

# 2024

## Business Plan

Nanaimo Fire Rescue

# DEPARTMENT OVERVIEW

Nanaimo Fire Rescue (NFR) provides services to preserve life, property, and the environment, which contributes to the well-being of the community. With the addition of 20 new firefighters in 2023, as part of the Nanaimo Fire Rescue Master Plan implementation, NFR has a total of 125 career personnel consisting of International Association of Firefighters, CUPE, and management personnel.

NFR has five fire stations: four stations are operated 24/7 by 105 career firefighters and one station on Protection Island has paid on call “volunteer” firefighters who respond in addition to NFR career staff. NFR’s core services consist of: Administration, Fire Operations Division, Fire Loss Prevention Division (FLPD), Training Division, Vancouver Island Emergency Response Academy (VIERA), Preplanning, and Emergency Management.

NFR responds to fires, wildfires, medical incidents, rescue incidents, motor vehicle incidents, as well as specialized services such as hazardous materials, water rescue, ice rescue and technical rescue response. Community risk reduction is achieved through preplanning as well as fire prevention programs and public education such as: smoke alarm installation program, FireSmart BC, Bystander CPR training, and emergency preparedness public education.

FLPD consists of six Fire Prevention Officers (FPO’s) who administer and enforce provincial fire safety legislation through inspections, fire investigations, and public education.

VIERA is a learning institution that is accredited to provide training and education to the fire service. Over 150 fire departments across British Columbia, Alberta, Northwest Territories, Nova Scotia, and Quebec receive training through this academy. VIERA administers over 30 programs, which provide revenues to the City and offset the operational budget.

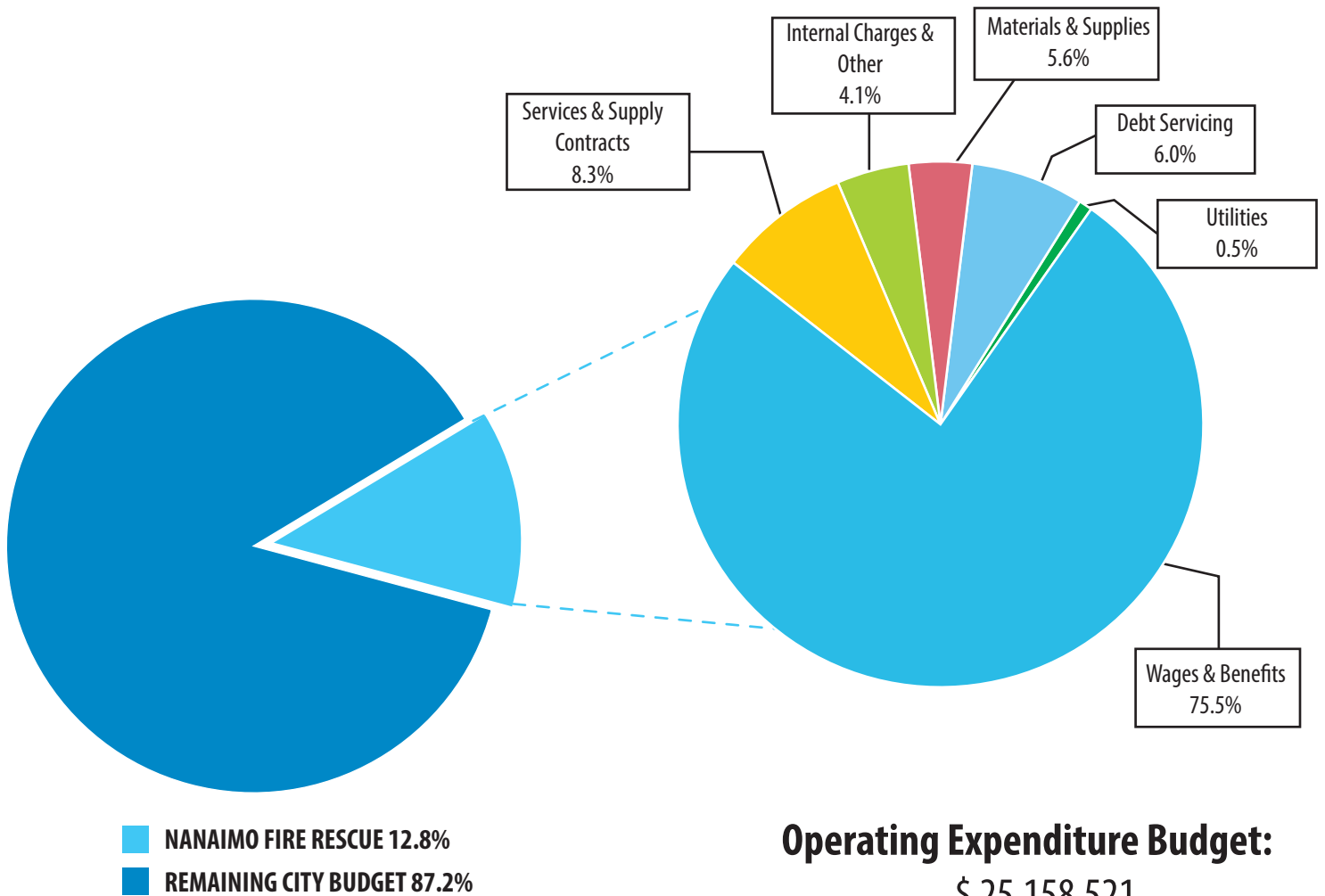
The City of Nanaimo maintains an Emergency Program in accordance with its responsibilities under the Emergency Program Act and City Bylaw. These responsibilities include maintaining the capacity to identify, prepare for, respond to, and recover from local and regional hazards. The Emergency Program is composed of three entities: the Local Authority represented by Mayor and Council, the Emergency Management Committee, and the Emergency Program Manager.

