



City of
Campbell
River



Fire Services Review

April 2016

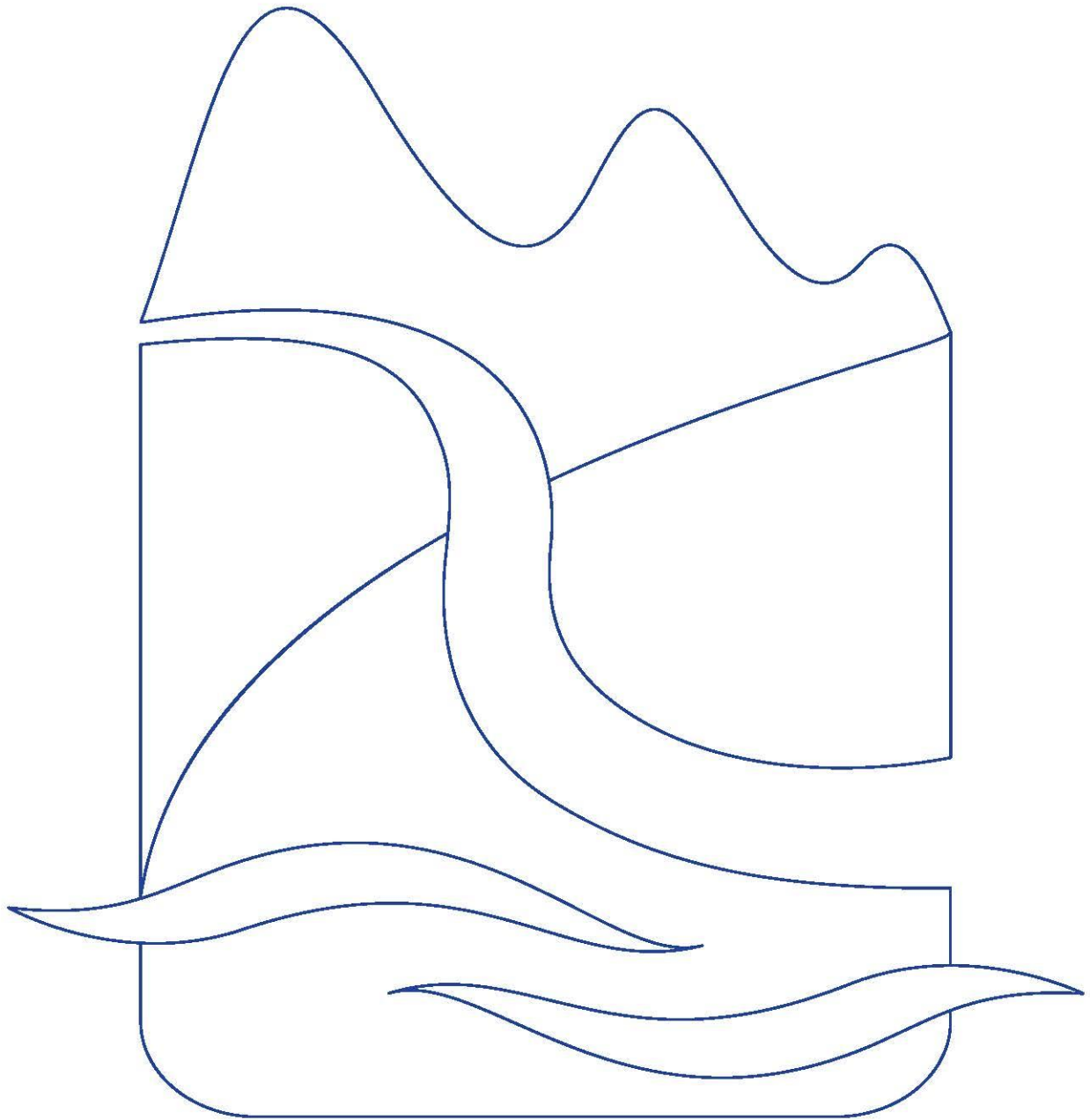


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EXECUTIVE SUMMARY

As organizations progress into the future, change is inevitable for municipal services. The fire service in particular is changing rapidly from the traditional ways of service delivery to more non-traditional innovative ways of delivering the service in a fiscally responsible manner.

In today's world, local governments are challenged with strong demands to reduce costs and increase value added services. The demand on fire service delivery is increasing as population, demographic diversity and development increase. The Campbell River Fire Department's role in public service extends beyond fire suppression to include an inspection program legislated through the Fire Services Act, First Medical Response, Vehicle Rescue, Hazardous Materials Response, Technical High Angle Rope Rescue, Confined Space Rescue, Fire & Life Safety Public Education, Fire Investigation, Emergency and Disaster Management, and Fire Dispatch Services.

Long term planning is a key element in achieving an effective balance of service delivery and costs for the services provided to the community. Recognizing that the City of Campbell River has yet to adopt a fire services plan, the fire department established a strategic planning team and embarked on a comprehensive and collaborative process to complete a Fire Service Review to evaluate how the fire department is meeting the current and future needs of the community. The process involved all levels of the organization and stakeholders, including our union, auxiliary members, the Community Services, Recreation & Culture Commission and the Advisory Planning & Environment Commission.

The information and data collected by the Strategic Planning Committee was formulated into strategic issues, goals and action plans with recommendations and options to move the organization into the future.

The following strategic issues and recommendations were identified through the planning cycle:

Response Service Levels

Strategic Issues:

- Response times of 1st due engine and the disparity between similar land uses within the community. Service levels in the south were lower than those found elsewhere in the community
- Requirement to have 15 firefighters on scene at structure fires within 10 minutes
- Require appropriate airport fire protection and response
- Fire rescue specialty services

Recommendations:

- Establish an emergency fire service response service level target for the arrival of the 1st staffed apparatus, of less than 5.5 minutes to commercial / multi-residential structures, and less than 8.5 minutes to residential structures within the Sustainable Official Community Plan (SOCP) urban containment boundary for 90% of responses
- Establish terms of reference, responsibilities and benchmarks on airport fire rescue services with the Campbell River Airport Authority
- Collaborate with our Regional Partners to establish Regional Rescue Services that reduce duplication of services, bridge service delivery gaps and reduce operational costs

Fire Stations

Strategic Issues:

- Post-disaster built fire stations, strategically located

Recommendations:

- Relocate the #1 fire station to an appropriate location in a post disaster building;
- Relocate #2 fire station or upgrade #2 fire station
- Create a third station on the north side of the Campbell River when significant development warrants

Fire Prevention Service Levels

Strategic Issues:

- Require appropriate resources to provide inspections, enforcement, development services, and community life-safety education, to meet the needs of our community. Presently unable to deliver appropriate fire prevention service levels
- Lack of a Council endorsed frequency of inspection policy

Recommendations:

- Establish a fire prevention service level target that provides:
 - Enforcement of the Fire Services Bylaw and the BC Fire Code
 - Plan review for new complex building construction projects
 - Community partnerships to address life safety concerns for community wildfire protection plan and other at risk community members
 - Delivery of pro-active fire safety presentations to:
 - ✓ Pre-schools, middle schools, high schools
 - ✓ Adults and seniors living alone (non-care facilities)
 - ✓ High risk & vulnerable populations
 - Fire extinguisher public education program
 - Juvenile fire setters program
 - Develop and implement a smoke alarm program based on “at risk” community groups and occupancies
 - Residential fire safety inspection program
- Council to adopt a frequency of inspection policy



Fire Apparatus

Strategic Issues:

- Appropriate type and number of fire apparatus
- Preventative vehicle maintenance program meeting national standards
- Apparatus replacement cycle

Recommendations:

- Reassign all first line apparatus to 2nd line after 10 years of service
- Replace 2nd line fire apparatus after 20 years of service to meet the recommendations of Fire Underwriters report in 2009
- Replace reserve fire apparatus after 25 years of service
- Establish a vehicle maintenance and preventative maintenance program utilizing technicians certified to the NFPA 1071 Emergency Vehicle Technician Level II, that meets the performance requirements of Section 5.2 through 5.7 of NFPA 1071 to conduct in accordance to NFPA 1911 and apparatus manufacture recommendations
- Improve our wildfire response capabilities by replacing the 1980 pumper truck with a smaller wildfire apparatus with crew carrying capabilities
- Re-certify aerial apparatus at 15 years and replace aerial apparatus at 30 years of service
- Transition from a Fire Underwriters Survey four company rating to a five company rating by acquiring an additional listed apparatus

Training

Strategic Issues:

- Training delivery and resources
- Training facilities
- Emergency medical training levels

Recommendations:

- Recruit a Training Officer qualified as a Level II firefighter and an Incident Safety Officer to coordinate all training for career and auxiliary members. This position would be utilized to respond to emergency incidents when required and serve as the department safety officer in accordance with NFPA 1500
- Include training facilities in the construction of future fire stations
- Train minimum two firefighters per crew to Emergency Medical Responder certification

Auxiliary Fire Fighter Retention

Strategic Issues:

- Average experience level for auxiliary force
- Training impacts due to need for high auxiliary member recruitment numbers

Recommendations:

- Enhance the health and wellness opportunities to auxiliary members by providing extended health and critical illness benefits
- Partner with the business community to provide incentives to business owners who employ auxiliary firefighters as a means to improve callout for emergencies
- Increase auxiliary firefighter pay to the provincial average
- Create social activities for auxiliaries to build a sense of belonging and fellowship

Pre-Incident Planning

Strategic Issue:

- Sustainable fire and emergency pre-incident planning system and process

Recommendations:

- Develop criteria for ranking properties based on an 'all risk assessment'
- Create an ordered list of properties, based on "highest risk first", for the development of pre-plans
- Evaluate various pre-plan systems and decide on the most appropriate for our department
- Establish a dedicated staff member to coordinate and manage the long term development of a pre-incident plan system

Dispatch Services

Strategic Issues:

- Post-disaster dispatch facility
- Dispatch opportunities and expansion of services

Recommendations:

- Work with North Island 9-1-1 Corporation to include a post-disaster dispatch facility within the new #1 fire station
- Explore options to increase revenue through expanded fire dispatch services in consultation with NI 9-1-1 and the IAFF 1668

Emergency Preparedness

Strategic Issue:

- State of emergency preparedness

Recommendations:

- Collaborate with the Strathcona Regional District to create response plans for all emergency types that require fire department services for Campbell River
- Work with partnering agencies to establish a flood warning system that alerts the public of an emergency in the identified flood plain areas
- Prepare for interface and wildfire events by increasing tanker capacity to 2 tenders from our current level of 1 tender, and create an off road wildfire response vehicle

Fire Services Bylaw

Strategic Issues:

- The Fire Services Bylaw requires review and revision to meet the needs of the community;
- Corporate alignment with other agencies

Recommendations:

- Review and revise the current bylaw to meet the current and future needs of the community

These recommendations are intended to provide City Council, staff and stakeholders guidance to direct future decisions regarding fire services. It is understood that these recommendations are to be accomplished within the constraints of fiscal and staffing realities.



INTRODUCTION & HISTORY

This Fire Services Review is intended to be a supporting, complimentary document to the City's Sustainable Official Community Plan (SOCP), as well as other supporting plans such as Transportation and Water.

During the 1970's, the City of Campbell River enjoyed a good level of fire protection for the size of the community served. Service levels delivered by the fire department provided for effective emergency response to the downtown core in less than five minutes, and to suburban residential neighborhoods in less than eight minutes the majority of the time. Since that time, the City population has grown over 142%, while the fire department service delivery model has remained virtually unchanged.

The predominant growth to the community has occurred in the south, however the downtown area and along the waterfront have also seen an increase in multi-story complex buildings which require a greater level of resources for both fire response and fire prevention activities. The City's growth has seen residential neighborhoods being created further away from existing fire stations, which increases response times that ultimately contribute to greater fire losses and increased insurance premiums.

The development of residential neighbourhoods at greater distance from fire stations has a second consequence. Many firefighters who serve our community live in those same neighborhoods, so their response time to travel to their assigned fire station is longer today than in the past. For fire response models that are dependent on paging fire fighters to respond from home, each minute of travel time from a residential neighborhood to a fire station equates to two additional minutes to the emergency response.

Paging fire fighters from home works well in communities that are comprised primarily of single family dwellings located within three kilometers of a fire station. This configuration generally allows for a less than eight minute response to fire emergencies, which is considered appropriate for single family dwellings. This model also assumes that an appropriate numbers of auxiliary fire crews are available for fire emergencies at all times, which has also changed considerably since the 1970's.

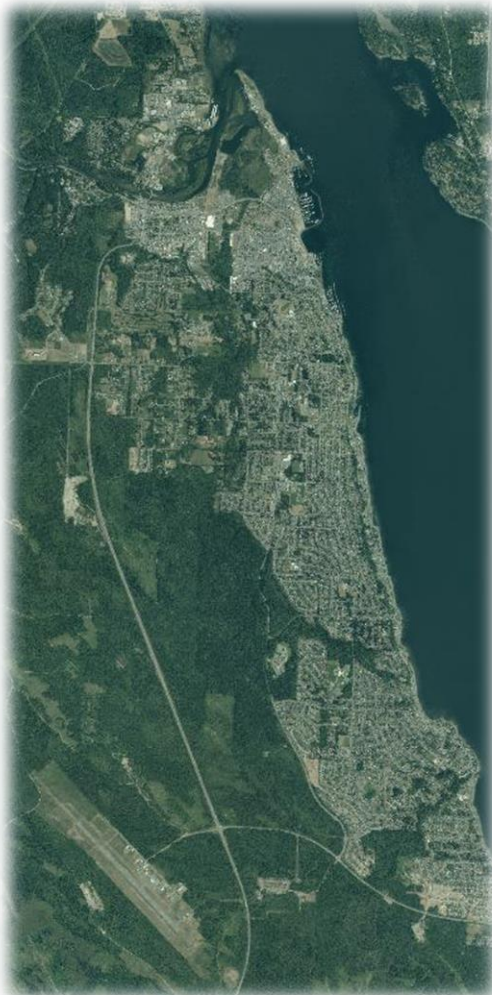
The industry standard for the number of firefighters required to safely manage a fire in a single family residential building is sixteen on scene within ten minutes of initial dispatch. A staffed fire apparatus has a minimum of four firefighters; therefore four staffed fire units are required at a house fire within ten minutes to safely extinguish a fire involving one or two rooms of a house. For the foreseeable future, our community must maintain a large force of trained auxiliary fire fighters to ensure adequate resources are available to safely and effectively respond to fire emergencies.

The issues of response times, availability of trained fire fighters and fire prevention activities form the basis of this Fire Services Review. All of the recommendations found herein play a direct role in fire insurance premiums charged to property owners both within the City of Campbell River and Area D of the Strathcona Regional District.

The primary reason for the establishment of fire services in a community is to reduce fire insurance costs for those served by the fire service.

The insurance industry supports a fire service rating service, the Fire Underwriters Survey (FUS), to evaluate a community's fire services for the purpose of establishing fire insurance rates in the community. These ratings differentiate between single residential buildings, and a second grouping including commercial, industrial, institutional and multi-family residential properties. The rating for single residential buildings is valid for eight (8) kilometers driving distance from fire stations. The commercial, industrial, institutional and multi-family residential rating is applied at full value for the first two and a half (2.5) kilometers from fire stations and then at one level less for the next two and a half (2.5) kilometers. Beyond these travel distances no credit for fire protection is given.

Campbell River has enjoyed a good FUS rating for many years, but recent growth without appropriate improvements in fire services threaten to degrade our ratings.



HISTORY OF CAMPBELL RIVER FIRE DEPARTMENT

- ▶ Organized -1942
 - One Station, 10th Avenue & Island Highway
 - Volunteer fire force
- ▶ New Fire Chief (Fulltime) -1966
- ▶ Second Fire Station, Larwood Road -1968
- ▶ 24/7 Staffed Duty Pumper, #1 Station -1975
- ▶ New #1 Station, 13th & Dogwood -1978



Operational Capability of Fire Department

1978	2016
1 Career Staffed Pumper En-route from #1 Station 24/7	1 Career Staffed Pumper En-route from #1 Station 24/7
1 Pumper, 1 Aerial, 1 Rescue from #1 Station on Callout	1 Aerial, 1 Rescue from #1 Station on Callout
1 Tanker from #1 Station (as needed)	1 Tanker from #1 Station (as needed)
2 Pumpers from #2 Station on Callout	1 Pumper, 1 Reserve Aerial from #2 Station on Callout
1 Tanker from #2 Station (as needed)	
Total 8 Large Apparatus	Total 6 Large Apparatus



Staff and Equipment of Fire Department

1978

- ▶ 2 Chief Officers
- ▶ 16 Career firefighters
- ▶ 50 Volunteer firefighters
- ▶ 1 Fire Prevention Officer
- ▶ 2 Fire stations
- ▶ 4 Pumpers
- ▶ 1 Reserve pumper
- ▶ 1 Aerial (85')
- ▶ 2 Tankers
- ▶ 1 Rescue Truck

2016

- ▶ 2.2 Chief Officers
- ▶ 20 Career firefighters
- ▶ 55 Auxiliary firefighters
- ▶ 1 Fire Prevention Officer
- ▶ 2 Fire stations
- ▶ 2 Pumpers
- ▶ 1 Reserve pumper
- ▶ 1 Aerial (100')
- ▶ 1 Reserve Aerial (75')
- ▶ 1 Tanker
- ▶ 1 Rescue Truck

Campbell River Then and Now

1978

- ▶ Population 13,430
- ▶ Households ~6,000



2015 (Not including SRD, 3 FN Reserves)

- ▶ Population 32,452
- ▶ Households 15,730



METHODOLOGY

Fire managements review of 2009 Fire Underwriters Survey (FUS) report as compared to current fire service performance in fall of 2013 highlighted that the situation described in the 2009 FUS report which threatened to result in a degrading of the community's Public Fire Protection Classification was further deteriorating.

