Cape Breton Regional Municipality

Fire & Emergency Services Committee

AGENDA

Wednesday, March 4th, 2015

10:00 a.m.

Council Chambers
2nd Floor, Civic Centre
320 Esplanade, Sydney, NS

Committee Members: Deputy Mayor George MacDonald
Mayor Cecil P. Clarke
Councillor Clarence Prince
Councillor Ivan Doncaster
Councillor Kevin Saccary
Councillor Lowell Cormier
Cape Breton Regional Municipality

Fire & Emergency Services Committee

Wednesday, March 4th, 2015

10:00 a.m.

AGENDA

Roll Call

1. Approval of Minutes: (Previously Distributed)
   > Fire & Emergency Services Committee – December 9th, 2014

2. Business Arising - Fire & Emergency Services Special meeting – February 24th, 2015:
   a) Terms of Reference for Request for Proposal – Fire Service Review:
      Bernie MacKinnon, Director of Fire Services (See page 3)

3. Emergency Plan Amendments: John Dilny, Chair, Emergency Management Advisory Committee (See page 13)

4. New Mobile Command Trailer: John Dilny, Chair, Emergency Management Advisory Committee (See page 13)

5. Committees and Working Group Activities: John Dilny, Chair, Emergency Management Advisory Committee (See page 22)

6. Fire Apparatus Funding Guideline – Interim Adjustment: Chris March, Deputy Fire Chief (See page 25)

Adjournment
To: Fire and Emergency Services Committee

Subject: Amendment to Terms of Reference

Distribution: CAO, Clerk’s Office

The concept of exploring residential sprinkler systems was in an earlier version of the Terms of Reference for the Fire and Emergency Service Review. In the meeting on February 4, 2015 this item was inadvertently omitted.

I have included the question on residential sprinkler systems in the revised terms of reference for your consideration as item “I”.

Bernie MacKinnon
Draft II

TERMS OF REFERENCE

CAPE BRETON REGIONAL MUNICIPALITY

FIRE SERVICES ORGANIZATION REVIEW

March 2015

Bernie MacKinnon, CD, BPSA, CFO
Chief Director, Fire and Emergency Services
Cape Breton Regional Municipality
TERMS OF REVIEW

The terms of reference for this review are multidimensional and are directed focused on meeting exploring the objectives of the paper “Shaping our future in the Cape Breton Regional Municipality, a reorganization plan for positive change”, Appendix V, and the “Task Force Report”, Appendix X. The following questions are provided to further examine the objective of supporting and deploying our current volunteer and career resources to achieve maximum benefit utilizing recognized industry standards.

a. Would a Policy of Council creating one singular fire department under one administration (Halifax Model) provide a more efficient, and cost effective and affordable service delivery system for the CBRM, example Appendix A? What other attributes of the Halifax Administrative Order would benefit the CBRM? In this policy review every consideration should be given to volunteer fire departments and their role as a focal point in their community.

I. Are there any other models/policies that would serve to the betterment of Service delivery?

b. What changes in recruitment, retention or configuration can be achieved to help stabilize volunteer and career response, are there fire service gaps?

I. Combining stations, can stations be combined to improve service delivery, without adversely affecting the Regions ability to maintain a superior water shuttle designation NFPA 1710, Appendix Y and NFPA 1720, Appendix Z? The concept for combining stations revolves around the principle that mergers should be voluntary and incentive based.

II. Automatic aid, what are the obstructions to automatic aid and are there legal consequences for fire departments and their members for not using this option?
III. Will reconfiguring the career response profile in the Community of Sydney to provide a full initial alarm in support of surrounding volunteer communities provide the best result for all concerned? What will best facilitate the fire response alarm support for South Bar, Sydney River, Grand Lake Road and Mira Road?

IV. Should the suburban composite fire departments of Glace Bay, North Sydney and New Waterford create a system where career firefighters work day shift with a full complement of, one Captain and three firefighters, verses one firefighter following the platoon system (nights and weekends covered by volunteers)?

i. What benefit would the day shift have for the primary and surrounding communities?

ii. What impact could a full company have on pre fire planning, and prevention and station duties?

iii. What is the impact on the volunteers?

iv. What is the cost benefit to this style of response?

v. What is the benefit to the citizens?

