

AGENDA
TOWN OF SEXSMITH – BUDGET MEETING
MONDAY NOVEMBER 8, 2021 @ 6:30 P.M. COMMUNITY CENTRE

ADOPTION OF AGENDA

NEW BUSINESS

- 1. Library 2022 Budget**
- 2. Fire Department 2022 Budget**

ADJOURNMENT

**Town of Sexsmith
Library**

2

	Proposed Budget 2022	Approved Budget 2021	% Change	YTD	2023	2024
Revenues:						
General Revenues (County Grant- Wages & Phone)	46,600.00	46,600.00		46,600.00	46,600.00	46,600.00
MSI Operating Grant	29,870.00	29,870.00		29,870.00	29,870.00	29,870.00
Total Revenues	76,470.00	76,470.00	0%	76,470.00	76,470.00	76,470.00
Expenses:						
Library Salaries (includes accounts 110, 111 &130)	194,035.00	199,104.00	-3%	166,235.91	198,656.00	204,416.00
Library / Civic General Operating Expenses	2,600.00	2,600.00	0%	2,142.46	2,600.00	2,600.00
Library / Utilities to Elks for Library Use	5,500.00	5,500.00	0%	-	5,500.00	5,500.00
Contributions to Joint Libraries	16,689.40	16,689.40		16,689.40	16,689.40	16,689.40
Total Expenses	218,824.40	223,893.40	-2%	185,067.77	223,445.40	229,205.40
Net Operating	-142,354.40	-147,423.40	-3%	- 108,597.77	- 146,975.40	- 152,735.40
Decision Packages						
Reception and Front Entry	10,000.00					
Painting and Recarpet						10,000.00
Create a Secure Office		12,500.00				
Total Decision Packages	10,000.00	-				
Net Operating Including Decision Packages	-152,354.40	-159,923.40	-4.73%			



CAPITAL PROJECT REQUEST FORM, 2021-2031

1. Town of Sexsmith Library Board
2. Library Reception and front entry
3. Total Cost \$30,000.00

Town of Sexsmith	\$10,000.00
Town of Sexsmith Library Board	\$10,000.00
Friends of the Shannon Library	\$ 5,000.00
Other funding	\$ 5,000.00

4. *Capital Improvement Project Description:*

Down-size area of Circulation desk

Replace Circulation desk and add necessary shelving

Re-floor entry, circulation area and surrounding area with vinyl planking

Build 3 – 4 foot pony wall facing desk to allow for use of security gates.

Repair walls and hide wiring and cables.

Replace front entry doors and lighting

Re-floor front entry including proper baseboards.

5. *Indicate the fiscal year that the proposed capital project should be implemented: 2022*

6. *Department Priority (check one) Urgent () Priority 1 (X) Priority 2 () Priority 3 ()*

7. *Justify the capital improvement project and explain the priority you assigned it.*

Making effective use of existing space is critical moving forward.

- 8a. *Anticipated Financing Source Municipality (X) Organization (X) Other (X).*

- 8b. *Explain the reason for selecting the funding source in question 8a and provide information regarding the availability and eligibility of the selected funding source:*

Costs of the project will be divided between the Town of Sexsmith and the Town of Sexsmith Library Board. The Board has set aside capital reserves of which a portion will be put towards this project. As aspects of this project are considered enhancements to public use, a portion of this may be covered under Casino revenue from the Friends Society and perhaps Rotary. Other grants may be identified and will be pursued to bring down costs to both funding parties.

- 9a. *How long will this capital improvement be expected to last? 20+ years*

- 9b. *What is the fiscal impact of the proposed capital project as compared to the current operation?*

Please explain any estimated annual savings/ payback resulting from this proposed capital project.

Increase usable space within the library to provide more public space for collection building.

Increase cosmetic appeal with needed finishing carpentry.

Consideration of final step of RFID project with implementation of self circulation, allowing the Library Board to maintain stable staffing costs as recovery from Covid-19 continues.



CAPITAL PROJECT REQUEST FORM, 2021-2031

1. Town of Sexsmith Library Board

2. Painting and re-carpet

3. Total Cost \$15,000.00

Town of Sexsmith \$10,000.00

Town of Sexsmith Library Board \$5,000.00

4. Capital Improvement Project Description:

Paint and re-carpet library

5. Indicate the fiscal year that the proposed capital project should be implemented: **2024**

6. Department Priority (check one) Urgent () Priority 1 (X) Priority 2 () Priority 3 ()

7. Justify the capital improvement project and explain the priority you assigned it.

By 2024, the carpeting in place will be 10 years old.

8a. Anticipated Financing Source Municipality (X) Organization (X) Other (X).

8b. Explain the reason for selecting the funding source in question 8a and provide information regarding the availability and eligibility of the selected funding source:

As the costs of the project are unknown at this time, the Town of Sexsmith Library Board will plan for covering any amount over the budgeted amount.

As an estimate, the latest repainting project for the Town of Sexsmith was just under \$10,000 (2021).

9a. How long will this capital improvement be expected to last? **10 years**

9b. What is the fiscal impact of the proposed capital project as compared to the current operation? Please explain any estimated annual savings/ payback resulting from this proposed capital project.

Maintain building within acceptable standards.



