

AMENDED AGENDA
SPECIAL OPEN COMMITTEE OF THE WHOLE MEETING
BOARD ROOM, SERVICE AND RESOURCE CENTRE, NANAIMO, BC
WEDNESDAY, 2014-MAR-19, AT 9:00 A.M.

1. **CALL THE SPECIAL OPEN COMMITTEE OF THE WHOLE MEETING TO ORDER:**

2. **INTRODUCTION OF LATE ITEMS:**

- Add item 4 (a) - Councillor Bestwick – Proposed Motions and City Manager's Notes.
- Add item 7 – Procedural Motion.

3. **ADOPTION OF AGENDA:**

4. **CORPORATE SERVICES:**

(a) **City of Nanaimo 2014-2018 Financial Plan – Decision Package – Projects and Service Level Increases (dated 2014-MAR-10)**

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Councillor Bestwick – Proposed Motions

1. "That Council direct Staff to ensure a 4 man engine status is provided 100 percent of the time and that a joint International Association of Firefighters / City Management joint quarterly update be provided to Mayor and Council for information."
2. "That Council direct Staff to reduce gas consumption in City vehicles by 5 percent in 2014."
3. "That Council direct Staff to:
 - (1) undertake a review of the sale of the properties that house Firehall No. 1 and the Fire Personnel Office, and identify a new site on Third Street or alternatives, and postpone all major and minor improvement to either building; and,
 - (2) with the proceeds of the sales of the two properties and the savings of maintenance or capital improvements to Firehall No. 1, build a new firehall with the proceeds."
4. "That Council direct Staff to evaluate the cost benefit analysis of the Vancouver Island Emergency Response Academy and make a decision to continue or discontinue in 2015, based on its findings."

5. "That Council direct Staff to place all Parks, Recreation & Environment custodians under the Manager of Civic Facilities."
6. "That Council direct Staff not to fill the Deputy Chief of Operations, Fire Department, position in 2014.

5. **OTHER BUSINESS:**

6. **QUESTION PERIOD:** (*Agenda Items Only*)

7. **PROCEDURAL MOTION:**

That the meeting be closed to the public in order to deal with agenda items under the *Community Charter* Section 90(1):

- (c) labour relations or other employee relations;
- (e) the acquisition, disposition or expropriation of land or improvements, if the Council considers that disclosure could reasonably be expected to harm the interests of the municipality;
- (i) the receipt of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and,
- (n) the consideration of whether a Council meeting should be closed under a provision of this subsection or subsection (2).

8. **ADJOURNMENT:**

ACTING MAYOR: COUNCILLOR JOHNSTONE

2014-MAR-10 to 2014-APR-27

FIRE SERVICES:

Provide Four-Member Engines 100% of the Time

Background:

- IAFF has historically pursued four member engines and has previously tabled staffing issues during bargaining.
- In the last round of bargaining and with a bargaining mandate approved by Council, the City proposed and achieved flexible staffing language that would provide increased options to level of staffing peaks and valleys and create four member staffing. We are working through the details of applying the new language in 2014 but have been hampered by long-term leaves.
- The City has historically attempted to reduce overtime costs in bargaining – more recently saving \$100,000 per year by negotiating expansions to officer pools in exchange for a 0.5% general raise in pay beyond the Vancouver comparator.

Financial Impact:

- Previous anecdotal estimates based upon past years where staffing was four members 95% of the time were approximately \$30,000.
- An analysis of 2013 shows that four member staffing was achieved on 83% of the time due to unusual long term leaves by several members. This cost to backfill with overtime would have been \$86,000.
- The Fire Plan identifies 140 fire fighters which means this is potentially a 4M+ decision in staffing, plus equipment and fire hall construction.

Consequence:

- It is unclear what the complete impact and meaning is of a “four member engine” statement and there are several unanswered questions:
 - Does this mean four members on every engine including those not normally staffed?
 - Does it mean more staff must be hired to achieve staffing on other units not normally staffed?
 - Does it mean four member staffing in each station with flexibility to split crews?
 - Does it mean that a four member engine must respond to every incident and that the long standing practice of sending two members on a rescue unit must stop?