V. Are departments defined as to their ability to provide offensive and defensive fire operations? What defines an offensive and defensive fire department?

c. Are the appropriate emergency services being offered and supported?

I. What is the impact of the Medical First Responder Program?

d. Are there emergency service gaps?

I. Are we appropriately resourced for a response to the aerodrome, Sydney Airport?
e. Define the requirements to establish a Regional Training Centre for career and volunteer firefighters.
   I. Are there partnerships and funding opportunities that would lead to a Regional Training Centre?

f. Does the current capital plan for vehicles ensure Council’s ability to respond in a timely manner to vehicle replacement?
   I. What is the capacity for fund raising?
   II. Should it be funded from the general rate or a fire rate?

g. How do we ensure that the liability faced by volunteer and career fire fighters is minimized?

h. Is the current volunteer remuneration system fair and equitable?

i. Is the volunteer district platoon system a viable option? (Firefighting in Canada, 2009) (King, n.d.)

j. What improvements can be made to the current procurement system?
   I. Is warehousing a viable option?

k. Are we compliant with current statutory requirements, if not, what is the most economical method to gain compliance?

l. Should consideration be given to residential sprinkler systems?

m. Deleted - intent met with item e.

**New (M).** Is the volunteer support division appropriately resourced?

n. What type of electronic record keeping system will best fit the needs of career and volunteer departments?
   I. Personnel records;
II. Training records;
III. Vehicle records;
IV. Scheduling and tracking;
V. Prevention records;
   i. Education
   ii. Engineering
   iii. Enforcement

TIMETABLE OF EVENTS

The consultant shall provide a timetable of events which will include a consultative process with:

   a. the Fire and Emergency Services Committee;
   b. staff;
   c. Career and Volunteer fire departments.

The final report shall be due for presentation to Council on or before 120 days from the granting of this contract. The Consultant will provide working reports to staff at 30 day intervals detailing progress to date.

The recommendations of the final report are to maintain and/or enhance the insurance rates currently experienced in the CBRM.

When establishing recommendations strong consideration must be given to the community’s ability to pay and the need to meet statutory obligations. The accepted findings must be accompanied by a feasible implementation timeline.

REFERENCE DOCUMENT

The consultant reference document contains the history of service delivery, service standards, training standards, professional standards, municipal publications including the mandate for this study.
Draft Terms of Reference for Request for Proposals – Fire Services Review:

Committee members reviewed the Draft Terms of Reference for the Request for Proposals - Fire Services Review - clause by clause from pages 17 to 19 in the draft (pages 24 to 26 in the agenda package). Relevant recommendations and/or comments made by the Committee members are highlighted in **Bold Font**:

"The terms of reference for this review are multidimensional and are directed at meeting the objectives of the aforementioned paper and report. The following questions are provided to further examine the objective of supporting and deploying our current volunteer and career resources to achieve maximum benefit utilizing recognized industry standards: **AGREED**, noting that some Committee members felt that this review should only consider the Task Force Report recommendations in principle.

a. Would a Policy of Council creating one singular fire department under one administration (Halifax Model) provide a more efficient and cost effective service delivery system for the CBRM? What other attributes of the Halifax Administrative Order would benefit the CBRM? **Committee members stated that CBRM is different from Halifax thus other options should be explored, including a more community-based model with a focus on volunteer fire departments. It was also suggested that the words “and affordable” be inserted after “cost effective” in part “a”**.

b. What changes in recruitment, retention or configuration can be achieved to help stabilize volunteer and career response, are there fire service gaps? **AGREED**

I. Combining stations, can stations be combined to improve service delivery, without adversely affecting the Regions ability to maintain a superior water shuttle designation NFPA 1710, Appendix Y and NFPA 1720, Appendix Z? **Committee members suggested that there should be a voluntary aspect to combining stations and incentives should be considered.**

II. Automatic aid, what are the obstructions to automatic aid and are there legal consequences for fire departments and their members for not using this option? **AGREED**

Continued....
Terms of Reference for Request for Proposal – Fire Services Review Cont’d:

III. Will reconfiguring the career response profile in the Community of Sydney to provide a full initial alarm in support of surrounding volunteer communities provide the best result for all concerned? What will best facilitate the fire alarm support for South Bar, Sydney River, Grand Lake Road and Mira Road? AGREED

IV. Should the suburban composite fire departments of Glace Bay, North Sydney and New Waterford create a system where career firefighters work day shift with a full complement of, one Captain and three firefighters, verses one firefighter following the platoon system (nights and weekends covered by volunteers)?