February 2014 fire staff presented in an information session to City Council the need for a Fire Services review to map out the future of the community's fire service in light of the relative lack of growth of fire service delivery as compared to community growth.

March 2014 - A fire services Strategic Planning Committee was formed including:

Chief Officers (3)	Career Fire Officer (1)
Career Firefighters (2)	Career Dispatcher (1)
Auxiliary Officers (2)	Union Executive (1)
Administrative Support (1)	

May – September 2014 – The Fire Services Strategic Planning Committee met for three full day sessions to create the outline of the review

October 2014 The Committee formatted the report on twelve full size story boards to facilitate peer review for further input

November 2014 - An all staff consultation was held with written evaluations completed by staff from all areas of the fire department providing input to the review. The review was updated with this input

December 2014 – The review was presented to the City Senior Management team. The Senior Managements' input was incorporated into the review and an initial draft of the report was prepared for a Council Information session

May 2015 – Presentation of the Draft Fire services Review to Council. Review updated with input of Council

June 2015 – Presentation to City Management staff for input

June 2015 – Final Fire Staff Consultation

June – Presentation to Council at a Committee of the Whole for fire service level options

July 2015 – Presentations to Community Services, Recreation & Culture Commission and Advisory Planning & Environment Commission to elicit input and recommendations to Council

August 2015 – Attended Culture Commission and Advisory Planning & Environment Commission

October 2015 - Presentation to Council to seek direction on service level targets to use to create the Campbell River Fire Services Review

November 12, 2015 - Fire Services Strategic Planning Committee review.

November 21, 2015 Report to Council recommending Fire Services Review adoption

February 12, 2016 Council Workshop

PLANNING CYCLE



Developing the Vision and Mission Statements

The Vision and Mission Statement describes who we are, what we do, and how we will carry out the services we provide. We need to understand that our vision cannot occur without change.

The mission statement reflects every facet of our business: the range and nature of the service we offer, including quality, comparative position, growth potential, use of technology, and our relationships with our customers, employees, suppliers, competitors and the community.

Applying the Values

These are the shared common values that are the foundation of the organization. Identifying fundamental values is founded on observable behaviors and measurable results.

Value statements are grounded in values and define how people want to behave with each other in the organization. They are statements about how the organization will value customers, suppliers, and the internal community.

Identifying the Department Mandates

Organizations exist for a set of specific formal and informal reasons; Reasons that can be translated into some specific functions, programs, or services, collectively known as mandates.

Department mandates can be formal and/or informal mandates. The formal mandates are those requirements that are set forth in laws, statutes, policies, resolutions and regulations. The informal mandates are the expectations of the citizens. They include programs, services and functions that have been accepted as standards but have not been formally mandated.

Mandates are commonly found in local legislation, directives, and Provincial and Federal mandates.

External Environmental Assessment

This is the analysis of opportunities and threats or challenges the organization is facing or will soon face. These involve political, economic, social, and technological issues within the community. Another area of the external environment involves the customers, clients, or financial contributors of the department as well as the actual or potential competitors or collaborators of the fire department.

The external environmental assessment is one of two steps in what is called “SWOT Analysis”. The external environment consists of the issues, areas of considerations, desires and controlling factors that are outside the ability of the fire department or its elected officials to control.

Internal Environmental Assessment

This is the environment within the control of the organization; this is an examination of the weaknesses and strengths of the organization. This is the second step of the “SWOT Analysis”. The desire is to minimize the weaknesses and maximize the strengths of the organization.

The internal environment can be divided into three components; the available resources (inputs), the present strategy (process), and performance (outputs). These fundamental categories are, principally, within the control of the department through its organizational structure.

Identifying Strategic Issues

Strategic issues deal with the fundamental policies of the organization and can be thought of as involving some form of conflict within the organization or that the organization must face. This step of the process involves identifying the fundamental policy issues of the department. These must address strategies designed to promote the department’s mandates, mission, values, and service delivery. The conflicts may involve ends (what), means (how), philosophy (why), location (where), timing (when), and the groups inside or outside of the department (who) that might be affected by the way particular issues are resolved. The objective is to describe each strategic issue, noting the factors that make the issue a fundamental policy question for the department.

Creating Strategic Goals

The strategic issues are examined and explained in the form of a strategic goal statement. After the questions have been developed (strategic issue), the next step is to develop a narrative statement that answers each strategic issue question. This should be done in one paragraph if possible. This answer should also describe how the issue relates to the mission or mandates of the department. The next step is to arrange the issues, either by natural priority or in some other logical sequence. This is to facilitate developing strategies, providing a reasonable means for the key stakeholders to consider the issues one at a time.

The final step in this process is to confirm that the strategic issues that you have identified are truly strategic.

Strategic Plan (Goals, Objectives and Action Plans)

Strategic planning is simply entertainment unless it results in the development of operational plans that transform the direction of the organization into measurable actions. Short-term, medium-term, and long-term operational plans are developed in this step of the process based on the results of the strategic planning process.

Strategy and actions are bridged in this step of the plan. The foundation for the operational plan resides in the department's mission statement, which provides the reason for the existence of the organization. The mission, states who we are, what we do, and how we do it. Goals explain what the organization needs or wants to accomplish during the effective period of the operational plan. A set of goals is required to develop the strategic plan.

The objective is a specific, achievable, measurable event, accomplishment, or task. Objectives should be described in a manner such as quantity, quality, time, and measurements of cost.

The action plan is exactly what its name implies, a plan of action. It is also called a work plan. It plans how the department will achieve its desired outcomes.



MISSION, VISION, VALUES

Vision

The City of Campbell River Fire Department will meet the evolving needs of the community through innovation and collaboration.

Mission

The City of Campbell River Fire Department will deliver quality efficient services in a fiscally sustainable manner that promotes a safe and vibrant community.

Values



IDENTIFYING THE DEPARTMENT MANDATES

Organizations exist for a set of specific formal and informal reasons. These reasons can be translated into some specific function, program or service, collectively these are known as mandates. These mandates form the fabric of our organization. The strength of this fabric is a collection of these mandates, both formal and informal. With the development of the Fire Services Review, a comprehensive assessment of the mandates steering the department was conducted.

Formal mandates include requirements that are set forth in laws, statutes, policies, resolutions and regulations. Federal, Provincial and Local government, along with industry recognized associations set mandates that steer fire service programs and delivery models. Federal mandates include the National Building Code and National Fire Code. These set forth minimum standards for the Provinces to establish building and fire code language applicable to Provincial jurisdictions. Provincial mandates include Acts and Codes as well as governing bodies. Two such acts are the Fire Services Act and the Fire Department Act; they play an important role in mandating fire department functions and operations. The BC Fire Code, and the BC Building Code guide and set policy with which the fire department or authority having jurisdiction must enforce and adhere to. Provincial bodies such as Worksafe BC, the Office of the Fire Commissioner (OFC) as well as the Motor Vehicle Branch set policies that mandate our operation with respect to worker and employee safety, as well as vehicle and fleet maintenance and provisions for emergency driving. These Provincial authorities and acts reference language found in fire service standards including the National Fire Protection Association (NFPA), Underwriters Laboratories Canada (ULC), and the Canadian Standards Association (CSA). These outside organizations develop standards that encompass all aspects of the fire service, from firefighter safety and equipment to life safety devices used and developed for public safety. These codes are considered industry best practice, and are referenced throughout this document.

Informal mandates are the expectations of the citizens. Included in this are programs and services provided by the fire department. These programs and services can be mandated by municipal government through local bylaws such as the Fire Services Bylaw or the Clean Air Bylaw. Local government can mandate services for building inspections and value added programs through fire prevention and operational initiatives. Local government initiatives including 3rd party studies such as those provided by the Fire Underwriters Survey (FUS), as well as citizen task forces and committees also steer fire department service. Contracts between local government partners including regional districts and First Nations can also mandate operational and service models. Internal informal mandates establish policies for staff training, equipment and fleet maintenance as well as replacement. These types of programs follow industry standards and recommendations for best practice.

Identification of these mandates is one of the many legs of the strategic planning process, and along with other legs, sets the direction and overall function of the Fire Services Review.

INTERNAL & EXTERNAL ENVIRONMENTAL ASSESSMENT

Understanding the environment that surrounds us is critical in planning for the future. The Campbell River Fire Department is impacted by both internal and external environmental factors. The internal environment consists of strengths and weaknesses and is typically within the control of the organization. It is imperative that the department capitalize on its strengths and shore up its weaknesses to better serve the community for the future. The internal environment consists of three components; inputs, processes and outputs also known as resources, strategy and performance. The external environment consists of opportunities and threats or challenges which are typically outside the ability of the fire department or its elected officials to control. It is critical for the department to invest in the opportunities and identify its threats to better serve the community for the future. The external environment consists of political, economic, social and technological issues within the community but also includes customers, clients and financial contributors of the department.

The opportunity to improve on the benefit of mitigation is an important element of fire service delivery. Currently the citizens of Campbell River benefit from an avoided insurance cost of approximately \$5.9 million on a department operational budget of 3.8 million. This correlates to a cost benefit of \$1.63 for every dollar spent on fire protection services. The Fire Services Review provides opportunities to enhance the benefit of mitigation by potentially reducing insurance rates, further increasing the cost benefit to the citizens and businesses in Campbell River.

Major factors in the challenges faced by the fire department are community growth and demographics. The City's population has grown over 142% in the past 40 years and households have increased 162%, meanwhile the fire department service delivery model has remained virtually unchanged and department apparatus resources have reduced 22% during that time.

Standards and Regulations

Best practices for fire service delivery are derived from the internationally recognized National Fire Protection Association (NFPA) Standards. This organization has developed and maintains over 300 consensus safety codes and standards. The NFPA codes cover all aspects of emergency service delivery including fire prevention (NFPA 1) and emergency response (NFPA 1710 / 1720) to name a few.

NFPA 1 Fire Code

NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments

NFPA 1720 Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments

Activities of emergency response services are regulated by WorkSafeBC. The fire service must comply with all the WorkSafeBC regulations but in particular Part 31 Firefighting.

Rating and Certification Agencies

Fire Underwriters Survey (FUS) is an insurance rating service for underwriting of the Canadian insurance industry. FUS community ratings are used both for commercial and multi-residential properties and for detached dwellings. FUS grades community fire protection on four weighted areas:

- Fire Department (operations, training, equipment and administration) – 40%
- Water Supplies – 30%
- Fire Safety and Prevention (fire prevention services) – 20%
- Emergency Communications – 10%

FUS considers any commercial and multi-residential properties beyond 5 km from a station to be unprotected and any dwelling beyond 8 km from a station to be unprotected for fire protection.

FUS requires fire apparatus to be certified by ULC¹ to be included in their community Fire Underwriters Surveys. Campbell River was last surveyed in 2009 and has a Public Fire Protection Classification (PFPC) of 4 within 5 km of a fire station, and a Dwelling Protection Grade of 1 within 8 km of #1 Station and 3A within 8 km of #2 Station.

Impacts of Standards, Regulations, Ratings and Certifications

Standards or best practices are the indicators that service delivery will be compared to by the public and interested third parties when service delivery outcomes are questioned.

Fire service ratings effect the cost of community fire insurances. Certifications are used to ensure that staff and equipment meet the needs of standards, regulations and ratings.

Response service levels must comply with WorksafeBC regulations including the requirement for 4 firefighters at a scene before entry into dangerous areas is permitted, and the requirement for a minimum 2 person rescue team to be in place within 10 minutes of entry.

Response service levels that do not align with NFPA standards and FUS rating requirements are subject to scrutiny either if they are studied or when outcomes are poor.

NFPA 1710 requires initial response time² to all emergencies to occur in 5 minutes and 20 seconds. It goes further to require at least 14 staff to be on scene within 9 minutes and 20 seconds at a residential dwelling structure fire.

NFPA 1720 requires 15 staff to be on scene with 9 minutes at a residential dwelling structure fire.

Experience shows that the average distance traveled in 1 minute is less than 1 km.

Approximate prediction of response time can be achieved by adding the turnout time to the distance to be traveled.

¹ Underwriters Laboratories of Canada (ULC) is an independent product safety testing, certification and inspection organization.

² Response time is turnout time (from alarm to en route) plus travel time.

Cost Benefit of Fire Service versus Community Fire Insurance Costs

Campbell River’s combined fire insurance costs and fire protection costs for 2014 were \$9,322,896. Community Fire Insurance Costs (2014) without Fire Protection would have been \$15,179,530 resulting in an avoided insurance cost to the citizens of Campbell River with Fire Protection Services in place in the amount of \$5,856,634. This correlates to a cost benefit for every \$1.00 spent on Fire Protection Services there is a return of \$1.63.

Insurance Costs & Fire Protection Costs	Insurance Cost without Fire Protection	Avoided cost with Fire Protection	Cost Benefit for every \$ spent
\$9,322,896	\$15,179,530	\$5,856,634	\$1.63

The community covers 143km² and stretches over 31km from its southern fire protection boundary to its northern fire protection boundary, and 13km from the east to west fire protection boundaries. It is imperative that the department service level capacity and performance maintain pace with community growth in order to provide effective and efficient fire service delivery to the citizens of Campbell River.

The Fire Services Review outlines strategies and initiatives to be implemented in future years to capitalize on its strengths, shore up its weaknesses, invest in opportunities and identify and monitor its threats.



STRATEGIC ISSUES

Response Service Levels

- ▶ Response time of first due engine staffed with four firefighters, with emphasis on the south end of our community;
- ▶ Response time of second due unit for required rescue teams in accordance to Worksafe BC Regulations;
- ▶ Response times to meet 2012 BC Building Code requirements;
- ▶ Appropriate available fire force on scene within 10 minutes of dispatch for structure fires to safely mitigate incidents;
- ▶ Appropriate airport fire protection and response;
- ▶ Fire & rescue specialty services.



References

- [Fire Call Response Time Map - Page 28-30](#)
- [Compliance Rate Table – Page 31](#)
- [Emergency Response and Land Use - Page 32](#)
- [Service Level Options Maps – Page 33 – 36](#)
- [Fire loss Comparisons – Page 37](#)
- [BC Fire Firefighters to Population – Page 37](#)
- [Fire Call Volume to Population – Page 38](#)
- [Fire Department Incidents \(5 Yr Comparison\) – Page 38](#)
- [Fire Calls by Time of Day – Page 39](#)
- [Fire Calls by Day of Week – Page 39](#)
- [Call Type by Area, Service Gaps #2 Station – Page 40](#)
- [Comparative Communities Table – Page 41](#)
- [Comparative Communities Built Up Area Scaled Maps - Page 42 - 47](#)
- [NFPA Standards 1710 & 1720 – Appendix A](#)
- [Fire Underwriters Survey Insurance Cost vs. Grading – Appendix B](#)
- [Fire Underwriters Survey data – Appendix B](#)
- [Fire Underwriters Survey Recommendation – Appendix B](#)
- [2012 BC Building Code 9.10.14.3. - 9.10.15.3. Limiting Distance and Fire Department Response – Appendix C](#)
- [WorkSafeBC Regulation Part 31.23 – Appendix D](#)
- [Performance Measurements – Appendix E](#)

Fire Stations

- ▶ Post disaster built fire stations strategically located.

References

- [Fire Underwriters Survey Station Optimization chart and maps – Appendix B](#)
- [Fire Underwriters Survey Recommendation on fire stations – Appendix B](#)
- [Fire Station Engineering Reports – Appendix F](#)



Fire Prevention Service Levels

- ▶ Require appropriate resources to provide inspections, enforcement, development services, and community life-safety education, to meet the needs of our community. Presently unable to deliver appropriate fire prevention service levels;
- ▶ Lack of a Council endorsed frequency of inspection policy.

References

- [Fire Underwriters Survey Recommendation – Appendix B](#)
- [Campbell River Fire Department Performance Measurements – Appendix E](#)



Fire Apparatus

- ▶ Appropriate type and number of fire apparatus;
- ▶ Preventative vehicle maintenance program meeting national standards;
- ▶ Apparatus replacement cycle.



References

- [Apparatus maintenance cost vs. time graph – Page 50](#)
- [ULC Rated Fire Apparatus – Page 50](#)
- [Fire Underwriters Survey recommendations – Appendix B](#)
- [NFPA 1911, Standard for the Inspection, Maintenance, Testing, and Retirement or In-Service Fire Apparatus](#)

Training

- ▶ Training delivery & resources;
- ▶ Training facilities;
- ▶ Emergency medical training levels.

