2025

Emergency Management Group

Municipality of the District of Clare

Fire Service Review

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INTRODUCTION AND SCOPE

This document was developed to provide strategic direction for the Municipality of the District of Clare and to help shape the future of its fire departments. A comprehensive plan is essential in preparing both current and future fire service operations, ensuring that decisions and initiatives undertaken each year contribute to achieving the established vision for a fire-safe community.

The review process conducted by the Emergency Management Group Inc. included station visits and consultations with fire chiefs. In addition to the in-person meetings, a survey was distributed to firefighters, offering them an opportunity to provide input on the future of fire services within the Municipality of the District of Clare. All feedback was collected and incorporated into this assessment. Based on the criteria outlined above and the insights gathered during the meetings, the consulting team conducted a thorough review of both the strengths and areas for improvement within the Municipality of the District of Clare's fire departments.

Scope of Work

As noted in the Municipality's Request for Proposal, the evaluation and analysis of data to complete the review of fire services within the Municipality shall be based on recognized guidelines and criteria, including applicable Fire Underwriters Survey (FUS) schedules, any federal and/or provincial mandates relative to the delivery of fire protection services, and current best practices for volunteer fire departments.

More specifically, the required scope of work shall include the following:

- A review of the current fire protection services provided by each of the Municipality's fire departments, including consultations with fire chiefs and officers from these departments.
- A review of each department's bylaws, policies, and standard operating guidelines and standard operating procedures to identify opportunities for improvement and efficiency.
- A review of each department's most recent financial statements.
- A review of professional qualifications and standards (i.e., training), communication practices, fleet/facilities management, public education, fire prevention and fire suppression services related to current volunteer firefighter standards.

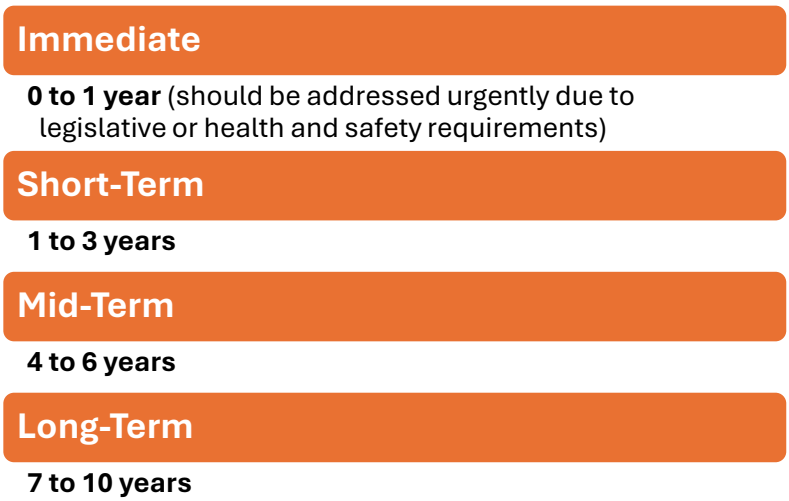
- A review of existing mutual aid agreements.
- A review of current fire hall locations, district boundaries, and response times to ensure compliance with applicable standards for volunteer firefighting services.
- An evaluation of the current response model (i.e., what stations and apparatus respond to the types of calls received).
- An inventory of current equipment and fire halls to determine if resources are being used effectively to meet the community's needs based on the level of service provided (i.e., call volumes), availability of firefighters, mutual aid agreements, and geographic area served.
- An assessment of current funding practices, including operational and capital funding, to determine if departments are adequately funded to provide fire service in their respective geographic areas or if operational efficiencies can be found.

Outputs

- A review of applicable legislation, including all necessary reporting requirements, and a detailed roadmap to achieve compliance.
- A review of current fire districts, complete with recommendations for proposed changes (if required).
- A renewed operational funding model consistent with current operating expenses and expected service delivery standards.
- A detailed 10-year capital plan outlining optimal station, apparatus, and equipment needs, including a timeline for implementation and recommendations for the best placement of said assets.
- A review of current training practices with a lens on both member safety and compliance with recognized industry standards.
- An action plan (with recommendations) for maintaining/improving the volunteer fire service delivery model within the Municipality, including industry trends and best practices relating to organizational structure and operational procedures.
- An implementation plan for all recommendations. The plan is to include clear and concise goals, objectives, actions/steps, resources (i.e., members, training, equipment, finances, etc.), and timelines required to guide transition.

Based on the anticipated goals and expectations of this fire service review, EMG is presenting six recommendations for consideration by senior management and council.

The recommendations contained within this document have been submitted to provide a set of strategies and goals for implementation that are aimed at assisting senior management and Council in making decisions relating to the efficient allocation of resources and staffing. The recommendations provided by EMG have been broken down into the following timelines:



Note: due to the nature of the recommendations, most of them are in the Immediate or short-term category. Each will have long lasting (positive) effects on the fire department and the community.

The implementation of the recommendations will ultimately depend on the direction provided by the Council, as well as the allocation of necessary resources and the ability to advance the recommendations outlined in this document.

It is important to note that during the review of the initial scope of work and related outputs, a concern emerged. This concern was related to the availability of information from some fire chiefs. While some provided detailed information regarding operating guidelines, training, and equipment maintenance, others could not supply sufficient data to the EMG consultant.

Based on this, EMG recommended that municipal decision-makers adjust the scope of work to focus the review on the support and coordination of the fire departments. This recommendation was also precipitated by input received during the site visits. Many of the chief officers identified three key needs:

- More administrative/coordinated support
- Financial support with the insurance coverages for the fire departments, and

- Provide more consistent training and operational guidelines for all ranks within the fire departments.

This information was communicated to the municipality's senior management and Council, and it was agreed that a three-pronged approach would serve as the updated focus for this fire service review.

- Assessment of the facilities in relation to response locations and what, if anything, needed to be adjusted
- Is there an opportunity for savings if the municipality were to take over the costs of insurance for the fire departments, and
- What would a Fire Service Coordinator's position look like?

The Municipality also requested a review of the funding model.

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Section 1

Community & Fire Department Overview

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SECTION 1: COMMUNITY AND FIRE SERVICES OVERVIEW

With a land area of 852.55 km^2 and a population of approximately 8,000 residents, the Municipality is governed by an eight-member council, with a Warden and Chief Administrative Officer.

The fisheries and forestry sectors have historically driven the Municipality's economy. While still solidly anchored in the fishery (lobster, scallops, groundfish), the region's economy has grown to include other resource-based industries (e.g., agriculture), manufacturing, retail trade, healthcare and social services, and education.

The Municipality is home to some 150 small and medium-sized businesses, with its largest employers being Comeau's Sea Foods Ltd., A.F. Thériault & Son Ltd., Université Sainte-Anne, and Villa Acadienne.

1.1 Fire Services Overview

The Municipality of the District of Clare is home to a dedicated volunteer fire service consisting of seven fire departments: Meteghan, Salmon River, Hectanooga, Havelock, Little Brook, St. Bernard, and Southville.

Little Brook
361 Little Brook Road, Digby County

Havelock
4432 Highway 340, Weymouth

Meteghan
31 Meteghan Connector Road, Meteghan

Southville
717 Langford Road, Southville

Salmon River
4821 Highway 1, Salmon River

Hectanooga
2609 Hectanooga Road, Salmon River

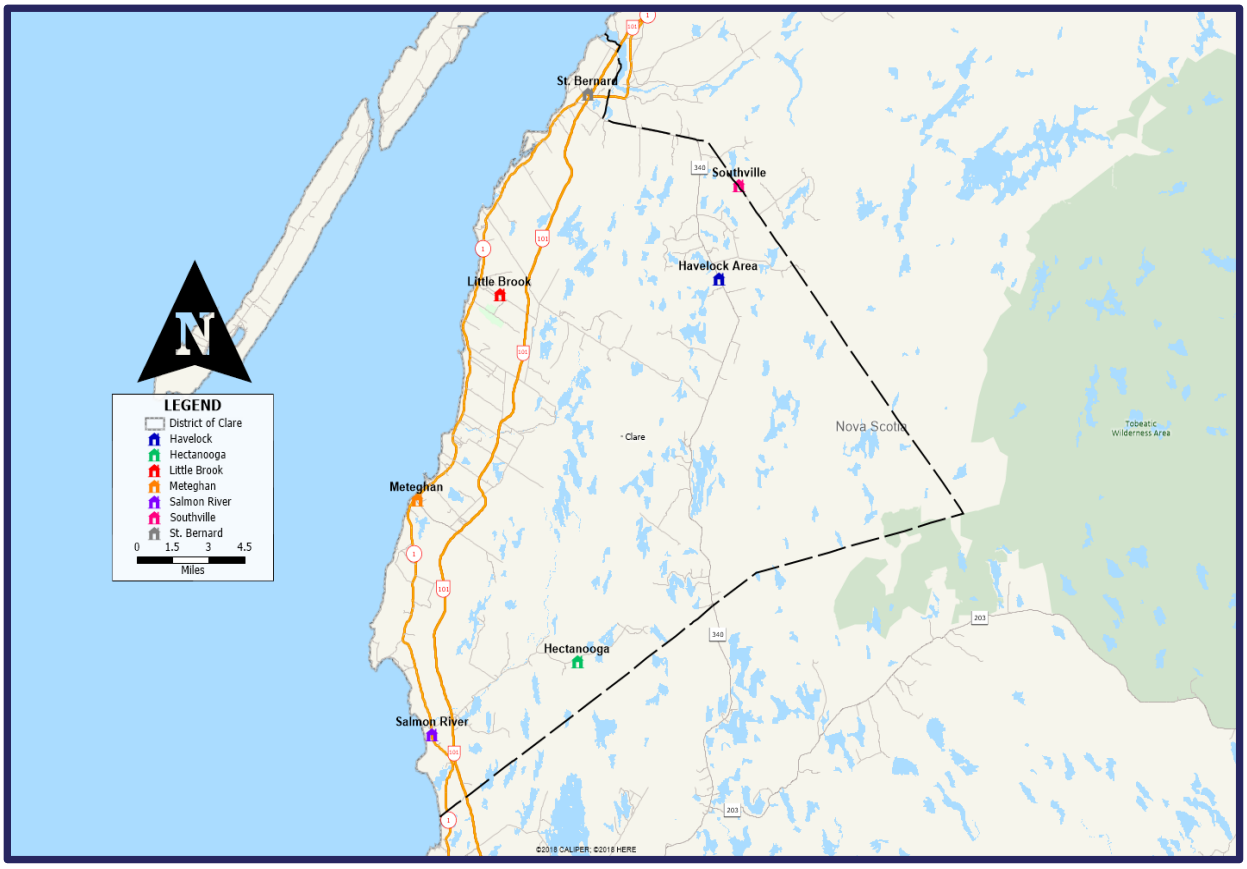
St. Bernard
3382 Highway 1, Belliveau's Cove

The fire departments are staffed entirely by dedicated volunteer firefighters who manage the day-to-day operations of the fire stations. There are no full-time employees within the departments, with all personnel contributing their time and expertise on a volunteer basis. The following figure (figure #1) identifies the location of each fire department.

Each fire department has its own internal structure, which includes a fire chief, deputy fire chief, officers, and firefighters. The service has approximately 180 volunteer members (which does fluctuate throughout the year due to retention and recruitment challenges).

In addition to the seven fire departments, the Municipality works closely with the Clare Firefighters Association. The Association plays a pivotal role in policy development, advocacy, coordination, and training.

