

Minutes of the Trustee Meeting of the Salt Spring Island Fire Protection District

Meeting held: **11 May 2015**

In attendance: Trustees: Linda Lee (Chair), Mitch Forest, Michael Garside, Derek Hill, Norbert Schlenker, Michael Schubart, Michele Severn
Staff Members: Chief Tom Bremner, SSIFFA Lieutenant Eric Taylor, Corporate Administration Officer (CAO) Andrew Peat
22 residents

Called to Order: 7:10pm

At the beginning of the meeting Chair Lee summarized trustees' comments made at the 20 April 2015 meeting on how the board can best work together including the need to approach discussion objectively, listen constructively and maintain a co-operative attitude. (Copy of "Meeting Ground Rules" attached to the original minutes).

Approval of Agenda

A proposed agenda was circulated to trustees prior to the meeting. **Motion** that the agenda be accepted as circulated moved by Trustee Schubart seconded by Trustee Forest. Carried.

Acceptance of Minutes

Minutes of the 16 March 2015 Trustee Meeting

Minutes of the 16 March 2015 monthly trustees' meeting were distributed prior to the meeting. **Motion** that the minutes of the meeting of 16 March 2015 be accepted as circulated moved by Trustee Schubart seconded by Trustee Garside. Carried.

Minutes of the 20 April 2015 Trustee Meeting

Minutes of the 20 April 2015 trustees' meeting were distributed prior to the meeting. **Motion** that the minutes of the meeting of 20 April 2015 be accepted as circulated moved by Trustee Schlenker seconded by Trustee Hill. Carried

Draft Minutes of the 20 April 2015 Annual General Meeting

Draft minutes of the 20 April 2015 Annual General Meeting were distributed to trustees at the meeting. Consideration of the minutes tabled until the next meeting to allow trustees to review the minutes.

Committee Reports

Minutes of the 25 March 2015 Finance Committee Meeting

Minutes of the 25 March 2015 Finance Committee meeting were distributed prior to the meeting. **Motion** that the minutes of the 25 March 2015 meeting of the Finance Committee be received moved by Trustee Schubart seconded by Trustee Schlenker. Carried. The committee made five recommendations.

Motion that the Capital Works Renewal Reserve funds be invested with Island Savings Credit Union in their 5 year step up term deposit product was moved by Trustee Schubart seconded by Trustee Hill. Carried. Trustee Schubart advised that three proposals from local financial institutions were considered together with Municipal Finance Authority of British Columbia pooled investment fund options.

Motion that the offer of credit facilities received from the BMO Bank of Montreal be accepted as proposed moved by Trustee Schubart seconded by Trustee Garside. Carried. The loan is to provide bridge finance to assist with funding the “Vehicle Exhaust System Capital Project” pending receipt of term financing to be arranged through the Ministry.

Motion that at least once a year the Chair of the Finance Committee review all expense claims for reimbursement submitted by staff, volunteers and trustees moved by Trustee Schubart seconded by Trustee Severn. Carried. In the discussion CAO Peat advised that a review of expense claims was recommended as a matter of “good practice” and board oversight. A review could be conducted as often as considered necessary and apart from those on corporate credit cards, CAO Peat did not believe there were a large volume of transactions.

The Committee’s recommendation that the Corporate Administrator replace the Fire Chief as a signing officer on District bank accounts was not considered as the recommendation was agreed to at the 20 April 2015 meeting.

The Committee’s recommendation that as part of strategic planning trustees consider replacing #102 Mini pumper and #302 Tender a “high priority” was acknowledged. In the discussion it was the consensus of the meeting that while being made aware of the possible need to replace fleet vehicles approaching the end of their useful lives it is best that the matter be dealt with first at the committee level.

Minutes of the 25 March 2015 In-Camera Finance Committee Meeting

Minutes of the 25 March 2015 in-camera Finance Committee meeting were distributed prior to the meeting. **Motion** that the minutes of the 25 March 2015 in-camera meeting of the Finance Committee be received moved by Trustee Schubart seconded by Trustee Hill. Carried. Board consideration of Committee recommendations will be done at an in-camera meeting.

Minutes of the 7 April 2015 Finance Committee Meeting

Minutes of the 7 April 2015 Finance Committee meeting were distributed prior to the meeting. **Motion** that the minutes of the 7 April 2015 meeting of the Finance Committee be received moved by Trustee Schubart seconded by Trustee Garside. Carried. The committee made three recommendations.

In the discussion concerning the Committee’s recommendation to transfer additional monies to the Capital Works Renewal Reserve Fund CAO Peat advised that the audited 31 December 2014 statements (page 4) show “Net financial assets” of -\$24,243 with

“Long term debt” recorded as a “Financial liability”. CAO Peat stated that it was his recollection of the Committee meeting that the intent was to recommend transferring surplus cash balances to the reserve fund without allowing for long term liabilities as debt servicing requirements (principal and interest) are funded apart from the operational budget. Trustee Schubart commented that the “Capital Works Renewal Reserve Fund” (Bylaw No. 126) states that disbursements from the fund can only be done by a bylaw approved by the Inspector of Municipalities and that monies can only be used for upgrading, replacing, or renewal of existing assets. **Motion** that after deduction of 10% of the 2015 operating budget (\$252,900) the balance of net financial assets as at 31 December 2014 before long term debt be transferred to the Capital Works Renewal Reserve Fund. Carried. CAO Peat advised that in addition to a transfer of \$451,000 previously authorized an additional \$131,788 will be transferred.

The Committee’s recommendation that roof repairs to Ganges Hall #1 and obtaining another air compressor should be considered “priority” capital projects was acknowledged. There was general consent that the recommendation should be dealt with at the committee level but Chief Bremner was tasked to obtain written quotes for the work and report back to trustees.

The Committee’s recommendation that the Fire District’s Board initiate discussions with the Board of North Salt Spring Waterworks District to see how responsibility for servicing fire hydrants might be addressed was discussed. Chief Bremner commented that discussions at the “operational level” have reached an impasse. **Motion** that the Chair be tasked to approach the Chair of the Board of North Salt Spring Waterworks District directly to explore whether the issue of fire hydrant responsibility can be constructively discussed and resolved to our mutual benefit moved by Trustee Severn seconded by Trustee Forest. Carried.

Minutes of the 16 April 2015 Finance Committee Meeting

Minutes of the 16 April 2015 Finance Committee meeting were distributed prior to the meeting. **Motion** that the minutes of the 16 April 2015 meeting of the Finance Committee be received moved by Trustee Schubart seconded by Trustee Schlenker. Carried. The committee made one recommendation.

Motion that CAO Peat be tasked to prepare a written report to trustees outlining actions taken to date and/or necessary in the future to address points raised in the auditor’s management letter moved by Trustee Schubart seconded by Trustee Schlenker. Carried.

Minutes of the 25 March 2015 Human Resources Committee Meeting

Minutes of the 25 March 2015 Human Resources Committee meeting were distributed prior to the meeting. **Motion** that the minutes of the 25 March 2015 meeting of the Human Resources Committee be received moved by Trustee Severn seconded by Trustee Garside. Carried. The committee made two recommendations.

Motion that the board hold a workshop presented by a professional facilitator on governance for all trustees moved by Trustee Severn seconded by Trustee Garside.

Carried. CAO Peat advised that board governance was an area of concern identified in the Walker Resource Group report. Richard Walker has indicated to CAO Peat his availability. After discussion Chair Lee agreed to contact Mr. Walker on this matter.

Motion the draft Request for Proposal Administrative Function Review as amended by the Human Resources Committee be approved moved by Trustee Severn seconded by Trustee Schubart. Carried. CAO Peat advised that in view of the 31 May 2015 submission deadline for receiving proposals notice has already been posted on the Fire Service website. Chair Lee asked that as the Human Resources Committee has not yet met, proposals should be addressed to the Board Chair – CAO Peat to amend the website and advise the two proponents who have already indicated interest.

Minutes of the 25 March 2015 In-camera Human Resources Committee Meeting

Minutes of the 25 March 2015 In-camera Human Resources Committee meeting were distributed prior to the meeting. **Motion** that the minutes of the 25 March 2015 in-camera meeting of the Human Resources Committee be received moved by Trustee Schubart seconded by Trustee Severn. Carried. The committee made no recommendations.

Minutes of the 7 April 2015 Human Resources Committee Meeting

Minutes of the 7 April 2015 Human Resources Committee meeting were distributed prior to the meeting. **Motion** that the minutes of the 7 April 2015 meeting of the Human Resources Committee be received moved by Trustee Schubart seconded by Trustee Hill. Carried. The committee made no recommendations.

Correspondence

Correspondence from Mr. Paul Marcano (6 May 2015) was distributed to trustees at the meeting. (Copy attached to the original minutes.) CAO Peat advised that correspondence had also been received (Mr. W. Reuben Kaufmen 22 April 2015) which will be copied to trustees. (Copy attached to the original minutes.) Chair Lee asked that consideration of correspondence be deferred until the June meeting.

Fire Chief's Reports

Chief Bremner's monthly reports for March and April 2015 were distributed prior to the meeting. (Copies attached to the original minutes.) Exhaust ventilation systems are installed and operational in all three fire halls. Special mention was made of Lieutenant Sherrin's trip to Peru as part a "Firefighters without Borders" educational team. Burn permits are required as of 15 April 2015 – some 987 were issued in March and April.

Salt Spring Island Fire Fighters Association Reports

Salt Spring Island Fire Fighters Association reports for March and April 2015 were distributed prior to the meeting. (Copies attached to the original minutes). Special mention was made of the upcoming annual May long weekend "Boot Drive" - this year raising money for BC Children's Hospital.

Old Business

District Boundaries

CAO Peat advised that after reviewing maps prepared by Polaris Land Surveying Ltd plotting district boundaries, he has asked for written confirmation of the “status” (in or outside the District) of a small number of parcels.

Emergency Water Delivery – fire hydrant responsibility

Dealt with when the recommendations of the 7 April 2015 Finance Committee meeting were considered and discussed.

First Reading of Bylaw No. 125 Open-Burning regulations

CAO Peat introduced proposed Open-Burning Bylaw No. 125 which had been distributed prior to the meeting. (Copy attached to the original minutes). **Motion** moved by Trustee Schlenker seconded by Trustee Forest that first reading of Bylaw No. 125 be accepted. Carried. After discussion there was general consensus that there should be opportunity for further public input and that a special meeting of the board should be held to deal specifically with the proposed bylaw. **Motion** that a special meeting of the Board of Trustees be held 25 May 2015 beginning at 7:00pm to consider Bylaw No. 125 moved by Trustee Schlenker seconded by Trustee Severn. Carried. Chief Bremner was tasked to prepare a written report outlining possible impact of proposed regulations on operations.

Communications Policy

Consideration of the draft policy tabled until a future meeting.

Fire Service Level Policy

There was wide ranging discussion on how trustees should deal with the issue of what fire service level is appropriate given the Fire Service’s resources and public expectations. There was consensus that the topic should be dealt with at a special meeting(s) of the board and that there needed to be ample opportunity for public comment and input. **Motion** that prior to the start of the 15 June 2015 trustees meeting, the public section would be dedicated to receiving public input on the “fire service level policy” moved by Trustee Schubart seconded by Trustee Garside. Carried.

Fire Underwriters Survey

CAO Peat advised trustee that amendments to the received report are being prepared by the consultant. Tentative date of 5 August 2015 has been proposed by Robert McGuinness of Opta Information for a presentation to the Board of Trustees. CAO Peat was asked to confirm that the presentation would be at an evening meeting.

Oath of Office

Confidentiality & Conflict of interest agreement

Copies of a proposed “Oath of Office” and “Confidentiality & Conflict of Interest Agreement” had been previously distributed to trustees. Chair Lee read a board resolution (copy attached to the original minutes) and a **Motion** that the Board of Trustees of the Salt Spring Island Fire Protection District at a meeting held on 11 May 2015 approve and adopt an “Oath of Office” and a “Confidentiality and Conflict of

Interest Agreement” in the forms attached to the board resolution moved by Chair Lee seconded by Trustee Garside. Carried.

Request for Proposal Administration Function Review

Dealt with when the recommendations of the 25 March 2015 Human Resources Committee meeting were considered and discussed.

Chief Bremner’s report on implementation FireWise recommendations

Chief Bremner’s report on prioritizing and implementation of FireWise Consulting Inc recommendations were distributed prior to the meeting. (Copy attached to the original minutes.) In the discussion Chief Bremner confirmed that Operational Guidelines and Policies had been posted in the member’s section on the District’s website (Recommendation B30) and that documents had been provided to begin renewal of the Superior Shuttle Service accreditation (Recommendation 14.01.1)

New Business

Appoint members to standing committees

CAO Peat advised that at present the board has four standing committees – Finance, Human Resources, Elections, and Building. After discussion it was the general consensus of the meeting to implement the recommendation of the Walker Report increasing the number of committees and appointing members from the general public. Recommendation #9 of the report proposed five committees: Finance and Audit; Human Resources and Legal; Marketing and Communications; Facilities and Physical Plant; and Strategic Planning and Policy Development. CAO Peat agreed to investigate and report back to the board how other organizations recruit members of the public to serve on committees. In the interim, trustees volunteered to serve on the Finance and Human Resources committees to permit committee work to begin. **Motion** moved by Chair Lee seconded by Trustee Forest that trustees Garside, Schlenker and Schubart be appointed to the Finance Committee and that trustees Forest, Hill and Severn be appointed to the Human Resources Committee. Carried.

Review terms of reference of committees

Terms of reference for existing committees were distributed to trustees prior to the meeting. (Copy attached to the original minutes). Trustee Schlenker with assistance of Trustee Forest and Trustee Severn agreed to investigate and present terms of reference for the five proposed board committees. Trustee Hill agreed to take on Facilities and Physical Plant.

Proposed Elections Bylaw

CAO Peat advised that after the latest trustee election concerns were expressed how certain aspects of the election were conducted. Unlike elections for municipal council or a regional district, the Local Government Act is largely silent on how improvement district elections are to be conducted. After discussion it was agreed that CAO Peat be tasked to draft an elections bylaw for consideration by trustees.

District legal representation

Trustee Schlenker spoke of his concern that the District's legal representative needs to be familiar with local government law but also contract negotiation – in line with the Walker Report recommendation to have a professional team for December 2016 contract negotiations. Trustee Schlenker agreed to investigate and report.

Quarterly Financial Report

A "Statement of Revenue & Expenditure" for the three months ending 31 March 2015 was distributed prior to the meeting. (Copy attached to the original minutes). Unaudited financial results records Net Revenue in Excess of Expenditures for the first quarter of \$58,601 some +\$79,378 better than budget. CAO Peat advised that the board's past practice was that statements would be reviewed in detail by the Finance Committee. **Motion** that the quarterly financial report for the period ending 31 March 2015 prepared by CAO Peat be received moved by Trustee Schlenker seconded by Trustee Severn. Carried.

Document Management System

The need for proper document management systems and protocols (Walker report Recommendation #6) was discussed. CAO Peat suggested that systems not only include digitizing documents but also include a robust structured framework to organize records. Trustee Schlenker agreed to investigate further and report back.

Mutual Aid Agreements

There was discussion concerning the desirability of reviewing existing mutual aid agreements and possibility of also approaching North Cowichan Fire Protection District. Trustee Hill agreed to investigate and report back to trustees with participation from Chief Bremner.

Resume consideration of a motion tabled at 20 April 2015 meeting

At the 20 April 2015 meeting consideration of a motion moved by Trustee Hill tasking Chief Bremner to find ways to reduce costs was tabled until a future meeting. Trustee Hill asked that the motion be withdrawn.

Delegations

None

In-Camera meeting

Motion moved by Trustee Severn seconded by Trustee Garside that Human Resources issues be considered in-camera. Carried. The meeting moved to an in-camera meeting at 9:10pm and arose from the in-camera meeting at 10:03pm.

Adjournment

There being no further business **motion** to adjourn moved by Trustee Schlenker. Carried. The meeting adjourned at 10:03pm.

A special meeting of trustees will be held 25 May 2015.

The next scheduled regular meeting of the trustees is 15 June 2015.

