



Summary of the Salt Spring Island Fire Protection District
Board and Senior Staff Working Session
May 23rd Harbour House, Ganges



May 28th 2015

Board of Trustees Chair, Linda Lee
Salt Spring Island Fire Protection District
Ganges, Salt Spring Island B.C.

Subject: **Letter of Transmittal**

Chair Lee

I was pleased to have been invited to facilitate the working session for the Board of Trustees of the Salt Spring Island Fire Protection District on May 23rd and want to express my appreciation for your leadership on this agenda and the cooperation received from each of the participants.

On behalf of our firm and our sub-contractors, FireWise Consulting, I want to say that we believe the investment that you have made in bringing these dedicated volunteers and firefighters together on a Saturday will pay dividends for a long time.

It was our pleasure to facilitate this very important session. Please do not hesitate to call on us should you need additional assistance in the future.

Best regards,

A handwritten signature in black ink, appearing to be "Richard L.H. Walker", written over a horizontal line.

Richard L.H. Walker
Sr. Counsel and President
The Walker Resource Group (WRG)

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Letter of Transmittal
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Background

In February 2015, the Salt Spring Island Fire Protection District (SSIFPD) received a report from the Walker Resource Group (WRG) entitled the Fire Service Review (the Report). The 196 page report was the result of four months of research, interviews and organizational assessment conducted by WRG and their sub-consultants, FireWise Consulting. The Report was the culmination of on-site investigations, the review of dozens of documents and a community engagement process that saw four “town hall” meetings and personal interviews. In all, more than 100 individuals were surveyed for their thoughts, observations and opinions on the state of the organization.

The Report detailed the result of the investigation and put forth fifty-six (56) recommendations for action by the Board and operational staff.

In April, elections were held to fill vacant seats on the Board and replace retiring Trustees. Four new Trustees were elected and joined the Board at the Annual General Meeting. These four new Trustees joined two existing Trustees who had just completed their first year in office and a seventh Trustee who has extensive experience on the SSIFPD Board.

In order to facilitate a short but intense learning curve, and with the desire to move quickly on the recommendations contained in the Report, it was deemed prudent to hold a Board working session to review the Report and discuss governance, procedures and protocols.

Introduction

The Salt Spring Island Fire Protection District (the District) Board of Trustees (the Board) and selected full and part-time employees, (the Staff) participated in a working session on Saturday May 23rd at the Harbour House Hotel on Salt Spring Island, to examine the current state of organization; the Walker Resource Group report on the Fire Service Review; and to set a plan for future initiatives.

The working session was divided into a morning and an afternoon session. The morning session focused on Board governance, protocols and organizational issues. The afternoon session concentrated on the recommendations in the 196 page Fire Service Review Report (the Report) and set the stage for additional examination of outstanding issues and the implementation of action items that emerged from the Report and the morning session. Both sessions were facilitated by Richard Walker of the Walker Resource Group.

Working Session Participants:

Morning Session 09:30 to 12:00hrs

Board Chair, Trustee Linda Lee

Trustee Michele Severn

Trustee Michael Garside

Trustee Norbert Schlenker

Trustee Derek Hill

Trustee Michael Schubart

Chief Tom Bremner

Corp & Fin Admin, Andrew Peat

Richard Walker, WRG

Afternoon Session 13:00 to 16:00hrs

Board Chair, Trustee Linda Lee

Trustee Michele Severn

Trustee Michael Garside

Trustee Norbert Schlenker

Trustee Derek Hill

Trustee Michael Schubart

Chief Tom Bremner

Deputy Chief Arjuna George

Assistant Chief Jamie Holmes

PoC Assoc. President Eric Taylor

Richard Walker, WRG

Glen Sanders, FireWise Consulting

Dave Ferguson, FireWise Consulting

AGENDA 09:30 to 12:00hrs

Welcome Remarks – Chair Linda Lee

Board, Leadership and Governance Session – Richard Walker

1. Ground Rules for the Workshop
2. Where the SSIFPD Board is on the Governance continuum
3. Introductions – Trustees, Leadership, Executive, Management & Committees
4. Organizational Structure
5. Protocols, Procedures and Responsibilities
 - a) Bylaws
 - b) Policy
 - c) Budget
 - Development
 - Approval
 - Management
 - Accountability
 - d) Communication
 - Internal communication
 - Chain of communication
 - E-mail and electronic communication protocol – CC/BCC
 - External communication
 - Chain of communication
 - General inquiries – public
 - Media inquiries
 - Government(s)
 - Fire Underwriters
 - Union
 - e) Marketing and Community Relations
 - Public Speaking
 - Fundraising and Foundation/Community activities
6. Other Issues and Summary

Lunch

AGENDA 12:30 to 16:00hrs

Introductions

Report Recommendations review and discussion - Richard Walker, Glen Sanders and Dave Ferguson representing WRG Canada and FireWise Consulting respectively.

