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Item No. 3 (ii)
Committee of the Whole
March 25, 2015

TO: Mayor Savage and Members of Halifax Regional Council

SUBMITTED BY: Original Signed by Director

Doug Trussler, Chief, Halifax Regional Fire and Emergency Services

DATE: March 19, 2015

SUBJECT: Fire Services Operational Review – Supplementary Report

SUPPLEMENTARY INFORMATION REPORT

ORIGIN

March 11, 2015 – Council motion put and passed to defer consideration of the Fire Services staff report (dated December 15, 2014) pending receipt of a staff report outlining the implications of the proposed amendments, as follows:

1. To amend the motion to remove recommendations 2 and 5(c).

2. To amend the motion to provide that the urban volunteer model be revised with input from volunteers through the Volunteer Fire Advisory Committee or other body as appropriate.

3. To amend the motion to authorize staff to initiate the process to improve and increase coverage by relocating Station 8 to the area between the 102 and 101 intersections and Bedford Commons, and construct a new station on Larry Uteck Drive and assign a 24/7 crew of four firefighters at this station per the Fire Underwriters Survey recommendations Option 2 for zone 8.

4. And further that staff provide the cost of staffing all stations with four firefighters.

LEGISLATIVE AUTHORITY

The *Halifax Regional Municipality Charter* 2008, c. 39, s. 1. confers legislative authority to maintain and provide fire and emergency services by providing the service, assisting others to provide the service, or working with others to provide the service.

The *Fire Safety Act, An Act to Promote and Encourage Fire Safety*, 2002, c. 6, s. 1. confers legislative authority to make and enforce municipal by-laws relating to matters dealt with by the Fire Safety Act, the regulations or the Fire Code.[1]

Administrative Order 24, Respecting Fire and Emergency Service in Halifax Regional Municipality establishes Halifax Regional Fire & Emergency (HRFE) as a fire department pursuant to Section 294 of the *Municipal Government Act*, 1998, c.18, s1.

[1] See http://nslegislature.ca/legc/statutes/firesafe.htm

OVERVIEW

The operational review of the Fire Service is the first in a generation. The recommendations and decisions flowing from it are intended to make lasting improvements to the Fire Service. The review identifies changes in the demand for Fire Services and changes in growth patterns within the municipality. The review identifies the need for improvements in a number of areas not served by maintaining the status quo.

The Fire Chief has made recommendations which address the changing demands of the Fire Service. These recommendations enable Fire Services to improve levels of fire safety across the municipality by reallocating existing resources. Critical to these recommendations is the positioning of Aerial apparatus and staffing of four firefighters per truck. The recommendations improve fire safety without any additional staffing or additional costs other than staffing for the E Platoon complement at Sheet Harbour and the future capital costs of relocating Stations 8 and 9.There are additional financial implications associated with the selection of options other than those recommended by staff, which implications are outlined in the discussion of the particular options.

Council has proposed four amendments to these recommendations and requested an assessment, by Fire Services staff, of the implications of those proposed amendments. What follows is that assessment, beginning with a general outline of the cost considerations applicable to various proposed changes and thereafter an analysis of each proposed change, including options where available.

BACKGROUND

December 15, 2014 Staff Report: By way of a staff report, dated December 15, 2014, Fire Services made recommendations for reconfiguring fire services and mapping the next steps in bringing together the necessary resources to ensure appropriate levels of fire coverage within the municipality. The report brought together FUS facility recommendations, RP+5 projections, response time mapping criteria, staffing requirements, building condition assessments and financial analysis to create an infrastructure plan and operational plan. The report's recommendations were intended to:

- relocate stations to improve service delivery and reduce overlaps;
- decommission stations and reallocate resources to improve overall service delivery;
- align resources with risk assessments to improve public safety outcomes; and
- consolidate stations to improve effectiveness and efficiency of service.

The recommendations were intended to address immediate service delivery challenges, both in the core and in the rural context. No reductions in staff and no reductions in fire coverage were proposed in the December 15, 2014 staff report.

Four Person Crews: Established in 1896, the National Fire Protection Association (NFPA) is an advocate for fire prevention. NFPA develops, publishes, and disseminates more than 300 consensus codes and standards intended to minimize the possibility and effects of fire and other risks. NFPA standards dictate that firefighters are not permitted to enter a burning structure until four personnel are on site (except under exceptional circumstances). Two-person or three-person crews can only prepare the site until additional personnel arrive at the scene.

As outlined in the staff report of December 15, 2014, Council has adopted NFPA 1700 series standards with logical deviations to take into account the diversity of fire protection districts serviced in the municipality. NFPA standard 1710 (Standard for the Organization and Deployment of Fire Suppression Operations and Special Operations to the Public by Career Fire Departments) requires a minimum crew of four firefights per apparatus for safe, effective and efficient emergency operations.

In November, 2008, the Occupational Health and Safety (OHS) Appeals Board ordered HRFE to adopt

section 8.5.7 of NFPA standard 1500 (Standard on Fire Department Occupational Safety and Health Program) as the normal practice in the initial response to all structural fires occurring within the municipality. Section 8.5.7, in conjunction with section 8.8.2, requires that a minimum of four firefighters be on scene where entry into the danger area is required.

According to the National Institute of Standards and Technology (NIST) Report on Residential Field Experiments (published April of 2010), four-person crews provide the best chance at preventing loss of life, and loss of property, while maintaining the safety of responding firefighters. Field experiments, conducted by NIST, established that optimal response times for low hazard structures are achieved when four-person crews are utilized. Four-person crews were found to be faster than two-person or three-person crews in all scenarios tested, as follows:

Overall Scene Time:
- 7 minutes faster (nearly 30%) than 2 person crews
- 5.1 minutes faster (nearly 25%) than 3 person crews

Water on Fire:
- 16% faster than 2 person crews
- 6% faster than 3 person crews

Ground Ladders and Ventilation (life safety and rescue)
- 30% faster than 2 person crews
- 25% faster than 3 person crews

Hose Stretch Time
- 87 seconds faster than 2 person crews

Staffing a station with less than a four-person crew is, therefore, inadvisable on grounds of safety and efficiency.

Aerial Apparatus Operations: The primary function of an Aerial apparatus is as follows: forcible entry, ventilation, search and rescue, Aerial operations for water delivery and rescue, utility control and illumination. Aerial apparatus should not be committed to responding as a first-arriving unit to a medical response, motor vehicle accident, investigation or alarm activation. As specialized firefighting resources, Aerial units should be held in reserve for situations requiring Aerial apparatus fire suppression capabilities. Aerials must be staffed with a crew complement of four and located for optimal deployment.

Aerial at Station 2: HRFE and FUS have identified Station 2 (University Avenue) as the optimal location for an Aerial apparatus on the peninsula.

- **Fire Risks:** Response areas with five buildings that are 3 storeys or 10 m (35 ft.) or more in height, or districts that have a Basic Fire Flow greater than 3,300 IGPM, or any combination of these criteria, should have an Aerial apparatus. The height of all buildings in the community, including those protected by automatic sprinklers, is considered when determining the number of needed Aerial apparatus for fire insurance grading to receive maximum credit.

  There are multiple buildings within the Station 2 (University Avenue) catchment area that are three storeys or more in height. In excess of 120 of the calculated Required Fire Flows (RFF) were greater than 3,300 Imperial Gallons per Minute (IGPM).[2]

- **Insurance Implications:** The Fire Underwriters Survey (FUS) states that a failure to operate an Aerial unit out of Station 2 (University Avenue) would result in an insurance classification downgrade (PFPC 5 to PFPC 4). A classification downgrade could result in an insurance

[2] The highest concentration of institutional buildings and older wood framed structures in HRM are located within Station 2 (University Avenue) fire protection area. In addition to this, the station also covers a number of specialized risks such as a rail yard, container pier and grain elevators.

premium increase of approximately $1,600,000 for properties located within the station's catchment area This is estimation as there are a number of factors that affect rates.

- **Capacity to House Crew and Engine:** Where an Aerial is located is in part dictated by physical constraints of fire stations. Station 2 (University Avenue) is able to house an Aerial apparatus. With minimal retrofitting, the station would have sufficient crew housing capacity to accommodate four additional crew members per shift.

- **Capacity to Respond to Emergency:** An Aerial located at Station 2 (University Avenue) is able to respond to emergencies along the full length of the peninsula within eight minutes. This response time is within the approved response time for secondary response apparatus.

Aerial at Station 12: HRFE and FUS have identified Station 12 (Highfield Park) as the optimal location for an Aerial apparatus in Dartmouth.

- **Fire Risks:** Response areas with five buildings that are 3 storeys or 10 m (35 ft.) or more in height, or districts that have a Basic Fire Flow greater than 3,300 Imperial Gallons per Minute (IGPM), or any combination of these criteria, should have an Aerial apparatus. The height of all buildings in the community, including those protected by automatic sprinklers, is considered when determining the number of needed Aerial apparatus for fire insurance grading to receive maximum credit.

  There are multiple buildings within the Station 12 (Highfield Park) catchment area that are three storeys or more in height. In excess of 50 of the calculated Required Fire Flows (RFF) were greater than 3,300 IGPM.[3]

- **Insurance Implications:** The Fire Underwriters Survey (FUS) states that a failure to operate an Aerial apparatus out of Station 12 (Highfield Park) could result in an insurance classification downgrade (PFPC 5 to PFPC 4). A classification downgrade would result in an insurance premium increase of approximately $1,500,000 for properties located within the station's catchment area. This is an estimation as there are a number of factors that affect rates.

- **Capacity to House Crew and Engine:** Where an Aerial is located is in part dictated by physical constraints of fire stations. Station 12 (Highfield Park) is able to house an Aerial and has sufficient crew housing capacity to accommodate four additional crew members per shift. Station14 (Walker) and Station 15 (Pleasant) would not be able to house an Aerial and crew without substantial retrofitting.

- **Capacity to Respond to Emergency:** Station 12 (Highfield Park) is located in close proximity to the terminus of four highways: Highway 101 (via Windmill Road Trunk 7 and Bedford Bypass), Highway 107, highway 111 and Highway 118 via Highway 107. This positioning facilitates quick response times to emergencies in Bedford, Cole Harbour, Woodside, Sackville, and Downtown Dartmouth. An Aerial located at Station 12 (Highfield Park) would be able to respond to emergencies in three-quarters of Woodside and all of Downtown Dartmouth within eight minutes. This response time is within the approved response time for secondary response apparatus.

