

AGENDA
FIRE & EMERGENCY SERVICES COMMITTEE

May 14, 2018 @ 7:00pm

Page

1. Call to Order
2. Election of Officers
3. Approval of Agenda – (as circulated)
4. Approval of Minutes of March 12, 2018 (as circulated)
5. Business Arising from Minutes & Unfinished Business
 - 5.1 Recruitment & Retention – Draft Strategy1-17
 - 5.2 Annual Appointment of Members to Fire & Emergency Services Committee 18
 - 5.3 Insurance Matter - Update 19-20
 - 5.4 ID Cards
6. New Business
 - 6.1 Code of Conduct (B. Keizer)
 - 6.2 Nomination Procedures at AGM 21
 - 6.3 Fire Services Representatives on REMO Committee (T. Lockwood)
7. Added Items
8. In Camera (if required)
9. Next Meeting – July 9, 2018
10. Adjournment

***Continuing Agenda**

Item	Meeting Date	Action	Status
Fire Tax Rates-Property Coding	Mar 13/17	FSC	Ongoing
Group Personnel Insurance	Mar 13/17	FSC	Ongoing
MGA – amendment	July 2017	FSC	Follow up with Mayor
Mun Review of Fire Services Report of April 2017	Sep 2017		Ongoing
Options for Fire Services Training	Nov 20, 2017	FSC	Ongoing
Options for Security Services	Nov 20, 2017	FSC	Ongoing
Priorities List	Nov 20, 2017	FSC	Ongoing
Comfort Stations - Update			

REQUEST FOR DECISION/DIRECTION

REPORT TO: Fire and Emergency Services Committee

SUBMITTED BY: Chris Kennedy, Fire Services Coordinator,
Sarah Kucharski, Communications Officer,
Alex Dumaresq, Deputy CAO

DATE: May 14, 2018

RE: Discussion and Direction re: Recruitment and Retention Strategy

ORIGIN: Strategic Priorities 2017/18 and 2018/2019

PURPOSE

The purpose of today's discussion is to review the draft Recruitment and Retention Strategy and provide feedback and changes to the Fire Services Coordinator and the Communications Officer. At the conclusion of the meeting, we should have a strategy ready for review by Council, or in need of revision and second review by the FESC. The tactics, and the costs attached, were identified as priorities by FESC. Today, FESC should review these carefully and make changes or remove certain tactics after discussion. This is a draft strategy, and everything in it is open for discussion.

The task before this committee tonight:

- Discuss draft Strategy
- Point out any items that may not be mentioned and are of important to committee
- Remove any items committee feel may not be relevant
- Committee request to Council on the direction they would like supported

BACKGROUND

Recruiting and retaining active volunteers for the Fire Department has been a long running issue across Nova Scotia. The issue has been raised in discussion with departments, at LRFES meetings and at some FESC meetings in the past. Some of the issue stems from demographic trends affecting our county, including slow or no population growth in communities, and the aging population; however, there are also some concerns related more specifically to the fire service.

This year's registration package collected the number for active firefighters in our 24 departments (plus the Town of Lunenburg's 48 members, the Town of Mahone Bay numbers were not available at the time of this memo), with 631 active firefighters we get an average of roughly 25 active fire fighters per department.

The provision of fire and emergency services through volunteer departments is a critical part of MODL's protective services, and provides an invaluable resource to our communities, often times serving as the heart of the communities that they serve. As a result, Council understands the value of a strong fire service that has high levels of volunteers. Council identified recruiting and retaining firefighters as a strategic priority in 2017/18. This report provides a blueprint for the development of a strategy to achieve this goal.

The Fire & Emergency & Emergency Services (FESC) subcommittee on Recruitment and Retention has worked very hard during the process and has worked closely with MODL's Communications Officer and Fire Service Coordinator. The Committee showed ownership and leadership, and the discussions around the table from all Committee members, Councillors and Fire Service were engaging and brought different ideas to these discussions.

BUDGET IMPLICATIONS

Each element included in this Strategy contain a notation on the estimated one time or annual cost. There is currently \$4,000 available in the Fire Services budget for recruitment and retention. Additional budget would need to be allocated in order to meet the commitments set out in this strategy.

STRATEGIC PLAN

Council identified recruiting and retaining firefighters as a strategic priority in 2017/18 and in 2018/2019.