References

- [British Columbia Fire Service Training Standards – Structure Firefighters Competency and Training Playbook – Appendix H](#)



Auxiliary Fire Fighter Retention

- ▶ Average experience level for auxiliary force;
- ▶ Training impacts due to need for high auxiliary member recruitment numbers.

References

- [Auxiliary years of service at retirement graph – Page 52](#)



Pre-Incident Planning

- ▶ Sustainable fire and emergency pre-incident planning system and process.

References

- [Examples of existing pre-plans of different qualities – Appendix I](#)

Dispatch Services

- ▶ Post disaster dispatch facility;
- ▶ Dispatch opportunities & expansion of services.



Emergency Preparedness

- ▶ State of emergency preparedness.

References

- [Flood map – Appendix G](#)
- [Community Wildfire Protection Plan \(CWPP\)](#)
- [CWPP – Wildfire Behaviour Threat Class Map – Appendix J](#)
- [CWPP – PSTAD Interface Area Map – Appendix J](#)



Fire Services Bylaw

- ▶ Fire Services Bylaw requires review & revision to meet the needs of the community;
- ▶ Corporate alignment with other agencies.



STRATEGIC PLAN

GOAL: To implement a response service level for our fire protection area.

Objectives:

- a) To have adequate resources to safely and effectively mitigate incidents
- b) To have Council establish an emergency fire service response service level target for the arrival of the 1st staffed apparatus, of less than 5.5 minutes to commercial / multi-residential structures, and less than 8.5 minutes to residential structures within the SOCP Urban Containment Boundary for 90% of responses
- c) To have a 2nd engine response on scene within 10 minutes of structure entry, as required by WorkSafeBC, to create a rescue team
- d) To have a minimum of 15 staff on scene of a typical single residential structure fire within 10 minutes 90% of the time as required by NFPA Standards 1710 and 1720
- e) To have a staffed engine available for another incident while mitigating emergencies at a typical single residential structure fire
- f) To ensure safe and effective aircraft emergency response
- g) To evaluate our Specialty Rescue Services to ensure that we meet the needs of our community
- h) To explore opportunities to offer Regional Services with a cost recovery approach

Action Plan:

- Establish a fiscally responsible fire response service level target. Any staff increases should initially place fire fighters in the south with priority to staffing the dayshift before staffing the nightshift
- Establish an on call, auxiliary duty crew system to improve response availability
- Explore options for Live-In or Resident Firefighter Work Experience as part of the construction of a replacement #2 fire station. This would have at least four residential suites created for onsite residency of auxiliaries or trainees
- Establish terms of reference, responsibilities and benchmarks on airport fire rescue services with the Campbell River Airport Authority
- Collaborate with our Regional Partners to establish Regional Rescue Services that reduce duplication of services, bridge service delivery gaps and reduce operational costs
- Explore opportunities to offer Regional Services with a cost recovery approach



GOAL: To have strategically located, all hazard sustainable fire stations.

Objectives:

- a) To implement the Fire Underwriters Survey recommended optimum station location plan
- b) Relocation of #1 fire station as highest priority
- c) Relocating #2 fire station when the west phase of Jubilee Heights development reaches 50% or upgrade #2 station by 2021
- d) To create a third fire station north when significant development warrants

Action Plan:

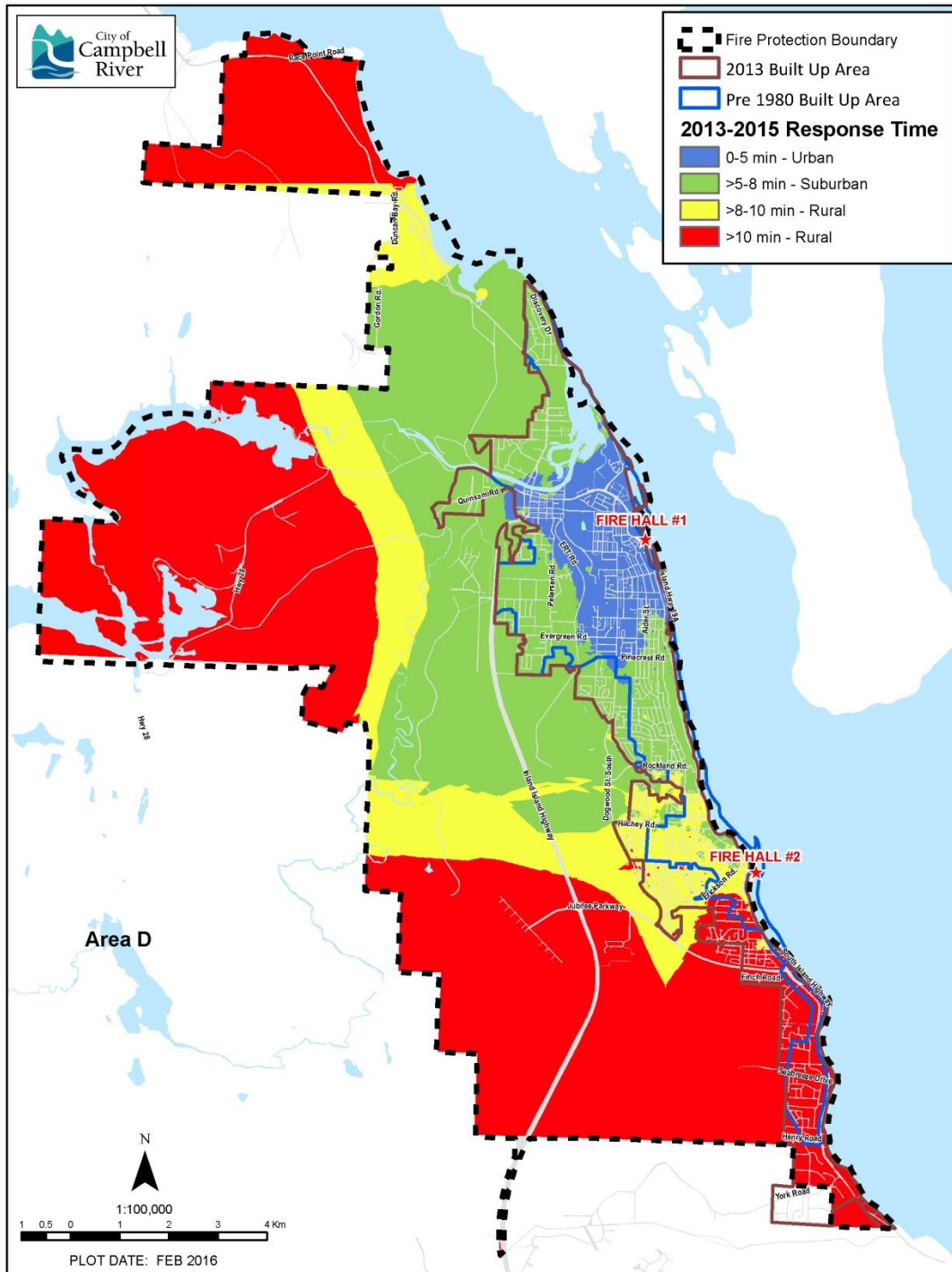
- Identify and acquire site for relocating #1 fire station
- Design with consultation and seek approval to construct a new #1 fire station.
- Relocate to new #1 fire station and dispose of present #1 fire station
- Seismically upgrade #2 fire station
- Design and construct a new south fire station (#2) when development warrants
- Design and construct a new north station (#3) when significant development is anticipated north of McDonald Road

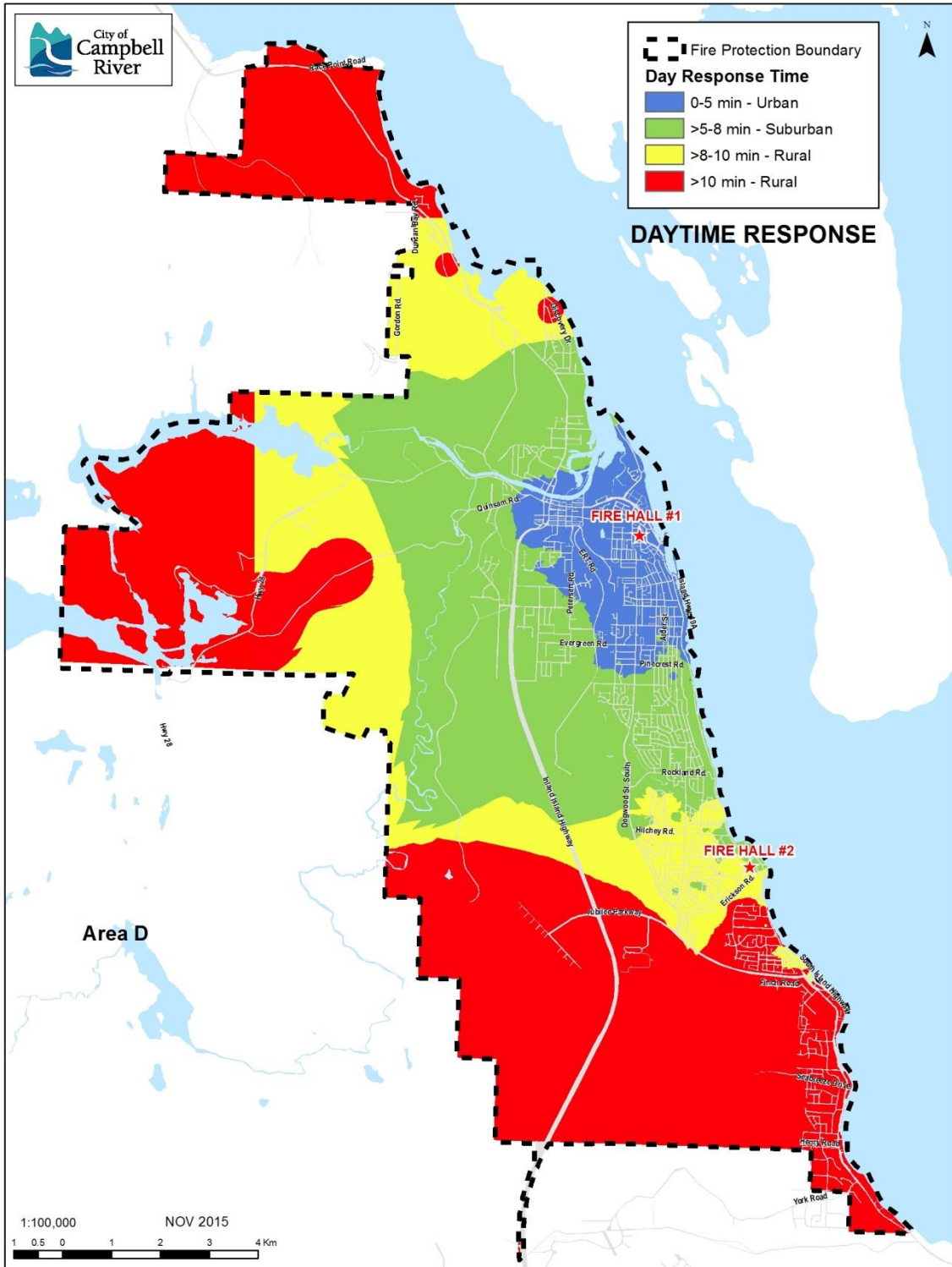
References

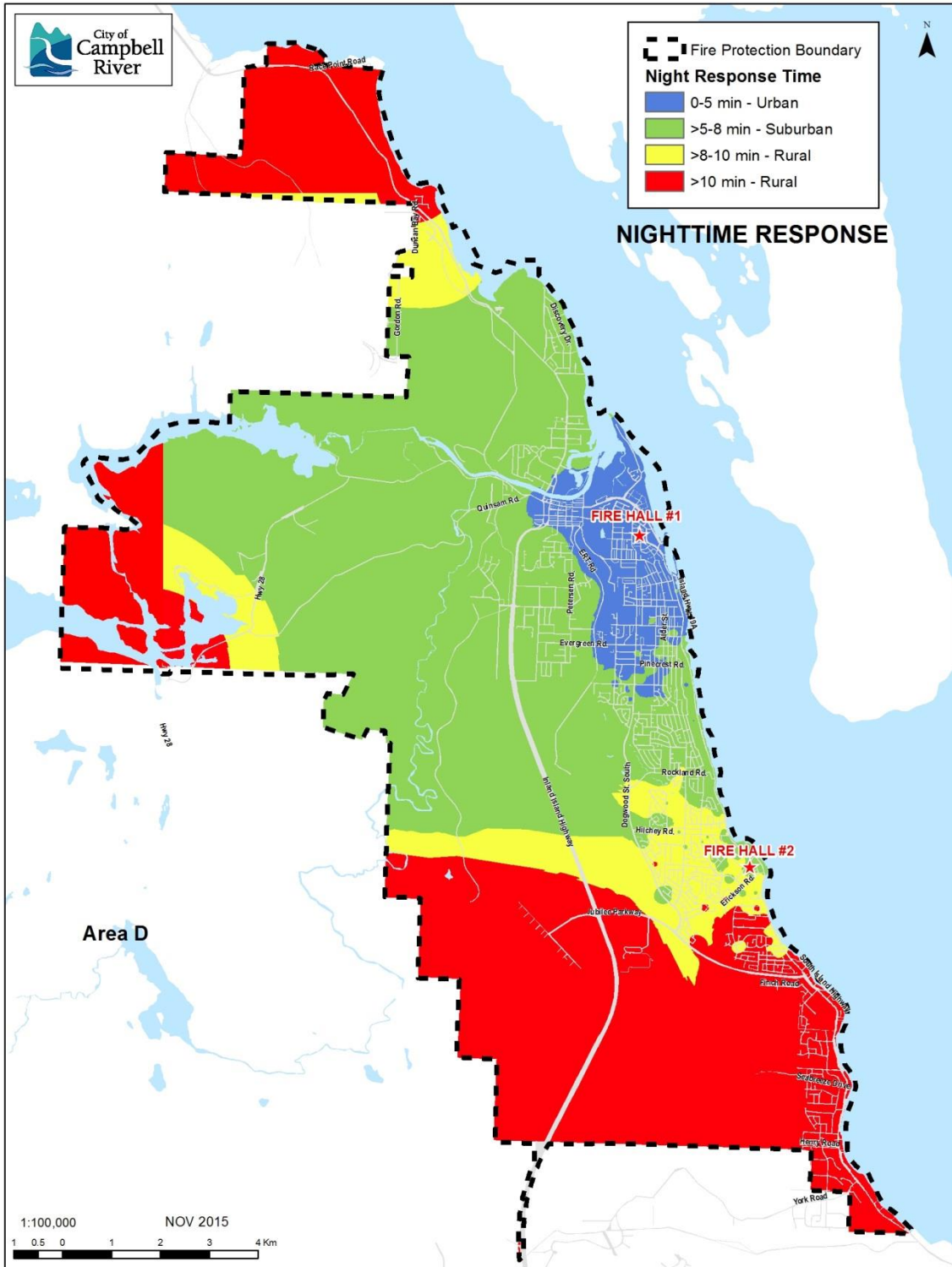
- [Fire Call Response Time Map - Page 28-30](#)
- [Compliance Rate Table – Page 31](#)
- [Emergency Response and Land Use - Page 32](#)
- [Service Level Options Maps – Page 33 – 36](#)
- [Fire loss Comparisons – Page 37](#)
- [BC Fire Firefighters to Population – Page 37](#)
- [Fire Call Volume to Population – Page 38](#)
- [Fire Department Incidents \(5 Yr Comparison\) – Page 38](#)
- [Fire Calls by Time of Day – Page 39](#)
- [Fire Calls by Day of Week – Page 39](#)
- [Call Type by Area, Service Gaps #2 Station – Page 40](#)
- [Comparative Communities Table – Page 41](#)
- [Comparative Communities Built Up Area Scaled Maps - Page 42 - 47](#)
- [NFPA Standards 1710 & 1720 – Appendix A](#)
- [Fire Underwriters Survey Insurance Cost vs. Grading – Appendix B](#)
- [Fire Underwriters Survey data – Appendix B](#)
- [Fire Underwriters Survey Recommendation – Appendix B](#)
- [2012 BC Building Code 9.10.14.3. - 9.10.15.3. Limiting Distance and Fire Department Response – Appendix C](#)
- [WorkSafeBC Regulation Part 31.23 – Appendix D](#)
- [Performance Measurements – Appendix E](#)

REFERENCE INFORMATION

Response Service Level – First due apparatus response times overlaid on community building footprint of 1980 and 2013. Map highlights response issues resulting from the southern growth of our community. Analysis also indicates areas of new development beyond a 10 minute response time will be required to meet the more stringent design & development requirements of the 2012 BC Building Code 9.10.14.3. through 9.10.15.3. Limiting Distance and Fire Department Response.







Response Service Level – The table below shows the 2013-2015 compliance rates by area (North, Central and South) for the recommended Response Service Level for emergencies, with a staffed engine (4 person), being on scene involving commercial and multi-residential structures within 5.5 minutes and involving residential structures within 8.5 minutes, 90% of the time.