Linda Lee
Chair Board of Trustees

Andrew Peat
Corporate Administrator

Minutes of the “Town Hall” Meeting of the Salt Spring Island Fire Protection District

Meeting held: **11 May 2015**

In attendance: Trustees: Linda Lee (Chair), Mitch Forest, Michael Garside, Derek Hill, Norbert Schlenker, Michael Schubart, Michele Severn

Staff Members: Chief Tom Bremner, SSIFFA Lieutenant Eric Taylor, Corporate Administration Officer (CAO) Andrew Peat

22 residents

Called to Order: 7:00pm

At the beginning of the meeting Chair Lee welcomed and thanked those present for taking the time to attend and for their continuing interest in the Fire Service. Chair Lee again invited questions and comments from the community which are welcome and needed by the board to assist them in their deliberations. Chair Lee advised that minutes will be taken so that what was discussed at ‘town hall’ meetings could be part of the public record.

A question was asked concerning what constitutes a quorum at board and committee meetings. Chair Lee responded that for board meetings a majority of trustees (four) must be present in order that business may be conducted. CAO Peat replied that for all committees a majority of members appointed to that committee must be present in order that business may be conducted. Chair Lee also commented that four trustees meeting with Chief Bremner would not constitute a meeting of the board as the District’s meeting bylaw (Bylaw No. 119 Meeting Procedures Bylaw 2012) has requirements regarding notice of a meeting and providing an agenda of the business to be conducted.

A question was asked concerning the proposed Open-burning Bylaw No. 125. Specifically there is a section on cost recovery and it was questioned whether an improvement district has the power to do so. Chair Lee responded that at tonight’s meeting trustees will only give first reading of proposed Bylaw No.125. After the bylaw has been introduced trustees will likely convene a special meeting of the board to receive further public input and then deal with the bylaw in detail.

A question was asked concerning the quarterly financial operating statements. CAO Peat replied that in preparing the report he has not had an opportunity to review the information in any detail and could not comment as to why the budget numbers for the first quarter were not 25% of the annual budget as might be expected. He advised that quarterly statements are normally received by the board and reviewed in detail by the Finance Committee. CAO Peat said that prior to the committee’s review he would satisfy himself that budget figures reflect a realistic expectation of expenses for the quarter.

The Board was thanked for making available the meeting agenda and materials on the website.

There being no further questions from the floor, the “town hall” meeting was adjourned by Chair Lee at 7:10pm.

Linda Lee
Chair Board of Trustees

Andrew Peat
Corporate Administrator

Minutes of the
Fifty Fifth Annual General Meeting
Salt Spring Island Fire Protection District

Meeting held: **20 April 2015**

Hart Bradley Hall, Salt Spring Island Lions Club

In attendance: Trustees: Dan Lee (Chair), Ron Chamney, Michael Garside, Michael Schubart, Michele Severn

Regrets: Richard Hannah, Bruce Patterson

Staff Members: Chief Tom Bremner, SSIFFA Lieutenant Eric Taylor, Corporate Administration Officer (CAO) Andrew Peat

Guest: Auditor Jean Elwell CA

49 residents

Chair Lee called the meeting to order at 7:00pm and welcomed attendees.

Appoint Recording Secretary and Parliamentarian

Motion moved by Trustee Garside seconded by Trustee Chamney that Corporate Administration Officer Andrew Peat be appointed recording secretary and parliamentarian for the meeting. Carried.

Acceptance of Minutes

The minutes of the fifty fourth Annual General Meeting held 28 April 2014 were read by CAO Peat. (Copy attached to the original minutes.) Jean Elwell CA asked that the section referencing her presentation of the “audit financial report” should use the term “financial statements” instead of “financial report”. Chair Lee asked that the motion accepting the Fire Chief’s Report was moved by himself and not “Tom Lee” as recorded. **Motion** moved by Trustee Chamney seconded by Trustee Schubart that the minutes be amended to read “financial statements” replacing “financial report” and that the motion to accept the Fire Chief Report was moved by “Dan Lee” not “Tom Lee”. Carried. **Motion** moved by Trustee Chamney seconded by Trustee Schubart that the minutes of the fifty fourth Annual General Meeting be accepted as amended. Carried.

Acceptance of Audited Financial Statements

Audited financial statements for the year ending 31 December 2014 were presented by Jean Elwell CA. (Copy attached to the original Minutes.) Reference was made to management’s responsibility for the financial statements and that her independent auditor’s report states in part that it is her opinion that the financial statements present fairly, in all material respects, the financial position of the District as at 31 December 2014. The “Statement of Operations” records an annual surplus of \$277,246 and “Statement of Change in Net Financial Assets” reports a change of +\$434,427. In the discussion it was noticed by Jean Elwell that on the “Statement of Cash Flows” “(Decrease) in cash” should read “Increase/(Decrease) in cash”.

In discussing the “Notes to the Financial Statements” reference was made to Note 1 which states in part the financial statements are prepared in accordance with recommendations from the Public Sector Accounting Board for the Canadian Institute of Chartered Accountants and Note 6 “Correction of Accounting Error” which reports a change in the amortization rate on vehicles from a rate of 30% to a rate of 10% that was applied retrospectively. Jean Elwell stated that the revised amortization rate more realistically reflected the useful life of vehicles. There is no impact on financial assets and the changes made increased net tangible assets, net equity in non-financial assets and accumulated surplus by \$819,886.

Motion moved by Trustee Chamney seconded by Trustee Schubart that the financial statements be amended to read on the “Statement of Cash Flows” (page 7) “Increase/(Decrease) in cash” replacing “(Decrease) in cash”. Carried. **Motion** moved by Trustee Chamney seconded by Trustee Schubart that the financial statements be accepted as amended. Carried.

Fire Chief’s Report

The “2014 Fire Chief’s Annual Report” was presented by Chief Bremner. (Copy attached to the original minutes.) The importance of training was highlighted with weekly use of the training ground facility at the Fulford Fire Hall and another successful “Training in Paradise” weekend with upwards of 100 firefighters attending. Chief mentioned that in 2014 over 4,600 people (both adults and children) were directly affected through the District’s public education and fire prevention programs. Thanks was extended to partnered organizations, trustees, staff and Salt Spring Island Fire Rescue members for their commitment, dedication and support of the fire service.

Motion moved by Trustee Chamney seconded by Trustee Severn that the 2014 Fire Chief’s Annual Report be received. Carried

Salt Spring Island Firefighters Association Report

The “Salt Spring Island Firefighters Association AGM Report” was read by Lieutenant Eric Taylor. (Copy attached to the original minutes.) Association members donated some \$4,600 as well as volunteering many hour fundraising for various causes. Mention was made of bursary winners – Sky Losier and Colin Buckley receiving respectively the “Travis Guedes Bursary” and “Steve Thomas Memorial Scholarship”. Association member Fire Fighter Chantelle Phol received the “Presidents Choice Award” and Fire Fighter Tom McCormick the “Volunteer of the Year Award”.

Motion moved by Trustee Chamney seconded by Trustee Severn that Salt Spring Island Firefighters Association AGM Report be accepted. Carried.

Chair of the Board of Trustees Report

Chair Lee read his report. Mention was made of the Walker Resource Group Fire Service report initiated in the fall of 2014 and formally received in February 2015 which provides a framework for the District/fire service to move forward. Thanks was extended to

retiring trustees Bruce Patterson, Richard Hannah and Ron Chamney for their many years of service. Chair Lee concluded by thanking all members of the fire service for keeping our lives, community, island and homes safe.

Election Results

Trustee Garside advised that as a result of the election held 18 April 2015 Mitchell A. Forest, Harold Derek Hill, and Norbert F Schlenker have been elected for a three year term of office and that Linda J. Lee was elected by acclamation to complete the balance of a term of office terminating at the end of the AGM to be held in 2016.

Motion moved by Trustee Garside seconded by Trustee Schubart that the election materials will be retained in the custody of the Corporate Administration Officer to be destroyed when advised to do so by the Returning Officer. Carried.

Old Business

None

New Business

Fire Service Levels Presentation

Chief Bremner presented a presentation on what it means to have the Board of Trustees approve a “Service Level Policy” in terms of fire services provided and associated costs. (Copy attached to the original minutes.) Trustees had asked Chief Bremner to prepare the presentation to begin the dialogue with the public.

Chief Bremner stressed that that service level policy refers only to structural firefighting and that the “British Columbia Structure Firefighter Competency and Training Playbook” was designed to ensure that appropriate minimum levels of training are established and explicitly linked to the level of service being provided. Chief Bremner advised that Salt Spring Island Fire/Rescue has been responding to structural fire calls as a “full service” level agency for thirty years and that staff are trained to meet the required standards.

Landowner Discussion with trustees

A question was asked about the Bullock Lake fire and whether water pumped from Bullock Lake could have been used in fire suppression. Chief Bremner commented that there are no “filters” on hoses and suitability of water sources depends on many factors. It is the District’s practice to respond to structural fires with water tankers and not necessarily rely on local hydrants and/or nearby water sources for refilling. Responsibility for testing and maintaining hydrants is a related issued which needs to be addressed cooperatively by the District and water service providers.

A question was asked as to whether trustees have received professional input as to the suitability of the Brinkworthy property for the location of a new fire hall. Trustees advise that drainage report had been received.

Concern was expressed that during the recent trustee elections social media often contain misleading information which was not addressed/corrected by the District. The concern was noted.

Details of trustee meetings held concerning negotiations and ratification of the current collective agreement with the International Association of Fire Fighters Local 4467 was the subject of a lively discussion. A major concern was the rational for the negotiated increase of an additional two full time career members in the fire suppression division.

Adjournment

There being no further business, **motion** to adjourn moved by Trustee Chamney. Carried. The meeting adjourned at 8:50pm

Linda Lee
Chair Board of Trustees

Andrew Peat
Corporate Administrator

Minutes of the Trustee Meeting of the Salt Spring Island Fire Protection District

Meeting held: **25 May 2015**

In attendance: Trustees: Linda Lee (Chair), Michael Garside, Derek Hill, Norbert Schlenker, Michael Schubart

Regrets: Mitch Forest, Michele Severn

Staff Members: Chief Tom Bremner, Corporate Administration Officer (CAO) Andrew Peat

17 residents

Called to Order: 7:00pm

Approval of Agenda

Chair Lee suggested that the agenda be amended to have Chief Bremner's report discussed before hearing public submissions and that under delegations priority be given to parties who have requested to address the meeting and/or have made submissions.

Motion that the agenda be amended as proposed moved by Trustee Schlenker seconded by Trustee Hill. Carried

Fire Chief's Report on Proposed Bylaw No.125

Chief Bremner's report to trustees on the proposed Open-Burning Bylaw was distributed prior to the meeting. (Copy attached to the original minutes.) Chief Bremner thanked former trustee Ron Chamney for his work on revising the bylaw and staff, particularly Lieutenant Sherrin, for their input and assistance. Material changes (highlighted in yellow) are recommended as proposed restrictions (in particular those proposing a burning season and ventilation index requirements) could prohibit open-burning completely. Chief Bremner commented that he tried to maintain a balance between legitimate health and environmental concerns and the realities facing island residents.

Responding to a question from Trustee Hill, Chief Bremner advised that bylaw enforcement would be largely through public education, communications and prevention. The cost recovery section in the bylaw (section 22) is not a fine but rather a recovery as an improvement district does not have the authority to levy fines. In the discussion the ability of the District to have costs recovered by adding the debt to property taxes was questioned and the comment was made that the debt might only be attached as a registered lien against the title. In response to a question from Trustee Schlenker, Chief Bremner advised that former trustee Chamney communicated with several groups which expressed a desire that the open-burning bylaw address health and environment concerns which he incorporated.

Delegations

Ken Byron expressed his concern that ventilation index requirements for category 2 opening burning would severely limit the number of days burning would be permitted.

He also expressed his concern that the bylaw should not be passed until the District's legal ability to recover costs has been clarified.

Sandra Leckie summarized health and environmental concerns expressed in her submission. Smoke from open-burning is a known and accepted risk to health and that when we dispose of land clearing and garden waste we can do better than just burning – exploring the alternative such as chipping and composting which would be value added options.

Ron McCullough asked that trustees take more time to deliberate on the proposed changes and that the community be clearly informed on what will be the impact of proposed regulations rather than a surprise after the fact.

In the general discussion the comment was made that the category 3 setback requirement of 100m from neighbouring residence or business precluded burning in most residential areas. Chief Bremner commented that the bylaw regulates open-burning not “smoke” which is a provincial responsibility under the Environmental Management Act. Responding to a question on why an open-burning bylaw is needed at all, Chief Bremner and Trustee Schlenker both commented that if there is no local bylaw the more restrictive requirements of the Wild Fire Act are in effect. Responding to a comment that site visits prior to Class 3 material burns is unnecessary, Chief Bremner stated that inspections of burn piles have not been done since 2014 as local contractors have pointed out their methodology for processing the burn materials.

Lieutenant Sherrin reminded the meeting that the revision of the open-burning regulation was begun in large part as a housekeeping measure to update definitions and references to provincial legislation, to potentially allow for on-line permitting, streamline terminology and reflect contemporary practices for open-burning.

Correspondence

Correspondence on proposed Bylaw No 125 was received from former trustee Ron Chamney, Ken Byron, and Sandra Leckie and John Walper. (Copies attached to the original minutes.)

Old Business

Bylaw No. 125 Open-Burning regulations

Chair Lee and Trustee Schlenker expressed their belief that the District would be ill-advised to proceed with second reading and it would be better to start over. **Motion** that the introduction and first reading of Open-Burning Bylaw No. 125 be rescinded moved by Trustee Schlenker seconded by Trustee Garside. Carried by unanimous consent. After further discussion it was agreed that the drafting of a revised open-burning regulations bylaw be done by a select committee of the board. **Motion** that Trustee Schlenker, Trustee Garside, Chief Bremner, Lt. Mitchell Sherrin, CAO Peat, Ken Byron and Sandra Leckie be appointed to a select committee of the board to draft an open-burning bylaw for consideration by the Board of Trustees moved by Trustee Schubart seconded by Trustee Hill. Carried.

Adjournment

There being no further business **motion** to adjourn moved by Trustee Schubart. Carried.
The meeting adjourned at 8:45pm.

The next scheduled regular meeting of the trustees is 15 June 2015.

Linda Lee
Chair Board of Trustees

Andrew Peat
Corporate Administrator

Salt Spring Island Fire Protection District

Bylaw No. 123

A bylaw to borrow the sum of ninety thousand dollars on the credit of the improvement district.

The Trustees of the Salt Spring Island Fire Protection District in open meeting assembled, ENACT AS FOLLOWS:

1. It shall be lawful for the Improvement District to borrow the sum of ninety thousand dollars (\$90,000) or any smaller sum from September 1, 2014 and to pledge the toll collecting and taxing powers of the improvement district for the repayment of the said sum.
2. It shall be lawful for the Trustees to issue promissory notes obligating the improvement district to repay the sum so borrowed and to pay interest thereon at the prime rate per annum in effect, plus no more than two percent per annum thereon.
3. The said sum so borrowed will be repaid on or before the 30th day of June 2015.
4. This bylaw may be cited as the "Vehicle Exhaust System Capital Project Bylaw".

INTRODUCED and given first reading by the Trustees on 16th day of June 2014.

RECONSIDERED and finally passed by the Trustees on the 18th day of August 2014.



Michael Schubart, Chair of the Trustees

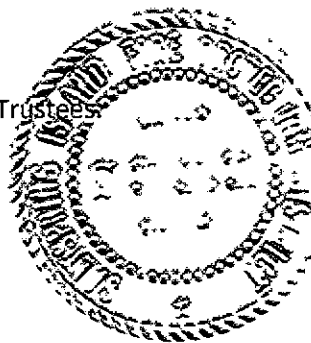


Andrew Peat, Corporate Administrator for the Trustee

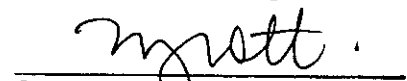
I hereby certify under the seal of the Salt Spring island fire Protection District that this a true copy of Bylaw No. 123.



Andrew Peat, Corporate Administrator for the Trustees



A true copy of Bylaw No. 123
registered in the office of the
Inspector of Municipalities this
12th day of November 2014


Deputy Inspector of Municipalities

Salt Spring Island Fire Protection District

Bylaw No. 128

A Bylaw to amend Bylaw No. 123

A bylaw to borrow the sum of ninety thousand dollars on the credit of the improvement district.

The Trustees of the Salt Spring Island Fire Protection District in open meeting assembled, ENACT AS FOLLOWS:

1. It shall be lawful for the Improvement District to borrow the sum of ninety thousand dollars (\$90,000) or any smaller sum from September 1, 2014 and to pledge the toll collecting and taxing powers of the improvement district for the repayment of the said sum.
2. It shall be lawful for the Trustees to issue promissory notes obligating the improvement district to repay the sum so borrowed and to pay interest thereon at the prime rate per annum in effect, plus no more than two percent per annum thereon.
3. The said sum so borrowed will be repaid on or before the 31st day of December 2015.
4. This bylaw may be cited as the "Vehicle Exhaust System Capital Project Bylaw, 2015".
5. That bylaw #123 cited as "Vehicle Exhaust System Capital Project Bylaw" is hereby repealed.