WORK PROGRAM IMPLICATIONS

The proposed plan would require significant staff time from both the Fire Services Coordinator, and the Communications Officer. Depending on the tactics selected for inclusion in the final, approved Strategy, additional Municipal staff resources may be required. The most highly labour intensive tasks are noted in each tactic. We could address most of the new tasks by leveraging a summer term or co-op position for the development of those tactics.

The success of the Strategy will also require buy-in and engagement from the Fire Service, including the LRFES and the general membership of departments.

ALTERNATIVES

If significant revisions are identified, it is recommended that the Committee direct staff to prepare a revised Strategy for consideration at the following FESC meeting.

CONSULTATION

Once the FESC is happy with the Strategy, the Communications Officer and Fire Services Coordinator will present the draft Strategy to Council for their review. If significant changes are made, the Strategy may be returned for discussion to the FESC.

If the Strategy is approved with minor changes, the FESC will present the draft Strategy at the June 21, 2018 Lunenburg Fire and Emergency Services Regional Meeting. The Strategy will be disseminated before the meeting directly to all chiefs and in the agenda package, and attendees will have the opportunity to review the Strategy and ask questions or make suggestions for improvement. Those who cannot attend will be encouraged to send a written submission.

CONCLUSION

The Volunteer Fire Service in Lunenburg County provides a critical protective service function for residents, and is a core part of our communities. A healthy volunteer base is essential for the continued success of our departments. The proposed Recruitment and Retention Strategy is intended for use through the partnership of the Municipality and the Fire Service to grow the volunteer ranks of these important community institutions.

RECOMMENDATION

“Move that FESC recommend the amended Recruitment and Retention Strategy to Council.”

Or

“Move that amendments are made to the Recruitment and Retention Strategy and brought back to FESC for further discussion.”

Fire Service Volunteer Recruitment and Retention Strategy

DRAFT

Prepared by: Fire and Emergency Services Committee

May 14, 2018

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Executive Summary

In 2017, the Municipality of the District of Lunenburg's Fire and Emergency Services Committee (FESC) identified the need for a Recruitment and Retention Strategy that would assist fire departments in recruiting and retaining Fire Service volunteers. For the purpose of this strategy, Fire Service volunteers includes firefighters and all supporting personnel (truck drivers, event organization, etc.).

FESC brought forward their request to Council, and through Council's annual strategic planning process, the development of a Recruitment and Retention Strategy was identified as a strategic priority to Council.

This document is the culmination of surveys conducted with members of the public and the Fire Service, facilitated meetings with the Fire and Emergency Services Committee, discussions with Fire Service chiefs and ideas gathered through a scan of the best recruitment and retention practices used by fire departments in Lunenburg County and throughout Canada.

The strategy offers tangible steps and a toolkit the Fire Service and the Municipality can use to improve recruitment and retention.

Process

Recruiting and retaining active volunteers for the Fire Department has been a long running issue across Nova Scotia. The issue has been raised in discussion with departments, at LRFES meetings and at some FESC meetings in the past. Some of the issue stems from demographic trends affecting our county, including slow or no population growth in communities, and the aging population; however, there are also some concerns related more specifically to the fire service.

This year's registration package collected the number for active firefighters in our 24 departments (plus the Town of Lunenburg's 48 members, the Town of Mahone Bay numbers were not available at the time of this memo), with 631 active firefighters we get an average of roughly 25 active fire fighters per department.

The provision of fire and emergency services through volunteer departments is a critical part of MODL's protective services, and provides an invaluable resource to our communities, often times serving as the heart of the communities that they serve. As a result, Council understands the value of a strong fire service that has high levels of volunteers and identified recruiting and retaining firefighters as a strategic priority in 2017/18 and again in 2018/2019.

Audience Research

The project began with quality audience research. This has allowed us to create an evidence-based plan. We typically make assumptions about why people may or may not join the Fire Service based on our own experiences or those in our social circle. Objective audience research has allowed us to identify what might motivate people to join the Fire Service and understand why they leave.

This involved a statistically representative public survey of Municipality residents on their beliefs about volunteerism and the Fire Service, a self-selected survey of current firefighters, and two focus groups with Fire Service volunteers and non-Fire Service volunteers in attendance.

The audience research, along with information already developed by fire organizations across Canada, helped to guide us through robust discussion at two FESC meetings. After a presentation on the market research, a brainstorming and a prioritization exercise, the group selected initiatives that the Fire Service and the Municipality can use to improve recruitment and retention.

