



***Tentative Agenda for Committee of  
Council Agenda***

***Monday, October 22, 2018 @ 6:30 PM***

*55 Victoria Street  
Kensington, PEI  
C0B 1M0*

*Phone: (902) 836-3781*

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*Web Site: [www.kensington.ca](http://www.kensington.ca)*

***Please ensure all cell phones and other electronic devices are turned  
off or placed on non-audible mode during the meeting.***

**Town of Kensington  
Committee of Council Meeting  
Monday – October 22, 2018 – 6:30 PM**

**1. Call to Order**

**2. Adoption of Agenda (Additions/Deletions)**

**3. Declaration of Conflict of Interest**

**4. Delegations, Special Speakers and Public Input**

- a. Barry Murray, former Executive Director of the Kensington North Watersheds Association, will provide Committee of Council with a presentation and update on the Kensington Wellfield Protection Plan.

**5. Adoption of Previous Meeting Minutes – September 24, 2018**

**6. Business Arising from Minutes – September 24, 2018**

**7. Staff Reports**

- a. CAO's Report
- b. Fire Department Statistical Report
- c. Police Department Statistical Report
- d. Development Permit Summary Report
- e. Bills List – Town
- f. Bills List – Water and Pollution Control Corporation
- g. Summary Income Statement
- h. Credit Union Centre Report

**8. New Business**

- a. COC Memo - KFD Policy and Standard Operating Guidelines
- b. COC Memo – Accounts Receivable Policy
- c. COC Memo - Investing in Canada Infrastructure Program - Expressions of Interest

**9. Councillor Issues/Inquiries**

**10. Correspondence**

**11. In-Camera (Closed Session) - *Nil***

**12. Adjournment**

**Town of Kensington  
Committee of Council Meeting  
Monday, September 24, 2018  
6:30 PM**

**Council Members Present:** Mayor, Rowan Caseley; Deputy Mayor, Rodney Mann;  
Councillors: Spencer, Doucette, Pickering, MacLean and  
Mill

**Staff Members Present:** Chief Administrative Officer, Geoff Baker; Deputy  
Administrator, Wendy MacKinnon; Administrative  
Assistant, Kim Caseley; Police Chief, Lewie Sutherland

**Visitors:** John Flood and Randy Robar

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**1. Calling of Meeting to Order**

**1.1** Mayor Caseley called the meeting to order at 6:30 PM and welcomed Council members, staff and visitors.

**2. Adoption of Agenda**

**2.1** *Moved by Councillor Mill, seconded by Councillor MacLean to approve the agenda for the September 2018 Committee of Council meeting. Unanimously carried.*

**3. Declaration of Conflict of Interest**

**3.1** Mayor Caseley discussed that Members of Town Council or staff who believe they may have a conflict of interest on any matter that will be discussed at this meeting should declare that potential conflict at this time, withdraw at the time of discussion and vacate the Council Chambers during deliberation and decision.

**4. Delegations, Special Speakers and Public Input**

**4.1** John Flood, former Charlottetown Police Officer and Randy Robar, former RCMP Commanding Officer provided Committee of Council with an update on the Provincial Policing Review and initiatives being worked on by the Police Services Transition Steering Committee and the Police Services Transition Leadership Team, with specific reference to the establishment of a new e-ticketing regime for the entire Province.

*John Flood and Randy Robar excused themselves from the Council Chamber at 7:25 pm.*

**5. Adoption of Previous Meeting Minutes**

**5.1** *Moved by Councillor Spencer, seconded by Councillor Doucette to approve the Committee of Council meeting minutes from June 25, 2018. Unanimously*

*carried.*

**6. Business Arising from Minutes**

**6.1** Councillor Spencer inquired about the status of the surplus Fitplex Equipment.

**6.2** Councillor Spencer requested that the long grass between the road and sidewalks be cut in several locations throughout the town.

**7. Staff Reports**

**7.1 CAO's Report**

**7.1.1** *Moved by Councillor Doucette, seconded by Councillor Spencer to receive the September 2018 CAO's Report as prepared by CAO, Geoff Baker. Unanimously carried.*

**7.1.2** Deputy Mayor Mann inquired about the sale of the street sweeper. Mr. Baker confirmed that there was some work required, but currently had an interested purchaser. Mr. Baker will provide further information as it becomes available.

**7.1.3** Mayor Caseley presented the draft design work for the railyard signage project. General support was given by Council to the concept drawings, with the request to change the design photo for the sign located adjacent to the train station.

**7.1.4** Mayor Caseley shared with Council, a sign donated by members of the Kensington Artisans Market. Council expressed their thanks and appreciation.

**7.2 Fire Department Statistical Report**

**7.2.1** *Moved by Councillor Mill, seconded by Councillor Spencer to recommend to Town Council the adoption of the August 2018 Fire Chief's Report as prepared by Deputy Fire Chief Hickey. Unanimously carried.*

**7.3 Police Department Statistical Report**

**7.3.1** *Moved by Councillor MacLean, seconded by Councillor Spencer to recommend to Town Council the adoption of the August 2018 Police Statistical Report as prepared by Chief Sutherland. Unanimously carried.*

*Chief Sutherland excused himself from the Council Chamber at 8:00 pm.*

**7.4 Development Permit Summary Report**



**7.4.1** *Moved by Councillor Spencer, seconded by Councillor Doucette to receive the Development Permit Summary Report for September 2018 as prepared by Administrative Assistant, Kim Caseley. Unanimously carried.*

**7.5 Financial Report (Summary Income Statement & Bills List)**

**7.5.1** *Moved by Deputy Mayor Mann seconded by Councillor MacLean to recommend to Town Council the approval of the General Bills List for August 2018 in the amount of \$222,649.03. Unanimously carried.*

**7.6 Summary Income Statement**

**7.6.1** *Moved by Deputy Mayor Mann, seconded by Councillor Pickering to recommend to Town Council the adoption of the Summary Income Statements for August 2018, as prepared by Deputy Administrator, Wendy MacKinnon. Unanimously carried.*

**7.7 Credit Union Centre Report**

**7.7.1** *Moved by Councillor Spencer, seconded by Councillor Doucette to recommend to Town Council the adoption of the Community Gardens Complex Report for August 2018, as prepared by CGC Manager, Robert Wood. Unanimously carried.*

**7.7.2** Deputy Mayor Mann noted that the wall behind the old Community Gardens Complex sign was not painted prior to the new sign installation.

**7.7.3** Councillor Mill inquired if a rain date should be scheduled for the Harvest Festival Parade in future years. Mr. Baker noted that the parade requires many volunteers and organizers, including police services to facilitate the event in a safe manner. It was determined to proceed without scheduling a rain date at this time.

**7.7.4** Deputy Mayor Mann noted that the outside double door in the back hallway of the Credit Union Centre is not locking properly. He also expressed concern that the door handles on the rink dressing rooms are not large enough for the hockey players to open the door when wearing their hockey gloves.

**7.7.5** Councillor Pickering requested that the Credit Union Centre staff make organizers aware if the outside washroom is unavailable when booking ball tournaments.

**7.7.6** Councillor Mill inquired about having an electric sign installed at the Credit Union Centre to promote events.

**8. New Business**

## **8.1 2018 Municipal Election Timeline**

- 8.1.1** Received for information, with the amendment of the Advanced Poll date from November 3, 2018 to the correct date of October 27, 2018.

## **8.2 Conflict of Interest Bylaw**

### **8.2.1 *Moved by Councillor Spencer, seconded by Councillor MacLean***

*THAT Committee of Council recommend that Town Council give first reading to the Conflict of Interest Bylaw at their October regular meeting. Unanimously carried.*

## **9. Councillor Issues/Inquiries**

- 9.1** Councillor MacLean inquired about the plans to expand the Town following the upcoming election. Mayor Caseley noted that this is an item that will be reviewed as part of the strategic plan that the Town is currently in the process of completing. The Town has held many discussions with the Province in regards to the development of a new industrial park and will continue to work on a solution.
- 9.2** Councillor Spencer noted that the pot hole located by his property on Linwood Dr. has not been patched.
- 9.3** Councillor Spencer discussed the public transit bus drop off and pick up locations in Kensington. It was requested that Town consider the construction of a bus shelter and looking into changing their pick-up location. Mr. Baker will speak with the transit company for further details.
- 9.4** Councillor Doucette requested that the sidewalks be marked in areas that need repair to help bring attention to walkers as they can be a tripping hazard.
- 9.5** Mayor Caseley expressed his appreciation to Ken Fornetran for his work organizing the Kensington Musical Nights Series. A letter of appreciation will be drafted and forwarded to Mr. Fornetran.
- 9.6** Mr. Baker discussed the available funds in the pothole patching budget. Public works staff have requested quotations on the replacement of two sections of sidewalk located on School Street and Commercial Street. Information will be brought forward at the October Council meeting.
- 9.7** Mr. Baker announced that Fire Chief Allan Sudsbury has resigned as Chief effective of October 1, 2018. Deputy Chief Rodney Hickey will resume the position of acting Chief until a Chief has been appointed.

## **10. Correspondence**

- 10.1** A donation request from PEI Military Family Resource Centre.

*Moved by Councillor Doucette, seconded by Deputy Mayor Mann to recommend to Town Council they approve a \$100.00 donation to the PEI Military Family Resource Centre to support their 3rd annual performance of SALUTE. Unanimously carried.*

- 10.2** A Thank You letter from Jamie MacKay on behalf of the Ross's Place community garden.

- 10.3** A donation request from the KISH Student Breakfast Program.

*Moved by Councillor Pickering, seconded by Councillor Doucette to recommend to Town Council they approve a \$120.00 donation to the KISH Student Breakfast Program. Unanimously carried.*

- 10.4** A letter from Ryan Simmons requesting financial support for the travel expenses for Miss Community Gardens to attend an annual exchange in Newfoundland.

*Moved by Councillor Pickering, seconded by Councillor MacLean to recommend to Town Council a \$400.00 donation to Miss Community Gardens to facilitate her flight to Newfoundland to take part in the annual exchange with Miss Newfoundland and Labrador. Unanimously carried.*

- 10.5** A donation request from The Kidney Foundation of Canada requesting the Town purchase tickets to their annual Gala of Home fundraising event. – *No action*

- 10.6** A donation request from Camp Triumph requesting the Town purchase tickets to their annual Gala Dinner and Concert fundraising event.

*Moved by Councillor Spencer, seconded by Councillor MacLean to provide a \$100 donation in support of the Camp Triumph fundraising efforts. Unanimously carried.*

**11. In-Camera (Closed Session)**

- 11.1** *Nil*

**12. Adjournment**

- 12.1** *Moved by Councillor Spencer, seconded by Councillor Mill to adjourn the meeting at 9:00 PM. Unanimously carried.*

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Wendy MacKinnon,  
Deputy Administrator

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Rowan Caseley,  
Mayor

<b>Town of Kensington</b>		
<b>CAO Monthly Report for Committee of Council - October 2018</b>		
<b>Item #</b>	<b>Project/Task</b>	<b>Status</b>
1	Emergency Measures Organization	NO UPDATE
2	Exempt Staffing Policy	NO UPDATE
3	STEP Application	NO UPDATE I completed the application on behalf of the Kensington Area Chamber of Commerce (KACC). The application was submitted to ACOA on July 3rd. I have not at this point been given any update on the status of the application.
4	Conflict of Interest Bylaw	The Conflict of Interest Bylaw was reviewed and given first reading and approval at the regular October meeting of Town Council. It will be brought forward to the November regular meeting for second reading and formal adoption.
5	Financial Policy Development	An Accounts Receivable Policy has been circulated with the tentative agenda package. It is requested that Committee of Council review the policy and recommend its adoption to Town Council. Further policies to be drafted include a Capitalization Policy and a Debt Management Policy. As each policy is completed, it will be brought forward to Town Council for consideration and approval.
6	Access to Information and Protection of Privacy Bylaw	NO UPDATE The Town currently possesses an Access to Information Bylaw however it will be required to be re-drafted to ensure it complies fully with the new Act. The Bylaw will be drafted by staff and presented to Town Council upon completion. It is understood that the Province of PEI are currently in the process of reviewing their Freedom of Information and Protection of Privacy Act.
7	Records Retention and Disposition Bylaw	NO UPDATE Required under the new MGA. The Bylaw will be drafted by staff and presented to Town Council upon completion.
8	Procurement Bylaw	NO UPDATE Required under the new MGA. The Bylaw will be drafted by staff and presented to Town Council upon completion.
9	Street Sweeper Disposal	I have reached out to a potential buyer and hope to have more definitive information on the sale of the street sweeper for the Committee of Council meeting.
10	Signage	the signage replacement project in the amount of \$5,000. Staff and the Mayor met with the designer and hope to have refined designs back shortly, specifically as it relates to the small sign adjacent to the train station. Staff have begun to reach out to business in the rail yards area to
11	Street Transfer to Province of PEI	I am not anticipating any update on this item through the end of 2018. I understand that the Province are still in the process of identifying rights-of-way. The Province continues to maintain responsibility for street maintenance.
12	Wellfield Protection Plan	Barry Murray will make a presentation to Committee of Council on the Town's Wellfield Protection Plan.
13	Fire Department Policy Development	Amendments have been made to the Policy and Standard Operating Guideline Manual, as directed by Town Council. The document is circulated with the tentative agenda package. It is recommended that Committee of Council review the policy and recommend its approval to Town Council.
14	Strategic Plan Development	The deadline for feedback from Council and staff was September 25th. 6 responses were received from Town Council and 8 from staff. A resident survey and invitation to the resident visioning session was sent out on October 1st. Invitations to the Business/Community Leader session were sent out (and personally delivered) by the Mayor over the last week. The resident and business leader sessions are scheduled for November 15th.
15	Victoria Street West Sidewalk Replacement	It appears that the Province intends to complete storm sewer replacement along Victoria Street West in 2020. The Mayor will discuss the project with the Minister of Transportation to determine if it is possible to move their project forward to enable the town to complete the sidewalk replacement in 2019. I have requested that the topo survey be expediated.
16	Immigration - PNP Community Endorsement	Since the Province's modification to the PNP program I have received no requests for community endorsements.
17	Official Plan and Zoning Bylaw 5 Year Review	The RFP is complete and was forwarded to the Province for review to ensure compliance with the Planning Act. Several modifications were proposed by the Province, some of which will be incorporated in to the document prior to issuing. The RFP has not yet been issued.
18	2018 Municipal Election	Nominations closed as of 2:00 PM on October 19th. There was one candidate for Mayor and 10 candidates for Town Council positions. The advanced poll will be held on October 27th. Election Day is November 5th.

Item #	Project/Task	Status
19	Credit Union Centre Warm Room	A copy of the Development Permit Application is circulated with the tentative agenda package. The CAO has provided approval to start the project (as was agreed to by Town Council). Approval was given on November 12th.

## Fire Department Occurrence Report 2018

[illegible]

[illegible]

[illegible]



[illegible]

## **Police Report September 2018**

KPS received 3 false alarms during the month.

Sep 4 @ 1915hrs – Valley Truss, member attended.

Sep 8 @ 0622hrs – Mel's Petro Can, member attended.

Sep 15 @ 2335hrs – Kensington Liquor Store, member attended.