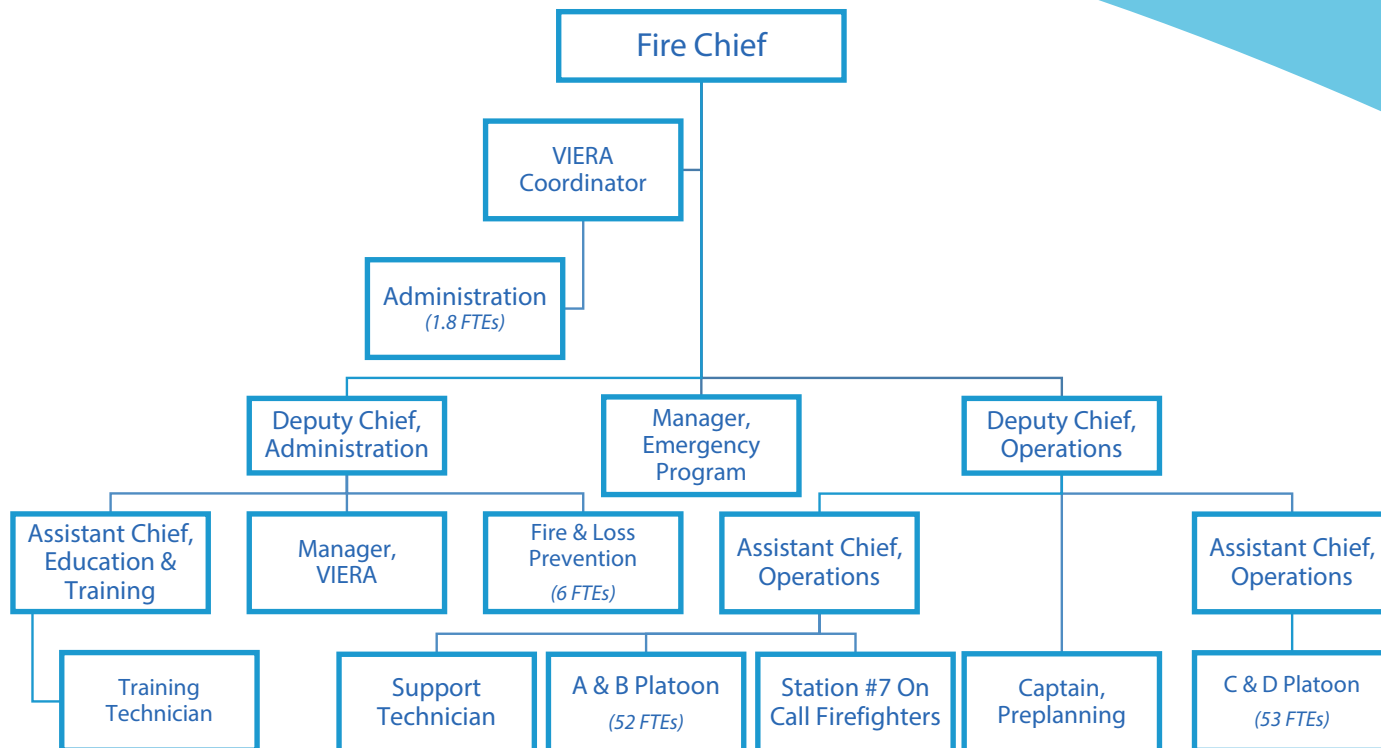
911 dispatch services are provided through two functions: ECOMM Public Safety Access Point (PSAP) and Surrey Fire Dispatch.





