



Nanaimo Fire Rescue

2021 Business Plan



Nanaimo Fire Rescue

OVERVIEW

Nanaimo Fire Rescue (NFR) has a staff of 105 consisting of IAFF, CUPE and management members. NFR provides emergency response to fires, medical and rescue incidents, natural disasters, as well as specialized services such as hazardous materials and technical rescue response. Additionally, community risk reduction is achieved through fire prevention programs, public education and training advocacies.

The City has five fire stations: four are operated 24/7 by 85 career firefighters, the Protection Island station has a dedicated crew of paid on call responders. Fire prevention and education consists of four career members who manage the overall permitting, fire code, fire investigations and public education activities. These services provide for the preservation of life, property and the environment, which contributes to the well-being of the community.

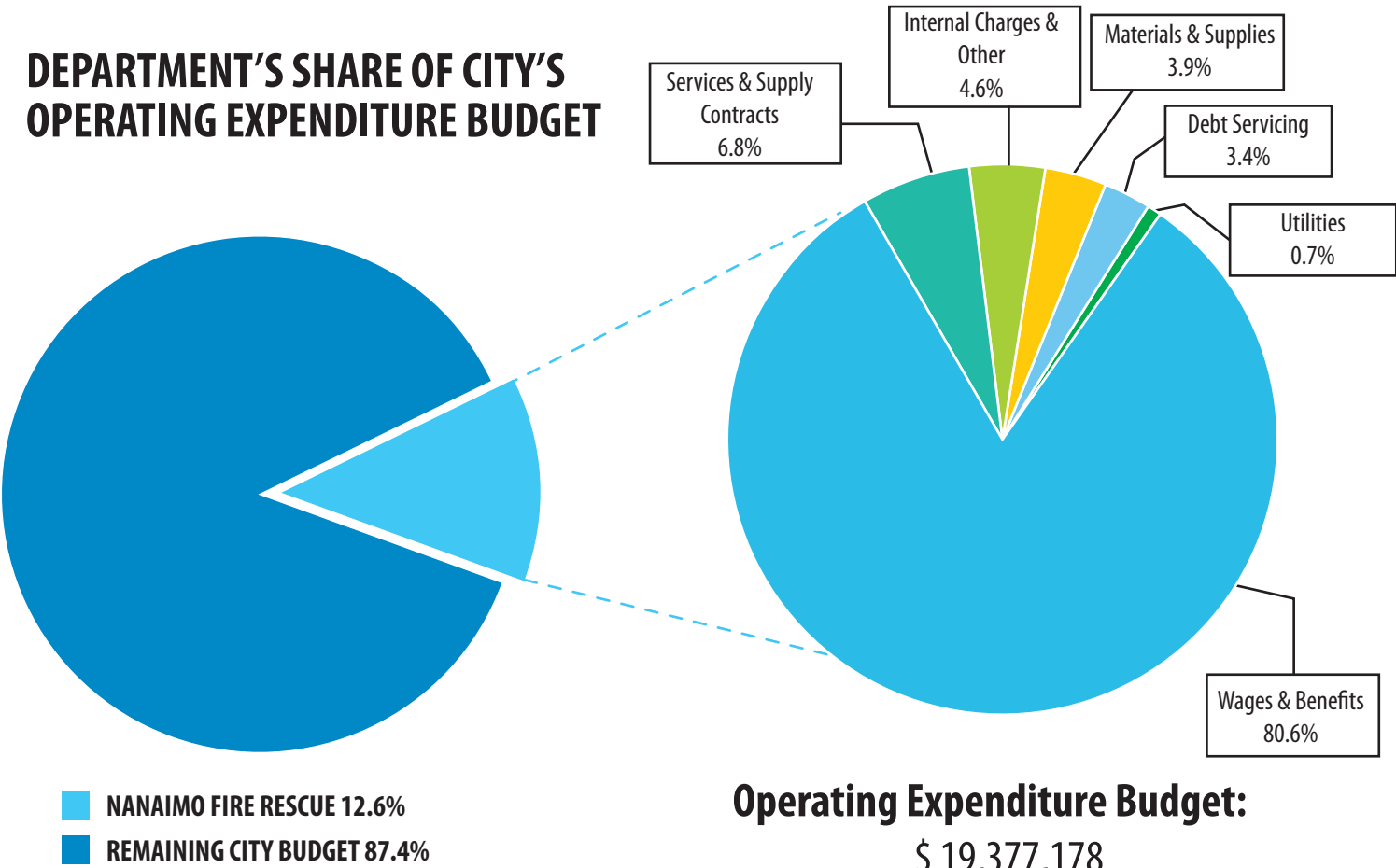
Vancouver Island Emergency Response Academy (VIERA) is accredited to provide training and education to the fire service. Over 70 departments across British Columbia receive training through this academy. These programs provide revenues to the City which offset the operational budget.