DISCUSSION

PART I: GENERAL COST CONSIDERATIONS

[3] A wide variety of businesses are located in Burnside and Dartmouth Crossing –specializing in sales, manufacturing, electronics, transportation, and services (including low-rise office buildings, warehouses and retail stores).

Table 1 below reflects operational and up-front costs per station associated with operating volunteer, E Platoon and 24-7 fire stations. The cost assumptions in Part I of this supplementary report are reflected in this table. These costs represent the actual cost of per station operation, as opposed to the incremental additional cost or incremental cost savings which would result from a change in the current model of any particular station.

Costs for staffing reflect costs incurred in year four and onwards. This approach has been taken as it better reflects the true ongoing costs of operating a station on a go-forward basis. Operating costs reflect average cost by station type (station-by-station operating costs are also provided in Attachment B – Table 8). Equipment costs per volunteer station reflect the cost of equipping 15 volunteers – the minimum volunteer complement for a viable volunteer station as discussed in the Fire Underwriters Study (FUS). Station retrofitting costs are presented as $125,000 per station (averaging the $50,000-$200,000 retrofitting cost range as described below).

Table 1: Per-Station Cost Estimate

Expense*	**Closure**	**Volunteer**	**E-Platoon**	**24-7**
Staffing	$0	Honorariums	$530,000	$2,118,000
Operating	$0	$36,000	$46,000	$98,000
Fleet (Maintenance)	$0	$15,000	$15,000	$15,000
Total Ongoing Cost	**$0**	**$51,000**	**$591,000**	**$2,231,000**
Equipment	$0	$75,000	$25,000	$100,000
Recruitment Training	$0	$0	$140,000	$560,000
Total One-Time Cost	**$0**	**$0**	**165,000**	**$660,000**
Station Retrofitting	**$0**	**$0**	$125,000	TBD
New Station Construction	**$0**	**$0**	$2M - $4M	$5M - $7M

* Figures rounded to nearest $1,000 increment.

Up-Front Costs

Firefighting Equipment Costs: All career firefighters and volunteer firefighters are issued firefighting equipment. Initial equipment costs are approximately $5,000 per firefighter. Firefighting equipment includes: SCBA mask, bunker gear (pants and jacket), gloves, helmet, flash hood and visor, safety boots, personal tools (door stops, spanner wrenches, sprinkler stops), station wear and dress uniforms. Replenishment of equipment is a variable (tied to useful life, and damage through usage). Fully equipping an E Platoon personnel career complement (5 firefighters) would cost $25,000 per station. Fully equipping a 24-7 personnel career complement (20 firefighters) would cost $100,000 per station.

Training Costs: Conversion of volunteer stations to E Platoon stations will necessitate training five career firefighters per converted volunteer fire station. Staffing of a fire station on a 24-7 basis will necessitate training 20 career firefighters (per station). Training costs are $140,000 per E Platoon station and $560,000 per 24-7 career station.

Although HRFE has training staff on salary, training-related costing has been done to better reflect the per-person cost to the municipality incurred in bringing on new career recruits. Career recruit training takes place over a 16-week-period (including pre-course preparation) and is delivered to 12 career recruits. The instructor to student ratio, because this is medium risk skills training, is 1:4 (plus a lead instructor). Each career recruit training session incorporates seconded career firefighters (drawn from HRFE's pool of career firefighters). Backfilling for seconded career firefighter represents an additional organizational cost. The total cost to the municipality for delivering career recruit training session is $335,000 (inclusive of training facility rental and materials costs). Calculated on a per career recruit basis, the cost to the municipality is $28,000 (i.e. $335,000 / 12 recruits).

Table 2: Career Recruit Training Cost Calculation

Expense Type	Cost
Training Officers (4)	$150,000
Consultant Fees	$4,000
Seconded Personnel (4)	$130,000
Backfill Overtime	$20,000
Facility Rental	$16,000
Materials	$15,000
Total Cost	**$335,000**

* Materials costs include propane and plywood used during fire training exercises..

HRFE must hire new recruits to fill vacancies resulting from retirement, resignation and discharge of career fire fighters. Currently HRFE has 19 career firefighter vacancies. These vacancies would have to be addressed prior to any effort to increase the staff complement of firefighters. Staffing of stations on an E Platoon basis, or a 24-7 basis will require hiring 5-to-20 new firefighters per station. Staffing of stations, dependant on the number of new hires required, will either mean implementation over multiple years, or an incremental cost to the municipality to accelerate hiring. Given that the current eligibility list includes only 29 individuals (not all of which will complete recruitment training), a recruitment drive would be necessary to bring on new career firefighters.

Retrofitting Costs: Stations currently configured for operation as volunteer stations cannot be operated as E Platoon stations without retrofitting. Conversion of a station may entail the following: installation of male and female washrooms, kitchen facilities, washers and dryers; upgrades to plumbing, septic systems, electrical panels, exhaust extraction systems and information technology systems (including computers). Retrofitting costs (for conversion from volunteer station to E Platoon station) are projected to range from $50,000 to $200,000. Minimal retrofitting costs would apply in the case of former E Platoon stations.[4]

New Construction Cost: In one case, Station 31 (Ship Harbour) retrofitting of the volunteer station (for use as an E Platoon station) is impossible – given the age and state of repair of the existing volunteer station. Conversion from volunteer coverage to E Platoon coverage would, therefore, require new station construction at a cost of $2-4M.

Ongoing Costs

Station Operating Costs: Station operating costs include the following: utilities (heating fuel, natural gas, electricity and water), safety systems, pest management plumbing and heating, grounds and landscaping, environmental assessments/cleanup, incidental interior maintenance. Station operating costs are variable – dependant on station age, state of repair and nature of on-site facilities (including existence and extent of firefighter housing). Annual station operating costs range from a high of $200,000 to a low of $9,000. Station operating costs increase, on average, three per cent per annum. For station-by-station operating costs, see Attachment B – Table 8.

If current volunteer fire stations are retrofitted for use as E Platoon stations, operating costs will increase. The extent of an increase in operating cost (post E Platoon retrofitting) will vary from station-to-station.

[4] The following six stations were prior to August 2014, operated as E Platoon stations: 20 (Lawrencetown), 23 (Chezzetcook), 47 (Goffs), 55 (Seabright), 56 (Black Point) and 62 (Harrietsfield-Sambro)

Based on a comparison of average operating costs of volunteer fire stations ($36,000) and average operating costs of E Platoon fire stations ($46,000), staff have approximated the incremental cost of operating an E Platoon station to be $10,000 per year (per station).

Volunteer Honorarium and Stipend Costs: In 2014, the total number of volunteer members is approximately 615, of which 434 are currently actively participating (using Honorarium points as a measure of participation). The current annual honorarium budget for Fire Services volunteers is $1.6 Million. This global honorarium budget is paid out to the volunteers based on how much time has been volunteered by each individual volunteer. One honorarium point is currently equivalent to one hour of volunteer time, for which the volunteer firefighter receives $16.05 (based on current participation rates). Stipends are paid out to volunteer lieutenants (75), volunteer division captains (5) and volunteer station chiefs (31) – ($300,000 in total). The total combined honorarium and stipend budget is $1.9 Million.

Career Staffing Costs: Staffing costs for newly hired career firefighters increase over time. Firefighters are hired on as firefighters 4th class and progress towards firefighter 1st class over a four year period. Engineers act as drivers of firefighting apparatus. Lieutenants may supervise a maximum of three personnel, including themselves, whereas a captain may supervise a firefighting crew of any size.

Table 3: Firefighter Pay Scales by Classification

Classification	Salary and Benefits
Firefighter 4th Class	$50,419
Firefighter 3rd Class	$70,586
Firefighter 2nd Class	$85,712
Firefighter 1st Class	$100,838
Engineer[5]	$104,872
Lieutenant 2	$112,938
Lieutenant 1	$114,955
Captain 2	$116,972
Captain 1	$122,013

Historically, HRFE staffing costs have increased on an annual basis. As of 2006, firefighter salaries have been tied to HRP salaries (on a formula basis).[6] Salary gaps between HRFE and HRP have been closed over a seven year period (2006-2013). As of October 2013, firefighter salaries are at 95% of HRP equivalents. The average salary increase has been 4.31% per year (calculated over a 10 year period) with a low of 2.21% and a high of 7.97%.

Table 4: Firefighter Pay Scale Increases by Year

Year	Salary Increase
2014	2.21%
2013	5.96%
2012	3.39%
2011	3.69%
2010	2.85%
2009	4.86%

[5] Note that where a firefighter has not achieved a classification of firefighter 1st class and is required to function as an engineer, their pay will be equal to their base salary plus a premium of 4%.
[6] Percentage increases to bring about HRFE/HRP wage parity have been governed by the International Association of Firefighter (IAFF) – Local 268 collective agreement.

2008	4.36%
2007	2.81%
2006	7.97%
2005	5.00%

E Platoon Staffing Model: The E Platoon staffing model uses a blend of career and volunteer firefighters. E Platoon stations are staffed by career firefighters from Monday to Friday (10.5 hour long, daytime only shifts), excluding statutory holidays. Volunteer firefighters provide E Platoon station coverage in the evenings, on weekends, statutory holidays and during the daytime when available. A staffing complement of five career firefighters per E Platoon station is necessary to ensure that 4-person crews are available for call-out. A five person FTE staff complement consists of one captain, one engineer, and three firefighters. This configuration allows for coverage of training and planned and unplanned absences (vacation, illness etc.) with supplemental overtime staffing assignments.

Table 5: E Platoon Staffing Costs

Year of Operation	Total Staffing Cost * (Per Station)
Year One	$378,143
Year Two	$438,644
Year Three	$484,022
Year Four +	$529,397

* Costs based on IAFF salaries effective as of October 1, 2014.