Timeline

September 2017	Council directed staff to work with FESC to develop a strategy
October 2017	Staff worked with the FESC on a scan of other Fire Service recruitment plans, and developed two surveys
January 2018	Audience research
February 2018	Summary report to FESC
March 2018	FESC discussion

<i>May 2018</i>	<i>Discuss and debate draft strategy completed by FESC</i>
<i>June 2018</i>	<i>Draft Strategy presented to Council</i>
<i>June to July 2018</i>	<i>Fire Department engagement – presentation at June 21 LRFES</i>
<i>September 2018</i>	<i>Council approval of strategy</i>

What we learned

Throughout our research, a number of positive things were brought to light.

- Firefighters are well-respected. The most common words top-of-mind for respondents when thinking about firefighters are “dedicated,” “brave,” and “courageous.”
- More than three-in-four of all respondents say they would find the time to volunteer if there was a cause they believed in.
- Current firefighters cite “giving back to my community” as the most common reason why they joined the Fire Service, and 90% rate their overall volunteer experience with the Fire Service as Very Good or Good.

Our research identified some external realities that affect recruitment:

- Time commitment. There are increased demands on volunteers' time, and many different ways to spend free time. Parents in particular are challenged with the increased focus on extracurricular activities and volunteering demands from their childrens' sports teams and schools.
- Employer-related. Young people especially cite getting out of work as a primary obstacle to volunteering with the Fire Service.
- Availability of people. Aging and decreasing rural populations make recruiting a challenge.

Our research also identified the following misconceptions about volunteering for the Fire Service:

- A high percentage of people do not believe there is a shortage of volunteer firefighters.
- People believe it takes a lot of training to become a firefighter and a lot of time to be one. There is a misunderstanding in the public about the degree of training needed, the time commitment required, and the types of non-firefighting volunteer opportunities available (i.e. truck driver, event assistance, office help).
- The most common reason for those in their 40s and older for not applying is feeling they're not in good enough physical shape.

Objective

The objective of this strategy is to assist the Fire Service in overcoming barriers to recruitment and retention of Fire Service volunteers. To do this, the recommended tactics in the strategy are designed to support the following objectives:

- Increase Fire Service volunteer recruitment.
- Increase Fire Service volunteer retention.
- Increase overall awareness of the need for Fire Service volunteers.
- Provide all Lunenburg County fire departments with a recruitment toolkit that they can use and adapt as they see fit.

Target Audiences

There are two primary audiences targeted in this strategy: residents, and members of the Fire Service. Within the community-at-large, several key audiences have also been identified, and specialized nuanced tactics have been developed for them.

Residents

A typical community resident may not think about the volunteer fire department on a regular basis. He or she may be aware that it exists, but unaware of the direct and indirect benefits the community receives from the presence of the fire department. **Residents, especially newcomers from cities and countries that only have career firefighters, also may not realize that their fire department is run by volunteers.** Communications with residents will be aimed at increasing general awareness of the volunteer fire department and generating interest in being involved in volunteer firefighting.

Key message: We need people, and there's something for everyone.

While targeted communications should take place to recruit both traditional and non-traditional volunteer demographics, the following audiences were identified as audiences of specific interest.

- Among those who say they are likely to volunteer in the future, males and 18 to 34-year-olds are the most common prospects.
- Youth (16 to 21-year-olds).
- Employees at companies that let their staff leave for firefighting.
- Newcomers who want join the community and build connections, who may not know there is a need for Fire Service volunteers.
- 35-50 year-olds

Youth

We believe that by providing youth with responsibility and training, if they stay in the area they will stay in the Fire Service. If you start them in training, even if they leave, they will find a department where they go. Their service to the Fire Service typically makes a strong impression on them, offering them a sense of importance and value. Parkview and New Germany School both offer a credit course through the Coop Credit program. Students have to be 16 years of age, and they receive one credit for 100 hours

as a member of the Junior or Regular member roster. There is an application process and studies involved besides the training etc. at a given Fire Department.

Key messages:

- Earn school credits for students over sixteen for contributing to the Fire Service
- Help you learn new skills, you can learn how to use fire fighting equipment.
- Improve your resume.
- It's prestigious – you're a hero!
- Camaraderie, it's somewhere you will feel like you belong, and are part of a team.

Employees

Target people where they work and target them by where they work. Focus on businesses that are in your community, if their employees are free. Look for "friendly" employers, and employers who might become "friendly" employers. We will need to be cautious and respectful about targeting employers who are being charitable.