## DEPARTMENT'S SHARE OF THE BUDGET





## LEVEL OF SERVICE

### Fire Operations

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

### FLPD Staff

- Fire prevention officers are an integral part of the business license, building development and planning review/approval process.
  - Plan check proposed commercial building plans.
  - Review and approve fire safety plans and preplans for commercial and public occupancies.
  - Review and approve new developments and new business occupancies.

- Administer requirements of the Fire Services Act
  - Inspect the more than 3,500 commercial and public buildings.
  - Design and deliver public education to the community including the smoke alarm campaign.
  - Ensure fire code compliance and enforcement.
  - Enforce fire bylaws.
  - Conduct fire investigations.

### Fire Chiefs

- Respond to large scale emergencies.
- Manage and administer Vancouver Island Emergency Response Academy (VIERA)
- Training Firefighters
- First Responder Instructor training
- Fire Officer development, Curriculum, Planning
- Fleet – maintain and facilitate 10-year fleet evergreening plan.
- Recruitment – work with HR to maintain staffing due to retirements, etc.
- Budget processes – maintain fiscal responsibility for the department.
- Purchasing – maintain all resources following City Purchasing procedures.
- Human Resources and Labour Relations – Maintain a good working relationship with staff, both Unions and other City departments.

# 2023 ACHIEVEMENTS

## Administration

- Fire Department Master Plan - Recruit and operationalize 20 new firefighters
- Fire Department Master Plan Fire - Station renovations to accommodate new staff
- Fire Loss Prevention Division consultant's report recommendations - ongoing implementation
- Fire fleet purchasing
- Equipment maintenance and purchasing
- Recruitment – 1 Fire Protection Officer, 1 Fire Clerk
- New Mutual Aid agreement
- Fire Prevention Week - Open House
- Station 1 Welcome Pole Ceremony
- Emergency management preparedness exercise
- Mental Health Initiatives
- BC First Responders Mental Health Conference
- ARETE Violence in the Workplace training for at risk populations
- FDIC Training Conference
- Smoke alarm installation program
- Bystander CPR high school program
- New pre-incident planning program
- BC Wildland Urban Interface Conference
- BC Wildfire deployment - Task Force Leader
- 2 FireSmart BC community information presentations at the Spring Home Show
- 3 FireSmart BC neighbourhood clean ups (2 Protection Island, 1 Long Lake Heights)
- Phase 1 - Sprinkler Protection Unit trailer for wildland fires
- Awarded UBCM Community Resiliency Investment grant
- Snuneymuxw First Nation Community Fire Smart Resiliency Committee
- Snuneymuxw First Nation - Automated External Defibrillators
- NFR/NUCOR Hazardous Materials joint training exercise
- NFR Recognition Ceremony

## FLPD

- Fire investigations and inspections
- BC Fire Code enforcement
- BC Fire Commissioner's Office reporting
- New Fire Prevention Officer fire investigator training - NFPA 1033
- Mobile home park private hydrant safety
- Vacant building safety
- Fire Prevention Officers' Association of BC Conference
- FIRECON Fire Protection & Life Safety Conference
- Enhanced Fire Prevention Officer safe work procedures