In response to a question by a member of the Committee, the Director of Fire Services confirmed that this is the Bedford Model. Committee members were concerned with the impact this may have on other departments and the effects on the Volunteers given the significant trade-off in the lifestyle of volunteer fire fighters.

i. What benefit would the day shift have for surrounding communities?

ii. What impact could a full company have on pre fire planning and prevention?

Committee members requested that section (iii) be added:
What impact would this Bedford Model have on the volunteer fire fighters?

V. Are departments defined as to their ability to provide offensive and defensive fire operations? What defines an offensive and defensive fire department?
The Director of Fire Services explained the difference between an offensive and defensive fire department.

c. Are the appropriate emergency services being offered and supported?
The Committee members asked that the consultant consider the need for a First Responder program.

d. Are there emergency service gaps?
The Committee asked that the required resources for the Sydney Airport be examined.

Continued....
Terms of Reference for Request for Proposal – Fire Services Review Cont’d:

e. Define the requirements to establish a Regional training centre for career and volunteer firefighters.
   The Committee questioned the benefits of establishing a Regional training centre in CBRM, as well as the options for training without a Regional centre.

   It was agreed that paragraph (m) below be combined with this paragraph (e).

f. Does the current capital plan for vehicles ensure Council’s ability to respond in a timely manner to vehicle replacement?
   It was the consensus of the Committee that the answer to this question is “no”, with concern being expressed regarding the fundraising for vehicle replacement at the volunteer fire departments. There was a suggestion that perhaps the cost of vehicle replacement should be funded through the fire rates rather than the general rate.

g. How do we ensure that the liability faced by volunteer and career firefighters is minimized?
   The Committee discussed training for driving fire trucks and it was noted that an issue paper on this matter will be brought to the Committee at a later date.

h. Is the current volunteer remuneration system fair and equitable? AGREED

i. Is the volunteer district platoon system a viable option? (Firefighting in Canada, 2009) (King, n.d.) AGREED

j. What improvements can be made to the current procurement system?
   There was discussion regarding the possibility of establishing a warehouse for fire services.

k. Are we compliant with current statutory requirements, if not, what is the most economical method to gain compliance? AGREED

l. Is the volunteer support division appropriately resourced? AGREED

m. What are the next steps in acquiring a regional training facility?
   This item to be combined with paragraph (e) above.

Continued....
Terms of Reference for Request for Proposal – Fire Services Review Cont’d:

n. What type of electronic record keeping system will best fit the needs of career and volunteer departments? **AGREED**
   
   I. Personnel records;  
   II. Training records;  
   III. Vehicle records;  
   IV. Scheduling and tracking;  
   V. Prevention records;  
      i. Education  
      ii. Engineering  
      iii. Enforcement  

There was discussion regarding the Fleet Management system utilized by the Engineering and Public Works dept.

**TIMETABLE OF EVENTS**

The consultant shall provide a timetable of events which will include a consultative process with the Fire and Emergency Services Committee, staff, and career and volunteer fire departments. The final report shall be due for presentation to Council on or before 120 days from the granting of this contract. **AGREED**

When establishing recommendations strong consideration must be given to the community’s ability to pay and the need to meet statutory obligations. The accepted findings must be accompanied by a feasible implementation timeline.” **AGREED**

After review of the draft Terms of Reference, the following motion was put forth:

**Motion:**
Moved by Councillor Saccary, seconded by Councillor Cormier, that staff be directed to make the necessary changes to the Draft Terms of Reference for the Cape Breton Regional Municipality Fire Services Organization Review as outlined above, and to bring the revised Terms of Reference back to this Committee at the March 4th meeting to review the changes prior to forwarding same to Council for approval.

**Discussion:**
It was suggested that the revised Terms of Reference be circulated to all members of Council for possible input.

**Motion Carried.**
MEMORANDUM

DATE: February 18, 2015

TO: Fire and Emergency Services Committee

FROM: John Dilny, Chair
Emergency Management Advisory Committee

RE: Emergency Plan Amendments

As part of the ongoing review and improvement process for the Emergency Management Plan a self-review of components of the plan around situational awareness were conducted following the Winter Storm of January 27 & 28, 2015. The Emergency Management Advisory Committee recommends the following changes with the parts in question highlighted and the words that have a line through them are being deleted.

