clearly to the governing body of the fire department. It is recommended that for each item on the audit checklist that has been marked "non-compliant", "compliance pending" or "no," the governing body adopt a remedy that includes an action plan and a fixed date for that remedy.

It is anticipated that budget planning, operational guideline or policy development and level of service issues will form part of the remedies. The actions of the fire department may, as a result, be limited to levels that are commensurate with the level of training, staffing or equipment available.

The Checklist should be reviewed regularly for completeness as regulations and/or services change.

**DEFINITIONS:**

**Governing Body:** The municipality, regional district, improvement district, registered society or other organization responsible for the funding of the fire department.

**Non-compliant:** Fire department does not meet the criterion.

**Compliance Pending:** Fire department does not meet the criterion. This shortfall has been recognized and there is a target date identified at which time the situation will be rectified.

**Fully Compliant:** Fire department meets the criterion.

**N/A:** The criterion is not applicable to the fire department being audited.

**INSPECTION and AUDIT INFORMATION:**

Name(s) and rank(s) of Officer(s) Completing Inspection and Audit:

Mark Jackson Fire Chief

Date: 22 Nov. 2012

**Implementation Support Contacts/Resources:**

FCABC website [www.fcabc.bc.ca](http://www.fcabc.bc.ca)

WorkSafeBC Safety at Work Section <http://www2.worksafebc.com/Safety/Home.asp>

WorkSafeBC Part 31: Firefighting Regulations

<http://www2.worksafebc.com/Publications/OHSRegulation/Part31.asp>



# Part A – FIRE DEPARTMENT ORGANIZATION

## GOVERNANCE AND AUTHORITY

	Non-compliant	Compliance Pending	Fully Compliant	N/A
1) Does the governing body have a fire department establishment bylaw?		NO	YES	
2) Is that bylaw current, and does it reflect all services being provided by the fire department?			✓	
3) Are the fire protection district boundaries clearly defined?			✓	
4) Are the different service boundaries defined? Note: This applies where services are contracted to First Nation lands; Regional District specified areas, Industrial sites, etc. It is not intended to refer to areas served under Mutual Aid agreements.				✓
5) Does the governing body have a contract fire protection area?	NO		YES	
(a) The documents are current.				
(b) The documents are specific to the service provided.				
(c) Contract area maps are in place.				✓
6) There are <u>written</u> agreement(s) with:				
(a) The Ministry of Forests and Range			✓	
⇒ Has it been duly authorized by your governing body?			✓	
(b) Emergency Health Services regarding First Response			✓	
⇒ Has it been duly authorized by your governing body?			✓	
(c) Other fire service related agreement(s). List: e.g. Agreements for inspections, investigations, rescue services, etc.			✓	
⇒ Has it (they) been duly authorized by your governing body?			✓	
7) Are there written Mutual Aid agreements in place?	NO		YES	
If yes, are the following covered:				
⇒ chain of command			✓	
⇒ common terminology			✓	
⇒ inter-department training	✓			
⇒ inter-departmental communications	✓			
⇒ maps	✓			
⇒ they are current				✓
⇒ they are outlined in your Operational Guidelines				✓
⇒ if yes, provide OG# 2.02.03			✓	
⇒ they have been duly authorized by your governing body.			✓	
8) If there are written Automatic Aid agreements in place, do they satisfy all of the points addressed in question 6 above.				✓

## ADMINISTRATION

	Non-compliant	Compliance Pending	Fully Compliant	N/A
9) Are the following types of records available for inspection?				
(a) Apparatus maintenance, including inspection and repair. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(b) List of apparatus. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(c) Maintenance records including annual pump tests. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(d) Driver training records. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(e) Drivers abstract and license. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(f) Vehicle pre-trip inspection. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(g) Vehicle post trip inspection (back in service inspections and/or call logs acceptable). YES <input type="checkbox"/> NO <input type="checkbox"/>		/		
(h) Trip log. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(i) Weekly air brake checks. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(j) Vehicle weights. YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	/			
(k) Overweight permits (if required). YES <input type="checkbox"/> NO <input type="checkbox"/>				/
(l) Practice (training) attendance. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>				
(m) Call (on shift) attendance. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>				
(n) Equipment maintenance (including SCBA, turnout gear, ropes, gas testing equipment, PASS alarms). YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(o) Hose testing. YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	/			
(p) Ladder testing. YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>	/			
(q) Fire prevention and inspections. YES <input type="checkbox"/> NO <input checked="" type="checkbox"/>				
(r) Personnel including:				
⇒ work performance YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>				
⇒ discipline YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>				
⇒ WCB (work related incidents). YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>				
(s) Public relations and education programs/activities. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>				
(t) Training records, including new firefighter and officer training. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>			/	
(u) Map indicating water supplies. YES <input checked="" type="checkbox"/> NO <input type="checkbox"/>				



### ADMINISTRATION - STAFFING

	Non-compliant	Compliance Pending	Fully Compliant	N/A
10) Are minimum standards and qualifications established for officers by the governing body? List the standards <i>NFPA</i>			✓	
11) Chief Officers are formally appointed by the governing body.	NO			YES <i>N/A</i>
12) Are Department officers formally appointed by the Chief?	NO			YES
13) Is there a published and posted organization chart?	NO			YES
(a) This chart illustrates the relationship with governing and advisory bodies.	✓			
(b) This chart shows the chain of command.			✓	
14) There are written job profiles for all positions.			✓	
15) There are posted rules and regulations.			✓	
16) There is a clear, documented distinction between operational and social activities.			✓	
17) There is a written policy regarding a designated duty crew during social events (re: alcohol consumption).			✓	
18) Does a senior officer conduct a formal post-incident critique (aka lessons learned) for major incidents and all calls that resulted in injury or had a 'near miss' of injury?	NO			YES
The findings from injury or near miss incidents are documented and effectively communicated.				✓
19) Are there written hiring practices for new recruits?	NO			YES
They include the following:				
⇒ background checks (including criminal)			✓	
⇒ drivers abstracts			✓	
⇒ physical/medical assessment		✓		
⇒ probation period with performance assessment			✓	
⇒ the tasks permitted of probationary members clearly defined and explained to probationary members and firefighters.			✓	
20) Do you have a junior fire fighting program?	NO			YES
21) Written policies have been developed providing restrictions of duties for junior firefighters and probationary members.			✓	
22) Do you use at least the first step of your disciplinary system?	NO			YES
23) Has a Local Assistant to the Fire Commissioner been duly appointed?	NO			YES
24) Are fire safety inspections conducted by the Local Assistant to the Fire Commissioner?	NO			YES
(a) There is a defined schedule of inspections.	✓			
(b) This schedule has been endorsed by your governing body.				✓