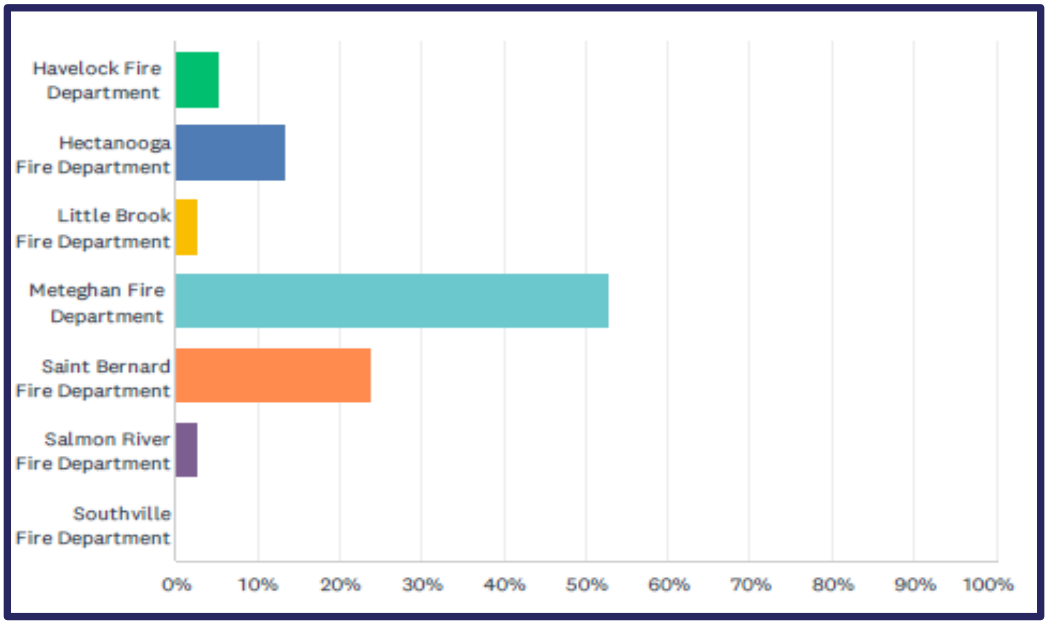
FIGURE #1: FIRE STATION LOCATIONS



1.2 Survey Results

To ensure a more comprehensive overview of the present situation, a survey was distributed among the firefighters to get their input on what is working well and what improvements are required to meet the future needs of the community and its firefighters. As noted in Figure # 2, responses were received from six of the seven fire departments

FIGURE #2: RESPONSES RECEIVED FROM EACH FIRE DEPARTMENT

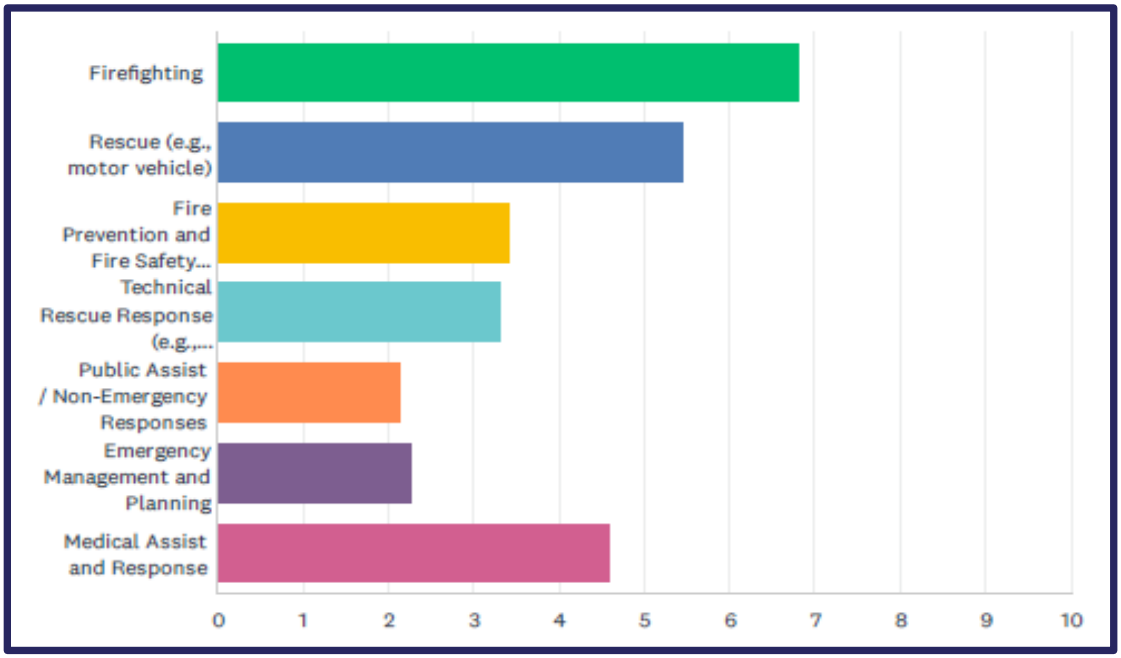


The firefighters completed a total of 39 surveys. Much of the information received from the internal surveys identified the following:

- Most staff are very proud of their service and believe the community feels that a professional and dedicated group of firefighters serves them.
- Improved lines of communication between all departments and the municipality.
- Standardize the equipment and apparatus.
- Due to the lack of funding, firefighters should not have to raise money for the tools/equipment they want, nor should they be buying said items.
- Overall, the firefighters expressed concern about some of the present emergency services facilities. Some stations lack proper space for equipment, vehicles, offices, and crew needs.
- One of the top challenges is the continued need to retain volunteer staff and ensure that staff is properly trained and equipped to meet response challenges.

- More training on a consistent basis.
- Some respondents felt that they have too many administrative duties and would like some assistance with these duties.
- Insurance rates for the fire departments continues to increase, which is a challenge for the departments.

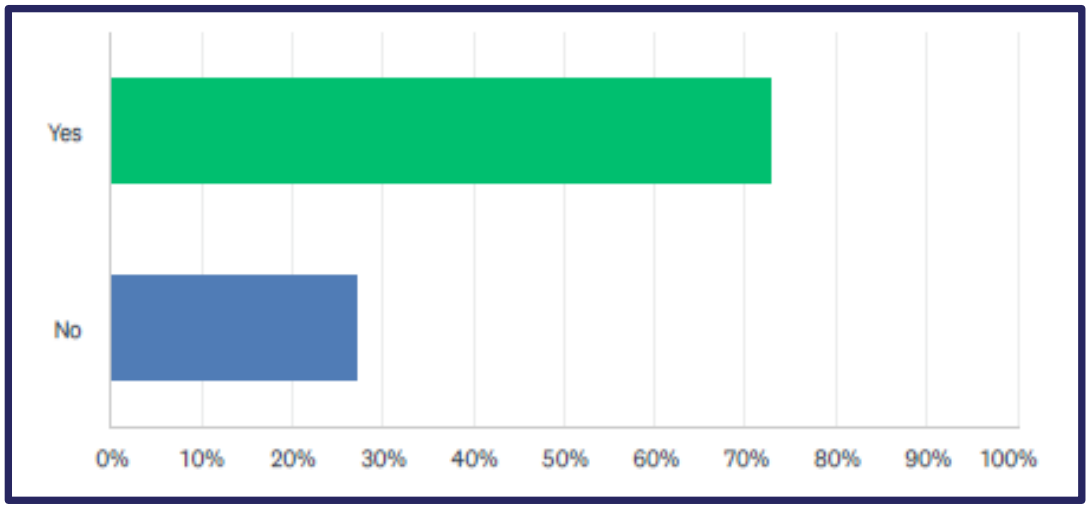
FIGURE #3: RANKING OF CORE SERVICES BY THE FIREFIGHTERS



Based on the responses to the question regarding the ranking of core services, it appears that no additional service levels need to be incorporated into the fire departments' response and training programs at this time.

However, a follow-up question regarding the fire departments' capacity to respond to technical rescues and hazardous materials incidents revealed that many departments have expressed a need for additional training and equipment. These enhancements would ensure a comprehensive level of coverage for such incidents within the community.

FIGURE #4: RANKING OF WHETHER THE FIRE DEPARTMENTS SHOULD RESPOND TO TECHNICAL RESCUES AND HAZARDOUS MATERIALS RESPONSE



During the site visits and in the surveys, it was noted that enhancing the ability to respond to technical rescues and hazardous materials incidents would be beneficial.

Note: The level of response to the above-noted incidents can be set at either Awareness, Operations, or Technician. EMG does not recommend the Technician level due to the associated costs of training and equipment. Not to mention that the fire departments respond to very few of these types of incidents.

Summary of Surveys

Based on the input received, the following points can be derived:

- The firefighters are proud of their department and the services they offer.
- Some station improvements are needed.
- More updating and standardization of equipment is needed.
- Assistance with administrative duties is needed.
- Perhaps the Municipality could take over the cost of insurance for the fire departments
- A fire service coordinator would help to standardize programs, training and equipment amongst the fire departments.
- Several of the responses also noted the need for some type of stipend for volunteer firefighters who respond to calls. At this time, they do not receive any compensation.

- They see that most, if not all, of the services offered by the fire departments are either important or extremely important
- The possible joining of Havelock and Southville was also noted as an option for cost reduction and response efficiencies.

There are no recommendations in this section, only a summary of the survey findings.

Section 2

Fire Station Location Assessment

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SECTION 2: FIRE STATION LOCATION ASSESSMENT

As noted in the previous section, the Municipality of the District of Clare has seven fire stations, all staffed by volunteer firefighters.

The Municipality of the District of Clare has an area of approximately 852.55 km^2 and a population of approximately 8,000 residents. Based on this information and referring to the National Fire Protection Association's Standard for Volunteer Fire Departments – NFPA 1720. Based on the size of Clare and its population, this would equate to response goals that fall within in the "Rural" to "Remote," which could equate to a response criterion of *6 staff within 14 minutes, 80% of the time*, or in the remote areas of the municipality, ensuring that at least *four staff arrive on scene 90% of the time*.

Chapter 4 of the NFPA 1720 (2020) Standard identifies the number of response personnel for the deployment of volunteer firefighters:

Section 4.3.1:

"the Fire Department shall identify minimum staffing requirements to ensure that the number of members that are available to operate are able to meet the needs of the department.

- *In Urban areas with a population greater than 1,000 per square mile or 2.6 km^2, there should be a minimum response of **15 staff within 9 minutes**, 90 percent of the time.*
- *In Suburban areas with a population of 500 – 1,000 per square mile or 2.6 km^2, there should be a minimum response of **10 staff within 10 minutes,** 80 percent of the time.*
- *In Rural areas with a population of less than 500 per square mile or 2.6 km^2, there should be a minimum response of **6 staff within 14 minutes,** 80 percent of the time.*
- *In Remote areas with a travel distance of greater than or equal to 8 miles or 12.87 km, there should be a minimum response of **4 staff directly dependent on travel distance** 90 percent of the time.*

***Note**: To accomplish the NFPA Standard, a fire department should endeavour to meet the stated minimum response standards based on responding to a 2,000-sq. ft. single-family dwelling. The dwelling (noted in the Standard) does not have a basement or other exposures (buildings close enough to each other to create a greater possibility for fire spread). Most homes have basements, and these homes are often built close enough to each other to create*

that "exposure" for potential fire spread, which must be considered by the fire department in its response efforts.

2.1 Fire Response Curve

When considering a community's response times and needs, the fire response curve (figure #2) gives the reader a general understanding of how fire can grow within a furnished residential structure over a short period. Depending on many factors, the growth rate can be affected in several ways, which can increase or suppress the burn rate through fire control measures within the structure. For example, in some older legacy homes, fire spread, and flashover may progress slower than in newer homes due to the type of construction and contents. Some older homes may not witness flashover for up to 25 minutes. Newer homes could incur flashovers within as little as four minutes of being in the room or at the origin.

Note: *Flashover occurs when the entire contents of a room ignite due to extremely high heat conditions. This is not survivable by unprotected occupants that may be caught within. Even protected firefighters are at great risk of severe injury and/or death due to the extreme fire and heat conditions.*

The response time of a fire department is a function of various factors, including but not limited to:

- The distance between the fire stations and the response location
- The layout of the community
- Impediments such as weather, construction, traffic jams, and lack of direct routes (rural roads)
- Notification time
- Assembly time of the firefighters, both at the fire station and at the scene of the incident.
    - Assembly time includes dispatch time, turnout time to the fire station, and response to the scene. It should be noted that assembly time can vary greatly due to weather, road conditions, and time of day.

As illustrated in the following fire propagation diagram, immediately initiating fire suppression activities is critical. Clare Fire Departments respond to more than just fires; motor vehicle collisions can create a medical or fire emergency that needs immediate response. Thus, it is imperative to be as efficient and effective as possible in responding to calls for assistance.