7. Review and discussion of the Report recommendations

Rank each recommendation into:

Priority 1 - Must be initiated immediately

Priority 2 - Must initiate during Calendar 2015

Priority 3 - To be initiated in Calendar 2016

Priority 4 - Deferred to later

Each Priority 1 and 2 recommendation must have:

Start date

End or Delivery date

Individual (s) responsible for completion

Related Board Subcommittee (if applicable)

Staff, Board, Paid-on-Call, Contractor or Volunteer required

Cost or Budget estimate

Summary Remarks – Round Table

Final and Closing Remarks - Chair Linda Lee

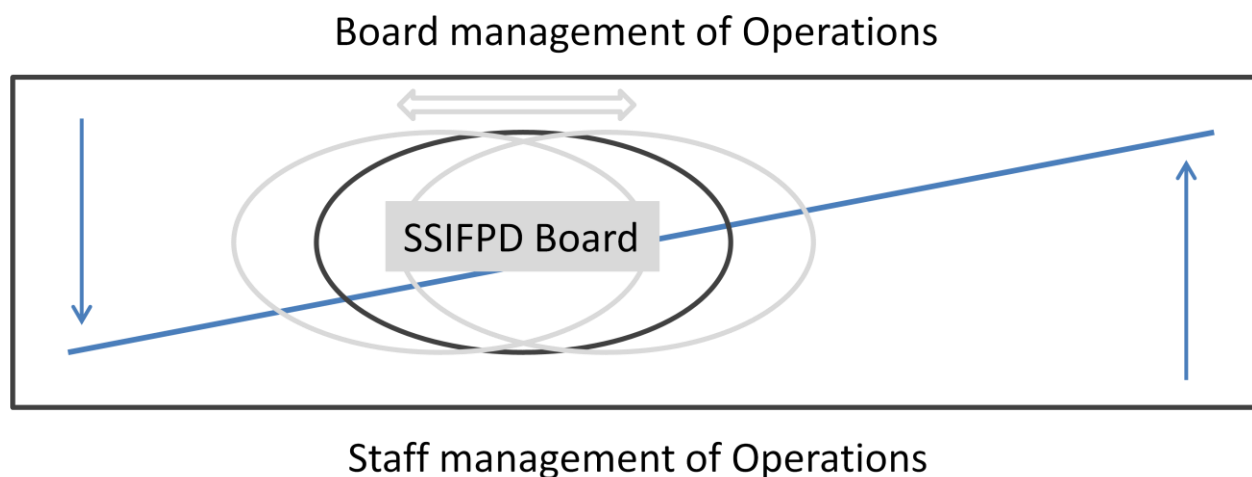
Summary of the Discussion and Decisions

Morning Session:

The SSIFPD Board on the Governance Continuum

The Board was engaged in a review of board governance models and determined that the best current definition of the SSIFPD Board model is that of “Constituent Representational”, meaning that the Trustees occupy the elected positions on the Board as representative of the constituents (the electorate) who selected them for service. It was determined that the SSIFPD Board governance model is located slightly to the left of the midpoint on a continuum of governance where the left end is fully Operational (Hands On) and the right end is purely Advisory with no involvement in the day to day operation of the enterprise.

It was also decided that the position of the Board on the governance continuum was dynamic, in that the Board could occupy a position on the scale – closer to the Operational end when it feels that the Board needs more information; clarity on operational priorities; or that the Board’s responsibility to the electorate dictate that a more “hands on” approach is required. Once those conditions change, the Board would return to its neutral position, or in some cases advance further to the right of the midpoint, as confidence in the operations increases.



Leadership, Management and Committee Membership

The Board spent a considerable amount of time contemplating the leadership structure of the organization. In the end, there was consensus that the Board had the primary leadership role in the organization and shared some of that responsibility and much of the “operational” leadership responsibility with the Chief and the Management Team.

The SSIFPD Management Team

Chief Tom Bremner
Deputy Chief Arjuna George
Corporate & Financial Administrator Andrew Peat
With Board Chair Linda Lee able to attend as required

The Board also suggested that the Chair of the Board and the Chief should meet once every two weeks to review the operations and discuss any issue that may need Board involvement. Trustee Garside was also invited to participate in the bi-weekly meetings.