### SCOPE OF OPERATIONS

	Non-compliant	Compliance Pending	Fully Compliant	N/A
25) Are the following areas covered by an operational guideline or other documentation (ex. governing body policy)? If so, list OG or policy #.				
(a) Apparatus – vehicle response safety. 1.06.03			✓	
(b) Apparatus – warning devices. 1.06.01	✓		✓	
(c) Apparatus – operation and placement. ?	✓			
(d) Chain of command. 2.02			✓	
(e) Dangerous goods. 1.01.06			✓	
(f) Disaster planning & response.	✓			
(g) Dispatch procedures. 2.03.01			✓	
(h) Electrical emergencies. 2.25.05	✓		✓	
(i) Emergency planning.	✓			
(j) Emergency response to fire scene. 2.05.01			✓	
(k) Entry into buildings (including rescue).			✓	
(l) Managing and tracking firefighters at an emergency incident (accountability). 1.04.01			✓	
(m) Exposure to blood borne pathogens and reporting system. 1.01.15			✓	
(n) Firefighter training standard. 3.01.02			✓	
(o) Fire suppression – vehicle. 2.17.01			✓	
(p) Ground ladders. 1.07.09			✓	
(q) Hazardous materials and substances. 1.01.06			✓	
(r) Hose. 1.07.10			✓	
(s) Hydrants. 1.07.02			✓	
(t) Incident Command System. 1.04.01			✓	
(u) Incident safety. 2.02.12			✓	
(v) Medical examinations and health monitoring (i.e.: hearing test, lung function, etc.).	✓			
(w) Health and safety provisions during salvage and overhaul, specifically:				
⇒ air quality	✓			
⇒ physical condition of firefighters 1.04.04			✓	
⇒ site structure stability. ?			✓	
(x) Manage stress arising from an incident that is likely to cause adverse health effects to firefighters. 1.01.01.01			✓	
(y) Personal protective clothing. 1.03.01			✓	
(z) Rescue team (RIT). 2.02.14			✓	
(aa) Respiratory protection program. 1.02			✓	
(bb) Safety. ?			✓	

### SCOPE OF OPERATIONS – con't

	Non-compliant	Compliance Pending	Fully Compliant	N/A
(cc) Self-contained breathing apparatus. 1.07.01			✓	
(dd) Special operations such as:				
⇒ hazardous materials 2.05.03			✓	
⇒ confined space				✓
⇒ first responder			✓	
⇒ auto extrication			✓	
⇒ high angle				✓
⇒ trench or excavation				✓
⇒ swift water				✓
⇒ flat water				✓
⇒ ice rescue				✓
⇒ building collapse.				✓
(ee) Buildings seven stories up or higher.				✓
(ff) Fire fighting underground.				✓
(gg) Fire fighting over water.				✓
(hh) Traffic control at incidents. ?			✓	
(ii) Use of alcohol and drugs. 5.01.01			✓	
(jj) Vehicle air brake systems. ?			✓	
(kk) Vehicle response safety. 1.06.03			✓	
(ll) Operating vehicles in emergencies, including mandatory use of seat belts. 1.06.04			✓	
(mm) Operating vehicles in non-emergency situations including mandatory use of seat belts. 1.06.03			✓	
(nn) Personal accountability system. WCB 31.5			✓	
(oo) Rescue team of two firefighters on the scene after initial attack/SCBA/10 minutes. 2.02.14			✓	
(pp) Effective voice communication with firefighters inside buildings. 2.02.01 <del>WCB</del> 31.23			✓	
(qq) Water supplies. ?			✓	
(rr) Wildland/urban interface. ?	✓			
(ss) Work site safety. 1.05.05			✓	
(tt) Investigation of accidents. 1.01.10			✓	
(uu) Occupational Health and Safety Program. 1.01			✓	
(vv) Supervision of workers. 1.01.04			✓	



### SCOPE OF OPERATIONS – con't

	Non-compliant	Compliance Pending	Fully Compliant	N/A
26) There are operational guidelines specific to your regulatory bylaw that define the extent of involvement of firefighters in the following types of incidents. If so, list OG #.				
<u>FIRE</u>				
⇒ Wildland	✓			
⇒ Structure <i>WCB</i>			✓	
⇒ Multi-story				✓
⇒ Involving hazardous materials <i>WCB 31.10</i>	<del>✓</del>	✓		
⇒ Offensive or defensive firefighting	✓			
⇒ Response out of district				✓
⇒ Mutual aid.			✓	
<u>MEDICAL</u>				
⇒ First responder level.			✓	
<u>RESCUE</u>				
⇒ Auto <i>2.05.02</i>			✓	
⇒ Water				✓
⇒ High angle				✓
⇒ Confined space				✓
⇒ Hazardous materials. <i>WCB 31.10</i>			✓	
27) Are operational guidelines dated and signed by the current Fire Chief?	NO		YES	
28) There is a fire prevention committee or appointed responsible member.				✓
29) Are fire flows from hydrants calculated and included on maps?	NO		YES	
(a) Alternate water sources are formally identified on a map.				✓
(b) User agreements are in place.				✓
30) Pre-plans are developed				✓
They are used in training.				✓

