

# Staff Report to Council

Fire & Rescue Services  
File No. 05-1700-02/20

REPORT DATE: November 09, 2020      MEETING DATE: November 23, 2020  
TO: Mayor and Council  
FROM: Mike Larsson, Director of Fire Services  
SUBJECT: 2021 Business Plan - Fire & Rescue Services

CHIEF ADMINISTRATIVE OFFICER REVIEW/APPROVAL:



---

RECOMMENDATION(S): THAT Council:

- A. Receive for information the Fire & Rescue Services 2021 Draft Business Plan and Staff Report as presented at the November 23, 2020 meeting of Council; OR
- B. Other.

---

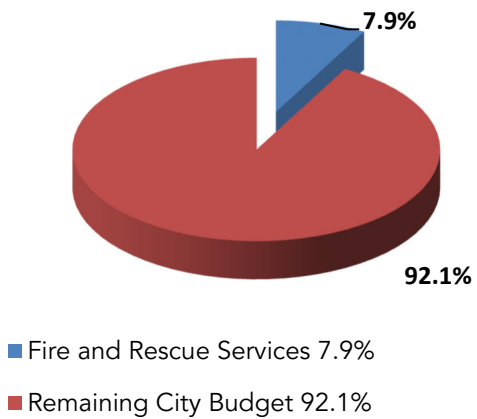
## DEPARTMENT OVERVIEW

The Fire and Rescue Service provides incident response at the Full Service Operations Level under the direction of the Fire Chief and acts as a first point of contact with citizens and visitors for many public safety concerns. Fire & Life Safety Education sessions, directed at a wide variety of community demographic and social groups, provide valuable information and exposure to the dangers of fire and other hazards as well as methodologies to prevent or minimize damage and injury. Infant and child car seat inspections are conducted regularly in cooperation with the BCAA and the department's Prevention division regularly ensures safety for public and commercial properties through legislated and comprehensive fire safety inspections.

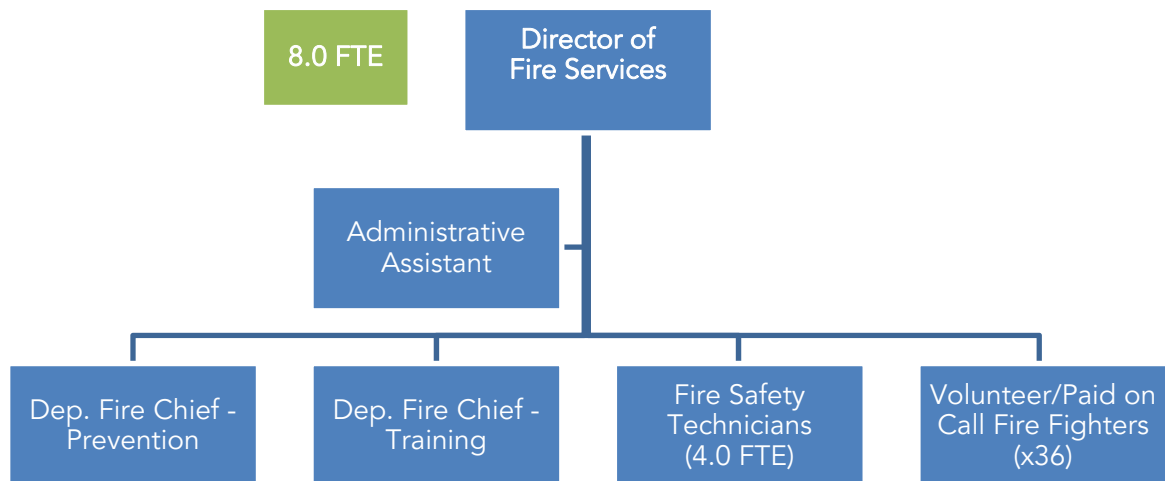
Operating Budget: \$ 1,939,100

Capital Budget: \$ 6,025,800

## Department's Share of City Budget



## Staff Complement



## Deferred Projects

As a result of priorities that emerged throughout the year the following 2020 business plan initiatives were deferred:

- **E-COMM RADIO SYSTEM FOR FIRE SERVICES.** Due to the high cost of the E-COMM model, this project has been deferred until 2021, at which time it will be re-evaluated in context with service reliability improvements and cost versus available funding.  
Inter-operability communications with mutual aid response partners will be considered when moving forward with this project in the future.
- **PAPERLESS FIRE INSPECTIONS.** Implementation of paperless fire inspections is dependent on the launch of a Mobile Inspection App. Our dispatch software host, Surrey Fire, anticipates that this will be rolled out by Q4 of 2021.