Key messages:

- Employers – get recognition for letting your staff leave to fight fires
- Camaraderie

Newcomers

Welcome newcomers to the community and invite them to join the Fire Service. The very nature of a rural community can make it hard to make connections because of the strong ties that already exist, and the distances between homes. Volunteering with the Fire Service can help new residents more fully join the community and offer them a way to integrate into the community fabric.

Key messages:

- Become part of the social fabric
- Built in networking with your neighbours
- Camaraderie – it's a family
- We need you – fire fighters and other Fire Service members are all volunteers
- There's a role for everyone

35 to 50-year-olds

Once small children have grown, parents have a bit more time to pursue interests of their own. Often, they've volunteered for their children's schools or sports teams, and may be open to different volunteering pursuits more focused on their personal interests.

Key messages:

- Volunteering with the Fire Service is flexible
- There's a role for everyone
- Help the community with meaningful work
- Camaraderie – strong fraternity

Overall Approach

The strategy consists of a partnership approach, sharing the responsibilities of recruitment and retention between the Municipality and the individual fire departments and related committees or associations. As a committee, the FESC brainstormed a large list of potential tactics to improve recruitment and retention, then prioritized the ones they felt would be most impactful. The complete list of potential tactics is available in Appendix A.

Fire Service Responsibility

The tools and tactics identified in the Fire Service section can be adapted and used by individual Fire Departments. This enables each Department to select the tools and tactics that they feel would be most effective in their community, and with the teams they have.

Municipal Responsibility

To support Fire Departments in their local activities, a number of centralized initiatives are recommended.

Recruitment Tactics

Fire Service Responsibilities

The following are potential initiatives for individual Fire Departments. Each department is free to select the initiatives that they feel they can implement with the resources they have available, and that they believe will work in their community. Should a Fire Department choose to pursue any of the methods noted below, they are encouraged to reach out to the Municipality for additional direction or support if desired.

1. Assign recruitment responsibilities

There is great value in inviting current Fire Service volunteers into the recruitment process. In our survey of active firefighters, it was identified that the majority of Fire Service volunteers learned about the opportunity through a friend or family member. Our current volunteers are our best ambassadors, and their recruitment by word-of-mouth advertising is invaluable.

Existing Fire Service volunteers should be offered the opportunity to contribute to the planning of any recruitment initiatives. This will improve involvement in the initiatives, and it can also alleviate the pressure on the chief, and utilize the unique skill sets of individual Fire Service volunteers.

Each Department might choose to put one member or more in charge of recruitment in each Department, who will work with the Fire Service Coordinator to introduce new tactics. *(no cost)*

2. Increase marketing materials in Fire Halls

Fire Halls are important community gathering spaces in our Municipality. Many events, run by the Fire Service or by other community groups, take place in our Fire Halls. This offers a unique marketing opportunity. By increasing the marketing materials displayed at the Fire Halls and by integrating one on one contact at events, we can amplify our key messages.

At any breakfasts, suppers or other community events, consider offering facility tours or having a Fire Service volunteer speak to the group for two or three minutes about the need for volunteers. If your Fire Hall has a roadside sign, add regular recruitment messages to the sign. *(no cost)*

3. Develop a social media presence

A high percentage of our residents use social media. While the use of social media should be balanced with the need to ensure it does not create department inefficiencies, Fire Service volunteers can engage in social media in small windows of time as available. Individual Fire Departments can create a basic Facebook page that allows them to spread recruitment messages, share first-hand accounts of what it is like to be a Fire Service volunteer, and provide fire safety information to residents. Please note that a departmental Facebook page should never be used to disseminate information about any individual fire incidents. *(no cost)*

4. Engage in speaking opportunities

Active engagement with community groups can support recruitment and retention. Involvement with community groups raises the profile of the fire department in the community and provides recruitment opportunities to those who are already volunteering for other organizations. The intent is not to "poach" volunteers from other organizations, but to seek out people who have the capacity to add more volunteering into their lives and welcome them to the Fire Service. Department Chiefs could speak at local Service Clubs about the need for volunteers, specifically with regards to support personnel. Individual Fire Departments should continue to participate in Fire Safety Week activities and talk about recruitment at these events. *(no cost)*

Municipal Responsibility

The Municipality is committed to supporting the local recruitment and retention initiatives undertaken by individual Fire Departments, and to initiating the centralized initiatives noted below that are selected by the FESC and approved by Council. These initiatives are well suited to being managed by the Municipality for the benefit of all. We recognize the limited time and resources available to individual Fire Departments. These Municipally-managed initiatives are intended to complement the local initiatives.