## TRAINING AND COMPETENCY

	Non-compliant	Compliance Pending	Fully Compliant	N/A
31) There are written policy statements on requirements and standards for firefighting training and certification that dictate what firefighters cannot do at the fire scene, i.e. defensive (exterior) or offensive (interior) firefighting.  List standards for the following: Chief officers Company officers Firefighters Driver/Apparatus operators.			✓	
32) Is there a training officer in place?	NO			YES
(a) There are standards and qualifications established for the training officer.			✓	
(b) A training schedule is posted.			✓	
33) There is a written recruit training program in effect.			✓	
34) Inter-agency training is conducted.	✓			
(a) With Mutual Aid partner departments.	✓			
(b) With Automatic Aid partner departments.	✓			
(c) With Ministry of Forests & Range.	✓			



# Part B – HEALTH AND SAFETY

## OCCUPATIONAL HEALTH AND SAFETY PROGRAM

A compliant Occupational Health and Safety Program is a requirement of WorkSafeBC

	Non-compliant	Compliance Pending	Fully Compliant	N/A
35) Is there a health and safety program for the fire department addressing the following items?				
(a) A policy statement of the employer's aims and the responsibilities of the employer, supervisors and workers.			✓	
(b) Provision for the regular inspection of premises, equipment, work methods and work practices, at appropriate intervals, to ensure that prompt action is undertaken to correct any hazardous conditions found.			✓	
(c) Appropriate written instructions, available for reference by all workers, to supplement the Occupational Health and Safety Regulation.			✓	
(d) Provision for holding periodic management meetings for the purpose of reviewing health and safety activities and incident trends, and for the determination of necessary courses of action.			✓	
(e) Provision for the prompt investigation of incidents to determine the action(s) necessary to prevent their recurrence.			✓	
(f) The maintenance of records and statistics, including reports of inspections and incident investigations, with provision for making this information available to the joint committee or worker health and safety representative, as applicable and, upon request, to an officer, the union representing the workers at the workplace or, if there is no union, the workers at the workplace.			✓	
(g) Provision by the employer for the instruction and supervision of workers in the safe performance of their work.			✓	
(h) Operational Guideline and/or governing body policy for the training of new and young workers as required by WorkSafe BC.			✓	



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS

This questionnaire section shall be completed separately by at least 25% of the officer group (minimum of 3, randomly selected).

The intent of this questionnaire is to gauge the level of awareness among department officers of the department occupational health and safety program. Responses for this section will be kept anonymous and answers summarized (i.e. 2 out of 3 officers indicated yes to...)

	NO	DON'T KNOW	YES
1) Do you participate in inspections of the fire hall and all equipment?			✓
2) Are inspections documented?			✓
3) Are workplace (fire halls and training sites) safety inspection conducted monthly?	✓		
4) Are health and safety committee meetings held monthly?			✓
5) Are first aid records maintained and available for review?			✓
6) Are there informal workplace safety inspections?			✓
7) Have supervisors received safety and health training?			✓
8) Is there a formal process for reports or observations of unsafe acts or conditions?			✓
9) Has a hazard analysis been performed on the various job functions within your department?	✓		
10) Is there an operational guideline or policy regarding harassment and discrimination?			✓
11) During a major incident are incident command system procedures established and does the Incident Commander assign a Safety Officer?			✓
12) Are Officers trained in the following incident command principles:			
a) Establishing and transferring of command.			✓
b) Single or unified command structure.			✓
c) Management by objectives.			✓
d) Consolidated incident action plans.			✓
e) Comprehensive resource management.			✓
f) Unity and chain of command.			✓
g) Manageable span of control.			✓
h) Modular organization.			✓
i) Personnel accountability.			✓
j) Integrated communications.			✓
13) Are there regular Officers' meetings and do they contain a component where occupational health and safety issues are discussed?	✓		
14) Have you participated at an Officers' meeting where health and safety issues are discussed?			✓



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS – con't

	NO	DON'T KNOW	YES
15) Do Officers' meetings adequately address health and safety matters, such as:			
a) Injuries.	✓		
b) Prevention strategies.			✓
16) Are you aware of what accidents to report to the WCB?			✓
17) Is there an accident investigation for each incident that resulted in injury, involved equipment failure or was a "near miss"?			✓
18) Do you receive copies of accident reports?			✓
19) Are accident investigation reports reviewed by Officers and the Joint Health and Safety Committee?			✓
20) Are copies of accident reports forwarded to your governing body?			✓
21) Are the recommended corrective actions communicated to firefighters and/or incorporated into training?			✓
a) Do you ensure that corrective action is taken?			✓
b) Is this corrective action reported to governing body?	✓		
22) Do you think you have adequate authority to develop, instruct and enforce:			
a) Safe work rules and procedures?			✓
b) Employee work practices?			✓
23) Are the written work procedures (operational guidelines) referred to when conducting training sessions?			✓
24) Are you aware of your rights and responsibilities as a supervisor, as outlined in WCB regulation?			✓
25) Are you aware of your rights and responsibilities with regard to the refusal of unsafe work?			✓
26) Your department provides training in the following:			
(a) Workplace inspections.			✓
(b) Investigation of accidents.			✓
(c) Presentation of safety fire crew talks.			✓
(d) Follow-up on worker training.			✓
(e) Rules, procedures and work practices for controlling emergency incident hazards.			✓
(f) Instruction on your legal requirements, such as compliance with:			
⇒ Occupational Health & Safety Regulation			✓
⇒ First Aid			✓
⇒ WHMIS.			✓
(g) How to conduct task hazard analysis to check and revise work procedures?		✓	
(h) Traffic control at incident.			✓