The Leadership Team

The Management Team has the opportunity to engage additional personnel in the decision-making process and as such, the Leadership Team was identified as follows:

Chief Tom Bremner
Deputy Chief Arjuna George
Corporate & Financial Administrator Andrew Peat
Assistant Chief Jamie Holmes
Association President Eric Taylor



Board Committees

Committees of the Board are evolving as the recommendations of the Report begin to be implemented. The Board currently has tasked an Ad-Hoc Working Group to examine the creation of the required committees. Trustee Schlenker and Severn currently sit on the working group.

The Board has decided to create sufficient committees of the Board so as to assist in the implementation of the Report's recommendations and to support the Management and Leadership Teams in the execution of their responsibilities. The following committees either exist or are contemplated to exist. Trustees self-identified their interest in participating on individual committees as noted below:

Finance and Audit

Michael Schubart
Norbert Schlenker
Mike Garside

Andrew Peat as a non-voting Advisor/Participant

Human Resources

Michele Severn
Norbert Schlenker
Mitch Forest
Derek Hill

Andrew Peat as a non-voting Advisor/Participant

Strategy, Planning and Policy

Norbert Schlenker

Andrew Peat as a non-voting Advisor/Participant

Physical Plant & Infrastructure

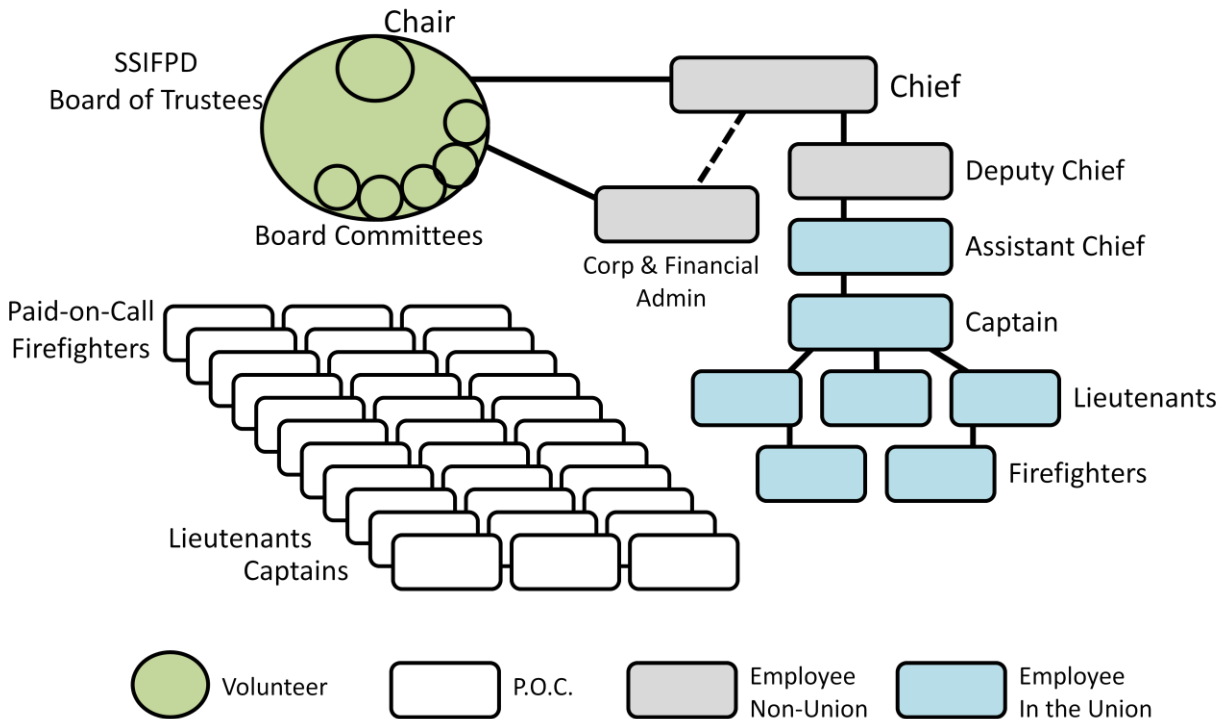
Michael Schubart
Mitch Forest
Mike Garside
Derek Hill

Communications

Michele Severn

The Organizational Structure

The Trustees and the Chief engaged in a discussion about the positioning of various individuals in the organization. The resulting organizational structure is represented as follows:



Protocols, Procedures and Responsibilities

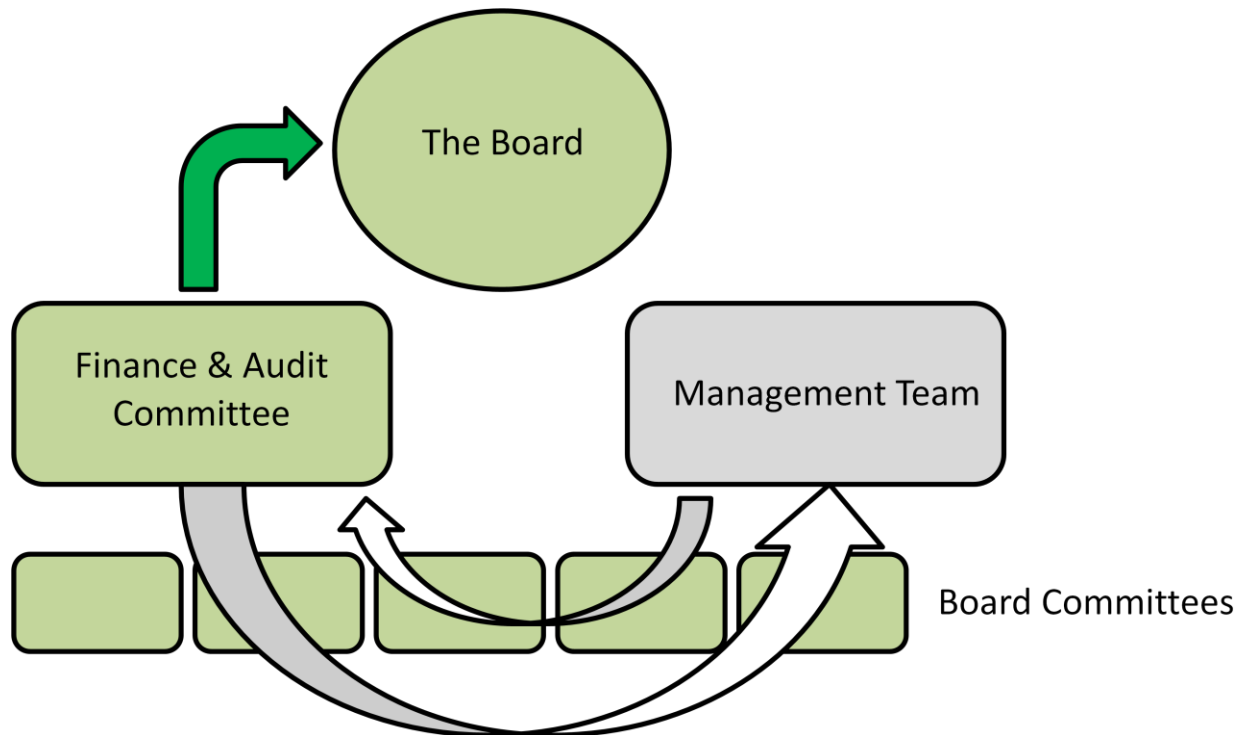
The Improvement District Manual is very specific with respect to the creation of bylaws and policy and as such, the Trustees did not debate those elements.

On the topic of Budget preparation, the Trustees empowered the Management Team to create the Budget using all of the staff resources required to assemble and explain the individual line items. The Management Team was also given the opportunity to consult with the Finance and Audit Committee and to seek counsel from other committees of the Board as might be necessary.

The Management Team submits the Draft Budget to the Finance and Audit Committee, who then review the content and liaise with the Management Team or other committees of the Board for clarification, analysis and commentary.

Once the Finance and Audit committee is satisfied that it has resolved all of the outstanding issues and it is prepared to present the budget to the Board, the

Committee Chair informs both the Chief and the Board Chair of their intention to recommend the Budget for approval.



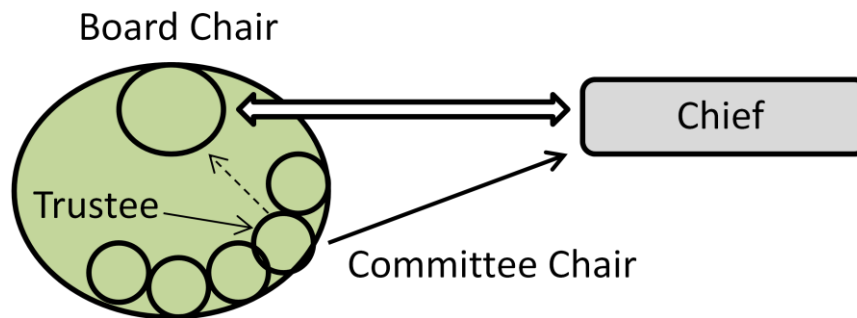
The Management Team is responsible for the day-to-day management of the Budget once accepted by the Board and accountable for adherence to the approved Budget.