24/7 Staffing Model: The 24/7 staffing model uses all career firefighters. A staffing complement of 20 career firefighters which comprises four Platoons (A, B, C and D) is necessary to ensure that 4-person crews are available for call-out. A 20-person staff FTE personnel complement consists of four captains, four engineers, and twelve firefighters. This configuration allows for coverage of training, and of planned and unplanned absences (vacation, illness etc.).

Note that the 20-person staffing complement for a 24-7 station will be increased in cases where more than one apparatus is operated out of a fire station. Staffing of a Tactical apparatus requires an additional 8 firefighters. Staffing of an Aerial apparatus requires an additional 20 firefighters consisting of four lieutenants, four engineers, and twelve firefighters.

Table 6: 24/7 Staffing Costs

Year of Operation	Total Staffing Cost * (Per Station)
Year One	$1,512,571
Year Two	$1,754,578
Year Three	$1,936,090
Year Four +	$2,117,587

* Costs based on IAFF salaries effective as of October 1, 2014.

PART II – COUNCIL MOTION TO REMOVE RECOMMENDATION 2

HRFE Recommendation 2: Recommendation 2 from the December 15, 2014 staff report reads as follows:

> Endorse the consolidation of equipment, career personnel and volunteer personnel in the core fire stations, to more effectively deliver fires services, and authorize staff to decommission Stations 4 (Lady Hammond), 11 (Patton Road) and 13 (King Street).

Fire Fleet Rationalization: Although the current complement of fleet is appropriate with the recent addition of several new pieces of apparatus, the assignment of fleet to Stations does not allow the business unit to meet the needs of the service response time requirements. Improvements to service delivery can be realized by rationalizing emergency and non-emergency vehicles regarding appropriate location, assignment and configuration. Units should be placed in locations with the most appropriate response times in the areas of highest risk and incident rates. Non-emergency vehicles should be allocated based on functional purpose and need.

Staffing Redeployment to Meet Operational Needs: HRFE has assessed fire risks and recommended firefighter personnel redeployment to meet operational needs. The December 15, 2014 staff report proposed redeployment of 40 staff from Station 4 (Lady Hammond) and Station 13 (King Street) to staff Aerials apparatus at no additional staffing cost to HRFE's operating budget.[7] Proposed redeployment is as outlined in Table 7. As outlined in the Overview to this report, 4-person crews are critical to safety and efficiency and Aerial apparatus placement at Station 2 (University Avenue) and Station 12 (Highfield Park) is necessary for the reasons articulated above.

Table 7: Career Staff Redeployment

Station	Staff and Equipment Redeployment
Station 4 (Lady Hammond)	Transfer to Station 2 (University Avenue) to staff an existing, but currently unstaffed, Aerial truck.
Station 11 (Patton Road)	Transfer to Station 58 (Lakeside) to give Station 58 a staff complement of four firefighters per shift.
Station 13 (King Street).	Transfer to Station 12 (Highfield Park) to staff an existing, but currently unstaffed, Aerial truck.

Station 4 (Lady Hammond)

Area and Population: Station 4 (Lady Hammond) covers an area of 8.01 sq km and the population is 3,001.20 per sq km.

Calls by Type (Number/Percent): 112 (9.45%) fire; 210 (17.72%) false alarms; 184 (15.53%) MVA; 79 (6.67%) medical assist.[8]

Call by Time of Day (Number/Percent): 171 (14.43%) overnight; 600 (50.63%) daytime; 414 (34.93%) evening[9]

[7] Note that due to vacancies, the number of firefighters currently staffing Station 4 (Lady Hammond) and Station 13 (King Street) and available for redeployment, is less than 40. The 40 personnel figure does, however, reflect the staffing complement for two fully staffed stations.
[8] All fire call statistics in this supplementary report are for the period from January 2010 until September 2013.

- **Option 1 – Decommission Station:** This option is recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Convert to Volunteer Staffing:**

  Due to volunteer turn-out and travel times, conversion to a volunteer staffing model will mean that this station will function as a secondary responder. The current volunteer base does not include this station's catchment area. Recruitment of volunteers would need to be undertaken, however, evidence of volunteer participation in sub-urban areas suggests that recruitment in this area would be viable.

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

- **Option 3 – Convert to E-Platoon Staffing:**

  Station 4 (Lady Hammond Road) has moderate call volumes (1,185 calls over a 45 month period – 6.08 calls per week), lacks volunteers (0 of 15 required), has 3,631 RFF points and a combination of low, medium, and high hazard occupancies.[10] Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station will function as a secondary responder. As noted above, volunteer recruitment would be necessary.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $3,300 per call

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a E-Platoon station the total annual incremental cost would be $439,000 in year one. By year four, the annual incremental cost would rise to $591,000. The total one-time incremental cost is $25,000 to equip 5 firefighters.

- **Option 4 – Maintain 24-7 Staffing:** This option is not recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a 24-7 station, the total annual incremental cost would be $1,626,000 in year one. By year four, the annual incremental cost would rise to $2,231,000. The total one-time incremental cost is $100,000 to equip 20 firefighters.

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[9] For the purposes of this report time of day is broken out as follows: overnight 0000-0659 | daytime 0700-1659 | evening 1700-2359. The daytime increment corresponds (within 30 minutes) of the E Platoon shift.
[10] The NFPA Fire Protection Handbook defines hazard levels of occupancies by types. High hazard occupancies include schools, hospitals, nursing homes, refineries, high rise buildings. Medium hazard occupancies include apartments, offices, mercantile and industrial. Low hazard occupancies include one-two-three family dwellings and scattered small business and industrial occupancies.

Station 11 (Patton Road)

Area and Population: Station 11 (Patton Road) covers an area of 43.15 sq km and the population is 90.93 per sq km.

Calls by Type (Number/Percent): 37 (21.26%) fire; 28 (16.09%) false alarms; 49 (28.16%) MVA; 49 (28.16%) medical assist.

Call by Time of Day (Number/Percent): 11 (6.32%) overnight; 78 (44.83%) daytime; 85 (48.85%) evening

- **Option 1 – Decommission Station:** This option is recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Convert to Volunteer Staffing:**

  Due to volunteer turn-out and travel times, conversion to a volunteer staffing model will mean that this station will function as a secondary responder. Recruitment of volunteers would need to be undertaken. While volunteer recruitment has not previously taken place for Station 11 (Patton Road), volunteer recruitment has been successful for nearby stations (i.e. Station 10 (Millwood Drive) – composite staffing model and Station 9 (Metropolitan Avenue) – composite staffing model). Individuals currently volunteering in the area may be able to volunteer at Station 11 (Patton Road).

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

- **Option 3 – Convert to E-Platoon Staffing:**

  Station 11 (Patton Road) has low call volumes (174 calls over a 45 month period – 0.89 calls per week), lacks volunteers (0 of 15 required), has 1,689 RFF points and a combination of low, medium, and high hazard occupancies. Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station will function as a secondary responder. As noted above, volunteer recruitment would be necessary.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $25,500 per call

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a E-Platoon station the total annual incremental cost would be $439,000 in year one. By year four, the annual incremental cost would rise to $591,000. The total one-time incremental cost is $25,000 to equip 5 firefighters

- **Option 4 – Maintain 24-7 Staffing:** This option is not recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a 24-7

station, the total annual incremental cost would be $1,626,000 in year one. By year four, the annual incremental cost would rise to $2,231,000. The total one-time incremental cost is $100,000 to equip 20 firefighters.

Station 13 (King Street)

Area and Population: Station 13 (King Street) covers an area of 26.72 sq km and the population is 524.12 per sq km.

Calls by Type (Number/Percent): 216 (13.71%) fire; 418 (26.54%) false alarms; 232 (14.73%) MVA; 123 (7.81%) medical assist.

Call by Time of Day (Number/Percent): 229 (14.54%) overnight; 789 (50.1%) daytime; 557 (35.37%) evening

Option 1 – Decommission Station: This option is recommended for the reasons outlined in the staff report of December 15, 2014.

Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Convert to Volunteer Staffing:**

Due to volunteer turn-out and travel times, conversion to a volunteer staffing model will mean that this station will function as a secondary responder. The current volunteer base does not include this station's catchment area. Recruitment of volunteers would need to be undertaken, however, evidence of volunteer participation in sub-urban areas suggests that recruitment in this area would be viable.

Budget Implications: If a 24-7 station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

- **Option 3 – Convert to E-Platoon Staffing:**

Station 13 (King Street) has moderate call volumes (1,575 calls over a 45 month period – 8.08 calls per week), lacks volunteers (0 of 15 required), has 3,859 RFF points and a combination of low, medium, and high hazard occupancies. Response is available from one or more adjacent stations.

Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station will function as a secondary responder. As noted above, volunteer recruitment would be necessary.

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $2,500 per call

Budget Implications: If a 24-7 station slated for closure remains open and is operated as a E-Platoon station the total annual incremental cost would be $439,000 in year one. By year four, the annual incremental cost would rise to $591,000. The total one-time incremental cost is $25,000 to equip 5 firefighters.

- **Option 4 – Maintain 24-7 Staffing:** This option is not recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a 24-7 station, the total annual incremental cost would be $1,626,000 in year one. By year four, the annual incremental cost would rise to $2,231,000. The total one-time incremental cost is $100,000 to equip 20 firefighters.

PART III – MOTION TO AMEND THE MOTION TO REMOVER RECOMMENDATION 5(C)

HRFE Recommendation 5(c): Recommendation 5(c) from the December 15, 2014 staff report reads as follows:

> Decommission volunteer sub-stations 25 (Ostrea Lake-Pleasant Point), 31 (East Ship Harbour), 36 (Meagher's Grant), and 43 (Grand Lake – Oakfield)

The following four fire stations have never operated on an E Platoon basis: Sub-Station 25 (Ostrea Lake-Pleasant Point), Sub-Station 31 (East Ship Harbour), Sub-Station 36 (Meagher's Grant), and Sub-Station 43 (Grand Lake – Oakfield). Station retrofitting costs would have to be incurred to accommodate E Platoon staffing at these stations. Due to the state of the current fire station, new construction would be required for Station 31 (Ship Harbour) to operate on an E Platoon basis. HRM does not own Station 43 (Grand Lake – Oakfield). E Platoon up-front and ongoing costs would be as detailed in Part I to this report.