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS – con't

	NO	DON'T KNOW	YES
(i) Operation of fire fighting vehicles in emergency and non-emergency travel as per <i>Motor Vehicle Act</i> .			✓
(j) Operation of personal vehicle to and from work/fire station.			✓
27) Are you held accountable by your governing body for meeting your health and safety responsibilities?		✓	
28) Describe your role in ensuring that your employees understand and follow the safety and health rules.			✓
29) Does your department provide PFD or lifejackets in compliance with WCB reg.8.27 (a-d)?			✓
30) Are there operational guidelines for firefighter rescue and rehabilitation?			✓
Does it include the following:			
a) Hydration after one tank or approximately 30 minutes of strenuous work.			
b) Sit out after two tanks or approx. 60 minutes of strenuous work.			✓
c) Assessment of blood pressure, heart rate and temperature after 10 minutes rest with criteria for returning to work/training.			✓
31) Does your department provide fall protection training for firefighters?	✓		
32) Are the last three Occupational Health and Safety meeting minutes posted at the hall?			✓
Are the minutes regularly sent to your governing body?			✓
33) Is there a written personnel accountability system?			✓
34) Is there a critical incident stress debriefing program?			✓
35) Is there a written respiratory protection program?		<del>NO</del>	✓
(a) Does it include the following:			
⇒ Maintenance program			✓
⇒ Air quality testing ANNUALLY			✓
⇒ Records keeping			✓
⇒ Fit testing			✓
⇒ Scheduled training			✓
⇒ Appropriate operational guidelines.			✓
(b) Is there interior inspection of air cylinders at intervals acceptable to WorkSafeBC and consistent with the manufacturer's recommendations?			✓
(c) Are SCBA and regulators serviced and repaired by qualified persons?			✓
(d) Are air cylinders hydrostatic tested at intervals as required?			✓



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS – con't

	NO	DON'T KNOW	YES
(e) Are records kept and available for SCBA and air cylinders?			✓
(f) Are four SCBA units and four full spare cylinders available on each engine?			✓
(g) Is there a personal alert safety system (PASS) for each SCBA?			✓
(h) Does the PASS device meet the requirements of the current NFPA standard? NFPA19823, 1993 EDITION?			✓
(i) Is there an OG related to PASS devices?			✓
(j) Is the PASS system tested:			✓
⇒ weekly			✓
⇒ before each use.			✓
36) Is there:			
a) Full body harnesses available to ensure that all FF located on aerial platforms are wearing fall protection meeting CSA-Z259.10--M90.	N/A		
b) Safety belts and lanyards provided to ensure firefighters working on aerial ladder platforms are using wearing fall restraint meeting CSA Z259.1-95.	N/A		
c) Rescue ropes, safety belts, harness, hooks and rope grabs – NFPA1983, 1990 edition?			✓
37) Is there an OG instructing structural firefighters to leave a building if rescue team is expected to not be in place within 10 minutes of initial entry?			✓
38) Are there operational guidelines for the control of vehicle exhaust emissions in the fire hall?	✓		
39) Is vehicle exhaust mechanically removed from the hall?	✓		
40) Is there a flashlight available for each firefighter per shift? Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C.			✓
41) Are there four hand lanterns on each firefighting vehicle? Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C.	✓		
42) Are plaster hooks and pike poles fitted with non-conductive shafts?			✓
43) Personal Protective Clothing.			
a) Helmets for Structural Fire Fighting meet the requirements of the current NFPA standard.			✓
b) Hard hats (safety headgear) only for fire prevention, investigation, brush fires.	✓		
c) Bunker gear coats, pants, flash hood, meet the requirements of the current NFPA standard.			✓
d) Gloves meet the requirements of the current NFPA standard.			✓
e) Station Wear at least 35% COTTON.	✓		

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS

This questionnaire section shall be completed separately by at least 25% of the officer group (minimum of 3, randomly selected).

The intent of this questionnaire is to gauge the level of awareness among department officers of the department occupational health and safety program. Responses for this section will be kept anonymous and answers summarized (i.e. 2 out of 3 officers indicated yes to...)

	NO	DON'T KNOW	YES
1) Do you participate in inspections of the fire hall and all equipment?			✓
2) Are inspections documented?			✓
3) Are workplace (fire halls and training sites) safety inspection conducted monthly?		✓	
4) Are health and safety committee meetings held monthly?			✓
5) Are first aid records maintained and available for review?		✓	
6) Are there informal workplace safety inspections?		✓	✓
7) Have supervisors received safety and health training?		✓	
8) Is there a formal process for reports or observations of unsafe acts or conditions?			✓
9) Has a hazard analysis been performed on the various job functions within your department?		✓	
10) Is there an operational guideline or policy regarding harassment and discrimination?			✓
11) During a major incident are incident command system procedures established and does the Incident Commander assign a Safety Officer?			✓
12) Are Officers trained in the following incident command principles:			
a) Establishing and transferring of command.			✓
b) Single or unified command structure.			✓
c) Management by objectives.			✓
d) Consolidated incident action plans.			✓
e) Comprehensive resource management.			✓
f) Unity and chain of command.			✓
g) Manageable span of control.			✓
h) Modular organization.			✓
i) Personnel accountability.			✓
j) Integrated communications.			✓
13) Are there regular Officers' meetings and do they contain a component where occupational health and safety issues are discussed?			✓
14) Have you participated at an Officers' meeting where health and safety issues are discussed?			✓

**OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS – con't**

	NO	DON'T KNOW	YES
15) Do Officers' meetings adequately address health and safety matters, such as:			
a) Injuries.		✓	
b) Prevention strategies.		✓	
16) Are you aware of what accidents to report to the WCB?			✓
17) Is there an accident investigation for each incident that resulted in injury, involved equipment failure or was a "near miss"?			✓
18) Do you receive copies of accident reports?		✓	
19) Are accident investigation reports reviewed by Officers and the Joint Health and Safety Committee?			✓
20) Are copies of accident reports forwarded to your governing body?		✓	
21) Are the recommended corrective actions communicated to firefighters and/or incorporated into training?			✓
a) Do you ensure that corrective action is taken?			✓
b) Is this corrective action reported to governing body?		✓	
22) Do you think you have adequate authority to develop, instruct and enforce:			
a) Safe work rules and procedures?			✓
b) Employee work practices?			✓
23) Are the written work procedures (operational guidelines) referred to when conducting training sessions?			✓
24) Are you aware of your rights and responsibilities as a supervisor, as outlined in WCB regulation?			✓
25) Are you aware of your rights and responsibilities with regard to the refusal of unsafe work?			✓
26) Your department provides training in the following:			
(a) Workplace inspections.			✓
(b) Investigation of accidents.			✓
(c) Presentation of safety fire crew talks.			✓
(d) Follow-up on worker training.			✓
(e) Rules, procedures and work practices for controlling emergency incident hazards.			✓
(f) Instruction on your legal requirements, such as compliance with:			
⇒ Occupational Health & Safety Regulation			✓
⇒ First Aid			✓
⇒ WHMIS.			✓
(g) How to conduct task hazard analysis to check and revise work procedures?		✓	
(h) Traffic control at incident.			✓

**OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS – con't**

	NO	DON'T KNOW	YES
(i) Operation of fire fighting vehicles in emergency and non-emergency travel as per <i>Motor Vehicle Act</i> .			✓
(j) Operation of personal vehicle to and from work/fire station.			✓
27) Are you held accountable by your governing body for meeting your health and safety responsibilities?		✓	
28) Describe your role in ensuring that your employees understand and follow the safety and health rules.		✓	
29) Does your department provide PFD or lifejackets in compliance with WCB reg.8.27 (a-d)?	N/A		
30) Are there operational guidelines for firefighter rescue and rehabilitation?			✓
Does it include the following:			
a) Hydration after one tank or approximately 30 minutes of strenuous work.		✓	
b) Sit out after two tanks or approx. 60 minutes of strenuous work.		✓	
c) Assessment of blood pressure, heart rate and temperature after 10 minutes rest with criteria for returning to work/training.	✓		
31) Does your department provide fall protection training for firefighters?	✓		
32) Are the last three Occupational Health and Safety meeting minutes posted at the hall?			✓
Are the minutes regularly sent to your governing body?		✓	
33) Is there a written personnel accountability system?			✓
34) Is there a critical incident stress debriefing program?			✓
35) Is there a written respiratory protection program?			✓
(a) Does it include the following:			
⇒ Maintenance program			
⇒ Air quality testing ANNUALLY			✓
⇒ Records keeping			✓
⇒ Fit testing			✓
⇒ Scheduled training			✓
⇒ Appropriate operational guidelines.			✓
(b) Is there interior inspection of air cylinders at intervals acceptable to WorkSafeBC and consistent with the manufacturer's recommendations?			✓
(c) Are SCBA and regulators serviced and repaired by qualified persons?			✓
(d) Are air cylinders hydrostatic tested at intervals as required?			✓

**OCCUPATIONAL HEALTH AND SAFETY - QUESTIONNAIRE FOR OFFICERS – con't**

	NO	DON'T KNOW	YES
(e) Are records kept and available for SCBA and air cylinders?			✓
(f) Are four SCBA units and four full spare cylinders available on each engine?			✓
(g) Is there a personal alert safety system (PASS) for each SCBA?			✓
(h) Does the PASS device meet the requirements of the current NFPA standard? NFPA19823, 1993 EDITION?			✓
(i) Is there an OG related to PASS devices?			✓
(j) Is the PASS system tested:			✓
⇒ weekly	✓		
⇒ before each use.			✓
36) Is there:			
a) Full body harnesses available to ensure that all FF located on aerial platforms are wearing fall protection meeting CSA-Z259.10--M90.	N/A		
b) Safety belts and lanyards provided to ensure firefighters working on aerial ladder platforms are using wearing fall restraint meeting CSA Z259.1-95.	N/A		
c) Rescue ropes, safety belts, harness, hooks and rope grabs – NFPA1983, 1990 edition?		✓	
37) Is there an OG instructing structural firefighters to leave a building if rescue team is expected to not be in place within 10 minutes of initial entry?			✓
38) Are there operational guidelines for the control of vehicle exhaust emissions in the fire hall?		✓	
39) Is vehicle exhaust mechanically removed from the hall?			
40) Is there a flashlight available for each firefighter per shift? Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C.			✓ ✓
41) Are there four hand lanterns on each firefighting vehicle? Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C.			✓ ✓
42) Are plaster hooks and pike poles fitted with non-conductive shafts?			✓
43) Personal Protective Clothing.			
a) Helmets for Structural Fire Fighting meet the requirements of the current NFPA standard.			✓
b) Hard hats (safety headgear) only for fire prevention, investigation, brush fires.			✓
c) Bunker gear coats, pants, flash hood, meet the requirements of the current NFPA standard.			✓
d) Gloves meet the requirements of the current NFPA standard.			✓
e) Station Wear at least 35% COTTON.		✓	

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER

This questionnaire section shall be completed separately by at least 10% of the firefighter group (minimum 4, randomly selected). Responses for this section will be kept anonymous and answers summarized (i.e. 2 out of 3 firefighters indicated yes to...)

The intent of this questionnaire is to gauge the level of awareness among department firefighters of the department occupational health and safety program.