Year To Date Approved Development Permits Summary Report  
2018

Development Permit Category	January	February	March	April	May	June	July	August	September	October	November	December		Total	
Addition Commercial						1								1	
Addition Single Family Dwelling				1										1	
New Industrial								1						1	
New Residential Accessory Structure	1			1			1	2		2				7	
New Residential Deck/Fence/Pools				1	1		1							3	
New Semi Detached Dwelling				1										1	
Renovation Commercial						1								1	
Renovation Other										1				1	
Residential additions/alterations						1								1	
Total:						1								17	

Total Estimated Construction Value
\$25,000.00
\$45,000.00
\$1,000.00
\$30,700.00
\$22,000.00
\$300,000.00
\$10,000.00
\$5,000.00
\$3,500.00
\$442,200.00

For the period October 10, 2018 to October 19, 2018

Other											
	10/19/2018	80648	Town of Kensington - 25 Garden Drive	902-836-3781	Pending Approval	Renovation	Other		\$5,000.00	11/13/2018	11/30/2018
			25 Garden Drive				Description:	Construction of a 16'5"x11'2" warm room			

**Sub Total: \$5,000.00**

**Sub Total: \$10,000.00**

**Total: \$15,000.00**



Mailing Address:  
55 Victoria Street E  
PO Box 418  
Kensington, PE  
C0B 1M0  
  
Tel: 902-836-3781  
Fax: 902-836-3741  
Email: [townmanager@townofkensington.com](mailto:townmanager@townofkensington.com)  
Website: [www.kensington.ca](http://www.kensington.ca)

For Office Use Only	
Permit #:	
Date Received:	Oct 18, 2018
Date Approved:	
PEI Planning:	
Permit Fee: \$	<input type="checkbox"/> Paid

## DEVELOPMENT PERMIT APPLICATION

### 1. Property Information

Project Address: 25 Garden Drive Property Tax Number (PID): 80648  
Lot No.: \_\_\_\_\_ Subdivision Name \_\_\_\_\_ Current Zoning: O1 (Recreation)  
Are there any existing structures on the property?: ☐ No ☒ Yes, please describe:  
Senior Centre and Ball Field Structures

Land Purchased from \_\_\_\_\_ Year Purchased \_\_\_\_\_

Location of Development	Property Size	
<input type="checkbox"/> North <input type="checkbox"/> East	Road Frontage _____	Acreage _____
<input type="checkbox"/> South <input type="checkbox"/> West	Property Depth _____	Area sq. ft. _____

### 2. Contact Information

APPLICANT Name: Town of Kensington Address: 55 Victoria Street E  
Phone: 902-836-3781 Cell: \_\_\_\_\_  
Email: townmanager@townofkensington.com Postal Code: C0B 1M0

Same as Above: ☒  
OWNER Name: \_\_\_\_\_ Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Cell: \_\_\_\_\_  
Email: \_\_\_\_\_ Postal Code: \_\_\_\_\_

CONTRACTOR, ARCHITECT OR ENGINEER Name: \_\_\_\_\_ Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Cell: \_\_\_\_\_  
Email: \_\_\_\_\_ Postal Code: \_\_\_\_\_

### 3. Infrastructure Components

Water Supply ☒ Municipal ☐ Private Sewage System ☒ Municipal ☐ Private

### 4. Development Description

☐ New Building ☒ Renovate Existing ☐ Addition ☐ Demolition ☐ Other \_\_\_\_\_

<input type="checkbox"/> Single Family (R1)	<input type="checkbox"/> Commercial (C1)	<input type="checkbox"/> Public Serv./Institution (PSI)	<input checked="" type="checkbox"/> Other
<input type="checkbox"/> Semi-Detached (R2)	<input type="checkbox"/> Industrial (M1)	<input type="checkbox"/> Accessory Building	
<input type="checkbox"/> Multi-Unit Res. (R3)	<input type="checkbox"/> Mini Home (RM1)	<input type="checkbox"/> Decks/Fence/Pools	

Type of Foundation	External Wall Finish	Roof Material	Chimney
<input type="checkbox"/> Poured Concrete	<input type="checkbox"/> Vinyl Siding	<input type="checkbox"/> Asphalt	<input type="checkbox"/> Brick
<input type="checkbox"/> Slab	<input type="checkbox"/> Wood Shingles	<input type="checkbox"/> Steel	<input type="checkbox"/> Prefab
<input type="checkbox"/> Pier	<input type="checkbox"/> Steel	<input type="checkbox"/> Other	<input type="checkbox"/> Other
<input type="checkbox"/> Other	<input type="checkbox"/> Other		

Number of Stories	Number of Bedrooms	Number of Bathrooms	Ground Floor (ft)
			Width _____ Length _____



Detailed Project Description: Construction of a 16'5" x 11'2" Warm Room

Estimated Value of Construction (not including land cost): \$5,000

Projected Start Date: November 13, 2018 Projected Date of Completion: November 30, 2018

Please provide a diagram of proposed construction:

- |  |  |
|--|--|
| a) Draw boundaries of your lot.                            | b) Show existing and proposed buildings. |
| c) Indicate the distance between buildings.                | d) Show location of driveway.            |
| e) Indicate distance to property lines and center of road. |  |

Please see attached

**I DO SOLEMNLY DECLARE & CERTIFY:**

1. That I am the Authorized Agent of the Owner/the Owner named in the Application for a permit hereto attached.
2. That the information contained herein, the attached plans, and other included documents are true and complete and the development will be constructed or carried out in accordance with the plans and specifications as submitted.
3. Providing that the Town of Kensington and/or its agents or employees are acting in good faith in the administration of the Town Bylaws, I waive all rights of actions against Town of Kensington and/or its agents or employees in respect of any damages which may be caused through the operation of any provision(s) of its Bylaw or the revoking of a permit for any cause or irregularity or nonconformity with the Bylaw or regulations adopted by the Town of Kensington.
4. I assume responsibility for damage to any Town property including: sidewalks, curbs, streets or other infrastructure and I irrevocably agree to bear the cost of remediation repair or replacement of any Town damaged by myself or by any contractors, agents or employees working on the property which is the subject of this application to the complete satisfaction of the Town of Kensington.
5. Where services are available, properties must be serviced by municipal water and sewer in accordance with the Town of Kensington Water and Pollution Control Corporations minimum standards. I am responsible for costs associated with the connection as outlined in the IRAC (Island Regulatory and Appeals Commission) Regulations. Any connection to water or sewer must be inspected by the Town of Kensington Public Works Department and 24 hrs notice must be given and inspections must be made between the hours of 8 am and 5 pm, Monday to Friday.
6. That I know of no reason why the permit should not be granted in pursuance of the Application, and I make this declaration conscientiously believing it to be true.
7. I agree to comply with all laws of Canada, Province of Prince Edward Island, and Bylaws of the Town of Kensington pertaining to the construction/and use of the development applied for herein.
8. I understand that all Development Permits are subject to a 21-day appeal period as stated under the PEI Planning Act.

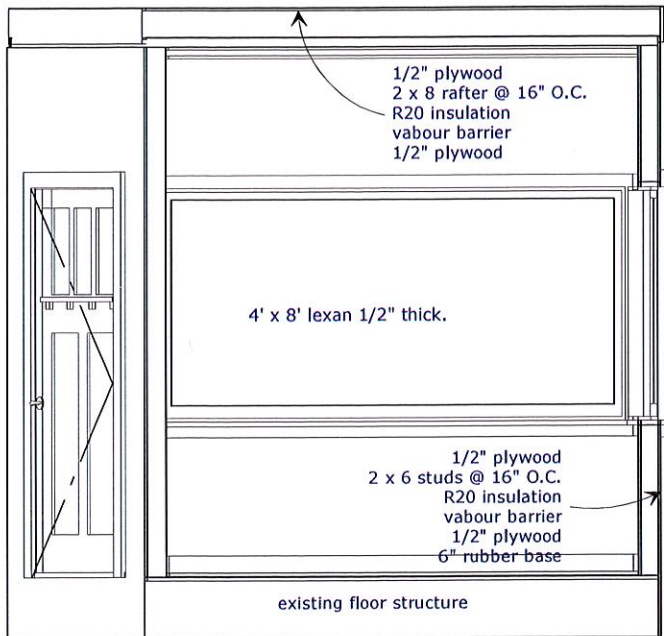
Further, I realize that the payment of monies for this application does not constitute approval of a permit nor approval to commence any part of the work applied for.

Signature of Applicant

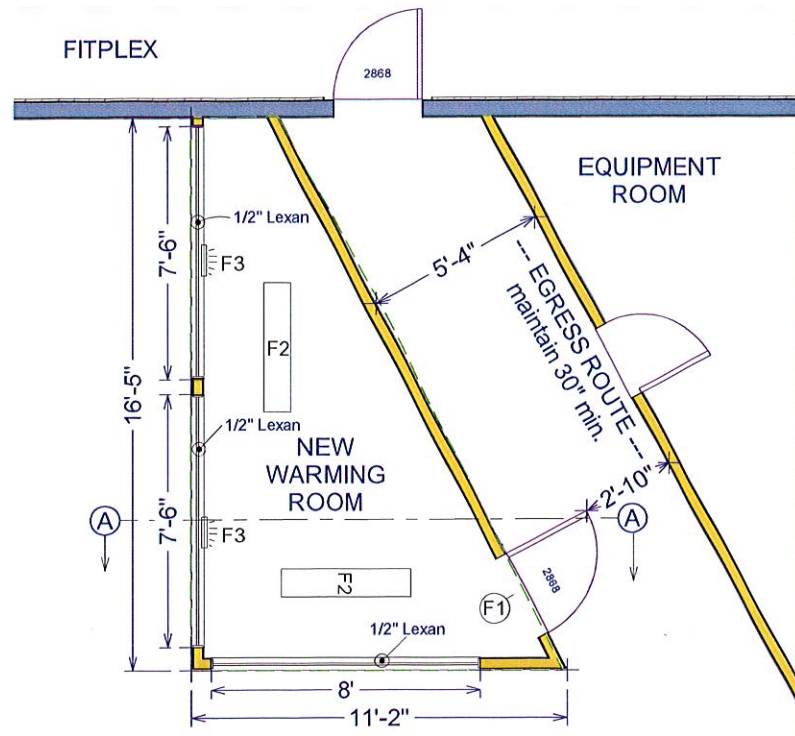


Date:

Oct. 19/2018



**SECTION A-A**  
(no scale)



**FLOOR PLAN**  
(no scale)



Revision Notes:

ARCHITECT:

**SableARC**

**BAY WINDS**  
consulting

**BILL DROST, P.ENG.**  
BillDrost@engineer.com  
PO Box 5903  
STANLEY BRIDGE, PE  
COB TMO  
(907) 303-2767

Project:

**TOWN OF KENSINGTON  
/ MINOR HOCKEY  
WARMING ROOM**

Sheet Title:

**Floor Plans and  
Details**

Client Rep: Derek

Scale: none

Issue Date: October 6, 2018

Drn By: BCD

**A100**





Mailing Address:  
55 Victoria Street E  
PO Box 418  
Kensington, PE  
C0B 1M0  
Tel: 902-836-3781  
Fax: 902-836-3741  
Email: [townmanager@townofkensington.com](mailto:townmanager@townofkensington.com)  
Website: [www.kensington.ca](http://www.kensington.ca)

For Office Use Only	
Permit #:	16-18
Date Received:	Oct 17, 2018
Date Approved:	Oct 19, 2018
PEI Planning:	
Permit Fee: \$	100.00 <input checked="" type="checkbox"/> Paid

## DEVELOPMENT PERMIT APPLICATION

### 1. Property Information

Project Address: 5 School St. Property Tax Number (PID): 9947  
Lot No.: \_\_\_\_\_ Subdivision Name \_\_\_\_\_ Current Zoning: Res  
Are there any existing structures on the property?: ☒ No ☐ Yes, please describe:  
small baby barns in back  
Land Purchased from Ellsworth Mann Year Purchased 2017

Location of Development	Property Size	
<input type="checkbox"/> North <input type="checkbox"/> East	Road Frontage _____	Acreage <u>0.80</u>
<input type="checkbox"/> South <input checked="" type="checkbox"/> West	Property Depth <u>500</u>	Area sq. ft. <u>250,000</u>

### 2. Contact Information

APPLICANT Name: Marcus Mann Address: 5 school st  
Phone: \_\_\_\_\_ Cell: 439-3908  
Email: mann.marcus@kent.ca Postal Code: C0B 1M0  
Same as Above: ☒  
OWNER Name: \_\_\_\_\_ Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Cell: \_\_\_\_\_  
Email: \_\_\_\_\_ Postal Code: \_\_\_\_\_  
CONTRACTOR, ARCHITECT OR ENGINEER Name: Self Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Cell: \_\_\_\_\_  
Email: \_\_\_\_\_ Postal Code: \_\_\_\_\_

### 3. Infrastructure Components

Water Supply ☐ Municipal ☒ Private None Sewage System ☐ Municipal ☐ Private

### 4. Development Description

☐ New Building ☐ Renovate Existing ☒ Addition ☐ Demolition ☐ Other \_\_\_\_\_

<input checked="" type="checkbox"/> Single Family (R1)	<input type="checkbox"/> Commercial (C1)	<input type="checkbox"/> Public Serv./Institution (PSI)	<input type="checkbox"/> Other
<input type="checkbox"/> Semi-Detached (R2)	<input type="checkbox"/> Industrial (M1)	<input type="checkbox"/> Accessory Building	
<input type="checkbox"/> Multi-Unit Res. (R3)	<input type="checkbox"/> Mini Home (RM1)	<input type="checkbox"/> Decks/Fence/Pools	

Type of Foundation	External Wall Finish	Roof Material	Chimney
<input type="checkbox"/> Poured Concrete	<input checked="" type="checkbox"/> Vinyl Siding	<input checked="" type="checkbox"/> Asphalt	<input type="checkbox"/> Brick
<input checked="" type="checkbox"/> Slab	<input type="checkbox"/> Wood Shingles	<input type="checkbox"/> Steel	<input type="checkbox"/> Prefab
<input type="checkbox"/> Pier	<input type="checkbox"/> Steel	<input type="checkbox"/> Other	<input type="checkbox"/> Other
<input type="checkbox"/> Other	<input type="checkbox"/> Other		<u>None</u>

Number of Stories	Number of Bedrooms	Number of Bathrooms	Ground Floor (ft)
<u>1</u>	<u>0</u>	<u>0</u>	Width <u>24</u> Length <u>24</u>



Detailed Project Description: x2 car garage

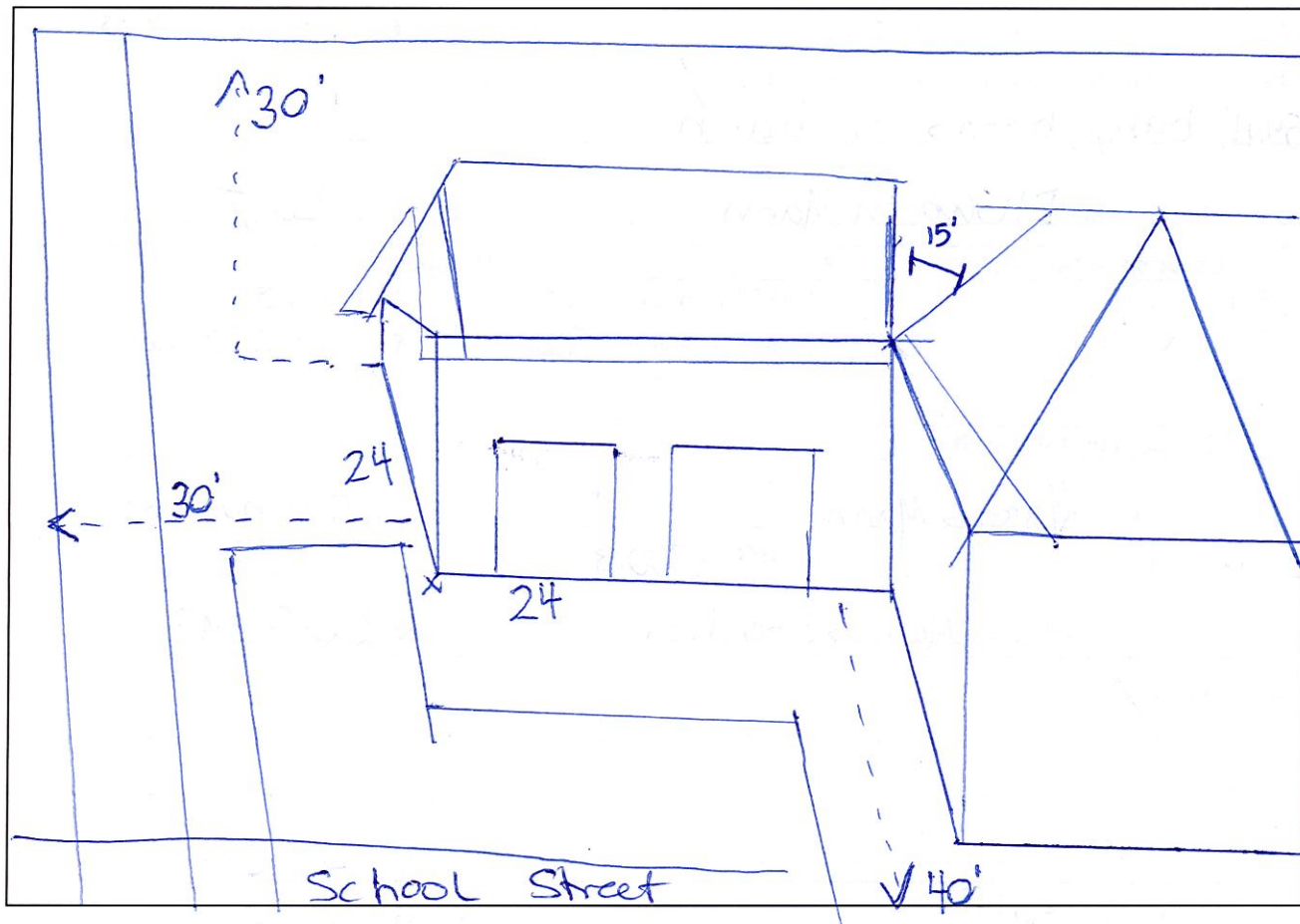
Estimated Value of Construction (not including land cost): 10,000\$

Projected Start Date: May 25<sup>th</sup>

Projected Date of Completion: Aug 25

Please provide a diagram of proposed construction:

- a) Draw boundaries of your lot.
- b) Show existing and proposed buildings.
- c) Indicate the distance between buildings.
- d) Show location of driveway.
- e) Indicate distance to property lines and center of road.



**I DO SOLEMNLY DECLARE & CERTIFY:**

1. That I am the Authorized Agent of the Owner/the Owner named in the Application for a permit hereto attached.
2. That the information contained herein, the attached plans, and other included documents are true and complete and the development will be constructed or carried out in accordance with the plans and specifications as submitted.
3. Providing that the Town of Kensington and/or its agents or employees are acting in good faith in the administration of the Town Bylaws, I waive all rights of actions against Town of Kensington and/or its agents or employees in respect of any damages which may be caused through the operation of any provision(s) of its Bylaw or the revoking of a permit for any cause or irregularity or nonconformity with the Bylaw or regulations adopted by the Town of Kensington.
4. I assume responsibility for damage to any Town property including: sidewalks, curbs, streets or other infrastructure and I irrevocably agree to bear the cost of remediation repair or replacement of any Town damaged by myself or by any contractors, agents or employees working on the property which is the subject of this application to the complete satisfaction of the Town of Kensington.
5. Where services are available, properties must be serviced by municipal water and sewer in accordance with the Town of Kensington Water and Pollution Control Corporations minimum standards. I am responsible for costs associated with the connection as outlined in the IRAC (Island Regulatory and Appeals Commission) Regulations. Any connection to water or sewer must be inspected by the Town of Kensington Public Works Department and 24 hrs notice must be given and inspections must be made between the hours of 8 am and 5 pm, Monday to Friday.
6. That I know of no reason why the permit should not be granted in pursuance of the Application, and I make this declaration conscientiously believing it to be true.
7. I agree to comply with all laws of Canada, Province of Prince Edward Island, and Bylaws of the Town of Kensington pertaining to the construction/and use of the development applied for herein.
8. I understand that all Development Permits are subject to a 21-day appeal period as stated under the PEI Planning Act.