3.1.5 Manager C.B.R.M. Emergency Management Organization

The Manager is appointed in accordance with the by-law and is responsible on a day to-day basis for the management and coordination of emergency preparedness, response and recovery activities for the CBRM. The emergency management program consists of emergency plans, training programs and exercises for regional employees and partner agencies. The Manager reports to the Chief Administrative Officer (CAO) or designated alternate upon the initial warning of a real or potential emergency or disaster and receives policy direction and support from the Emergency Management Advisory Committee.

4.2.7 Precautionary Measures: Risk Assessment

On receipt of the receiving the initial warning of a real or potential emergency or disaster, the Manager of Emergency Management, or designated alternate, shall assemble some members of the ECC Management team to gather information, assess the situation and develop an Incident Action Plan—establish initial incident priorities prior to the first operational period. In some instances the situation requires information to be shared with municipal departments and stakeholders. As part of the incident action plan on-going assessment/situational awareness, field observers will be appointed when the situation seems out of the ordinary and has the potential to worsen and fully activate the ECC.
The Emergency Management Advisory Committee also recommends these new sections be added to the plan.

4.1.6 Public Warning and Communication

Social Media: Social media is now a primary source of news and information and often the first place people look. In an emergency, information and speculation can spread immediately through social media, making timely and accurate information even more critical. Social media can be an effective communications channel during an emergency; platforms like Facebook and Twitter can be used to provide quick and timely updates, which when shared can reach a wide audience with information or a call to action in seconds. In addition to sharing information, emergency management officials can also monitor social media as part of situational awareness, to gain a better sense of what’s happening on the ground and correct misinformation to alleviate confusion and unnecessary fear. Social media also provides the opportunity for two-way communication with the public, who wants to be a part of the conversation in an emergency situation.

4.1.1 Risk Assessment: is a process to identify potential hazards and analyze what could happen if a hazard occurs.

At the meeting of the Emergency Management Advisory Committee held on January 23, 2015 the Committee approved the amendments to Appendix 9 (Plan Review Schedule) and Appendix 6 (ECC Recall List).

John Dilny, Chair
Emergency Management Advisory Committee
APPENDIX 6

EMERGENCY COORDINATION CENTER RECALL LIST

EMERGENCY COORDINATION CENTER COMMANDER

(P) Michael Merritt - CAO
(A) Marie Walsh – Chief Finance Officer
(A) Angus Fleming – Director Human Resources

EMERGENCY COORDINATION CENTER SAFETY OFFICER

(P) Karen Butterworth – Manager of OHS
(A) Robert Nearing – Supervisor Solid Waste

EMERGENCY COORDINATION CENTER LIAISON OFFICER

(P) John Dilny – Manager of Emergency Management
(A) Blair Brewer – Manager Fleet

EMERGENCY COORDINATION CENTER INFORMATION OFFICER

(P) Desiree Vassallo - Communications / PR Advisor CBRPS
(A) Joyce Babin – Supervisor Water

EMERGENCY COORDINATION CENTER POLICE GROUP

Chief Peter McIsaac
Deputy Chief Lloyd MacCormack

Insp. Robert Walsh
S/S Paul Muise

EMERGENCY COORDINATION CENTER FIRE GROUP

Bernie MacKinnon – Director
D/C Gilbert MacIntyre

D/C Chris March

EMERGENCY COORDINATION CENTER ENGINEERING & PUBLIC WORKS GROUP

Wayne MacDonald – Director
Mike MacKeigan – Utilities Administration

Allan Clarke – Manager Central Division

EMERGENCY COORDINATION CENTER DOCUMENTATION UNIT

Meg Sargent – Administration Executive Secretary
Deborah Campbell – Municipal Clerk

AP6-1
APPENDIX 6

EMERGENCY COORDINATION CENTER RECALL LIST

EMERGENCY COORDINATION CENTER EMERGENCY SOCIAL SERVICE GROUP

Ward Glogowski – Emergency Social Services Coordinator
Jason Noseworthy – Canadian Red Cross
APPENDIX 9

Plan Review Schedule

The CBRM All Hazard Emergency Management Plan is a complex document comprising many parts; annual review of the plan in totality may not be possible. Therefore, the Plan and the other Annexes and Appendices will also revised on a staggered four-year cycle.

