

Timeline Report

Immediate Action (3 to 6 months)

Recommendation 3: That the CRD Protective Services transition to a face-to-face communication model with VFD chiefs and departments where staff visit each department 2-4 times annually

Recommendation 4: That the CRD confirm its managerial reporting lines and organizational structure to all VFD fire chiefs and senior officers.

Recommendation 10: That CRD Finance department develop a Finance/Budget "calendar" for fire chiefs that identifies benchmark dates for important actions and budget management.

Recommendation 19: That a specific incident response worksheet template be created by the CRD to facilitate data collection at incident scenes, and that the FDM incident record database will be populated with comprehensive incident details for every incident.

Recommendation 22: That CRD Protective Services institute and enforce expectation that all active duty firefighters will have applicable PPE (Coat, pants and helmet) that is less than 10 years of age from date of manufacture.

Recommendation 24: That inspection, maintenance and testing checklists and records for all PPE, and in compliance with all applicable legislation and regulation, be created and retained as per CRD best practice.

Recommendation 27: That all future apparatus purchases, regardless of vehicle type, have equal numbers, or more, SCBA than firefighter sitting positions to ensure every firefighter on a fireground has respiratory protection available.

Recommendation 28: That inspection, maintenance and testing checklists and records for all SCBA, including compliance with all applicable legislation and regulation, be created, and retained as per CRD best practice.

Recommendation 32: That a formal equipment inspection, maintenance and testing program be initiated by the CRD for all life safety, firefighting, and power equipment. A formal checklist should be created and regularly utilized by all VFD members.

Recommendation 33: That inspection, maintenance, and testing records for all fire department equipment be retained as per CRD records management practices and kept accessible to CRD Protective Services at the firehall for a period not less than 2 years.

Recommendation 44: That all CRD firefighters who may operate any apparatus regularly perform pre- and/or post-trip inspections on the apparatus on a regular basis as per the requirements of both their airbrake endorsement and commercial vehicle regulations.

Recommendation 46: That the CRD immediately institute a district-wide Automatic Aid system, that includes one engine from the nearest aid department and two tenders from the two closest aid department, to respond to all reported working structure fires or advancing wildland-interface fires.

Recommendation 50: That the CRD assess all existing facilities for Building, Electrical and Fire Code compliance. Further, that HVAC systems, utilities, communications, and water/sewer be made safe immediately without exception.

Recommendation 61: That the CRD urgently coordinate with the RDFFG and Prince George FOCC to bring Deka Lake VFD on-line with the FOCC 911 system and dispatch radio communication system utilized by the other CRD fire services.

Recommendation 62: That the CRD coordinate enhanced training in the use of FDM and institute improved oversight to ensure reporting compliance levels.

Recommendation 69: That a formal discipline process be identified for application in the event a firefighter has excessive points, or a restriction or prohibition on their drivers' license.

Recommendation 70: That a requirement be established requiring immediate notification to the fire chief, or designate, of any restriction or prohibition from driving.

Recommendation 82: That CRD Protective Services engage themselves fully in VFD OH&S Committee administration to ensure that programs are established properly, meeting and reporting regularly, and undertaking all requirements including member training.

Recommendation 84: That the CRD immediately activate and support a functioning OH&S program within each member VFD with support from CRD Protective Services.

Recommendation 90: That the CRD establish a secure filing system for paper copies of all personnel and operational records at each firehall, with restricted access.

Short Term (6 months to 1 year)

Recommendation 2: That the CRD develop and distribute a comprehensive list of all legislatively required compliance items for each VFD and actively enforce compliance annually, as required and feasible.

Recommendation 5: That the CRD Manager of Protective Services be given an unencumbered mandate to enhance regionalization of the fire service.

Recommendation 6: That the CRD implement Step 1 of the proposed Protective Services reorganization (Appendix C) for fiscal 2021/22.

Recommendation 9: That CRD Finance and Purchasing departments develop a Finance and Procurement 101 program for all new and existing fire chiefs that outlines budget basics, financial rules, purchasing rules, and provides education of operating, capital, and reserve allocations and limits.