Further, I realize that the payment of monies for this application does not constitute approval of a permit nor approval to commence any part of the work applied for.

Signature of Applicant Marcus Nam

Date: 5/14/18

## Town of Kensington Bills List Sept 2018

Amalgamated Dairies Limited	4918264026	\$55.18
Amalgamated Dairies Limited	4918271021	\$61.93
Amalgamated Dairies Limited	4918257028	\$44.68
ADL Foods	2361178	\$494.23
ADL Foods	2361615	\$361.72
ADL Foods	2363108	\$314.30
ADL Foods	2362368	\$477.73
ADL Foods	2362688	\$436.19
Aliant	6314844	\$30.48
Aliant	6311673	\$228.67
Andrew Griffin	SEPT 2018 RRSP	\$515.00
Battlefield Equipment Rentals (QM)	5371502 001	\$148.44
Battlefield Equipment Rentals (QM)	5377440 001	\$114.89
Battlefield Equipment Rentals (QM)	5374066 001	\$191.48
Battlefield Equipment Rentals (QM)	5374838 001	\$76.59
Bell Mobility	2-381560	\$201.25
AL Bell Ltd	1822	\$587.65
Brenda MacIsaac	MILEAGE SEPT 12, 18	\$50.75
Brenda MacIsaac	SEPT 2018 RRSP	\$286.10
Broadway 45 Catering	208	\$452.00
Combat Computer Inc	045020	\$215.63
Combat Computer Inc	45021	\$575.00
Canadian Union of Public Employees	SEPT 2018 UNION DUES	\$594.44
Curran & Briggs Ltd	00041929	\$2,640.69
Curran & Briggs Ltd	00041932	\$2,213.75
D Alex MacDonald	119285	\$397.84
Eastlink	06334263	\$66.07
Eastlink	06278276	\$99.99
Eastlink	06225452	\$129.84
Eastlink	06432854	\$91.73
Eastlink	06432540	\$670.20
Eastlink	06433155	\$23.57

Elizabeth Hubley	SEPT 2018 LIBRARY	\$805.00
Frito Lay Canada	43751628	\$173.96
Geoff Baker	SEPT 2018 MILEAGE	\$340.28
Holland College	540636	\$377.95
Holland College	540638	\$34.13
Holland College	540627	\$760.47
Irving Oil	32542584	\$214.94
Irving Oil	32565531	\$242.80
Irving Oil	232349	\$251.35
Irving Oil	32571997	\$322.20
Irving Oil	433737	\$1,209.62
Irving Oil	32578692	\$921.09
Irving Oil	932669	\$526.00
Island First Aid Service	9483	\$206.99
Island Petroleum	9481	\$129.79
Island Petroleum	9480	\$599.69
Kays Wholesale	Z02339	\$567.42
Kay's Wholesale	Z02312	\$628.14
Kensington Agricultural Services	34499	\$402.24
Kensington Country Store	02810049912	\$2.29
Kensington Country Store	02810049243	\$50.02
Kensington Country Store	02810048601	\$29.89
Kensington Country Store	02810048616	\$34.49
Kensington Country Store	02810048651	\$29.89
Kensington Country Store	02810048653	\$34.49
Kensington Vipers	SEPT 2018 DONATION	\$750.00
Kensington Wild Hockey Club	1303	\$750.00
Kent Building Supplies	1099568	\$55.86
Kent Building Supplies	1099274	\$7.31
Kent Building Supplies	1097218	\$18.01
Kent Building Supplies	1096858	\$33.76
Kim Mullett	MILEAGE/MEALS SEPT	\$124.00
K'Town Auto Parts	12750/5	\$12.93
Kensington & Area Chamber of Commerce	74508	\$488.75

Lewis Sutherland	SEP 2018 RRSP	\$628.20
Luminaires Paul Gregoire Inc.	175825	\$1,725.00
Malpeque Fine Iron Products Inc	092818	\$172.50
Maritime Electric	CUC BALLFIELD SEP 18	\$28.26
Maritime Electric	ART CO-OP SEPT 18	\$388.75
Maritime Electric	EVK POOL SEPT 18	\$325.75
Maritime Electric	FIRE HALL SEPT 18	\$406.82
Maritime Electric	CAR CHARGER SEPT18	\$34.75
Maritime Electric	TRAIN STN SEPT 18	\$974.99
Maritime Electric	20 STEWART SEPT 18	\$62.65
Maritime Electric	PW SHOP SEPT 18	\$159.53
Maritime Electric	CUC RINK SEPT 2018	\$9,472.32
Maritime Electric	CUC SIGN SEPT 18	\$96.93
Maritime Electric	SENIOR CNT SEPT 18	\$47.15
Maritime Electric	TOWN HALL SEPT 18	\$1,714.03
Maritime Electric	LIBRARY SEPT 18	\$123.97
Maritime Electric	STREET LIGHTS SEPT18	\$2,925.76
Maritime Electric	SPEED RADAR SEPT 18	\$105.13
Malpeque Bay Credit Union	SEPT 2018 RRSP	\$1,618.68
McInnes Cooper	2018021281	\$681.42
MD Charleton Co Ltd	81974	\$163.48
Medacom Atlantic Inc	010187	\$251.16
Medacom Atlantic Inc	10144	\$251.16
Michel Gregoire	18-103	\$1,591.70
Mid Isle Electric	7261	\$265.19
Minister of Finance	304198	\$13,800.00
Minister of Finance	303632	\$37.69
MJS Marketing & Promotions	2644035	\$230.00
MJS Marketing & Promotions	2644013	\$51.75
Murphy's Kensington	1-280423	\$154.06
Murphy's Kensington	166622	\$56.53
Orkin Canada	8784789	\$28.75
Orkin Canada	8795316	\$67.28
Pitney Bowes	3200890137	\$161.01

Pitney Bowes	3200903679	\$33.53
Prince County Trophy	011477	\$117.30
Royal Canadian Mounted Police	9.30.2018	\$215.63
Revolution Media	2060-2018	\$175.38
Robert Wood	SEPT 18 MILEAGE	\$159.40
Robert Wood	AUG MILEAGE 2018	\$253.40
Rogers Electrical Wholesale Ltd	248413	\$352.19
Rowan Caseley	SEPT MILEAGE	\$70.50
Saunders Equipment Ltd	73106	\$110,831.25
Mikes Independent	01 0645	\$71.90
Scotia Securities	DOUG K SEP 2018 RRSP	\$390.68
Scotiabank Visa	SEPT 25, 18 SUBWAY	\$87.40
Spring Valley Building Centre Ltd	196402	\$10.33
Spring Valley Building Centre Ltd	197182	\$101.20
Spring Valley Building Centre Ltd	K97094	\$202.40
Staples	5502766092A	\$312.79
Staples	5502766092	\$423.87
Suncor Energy Products Partnership	SEPT 2018	\$821.15
Superior Sanitation	654706	\$207.00
Superior Sanitation	654705	\$230.00
Superior Sanitation	654703	\$80.50
Superior Sanitation	654704	\$184.00
T & K Fire Safety Equipment Ltd	240299	\$207.00
Telus	SEPT 2018	\$723.87
Toombs Plumbing & Heating Ltd	58097	\$373.93
Vistaprint	QVC6B-X4A06-7N8	\$206.98
Water & Pollution Control Corporation	SEPT 2018	\$327.24
Wet n' Wild Car Wash	292972	\$90.00
Yellow Pages Group	18-6443740	\$22.08
Subtotal		<hr/> \$180,069.01 <hr/>
Sept Payroll		\$87,453.35
<b>Total Sept Bills</b>		<hr/> <b>\$267,522.36</b> <hr/>

## Water and Pollution Control Corporation Bills List Sept 2018

Aliant	6345081	\$138.46
Aliant	6314164	\$117.54
Campbell's Concrete Ltd	242194	\$1,079.92
Campbell's Concrete Ltd	242941	\$600.16
Capital "T" Electric	580	\$168.14
EMCO Corporation	90317353-00	\$458.85
Kensington Country Store	02810049831	\$101.33
Maritime Electric	SEWER PUMP SEPT 18	\$54.46
Maritime Electric	WELL #3 SEPT 18	\$576.51
Maritime Electric	WATER TOWER SEPT 18	\$144.49
Maritime Electric	PUMP EAST #2 SEPT 18	\$305.03
Maritime Electric	PUMP CNT BLDG SEPT18	\$93.28
Maritime Electric	PUMP WEST #1 SEPT 18	\$589.71
Maritime Electric	SEWER TREAT SEPT 18	\$28.26
Maritime Electric	LIFT STN SEPT 18	\$153.63
Minister of Finance	180905070	\$276.00
Minister of Finance	180905050	\$92.00
Minister of Finance	181001058	\$884.35
Paul Davis	1764	\$3,621.59
Paul Davis	1765	\$879.06
Rogers Plumbing & Heating	12747	\$179.64
Rogers Plumbing & Heating	12746	\$78.37
Signature Property Maintenance	3056	\$776.25
<b>Total W&amp;S Bills</b>		<b>\$11,397.03</b>

## TOWN OF KENSINGTON

### Income Statement Comparison of Actual to Budget for Sept 2018

GENERAL REVENUE	Current Month			Year to Date			Annual Budget	% Full Year
	Actual	Budget	Variance	Actual	YTD Budget	Variance		
General Revenues	\$95,067.13	\$87,708.00	\$7,359.13	\$798,935.94	\$781,233.00	\$17,702.94	\$1,316,202.00	61%
Police Service	\$2,184.55	\$4,000.00	-\$1,815.45	\$20,772.85	\$36,000.00	-\$15,227.15	\$60,000.00	35%
Town Hall Rent	\$10,462.15	\$7,842.00	\$2,620.15	\$74,359.35	\$70,578.00	\$3,781.35	\$117,630.00	63%
Recreation	\$0.00	\$0.00	\$0.00	\$3,885.00	\$2,250.00	\$1,635.00	\$2,250.00	173%
Sales of Service	\$39,476.90	\$36,400.00	\$3,076.90	\$322,229.80	\$329,800.00	-\$7,570.20	\$548,900.00	59%
Subtotal Revenue	\$147,190.73	\$135,950.00	\$11,240.73	\$1,220,182.94	\$1,219,861.00	\$321.94	\$2,044,982.00	60%
GENERAL EXPENSES								
Town Hall	\$10,965.65	\$11,000.00	-\$34.35	\$125,490.82	\$108,770.00	\$16,720.82	\$181,802.00	69%
General Town	\$23,486.97	\$27,027.00	-\$3,540.03	\$353,549.46	\$356,191.00	-\$2,641.54	\$642,995.00	55%
Police Department	\$46,668.74	\$36,716.00	\$9,952.74	\$388,180.32	\$329,622.00	\$58,558.32	\$553,994.00	70%
Public Works	\$13,358.52	\$19,639.00	-\$6,280.48	\$121,084.65	\$150,657.00	-\$29,572.35	\$246,897.00	49%
Train Station	\$5,372.58	\$1,685.00	\$3,687.58	\$24,757.03	\$20,415.00	\$4,342.03	\$35,700.00	69%
Recreation & Park	\$3,838.22	\$3,325.00	\$513.22	\$68,134.66	\$67,225.00	\$909.66	\$81,825.00	83%
Sales of Service	\$19,530.67	\$13,722.00	\$5,808.67	\$145,819.63	\$137,738.00	\$8,081.63	\$233,563.00	62%
Subtotal Expenses	\$123,221.35	\$113,114.00	\$10,107.35	\$1,227,016.57	\$1,170,618.00	\$56,398.57	\$1,976,776.00	65%
Net Income (Deficit)	\$23,969.38	\$22,836.00	\$1,133.38	-\$6,833.63	\$49,243.00	-\$56,076.63		
Credit Union Centre								
Credit Union Centre Revenue	\$40,016.36	\$44,200.00	-\$4,183.64	\$267,213.24	\$283,100.00	-\$15,886.76	\$510,700.00	52%
Credit Union Centre Expenses	\$27,573.26	\$32,865.00	-\$5,291.74	\$237,715.00	\$268,726.00	-\$31,011.00	\$479,186.00	50%
Net Income (Deficit)	\$12,443.10	\$11,335.00	\$1,108.10	\$29,498.24	\$14,374.00	\$15,124.24		
Fire Department								
Fire Revenues	\$20,770.33	\$20,613.00	\$157.33	\$186,933.02	\$185,517.00	\$1,416.02	\$309,195.00	60%
Fire Department Expenses	\$15,798.84	\$17,379.00	-\$1,580.16	\$167,882.58	\$170,761.00	-\$2,878.42	\$309,195.00	54%
Net Income (Deficit)	\$4,971.49	\$3,234.00	\$1,737.49	\$19,050.44	\$14,756.00	\$4,294.44		
Consolidated Net Income (Deficit)	\$41,383.97	\$37,405.00	\$3,978.97	\$41,715.05	\$78,373.00	-\$36,657.95		
							\$99,720.00	
Water and Pollution Control Corporation								
Water & Sewer Revenue	\$47,738.82	\$47,762.00	-\$23.18	\$433,233.32	\$429,858.00	\$3,375.32	\$716,503.00	60%
Water & Sewer Expenses	\$51,120.42	\$46,440.00	\$4,680.42	\$436,249.39	\$428,960.00	\$7,289.39	\$712,537.00	61%
Water & Sewer Net Income (Deficit)	-\$3,381.60	\$1,322.00	-\$4,703.60	-\$3,016.07	\$898.00	-\$3,914.07		
							\$3,966.00	

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**TOWN OF KENSINGTON – MEMORANDUM**

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**TO:** MAYOR AND TOWN COUNCIL, CAO  
**FROM:** ROBERT WOOD, CUC MANAGER  
**SUBJECT:** SEPTEMBER 2018 CREDIT UNION CENTRE REPORT  
**DATE:** OCTOBER 22, 2018  
**ATTACHMENT:** STATISTICAL REPORT

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**September 2018**

**Fitplex**

Programming: Aerobics Programming

Tuesday	6.30pm	Hi Lo	Traci Campbell
Thursday	6.30pm	Boxer Fit	Traci Campbell

Starting in October: Seniors Aerobics and Saturday Morning Aerobics

Hours

Key FOB Entry	5:45 AM – 12:00 Midnight Daily
Staffed	4:00 PM – 8:00 PM Monday – Thursday

**Arena**

- Ice Plant – New Ice temperature thermostat had to be replaced (hot temperatures in Plant room led to replacement) It controls the ice plant to turn on and off.
- New Zamboni arrived Sept 12, 2018
- New decals placed on Zamboni
- Old Fitplex equipment sent to scrap metal and stands area now clear of them.



## **Kensington Cash**

Sept, 2018	\$200.00
	\$210.00
	\$200.00
	<u>\$200.00</u>
<u>Total</u>	<u>\$810.00</u>

## **Ball Fields**

- Ball fields Shut down last week of September and Placed order to had protective netting wrapped up for winter.
- Don Clark ballfield will need work done to infield next season (regraded and rock dust applied)

## **Senior Center**

- Responded to furnace issues from seniors' group, but upon follow up, the sewing class on Tuesdays was turning off furnace switch (mistakenly for a light switch) It is marked furnace.

## **Upcoming Events**

- Pat McIver of Kensington Vipers Jr b Team will be hosting the Don Johnson Memorial Cup Atlantics in late April.
- Christmas Parade

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## TOWN OF KENSINGTON - MEMORANDUM

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**TO:** COMMITTEE OF COUNCIL  
**FROM:** GEOFF BAKER, CHIEF ADMINISTRATIVE OFFICER  
**SUBJECT:** FIRE DEPARTMENT POLICY AND STANDARD OPERATING GUIDELINE MANUAL  
**DATE:** 2018-10-19  
**ATTACHMENTS:** POLICY AND STANDARD OPERATING GUIDELINE MANUAL

---

Town staff and the volunteer fire department have been working for quite some time with Bill Hogan, of W.G. Hogan Fire Safety Specialties, on drafting a formal Policy and SOG manual for the Fire Department. The project was extensive in nature and included:

- An analysis of the Legislation, Codes and Standards affecting fire protection and safety for the Town. (Provincial & National)
- An analysis of the current Bylaws, Policies and Standard Operating Procedures used by the Fire Department.
- An analysis of the operations, chain of command and general state of affairs of the Fire Department.
- Development of a Fire Protection and Emergency Services Bylaw for the Town (*approved by Town Council in 2016*).
- Development of a Policy Manual.
- Development of a Standard Operating Procedures Manual.

A copy of the draft Policy and SOG Manual was circulated to Town Council by email on September 20<sup>th</sup> and again at the October 8<sup>th</sup> regular meeting of Town Council. Amendments have been made to the document based on comments from Councillors and the Fire Department:

- Policy's AP1.16.7 and AP1.14(4) were modified to increase the probationary period for new fire fighters from 12 months to 24 months. This was recommended by the Fire Department to allow sufficient time for new recruits to complete required training and certification.
- AP 1.12 – Honourarium Policy – Increased Honourariums as follows:
  - Fire Chief - \$900 to \$1,500
  - Deputy Chief \$800 to \$1,200
  - Fire Fighters - \$700 to \$1,000
- Addition of the words “or equivalent” for various position qualifications in AP 1.13 – Promotion Policy (Pages 30 -31).