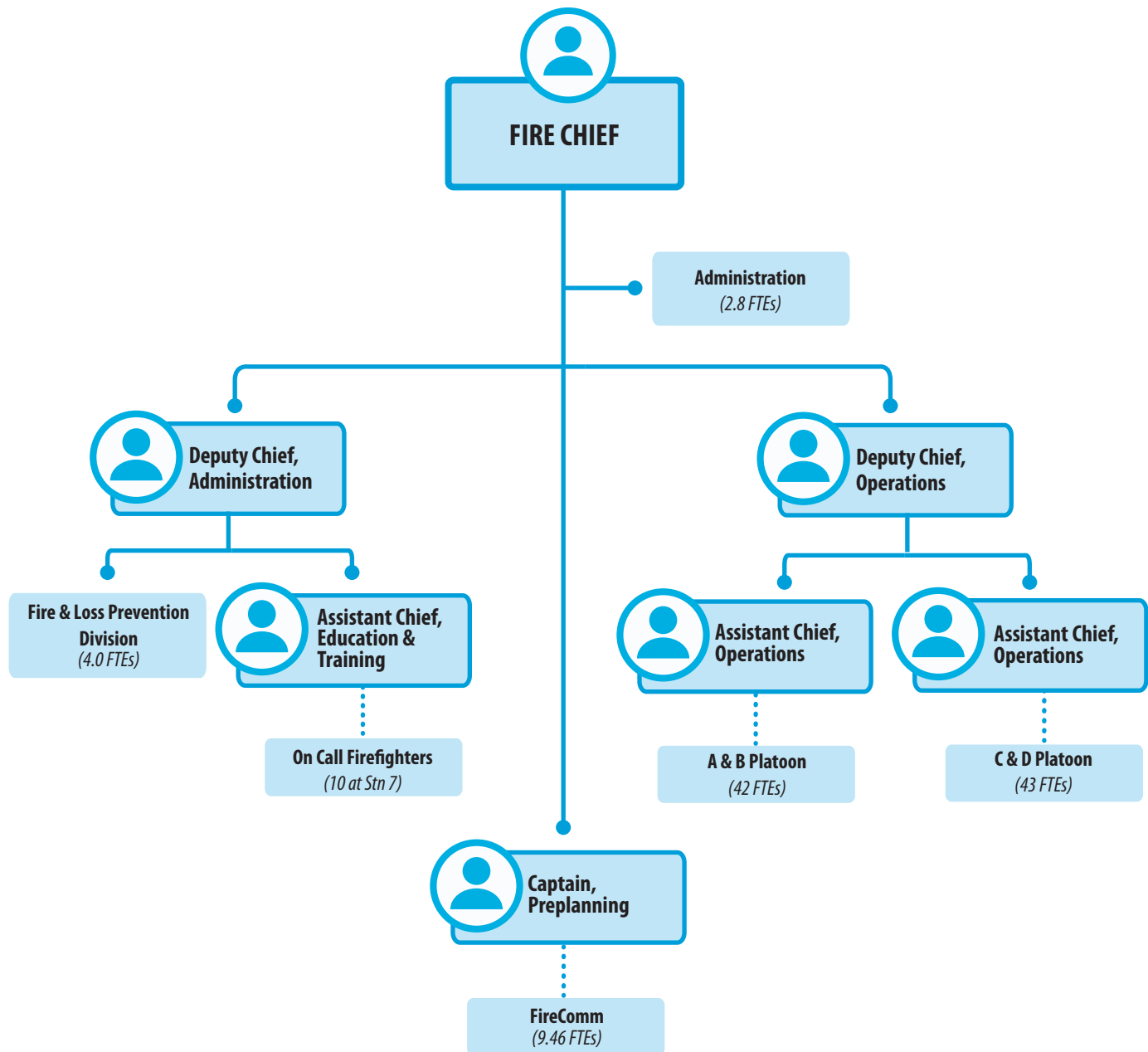
The 911 services are provided through two functions: 911 Public Safety Answering Point (PSAP) out of EComm and 911 fire dispatch currently out of the City of Nanaimo and transitioning to Surrey Regional Dispatch in July 2021. The Central Island 911 Partnership manages 911 services for the City of Nanaimo, the Regional District of Nanaimo and the Cowichan Valley Regional District.

