

**City of Pitt Meadows  
Pitt Meadows, British Columbia, Canada**



**Working Together for Results**

**2012 Business Plan  
Fire & Rescue Services**



Prepared by: Don Jolley  
Director of Fire Services

City of Pitt Meadows  
12007 Harris Road  
Pitt Meadows, BC V3Y 2B5  
Phone (604) 465-2490  
Fax (604) 465-1195

Website [www.pittmeadows.bc.ca](http://www.pittmeadows.bc.ca)  
[www.pittmeadowsfire.com](http://www.pittmeadowsfire.com)

**THIS PAGE  
INTENTIONALLY  
LEFT BLANK**

**Table of Contents**

**Department Summary**

Executive Summary.....	3
Department Services .....	4
Strategic Plan Alignment.....	4
Successes in Last Year .....	6
Significant Issues and Trends.....	6
Performance Measures .....	7
<b>Department Projects and Initiatives.....</b>	<b>8</b>
<b>Financial Highlights .....</b>	<b>11</b>

## **Executive Summary**

The 2012 Fire & Rescue Services Business Plan will outline a year of highly anticipated, and much needed, focus on the establishment of some stability in the department. The year 2011 brought a number of organization-wide challenges and changes including the transition to a Paid on Call (POC) volunteer model, the addition of a second Fire Safety Technician, a new Administrative Assistant, the Platoon Response model, as well as departmental Bylaw amendments. Fundamentally, there is now a need to maintain our forward momentum without pushing on the volunteer-based core membership.

For 2012 a very minor (0.5%) operating budget increase is anticipated over 2011. The POC wage budget structure was overestimated in 2011 and has been adjusted for 2012. Dispatch services as well as the radio system will see some cost increases related to improved technology, support services and anticipated 2012 refresh projects.

Operationally, the department has completed the majority of the Master Fire Plan recommendations, with the exclusion of a second firehall and additional staffing; both of which require further analysis. The introduction of a dedicated training area is currently underway and the plan is for it to be operational in very early 2012. Budgeting for this facility is already in place and carried over from 2010/2011.

### Key Activities, Projects and Initiatives:

- We are making excellent strides toward full implementation of the internal 3 year strategy for prevention and education that has a goal of increasing the departments' effectiveness in improving public safety, and reducing call volume, through innovative and aggressive public education and inspections. To build upon the successes of 2011 we are preparing new educational sessions for both children and seniors, as well as an educational component directed specifically at the business inspection program.
- Firefighter training has, unfortunately, been focused on base skills development in the past few years due to retention problems. The year 2011 continued to demonstrate large attrition, which minimizes the department's ability to increase high-end training and professional development. Certification training is valuable to everyone, including the City, and specific attention will be directed toward increasing the number of staff who are appropriately certified in 2012.
- Administratively, 2012 is anticipated to provide a year in which we can objectively evaluate all programs and budgets without influence of major change within the organization. We feel confident that current staffing, equipment and facilities will maintain the high level of service into the short to medium term future.
- Finally, the first Collective Agreement with the International Assoc. of Firefighters (IAFF) Local 4810 is expected to be completed in late 2011 or early 2012 and is a benchmark item for the department and City.

The Fire & Rescue Service has no Decision Packages for 2012.

## **City of Pitt Meadows 2012 – Business Plan – Fire and Rescue Service**

---

### Key Activities, Projects and Initiatives

For 2012 there are a number of initiatives that are scheduled to occur, including:

- operational implementation of the new Pierce Engine, due to be delivered in November 2011;
- implementation of a first Collective Bargaining Agreement with the International Assoc of Firefighters (IAFF) Local 4810;
- dedicated training ground development and implementation on City-owned property at the east end of Fraser Industrial Way;
- enhancement of fire prevention and education initiatives;
- increased inspection enforcement for life-safety violations;
- the 302 vehicle replacement process;
- completion of the majority of the Master Fire Plan recommendations.