FIGURE #2 - FIRE RESPONSE/ PROPAGATION CURVE

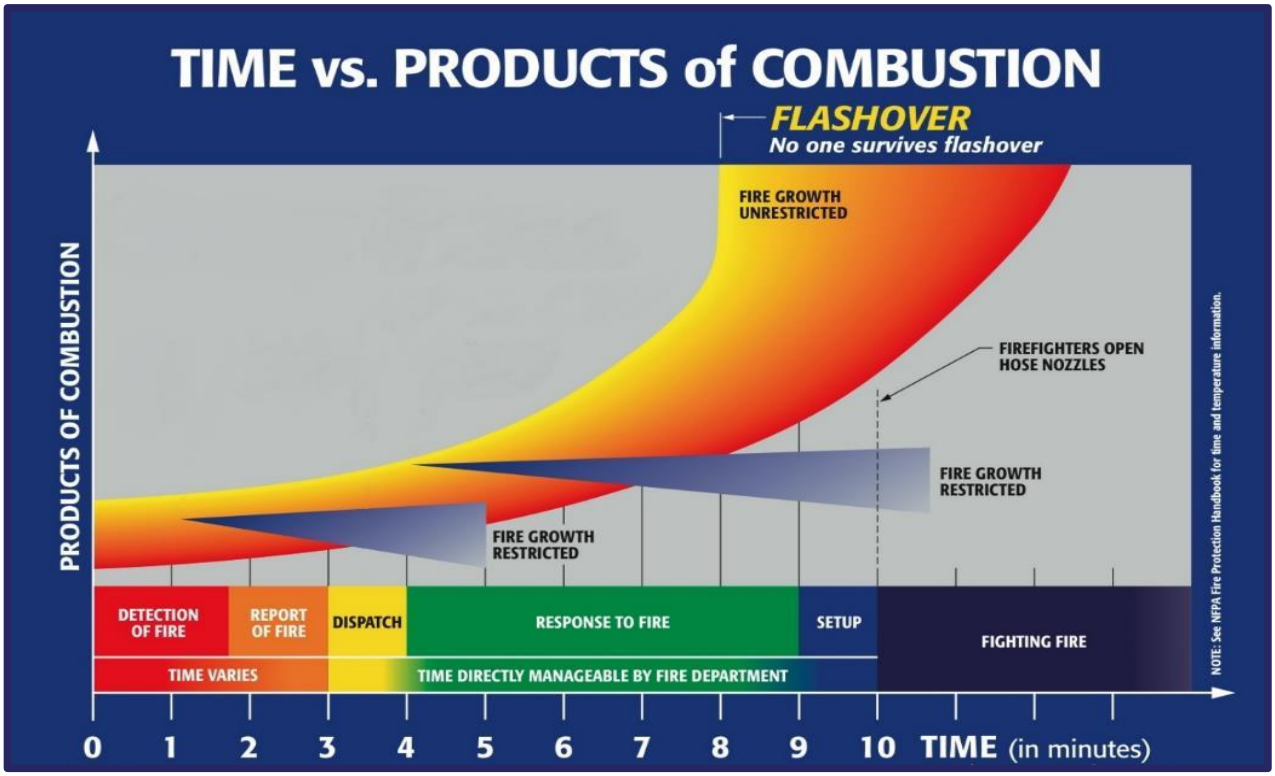


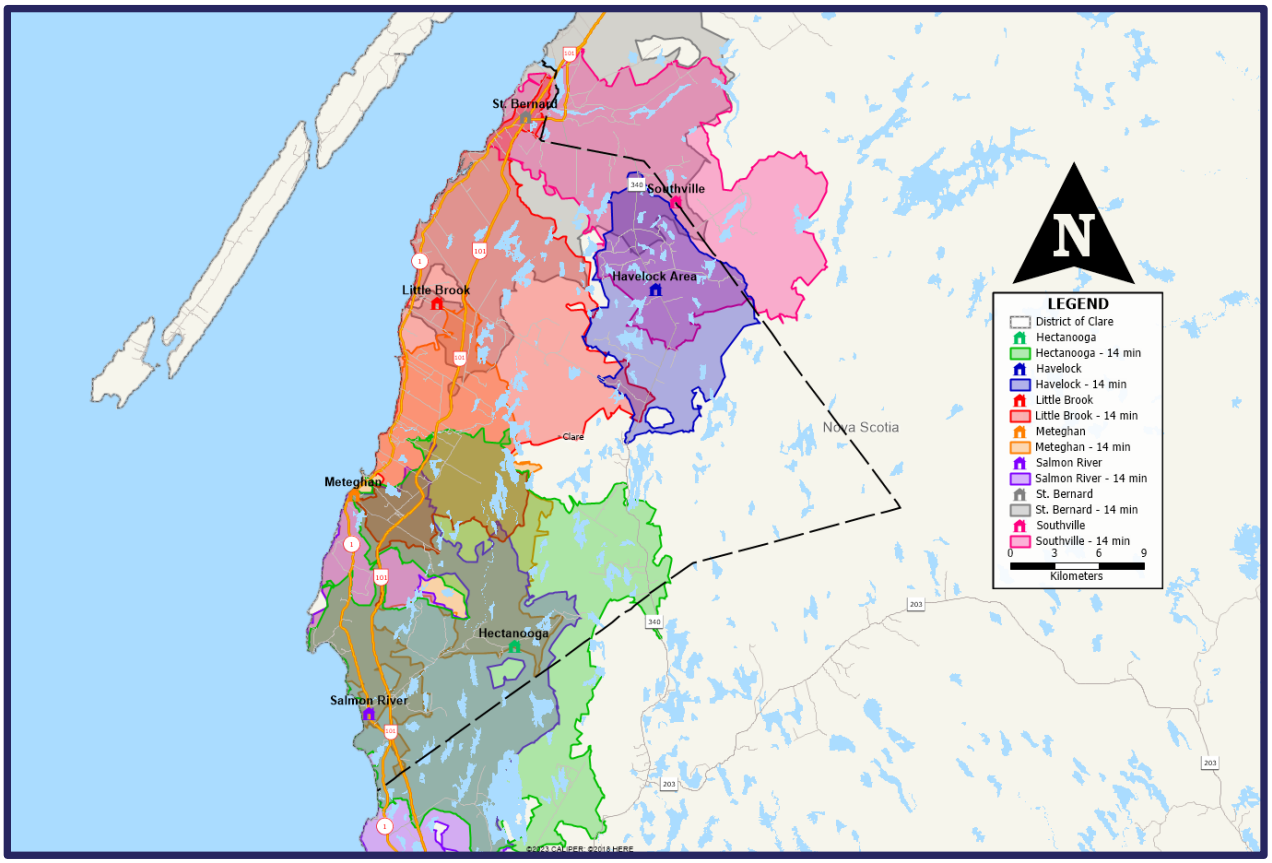
Figure #2 notes the following time variables:

- Detection of Fire—This is when the occupant discovers that there is a fire. For this chart, the detection time is noted as being within one to one and one-half minutes—this could be shorter or longer. The fire may be in a very early stage or could have been burning for quite some time before being detected.
- Report of Fire – This is when someone has identified the fire and calls for help.
- Dispatch – the dispatcher's time to receive the information and dispatch the appropriate resources.
- Response to the Fire – response time is a combination of the following:
    1. Turnout Time – how long it takes the career firefighters to get to the fire truck and respond, or how long it takes the volunteer firefighters to get to the fire station to respond on the fire truck.
    2. Drive Time – From when the crew advises dispatch that they are responding until they report on the scene.
- Setup Time – the time it takes for the fire crews to get ready to fight the fire.
- Fighting the Fire – the actual time to extinguish the fire on the scene.

The fire chief is responsible for ensuring that each station maintains an adequate complement of personnel to enable a full initial crew response to an incident. A response protocol is in place to ensure that when a station and its firefighters are dispatched to a call that may require backup, another station is automatically sent to the same incident, facilitating a more effective response.

The 14-minute response time is used as a benchmark for assessing response coverage by the fire departments within the Municipality of the District of Clare. Figure #3 illustrates the 14-minute response coverage available to the fire departments.

FIGURE #3: RESPONSE COVERAGE BY THE SEVEN FIRE DEPARTMENTS

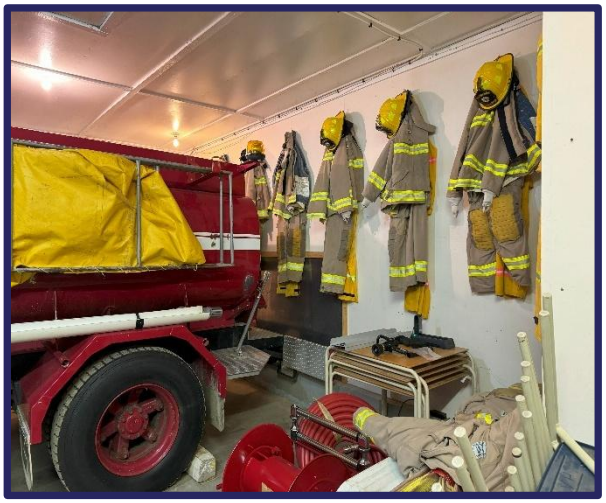


As shown in the map, the populated areas of the Municipality are generally well-covered within the 14-minute response time. In some instances, there is even a notable overlap in coverage between the different fire departments.

2.2 Joining of Havelock and Southville Fire Stations

During EMG's review of the fire departments, it was noted that plans are in place to replace the Havelock fire station. The site visits revealed that the current station has no capacity for growth and is already operating at full capacity. In fact, to accommodate a new fire truck, an extension was added to the fire station.

FIGURE #4: HAVELOCK FIRE STATION



EMG was advised that land has been put aside for the new Havelock fire station. This parcel of land is halfway between the present Havelock fire station and the Southville fire station.

The Southville fire station is also showing signs of age and needs repairs/upgrades if it is to continue to meet the future needs of the fire department and community.

With the planned development of the new fire station in the area, which is halfway between the present Havelock and Southville fire stations, the municipality has an opportunity to combine the two fire stations into one.

EMG utilized its GIS mapping program to depict the present response coverage by the two fire stations and how it would look with a single fire station in the new location.

FIGURE #5: HAVELOCK AND SOUTHVILLE PRESENT COVERAGE (WITHIN CLARE)