North - #3 Station Area (The Campbell River to Orange Point Road)	
Call Type	90% Arrive Within:
Commercial/Multi-Residential	6:14
Residential Single Family	8:45

Central - #1 Station Area (Rockland Road to the Campbell River)	
Call Type	90% Arrive Within:
Commercial/Multi-Residential	5:35
Residential Single Family	7:57

South - #2 Station Area (Jubilee Parkway to Rockland Road)	
Call Type	90% Arrive Within:
Commercial/Multi-Residential	8:17
Residential Single Family	10:11

Present Fire Response Model

Station #1

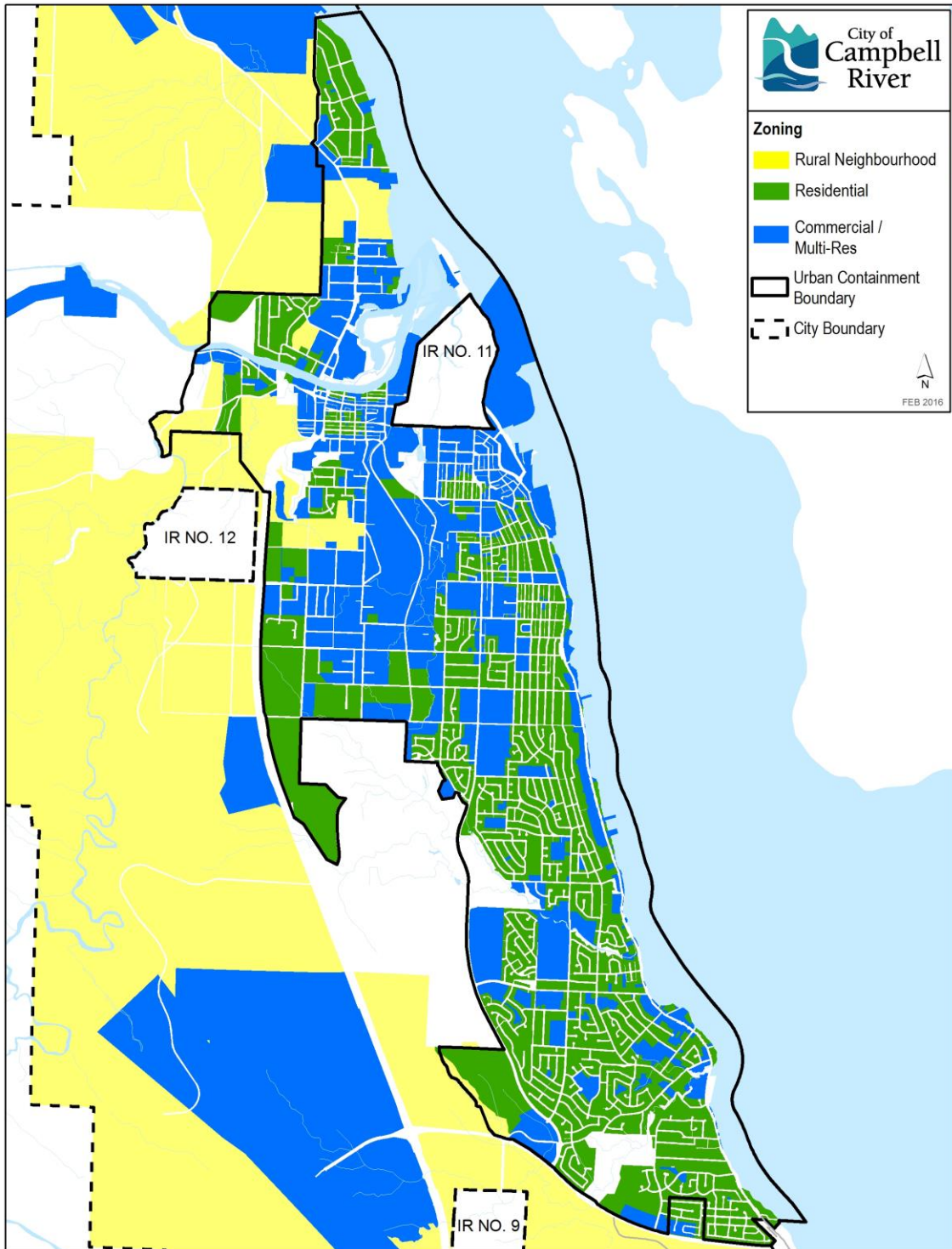
- Response Area – Rockland Road north
- Staffed Pumper – Responds to all incidents (1 Captain, 3 FF)
- Auxiliaries and career staff (36 firefighters) called out for large emergency incidents

Station #2

- Response Area - Rockland Road south
- Auxiliaries (30 firefighters) called out to all emergency incidents

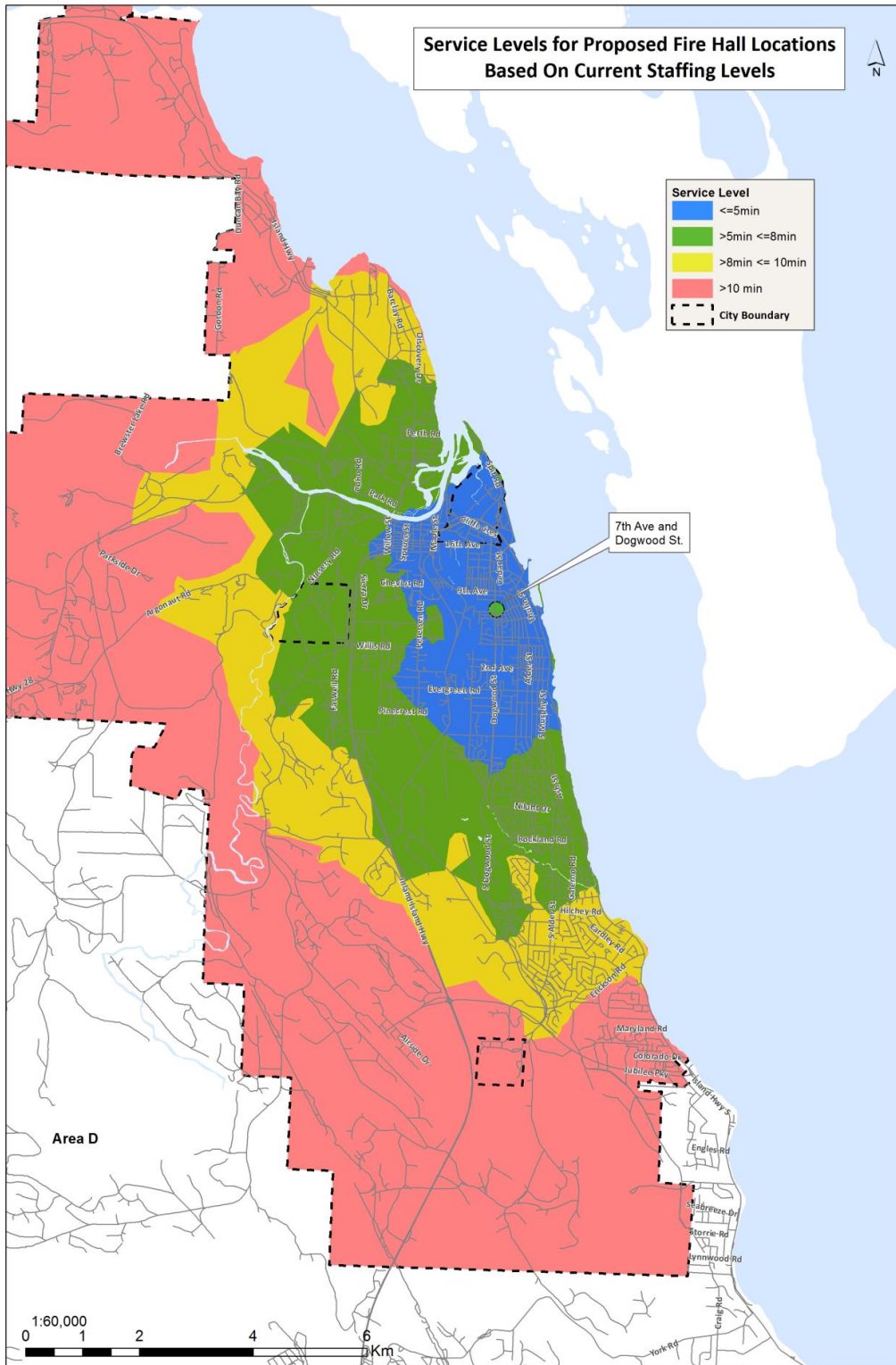
All emergency incidents where the incident type indicates possible entry with SCBA (air packs), where rescue and other support teams are required, all firefighters are called out (76 firefighters)

Emergency response and Land Use – The SOCP land use mapping highlights the areas that require different response service levels, commercial being the highest (typically less than 5.5 minutes response), and residential moderate (typically less than 8.5 minutes).



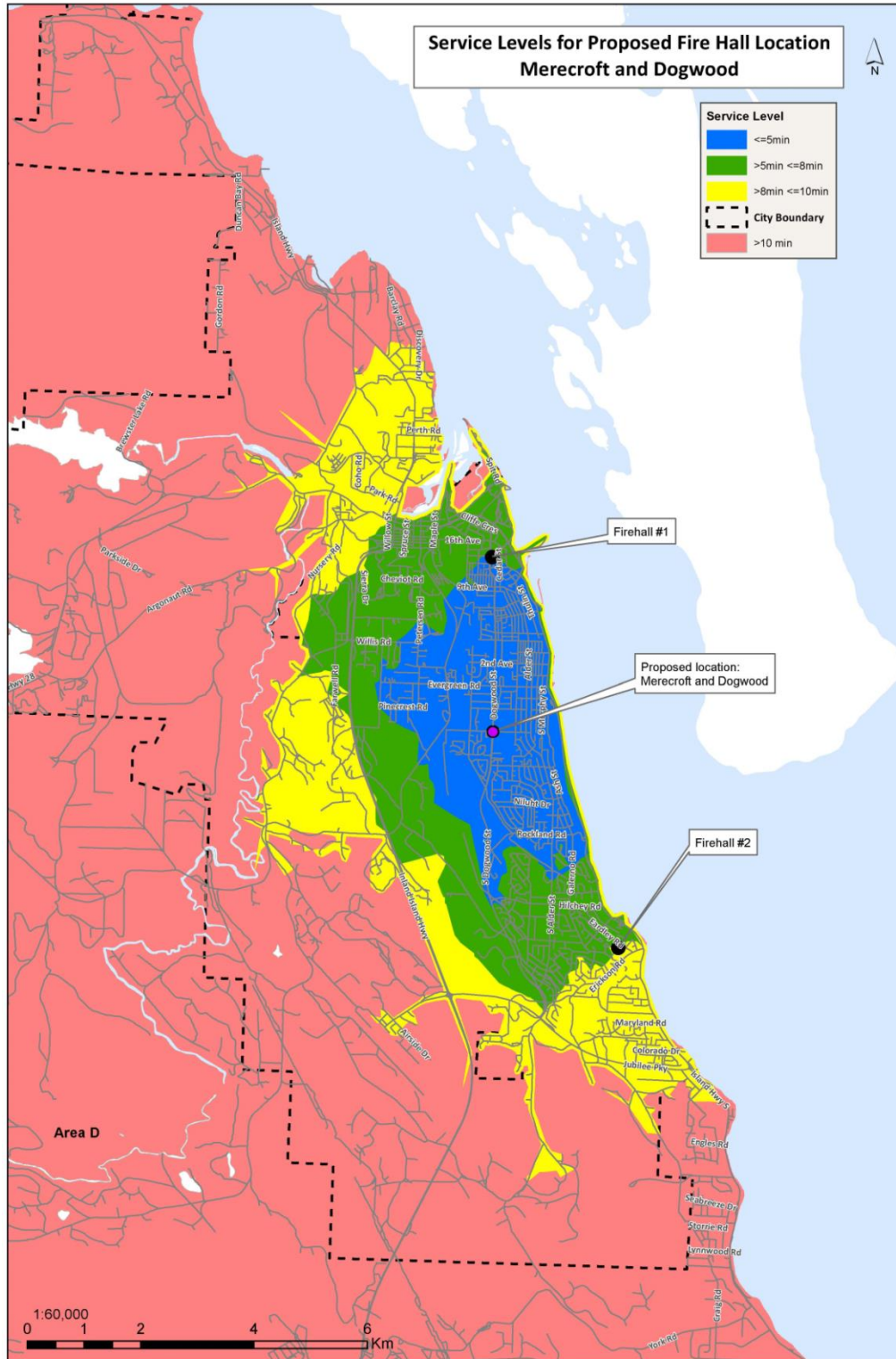
Current Service Level - with #1 Station near 7th Avenue and Dogwood Street.

- Response service levels for similar land use types not consistent within SOCP Urban Containment Boundary.



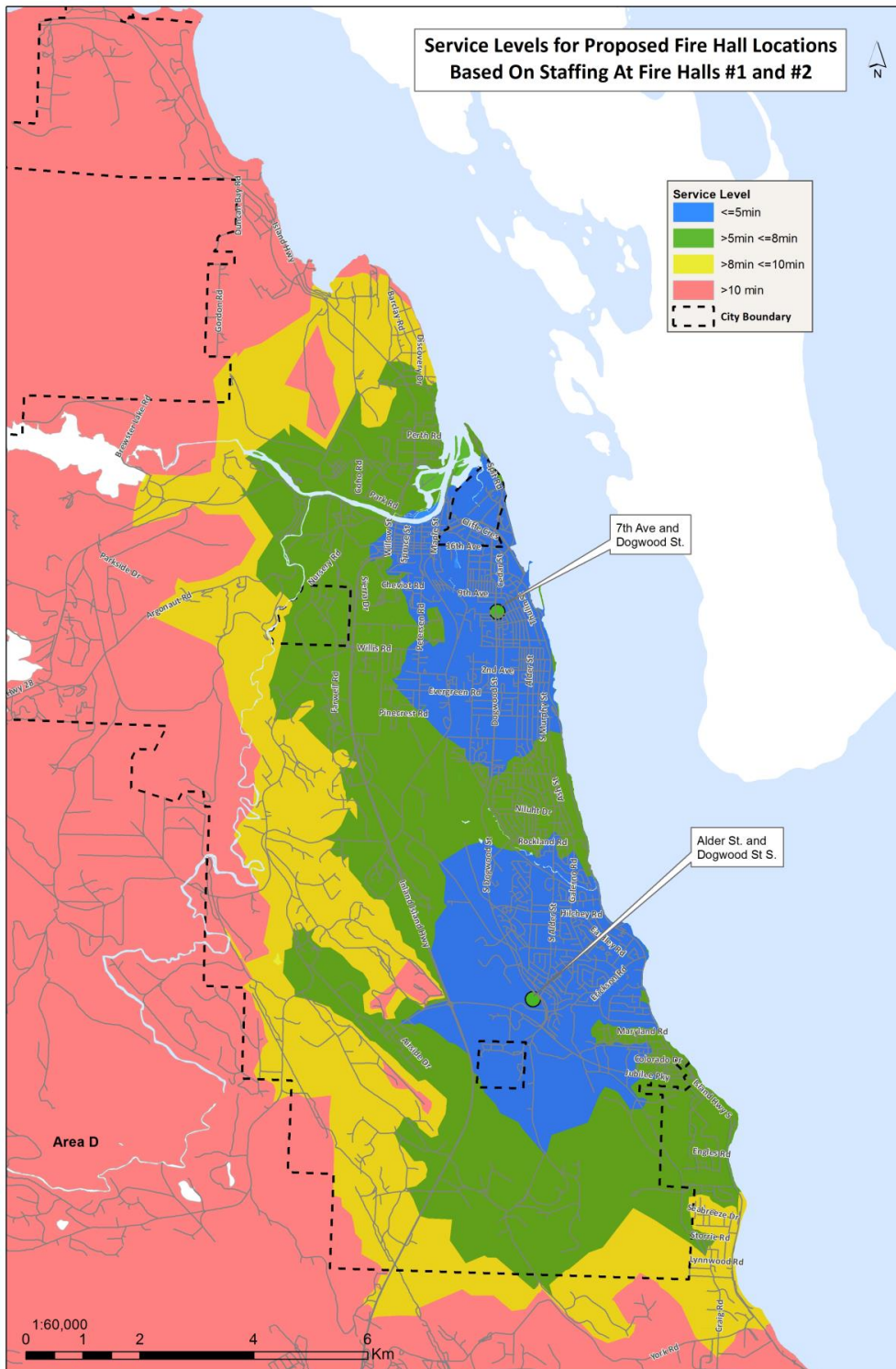
Service Level Based on One Staffed Station at Mercroft Road and Dogwood Street.

- Commercial and multi-residential properties beyond 5 km (blue) from a fire station are considered unprotected for insurance purposes.