2021 SUMMARY

TOWN OF SEXSMITH FIRE DEPARTMENT



TOWN OF SEXSMITH FIRE DEPARTMENT

2021 KEY ACCOMPLISHMENTS

- Response to 175 calls for service at the time of this summary. Forecasting 210 calls for the year.
- Collaboration with Regional Fire administration with successes in training, purchasing and other administrative functions in the department.
- Continued focused training in areas of:
 - ✓ Recruit Firefighter 101, 201 and 301 program.
 - ✓ Continued core competency training focused on initial fire ground operations.
 - ✓ Basic and advanced firefighting skills
 - ✓ Basic Pump operations training for 6 members
 - ✓ NFPA 1002 Driver training for 5 members
 - ✓ NFPA 1002 Advanced pump operations for 3 members
 - ✓ NFPA 1002 Aerial Ladder operations for 2 members.
 - ✓ NFPA 1021 Fire officer 1 training, 1 member complete and 1 in progress.
 - ✓ Ice rescue training being hosted in November and December
- Continued public relations within the Town. (Some impacted by the pandemic)
- Continued recruitment and retention of POC volunteers. Hired 5 new members.
- Implementation of assisted training (Regional Fire Service) with great success (Fire 101, 201 and 301 program)
- Implemented volunteer compensation SOG relating to pay provided to members to provide clarity and process relating to member compensation and qualifications.
- Transitioned training learning management system into centralized platform improving access and sharing of resources between departments.
- Purchase of new battery powered Holmatro Pentheon Vehicle Extrication tools.
- Purchase of a Mobile Data Terminal for the towns ladder truck.
- Additional improvements and work completed on local drill grounds. Generously provided for by donation.
- Transitioned officers to using FDM for records entry for call data for reports.
- Training provided to all officers related to occupational health and safety reporting and requirements under legislation and town policy.
- Major station clean-up and re-organization to improve space use, increase firefighter health and safety, and improve overall efficiency within department.
- Renovation of station removing Chief's office and bringing all station officers into a common work space and communications.

PANDEMIC RELATED

Positives:

- Received Government of Alberta support for first responders to be vaccinated in April and worked with local pharmacists to coordinate implementation.
- Implementation of COVID rapid testing kit for members in all County operated stations through provincial program at no cost to the municipality.
- Implementation of rapid testing expedited us identifying personnel that were potentially COVID positive and



effectively eliminating transmission and close contact risks within the fire station.

- Worked closely with the County on protocols and procedures that always ensured operational readiness through-out the pandemic as we moved through a second and third wave.
- Employed various innovative mediums to provide opportunities to meet, train and perform administrative tasks.
- Increase communications internally to keep all members informed of dynamic changes related to COVID to keep them safe.

Defined areas of growth:

- Decreased revenue from MVI (-\$10,000)- simply did not attend as many calls for service.
- The department was unable to participate in several planned specialized training events due to COVID early in the year.
- Closely monitored symptomatic personnel and encouraged pandemic protocols that saw isolation of many members.
- Work on addressing retention of personnel due to pandemic and economic challenges as members that resigned all moved out of the area in 2021.

SERVICES PROVIDED

- Ongoing and continued maintenance of apparatus and equipment
- Response readiness to all provisions of service
- QMP management (Regional Fire Service)
- Investigation and Inspection (Regional Fire Service)
- Coordination of budget expenditures with focus and direction through policy
- Work with Public Works in facilities and other recognized needs

2022 PRIORITY DEPARTMENTAL INITIATIVES

- Completion of Master plan
- Recruitment and hiring of District Fire Chief
- Re engage community with prevention and public interaction pending changes to pandemic measures
- Continued work on recruitment and training (ongoing)
- Continued work with Regional Fire Service training program for recruits to transition to fully qualified firefighter (NFPA 1001)
- Increased relationship and interaction with Regional Fire Service stations and members
- Specialized training for officers, including command strategies, tactics, instructional techniques, and officer specific courses.
- Continued work with maintenance for apparatus, equipment, and facilities.
- Identify recruitment and retention strategies and initiatives specific to community
- Continued work on drill grounds completion.

Statistical information

- Capital asks for 2022:
 - ✓ \$15,000.00 for completion of drill grounds
 - ✓ FTE position ask

2021 Variance (unanticipated)

Shared from a grateful ratepayer.

I've thought about how to write a thank you for weeks now; on September 15, my husband and I saw our neighbor's house in flames around 2:30am. I called 911 and we grabbed our cats and got out.

█████ returned to the house once we kept our cats at a friend's house but I left as I didn't want to watch our house burn.

At 10am, we returned to our house and although it was very emotional to see the damage, I was stunned and relieved to see tubs of my family photos on the edge of the lawn.

I was told a fire crew packed up the photos and pulled them out- along with my wedding dress and my guitar.

My grandparents have passed away (my Grandpa just a week before the fire) and my parents also- so to have all the family photos- I just can't thank you all enough.

Additionally, thanks to the fire crews, there were several salvageable sentimental items from our home- special things from my mom, Grandma, etc. I know not everyone who experiences a fire gets to retrieve sentimental items but in our case, the crews' efforts resulted in saving those special things.

This is incredible to me as I have tangible things that help me remember my parents and grandparents.

My Dad was a fire captain in Sexsmith for some years in the 1990s; he loved serving in the department before his illness and death in 1999.

The Sexsmith Fire Department is special to my family and after this experience, I really can't comprehend the bravery of the Sexsmith, Clairmont, Dunes, and Wembley crews. █████ and I are so grateful for the work of all who fought the fire that night and for all the efforts to keep our communities safe.