The Emergency Management Advisory Committee is responsible for coordinating revisions and updates of the CBRM All Hazard Emergency Management Plan and its components. The sections for review or update in the following years are listed below:

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DATE: February 18, 2015
TO: Fire and Emergency Services Committee
FROM: John Dilny, Chair
Emergency Management Advisory Committee
RE: New Mobile Command Trailer

Purpose

A request to purchase a new Mobile Command Trailer will be made to Council during the 2015-2016 budget deliberation. The purpose of this report is to request the Fire and Emergency Services Committee support this initiative during budget deliberation and for Council to approve the purchase of a new Mobile Command Trailer which will be put to tender, if funding is approved.

Background

On February 16, 1997 a fire broke out just before noon in -11°C temperatures and winds of up to 43 kilometers an hour on Charlotte St., Sydney, with more than 100 firefighters from 17 fire departments responding. The incident showed that coordination at the scene of a major incident was essential for effective incident management. As a result a Mobile Command Post working group of police, fire, fleet and the Manager of Emergency Management was formed to design an in-house command post to be used as a field office for management of such functions as gathering, analyzing and dissemination of information at major incidents.

Once the design was complete a 1987 Bluebird school bus was converted into a multi-agency command post. The unit was originally pieced together by a number of local companies and the project budget was limited. It was a totally self-contained unit that could stay on an incident scene indefinitely with very little support needed.

The Mobile Command Post was utilized for search and rescue operations, major fires, water rescue, chemical spills, evacuations and isolation, unknown power incidents, major crimes and tactical situations. It was utilized by the CBRM crisis negotiation team to develop a communications plan with hostile, barricaded suspects. The highly visible nerve center was used at scenes as a base of operations during evacuations of senior citizens, schools and when a
culvert on Tomyary Drive, in Howie Center eroded away due to rushing water from a brook, isolating upwards of 150 families overnight on November 2, 2000.

The Mobile Command Post was a centralized place for agency officials from departments on scene to meet and exchange information, solve problems, coordinate actions and develop an appropriate response strategy. When the unit was newer and met our response requirements, it was used 24 times per year. The unit was also made available to our neighboring municipalities through our Municipal Services Emergency Management Mutual Aid Agreement.

**Issue**

The Mobile Command Post has become functionally inadequate to meet the demands of municipal first responders. It is outdated from both a technology and mechanical perspective. Finding parts is difficult; some are obsolete and those still available are in minimal quantities because of lack of demand. The electrical system needs repair. The age of the bus makes it difficult to operate. It is an unreliable asset to effectively control and manage operations at the scene of an incident.

As part of the municipality's approach to Emergency Management, and the development of a new All-Hazards Response Plan, we are required to meet the standards and criteria to be able to execute that plan adequately and appropriately. A Mobile Command Post is a mandatory asset to be able to carry out emergency response. In an emergency, it provides a base of operations and an enclosed area free of distractions for incident management decisions. It allows for coordinated communication and resource management in the early stages of an incident, without which could result in delayed response and prolonging of the incident, possibly jeopardizing safety. Consolidation and coordination in a Mobile Command Post provides effective command and control, coordination and information sharing; it creates the necessary environment to provide immediate and effective response during an emergency situation, to minimize threats to the health and safety of the public and first responders.

A modern, functionally adequate Mobile Command Post can be used as a capital asset up to 30 times each year across CBRM departments – including police, fire, public works – and as part of the municipality's emergency response plan.

Representatives from Fire & Police Services, the Manager of Fleet and the Manager of Emergency Management formed a working group to address the importance of acquiring a new Mobile Command Post, and reviewed a wide range of designs, types and functions.

The Working Group proposes a unit designed for operations under the Incident Command System that would also provide benefits of rehabilitation from the weather – such as extreme cold or heat – for command and general staff, and six (6) work spaces for communications operators. It will have a large work space to accommodate a unified command structure which enables all responsible agencies to manage an incident together, make joint decisions and allow for functions including: operations, logistics, planning, financial /admin, safety, liaison and public information.