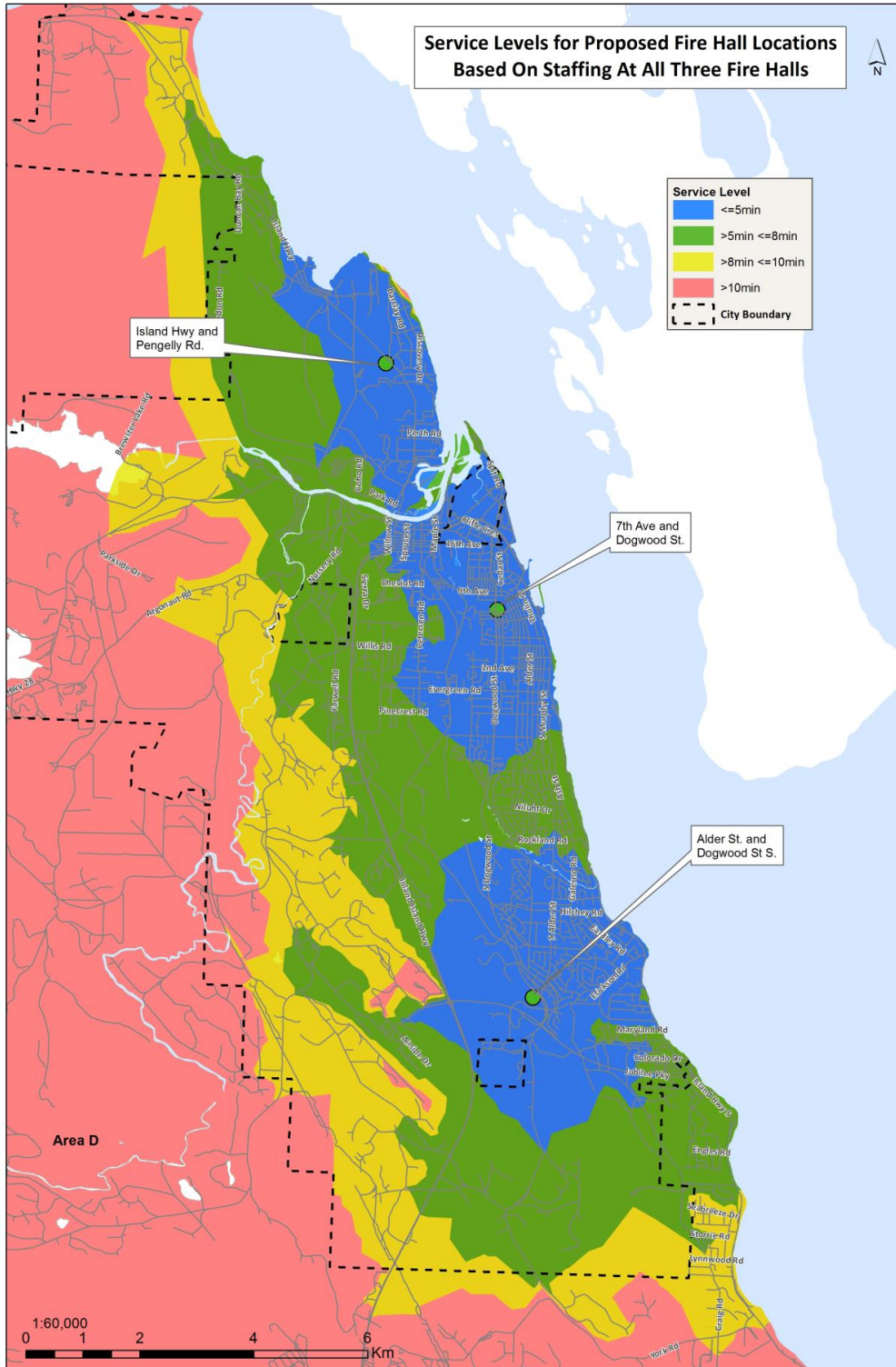
Service Level Based on Two Staffed Stations at Planned Future Locations

- Response service levels for similar land use types consistent within SOCP Urban Containment Boundary.



Service Level Based on Three Staffed Stations at Planned Future Locations

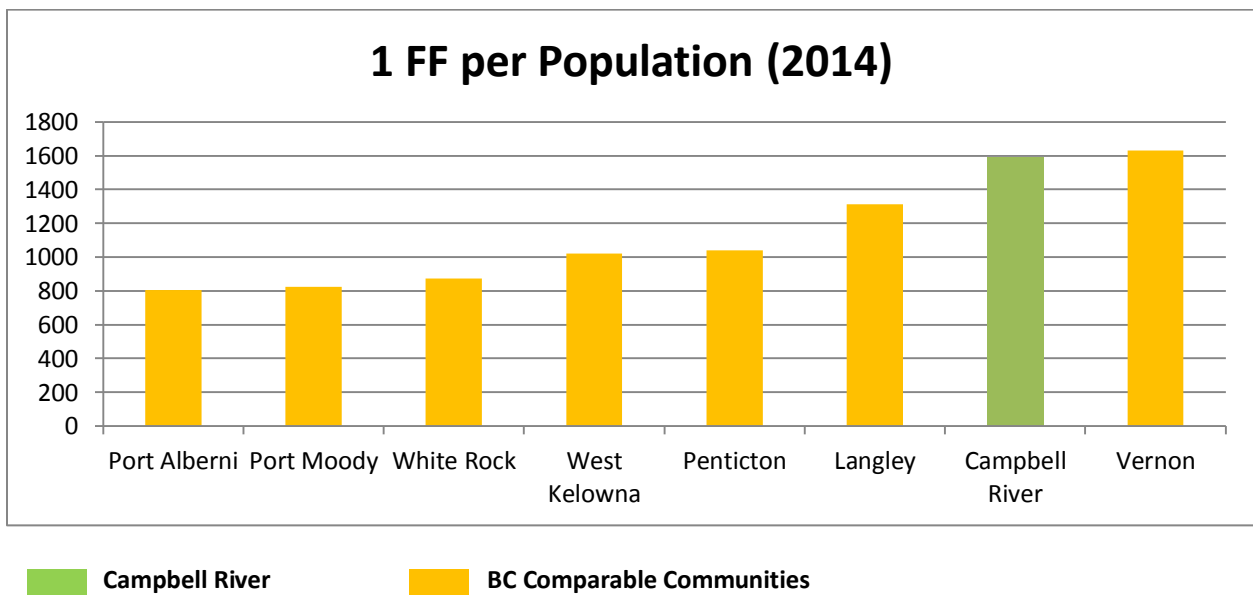
- Third station north of Campbell River will provide uniform response service level for entire City when significant development north warrants.



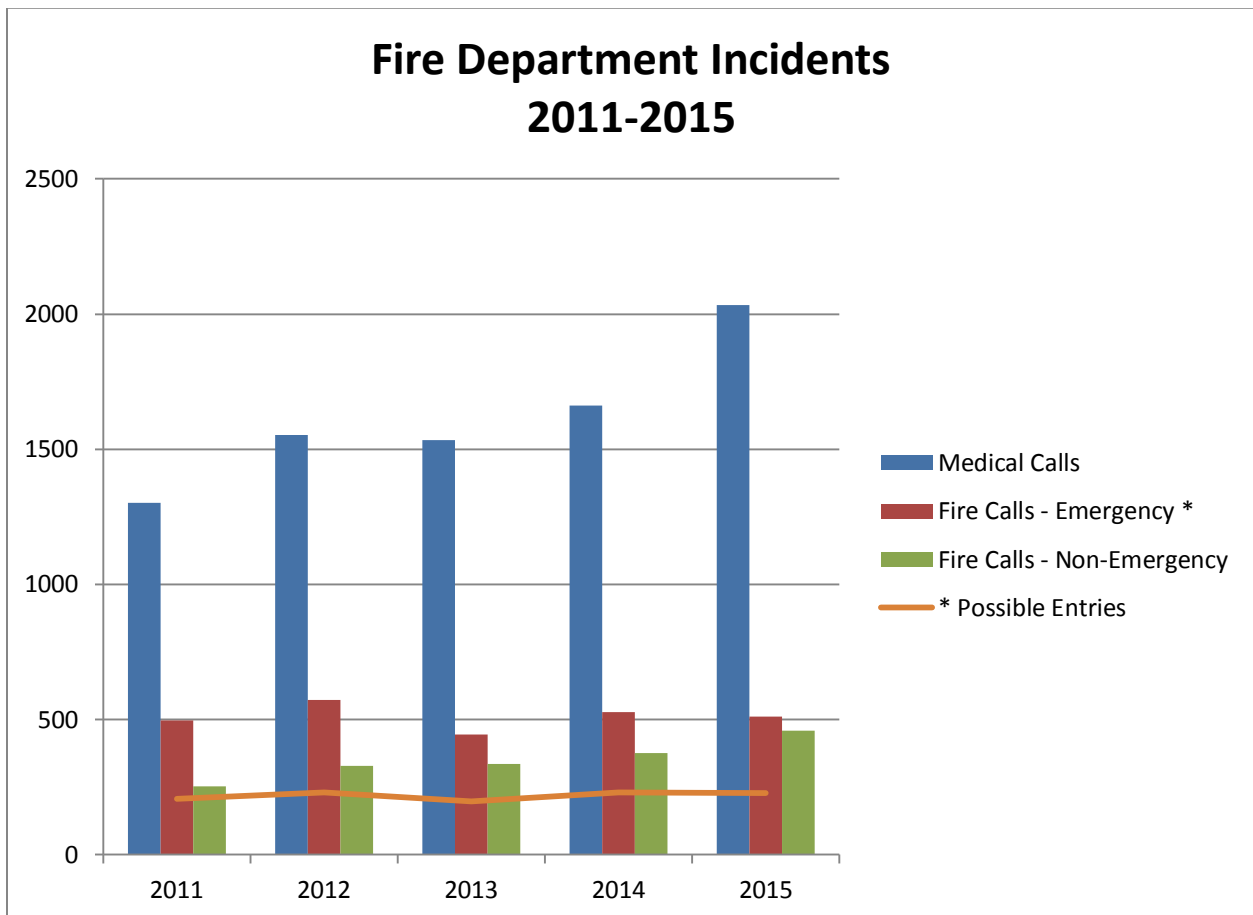
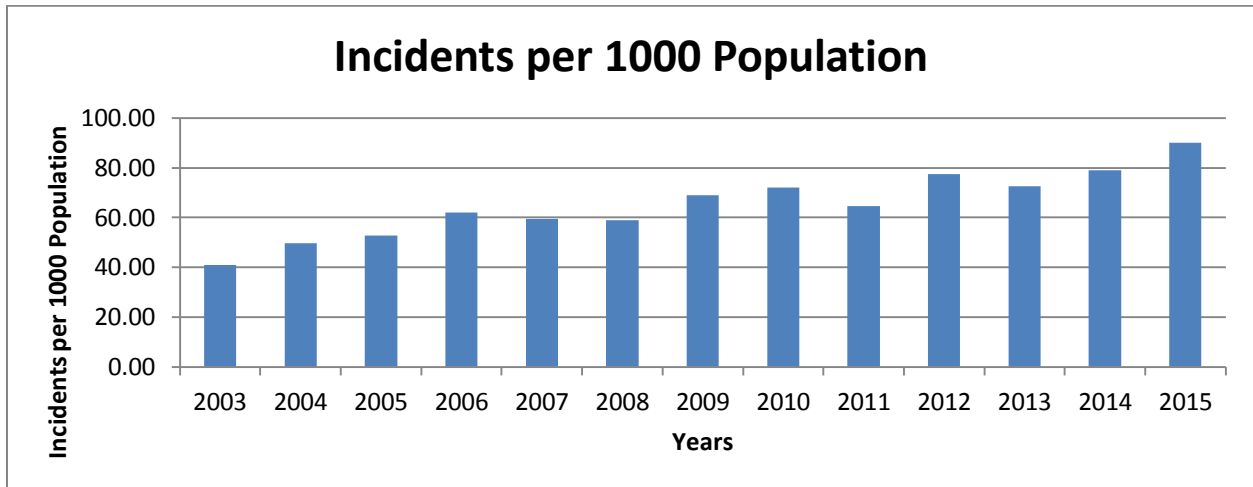
Fire Loss Comparisons – Campbell River versus Comox Valley 2004 - 2014

2004/01/01 to 2014/12/31				
Location Codes:				
	CCO - COURTENAY			
	DCA - CAMPBELL RIVER			
	NCA - CAMPBELL RIVER			
	NCM - COMOX			
	NCQ - COURTENAY			
	NOR - OYSTER RIVER			
	TCO - COMOX			
Associated to Incident Types = Structure				
INCIDENT_ID	LOCATION_CODE	TOTAL_LOSS	TOTAL_VALUE_AT_RISK	Loss %
	CCO Total	\$ 8,917,102.00	\$ 85,389,925.00	
	DCA Total	\$ 8,505,969.00	\$ 607,003,026.00	
	NCA Total	\$ 1,013,396.00	\$ 5,477,900.00	
	NCM Total	\$ 1,243,000.00	\$ 2,201,000.00	
	NCQ Total	\$ 7,385,727.00	\$ 48,686,234.00	
	NOR Total	\$ 1,911,525.00	\$ 7,297,200.00	
	TCO Total	\$ 6,313,180.00	\$ 17,503,400.00	
	Grand Total	\$ 35,289,899.00	\$ 773,558,685.00	
Campbell River Totals		\$ 9,519,365.00	\$ 612,480,926.00	1.55%
Comox Totals		\$ 7,556,180.00	\$ 19,704,400.00	38.35%
Courtenay Totals		\$ 16,302,829.00	\$ 134,076,159.00	12.16%
Oyster River Totals		\$ 1,911,525.00	\$ 7,297,200.00	26.20%
Campbell River		\$ 9,519,365.00	\$ 612,480,926.00	1.55%
Comox Valley		\$ 25,770,534.00	\$ 161,077,759.00	16.00%

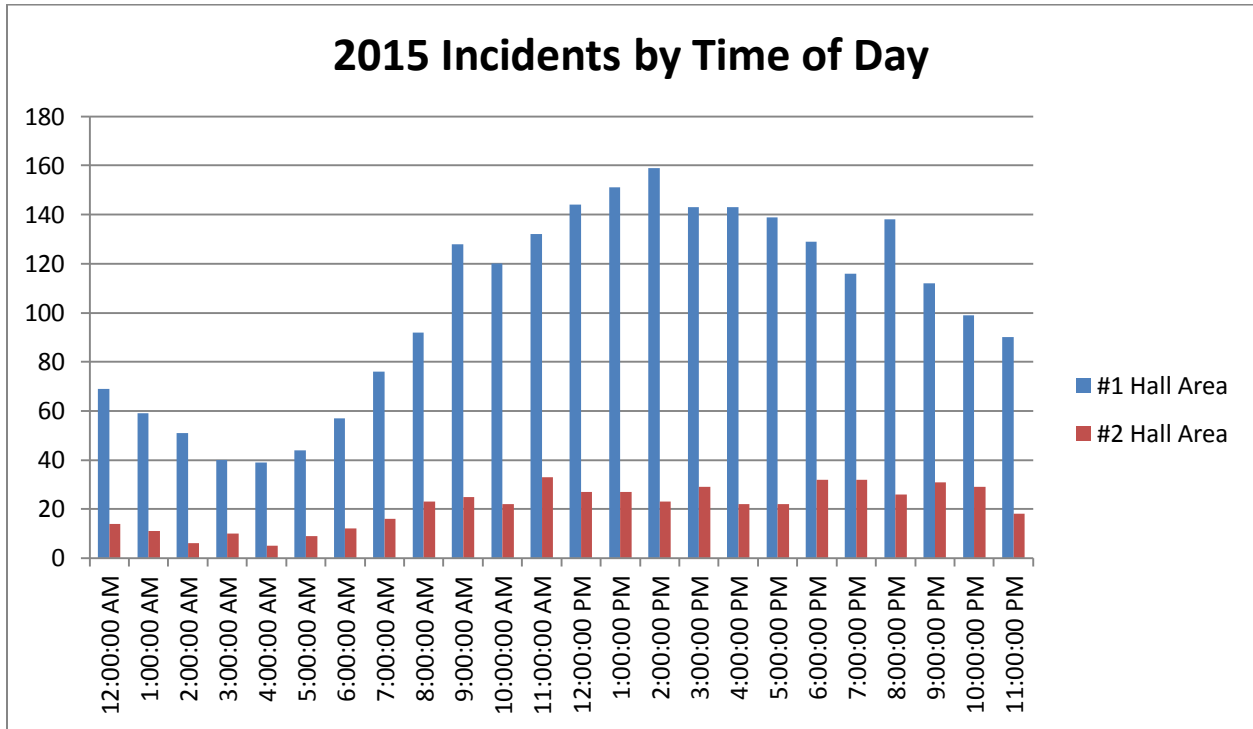
Response Service Level – Graph compares number of firefighters to population for Campbell River and other BC communities, including the five comparable communities. Of the 8 communities analyzed Campbell River ranks 7th for ratio of fire fighter to population.