Volunteer Sub-station 25 (Ostrea Lake-Pleasant Point)

Area and Population: Sub-Station 25 (Ostrea Lake-Pleasant Point) covers an area of 66.49 sq km and the population is 8.60 per sq km.

Calls by Type (Number/Percent): 6 (21.43%) fire; 2 (7.14%) false alarms; 2 (7.14%) MVA; 14 (50.0%) medical assist.

Call by Time of Day (Number/Percent): 6 (23.1%) overnight; 14 (53.8%) daytime; 6 (23.1%) evening

- **Option 1 – Decommission Station:** This option is recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Maintain Volunteer Staffing:** This option is not recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: If a Volunteer station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

- **Option 3 – Convert to E-Platoon Staffing:**

  Station 25 (Ostrea Lake-Pleasant Point) has low call volumes (26 calls over a 45 month period – 0.13 calls per week), lacks volunteers (4 of 15 required), has 394 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 24 (Musquodoboit Harbour)) and Station 26 (Oyster Pond). As noted in the staff report of December 15, 2014, volunteer recruitment for this station has been problematic, and has been cited as grounds for decommissioning the station.

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $142,000 per call

Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Volunteer Sub-station 31 (East Ship Harbour)

Area and Population: Sub-Station 31 (East Ship Harbour) covers an area of 292.52 sq km and the population is 2.60 per sq km.

Calls by Type (Number/Percent): 29 (13.3%) fire; 7 (3.21%) false alarms; 16 (7.34%) MVA; 143 (65.6%) medical assist.

Call by Time of Day (Number/Percent): 30 **(**13.8%) overnight; 117 (53.7%) daytime; 71 (32.5%) evening

- **Option 1 – Decommission Station:** This option is recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Maintain Volunteer Staffing:** This option is not recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: If a Volunteer station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

- **Option 3 – Convert to E-Platoon Staffing:**

  Station 31 (East Ship Harbour) has low call volumes (218 calls over a 45 month period – 1.12 calls per week)[11], lacks volunteers (0 of 15 required), has 183 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 26 (Oyster Pond) and Station 30 (Tangier)). As noted in the staff report of December 15, 2014, volunteer recruitment for this station has been problematic, and has been cited as grounds for decommissioning the station.

[11] Note that call volumes include both Station 30 (Tangier) and Station 31 (East Ship Harbour).

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $17,000 per call

Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of $2 million to $4 million to construct a new E-Platoon station.[12]

Volunteer Sub-station 36 (Meagher's Grant)

Area and Population: Sub-Station 36 (Meagher's Grant) covers an area of 243.57 sq km and the population is 2.82 per sq km.

Calls by Type (Number/Percent): 31 (32.63%) fire; 0 (0%%) false alarms; 13 (13.68%) MVA; 38 (40.0%) medical assist.

Call by Time of Day (Number/Percent): 12 (12.6%) overnight; 49 (51.6%) daytime; 34 (35.8%) evening

- **Option 1 – Decommission Station:** This option is recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Maintain Volunteer Staffing:** This option is not recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: If a Volunteer station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

- **Option 3 – Convert to E-Platoon Staffing:**

  Station 36 (Meagher's Grant) has low call volumes (95 calls over a 45 month period – 0.49 calls per week), lacks volunteers (1 of 15 required), has 435 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies).Response is available from one or more adjacent stations

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 24 (Musquodoboit Harbour) and Station 38 (Middle Musquodoboit)). As noted in the staff report of December 15, 2014, volunteer recruitment for this station has been problematic, and has been cited as grounds for decommissioning the station.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $40,500 per call

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There

[12] New station construction would be required in the case of Station 31 (East Ship Harbour) given the age and state of repair of the existing station.

would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Volunteer Sub-station 43 (Grand Lake – Oakfield)

Area and Population: Sub-Station 43 (Grand Lake - Oakfield) covers an area of 24.82 sq km and the population is 42.96 per sq km.

Calls by Type (Number/Percent): 19 (19.0%) fire; 6 (6%) false alarms; 16 (16%) MVA; 39 (39%) medical assist.

Call by Time of Day (Number/Percent): 13 **(13**%) overnight; 40 (40%) daytime; 47 (47%) evening.

- **Option 1 – Decommission Station:** This option is recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Maintain Volunteer Staffing:** This option is not recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: If a Volunteer station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

- **Option 3 – Convert to E-Platoon Staffing:**

  Station 43 (Grand Lake - Oakfield) has low call volumes (100 calls over a 45 month period – 0.51 calls per week), lacks volunteers (3 of 15 required), has 537 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 42 (Wellington). As noted in the staff report of December 15, 2014, volunteer recruitment for this station has been problematic, and has been cited as grounds for decommissioning the station.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $49,700 per call

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

PART IV – COUNCIL MOTION THAT STAFF PROVIDE THE COST OF STAFFING ALL STATIONS WITH FOUR FIREFIGHTERS

Council Motion: And further that staff provide the cost of staffing all stations with four firefighters.

For the purposes of this supplementary report, discussion of this council motion will be restricted to the following volunteer fire stations: Station 19 (East Lawrencetown); Station 20 (Lawrencetown East); Station 22 (North Preston); Station 23 (Chezzetcook); Station 26 (Oyster Pond); Station 28 (Sheet Harbour); Station 29 (Moser River); Station 30 (Tangier); Station 33 (Three Harbours); Station 34 (Mushaboom); Station 35 (Cooks Brook); Station 39 (Upper Musquodoboit); Station 40 (Dutch Settlement); Station 41 (Waverley); Station 42 (Wellington); Station 47 (Goffs); Station 48 (Beaver Bank); Station 52 (Prospect –Shad Bay); Station 55 (Seabright); Station 56 (Black Point); and Station 62 (Harrietsfield-Sambro).

These 21 fire stations are currently operating as volunteer stations and have not been recommended for decommissioning in HRFE's December 15, 2014 staff report. Six of these stations were operated on an E platoon basis prior to August of 2014. The balance of 31 (out of 52) fire stations are either already staffed on a 24-7 basis (career or composite) or are addressed in either Part II or Part III of the Discussion section of this supplementary report.

Of these 21 volunteer-only-staffed fires stations, two stations were previously recommended for conversion to E Platoon staffing in HRFE's December 15, 2014 staff report – Station 23 (Chezzetcook) and Station 28 (Sheet Harbour). The E Platoon staff complement from Station 21 (Lake Echo) was to be transferred to Station 23 (Chezzetcook) per the recommendation made in HRFE's December 15, 2014 staff report.

Rural Fire Coverage: As outlined in HRFE's December 15, 2014 staff report, decisions regarding how to staff rural fire stations are made on the basis of a number of interrelated factors, including the following:

- volunteer pool size (station specific);
- station location (relative to nearby career-staffed and volunteer-staffed stations);
- availability of coverage from neighbouring communities (reciprocal coverage agreements under MOU); and
- assessment of fire risk within the station's catchment area (based on population density, land usage, number of buildings and associated required fire flows).

Station-specific volunteer pool size, neighboring station coverage, neighbouring fire service coverage (under MOU or reciprocal coverage agreements with other municipalities) data has been provided for all 21 volunteer stations considered in Part IV of this report. Fire data (including call volumes, breakdowns by type of call and calls by time of day) has also been provided on a station-by-station basis.

Stations that are currently staffed by volunteers have (comparative to career stations) lower call volumes and lower population densities per km^2. Typically, volunteer stations also have low concentrations of medium and high hazard occupancies in their response areas that pose significant fire safety risks.

Former E platoon Stations: As of August 2014, the following six fire stations were converted from E Platoon stations to 24-hour volunteer firefighter coverage: 20 (Lawrencetown), 23 (Chezzetcook), 47 (Goffs), 55 (Seabright), 56 (Black Point) and 62 (Harrietsfield-Sambro). Minimal retrofitting costs would be incurred in staffing these stations on an E Platoon basis. E Platoon up-front and ongoing costs would otherwise be as detailed in Part I to this report.

Station 20 (Lawrencetown)

Area and Population: Station 20 (Lawrencetown) covers an area of 66.20 sq km and the population is 54.75 per sq km.

Calls by Type (Number/Percent): 58 (14.83%) fire; 44 (11.25%) false alarms; 40 (10.23%) MVA; 175 (44.76%) medical assist

Call by Time of Day (Number/Percent): 59 (15.1%) overnight; 207 (52.9%) daytime; 125 (32%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is strong at this station. There are 22 members – 15 of which are classified as active. This volunteer pool meets the FUS minimal volunteer pool for a viable volunteer fire station (15 of the 15 required). 24-7 Career response is available from Station 17 (Cole Harbour Road), increasing the likelihood of an emergency response within the Station 20 (Lawrencetown) catchment area within a 10 minute response time.

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 20 (Lawrencetown) has low call volumes (391 calls over a 45 month period – 2.01 calls per week), has a strong volunteer pool (15 of 15 required) that is shared with Station 19 (East Lawrencetown), has 1,664 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependant on turn-out and travel time of Station 17 (Cole Harbour Road), Station 21 (Lake Echo) and Station 19 (East Lawrencetown)).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $9,600 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. Retrofitting costs, if any, would be minimal.

Station 23 (Chezzetcook)

Area and Population: Station 23 (Chezzetcook) covers an area of 192.96 sq km and the population is 33.44 per sq km.

Calls by Type (Number/Percent): 144 (38%) fire; 70 (7.58%) false alarms; 94 (25%) MVA; 420 (45.45%) medical assist

Call by Time of Day (Number/Percent): 136 **(**14.7%) overnight; 457 (49.5%) daytime; 331 (35.8%) evening

- **Option 1 – Convert to E-Platoon Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  Staff recommended that career staff currently deployed at Station 21 (Lake Echo) be redeployed to Station 23 (Chezzetcook). Conversion to E Platoon staffing will allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift,

volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependant on turn-out and travel of Station 19 (East Lawrencetown), Station 20 (Lawrencetown), Station 21 (Lake Echo) and Station 24 (Musquodoboit Harbour)).