Recommendation 14: That the CRD consider the identification of VFD fire chiefs as auxiliary employees, instead of contractors.

Recommendation 16: That CRD Protective Services should require a comprehensive business case to support continued involvement in any discretionary service being performed by a VFD.

Recommendation 20: The CRD Protective Services lead a comprehensive review of all high-risk properties within its jurisdiction and develop pre-incident plans and training for associated VFD's in all cases.

Recommendation 21: That CRD Protective Services staff become uniformed personnel and that senior operational staff assume a rotating "duty officer" role for response to high-profile or high-risk incidents throughout the district. Further, that the duty officer be provided an appropriate emergency vehicle with which to respond promptly.

Recommendation 30: That the CRD centralize all management of OH&S required inspection, maintenance and testing related to respiratory protection equipment.

Recommendation 31: That a complete inventory of each VFD's equipment and apparatus be regularly undertaken to ensure items are known, functional, safe, and ready for use, and that required items that are not available are identified for purchase.

Recommendation 34: That the CRD permanently remove from service all cotton-jack hose in VFD inventories.

Recommendation 36: That the CRD provide the VFD's with visual inspection checklists for hoses and manage annual testing of all hoses at each department.

Recommendation 40: That CRD standardize fleet composition and deployment across the district using a three-apparatus model (engine, tender-engine, wildland utility) for each VFD.

Recommendation 42: That CRD Protective Service and Finance departments ensure that a guaranteed 24/7/365 fuel access program is in place for every VFD, including use of firehall fuel depots or mobile delivery vendors if required.

Recommendation 47: That the CRD define and standardize back-fill requirements for aid departments responding to another jurisdiction under an Automatic Aid request.

Recommendation 49: That the CRD identify urgent requirements for renovations to existing firehalls to increase the number and type of washrooms as well as shower facilities to at least two each per facility.

Recommendation 57: That CRD Protective Service identify all radio equipment in use in each VFD and cross-reference this information against the allocated number of devices for radio licenses issued for each department. Radio licenses must be updated accordingly.

Recommendation 64: That the CRD initiate a Fire Chief training program entitled Fire Chief 101 – Legislation and Management of a VFD.

Recommendation 65: That the CRD Protective Services meet and strategize with the fire chiefs at Lac la Hache, 108 Mile, Forest Grove, Interlakes and Lone Butte to develop a rapid recruitment process for their protection areas.

Recommendation 71: That an RCMP Enhanced Criminal Background Check, including Vulnerable Sector, be implemented for all firefighters upon hire, and every 3-5 years thereafter at department expense.

Recommendation 72: That all new CRD recruits obtain a certificate of fitness (mental and physical) from a registered physician identifying they are clear to assume the duties of a firefighter in the CRD. Costs for this request must be reimbursed by the fire department on hire.

Recommendation 74: That any CRD firefighter who has been absent from training or responses due to injury or illness for a period exceeding 3 consecutive months, or who has missed their compulsory annual fitness assessment, be made to undergo a full medical evaluation by a registered physician and be cleared of any associated health concerns prior to returning to active duty. Costs for this request must be reimbursed by the fire department.

Recommendation 77: That the CRD Protective Services review all core and discretionary services delivered by CRD VFD's and ensure that recognized training programs are utilized and comply with applicable legislation and best practice.

Recommendation 79: That CRD Protective Services provide to the VFD Training Officers training record document templates for use in recording individual and departmental training. Additionally, enhanced FDM training for electronic recording and storage of detailed and legislation compliant training records should be a priority.

Recommendation 83: That CRD Protective Services facilitate regular OH&S workshops for committee members from all VFD's to learn and share knowledge.

Recommendation 85: That the CRD create a comprehensive checklist of all required OH&S functions and records for reference use by all fire departments.

Recommendation 88: That the CRD consider appointing the Manager of Protective Services and Regional Fire Services Supervisor as LAFC's for the entire CRD or that existing LAFC's be given expanded jurisdictional mandates to cover areas without existing LAFC's.