With deep appreciation,

FIRE DEPARTMENT

	Proposed Budget 2022	Approved Budget 2021	% Change	YTD	Proposed Budget 2023	Proposed Budget 2024
Revenues:						
Fire Agreement Revenue	117,454.90	113,483.00	3.5%	113,482.57	121,565.83	125,820.63
General Revenues Fire Dept.	18,000.00	19,250.00	-6%	6,722.95	18,000.00	18,000.00
Total Revenues	135,454.90	132,733.00	2%	120,205.52	139,565.83	143,820.63
Expenses:						
Fire Dept. Salaries	175,638.78	158,337.18	11%	134,309.92	182,859.14	192,081.71
Fire Dept. General Operating Expenses	142,500.00	142,000.00	0%	147,824.89	142,500.00	142,500.00
Total Expenses	318,138.78	300,337.18	6%	282,134.81	325,359.14	334,581.71
Net Operating	-182,683.88	-167,604.18	9%	- 161,929.29 -	185,793.31 -	190,761.08
	2022	2021		YTD	2023	2024

Decision Packages		
Replacement Fire Hose		11,000.00
Ladder 511 Repair		4,750.00
Rescue Tools (2022)		60,000.00
Drill Grounds	15,000.00	
Mobile Data Terminal		
Hose		
Gear Washer Dispensing System		
L511- 2006 Spartan - Ladder Truck		
Breathing Air Compressor		
Hose		
Total Decision Packages	15,000.00	75,750.00
Net Operating Including Decision Packages	- 197,683.88 -	243,354.18

			2025
10,649.48			
Not Completed			
58,589.00			
	5,000.00		
	5,000.00		
	5,000.00		
			1,200,000.00
			35,000.00
			5,000.00
69,238.48	15,000.00	-	1,240,000.00
- 231,167.77 -	200,793.31 -	190,761.08	

order in 2025 delivery in 2026

2022 DECISION PACKAGE

A Decision Package item would be an unmet need/s; specifically, all Council requested enhancements to services/programs, capital item requests, all proposed positions, staff proposed changes to existing programs or services, any new service initiatives, any non-recurring items.

Request/Position	Sexsmith Fire Department Drill Grounds
Implementable Date	Second Quarter 2022
Department	Fire
Department Sub Section	
Decision Package Number	

FINANCIAL IMPACT TO 2022 BUDGET	FINANCIAL IMPACT TO 2023 BUDGET
\$15,000	\$0

REQUEST DETAILS AND/FUNCTION OF POSITION

The town of Sexsmith currently has a designated area that is established to complete non-live fire skills maintenance training behind the fire station. This project was originally started in 2020 and was initiated with the intent of all funding sources coming through donation and donated labour. Currently due to the economic climate and no remaining donation funding available this site is sitting partially completed and the required work to have this site functional remains unfinished. This site would consist of an additional 40ft. sea container, addition of an interior stair well and window/door closures that are part of the necessary initial and ongoing training requirement for NFPA 1001 level 1 and 2 firefighters. Any additional training props and training materials that would be used on this site would be through donation or part of the regular training supplies budget. Provided this is a non-live fire environment there are no regulatory engineering requirements, and the life of the drill site is estimated at 25 year's.

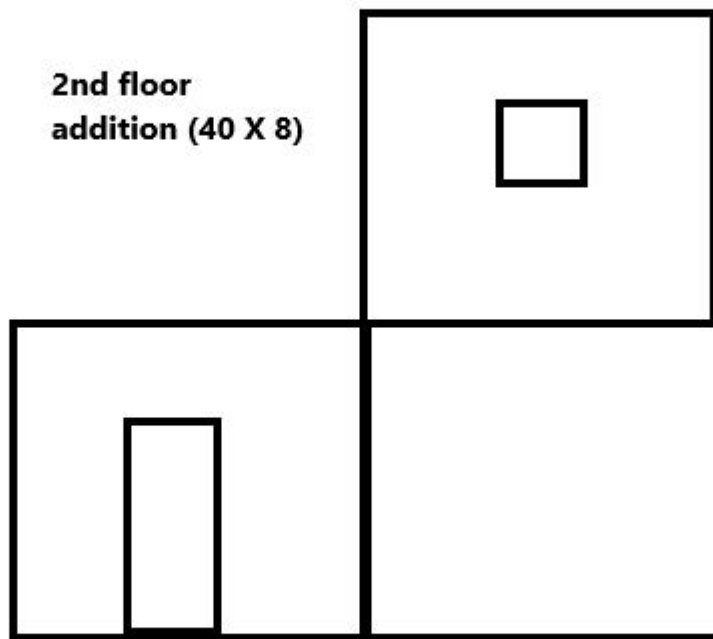
EXPLAIN WHY THIS REQUEST IS NECESSARY

The Sexsmith fire department drill grounds area is currently partially completed and funding this request would take it to completion. This site is meant to complete regular skills maintenance of Sexsmith firefighters on training nights and for some basic entry level courses that compliments the regional live fire training center south of Grande Prairie. This drill ground enables basic skills to be practiced and improved upon at the station so volunteers can remain in town limits on a more regular basis for training. This drill grounds enables recurring skills maintenance at an acceptable level and ensures that Sexsmith firefighters are meeting ongoing skills competencies that meet Occupational health and safety compliance.

CONSEQUENCES OF NOT FUNDING THIS REQUEST

If funding is not provided the current drill grounds will remain in a partially completed state until more donations or external funding sources can be located. The current training site sits with limited functionality and usability due to safety concerns regarding the initial work left in a partially completed state. Currently this will limit training conducted on regular practice nights and requires additional preparation and possible wear and tear on the current fire station as some skills are practiced inside the station that would be more suitable and appropriate in a drill ground.