INTRODUCED and given first reading by the Trustees on day of June 2015.

RECONSIDERED and finally passed by the Trustees on the day of June 2015.

Linda Lee, Chair of the Trustees

Andrew Peat, Corporate Administrator for the Trustee

I hereby certify under the seal of the Salt Spring island fire Protection District that this a true copy of Bylaw No. 128.

Andrew Peat, Corporate Administrator for the Trustees.

June 8, 2015

Salt Spring Island Fire Protection District

Open-Burning Bylaw No. 125

A bylaw to repeal Bylaw No. 92

The Trustees of the Salt Spring Island Fire Protection District enact as follows:

PURPOSE AND PREAMBLE:

By letters patent issued on November 24, 1959, the Salt Spring Island Fire Protection District (SSIFPD) was given authority to undertake provisions for fire protection for the prescribed local service areas of Salt Spring Island and was given power under Section 731 of the *Local Government Act*.

Subject to the *Fire Services Act*, the trustees of the SSIFPD may enact Bylaws for the safety, health and welfare of people and the protection of people and property according to Section 745 of the *Local Government Act*.

Therefore, trustees of the SSIFPD enact the following Bylaw to be known as the "Open-Burning Bylaw".

PART I – DEFINITIONS:

In this bylaw:

1. **Campfire** - means Open Burning that meets the following requirements, in accordance with the *Wildfire Regulation, Wildfire Act, SBC 2004* (except as follows), that:
 - (a) burns material in one pile no larger than 0.5 m in height and 0.5 m in width; and
 - (b) is lit, fueled or used for recreational, cooking and warmth or for ceremonial purposes.
2. **Category-2 Open Burning** - means Open Burning, other than a Campfire, in accordance with the *Wildfire Regulation, Wildfire Act, SBC 2004* (except as follows), that:
 - (a) burns material concurrently in no more than two piles each not exceeding 2 m in height and 3 m in width; and
 - (b) where the material has been piled by hand.
3. **Category-3 Open Burning** - means Open Burning, in accordance with the *Wildfire Regulation, Wildfire Act, SBC 2004*, that burns:
 - (a) material concurrently in 3 or more piles each not exceeding 2 m in height and 3 m in width; or
 - (b) material in one or more piles each exceeding 2 m in height or 3 m in width; or
 - (c) one or more windrows; or
 - (d) stubble or grass over any area.

June 8, 2015

4. Demolition Waste – means any material resulting from or produced by the complete or partial destruction or tearing down of any structure.
5. Domestic Incinerator – means any metal or masonry container equipped with a tight-fitting wire screen lid of not more than 1 centimetre (3/8”) to restrict any sparks or flying debris. It is used for the Open Burning of dry segregated Garden Refuse from any single or multi-family dwelling unit occupied by a single-family or multi-family. Burning of Garden Refuse in a Domestic Incinerator is classed as Category-2 Open Burning.
6. Fire Ban – means periods when Open Burning of selected categories may be prohibited under Order by the Fire Chief, or his designate.
7. Fire Chief – means the person appointed by the Salt Spring Island Fire Protection District, to be in charge of Salt Spring Island Fire Rescue, its equipment and the fire fighting personnel of the Salt Spring Island Fire Protection District, or his designate.
8. Fire Control - means an action to contain, extinguish or limit the spread of a fire.
9. Fire Department – means the Fire Department established for the local service area by bylaw of the Salt Spring Island Fire Protection District.
10. Garbage – means all household and commercial waste or refuse, whether it contains the remains of edible food or not.
11. Garden Refuse - means leaves, foliage, prunings, weeds, crops or stubble for domestic purposes or in compliance with the *Weed Control Act*.
12. Green Debris – means tree cuttings, pruning or trimmings that have been cut and not allowed to dry for a minimum of 30 days.
13. Improvement District - means the Salt Spring Island Fire Protection District.
14. Noxious Material – includes all tire, plastics, rubber products, drywall, Demolition Waste, construction waste, paint, animal organic waste, vegetable waste, food waste, biomedical waste, tar, asphalt products, battery boxes, plastic materials and petroleum products.
15. Nuisance means the emission of smoke, dust, gas, sparks, ash, soot, cinders, fumes or other effluvia that is liable to foul or contaminate the atmosphere (as defined by Section 725 of the *Local Government Act*).
16. Open Burning – means the combustion of material with or without control of the combustion air and without a stack or chimney to vent the emitted products of combustion to the atmosphere. Open Burning includes burning of Garden Refuse in a Domestic Incinerator operated outdoors. Open Burning does not include:
 - (a) liquid-fuel or propane-fueled appliances;
 - (b) Personal Barbeques or contained charcoal fires for the purpose of cooking food;

June 8, 2015

- (c) fires used by Fire Department for training and education;
 - (d) fires used by authorities having jurisdiction set in accordance with federal or provincial regulations.
- 17. Order – means any order, decision, requirement or direction given by the Fire Chief or his/her designate.
 - 18. Permit – means a document signed and issued pursuant to the provisions of this bylaw authorizing a Person to undertake Open Burning under the conditions specified in the document.
 - 19. Person – includes any firm or corporation.
 - 20. Personal Barbeques - means a total grill area less than 0.50 m², not located within 1.5 metres of any grass, brush, shrubbery or wooden fences and not located within 4 metres of any structure does not require a Permit.
 - 21. Special Open-Burning – means ceremonial fires, special-event barbeques and other fires that may be permitted during Fire Bans.
 - 22. Special Open-Burning Permit – means a document signed and issued pursuant to the provisions of this bylaw authorizing a Person to undertake Special Open Burning under the conditions specified in the document.
 - 23. Ventilation Index – means the Environment Canada forecast Ventilation Index, which provides regional information on airflow venting.

PART II – REGULATIONS

- 1. No Person shall carry out Open Burning without a valid Permit issued by the Fire Chief. Permits are required year round for all Open Burning and may be suspended when Open Burning is prohibited during Fire Ban periods.
- 2. If at any time the Fire Chief deems it advisable, he/she may suspend any or all permits issued pursuant to this bylaw, or he/she may attach to any or all permits such conditions and restrictions as deemed proper. Open Burning is prohibited during times specified by the Fire Chief as Fire Ban periods. Fire Bans may be enacted at different periods for different categories of Open Burning.

June 8, 2015

3. The Fire Chief or any person under his/her authority may:
 - (a) enter at all reasonable times on any property that is subject to the requirements or regulations of this bylaw, to ascertain whether the regulations in this bylaw or directions made under this bylaw are in compliance;
 - (b) make Orders directing the owners or occupiers of property to bring Open Burning into compliance with this bylaw;
 - (c) prevent material not properly prepared (i.e. dried) from being added to Open Burning;
 - (d) call on the Ministry of Environment's Conservation Officers if a Person is Open Burning waste in contravention of the Environmental Management Act;
 - (e) order the operator to immediately put the fire out; and
 - (f) extinguish Open Burning.
4. No Person shall obstruct or prevent the Fire Chief or person acting under the Fire Chief's authority from conducting an inspection under this bylaw.
5. The Fire Chief may withhold or cancel any Permit or Special Open-Burning Permit issued where, in his/her opinion, Open Burning may create a hazard or Nuisance to Persons or property.
6. All material burned within Open Burning must originate from the property where it is being burned.
7. A valid Permit is non-transferable between civic properties.
8. For the purpose of preventing danger, damage and injury to property and/or a Person because of Open Burning, all fires shall be continuously supervised and controlled by a Person who is at least 16 years old.
9. Category-3 Open Burning shall:
 - (a) comply with the requirements of the *Environmental Management Act, Open Burning Smoke Control Regulations and the Open Burning Smoke Control Code of Practice*;
 - (b) comply with applicable requirements of the *Wildfire Act, and the Wildfire Regulations, SBC 2004*; and
 - (c) have Fire Control requirements of a machine and operator on site, of sufficient size to control the fire at all times while the fire is burning.
10. Category-2 Open Burning shall:

June 8, 2015

- (a) be hand piled and located at least 10m from any structure or property line and 5m from any standing vegetation;
 - (b) have Fire Control requirements of an available water supply, sufficient for suppression of the fire within five minutes, at all times while the fire is burning.
- 11. Domestic Incinerators and Campfires shall:
 - (a) be located at least 5 metres from any structure or property line and 1.5 metres from any standing vegetation or other combustibles; and
 - (b) have Fire Control requirements of a firefighting hand tool (shovel, Pulaski, or similar tool) and/or eight litres of water available at all times while the fire is burning.
- 12. No Person shall burn Noxious Materials or Garbage, or the prohibited materials listed in Schedule A, the *Environmental Management Act*, *Open Burning Smoke Control Regulation*, and/or the *Open Burning Smoke Control Code of Practice*.
- 13. No Person shall conduct Category- 3 Open Burning or Open Burning of Green Debris:
 - (a) within 500 metres of any school in session, hospital and building used for continuing care as defined under the *Continuing Care Act*;
 - (b) within 100 metres of a neighboring residence or business; and
 - (c) unless the Ventilation Index is forecast as “good” for the day the Open Burning is started, and “good” or “fair” on the second day the debris is anticipated to release smoke.
- 14. No Person shall add additional materials to Category-3 or Category-2 Open Burning less than two hours before sunset.
- 15. No Person shall conduct Open Burning without consent of the property owner.
- 16. The owner of a Domestic Incinerator shall ensure that the incinerator is maintained in a condition that provides for the proper combustion of allowable material burned. Where, in the opinion of the Fire Chief, any Domestic Incinerator is likely to create or become a fire hazard due to damage, deterioration, lack of maintenance, construction or location, the Fire Chief may:
 - (a) direct the owner of the Domestic Incinerator to alter, renovate, repair or relocate the incinerator; or
 - (b) Order the owner of the Domestic Incinerator to discontinue its use.

Cost Recovery

- 17. Every person who starts or allows Open Burning is responsible for such fire. If, in the opinion of the Fire Chief, the fire presents a hazard, has escaped or threatens to escape

June 8, 2015

from the person's control or is prohibited under the terms of this bylaw, the Fire Department may be summoned to control or extinguish the fire. The property owner shall be liable for all costs and expenses incurred by the Fire Department or the District to control or extinguish the fire.

18. The burning of any material without a required Permit shall result in cost recovery from the owner of land where the Fire Department attended for fire service, as per Section 759 of the *Local Government Act*. These recovery rates shall follow the most current *Reimbursement Rates* from the *B.C. Inter-Agency Working Group Report* for personnel and equipment.
19. Costs owed to the Improvement District under this Part are payable upon receipt of an invoice from the Improvement District. Any disputes over the amount owing must be brought to the attention of the Fire Chief within thirty (30) days of the date of the invoice and may be heard and resolved by the Board of Trustees of the Improvement District.

Severability

20. If any section, subsection, sentence, clause or phrase of this Bylaw is for any reason held to be invalid by the decision of any Court, the section, subsection, sentence, clause or phrase may be severed from the remaining portions of this Bylaw.

Scope and Penalties

21. In the event of there being any conflict between the terms and provisions of this bylaw and the terms or provisions of the *Fire Services Act*, the *Environmental Management Act* or other provincial acts or regulations, the terms and provisions of the said acts or regulations shall prevail.
22. Any Person who contravenes any provision of this Bylaw is guilty of an offence and is liable upon conviction to the penalties prescribed by the *Offence Act*.
23. A separate offence shall be deemed to be committed upon each day during and in which the contravention occurs or continues.

Repeal of Bylaw

24. Bylaw 92 and amendments are hereby repealed.

Citation

25. This bylaw may be cited for all purposes as “Open-Burning Bylaw No. 125”.

June 8, 2015

Schedule A

Prohibited Material

The following material must not be included with debris that is burned, as per the *Environmental Management Act, Open Burning Smoke Control Regulations and the Open Burning Smoke Control Code of Practice*.

tires	treated lumber
plastics	railway ties
drywall	manure
demolition waste	rubber
domestic waste	asphalt
paint	asphalt products
hazardous waste	fuel and lubricant containers
tar paper	biomedical waste

*Correspondence Lucich J
2015 05 20*

Andrew Peat

From: lucich <lucich@saltspring.com>
Sent: May-20-15 12:32 PM
To: trustees@saltspringfire.com
Subject: Office of the Ombudsperson

Good day, Trustees,

At the last meeting the Board discussed the objective of having a governance workshop. With that in mind I made an inquiry of the BC Office of the Ombudsperson, seeking to determine whether that Office makes personnel available to local government to review Best Practices.

The simple answer is "Yes". A letter requesting that assistance would initiate the process, though it seems unlikely that it could be scheduled soon enough to coincide with the workshop you have in mind. Regardless, there may still be value in having a presentation from someone in that Office in the future if issues arise that aren't addressed (or remain unresolved) in the course of the workshop...e.g., uncertainty over whether a particular matter should be dealt with "in camera".

I am told that there is no cost for this.

Respectfully,
Julia Lucich



This email has been checked for viruses by Avast antivirus software.
www.avast.com

Service Level Designation and Related Issues

Training of personnel within the SSIFR has historically been regarded as an "operational" decision, one left exclusively in the hands of the Chief and his staff. The BC Fire Commissioner has made it clear, though, that the ultimate responsibility for determining the minimum level of training for structural fire fighting is a ***policy*** responsibility of the Authority Having Jurisdiction (AHJ)....in the case of the SSIFPD, it is the Board of Trustees.

As elaborated in the Fire Commissioner's "Playbook", this determination "should be based upon":

- local conditions;
- consultation with representatives of local fire service delivery organization;
- availability of resources and the ability of those resources to respond;
- the realities of the community in terms of demographics, risks, travel distances, fire hall locations, equipment and staffing models; and
- the ability of the AHJ to financially support its fire department to enable it to meet all applicable training, safety and operational requirements for the chosen **Service Level**.

The Board was provided a report by Chief Bremner who recommended adoption of the third tier of training....the Full-Service Operations Level. This recommendation seemed to be based largely on the assurance that the SSIFR has been performing at this level for some time, and that no additional costs are anticipated related to this service level inasmuch as the necessary apparatus is already in-house.

This report, however, does not address the array of other factors to which the Fire Commissioner urges consideration. These are significant issues, many of which may point toward adoption of a less rigorous training level:

- *Availability of resources and the ability of those resources to respond* There are two questionable resources on this island: water and manpower;
 1. Sufficient water for fire fighting is problematic, and is only available in a timely manner to part of the fire district. How will this be factored into the policy service level considerations?
 2. Questions pertaining to manpower/retention of volunteers are raised in bullets below.
- *Risks* Salt Spring Island is a rural community with very little industry and, with the exception of Ganges, few buildings that could be considered complex structures. Responding to a fire in any of those complex structures (e.g., the hospital) can be accommodated via the "Interior Operations Level" as long as a "pre-plan" has been developed for which personnel are familiar and trained. If the nature of our structural fire "risk" is minimal as compared to most urban centres (for which the Full-Service level is intended), would the Interior Operations Level be more appropriate to our community's needs?
- *Travel distances/ Fire Hall locations* Since both of these factors were included in the Playbook as items for consideration, in what way do our circumstances affect the service level determination?
- *Staffing Model* Although the SSIFR has several "career" fire fighters, we rely heavily on its roster of volunteer (Paid-on-call) personnel. The organization seems to have little difficulty recruiting new members, but faces issues with retention.
 1. Have training requirements increased substantially in the last several years and, if so, is that having a detrimental effect on retention...i.e., the inability to balance these increased demands with work and home life?
 2. In addition to fires, the SSIFR handles first response, motor vehicle incidents, and other services requiring training. If the Board adopts the Full-Service Operations level (with the attendant training required), does it overburden our volunteers?
- *Financial support.* While Chief Bremner has assured that apparatus required for Full-Service status is already in place, the main influence on the District's budget is related to

personnel. Is the community willing and able to support a "career" fire department and, if not, are the demands related to training compatible with the needs and expectations of personnel for whom this is not a full-time job?

According to articles in several Fire Industry journals, the Fire Commissioner's Playbook was developed in recognition that the previous "one size fits all" rigorous training standards were not appropriate to many communities, resulting in communities whose fire departments were therefore not in compliance.