- Removal of “Deputy Chief” from the Organization Chart to reflect that there is currently only one Deputy Chief.

The document was presented and reviewed with the Fire Department on Tuesday, September 25<sup>th</sup> by Bill Hogan. The Policy and SOG Manual is supported by the Department.

### **Recommendation**

*It is requested that Committee of Council review the draft Kensington Fire Department Policy and Standard Operating Guidelines and recommend that Town Council give approval to the document at the regular November 12, 2018 meeting.*



2018

*Policy & Standard Operating Guidelines Manual*



Town of Kensington  
Fire Department  
Effective: 11/12/2018

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**Kensington Fire Department**  
**Policy & Standard Operating Guideline Manual**

**Foreword**

The purpose of this Policies and Standard Operating Guidelines Manual is to set out in writing what has previously constituted the oral history and past operating guidelines of the Kensington Fire Department and the interdiction of new policies and Standard Operating Guidelines (SOG's) which will be phased into the Department's operations. These are the Policies, and Standard Operating Guidelines of the Department which are to be supplemented by specific training at the Department and Company levels. It is your responsibility as a member of the Kensington Fire Department to have a thorough working knowledge of the Policies and Standard Operating Guidelines of the Department.

Before these Policies, and Standard Operating Guidelines are adopted, all firefighters in the Department will be given an opportunity for input. Therefore, we strongly encourage you to continually provide ideas for inclusion in the Policies and Standard Operating Guidelines. This Manual is a "living" document which will be subject to revision on a periodic basis. We welcome your ideas.

If you have been with the Kensington Fire Department for any length of time you will recognize that these Policies and Standard Operating Guidelines do not represent a dramatic change in how we respond to and deal with fires and other emergencies. If you are new to the department, this is the document with which you must have intimate knowledge before operating on the fire ground or other emergency scene. These are the rules by which we live. Your failure to observe them may imperiled yourself or endangered the safety of your fellow firefighters and others.

Failure to adhere to the Policies and Standard Operating Guidelines may result in disciplinary action. However, it must be emphasized that this is a safety document and a means of transmitting information to existing and new personnel in a consistent manner. Any questions regarding Policies and Standard Operating Guidelines should be referred to your Captain and, ultimately, to the Chief Officers of the Department.

Fire Chief: \_\_\_\_\_ Dated \_\_\_\_/\_\_\_\_/\_\_\_\_



## **Kensington Fire Department** **Policy & Standard Operating Guideline Manual**

### **Fire Department Statements**

#### **Our Mission**

The members of the Kensington Fire Department are devoted to providing professional service that places the interests, safety and well-being of the people of our Community and Fire Districts as its highest priority. We shall accomplish this by providing modern fire suppression tactics, effective rescue services, and first-aid and CPR. As well the Kensington Fire Department is committed to providing fire safety and prevention educational programs. These principles drive our department's enduring mission of saving lives, protecting property and educating our community.

#### **Our Values**

**Honesty - in both our leadership and our members.**

**Integrity - in our dealings with each other and those we serve.**

**Teamwork - as members of our Department and our Community.**

**Excellence - demonstrated by professionalism, pride, and a positive attitude.**

**Knowledge - as it forms the foundation for effective decisions, actions, and safety.**

**Respect - for each member of our Department and the citizens of the community we serve.**

#### **Our Vision**

**The Members of the Kensington Fire Department...**

- **Strive to be role models in the community and leaders in our profession.**
- **Will be accountable to those we serve, each other and all public service organizations we interact with.**
- **Are committed to providing the best public service through innovative training, safe practices and modern equipment.**
- **Will take the Department into the future through productive teamwork, open and honest communications and participative decision-making throughout the organization.**
- **Are committed to our values, mission, and dedicated to our fire service profession.**



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### **Code of Conduct and Ethics**

**As a Firefighter and member of the Kensington Fire Department, I understand that I have the responsibility to conduct myself in a manner that reflects proper ethical behavior and integrity. In so doing, I will help foster a continuing positive public perception of our Fire Department.**

**Therefore, I pledge the following...**

- **Always to conduct myself, on and off duty, in a manner that reflects positively on myself, my department and the fire service in general.**
- **Accept responsibility for my actions and for the consequences of my actions.**
- **Support the concept of fairness and the value of diverse thoughts and opinions.**
- **Avoid situations that would adversely affect the credibility or public perception of my Department and the fire service profession.**
- **Be truthful and honest at all times and report instances of cheating or other dishonest acts that compromise the integrity of my Department and the fire service.**
- **Conduct my personal affairs in a manner that does not improperly influence the performance of my duties, or bring discredit to my organization.**
- **Be respectful and conscious of each member's safety and welfare.**
- **Recognize that I serve in a position of public trust that requires stewardship in the honest and efficient use of publicly owned resources.**
- **Exercise professionalism, competence, respect and loyalty in the performance of my duties and use information, confidential or otherwise, gained by virtue of my position, only to benefit those I am entrusted to serve.**
- **Never propose or accept personal rewards, special privileges, benefits, advancement, honors or gifts that may create a conflict of interest, or the appearance thereof.**
- **Never engage in activities that may impair my mental state or the performance of my duties and compromise safety.**
- **Never discriminate on the basis of race, religion, color, creed, age, marital status, national origin, ancestry, gender, sexual preference, medical condition or handicap.**
- **Never harass, intimidate or threaten fellow members of the service or the public and stop or report the actions of other firefighters who engage in such behaviors.**
- **Responsibly use social networking, electronic communications, or other media technology opportunities in a manner that does not discredit, dishonor or embarrass my organization, the fire service and the public.**



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***I also understand that failure to resolve or report inappropriate use of this media equates to condoning this behavior.***

***Signed by:*** \_\_\_\_\_ ***. \_\_/\_\_/20\_\_.***

***Witness by:*** \_\_\_\_\_ ***. \_\_/\_\_/20\_\_.***

***(Copy to the fire department's member's personnel file.)***



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### **General Standing Orders**

**General Standing Orders (GSO's)** are established to determine acceptable actions, expected conduct and to provide guidance and direction to all members of the Kensington Fire Department (KFD).

**Duty to Protect** - At all times, all officers and members of the KFD shall take appropriate action to protect the lives and property of those we serve.

**Performance of Duties** - all members when performing their duties must keep in mind that the people we are mandated to protect have the right to expect prompt, courteous and professional service. All firefighters shall conduct themselves in such a manner that instills public confidence in their firefighters and their fire department.

**Protecting Fellow Firefighters** - All officers and members of the KFD are to take whatever actions are necessary to prevent injury to and fatality of our fellow firefighters while carrying out our duties.

**Standard of Conduct** - All officers and members shall conduct their personal and professional lives in such a manner as to avoid bringing discredit to the KFD.

**Responsibilities** – All officers and firefighters of the KFD are responsible to perform all duties delegated to them in the manner prescribed by their superiors. Officers and firefighters under the direction of their superior officer shall maintain apparatus, tools, and equipment in a clean condition and in readiness for operation at all times. All officers and fire fighters shall receive and maintain department and provincial training requirements. Observe and study the principles of modern firefighting, fire prevention, emergency first-aid, and rescue operations.

**Duties** - All officers and firefighters shall perform their duties as required or directed by law, department rules, policy or standard operating guidelines, or by order of a superior officer. All duties required by competent authority shall be performed promptly as directed.

**Cooperation** - Cooperation between officers and firefighters is essential for effective fire department organization and operations. Therefore, every member is expected to cooperate with officers and fellow firefighters in accomplishing the goals and objectives of the KFD.

**Presumption of Knowledge** - Every member of the KFD is required to establish and maintain a knowledge of the policies, orders or standard operating guidelines of the department. In the event of improper action or breach of discipline, it will be presumed that the member was familiar with the policy, orders or standard operating guideline in question.



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**Governance and Chain of Command** - If a Municipal emergency service such the Kensington Fire Department is to operate effectively a method of determining responsibility for Governance and Chain of Command has to exist.

The Governance of the KFD is established and maintained by the Mayor and Council of the Town of Kensington and the administration of conducted by the Chief Administrative Officer/Town Manager of the Town of Kensington.

The Chain of Command of the KFD includes the Fire Chief, Deputy Fire Chief(s), Captains, Lieutenants and firefighters.

**Incident Command System (ICS)** - In order to effectively manage personnel and resources, as well as to provide for the safety and welfare of personnel, the KFD will operate within the Incident Command System (ICS) during all incidents. (See SOG 4.2.11)

**The Incident Commander** - The Incident Commander (IC) is responsible for safely managing the incident. The IC has the authority to turn their decisions into actions by using the Incident Command System (ICS) to formulate the incident objectives, strategy(s) and tactical direction to those Officers and fire fighters assigned to the incident.

**Facility Security** - Members of the KFD to maintain strict control over entrance to the Fire Hall; access to records; computer information; and cash or other items of value. Members who are assigned keys, given special access, or assigned security responsibilities, shall use sound judgment and discretion in carrying out their duties.

**Department Facilities and Equipment** - No member shall remove any apparatus or equipment from the KFD Fire Hall, nor use the KFD Fire Hall for any outside activity without the permission of the Fire Chief.

**Communication Equipment** - All department members issued pagers or radios shall maintain the pager or radio in good operating condition. Any problem with the operation of the pager or radio shall be reported immediately to an Officer.

**Members Contact Information** - Immediately upon being accepted by the KFD firefighters shall inform the department of their correct address and telephone number and e-mail address. Changes in address or telephone number or e-mail address shall be reported to the Fire Chief or his/her designee.

**Confidentiality** - Information about fires or other emergency incidents, its victims/patients, must not be divulged to anyone other than persons who are authorized to receive such information. (*Police, EMS, FMO, etc.*)

**Media Release** - There shall be no news releases, or commutations of any type (Facebook, Twitter, etc.) made concerning any fire or other emergency incident without prior approval





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of the Fire Chief or his/her designee. The Fire Chief or his/*her* designee shall be the only person to discuss the events leading to, possible causes of any fire, or any other matters regarding a fire or other emergency situation with members of the news media.

**Incident Information** - While at the scene of an emergency, or in the company of other firefighters, KFD personnel are not to discuss the events leading to, possible causes of, or any other matters regarding the fire or other emergency.

### **Definitions**

**In this Document, words used in the present tense include the future; words used in the masculine gender include the feminine and neuter; the singular number includes the plural, and the plural number includes the singular. Where terms are not defined here or elsewhere in this Document, they are defined using their ordinarily accepted meanings within the context in which they are used.**

- **Advanced Life Support (ALS).** Emergency medical treatment beyond basic life support level as defined by the medical authority having jurisdiction. (*Island EMS Inc.*)
- **Aerial Device.** An aerial ladder, elevating platform or water tower that is designed to position personnel, provide egress and discharge water.
- **Air Craft Rescue & Fire Fighting.** The firefighting action taken to rescue persons and control or extinguish fire involving inside or adjacent to aircraft on the ground.
- **Approved.** Acceptable to the authority having jurisdiction.
- **Authority Having Jurisdiction.** The organization, government body or individual responsible for approving establishment, operation and equipping of a fire department or emergency response agency.
- **Basic Life Support (BLS).** Emergency medical treatment at a level defined by the medical authority having jurisdiction. (*Island EMS Inc.*)
- **“Chief Administrative Officer” (CAO)** means the Administrator and/or includes the Manager of the Town of Kensington or his/her duly appointed representative;
- **Communicable Disease.** A disease that can be transmitted from one person to another. Also known as contagious disease.
- **Competent Person.** A person who is,
  - a.) Qualified because of that person’s knowledge, training and experience to do the assigned work in a manner that will ensure the health and safety of every person in the work place and,
  - b.) Knowledgeable about the provisions of this guide that apply to the task assigned or equipment used and about potential or actual danger to health or safety associated with assigned work.
- **Confined Space.** An area large enough that a member can enter and perform assigned work and has limited or restricted means of entry and exit and is not designed for continuous human occupancy. A confined space is also further defined as having one of the following conditions.



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- (1) The area contains or has a potential to contain a hazardous atmosphere, including an oxygen-deficient atmosphere.
  - (2) The area contains a material with the potential to engulf a member.
  - (3) The area has internal configuration such that a member could be trapped by collapse due to structural instability
  - (4) The area contains any other recognized serious hazard.
- **Contaminant.** A harmful, irritating or nuisance material foreign to the normal atmosphere.
  - **CSA.** Canadian Standards Association
  - **Defensive Operation.** Actions that are intended to control a fire by limiting its spread to a defined area, avoiding commitment of personnel and equipment to the dangerous area. *(Referred to as exterior attack.)*
  - **Emergency Incident.** The circumstances that give rise to a specific emergency operation.
  - **Emergency Medical Service.** The provision of treatment such as first aid, cardiopulmonary resuscitation (CPR), basic life support (BLS), advanced life support (ALS), and other pre-hospital care to patients. *(Island EMS, etc.)*
  - **Emergency Operations.** All activities conducted by the fire department to mitigate an emergency incident, relating to rescue, fire suppression, emergency medical care, hazardous or dangerous materials, environmental emergencies and special operations.
  - **Fire Apparatus.** Any vehicle, device or water craft operated by members during rescue, fire suppression, emergency medical service, hazardous material operation, wildland, or other department activities including department vehicles, device or water craft used for crew transport.
  - **Fire Chief.** The highest-ranking officer in charge of the fire department.
  - **Fire Department.** An organization providing rescue, fire suppression and related activities. The organization can provide emergency medical service, hazardous material operation and other special operations, as specified in their municipal registration.
  - **Fire Department Facility.** Any building or area owned, operated, occupied or used by a fire department on a routine basis.
  - **Fire Suppression.** The activity involved in extinguishing fires. This include all activities performed at the scene of a fire incident or training exercise that exposes members to the dangers of heat, smoke, flame, and other products of combustion.
  - **Flame Resistance.** The property of a material whereby the application of flame or non-flaming source of ignition and subsequent removal of the ignition source results in the termination of combustion.
  - **Fully Enclosed Area.** A cab or passenger compartment of fire apparatus providing total enclosure equipped with positive latching doors for entry and exit.
  - **General Operating Guidelines.** An organizational directive that establishes a normal course of action.
  - **Guideline.** Written indication or outline of department operations that allows flexibility in application.
  - **Hazardous Area.** The area where members might be exposed to a hazardous atmosphere. A particular substance, device, event or condition that presents a danger to members of the fire department.



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- **Hazardous Atmosphere.** Any atmosphere that is oxygen deficient or that contains a toxic or disease producing contaminant. A hazardous atmosphere can be immediately dangerous to life and health.
- **Hazardous Material.** A substance that presents an unusual danger to persons due to properties of toxicity, chemical reactivity or decomposition, corrosivity, explosion or detonation, etiological hazards, or similar properties.
- **Hazardous Material Operations.** All activities performed at the scene of a hazardous materials incident that exposes members to the dangers of hazardous material.
- **Health and Safety Officer.** The member of the fire department assigned and authorized as the manager of the health and safety program. This individual performs the duties and responsibilities as stated in Section 23 of the PEI Occupational Health & Safety Act.
- **Hot Zone.** The area immediately surrounding a hazardous material incident that extends far enough to prevent adverse effects from the release of hazardous materials to personnel outside the zone.
- **Incident Commander (IC).** The fire department member in overall command of an emergency incident.
- **Incident Management System (IMS).** An organized system of roles, responsibilities and general operating guidelines.
- **Incident Safety Officer.** An individual appointed or assigned by the incident commander to oversee all safety issues at the scene of an emergency and to perform duties and responsibilities as specified in this Code of Practice.
- **Infectious Disease.** An illness or disease resulting from invasion of a host by disease-producing organisms such as bacteria, virus, fungi or parasites.
- **Member.** A person involved in performing the duties and responsibilities of a fire department. This person can hold any position within the fire department, and engage in emergency operations.
- **Near Misses.** An event or accident which may have caused injury or damage to property.
- **Occupational Illness.** An illness or disease contracted or aggravated by performance of the duties, responsibilities and functions of a fire department member.
- **Occupational Injury.** An injury sustained during performance of the duties, responsibilities and functions of a fire department member.
- **Personnel Accountability System.** A system that readily identifies both location and function of all members operating at an incident scene.
- **Positive -Pressure SCBA.** An SCBA in which the pressure inside the face piece, in relation to pressure surrounding the outside of the face piece, is positive during both inhalation and exhalation of air. **Procedure.** An organizational directive issued by the authority having jurisdiction or the fire department that establishes a specific policy that must be followed.
- **Protective Clothing Ensemble.** Multiple elements of clothing and equipment designed to provide a degree of protection for fire fighters from adverse exposures to the inherent risk of structural firefighting operations and certain other emergency operations. The protective ensemble includes coats, trousers, coveralls, helmets, gloves, and footwear and interface components.