SFD Drill Ground East Facing view



2nd floor
addition (40 X 8)

Existing containers 40 X 8, 20 X 8
with interior stairwell

SFD Drill Ground Overhead View



North

20ft. container
(existing)



Vehicle Extrication
area (existing)

40ft. 2 storey container
with stairs



Full Time Firefighter Postion Request

Sexsmith Fire Department

October 20th, 2021

Prepared by: Nolan Jespersen and Jason Nesbitt

Town of Sexsmith Services review

The Town of Sexsmith provides municipal services for the rate payers of the Town as directed by an elected Council. These various services are provided by a mix of full-time, part-time, seasonal and volunteers employees. For the purposes of this document each of these service areas are presented at a high level for an understanding of the expectations and needs.

These services currently consist of:

1. **Administration- (Currently employ 4 FTE's - 1 FTE CAO)** responsible for daily operations of governance under the direction of the CAO. Provide development and facilitation of policy, procedure, documentation, licensing, permitting, collection of taxation, reporting, planning and general coordination of all other departments.
2. **Public Works- (Currently employ 4 FTE's 2 seasonal)** service request, parks and greenspace maintenance, snow removal, repair and maintenance of roads and infrastructure within the town boundaries.
3. **Family and Community Support Services- (currently employ 1 FTE, 4 PTE home support)** Social support services, Emergency Social Services, home support services, liaison with community social agencies.
4. **Library (Currently employ 2 FTE's 2 PTE's)** Provision of library services
5. **Fire, Pre-hospital, and Emergency response (Currently employ .5 FTE's 25 PR-volunteers)-** All hazards response to emergency incidents. Delivery of incident response and mitigation for the Town and County as defined through contract. Daily operations, prevention, logistics, training, recruitment and retention and budget management.
6. **Enforcement (Contract provision)** Delivery of Bylaw enforcement, animal control and enforcement service through contract with the County of Grande Prairie
7. **Wellness Coordinator- (1 FTE)-** farmer market manager, community event coordinator and community wellness initiatives.
8. **Emergency management (Currently employ 0 positions)** Support of GPREP partnership, personnel in the ECC and incident mitigation provided for by Fire.

This overview illustrates the potential shortfall in staffing related to the risk assessment and expectations in the fire service.

Fire Department Overview

The current fire service model delivered within the Town of Sexsmith is a paid response volunteer service with 16 volunteers and 1 contracted District Chief/County Administrative Team position that accounts for approximately 0.5 of an FTE.

The current fire service administrative model has one fire chief, 2 deputy chiefs, 1 district fire chief, 1 fire Marshall and an administrative assistant. Through the contracted position with the County the Town of Sexsmith receives Duty Chief Coverage 24 hours a day, 7 days a week, 365 days a year. This ensures

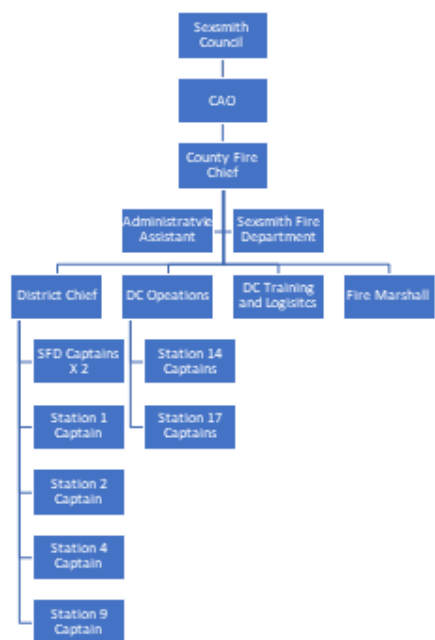
any response within the town or contracted area receive a suitably trained and experienced chief officer providing response oversight and incident command support as required. The county fire service is comprised of 9 fire stations with 3 being contract providers. (Sexsmith, Wembley and Beaverlodge) With the unique model wherein the county manages operations and administration through a contracted 0.5 FTE for the Town.

The average call volume within CGPRFS is 2000 calls annually, with a steady upward trend most years. 2 of the 7 stations operated within the regional service are fully staffed and respond to incidents regionally as part of the regional response model. The Town of Sexsmith specifically receives call response from Station 14 Clairmont automatically on all high acuity calls where there is higher risk to property and public safety. In addition to this, if Sexsmith Station is unable to respond then the Station 14 full time crew is dispatched to attend the call at no cost to the municipality as part of the regional response model. At times station 14 is the first unit arriving in the town of Sexsmith due to proximity and being a staffed station. With the increasing call volume across the region, we are seeing Station 14 tasked more often as the limitations in volunteerism are recognized and we witness either members working out of Town or employers less committed to allowing volunteers to leave for fire response. Currently none of the Sexsmith Fire Department members are employed within the Town of Sexsmith.

