

Minutes of the Strategic Planning and Policy Development Committee Meeting Salt Spring Island Fire Protection District

Meeting held: **September 11th, 2018**
Training Room, Ganges Fire Hall

In Attendance: Trustee Ron Lindstrom (Chair); Trustee Howard Baker; Trustee Rollie Cook; John Gauld; Mary Lynn Hetherington; Richard Kerr; Neil MacConnell
Staff: Fire Chief George; CAO Andrew Peat

These minutes follow the order and form of the agenda although the sequence may have varied.

Committee Chair Lindstrom welcomed Trustee Mary Lynn Hetherington who was appointed a member of the committee at the August 20, 2018 Board meeting.

1. **Call to Order**

The meeting was called to order at 10:00 A.M. by Committee Chair Lindstrom.

2. **Approval of Agenda**

A proposed agenda was circulated to members prior to the meeting.

By **general consent** the Agenda was accepted as circulated.

3. **Approval of Minutes**

3.1 **Receive and approve minutes of the meeting held August 14th, 2018**

The minutes of the August 14th, 2018 meeting were distributed prior to the meeting.

Motion moved by Committee Member Hetherington that the minutes of the August 14, 2018 meeting be accepted as circulated.

4. **Chair's Report**

Committee Chair Lindstrom reported that the Board of Trustees met once in August. The Board of Trustees was apprised that committee members were reviewing records relating to the Brinkworthy site and that possible strategic planning priorities are being reviewed. SPPD Committee was tasked to propose terms of reference for a New Fire Hall Advisory Committee, a Board governance workshop is planned, and a Town Hall meeting will be held after first reading of

the 2019 Taxation Bylaw to discuss the proposed operating budget and receive community feedback.

A committee member suggested that the governance workshop should include discussion of the roles of staff and trustees and reporting relationships.

A committee member suggested that the Asset Management plan to be jointly developed in cooperation with the Finance Committee should be comprehensive – including not only major apparatus but also buildings.

5. Old Business

5.1 Update regarding Strategic Planning Conversation

There was discussion on sample Vision and Mission statements proposed in Walter Steward's report. Committee Chair Lindstrom commented that in his opinion the existing Vision statement is too Fire Rescue centric and that the focus should be changed to the community to foster engagement and ownership. Committee Chair Lindstrom proposed a Vision statement saying, "A Fire Safe and Resilient Community" with the motto suggested by Chief George "Semper Paratus / Always Ready".

Committee Chair Lindstrom said that the Mission statement would say what Fire Rescue does and along lines suggested in Walter Steward's report "We EDUCATE Ourselves; We ENGAGE our Community; We CARE for our People and Assets". Chief George had suggested adding RESPONSIVE which would give the acronym "CARE²".

There was discussion. By **general consent** it was agreed that the committee chair will arrange a special meeting to finalize a recommendation for wording the Vision and Mission statements that can be considered by the Board.

5.2 Update regarding SS Community Alliance – Governance Working Group

Committee Member Gauld reported that the Governance Working Group's discussion paper will be released this week and will be available on the SS Alliance's website. Committee Member Gauld reported that an open house will be held on September 17, 2018 to present the report and receive feedback.

5.3 Update regarding Fire Wise Consulting Report

CAO Peat reported that the final version of the Fire Wise Consulting report has been copied to trustees and committee members. The report will be formally received at September 17, 2018 Board of Trustees meeting.

5.4 Update regarding Asset Management Policy and Plans

Committee Chair Lindstrom undertook to meet with the CAO and Chair of the Finance Committee to begin drafting policy and plans. CAO Peat commented that he has found useful information on the website for Salmo (Capital Asset Policy) and Central Saanich (Long Term financial Plan 2016).

5.5 Update regarding review of Brinkworthy site materials and RFP

Committee Members MacConnell and Gauld have reviewed materials in District records and that provided by Mr. Hans Hazenboom. In their opinion, a lot of the due diligence work necessary to assess the suitability of the Brinkworthy site as the location for a new fire hall was done prior to the 2013 failed referendum. Time has passed and the material might have to be reviewed or updated. Committee Members Gauld and MacConnell would prepare a summary report and will highlight the potential gaps – potable water being one concern.