	NO	DON'T KNOW	YES
1) Do you participate in inspections of the fire hall and all equipment?			✓
2) Are inspections documented?			✓
3) Are workplace (fire halls and training sites) safety inspections conducted monthly?			✓
4) Are health and safety committee meetings held monthly?	✓		
5) Are first aid records maintained and available for review?			✓
6) Are there informal workplace safety inspections?		✓	
7) Is there a formal process for reports or observations of unsafe acts or conditions?			✓
8) Is there an operational guideline or policy regarding harassment and discrimination?		✓	
9) has a hazard analysis been performed on the various job functions within your department?		✓	
10) Are there regular Officers' meetings and do they contain a component where occupational health and safety issues are discussed?			✓
11) Are you aware of what accidents to report to the WCB?			✓
12) Is there an accident investigation for each incident that resulted in injury, involved equipment failure or was a "near miss"?			✓
13) Are accident investigation reports reviewed by Officers and the Joint Health and Safety Committee?		✓	
14) Are copies of accident reports forwarded to your governing body?		✓	
15) Are the recommended corrective actions communicated to firefighters and/or incorporated into training?		✓	
16) Do you think you have adequate authority to develop, instruct and enforce:			
1) Safe work rules and procedures?			✓
2) Employee work practices?			✓
17) Are the written work procedures (operational guidelines) referred to when conducting training sessions?			✓
18) Are you aware of your rights and responsibilities with regard to the refusal of unsafe work?			✓



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't

	NO	DON'T KNOW	YES
19) Does your department provide training in the following:			
(a) Rules, procedures and work practices for controlling emergency incident hazards.			✓
(b) Instruction on your legal requirements, such as compliance with:			
⇒ Occupational Health & Safety Regulation			✓
⇒ First Aid			✓
⇒ WHMIS.			✓
(c) Traffic control at incident.			✓
(d) Operation of fire fighting vehicles in emergency and non-emergency travel as per <i>Motor Vehicle Act</i> .			✓
(e) Operation of personal vehicle to and from work.		✓	
20) Are you held accountable by your governing body for meeting your health and safety responsibilities?		✓	
21) Does your department provide PFD or lifejackets in compliance with WCB reg.8.27 (a-d)?			✓
22) Are there operational guidelines for firefighter rescue and rehabilitation?			✓
Does it include the following:			
(a) Hydration after one tank or approximately 30 minutes of strenuous work.			✓
(b) Sit out after two tanks or approx. 60 minutes of strenuous work.			✓
(c) Assessment of blood pressure, heart rate and temperature after 10 minutes rest with criteria for returning to work/training.			✓
23) Does your department provide fall protection training for firefighters?			✓
24) Are the last three Occupational Health and Safety meeting minutes posted at the hall?			✓
25) Is there a written personnel accountability system?			✓
26) Is there a critical incident stress debriefing program?			✓
27) Is there:			
(a) Full body harnesses available to ensure that all FF located on aerial platforms are wearing fall protection meeting CSA-Z259.10--M90.	✓		
(b) Safety belts and lanyards provided to ensure firefighters working on aerial ladder platforms are using wearing fall restraint meeting CSA Z259.1-95.	✓		
(c) Rescue ropes, safety belts, harness, hooks and rope grabs – NFPA1983, 1990 edition?			✓

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't

	NO	DON'T KNOW	YES
28) Is there an OG instructing structural firefighters to leave a building if rescue team is expected to not be in place within 10 minutes of initial entry?			✓
29) Are there operational guidelines for the control of vehicle exhaust emissions in the fire hall?			
30) Is vehicle exhaust mechanically removed from the hall?	✓		
31) Is there a flashlight available for each firefighter per shift?			✓
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C			✓
32) Are there four hand lanterns on each firefighting vehicle?			✓
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C			✓
33) Are plaster hooks and pike poles fitted with non-conductive shafts?			✓
34) Personal Protective Clothing			
(a) Helmets for Structural Fire Fighting meet the requirements of current NFPA standard			✓
(b) Hard hats (safety headgear) only for fire prevention, investigation, brush fires			✓
(c) Bunker gear coats, pants, flash hood, meet the requirements of current NFPA standard			✓
(d) Gloves meet the requirements of current NFPA standard			✓
(e) Station Wear at least 35% COTTON			✓

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER

This questionnaire section shall be completed separately by at least 10% of the firefighter group (minimum 4, randomly selected). Responses for this section will be kept anonymous and answers summarized (i.e. 2 out of 3 firefighters indicated yes to...)

The intent of this questionnaire is to gauge the level of awareness among department firefighters of the department occupational health and safety program.

	NO	DON'T KNOW	YES
1) Do you participate in inspections of the fire hall and all equipment?	✓		
2) Are inspections documented?		✓	
3) Are workplace (fire halls and training sites) safety inspections conducted monthly?		✓	
4) Are health and safety committee meetings held monthly?		✓	
5) Are first aid records maintained and available for review?		✓	
6) Are there informal workplace safety inspections?			✓
7) Is there a formal process for reports or observations of unsafe acts or conditions?			✓
8) Is there an operational guideline or policy regarding harassment and discrimination?			✓
9) has a hazard analysis been performed on the various job functions within your department?		✓	
10) Are there regular Officers' meetings and do they contain a component where occupational health and safety issues are discussed?		✓	
11) Are you aware of what accidents to report to the WCB?			✓
12) Is there an accident investigation for each incident that resulted in injury, involved equipment failure or was a "near miss"?		✓	
13) Are accident investigation reports reviewed by Officers and the Joint Health and Safety Committee?		✓	
14) Are copies of accident reports forwarded to your governing body?		✓	
15) Are the recommended corrective actions communicated to firefighters and/or incorporated into training?			✓
16) Do you think you have adequate authority to develop, instruct and enforce:	✓		
1) Safe work rules and procedures?			✓
2) Employee work practices?			✓
17) Are the written work procedures (operational guidelines) referred to when conducting training sessions?		✓	
18) Are you aware of your rights and responsibilities with regard to the refusal of unsafe work?			✓



