

Cape Breton Regional Municipality

Fire & Emergency Services Committee

AGENDA

Friday, December 4th, 2015

9:00 a.m.

**Council Chambers
2nd Floor, City Hall
320 Esplanade, Sydney, NS**

Committee Members:

Deputy Mayor George MacDonald - Chair
Councillor Clarence Prince
Councillor Ivan Doncaster
Councillor Kevin Saccary – Vice Chair
Councillor Lowell Cormier

Cape Breton Regional Municipality

Fire & Emergency Services Committee

Friday, December 4th, 2015

9:00 a.m.

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Roll Call

1. **Approval of Minutes: (Previously Distributed)**
 - Fire & Emergency Services Committee – September 2nd, 2015

2. **Fire Service Organizational Review Cape Breton Regional Municipality:**
Spokespersons: Charles Jennings, Project Manager; Robert McNally, Deputy Manager; and John Cochran (see page 3)

Adjournment

Fire Service Organizational Review Cape Breton Regional Municipality

Site Meeting: December 3-7, 2015



Project Team:

Charles Jennings, Project Manager
Robert McNally, Deputy Manager
John Cochran



Manitou, Inc. –

Overview. Provides high-end research, analyses, and evaluation services .

Clients. Government, non-profit, and private sector organizations worldwide.

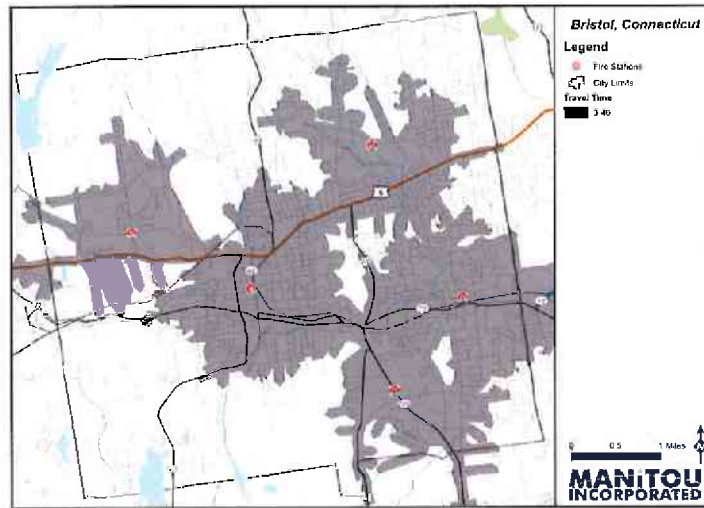
Experience. We bring the best of seasoned field experience grounded in the most current research and practice.

Specialization. We specialize in program evaluation, public safety, international development, urban planning, and organizational assessment and research.



Communities where related projects have been conducted:

- Surrey, BC
- Bristol, CT
- Rapid City, SD
- Bethlehem, NY
- Dunmore, PA
- Wichita, KS
- Broward County, FL
- Ossining, NY
- Houston, TX
- Nashville, TN



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Fire Service Organizational Review
Cape Breton Regional Municipality
Fall 2015

Project Team –

Charles Jennings, Ph.D.

- Project Manager
- Served 24 years as a consultant
- Masters and PhD in City and Regional Planning
- Fulltime member faculty of Fire and Emergency Services program at John Jay College of Criminal Justice of the City University of New York



Robert McNally

- Deputy Project Manager
- Served on more than 150 similar projects
- GIS Specialist
- Bachelor Degree in Public Administration and a Master's degree in Urban and Regional Planning

John Cochran

- Fire administration, planning, and fire insurance rating specialist
- Served as consultant for 15 years
- Bachelor Degree in Public Administration
- Member of NFPA 1710 and related committees

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Cape Breton Project Overview

The Cape Breton Regional Municipality (CBRM) desires a review of its fire services from a deployment, operational, and managerial perspective.

The primary goal is to consider and recommend **alternatives to improve the efficiency of service** provision across the numerous entities currently providing service while maintaining or improving the level of service.