### **Fire Services Summary**

#### **Department Services**

- Paid on Call (POC) volunteer service delivery model for emergency response supported by 2 career Fire Safety Technicians (FST's) on a weekday schedule
- Fire Suppression and Vehicle Rescue
- First Responder Medical
- Numerous other response and activity types
- Fire Prevention - Inspections and Enforcement
- Fire Prevention - Public Fire & Life Safety Education
- Investigation of the cause of fires
- Pitt Meadows Airport emergency response and inspection program
- Municipal Burning Regulation Bylaw - Administration and enforcement
- Pre-Fire Planning
- Training programs for POC/volunteer firefighters and staff

#### **Strategic Plan Alignment**

##### Development

- Fire Services continues to work very closely with both planning and buildings to ensure prompt, detailed and accurate information is exchanged regarding fire and life safety concerns with new development proposals and projects
- Fire Services continue to provide inspection and pre-incident planning functions to ensure public safety in new commercial and multi-family developments

##### Community Services

- Provide education and training to staff and the public in fire and life safety
- Coordinate the Youth Fire Academy Program to promote fire safety within community youth and provide training toward career avenues
- Provide opportunity for citizens to contribute back to the community through volunteerism as a firefighter

**City of Pitt Meadows**  
**2012 – Business Plan – Fire and Rescue Service**

---

- Participation in multiple community events in multiple roles to enhance community spirit and involvement

Public Safety

- Continually strive to identify weaknesses and threats to the on-going provision of high quality fire and rescue services, and to act upon such issues in a prompt, efficient and economically responsible manner
- Provide competent, committed and efficient fire & rescue services through the use of a composite model dependent upon volunteer/paid on call firefighters supplemented by career fire safety technician, support and command staff
- Provide current and effective firefighting and rescue equipment and apparatus as well as training in the latest techniques and technologies
- Promote innovative partnerships with the Pitt Meadows Airport for training and improved public service and safety
- Leadership and participation in multiple joint-agency response programs (such as Mutual Aid) to ensure prompt and adequate emergency response capability while maintaining fiscal prudence and operational effectiveness
- Participation in multiple safety initiatives, such as the Electrical Safety Initiative for Grow-ops, which aim to provide for both governance and operational guidance in regard to fire service challenges related to public safety

Governance

- Administer the Burning and Fire & Life Safety Bylaws to enforce outdoor burning and life safety regulations in a manner that ensures cost recovery
- Participation in, and committed to, the City-wide process of “green initiatives” and a reduction in carbon footprint through equipment replacement, energy conservation practices and the Burning Regulation Bylaw
- Monitor response procedures to identify appropriate use of resources, both staff and equipment to provide high levels of service in an efficient and effective manner. This conserves fuel, saves money, reduces maintenance and controls the impact of time dedication by volunteer-based membership.
- Administer provision of fire services as they relate to community partners such as the Katzie Service Agreement, Airport Agreement, and others
- Participation on numerous committees challenged with improving the fire service regionally, provincially and nationally
- Implementation of detailed capital replacement and tangible capital asset inventories. Ensures responsible and efficient equipment purchase/ replacement
- Engage in regular and directed fiscal planning sessions with internal staff to ensure the department operates effectively under an efficient financial plan
- Provision of a dedicated public safety facility able to withstand earthquake and maintain emergency services in the event of major emergency
- Community involvement – volunteer time
  - Emergency Preparedness
  - Hot Summer Nights
  - Pitt Meadows Day
  - Muscular Dystrophy
  - Christmas Food Drive
  - Fire Prevention Open House
  - Remembrance Day
  - Youth Academy

## **City of Pitt Meadows**

### **2012 – Business Plan – Fire and Rescue Service**

---

#### **2011 Successes**

- Maintenance or reduction in call volumes compared to 2010 levels, especially fire incidents and MVA's;
- Move to Paid on Call service delivery model has been virtually seamless;
- Integration of Platoon Response model for medical calls has been successful;
- Implementation of multiple Master Fire Plan (2010 – 2014) recommendations;
- Continued development and implementation of comprehensive Operational Guidelines for operational, safety and administrative components of department;
- Full integration of second career fire safety technician (FST);
- Multiple live fire events using donated old homes in community greatly enhances training and firefighter operational readiness;
- Burning program educational drive in the Agricultural Zones was highly successful in reversing a trend of illegal burning and subsequent complaints;
- New apparatus delivered (Chief) and ordered (new Engine);
- Possible longer-term training ground location identified on City property;
- 5 Recruit firefighters went into full service in mid 2011. A new recruit class is being planned for a January 2012 start. Retention remains an on-going issue.