Without question, personnel should be trained in such a way that they can safely perform their job while addressing the needs of the community they serve. Is it possible, though, to "over train"....to create performance demands in excess of (and inappropriate to) the risks? I suggest that the answer is "yes", and that doing so will create a self-fulfilling prophecy: that the SSIFR can no longer rely on "volunteers", and that we must continue to increase the number of "career" personnel.

Given all of the above, I encourage you to consider adopting the Interior Operations Service Level as the current policy.

Respectfully,
Julia Lucich

Andrew Peat

*Correspondence.
M Gillies 2015 0520.*

From: a1a80299 <mary_gillies@telus.net>
Sent: May-20-15 3:52 PM
To: corpadmin@saltspringfire.com; trusteelee@saltspringfire.com
Cc: mary gillies
Subject: MAY 11 2015 FIRE FIGHTERS ASSOCIATION REPORT

Linda, Andrew,

In the Association's Report of May 11 2015, Eric Taylor noted that 3 members have recently retired.

I would request that when people leave or join the association, the impact as it relates to the FUS report section 7.8, 7.9 should be recorded.

Perhaps either the Chief's monthly report or the HR monthly report should include the current number of line officers available and the total fire force available each month, and in general the reasons why people leave.

Regards,

Mary Gillies

Correspondence - 20150514
M. Leichter

Memo

To: Salt Spring Fire Rescue Board of Trustees
Andrew Peat
From: Maxine Leichter
Date: May 14, 2015

Dear Trustees and Mr. Peat:

It is great to see the new Board of Trustees taking steps that will result in board actions being more transparent and accountable to the public. I am offering these suggestions with the same goal in mind.

Building and Facilities' Committee: The Walker Report recommended the formation of a "Facilities and Physical Plant Committee composed of up to five members of the public who have experience in building maintenance, construction, property development, mechanical systems, planning, design, engineering or architecture." My concern is that this does not include committee members with experience in planning and implementing public participation programs.

During their campaign, the new trustees stated that the past fire hall design process did not give adequate consideration to the opinions of the public. I also favor more public participation in that process. In order to offer the public a genuine opportunity to participate in the planning, rather than being asked to comment after major decisions have already been made, the process of designing the hall and the process of obtaining public input should be carried out and planned together by a single committee that is composed both of persons with construction experience and persons with experience planning and implementing public participation programs, public relations and similar subjects.

Terms of Reference for Committees: At your Trustee meeting held on May 11, you directed Andrew Peat to prepare a report on committee formation processes as done at the Islands Trust. Although referring to the Islands Trust procedures has its place, I urge you not to consider them the last word on this subject. In fact, during the first year of the current trustees first term of office, the public brought forward several important shortcomings of the Trust process.

One point brought out was that our Local Trust Committees bars its committees from discussing any topic not specifically referred to the committee by the Local Trust Committee. This prevents new and creative ideas from coming forward. There were several committee members who asked that committees be able to discuss topics that they deem to be of value to the trust. I suggest that the Fire Trustee committees could adopt a rule that topics not specifically referred by the Fire Trustees could be discussed by a fire department committee if a majority of the committee members agreed that the topic was worthy. You could require that at least one (or all) of the elected Trustee members of the committee vote

in favor. This would allow the committee more latitude in what was discussed but still provide adequate controls against abuse.

Selection of Committee Members: The LTC and the CRD both run ads in local newspapers soliciting applications for committee membership from citizens who meet certain criteria. The elected officials then select who shall be appointed. I have a bold new approach to suggest which is that anyone who wants to be on the committee should be allowed to do so. Under such a scenario, after the committee was formed, new members would not be able to join without the consent of the Fire Trustees. However anyone would be able to attend committee meetings and perhaps participate at the will of the committee members.

One objection to this, is that the committee could become too large to work effectively. I argue that although many people might apply initially, in reality few will end up showing up consistently. The committee could make a rule that anyone who misses three consecutive meetings reasons other than illness will be dropped from the committee.

Another objection is that there may people on the committee who are disruptive. My answer is that the committee could be given the power to dismiss committee members who are disruptive by a 2/3 vote. In reality, good management of the committee by the Chair almost always can manage potentially disruptive individuals.

The advantages of allowing people to self select are:

- Self-selection may produce better committee members as the potential to be rejected often prevents people from applying.
- Self-selection avoids the Trustees having to hold in camera meetings and spending time to select, sometimes among equally qualified candidates.
- Self-selection avoids the risk that Trustees may not select someone who may make a meaningful contribution. There are persons who may not have what seem like the right qualifications on paper who are actually talented and knowledgeable and can make an important contribution to such a committee.
- Self-selection would set a gratifying precedent of openness and would be a breath of fresh air into what are often overly bureaucratic and top down local government processes.

Thank you for your consideration of these suggestions.

Attached
to email
14 June 2015

North Salt Spring Waterworks District



Every Drop Counts

June 8, 2015

Chief Tom Bremner
Salt Spring Island Fire & Rescue
105 Lower Ganges Road
Salt Spring Island, BC Canada V8K 2T1

Regarding Water Conservation

Dear Tom:

As you are no doubt aware, Salt Spring Island and much of the province is experiencing a Level 3 drought, as determined by the Ministry of Environment.

North Salt Spring Waterworks District implemented a four-level water conservation schedule in our Bylaw #268 *Water Distribution Regulation 2015* in April this year. It is in effect for all customers and we are currently on Level 3 of the conservation measures. To view Bylaw 268 follow this link to view what is allowed at each stage: http://www.northsaltspringwaterworks.ca/wordpress_water/wp-content/uploads/2015/05/Bylaw-268-Water-Distribution-and-Conservation-Levels.pdf.

This drought situation is predicted to get worse before the winter rains, possibly reaching a Level 4. We are asking that your agency support water conservation as the drought situation continues by limiting truck washing, being aware of volume of water used in fire practices and other functions in your regular operations. I appreciate that clean vehicles are a matter of pride to the department, but, as a matter of optics in the community this would send a positive message to the community.

Thank you. Every Drop Counts!

Sincerely,

Ron Stepaniuk
District Manager

cc: Board of Trustees
Linda Lee, Chair SSI Fire & Rescue Board of Trustees

correspondence 2015 0615
Stepaniuk (NSRW)

Andrew Peat

From: Ron Stepaniuk
Sent: June-15-15 12:50 PM
To: corpadmin@saltspringfire.com
Cc: Anne Williams
Subject: Water Conservation

Dear Mr. Peat,

On behalf of the Board of Trustees of the North Salt Spring Waterworks District I would appreciate it if you could add the following to your agenda for tonight's meeting:

The North Salt Spring Waterworks District appreciates the Fire Department's recent initiative to conserve water by limiting truck washing. We would appreciate it if the department would continue its efforts by conserving wherever possible throughout the summer and all over the island. It is expected that the drought will continue to have a major impact not only on our system but the island's many reservoirs and underground aquifers. All efforts the Fire Department can undertake can help ensure that islanders have a sufficient supply of drinking water this summer will be greatly appreciated.

We are especially concerned about the amount of water that could potentially be used during your Training in Paradise session this summer and ask that you make every effort to limit the use of water during training exercises.

Thank you for your ongoing cooperation in this matter,

Sincerely,

Ron Stepaniuk
District Manager
North Salt Spring Waterworks District
761 Upper Ganges Road
Salt Spring Island BC
V8K 1S1
Ph. 1-250-537-9902
ronstep@telus.net

May 6, 2015

To the Chair and Board of Trustees.

As a ratepayer I would like to add my voice to a request that the Trustees review the agreement to hire two new firefighters, one of whom I understand has already been hired.

I make this request for a number of reasons, principally the lack of any evidence via Ms. Lucich's FOI request, of a documented planning strategy that was supposed to exist before a hiring agreement was made. The importance of this missing documentation is because a recent census of Salt Spring Island showed little if any growth in our population since the last census and, based on the bankruptcy of a number of key development properties, used in projections by the FUSA report at the time, it is now clear that the fire department was preemptively anticipating a much greater service demand than what has come to pass.

Upon reading the Collective Agreement WUV13, I see that there seem to be tools within that contract that entitle a union employee to file a grievance against the employer. Regrettably, the contract does not offer a similar remedy for ratepayers who may feel aggrieved by the process and its outcome. A ratepayer's grievance process is sorely missing.

Obviously a properly contracted Union Negotiator would be better suited to examining available options, but in reading the agreement I have highlighted a few clauses that may give the Trustees some wiggle room to move forward with a "Grievance" on behalf of ratepayers.

The agreement states: "The District shall have the right to select, promote, discipline or discharge its employees for proper cause, provided that employees shall retain the right to appeal under the Grievance Procedure contained within this Agreement". In this case I believe something equivalent to an 'honourable discharge' might be an alternative option to firing someone, thus giving the community the freedom to scale back or expand the department according to actual community needs. Discharging or relocating the most recently acquired firefighter might be a good way to test this option and see what happens. Ratepayers have a right to expect the department to acknowledge the 2010 FUSA report which made it clear that ***"...actual community experience with fires should not be over-shadowed by too much emphasis on potential risks to the point of building a fire department that is beyond the financial acceptability of taxpayers who pay for the service."***

When listening to what appears to have been a glowing report by the chief during the AGM, he indicated no particular deficiency or need for more firefighters, which is the same message conveyed in the last few Annual Chief's Reports.

WUV13 does appear to give the District control of this aspect of need and numbers of employees.

In the steps to putting forth a "Ratepayers' Grievance", I would presume that it would be democratic enough in nature to provide sufficient grounds to be voted as a motion and then pursued by the board of Trustees who represent the ratepayer(s).

I think the statement that the Chief made at the AGM regarding no particular request for more firefighters is certainly high on the list of reasons to lodge a "Ratepayers' Grievance". It may be ironic that the contract includes as stated in Section 5.01's First Stage:

Any grievance shall in the first instance be taken up with the Fire Chief.

Whereas union employees have a right to approach the Chief with a grievance, it would seem that the ratepayers should also be able to pursue a grievance, if for instance, his judgement (or the trustees failure to consider it) creates a condition perilous to our collective well-being. Ratepayers should be able to determine if there is a written record of his judgement regarding the number of necessary full-time fire fighters required if only to confirm whether he is in fact recommending the increase or not. Again, we are

reminded that area protection requirements have not been born out by earlier development or population projections for our service area.

I would suggest that a 'Ratepayers' Grievance' based simply on an adjustment in employment levels due to the contraction of development projections on Salt Spring over the last few years is justification enough and not too much to ask. We need the freedom to budget accordingly as we are not a Municipality and unionized fire departments within improvements districts are simply not the norm. We may in fact be unique in that respect.

Budgeting for important, high paid union employees should be particularly flexible in an unincorporated district that is generally only represented by volunteers willing to come forward as Trustees. In this case, Trustee, Mr. Schubart's dilemma is that he may have been out of his depth as an uncredentialed negotiator for this contract. We now see that ratepayers may have been misrepresented in being forced to hire two new firefighters unnecessarily. Many of us have problems accepting Mr. Schubart's claim that this was a mere "concession" as he alluded to at the AGM 2015. I would propose that any Trustee's, uncredentialed union negotiating skills should be included in a Ratepayers' Grievance to the union beseeching them to understand that Union Negotiators, on their behalf, too, were egregious in negotiating with an unsophisticated improvement district's representative.

The agreement to hire more union employees was unfairly executed without a documented planning strategy and some ratepayers are not happy about it. We need an 'undo' clause based on actual needs of the community! To address this shortfall, it would be much appreciated if the Trustees would choose to move forward with the creation of such tools for ratepayers, just as they are provided in WUV13 for employees. In particular, I would encourage Trustees to urge the union to reconsider its staffing demands as provided via the suggested Letter of Understanding at the tail end of WUV13.

Employee numbers required by the District surely should be proportionate to actual need and by request of front line people like the Fire Chief who can and should provide sound reasons and evidence for such a need. Volunteer Trustees really should then be required to hire a union negotiator to best represent the community's interests. If the Trustees could, at the very least pass a motion of this nature for future assessment of needs and negotiations it would certainly be much appreciated by .

Finally, adding to a grievance that ratepayers were not professionally represented, I note that near the end of WUV13 "The Employer agrees that the general wage rates of a Salt Spring Island Fire Fighter shall be one hundred two percent (102%) of that of a Municipality of Saanich Fire Fighter"... is this clause adinfinitum or what? I seriously question this and would add it to a Ratepayer's Grievance based simply on the actual declining number of structure fires and far fewer times actual risk is faced by Salt Spring Fire Fighters in contrast to urban centers and municipalities.

I realise the work involved in creating such a concept as a Ratepayers' Grievance process, particularly in regards to addressing previous commitments may seem formidable, but in all fairness, if union employees can access such a process then so too ratepayers who fund the department should be able to. It is my hope that some effort is made in this direction because even a single, extra firefighter can cost ratepayers over 1 million dollars per decade.

Given the downturn in our local economy, particularly since 2008, the recent census, along with the Islands Trust's continued mandate to discourage development, we are living in an environment where it is very difficult for ratepayers to understand any further expansion of the fire department.

I thank the Trustees for taking the time to consider the points raised and without being too formal a request, it is hoped more that these suggestions contribute to improving a service we only wish to continue to be well-served by, yet, proportionate to our actual needs for the dollars we provide the Improvement District.

Paul Marcano
Vesuvius

Salt Spring Island Fire & Rescue Trustees

June 15, 2015

Service Delivery Level Policy

By Reg Jefferd

This is in response to your request for input on this subject.

I submit that SSIFR does not have the water supply to choose a Service Level above Exterior currently. However, enough water to justify the Interior Level could be achieved by the time it is necessary to commit to a Level, June 30, 2016. This document will outline a plan to provide that water.

Since there is concern about the necessity to be able to enter the hospital and such buildings as retirement homes to fight fires, a permanent commitment to only Exterior Level is probably not acceptable to the community. However, considering the current water supply quantities, and reliability of such, the reality is that in almost every conceivable large building fire scenario, the Incident Commander is not going to be in a position to authorize entry. If he does so, and someone is hurt or killed, the Board will be liable for the injury or death, due to not properly training the Incident Commander to consider the reality of the water supply volume and reliability. Thus, for practical reasons, and legal reasons, the only Service Level that can be currently approved is Exterior Service Level. The next few paragraphs will provide the numbers to explain this reality.

The structures of this island can be divided into 3 groups:

- Small buildings served by Shuttle,
- Small buildings served by hydrants,
- Large buildings served by hydrants.

For small buildings served by shuttle, response times are not likely to be sufficient to allow for any entry. We should be recording response times to all fires to see if this is true. Currently there is no information. The FUS2015 Report contains on page 25, Figure 2 Fire Propagation Curve which shows that 10 minutes is the max that can be expected before flashover occurs, and it is no longer safe to enter. For these buildings the Incident Commander can easily make a decision, as his water supply is at least reliable, and possibly adequate, so there would be no problem with an Interior Service Level choice.

For small buildings served by hydrant, the above applies, except that the hydrant supply is not reliable.

For Large buildings served by hydrants, including the hospital, and Greenwood, we have a real problem. The hydrant system is just not adequate or reliable. FUS2015 recognises the North Salt Spring Waterworks only provisionally. The NSSWD system is so unreliable that it has not been tested due to fear of damaging a system that does not appear to be designed for fire flows (FUS2015 PAGE 58). These are the individual ratings received by NSSWD from FUS2015:

Adequacy of Supply Works:	St Mary: 54%	Maxwell: 43%
Reliability of Sources of Supply:	St Mary: 89%,	Maxwell 89%
Reliability of Pumping Capacity:	St Mary: 10%	Maxwell: 45%
Reliability of Power Supply:	92%	81%

Reliability Operation and Maintenance:	69%	69%
Fire Flow delivery by Mains	40%	40%
Reliability of Principal Mains	0.7%	0.7%
Installation of Pipes	3%	2%
Arrangement of Distribution System	28%	28%
Factors relating to supply and distribution	0%	0%
Distribution of hydrants	85%	85%
Fire Hydrants Size and type	72%	72%
Fire Hydrants condition and inspection	42%	42%
Other conditions affecting reliability	76%	76%
Management	61%	61%

The one test done on this system showed that the hydrant was only capable of supplying 40% of the Required Fire Flow. Plus the reliability numbers above are terrible. With those numbers in hand, it wouldn't take much for a lawyer to crucify the Board in court for authorizing entry thru Interior or Full Service Level.