- Does it mean that four member crews cannot be split into two two member units for training, inspections, public education and other duties to increase efficiency and effectiveness?
- Can a four member station respond to the same incident with two vehicles (i.e. an engine and a rescue)?
- What happens if a member goes home sick? Is the engine out of service until a replacement can be made?
- There is potential to institutionalize overtime by creating a situation where employee absences generate overtime revenue for other employees.
- The overtime costs would be difficult to budget and would likely increase as the path of least resistance to four member staffing.
- If four member engines means four members on each apparatus and no crew splitting then the department has too many supervisors – stations 1 and 2 would have both a Captain and Lieutenant on those engines.

Response Units by Station and Staffing

STATION 1		
UNIT	TYPE	STAFFING
Engine 1	Full Sized Engine	4 full time
Engine 1-2	Full Sized Engine (reserve)	On-calls
Engine 1-3	Wildland Engine	Cross-staffed by full time staff, sometimes staffed by on-calls
Logistics 1	Support/Equipment Truck	Primarily on-calls, sometimes cross-staffed by full time staff

STATION 2		
UNIT	TYPE	STAFFING
Engine 2	Full Sized Engine	4 full time
Engine 2-2	Full Sized Engine (reserve)	On-calls
Rescue 2	Rescue	Cross-staffed by full time staff 2 on Rescue, 3 on Engine

STATION 3		
UNIT	TYPE	STAFFING
Engine 3	Full Sized Engine	4 full time
Engine 3-3	Wildland Engine	Cross-staffed by full time staff, sometimes staffed by on-calls
Truck 3	Aerial Ladder	Cross-staffed by full time staff

STATION 4		
UNIT	TYPE	STAFFING
Engine 4	Full Sized Engine	3 or 4 full time
Truck	Aerial ladder	Cross-staffed by full time staff

FIRE SERVICES:

Eliminate Deputy Chief of Operations position

Financial Impact:

- Reduced budget by \$150,290.

Consequence:

- Already implemented.
- Over time potential span of control issues when future fire halls built.

FIRE SERVICES:

Postpone renovations to Fire Station 1, Sell Fire Station 1 and
Fire Headquarters, Rebuild Fire Station 1 in an Alternate location (Open)

Background:

- Station 1 is almost 50 years old and is need of major repairs and maintenance.
- Seismic upgrade in 1999 has the structure at 100% of 1998 building code and 95% of 2006 building code.
- Station 1 is approx. 17,000 sq. ft., fire headquarters (old library) is approx. 6,300 sq. ft.
- There has been discussion about replacing the building with a combined public safety building that would include Fire, Bylaws, and perhaps some RCMP staff.
- Several years ago fire management moved out of station 1 to facilitate FireComm expansion.
- The station currently serves high incident volume in the downtown core within a six minute response time.