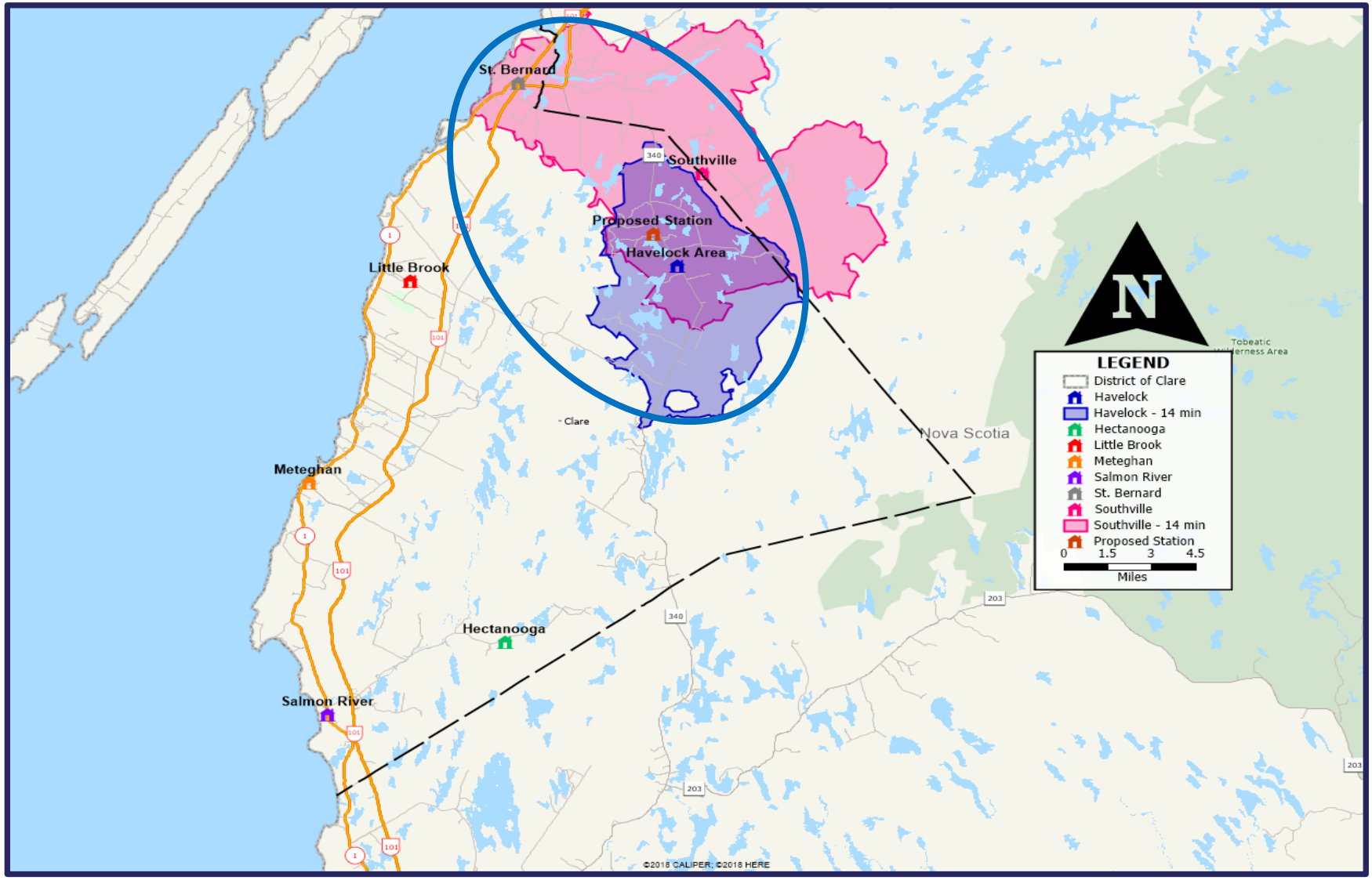
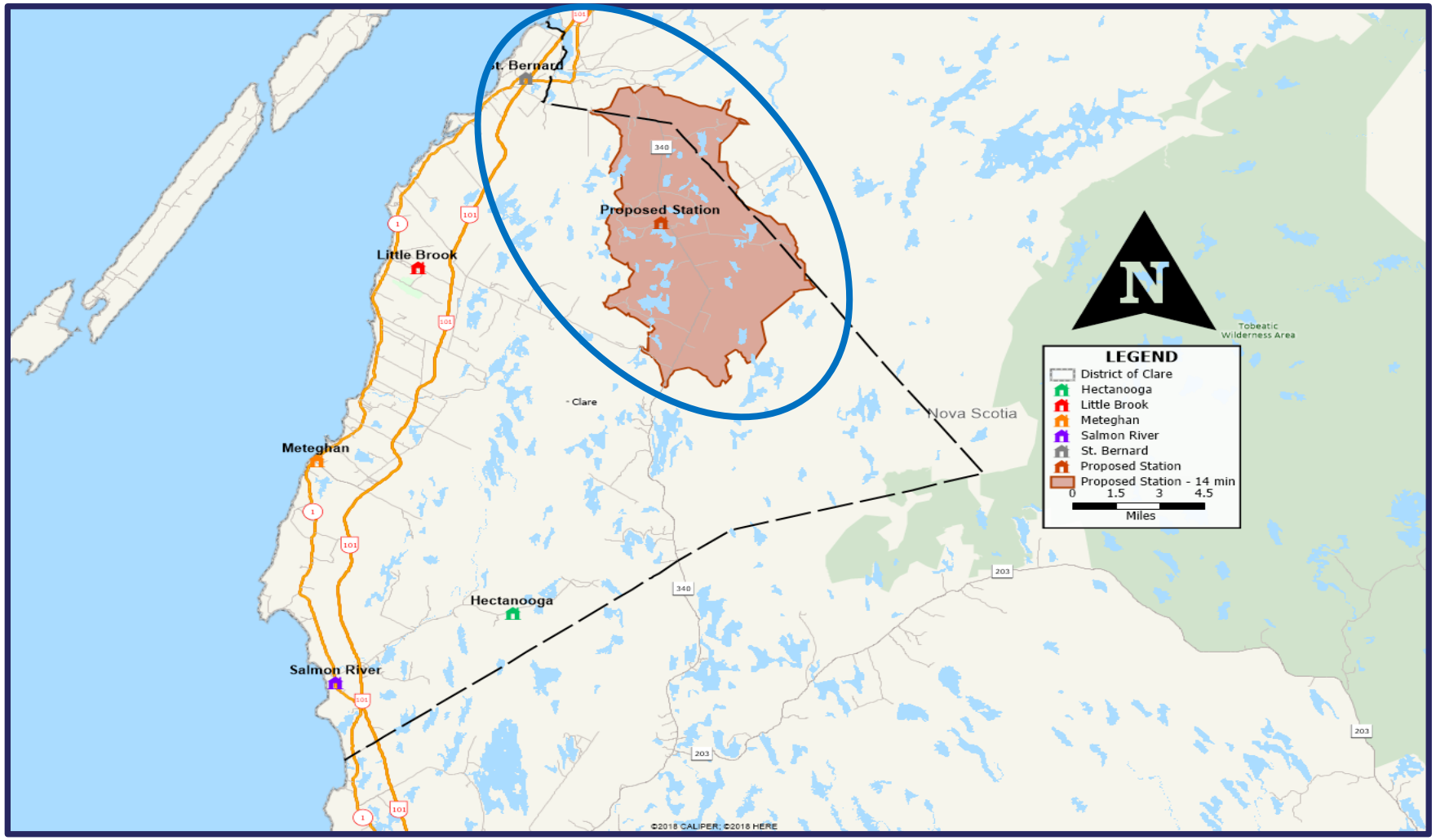


FIGURE #6: JOINT (HAVELOCK-SOUTHVILLE) STATION COVERAGE



Even though it appears there is less coverage with the single fire station. When blended with the other five fire station response coverages, it can be seen that the new location does provide good overall coverage.

FIGURE #7A: COVERAGE WITH SEVEN STATION MODELS

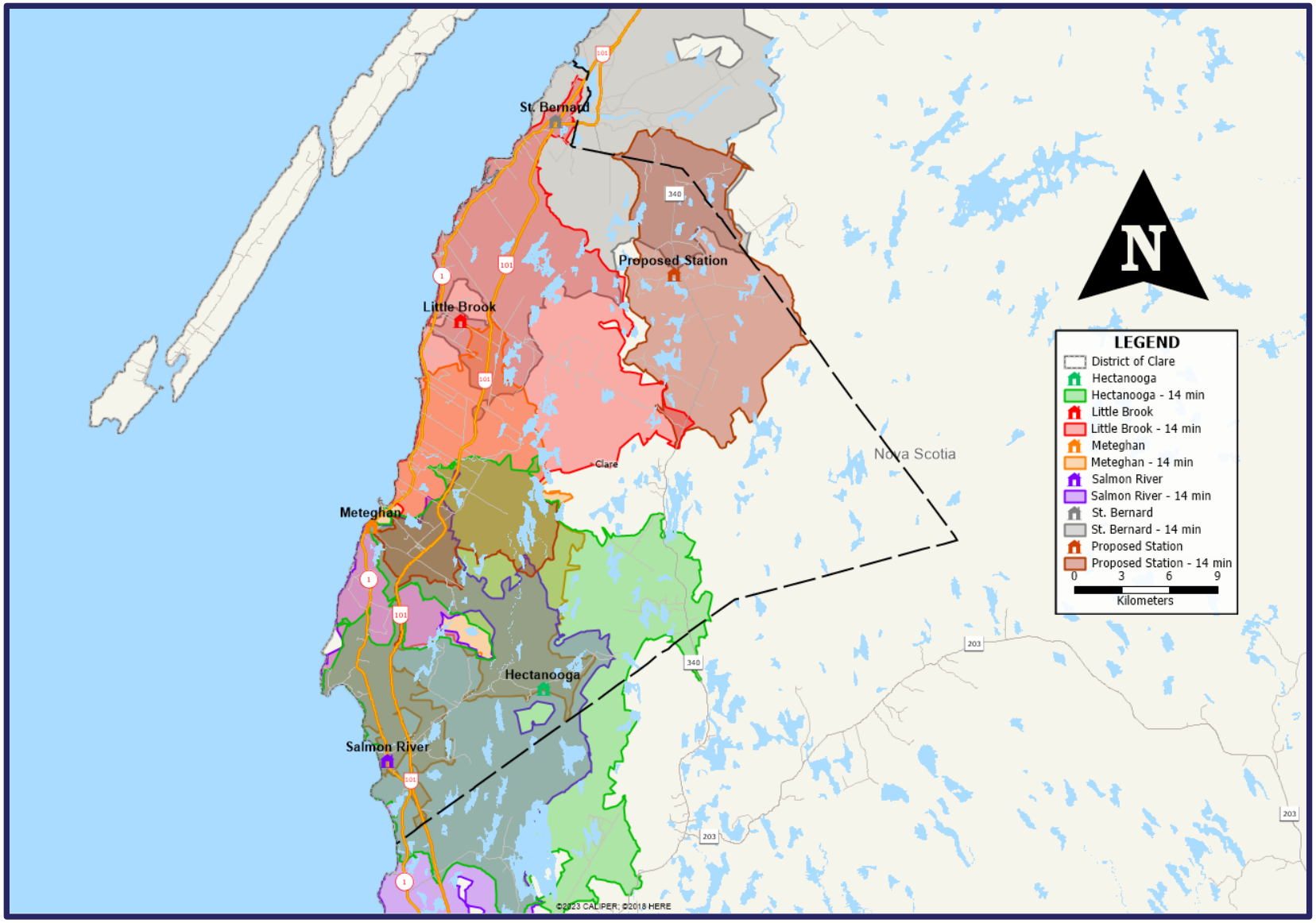
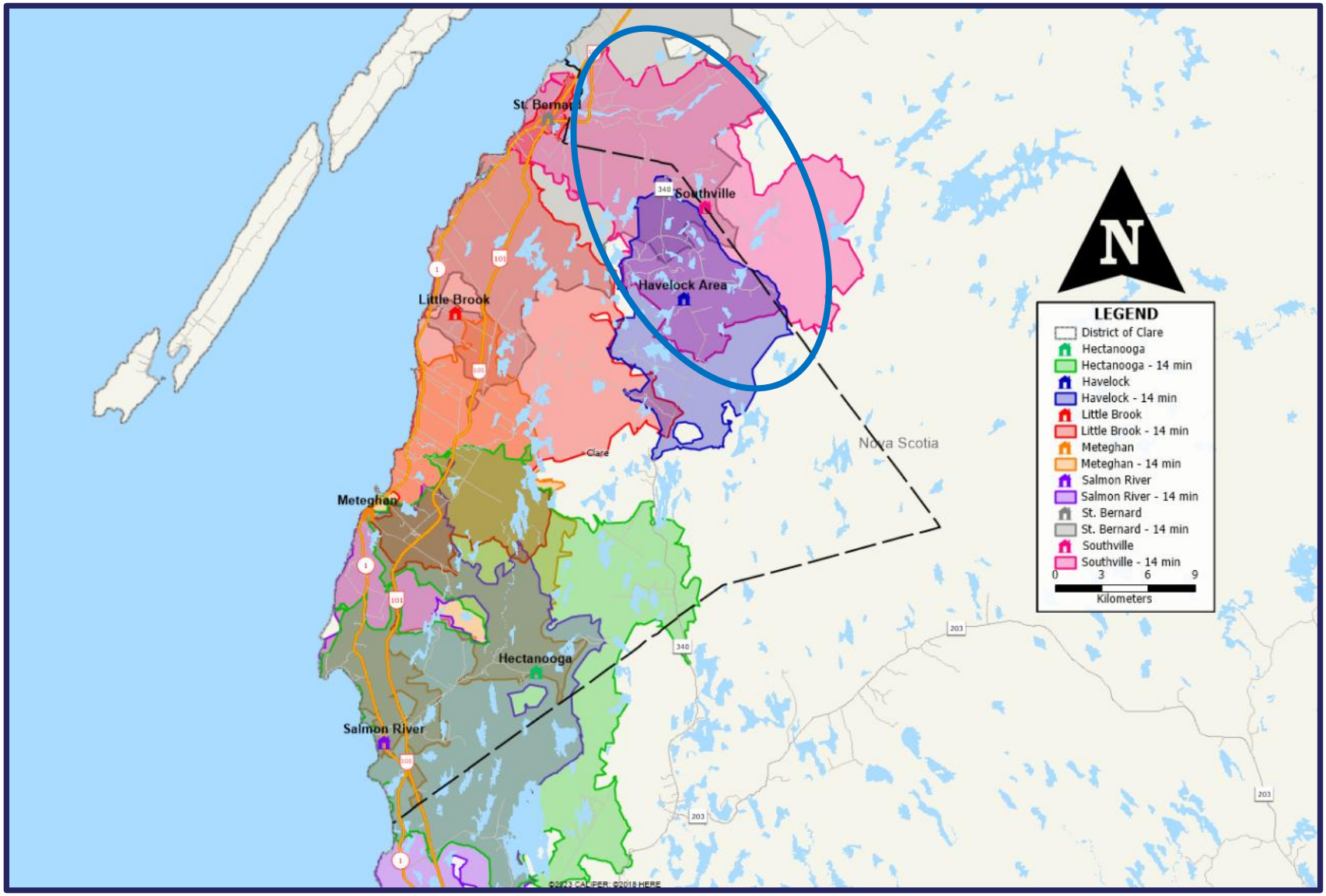


FIGURE #7B: COVERAGE WITH SIX STATION MODELS



Conclusion

Based on the information received from those interviewed, along with a review of response coverage (mapping), and the opportunity to relocate the Havelock Fire Station approximately 5 kilometres closer to the Southville area, the merging of the two fire stations would provide the following benefits:

- The ability to draw upon a larger contingent of volunteer firefighters
- The reduction of one fire station and the costs associated with the maintenance of the station
- A reduction of vehicles – even reducing the fleet by one vehicle could save the community more than $600,000 to $1 million in replacement costs.