Some say that the Superior Shuttle Service is an adequate backup for an unreliable hydrant system, or as former Trustee Chamney stated at a previous meeting " It's actually the primary system". However the Superior Shuttle System is not rated for commercial service...only residential. We are currently only tested at 200 IGPM due to fear of damaging the hydrant system. It would take 400 IGPM to get it rated commercial. We must strive to get that commercial rating immediately, and we don't dare get it from the hydrants.

But there is another issue. The current test for the downtown area was accomplished using a hydrant as its source. This means that the Shuttle System is not a backup at all. It is just a separate end delivery mechanism for the same unreliable system. To be a backup it needs to be independent of the hydrant system. This can be accomplished by obtaining a separate source such as a dry hydrant. We have dry hydrants, but not one where it is needed - Downtown Ganges. We need to instruct the Chief to research the possibility of installing a certifiable dry hydrant in the downtown area immediately.

There is a real bonus for doing so. Currently, if the crews were fighting a fire downtown using the hydrants, filling the shuttle from another hydrant would take away virtually all the pressure from the hoses,(even assuming the hydrant system survived at all) as the system is not looped. So the shuttle system as such is no benefit or backup at all, it just delays the delivery of the same water. However, if a dry hydrant existed, the 2 systems would be complementary, and could be added to each other to achieve a Fire Flow that might be legally sufficient and reliable to justify Interior Service Level.

Since we have one year until we must determine our Level of Service, I recommend that we state our intention to declare Interior Level , subject to achieving a certified dry hydrant in the downtown area, and Commercial rating for the Superior Shuttle System downtown.

W. Reuben Kaufman
215 Cormorant Crescent
Salt Spring Island, BC
Canada V8K 1G8
Tel: (250) 931 - 0033 (home)
e-mail: rkaufman@ualberta.ca

*Correspondence 2015 0422
Kaufman*

1

22 April 2015

trustees@saltspringfire.com

Hello Fire Service Trustees,

First, may I offer congratulations to the newly elected trustees. I hope that you will find your experience on the Board a rewarding one.

I'm writing now to strongly encourage you to promote the FireSmart program more actively than perhaps it has been in the past. It's obvious that on Salt Spring, there is a major risk of fire because of the very large wildland-urban interface (WUI) compared to a typical municipality, and because on Salt Spring we usually experience a significant period of drought beginning some time in the summer through the autumn. The FireSmart program is designed to minimize the fire risk to a property at the interface.

My concern arises from a negative experience, a year or two ago, with the owner of the forested property next to mine. The details of the dispute are not important to lay out here, other than to say that I approached them for permission to invoke FireSmart (at my expense) because of the potential danger; the danger was confirmed by Chief Tom and Ron

Chamney*. The excuse given for denying permission was that there is a restrictive covenant on the property that precludes them from considering my request. I don't deny that there may well be a restrictive covenant and, of course, that the covenant has to be respected. So I asked them whether we might together approach the covenant holders and seek a waiver for the purpose of FireSmart; I emphasized that the FireSmart process would be overseen by Ron Chamney, who provided me with a detailed mitigation plan. Moreover, I made it clear that the FireSmart measures could have no conceivable negative effect on the ecological integrity of their property. The owners never replied to several repetitions of this request, other than to say that their land is private property and I must not trespass.

I am aware that nobody (at least not those in the Fire Service) has the authority to compel a property owner to accede to FireSmart. But I wonder whether you trustees might be willing to approach the major covenant holders on the island to see whether they would agree, as a matter of principle, to entertain requests for allowing FireSmart mitigation measures wherever appropriate. In other words, you wouldn't be asking for a waiver on any individual's behalf, but for a general policy whereby they would entertain FireSmart requests wherever advised

* Ron's credentials in this area are considerable. He sat as a board director for "Partners in Protection", the organization responsible for the creation of the now Canada wide FireSmart Program. He was in charge of the WUI portfolio for the City of Calgary Fire Department and was a WUI firefighter and forestry initial attack firefighter for many years. Now no longer on the Salt Spring Board of Fire Trustees he is establishing himself as a WUI and FireSmart Consultant.

by the Fire Service. I would like to believe that our principal covenant holders would agree that such a policy is more than reasonable, especially because the covenant holder would still retain complete authority to deny any individual request.

Might you be willing to take this on as a project, hopefully sooner rather than later?

Many thanks for your consideration.

Yours sincerely,

QuickTenna™ and a
TSPF (L274) disclaimer
are needed to see this picture

Reuben Kaufman

CC: Chief Tom Bremner
tbremner@saltspringfire.com

Minutes of the
Open-burning Bylaw Committee Meeting
Salt Spring Island Fire Protection District

Meeting held: **08 June, 2015**

Training Room, Ganges Fire Hall

In attendance: Committee Members: Michael Garside, Andrew Peat, Norbert Schlenker, Lieutenant Mitchell Sherrin

Regrets: Chief Tom Bremner, Ken Byron

Trustees: Derek Hill

4 residents

The meeting was called to order at 7:02pm by Committee Member Peat who asked for nominations for the position of Committee Chair. Committee Member Schlenker was nominated by Committee Member Peat. There being no further nominations Committee Member Schlenker was declared elected as Committee Chair by acclamation.

Approval of Agenda

A proposed agenda was circulated to committee members prior to the meeting. **Motion** moved by Chair Schlenker that the agenda be adopted as circulated. Carried.

Fire Chief's Staff Report on Proposed Bylaw No. 125

Chief Bremner's report to the Committee (04 June 2015) was circulated to committee members prior to the meeting. (Copy attached to the original minutes.) Committee Member Lt. Sherrin advised that Fire Service staff have been discussing the need for an amended open-burning bylaw since 2010. The proposed open-burning bylaw attached to the staff report (version dated June 3, 2015) builds on the work done by former trustee Ron Chamney and incorporates suggestions made by Committee Chair Schlenker. The recommended bylaw also includes a regulation allowing property owners to appeal an invoice for recovery of costs.

Committee Member Garside reminded the committee that in revising the open-burning bylaw the intent is to simplify and update references to provincial legislation not the revamp the bylaw in its entirety. Committee Member Lt. Sherrin commented that the proposed bylaw tries to balance the interests of local contractors and resident values and concerns while also recognizing personnel and equipment limitations of the Fire Service. It was noted that the staff report includes a recommendation that appropriate policies be developed to provide both direction and support to the Chief when dealing with nuisance and other burning related matters.

Responding to a question from the public, Committee Member Lt. Sherrin advised that there have been instances where Fire Service staff were "threatened" while investigating/enforcing open-burning regulations. The intent of the proposed bylaw and the permitting process is not to be confrontational but rather to foster public education on "best practice" and voluntary cooperation. Committee Member Lt. Sherrin also commented that the appeal process included in the bylaw was inserted to allow property owners a "fair hearing" on cost recoveries that may be imposed.

Correspondence & Delegations

Correspondence on open-burning was received from Jan Slakov, Iain Leckie and Derek and Jean Wilkinson. (Copies attached to the original minutes.)

Jan Slakov made a presentation to the Committee. (Copy of her report attached to the original minutes.) She expressed gratitude for Fire Service educational efforts to promote alternatives to open-burning of wood waste but reiterated personal concerns about the adverse health effects of smoke and the near impossibility of preventing the burning of prohibited materials. Her recommendations ask that the Fire Service work with and educate the community on reducing the toxicity of open fires and alternative ways to deal with waste products. She asked that the Fire Service's website include relevant links to Provincial resources and open-burning regulations.

Responding to a question Committee Member Lt. Sherrin advised that obtaining an open-burning permit is often the only instance for most members of the public to interact with the Fire Service and it is a valuable opportunity for conversation. Committee Member Lt. Sherrin also advised that Fire Service investigates over 100 open-burning incidents a year for possible infractions.

Committee Chair Schlenker acknowledged that while the proposed bylaw references "beach fires" there is some uncertainty as to whether regulations are enforceable on Crown land below the natural high water mark. In response to a question from Chair Schlenker, Committee Member Lt. Sherrin advised that the staff report recommends year round permitting as in past years high volume of call-outs have happened in the "shoulder seasons".

Responding to a question from the public, Chair Schlenker advised that assessing a nominal charge (\$5.00 was mentioned) to cover the costs of issuing a permit was not considered cost effective.

New Business

Open-burning Bylaw No. 125

Committee members based their deliberations on the 03 June 2015 staff bylaw proposal attached to their report. Minor changes to formatting, punctuation, spelling and grammar were agreed to by members.

At the request of Committee Member Peat, the draft bylaw was amended to stipulate that all material burned within Open Burning must originate from the property where it is being burned (Part II Regulations No.6). Chair Schlenker advised that he has reservations concerning the age stipulation for persons charged with supervising fires (Regulation No.7). It was agreed by consensus that the draft bylaw be amended to require that for Category 3 Open Burning, a machine and operator be on site (Regulation No. 9c). The Committee recognizes that this regulation does not reflect current practice and could be amended after consulting with affected parties. The section concerning cost recovery was amended to make clear that the property owner is liable for costs (Regulation No.17) and the appeal process was changed to say that the Board of Trustees and not staff members will hear and resolve appeals (Regulation No.19).

A revised bylaw as recommended by the Open-burning Bylaw Committee is attached to these minutes.

Adjournment

There being no further business **motion** to adjourn moved by Committee Chair Schlenker. Carried. The meeting adjourned at 9:12pm.

Norbert Schlenker
Committee Chair

Michael Garside
Committee Member

Andrew Peat
Committee Member

Lieutenant Mitchell Sherrin
Committee Member

Minutes of the
Human Resources Committee Meeting
Salt Spring Island Fire Protection District

Meeting held: **09 June, 2015**

Trustees Room, Ganges Fire Hall

In attendance: Committee Members: Mitchell Forest, Derek Hill, Michele Severn

Trustees: Norbert Schlenker

Staff: Corporate Administration Officer (CAO) Andrew Peat

The meeting was called to order at 1:00pm by CAO Peat who asked for nominations for the position of Committee Chair. Committee Member Hill was nominated by Committee Member Severn, seconded by Committee Member Forest. There being no further nominations Committee Member Hill was declared elected as Committee Chair by acclamation.

Approval of Agenda

A proposed agenda was circulated to committee members prior to the meeting. **Motion** moved by Chair Hill that the agenda be adopted as circulated. Carried.

In-Camera meeting

Motion moved by Committee Member Hill seconded by Committee Member Severn that proposals received regarding the “Administrative Function Review” be considered in-camera. Carried. The meeting moved to an in-camera meeting at 1:04pm and arose from the in-camera meeting at 1:30pm.

Adjournment

There being no further business **motion** to adjourn moved by Chair Hill. Carried. The meeting adjourned at 1:30pm.

Derek Hill
Committee Chair

Andrew Peat
Corporate Administrator

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Finance and Audit Committee

Composition

1. The Finance and Audit Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of three Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets monthly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee shall monitor and report to every regular meeting of the Board:
 - (a) the financial condition of the District via unaudited financial statements, and
 - (b) minutes of its meetings.
2. The Committee shall report and recommend to the Board annually:
 - (a) the appointment of an external auditor,
 - (b) acceptance of the annual audited financial statements,
 - (c) the annual operating budget and financial projections, as jointly developed with other committees and staff,
 - (d) a capital plan, developed jointly with the Facilities and Physical Plant Committee,
 - (e) analysis of financing proposals for capital projects, and
 - (f) a draft bylaw to levy taxes to raise the required revenue for the year.
3. The Committee shall report and recommend to the Board as required:
 - (a) financial policies, and
 - (b) amendments to these Terms of Reference.

Policy No. 2015-___ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Human Resources and Legal Committee

Composition

1. The Human Resources and Legal Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of two Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets monthly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee is the Board's primary point of contact between the Board and its contract employees: the Fire Chief, the Deputy Chief, the Corporate Administrator and Financial Administrator. The Committee is responsible for:
 - (a) reviewing and maintaining employment contracts,
 - (b) conducting performance evaluations of contracted employees,
 - (c) reviewing and developing policies on general employment issues,
 - (d) archiving information about collective agreements in other jurisdictions,
 - (e) overseeing elections and referenda,
 - (f) recruiting and interviewing members of the public for committee work,
 - (g) ensuring that Trustees and members of the public who serve on any committee abide by the District's confidentiality and conflict of interest policies, and
 - (h) monitoring that legally mandated reporting is being carried out on schedule by staff.
2. The Committee shall report and recommend to the Board as required on:
 - (a) the appointment of legal counsel and legal advice received,
 - (b) the appointment of a negotiator when a collective agreement is under review,
 - (c) the appointment of a returning officer for an election or referendum,

- (d) the results of an election or referendum,
- (e) the appointment of members of the public to the board's committees,
- (f) hiring of District staff,
- (g) recruitment and training of employees,
- (h) compensation and benefit packages for all employees,
- (i) amendments to these Terms of Reference.

Policy No. 2015-____ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Marketing and Communications Committee

Composition

1. The Marketing and Communications Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of two Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets quarterly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee is responsible for:
 - (a) developing and reviewing policies regarding internal and external communications of the District, including policies on privacy, document retention, and freedom of information requests,
 - (b) developing, in concert with the Facilities and Physical Plant Committee, a comprehensive plan for public engagement on the need for replacement of Hall #1
 - (c) ensuring that the public is informed of District business via its website, its social media accounts, print advertising, and press releases, and
 - (d) overseeing the development and use of a comprehensive document management system.
2. The Committee shall report and recommend to the Board as required on:
 - (a) communications policy,
 - (b) projects to improve communications effectiveness, and
 - (c) amendments to these Terms of Reference.

Policy No. 2015-____ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Facilities and Physical Plant Committee

Composition

1. The Facilities and Physical Plant Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of three Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets monthly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee is responsible for:
 - (a) overseeing water supply issues, including liaison with water districts on flow capacity and installation and maintenance of hydrants,
 - (b) developing a plan for dry hydrant installation where appropriate,
 - (c) developing and maintaining a schedule for equipment replacement and structure maintenance to inform the capital plan,
 - (d) developing, in concert with the Marketing and Communications Committee, a comprehensive plan for public engagement on the need for replacement of Hall #1, and
 - (e) oversight of all capital expenditures.
2. The Committee shall report and recommend to the Board annually:
 - (a) the seismic condition of District buildings and progress on improving same, and
 - (b) a capital plan, developed jointly with the Finance and Audit Committee.
3. The Committee shall report and recommend to the Board as required:
 - (a) the resources required to maintain Tanker Shuttle accreditation and FUS grading, and their costs,
 - (b) its analysis and evaluation of proposed plant and equipment purchases,

- (c) draft bylaws and referendum questions to finance purchases of plant and equipment, and
- (d) amendments to these Terms of Reference.

Policy No. 2015-____ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Strategic Planning and Policy Development Committee

Composition

1. The Strategic Planning and Policy Development Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of two Trustees and up to three members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets quarterly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee shall as appropriate monitor, develop, report or recommend to the Board:
 - (a) effect of provincial legislation and regulations on the District,
 - (b) policies regarding District boundaries and out of District response,
 - (c) policies regarding the services provided by the District,
 - (d) policies regarding governance, including committee structure,
 - (e) an annual board governance workshop,
 - (f) bylaw enforcement and co-ordination with other relevant authorities,
 - (g) District bylaws not within the Terms of Reference of other committees of the Board,
and
 - (h) amendments to these Terms of Reference.

Policy No. 2015-___ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Finance and Audit Committee

Composition

1. The Finance and Audit Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of three Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets monthly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee shall monitor and report to every regular meeting of the Board:
 - (a) the financial condition of the District via unaudited financial statements, and
 - (b) minutes of its meetings.
2. The Committee shall report and recommend to the Board annually:
 - (a) the appointment of an external auditor,
 - (b) acceptance of the annual audited financial statements,
 - (c) the annual operating budget and financial projections, as jointly developed with other committees and staff,
 - (d) a capital plan, developed jointly with the Facilities and Physical Plant Committee,
 - (e) analysis of financing proposals for capital projects, and
 - (f) a draft bylaw to levy taxes to raise the required revenue for the year.
3. The Committee shall report and recommend to the Board as required:
 - (a) financial policies, and
 - (b) amendments to these Terms of Reference.