Station 23 (Chezzetcook) has moderate call volumes (924 calls over a 45 month period – 4.74 calls per week), has a marginal volunteer pool (8 of 15 required), has 3,219 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $4,300 per call

- **Option 2 – Maintain Volunteer Staffing:**

  The current volunteer complement is marginal at Station 23 (Chezzetcook). There are 13 members – 8 of which are classified as active. This volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (7 short of the required 15). Response is available from Station 19 (East Lawrencetown), Station 20 (Lawrencetown), Station 21 (Lake Echo) and Station 24 (Musquodoboit Harbour).

  Budget Implications: Because Option 1 involves moving E-Platoon staff from Station 21 (Lake Echo) to Station 23 (Chezzetcook) thereby making Station 21 fully volunteer, there would be no net cost to maintaining Station 23 as fully volunteer. The E-Platoon staff would simply remain at Station 21. Since Station 23 was an E-Platoon station at one time, there would be minimal savings associated with not having to retrofit the station for E-Platoon staff.

Station 47 (Goffs)

Area and Population: Station 47 (Goffs) covers an area of 222.89 sq km and the population is 1.03 per sq km.

Calls by Type (Number/Percent): 21 (6.54%) fire; 81 (25.23%) false alarms; 94 (29.28%) MVA; 37 (11.53%) medical assist

Call by Time of Day (Number/Percent): 50 (15.6%) overnight; 185 (57.6%) daytime; 86 (26.8%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014 (discussion with the Airport authority is pending).
  .
  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is marginal at Station 47 (Goffs). There are 6 members – 6 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (9 short of the required 15). Response is available from Station 40 (Dutch Settlement) and Station 45 (Fall River).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 47 (Goffs) has low call volumes (321 calls over a 45 month period – 1.65 calls per week), has a marginal volunteer base (9 short of the 15 required), has 241 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). High hazard occupancies in the station's catchment area include the Aerotech Business Park and Halifax Stanfield International Airport. As per Recommendation 4 in the December 15, 2014 staff report, HRFE is investigating partnership opportunities with Halifax

Stanfield International Airport to improve service delivery. Response is available from one or more adjacent stations.

Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel s will mean that this station may function as a secondary responder (dependant on turn-out and travel times of Station 40 (Dutch Settlement) and Station 45 (Fall River) and, through an MOU, the Enfield Fire Department).

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $10,700 per call.

Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. Retrofitting costs, if any, would be minimal.

Station 55 (Seabright)

Area and Population: Station 55 (Seabright) covers an area of 154.57 sq km and the population is 17.30 per sq km.

Calls by Type (Number/Percent): 50 (10.48%) fire; 56 (11.74%) false alarms; 36 (7.55%) MVA; 243 (51.57%) medical assist.

Call by Time of Day (Number/Percent): 56 (11.7%) overnight; 258 (54.1%) daytime; 163 (34.2%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is fairly strong at Station 55 (Seabright). There are 16 members – 13 of which are classified as active. The current volunteer pool does not meet the FUS minimal volunteer pool for a viable volunteer fire station (13 of the required 15). Response is available from Station 54 (Prospect –Shad Bay) and 65 (Tantallon).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 55 (Seabright) has low call volumes (477 calls over a 45 month period – 2.45 calls per week), has a strong volunteer base (13 of the 15 required), has 1,673 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel s will mean that this station may function as a secondary responder (dependant on turn-out and travel times of Station 54 (Prospect –Shad Bay) and 65 (Tantallon)).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $7,700 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would

rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. Retrofitting costs, if any, would be minimal

Station 56 (Black Point)

Area and Population: Station 56 (Black Point) covers an area of 277.47 sq km and the population is 8.12 per sq km.

Calls by Type (Number/Percent): 58 (13.12%) fire; 38 (8.6%) false alarms; 31 (7.01%) MVA; 208 (47.06%) medical assist.

Call by Time of Day (Number/Percent): 48 (10.9%) overnight; 233 (52.7%) daytime; 161 (36.4%) evening

- **Option 1 – Staff Station with Two Career Staff**

  Budget Implications: Captured within current appropriations.

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 56 (Black Point) has low call volumes (442 calls over a 45 month period – 2.27 calls per week), has marginal volunteer base (10 short of the required 15), has 1,605 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 50 (Hammonds Plains), Station 54 (Prospect –Shad Bay) and 65 (Tantallon)). HRFE is currently exploring an automatic aid agreement with the Hubbards Fire Commission for additional coverage.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $8,500 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. Retrofitting costs, if any, would be minimal.

Station 62 (Harrietsfield)

Area and Population: Station 62 (Harrietsfield) covers an area of 39.91 sq km and the population is 44.03 per sq km.

Calls by Type (Number/Percent): 41 (13.14%) fire; 32 (10.26%) false alarms; 36 (11.54%) MVA; 116 (37.18%) medical assist

Call by Time of Day (Number/Percent): 37 (11.9%) overnight; 157 (50.3%) daytime; 118 (37.8%) evening

* Note that Station 62 (Harrietsfield-Sambro) is currently out of commission due to a structural fire.

- **Option 1 – Decommission Station 62 (Harrietsfield) and Station 63 (Sambro). Construct a New Station, Staffed as an E Platoon Station:** This option is recommended.

Budget Implications: See Financial Implications section of this supplementary staff report for new station construction discussion.

Station (Harrietsfield) and Station 63 (Sambro) are not optimally situated. Staff, during the presentation to Council on March 10, 2015 advised Council that this option was HRFE's preferred approach to addressing the station fire that put Station 62 (Harrietsfield-Sambro) out of commission. Staff are currently identifying a preferred location.

- **Option 2 – Rebuild Station 62 (Harrietsfield) and Maintain Volunteer Staffing:**

  The current volunteer complement is strong at Station 62 (Harrietsfield). There are 19 members – 16 of which are classified as active. The current volunteer pool exceeds the FUS minimal volunteer pool for a viable volunteer fire station (16 of the required 15). 24-7 career response is available from Station 6 (Spryfield). E Platoon response is also available from Station 63 (Sambro).

  Budget Implications: Since Option 1 already contemplates that a new station be built, there would be no incremental cost to rebuilding Station 62. However, the total annual incremental cost of operating it as a Volunteer station would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters. If Station 63 which is slated for closure remains open and continues to be operated as an E-Platoon station there would be no incremental cost as Option 1 contemplated that the new station would have been operated as an E-Platoon station. There would be no additional equipment or capital costs.

- **Option 3 – Convert to E-Platoon Staffing:**

  Station 62 (Harrietsfield) has low call volumes (312 calls over a 45 month period – 1.60 calls per week), has strong volunteer base (16 of the required 15), has 891 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stat

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 6 (Spryfield) and Station 63 (Sambro).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $12,700 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. Retrofitting costs, if any, would be minimal.

Volunteer Only Stations: The following 15 fire stations have never operated on an E Platoon basis: Station 19 (East Lawrencetown); Station 22 (North Preston); Station 26 (Oyster Pond); Station 28 (Sheet Harbour); Station 29 (Moser River); Station 30 (Tangier); Station 33 (Three Harbours); Station 34 (Mushaboom); Station 35 (Cooks Brook); Station 39 (Upper Musquodoboit); Station 40 (Dutch Settlement); Station 41 (Waverley); Station 42 (Wellington); Station 48 (Beaver Bank); Station 52 (Prospect –Shad Bay). Station retrofitting costs would have to be incurred to accommodate E Platoon staffing at these 15 stations.

Station 19 (East Lawrencetown)

Area and Population: Station 19 (East Lawrencetown) covers an area of 81.90 sq km and the population is 26.41 per sq km.

Calls by Type (Number/Percent): 38 (15.77%) fire; 19 (7.88%) false alarms; 14 (5.81%) MVA; 127 (34%) medical assist

Call by Time of Day (Number/Percent): 39 **(**16.7%) overnight; 99 (42.5%) daytime; 95 (40.7%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is strong at this station. There are 22 members – 15 of which are classified as active. This volunteer pool meets the FUS minimal volunteer pool for a viable volunteer fire station (15 of the required 15). Response is available from Station 20 (East Lawrencetown) and Station 23 (Chezzetcook)).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 19 (East Lawrencetown) has low call volumes (233 calls over a 45 month period – 1.19 calls per week), has a strong volunteer pool (15 of 15 required) that is shared with Station 20 (Lawrencetown), has 1,147 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 20 (Lawrencetown) and Station 23 (Chezzetcook)).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $20,100 per call

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters

Station 22 (North Preston)

Area and Population: Station 22 (North Preston) covers an area of 23.40 sq km and the population is 34.70 per sq km.

Calls by Type (Number/Percent): 29 (33.3%) fire; 0 (0%) false alarms; 2 (2.3%) MVA; 40 (47.12%) medical assist

Call by Time of Day (Number/Percent): 15 (17.2%) overnight; 40 (46.0%) daytime; 32 (36.8%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

There are currently no active volunteers. This volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (15 short of the 15 required). Recruitment efforts are ongoing. Career 24-7 response is available from Station 17 (Cole harbour) and Station 18 (Westphal).

- **Option 2 – Convert to E-Platoon Staffing:**

Station 22 (North Preston) has low call volumes (87 calls over a 45 month period – 0.45 calls per week), lacks volunteers (15 short of the 15 required), and has 372 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, no volunteer response is currently available (as there are no active volunteers). Career 24-7 response is available from Station 17 (Cole harbour), Station 18 (Westphal) and 21 (Lake Echo).

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $49,700 per call

Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 26 (Oyster Pond)

Area and Population: Station 26 (Oyster Pond) covers an area of 575.36 sq km and the population is 4.19 per sq km.

Calls by Type (Number/Percent): 54 (13.64%) fire; 29 (7.32%) false alarms; 24 (6.06%) MVA; 240 (60.61%) medical assist

Call by Time of Day (Number/Percent): 50 **(**13.4%) overnight; 175 (46.9%) daytime; 148 (39.7%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

The current volunteer complement is relatively strong at Station 26 (Oyster Road). There are 18 members – 12 of which are classified as active. An additional volunteer is in the application stage. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (3 short of the required 15). Response is available from Station 24 (Musquodoboit Harbour) and Station 30 (Tangier).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 26 (Oyster Pond) has low call volumes (373 calls over a 45 month period – 1.91 calls per week), lacks volunteers (3 short of the 15 required), has 1,895 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 24 (Musquodoboit Harbour) and Station 30 (Tangier)). Given the strong complement of volunteer firefighters at Station 26 (Oyster Pond), first response when E Platoon is off-shift is likely to be provided by Station 26 (Oyster Pond) volunteer firefighters.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $11.400 per call

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 28 (Sheet Harbour)

Area and Population: Station 28 (Sheet Harbour) covers an area of 575.36 sq km and the population is 4.19 per sq km.