It is the unanimous **recommendation** of the Strategic Planning & Policy Development Committee that the Board acknowledge and thank Hans Hazenboom for his volunteer work relating to the last new fire hall proposal.

Committee Member Gauld spoke about the October 11, 2005 Herold Engineering seismic assessment report that stated the Ganges fire hall needed to be upgraded to withstand seismic loads recommended in the 1998 BC Building Code for post-disaster buildings. In the discussion the comment was made that if the District doesn't get elector approval to build a new fire hall something must be done to address the known seismic risks of the Ganges Fire Hall.

Motion moved by Committee Member Gauld that it is the recommendation of the Strategic Planning & Policy Development Committee that the District will immediately proceed with a seismic upgrading of the Ganges Fire Hall if: a referendum date to vote later in 2019 on a new fire hall proposal is not set by June 30, 2019; a referendum to build a new fire hall fails; or construction documents are not commenced by March 31, 2020.

CARRIED

In the discussion the comment was made that the BC Building Code was amended in 2012 with further amendments expected by the end of this year. The opinion was expressed that the community must understand that "staying downtown" means upgrading the Ganges Fire Hall which may impact the District's ability to provide service.

5.6 Discussion of proposed Board strategic planning priorities

By general consent it was agreed to table discussion of the latest list of priorities until the October meeting after recommendations for Vision and Mission statements have been decided.

Committee Member Gauld asked that at the next regular meeting that the agenda include discussion about the current staffing model (a “composite department” having both career and paid-on-call members) – the benefits and challenges.

5.7 Update regarding Asset Management BC Conference

Chief George reported that he and Trustee Holzapfel will be attending the September 26, 2018 conference on behalf of the District.

6. New Business

6.1 Discuss proposal Terms of Reference – New Fire Hall Select Committee

Proposed Terms of Reference and draft policy statement for the New Fire Hall Advisory Select Committee were distributed to member prior to the meeting.

There was discussion and several minor amendments were proposed including that the name of the select committee will be “New Fire Hall Advisory Working Group” and membership may include officials from the Capital Regional District, Islands Trust, and North Salt Spring Waterworks.

There was consensus that the new fire hall should be designed for current needs and be expandable to accommodate anticipated changes up to 15 years into the future based on Islands Trust population projections. Chief George commented that if service demands increase exponentially where to build is a strategic decision – the answer may not always default to expand Fire Hall No. 1.

CAO Peat commented that a majority of voting members on the committee must be public members. With four standing committee chairs, possible representation from three local government agencies and the appointed chair, public membership might be more than seven.

In the discussion, CAO Peat commented that the draft Policy proposes that Board will appoint an independent facilitator to be chair of the New Fire Hall Advisory committee. To get qualified candidates it is likely that the Board will have to be offered some compensation.

It was the consensus of the meeting that the New Fire Hall committee's mandate would end once a referendum was held. It was suggested that a smaller committee would be formed to oversee construction.

The concern was expressed that members of the New Fire Hall committee must not be in a real or perceived conflict of interest.

Motion moved by Committee Chair Lindstrom that it is the recommendation of the Strategic Planning & Policy Development Committee that the Board of Trustees accept the amended draft Policy statement and Terms of Reference for the New Fire Hall Advisory Working Group.
CARRIED

6.2 Board Governance Workshop (Part II)

CAO Peat reported that he is having difficulty arranging a date for the workshop that can accommodate Linda Adams' and trustees' schedules.

9. Adjournment

There being no further business, **motion** to adjourn moved by Committee Chair Lindstrom.
CARRIED

The meeting adjourned at 11:34 P.M.

The next regular meeting of the Strategic Planning & Policy Development Committee is October 9, 2018 beginning at 10:00 A.M.

Ron Lindstrom
Committee Chair

Andrew Peat
Corporate Administrator