- Fall Protection training
- Hazardous Materials Awareness program

## Training

- Live fire operations training
- Wildfire training
- Hazardous materials training
- Emergency driver training
- Fire truck operations training
- Fire ground survival training
- Aerial apparatus training
- Nanaimo Port Authority marine fire training
- Technical rope rescue training
- Tower crane training
- Water rescue training
- Ice rescue training
- Auto extrication rescue training
- Emergency Medical Responders (EMR) training
- Forcible entry training
- Fire Officer training
- Trained the largest recruit class in NFR history
- Fire Training Officers' Conference
- Fire Training Center facility enhancements
- New Fire Ground Survival modular sea-can training building
- Live Fire Training Facility building condition assessment
- Live Fire Class 'B' technology assessment
- Training transfer position
- Critical Incident Stress Management training
- Station 7 - Office of the Fire Commissioner - Exterior Fire Fighter Training

## VIERA

- Customer and revenue growth
- Fire Service Instructor new online delivery model
- Implemented new Provincial First Responder practices
- Expanded into Alberta and Nova Scotia
- Comox Training Centre Hazardous Materials training partnership
- New live fire evaluation framework
- Office of the Fire Commissioner Live Fire best practices working group
- Pro Board International Accreditation for Fire Service Organizations Conference presentation
- Pro Board International Accreditation for Fire Service Organizations Conference reaccreditation

## Operations

- Fire Department Master Plan - Staffed additional engine
- Operation's Leadership Team leadership meetings



## 2023 ACHIEVEMENTS

- Highest single day call volume (58 incidents)
- School District 68 Grade 8 Bystander CPR program
- All staff enrolled in the BC Fire Fighter Occupational Awareness Program (mental health)
- Labour-Management Mental Health Committee reinstated
- Mental Health Headspace App offered to all staff
- New Critical Incident Stress Management team members trained.
- New 24-hour Critical Incident Stress Management phone number implemented
- Enhanced practices to reduce exposure to carcinogens during live fire training
- Parks and Recreation Wildfire Preparedness
- Regional Wildfire exercise
- RCMP Youth camp

### Emergency Program

- Emergency Management Committee re-established
- Established Emergency Management Operations Subcommittee
- Established Local Region Emergency Management committee (SFN+RDN)
- Hazard Risk Vulnerability Grant approved
- Attended Wildfire conference
- Improved Emergency Management webpage
- Supported cold weather response
- Improved EOC functionality
- Supported Emergency Support Services volunteer programs
- Supported Coast Emergency Communications volunteer program
- Developed major events safety guide
- Extreme Weather Response Guide

- Extreme Heat mapping project
- EOC training
- Water System Emergency Response Plan update
- Emergency Response plan update
- Emergency Operations Center activation guide update
- Establish Regional FireSmart BC Committee
- Emergency management external stakeholder meetings

### 2022-2023 Statistics

	Benchmark	2022	2023 Jan-Jun
<b>Incident Responses</b>		9,902	5,838
<b>Arrival of First Unit on Scene at Emergency Incidents within 6:00 minutes</b>	90%	74.1%	78.2%
<b>Arrival of Full Alarm Assignment at Emergency Incidents – Arrival within 10:00 minutes</b>	90%	92.9%	93.6%
<b>Turnout time within 60 sec for medical incidents</b>	90%	41.4%	48.5%
<b>Turnout time within 80 sec for non-medical emergency incidents</b>	90%	57.8%	59.2%
<b>Dispatch time within 60 sec</b>	90%	97.2%	98.2%

# 2023 CONSIDERATIONS AND OPPORTUNITIES

## A Green Nanaimo: Resilient & Regenerative Ecosystems

To reduce NFR's carbon footprint, three new fire trucks ordered for 2025 will have anti-idling technology. These vehicles join two other fire trucks equipped with anti-idling technology that result in significant fuel savings. NFR's new fire station was designed to reduce energy consumption to lower emissions and costs. New fire fighter turnout gear is being sourced from manufacturers with systems, policies and practices that ensure compliance with minimum labour standards and reduce waste associated with by-products of production, packaging, and other operational activities.