Communication

The Board and the Chief agreed that communication and frequent dialogue would help move the Board further to the right on the governance continuum, as the Board gained more knowledge about the operations and the effectiveness of the Management Team. In order to foster a culture of communication and to ensure that there is an opportunity for the Management Team and the Trustees to gain clarity around operational or governance issues, the following communication protocols were adopted:

- Formal Board/Staff communication would be between the Board Chair and the Chief.
- The Board Chair, Trustee Garside and the Chief would meet bi-weekly.
- The Management Team would meet regularly (undefined), chaired by the Chief.
- All Trustees had the right to engage any member of the service in casual dialogue.

A Trustee’s question relating to operations would first be directed to the Chair of the Board Committee most closely associated with the nature of the question. It would then be decided if the Committee Chair needed to engage the Board Chair, or if the Committee Chair would address the question to the Chief. There was also agreement that the Committee Chair could empower the Trustee to go directly to the Chief for an answer. All e-mail communication between a Committee Chair or Trustee and the Chief would be copied (CC’d) to the Board Chair.



E-Mail

All SSIFPD electronic communication will be conducted on SSIFPD assigned e-mails. The use of “blind copying” (BCC) was determined to be detrimental to a culture of open and transparent communication and therefore would not be tolerated. E-mail address management was to be examined by the Communication committee.

External Communication

There was consensus that the Board Chair and the Chief were the only two people authorized to speak on behalf of the SSIFPD, with the caveat that either the Board Chair or the Chief could authorize another Trustee or Officer of the Service to respond to specific issues of questions, if it is deemed more appropriate. An example would be a media inquiry regarding a fire or first response where the Incident Command was other than the Chief.

The media protocol is:

1. Board Chair (Governance and Board issues)
2. Chief (Operations and Incidents)
3. A designated Trustee or Officer

Questions from the public to Trustees are to be directed to the Committee Chair that can best answer the question or address the concern.

Marketing and Community Relations

The Board expressed a desire to learn more about the role of community relations, fundraising partnerships and the foundation. It was agreed that there was insufficient information and time left in the morning session to adequately address this and as such, it was decided that the Communications Committee would explore these issues and provide more clarity at a later date.

Summary Statements from the Morning Session

During the course of the morning, a number of issues were raised that were “parked” on a chart for further examination or were statements that expressed a concern about areas that needed further clarity. The following is in chronological order from the morning session.

- The Board governance style was described as “Noses in, fingers out”.
- There is a lack of written Policy and therefore no clear demarcation of where the lines of authority are.
- Board members need a process so that they can speak to staff to gain clarity on questions – usually operational questions.
- The Strategy and Planning Committee is responsible for drafting Policy – with the assistance of the Management team.
- There is a need for more frequent Budget reporting – perhaps monthly, so that any variances can be discussed and dealt with.
- There is a need for a Policy that sets an amount above which expenditure requests would go to the Board – for items not detailed in the Budget – the Policy may differentiate between Operations and Capital.
- There is a need for a Policy that relates to any proposed changes to the Budget.
- Finance and Audit must look at opportunities for reducing expenditures in the 2015 Budget. We need not wait until Budget 2016.
- SSIFPD Board has committed to rapidly transition to a Zero Based Budget model.

The meeting adjourned for lunch at 12:05hrs

Afternoon Session

The afternoon agenda was dominated by the review of the fifty six recommendations from the Fire Service Review Report. The agenda suggested that each recommendation would be prioritized and subjected to the application of a timeline, responsible individual, budget and human resource requirement. The reality of the time available to the Trustees and the complex nature of some of the recommendations resulted in the agenda being amended such that each of the recommendations would be assigned to a specific Board committee.

The afternoon session started with a lengthy discussion around the importance of Policies that relate to the services that are going to be provided by the SSIFPD; the area within which those services will and will not be provided; and the acceptable level of training for each service. The implications of a delay in the development of Policy in these areas, or the reluctance to articulate and approve a Policy for these issues, could result in serious liability for the SSIFPD.