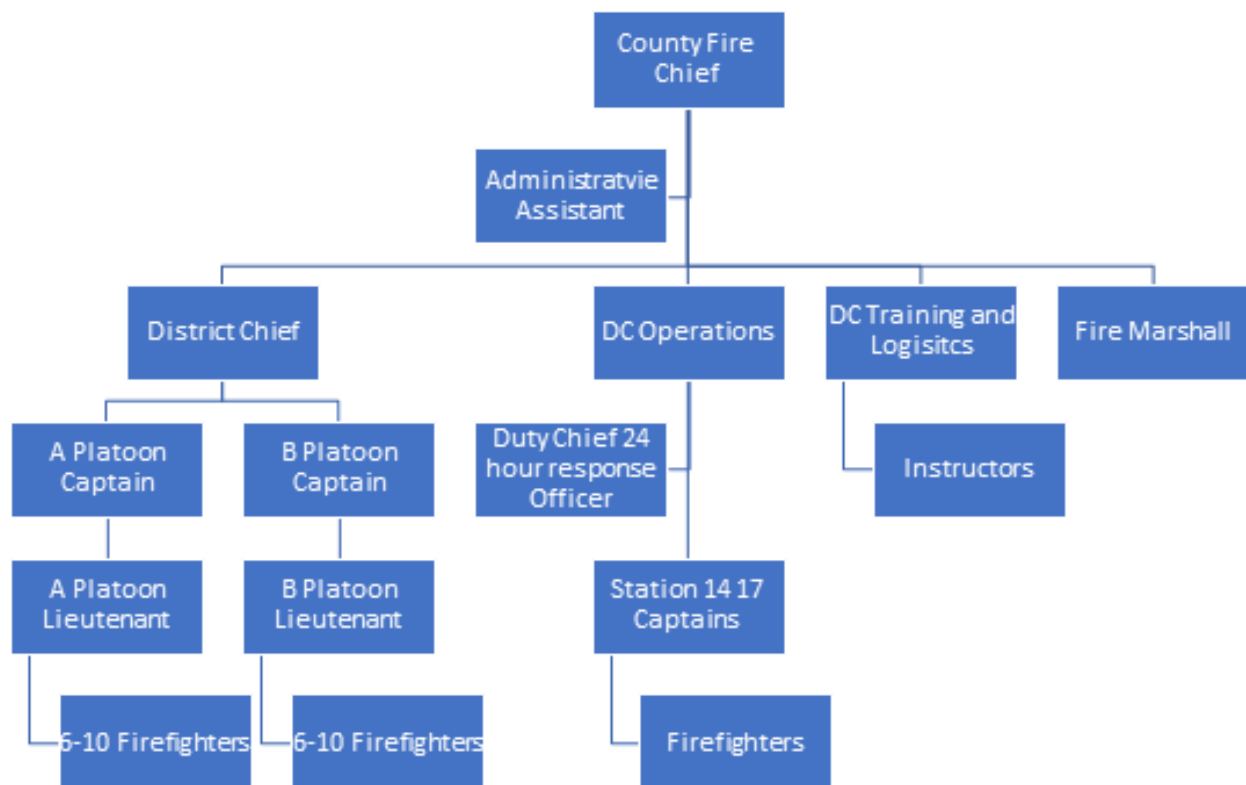
A significant challenge around declining volunteerism and out of town employment is a lack of personnel generally available for weekday response. For example, 3 or our 4 station officers have 2 or more employers, which limits their ability to support the Fire Department to the degree generally expected from their position. This places more liability on the town as Station 14 may be tied up on an emergency response in their area or backing up other stations in the region, and unable to respond into Sexsmith.

It should be noted that there are no full-time positions within fire department as is the case in all other departments within the Towns structure. The department currently supports the 0.5 District Chief position and supplements, with limitations, contract positions in the summer months. The Fire Department has the largest management structure when looking at the number of personnel assigned to this department. As the department provides protection of life and property on a volunteer/paid on call basis it does assume a large liability to the Town's interest. Consideration of the needs related to mitigating risk, continued ability to provide for a safe community while being fiscally responsible are critical factors that are evaluated through this proposal. The importance of proving a sustainable fire service to the town, while managing the ability to support the town's needs and plan for potential growth are critical considerations when evaluating the need for a full-time town fire staff position.

CGPRFS Organizational Structure



Sexsmith Fire Department Organizational Chart



CGPRFS and SFD duties by position within organizational structure

Provided for review are the responsibilities completed by the fire administration team for the regional fire service and the Town of Sexsmith Fire Department. Of note the administration team has over 120 years of combined experience that the department receives to ensure the Town has an effective and well administered department working collaboratively with neighboring fire stations.

1. Fire Chief

- a. Administration of the regional fire service
- b. Business planning and continuity
- c. Budget management
- d. Strategic oversight of service in relation to needs of municipality
- e. Development of policy and procedure for regional service and the Town of Sexsmith FD
- f. QMP management for Town (County is the Accredited Agency for the Town)
- g. On Call Duty Chief

2. Deputy Chief Operations

- a. Emergency response and daily operations
- b. Station 14 and 17 scheduling and payroll
- c. SOG development
- d. On Call Duty Chief
- e. Input into development of policy and procedure for regional service and the Town of Sexsmith FD

3. Deputy Chief Logistics and Training

- a. Training programs for regional fire service
- b. Scheduling and coordination of instructors and training
 - i. NFPA (National Fire Protection Association) courses
 - ii. Rural Fire Stations
- c. Member PPE (Personal Protective Equipment) and uniform
- d. Apparatus maintenance and repairs
- e. Equipment maintenance and repairs
- f. Training Learning Management System administration
- g. Part time firefighter recruitment
- h. AFRRCS Agency Administrator for Regional Fire and Enforcement Services
- i. On Call Duty Chief
- j. Input into development of policy and procedure for regional service and the Town of Sexsmith FD