Calls by Type (Number/Percent): 38 (15.77%) fire; 19 (7.88%) false alarms; 14 (5.81%) MVA; 127 (52.70%) medical assist

Call by Time of Day (Number/Percent): 42 **(**17.4%) overnight; 101 (41.9%) daytime; 98 (40.7%) evening

- **Option 1 – Convert to E-Platoon Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: As presented in the December 15, 2014 staff report.

  Station 28 (Sheet Harbour) has low call volumes (241 calls over a 45 month period – 1.24 calls per week), lacks volunteers (7 short of the 15 required), has 958 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Staff recommends that career staff be hired to staff Station 28 (Sheet Harbour) on an E Platoon basis. Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 29 (Moser River), Station 30 (Tangier), Station 33 (Three Harbours) and 34 (Mushaboom).

  Given the next nearest career staffed (E Platoon) station is Station 24 (Musquodoboit Harbour), HRFE has recommended staffing this station with career staff to ensure that, in addition to fire suppression and rescue, public fire safety education and fire code inspections can be offered to the surrounding area.

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $19.700 per call.

- **Option 2 – Maintain Volunteer Staffing:**

  The current volunteer complement is marginal at Station 28 (Sheet Harbour). There are 8 members – all 8 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (7 short of the required 15). Response is available from Station 29 (Moser River), Station, Station 30 (Tangier), Station 33 (Three Harbours) and 34 (Mushaboom),

  Budget Implications: If Station 28 is not converted to an E Platoon station, the total annual incremental savings would be $388,000 in year one. By year four, the annual incremental savings would rise to $540,000. There would also be a one-time savings of $25,000 from not having to equipment 5 firefighters. Not being required to retrofit the station to accommodate E Platoon staff would save between $50,000 and $200,000 in capital costs.

Station 29 (Moser River)

Area and Population: Station 29 (Moser River) covers an area of 187.21 sq km and the population is 2.61 per sq km.

Calls by Type (Number/Percent): 32 (32.99%) fire; 2 (2.06%) false alarms; 4 (4.12%) MVA; 53 (54.64%) medical assist

Call by Time of Day (Number/Percent): 13 **(**13.4%) overnight; 47 (48.5%) daytime; 37 (38.1%) evening

- **Option 1 – Maintain Volunteer Staffing and Pursue MOU with Ecum Secum:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is marginal at Station 29 (Moser River). There are 8 members – all 8 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (7 short of the required 15). Response is available from Station 28 (Sheet Harbour), Station 30 (Tangier) Station 33 (Three Harbours) and Station 34 (Mushaboom). As recommended in the staff report of December 15, 2014, staff propose pursuing an MOU with Ecum Secum to supplement volunteer coverage.

- **Option 2 – Convert to E-Platoon Staffing and Pursue MOU with Ecum Secum:**

  Station 29 (Moser River) has low call volumes (97 calls over a 45 month period – 0.50 calls per week), lacks volunteers (7 short of the 15 required), has 447 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours (see above). During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 28 (Sheet Harbour), Station 30 (Tangier), Station 33 (Three Harbours) and Station 34 (Mushaboom).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $42,300 per call.

Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 30 (Tangier)

Area and Population: Station 30 (Tangier) covers an area of 292.52 sq km and the population is 2.60 per sq km.

Calls by Type (Number/Percent): 29 (13.3%) fire; 7 (3.21%) false alarms; 16 (7.34%) MVA; 143 (38%) medical assist

Call by Time of Day (Number/Percent): 30 **(**13.8%) overnight; 117 (53.7%) daytime; 71 (32.5%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is marginal at Station 30 (Tangier). There are 9 members – 6 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (9 short of the required 15). Response is available from Station 26 (Oyster Pond) Station 28 (Sheet Harbour), Station 33 (Three Harbours) and Station 34 (Mushaboom).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 30 (Tangier) has low call volumes (218 calls over a 45 month period – 1.12 calls per week), lacks volunteers (9 short of the 15 required), has 694 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 26 (Oyster Pond) Station 28 (Sheet Harbour), Station 33 (Three Harbours) and Station 34 (Mushaboom)).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $17,000 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters

Station 33 (Three Harbours)

Area and Population: Station 33 (Three Harbours) covers an area of 232.47 sq km and the population is 1.78 per sq km.

Calls by Type (Number/Percent): 13 (38.24%) fire; 2 (5.88%) false alarms; 1 (2.94%) MVA; 11 (32.36%) medical assist

Call by Time of Day (Number/Percent): 3 (9.1%) overnight; 21 (60.6%) daytime; 10 (30.3%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is minimal at Station 33 (Three Harbours). There are 4 members – all 4 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (11 short of the required 15). Response is available from Station 28 (Sheet Harbour), Station 29 (Moser River), Station 30 (Tangier) and Station 34 (Mushaboom).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 33 (Three Harbours) has low call volumes (34 calls over a 45 month period – 0.17 calls per week), lacks volunteers (11 short of the 15 required), has 376 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent station

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 28 (Sheet Harbour), Station 29 (Moser River), Station 30 (Tangier) and Station 34 (Mushaboom)).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $94,600 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 34 (Mushaboom)

Area and Population: Station 34 (Mushaboom) covers an area of 34.91 sq km and the population is 3.61 per sq km.

Calls by Type (Number/Percent): 5 (17.24%) fire; 4 (13.79%) false alarms; 2 (6.90%) MVA; 14 (48.27%) medical assist

Call by Time of Day (Number/Percent): 9 (33.3%) overnight; 11 (40.7%) daytime; 7 (26.0%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

The current volunteer complement is minimal at Station 34 (Mushaboom). There are 6 members – 5 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (10 short of the required 15). Response is available from Station 28 (Sheet Harbour), Station 29 (Moser River) and Station 30 (Tangier) and 33 (Three Harbours).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 34 (Mushaboom) has low call volumes (27 calls over a 45 month period – 0.14 calls per week), lacks volunteers (10 short of the 15 required), and has 136 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 28 (Sheet Harbour), Station 29 (Moser River), Station 30 (Tangier) and 33 (Three Harbours).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $180,700 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 35 (Cooks Brook)

Area and Population: Station 35 (Cooks Brook) covers an area of 63.46 sq km and the population is 5.72 per sq km.

Calls by Type (Number/Percent): 27 (25.47%) fire; 1 (0.94%) false alarms; 10 (9.43%) MVA; 59 (55.66%) medical assist

Call by Time of Day (Number/Percent): 18 **(**18.0%) overnight; 44 (44.0%) daytime; 38 (38.0%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is minimal at Station 35 (Cooks Brook). There are 7 members – 5 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (10 short of the required 15). Response is available from Station 38 (Middle Musquodoboit) and Station 40 (Dutch Settlement).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 35 (Cooks Brook) has low call volumes (100 calls over a 45 month period – 0.51 calls per week), lacks volunteers (10 short of the 15 required), has 381 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies).

Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 38 (Middle Musquodoboit) and Station 40 (Dutch Settlement)).

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $45,200 per call.

Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 39 (Upper Musquodoboit)

Area and Population: Station 39 (Upper Musquodoboit) covers an area of 813.53 sq km and the population is 1.40 per sq km.

Calls by Type (Number/Percent): 49 (27.68%) fire; 9 (5.08%) false alarms; 12 (6.78%) MVA; 78 (44.07%) medical assist

Call by Time of Day (Number/Percent): 23 (13.0%) overnight; 95 (53.7%) daytime; 59 (33.3%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is minimal at Station 39 (Upper Musquodoboit). There are 8 members – 8 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (7 short of the required 15). Response is available from Station 28 (Sheet Harbour), Station 30 (Tangier) and Station 38 (Middle Musquodoboit).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 39 (Upper Musquodoboit) has low call volumes (177 calls over a 45 month period– 0.91 calls per week), lacks volunteers (7 short of the 15 required), has 381 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 28 (Sheet Harbour), Station 30 (Tangier) and Station 38 (Middle Musquodoboit)).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $20,900 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There

would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 40 (Dutch Settlement)

Area and Population: Station 40 (Dutch Settlement) covers an area of 97.42 sq km and the population is 18.13 per sq km.

Calls by Type (Number/Percent): 35 (15.35%) fire; 16 (7.02%) false alarms; 28 (12.28%) MVA; 99 (43.42%) medical assist

Call by Time of Day (Number/Percent): 44 (19.3%) overnight; 107 (46.7%) daytime; 77 (34.0%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is strong at Station 40 (Dutch Settlement). There are 21 members – 13 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (2 short of the required 15). Response is available from Station 35 (Cooks Brook), Station 38 (Middle Musquodoboit) and Station 47 (Goffs). Fire coverage is also available from Lantz and Elmsdale Fire Department under informal mutual aid agreements and Milford Fire Department under a formal MOU.

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 40 (Dutch Settlement) has low call volumes (228 calls over a 45 month period – 1.17 calls per week), lacks volunteers (2 short of the 15 required), has 785 RFF points and and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 35 (Cooks Brook), Station 38 (Middle Musquodoboit) and Station 47 (Goffs)). Given the strong complement of volunteer firefighters at Station 40 (Dutch Settlement), first response when E Platoon is off-shift is likely to be provided by Station 40 (Dutch Settlement) volunteer firefighters. Fire coverage is also available from Lantz and Elmsdale Fire Department under informal mutual aid agreements and Milford Fire Department under a formal MOU.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $18,600 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 41 (Waverley)

Area and Population: Station 41 (Waverley) covers an area of 90.47 sq km and the population is 37.98 per sq km.