#### **Significant Issues and Trends**

- The implementation of a new Paid on Call (POC) model of service delivery has been successful to date. However, many long-term trends related to the model have yet to be realized and vigilance must remain to identify challenges quickly;
- Collective Bargaining with the IAFF Local 4810 will bring changes and management of these changes, and associated expectations, will be a significant challenge for administrative staff and firefighters alike;
- Continued development of large commercial/light industrial and multi-family residential properties will challenge the department through increased expectation, increased responsibility and a likely increase in call volume;
- Stabilization in turn-over and retention is still a challenge and a department-wide priority. We continue to lose as many, or more, members than we recruit (6 in 2011). Reasons vary, but often include moving, career hire, career change, retirement, or time commitment demands. Continued recruitment of individuals committed to the long term is desired, but also very difficult in an expensive bedroom community such as ours. This is a source of much frustration internally;
- Challenges with funding for future facility construction, especially for future firehall facilities, is a challenge that must be addressed through long-term operational research, planning and budget development.
- Continued roll-back in call volume to pre-2007 levels remains from 2010 into 2011. While a positive trend related to our chosen service delivery model, it must always be viewed cautiously as it can be highly cyclical. Longer-term trend consistency is still required;
- Significant strides were made related to compliance with the new Burning Regulation Bylaw in 2011 and must be built upon further in 2012 as part of improving our community health through clean air and waste management;

**City of Pitt Meadows  
2012 – Business Plan – Fire and Rescue Service**

---

**Performance Measures**

The following chart identifies key performance measures for the department related to benchmarks TO DATE, as well as comments related to the benchmark.

Measure	Benchmark	2011	2010	2009	Management Initiatives
Burning Complaints as a % of total calls <sup>1</sup>	3%	6%	12%	10%	Marked improvement from face to face education in AG Zone
% structure fires due to illegal activity <sup>2</sup>	10%	0%	0%	18%	Few fires. Decreased grow-op activity overall suspected
% calls - Billable False Alarms	10%	12%	11%	7%	More education needed with enforcement
% re-inspections to primary inspections	10%	13%	15%	29.5%	Positive trend shows improved compliance to inspections
Average total Response Time ( <i>emergency calls</i> ) <sup>3</sup>	8:00	8:45	8:46	8:52	Consistent. Indicates cause is systemic to POC/vol response model (ie. traffic)
% all responses in < 8 minutes ( <i>critical time</i> ) <sup>4</sup>	70%	53%	48%	51%	Average affected by long calls to rural areas (30% of calls). Better in core area
% general pages with < 4 FF's	<2%	0%			Addition of FST's has directly impacted this
Average # FF's per incident – weekday hours <sup>5</sup>	8	9	9.3	9.5	Maintaining but slow decline. Added resources are needed
Average # FF's per incident – all other time periods <sup>5</sup>	8	12	13	13	Positive maintenance of attendance. Keep watch for decline similar to above
% FF's attending 66% of practices	100%	88%	89%	80%	Consistent. Work to improve compliance
% increase education activities <sup>6</sup>	20%	36%	19%	N/A	Very positive result. Continued FST involvement planned
Mean seniority of volunteer firefighters	7	4	4	3.5	Retention is a systemic problem that needs long term plan

**City of Pitt Meadows**  
**2012 – Business Plan – Fire and Rescue Service**

---

Comments:

1. *Burning Complaints* have dramatically declined as a consequence of aggressive education measures and enforcement of Burning Regulation Bylaw
2. *Fires are down across the spectrum of call types* resulting in challenges to maintain enthusiasm and skills as members primary join for the excitement. Development of dedicated training area should improve this.
3. *Average response time* remains consistent. Due to the requirement to respond to pagers the turn-out time to the hall for POC's exceeds 5:30 minutes, on average.
4. *Critical Response times* are comprehensive to rural and urban areas. Future statistics will be developed to separate and reflect the different response capability.
5. The *average number of volunteers responding* is remaining steady but demonstrating a slow transition downward in correlation to an increase in the number of responses with fewer than 8 firefighters. Both pose long-term issues for the department if they cannot be reversed or controlled.
6. *Increase in educational activities* is marked and can be directly attributed to the work of the FST positions in the past 20 months.

**Annual Department Plans**

**2012 Projects and Initiatives**

<b>Public Safety</b>	<b>Who</b>	<b>When</b>
<b>1. Action:</b> Implement new Engine into fleet and active service		
<b>Goal:</b> Place new Pierce engine into active, primary response role		
<b>Outcome or Measure:</b> designation as E1-1 (first due engine)		
<u>Milestones</u>		
a. outfit apparatus	RC	Q4 / Q1
b. train all staff on operations	RC	Q1
c. place into service as first due unit	RC/DJ	Q1
<b>2. Action:</b> Implement new training ground into training program		
<b>Goal:</b> To place new training ground into service		
<b>Outcome or Measure:</b> 50% training occurring at facility by July 2012		
<u>Milestones</u>		
a. reach agreement with Metro and others on site use	DJ	Q4 / Q1
b. prepare site for training area	RC/DJ	Q1
c. outfit site with training props	RC	Q1-2
d. initiate Tuesday evening training program at site	RC	Q2
<b>3. Action:</b> Stabilize number of POC firefighters		
<b>Goal:</b> Add 4-6 firefighters through recruiting drive and training		
<b>Outcome or Measure:</b> 4-6 new recruits into service by July		
<u>Milestones</u>		
a. begin recruit training in early January	RC	Q1
b. complete basic training and begin responding	RC	Q2-3
c. plan for recruit training in January 2013	RC/DJ	Q4

**City of Pitt Meadows**  
**2012 – Business Plan – Fire and Rescue Service**

---

<b>4. Action:</b> On-going review of implementation of POC and FST systems		
<b>Goal:</b> Continue to identify and exploit efficiencies and strengths		
<b>Outcome or Measure:</b> reduce incidents of <4 FF's to below 1%		
<u>Milestones</u>		
a. perform analysis of effectiveness of Platoon System	DJ	Q1
b. Review FST work schedule and POC availability	DJ	Q1-2
c. Implement new operational guidelines on attendance as required	DJ	Q2
<b>Community Services</b>		
<b>1. Action:</b> Maintain department profile through community involvement		
<b>Goal:</b> improve exposure of members to whole community		
<b>Outcome or Measure:</b> zero decrease in community event participation		
<u>Milestones</u>		
a. posting of events at least 1 week prior to event	BP	Q1-4
b. follow-up discussions at prior training night	BP/DJ	Q1-4
<b>2. Action:</b> Update departmental Website		
<b>Goal:</b> Revision of website using new software to provide relevant content that is easy to navigate, fast-loading and simple to keep up to date.		
<b>Outcome or Measure:</b> Revision complete by February 2012		
<u>Milestones</u>		
a. review of existing site for suitable content	MC/DJ	Q4 2011
b. research to identify contractor for update	MC	Q4 / Q1
c. award contract for revision to contractor	DJ	Q1
d. completion of website update and "go live"	MC	Q2
<b>Governance</b>		
<b>1. Action:</b> Implement departmental "green" initiatives		
<b>Goal:</b> To reduce the carbon footprint of the fire services in the City		
<b>Outcome or Measure:</b> identify applicable reductions		
<u>Milestones</u>		
a. continue to enhance simple "best practices" for energy conservation	All Fire	Q1
b. research and identify systemic alternatives	DJ/MC/LS	Q2
c. develop a plan for implementing alternatives	DJ/MC/LS	Q2-3
<b>2. Action:</b> Enforcement of Burning Regulation Bylaw		
<b>Goal:</b> decrease illegal burning and air pollution		
<b>Outcome or Measure:</b> 25% decrease in violations		
<u>Milestones</u>		
a. re-affirm Bylaw and burning periods with new Council	BP/DJ	Q1
b. distribute educational materials prior to burn season	BP/MC/FST	Q1 & Q3
c. strictly enforce violations under Bylaw	BP/DJ/RC	Q2 & Q4