Policy No. 2015-___ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Human Resources and Legal Committee

Composition

1. The Human Resources and Legal Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of two Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets monthly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee is the Board's primary point of contact between the Board and its contract employees: the Fire Chief, the Deputy Chief, the Corporate Administrator and Financial Administrator. The Committee is responsible for:
 - (a) reviewing and maintaining employment contracts,
 - (b) conducting performance evaluations of contracted employees,
 - (c) reviewing and developing policies on general employment issues,
 - (d) archiving information about collective agreements in other jurisdictions,
 - (e) overseeing elections and referenda,
 - (f) recruiting and interviewing members of the public for committee work,
 - (g) ensuring that Trustees and members of the public who serve on any committee abide by the District's confidentiality and conflict of interest policies, and
 - (h) monitoring that legally mandated reporting is being carried out on schedule by staff.
2. The Committee shall report and recommend to the Board as required on:
 - (a) the appointment of legal counsel and legal advice received,
 - (b) the appointment of a negotiator when a collective agreement is under review,
 - (c) the appointment of a returning officer for an election or referendum,

- (d) the results of an election or referendum,
- (e) the appointment of members of the public to the board's committees,
- (f) hiring of District staff,
- (g) recruitment and training of employees,
- (h) compensation and benefit packages for all employees,
- (i) amendments to these Terms of Reference.

Policy No. 2015-____ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Marketing and Communications Committee

Composition

1. The Marketing and Communications Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of two Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets quarterly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee is responsible for:
 - (a) developing and reviewing policies regarding internal and external communications of the District, including policies on privacy, document retention, and freedom of information requests,
 - (b) developing, in concert with the Facilities and Physical Plant Committee, a comprehensive plan for public engagement on the need for replacement of Hall #1
 - (c) ensuring that the public is informed of District business via its website, its social media accounts, print advertising, and press releases, and
 - (d) overseeing the development and use of a comprehensive document management system.
2. The Committee shall report and recommend to the Board as required on:
 - (a) communications policy,
 - (b) projects to improve communications effectiveness, and
 - (c) amendments to these Terms of Reference.

Policy No. 2015-____ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Facilities and Physical Plant Committee

Composition

1. The Facilities and Physical Plant Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of three Trustees and up to five members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets monthly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee is responsible for:
 - (a) overseeing water supply issues, including liaison with water districts on flow capacity and installation and maintenance of hydrants,
 - (b) developing a plan for dry hydrant installation where appropriate,
 - (c) developing and maintaining a schedule for equipment replacement and structure maintenance to inform the capital plan,
 - (d) developing, in concert with the Marketing and Communications Committee, a comprehensive plan for public engagement on the need for replacement of Hall #1, and
 - (e) oversight of all capital expenditures.
2. The Committee shall report and recommend to the Board annually:
 - (a) the seismic condition of District buildings and progress on improving same, and
 - (b) a capital plan, developed jointly with the Finance and Audit Committee.
3. The Committee shall report and recommend to the Board as required:
 - (a) the resources required to maintain Tanker Shuttle accreditation and FUS grading, and their costs,
 - (b) its analysis and evaluation of proposed plant and equipment purchases,

- (c) draft bylaws and referendum questions to finance purchases of plant and equipment, and
- (d) amendments to these Terms of Reference.

Policy No. 2015-____ approved by the Board on _____

Salt Spring Island Fire Protection District
Policies and Procedures

Terms of Reference for the Strategic Planning and Policy Development Committee

Composition

1. The Strategic Planning and Policy Development Committee shall be appointed by the Board at its first meeting after the Annual General Meeting.
2. The Committee shall be composed of a minimum of two Trustees and up to three members of the public who have relevant knowledge, experience and skills.
3. The Chair of the Board of SSIFPD, the Chief Administrative Officer and the Fire Chief are ex-officio members.
4. The Committee shall choose one of its Trustee members as its Chair.
5. The Committee shall choose one of its members as a Recorder.

Accountability

1. The Chair of the Committee shall report to the Board following each meeting.

Meetings

1. Committee meetings are governed by sections 57-69 of SSIFPD Bylaw 119.
2. The Committee meets quarterly or at the call of the Chair.
3. The Committee shall establish a schedule of its regular meetings for the coming year and publish the schedule on the Fire District's calendar.
4. Meetings and their minutes are open to the public except as provided in Part 4 Division 3 of the Community Charter.
5. The Chair presides over meetings. If the Chair is not present five minutes after the scheduled start of a meeting, the committee shall choose one of the Trustees present as chair for that meeting and continue with its agenda. If the Recorder is not present, the committee shall choose a recorder for the meeting.
6. Each Committee member, including the Chair but excluding ex-officio members, has exactly one vote on a question.

Responsibilities

1. The Committee shall as appropriate monitor, develop, report or recommend to the Board:
 - (a) effect of provincial legislation and regulations on the District,
 - (b) policies regarding District boundaries and out of District response,
 - (c) policies regarding the services provided by the District,
 - (d) policies regarding governance, including committee structure,
 - (e) an annual board governance workshop,
 - (f) bylaw enforcement and co-ordination with other relevant authorities,
 - (g) District bylaws not within the Terms of Reference of other committees of the Board,
and
 - (h) amendments to these Terms of Reference.

Policy No. 2015-____ approved by the Board on _____

2015

Working Together: Effective Fire Service Administration for Fire Chiefs and Local Government Chief Administrative Officers



Fire Chiefs' Association
of British Columbia



Local Government Management
Association of British Columbia



Office of the Fire Commissioner
of British Columbia

The Local Government Management Association of British Columbia (LGMA), in partnership with the Fire Chiefs' Association of BC and Office of the Fire Commissioner is pleased to offer a pilot educational program to address the pressing need for knowledge, skill development and administrative and financial leadership to effectively operate fire departments in BC.

A Fire Service Administration Educational Program on Vancouver Island

September 11-13, 2015
Parksville, BC
Quality Resort Bayside

LGMA gratefully acknowledges the financial support of:

- Emergency Management BC
- Municipal Finance Authority of BC
- Fire Services Liaison Group



Emergency
ManagementBC



MFABC
Municipal Finance Authority of BC



Working Together: Effective Fire Service Administration for Fire Chiefs and Local Government Chief Administrative Officers

A fire service educational program on Vancouver Island



Program Overview

The program is aimed at communities operating predominately volunteer and smaller paid on call/composite fire departments. It will support municipal and regional district Chief Administrative Officers (CAOs) and Fire Chiefs to carry out their responsibilities in providing fire services to their community. It is anticipated that CAOs and partner Fire Chiefs will attend together. In addition, senior local government management who are responsible for working with their fire service(s) and deputy and assistant Fire Chiefs may also be interested in attending. Further regional programs are being planned across the province for 2016 and 2017.

The focus of this interactive, practical training program is:

- to provide fire service and local government leaders with a clear understanding of their respective roles and responsibilities in the provision and administration of a local fire service;
- to provide CAOs an opportunity to learn about the administrative, management and operational aspects of their local fire service(s);
- to provide fire service leaders an opportunity to learn about the administrative and management requirements of their local governments;
- to encourage the development of fire service delivery models and service levels based on community needs and capacity; and
- to build a network of fire service leaders and local government CAOs which will serve to provide mutual support and networking on an ongoing basis. Participants will be provided with a take-away resource workbook for reference back in their community.

Registration Information

Register online at: <http://www.civicinfo.bc.ca/event/2015/EffectiveService.asp>

Cost: \$250 + GST includes meals only

Registration deadline is September 2, 2015

Accommodation Information

Delegates are responsible for making their own hotel accommodations. LGMA has secured a room block for \$99+GST at the [Quality Resort Bayside](#). Call 250.248.8333 to reserve your 'LGMA Fire Service Administration' hotel rate.

Cancellation Policy

Requests for refunds/cancellations will be accepted up to September 2, 2015 subject to a \$50.00 cancellation fee. No refunds after September 2, 2015. Program attendance is transferable. For more information contact LGMA at 250.383.7032 or email: office@lgma.ca



AGENDA

Working Together: Effective Fire Service Administration for Fire Chiefs and Local Government Chief Administrative Officers September 11-13, 2015

Program Faculty

Gord Anderson, Fire Commissioner of BC
Steven Boorne, Barrister and Solicitor
Brian Carruthers, Chief Administrative Officer, Cowichan Valley Regional District
Chris Jancowski, Deputy Fire Chief, Port Alberni Fire Department
Don Jolley, 1st Vice President, Fire Chiefs' Association of BC, & Fire Chief, District of Pitt Meadows Fire Rescue Service
Tim Pley, President, Fire Chiefs' Association of BC, & Fire Chief, Port Alberni Fire Department
Daniel Sailland, Chief Administrative Officer, Town of Qualicum Beach
Ken Watson, City Manager, City of Port Alberni

FRIDAY, SEPTEMBER 11

7:00 – 9:30 PM **REGISTRATION, DELEGATE WELCOME, PROGRAM ORIENTATION AND RECEPTION**

SATURDAY, SEPTEMBER 12

7:30 – 8:30 AM **BREAKFAST**

8:30 – 9:30 AM **BC Fire Services Overview**

This module provides an overview of the legislative and governance framework and context for fire services in BC. Presenters will discuss where the authority to deliver fire services comes from, the role of the Fire Commissioner and the role of local government in fire service delivery.

9:30– 10:30 AM **Determining Community Needs, Service Levels and Service Structure**

This module introduces a proactive approach to determining community needs, service levels and service structure. Presenters will discuss the following:

- why it is important to determine your community's fire service needs
- how to assess the capacity of your community
- how to assess your community's risks/liabilities/service gaps
- governance arrangements options - decision making framework & process
- service arrangement options (local government department, contract)
- service delivery options (volunteer, paid on call, composite, career)
- how to establish service levels and arrangements through bylaws and policies

10:30 – 10:45 AM	REFRESHMENT BREAK
10:45 AM – NOON	Determining Community Needs, Service Levels and Service Structure - Continued
NOON – 1:00 PM	LUNCH
1:00 – 2:30 PM	<p>Roles, Responsibilities and Communications</p> <p>This module examines the accountabilities and reporting relationships to local government of the fire service. Presenters will discuss the following:</p> <ul style="list-style-type: none"> • roles & responsibilities of elected officials in fire services (provision decisions, service arrangements and service levels) • accountabilities of the Fire Chief (volunteer/paid on call) to the local government; • roles & responsibilities of the CAO & staff to the fire service(s) • appointing the Fire Chief (process and job description) • role of the Local Assistant to the Fire Commissioner • role of Fire Chief (volunteer/paid on call) within or with local government administration and management team • local government reporting structures – single employee (CAO) rule • public accountabilities (council/board financial reporting, elector approvals) • building a constructive Fire Service-CAO relationship • Fire Chief – local government communications
2:30 – 2:45 PM	REFRESHMENT BREAK
2:45 – 4:15 PM	<p>Core Fire Service Administration and Management Functions</p> <p>This module provides an overview of the core administrative and management service functions of a local fire service. Presenters will discuss the following:</p> <ul style="list-style-type: none"> • policy connection between local government policy and fire services • general administration (includes records and reporting, Freedom of Information, operating guidelines and policies) • financial planning, 5 year financial plans, capital budgets and operating budgets • Human Resources and collective agreements • risk management • interdepartmental coordination
4:15 – 6:00 PM	FREE TIME
6:00 – 6:30 PM	NO HOST NETWORKING OPPORTUNITY
6:30 – 8:30 PM	DELEGATE WORKING DINNER AND KEYNOTE SPEAKERS

SUNDAY, SEPTEMBER 13

7:30 – 8:30 AM BREAKFAST

8:30 – 9:30 AM Core Fire Service Administration and Management Functions - Continued

9:30 – 9:45 AM REFRESHMENT BREAK

9:45 – 11:30 AM Not Just Another Local Government Department

This module examines what makes a fire service different from other local government services. What are the special characteristics of a fire service that require special consideration by local government CAO's and elected officials. Presenters will discuss the following:

- scope and scale of service arrangements and agreements
 - mutual aid and extra-territorial agreements/arrangements (First Nations, federal, provincial)
 - automatic aid
 - fire service protection agreements
 - fire inspections/investigation and reporting
 - pre-hospital care first response
 - technical rescue and hazmat
- Human resources
 - recruitment
 - retention, management
 - training
 - succession planning
 - leadership
 - appointment or election of chief
 - response capabilities of volunteers (firefighters and others)
 - balance of new, medium experience and experienced fire fighters
 - junior firefighter programs (public relations)
 - employee assistance programs
- training & certification
- connection/link training levels with service levels
 - BC Fire Service Minimum Standards: Structure Firefighters – Competency and Training Playbook (the "Playbook")

11:30 AM – Noon Nuts & Bolts Discussion

Participants will have an opportunity to ask questions of the presenters on any fire service related topic.

Noon Adjourn

Committee Public Volunteer Application Form

A number of standing and select committees assist the Board of Trustees of the Salt Spring Island Fire Protection District. The Fire District's committees are made up of trustees and staff; however public representation is valued to ensure transparency and to bring a wider range of knowledge and skills to enhance the effectiveness of each committee.

Thank you for your interest in becoming a committee member with the Salt Spring Island Fire Protection District. Please complete this application form and email to trustees@saltspringfire.com or mail to the Districts office. Should you have questions, contact the Corporate Administration Officer by email: corpadmin@saltspringfire.com.

Applicant Information

☐ Ms ☐ Mrs ☐ Miss ☐ Mr

Name

Last Name (Surname)

First Name

Other name(s)

Address

Tel (*home*)

Tel (*work*)

City

Province

Postal Code

Country

Email

Which committee(s) would you like to become a public member of?

- ☐ Finance & Audit ☐ Facilities & Physical Plant ☐ Human Resources & Legal ☐ Strategic Planning & Policy Development
- ☐ Marketing & Communications

For more information about each committee and about serving on them as a volunteer, visit the Fire Service website at <http://www.saltspringfire.com>

Please tell us about yourself and describe why you think you would be a good committee member. Specifically, please share how your areas of expertise, skills and/or interests are a good fit as it relates to the specific committee you are interesting in joining.

**Committee Public Volunteer
Application Form**

The District considers a number of factors including educational and professional background, previous board or committee experience, or other special skills or attributes when selecting volunteers.

Applicant Signature

Date

Please email or mail this form to:
Salt Spring Island Fire Protection District
105 Lower Ganges Road
Salt Spring Island BC V8K 2T1
Email: trustees@saltspringfire.com



Summary of the Salt Spring Island Fire Protection District
Board and Senior Staff Working Session
May 23rd Harbour House, Ganges



WRG



May 28th 2015

Board of Trustees Chair, Linda Lee
Salt Spring Island Fire Protection District
Ganges, Salt Spring Island B.C.

Subject: **Letter of Transmittal**

Chair Lee

I was pleased to have been invited to facilitate the working session for the Board of Trustees of the Salt Spring Island Fire Protection District on May 23rd and want to express my appreciation for your leadership on this agenda and the cooperation received from each of the participants.

On behalf of our firm and our sub-contractors, FireWise Consulting, I want to say that we believe the investment that you have made in bringing these dedicated volunteers and firefighters together on a Saturday will pay dividends for a long time.

It was our pleasure to facilitate this very important session. Please do not hesitate to call on us should you need additional assistance in the future.

Best regards,

A handwritten signature in black ink, appearing to be "Richard L.H. Walker", with a long horizontal line extending from the end of the signature.

Richard L.H. Walker
Sr. Counsel and President
The Walker Resource Group (WRG)

Table of Contents

Letter of Transmittal Table of Contents

Background	4
Introduction	4
Working Session Participants	5
AGENDA 09:30 to 12:00hrs	6
AGENDA 12:30 to 16:00hrs	7
Summary of the Discussion and Decisions	8
Morning Session	8
The Governance Continuum	8
Leadership, Management and Committee Membership	9
The SSIFPD Management Team	9
The Leadership Team	9
Board Committees	10
The Organizational Structure	11
Protocols, Procedures & Responsibilities	11
Communication	12
Marketing and Community Relations	14
Summary Statements - Morning Session	14
Afternoon Session	15
Assignment of Recommendations to Board Committees	15
High Priority Recommendations	16
Medium Priority Recommendations	18
Low Priorities and Work in Progress	20
Conclusion	22

Background

In February 2015, the Salt Spring Island Fire Protection District (SSIFPD) received a report from the Walker Resource Group (WRG) entitled the Fire Service Review (the Report). The 196 page report was the result of four months of research, interviews and organizational assessment conducted by WRG and their sub-consultants, FireWise Consulting. The Report was the culmination of on-site investigations, the review of dozens of documents and a community engagement process that saw four “town hall” meetings and personal interviews. In all, more than 100 individuals were surveyed for their thoughts, observations and opinions on the state of the organization.

The Report detailed the result of the investigation and put forth fifty-six (56) recommendations for action by the Board and operational staff.