## 2020 Achievements (Top 3)

- **FIRE SERVICES REVIEW** The Fire Chief completed a comprehensive Fire Services Review in collaboration with Dave Mitchell of Mitchell & Associates. This report identifies several key recommendations that will improve the delivery of Fire Services to the Pitt Meadows Community while maintaining fiscal responsibility.
- **TEMPORARY RELOCATION OF FIRE HALL IN ANTICIPATION OF CONSTRUCTION.** To facilitate demolition of the existing fire hall on 122A Avenue in the summer of 2020, the department relocated its hall to a hangar on the grounds of the YPK Airport. This move also allows for more frequent communication with Airport Management. It is anticipated that construction of the new hall will commence in 2021.
- **RENEWED THE PAID-ON-CALL FIREFIGHTER AGREEMENT.** The POC membership selected two representatives to enter discussions with Fire Hall Chief Officers in early 2020. The agreement was successfully renewed and came into effect in spring of 2020.
- **IMPLEMENTED RECRUITMENT PROGRAM IN COLLABORATION WITH THE JIBC.** Pitt Meadows Fire & Rescue Services continued its partnership with the JIBC Fire & Safety Division to recruit graduates of the JIBC's Fire Fighting Technologies Certificate program (NFPA 1001). This allows for a significant reduction in the time and cost associated with training new recruits.

## Key Challenges for 2021

- **CONTINUED LOW ATTENDANCE TO DAYTIME CALLS.** A strategy is necessary to mitigate the low daytime call attendance which has continued to present challenges for the department in terms of adequate response to calls. Solutions to this issue are identified in the Fire Services Review for Council's consideration.
- **CONTINUED HIGH TURNOVER OF PAID-ON-CALL FIREFIGHTERS.** Nearly 60% of our current Paid-on-Call members have less than three years' experience and only 35% are trained to drive and operate all of the apparatus, posing significant risk to public safety. This situation is due to substantial resignations of senior POC's over the past few years to accept jobs with career departments or to retire. Solutions to this issue are identified in the Fire Services Review for Council's consideration.
- **ANTICIPATED RETIREMENT OF CURRENT DEPUTY CHIEF, PREVENTION.** It is anticipated that the Deputy Chief, Prevention, will retire within one year.

## Key Initiatives 2021

Strategic Priority	Initiative	Target Completion
Corporate Excellence – Employee Excellence / Resources	<b>FIRE SERVICES REVIEW IMPLEMENTATION.</b> Implement Council decisions regarding the 2020 Fire Services Review recommendations, primarily addressing POC's low attendance at daytime calls and high-turnover.	Q1
Corporate Excellence – Employee Excellence / Resources	<b>DEVELOP DEPUTY CHIEF, PREVENTION SUCCESSION PLAN AND RECRUITMENT STRATEGY.</b> Prior to the incumbent's retirement, prepare a plan and strategy to capture knowledge and expertise, ensuring continuity and a smooth transition.	Q2
Transportation and Infrastructure	<b>FIRE HALL REPLACEMENT.</b> Work with the Project Manager of Facilities and the Engineering Department to oversee the construction of the new fire hall.	2022

Community Spirit and Wellbeing – Health and Safety  Corporate Excellence - Resources	<b>DEVELOP A COMPANY INSPECTION PROGRAM.</b> The FSTs have all been sent to the JIBC to be certified in Company Inspections which allows them to assist in non-complex inspections of small to medium size businesses. Through delegating inspections of less complex structures, relief will be provided to the Deputy Chief, Prevention, allowing a focus on more important tasks such as pre-plans, safety plans, business or occupancy permits, inspections of complex structures and plan reviews.	Q1
Corporate Excellence – Accountability	<b>REVIEW LESSON PLANS AND TRAINING RECORDS.</b> Federal and Provincial legislation requires fire departments/AHJs to be able to accurately identify record, edit and report out on a complete list of training records for each individual firefighter including specific training subjects covered at each training session. All training records must be kept in accordance with the requirements of the Workers Compensation Act (B.C.) and related regulations, and any other regulatory requirements.	Q4
Corporate Excellence – Accountability	<b>CONDUCT COMPREHENSIVE REVIEW OF APPLICABLE FIRE BYLAWS.</b> In addition to ensuring that all bylaws remain current, a review of all fire bylaws would also allow the department to incorporate cost recovery into the existing bylaws. Many departments in the Greater Vancouver area use cost recovery and fee for service as a source of revenue.	Q3
Corporate Excellence – Accountability	<b>REVIEW ALL DEPARTMENTAL OPERATIONAL GUIDELINES.</b> A comprehensive set of OGs, covering the department's range of emergency responses, is required and is used regularly in any related or relevant training exercise. A properly maintained set of OGs requires on-going updating and revision, which involves a significant commitment of time by a department's officers.	Q4
Corporate Excellence - Resources	<b>COMPLETE CONTRACT NEGOTIATIONS WITH I.A.F.F.</b> The current I.A.F.F. Local 4810 Collective Agreement expired at the end of 2019.	Q2
Balanced Economic Prosperity – Business Vitality	<b>STREAMLINE PLAN REVIEWS, BUILDING PERMITS AND BUILDING OCCUPANCY INSPECTION PROCESSES.</b> Develop an efficient "one stop" coordinated process for the review of projects and building plans, ensuring compliance with applicable building and fire codes and occupancy guidelines prior to building permit issuance and construction.	Q1