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- **Qualified Person.** A person who is in possession of recognized degree, certificate, professional standing or skill, and who by knowledge, training and experience, has demonstrated the ability to deal with problems related to the subject matter, the work or project.
- **Related Activities.** Any and all functions that fire department members can be called upon to perform in execution of their duties.
- **Rescue.** Those activities directed at locating endangered persons at an emergency incident, removing those persons from danger, treating the injured and preparing for transport to a health care facility.
- **Risk.** A measure of the probability and severity of adverse effects. These adverse effects result from an exposure to a hazard.
- **Risk Management.** Identification and analysis of exposure to hazards, selection of appropriate risk management techniques to handle exposures, implementation of chosen techniques and monitoring results, with respect to the health and safety of members.
- **Self-Contained Breathing Apparatus (SCBA).** A respirator worn by the user that supplies a respirable atmosphere that is either carried in or generated by the apparatus and is independent of the ambient environment.
- **Shall.** Indicates a mandatory requirement.
- **Should.** Indicates a recommendation or that which is advised but not required.
- **Special Operations.** Emergency incidents to which a fire department responds to that requires specific and advanced training and specialized tools and equipment.
- **Structural Fire Fighting.** The activities of rescue, fire suppression and property conservation in buildings, enclosed structures, air craft interiors, vehicles, vessels or like properties that are involved in a fire emergency situation.
- **Vehicle Safety Harness.** A restraint device for vehicle occupants designed to limit movement in the event of an accident, sudden stop or acceleration, by securing individuals safely to a vehicle either in a seated position or tethered to the vehicle.
- **Wildland Fire Fighting.** Fire suppression and property conservation in vegetation such as forest, brush or grass not within structures and evolved in a fire situation.
- **Working Structure Fire.** Any fire that requires use of a 1 ½ -in (3.8-cm) or larger fire attack hose and that also requires the use of SCBA for members entering the hazardous area.



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### Section 1: Administration Policies

#### **AP 1.01 - Administrative Leave**

##### **Purpose:**

To establish a policy to address “Administrative Leave” including request for a leave of absence, emergency, sick and injury leave. As well the policy will be provided provision to return to “Light Duty”.

##### **General Provisions:**

1. All leave requests (except “Emergency Leave”) must be made in writing on the fire department “**Request for Leave Form**” (RLF). *(See Appendix-A)*
2. All leave requests must include information detailing the reason for the leave.
3. All leave requests must include an approximate length of duration with an anticipated end date.
4. All leave requests must be approved by the Fire Chief or the Chief’s Designee. A copy of the “**Request for Leave Form**” (RLF) shall be maintained in the fire department member’s personnel file.
5. Fire department officers will be advised when a fire department member is granted an approved leave at the time of approval.
6. All request for leave are to be responded to in writing by the Fire Chief or the Chief’s Designee within ten (10) days of receipt of the request. A verbal response may be given immediately for request for “Emergency Leave”.
7. All request for “leave of absence: of more than 90 days shall be forward to the Town of Kensington CAO for approval by Town Council.
8. All members returning to active duty from “sick” or “injury “leave shall provide a letter from their physician stating they a fit to return to active firefighting duties.

##### **Intent:**

The Kensington Fire Department desires to promote a safe, respectful and supportive environment for all members. The KFD wishes to foster an environment characterized by fairness, openness, equity, and respect for its members. Decisions made in the administration of this policy shall reflect this intent.

##### **Definitions:**

**Emergency Leave:** Members may request emergency leave when a sudden or unforeseen event occurs, such as a death of a family member, family illness or injured, etc.

**Leave of Absence:** Members may request a leave of absence when they are unable to participate in KFD operations for an extended period of time.



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**Light Duty:** Light duty is when a member is capable of returning to duty in a non-operational capacity consistent with limitations imposed by the member physician or circumstance.

**Injury Leave:** Injury leave is an absence from duty due to illness or injury that is sustained during the course fire department activities or operations. Injury Leave also includes Light Duty during the recovery phase of such illness or injury.

**Sick Leave:** Sick Leave is an absence from duty due to illness or injury that does not arise in the course of fire department activities or operations. Sick Leave also includes Light Duty during the recovery phase of illness or injury.

### **Policy:**

#### **“Emergency Leave”:**

To establish a policy to address the immediate leave needs of a member experiencing a sudden or unforeseen event, such as a death of a family member, family illness or injured, etc.

1. “Emergency Leave” may granted by the Fire Chief or the Chief’s designee.
2. Request may be made by phone (e-mail, text, etc.)
3. A request made by e-mail, text, etc. will be returned in the same fashion.
4. In the case of an immediate emergency, approval can be granted verbally and then documented via (e-mail, text, etc.) as soon as time or circumstances permit.
5. Extenuating circumstances will be considered on an individual basis and extension to the maximum time may be granted.
6. Emergencies may consist of (but are not limited too):
  - a. Sick children with no childcare options.
  - b. Serious illness of a family member or friend.
  - c. Car accident or similar event.
  - d. Household Emergency (fire, flood, etc.)

### **Policy:**

#### **“Leave of Absence”:**

1. Any member who is unable to participate in KFD operations for an extended period of time may apply in writing to the Fire Chief or the Chief’s designee requesting a “Leave of Absence”.



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2. At the discretion of the Fire Chief or the Chief's designee, the number of members given a leave of absence may be limited so the operational efficiency of the department will not be adversely affected.
3. A leave of absence may be granted for maximum of four (4) months, and will only be granted to members who have completed their probationary period.
4. A leave of absence request for more than four (4) months shall be forward by the Fire Chief or the Chief's designee to the Town Administrator for consideration and approval.
5. Extenuating circumstances will be considered on an individual basis. Any and all leaves of absence will require the final approval of the Fire Chief or the Chief's designee.
6. The term for a maternity leave is set at one year. Any extensions both before and after will be considered.
7. Fire department members granted a leave of absence will:
  - a) Be removed from the active duty list.
  - b) Hand in their pager and fire department equipment, if requested by the Fire Chief.
  - c) If requested by the Fire Chief, pass a performance evaluation conducted by the Training Officer prior to returning to active duty.
  - d) Retain their years of service.
  - e) Not receive remuneration during the period of the Leave.

**Policy:**

**"Injury Leave":**

When a member is unable to respond to emergency calls, due to illness or injury, related to a line of duty activity the member shall contact in person or by phone (e-mail, text, etc.), the Fire Chief or the Chief's designee.

The member shall supply the following information:

- a. The full nature and extent of the illness or injury;
- b. information necessary to the Department to complete or have completed an "Workers Compensation Board of PEI Employers Form #7"
- c. The length of time the member will be unable to respond to emergency calls;
- d. The need for member's assistance. (See: *Volunteer Firefighters Assistants Program Policy AP1.19*)

**(Note: All medical information is to be kept strictly confidential!)**

It is the member's responsibility to contact the Fire Chief or the Chief's designee. If the member is too ill to personally make contact, a member of the family or other responsible adult may do so.





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The “Request for Leave Form” (RLF) should be filled out by the Fire Chief or the Chief’s designee contacted by the applicant. The (RLF) may be submitted prior to the beginning of the sick leave date. (For things such as scheduled surgery, tests, etc.)

All members granted injury leave shall receive their normal remuneration.

All members on injury leave are expected to return to light duty as soon as possible.

### **Policy:**

#### **“Sick Leave”:**

When a member is unable to respond to emergency calls, due to illness or injury, not related to a line of duty activity the member shall contact in person or by phone (e-mail, text, etc.), the Fire Chief or the Chief’s designee and advise as to:

- a. The general nature and extent of the illness or injury;
- b. The length of time the member will be unable to respond to emergency calls;

**(Note: All medical information is to be kept strictly confidential!)**

It is the member’s responsibility to contact the Fire Chief or the Chief’s designee. If the member is too ill to personally make contact, a member of the family or other responsible person may do so.

The “Request for Leave Form” (RLF) should be filled out by the Fire Chief or the Chief’s designee contacted by the applicant. The (RLF) may be submitted prior to the beginning of the sick leave date. (For things such as scheduled surgery, tests, etc.)

All members on sick leave are expected to return to light duty as soon as possible.

### **Policy:**

#### **“Light Duty”:**

The purpose of this section is to establish procedures for “light duty” program to address return to active duty for members who has suffered from an injury or illness and to provide for a means to allow them to return to active duty. As well the policy may be used to address extend periods of “light duty” when a member’s injury or illness will restrict the member from returning to active duty for a prolonged period of time. *(Light dues may include but are not limited to, dispatching, offices operations, fire prevention activities, light cleaning duties, etc.)*





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- Light duty assignments are created by the Fire Chief or the Chief's designee based on the needs of the department.
- Any member requesting to be placed on "Light Duty" may apply in writing to the Fire Chief or the Chief's designee.
- Firefighters on 'light duty' shall not report to the emergency scene for any emergency response, but instead shall report to the Fire Hall.
- Firefighters on 'light duty' shall not be assigned to any apparatus for any emergency response.
- Firefighters on 'light duty' attending internal training, shall participate as an observer of the training exercise. No active participation in any 'live' training exercise shall be permitted.
- Firefighters on 'light duty' shall not be permitted to attend external training courses where 'live' training exercises are mandatory.
- Light duty assignments shall not be made for disciplinary purposes.
- Members placed on extended periods "Light Duty" shall receive \_\_\_% of their normal remuneration, all other benefits shall remain in place.
- At the discretion of the Fire Chief or the Chief's designee, the number of members given "Light Duty" may be limited so the operational efficiency of the department will not be adversely affected.

### **AP 1.02 - Alcohol and Drug Use Restrictions**

**Purpose:** To ensure KFD members do not engage in fire department operations while under the influence of alcohol and/or drugs.

**Scope:** All KFD members.

**Policy:** KFD members will not respond to emergency calls or engage in fire department operations while under the influence of alcohol or illegal or un-prescribed drugs, or prescription medication or any other substance that has been identified to impair judgement or affect an individual's ability to drive a vehicle or operate machinery or equipment.

**Procedures:** The Fire Chief, or Officer in charge will immediately have a fire department member who arrives at an emergency scene or training site while under the influence of alcohol or drugs escorted from the emergency scene or training site. Precautions shall be taken to ensure for the members safety and transportation to a safe place.

**Action:** Attending any emergency scene or training site while under the influence of alcohol or drugs is a very serious and dangerous situation and will result in disciplinary action being taken.



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The Fire Chief, or Officer in charge of the event described above shall carry out the procedures described in section of Policy AP 1.05 - Discipline and Corrective Behavior.

**Reference:** PEI Highway Traffic Act.

### **AP 1.03 – Attendance Requirements**

**Purpose:** In order to ensure that the KFD meets its mission and in an attempt to ensure all members maintain competent skills, the fire department shall establish minimum attendance requirements for emergency calls, training sessions and meetings.

**Scope:** All KFD members.

**Policy:** Although we operate as a “volunteer” fire department, attendance of all personnel at emergency calls, training sessions and meetings is required for operational and safety purposes.

All members shall obtain the minimum required levels of attendance in the following categories:

- 60% Emergency Calls;
- 70% Training Sessions; and,
- 70% Meetings.

Only those members who have achieved minimum required levels of attendance shall receive remuneration. Each member is responsible for recording their attendance to all emergency calls, training sessions and meetings.

**Procedures:** At the end of each calendar year the Fire Chief or his designee shall meet with member(s) who fall below 50% participation in emergency responses, training sessions and 50% of meetings to discuss their lack of attendance. Notes of these discussions shall be kept. Members who fall below 50% attendance at meetings, or below 50% attendance at emergency calls and training may be removed from active service and are no longer entitled to the remuneration or benefits of active membership. (Examples of benefits are vehicle registration and licenses, federal tax exception, etc.)

### **AP 1.04 - Behavior Correction and Progressive Discipline**

**Purpose:** To provide procedures for the correction of unsafe or unacceptable behaviors by members. As well as providing a fair and consistent application of progressive discipline.



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**Intent:** The KFD wishes to foster an environment characterized by fairness, openness, equity, and respect for its members. Decisions made in the administration of this policy should reflect this intent.

**Scope:** All KFD members.

**Policy:** Behavior Correction and/or Progressive Discipline will be utilized in an equitable and consistent manner. In all instances where discipline is involved, the affected a KFD member will have the opportunity to be heard by the Fire Chief prior to imposing discipline.

Any officer or member having supervisory authority and responsible for other members will discuss deficiencies in performance, conduct and other matters with subordinates as soon as possible after such deficiencies are observed.

Discipline measures will be documented, retained on the fire department members personal file and be subject to appeal through the "Grievance Procedures policy" AP-109 policy.

### **Procedures:**

#### **Levels of Responsibility:**

The Fire Chief is ultimately responsible to monitor behavior and maintain discipline throughout the KFD and to correct bad behaviors and administer discipline of a formal nature which may include temporarily suspending, or terminating, a member from the department as per policy.

### **Procedures:**

#### **Levels of Responsibility:**

The Fire Chief, Chief Officers and Company Officers will be responsible to maintain discipline while at an incident or at the fire hall. They are also responsible to administer behavior correction and discipline and to submit, in writing, recommendations for formal discipline. A Chief Officer or Officer in Charge of an incident, acting in the absence of the Fire Chief, has the authority to temporarily suspend a fire department member pending further action by the Fire Chief.

#### **Behavior Correction Action:**

Officers will discuss deficiencies in performance, unsafe or unacceptable behaviours, and other matters with the fire department member as soon as possible



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after such deficiencies or behaviours are observed. The following steps will be followed when informal action is considered:

- Step 1: Determine the problem.
- Step 2: Discuss the problem with the fire department member, in private, as soon as possible following the behavior.
- Step 3: Explain the behavior involved and possible consequence of their action.
- Step 4: Allow the fire department member a chance to explain their action(s).
- Step 5: Inform the fire department member that the discussion is a verbal warning and that continuance of the behavior will lead to formal disciplinary action.
- Step 6: Allow time for improvement, and then follow-up.

### **Procedures:**

#### **Formal Progressive Disciplinary Action:**

Whenever informal action has failed, or there has been intentional and flagrant disregard for the accepted behaviour, policy, or standard operating guidelines formal progressive disciplinary action will be taken as a corrective measure. The Fire Chief shall form a disciplinary board to administer the disciplinary action, the board shall be made up of the Fire Chief, Deputy Chief and one other officers selected by the member called to appear before the disciplinary board.

The following steps will be followed when formal disciplinary action is considered:

- Step 1: The concerned fire department member will be given written notice by the disciplinary board of the disciplinary actions to be taken. Such notice will include a statement of the reasons for the disciplinary actions.
- Step 2: Following a reasonable opportunity to review all pertinent information, the fire department member will have the right to respond either orally, or in writing, to the disciplinary board.
- Step 3: If the fire department member's version of the facts creates doubt as to the accuracy of the information, the disciplinary board will initiate a further investigation of the situation.
- Step 4: Upon completion of further investigation, the affected fire Department member will meet with the disciplinary board, and be advised in writing, of the actions to be taken.
- Step 5: The fire department member being disciplined shall have the right to appeal the decision of the disciplinary board, following the grievance procedure. (Refer to AP 1.09 - Grievance Procedures)



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## **AP 1.05 - Community Outreach Programs**

**Purpose:** The purpose of the Kensington Fire Department Community Outreach initiative is to facilitate Public Education and Fire Prevention activities.

**Scope:** All KFD members.

**Policy:** The KFD public education and fire prevention activities, will include working with public and private organizations, community groups, schools, churches, businesses, and citizens in order to promote fire safety.

**Procedures:** The Fire Chief will establish a program to responded to request for Fire Stations tours, fire safety training and fire prevention activities.

The program will include the following:

1. Fire Hall Tours (See Appendices-A)
2. *E.D.I.T.H (Exit Drills in The Home)*
3. Stop Drop and Roll
4. Crawl Low in Smoke
5. Suit-Up demonstration
6. Fire Extinguisher training
7. "Fire Prevention Week" activities

The Fire Chief shall assign an officer to administer the program and select members (volunteers) to carry out the various segments of the program. Members on "Light Duty" may be assigned to this program.

## **AP 1.06 - Equal Opportunity Statement**

**Purpose:** To commit to equal opportunities for all KFD members.

**Scope:** All KFD members.

**Intent:** The KFD wishes to foster an environment characterized by fairness, openness, equity, and respect for its members. Decisions made in the administration of this policy should reflect this intent.

**Policy:** All fire department members will be extended equal opportunities for skill development and promotion.



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### **Procedure:**

1. The Kensington Fire Department is committed to the principles of equal opportunity for all fire department members and applicants.
2. Selection of new members, training, duty assignment, advancement will be made without regard to race, religion, sex, color, sexual orientation, age, marital status, national origin, family status or any other characteristic protected under federal, provincial law.
3. The fire department will create and maintain a work environment for all fire department members that is free from discrimination, harassment and sexual harassment.
4. All fire department members will treat each other with respect and dignity, and respect differences among fire department members.

### **AP 1.07 - Fire Hall Policy**

**Purpose:** To provide for the proper operation, maintenance and care of the Kensington Fire Hall.

**Scope:** All KFD members.

**Policy:** All KFD member will follow the procedures outlined below to ensure for the proper operation, maintenance and care of the Fire Hall.

### **Procedures:**

1. It shall be the responsibility of each member to maintain the station in a clean and orderly fashion.
2. No property belonging to the KFD shall be taken from the Fire Hall, except on department business, without prior approval of the Fire Chief or his designee.
3. The Fire Hall's phones shall be used with discretion, keeping calls to a minimum in duration.
4. No material shall be affixed to the walls or bulletin boards of the Fire Hall without the authorization of the Fire Chief or his designee.
5. Members shall not mark, alter or deface any posted notice of the department.



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6. Each member is expected to clean up after use of any equipment or tools in the Fire Hall.
7. Smoking shall be prohibited in the Fire Hall.

