

AGENDA
FIRE & EMERGENCY SERVICES COMMITTEE MEETING

Monday, September 11, 2017 at 7:00pm

	<u>Page</u>
1. Call to Order	
2. Approval of Agenda	
3. Approval of Minutes of July 10, 2017 (as circulated)	
4. Business Arising from Minutes & Unfinished Business	
4.1 MGA update (C. Kennedy)	
4.2 Recruitment & Retention Strategy & Tactics – Update from Members	1-4
4.3 Priorities on Continuing Agenda – Update from Members	5
4.4 Report on Registration Packages	6
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4.6 Service Recognition Plaques – Review of Policy	9
5. New Business	
5.1 Annual Report to Committee	10-22
5.2 Recognition to Business – Dayspring	23-24
5.3 Member at Large Nominating Sub-Committee	25-26
6. In Camera - Nil	
7. Next Meeting – November 20, 2017	
8. Adjournment	



REQUEST FOR DECISION/DIRECTION

REPORT TO: Fire and Emergency Services Committee

SUBMITTED BY: Chris Kennedy, Fire Services Coordinator,
Sarah Kucharski, Communications Officer,
Alex Dumaresq, Deputy CAO

DATE: September 11, 2017

RE: Proposal for the development of a Recruitment and Retention Strategy

ORIGIN: Strategic Priorities 2017/18

RECOMMENDATION

“Move that FESC recommend the development plan for the fire service recruitment & retention strategy as presented to Council.”

BACKGROUND

Recruiting and retaining active members to Fire Department has been a long running issue across Nova Scotia. The issue has been raised in discussion with departments, at LRFES meetings and at some FESC meetings in the past. Some of the issue stems from demographic trends affecting our county, including slow or no population growth in communities, and the aging population, however there are also some concerns related more specifically to the fire service.

This year’s registration package collected the number for active firefighters in our 24 departments. There are 631 active firefighters in MODL departments. In addition, there are 48 members serving the Town of Lunenburg’s department, and the Town of Bridgewater fire department has 43 members, responding to 43 mutual aid calls to assist other MODL fire departments. Based on these figures, there is an average of roughly 25 active fire fighters per department, with significant variation between departments¹.

The provision of fire and emergency services through **volunteer departments is a critical part of MODL’s** protective services, and provides an invaluable resource to our communities, often times serving as the heart of the communities that they serve. As a result, Council understands the value of a strong fire service

¹ Data from the Towns of Mahone Bay was unavailable at the writing of this report.

that has high levels of volunteers. Council identified recruiting and retaining firefighters as a strategic priority in 2017/18. This report provides a blueprint for the development of a strategy to achieve this goal.

PROPOSED DEVELOPMENT PLAN

A Volunteer Firefighter Recruitment and Retention Plan will help volunteer fire departments overcome barriers to recruitment and retention of volunteer firefighters. The plan will support the following objectives:

- Increase volunteer firefighter recruitment
- Increase volunteer firefighter retention
- Increase overall awareness of volunteer firefighting in key audiences
- Clearly identify which tactics and initiatives will be available to local departments and which could be centralized and be completed by MODL.
- Provide all MODL fire departments with framework easily adaptable and customizable to their department.

Where to start: The project needs to begin with quality audience research. This will allow us to create an evidence-based plan. We typically make assumptions about why people may or may not join the fire service based on our own experiences or those in our social circle. Objective audience research will allow us to identify what might motivate people to join the fire service, and understand why they leave.

The audience research, along with information already developed by fire organizations across Canada, will guide us to select concrete steps and create a toolkit the fire service and the Municipality can use to improve recruitment and retention. **We will avoid a “shotgun” approach, and instead set goals and take actions that we are confident will produce measurable results.**

Action Plan

PHASE I – AUDIENCE RESEARCH

Complete research to understand common barriers to entering or remaining in the fire service in Lunenburg County.