Core Services

- Operations – Fire Operations, Training & Education
- Administration - Fire Prevention, VIERA, Administration and Communications

DEPARTMENT'S SHARE OF CITY'S OPERATING EXPENDITURE BUDGET





KEY SERVICES

Fire Operations

- Respond to emergency and non-emergency incidents.
- Train fire personnel for proficiencies to meet standards and efficiencies in 8 disciplines.
- Smoke Alarm installation.
- Train the public in bystander cardiopulmonary resuscitation (CPR).
- Conduct community outreach and station tours.
- Benchmark: Turnout time within 60 sec for medical incidents and within 80 sec for other non-medical emergency incidents 90% of the time
- Benchmark: Response time – 6 minutes first unit on scene 90% of the time
- Fire and life safety inspections

Nanaimo Fire Rescue

KEY SERVICES

Administration

FLPD Staff

- Fire prevention officers are an integral part of the business license, building development and planning review/approval process.
 - Plan check proposed commercial building plans.
 - Review and approve fire safety plans and preplans for commercial and public occupancies.
 - Review and approve new developments and new business occupancies.
- Administer requirements of the Fire Services Act
 - Inspect the more than 3,500 commercial and public buildings.
 - Design and deliver public education to the community including the smoke alarm campaign.
 - Ensure fire code compliance and enforcement.
 - Enforce fire bylaws.
 - Conduct fire investigations.

Administrative Staff

- Fleet – maintain and facilitate 10-year fleet evergreening plan.
- Recruitment – work with HR to maintain staffing due to retirements, etc.
- Budget processes – maintain fiscal responsibility for the department.
- Purchasing – maintain all resources following City Purchasing procedures.
- Human Resources and Labour Relations – Maintain a good working relationship with staff, both Unions and other City departments.

Manage and administer Vancouver Island Emergency Response Academy (VIERA)

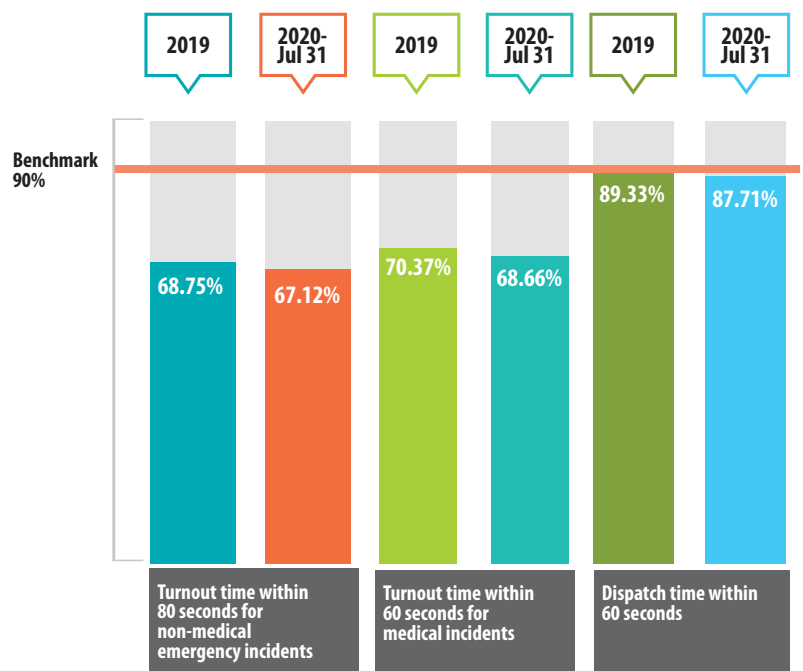
- Fire Fighter training
- First Responder Instructor training
- Fire Officer development

Fire Communications - emergency call answering and dispatch (911)

- Dispatch and Monitor responding fire crews for 27 fire departments from Lantzville to the Malahat
- 911 secondary service answering point (SSAP) for fire
- Benchmark: Dispatch time within 60 sec 90% of the time