### **Procedures:**

8. Any person entering the Fire Hall shall be treated with respect and courtesy.
9. The member shall introduce him or herself to the individual and offer their assistance.
10. Visitors to the Fire Hall shall not be left unattended.
11. The use of the department computers shall be limited to department members only.
12. Members shall not load any software, pictures or any other files to the computer without the permission of the fire chief.
13. The use of computers must follow the department's IT and computer use policies.
14. Members are not permitted to use the Fire Hall for the storage of or repair to any vehicle or other equipment not owned by the KFD or the Town of Kensington without first receiving permission from the Fire Chief or his designee.
15. The last person to leave the station shall secure the building and turn off unnecessary lighting and turn heating or air conditioning to most economical setting.

### **AP 1.08 – Fire Investigation Policy**

- Purpose:** To provide conditions necessary to enable the Property Authorities (Police, FMO, etc.) to determine the origin and cause of fires.
- Scope:** All KFD members, police, FMO, etc.
- Policy:** The Incident Commander (IC) in charge is responsible for determining when a Fire Investigator is needed. This determination is dependent on the information gathered at the scene and/or circumstances of the fire. The FMO shall be notified for all major property loss fires or fires causing injury or death. The On-Call Fire Marshall's Office (FMO) on duty Fire Investigators are available through Medicom Atlantic at: **902-892-1204**.



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### **Procedures:**

- Fire investigations are to be conducted after fire control and salvage activities are completed, but before overhaul actions, which could hinder the investigation.
- It is the responsibility of the Fire Department to protect the fire scene from unnecessary damage during firefighting operations.
- Special care exercised during extinguishment will avoid the destruction of evidence through the misuse of fire streams.
- Salvage operations should be minimal until the initial fire investigation is completed, and should be confined to diminishing loss.
- Members assigned to loss control should incorporate scene security and evidence preservation into their plan to stop the loss.

### **Procedures:**

- The fire scene must be secured. Evidence cannot be used in court unless the Fire Investigator can establish a chain of custody by proving who found the evidence, where it was found and the evidence was not tampered with while in official custody.
- To ensure that the chain of custody remains unbroken, the scene must remain in the sole custody of the Fire Department.
- Where custody must be maintained, a guard shall be posted, and custody must be maintained until the scene is released. No unauthorized persons may enter the scene.
- The Fire Department has the legal authority to close the scene entirely, even to the property owner or to other interested person/s.
- It is vital that the Fire Department prevent personnel from unnecessarily walking through a fire area, walking on, obscuring, or picking up and moving evidence.
- If it is essential that evidence be moved or if necessary firefighting operations may damage evidence, the evidence must be covered or its location marked before moving it carefully to a secure location.





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- If possible, photographs should be taken of the fire area and provided to the fire investigator. (*Photos taken for this purpose shall not be made public.*)

## **AP 1.09 - Grievance Procedures**

**Purpose:** To provide a fair and unbiased mechanism to resolve a grievance a Member(s) seeks resolution of.

**Scope:** All KFD members.

**Policy:** In seeking to achieve our values of respect honesty and integrity in our dealings with each other and those we serve. The following procedures shall be used when dealing with a member(s) grievance.

**Definitions:**

**“Chief Administrative Officer” (CAO)** means the Administrator and/or includes the Manager of the Town of Kensington or his/her duly appointed representative;

**“Deputy Chief”** means an officer of the Fire Department who is an assistant to the Fire Chief and second in command of the KFD as per the Departments chain of command and operating procedures.

**“Fire Chief”** means the person appointed by Council to act as the Fire Chief of the Town of Kensington Fire Department.

**“Fire Department”** means the Fire Department, of the Town of Kensington.

**“Grievance Committee”** a committee formed for the sole purpose of adjudicating a grievance received from a member.

**Procedures:**

1. When any member(s) of the Fire Department alleges they have been treated unjustly, he/she may make a written complaint stating the alleged grievance and forward this document to the Fire Chief.
2. The Fire Chief will assess the complaint and respond in writing to the complainant.
3. The Fire Chief may investigate the grievance solely to find a resolution to the complaint, or the Fire Chief may refer the complainant to a Grievance Committee to be struck for the sole purpose of adjudicating the complaint.



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4. The Grievance Committee will consist of the Fire Chief, the Deputy Fire Chiefs, and two (2) member of the department of the complainant choosing who are not involved in the grievance. The Fire Chief shall act as the Chair of the Grievance Committee.
5. Every attempt will be made to choose a Grievance Committee who are impartial to the alleged grievance. If the Fire Chief, or the Deputy Fire Chiefs are directly involved in the grievance, the next ranking officer(s) shall service on the Grievance Committee.
6. The Fire Chief and/or the Grievance Committee will conduct Investigative meeting(s) with the complainant, and the member(s) to whom the grievance is directed. Minutes of the meeting(s) shall be recorded and supplied to all participants.

**Procedures:**

7. Once the Fire Chief or the Grievance Committee have completed the investigation into the complaint, the Fire Chief or the Grievance Committee shall make a ruling on a resolution to the grievance.
8. The decision/ruling on the resolution to the grievance shall be in writing and shall include the details of the complaint and the decision/ruling of the Fire Chief and/or the Grievance Committee.
9. Once the final ruling has been made, the Fire Chief, and/or the Discipline Committee may invoke discipline under the Behavior Correction and Progressive Discipline Policy AP 1.04.
10. The member(s) can formally make an appeal in writing to the "Chief Administrative Officer of the Town of Kensington.
11. The "Chief Administrative Officer" after reviewing the details of the complaint and the ruling of the Grievance Committee may uphold the ruling of the Grievance Committee or hold a meeting with the member and the Grievance Committee to arbitrate a final ruling.
12. If a grievance is against the Fire Chief, the aggrieved party shall make a complaint to the "Chief Administrative Officer" of the Town of Kensington, who will in turn, recommend if any necessary action is to be taken.



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### **AP 1.10 - Harassment Policy**

**Purpose:** To establish the Kensington Fire Department's position on the subject of harassment including sexual harassment, and to set forth guidelines for handling violations of this policy and to specify the related complaint handling procedures.

**Scope:** All Kensington Fire Department members.

**Policy:** The Kensington Fire Department anti-harassment policy applies to all persons involved in the operation of the Department and prohibits harassment by any member of the Department.

This Policy prohibits sexual harassment, and harassment based on pregnancy, childbirth or related medical conditions, sex, sexual orientation, race, color, religion, national origin, age, marital status, or physical or mental disability, or any other basis protected by Federal, or Provincial law or regulation. All such harassment is prohibited.

Prohibited harassment includes, but is not limited to, the following behavior:

- Verbal conduct such as epithets, derogatory jokes or comments, slurs or unwanted sexual advances, invitation, or comments;
- Visual displays such as derogatory and/or sexually-oriented posters, photography, cartoons, drawings, or gestures.
- The viewing of pornographic movies, video, DVD, or pay per view cable TV in the Fire Hall.
- Physical conduct including assault, unwanted touching, intentionally blocking normal movement, or interfering with work because of sex, race, or any other protected basis.

**Policy:**

Prohibited harassment includes, but is not limited to, the following behavior:

- Threats and demands to submit to sexual requests as a condition of continued membership, or to avoid some other loss, and offers of benefits in return for sexual favors; and
- Retaliation for reporting or threatening to report harassment.



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### **Procedures:**

- If a member believes that they have been harassed, they shall submit a written or verbal complaint to a Chief Officer or Captain as soon as possible after the incident. Your complaint should include details of the incident or incidents, names of the individuals involved, and names of any witnesses.
- All harassment complaints shall be directed to the Fire Chief.
- The Fire Chief will immediately undertake an effective, thorough, and objective investigation of the harassment allegations.
- If the Fire Chief determines that harassment has occurred, effective remedial action will be taken in accordance with the circumstances involved. Any member determined by the Fire Chief to be responsible for harassment will be subject to appropriate disciplinary action up to, and including termination. The Fire Chief will advise all parties concerned of the results of the investigation. Retaliation against any person filing a complaint and will not be tolerate or permit.

### **AP 1.11 – Health and Safety Policy**

#### **Purpose:**

The intent of this document is to provide a guideline to assist Kensington Fire Department to develop minimum requirements for an Occupational Health and Safety Program.

#### **Implementation:**

The KFD has set a tentative date for achieving compliance with the requirements of this Policy of \_\_/\_\_/20\_\_. As well the Fire Department will establish a phase in schedule for compliance with specific requirements of this policy and its adopted regulations and standards.

#### **Policy:**

It is the policy of the Kensington Fire Department to provide the highest level of safety and health for all members. The prevention and reduction of accidents, injuries and occupational illnesses are goals of the KFD and shall be primary considerations at all times. This concern for safety and health applies to all members of the Fire Department.

The Kensington Fire Department shall make every reasonable effort to provide a safe and healthy work environment, recognizing the dangers involved in the types of service we deliver. All members shall operate with heightened concern for safety and health. Appropriate training, supervision, procedures, program support and review shall be provided to achieve specific safety and health objectives in all functions and activities.



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This policy shall establish “Policies” and “Standard Operating Guidelines” (SOG’s) for the prevention and elimination of accidents, injuries and fatalities. (See Section 3: “Safety Policies” & Section 4 “Standard Operating Guidelines”.)

### **Roles and Responsibilities:**

The Roles and Responsibilities outlined below shall be filled and assigned by the Fire Chief on or before \_\_/\_\_/20\_\_.

- The KFD shall establish and enforce rules of procedure, regulations and standard operating guidelines to reach the objectives of this policy.
- The Fire Chief shall appoint a designated fire department health and safety officer, who shall be responsible for the management of the occupational health and safety program.
- The Fire Chief shall assign or make available such assistant safety officers and resources as may be required to fulfill the requirements of the OH&S program.
- An Occupational Health & Safety Committee shall be established by the Fire Department and shall serve in an advisory capacity to the Fire Chief.
- The Occupational Health & Safety Committee shall include at least; one (1) officer of the Fire Chiefs choosing and at least two (2) active firefighters, elected by the members. In all cases at least half of the members of the OH&S committee shall be members who do not have a supervisory role.
- The committee shall hold regular scheduled meetings and shall be permitted to hold special meetings whenever necessary. Written minutes of each meeting shall be made available to the Fire Chief and a copy shall be clearly posted in the Fire Hall for all members to view within one week of the meeting.
- The committee shall meet at least once each month unless;
  - (a.) A different frequency is prescribed by regulation; or
  - (b.) The committee alters the required frequency of meetings in its rules of procedure.

### **Roles and Responsibilities:**

- All accidents, injuries, fatalities, illnesses, and near misses involving members shall be investigated by the Occupational Health & Safety Committee.
- The Fire Department shall maintain permanent records of all accidents, injuries, illnesses or deaths relative to department activities.
- The Fire Department Safety Committee should establish subcommittee(s) to address specific safety issues. Subcommittee members should be appointed by the Safety Committee Chairman.
- The roles of the subcommittee(s) are to initiate and implement accident and injury prevention procedures, review accident and injury reports, and to perform work assigned by the Safety Committee.
- The following operations shall be reviewed by the subcommittee(s):



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- ◆ Incident Scene Safety shall address issues pertaining to safety at fireground, rescue operations, hazmat and emergency medical incidents.
- ◆ Fire Department Vehicular Safety shall address apparatus safety issues,
- ◆ Fire Hall Safety shall address safety issues in and around the Fire Hall.
- ◆ Protective Clothing and Equipment shall address protective clothing and equipment issues.
- ◆ Medical Standards and Physical Fitness shall address physical performance standards and evaluation procedures.

### **Accident Review Committee:**

- Accidents and/or near misses shall be review by an ad hoc committee formed for the purpose of reviewing and reporting on severe or unusual accidents, injuries and/or near misses. The subcommittee shall be convened at the request of the Fire Chief.
- The Accident Review Committee will review accident, injury and near misses. These case reviews will look at the following standard items for each accident, injury or exposure in order to determine appropriate action:
  - Principle cause(s)
  - Variables, such as weather or extenuating circumstances.
  - Warning notifications and/or Communications,
  - SOG changes Facility,
  - Apparatus or equipment changes.
  - Educational and/or training needs.
  - As required Referral to disciplinary process.
- Recommendations will be made based on available facts and information. If said facts or information are inadequate, further inquiry will be made by the committee (directly or indirectly) to improve the understanding of events leading to the mishap in question. This analysis will take place prior to final recommendations being made by the Committee. Recommendations will then be forwarded by the Safety Officer to the Fire Chief for review and implementing of corrective actions to be taken.

### **AP 1.12 - Honorariums Policy**

#### **Purpose:**

To provide policy guidance for providing fire department annual honorariums.

#### **Scope:**

The Town of Kensington acknowledges the value, benefit and necessity of a Volunteer Fire Department. The Town of Kensington believes it valuable and



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essential to recognize, respect and honour the sacrifices, dedication and extraordinary efforts of its Fire Department.

### **Procedures:**

The Town of Kensington shall distribute annually the following:

Fire Chief	\$1,500.00 Annually
Deputy Chief	\$1,200.00 Annually
Fire Fighter	\$1,000.00 Annually

### **AP 1.13 - Promotion Policy**

**Purpose:** Promoting qualified members from within the department to Officer positions. This policy provides for a graduated increase of knowledge, skill and ability for the Fire Department Officer ranks of Lieutenants, Captains, Deputy Chief(s) and Fire Chief.

**Scope:** All qualified Fire Department personnel.

#### **Promotion Policy:**

It is the policy of the Kensington Fire Department to advise all members of promotional opportunities by means of bulletin boards or other suitable methods. If you are interested in an open position and you feel you are qualified, please submit your application request for consideration for a specific position directly to the Fire Chief.

Whenever a position becomes available, every effort will be made to fill it by promoting a qualified member from within the department. Positions will be filled based on the applicant individual ability, the applicant performance on written examinations and skills testing, the applicant past job performance, and length of service.

#### **Qualifications for Officer Positions:**

**Lieutenants:** Only those persons having the following qualifications shall be permitted to apply for the rank of Lieutenant:

- a. Successfully completed PEIFFA Firefighter Level 1 or equivalent,
- b. Is enrolled in or has completed Fire Officer Level 1 or equivalent,



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- c. Has successfully completed and maintained First Aid and CPR certification,
- d. A minimum of three 3 years' experience.

**Qualifications for Officer Positions:**

**Captains:** Only those persons having the following qualifications shall be permitted to apply for the rank of Captain:

- a. Successfully completed PEIFFA Firefighter Level 1 & 2 or equivalent,
- b. Successfully completed PEIFFA Fire Officer Level 1 or equivalent,
- c. Has successfully completed and maintained First Aid and CPR certification,
- d. A minimum of 5 years' experience.

**Deputy Chief:** Only those persons having the following qualifications shall be permitted to apply for the rank of Deputy Chief:

- a. Successfully completed PEIFFA Firefighter Level 1 & 2 or equivalent
- b. Successfully completed PEIFFA Fire Officer Level 1 or equivalent.
- c. Has successfully completed and maintained First Aid and CPR certification,
- d. Successfully completed PEIFFA Incident Safety officer or equivalent
- e. A minimum of 7 years' experience.

**Fire Chief:** Only those persons having the following qualifications shall be permitted to apply for the rank of Fire Chief:

- a. Successfully completed PEIFFA Firefighter Level 1 & 2 or equivalent
- b. Successfully completed PEIFFA Fire Officer Level 1 or equivalent,
- c. Has successfully completed and maintained First Aid and CPR certification,
- d. Successfully completed PEIFFA Incident Safety officer or equivalent
- e. Serve at least two (2) years as a Deputy Chief or Captain.
- f. A minimum of 10 years' experience.

**Incumbent Officers:**

All incumbent officers of the KFD at the time that this policy comes into force will be grandfathered into their present positions.

Incumbent Officers are strongly encouraged to review the qualification requirements for their office and make a concerted effort to attain same. Grandfathering will cease to exist five (5) years after the approval and implementation of this policy. Officers who move into one of these positions will also be grandfathered for the 5-year period from the time this





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policy comes into force. 5 years after this policy comes into force, officers are expected to have the training required to fill the position.

No Officer will be required to relinquish their appointment to a position if they have not been provided the opportunity through local, municipal, or provincial training courses, to gain the stated perquisites within the assigned timeframe. This does not preclude Chief Officer or Officer from taking required courses that do become available.

### **Personal Skills:**

In addition to all Fire Service qualifications, it is recommended that all fire officers complete recognized training courses in the following subjects:

- a. Individual communication skills,
- b. Recognized 'Respect in the Workplace',
- c. Fire Service Personnel Leadership courses.

These courses should be completed within 5 years of accepting any officer position, and they only need to be taken once, regardless of the number of different positions held.

### **Promotional Procedure:**

All department personnel applying for a Lieutenants and Captains position shall submit a letter of intent along with a resume to the Fire Chief. Such resume must include educational and training experience, certifications received, and relative work experience.

### **Examinations:**

A written or verbal examination relative to the positions of Lieutenants and Captains may be administered by the Fire Chief or his/her designee. The examination will contain questions from an identified list of resources. These resources will be available to all personnel participating in the promotional process. A minimum score of 70% will be required to successfully pass the examination.

The written or verbal examination will count for 30% of the total promotional process.

### **Verbal Interviews:**

Verbal interviews will be conducted with all candidates successfully completing the written or verbal examination. The interviews will be conducted by a panel assigned by the Fire Chief, which may include but not limited to current officer(s) and/or members of the Kensington Fire Department. The interview will include a tactical scenario as well as an administrative interview.