Recommendation 89: That the CRD initiate a response protocol for a recognized LAFC to respond promptly to any serious incident where LAFC powers and authority may be required.

Recommendation 91: That the CRD engage with the FOCC to initiate increased electronic submission and storage of records within FDM including, maintenance, testing, asset management, and inspection records.

Recommendation 92: That the CRD initiate basic and advanced FDM training for all Chief Officers, Training Officers and fire department Clerks as soon as possible.

Medium Range (1 to 2 years)

Recommendation 1: That the CRD review all bylaws upon provincial adoption of the new Fire Safety Act.

Recommendation 7: That the CRD confirm prominent display of the CRD Fire Services logo outside every firehall under their jurisdiction.

Recommendation 8: That the CRD Finance department develop a "non-discretionary" list of budget GL accounts within VFD budgets that the fire chief can see but cannot exercise management of. These GL's would specially apply to items requiring legislative compliance.

Recommendation 11: That CRD Finance department develop a modified financial structure to allow for creation and management of a centralized CRD inventory account for group purchasing related to VFD's that can be reallocated, as needed, to individual department budgets.

Recommendation 13: That the CRD engage in formal financial and operating partnerships with the municipal fire departments in 100 Mile House and Williams Lake to utilize their certified training centers for enhanced VFD training. Model should be like existing relationships between local CRD VFD's and Quesnel VFD.

Recommendation 15: That CRD Protective Services should require comprehensive business cases and objective statistical facts to support any additional service request by a VFD beyond the identified "core" CRD services. This should include consideration and provision of first responder medical response.

Recommendation 23: That CRD institute and enforce a regionalized procurement and asset management program for PPE jackets, pants and helmets, at minimum.

Recommendation 35: That the CRD undertake an inventory of all firehose in each VFD to ensure functionality, compatibility, and number of each are known.

Recommendation 37: That the CRD and VFD's identify and resolve compatibility challenges and opportunities between regional fire services related to fire hose and coupling types.

Recommendation 38: That the CRD undertake an inventory of all portable drafting ponds/tanks to ensure capacities meet FUS requirements and operational need without being excessive.

Recommendation 39: That the CRD undertake an inventory of all portable pump equipment to ensure numbers, capacities and types are appropriate to departmental uses.

Recommendation 41: That CRD consider, on an individual department basis, and as supported by a strong business case, the addition of specific apparatus.

Recommendation 43: That all CRD firefighters be appropriately licensed by the Province of BC to operate all apparatus in their firehall. Alternatively, that all VFD's only operate apparatus that their full membership can drive.

Recommendation 45: That the CRD undertake rationalization of any chief officer duty vehicle to ensure compliance with CRD policy and CRA regulations.

Recommendation 48: That the CRD define and standardize all terminology related to aid agreements and contract services and apply this terminology to all existing and future documentation.

Recommendation 53: That the CRD explore, as part of any firehall upgrade and ongoing capital improvements, the installation of a large underground reservoir tank at each firehall that does not already have one in place. Further, that the CRD should inspect, upgrade and maintain existing underground tanks, as required.

Recommendation 55: That CRD Protective Services coordinate with all VFD's to research, identify and implement a single cellular-based App for provision of enhanced firefighter dispatch that meets all requirements of Federal and Provincial Privacy legislation.

Recommendation 56: That CRD Protective Service consider standardization of a satellite back-up connect system provider for all VFD's.

Recommendation 58: That CRD Protective Service develop an inventory of all radio equipment in the CRD.

Recommendation 63: That the CRD initiate a Fire Chief Succession Plan and Selection Process that focusses on education, skills and experience as the key factors.

Recommendation 66: That the CRD explore and implement an appropriate minimum training attendance requirement for all VFD's.

Recommendation 67: That the CRD research and work with a small team of VFD officers to implement a comprehensive firefighter recruitment program. This should include a toolbox for use by VFD's locally.