Subsequent to that discussion, the list of recommendations was examined and each recommendation was assigned to a specific Board committee or to the Management Team for follow-up. The following details the status of each recommendation as a result of the afternoon session:

Assignment of Recommendations to Board Committees

Acronyms

Board	Board of Trustees of SSIFPD
MT	Management Team
LT	Leadership Team
AHWG	Ad-Hoc Working Group to form committees
SP&P	Strategy, Planning and Policy Committee
HR	Human Resource Committee
F&A	Finance and Audit Committee
PP&I	Physical Plant and Infrastructure Committee
Com	Communications

High Priority WRG Recommendations

WRG Recommendation – 4 : The Board should move quickly to create an Orientation Package and a process of mentorship for new Board members. (within 60 days) **Assigned to MT**

WRG Recommendation – 9 : The Board should immediately and formally adopt Robert's Rules of Order and publish an abridged version – with edits and amendments as necessary – on the SSIFPD website as a public document. The resulting Robert's Rules should serve as the minimum standard for all Board or subcommittee meetings. (within 45 days) **Assigned to SP&P**

WRG Recommendation – 10 : SSI Fire Protection District Board of Trustees adopt a participatory model of decision making with subcommittees populated by Trustees and members of the public, and immediately create a Finance and Audit subcommittee, and a Human Resources and Legal subcommittee. (within 45 days) **Assigned to AHWG**

WRG Recommendation – 11 : The Board must move quickly to assign a Board Committee (likely the HR and Legal subcommittee recommended) to start the process of gathering information about Collective Agreements in other jurisdictions and to explore how those communities are addressing the cost of fire services. (within 90 days) **Assigned to HR**

WRG Recommendation – 13 : We suggest that there is a need for the Board to revisit its Letters Patent and other SSIFPD documents, and examine closely where their authorities exist (for service delivery) and where they do not; where the boundaries of service delivery exist and where they need to be amended; and where opportunities and agreements currently exist for Mutual Aid (or should exist) with neighboring jurisdictions. Agreements with BC Ferries, Salt Spring Air, Harbour Air, the Water Taxi service and others should be established or refreshed as they relate to emergency transport. (within 200 days) **Assigned to SP&P**

WRG Recommendation – 14 : The Board must move immediately to engage the rate payers on the island in a dialogue with respect to the fire and rescue service to determine the specific services that need to be provided. The final decision with respect to the level of service required on the island must be discussed and agreed to before the next budget cycle. (within 200 days) **Assigned to SP&P**

WRG Recommendation – 15 : The Board should move to affirm the Zero Based Budgeting model as the standard for all future budgets. (within 45 days) **Assigned to F&A**

WRG Recommendation – 18 : The Board should immediately assign a Task Force or subcommittee to examine the administrative function(s) within the SSIFPD and determine a roster of responsibilities and deliverables. An outside Human Resource advisor should be retained to assist in this regard and to create job description(s), a list of qualifications, and a valuation of the position(s). Current staff could be assessed against these findings and included in the interview process as necessary. (within 45 days) **Assigned to HR**

WRG Recommendation – 20 : The Board should immediately assign a Task Force or subcommittee (like the Facilities and Physical Plant subcommittee recommended) to initiate a Public Engagement process to address the need for a replacement for Hall #1. This process should start at the very beginning: the need to exit Hall #1 and explore all of the options for replacing that functional space. Further, the Board should assign a date of November 30th 2015 for the delivery of the subcommittee recommendation and then begin to plan for a referendum early in 2016. Because of the history behind this issue, the Board is advised to retain a facilitator for this process. (within calendar 2015) **Assigned to PP&I and Com**

High Priority FireWise Recommendations

FireWise Recommendation A8:

That SSIFPD adopt an acceptable level of training for each position and function in a policy statement. **Assigned to HR**

FireWise Recommendation A 3:

That the SSIFPD review the services provided by SSIFR as stated within Bylaw 59 to ensure they meet SSIFPD expectations and community needs. Any desired changes should be reflected in an amended Bylaw. **Assigned to SP&P**

FireWise Recommendation 5.0.1

SSIFPD should re-confirm their commitment to providing pre-hospital care to its constituents and lobby the Provincial Government for some type of cost offsetting options. **Assigned to SP&P**

FireWise Recommendation 13.0.1:

The new fire hall facility design should incorporate enough storage space to keep all equipment in the SSIFR inventory inside the facility where it is warm and dry and, subsequently easier to check and maintain. **Assigned to PP&I**