The verbal interview will count for 30% of the total promotional process.

### **Performance Evaluation:**

A performance evaluation will be conducted by a panel assigned by the Fire Chief for all candidates successfully completing the written or verbal examination and verbal interview



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parts of the process. The evaluation will include each candidate's performance for the previous two years. It will include participation on committees, related education obtained, assistance with special projects, and overall past performance.

This performance evaluation will count for 40% of the total promotional process.

### **Seniority Credit:**

Each candidate successfully completing the examination, oral interview, and performance evaluation with 70% or greater in each phase will be entitled to additional percentage points for seniority as follows.

- 5-10 years completed 1%
- 11-15 years completed 2%
- 16-20 years completed 3%
- over 21 years completed 4%

### **Deputy Chief(s) and Fire Chief's Positions:**

Applicants for the position of Deputy Chief(s) and Fire Chief shall be submitted to the Chief Administrative Officer (CAO) of the Town of Kensington. The CAO of the Town of Kensington will administer the procedure for filling the position of Fire Chief as outlined in the policies and procedures established by the Town of Kensington. The applicants shall meet the qualifications for the position as outlined above.

## **AP 1.14 – Recruitment, Orientation and Basic Training Policy**

**Policy:** It is the intent of the Kensington Fire Department, to establish a recruitment, orientation and basic training policy.

**Purpose:** To establish the processes necessary to recruit new applicants and provide orientation and basic training for accepted applicants.

**Scope:** All applicants to the Kensington Fire Department.

**Process:** The recruitment, orientation and basic training process will consist of the following components:

### **1. Recruitment:**

The Fire Chief Shall:

- Appoint an individual(s) responsible for recruiting,
- Establish a recruitment program,
- Communicate expectations, role descriptions and other relevant information.



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### **2. Application:**

In order to be eligible to apply for a position with the Kensington Fire Department applicants shall be:

- 19 years of age or older at the time of application,
- Legally entitled to work in Canada,
- Free of any criminal convictions for which a pardon has not been granted,
- Possess a High School Diploma (Grade 12) or academic equivalency,
- Speak, read and write English fluently, and communicate clearly and precisely,
- Ability to respond to emergency call 24 hrs a day,
- Reside within the response area of the Kensington Fire Department.

Other Desirable Skills may include:

- First-Aid training,
- C.P.R. Training,
- A PEI Class 3A driver's license,
- Previous firefighting experience,
- Demonstrated commitment, (i.e. volunteer service)
- Multilingual (French/Other),
- Trade experience (Electrician, carpentry, and mechanic).

All applicants are required to submit an application for the position of volunteer firefighter using the Department supplied form.

### **3. Screening:**

The following steps are to be used during the screening process.

- Review of application forms,
- Conformation of minimum requirements,
- Physical and agility testing,
- Written and oral testing,
- Criminal background checks,
- Medical certificates,
- Driver's abstracts,
- Reference checks,
- Interviews,
- Consideration for family, employer and significant others.

Applicant who have successfully completed the screening process will advance to Probationary Period consisting of an orientation and basic training process.



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### **4. Probationary Period:**

All new recruits of the Fire Department are subject to a minimum of a 24-month Probationary Period. Each probationary recruit will be required to successfully complete the Department in house training program and the PEIFFA level 1 firefighter courses. Probationary recruits are also required to attend 80% of in-house training during their probationary period. All new recruits shall complete all the requirements outlined parts 5 and 6 before receiving full privileges, benefits and membership in the Department.

### **5. Orientation:**

All new recruits shall undergo an orientation program as set forth by the Fire Chief. The intent of the orientation program for a new recruit is to learn the operational procedures of the Fire Department, as well as the operation of the apparatus and equipment of the Department.

The orientation program shall cover the following topics:

- Written Policies
- Operating Guidelines
- Chain of Command
- Incident Command
- Fire Scene Operations
- Response Procedures
- Auto Accident Operations

The orientation program shall cover the following topics:

- Mutual Aid Operations
- Hazmat Scene Operations
- Rescue Operations
- Safety Equipment
- Protective Clothing
- Self-Contained Breathing Apparatus (SCBA)
- Ladders
- Power and Hand Tools
- Auxiliary Equipment
- Apparatus Operations
- Driver Training



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### **6. Training:**

Training is the single most important element for a safe, professional, and effective Fire Department. It is imperative that all members are properly trained on all aspects of firefighting to help safeguard his/her life, the lives of other firefighters and the lives of those the Departments serve.

Training shall include:

1. In house Department training that will prepare a new firefighter to safely perform his/her duties, and
2. Successfully compilation of PEIFFA Firefighter Level 1.

### **7. Offer Letter**

Those individuals selected to volunteer with Department require timely notification and information regarding orientation, training and other expectations of the fire department. The Fire Chief shall do so through a telephone conversation, followed by a written offer of membership in the Department letter.

## **AP 1.15 – Records Retention & Management**

**Policy:** All records kept for the Kensington Fire Department business are to be retained in a secure location at the Fire Hall, unless otherwise indicated in this manual, and kept for an appropriate period in accordance with the Town of Kensington policy

**Purpose:** To establish a procedure for producing securing, and retaining fire department records.

**Scope:** All fire department records including correspondence, reports, forms, policies and SOG's, etc.

**Procedures:** All fire department records on which information is recorded are the property of the Town of Kensington Fire Department and are to be maintained and used for the sole purpose of the Fire Department. Reports, records or other documents of the Department are not to be circulated unless prior approval has been granted by the Fire Chief.

Records to be maintained include the following:

- **Administrative Policies and Procedures.** These records document policies and procedures established by the fire department.
- **Standard Operating Guidelines.** These records include guidelines established for the all operations of the fire department.



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- **Department Dispatch Records.** These records document the departments' responses to calls. Information collected in these records includes the time and date of the call, name and location of the caller, nature of the emergency, officers/vehicles assigned, and similar data.
- **Training and drill records.** Reports and related documentation of training, drills, and triage exercises conducted or participated in by members of the Department.

### **AP 1.16 - Roles and Duties**

**Policy:** All Officers, members and recruits of the Fire Department will ensure they are familiar with, and carry out, their duties as outlined below.

**Purpose:** To define the role and duties performed by the various ranks and positions of the Fire Department.

**Scope:** All members and recruits of the Fire Department.

#### **AP 1.16.1: Roles and Duties (Fire Chief)**

**Purpose:** To define the role and duties performed by the Fire Chief.

**Scope:** Fire Chief

**Guidelines:** The Fire Chief is directly responsible to the CAO and Council of the Town of Kensington, as such will ensure he/she is familiar with and carry out their duties as outlined in the Bylaws of the Town of Kensington.

**Procedure:** The Fire Chief will be responsible for:

- Ensuring they are familiar with, and carry out, their duties as outlined in the Department's Operational Guidelines and referenced documents,
- Recommending to the CAO and Town Council candidates for the positions of Deputy Fire Chief(s) and other officers' positions,
- Evaluating performance of all fire department members,
- The administrative and technical work in planning, organizing and directing the firefighting and fire prevention activities,
- Fire department budgeting, and all other administrative matters,
- Keeping current with changing local conditions and technological changes in firefighting and fire prevention,
- The overall discipline and morale of the fire department,
- Organizing and directing all firefighting activities at large fires or emergencies,



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- Requisitioning of materials and equipment and maintaining records,
- Directing the maintenance, repair, and replacement of firefighting equipment,
- The fire hall, its fixtures and other properties therein,
- Ensuring written documentation is completed for the maintenance of all apparatus and equipment,
- Directing the training of fire department members in methods of firefighting and use of equipment,
- Supervising the testing and care of fire hose and ladders and keeping related records,
- Preparing rules and regulations for the efficient operation of the department.

### **AP 1.16.2: Roles and Duties (Deputy Fire Chief)**

**Purpose:** To define the role and duties performed by the Deputy Fire Chief(s).

**Scope:** Deputy Fire Chief(s)

**Procedure:** The Deputy Fire Chief(s) will be responsible for:

- Ensuring they are familiar with, and carry out, their duties as outlined in the Operational Guidelines and referenced documents,
- Assuming the responsibilities of the Fire Chief in the Fire Chief's absence,
- Assist the Chief in carrying out routine administrative tasks and related clerical duties,
- Carrying out routine administrative tasks and related clerical duties,
- Discussing all Department matters with the Fire Chief,
- Ensuring the adequacy of attendance of fire department members,
- Departmental supplies, and the completeness and accuracy of the departmental records,
- Assigning and organizing firefighters during Department operations,
- Addressing attendance issues,
- Supervising equipment maintenance,
- Enforcing discipline throughout the department
- Requisitioning supplies and keeping related records (as assigned by the Fire Chief),
- Ensuring the logging of all attendance records are complete and accurate,
- Responding to calls and to potentially command all phases of the firefighting and other related duties.

### **AP 1.16.3: Roles and Duties (Captains)**

**Purpose:** To define the role and duties performed by Captains.

**Scope:** All officer serving as a Captain.



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**Procedure:** Captains will be responsible for:

- Ensuring they are familiar with, and carry out, their duties as outlined in the Operational Guidelines and referenced documents. Subject to the requirements of Department written orders and regulations and the verbal directions of a senior officer.
- Firefighting and rescue operations including the command of an incident when required, apparatus, equipment and fire department members in the combating, extinguishing and preventing of fires and the saving of life and property,
- Ensuring the maintenance and cleaning of all apparatus and equipment of the Department,
- Maintaining discipline and conduct,
- Supervising firefighting and rescue activities including the laying of hose lines, direction of water streams, placing of ladders, ventilation of buildings, rescuing of persons, administering of first aid, rescue and salvage operations,
- Supervising the return of all apparatus and equipment to their proper places in the Fire Hall,
- Assisting with the training of fire department members,
- Compiling and keeping various records and reports as required.

### **AP 1.16.4: Roles and Duties (Lieutenants)**

**Purpose:** To define the role and duties performed by the Lieutenant.

**Scope:** All Lieutenants.

**Procedures:** Lieutenants will be responsible for:

- Carrying out their duties as outlined in, the Operational Guidelines and referenced documents. While subject to the requirements of written orders and regulations and the verbal directions of a senior officer,
- Assuming command of fire and rescue operations in the absence of a senior officer,
- The proper maintenance of apparatus and equipment in accordance with standing orders and other regulations,
- Effectively extinguishing a fire, unless working under a superior officer
- Ensuring the cleaning of equipment and apparatus
- Supervising firefighting activities including the laying of hose lines, directing of water streams, placing of ladders, ventilation of buildings, rescuing of persons, first aid, rescue and salvage operations,
- Supervising the return of all apparatus and equipment to their proper places

### **AP 1.16.5: Roles and Duties (Training Officer)**

**Purpose:** To define the role and duties performed by the Training Officer(s).

**Scope:** Training Officer(s).





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**Guideline:** Training Officer(s) will be familiar with, and carry out their duties as outlined in, the Operational Guidelines and referenced documents. Under the direction of the Fire Chief the Training Officer will develop and deliver the fire department training program to all fire department members.

**Procedures:** The Training Officer(s) will be responsible for:

- Determining departmental training needs,
- Maintaining training records for all fire department members
- Developing departmental training programs,
- Evaluating the fire department members skills and knowledge,
- Scheduling, coordinating and conducting training sessions.

### **Additional Responsibilities of Officers**

In addition to those roles and duties identified above, officers of the Department shall be charged with the responsibility of making assignments, reviewing and evaluating performance of their subordinates, resolving disputes and maintaining proper conduct and discipline among those individuals under their supervision.

All officer shall be responsible for the following actions:

- Maintain an atmosphere, which will generate a positive relationship between the officer and the subordinate;
- Keep members informed of the guidelines, administrative instructions, directives and conditions they must observe;
- Take all possible steps, through the application of good management techniques, to prevent situations that might lead to disciplinary action;
- Gather and analyze all facts and carefully consider all circumstances before taking disciplinary action;
- Constructively counsel members individually and in private; and
- When circumstances warrant, initiate or recommend disciplinary action.

### **AP 1.16.6: Roles and Duties (Firefighters)**

**Purpose:** To define the role and duties performed by a Firefighters.

**Scope:** All Firefighters.

**Guideline:** All Firefighters will be familiar with, and carry out their duties as outlined in, the Operational Guidelines and referenced documents.

**Procedure:** The firefighter will be responsible for:



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- Firefighting entailing the combating, extinguishing and preventing of fires, and saving of life and property,
- Rapidly and efficiently performing various duties under emergency conditions frequently involving considerable hazard,
- Responding to fire alarms, laying and connecting hoses, holding nozzles and directing water streams, raising and climbing ladders, and using chemical extinguishers, bars, hooks, lines and other equipment,
- Ventilating fire to release heat and smoke, placing salvage covers to prevent water damage and preventing fire from rekindling,
- Operating firefighting and rescue equipment as required,
- Performing various maintenance tasks on apparatus and equipment,
- Carrying out fire prevention and public education activities as required,
- Operating as part of a rescue team for extraction of victims and any other required duties at a MVA,
- Developing and maintaining firefighting skills and knowledge,
- Performing routine maintenance of the Department's apparatus, firefighting equipment and fire department property,
- Carrying out the specific orders and directions of a superior officer within the scope of the fire department member's training,

### **AP 1.16.7: Roles and Duties (Probationary Firefighters)**

**Purpose:** To define the role and duties performed by probationary fire department members.

**Scope:** All probationary fire department members.

**Guideline:** All probationary fire department members will be familiar with, and carry out their duties as outlined in the Operational Guidelines and referenced documents. The probationary fire department member will first be trained on a topic prior to being examined. At the end of the probationary period the Fire Chief and the Training Officer will be responsible for the final recommendation of the Probationary Firefighter to full fire department member status.

**Procedures:** The probationary firefighter will be on probation for a period of 24 months. Extensions will be considered at the discretion of the Fire Chief.  
The probationary fire department member's duties will include:

- Routine duties at the Fire Hall,
- Probation training on regular practice nights,
- Responding to the Fire Hall for assignment for emergency call outs.
- Assist at the Fire Hall following fire calls to bring the apparatus and equipment back into service,
- Assist in carrying out fire prevention and public education activities as required,
- Carrying out the specific orders and directions of a superior officer within the scope of the fire department probationary firefighter training,



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- Attending as many extra training sessions as possible.

A probationary firefighter may be recommended to become a member of the fire department subject to achievement of the following:

- Completion of the Fire Department Orientation and Basic Training program,
- Attendance at a minimum of 80% of the training sessions within the probation period,
- A recommendation from the Fire Chief and the Training Officer,

### **AP 1.17 - Training Standards**

**Policy:** The Kensington Fire Department will establish a policy providing for the training of all fire department members on a regular basis to applicable Provincial and National training standards.

**Purpose:** To establish training standards for fire department members to enable them to perform their duties safely and effectively.

**Scope:** All fire department members.

**Procedures:** The Fire Chief will supply sufficient training personnel, manuals and resource materials to meet Provincial and National training standards. Manuals and resource materials will remain the property of the fire department.

Fire department training will be designed to meet the following standards:

- KFD Operational Guidelines,
- PEIFFA LEVEL 1 and 2
- PEIFFA Fire Officer 1
- PEIFFA Fire Service Management

### **Training Responsibilities:**

The Fire Chief will be responsible for the adoption and approval of training requirements.

The Deputy Chief will be responsible for:

- Coordinating with the Training Officer in matters relating to training, and
- Providing overall guidance in matters relating to training.



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### **Training Responsibilities:**

The Training Officer will be responsible for:

- Determining departmental training needs,
- Developing departmental training records,
- Maintaining training records for all fire department members,
- Evaluating continuity of training,
- Scheduling and coordinating special training sessions, and
- Conducting training as required.

Officers and Instructors are responsible for:

- Instructing according to departmental training schedules and utilizing applicable standards, manuals and operational guidelines, as well as departmental and other training aids, and
- Completing class attendance records and lesson summaries as soon as possible after classes are completed.

All Department members are responsible to:

- Participate in departmental training activities and maintain personal and professional competence relative to the skill and knowledge levels required of their respective position within the fire department.

### **AP 1.18 - Training Records**

**Policy:** The Kensington Fire Department will establish a policy to ensure the retention of training records and documents.

**Purpose:** This policy establishes the documentation procedures for all training received by members of the Department.

**Scope:** All Fire Department members.

#### **Procedures:**

- All members shall have an individual file of training records, members shall also have an individual physical file of any license or certificate that may be require in order to perform their duties.
- Physical files shall be located in a secured file cabinet within the Fire Hall.



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- Personnel shall submit copies all related licenses, certifications, and supporting documentation to the Department for recording and filing. All job-related license and certification documents received by personnel shall be submitted to the Department no later than one week following receipt.
- Members shall be provided access to their individual training records. This may be achieved upon request to, and approval, of the Fire Chief or Training Officer.

### **AP 1.19 - Volunteer Firefighters Assistance Program**

**Policy:** The Kensington Fire Department will establish a policy to provide for the well-being of our members who may require assistance with personal issues that may impede their ability to perform their fire department duties effectively.

**Purpose:** Provide counseling to Department members to address personal issues resulting from fire department duties, including but not limited to: substance abuse, marital issues, stress, and other emotional issues (*PTSD*).

**Scope:** All fire department members.

**Procedures:** In the event any member is experiencing difficulties such as substance abuse, marital or family difficulties, stress or other emotional issues, should in confidence contact a senior officer of the Department to seek assistance, or if any member notes that a fellow member is experiencing difficulties such as substance abuse, marital or family difficulties, stress or other emotional issues they should in confidence contact a senior officer of the Department.