The proposed unit would deliver the essential infrastructure for quickly establishing a fully functional incident command post suitable for the early stages of managing an incident,
including the crucial communications ground work for facilitating the ICS during the critical, initial hours of response. The command post will be able to function as a scaled down dispatch center, allowing communication among municipal and provincial partner agencies, as well as the municipal and provincial Emergency Coordination Centers. And, it enables the unit to serve as multi-agency platform, when needed. The Mobile Command Unit can run solely upon its own power generation to maintain Wi-Fi and cellular networks, digital TV, satellite and various other forms of communications and digital applications including a camera that can zoom in from several hundred feet away. Operators can stream live video to other locations, so emergency officials can make decisions based on exactly what's happening at a scene.

The proposed unit is a trailer, making it towable and a benefit for functionality as well as cost effectiveness, both in terms of purchase price and lower maintenance costs.

Below is the proposed floor plan for the new Mobile Command Trailer.

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**Financial Impact**

The proposed Mobile Command Trailer has a purchase price of approximately $300,000, based on the same criteria used by Emergency Health Services to purchase their new Mobile Command Center.

An interdepartmental protocol will be developed to address logistics for maintaining and deploying the Mobile Command Trailer using operational budgets.
Recommendation

The Emergency Management Advisory Group respectively requests the Fire and Emergency Services Committee support the importance of a new Mobile Command Trailer during the 2015-16 Capital Budget deliberations.

John Dilny, Chair
Emergency Management Advisory Committee
MEMORANDUM

DATE: February 18, 2015
TO: Fire and Emergency Services Committee
FROM: John Dilny, Manager of Emergency Management
RE: Committees and Working Group Activities

The purpose of this memo is to present the EMO Committee’s and working groups activities to the Fire and Emergency Services Committee for information.

CBRM Advisory Committee:

1) Amendments to All Hazards Emergency Management Plan – Memo on update to be presented to Fire and Emergency Service Committee.
2) Mobile Command Post – reviewed and recommends the issue paper be presented to Fire and Emergency Service Committee.
3) Support Facilities (Emergency Shelters/Comfort Centers) – Working Group to make presentation to Advisory Committee on recommendations and need for operational policies.
4) Filling Vacancies in the ECC Organizational Chart
5) Issue Paper on Appointing Incident Commander – Issue paper was approved by committee and will be presented to Fire and Emergency Service Committee at a later date for review and recommendations.
6) CBRM EMO Website – updated
7) Committee Structure for Emergency Coordination Center/First Responder Committee – Discussion on how to structure committees and who should sit on the committees.
9) Policy – policies needed for Transfer of Leadership (ECC Commander), qualifications for Incident Commander.
10) Mass Messaging – software review by some members of the committee and this issue was referred to Technology Committee for review.
11) **New EC “Alert Me” System** - In the past omni bulletins were issued; however, now they are broken down into certain areas (i.e. CBRM) and there can be more than one alert for a weather system. These alerts will be sent to committee members and council members as well.

12) **Weather Briefing Packages for Emergency Managers** – The information sent from the meteorologists is not official but is sent to warn EMO Officials. These will be sent to just this group not the Mayor and Council. This information is more detailed than in the weather alerts.

13) **Weather Briefing Packages** - This weather-briefing package is not transmitted as an official Environment Canada product but is issued at the discretion and availability of the local Warning Preparedness Meteorologist so that local emergency management officials can enhance the readiness and response capability of municipal emergency management officials to a possible event.

14) **Training** – Discuss upcoming training.

**CBRM ECC Sub-Committee:**

1) New General Message and Position Log Forums developed for ECC.

**CBRM Support Facility Working Group:**

Working Group reviewed recommendations and legislative requirements from:

- Public Health Agency of Canada Guidelines
- CBRM Building Official
- Dept. of Environment
- Dept. of Agriculture
- CBDHA Public Health

Working group to prepare and make a presentation to Emergency Management Advisory Committee.

**CBRM Support Mobile Command Post Working Group:**

Designed layout for new mobile command post and prepared an issue paper to be presented to Fire and Emergency Service Committee.

**Provincial Support Facility Working Group:**

Develop a term of reference.
**Provincial TM2 Working Group:**

To work with the NS Public Safety and Field Communications to develop a fleet map for CBRM Fire Service and EMO.