- Conduct initial meetings with representatives of the fire service to understand the eligibility requirements for joining the fire service and the commitment required.
- Conduct in-depth stakeholder research to understand what motivates people to join the fire service, what barriers exist, and what might compel them to learn more about if firefighting is a good fit for them.
 - Six focus groups, 8 individuals in each (cost \$5,000).
 - Four pop up booths at community events to conduct a short survey (cost \$800).
- Conduct in-depth stakeholder research to understand what motivates people to stay or leave fire service;
 - Confidential questionnaire distributed to all current firefighters. (cost \$600)

- Confidential questionnaire **distributed to firefighters who didn't complete the training, or** who left the fire service within two years of training. (cost \$100)

PHASE II – STRATEGY DEVELOPMENT

Using the audience research gathered, develop recommendations for a toolkit for the fire service and centralized recruiting tactics the Municipality can use to improve recruitment and retention.

- Present summary report of Audience Research to FESC;
- Identification of relevant tactics and strategies by FESC, supported by Fire Services Coordinator and MODL Staff;
- Draft Strategy completed by FESC and presented to Council;
- Consultation meetings with LRFES and member departments;
- FESC revise draft strategy and recommend to Council;
- Council Approval.

TIMELINES

- Sept 2017 – Council approval of development plan
- January 2018 - Engagement complete
- February 2018 – Summary report to FESC
- March 2018 - FESC discussion on relevant tactics
- May 2018 draft strategy completed by FESC & Presented to Council
- July 2018 FD engagement complete
- September 2018 Council approval of Strategy

BUDGET IMPLICATIONS

Phase I of the proposed plan requires approximately \$6,500 to complete the engagement work. There is currently \$4,000 available in the fire services budget for fire services study work. Due to a short staffing vacancy it is anticipated that the administration department will have some salary savings for 2017/18 and can accommodate the additional \$1,500 required to meet the recommended project budget.

STRATEGIC PLAN

Council identified recruiting and retaining firefighters as a strategic priority in 2017/18.

WORK PROGRAM IMPLICATIONS

The proposed plan would require significant staff time from both the fire services coordinator, and the communications officer. This has been incorporated into their workplans. The success of the strategy will also require buy-in and engagement from the fire service, including the LRFES and the general membership of departments.

ALTERNATIVES

The proposed program provides a blueprint for the development of a strategy, and is in the draft stage. Improvement to the plan can be identified and advance at the FESC meeting.

If significant revisions are identified, it is recommended that the committee direct staff to prepare a revised development plan for consideration at the following FESC meeting

COMMUNICATION CONSIDERATIONS

Phase I of the proposed plan involves extensive stakeholder and public engagement to develop an evidence-based strategy founded on thorough public engagement.

CONCLUSION

The Volunteer fire service in Lunenburg County provides a critical protective service function for residents, and is a core part of our communities. A healthy volunteer base is essential for the continued success of our departments. The proposed development plan will produce a recruitment and retention strategy to grow the volunteer ranks of these important community institutions.

Topic	Short Description	Staff Time <small>Low Medium High</small>	Benefit	FESC Ranking <small>1=high 2=med 3=low</small>
1. Annual review of MDL-36	Annual review of Fire Services Policy	Low		-
2. Fire Dispatch Communication pool		LRFES	Ease of paging of required resources quickly and efficiently	-
3. Equipment List Annual registration		Low		
4. Group Purchasing		Medium	Could have cost savings and some standardizing of some equipment	
5. Grants By rate versus Amount				
6. Group Personnel Insurance Policy		High	Uniform coverages for all Municipal firefighters	
8. Comparison of Rates Provincially		High	Not sure what the gain would be	
9. Websites for Departments (consistent and maintained)		Medium	Important for consistent information to public	
10. Workers Compensation		High		
13. Fire Coding- review (intervals)		Medium	Accuracy for fire department funding	
Recruitment and Retention	Develop joint strategy with Fire Departments to attract & keep more volunteers		Improved fire protection, reduced strain on existing volunteers, Greater community involvement	

Items from continuing agenda completed

1. Annual Review of MODL-36 done at FESC
2. Equipment list for Fire departments in MODL (Update Annually)
3. Did this but not conclusive due to lack of data new registration data will help this
4. Annual Budget versus Fundraising
5. Wiles lake usage agreement with Fire Departments
6. Setting rate at rate payers meetings
7. Auditor requirement information requested and gone over
8. Assessment and lot information (rate payer list information given out)
9. Setting rate at rate payers meeting