As Figure #7 shows, the coverage offered by combining the two fire stations would meet the response needs of both communities.

EMG recommends moving forward with the construction of the new fire station and merging the Havelock and Southville fire stations into one.

Section 3A

Future Opportunities – Coordinator Position

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SECTION 3A: FUTURE OPPORTUNITIES – COORDINATOR POSITION

Based on input from the fire chiefs and firefighters, EMG conducted a review of comparable communities that have either amalgamated their fire departments into a single entity or, at a minimum, established a Coordinator position to support fire service needs.

To gather additional insights, a representative from Nova Scotia's Fire Marshal's Office and two regional communities were contacted to learn about current practices in Nova Scotia and the surrounding areas.

3.1 Fire Marshal's and Coordinators' Input

Fire Marshal Representative

In discussions with a representative from the Nova Scotia Fire Marshal's Office, it was noted that there are no regulations governing the structure of a fire department. The responsibility for determining response needs and organizing the fire department rests with the local municipality.

The Fire Marshal's representative highlighted that some communities have created fire service coordinator positions to enhance efficiencies within their fire departments. Two such communities—Pictou County and Barrington municipality—were noted to EMG.

Below is an abridged overview of the information provided by Pictou and Barrington.

Pictou County Fire Service Coordinator

A fire service study was conducted approximately four years ago. The study recommended the inclusion of a fire service coordinator. This position is now titled Director of Fire Services and By-law Enforcement.

Pictou County has 18 fire departments, and it wanted to identify an opportunity to accomplish:

- Standardization of vehicles and equipment
    - The coordinator also looked at possible streamlining/reduction of equipment where duplication was found
- Standardization of firefighter training and recruitment
- Standardization of operational procedures and accountability systems

- Having one point of contact for the fire chiefs
- Identify any opportunities for the reduction and/or joining of fire departments to ensure ample numbers of volunteers to respond to calls.

Based on the information received, this initiative has been a successful endeavour for the municipality and its fire departments.

Barrington Municipality Fire Service Coordinator

With Barington, the process started in 2002 with the reduction of the number of fire departments. The coordinator was hired in 2012. For the Barrington municipality, the position is titled as Coordinator. This position is responsible for working with the fire departments and for overseeing the Community Emergency Management programs.

As with Pictou, Barrington also wanted to:

- Standardization of vehicles and equipment
- Standardization of firefighter training and recruitment
- Standardization of operational procedures and accountability systems
- Having one point of contact for the fire chiefs
- Identify opportunities for reducing and/or consolidating fire departments to ensure an adequate number of volunteers to respond to calls.

Based on the information received, this initiative has been a successful endeavour for the municipality and its fire departments.

Both interviewees noted that this process should not be an "overnight" change; it needs to be accomplished in phases and with the support of the municipality's fire chiefs and its firefighters.

3.2 Summary of Surveys and Interviews with Pictou and Barrington

As noted, the two communities (Pictou and Barrington) identified the need to provide more support and oversight for their fire departments. As a result of these endeavours, a fire service coordinator/director position was created. This accomplished two key things:

- Provided a direct point of contact for the area fire chiefs
- Provided overall administrative support for the fire departments
- The development of a more comprehensive set of operational guidelines and training-related programs

- Note: Appendix #1 has a general outline of an Operational Guideline for training requirements for varied officer positions with the fire service. This information is presented for reference only at this time.

- Set up a uniform/single point purchasing process. This, in turn, helps to standardize equipment within the fire departments.

Each coordinator (from Pictou and Barrington) highly recommended that Clare also implement this type of program. EMG is also in support of developing a district fire service coordinator. And recommends that this be adopted.

Based on feedback from the surveys, an area for investigation is the remuneration of some type of stipend for the volunteer firefighters. This would demonstrate a level of appreciation for the services these volunteers supply and could go a long way toward ensuring greater retention and recruitment of the volunteer firefighters.

As such, EMG recommends that the Municipality investigate some type of remuneration/stipend that can be provided to the volunteer firefighters for the time they invest in the safety of their community.

However, EMG suggests that the immediate and short-term focus of the municipality should be on implementing the Fire Service Coordinator's position, infrastructure (the new fire station), and vehicle/equipment evaluation. Once implemented, the Coordinator's position will be key to following through with:

1. Building of the new fire station that will combine the Havelock and Southville resources
2. The assessment of the overall inventory of vehicles and equipment, and the priorities in this area, and
3. Researching options for fire department insurance coverage.

3.3 Administration of Stipend Program

As noted in the surveys, offering a stipend to volunteer firefighters would be seen as a positive step forward to ensure the recruitment and retention of this valuable service provided by the firefighters. Based on EMG's research, there are several options for the monitoring (of time) and pay rates for this program. A part of the Fire Service Coordinator's role will be to review these options and eventually present the most viable one for Council's review and consideration:

Hourly Rate "Option A": Some departments require all firefighters to respond to the station first to sign in and then depart to the incident's location. Then return to the station to sign out.

- All payments are based on this log sheet.

1. Hourly Rate "Option B": Other departments allow their firefighters to respond directly to the scene, which can facilitate a quicker assessment of the site or incident.
    - It is then up to the on-scene incident commander (fire officer) to take note of who was on scene and for how long. Payments are then based on this information.
2. Annual Stipend "Option C": Other communities offer an annual stipend based on a percentage of attendance at training and response to calls. For example:
    - The payment is based on a department-wide guideline that specifies the percentage of training and response to calls a firefighter must attend, such as 50% of calls and 70% of training.
    - The Chief Administrative Officer and Council, in consultation with the Fire Chiefs and Fire Service Coordinator, would need to approve these percentages.
    - The annual stipend is paid out on December 1st, thus providing the volunteer firefighters with a year-end Christmas-style package. The amounts of this annual stipend vary significantly from department to department. But many of these range from $500 to $2,000 per year.

Regarding the option of an hourly-based compensation. Many communities use the minimum wage and add a percentage to that amount. For example, the minimum wage is $15.00 per hour; a 20% addition to this would mean the volunteer firefighter would be paid at a rate of $18.00 per hour. For any time related to the fire department.

Of course, any of the previously noted options can be combined. The key is to ensure that the responding personnel and their times are accurately documented and that they receive some form of compensation for any time spent in relation to the fire department.

The key point here is that any stipend serves as recognition, and it would be beneficial to acknowledge the time spent by volunteer firefighters.

Note: *This does not include actual volunteer time, such as participation in fundraising events or community activities.*

A copy of the compensation provided by a volunteer fire department to its volunteers is included in the appendices. This sample is meant purely for information purposes only and not as a recommended level of remuneration, but only as a guide to how remuneration can be based on an hourly scale.

3.4 Role of the Fire Service Coordinator

With the adoption of a Fire Service Coordinator, this person would take on the responsibility of ensuring such items as follows:

- The creation of a set of operating guidelines for the fire departments. This would ensure all fire departments and their volunteers work together and train based on similar guidelines and expectations.
- Review the mutual aid agreements to ensure they are up to date and adequately formalized.
    - This would include an annual review of these agreements to ensure that they continue to meet the needs of the fire department in the District of Clare.
- Assess all training programs currently in use, along with how each fire department documents and records the training being delivered.
    - This would include a comprehensive assessment of how to enhance the current training processes.
    - Ensuring that those delivering the training are qualified to do so, and that a proper budget is in place to support the training needs.
- Review and establish an equipment and vehicle replacement program.
- Take on the duties as the District of Clare Emergency Preparedness Coordinator.
- Review all fire department-related bylaws and update as required.
    - This would include the development of new bylaws as needed.
- Perform other such duties as prescribed by bylaws, plans, policies or as directed by the Chief Administrative Officer.

Note: *The previous list is not intended to be exhaustive but instead serves as a guide to some of the key responsibilities of the Fire Service Coordinator. More related duties and expectations would need to be vetted and approved by the Municipality's senior management and Council.*

Note: *An example of a Fire Service Coordinator's position is provided in the Appendices.*

Section 3B

Future Opportunities – Insurance Coverage Considerations

SECTION 3B : INSURANCE COVERAGE CONSIDERATIONS

EMG contacted the insurance company that the municipality utilizes to obtain an overview of how the municipality could take over the insurance costs of the fire departments.

These entities are currently insured with the same insurer. So, the question is, would there be cost savings if the fire departments were covered under the Municipality of the District of Clare policy?

The following two options are presented (by way of the municipality's Insurance agent):

Option #1 - Amalgamation under the Municipality of the District of Clare

This is certainly an option that can be accommodated as the insurance provider has the fire departments listed under Municipal units. The difference between these is that the fire departments must be under the direction and control of the Municipality. Generally, all assets are owned by the Municipality in this situation (i.e. vehicles are registered to the Municipality, buildings/contents/firefighting equipment, etc.).

Considerations

This option would require a resolution to be passed by the Municipality that they will assume direct control of the fire departments and their operations. Under this option, all departments would be required to carry the same limits of liability and coverage as the Municipality, ensuring uniform coverage – the Municipality would not need to worry that one of the departments was lacking in specific coverage. This is also true in that deductibles would also be uniform. Considering the high property deductible the Municipality carries; consideration would need to be weighed with how much the Municipality is willing to self-insure.

Savings could be realized in different sections of coverage with this option, although it is difficult to quantify at this point. The departments would benefit from sharing the Municipality's higher limits of liability and broader coverage, which some departments may not currently have. As such, this could result in either cost savings or an increase in premiums, depending on the current coverage limits each department carries.

Combining policies under the Municipality could potentially transition the insurance from Individually Rated Commercial Vehicles to a Fleet policy. However, since the Municipality currently does not insure its vehicles under its Municipal Insurance Program, I cannot comment

further on the potential implications unless the Municipality decides to include its vehicles in this Municipal program.

It is essential to note that any claims made under this policy may affect the entire program, and increases in premiums and/or deductibles could result.

Option #2 – Fire Departments pool together as a region and have their own insurance policy separate from the Municipality

This is certainly an option that can be accommodated, as we (the insurer) have fire departments in the same geographic area that share an insurance policy.

Considerations

The departments would be required to provide an operating name, such as "Volunteer Fire Departments of the Municipality of the District of Clare," or a similar name. Each department would then be listed as a named insured under the policy.

It is important for all parties to understand that each entity would have the ability to make changes to the policy, as they would each be a named insured. To facilitate this process, they may wish to appoint an administrator to oversee the insurance program.

Under this option, all departments would be required to carry the same limits of liability and coverage. These limits would all be shared by the departments. Considering the policy does not have a general aggregate this should not be an issue as far as the general liability is concerned, however, it is possible that limits for other areas of coverage could be exhausted by one or two of the departments, which would leave no coverage available in the event of multiple claims by multiple departments.

Combining the fire departments would provide the potential for the departments to move from Individually Rated Commercial Vehicles to a Fleet policy if there are enough power units, which could result in cost savings.

Deductibles would also be uniform and can increase depending on any claims

All parties must be aware that any claims would also affect the entire policy. Increases in premiums and/or deductibles as a result would apply to the entire policy. If one department has multiple claims, the other departments would also incur the repercussions of the claims.

As you can see, there are many moving parts/factors to consider. However, once an option or direction has been decided upon, we will work closely with you, the Municipality, and the Volunteer Fire Departments.

We are not in a position to discuss how these changes would affect any FUS ratings – these would have to be reviewed with the province.

Our comments do not intend to cover all aspects of the considerations involved when amalgamating policies. This is merely an outline and starting point of things to consider before moving forward in one direction or another.