Transportation and Infrastructure Initiatives - Preparedness	<b>REPLACE RADIO SYSTEM.</b> The current VHF radio system is nearing end of life as most of the equipment was last updated in 2011. Depending on the timing of moving to the E-COMM communication system, as discussed in the 2020 Fire Service Review and the Fire Chief's on-going assessment during the intervening time, the current radio system may need to be replaced in 2021.	Q2
Community Spirit and Wellbeing – Health and Safety	<b>TRANSITION FROM FR PROGRAM TO EMR PROGRAM.</b> Emergency Medical Responder ("EMR") is a higher level of service and is more in sync with the BC ambulance service. EMR is anticipated to be the standard for the fire service in the next five years and PMFRS will likely need to change with the rest of the departments.	Q4

### PROPOSED OPERATING BUDGET

	2020 Adopted Budget	2021 Proposed Budget	Proposed Changes for 2021		2022 Proposed Budget	2023 Proposed Budget	2024 Proposed Budget	2025 Proposed Budget
Revenue	\$ (121,000)	\$ (95,000)	\$ 26,000	21.5%	\$ (95,000)	\$ (95,000)	\$ (95,000)	\$ (95,000)
Expenses								
Administration & Operation Support	1,234,600	1,317,400	82,800	6.7%	1,321,800	1,321,800	1,321,800	1,321,800
Fire Prevention & Training	10,800	10,800	-	0.0%	10,800	10,800	10,800	10,800
Paid on Call System	531,400	538,400	7,000	1.3%	538,400	538,400	538,400	538,400
Apparatus & Equipment	164,500	167,500	3,000	1.8%	174,500	181,500	188,500	196,500
	1,941,300	2,034,100	92,800	4.8%	2,045,500	2,052,500	2,059,500	2,067,500
<b>Net Operating Expenses</b>	<b>\$ 1,820,300</b>	<b>\$ 1,939,100</b>	<b>\$ 118,800</b>	<b>6.5%</b>	<b>\$ 1,950,500</b>	<b>\$ 1,957,500</b>	<b>\$ 1,964,500</b>	<b>\$ 1,972,500</b>
<b>Key Budget Changes for 2021:</b>								
Salary and Benefits			89,800					
Cell Tower Lease			26,000					
Equipment Replacement Savings			3,000					
<b>Change in Net Operating Expenses</b>			<b>\$ 118,800</b>					

## PROPOSED CAPITAL BUDGET

Division	Project	2021	2022	2023	2024	2025	Total
<b>DV221 - FIRE</b>							
	010019 - FIRE CHIEF VEH RPLMT '11 EXPL #16-FS-027	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000
	090020 - F/F PROTECTIVE CLOTHING/GEAR #16-FS-024	19,500	19,500	19,500	19,500	20,500	98,500
	110014 - FIREHALL MTG RM/OFF FURN #15-FS-064	-	265,000	\$ -	-	-	265,000
	170032 - MAIN FIRE HALL REPLACEMENT #17-FA-107	5,286,300	1,460,000	\$ -	-	-	6,746,300
	180030 - REPLACE HUB FL80 RESCUE #15-FS-016	400,000	-	\$ -	-	-	400,000
	180032 - REPLACE FORD F350 FIRE #15-FS-019	-	85,000	\$ -	-	-	85,000
	180034 - FIRE TRAINING GROUND UPGRADE #16-FS-038	-	-	\$ -	-	25,000	25,000
	180035 - REPLACE WILDLAND FF SKID SQD1 #17-FS-032	-	50,000	\$ -	-	-	50,000
	180036 - REPLACE UTILITY SKID FOR SQD1 #17-FS-033	-	10,000	\$ -	-	-	10,000
	180037 - REPLACE SKID LOAD TROLLY SQD1 #17-FS-034	\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000
	190059 - VEHICLE EXTRACATION & RESCUE EQ #16-FS-026	0	0	100,000	0	0	100,000
	200005 - REP CHIEF '13 EXPLORER #16-FS-028	0	0	0	65,000	0	65,000
	200008 - FIREHALL TEMPORARY SITE #20-FS-002	240,000	160,000	0	0	0	400,000
	990067 - FD-MINOR TOOLS & EQUIPMENT #16-FS-025	15,000	15,000	15,500	15,500	15,500	76,500
DV221 - FIRE Total		6,025,800	2,075,500	135,000	100,000	61,000	8,397,300

## DECISION PACKAGE(S)

None.

---

## PUBLIC PARTICIPATION

☒ Inform    ☐ Consult    ☐ Involve    ☐ Collaborate    ☐ Empower

---

## KATZIE FIRST NATION CONSIDERATIONS

Referral    ☐ Yes    ☒ No

---

## SIGN-OFFS

Written by:

Mike Larsson,  
Director of Fire Services

Reviewed by:

Mark Roberts,  
Chief Administrative Officer

---

## ATTACHMENT(S)

None.