Calls by Type (Number/Percent): 64 (13.85%) fire; 38 (8.23%) false alarms; 97 (21.00%) MVA; 110 (23.81%) medical assist

Call by Time of Day (Number/Percent): 62 (13.4%) overnight; 208 (45.0%) daytime; 192 (41.6%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is moderate at Station 41 (Waverly). There are 12 members – 8 of which are classified as active. The current volunteer pool fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (7 short of the 15 required). Response is available from Station 9 (Sackville), Station 42 (Wellington) and Station 45 (Fall River).

- **Option 2 – Convert to E-Platoon Staffing:**.

  Station 41 (Waverly) has low call volumes (462 calls over a 45 month period – 2.37 calls per week), lacks volunteers (7 short of the 15 required), has 381 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies).. Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 9 (Sackville), Station 42 (Wellington) and Station 45 (Fall River))

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $9,600 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 42 (Wellington)

Area and Population: Station 42 (Wellington) covers an area of 47.09 sq km and the population is 49.90 per sq km.

Calls by Type (Number/Percent): 36 (14.63%) fire; 25 (10.16%) false alarms; 19 (7.72%) MVA; 121 (49.19%) medical assist

Call by Time of Day (Number/Percent): 38 **(**15.4%) overnight; 101 (41.1%) daytime; 107 (43.5%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

The current volunteer complement is strong at Station 42 (Wellington). There are 18 members – 15 of which are classified as active. The current volunteer pool meets the FUS minimal volunteer pool for a viable volunteer fire station (15 of the required 15). Response is available from Station 41 (Waverly) and Station 45 (Fall River).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 42 (Wellington) has low call volumes (246 calls over a 45 month period – 1.26 calls per week), has volunteers (15 of the 15 required), has 1,010 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 41 (Waverly), Station 10 (Millwood Drive) and Station 45 (Fall River)). Given the strong complement of volunteer firefighters at Station 26 (Oyster Pond), first response when E Platoon is off-shift is likely to be provided by Station 26 (Oyster Pond) volunteer firefighters.

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $19,700 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000.The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 48 (Beaver Bank)

Area and Population: Station 48 (Beaver Bank covers an area of 124.15 sq km and the population is 37.23 per sq km.

Calls by Type (Number/Percent): 47 (9.42%) fire; 61 (12.22%) false alarms; 36 (7.21%) MVA; 282 (56.51%) medical assist.

Call by Time of Day (Number/Percent): 67 (13.4%) overnight; 226 (45.3%) daytime; 206 (41.3%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is strong at Station 48 (Beaver Bank). There are 22 members – 18 of which are classified as active. The current volunteer pool exceeds the FUS minimal volunteer pool for a viable volunteer fire station (18 of the required 15). Response is available from Station 9 (Upper Sackville), Station 10 (Millwood Drive) and Station 45 (Fall River).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 48 (Beaver Bank) has low call volumes (499 calls over a 45 month period – 2.56 calls per week), has strong volunteer base (18 of the 15 required), has 2,196 RFF points and a

combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 9 (Upper Sackville) and Station 10 (Millwood Drive)).

Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $8,800 per call.

Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

Station 52 (Hatchett Lake)

Area and Population: Station 52 (Hatchett Lake) covers an area of 73.70 sq km and the population is 49.89 per sq km.

Calls by Type (Number/Percent): 57 (13.07%) fire; 36 (8.26%) false alarms; 44 (10.09%) MVA; 233 (53.44%) medical assist.

Call by Time of Day (Number/Percent): 59 (13.5%) overnight; 202 (46.3%) daytime; 175 (40.2%) evening

- **Option 1 – Maintain Volunteer Staffing:** This option is recommended in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

  The current volunteer complement is strong at Station 52 (Hatchett Lake). There are 19 members – 16 of which are classified as active. The current volunteer pool exceeds the FUS minimal volunteer pool for a viable volunteer fire station (16 of the required 15). Response is available from Station 54 (Prospect –Shad Bay) and Station 58 (Lakeside).

- **Option 2 – Convert to E-Platoon Staffing:**

  Station 52 (Hatchett Lake) has low call volumes (436 calls over a 45 month period – 2.24 calls per week), has strong volunteer base (19 of the 15 required), has 1,513 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

  Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 54 (Prospect –Shad Bay) and Station 58 (Lakeside).

  Assuming call volumes and timing of calls remain consistent on a go-forward basis, staffing this station on an E Platoon basis would cost approximately $9,800 per call.

  Budget Implications: If a volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would

rise to $540,000. The total one-time incremental cost is $25,000 to equip 5 firefighters. There would also be a capital cost of approximately $50,000 to $200,000 to retrofit the station to accommodate 5 full-time firefighters.

PART V – COUNCIL MOTION TO BEDFORD /LARRY UTECK AREA COVERAGE

Council Motion: To amend the motion to authorize staff to initiate the process to improve and increase coverage by relocating Station 8 to the area between the 102 and 101 intersections and Bedford Commons, and construct a new station on Larry Uteck Drive and assign a 24/7 crew of four firefighters at this station per the Fire Underwriters Survey recommendations Option 2 for zone 8.

- **Option 1 – Relocate Station 8 (Bedford) and relocate Station 9 (Sackville) as outlined in the HRFE staff report of December 15, 2014:** This option is recommended for the reasons outlined in the staff report of December 15, 2014.

  Budget Implications: No incremental cost to HRFE Budget as presented in the December 15, 2014 staff report.

- **Option 2 – Maintain current Station 9 (Sackville) in present location. Build two new stations (one in the Larry Uteck area and one in the area between the 102 and 101 intersections and Bedford Commons). Decommission current Station 8 (Bedford).**

  - **Sub-Option A:** Staff current Station 9 (Sackville) on volunteer basis. Staff relocated Station 8 (Bedford) and new station on a 24-7 basis (using career staff from existing Station 8 (Bedford) and existing Station 9 (Sackville)).

    Due to volunteer turn-out and travel times, conversion to a volunteer staffing model will mean that this station will function as a secondary responder.

    The current volunteer complement is strong at Station 9 (Sackville). There are 25 members – 10 of which are classified as active. The current volunteer complements fails to meet the FUS minimal volunteer pool for a viable volunteer fire station (10 of the required 15). Response is available from Station 8 (Bedford) and Station 10 (Millwood Drive).

    Budget Implications: If a 24-7 station slated for closure remains open and is operated as a Volunteer station the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years. The total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

  - **Sub-Option B:** Staff current Station 9 (Sackville) on E-Platoon basis. Staff relocated Station 8 (Bedford) and new station on a 24-7 basis (using career staff from existing Station 8 (Bedford) and existing Station 9 (Sackville)).

    Station 9 (Sackville) has moderate call volumes (1,440 calls over a 45 month period – 7.38 calls per week), has a strong volunteer base (10 of the 15 required), has 7,261 RFF points and a combination of low, medium, and high hazard occupancies (predominantly low hazard occupancies). Response is available from one or more adjacent stations.

    Conversion to E Platoon staffing will only allow the station to function as a first responder during E Platoon staffing hours. During hours that E Platoon is off-shift, volunteer turn-out and travel times will mean that this station may function as a secondary responder (dependent on turn-out and travel time of Station 8 (Bedford) and Station 10 (Millwood Drive).

    Budget Implications: If a 24-7 station slated for closure remains open and is operated as a E-Platoon station the total annual incremental cost would be $439,000 in year one. By year

four, the annual incremental cost would rise to $591,000. The total one-time incremental cost is $25,000 to equip 5 firefighters.

- **Sub-Option C:** Staff all three stations on a 24-7 basis

  Budget Implications: If a 24-7 station slated for closure remains open and is operated as a 24-7 station, the total annual incremental cost would be $1,626,000 in year one. By year four, the annual incremental cost would rise to $2,231,000. The total one-time incremental cost is $100,000 to equip 20 firefighters.

PART VI – COUNCIL MOTION TO PROVIDE VOLUNTEER INPUT BY WAY OF VFAC

Council Motion: To amend the motion to provide that the urban volunteer model be revised with input from volunteers through the Volunteer Fire Advisory Committee or other body as appropriate.

Volunteer Firefighters Advisory Committee: The Volunteer Firefighters Advisory Committee (VFAC) evolved from previous volunteer committees which have been in existence in various forms since pre amalgamation. On November 30, 2010, Regional Council passed a motion indicating that no further appointments of Council members would be made to VFAC. The current VFAC has been in existence since 2012 and meets on a monthly basis. The committee's purpose is to bring volunteer concerns forward to senior management, such as feedback on volunteer policies and guidelines.

The committee is comprised of 20 volunteers – including two volunteer representatives from each firefighting division. Volunteer representatives include a combination of volunteer officers and volunteer firefighters. In addition to the volunteer members, the committee also includes the Fire Services' Volunteer Program Manager. Two Councillors regularly attend the VFAC meetings as non-voting attendees.

FINANCIAL IMPLICATIONS

The following financial implications represent the differential between the recommended state(per the Staff Report of December 15, 2014) and the motions, as tabled by Regional Council on March 11, 2015.

1. Cost to Keep Volunteer Station(s) Currently Slated for Closure Open as Volunteer Station(s)

   - If a single Volunteer station slated for closure remains open and is operated as a Volunteer station, the total annual incremental cost would be $51,000 in year one. No lift in costs would occur in subsequent years.[13]

   - If a single Volunteer station slated for closure remains open and is operated as a Volunteer station, the total one-time incremental cost is $75,000 to equip 15 volunteer firefighters.

   - If all 4 Volunteer stations slated for closure remain open and are operated as Volunteer stations, the total annual incremental cost would be approximately $204,000 in year one. No lift in costs would occur in subsequent years.

   - If all 4 Volunteer stations slated for closure remain open and are operated as Volunteer stations, the total one-time equipment costs for equipping 60 volunteer firefighters would be approximately $300,000.

2. Cost to Convert Volunteer Station(s) to E Platoon Station(s)

- If a single volunteer station is converted to an E Platoon station, the total annual incremental cost would be $388,000 in year one. By year four, the annual incremental cost would rise to $540,000.

- If a single volunteer station is converted to an E Platoon station, the total one-time incremental cost is $25,000 to equip 5 firefighters.

- If a single volunteer station is converted to an E Platoon station, the total retrofitting cost is approximately $50,000 to $200,000.