In April, elections were held to fill vacant seats on the Board and replace retiring Trustees. Four new Trustees were elected and joined the Board at the Annual General Meeting. These four new Trustees joined two existing Trustees who had just completed their first year in office and a seventh Trustee who has extensive experience on the SSIFPD Board.

In order to facilitate a short but intense learning curve, and with the desire to move quickly on the recommendations contained in the Report, it was deemed prudent to hold a Board working session to review the Report and discuss governance, procedures and protocols.

Introduction

The Salt Spring Island Fire Protection District (the District) Board of Trustees (the Board) and selected full and part-time employees, (the Staff) participated in a working session on Saturday May 23rd at the Harbour House Hotel on Salt Spring Island, to examine the current state of organization; the Walker Resource Group report on the Fire Service Review; and to set a plan for future initiatives.

The working session was divided into a morning and an afternoon session. The morning session focused on Board governance, protocols and organizational issues. The afternoon session concentrated on the recommendations in the 196 page Fire Service Review Report (the Report) and set the stage for additional examination of outstanding issues and the implementation of action items that emerged from the Report and the morning session. Both sessions were facilitated by Richard Walker of the Walker Resource Group.

Working Session Participants:

Morning Session 09:30 to 12:00hrs

Board Chair, Trustee Linda Lee

Trustee Michele Severn

Trustee Michael Garside

Trustee Norbert Schlenker

Trustee Derek Hill

Trustee Michael Schubart

Chief Tom Bremner

Corp & Fin Admin, Andrew Peat

Richard Walker, WRG

Afternoon Session 13:00 to 16:00hrs

Board Chair, Trustee Linda Lee

Trustee Michele Severn

Trustee Michael Garside

Trustee Norbert Schlenker

Trustee Derek Hill

Trustee Michael Schubart

Chief Tom Bremner

Deputy Chief Arjuna George

Assistant Chief Jamie Holmes

PoC Assoc. President Eric Taylor

Richard Walker, WRG

Glen Sanders, FireWise Consulting

Dave Ferguson, FireWise Consulting

AGENDA 09:30 to 12:00hrs

Welcome Remarks – Chair Linda Lee

Board, Leadership and Governance Session – Richard Walker

1. Ground Rules for the Workshop
2. Where the SSIFPD Board is on the Governance continuum
3. Introductions – Trustees, Leadership, Executive, Management & Committees
4. Organizational Structure
5. Protocols, Procedures and Responsibilities
 - a) Bylaws
 - b) Policy
 - c) Budget
 - Development
 - Approval
 - Management
 - Accountability
 - d) Communication
 - Internal communication
 - Chain of communication
 - E-mail and electronic communication protocol – CC/BCC
 - External communication
 - Chain of communication
 - General inquiries – public
 - Media inquiries
 - Government(s)
 - Fire Underwriters
 - Union
 - e) Marketing and Community Relations
 - Public Speaking
 - Fundraising and Foundation/Community activities
6. Other Issues and Summary

Lunch

AGENDA 12:30 to 16:00hrs

Introductions

Report Recommendations review and discussion - Richard Walker, Glen Sanders and Dave Ferguson representing WRG Canada and FireWise Consulting respectively.

7. Review and discussion of the Report recommendations

Rank each recommendation into:

Priority 1 - Must be initiated immediately

Priority 2 - Must initiate during Calendar 2015

Priority 3 - To be initiated in Calendar 2016

Priority 4 - Deferred to later

Each Priority 1 and 2 recommendation must have:

Start date

End or Delivery date

Individual (s) responsible for completion

Related Board Subcommittee (if applicable)

Staff, Board, Paid-on-Call, Contractor or Volunteer required

Cost or Budget estimate

Summary Remarks – Round Table

Final and Closing Remarks - Chair Linda Lee

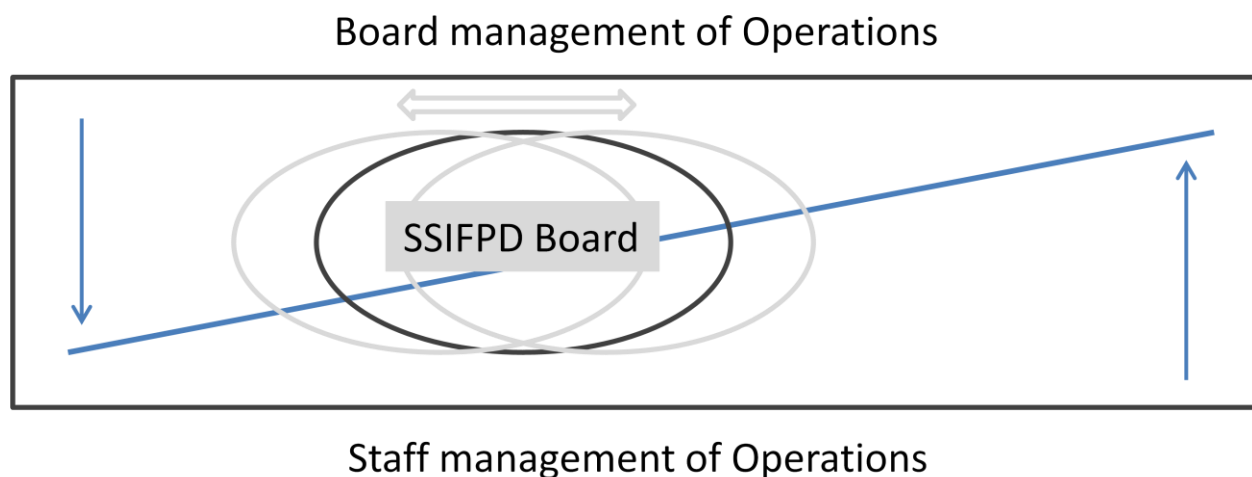
Summary of the Discussion and Decisions

Morning Session:

The SSIFPD Board on the Governance Continuum

The Board was engaged in a review of board governance models and determined that the best current definition of the SSIFPD Board model is that of “Constituent Representational”, meaning that the Trustees occupy the elected positions on the Board as representative of the constituents (the electorate) who selected them for service. It was determined that the SSIFPD Board governance model is located slightly to the left of the midpoint on a continuum of governance where the left end is fully Operational (Hands On) and the right end is purely Advisory with no involvement in the day to day operation of the enterprise.

It was also decided that the position of the Board on the governance continuum was dynamic, in that the Board could occupy a position on the scale – closer to the Operational end when it feels that the Board needs more information; clarity on operational priorities; or that the Board’s responsibility to the electorate dictate that a more “hands on” approach is required. Once those conditions change, the Board would return to its neutral position, or in some cases advance further to the right of the midpoint, as confidence in the operations increases.



Leadership, Management and Committee Membership

The Board spent a considerable amount of time contemplating the leadership structure of the organization. In the end, there was consensus that the Board had the primary leadership role in the organization and shared some of that responsibility and much of the “operational” leadership responsibility with the Chief and the Management Team.

The SSIFPD Management Team

Chief Tom Bremner
Deputy Chief Arjuna George
Corporate & Financial Administrator Andrew Peat
With Board Chair Linda Lee able to attend as required

The Board also suggested that the Chair of the Board and the Chief should meet once every two weeks to review the operations and discuss any issue that may need Board involvement. Trustee Garside was also invited to participate in the bi-weekly meetings.

The Leadership Team

The Management Team has the opportunity to engage additional personnel in the decision-making process and as such, the Leadership Team was identified as follows:

Chief Tom Bremner
Deputy Chief Arjuna George
Corporate & Financial Administrator Andrew Peat
Assistant Chief Jamie Holmes
Association President Eric Taylor



Board Committees

Committees of the Board are evolving as the recommendations of the Report begin to be implemented. The Board currently has tasked an Ad-Hoc Working Group to examine the creation of the required committees. Trustee Schlenker and Severn currently sit on the working group.

The Board has decided to create sufficient committees of the Board so as to assist in the implementation of the Report's recommendations and to support the Management and Leadership Teams in the execution of their responsibilities. The following committees either exist or are contemplated to exist. Trustees self-identified their interest in participating on individual committees as noted below:

Finance and Audit

Michael Schubart

Norbert Schlenker

Mike Garside

Andrew Peat as a non-voting Advisor/Participant

Human Resources

Michele Severn

Norbert Schlenker

Mitch Forest

Derek Hill

Andrew Peat as a non-voting Advisor/Participant

Strategy, Planning and Policy

Norbert Schlenker

Andrew Peat as a non-voting Advisor/Participant

Physical Plant & Infrastructure

Michael Schubart

Mitch Forest

Mike Garside

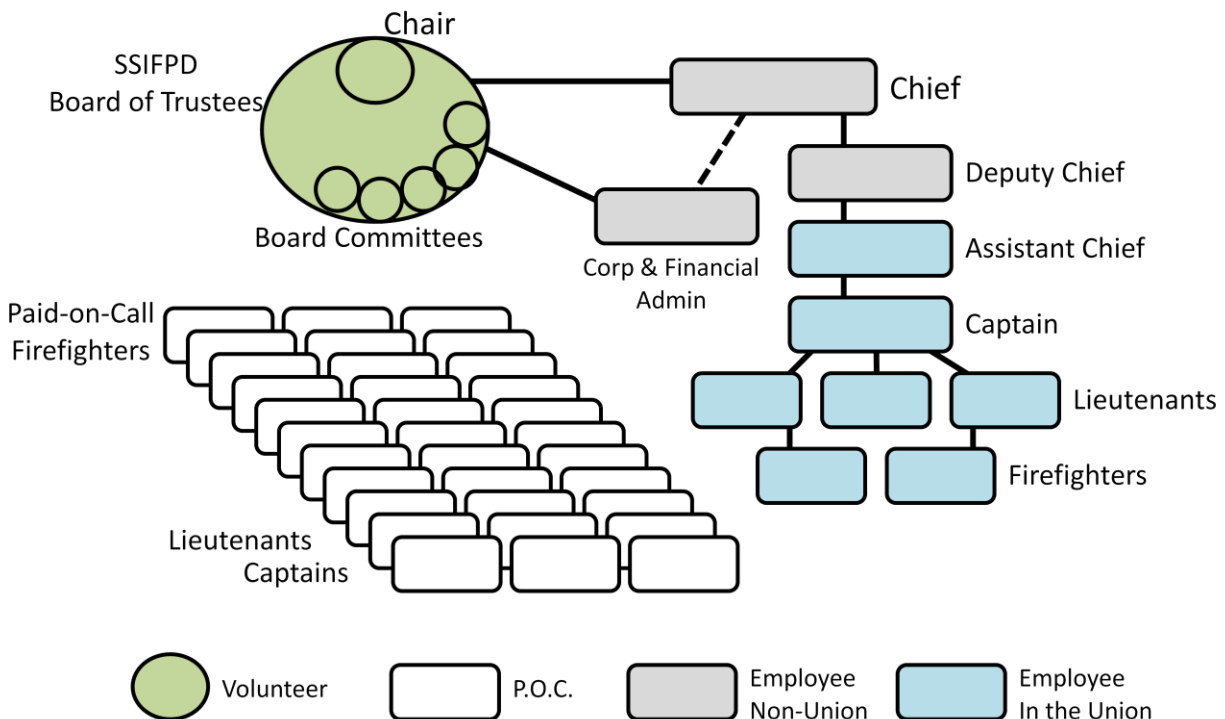
Derek Hill

Communications

Michele Severn

The Organizational Structure

The Trustees and the Chief engaged in a discussion about the positioning of various individuals in the organization. The resulting organizational structure is represented as follows:



Protocols, Procedures and Responsibilities

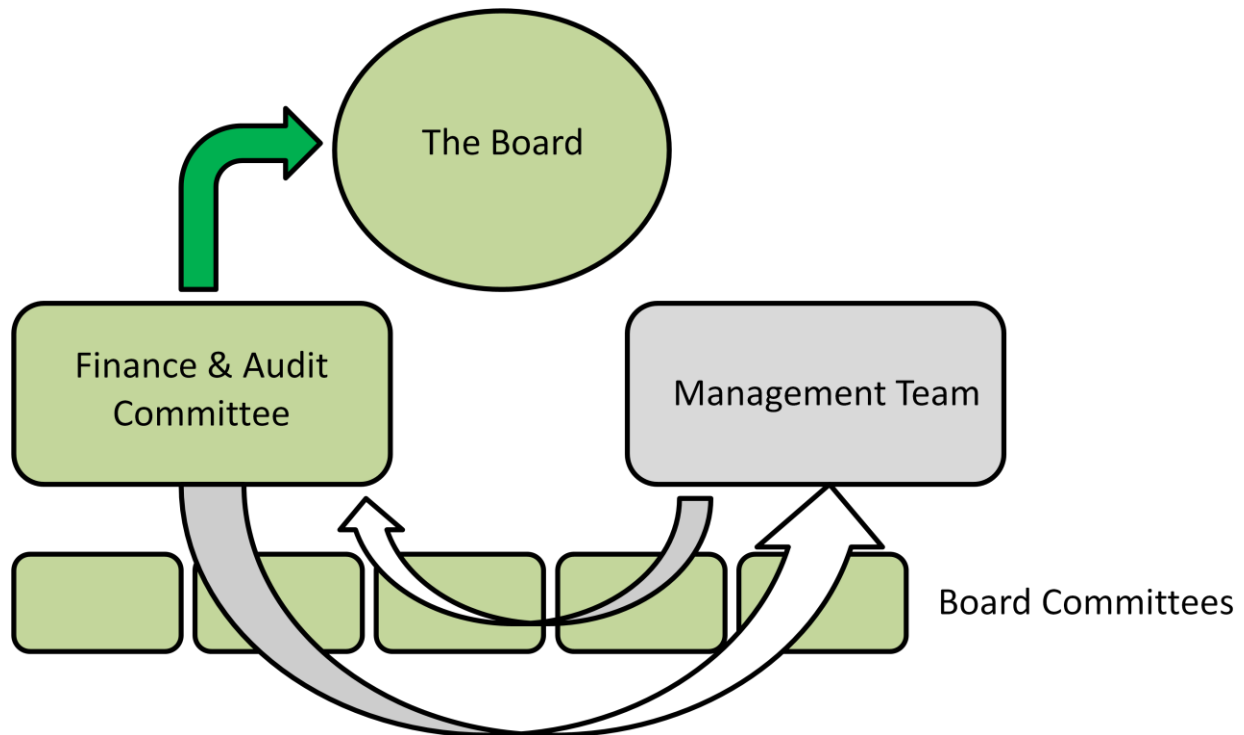
The Improvement District Manual is very specific with respect to the creation of bylaws and policy and as such, the Trustees did not debate those elements.

On the topic of Budget preparation, the Trustees empowered the Management Team to create the Budget using all of the staff resources required to assemble and explain the individual line items. The Management Team was also given the opportunity to consult with the Finance and Audit Committee and to seek counsel from other committees of the Board as might be necessary.

The Management Team submits the Draft Budget to the Finance and Audit Committee, who then review the content and liaise with the Management Team or other committees of the Board for clarification, analysis and commentary.

Once the Finance and Audit committee is satisfied that it has resolved all of the outstanding issues and it is prepared to present the budget to the Board, the

Committee Chair informs both the Chief and the Board Chair of their intention to recommend the Budget for approval.



The Management Team is responsible for the day-to-day management of the Budget once accepted by the Board and accountable for adherence to the approved Budget.

Communication

The Board and the Chief agreed that communication and frequent dialogue would help move the Board further to the right on the governance continuum, as the Board gained more knowledge about the operations and the effectiveness of the Management Team. In order to foster a culture of communication and to ensure that there is an opportunity for the Management Team and the Trustees to gain clarity around operational or governance issues, the following communication protocols were adopted:

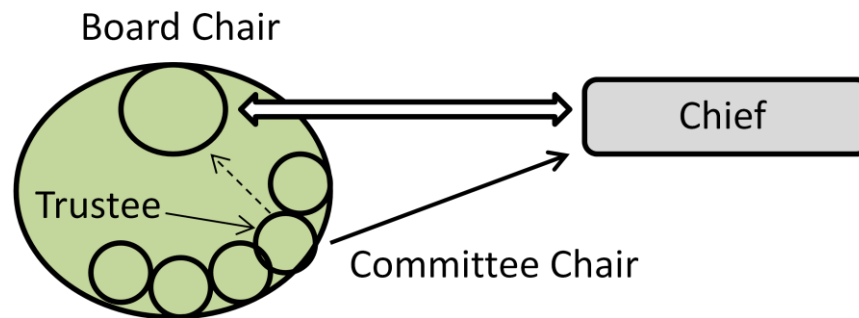
Formal Board/Staff communication would be between the Board Chair and the Chief.