Recommendation 68: That the CRD develop and implement a recruit training program, compliant to both WorkSafeBC and the Playbook, that will be delivered at the regional level and attended by new recruits from departments within that region. Delivery of instruction would be from recognized trainers from across the CRD VFD's.

Recommendation 73: That regular general fitness assessments be made a component of the annual training program for all CRD firefighters, with attendance being compulsory.

Recommendation 75: That any healthy CRD firefighter who has been absent from training or responses for a period exceeding 6 consecutive months, regardless of reason, be made to undergo a full Exterior Firefighter skills assessment and medical exam before returning to active duty.

Recommendation 76: That the CRD Protective Services and VFD training officer representatives cooperatively develop and implement a universal training calendar including both recruit training and regular member training to the two service levels utilized within the CRD.

Recommendation 81: That local VFD training ground use be discontinued unless the site can be certified to be safe by a registered professional/technician.

Recommendation 86: That each VFD strongly consider initiating a Public Educator position within the volunteer ranks of the department. It is further recommended that the position be filled by a non-firefighter as a person who can dedicate their time and effort solely to prevention and education.

Recommendation 93: That the CRD consider implementing a cloud-based records management system for use by all VFD's for documents not required to be stored in other databases like FDM.

Long Term (multi-year ongoing)

Recommendation 12: That the CRD carefully consider the issue of "alternatively funded" assets and their long-term interjection into CRD budget and operations.

Recommendation 17: Specific service delivery activities should be identified, or excluded, within any new empowering bylaw or other policy document between the CRD and the VFD.

Recommendation 18: The CRD undertake a comprehensive review of all response areas with the goal of minimizing response times, equalizing call volumes, sharing risk, facilitating automatic aid response, and maintaining sustainable tax base funding for each department.

Recommendation 25: That CRD institute and enforce a regionalized procurement and asset management program for SCBA and other respiratory protection equipment.

Recommendation 26: That CRD institute and enforce a regionalized standardization of SCBA equipment for all VFD's. Municipal VFD integration should be encouraged.

Recommendation 29: That the CRD confirm compatibility challenges and opportunities between neighbouring fire services related to SCBA types and training.

Recommendation 51: That CRD Protective Services consider standardization of dry hydrant installations at multiple water body/lake access points for all VFD's without a public water supply system. The locations should be done in close collaboration with local fire departments.

Recommendation 52: That the CRD explore funding, including grants, to install dry hydrants around the perimeter of the major lakes in each jurisdiction.

Recommendation 54: That CRD Protective Service consider standardization of the installation of firehall underground water tank/reservoirs at 10,000 gallons.

Recommendation 59: That CRD Protective Service consult with all VFD's and other jurisdictions to reach a standardization of whether firefighters will be issued personal radios or pagers, and then account for the decision within the budget process of each department.

Recommendation 60: That CRD Protective Service consider standardization of all radio equipment (brands, types, capabilities) across all VFD's to ensure interoperability, and benefit from group purchasing opportunities.

Recommendation 78: That the CRD identify at least six qualified instructors from within the VFD ranks to immediately begin development and instruction of regional training programs specific to both the Playbook as well as other skills and services.

Recommendation 80: That CRD Protective Services standardize the training provider/vendor for first responder, emergency scene traffic control, driver/operator, and wildland-interface firefighting training programs.

Recommendation 87: That the CRD initiate a staff position within Protective Services to coordinate delivery of public education and prevention programs throughout the CRD.

As with any project submitted for review, there are limiting factors that can have an adverse effect on the completion and/or vision. The key drivers in this case can be broken down into several groups:

1. Is it relevant to the organization;
2. Will it require a change in culture;
3. Is it economically feasible in the current and projected timespan;

Most, if not all recommendations, meet the requirements of numbers one and two. With changes in culture, there may be resistance as change is often difficult in the fire service. The ability of Staff to

implement these changes will be taxed as alternative solutions will need to be used in some cases. Items under number three will need to be further prioritized and completed in conjunction with the Departments and Finance so as to find a proper balance between fiscal responsibility and success.