1. Develop recruitment marketing materials

The Municipality will develop a professional Fire Service volunteer brand. The brand would include visual and thematic elements that could be provided in a template form and customized for each Fire Department.

Using this branded material, the Municipality would produce posters, brochures and online content that can be requested by the Fire Service for their use at their events or on their social media channels. *(Estimated cost \$3,000 one-time expense, \$200 annually). This is a labour-intensive tactic.*

Additionally, the Municipality could create a recruitment package and distribute it to realtors, have the building department hand it out with occupancy permits, and provide it to the military base. *(Estimated cost \$500 one-time expense, \$100 annually). This is a labour-intensive tactic.*

2. Run a marketing campaign

Once a brand is developed, a Municipal-wide awareness campaign will be implemented to improve general awareness of the key messages. Mass media advertising would be coordinated as follows:

- Produce an annual recruitment and recognition newsletter distributed with Municipal Matters. *(Estimated cost \$2,000 annually)*
- Add longer articles in Municipal Matters that highlight various aspects of volunteering with the Fire Service. *(no cost)*
- Paid newspaper ads. *(Estimated cost \$2,000 annually)*
- Paid radio ads. *(Estimated cost \$3,000 annually)*
- Add regular recruitment messages and profiles of Fire Service volunteers on Municipal Facebook page. *(Estimated cost \$500 annually)*
- Editorial stories submitted annually to local media. *(no cost)*

This is a labour-intensive tactic.

3. Expand content on modl.ca

Content created for the marketing campaign would be added to modl.ca. Additionally, we would add a fillable PDF or online form to the MODL website. Completed forms would be forwarded to the appropriate Fire Department. The Fire Service section of modl.ca would include links to every Fire Department website and Facebook page. *(no cost)*

4. Increased community presence

In conjunction with Fire Safety Week, the Municipality would promote the student bursary through local media, social media and presentations at the schools. The presentations will consist of defining the bursary and highlighting the fire services in a positive light and explain how students can get involved. The Fire Services Coordinator would build a relationship with guidance counsellors to encourage a relationship, and suggest they refer students to the Junior Firefighter program and make posters and brochures available to the school.

We would set up a booth at highly attended fairs, shows and conferences in our community, staffed with the Fire Services Coordinator and a Fire Service volunteer. Use this opportunity to connect to individual residents and reach the broader audience. Greet people that pass: "We're in need of new volunteers for the Fire Service in the community. Can I give you this brochure to read, and to pass on to a friend if you're not interested personally?" *(Estimated cost \$1,000 annually)* *This is a labour-intensive tactic.*

5. Advocate for municipal, provincial and federal governments for tax rebates

The Municipality could advocate to the federal and provincial governments for increased tax rebates for Fire Service volunteers, and for funding or tax incentives for those companies/business who allow firefighters to leave their place of work. This would lessen the financial burden to a business and maybe allow for some pay for those firefighters who leave work for fire calls. The Municipality could advocate through the Fire Service Association of Nova Scotia (FSANS). *(no cost)*

Currently the MGA only allows rebates for low-income. The Municipality could request an allowance to offer a rebate on the fire tax to Fire Service volunteers. The cost of such a rebate could vary a great deal

depending on the parameters. If you assume an average fire tax of 10 cents per \$100 of assessment, and an average fire fighter home to be assessed at approximately \$100,000, the rebate would be \$100 per individual. If this option was chosen, the Municipality would rebate the value to volunteers who applied but continue to pay the full fire tax to the Fire Departments. A rebate program would need to be application-based so that the municipality could confirm volunteer status and actual fire tax paid. The Municipality would also establish a maximum rebate value (e.g. \$100) to manage the program budget. *(\$65,900 annually)*

Retention Tactics

As noted earlier, our current volunteers are our best ambassadors, and their recruitment by word-of-mouth advertising is invaluable. As such, current Fire Service volunteers should be treated in ways that make them want to continue supporting the Fire Service and inspire them to support recruitment through their personal connection.

Current firefighters cite “giving back to my community” as the most common reason why they joined the Fire Service, and 90% rate their overall volunteer experience with the Fire Service as Very Good or Good. Of the firefighters who responded to the survey, the primary tactics they believe would increase their commitment to the Fire Service are a pension, more training, more recognition and increased tax rebates.