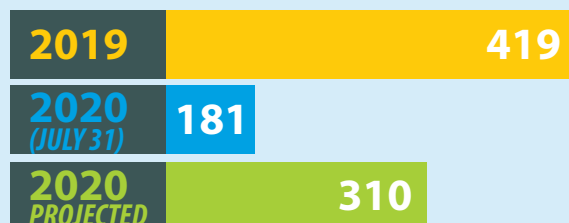
2020 ACHIEVEMENTS

- Station 1 held an official ground breaking ceremony on July 29, 2020. Since then, the site has been successfully excavated and will transition to the next stages of construction. The project will visually begin taking shape above ground in the fall of 2020. An operational transition to the new Station is expected in early 2022 with completion of the entire project in the Summer of 2022. This multi-year project began in 2018 and will be funded by borrowing of up to \$20 million approved by Council and electoral assent.
- Continue to foster positive labour relations with IAFF Local 905.
- As part of day-to-day response, fire crews verified and tested 100 smoke alarms in 2019 and 60 smoke alarms in 2020 (as of July 31) and installed 53 new smoke alarms in 2019 and 27 in 2020 (as of July 31).
- Projected to complete 2,427 fire and life safety inspections on commercial and public buildings.
- Provided FireSmart presentations to community groups in the City of Nanaimo. Assisted in developing Protection Island FireSmart Board. Hosted FireSmart Weekend Events.
- Initiate purchasing process for multi-purpose Wildland Unit. Two new apparatus awarded to arrive in 2021. The new Truck 4 was put into service in September.
- Hosted virtual EOC Wildland Operation Scenario.
- Finalized a contractor agreement for expertise during large scale hazmat incidents.
- Execution of Live Fire training for suppression staff.

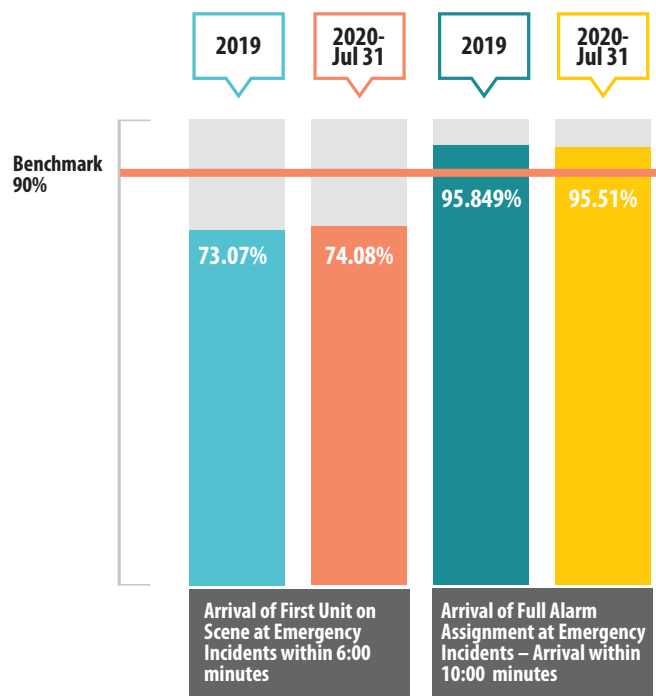


2020 ACHIEVEMENTS, cont'd

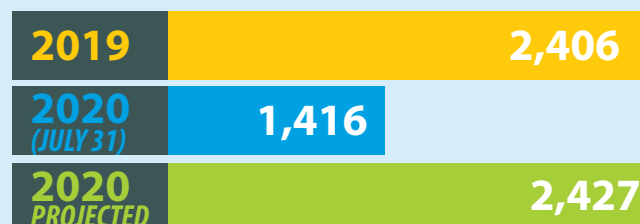
FIRES INVESTIGATED AND REPORTED TO THE BC FIRE COMMISSIONER'S OFFICE



- Fire Master Plan completion due January 2021.
- Continued to focus on employee mental health by providing access to Headspace, an app used for meditation, mindfulness, and to assist in sleep.
- Applied Suicide Intervention Skills Training (ASIST) to all Critical Incident Stress Management (CISM) team members to develop one on one crisis intervention skills
- CISM team members provided Resilient Minds peer to peer mental health training to all staff
- Hired a consultant who completed an analysis of the Next Generation 911 Requirements for Fire Dispatch.
- Advancing crews to Emergency Medical Responder (EMR) level of service. Training and licensing the first group of 10 EMRs.
- Management team members completed Queens University Workplace Mental Health Leadership certificate program



COMPLETED INSPECTIONS (OPERATIONS AND FIRE PREVENTION)*



* includes fire safety and compliance inspections, fire safety plans, development plan checks, business licenses, complaints, etc.