## A Healthy Nanaimo: Community, Wellbeing & Livability

The NFR Master Plan is a comprehensive examination of the delivery of fire department services in Nanaimo to support governance excellence through high quality decision making. The implementation of Phase 2 of the Master Plan consists of recruiting 20 new firefighters in 2024 that will be operational in 2025. This recruitment will facilitate the addition of a fully staffed fire engine in 2025. The addition of these vital resources strengthens NFR's resilience during concurrent or large-scale emergencies and will enhance NFR's ability to provide Nanaimo residents with timely all-hazards emergency services.

NFR is committed to contributing to a livable community that is safe and secure by engaging, educating, and interacting with citizens online and in their homes and businesses. NFR's Smoke Alarms Save Lives campaign to install smoke alarms in the community supports early detection of fires.

NFR's Bystander CPR training strengthens Nanaimo residents' ability to assist their fellow community members in the event of an emergency. NFR's FireSmart BC programs provides preventive tools and education to help prepare citizens in the event of a wildfire. Ongoing implementation of the recommendations contained in the Fire Loss and Prevention Division report will strengthen all-around fire prevention best practices.

The Emergency Management program facilitates the City's ability to respond to hazards that emerge including hazard monitoring, seasonal readiness, and emergency communications system. The primary method by which this is addressed is with public education and information, both on possible hazards, but also on individual and family preparedness. The key resource for the response program is the Emergency Operations Centre (EOC) which is the dedicated facility where city staff can gather and conduct the process of preparing, responding to or recovering from major emergencies or disasters.

## A Prosperous Nanaimo: Thriving & Resilient Economy

VIERA is operated by NFR and allows firefighters across BC to access accredited fire training. VIERA is continually exploring new opportunities for training to support internal and external stakeholders. VIERA revenue offsets NFR's budget and supports NFR's commitment and requirement to provide high-level training to NFR personnel.



# 2024 KEY INITIATIVES

## Initiatives

### Strategic Priority: Implementing City Plan



IAP Priority Action #C1.21 - Continue to use social media, online platforms and other tools such as the Emergency Call Alert System – called Voyent Alert, to share seasonal hazard information related to fire, heat waves, flooding, wind, storm, or other seasonal events.



IAP Priority Action #C1.2.3 - Use a climate risk and vulnerability assessment method to be used for reviewing large capital infrastructure investments in the city (e.g. a Public Infrastructure Engineering Vulnerability Committee (PIEVC)).



IAP Priority Action #C1.2.4 - Update and implement the City's Community Wildfire Protection Plan.



IAP Priority Action #C1.2.7 - Undertake a community education campaign on FireSmart practices including park use fire safety and awareness, areas of higher potential fire risk, Fire Smart principles in private landscapes (balanced with tree protection and retention), and, FireSmart building materials, such as non-flammable roofing, siding, and thermal pane windows.



IAP Priority Action #C1.2.10 - Develop guidelines and priorities for managing wildfire risk, sea level rise, and extreme weather events for City parks and infrastructure, and budget implement them as part of regular budgeting and maintenance.



IAP Priority Action #C1.2.19 - Include climate change impacts in risk analysis for all City owned buildings, infrastructure, and parks and natural areas.



IAP Priority Action #C2.4.1 - Continue to collaborate with partners (i.e. ICBC, RCMP, and School District 68) to promote and educate about road safety in Nanaimo.



IAP Priority Action #C3.1.1 - Work with fire, police, and ambulance services to maintain emergency response times.



IAP Priority Action #C3.1.2 - Support public safety and security through Fire Rescue Services, RCMP & Community Policing, Bylaw Enforcement, Extreme weather response, Graffiti Program, Shower program, Emergency food



IAP Priority Action #C3.1.4 - Continue offering public education programs such as smoke alarm installation; bystander CPR; and, the FireSmart program.



IAP Priority Action #C3.1.5 - Continue Fire Loss Prevention through inspection of commercial and public buildings, building plan checks, business license inspections, fire safety plan reviews, fire code and bylaw enforcement, public education and fire investigations.