Municipality of the District of Lunenburg Fire & Emergency Services

MEMORANDUM

Date: August 14, 2017
To: Chair and Members of the Fire & Emergency Services Committee,
From: Chris Kennedy, Fire & Emergency Services Coordinator/Administrator
Subject: Annual Fire Department Registration Information

The following information has been gathered from the annual registration process required by Fire and Emergency Service providers in The Municipality of The District of Lunenburg. One Fire Department has not submitted and one fire calls were not broken down into individual calls.

Membership:

- 631 Active Firefighters (Includes the TOL 48 members)
- 182 Medical First Responders
- 46 Junior Firefighters
- 125 Auxiliary Members
- 111 Honorary/Other members

Pump and SCBA Testing:

- 3 Departments Had No Pump Testing
- 3 Departments Had No SCBA Testing, Waiting for SCBA results from another.

Funds Raised by Fire Departments was \$645,191.90 this was an increase over last year.

Personnel insurance is paid individually to several brokers at around \$66,568.75 as not all have the premiums attached instead have a letter of coverage by provider.

Chris Kennedy
CK



Municipality of the District of Lunenburg Fire & Emergency Services

MEMORANDUM

Date: August 23, 2017
To: Chair and members of the Fire and Emergency Services Committee
From: Chris Kennedy, Fire & Emergency Services Coordinator/Administrator
Subject: New Committee Members Binder

At the July 10, 2017 Fire Services Committee meeting it was brought up to have a package with information for new members to the FESC. Some ideas were sent to me and we put together a new binder containing much of the requested information. It will contain an index, how to conduct at a meeting, rules around motions etc. It will also have any policies or procedures around Fire and Emergency Services, a map of fire districts and new Council boundaries along with the various fire department studies/reports that have been done over the years. The minutes from the current year will be included for members to get an idea of topics discussed at the FESC. There was a copy circulated prior to the meeting for your viewing and input. A motion is in order if approval of the new member package meets with the committee members approval.

“ the Fire and Emergency Services Committee accepts the new Fire & Emergency Services Committee member package as presented”

Chris Kennedy
CK

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Municipality of the District of Lunenburg

Fire & Emergency Services

MEMORANDUM

Date: August 18, 2017

To: Chair and member of the Fire and Emergency Services Committee

From: Chris Kennedy, Fire & Emergency Services Coordinator/Administrator

Subject: Fire Department Recognition of service Plaque

At the July meeting the question was raised regarding the five-year helmets that are given out to fire departments recognizing each five-year anniversary for providing Fire and Emergency Services to our communities. The original tag has changed from the actual number of years say 40 years, to a tag depicting the years of service with a number five versus the total anniversary number.

The attached excerpt from Operational procedure OP-05 Volunteer Emergency Services Long Service Recognition Sec 3.2, subsection 3.2.4 states a replacement tag will be presented to the recipient departments in recognition of every five-year service period thereafter. I think this would allow for tags depicting actual years of Fire department service can be awarded.

OP-05

- 3.2.1 A service recognition plaque will be provided to all volunteer fire departments within the Municipality after completion of an initial 15 years of volunteer service to their community.
- 3.2.2 The initial plaque will contain the Municipal logo, date of fire department incorporation, and years of service.
- 3.2.3 The inscription on the plaque will read:
It is with great pleasure that the Municipality of the District of Lunenburg recognizes and extends congratulations to all members of the _____ Fire Department established in _____ . Your commitment and long standing service to the community is commendable.
- 3.2.4 Replacement tags will be presented to the recipient departments in recognition of every 5 year service period thereafter.