FireWise Recommendation A9:

It is recommended that SSIFPD clearly define the district boundaries in the interest of risk management. **Assigned to MT**

FireWise Recommendation A 53:

An OG is required for offshore response for areas within the SSIFPD. **Assigned to MT**

FireWise Recommendation A 104:

An OG on out-of-district response is required. **Assigned to SP&P**

WRG Medium Priority

WRG Recommendation – 1 : The Board should move immediately to craft an Oath of Office and have each Trustee read and sign the oath. The Oath of Office and the expectation that the Oath will be signed should be included in the documentation for nominees to vacant Board positions. (within 45 days) **Assigned to SP&P**

WRG Recommendation - 2: The Board should move immediately to draft a Confidentiality Policy and accompanying Agreement for each Board member to review and sign. The Confidentiality Agreement and the Conflict of Interest Policy and the expectation that both will be signed should be included in the documentation for nominees to vacant Board positions. (within 45 days) **Assigned to SP&P**

WRG Recommendation - 3 : The Board should move immediately to create a Conflict of Interest policy and have each member of the Board review and sign it. (within 45 days) **Assigned to SP&P**

WRG Recommendation – 5 : The Board is encouraged to conduct a Board Governance workshop once annually to ensure that they identify and hold themselves accountable for the roles and responsibilities set out for them and set forth by themselves. It is important that this session be held annually so that “mission drift” is avoided and adherence to standards of practice for Board members is maintained. It is also suggested that the Board invite representatives from the Ministry to attend and participate in the working session. (within calendar 2015) **Assigned to SP&P**

WRG Recommendation – 6 : The Board should immediately initiate a Board Task Force to address this issue (within 45 days), start a dialogue with professionals on the island who have experience in this area and connect with the Library and the High School to see if a mutually beneficial program can be established. It is strongly recommended that the SSIFPD then move quickly to assemble all hard copy and electronic documentation; research and adopt a simple Document Management System (DMS); and proceed with archiving all material. (completed within 200 days) **Assigned to Com**

WRG Recommendation – 7 : The Fire Rescue service as part of the Board Task Force noted should seek professional assistance in the creation of a policy that

requires all documentation to be made available to the registered property owners on the island and potentially to the public in general, in electronic form from the web site or a web portal. The exception to this would be the aforementioned confidential documents, for which the Board must create a criteria for designation and a process to review, approve or reject access requests. The policy must include timelines for reviewing requests and providing a response. (completed within 200 days) **Assigned to Com**

WRG Recommendation – 8 : The Board should develop a Communication Plan that addresses the need to engage and inform the public more fully. This plan should include the creation of a new web portal as discussed above; access to all SSIFPD documents; an annual “State of the Service” presentation by the Chief and the Board Chair; more frequent press releases; better use of social media; and greater public engagement. (completed within 200 days) **Assigned to Com**

WRG Recommendation - 12 : The Board should begin the process of building a professional negotiating team; seek outside advice with respect to what can and what cannot reasonably be expected in the December 2016 negotiations; and move to engage the unionized firefighters in a constructive dialogue to address the community’s concerns regarding services to be delivered and the associated cost. (within calendar 2015) **Assigned to HR**

WRG Recommendation – 16 : The Board should move to meet with the relevant authorities in all of the water supply organizations to confirm a process of testing, rating and marking hydrants, standpipes and water supply systems and make that information available on the SSIFPD website or portal. (within calendar 2015) **Assigned to PP&I**

WRG Recommendation – 17 : The Board assign a Task Force or subcommittee to examine bylaw administration and enforcement and to meet with the relevant authorities from the CRD, Islands Trust and RCMP to discuss a coordinated enforcement program that meets the needs of the island residents. (within calendar 2015) **Assigned to SP&P**

WRG Recommendation – 19 : The Board should move quickly to have a structural assessment completed on Halls #2 and #3 so that the risk of damage during a seismic event can be determined. (within calendar 2105) **Assigned to PP&I**

FireWise Medium Priority

FireWise Recommendation 14.0.1: The strategic goal of maintaining the Superior Shuttle Service Accreditation should be a priority beyond the 2016 expiry. **Assigned to PP&I**

FireWise Recommendation 14.0.2: That other dry hydrant locations be identified and implemented as a strategic goal for alternative water supply. **Assigned to PP&I**