AP Priority Action #C3.1.8 - Support grants to fund health, safety, and security initiatives.



# 2024 KEY INITIATIVES

## Initiatives

### Strategic Priority: Implementing City Plan



IAP Priority Action #C3.1.19 - Recruit additional firefighters to manage emergency response and training workload.



IAP Priority Action #C3.1.21 - Implement phase 1, 2 and 3 from the Fire Master Plan including requirements for recruitment, fleet, and facility renovations.



IAP Priority Action #C3.1.22 - As per the actions in the Fire Master Plan, construct a new fire station midway between Stations 1 and 2.



IAP Priority Action #C3.1.25 - Continue change in medical scope of practice to Emergency Medical responder license to increase level of care.



IAP Priority Action #C3.1.26 - Explore new opportunities to expand mental health supports for fire department staff.



IAP Priority Action #C3.1.27 - Recruit additional firefighters to manage emergency response and training workload.



IAP Priority Action #C3.1.29 - Explore new opportunities to expand mental health supports for fire department staff.



IAP Priority Action #C3.1.30 - Prepare for adoption and changes to the BC Fire Code, BC Building Code and Fire Safety Act.



IAP Priority Action #C3.1.37 - Update Mutual Aid Agreements.



IAP Priority Action #C3.1.40 - Annually review projections and demand for RCMP, Fire Department, and Bylaw Enforcement staffing needs to support a growing community



IAP Priority Action #C3.1.41 - Collaborate with Snuneymuxw First Nation to provide Automated External Defibrillators



IAP Priority Action #C3.5.1 - Maintain upcoming seasonal hazard awareness and overall organizational readiness.

# 2024 KEY INITIATIVES

## Initiatives

### Strategic Priority: Implementing City Plan



IAP Priority Action #C3.5.2 - Conduct staff training and periodic emergency exercises to refine response programming.



IAP Priority Action #C3.5.3 - Lead and enhance the Emergency Social Services volunteer program and explore opportunities for further development.



IAP Priority Action #C3.5.4 - Develop functional capability and formalize processes for public alerting via Voyent Alert.



IAP Priority Action #C3.5.5 - Engage with community members to provide education on personal preparedness and neighbourhood resilience.



IAP Priority Action #C3.5.6 - Update the rapid damage assessment program.



IAP Priority Action #C3.5.7 - Update the Emergency Response and Recovery Plan.



IAP Priority Action #C3.5.8 - Update the Hazard Risk Vulnerability Assessment.



IAP Priority Action #C3.5.10 - Initiate a wildfire mitigation program that incorporates the FireSmart program and other stakeholders.



IAP Priority Action #C3.5.11 - Maintain the business continuity plan for the City and lead the future updates to this project.



IAP Priority Action #C3.5.12 - Build relationships with industry partners, focusing on critical infrastructure and hazardous materials, to coordinate response planning and better understand the industrial risk landscape.



IAP Priority Action #C4.8.1 - Host, permit and support festivals, celebrations, sporting, and other events in public spaces such as Family Day, Concerts in the Park, Pride Festival and Blue Festivals.



IAP Priority Action #C4.8.7 - Facilitate and expand the support for large events and festivals to offer alternative transportation and bike valets for events such as the National Truth & Reconciliation, VIEX, Silly Boat, and Marine Festival.

# 2024 KEY INITIATIVES

## Initiatives

### Strategic Priority: Social, Health and Public Safety Challenges

FireSmart neighbourhood program expansion

Establish FireSmart Community Resiliency Committee

New Hazard Risk Vulnerability Assessment

Incident-specific response plans - Dam incident, Nanaimo Fire Rescue Post-Disaster Plan

Smoke Alarms Saves Lives campaign

Bystander CPR program

Wildland Urban Interface Readiness

FireSmart community education

Wildfire Structural Protection Unit development

Take Home Naloxone Distribution program

Great Shakeout full-scale exercise

Department Operational Center full-scale exercise

### Strategic Priority: Maintaining and Growing Current Services

Nanaimo Fire Rescue Master Plan – Phase 2 - Recruit 20 fire fighters

Nanaimo Fire Rescue Master Plan – Phase 2 - Station 2, 3, and 4 renovations

Nanaimo Fire Rescue Master Plan – Phase 3 - Strategic planning for an additional fire station