The Board Chair, Trustee Garside and the Chief would meet bi-weekly.

The Management Team would meet regularly (undefined), chaired by the Chief.

All Trustees had the right to engage any member of the service in casual dialogue.

A Trustee's question relating to operations would first be directed to the Chair of the Board Committee most closely associated with the nature of the question. It would then be decided if the Committee Chair needed to engage the Board Chair, or if the Committee Chair would address the question to the Chief. There was also agreement that the Committee Chair could empower the Trustee to go directly to the Chief for an answer. All e-mail communication between a Committee Chair or Trustee and the Chief would be copied (CC'd) to the Board Chair.



E-Mail

All SSIFPD electronic communication will be conducted on SSIFPD assigned e-mails. The use of "blind copying" (BCC) was determined to be detrimental to a culture of open and transparent communication and therefore would not be tolerated. E-mail address management was to be examined by the Communication committee.

External Communication

There was consensus that the Board Chair and the Chief were the only two people authorized to speak on behalf of the SSIFPD, with the caveat that either the Board Chair or the Chief could authorize another Trustee or Officer of the Service to respond to specific issues of questions, if it is deemed more appropriate. An example would be a media inquiry regarding a fire or first response where the Incident Command was other than the Chief.

The media protocol is:

1. Board Chair (Governance and Board issues)
2. Chief (Operations and Incidents)
3. A designated Trustee or Officer

Questions from the public to Trustees are to be directed to the Committee Chair that can best answer the question or address the concern.

Marketing and Community Relations

The Board expressed a desire to learn more about the role of community relations, fundraising partnerships and the foundation. It was agreed that there was insufficient information and time left in the morning session to adequately address this and as such, it was decided that the Communications Committee would explore these issues and provide more clarity at a later date.

Summary Statements from the Morning Session

During the course of the morning, a number of issues were raised that were “parked” on a chart for further examination or were statements that expressed a concern about areas that needed further clarity. The following is in chronological order from the morning session.

- The Board governance style was described as “Noses in, fingers out”.
- There is a lack of written Policy and therefore no clear demarcation of where the lines of authority are.
- Board members need a process so that they can speak to staff to gain clarity on questions – usually operational questions.
- The Strategy and Planning Committee is responsible for drafting Policy – with the assistance of the Management team.
- There is a need for more frequent Budget reporting – perhaps monthly, so that any variances can be discussed and dealt with.
- There is a need for a Policy that sets an amount above which expenditure requests would go to the Board – for items not detailed in the Budget – the Policy may differentiate between Operations and Capital.
- There is a need for a Policy that relates to any proposed changes to the Budget.
- Finance and Audit must look at opportunities for reducing expenditures in the 2015 Budget. We need not wait until Budget 2016.
- SSIFPD Board has committed to rapidly transition to a Zero Based Budget model.

The meeting adjourned for lunch at 12:05hrs

Afternoon Session

The afternoon agenda was dominated by the review of the fifty six recommendations from the Fire Service Review Report. The agenda suggested that each recommendation would be prioritized and subjected to the application of a timeline, responsible individual, budget and human resource requirement. The reality of the time available to the Trustees and the complex nature of some of the recommendations resulted in the agenda being amended such that each of the recommendations would be assigned to a specific Board committee.

The afternoon session started with a lengthy discussion around the importance of Policies that relate to the services that are going to be provided by the SSIFPD; the area within which those services will and will not be provided; and the acceptable level of training for each service. The implications of a delay in the development of Policy in these areas, or the reluctance to articulate and approve a Policy for these issues, could result in serious liability for the SSIFPD.

Subsequent to that discussion, the list of recommendations was examined and each recommendation was assigned to a specific Board committee or to the Management Team for follow-up. The following details the status of each recommendation as a result of the afternoon session:

Assignment of Recommendations to Board Committees

Acronyms

Board	Board of Trustees of SSIFPD
MT	Management Team
LT	Leadership Team
AHWG	Ad-Hoc Working Group to form committees
SP&P	Strategy, Planning and Policy Committee
HR	Human Resource Committee
F&A	Finance and Audit Committee
PP&I	Physical Plant and Infrastructure Committee
Com	Communications

High Priority WRG Recommendations

WRG Recommendation – 4 : The Board should move quickly to create an Orientation Package and a process of mentorship for new Board members. (within 60 days) **Assigned to MT**

WRG Recommendation – 9 : The Board should immediately and formally adopt Robert's Rules of Order and publish an abridged version – with edits and amendments as necessary – on the SSIFPD website as a public document. The resulting Robert's Rules should serve as the minimum standard for all Board or subcommittee meetings. (within 45 days) **Assigned to SP&P**

WRG Recommendation – 10 : SSI Fire Protection District Board of Trustees adopt a participatory model of decision making with subcommittees populated by Trustees and members of the public, and immediately create a Finance and Audit subcommittee, and a Human Resources and Legal subcommittee. (within 45 days) **Assigned to AHWG**

WRG Recommendation – 11 : The Board must move quickly to assign a Board Committee (likely the HR and Legal subcommittee recommended) to start the process of gathering information about Collective Agreements in other jurisdictions and to explore how those communities are addressing the cost of fire services. (within 90 days) **Assigned to HR**

WRG Recommendation – 13 : We suggest that there is a need for the Board to re-visit its Letters Patent and other SSIFPD documents, and examine closely where their authorities exist (for service delivery) and where they do not; where the boundaries of service delivery exist and where they need to be amended; and where opportunities and agreements currently exist for Mutual Aid (or should exist) with neighboring jurisdictions. Agreements with BC Ferries, Salt Spring Air, Harbour Air, the Water Taxi service and others should be established or refreshed as they relate to emergency transport. (within 200 days) **Assigned to SP&P**

WRG Recommendation – 14 : The Board must move immediately to engage the rate payers on the island in a dialogue with respect to the fire and rescue service to determine the specific services that need to be provided. The final decision with respect to the level of service required on the island must be discussed and agreed to before the next budget cycle. (within 200 days) **Assigned to SP&P**

WRG Recommendation – 15 : The Board should move to affirm the Zero Based Budgeting model as the standard for all future budgets. (within 45 days) **Assigned to F&A**

WRG Recommendation – 18 : The Board should immediately assign a Task Force or subcommittee to examine the administrative function(s) within the SSIFPD and determine a roster of responsibilities and deliverables. An outside Human Resource advisor should be retained to assist in this regard and to create job description(s), a list of qualifications, and a valuation of the position(s). Current staff could be assessed against these findings and included in the interview process as necessary. (within 45 days) **Assigned to HR**

WRG Recommendation – 20 : The Board should immediately assign a Task Force or subcommittee (like the Facilities and Physical Plant subcommittee recommended) to initiate a Public Engagement process to address the need for a replacement for Hall #1. This process should start at the very beginning: the need to exit Hall #1 and explore all of the options for replacing that functional space. Further, the Board should assign a date of November 30th 2015 for the delivery of the subcommittee recommendation and then begin to plan for a referendum early in 2016. Because of the history behind this issue, the Board is advised to retain a facilitator for this process. (within calendar 2015) **Assigned to PP&I and Com**

High Priority FireWise Recommendations

FireWise Recommendation A8:

That SSIFPD adopt an acceptable level of training for each position and function in a policy statement. **Assigned to HR**

FireWise Recommendation A 3:

That the SSIFPD review the services provided by SSIFR as stated within Bylaw 59 to ensure they meet SSIFPD expectations and community needs. Any desired changes should be reflected in an amended Bylaw. **Assigned to SP&P**

FireWise Recommendation 5.0.1

SSIFPD should re-confirm their commitment to providing pre-hospital care to its constituents and lobby the Provincial Government for some type of cost offsetting options. **Assigned to SP&P**

FireWise Recommendation 13.0.1:

The new fire hall facility design should incorporate enough storage space to keep all equipment in the SSIFR inventory inside the facility where it is warm and dry and, subsequently easier to check and maintain. **Assigned to PP&I**

FireWise Recommendation A9:

It is recommended that SSIFPD clearly define the district boundaries in the interest of risk management. **Assigned to MT**

FireWise Recommendation A 53:

An OG is required for offshore response for areas within the SSIFPD. **Assigned to MT**

FireWise Recommendation A 104:

An OG on out-of-district response is required. **Assigned to SP&P**

WRG Medium Priority

WRG Recommendation – 1 : The Board should move immediately to craft an Oath of Office and have each Trustee read and sign the oath. The Oath of Office and the expectation that the Oath will be signed should be included in the documentation for nominees to vacant Board positions. (within 45 days) **Assigned to SP&P**

WRG Recommendation - 2: The Board should move immediately to draft a Confidentiality Policy and accompanying Agreement for each Board member to review and sign. The Confidentiality Agreement and the Conflict of Interest Policy and the expectation that both will be signed should be included in the documentation for nominees to vacant Board positions. (within 45 days) **Assigned to SP&P**

WRG Recommendation - 3 : The Board should move immediately to create a Conflict of Interest policy and have each member of the Board review and sign it. (within 45 days) **Assigned to SP&P**

WRG Recommendation – 5 : The Board is encouraged to conduct a Board Governance workshop once annually to ensure that they identify and hold themselves accountable for the roles and responsibilities set out for them and set forth by themselves. It is important that this session be held annually so that “mission drift” is avoided and adherence to standards of practice for Board members is maintained. It is also suggested that the Board invite representatives from the Ministry to attend and participate in the working session. (within calendar 2015) **Assigned to SP&P**

WRG Recommendation – 6 : The Board should immediately initiate a Board Task Force to address this issue (within 45 days), start a dialogue with professionals on the island who have experience in this area and connect with the Library and the High School to see if a mutually beneficial program can be established. It is strongly recommended that the SSIFPD then move quickly to assemble all hard copy and electronic documentation; research and adopt a simple Document Management System (DMS); and proceed with archiving all material. (completed within 200 days) **Assigned to Com**

WRG Recommendation – 7 : The Fire Rescue service as part of the Board Task Force noted should seek professional assistance in the creation of a policy that

requires all documentation to be made available to the registered property owners on the island and potentially to the public in general, in electronic form from the web site or a web portal. The exception to this would be the aforementioned confidential documents, for which the Board must create a criteria for designation and a process to review, approve or reject access requests. The policy must include timelines for reviewing requests and providing a response. (completed within 200 days) **Assigned to Com**

WRG Recommendation – 8 : The Board should develop a Communication Plan that addresses the need to engage and inform the public more fully. This plan should include the creation of a new web portal as discussed above; access to all SSIFPD documents; an annual “State of the Service” presentation by the Chief and the Board Chair; more frequent press releases; better use of social media; and greater public engagement. (completed within 200 days) **Assigned to Com**

WRG Recommendation - 12 : The Board should begin the process of building a professional negotiating team; seek outside advice with respect to what can and what cannot reasonably be expected in the December 2016 negotiations; and move to engage the unionized firefighters in a constructive dialogue to address the community’s concerns regarding services to be delivered and the associated cost. (within calendar 2015) **Assigned to HR**

WRG Recommendation – 16 : The Board should move to meet with the relevant authorities in all of the water supply organizations to confirm a process of testing, rating and marking hydrants, standpipes and water supply systems and make that information available on the SSIFPD website or portal. (within calendar 2015) **Assigned to PP&I**

WRG Recommendation – 17 : The Board assign a Task Force or subcommittee to examine bylaw administration and enforcement and to meet with the relevant authorities from the CRD, Islands Trust and RCMP to discuss a coordinated enforcement program that meets the needs of the island residents. (within calendar 2015) **Assigned to SP&P**

WRG Recommendation – 19 : The Board should move quickly to have a structural assessment completed on Halls #2 and #3 so that the risk of damage during a seismic event can be determined. (within calendar 2105) **Assigned to PP&I**

FireWise Medium Priority

FireWise Recommendation 14.0.1: The strategic goal of maintaining the Superior Shuttle Service Accreditation should be a priority beyond the 2016 expiry. **Assigned to PP&I**

FireWise Recommendation 14.0.2: That other dry hydrant locations be identified and implemented as a strategic goal for alternative water supply. **Assigned to PP&I**

Low Priorities and Work in Progress - No Priority Rank

FireWise Recommendation 9.5.2: That the SSIFPD Board create a Policy giving direction to SSIFR for the provision of a regular system of fire safety inspections of public buildings within the SSIFPD. **Assigned to SP&P**

FireWise Recommendation 9.5.2.1: That inspection frequencies within OG 5.01.00 be adjusted to more closely match actual fire risk assessment and available resources. **Assigned to MT**

FireWise Recommendation 6.0.1: To assist with future operational decisions, SSIFR should provide mapping for elected officials and the public that illustrates response times of actual incidents to all areas within the SSIFPD. **Assigned to MT**

FireWise Recommendation 15.0.1: A long term fleet replacement plan should be adopted by SSIFPD and funds set aside in a reserve fund to offset replacement apparatus purchase cost. **Assigned to PP&I**

FireWise Recommendation: 18.0.1: A SSIFPD policy on the use of Social Media should be adopted as part of an overall communication strategy. **Assigned to Com**

FireWise Recommendation C 1: That options for live fire training at the Fulford fire training ground be renegotiated. **Assigned to PP&I**

FireWise Recommendation 9.3.1: That SSIFR continue to access training directed at maintaining and/or upgrading skills necessary for LAFCs. **Assigned to MT**

FireWise Recommendation 9.3.2: That an OG be written ensuring there is a process for the Fire Chief, the Deputy Fire Chief, and other appointed LAFCs to be excused when any real or perceived conflict of interest may arise. **Assigned to MT**

FireWise Recommendation 11.0.1: Make a housekeeping revision to the Policy statement within OG 5.01.01 to state that pre-incident plans shall be completed for “high risk” occupancies in addition to ‘high hazard’ occupancies. **Assigned to MT**

FireWise Recommendation 11.0.2: Ensure pre-incident plans for all “high hazard” and “high risk” occupancies are current and in a standard format. **Assigned to MT**

FireWise Recommendation 16.0.1: That SSIFPD create a policy statement which states the specific industry standard(s) they will accept for the manufacture of fire apparatus that they purchase. **Assigned to PP&I**

FireWise Recommendation A59: An OG is required for a ten minute incident timer in compliance with NFPA 1561. **Assigned to MT**

FireWise Recommendation A63: An OG on the change of fire attack strategy from Defensive to Offensive is recommended. **Assigned to MT**

FireWise Recommendation A 65: An OG for personnel who have come in contact with bio hazards is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation A 68: OG 2.27.02 and/or 2.27.00 should be revised to include decontamination procedures. **Assigned to MT**

FireWise Recommendation A80: An OG on confined space operations is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation A 107: An OG on high angle rescue operations is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation B 4: OG 2.44.5 be enhanced to address the transportation of an injured worker to a hospital emergency room. **Assigned to MT**

FireWise Recommendation B 7: The minutes of the monthly OH&S safety committee meetings be submitted to SSIFPD Board. **Assigned to MT**

FireWise Recommendation B 15: BCERMS should be adopted for an incident command system standard. **Assigned to MT**

FireWise Recommendation B 24: A process needs to be established for forwarding accident reports to the SSIFPD. **Assigned to MT**

FireWise Recommendation B 26: That the procedures used with respect to corrective action following an accident investigation including corrective action be included in the appropriate Operational Guideline. **Assigned to MT**

FireWise Recommendation B 30: That the department Operating Guidelines and Policies be posted in the member's section of the SSIFR website so members can access them. **Assigned to Com**

FireWise Recommendation B 39: An OG on fall protection is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation B 41: That O.G. 3.02.00 is amended to reflect that the minutes of the Joint Occupational Health & Safety committee meetings are sent to the SSIFPD on a regular basis. **Assigned to MT**

FireWise Recommendation B 59: An OG on vehicle and small engine exhaust extraction or management is required by WorkSafeBC.

FireWise Recommendation B 47: That the cascade system bottle composition type be verified to determine if they are ASME or DOT cylinders and if they are determined to be the latter, they are hydrostatically tested. **Assigned to MT**

The afternoon session concluded at 16:10 hrs.

Conclusion

The Board of Trustees, senior staff and the consulting team retained to complete the Fire Service Review, came together for a single day to set a new agenda for the SSIFPD. The work that was completed on May 23rd will go a long way to moving the Fire Protection District forward, and will without question, result in an improved, more efficient and effective operation and governance model. The fifty nine recommendations will allow SSIFPD to effect change where change is required, maximize its resources and potentially save money.