- New auto extrication training and equipment purchase has improved department's ability to provide medium/heavy rescue to MVIs

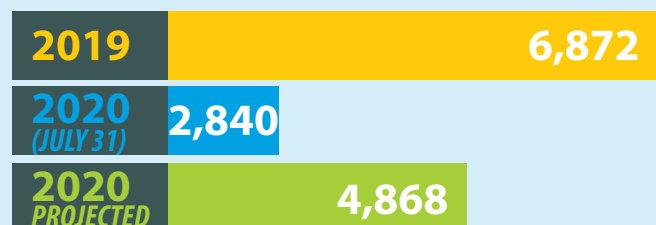
Covid-19 impacts

Nanaimo Fire Rescue's response to Covid-19 has followed the direction and best practices of BC Public Health, Medical Director Alan Holmes, the BCCDC and the WHO. The recovery process has been guided by Provincial recovery phases in consultation with the City of Nanaimo Manager of OH&S.

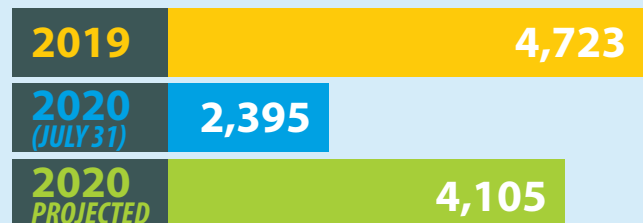
A labour-management Covid-19 Task Force was established early on to address operational and staff health and safety issues.

- Fire Stations closed to public (March-ongoing)
- Limited access to FireComm (March-ongoing)

INCIDENT RESPONSES



DISPATCHED INCIDENTS OUTSIDE OF NANAIMO



Nanaimo Fire Rescue

2020 ACHIEVEMENTS, cont'd

- Command & Business Centre (CBC) closed with some staff working remotely (March-July)
- New cleaning protocols saw living areas, high touch points, and apparatus cleaned three times/day minimum (March-ongoing)
- New PPE procedures implemented for all medical aid incidents involving patient contact (face mask, N95, gown, gloves, glasses) (March-ongoing)
- BCEHS reduced First Responder medical aid calls to minimize exposure to responders. This has led to reduction in medical aid responses by 43% (Mar-Sept)
- Training between stations was suspended and inter-crew interaction limited to emergency situations (Mar-July)
- Suspension of Company Inspections (Mar-July)
- Suspension of FLPD inspections (March-June)
- Rotation of FLPD staff working at CBC with inspectors working remotely (Mar-June)
- Activation of Department Operations Center (March-April)
- Focus on business continuity, operational changes, staff health and safety, and PPE procurement (March-April)
- Cancelling of in-person VIERA classes and live fire training at the Training Centre with some financial implications
- Strong component of VIERA online program delivery minimized impact on revenue and operations
- Bystander CPR program in-person delivery cancelled due to school closures. A video presentation of the program was produced and sent to SD68 high school PE teachers for distribution to students.
- Smoke Alarm door-to-door program suspended for fall 2020. Smoke Alarm testing and replacement continues on a request basis with City Communications staff developing a public outreach and education campaign to run Sept-October 2020.

2021 OPPORTUNITIES

- Plan strategic road map with opportunities presented in Master Plan, Fire and Loss Prevention Plan reports, including transition of communications duties throughout department
- Transition to Zoom meetings for staff, saving time and keeping with social distancing rules.
- Move to online training where possible for VIERA
- Maintaining compliance with NFPA standards for response times of first arrival, and minimum number of fire fighters on scene for fires, due to City development especially with higher multi-residential buildings.
- Fire Station #1 rebuild – maintaining business continuity during construction and demolition phases.
- Consider opportunities to resource for increased numbers of fire inspections and compliance for plan approvals, fire safety plans, building permit approvals and plan checking of commercial and public occupancies required under the Fire Services Act, BC Fire Code, and BC Building Code.
- Working with various levels of government including BC Housing, Housing Operators, VI Health Authority and City of Nanaimo departments on temporary housing, homelessness and mental health and addictions to ensure fire safety.
- High-rise/multi-family buildings – maintaining the level of service to the growing city.
- Keeping up with WorkSafe BC regulations on SCBA, advanced cleaning, etc.
- Continue to educate, promote and expand FireSmart activities throughout City
- As Covid continues, maintain a safe working and training environment for staff while maintaining high service levels to the public