### Strategic Priority: Capital Projects

Nanaimo Fire Rescue Master Plan – Phase 2 - Station 2, 3, and 4 renovations

Nanaimo Fire Rescue Master Plan – Phase 2 - Fire truck design

Training Center Sprung Structure

Training Centre classroom

New fire truck equipment

### Strategic Priority: Governance and Corporate Excellence

Strengthen fire investigation capacity

Next Generation 911 implementation

Renew Nanaimo Port Authority agreement

Fire Inspections APX Software implementation

Pro Board reaccreditation external audit

Update VIERA Learning Management System

Facilitate VIERA programs

Develop additional partnerships for Live Fire training

Fire and Loss Prevention Division consultant recommendations ongoing implementation

# PROPOSED OPERATING BUDGET

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
<b>Revenues</b>						
Nanaimo Fire Rescue	\$ 1,173,255	\$ 1,233,504	\$ 1,245,130	\$ 1,306,038	\$ 1,318,805	\$ 1,250,619
Emergency Management	-	-	-	-	-	-
Emergency Communications (911)	410,333	466,967	467,178	467,655	468,395	469,393
<b>Annual Operating Revenues</b>	<b>\$ 1,583,588</b>	<b>\$ 1,700,471</b>	<b>\$ 1,712,308</b>	<b>\$ 1,773,693</b>	<b>\$ 1,787,200</b>	<b>\$ 1,720,012</b>
<b>Expenditures</b>						
Nanaimo Fire Rescue	\$ 21,839,256	\$ 23,674,593	\$ 26,097,483	\$ 26,763,980	\$ 27,654,198	\$ 27,756,628
Emergency Management	262,047	265,789	272,716	278,135	283,736	288,852
Emergency Communications (911)	1,090,199	1,218,139	1,242,502	1,267,351	1,292,698	1,318,553
<b>Annual Operating Expenditures</b>	<b>\$ 23,191,502</b>	<b>\$ 25,158,521</b>	<b>\$ 27,612,701</b>	<b>\$ 28,309,466</b>	<b>\$ 29,230,632</b>	<b>\$ 29,364,033</b>
<b>Net Annual Operating Expenditures</b>	<b>\$ 21,607,914</b>	<b>\$ 23,458,050</b>	<b>\$ 25,900,393</b>	<b>\$ 26,535,773</b>	<b>\$ 27,443,432</b>	<b>\$ 27,644,021</b>
Staffing (FTEs) - Budgeted	124.8	124.8	144.8	144.8	144.8	144.8

	2023	2024	2025	2026	2027	2028
	Approved Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget	Draft Budget
<b>Expenditure Summary</b>						
Wages & Benefits	\$ 17,330,600	\$ 18,995,093	\$ 21,537,442	\$ 22,179,988	\$ 22,852,395	\$ 23,320,459
Services & Supply Contracts	2,041,132	2,089,879	2,132,545	2,153,767	2,203,851	2,240,783
Materials & Supplies	1,258,991	1,413,130	1,127,704	1,079,165	1,204,859	1,151,090
Utilities	93,850	123,400	125,868	128,385	130,953	133,573
Internal Charges & Other	976,154	1,021,953	1,149,067	1,202,383	1,258,399	1,317,096
Debt Servicing	1,487,275	1,511,566	1,536,505	1,562,137	1,576,461	1,197,243
Grants & Subsidies	3,500	3,500	3,570	3,641	3,714	3,789
<b>Annual Operating Expenditures</b>	<b>\$ 23,191,502</b>	<b>\$ 25,158,521</b>	<b>\$ 27,612,701</b>	<b>\$ 28,309,466</b>	<b>\$ 29,230,632</b>	<b>\$ 29,364,033</b>

The contract with IAFF expired December 31, 2022. Wages and benefits reflect 2022 wage rates and an allowance for contract negotiations is included in committed contingency.

## Proposed Changes

A business case for a Fire Clerk has been prepared for Council's consideration for inclusion in the 2024 – 2028 Financial Plan.