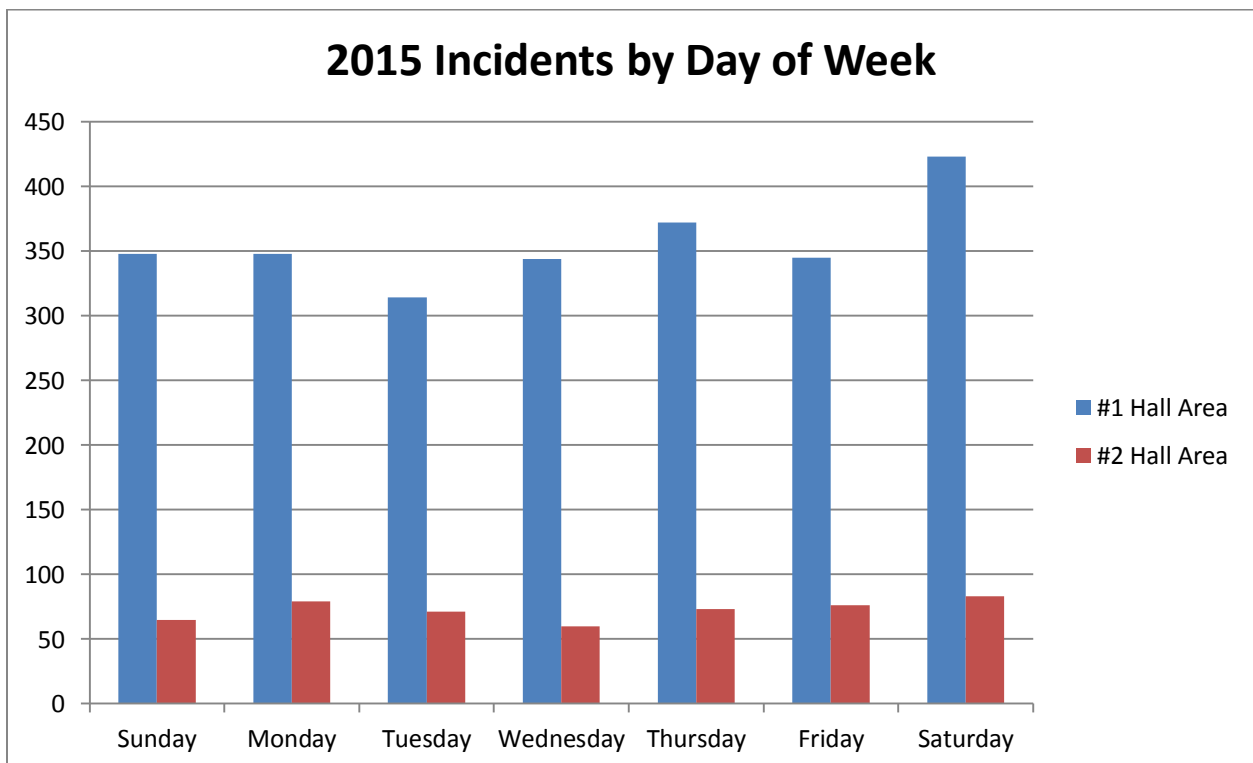
Response Service Level – Graph documents that call volume per 1000 population is increasing over time in addition to call volume increases due to population growth.



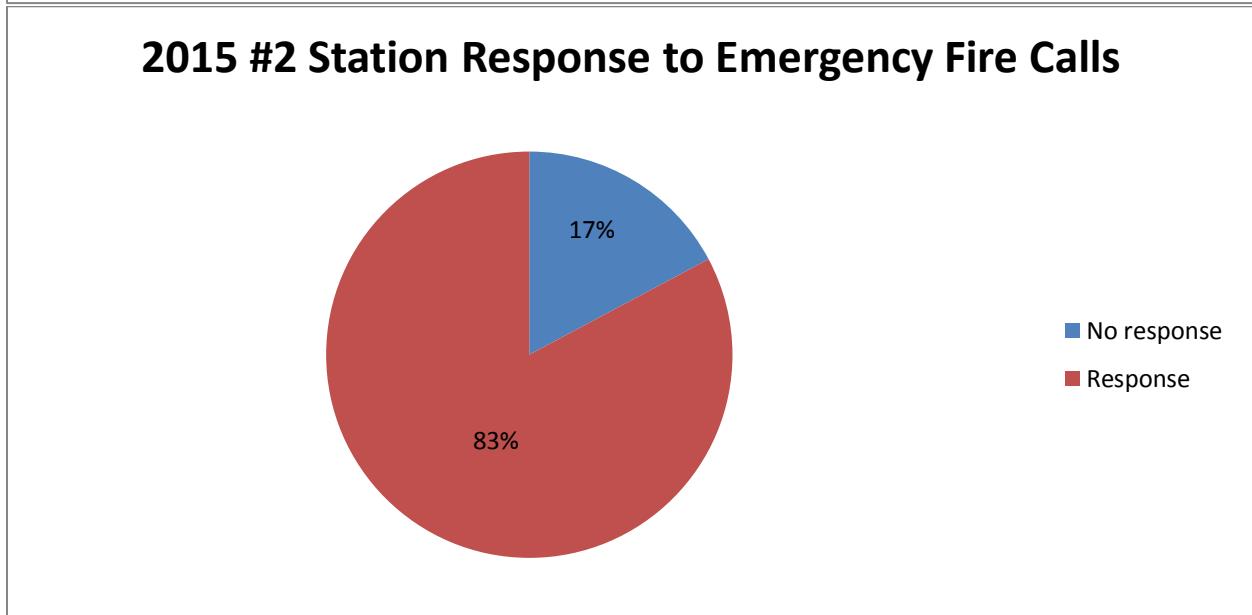
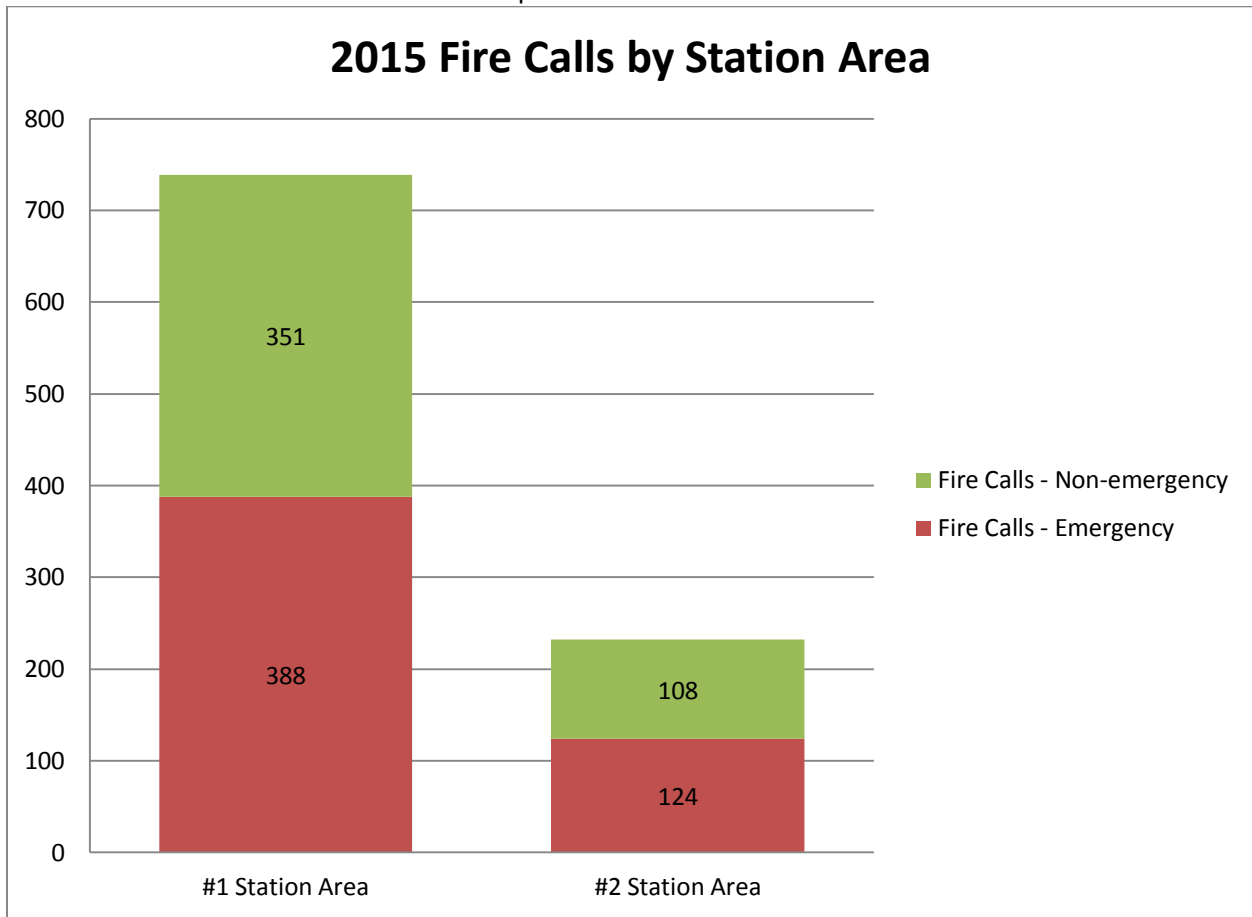
Response Service Level – Graphs examine Time of Day and Call Volume to better understand staffing needs.



Response Service Level – Graphs examine Days of the Week and Call Volume to better understand staffing needs.



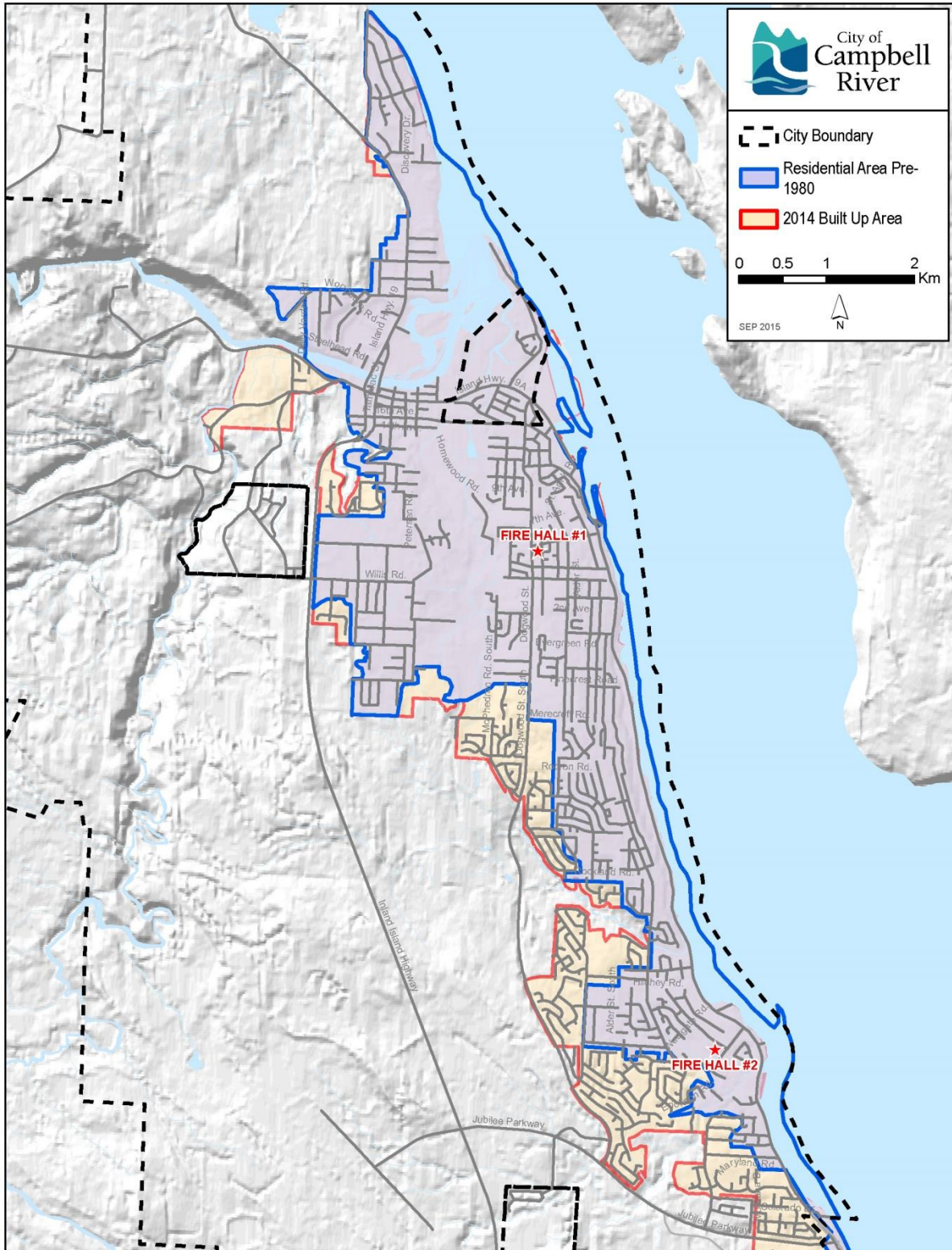
Response Service Level – Graphs highlight Call Type versus Location. The data analysis on performance measures shows a service delivery gap from the No. 2 fire station which is staffed by auxiliary fire fighters. 17% of calls for service in that response zone resulted in no response from the auxiliary members at No. 2 fire station. All 17% of the no response calls occurred during the day time hours between the hours of 07:00am -7:00pm.