**City of Pitt Meadows**  
**2012 – Business Plan – Fire and Rescue Service**

---

<b>Development</b>		
1. <b>Action:</b> Increase fire & safety inspection profile		
<b>Goal:</b> To improve input of fire service concerns in development process		
<b>Outcome or Measure:</b> 100% involvement with development process for inspectable properties		
<u>Milestones</u>		
a. identify weaknesses in current system	BP/KG/DB	Q1
b. develop a reporting system for review	BP/DP/DB	Q1
c. implement new system and advise developers	BP/KG/DB	Q2

**City of Pitt Meadows  
2012 – Business Plan – Fire and Rescue Service**

<b>Financial Summary - Fire and Rescue Services</b>							
	2011 Projected Actual	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	2016 Budget
<b>Operating:</b>							
Revenue	\$ 75,000	\$ 62,964	\$ 67,230	\$ 67,230	\$ 67,230	\$ 67,230	\$ 67,230
Expenditures							
Administration & Operation Support	620,000	675,158	698,491	712,304	726,352	740,678	755,290
Fire Prevention & Training	49,000	54,581	55,672	56,786	57,922	59,082	60,262
Paid on Call System	250,000	303,234	271,625	277,057	282,599	288,252	294,016
Apparatus & Equipment	131,000	143,958	154,423	157,510	160,664	163,873	167,438
Facility Operations	57,000	63,663	66,716	68,048	69,407	70,793	72,206
	1,107,000	1,240,594	1,246,927	1,271,705	1,296,944	1,322,678	1,349,212
<b>Net Operating</b>	<b>\$ 1,032,000</b>	<b>\$ 1,177,630</b>	<b>\$ 1,179,697</b>	<b>\$ 1,204,475</b>	<b>\$ 1,229,714</b>	<b>\$ 1,255,448</b>	<b>\$ 1,281,982</b>
		<b>\$ Change</b>	<b>\$ 2,067</b>	<b>\$ 24,778</b>	<b>\$ 25,239</b>	<b>\$ 25,734</b>	<b>\$ 26,534</b>
		<b>% Change</b>	<b>0.2%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>	<b>2.0%</b>
<b>Key Fire and Rescue Services Budget Changes for 2012:</b>							
Minor Fee/Fine Adjustments			\$ (4,266)				
Inflationary Adjustments			36,028				
Adjustments to Paid on Call Model			(33,195)				
Net other minor adjustments			3,500				
			<b>\$ 2,067</b>				

**Operating Budget**

The 2012 operating budget will very closely approximate the 2011 operating budget. This is possible because of realization of over-estimates related specifically to pay for Paid on Call members at training and incidents. The budget requirements for these two budget categories have been re-evaluated and reduced, thus enabling a near net-zero increase.

**Capital Budget**

The proposed capital budget for the Fire & Rescue Services for 2011 is \$95,000 and is summarized in the Capital Assets Business Plan. Key highlights include:

- Replacement of 302 Chief Vehicle (F002) for \$55,000 from the equipment replacement reserve fund (ERRF) as per scheduled life-cycle replacement
- Development of the dedicated fire training ground on City Lot 61. Funding of \$40,000 for this is carried forward from 2011.

There are no Decision Packages in 2012 for Fire & Rescue Services.