Chris Kennedy
CK



Fire & Emergency Services Comm
Date: September 11, 2017
Item: 5.1
Authorization: A. Dumaresq



Fire Service Coordinator/Administrator

Annual Update September 2017,



Lunenburg Regional
FES
Fire & Emergency Services

FESC

Accomplishments to Date

- ✓ New Registration Package(Equipment list)
- ✓ MODL policy to Recognize Supporters of our VFD
- ✓ Improved relations with VFD
- ✓ Wiles Lake Agreement
- ✓ CVFSA/MODL Long Service Medals
- ✓ PST/HST Rebates to Fire Depts





Building Relationships

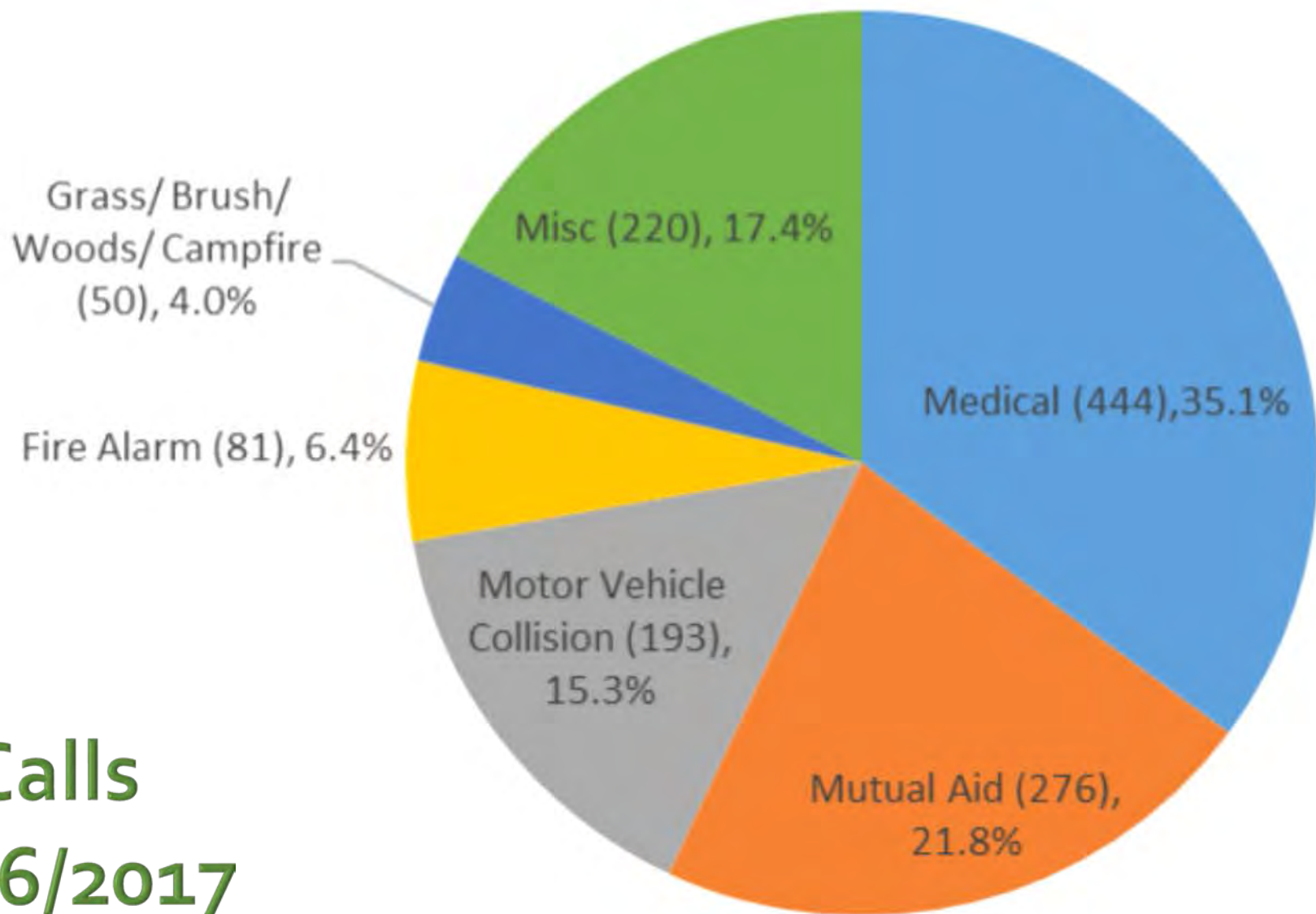
- Station Visits
- Resource to FDs for questions, issues
- AGM With Fire Service
- Gave information for HST/PST Rebates
- Liaison with other organizations
 - Red Cross
 - REMO
 - Police Advisory Board
 - Attended FSANS Conference in Truro