- If all 25 volunteer stations are converted to E-Platoon stations, the total annual incremental cost would be approximately $9.7 million in year one. By year four the annual incremental cost would rise to $13.5 million.

- If all 25 volunteer stations are converted to E-Platoon stations, the total one-time equipment costs for equipping 125 firefighters would be approximately $625,000.

- If all 25 volunteer stations are converted to E Platoon stations, the total retrofitting cost is approximately $1.25 million to $5.0 million.

3. Cost to Keep 24-7 Station(s) Currently Slated for Closure Open as 24-7 Station(s)

    - If a single 24-7 station slated for closure remains open and is operated as a 24-7 station, the total annual incremental cost would be $1,626,000 in year one. By year four, the annual incremental cost would rise to $2,231,000.

    - If a single 24-7 station slated for closure remains open and is operated as a 24-7 station, the total one-time incremental cost is $100,000 to equip 20 firefighters.

    - If all three 24-7 stations slated for closure remain open and are operated as 24-7 stations, the total annual incremental cost would be approximately $4,878,000 in year one. By year four the annual incremental cost would rise to $6,693,000.

    - If all three 24-7 stations slated for closure remain open are operated as 24-7 stations, the total one-time equipment costs for equipping 60 firefighters would be approximately $300,000.

4. Cost Construct E-Platoon New Station

    - Where retrofitting is not possible, the capital cost of a new E-Platoon station would be $2 million to $4 million.

COMMUNITY ENGAGEMENT

HRFE sent over 100 surveys to external fire and emergency services stakeholders. An internal survey was sent to 1,100 employees. HRFE received 271 completed surveys, including several group responses, which provided over 3,000 individual comments.

ENVIRONMENTAL IMPLICATIONS

There are no identified environmental implications.

ALTERNATIVES

Alternatives are as outlined in the Discussion section to this report. Options are described on a station-by-station basis.

ATTACHMENTS

A. Fire Services Operational Review – 2014 Update" – Staff Report dated December 15 2014 – Available Online: http://www.halifax.ca/boardscom/SCadmin/documents/esc141215item9.1.1.pdf

B. Table 8: Station Operating Costs (2015 Projections)

C. Table 9: Volunteer Complements by Station

D. Table 10: Current and Proposed Staffing (as recommended by HRFE in December of 2014)

A copy of this report can be obtained online at http://www.halifax.ca/council/agendasc/cagenda.php then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 902.490.4210, or Fax 902.490.4208.

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Report Reviewed by: Original Signed

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Financial Approval by:

Greg Keefe, Director of Finance & ICT/CFO, 902.490.6308

ATTACHMENT B

STATION OPERATING COSTS
(2015 PROJECTIONS)

Table 8: Station Operating Costs (2015 Projections)

No.	Location	Operating Costs
02	University Ave	$60,000
03	West Street	$141,000
04	Lady Hammond Road	$59,000
05	Bayers Road	$151,000
06	Herring Cove Road	$105,000
07	Knightsridge Drive	$155,000
08	Convoy Run	$200,000
09	Metropolitan	$97,000
10	Millwood Drive	$57,000
11	Patton Road	$56,00
12	Highfield Park	$137,000
13	King Street	$85,000
14	Walker Street	$69,000
15	Pleasant Street	$42,000
16	Eastern Passage	$97,000
17	Cole Harbour	$94,000
18	Westphal	$64,000
19	Lawrencetown Beach	$31,000
20	Lawrencetown East	$27,000
21	Lake Echo	$45,000
22	North Preston	$9,000
23	Chezzetcook	$76,000
24	Musquodoboit Harbour	$44,000
25	Ostrea Lake	$14,000
26	Oyster Pond	$40,000
28	Sheet Harbour	$51,000
29	Moser River	$33,000
30	Tangier	$39,000
31	Ship Harbour	$11,000
33	Three Harbours	$10,000
34	Mushaboom	$27,000
35	Cooks Brook	$40,000
36	Meagher’s Grant	$48,000
38	Middle Musquodoboit	$50,000
39	Upper Musquodoboit	$30,000
40	Dutch Settlement	$30,000

41	Waverley	$30,000
42	Wellington	$47,000
43	Grand Lake	$15,000
45	Fall River	$10,700
47	Goffs	$64,000
48	Beaverbank	$102,000
50	Hammonds Plains	$80,000
52	Hatchett Lake	$11,000
54	Prospect	$20,000
55	Seabright	$40,000
56	Black Point	$76,000
58	Lakeside	$51,000
60	Herring Cove	$52,000
62	Harrietsfield	$29,000
63	Sambro	$21,000
65	Tantallon	$59,000

* Figures rounded to nearest $1,000 increment.

ATTACHMENT C

VOLUNTEER COMPLEMENTS BY STATION

Table 9: Volunteers Numbers By Station

No.	Location	Volunteer Pool	Active Volunteers
02	University Ave	0	0
03	West Street	0	0
04	Lady Hammond Road	0	0
05	Bayers Road	0	0
06	Herring Cove Road	0	0
07	Knightsridge Drive	0	0
08	Convoy Run	0	0
09	Metropolitan	0	0
10	Millwood Drive	0	0
11	Patton Road	0	0
12	Highfield Park	0	0
13	King Street	0	0
14	Walker Street	0	0
15	Pleasant Street	0	0
16	Eastern Passage	16	7
17	Cole Harbour	25	7
18	Westphal	25	7
19	Lawrencetown Beach	22	15
20	Lawrencetown East	22	15
21	Lake Echo	16	10
22	North Preston	0	0
23	Chezzetcook	13	8
24	Musquodoboit Harbour	11	8
25	Ostrea Lake	0	0
26	Oyster Pond	13	11
28	Sheet Harbour	8	8
29	Moser River	8	8
30	Tangier	9	6
31	Ship Harbour	0	0
33	Three Harbours	4	4
34	Mushaboom	6	5
35	Cooks Brook	7	5
36	Meagher’s Grant	0	0
38	Middle Musquodoboit	9	7
39	Upper Musquodoboit	8	8
40	Dutch Settlement	21+Div Captain	13

41	Waverley	12	8
42	Wellington	18	15
43	Grand Lake	0	0
45	Fall River	24	17
47	Goffs	6	6
48	Beaverbank	22	18
50	Hammonds Plains	18	14
52	Hatchett Lake	19	16
54	Prospect	0	0
55	Seabright	16	13
56	Black Point	9	5
58	Lakeside	17	9
60	Herring Cove	12	7
62	Harrietsfield	19	16
63	Sambro	19	16
65	Tantallon	27	17

* Volunteer statistics are accurate as of March 1, 2015.

ATTACHMENT D

CURRENT AND PROPOSED STAFFFING
(PER DECEMBER 15, 2014 RECOMMENDATION REPORT)

Table 10: Current and Proposed Staffing

Station Number	Station Location	Current Staffing Model	Proposed Staffing Model
02	University Ave, Halifax	24/7	24/7
03	West Street, Halifax	24/7	24/7
04	Lady Hammond Rd, Halifax	24/7	Decommissioned
05	Bayers Rd, Halifax	24/7	24/7
06	Herring Cove Rd, Halifax	24/7	24/7
07	Knightsridge Dr, Halifax	24/7	24/7
08	Convoy Run, Bedford	24/7 (Composite)	24/7 (Composite)
09	Metropolitan Ave, Sackville	24/7 (Composite)	24/7 (Composite)
10	Millwood Dr, Sackville	24/7 (Composite)	24/7 (Composite)
11	Patton Rd, Sackville	24/7 (composite)	Decommissioned
12	Highfield Park Rd, Dartmouth	24/7	24/7
13	King St, Dartmouth	24/7	Decommissioned
14	Walker St, Dartmouth	24/7	24/7
15	Pleasant St, Dartmouth	24/7	24/7
16	Caldwell Rd, Eastern Passage	24/7 (Composite)	24/7 (Composite)
17	Cole Harbour Rd, Cole Harbour	24/7 (Composite)	24/7 (Composite)
18	Main St, Westphal	24/7 (Composite)	24/7 (Composite)
19	Lawrencetown Beach	Volunteer	Volunteer
20	Lawrencetown East	Volunteer**	Volunteer
21	Lake Echo	E Platoon*	Volunteer
22	North Preston	Volunteer	Volunteer
23	Chezzetcook	Volunteer**	E Platoon
24	Musquodoboit Harbour	E Platoon*	E Platoon
25	Ostrea Lake	Volunteer	Decommissioned
26	Oyster Pond	Volunteer	Volunteer
28	Sheet Harbour	Volunteer	E Platoon
29	Moser River	Volunteer	Volunteer
30	Tangier	Volunteer	Volunteer
31	Ship Harbour	Volunteer	Decommissioned
33	Three Harbours	Volunteer	Volunteer
34	Mushaboom	Volunteer	Volunteer
35	Cooks Brook	Volunteer	Volunteer
36	Meagher's Grant	Volunteer	Decommissioned
38	Middle Musquodoboit	E Platoon*	E Platoon
39	Upper Musquodoboit	Volunteer	Volunteer

40	Dutch Settlement	Volunteer	Volunteer
41	Waverley	Volunteer	Volunteer
42	Wellington	Volunteer	Volunteer
43	Grand Lake	Volunteer	Decommissioned
45	Fall River	E Platoon*	E Platoon
47	Goffs	Volunteer**	Volunteer
48	Beaver Bank	Volunteer	Volunteer
50	Hammonds Plains	E Platoon*	E Platoon
52	Prospect (Shad Bay)	Volunteer	Volunteer
54	Prospect	E Platoon*	E Platoon
55	Seabright	Volunteer**	Volunteer
56	Black Point	Volunteer**	Volunteer
58	Myra Rd, Lakeside	24/7 (Composite)	24/7 (Composite)
60	Herring Cove	E Platoon*	E Platoon
62	Harrietsfield-Sambro	Volunteer**	Volunteer
63	Harrietsfield-Sambro	E Platoon*	E Platoon
65	Tantallon	E Platoon*	E Platoon

* Staffing increased to crews of four career firefighters as of August 2014 (E Platoon realignment).
** Career firefighter staffing reassignment as of August 2014 (E Platoon realignment).