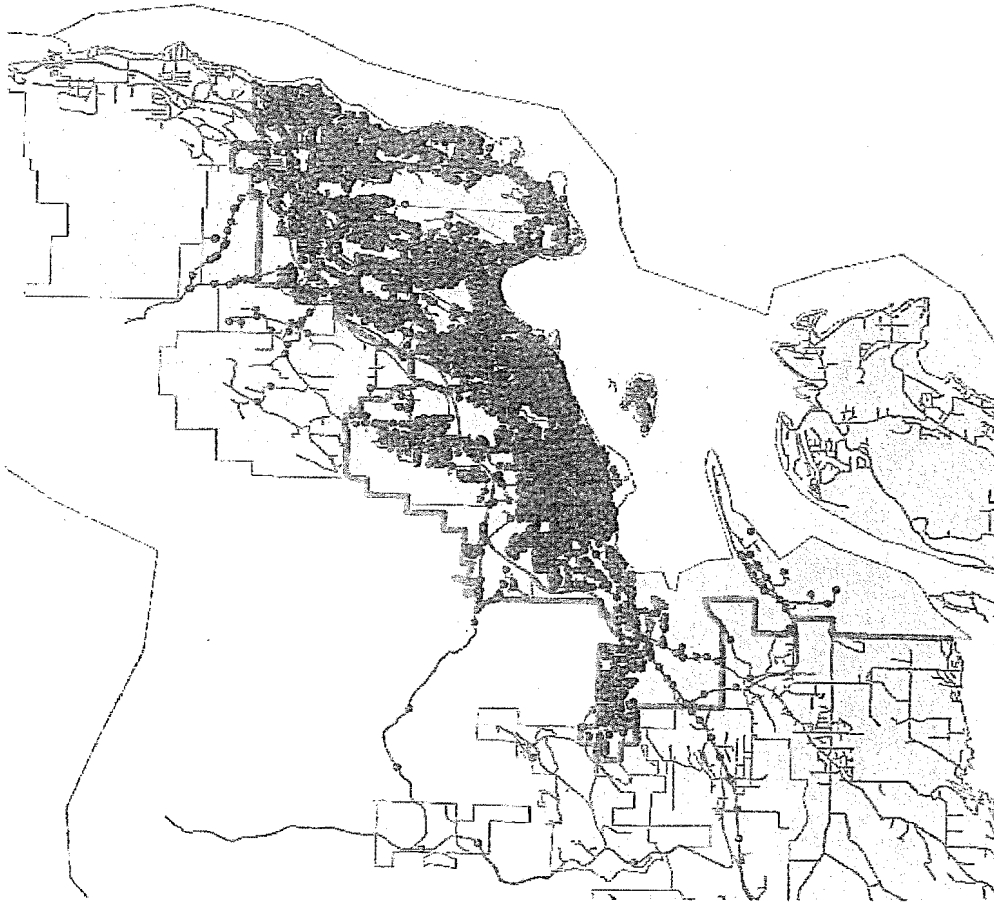
Financial Impact:

- TBD
- Estimate for new construction is 20,000 sq. ft. at approximately \$400-\$450 per sq. ft. (\$8m to \$9m)

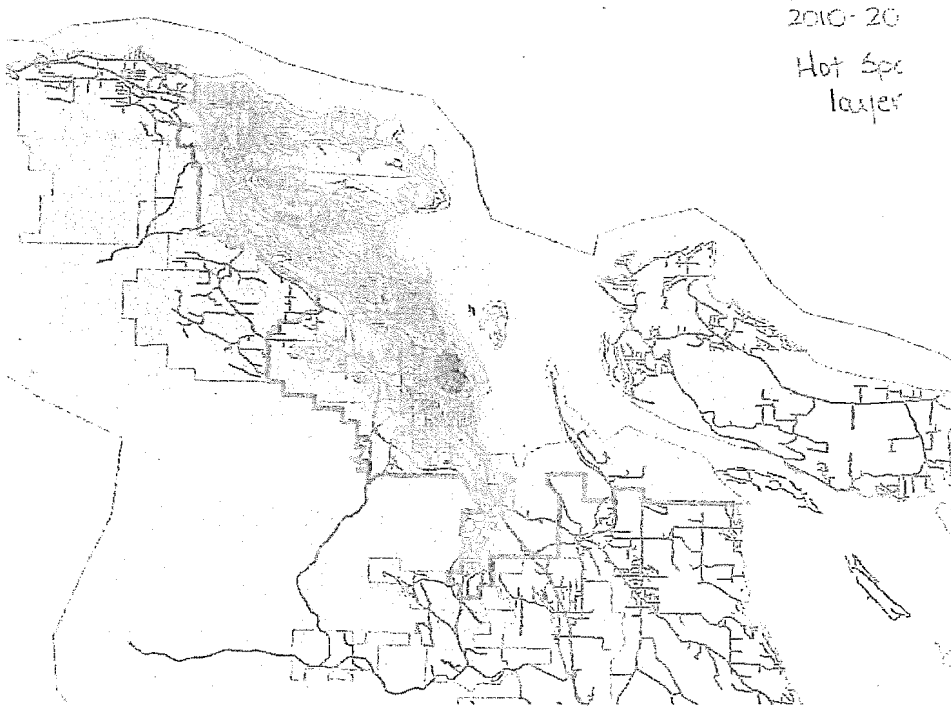
Consequence:

- Rebuilding the fire station will save short term renovation costs.
- Relocating the station closer to Third St. And the Parkway will place incident occurring in the Westwood area within the six minute response time but the volume of incidents is very low in comparison to those incidents downtown that would be moved outside of the six minute response time.
- While the response time to some downtown incidents is less than six minutes, the risk and frequency are both very high in this area. Early arrival reduces fire losses and provides better opportunity to save lives.
- Relocation removes Fire Rescue from proximity to RCMP and BCAS making interagency meeting more difficult.

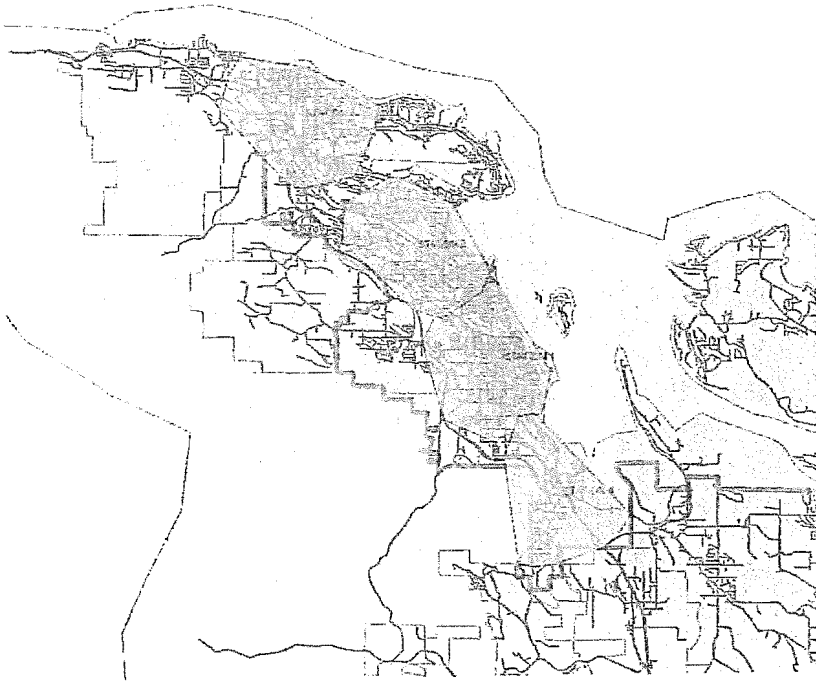
2010-2012 Distribution of Incidents



2010-2012 Incident Distribution Hot Spots



Area within 3 Travel Kilometers of Current Stations



FIRE SERVICES:

Conduct a Cost Benefit Analysis of VIERA and Decide Whether to Continue in 2015

Background:

- VIERA is designed to generate revenue by reselling programs developed and implemented by the Fire Rescue Training Division.
- Programs are developed based upon NFR training needs then seats are sold to external users.
- One of 60 accredited agencies in the world and brings exposure to Nanaimo as a leader in this field.
- Still in building phase which incurs start-up and program development costs.

Financial impact:

- No impact to 2014 budget. Presently running cost neutral with potential for future profit.
- Training costs compared to an external provider (such as the Justice Institute) per student by course that are required for promotion are:
 - Fire Officer 1 - \$7890 savings per student
 - Fire Officer 2 - \$8318 savings per student

Consequence:

- Training costs will go up.
- Lost opportunity to generate revenue to reinvest in NFR training program.
- Lost development opportunity for NFR members to learn by teaching others in their industry.