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't

	NO	DON'T KNOW	YES
19) Does your department provide training in the following:			
(a) Rules, procedures and work practices for controlling emergency incident hazards.			✓
(b) Instruction on your legal requirements, such as compliance with:			
⇒ Occupational Health & Safety Regulation		✓	
⇒ First Aid			✓
⇒ WHMIS.			✓
(c) Traffic control at incident.			✓
(d) Operation of fire fighting vehicles in emergency and non-emergency travel as per <i>Motor Vehicle Act</i> .			✓
(e) Operation of personal vehicle to and from work.			✓
20) Are you held accountable by your governing body for meeting your health and safety responsibilities?		✓	
21) Does your department provide PFD or lifejackets in compliance with WCB reg.8.27 (a-d)?			✓
22) Are there operational guidelines for firefighter rescue and rehabilitation?			✓
Does it include the following:			
(a) Hydration after one tank or approximately 30 minutes of strenuous work.			✓
(b) Sit out after two tanks or approx. 60 minutes of strenuous work.			✓
(c) Assessment of blood pressure, heart rate and temperature after 10 minutes rest with criteria for returning to work/training.			✓
23) Does your department provide fall protection training for firefighters?			✓
24) Are the last three Occupational Health and Safety meeting minutes posted at the hall?		✓	
25) Is there a written personnel accountability system?			✓
26) Is there a critical incident stress debriefing program?			✓
27) Is there:			
(a) Full body harnesses available to ensure that all FF located on aerial platforms are wearing fall protection meeting CSA-Z259.10--M90.		✓	
(b) Safety belts and lanyards provided to ensure firefighters working on aerial ladder platforms are using wearing fall restraint meeting CSA Z259.1-95.		✓	
(c) Rescue ropes, safety belts, harness, hooks and rope grabs – NFPA1983, 1990 edition?			✓

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't

	NO	DON'T KNOW	YES
28) Is there an OG instructing structural firefighters to leave a building if rescue team is expected to not be in place within 10 minutes of initial entry?			✓
29) Are there operational guidelines for the control of vehicle exhaust emissions in the fire hall?	✓		
30) Is vehicle exhaust mechanically removed from the hall?	✓		
31) Is there a flashlight available for each firefighter per shift?	✓		
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C		✓	
32) Are there four hand lanterns on each firefighting vehicle?	✓		
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C			
33) Are plaster hooks and pike poles fitted with non-conductive shafts?			✓
34) Personal Protective Clothing			
(a) Helmets for Structural Fire Fighting meet the requirements of current NFPA standard			✓
(b) Hard hats (safety headgear) only for fire prevention, investigation, brush fires			✓
(c) Bunker gear coats, pants, flash hood, meet the requirements of current NFPA standard		✓	
(d) Gloves meet the requirements of current NFPA standard			✓
(e) Station Wear at least 35% COTTON			✓



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER

This questionnaire section shall be completed separately by at least 10% of the firefighter group (minimum 4, randomly selected). Responses for this section will be kept anonymous and answers summarized (i.e. 2 out of 3 firefighters indicated yes to...)

The intent of this questionnaire is to gauge the level of awareness among department firefighters of the department occupational health and safety program.

	NO	DON'T KNOW	YES
1) Do you participate in inspections of the fire hall and all equipment?			✓
2) Are inspections documented?		✓	
3) Are workplace (fire halls and training sites) safety inspections conducted monthly?	✓		
4) Are health and safety committee meetings held monthly?	✓		
5) Are first aid records maintained and available for review?			✓
6) Are there informal workplace safety inspections?	✓		
7) Is there a formal process for reports or observations of unsafe acts or conditions?			✓
8) Is there an operational guideline or policy regarding harassment and discrimination?			✓
9) has a hazard analysis been performed on the various job functions within your department?		✓	
10) Are there regular Officers' meetings and do they contain a component where occupational health and safety issues are discussed?		✓	
11) Are you aware of what accidents to report to the WCB?			✓
12) Is there an accident investigation for each incident that resulted in injury, involved equipment failure or was a "near miss"?			✓
13) Are accident investigation reports reviewed by Officers and the Joint Health and Safety Committee?			✓
14) Are copies of accident reports forwarded to your governing body?		✗	✓
15) Are the recommended corrective actions communicated to firefighters and/or incorporated into training?			✓
16) Do you think you have adequate authority to develop, instruct and enforce:			
1) Safe work rules and procedures?			✓
2) Employee work practices?			✓
17) Are the written work procedures (operational guidelines) referred to when conducting training sessions?			✓
18) Are you aware of your rights and responsibilities with regard to the refusal of unsafe work?		✓	

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't

	NO	DON'T KNOW	YES
19) Does your department provide training in the following:			
(a) Rules, procedures and work practices for controlling emergency incident hazards.			✓
(b) Instruction on your legal requirements, such as compliance with:			
⇒ Occupational Health & Safety Regulation			✓
⇒ First Aid			✓
⇒ WHMIS.			✓
(c) Traffic control at incident.			✓
(d) Operation of fire fighting vehicles in emergency and non-emergency travel as per <i>Motor Vehicle Act</i> .			✓
(e) Operation of personal vehicle to and from work.			✓
20) Are you held accountable by your governing body for meeting your health and safety responsibilities?			✓
21) Does your department provide PFD or lifejackets in compliance with WCB reg.8.27 (a-d)?			✓
22) Are there operational guidelines for firefighter rescue and rehabilitation?			✓
Does it include the following:			
(a) Hydration after one tank or approximately 30 minutes of strenuous work.			✓
(b) Sit out after two tanks or approx. 60 minutes of strenuous work.			✓
(c) Assessment of blood pressure, heart rate and temperature after 10 minutes rest with criteria for returning to work/training.			✓
23) Does your department provide fall protection training for firefighters?	✓		
24) Are the last three Occupational Health and Safety meeting minutes posted at the hall?			✓
25) Is there a written personnel accountability system?			✓
26) Is there a critical incident stress debriefing program?	✓		✓
27) Is there:			
(a) Full body harnesses available to ensure that all FF located on aerial platforms are wearing fall protection meeting CSA-Z259.10-M90.	✓		
(b) Safety belts and lanyards provided to ensure firefighters working on aerial ladder platforms are using wearing fall restraint meeting CSA Z259.1-95.	✓		
(c) Rescue ropes, safety belts, harness, hooks and rope grabs – NFPA1983, 1990 edition?	✓		