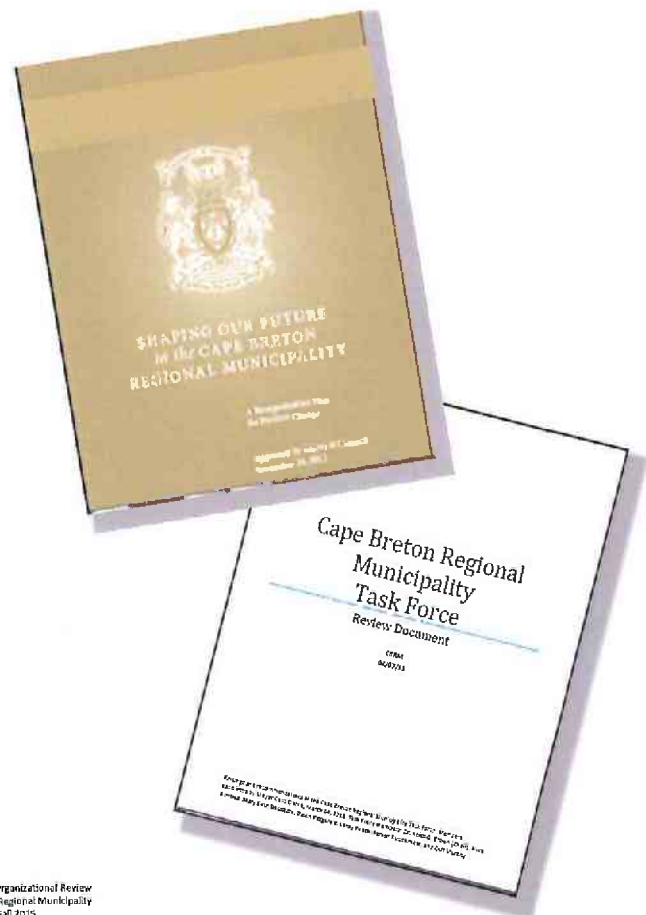


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Project is informed by:

- Shaping our future in the Cape Breton Regional Municipality, a reorganization plan for positive change
- CBRM 2013 Task Force Report

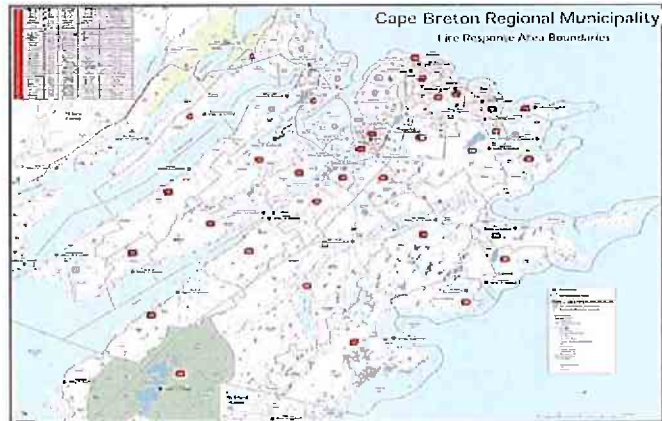


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Project Questions

a. Would a Policy of Council creating one singular fire department under one administration provide a more efficient, cost effective and affordable service delivery system for 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.



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

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

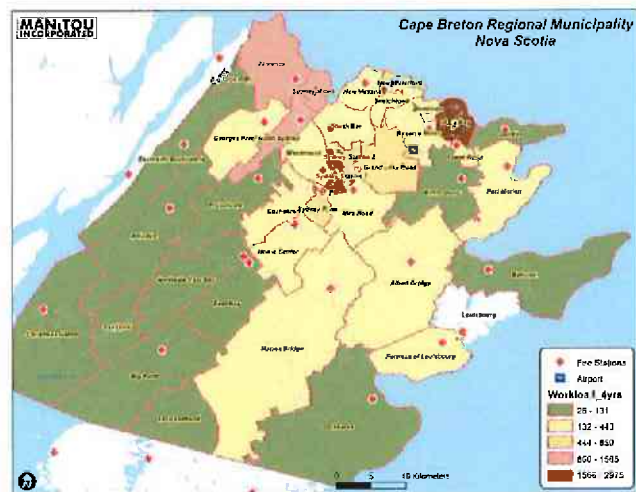
- I. Combining stations, can stations be combined to improve service delivery, without adversely affecting the Regions ability to maintain a superior water shuttle designation NFPA 1710 and NFPA 1720? The concept for combining stations revolves around the principle that mergers should be voluntary and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