Fire Service Responsibilities

The following are potential initiatives for individual Fire Departments. Each Department is free to select the initiatives that they feel they can implement with the resources they have available, and that they believe will work in their community. Should a Fire Department choose to pursue any of the methods noted below, they are encouraged to reach out to the Municipality for additional direction or support if desired.

1. Create a mentor program

A strong fraternity can be intimidating to new recruits. Chiefs could assign each new volunteer a “buddy” that checks in on them regularly and builds a strong, respectful relationship.

2. Be alert to burnout

Chiefs could be more cognizant of the potential for volunteer burnout and support their volunteers when they need to step back from their regular responsibilities for short periods of time.

Municipal Responsibility

The Municipality is committed to supporting the local recruitment and retention initiatives undertaken by individual Fire Departments, and to initiating the centralized initiatives noted below. These initiatives are well suited to being managed by the Municipality for the benefit of all. We recognize the limited time and resources available to individual Fire Departments. These Municipally-managed initiatives are intended to complement the local initiatives.

1. MODL to host an annual thank you BBQ for Fire Service volunteers

A number of municipalities host an annual appreciation event for the Fire Service. An annual BBQ could be organized and funded by the Municipality, offering Fire Service volunteers an opportunity to strengthen their relationships with each other and communicate the Municipality's appreciation. *(estimated cost \$8,000) This is a labour-intensive tactic.*

2. Continue to send MODL Fire Services Coordinator and Councillors to annual banquets/awards ceremonies. (no cost)

3. Soft skills training/online training made available for Fire Chiefs

- Emotional Intelligence
- Conflict resolution
- Leadership skills

4. Make Employee Family Assistance Program (EFAP) counselling available to all Fire Service volunteers (\$24 per member annually)

FSANS has been looking at a Family Members Assistance Program that would cost \$24 per member per year. This gives access for the entire family to life skills help, counseling, and legal assistance. The Municipality could offer to pay for this service.

Budget

	One-time expense	Annual expense
Develop recruitment marketing materials	\$3,000	\$200
Developed and distribute recruitment package	\$500	\$100
Print & distribute annual recruitment & recognition newsletter		\$2,000
Paid newspaper ads		\$2,000
Paid radio ads		\$3,000
Paid Facebook ads		\$500
Increased community presence		\$1,000
Annual thank you BBQ		\$8,000
Online soft skills training		\$1,000
EFAP		\$16,000
Municipal fire rate rebate		\$65,900
Total	\$3,500	\$99,700

Appendix A

Potential recruitment tactics discussed at FESC:

- Firefighters/chiefs speak at high schools
- Firefighters/chiefs speak at service clubs
- Community open houses
- Talk about recruitment at fire safety day events
- Roadside signs with recruitment message and safety messages at each firehall
- Social media stories on Municipal Facebook page
- Social media stories on individual fire department Facebook pages
- Hold fire station tours
- Host “wash the truck” community events
- Have firefighters man a booth at community events. “We’re in need of new volunteer firefighters in the community. Can I give you this brochure to read, and to pass on to a friend if you’re not interested personally?”
- Develop a recruitment brochure or postcard, distribute at events, put at the library
- Direct mail recruitment piece
- There are many videos about becoming a volunteer firefighter – is there value in creating a new video, or just sharing other videos on our various social media accounts?
- Ask other local municipalities to participate/cost share?
- Students – municipality will provide a bursary towards your studies if you attend a minimum ## of FD time
- Giving a rebate on property tax if you are giving at least 5 years service
 - Maybe have municipality pay the fire tax rate if you volunteer
 - Just do a minimum ## of hours, do not need to be an active fire fighter
- Create a mentor program
 - Strong fraternity can be intimidating
 - Makes sure you have one buddy that checks into
 - Buddy system
- Everyone who goes to a certain % of training,
 - MODL should pay for the fire fighter to attend the CVFSA training session and conference (anywhere in Canada)
 - Real intensive training
- Put one member in charge of recruitment in each department
 - Gives it a special role,
 - takes some of the work away from chief
- At the breakfasts & community events make sure that the doors are open and tour people through the facility.
- Link to every fire department’s website on MODL’s website
- Recruitment – fillable PDF on MODL website. We just send it to the local department
- Do recruitment fair/Barbeque
 - Hold a job fair, meet & Greet
 - Conveys message: we need you, we want you
 - Reps from every department