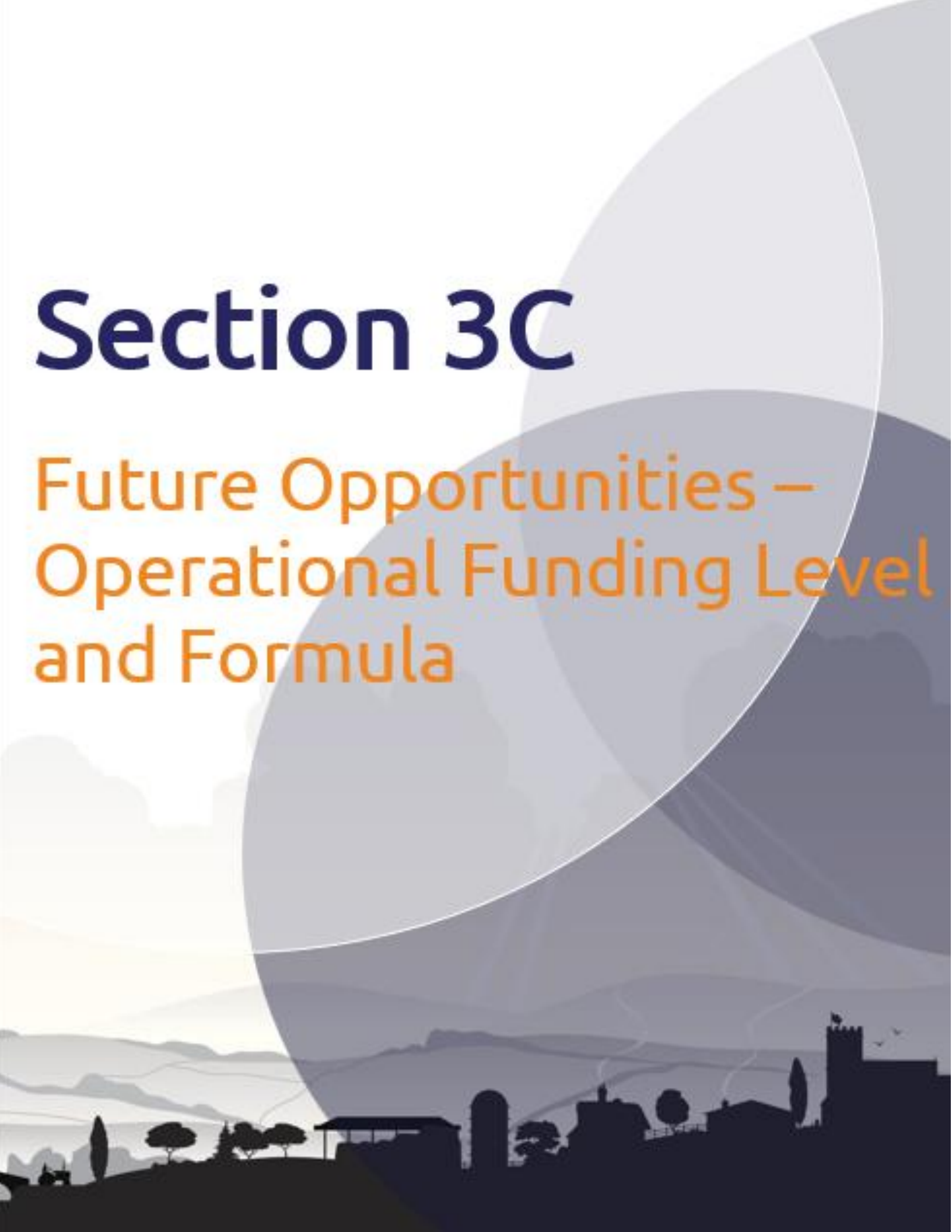
Comments

The insurance agent who presented these options and related comments wanted to note that the information is for consideration only, and that a more in-depth review would still be required to provide an actual level of insurance coverage and costing.

EMG recommends that the appointed fire service coordinator and the insurance provider conduct further investigation into this opportunity to ensure full liability coverage for the fire departments and their volunteers.

Section 3C

Future Opportunities – Operational Funding Level and Formula



SECTION 3C: OPERATIONAL FUNDING LEVEL AND FORMULA

As part of this review, EMG was tasked with reviewing the present funding model and make recommendations relating to additional funding requirements.

In terms of its financial position, as noted in the original Request for Proposal, the Municipality's audited financial statements for the year ending March 31, 2024, show a liquid and financially stable organization with $10,615,562 in revenue, an annual surplus of $1,124,693, and an accumulated surplus of $20,423,946.

The Municipality allocates operational funding to these fire departments as part of its annual operating budget, which is indexed yearly to reflect the cost of living. For the 2024-2025 fiscal year, the total operational funding provided to these departments is $327,644, representing an 8.6% increase over the previous year. The funding amounts for each department vary depending on factors such as district size, membership, and call volume. In addition to operational funding, the Municipality also provides incremental funding for member appreciation ($5,000), training ($7,500), workers' compensation ($14,912), and shared services ($40,000).

Capital funding to these departments is provided through a uniform area rate set at $0.05 / $100 of assessment. Purchases are based on five-year capital plans submitted by each department and revised annually by the respective department. In 2024-2025, the area rate generated $391,021. Once debt servicing costs were factored in, $180,839 remained for new capital purchases. While the current formula is sufficient for routine purchases (e.g., bunker suits, SCBAs, helmets, hoses), it does not accommodate the replacement of aging assets, particularly fire trucks and fire halls.

The construction of new fire halls is not covered by the $0.05 and $0.06 rates. The Municipality funds these standalone projects and is subject to the availability of program funding from other levels of government.

In 2019, a separate, uniform area rate of $ 0.06 per $100 of assessment was introduced, dedicated solely to purchasing new fire trucks. Since then, the funds generated by this new rate have facilitated the purchase of five new trucks, with a sixth currently in production. Purchases are based on a priority list established by a qualified third party in consultation with local fire chiefs. To provide some context regarding revenue levels, this rate generated $469,225 in the fiscal year 2024-2025.

Note: *Copies of the capital and operational funding models can be seen in Appendix #2.*

Next Steps for Fire Service Funding

Overall, the Municipality has been proactive in supporting the fire departments' general equipment and fire station needs. However, EMG believes that each fire department should provide a comprehensive overview of its current and long-term equipment needs. **This list should clearly distinguish between what will be funded through anticipated fundraising efforts by each fire department and what the municipality is expected to cover.**

To streamline this process, it would be beneficial for the Municipality to initiate the updated process by introducing a Fire Service Coordinator. The Coordinator would:

- Request that each fire department submit a detailed inventory of its current equipment,
- A list of anticipated future purchases, and
- A clear breakdown of what is expected to be funded through external sources, such as fundraising.

Formalizing the process with the newly appointed Fire Service Coordinator would ensure that all departments are aligned and that the Municipality has the necessary context to make informed, data-driven decisions regarding funding and support. This process would also identify any duplication of equipment within the municipality and potentially reduce overall operating costs.

Potential Impacts of Tariffs on Fire Department Budgets

When writing this report, the United States of America (USA) tariffs and any retaliatory tariffs imposed by the Canadian government remained fluid. Emergency Management Group Inc. recognizes the potential for significant negative impacts that a trade war with the USA could have on the Canadian economy and municipal budgets.

Heightened American and Canadian tariffs could negatively affect Canadian fire department budgets in several indirect yet substantial ways, particularly regarding rising costs for equipment, materials, and operational expenses. Below are key areas where American-imposed tariffs may influence the financial planning and spending of Canadian fire departments:

Increased Costs for Imported Firefighting Equipment and Gear

- Impact: Fire departments often rely on imported equipment, including fire trucks, personal protective equipment (like turnout gear, helmets, and gloves), hoses, and other specialized tools. If tariffs are imposed on these products, their cost could rise.
- Budget Implications: The increased cost of essential firefighting equipment could strain fire department budgets, especially if they need to replace or upgrade gear and

apparatus. Municipalities may choose to delay purchases, reduce scope, or reallocate funds from other areas to cover these higher costs.

Higher Construction Costs for Fire Stations and Facilities

- Impact: Tariffs on materials such as steel, aluminum, and construction equipment could lead to higher costs for building and renovating fire stations and training facilities. Many municipalities rely on imported materials for these construction projects.
- Budget Implications: Fire departments might experience increased costs for capital projects, potentially leading to delays or scaling back on planned infrastructure improvements. Additional funds may need to be allocated to meet the higher costs of building and maintaining facilities.

Rising Vehicle and Maintenance Costs

- Impact: Fire departments often rely on imported apparatus or apparatus comprised of imported components, which may become more expensive if tariffs on apparatus or parts are increased. Additionally, the ongoing maintenance of these vehicles could also become costlier if replacement parts from the US are subject to higher tariffs.
- Budget Implications: Increased apparatus costs could impact the fire department's ability to maintain or replace its fleet on schedule. This could lead to increased operating expenses or delayed vehicle replacement programs, potentially affecting the efficiency and reliability of emergency response.

Inflationary Pressure Across Services

- Impact: Tariffs can contribute to broader inflationary pressures that affect the cost of goods and services in general. This can lead to rising prices for materials, supplies, and services that fire departments rely on.
- Budget Implications: Inflationary pressure could push up costs across the board, forcing fire departments to adjust their budgets, possibly leading to cuts in other areas or the need to seek additional funding sources to cover these rising costs

Potential for Delayed or Limited Procurement

- Impact: The uncertainty created by tariffs could lead to delays in procurement processes, as fire departments may wait to see how tariffs affect the pricing or availability of goods. This could cause delays in acquiring critical equipment, potentially affecting operational readiness.

- Budget Implications: Procurement delays could lead to missed opportunities for cost savings or cause budget overruns if the department needs to make an urgent purchase at higher prices later.

Extending the Life of Aging Fire Trucks – Risks and Realities

Due to rising costs, many municipalities may choose to extend the lifespan of their current fire trucks. While this may provide short-term budget relief, it presents significant operational, financial, and safety risks, including:

- Higher Maintenance Costs: Older vehicles require frequent and costly repairs, especially if replacement parts are also subject to tariffs.
- Increased Downtime: Aging fleets are more prone to breakdowns, potentially reducing availability during emergencies.
- Safety Concerns: Older apparatus may lack modern safety and operational features, putting firefighters and the public at greater risk.
- Operational Inefficiencies: Outdated vehicles often have reduced performance and fuel efficiency, limiting response effectiveness.

Refurbishing existing apparatus may serve as a short-term solution, but it is not sustainable for maintaining an effective emergency response system in the long run.

Strategies for Municipal Mitigation

To address these challenges, municipalities may need to adopt proactive strategies, including:

- Explore alternative suppliers from non-U.S. markets to diversify supply chains.
- Bulk purchasing and collaborative procurement to negotiate better deals and offset tariff-related cost increases.
- Refurbishing existing fleets where feasible and practical, though with recognition of long-term limitations.
- Adjust municipal budgets and seek additional government funding to maintain fire department readiness.
- Leasing or financing vehicles to spread costs and preserve capital for other priorities.

American tariffs can directly and indirectly impact Canadian fire department budgets. The most immediate effects would likely come from higher costs for imported equipment, vehicles, materials, and supplies. Additionally, tariffs may contribute to broader economic disruptions

that could reduce municipal revenues, further challenging fire departments to balance their budgets.

Fire departments must plan for these potential cost increases by adjusting their operational strategies, seeking alternative suppliers, or lobbying for additional funding from local governments.

Summary

Based on the present economic situation (which will include up to a 100% tariff by China on seafood), this may create a significant financial strain on the Municipality's tax revenue. At the same time, it may create an additional need to increase the present $0.05 and $0.06 fire service-related rates. With all of this in mind, EMG presents the following two recommendations.

EMG is recommending that a full assessment of what funds are utilized by the fire departments to pay for equipment and other essentials outside of the funds provided by the municipality

EMG recommends that no changes in the present funding (operational and capital) models be adjusted until the Fire Service Coordinator's position is filled and the new Coordinator has time to review what is needed and what savings might be realized by joining the Havelock and Southville fire stations and equipment.

- *This would also allow for more time to assess what actual impacts may be occurring to the purchase of fire service-related equipment.*
- *This pause to assess could be accomplished in 2025 to prepare for the 2026 budget deliberations.*

Section 4

Conclusions and Recommendations

Emergency Management Group

SECTION 4: CONCLUSION AND RECOMMENDATIONS

After a thorough review of the present status of the fire departments within the Municipality of the District of Clare, along with information received from the interviews and surveys, EMG is presenting six recommendations for consideration by Council.

In general, the recommendations revolve around three key points. The creation of a Fire Service Coordinators position, the joining of the Havelock and Southville fire stations into the planned new fire stations, and the absorption of the fire departments insurance costs under the umbrella of the municipality.

Recommendation #1

EMG is recommending that the construction of the new fire station moves forward and that the Havelock and Southville fire stations be merged into one.

Estimated Costs

Approx. $2- $4 million
Depending on size and materials

Suggested Timeline

Short Term (1-3 years)

The building of a new fire station within the response areas of Havelock and Southville, will create a more fulsome response from the volunteers, while at the same time reducing costs to the municipality.

Recommendation #2

EMG recommends that Clare implements a fire service coordinator position.

Estimated Costs

Approx. $60,000 to $80,000 annually

Suggested Timeline

Immediate (0-1 year)

The fire departments in Clare are in need of a more coordinated effort to standardize equipment, training and operational guidelines.

Recommendation #3

EMG recommends that the appointed fire service coordinator and the insurance provider conduct further investigation into this opportunity to ensure full liability coverage for the fire departments and their volunteers.