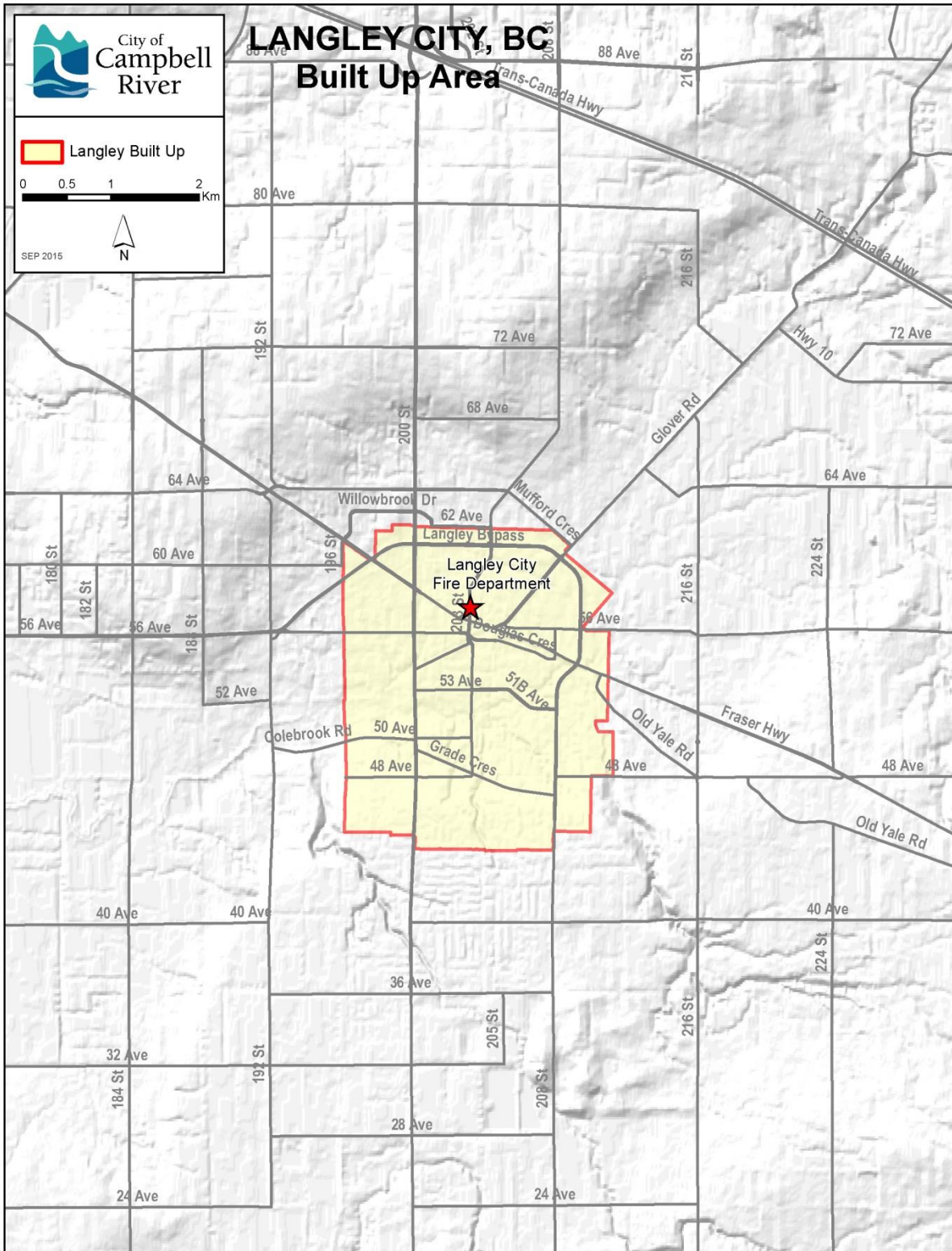


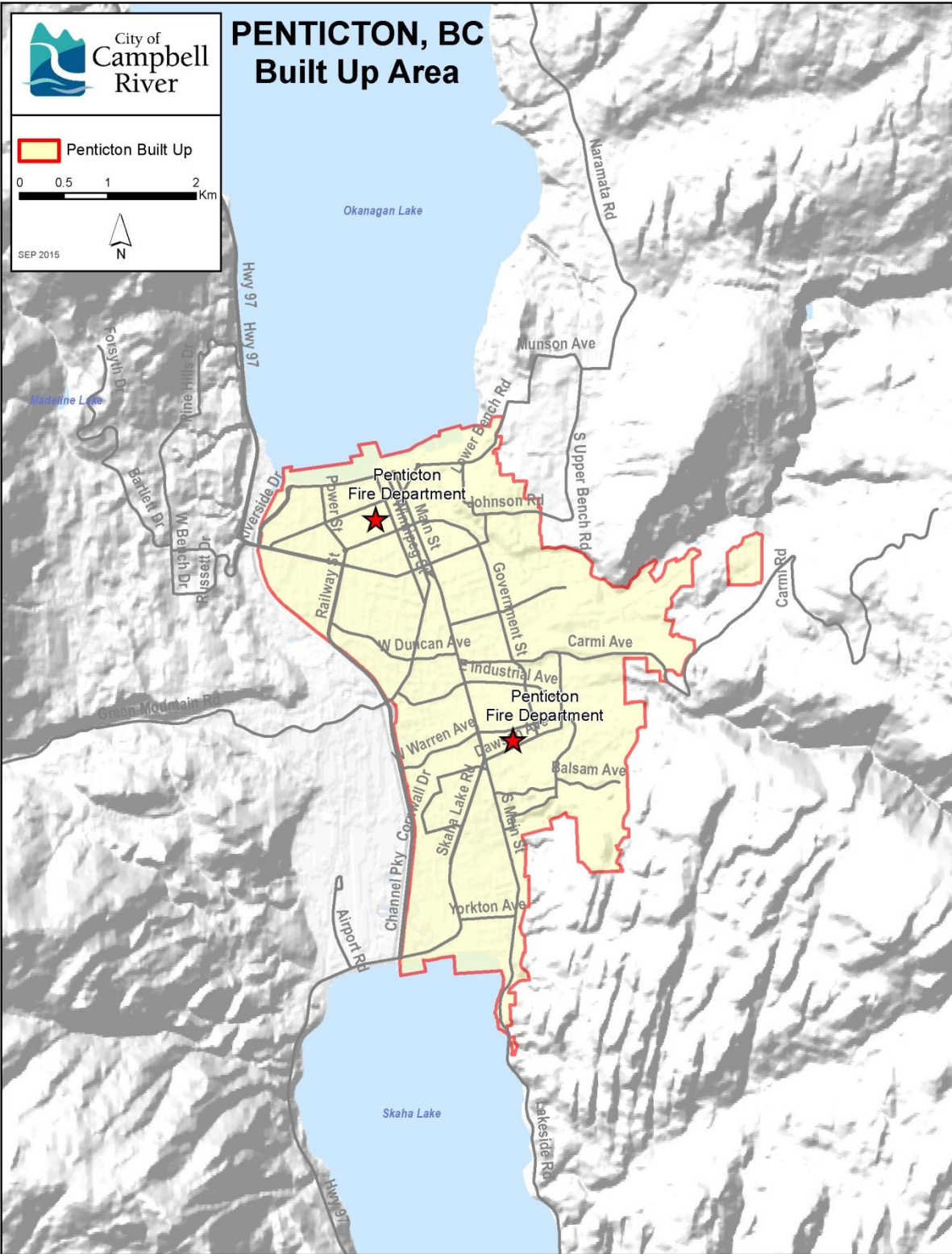
Response Service Level – Comparative Communities - 2014

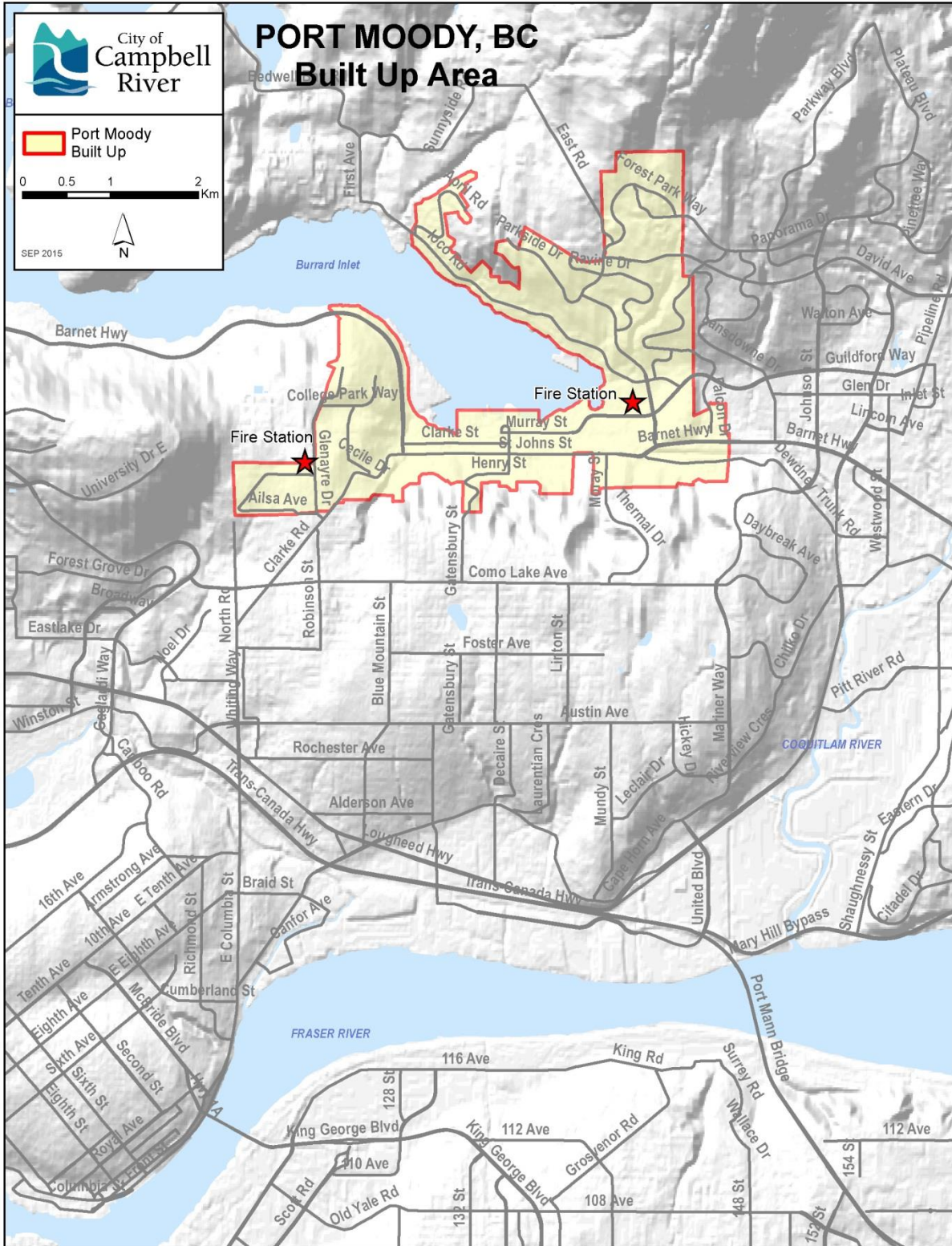
Jurisdiction	Campbell River	City of Langley	Penticton	Port Moody	Vernon	White Rock	West Kelowna	Average	Median
Population BC Stat est.	32,700	26,652	34,233	34,709	38,861	19,197	32,700	31,293	33,467
Area (KM ²)	143.1	10.2	42.1	25.9	95.8	5.1	122	63.46	34.0
Population density	228.5	2454.6	813.1	1340.6	405.8	3773.5	265.8	1502.7	1076.9
Number of Dwellings	13423	11315	15234	12628	16430	9866	13000	13128	13026
Career FF	20	20	32	42	24	22	32	27	23
Paid on Call	50	24	40	20	47	20	54	36	32
Volunteer	0	0	0	0	0	0		0	0
Number of Fire Halls	2	1	2	2	2	1	4	2	2
Career FFs to Population	1635	1333	1070	826	1619	873	1022	1197	1201
Municipal Operating Budget	50,909,604	39,035,789	93,470,675	55,962,063	65,987,000	31,467,048	52,568,762	55,628,706	52,568,762
Fire Operating Budget	\$4,232,523	\$3,748,282	\$4,678,795	\$6,130,562	\$4,492,000	\$4,321,946	\$7,014,058	\$4,945,452	\$4,492,000
Percentage of Municipal Operating Budget	8%	10%	5%	11%	7%	14%	13%	9%	9%
Fire Operating Budget / Capita	\$129	\$141	\$137	\$177	\$116	\$225	\$214	\$163	\$139

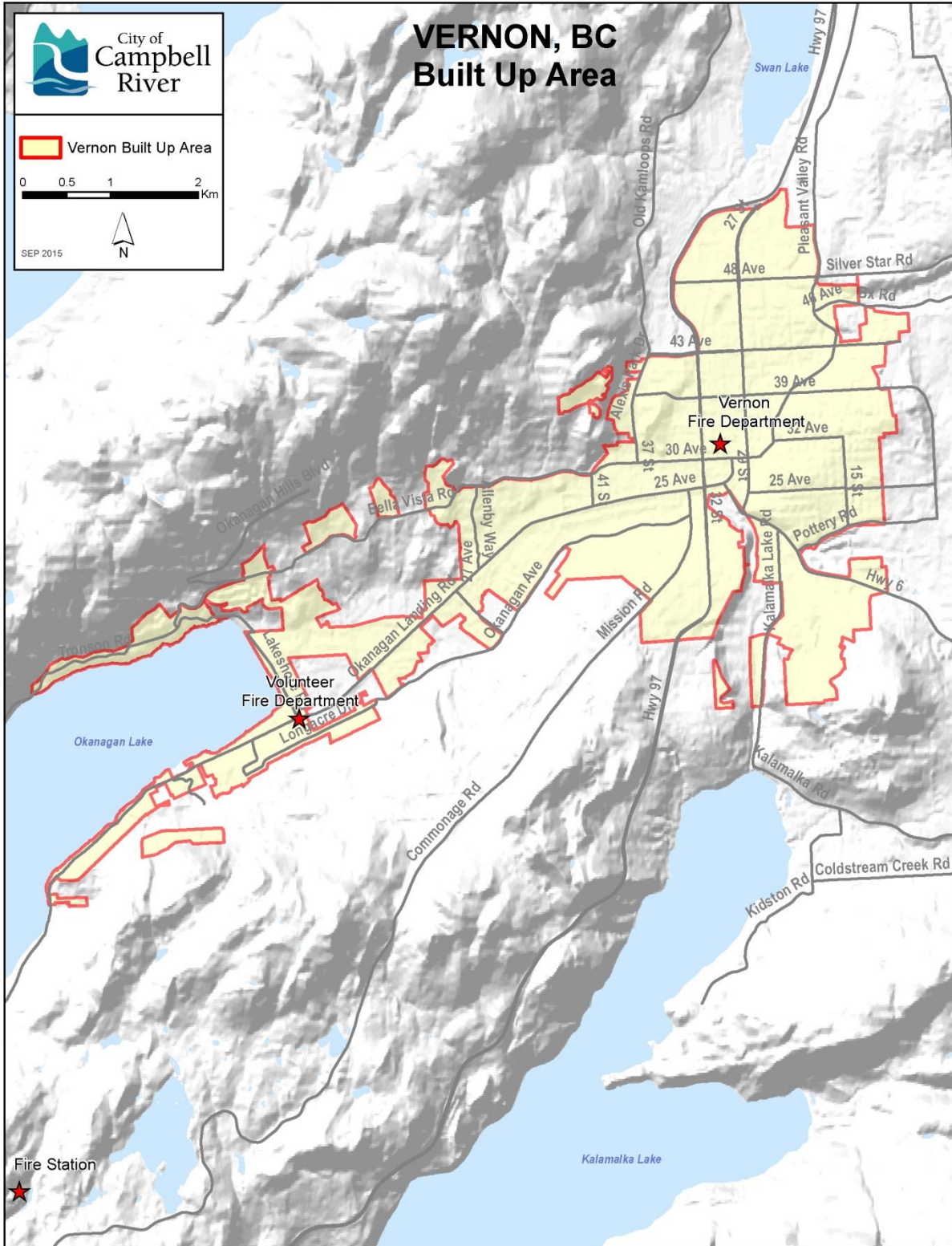
Comparable Communities – Response service levels relative to geography configuration (Community built up area maps in same scale)

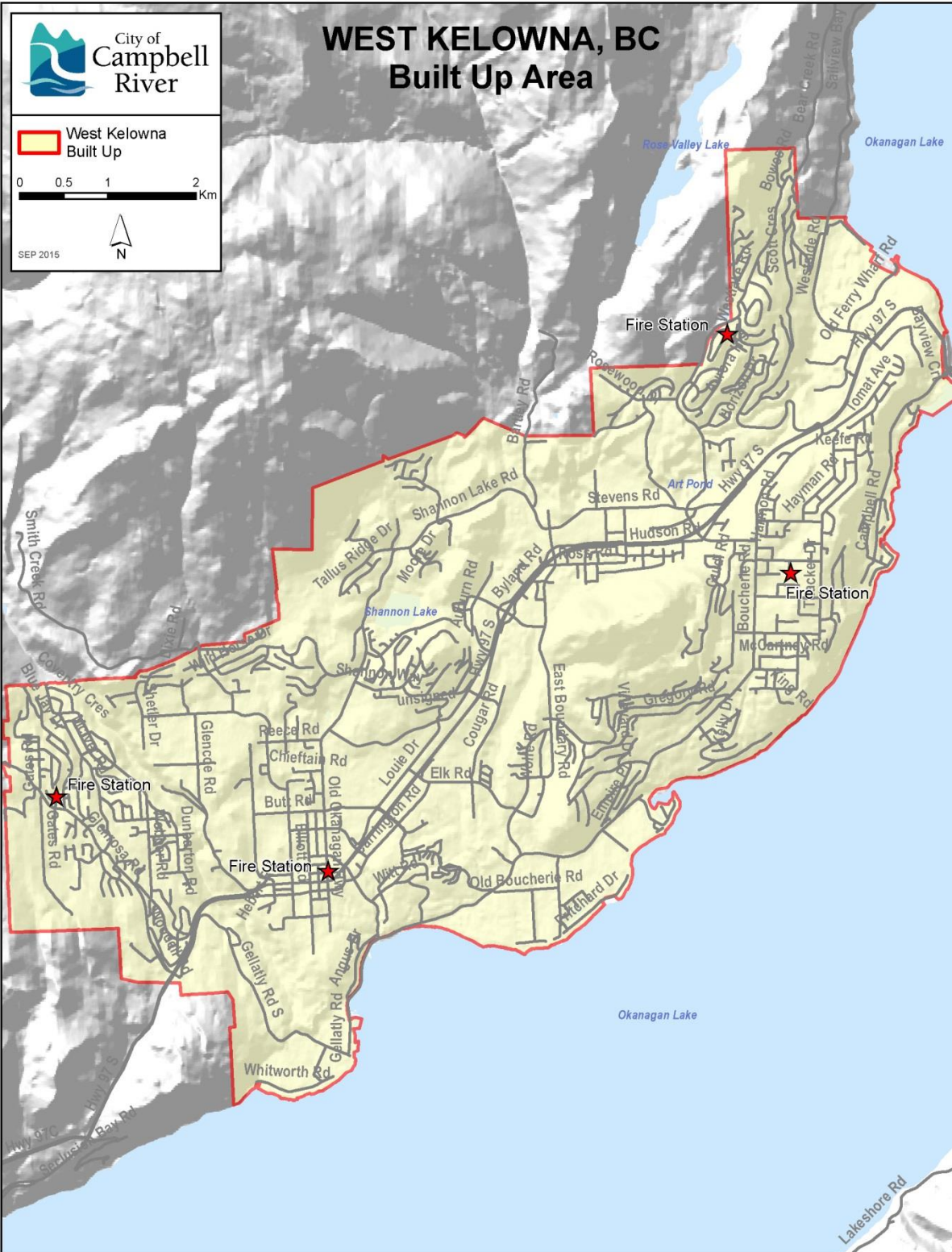












GOAL: For our fire prevention programs to meet the changing needs of the community.