- Bring a couple different fire trucks
- Have the auxiliary there as well
- If you sign up on this day, you win a trip to Cuba (like a bridal show)
- Tuition for local students/ Tokyo incentive model
- Door knocking
- Booth at job fairs
- Schools: Build relationships with guidance counsellors to encourage a relationship. Have posters and brochures for the school. Speak at high school events. Attend career day.
- Create a recruitment package and give to realtors, building department can hand out with occupancy permits, give to military base
- Annual recruitment and recognition newsletter distributed with Municipal Matters
- Articles in Municipal Matters
- Recruitment messaging, application form and links to fire department websites on modl.ca
- Paid newspaper ads
- Radio ads
- Editorial stories submitted regularly to local media
- Chiefs speak at service clubs
- Talk about recruitment at fire safety day events
- Add regular recruitment messages to roadside signs at fire halls
- Share Municipal Facebook posts on individual fire department Facebook pages

Potential retention tactics discussed at FESC:

- MODL to host an annual thank you BBQ for Fire Service volunteers
- Continue to send MODL Fire Services Coordinator and Councillors to annual banquets/awards ceremonies
- Soft skills training/online training made available for Fire Chiefs
 - Emotional Intelligence
 - Conflict resolution
 - Leadership skills
- Employee Family Assistance Program (EFAP) counselling
- Buddy system
- Identify burnout and stop it before it happens
- Let Chiefs and others step back if needed
- Recognize the auxiliary
- Prequalify applicants
- Provide a handbook or guide for new firefighters
- Additional tax credits, more from the feds or province and a new Municipal tax credit
- Refund on the fire area rate for volunteers
- More paid training, specialty training
- Fuel discounts for personal use
- Municipality to say thank you, loudly and often
- Identify those needing more support
- Have a buddy system for new recruits, have someone checking in on them



Municipality of the District of Lunenburg

MEMORANDUM

TO: Chairman and Members of the Fire & Emergency Services Committee

CC: Chris Kennedy, Fire and Emergency Services Coordinator
Tina Robichaud-Bond, Administrative Assistant

FROM: Kevin Malloy, Chief Administrative Officer

DATE: May 2, 2018

RE: Fire and Emergency Services Committee Reappointments

Please be advised that, Municipal Council, in session on Tuesday, April 24, 2018, made the following motion:

“that Municipal Council accept the recommendation of the Fire and Emergency Services Committee and reappoint the following Fire and Emergency Services representatives to the Municipality of the District of Lunenburg’s Fire and Emergency Services Committee: Brian Keizer, Chief Tom Lockwood, Chief Steve Patterson, and Deputy Chief Dean Schmeisser.”

Please ensure the appropriate action is taken.

Regards

Kevin Malloy, CPA CA
Chief Administrative Officer

/re



Municipality of the District of Lunenburg

Fire & Emergency Services

MEMORANDUM

Date: April 30, 2018

To: Chair & Members of the Fire & Emergency Services Committee

From: Chris Kennedy, Fire & Emergency Services Coordinator/Administrator

Subject: FESC Subcommittee on Firefighter Personnel Insurance.

History

As you are all aware the Fire and Emergency Services Committee (FESC) Insurance subcommittee has been looking at a standardized personnel insurance policy since mid 2017. A similar subcommittee of the FESC looked at this same issue surrounding firefighter personnel insurance approximately 7 years ago. Due to many factors and so many different policies there was no clear conclusion on how to move forward and work on this initiative ended.

What We Have Learned

There have been delays in the progress of the subcommittee, however, they have been able to compile information regarding most of the present-day personnel policies and coverages fire departments presently have in place. The policy amounts across the county fire departments differ in varying degrees.

- Current Providers Include: VFIS, MEBA, SSQ, Macleod Lorway (Associated with the FSANS group plan) and AA Munro
- Some have low, medium and high firefighter death benefits, weekly indemnity and off duty coverage
- Weekly indemnity varies as do several other categories in the coverages.

The range of different coverage is a serious issue of fairness. It is very important that fire services volunteers have appropriate insurance coverage regardless of the department.

The committee has also spent considerable time compiling three sample policies for on duty, off duty and family coverages that can be discussed with an insurer for amount changes if desired.