Estimated Cost

TBD

Suggested Timeline

Immediate (0 to 1 year)

Ensuring full insurance coverage of the fire departments and its volunteers under one blanket policy could reduce overall costs.

Recommendation #4

During the financial review, it is recommended that the Municipality investigate some type of remuneration/stipend that can be provided to the volunteer firefighters for the time they invest in the Safety of their community.

Estimated Cost

TBD

Suggested Timeline

Mid-Term (3-6 years)

Providing such an enhancement to the volunteer firefighters could go a long way to ensuring retention and future recruitment of volunteer firefighters.

As noted by EMG, as improtant as the implementation of a stipend would be, the first priorities are implementing the Fire Service Coordinator's position, and the builiding of the new fire station.

Recommendation #5

EMG is recommending that a full assessment of what funds are utilized by the fire departments to pay for equipment and other essentials outside of the funds provided by the municipality

Estimated Cost

Staff Time

Suggested Timeline

Immediate (0 to 1 year)

Until a full assessment can be made on what is presently being funded within each fire department and what is required by the Municipality, no accurate accounting can be made at this time.

Recommendation #6

EMG recommends that no changes in the present funding (operational and capital) models be adjusted until the Fire Service Coordinator's position is filled and the new Coordinator has time to review what is needed and what savings might be realized by joining the Havelock and Southville fire stations and equipment.

- **This would also allow for more time to assess what actual impacts may be occurring to the purchase of fire service-related equipment.**
- **This pause to assess could be accomplished in 2025 to prepare for the 2026 budget deliberations.**

Estimated Cost

TBD after assessment

Suggested Timeline

Immediate (0 to 1 year)
with a long-term impact on operational and capital funding for the fire departments.

Due to the present status of the USA and Canada tariff concerns, EMG is not recommending any operational and capital funding changes until the full impact of fire service equipment and vehicle costs are understood. This increase may create the need to increase the area rate up to as much as $0.10 cents per $100. This does not take into consideration the potential impact of the 100% tariffs being imposed by China on seafood, which is one of the largest employers in the Municipality

EMG Emergency Management Group

Appendices

Appendix A: Example of Fire Service Officer Qualifications

Appendix B: Financial Reports – Capital and Operating

APPENDIX 'A': EXAMPLE OF FIRE SERVICE OFFICER QUALIFICATIONS

Preamble

It is of the utmost importance that we, as members of fire and emergency services, make substantive efforts to manage the risk associated with fire and emergency ground operations. The lives and safety of our firefighters and those of our intended efforts come first. To this end, it is incumbent that we maintain a progressive program of advancement for all members of the fire and emergency services. This policy provides for a graduated increase of knowledge, skill and ability in the areas of Chief Officers, Captains, Lieutenants, Fire Safety Officer, Fire Training Officer and Fire Prevention Officer.

Purpose

This policy outlines the method for obtaining the necessary level of knowledge, skill, and ability to deliver a professional, safe fire and emergency service.

Definitions

In this policy:

- "Fire Department" means a Volunteer Fire Department approved a Municipality.
- "Training Course" means a course meeting standard provided by or approved by the Nova Scotia Fire Fighters School or other Accredited Fire Service Agency.

Establishment

No fire department shall be organized or formed within the Province of Nova Scotia unless the local Municipal Council grants approval.

- All fire and emergency services must register with their local Municipality.
- Each fire department shall determine their own requirement (meaning) for Captains and Lieutenants in articles of incorporation, but in all cases shall include the office of Fire Chief who shall be the Chief Executive of the Department.
- Each fire department shall have a Fire Prevention Officer, Fire Training Officer and a Fire Safety Officer. (For smaller fire departments, an officer can hold more than one of these positions). If these positions are by committee, then the chair of the committee would assume the position of officer in charge or this area.

Qualifications of Operational Lieutenants

Only those persons having the following qualifications shall be permitted to hold the rank of Fire Lieutenant: (There are exceptions to this rank/position, some departments use the rank of Lt within a fire department for responsibilities other than fire ground operations, and this could include the positions like Lt of Maintenance, Lt of Purchasing, etc. However, a person in this position should attend BFF training to achieve the knowledge of level one firefighter.)

- A minimum of 2 years experience.
- Level One Firefighter trained/qualified.
- Incident Command
- Strategy & Tactics

Fire Safety Officer, preferably before assuming the position, but no more than 12 months after promotion to Fire Lieutenant.

Qualifications of Captains

Only those persons having the following qualifications shall be permitted to hold the rank of Fire Captain:

- A minimum of 4 years experience, with previous experience as a Lieutenant preferred.
- Level One Firefighter trained/qualified
- Incident Command
- Strategy & Tactics
- Fire Safety Officer

Qualifications of the Fire Prevention Officer

Only those persons having the following qualifications may be appointed to the position of Fire Prevention Officer: (qualifications should be determined by each department due the different size of departments and demands of each department)

- A minimum of 3 years experience
- Level One Firefighter trained/qualified
- Fire Prevention Educator (preferably before assuming the position, but no more than 12 months after assuming the position).

Qualifications of the Fire Training Officer

Only those persons having the following qualifications may be appointed to the position of Fire Training Officer:

- A minimum of 5 years experience
- Level One Firefighter trained/qualified
- Incident Command Course
- Fire Safety Officer
- Strategy & Tactics

It is recommended that Training Officers complete the Instructional Techniques 1. A pre-requisite for this course is that the firefighter is Level 1 Certified.

Qualifications of the Fire Safety Officer

Only those persons having the following qualifications may be appointed to the position of Fire Safety Officer:

- A minimum of 4 years experience
- Level One Firefighter trained/qualified
- Fire Safety Officer
- Incident Command
- Strategy & Tactics

It is noted that this position is sometimes filled by a firefighter who may not be fully fit for operational duties. While this individual does not participate in front-line attack operations, they hold a vital and meaningful role within the department. The committee strongly recommends that this individual attend the training outlined, even though they may not be able to fully engage in all activities. By attending, they will gain a better understanding of the training process, and the responsibilities associated with their position, enhancing their overall effectiveness and support within the department.

Qualifications of Chief Officers

Only those persons having the following qualifications shall be permitted to stand for election or be appointed to the office of Chief, Deputy Chief or Assistant Deputy Chief of a fire service department:

- A minimum of 5 years experience
- Level One Firefighter trained/qualified (it is recommended that all Chief Officers become level one certified as soon as practical after assuming the position)
- Incident Command Course
- Strategy & Tactics Course
- Fire Safety Officer Course
- Fire Investigation basic NFPA 921 within 24 months of election/appointment

Appointment to Office - Availability of Training

No Chief Officer or Officer will be required to relinquish their appointment to an office if they have not been provided the opportunity through local, municipal, or provincial training courses, to gain the stated requisites within the assigned timeframe. There are a few courses listed within this document that are not currently offered. These courses do exist and will be added to the training made available by the NSFS and other training establishments.

Incumbents

All incumbent officers of any fire department within a Municipality at the time that this policy comes into force will be grandfathered into their present office. Incumbents are strongly encouraged to review the qualification requirements for their office and make a concerted effort to attain same. Grandfathering will cease to exist five (5) years after the approval and implementation of this policy. Officers who move into one of these positions will also be grandfathered for the 5-year period from the time this policy comes into force. 5 years after this policy comes into force, officers are expected to have the training required to fill the position. This is a doable timeline; most of these courses only take a weekend or two to complete. The exception to this is the BFF level one training, which every firefighter should have, regardless of rank.

Personal Skills

In addition to all Fire Service qualifications, it is recommended that all fire officers complete recognized training courses in the following subjects:

- Individual communication skills course
- Recognized 'Respect in the Workplace' course
- Fire Service Personnel Leadership Course.

These courses should be completed within 5 years of accepting any officer position, and they only need to be taken once, regardless of the number of different positions held. These courses are to be made available around the province. They are also available at Dalhousie University (previously Henson College). Workplace equivalent courses are an acceptable alternative.

Review

This policy shall be reviewed every five years, commencing on the date of approval.

Note: *this officer qualifications example was supplied by a local community is meant only as an example of an operational guideline required for the Clare fire departments.*

Many more operational guidelines would need to be developed to ensure that all positions have a set of qualifications. And that all operations have associated guidelines. Due to the amount of work that is required to develop all of the guidelines, is it not surprising that the majority of the Clare fire departments are lacking in this area.

APPENDIX 'B': STIPEND SAMPLES (HOURLY RATE)

Memo

Date: May 2, 2023

To: All Personnel

From: Fire Chief Darryl Bailey

Subject: 2023 Volunteer Firefighter Renumeration

2023-11

We are pleased to announce the 2023 Volunteer Firefighter Renumeration schedule has been approved by Council. The increase is effective June 1, 2023.

Rank	Experience	% of 1st Class	Hourly Rate	Honorarium
Probationary FF	0 - 18 Months	75%	$17.18	
3rd Class FF	1.5 – 2.5 Years	80%	$18.33	
2nd Class FF	2.5 – 3.5 Years	90%	$20.62	
*1st Class FF	3.5+ Years	100%	$22.91	
Captain		118%	$27.03	
Assistant District Chief			$31.40	$ 1500
District Chief			$33.49	$ 2000
Hourly rate	Duty crews, station training, public education, fire prevention, assigned training and mandatory certification training/courses			
$100 Per Day	Compensation for attending external training sessions would remain at $100 per day plus expenses up to 10 days annually with approval of the Fire Chief			
Call Bonus	Firefighters receive an incentive of $5.00 for attending each incident and an additional $5.00 per call as an 'attendance bonus' if the firefighter meets the minimum attendance requirements of 25% of incidents per quarter.			

Sincerely,

Daryl Bailey

Fire Chief

FIRE DEPARTMENT, 7855 Sideroad 30, Alliston, ON L9R 1V1
P.: 705-434-5055 | F.: 705-434-5051 | www.adjtos.ca

NOTE: Although the fire departments listed are not in Nova Scotia, the chart provides an overview of the variation in hourly rates, honorariums, and stipends, as well as their distribution.

Municipality	Population Served (2021 Census)	Community's Geographical Area	# of Stations	Firefighter Staffing Volunteer and Full-time	Wages/ Stipends
Adjala–Tosorontio	10,989	371.53	2	60 – POC/VFF Full-time FC	Firefighter 3 - $16.75 Firefighter 2 - $17.79 Firefighter 1 - $18.84 Firefighter 1A - $19.89 Lieutenant - $23.03 Captain - $25.12 Assistant District Chief -$31.40 District Chief - $33.49 Honorarium Assistant District Chief - $1,500 District Chief - $2,000 Minimum pay is 1 hr/call.
The Blue Mountains	9,390	284.65 km²	2	8 FT, 20 vol (Council permits 44 POC/VFFs)	Recruit - $20.00 Probationary. - $23.00 Step 3 Certified FF-1- $31.64 Step 4 – Certified FF-2 - $33.40 Step 5 Gen Level Certification - $35.16

Municipality	Population Served (2021 Census)	Community's Geographical Area	# of Stations	Firefighter Staffing Volunteer and Full-time	Wages/ Stipends
Township of Brock	12,567	422.64 km²	3	2 FT, 1 PT 79 VFFs	Min of 2 hrs/call. District Chief - $35.39 Captain - $33.98 Acting Captain - $30.00 1st Class - $28.30 2nd Class - $25.47 3rd Class (Prob) - $22.64 Maintenance and Training – All $19.22
Perth East	12,595	711.93 km²	3	68 VFFs	Firefighter - $34.99 Captains are paid $34.99 for responses. Deputy Station Chiefs are paid $34.99 for responses and a $5,866.17 annual honorarium. Station Chiefs are paid $34.99 for responses and receive $9,866.17 annual honorarium. Training nights 2 to 3 hrs. – Flat rate of $46.64/night
Strathroy-Caradoc	23,871	270.86 km²	3	78 VFFs,	Point system at $15.90 /point (one point per call or training session)

Municipality	Population Served (2021 Census)	Community's Geographical Area	# of Stations	Firefighter Staffing Volunteer and Full-time	Wages/ Stipends
Scugog	21,581	474.38 km²	2	58 VFFs, 5 FT, 2 PT	Rates for emergency response and public education events range from $20.84 - $45.45, with the 1st Class rate being $37.88 per hour. (FFs are assigned, classes) The training rate was $24.82 per hour. Captains and District Chiefs are paid more for their participation in emergency response and public education events. The rate for a Captain was $41.66, and for a District Chief was $45.45.