4. District Fire Chief
 - a. Station 1, 2, 4, 5, and 9 operations
 - b. Station training/practice
 - c. Station liaison to administrative team
 - d. Recruitment and Retention
 - e. Support logistics as required
 - f. Additional response officer in Sexsmith
 - g. Performance management/mentoring of volunteer officers
 - h. On Call Duty Chief
 - i. Input into development of policy and procedure for regional service and the Town of Sexsmith FD
5. Fire Marshall
 - a. Management of QMP (County is the Accredited Agency for the Town)
 - b. Fire Inspections
 - c. Fire Investigations
 - d. Fire Smart
 - e. Fire Prevention program
6. Administrative Assistant
 - a. Department IT systems (Fire manager, FDM)
 - b. Invoicing and Accounting
 - c. Station Logistical supplies
 - d. Record keeping
7. Station Captains (SFD Volunteer)
 - a. Station operations (response and operational readiness)
 - b. Station administration (ordering supplies, record keeping and documentation, proposals related to station operations and needs)
 - c. Recruitment and retention of responders
 - d. Personnel management/mentorship of lieutenants
 - e. Training delivery
 - f. Input for budget planning
8. Full Time Officers/Firefighters Station 14 and 17
 - a. Assistance with mentorship at incidents of members and officers
 - b. Support with logistical needs related to apparatus (availability of reserve apparatus and equipment)
 - c. Training support
 - d. Training delivery

Community needs and risk profile

Comparable sized communities with respect to similar population bases that we can look to have similar profiles and response needs are listed below.

Table 1: Volunteer Department Comparison

Community	Fire Chief	Additional Staffing	Volunteers	Call Volume
Black Diamond	Part time 30 Hrs. Wk.	DC, paid honorarium, Compensation to Captains for work performed	20	200
Claresholm	FT Chief Salary 35 Hrs./Wk.		25	180
Jasper	FTE Chief	FTE DC, FTE Firefighter, PTE training officer	30	80-100
Picture Butte	Full time 35 hours week	EMS Supervisor, 3 FT EMS staff, Casuals	28	217
Sundre	Full time	Admin Assistant	25	200+
Turner Valley	Part time 30 Hrs./Wk.		16	200+
Wembley	FT 40 Hrs./Wk.	1 FT FF, 1 WEP: 12 weeks	30	300+

Department Level of Service

The Sexsmith fire department currently offers the following services:

- Interior fire suppression
- Wildland/grass fires
- Motor Vehicle Extrication
- Hazardous Materials Response Operations level
- Medical co-response/Medical First Response
- Ice rescue
- Fire Prevention- community based
- Fire Prevention (Administered by County)

The listed services are standard for most communities of comparable size to Sexsmith. The department currently does not offer any specialty technician level services such as water, rope rescue or hazardous materials as these are available from CGPRFS Station 14 and 17, and the Town of Wembley Fire Department through auto/mutual aid agreements. While NFPA standards are not mandated or legislated within Alberta, they are referred to by Occupational Health and Safety (OH&S) code and are accepted best practice in industry.

Currently the average response from the SFD to an incident is 2-4 personnel and response times are typically above the 10-minute guideline. The addition of the FTE position would improve response times to incidents, provide a guaranteed responder during working hours and after hours when called back to work for major incidents as available.

Table 4.3.2 Staffing and Response Time

Demand Zone ^a	Demographics	Minimum Staff to Respond ^b	Response Time (minutes) ^c	Meets Objective (%)
Urban area	>1000 people/mi ² (2.6 km ²)	15	9	90
Suburban area	500–1000 people/mi ² (2.6 km ²)	10	10	80
Rural area	<500 people/mi ² (2.6 km ²)	6	14	80
Remote area	Travel distance ≥ 8 mi (12.87 km)	4	Directly dependent on travel distance	90
Special risks	Determined by AHJ	Determined by AHJ based on risk	Determined by AHJ	90

^aA jurisdiction can have more than one demand zone.

^bMinimum staffing includes members responding from the AHJ's department and automatic aid

^cResponse time begins upon completion of the dispatch notification and ends at the time interval shown in the table.

Department Historical Retention

With the diverse nature of the region there have been a few trends that have been noted as consistent with department membership and turnover. A previous strategy within the community was a partnership with the Peace River Bible Institute (PRBI) to utilize students for fire response and services. While this did provide personnel on apparatus during the school year it posed risk and challenges related to training, and lack of responding members during holidays and months when school was not in session. It was also noted that there was high turnover as students completed school and returned to their communities. Several years ago, PRBI changed its internal policy for student absences. In turn this greatly affected fire department operations, as students that were generally available during the day are now less available and saved their absences for the most serious calls. In addition to this, PRBI's enrollment had declined almost by almost two thirds since the peak of the program 15 or years ago.

The other concern is that due to the age demographic within our core membership there was a significant impact on the longer-term community officers leading a younger department. This has been noted as a factor that creates impacts on the mental health of personnel. All our officers have had to take a leave of absence from the Fire Department this year, as they had too much on their plate personally and at the fire station. The revolving door of new recruits and the training demands is absolutely draining on these members. Since March 2021, almost half of the fire department members have left the service, moving out of the area. (It is recognized that the pandemic has played a part in this summation)

The region also sees several people moving in and out of the area as the economy changes. This creates challenges with having long term members that bring both experience, training, and maturity to the service. It is noted that most of our turnover is due to people moving away from the community or region and not being able to respond to the department.