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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 support for South Bar, Sydney River, Grand Lake Road and Mira Road?



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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?



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



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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?

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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?



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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?

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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.)

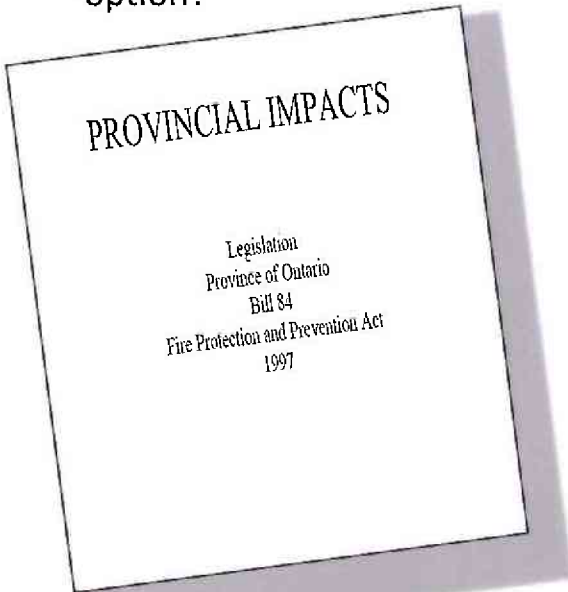


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j. What improvements can be made to the current procurement system?

I. Is warehousing a viable option?



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

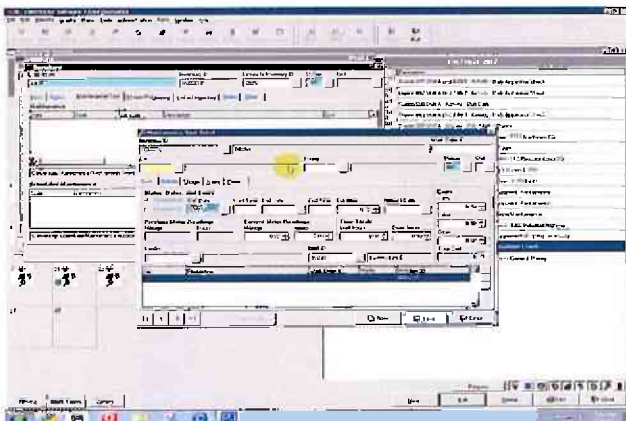
l. Should consideration be given to residential sprinkler systems?

m. 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



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Site Visit 1 – December 3-7, 2015

- Clarify project goals and outcomes
- Gain further insight through meetings with senior fire officer, firefighters, elected officials, and other stakeholders
- Collect and review records, data, and related material
- Assess local conditions and fire and associated risks
- Tour and assess facilities, personnel, and equipment



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Additional Data Gathering

- Mail Survey distributed to each Fire Department
- Electronic (online) survey distributed to individual firefighters through their Chiefs

Schedule

December	Day	AM	PM
2	Wednesday	Travel Day	
3	Thursday	Fire hall/area familiarization	Evening meeting with Regional Chiefs
4	Friday	Meeting with Fire & Emergency Services Com.	Meeting with Airport Representatives
5	Saturday	East Division	Central Division
6	Sunday	North Division	Open
7	Monday	Training	2:00 pm - Meeting with CAO/Mayor/Chair of Committee

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Contact Information

Charles Jennings	845-667-2293
Robert McNally	704-607-5882
John Cochran	479-970-8001

Questions?

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