APPENDIX 'C': FIRE COORDINATOR ROLES

THE MUNICIPALITY OF BARRINGTON | An ocean of opportunity

JOB DESCRIPTION

Position Title:	**Fire Services & EMO Coordinator**
Salary Band:	Coordinators Salary Band
Department:	Administration
Reports to:	CAO
Status:	Permanent Fulltime
Location:	Administration Building, 2447 Hwy 3, Barrington, NS
Hours:	Normally 8:30 a.m. to 4:30 p.m. (35 hours/ week) with other hours for meetings outside of normal office hours, subject to change.
Date:	January 2019

SCOPE

The Fire Services & EMO Coordinator shall develop and coordinate the fire services of the Municipality for the benefit of the entire Municipality and be responsible for the preparation and coordination of emergency measures plans. The Fire Services & EMO Coordinator shall prescribe the necessary duties to be fulfilled by employees, servants and agents of the municipalities following the declaration of a state of local emergency, performs such duties as may be required by the emergency measures committee, by the Chief Administrative Officer or as provided in the emergency measures bylaw, agreement and plans. and shall be the Municipality's primary source of information and advice for all aspects of fire services.

QUALIFICATIONS

- Experience working in fire department administration and organization;
- Experience in a fire service and teaching fire training;
- Experience relevant to emergency measures planning & operations;
- Knowledge of federal, provincial, and municipal firefighting standards and regulations;
- Certification to, or ability to obtain, within reasonable time:
    - NFPA 1001 – Standard Fire Fighting Professional Designation;
    - NFPA 1041 -- Standard Fire Service Instructor Designation;
    - NFPA 1035 – Standard Public Fire & Life Safety Educator.
- Incident Command System Training;
- Basic Emergency Management Course.

SUMMARY OF FUNCTIONS

Principle Duties and Responsibilities:

The Fire Services & EMO Coordinator shall work in consultation and cooperation with the Barrington Municipal Fire Services Advisory Committee and the Joint Emergency Management Organization. The following is a general outline of the duties and responsibilities. The listing is not intended to be all inclusive or to limit initiative to expand his/her function beyond this scope nor is it intended to limit the CAO's right to assign other duties.

Fire Services Coordination Functions

1. Provides firefighter training to NFPA standards both directly and through others during evenings and weekends.
2. Prepares a budget for Barrington Municipal Fire Services in consultation with the Advisory Committee.
3. Chairs the Fire Services Advisory Committee.
4. Presents fire services concerns and cost control measures to Council.
5. Establishes a replacement program for fire services equipment, vehicles, and facilities.
6. Coordinates inspections and testing on vehicles, breathing air compressors, self-contained breathing apparatuses, and other equipment.
7. Provides Council with a quarterly report on the quality of the fire service.
8. Attends meetings of Shelburne County Mutual Aid, NSFSA, Fire Department Information Conference, Maritime Fire Chiefs Association, N.S. Fire School.
9. Receives call out sheets from dispatch to be used to complete reports.
10. Is aware of calls coming into departments and to assist the Chief in major calls involving more than one department.

EMO Coordinator Services

11. Chairs the emergency measures committee meetings.
12. Maintains and coordinates records of all the proceedings of the emergency measures organization.
13. Maintains and updates emergency measures plans and conducts at least one exercise annually.

14. Following the declaration of a state of local emergency, prescribes the necessary duties to be fulfilled by employees, servants and agents of the municipalities.

15. Proactively plans and prepares for predictable emergency events (hurricanes, floods), ensuring the Emergency Operations Center members are contacted and briefed in accordance with our Emergency Plan.

16. Actively assesses and develops hazard analysis and develops mitigation strategies on behalf of the EMO.

17. Works collaboratively with EMO Nova Scotia ensuring the EMO committee and Council are made aware of areas of risk; communicates significant events and training opportunities with the committee.

18. In consultation with the Chief Administrative Officer, prepares and submits the annual operating plan and operating and capital budgets to the emergency measures committee for review and recommendation to the Councils for approval.

19. Delivers emergency measures programs, projects, services or activities identified in the annual operating plan, subject to Chief Administrative Officer's direction or concurrence on objectives or courses of action, but with latitude in implementation.

20. Identifies the requirement for change, develop and implement new procedures consistent with organizational policies and direction.

21. Periodically reviews bylaws, plans, agreements, programs, services and activities and submit observations and recommendations through the Chief Administrative Officer to the emergency measures committee.

22. Works collaboratively with our regional EMO partners in Shelburne and Yarmouth to identify shares emergency planning opportunities and to assess shared hazards for effective mitigation and proper preparedness.

23. Organize and develop Memorandums of Understanding with appropriate organizations, such as the local school boards and nursing homes as required for the emergency plan.

24. Maintain the Emergency Operations Center, making recommendations to the Chief Administrative Officer for needed improvements, and ensuring the EOC members are properly trained, and understand their roles in an emergency.

25. Perform such other duties of the coordinator as prescribed by bylaw, plans, policies or an enactment, or as directed by The Chief Administrative Officer.

<u>Miscellaneous</u>

26. Carry out any and all duties and responsibilities that the CAO shall see fit to direct or that shall arise from time to time.

APPENDIX 'D': FINANCIAL REPORTS – CAPITAL AND OPERATING

Fire Departments Capital Chart - 2024/25					
Capital Funds Available = $180,839					
Fire Department	**Qty Req**	**Description Of Capital Requests**	**Unit Price**	**Amount Requested**	**Approved By Council**
Saint-Bernard*	1	Installment for Roof Repair (3 of 5)	$ 9,528	$ 9,528	$ 9,528
	2	SCBA with Tank and Mask	$ 9,600	$ 19,200	$ 19,200
	2	SCBA Tanks	$ 1,325	$ 2,650	$ 2,650
	2	Bunker Suits with Helmets	$ 4,869	$ 9,738	$ 9,738
	6	SCBA Masks	$ 710	$ 4,260	$ 4,260
	2	Thermal Cameras	$ 1,400	$ 2,800	$ 2,800
				$ 48,176	**$ 48,176**
Little Brook*	3	Bunker Suits	$ 3,883	$ 11,649	$ 11,649
	3	Helmets	$ 419	$ 1,257	$ 1,257
	3	Innotex Flash Hood	$ 164	$ 492	$ 492
	3	Commander Gloves	$ 197	$ 591	$ 591
	1	Ventix MX4 Gas Monitor	$ 1,341	$ 1,341	$ 1,341
	1	Submergeable Pump + Hoses	$ 1,500	$ 1,500	$ 1,500
	10	24'' Pylons	$ 24	$ 240	$ 240
				$ 17,070	**$ 17,070**

Fire Departments Capital Chart - 2024/25					
Capital Funds Available = $180,839					
Fire Department	Qty Req	Description Of Capital Requests	Unit Price	Amount Requested	Approved By Council
Meteghan	1	Meteghan River Fire Hall	$ -	$ -	$ -
	1	Training Centre	$ 5,000	$ 5,000	$ 5,000
	1	Meteghan Firehall - Kitchen Roof	$ 5,000	$ 5,000	$ 5,000
	10	Radios (Icon) and Pagers	$ 500	$ 5,000	$ 5,000
	10	Helmet Flashlights	$ 250	$ 2,500	$ 2,500
	1	Foam (1 pallet)	$ 5,000	$ 5,000	$ 5,000
				$ 2,500	$ 22,500
Salmon River	2	MSA G1 45 Min BA Pack	$ 8,200	$ 16,400	$ 16,400
	2	MSA G1 45 Min Spare Cylinders	$ 1,695	$ 3,390	$ 3,390
	2	MSA G1 Face Piece	$ 550	$ 1,100	$ 1,100
	4	Bunker Suits	$ 4,100	$ 16,400	$ 16,400
	1	Pager	$ 525	$ 525	$ 525
	4	50' Hose Lengths (1.75-inch, 2.5-inch)	$ 400	$ 1,600	$ 1,600
	4	Portable VHF Radios	$ 575	$ 2,300	$ 2,300
	1	SCBA Refill Station Upgrade	$ 10,000	$ 10,000	$ -
				$ 51,715	$ 41,715

Fire Departments Capital Chart - 2024/25					
Capital Funds Available = $180,839					
Fire Department	Qty Req	Description Of Capital Requests	Unit Price	Amount Requested	Approved By Council
Hectanooga	1	MSA G1 SCBA	$ 8,395	$ 8,395	$ 8,395
	2	MSA G1 Cylinder 4500 psi	$ 1,785	$ 3,570	$ 3,570
	1	MSA G1 Face Piece	$ 575	$ 575	$ 575
	1	G1 Rechargeable Battery	$ 495	$ 495	$ 495
	1	MSA G1 Cylinder 2216 psi	$ 1,785	$ 1,785	$ 1,785
	1	STA-FBS - Hec Bunker Suit	$ 2,999	$ 2,999	$ 2,999
	2	STC-S234014 BOOT	$ 235	$ 470	$ 470
	1	Reducer - 2.5m to 1.5m	$ 95	$ 95	$ 95
	1	Safety Glasses - Tinted x 12	$ 130	$ 130	$ 130
	1	Safety Glasses - Over x 6	$ 165	$ 165	$ 165
				$ 18,679	**$ 18,679**
Havelock	2	SCBA Air Bottle	$ 1,800	$ 3,600	$ 3,600
	2	Turnout Gear	$ 3,550	$ 7,100	$ 7,100
	1	Paging Portable Radio	$ 600	$ 600	$ 600
	1	Mobile Radio	$ 750	$ 750	$ 750
	1	Bluetooth Portable Radio	$ 1,150	$ 1,150	$ 1,150
	4	1.75" Hose	$ 375	$ 1,500	$ 1,500
	4	2.5'' Hose	$ 475	$ 1,900	$ 1,900
	2	1.5'' Nozzle	$ 1,200	$ 2,400	$ 2,400
	2	2.5'' Nozzle	$ 1,450	$ 2,900	$ 2,900
	2	Structural Firefighting Boots	$ 400	$ 800	$ 800
	8	Rescue Gloves	$ 80	$ 640	$ 640
	6	Bunker Gear Bags	$ 135	$ 810	$ 810
				$ 24,150	**$ 24,150**
Southville	1	Repairs to Firehall Roof	$ 25,000	$ 25,000	$ -
				$ 25,000	**$ -**
Total Cost of Capital				$ 207,290	$ 172,290

Fire Station	2021/2022	2022/2023	2023/2024	2024/2025
Saint Bernard	$ 38,800	$ 40,391	$ 43,405	$ 44,968
Little Brook	$ 55,894	$ 58,186	$ 62,528	$ 64,779
Meteghan	$ 87,006	$ 90,573	$ 97,332	$ 100,836
Salmon River	$ 40,873	$ 42,549	$ 45,724	$ 47,370
Havelock & Area	$ 29,186	$ 30,383	$ 32,650	$ 33,825
Southville	$ 10,480	$ 10,910	$ 11,724	$ 12,146
Hectanooga	$ 20,018	$ 20,839	$ 22,394	$ 23,200
Richfield				
Sub Total	$ 282,257	$ 293,831	$ 315,760	$ 327,124.00
Fire Department Study				
Level 1 - Training	$ 5,000	$ 5,000	$ 7,500	$ 7,500
Worker's Compensation	$ 7,910	$ 11,108	$ 10,435	$ 14,912.00
Fire Dept. Member Appreciation	$ 2,000	$ 2,000	$ 4,000	$ 5,000
Fire Dept. (Shared Services)	$ 10,240	$ 26,500	$ 35,000	$ 40,000.00
Sub Total	$ 25,150	$ 44,608	$ 56,935	$ 67,412.00
Total Fire Dept.	$ 307,407	$ 338,439	$ 372,695	$ 394,536.00

	Saint Bernard	Little Brook	Meteghan	Salmon River	Havelock	Southville	Hectanooga	Totals
Mun Start	$ 44,968.00	$ 64,779.00	$100,836.00	$ 47,370.00	$ 33,825.00	$ 12,146.00	$ 23,200.00	$327,124.00
CFFA	$ 50.00	$ 50.00	$ 50.00	$ 50.00	$ 50.00	$ 50.00	$ 50.00	$ 350.00
FSANS	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 100.00	$ 700.00
Richfield Closure	$	$	$	$	$ 1,000.00	$	$ 1,000.00	$ 2,000.00
Dispatch	$ 6,983.00	$ 4,655.00	$ 8,147.00	$ 3,492.00	$ 4,655.00	$ -	$ 2,328.00	$ 30,260.00
Insurance	$ 17,952.00	$ -	$ -	$ -	$	$ -	$ 1,228.00	$ 19,180.00
Total	$ 19,883.00	$ 59,974.00	$ 92,539.00	$ 43,728.00	$ 30,020.00	$ 11,996.00	$ 20,494.00	$ 278,634.00