Volunteer Recruitment and Retention

Volunteerism is steadily declining and 4 main factors have been identified by the AFCA (Alberta Fire Chiefs Association). Employer related, Family related, availability and time commitment. Given we understand these, it is imperative that we assess solutions to support volunteer retention and barriers so we can deliver a sustainable fire service to the community.

A few considerations that we want to make when we look at a sustainable volunteer fire service model are:

- Volunteerism drops 4% every 3 years.
- The number of hours volunteer remains steady
- We seem to have more key volunteers picking up work due to the cost of living and thus attributing to increased turnover and burnout.

Recently officers have identified one of the most significant factors in their stress and burnout within the department as the transient population we service and are drawing members from. Due to this we see people enter the department that have no roots to the community and often move away due to economic and life factors within their first 1-2 years of service. This creates a strain on our officers and the ability to manage incidents, as officers always are training new firefighters and have very few senior members that can be relied on at an incident or to assist with routine tasks unless supervised.

The other challenge communicated by the firefighters within SFD is that most of our personnel are noted as working several jobs. This further creates challenges as members are away from the community more often, have limited time off and a reduction in their ability to serve the department on a regular basis.

Current membership training and experience

Currently we have 2 officers that have been with the department 10 years, 1 at 8, 1 at 5 and 4 members in the 3–5-year range. The remaining members of the department roster are less than 1.5 years with the service. 2 of our officers are also actively applying and competing in career firefighter job competitions across Alberta.

Based on the higher turnover we rarely achieve the basic levels of training that is required for our members to be fully qualified as responders according to current NFPA (National Fire Protection Association) standards within North America.

Firefighter

- | | |
|---------------------------------------|-----------|
| • Level 1 1001 | 180 hours |
| • Level 2 1001 | 120 hours |
| • 1072 Hazardous Materials Operations | 48 hours |
| • 1002 Pump | 54 hours |
| • 1002 Aerial | 24 hours |
| • MFR | 80 hours |
| • Ice Rescue | 16 hours |

Officer training

- | | |
|------------------------------------|-----------|
| • Leadership for Safety Excellence | 24 hours |
| • 1021 Level 1 | 120 hours |
| • 1041 Level 1 fire instructor | 40 hours |

- ICS 200 40 hours
- Blue Card Command 90 hours

Much of this training above is delivered through the CGPRFS regional training program as part of the regional service model reducing the impact on the volunteer officers. The in station and ongoing training required for skills maintenance is estimated at 1/3 the time annually of the initial training. The estimated time for coordinating and planning a 2-hour training night within a volunteer station is 4 hours of preparation for a 2-hour training session on average and varies based on skills and set up required. As a general annual average 216 hours is required for training preparation for 108 training delivery hours. Well, planned and coordinated training is essential in a volunteer service to maintain engagement and retention of members. This also increases a department's effectiveness and capabilities on emergency scenes when providing service to the customer.

Operational needs within service

The department has several areas it must work on satisfying industry standards and OH& S requirements. Currently there are some challenges meeting this demand due to the volunteer nature of the service. Based on historical references we can summarize that the department has seen challenges with daytime response and adequate supervision being provided on scenes. This is due to the high demand to be qualified as an officer and the ongoing time commitment to maintain these skills. Further the additional work of training firefighters places an extra strain on the existing officer group. Due to the lower experience and training noted in the remaining ranks of firefighters this compounds the challenges faced by the department.

Due to the demand on the current system, we anticipate that we will see continued transition of personnel and loss of experienced members given the dynamic challenges we face due to our region being transient and the ability to sustain a balance of work, life, and volunteerism. As stated, the national average for volunteer retention with an organization is 3 years. Within the region and specifically the Sexsmith Fire Department it noted that much of the attrition is personnel moving out of the area due to work, significant life changes, inability to commit any time to the department, or a combination of all these. This increases the need for targeted and continual focused recruitment within the town, and an increased demand for ongoing training and mentoring of new firefighters.

The importance of a daytime response supervisor within the station provides several additional benefits to the Town from a community perspective. Having a consistent and fixed person within the station provides the community a regular point of contact for matters regarding fire safety, inquiries and enhances access to emergency services without the need to call 911. On several occasions it has been noted that the department has “walk in” reported emergencies specifically related to medical and rescue incidents. While some of these incidents are not critical life-threatening situations, they are an important part of service provision to the customer. This is notable in the Wembley fire department as they receive regular service calls directly to the station or walk in requests where they can handle incidents that otherwise go unreported as people are not comfortable using 911.

A request for a 1.0 FTE daytime response supervisor will reduce the burden of station operations and ongoing support and training of volunteer firefighters that is needed for the Town of Sexsmith Fire Department. This position would equate to the following work tasking based on an estimated average of what has been observed and identified as needs within the stations.