Registration Points of Interest

- Fire Departments Fund Raised \$645,191.90
- Personnel Insurance Paid Individually Was In The \$66,568.75 Range
- Personnel Numbers:
 - 182 Medical First Responders
 - 631 Active FF
 - 125 Auxiliary Members
 - 111 Honorary/Other
 - 46 Junior FF
 - 4 Fire Departments Had No Pump Testing Performed
 - 3 Fire Departments No Self Contained Breathing Apparatus Testing Performed



Calls 2016/2017



20 year Bluenose Award



Blue nose By the Wind on Lee Side Full Sail 1922

RECOGNITION OF
20 YEARS
VOLUNTEER FIRE FIGHTING SERVICES
IN THE
MUNICIPALITY OF THE
DISTRICT OF LUNENBURG

A. S. Kerckhove

RECOGNITION OF
20 YEARS
VOLUNTEER FIRE
FIGHTING
SERVICES IN THE
MUNICIPALITY OF
THE DISTRICT
OFLUNENBURG

30 yrs.



35 yrs.



40 yrs.



45 yrs.



50 yrs.







The Canadian Volunteer Fire Services Association



Recognition of Over 50 Years of Service
Presented by the Mayor & Council of MOOL

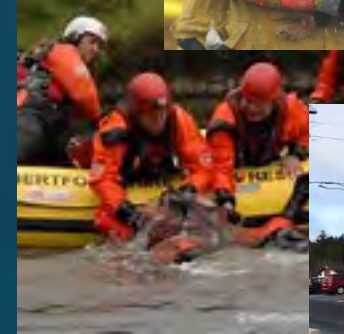
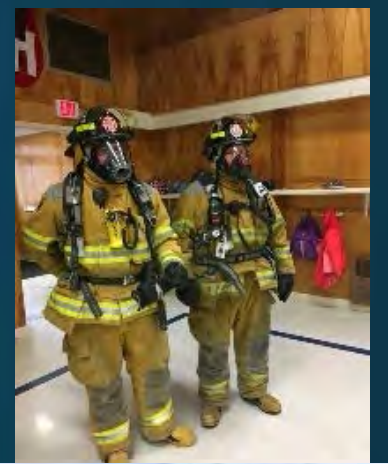


Collaborative work with FESC & Lunenburg Regional



- Group Personnel Insurance
- Recruitment and Retention
- Financial Reporting Project

Answer The Call





Municipality of the District of Lunenburg Fire & Emergency Services

MEMORANDUM

Date: August 15, 2017
To: Chair and Members of the Fire & Emergency Services Committee
From: Chris Kennedy, Fire Service Coordinator/Administrator
Subject: Business Recognition Request

The attached letter requesting recognition of support for business and other entities was received from the Dayspring and District Fire Department on July 5, 2017 after the agenda was sent out. It was deferred to the September 11, 2017 meeting of the Fire & Emergency Services Committee for review. These are the first nominations by any fire department within MODL under the new Recognition Policy MDL-70 and it is very exciting.

Upon review of the nominations and satisfaction of the Committee that they fall within the Policy, a motion to Council is required.

“The Fire and Emergency Services Committee recommends to Council that Municipal Council approves the nominations received from the Dayspring & District Fire Department for Recognition of Business and Other Entities, under Policy MDL-70, as submitted.”

Chris Kennedy
CK

Dayspring and District Fire Department

13177 Hwy. 3, Upper LaHave, NS B4V 7C4



July 5, 2017

Mr. Chris Kennedy
Fire Services Co-ordinator
Municipality of the District of Lunenburg
210 Aberdeen Rd.
Bridgewater, NS B4V 4G8

Dear Chris,

The Dayspring & District Fire Department is delighted to participate in the municipality's program to recognize businesses that allow their employees who are active volunteer firefighters to leave work to respond to emergencies in their communities. Also, the department is pleased to participate in the program designed to recognize businesses that have made significant financial contributions.