Objectives:

- a) To provide an efficient inspection and enforcement program that meets all formal mandates
- b) To provide appropriate development support services
- c) Enhance community life safety education across all geographic and demographic spectrums by targeting our public education programs toward populations based on risk

Action Plan:

- Establish a fire prevention service level target.
- Fire prevention service level should address the following issues:
 - Enforce the Fire Services Bylaw and the BC Fire Code
 - Plan review for new complex building construction projects
 - Community partnerships to address life safety concerns for community wildfire protection plan and other at-risk community members
 - Delivery of pro-active fire safety presentations to:
 - Pre-schools, middle schools, high schools
 - Adults and seniors living alone (non-care facilities)
 - High risk & vulnerable populations
 - Fire extinguisher public education program
 - Juvenile fire setters program
 - Develop and implement a smoke alarm program based on “at risk” community groups and occupancies
 - Residential fire safety inspection program
- Council to adopt a frequency of inspection policy

References

- [Fire Underwriters Survey Recommendation – Appendix B](#)
- [Campbell River Fire Department Performance Measurements – Appendix E](#)



GOAL: To provide and maintain appropriate fire apparatus for our community.

Objectives:

- a) To establish a long range capital plan for procurement and replacement of apparatus and support vehicles that meet industry standards and vehicle useful lifecycle
- b) Ensure appropriate vehicle and preventative maintenance program

Action Plan:

- Move all 1st line apparatus to 2nd line after 10 years of service
- Reassign 2nd line fire apparatus after 20 years of service to reserve status. (To meet the recommendations of 2009 Fire Underwriters Report)
- Replace reserve fire apparatus after 25 years of service
- Establish vehicle and preventative maintenance program utilizing technicians certified to the NFPA 1071 Emergency Vehicle Technician Level II standard, which meets the performance requirements of Section 5.2 through 5.7 of NFPA 1071, conducted in accordance with NFPA 1911 and apparatus manufacture recommendations
- Improve our wildfire response capabilities by replacing the 1980 pumper truck with a smaller wildfire apparatus capable of carrying crew
- Re-certify aerial apparatus at 15 years and replace aerial apparatus at 30 years of service.
- Transition from a Fire Underwriters Survey four company rating to a five company rating by acquiring an additional listed apparatus

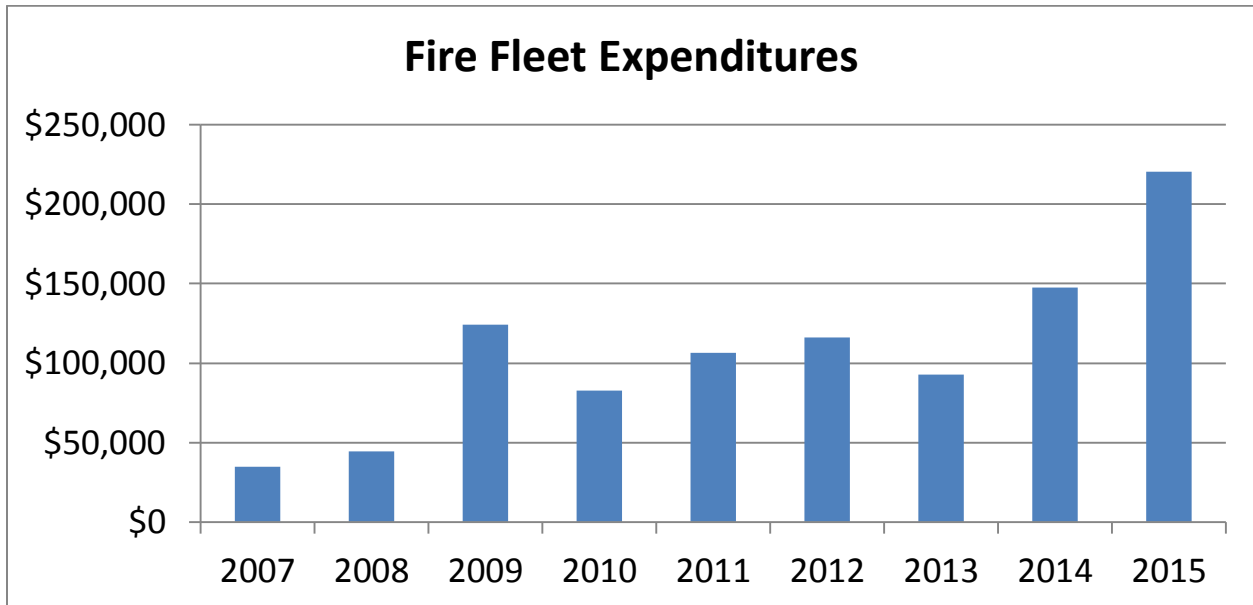
References

- [Apparatus maintenance cost vs. time graph – Page 50](#)
- [ULC Rated Fire Apparatus – Page 50](#)
- [NFPA 1071, Standard for Emergency Vehicle Technician Level II](#)
- [Fire Underwriters Survey recommendations – Appendix B](#)
- [NFPA 1911, Standard for the Inspection, Maintenance, Testing, and Retirement or In-Service Fire Apparatus](#)

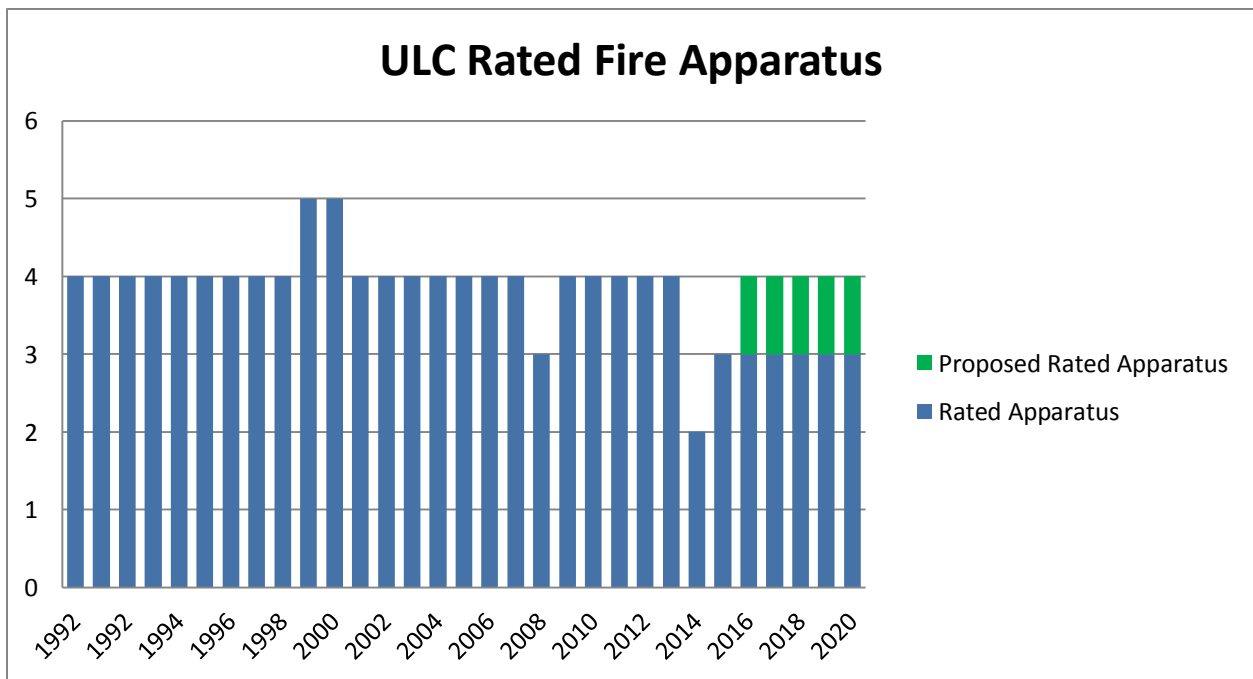


Fire Apparatus - Graph of Fire Fleet Maintenance Expenses versus Time.

Fire vehicle preventative maintenance program ended in 2009 with the loss of the fire department mechanic.



Fire Apparatus – Graphic shows number of ULC rated Fire Apparatus in service over time.



GOAL: To have highly trained and skilled fire department personnel.

Objectives:

- a) To establish a Training Officer position to coordinate and deliver training to career and auxiliary firefighters as number of firefighters increase to 90
- b) To improve the pre-hospital care provided by Campbell River Fire Department

Action Plan:

- Recruit a Training Officer, qualified as Level II firefighter and Incident Safety Officer, to coordinate all training for career and auxiliary members. This position would be utilized to respond to emergency incidents when required and serve as the department safety officer in accordance with NFPA 1500
- Train minimum two firefighters per crew to Emergency Medical Responder certification

References

- [British Columbia Fire Service Training Standards – Structure Firefighters Competency and Training Playbook – Appendix H](#)



GOAL: To improve auxiliary firefighter retention.

Objectives:

- a) To establish a program that provides strategies to improve retention of auxiliary fire fighters

Action Plan:

- Enhance the health and wellness opportunities to auxiliary members by providing extended health and critical illness benefits.
- Partner with the business community to provide incentives to business owners who employ auxiliary firefighters as a means to improve callout for emergencies
- Increase auxiliary firefighter pay to the provincial average
- Create social activities for auxiliaries to build a sense of belonging and fellowship

Auxiliary Retention – Graph of years of service for Campbell River auxiliaries versus time.



GOAL: To establish a fire incident and inspections records management system that is efficient, integrated and accessible.

Objectives:

- a) Implement a new fire incident and inspections records management system that will provide readily available, accurate data for legal and planning purposes. The system will readily produce statistical information useful for the creation of comparative analysis with other communities and for reporting to Council on the activities of the fire department
- b) To have a records management system that is secure from data loss or change once an incident is closed and to have a system that allows multiple users to work in the same record without data loss
- c) To have a records management system that provides for remote access

Action Plan:

- Put in place a system to cache 911 incident records from Jan. 1, 2015 to the implementation date for pre-populating 2015 records into the records management system. - complete
- Go live with a new fire incident and inspections records management system in 2016 Q1
- Explore opportunities to integrate fire records management to existing City databases
- Explore enhanced reporting opportunities with the selected fire incident and inspections records management system and address financial implications in 2016

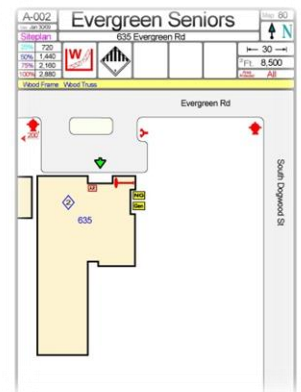
GOAL: To have a pre-plan system that provides accurate, relevant and functional information.

Objectives:

- a) Identify and prioritize properties that are high risk
- b) Develop and implement a sustainable and consistent pre-plan system

Action Plan:

- Develop criteria for ranking properties, based on an ‘all risk assessment’
- Create an ordered list of properties, based on “highest risk first”, for the development of pre-plans
- Evaluate various pre-plan systems and decide on the most appropriate for our department
- Establish a dedicated staff member to coordinate and manage the long term development of a pre-plan system



References

- [Examples of existing pre-plans of different qualities – Appendix I](#)

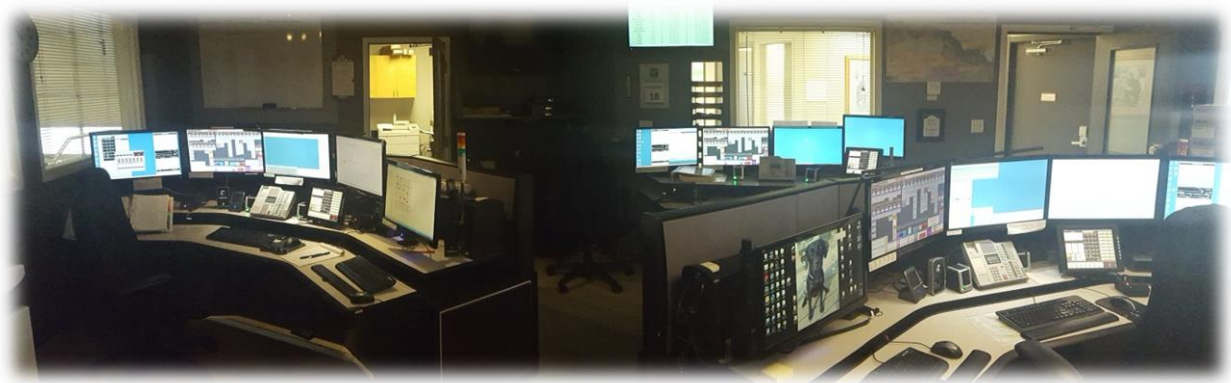
GOAL: To provide efficient, effective dispatch services.

Objectives:

- a) To continue the partnership with the North Island 9-1-1 Corporation (NI 9-1-1 Corp) for the provision of fire dispatch services
- b) Enhance the levels of service provided to fire departments served
- c) Identify new opportunities to enhance fire dispatch efficiency

Action Plan:

- Renew the current contract in March of 2018
- Work with City Finance department to ensure streamlined and transparent reporting.
- Maintain and build upon transparent relationships with administrative and elected stakeholders
- Continue to build upon existing relationship with members of the Fire Dispatch Advisory Committee³ to explore all recommendations and implement all feasible action items
- Ensure dispatch is utilizing the leading edge technology provided by NI 9-1-1 Corp to its maximum capacity and potential
- Continue and build upon educational opportunities as presented to ensure the highest standard of dispatch service delivery
- Ensure we are providing our clients with dispatch services that exceed their expectations
- Explore options to increase revenue through expanded fire dispatch services in consultation with NI 9-1-1 Corp and the IAFF 1668



³ The Fire Dispatch Advisory Committee is comprised of 2 fire departments from each of the 6 regional districts.

GOAL: To enhance our involvement with the regional emergency program.

Objectives:

- a) To become a lead agency in the Regional Emergency Program for the City of Campbell River
- b) To work with the Emergency Program Coordinator to establish response plans for all emergency types that require fire department involvement that meets the needs of the community and the fire department

Action Plan:

- Collaborate with the Strathcona Regional District to create Response Plans for all emergency types that require Fire Department involvement for Campbell River
- Work with partnering agencies to establish a flood warning system that alerts the public of an emergency in the identified flood plain areas
- Prepare for interface and wildfire events by increasing tanker capacity to 2 tenders from our current level of 1 tender, and create an off road wildfire response vehicle



References

- [Flood map – Appendix G](#)
- [Community Wildfire Protection Plan \(CWPP\)](#)
- [CWPP – Wildfire Behaviour Threat Class Map – Appendix J](#)
- [CWPP – PSTAD Interface Area Map – Appendix J](#)

GOAL: Provide a fire services bylaw to reflect the current needs of the community.

Objectives:

- a) Review and revise the current Fire Services Bylaw to reflect best practices, current and future emergency service needs of our community

Action Plan:

- Comparative analysis with other fire service jurisdictions for bylaw features
- Establish geographic parameters for service delivery
- Establish service delivery levels within the bylaw
- Coordinate the bylaw with First Nation and contract service agreements



EVALUATION SCHEDULE

- The current Fire Services Review will be the basis for fire budget submissions each fall
- Stakeholders shall be invited to provide comments on the current Fire Services Review annually in the 4th quarter to contribute to the updating of the review
- The Fire Department Annual Report, presented to Council each spring, shall report on progress on Fire Services Review goals
- Changes to the Fire Services Review, if needed, shall be presented to Council for input and adoption

Q-1	Initiate Strategic Planning Team to review progress against the review
Q-1	Review existing strategic plan and organizational changes
Q-2	Evaluate mission, vision, values and mandates
Q-2	Assessment of the external and internal environment
Q-2	Assess strategic issues and strategies
Q-3	Review operational plans and adjust appropriately
Q-3	City Council to receive updated Fire Services Review
Q-3	Begin budget process
Q-4	All capital and operational plan requests to be submitted
Q-4	Senior Management Budget Review
Q-4	Proposed budget submitted to elected officials for deliberation and approval



ACKNOWLEDGEMENTS

Fire Services Strategic Planning Committee

Ian Baikie, Fire Chief
Roger Barriault, Auxiliary Senior Captain, #1 Station
Rick Bates, Auxiliary Senior Captain, #2 Station
Kelly Bellefleur, Career Firefighter
Gordon Dawson, Auxiliary Lieutenant, #1 Station
Thomas Doherty, Deputy Fire Chief
Stewart Dumont, IAFF Union President
Toni Falk, Confidential Administrative Assistant
Scott Kobus, Dispatcher
Shawn Kotscherofski, Auxiliary Lieutenant, #2 Station
Lee Pendergast, Career Firefighter
John Vaton, Career Captain
Chris Vrael, Deputy Fire Chief

Comparable Community Fire Chiefs

Jason Brolund, West Kelowna Fire Chief
Remo Faedo, Port Moody Fire Chief
Keith Green, Vernon Fire Chief
Phil Lemire, White Rock Fire Chief
Rory Thompson, Langley City, Fire Chief
Dave Spalding, Penticton Deputy Fire Chief
Wayne Williams, Penticton Fire Chief

Fire Underwriters Survey

Michael King
Jim McCloud
Robert McGuinness
Sunjeev Sodi

City of Campbell River

Nina Baksh, GIS Coordinator
Eve Flager, GIS Technician
Mark Coulter, Finance

Photo Contributions

Toni Falk
Lorna Morin
Tanya Wood