**Plan Activation:**

**Winter Storm January 27 & 28, 2015:**

The ECC members were requested to assemble to gather information, assess the situation and determine the probability and impact of the event; and if needed, to establish initial incident priorities prior to the first operational period. As a precaution we activated the Municipal Emergency Coordination Center (MECC) at the Grand Lake Road Emergency Services Center to a monitoring level with key agencies providing situational awareness reports to the MECC. The information was then shared with the ECC members and Mayor and Council.

ECC members were also requested to attend a briefing held by EMO NS and Environment Canada. The Manager of Emergency Management participated in daily briefings with EMO NS and Environment Canada during this event.

**Winter Storm February 15, 2015:**

The ECC members were requested to assemble for a briefing from EMO NS and Environment Canada to gather information, assess the situation and determine the probability and impact of the event; and if needed, to establish initial incident priorities prior to the first operational period. The Municipal Emergency Coordination Center (MECC) was not activated but key agencies were asked to maintain situational awareness by providing situational awareness reports to the Manager of Emergency Management. The information was then shared with the ECC members and Mayor and Council.

The Manager of Emergency Management participated in daily briefings with EMO NS and Environment Canada during this event.

**Alerted:**

Members of the ECC Management Team were alerted to the following winter storms and were asked to monitor same.

- January 22 & 23, 2015
- January 30 & 31, 2015
- February 2 & 3, 2015
- February 5 & 6, 2015
- February 13, 2015

Feb. 22, 2015
Feb. 25, 2015

*John Dilny*
Manager of Emergency Management
Subject: FIRE APPARATUS FUNDING GUIDELINE – INTERIM ADJUSTMENT
Date: December 5, 2014 February 26, 2015
Distribution: Mayor; Fire & Emergency Services Committee; CAO; CFO

**General:** The last amendment of the Vehicle Capital Funding Guidelines occurred in February of 2008. This amendment moved the funding of a new vehicle from 100k to 125k, the funding of a used vehicle with 15 years remaining from 70k to 90k and funding for a refurbishment from 30k to 40k. These funding arrangements were made recognizing the ever increasing cost of fire apparatus, however we still remain within the 2001 capital allotment of 600k.

**Current Issue:** Vehicle funding remains an issue. Items that are applying pressure on the current funding model are: vehicle price increases and our ability to pay. The Current funding formula of 125k for new apparatus is inadequate for departments purchasing new and the formula for used vehicle is completely outdated.

In order to meet the current criteria for used vehicles, apparatus must have a minimum of 15 years of life remaining but no more than 90k can be paid. Under this current formula, that would mean that an apparatus would have to be 2010 or newer with a price of no more than 90k.

Vehicle prices for pumpers and tankers have risen at a rate of approximately 3% per annum since 2001 and continue on this annual trend. The ability of volunteer fire departments to purchase new vehicles with our assistance has reduced significantly. While we provide 125k for new vehicles it is virtually impossible for many departments to fund the difference which could be over 200k. Due to this reduced capacity, many volunteer fire departments have turned to purchasing used vehicles. With the funds available to the volunteers they are looking to purchase vehicles that are minimally 10 years old. Those vehicles with less than 15 years of life remaining do not currently qualify for funding.

Another item which is applying pressure on vehicle purchasing, is the method in which the vehicle capital is funded. At present the vehicle capital is funded through borrowing. Using this method of funding does not allow for a capital reserve. Having a capital reserve enables the fire service to better plan purchases and deal with periods where there is a requirement to purchase multiple vehicles. Having a capital reserve would help ensure an efficient & effective allocation of funds while maximizing our ability to purchase the proper apparatus.
Interim Solution

The following recommendations only provides for short term or interim solutions in the procurement of used vehicles in the fiscal year 2015-2016. There still remains a requirement to look at readjusting the capital fund for fire apparatus, and the creation of a reserve fund. In consultation with the Chiefs Executive we would offer the following:

a. That 125k be the interim allotment for new and used vehicles;

b. The Chief Director or designate can fund up to 125k for any single purchase;

c. Vehicles should have an operational life span of at least 5 years and the price should not exceed the calculated depreciated value.

d. That consideration be given to converting Fire Capital funding from borrowed Capital to Operating Capital to enable the creation of a fire equipment reserve fund.

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Chris March

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References