Low Priorities and Work in Progress - No Priority Rank

FireWise Recommendation 9.5.2: That the SSIFPD Board create a Policy giving direction to SSIFR for the provision of a regular system of fire safety inspections of public buildings within the SSIFPD. **Assigned to SP&P**

FireWise Recommendation 9.5.2.1: That inspection frequencies within OG 5.01.00 be adjusted to more closely match actual fire risk assessment and available resources. **Assigned to MT**

FireWise Recommendation 6.0.1: To assist with future operational decisions, SSIFR should provide mapping for elected officials and the public that illustrates response times of actual incidents to all areas within the SSIFPD. **Assigned to MT**

FireWise Recommendation 15.0.1: A long term fleet replacement plan should be adopted by SSIFPD and funds set aside in a reserve fund to offset replacement apparatus purchase cost. **Assigned to PP&I**

FireWise Recommendation: 18.0.1: A SSIFPD policy on the use of Social Media should be adopted as part of an overall communication strategy. **Assigned to Com**

FireWise Recommendation C 1: That options for live fire training at the Fulford fire training ground be renegotiated. **Assigned to PP&I**

FireWise Recommendation 9.3.1: That SSIFR continue to access training directed at maintaining and/or upgrading skills necessary for LAFCS. **Assigned to MT**

FireWise Recommendation 9.3.2: That an OG be written ensuring there is a process for the Fire Chief, the Deputy Fire Chief, and other appointed LAFCS to be excused when any real or perceived conflict of interest may arise. **Assigned to MT**

FireWise Recommendation 11.0.1: Make a housekeeping revision to the Policy statement within OG 5.01.01 to state that pre-incident plans shall be completed for “high risk” occupancies in addition to ‘high hazard’ occupancies. **Assigned to MT**

FireWise Recommendation 11.0.2: Ensure pre-incident plans for all “high hazard” and “high risk” occupancies are current and in a standard format. **Assigned to MT**

FireWise Recommendation 16.0.1: That SSIFPD create a policy statement which states the specific industry standard(s) they will accept for the manufacture of fire apparatus that they purchase. **Assigned to PP&I**

FireWise Recommendation A59: An OG is required for a ten minute incident timer in compliance with NFPA 1561. **Assigned to MT**

FireWise Recommendation A63: An OG on the change of fire attack strategy from Defensive to Offensive is recommended. **Assigned to MT**

FireWise Recommendation A 65: An OG for personnel who have come in contact with bio hazards is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation A 68: OG 2.27.02 and/or 2.27.00 should be revised to include decontamination procedures. **Assigned to MT**

FireWise Recommendation A80: An OG on confined space operations is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation A 107: An OG on high angle rescue operations is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation B 4: OG 2.44.5 be enhanced to address the transportation of an injured worker to a hospital emergency room. **Assigned to MT**

FireWise Recommendation B 7: The minutes of the monthly OH&S safety committee meetings be submitted to SSIFPD Board. **Assigned to MT**

FireWise Recommendation B 15: BCERMS should be adopted for an incident command system standard. **Assigned to MT**

FireWise Recommendation B 24: A process needs to be established for forwarding accident reports to the SSIFPD. **Assigned to MT**

FireWise Recommendation B 26: That the procedures used with respect to corrective action following an accident investigation including corrective action be included in the appropriate Operational Guideline. **Assigned to MT**

FireWise Recommendation B 30: That the department Operating Guidelines and Policies be posted in the member's section of the SSIFR website so members can access them. **Assigned to Com**

FireWise Recommendation B 39: An OG on fall protection is required by WorkSafeBC. **Assigned to MT**

FireWise Recommendation B 41: That O.G. 3.02.00 is amended to reflect that the minutes of the Joint Occupational Health & Safety committee meetings are sent to the SSIFPD on a regular basis. **Assigned to MT**

FireWise Recommendation B 59: An OG on vehicle and small engine exhaust extraction or management is required by WorkSafeBC.

FireWise Recommendation B 47: That the cascade system bottle composition type be verified to determine if they are ASME or DOT cylinders and if they are determined to be the latter, they are hydrostatically tested. **Assigned to MT**

The afternoon session concluded at 16:10 hrs.

Conclusion

The Board of Trustees, senior staff and the consulting team retained to complete the Fire Service Review, came together for a single day to set a new agenda for the SSIFPD. The work that was completed on May 23rd will go a long way to moving the Fire Protection District forward, and will without question, result in an improved, more efficient and effective operation and governance model. The fifty nine recommendations will allow SSIFPD to effect change where change is required, maximize its resources and potentially save money.