We believe the recognition certificate programs developed by the municipality in partnership with the Lunenburg Regional Fire & Emergency Services are excellent initiatives deserving of support.

We have identified and confirmed five companies that allow their employees to leave work to attend to emergencies within the communities served by the Dayspring & District Fire Department:

- High Liner Foods
- Michelin North America (Canada) Inc.
- Nature's Reflections Landscaping Ltd.
- Nottus Ventures
- Snyder's Shipyard

Additionally, the following four entities have made financial contributions to the Dayspring & District Fire Department during the past fiscal year:

- Corkum's Towing
- My House Design/Build Team Ltd.
- Norm Couttie
- Pacific Pre-Hung Doors (2013) Ltd.

Thank you for your kind consideration of our request to formally recognize nine worthy nominees.

Respectfully submitted,

Mark Feener
Chief
Dayspring & District Fire Department

Peter Simpson
President, Executive Committee
Dayspring & District Fire Department



Municipality of the District of Lunenburg
Fire & Emergency Services

MEMORANDUM

Date: August 28, 2017

To: Chair and Members of the Fire and Emergency Services Committee

From: Chris Kennedy, Fire & Emergency Services Coordinator/Administrator

Subject: Appointment of Subcommittee to Review Applicants re Citizen-at-large
Appointment to the Fire and Emergency Services Committee

At-large members are appointed to the Fire and Emergency services Committee for a three-year term.

Larry Hagell's term as a member at-large on the FESC will be up on November 1, 2017. The Committee would like to thank Larry for his time and commitment during his term as a member at-large. His input, suggestions and willingness to engage actively in our discussions was greatly appreciated and was a genuine asset to our Committee. In a conversation with Larry he asked me to let the Committee know this would be his last meeting. Section 5.2 of the Terms of Reference for the Fire and Emergency Services Committee states that "At large members shall be sought out by a publicly advertised expression of interest". Attached is a copy of an ad that appeared in the Lighthouse Log and the Lighthouse Bulletin. Section 5.3 of the Terms of Reference states that "All applications meeting the minimum requirements will be reviewed by a four-member subcommittee of the FESC, consisting of two Council representatives and two fire services representatives. If insufficient qualified applications are received, the subcommittee may recommend that position(s) remain unfilled."

The deadline for submission of applications was September 1, 2017. The fire and Emergency Services Committee needs to appoint the subcommittee consisting of two Council and two fire services representatives to review applicant(s) received so a recommendation for appointment can be made to Council in October.

Once the subcommittee has been appointed, I will contact members to set up a date to review submission(s) received.

Chris Kennedy
CK



**MUNICIPALITY OF THE DISTRICT OF LUNENBURG
CITIZEN APPOINTMENT TO FIRE AND
EMERGENCY SERVICES COMMITTEE**

The Municipality of the District of Lunenburg is seeking one (1) citizen from the Municipality who may be interested in serving on the **Fire and Emergency Service Committee** of Council. At-large members may not be a member of or the spouse of a member of Council, a fire department, fire commission or auxiliary. Experience with non-profit boards, governance and finances would be considered an asset.

A vacancy exists for a three-year term commencing in November 2017.

If you are interested in serving on this Committee, **please forward a letter of application outlining your skills and why you would like to serve on the Committee.** Representatives will be appointed by Council, on recommendation from the Fire and Emergency Services Committee. More information is available by contacting the undersigned.

Deadline to submit an application is September 1, 2017 at 4:00 p.m.

Applications may be forwarded to the undersigned:

Chris Kennedy, Fire Service Coordinator/Administrator
chris.kennedy@modl.ca

Municipality of the District of Lunenburg T(902) 541-5309
210 Aberdeen Road, Bridgewater, NS B4V 4G8 F(902) 543-7123

13-0989