Table 2: Weekly operational tasking average

Task	Time	Details	Requirement
Training Preparation and records	12 Hours	Volunteer firefighter training planning, entering of training records	OH and S, NFPA
Training delivery	8 Hours	Weekly training delivery, skills maintenance of firefighters during week	OH and S, NFPA, town health and safety policy
Response	4 Hours	Estimated annual weekly average. Some weeks may exceed 16-20 hours	Fire Bylaw, MGA (Municipal Government Act),
Equipment inspection and maintenance	8 hours	Station cleaning, Apparatus inspections, maintenance of apparatus	OH and S, NFPA, manufacturer recommendations, town health and safety policy
Prevention	4 Hours	Delivery of fire prevention program, tours, inspections (pending need and training), recruitment	Quality management plan
Logistics	8 Hours	PPE, Station supplies, general housekeeping, routine duties, equipment repairs/servicing	OH and S, NFPA, manufacturer recommendations, town health and safety policy

Table 3: Standard References related to operational tasking and reduction of liabilities achieved through position request

Responsibility	Details	Compliance through position ask	Requirement, Code, Standard
Firefighter Training	Requirement to provide training to workers prior to performing work activity.	Increased instructor access, reduction of workload on Vol Officers.	OH and S act - Section 3 (2) Regulation Section 15, NFPA 1500, 1670, 1001, 1002, 1006, 1072
Instruction	Instructors providing training are required to be a competent person, qualified, trained, and experienced in the task.	Ability to develop training specific to SFD response profile and target risks, in station training availability and access to instructor.	OHA and S Act Section 3(2) regulation section 15 NFPA 1500, 1041 1 and 2
Supervision of work	The requirements for an adequate supervisor to oversee work performed during routine and emergency scene operations with sufficient qualifications, knowledge, training, and experience.	Daytime response officer, availability of after-hours response as needed. Additional coordination and collaboration with Duty chief, District Chief, and Vol Officers.	OH and S code part 2, Criminal code 217.1, NFPA 1500 fire department occupational safety, NFPA 1561 Incident management system and command safety
Record keeping	Documentation and records related to Maintenance, training, incidents, and worker reports	Streamlined reporting of incidents, training, OH and S compliance, maintenance, and servicing.	NFPA 1401 Practice for training reports and records, NFPA 901 Standard for incident reporting

Emergency Operations	All operations related to emergency response and operations. Requirement for response and training related to operations.	Response coordination and initial scene operations. Supervision of firefighters as a first arriving incident commander. Consistent and reliable leadership and supervision of incidents by a qualified supervisor.	FUS-insurance ratings, NFPA 1410 training on emergency scene operations, NFPA 1720 organization and operation of a volunteer fire service, NFPA 1670 Operations of rescue incidents, AHS MFR medical control protocols.
Equipment servicing	Regular equipment inspection, servicing, and routine maintenance.	Reduction of need for volunteers to service, inspect and maintain equipment. Expedited servicing of damaged equipment, reduction of OS time, control measures in place to meet compliance.	OH and S Regulation 12 (1) , OH and S Code Part 3, Part 12 (186)
Personal Protective and Respiratory Equipment	Inspection, laundering, Maintenance, inspection, and tracking.	Inspection, tracking and servicing coordination of PPE. Issuance of PPE to personnel. Coordination of SCBA Maintenance with CGPRFS SCBA techs.	OH&S code Part 18, NFPA 1851 selection, care, and maintenance of PPE, NFPA 1981 Standard on SCBA (Self Contained Breathing Apparatus), NFPA 1852 Care and maintenance of SCBA
Preplanning	The ability to pre-plan for high-risk facilities is essential to response and firefighter safety.	Ability to complete pre plans for Town of Sexsmith. Improvement related to emergency planning and disaster management. Increased firefighter/responder safety	OH and S code Part 7
Apparatus inspection and maintenance	The requirement for pre-trip inspections on commercial vehicles, ongoing maintenance, and inspection coordination.	Regular apparatus inspections as per NSC. Ongoing coordination and Maintenance of apparatus. Confirm compliance with NSC and TSA.	Traffic safety act, National Safety Code,
Safety Codes, municipal bylaws	Quality management plan compliance as complaint or concern under contract. Provides enhanced access and support with SCO. Additional education related to fire permitting, fire pits, and bylaw compliance.	Assistance under the Fire Marshall with routine inspections, simple fire investigations. Receive continual support on complex inspections and investigations outside scope of basic SCO. Immediate action of SCO non emergent needs with improved customer service.	Alberta Fire Code (2016), Town of Sexsmith Fire bylaw

Position Wage Rationale

The wage for a supervisory level firefighter would be based on training already achieved and continual growth and development into the role. To remain competitive within the market and attract a quality candidate the top wage rate is equivalent to a unionized part time firefighter in the region. This request is based on the need to attract and retain a stable person in this position and not be in competition with other departments, so the Sexsmith Fire Department receives an individual that remains part of the town's fire service long term. In addition, as this position has supervisory responsibility, the rate reflects the duties that would be supported and assisted in that role through the Duty Chief and the County Fire administration team.

Table 5: Wage/Salary Options Proposal

Title	Position	Training Required	Hours	Rate	Wages	Total Cost
Final Step	1.0 FTE	1021 Level 1, Blue Card	40 wk. (2080)	32.87	68,369.60	87,513.09
Final Step	0.5 PTE	1021 Level 1, Blue Card	24 wk. (1248)	32.87	41,021.76	52,507.85
Step 1	1.0 FTE	1001 L1, 1002, MFR, 1041 L1	40 wk. (2080)	26.30	54,695.68	70,010.47
Step 1	0.5 PTE	1001 L1, 1002, MFR	24 wk. (1248)	26.30	32,822.40	42,012.67

Volunteer retention rates

[GSGVP-2013.pdf \(volunteeralberta.ab.ca\)](#)

Criminal Code reference for workplace death and injuries

[westray-2-eng.pdf \(justice.gc.ca\)](#)

Fire Underwriter's Survey

[Dwelling Protection Grade \(fireunderwriters.ca\)](#)

High intensity residential fires

[Microsoft Word - HIRF Final Report.doc \(alberta.ca\)](#)