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't

	NO	DON'T KNOW	YES
28) Is there an OG instructing structural firefighters to leave a building if rescue team is expected to not be in place within 10 minutes of initial entry?			✓
29) Are there operational guidelines for the control of vehicle exhaust emissions in the fire hall?	✓		✓
30) Is vehicle exhaust mechanically removed from the hall?			✓
31) Is there a flashlight available for each firefighter per shift?			✓
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C			✓
32) Are there four hand lanterns on each firefighting vehicle?	✓		
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C	✓		
33) Are plaster hooks and pike poles fitted with non-conductive shafts?			✓
34) Personal Protective Clothing			
(a) Helmets for Structural Fire Fighting meet the requirements of current NFPA standard			✓
(b) Hard hats (safety headgear) only for fire prevention, investigation, brush fires			✓
(c) Bunker gear coats, pants, flash hood, meet the requirements of current NFPA standard			✓
(d) Gloves meet the requirements of current NFPA standard			✓
(e) Station Wear at least 35% COTTON			✓



## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER

This questionnaire section shall be completed separately by at least 10% of the firefighter group (minimum 4, randomly selected). Responses for this section will be kept anonymous and answers summarized (i.e. 2 out of 3 firefighters indicated yes to...)

The intent of this questionnaire is to gauge the level of awareness among department firefighters of the department occupational health and safety program.

	NO	DON'T KNOW	YES
1) Do you participate in inspections of the fire hall and all equipment?			✓
2) Are inspections documented?			✓
3) Are workplace (fire halls and training sites) safety inspections conducted monthly?			✓
4) Are health and safety committee meetings held monthly?			✓
5) Are first aid records maintained and available for review?			✓
6) Are there informal workplace safety inspections?		✓	
7) Is there a formal process for reports or observations of unsafe acts or conditions?			✓
8) Is there an operational guideline or policy regarding harassment and discrimination?			✓
9) has a hazard analysis been performed on the various job functions within your department?			✓
10) Are there regular Officers' meetings and do they contain a component where occupational health and safety issues are discussed?			✓
11) Are you aware of what accidents to report to the WCB?			✓
12) Is there an accident investigation for each incident that resulted in injury, involved equipment failure or was a "near miss"?			✓
13)* Are accident investigation reports reviewed by Officers and the Joint Health and Safety Committee?		✓	
14) Are copies of accident reports forwarded to your governing body?		✓	
15) Are the recommended corrective actions communicated to firefighters and/or incorporated into training?			✓
16) Do you think you have adequate authority to develop, instruct and enforce:			
1) Safe work rules and procedures?			✓
2) Employee work practices?		✓	
17) Are the written work procedures (operational guidelines) referred to when conducting training sessions?			✓
18) Are you aware of your rights and responsibilities with regard to the refusal of unsafe work?			✓

## OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't

	NO	DON'T KNOW	YES
19) Does your department provide training in the following:			
(a) Rules, procedures and work practices for controlling emergency incident hazards.			✓
(b) Instruction on your legal requirements, such as compliance with:			
⇒ Occupational Health & Safety Regulation			✓
⇒ First Aid			✓
⇒ WHMIS.			✓
(c) Traffic control at incident.			✓
(d) Operation of fire fighting vehicles in emergency and non-emergency travel as per <i>Motor Vehicle Act</i> .			✓
(e) Operation of personal vehicle to and from work.			✓
20) Are you held accountable by your governing body for meeting your health and safety responsibilities?			✓
21) Does your department provide PFD or lifejackets in compliance with WCB reg.8.27 (a-d)?			✓
22) Are there operational guidelines for firefighter rescue and rehabilitation?			✓
Does it include the following:			
(a) Hydration after one tank or approximately 30 minutes of strenuous work.			✓
(b) Sit out after two tanks or approx. 60 minutes of strenuous work.			✓
(c) Assessment of blood pressure, heart rate and temperature after 10 minutes rest with criteria for returning to work/training.		✓	
23) Does your department provide fall protection training for firefighters?			✓
24) Are the last three Occupational Health and Safety meeting minutes posted at the hall?			✓
25) Is there a written personnel accountability system?			✓
26) Is there a critical incident stress debriefing program?			✓
27) Is there:			
(a) Full body harnesses available to ensure that all FF located on aerial platforms are wearing fall protection meeting CSA-Z259.10-M90.	✓ n/a		
(b) Safety belts and lanyards provided to ensure firefighters working on aerial ladder platforms are using wearing fall restraint meeting CSA Z259.1-95.			✓
(c) Rescue ropes, safety belts, harness, hooks and rope grabs – NFPA1983, 1990 edition?			✓

**OCCUPATIONAL HEALTH AND SAFETY - QUESTIONS FOR FIREFIGHTER – con't**

	NO	DON'T KNOW	YES
28) Is there an OG instructing structural firefighters to leave a building if rescue team is expected to not be in place within 10 minutes of initial entry?			✓
29) Are there operational guidelines for the control of vehicle exhaust emissions in the fire hall?			✓
30) Is vehicle exhaust mechanically removed from the hall?	✓		
31) Is there a flashlight available for each firefighter per shift?			✓
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C			
32) Are there four hand lanterns on each firefighting vehicle?			✓
Meet CSA C22.1-94 Class 1 Div 2 Group A,B,C			
33) Are plaster hooks and pike poles fitted with non-conductive shafts?			✓
34) Personal Protective Clothing			
(a) Helmets for Structural Fire Fighting meet the requirements of current NFPA standard			✓
(b) Hard hats (safety headgear) only for fire prevention, investigation, brush fires			✓
(c) Bunker gear coats, pants, flash hood, meet the requirements of current NFPA standard			✓
(d) Gloves meet the requirements of current NFPA standard			✓
(e) Station Wear at least 35% COTTON			✓