KEY INITIATIVES FOR 2021

Nanaimo Fire Rescue

QUARTER

1

ADMINISTRATION

- Master Plan report (a Fire Department study) recommendations to Council

QUARTER

2

ADMINISTRATION

- Contract negotiations
- Transition fire dispatch to new provider

QUARTER

3

FIRE PREVENTION, EDUCATION AND OUTREACH

- Transition public outreach to mobile application (smoke alarms)

OPERATIONS

- Self-Contained Breathing Apparatus (SCBA) replacement

QUARTER

4

FLEET

- Complete the build and delivery of two engines and one Wildland unit in 2021 as per fleet replacement plan.

ADMINISTRATION

- Mobile Inspections initiative

ONGOING

OPERATIONS

- Continue to provide emergency responses and working towards meeting Council adopted response times.

ADMINISTRATION

- Continue to develop and expand support for all staff facing occupational stress-related injuries. Continue to be leaders across the fire service.
- Look for opportunities to reduce the impact to the environment.

FIRE PREVENTION, EDUCATION AND OUTREACH

- Continue to reduce fire deaths and injuries and property dollar loss at structure fires by expanding the smoke alarm program to test and install smoke alarms to the most vulnerable and highest risk homes in the City.
- Preparation for adoption and changes to the BC Fire Code, BC Building Code and Fire Safety Act
- Expand and re-develop education and training programs and increase revenues from Vancouver Island Emergency Response Academy (VIERA).

MULTI-YEAR PROJECT

ADMINISTRATION

- Fire Station #1 – Replacement of existing station at same location.

Nanaimo Fire Rescue

PROPOSED OPERATING BUDGET

	2020	2021	2022	2023	2024	2025
Revenues	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Nanaimo Fire Rescue	\$ 625,887	\$ 725,039	\$ 735,435	\$ 793,225	\$ 803,099	\$ 863,294
Emergency Communications (911)	1,060,882	1,264,687	1,289,709	1,315,232	1,341,264	1,367,823
Annual Operating Revenues	\$ 1,686,769	\$ 1,989,726	\$ 2,025,144	\$ 2,108,457	\$ 2,144,363	\$ 2,231,117
Expenditures						
Nanaimo Fire Rescue	\$ 17,315,649	\$ 17,687,090	\$ 18,628,097	\$ 19,045,588	\$ 19,405,799	\$ 19,825,053
Emergency Communications (911)	1,658,941	1,690,088	1,723,885	1,758,361	1,793,525	1,829,401
Annual Operating Expenditures	\$ 18,974,590	\$ 19,377,178	\$ 20,351,982	\$ 20,803,949	\$ 21,199,324	\$ 21,654,454
Net Annual Operating Expenditures	\$ 17,287,821	\$ 17,387,452	\$ 18,326,838	\$ 18,695,492	\$ 19,054,961	\$ 19,423,337
Staffing (FTEs) - Budgeted	108.2	108.3	108.3	108.3	108.3	108.3

PROPOSED OPERATING BUDGET

	2020	2021	2022	2023	2024	2025
Expenditure Summary	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
Wages & Benefits	\$ 15,558,783	\$ 15,615,211	\$ 15,900,455	\$ 16,218,464	\$ 16,542,832	\$ 16,873,685
Services & Supply Contracts	1,165,709	1,309,975	1,336,174	1,362,893	1,390,159	1,417,956
Materials & Supplies	740,400	764,541	773,780	812,646	801,849	842,286
Utilities	140,485	135,100	137,802	140,558	143,369	146,236
Internal Charges & Other	845,608	894,879	923,220	951,667	980,144	1,009,407
Debt Servicing	519,605	653,972	1,276,981	1,314,080	1,337,257	1,361,095
Grants & Subsidies	4,000	3,500	3,570	3,641	3,714	3,789
Annual Operating Expenditures	\$ 18,974,590	\$ 19,377,178	\$ 20,351,982	\$ 20,803,949	\$ 21,199,324	\$ 21,654,454