At the last Subcommittee April 25, 2018, we invited Bruce Langille to provide advice to the sub-committee. Mr. Langille has many years experience with insurance and risk management

with the provincial government and has assisted several areas to jointly purchase personnel insurance. They have been very successful in setting up insurance that cover these firefighters under the same coverages, thus, eliminating the variances we see presently. With Mr. Langille, the sub-committee discussed options and suggestions as we move forward.

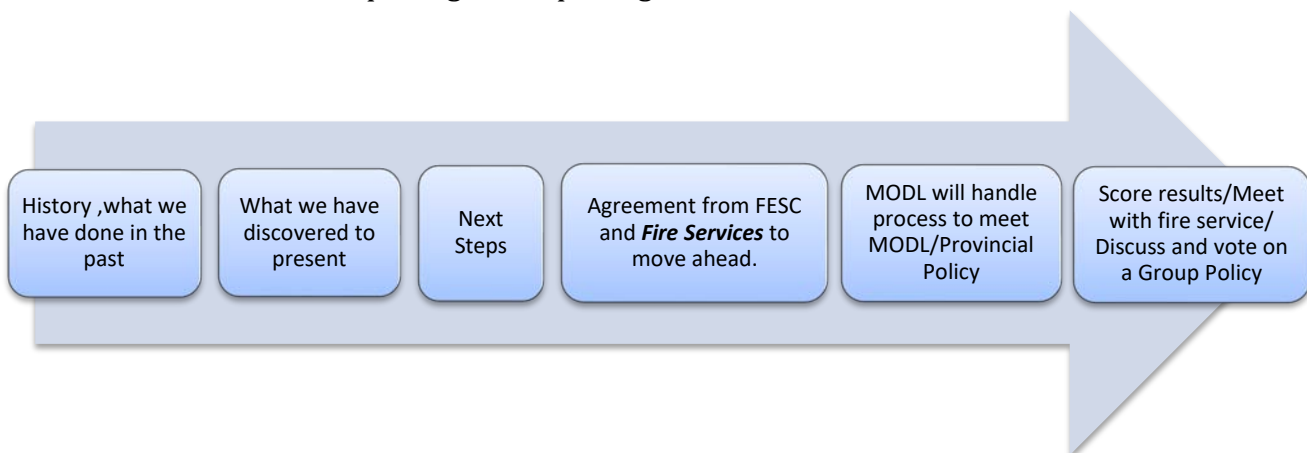
Next Steps

There are a number of factors which the FESC and the insurance subcommittee must consider before proceeding further:

- Procurement Process: purchasing insurance must involve a competitive process, most likely taking the form of an RFP for brokerage services. Some factors to consider include: the need for the FESC to be well advised by a competent broker or consultant in the call for submissions and the evaluation; and the possibility of working with the Municipal Joint Services Board, who are beginning the process of procuring comprehensive municipal insurance for the partner municipalities.
- Decision-making: currently individual departments contract directly with insurers. The most cost -effective approach would be for the municipality to complete the procurement on behalf of all departments, maximizing the economies of scale.
- Buy in from the fire service: a change to jointly procure insurance could lead to an increase in cost to some departments or could also result in a decrease in coverage for some of the more comprehensively insured departments. Certain scenarios can be developed to ensure that all departments will see either a reduction in cost, or an increase in coverage, with the possibility that some departments will experience both.

Discussion and direction from the FESC would be valuable at this point in the subcommittee’s discussion to set a course for the remaining parts of the project.

Following direction from the FESC, the sub-committee will need to engage the fire departments in discussion, and pending municipal and fire services approval, we can seek proposals from different vendors to obtain packages and pricing.



Chris Kennedy
CK



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MEMORANDUM

TO: Chairman & Members, Fire & Emergency Services Committee

CC: Chris Kennedy, Fire Services Coordinator/Administrator

FROM: Alex Dumaresq, Deputy CAO

DATE: April 12, 2018

RE: Nominations for the Fire & Emergency Services Committee Annual General Meeting

During the Annual General Meeting for the Fire & Emergency Services Committee, held on April 11, 2018, a discussion was held regarding nominations.

Those present at the meeting agreed that Fire Department members should be able to be nominated and voted on even if they are not present at the AGM. This should be clearly communicated to all Department members. In addition, a process is required to confirm intent if members are nominated, but are not present.

The Committee should also consider having nominations by paper ballot, as this is regular procedure at the Fire & Emergency Services Committee.

Regards

Alex Dumaresq
Deputy Chief Administrative Officer

/re