The senior officer who is contacted by a member experiencing difficulties or by a member who is aware of a fellow member requiring assistance should contact the Fire Marshal's Office to request assistance from the provincial government programs.

David Rossiter (Provincial Fire Marshal)

Telephone: (902) 368-4869

Fax: (902) 368-5526

[derossiter@gov.pe.ca](mailto:derossiter@gov.pe.ca) (link sends e-mail)



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### **Section 2: Operational Policies**

#### **OP 2.01 - Allied Agencies Corporation**

**Policy:** The Kensington Fire Department will establish a policy to provide a cooperative relationship with allied agencies (*Police, EMS, etc.*)

**Purpose:** It is the policy of the Kensington Fire Department to establish and maintain a positive working relationship with other Fire Departments, Police Services, EMS, Ground Search and Rescue Teams, Provincial Government Departments and private sector utility providers.

**Policy:** When an Allied Agencies requests assistance the following information should be obtained:

- Type of assistance and number of units/personnel requested (Engines, Tanker, Rescue Truck, firefighters, etc.)
- Location and type of incident,
- Location of the Incident Command and Staging Area
- Radio channel Incident Command is using

1. Any available officer should assume command and he/she will coordinate the Departments response.
2. All responding members should go to the Fire Hall and respond with apparatus unless instructed by our responding officer in charge to do otherwise.
3. Apparatus will respond to the incident staging area unless ordered to do otherwise by Incident Command or our responding officer in charge.
4. On arrival, units will notify Central Dispatch of their arrival and switch to the radio channel indicated by Incident Command.
5. Communications with the Fire Hall shall be maintained throughout the incident.
6. When on site our responding officer in charge should contact the incident commander and determine what assistance and resources are required and where and how they are to be deployed.
7. Our responding officer in charge will act as the liaison between the Incident Commander and our personnel.

#### **OP 2.02 Apparatus Maintenance**

**Policy:** The Kensington Fire Department will establish a policy to assure all apparatus of the Department is maintain in a proper state of repair.

**Purpose:** To provide guidelines relative to apparatus maintenance.

**Scope:** All Fire Department apparatus and associated equipment.



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**Policy:** All Fire Department apparatus and associated equipment will be properly maintained and be ready for emergency response at all times.

**Procedure:** It shall be the responsibility of each company officer to ensure their apparatus, and all equipment carried on the apparatus are inspected weekly. When issues requiring maintenance or repair become apparent, the company officer shall ensure the required work is carried out or the apparatus or equipment is removed from service until the necessary repairs are carried out.

- **Emergency Repairs:** Emergency repairs will receive priority and not require normal work order submission before repairs are initiated. However, a submitted request for repair shall be submitted as time permits to account for the repair. Emergency repairs can be authorized by the Fire Chief to keep apparatus or equipment in service. All maintenance will follow manufacturer's recommendations and be done by an appropriate facility.
- **Notification:** If the maintenance or repair issue is severe enough that the equipment or apparatus is out-of-service, the company officer shall ensure the Fire Chief is notified immediately.
- **Preventative Maintenance:** Preventative maintenance needs will be monitored at several levels. First, company officers and apparatus Driver/ Operators will maintain a situational awareness of apparatus and equipment needs. The Fire Chief or his/her designee schedule preventative maintenance inspections.
- **Preventative Maintenance:** Preventative maintenance will include the replacement of fluids, filters, worn belts, and appropriate lubrication of the apparatus. Small engines and power tools will also receive preventative maintenance with their assigned apparatus.
- **Annual Apparatus Inspection:** Annual inspection of apparatus will further serve to ensure that maintenance issues are identified ahead of failure. Annual inspection of apparatus shall be conducted by a fire apparatus service contractor. The annual inspection of apparatus shall occur before the end of November by a qualified fire apparatus technician and in accordance with manufacturer's recommendations as out lined in the service manual for each apparatus.
- **Maintenance Records:** Records of apparatus inspection shall be maintained at the Fire Hall. All repairs on apparatus shall be recorded in the maintenance log book. Copies of weekly inspection reports for each apparatus shall be kept and logged in the maintenance log book. Repairs completed at the Fire Hall should be recorded and logged in the maintenance log.
- **Maintenance Status:** The Fire Chief shall update and report the status of all repairs carried out on all apparatus and associated equipment during the previous month at each monthly meeting of the Department.



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### **OP 2.03 Apparatus Response & Minimum Staffing**

**Policy:** The Kensington Fire Department will establish an initial respond to the various types of alarms with the apparatus and personnel as outlined below.

**Purpose:** To assure the proper apparatus response and staffing levels for the safe and effective operations of the Department.

**Procedures:** The following procedures are to be followed when deterging the initial minimum number of apparatus and personnel required to respond to various types of alarms.

**Apparatus:**

- Structure fires: (building or contents):
  - a. In Town 1 Engines, 1 Tanker & Rescue-1,
  - b. Out of Town 1 Engines, 2 Tankers & Rescue-1,
- Vehicle fires: 1 Engine, 1 Tanker & Rescue-1,
- Motor vehicle accidents: 1 Engine, 1 Tanker, Rescue-1,
- Automatic fire alarms:
  - a. In town 1 Engines & Rescue-1,
  - b. Out of town 1 engines, 1 Tanker, Rescue-1,
- Small outside fires: 1 Engine,
- Grass or brush fire: 1 engine, 1 Tanker,
- EMS assist: Rescue-1,
- Haz-Mat: 1 Engines, 1 Tanker, Rescue-1.
- The IC may request additional apparatus or personnel at any time.

**Staffing:**

- A minimum of 1 officer and 3 firefighters (including drivers) for each Engine and Rescue-1,
- 1 Driver/operator for each tanker.
- Additional personnel may be requested by the Incident Commander.

### **OP 2.04 Fire Hall Maintenance**

**Policy:** The Kensington Fire Department will establish a policy to maintain the Fire Hall in a proper state of repair.

**Purpose:** To establish procedures and guidelines for the maintenance, repair and cleaning of the Fire Hall.

**Scope:** All members of the Department and staff of other agencies using the Kensington Fire Department Fire Hall and its facilities.





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### **Procedures:**

- The Fire Hall shall be maintained in such a manner as to assure that it is safe, neat, clean, and presentable appearance at all times.
- All personnel from other agencies, shall keep the areas of the Fire Hall used by them in a safe, neat, clean, and presentable appearance at all times.
- All Fire Hall repairs and maintenance work of a minor or routine nature will be carried out by the members of the Department under the direction of an Officer.
- When major repairs are required to be carried out the Fire Chief shall be notified immediately before any work is carried out.
- Monthly Fire Hall inspections and cleaning will be carried as assigned by the Fire Chief. Fire hall inspections and cleaning shall include the following:
  1. Check all fire extinguishers.
  2. Check all exit and overhead doors.
  3. Check and clean all washrooms, showers and locker-rooms.
  4. Check for burned out lights (including exit lights).
  5. Check and clean the stoves, kitchen hood, cabinet doors, microwave oven, refrigerator, ice machine, etc.
  6. Clean windows on the first floor including man and overhead doors.

### **OP 2.05 Fire Hose Testing and Maintenance**

**Policy:** It shall be the policy of the Kensington Fire Department to perform annual service tests on all fire hose as recommend by NFPA 1962.

### **Procedures:**

1. All air in the hose should be expelled before pressure is applied. When conducting hose testing, remember that under normal conditions air is compressible and water is generally not. Note: **Should a hose burst under pressure, the sudden release of expanding air can cause serious injury.**

Note: Only approved fire hose testing equipment should be used as recommend by NFPA 1962.

#### **2. Materials needed for hose testing should include:**

- a. Silicone spray,
- b. Gated Y and nozzles,
- c. Marking pens,
- d. Paint pens for color coding,
- e. Test results/recording sheets,
- f. Assorted hose gaskets,



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- g. Tags for marking hose which fails testing.

**Conducting the Test:**

1. Connect pump to a source of water.
2. Lay out all hose to be tested in lines not more than 300 feet long. Record identifying numbers and the length of each section of hose to be tested.
3. Mark the end of the coupling shank to check for slippage of the coupling during the test.
4. Attach a shut-off type nozzle to the end of each line.
5. Fill each hose line with water and make sure that each nozzle is open and elevated during the filling process.
6. Exhaust all air from each line by permitting normal water flow.
7. After all air has been expelled, leave each nozzle open. Gradually raise the pressure at the nozzle to approximately 50 psi for solid streams or 100 psi for fog streams. This procedure can identify defective hose lining, which is more likely to pull loose.
8. After all air has been expelled, leave each nozzle open. Gradually raise the pressure at the nozzle to approximately 50 psi for solid streams or 100 psi for fog streams. This procedure can identify defective hose lining, which is more likely to pull loose during a flow of water under pressure than under static pressure.
9. Reduce the pump pressure, close each nozzle slowly, and place each nozzle on an elevated block or on the ground. Check and tighten all hose couplings.
10. Close the gated 2 ½" valve. Gradually raise pump pressure to appropriate pressure and maintain for 5 minutes (200 psi for 4-inch hose and 250 psi for smaller diameter hose).
11. After 5 minutes reduce pressure slowly, close discharges, disengage pump and open each nozzle.
12. Observe all marks on the hose behind the coupling shanks. If any of the couplings have moved (slight movement is normal), or if any section develops leaks, record and tag as failed.
13. If a section bursts during the test, all other sections in the line must be tested again. Record results on the Hose Test Report Worksheet.



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14. Drain all water from the hose to prevent formation of sulfuric acid, which is particularly corrosive to cotton and Dacron surfaces. Damage from sulfuric acid accounts for a large number of test failures.

15. When putting hose away, be sure it does not come into contact with oil, grease or solvents, which can cause damage and result in test failures. Wash the hose with soap and water if contact occurs. Before putting hose away, check threads for damage.

16. Captains will be in charge of dividing up the work equally, overseeing the hose testing process, and making sure it is completed. Collect and forward all results to the Captain who has been assigned to oversee hose testing.

### **OP 2.06 Forest Fires Response**

**Policy:** While the primary responsibility for forest fire fighting is the Provincial Forestry Service the Kensington Fire Department may be the first responder to a forest fire incident. This policy will provide direction for operating at this type of incident.

**Procedures:** The following procedures should be followed until such time as the Provincial Forestry Service personnel arrive on scene and assume command.

#### **Arrival on Scene**

- The first officer to arrive on scene will provide a scene size-up, assume command, and develop a fire suppression plan,
- The Officer will determine the location and size of the fire, direction and characteristics of fire travel, the fuel burning, and exposures,
- The Officer will determine if nearby structures and citizens need to be evacuated,
- The Officer will confirm the Provincial Forestry Service has been dispatched and is in route.
- The Officer will request additional resources as needed,
- The Driver/Operators will park the apparatus in a safe, accessible location pointing away from the fire with the windows closed and the keys in the ignition.

#### **Scene Safety**

- All personnel should know the location and direction of the fire travel,
- Escape Plans shall be known to all fire personnel,
- Be cautious for Spot fires,
- Be cautious for Flare-ups,
- Be aware of wind direction and velocity,
- Be aware of topography,



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### **Scene Safety**

- Monitor firefighter crews for exhaustion,
- Be aware of down wires, electric fences, etc.
- Be aware of heavy equipment around firefighting crews.
- Be aware of water drops from helicopters or other aircraft.

### **Incident Actions**

- Base all actions and strategy on current and expected fire behavior,
- Establish staging area for additional arriving apparatus and personnel
- Life safety and structural protection take priority over extinguishment of forest, brush, or ground cover,
- If offensive attack is indicated, the head of the fire is to be attacked first. If that is not possible, the flanks should be attacked while working toward the head of the fire.
- If the fire is large and fast moving, then a direct attack may not be possible. In such cases, an indirect and/or parallel attack may be utilized by creating a fire line a distance ahead of the fire to halt the progress of the fire.
- Different methods of attack may be used simultaneously according to the situation,
- Teams assigned to structural protection must keep hose lines flexible enough to be able to quickly break away in the event of being overrun,
- Collaborate with Provincial Forestry Service Officials, Police and EMS,
- Communications and accountability of all incident personnel shall be maintained at all times.
- Record all personnel on site, time on site and equipment that may be lost or damaged.

### **OP 2.07 Ground Ladder Maintenance**

**Policy:** The Kensington Fire Department will establish a policy to maintain all ground ladders in a proper state of repair as per *NFPA 1932: "Standard on Use, Maintenance, and Service Testing of In-Service Fire Department Ground Ladders."*

**Purpose:** Fire service ladders are essential in the performance of many fireground and rescue scene functions. The lives of firefighters and the citizens we protect rely on dependable, safe, functional ground ladders. This policy outlines procedures to follow during inspection and maintenance of Department ground ladders to ensure their safe and reliable operation.



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### **Procedures:**

#### **1. Inspections**

- Ground ladders are to be visually inspected and cleaned each month. A more thorough inspection, followed by required maintenance as outlined in A-2 through B-7 below, shall be conducted annually, scheduled in a six-month offset from the annual ladder testing.
- All ground ladders shall be inspected after each use. This is to include, but not limited to:
  - a. Heat sensor labels for a color change indicating heat exposure (*Note: if any heat sensor label becomes black, remove the ladder from service at once*),
  - b. Rungs for snugness and tightness,
  - c. Bolts and rivets for tightness,
  - d. Welds for any cracks or apparent defects,
  - e. Beams and rungs for cracks, breaks, gouges, wavy conditions or deformation,
  - f. Check for snugness of the halyard/cable when ladder is in the bedded position,
  - g. Assure dog assemblies work properly,
  - h. Assure pulleys turn freely
  - i. Check the condition of the ladder guides and for free movement of the fly section,
  - j. Check the halyard/cable for fraying, burns, kinks, uneven wear, or other condition requiring replacement,

#### **2. Safety Testing**

Whenever a ladder is suspected of being unsafe, it should be tested in accordance with *NFPA 1932: Standard on Use, Maintenance, and Service Testing of In-Service Fire Department Ground Ladders*.

#### **3. Maintenance**

- Ladders shall be kept free of moisture and dirt as much as possible.
- Only lubricants recommended by the ladders manufacture are to be used on moving parts of a ladder.
- For cleaning purposes, use only a mild detergent to wash ladders.
- On extension ladders, the areas that the guides slide over should be double checked to be sure they are clean.
- Extension ladders with ropes and/or wire cables that become frayed or kinked shall be removed from service and replaced in accordance with manufacture's recommendations,
- Extension and single ladders will have reflective tape on the top portion of the rails to assist with visibility during the night and/or smoky conditions.



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- If reflective tape is damaged or missing, replace in accordance with the manufacture's recommendations,
- A permanent record shall be kept of all ladder maintenance and when an inspection reveals damage is found.

### **4. Testing**

- All ground ladders shall be tested annually. Test procedures must meet *NFPA Standard 1932, Fire Service Ground Ladders* in order to be kept in operation. In addition to annual testing, any ladder meeting the following criteria shall be removed from service and tested:
  1. At any time, a ladder is suspected of being unsafe
  2. After the ladder has been subjected to overloading
  3. After the ladder has been subjected to impact loading or unusual conditions of use,
  4. After heat exposure.
- All ladder repairs will be conducted as per the manufacture's recommendations.
- All inspections, testing, and maintenance of ground ladders shall be documented and record.

### **OP 2.08 Mutual Aid Response**

**Policy:** The Kensington Fire Department will establish a policy for apparatus and personnel when responding to or requesting Mutual Aid from another agency.

**Scope:** This policy applies to all personnel and apparatus when responding to or requesting Mutual Aid.

#### **Responding to a Mutual Aid Request:**

The Kensington Fire Department will respond to assist other jurisdictions requesting support and or assistance when that request comes through Central Dispatch. The Fire Department or jurisdiction requesting the response will be in command at the emergency. All Kensington Fire Department members responding, however, will follow the orders and directions of the Officers of the Kensington Fire Department at mutual aid responses. Senior officer responding shall coordinate directions from the agency requesting mutual aid.

All personnel must respond first to fire hall and only then proceed to the incident with the appropriate Fire Department apparatus. The Chief or their designee will select a crew to respond with the apparatus and they will also ensure that an appropriate number of firefighters remain within the Kensington Fire District. The Chief or *Deputy* Chief may elect to transport additional firefighters to the mutual aid incident via privately owned vehicle.

The officer in charge will ascertain from Central Dispatch or the requesting agency the number and type of apparatus and the number for personnel required for the mutual aid call.



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It is imperative, however, that if Kensington Fire Department is short of firefighters or apparatus, the Chief or senior officer should request a mutual aid standby at the Kensington fire hall and that no more than fifty percent (50%) of the department be assigned to a Mutual Aid Request.

### **Requesting Mutual Aid:**

Request for Mutual Aid shall be made through Central Dispatch when the Incident Commander or Officer in Charge anticipates additional resources will be necessary.

The officer in charge will advise Central Dispatch of:

- The number and type of apparatus and the number for personnel required,
- The location where they are required and the access or approach route that should be used,
- The location of the staging area if one is to be used,
- The location of the water source for tanker/shuttle operations.

Mutual Aid should be requested immediately on any call when our Fire Department is responding to another call or if our resources may be delayed, (Accident breakdown, etc.)

A request for Mutual Aid should not be made until a complete scene size-up has been made and it is determined the situation cannot be handled by our Department resources. (*Exception: If Central Dispatch advises that the fire, explosion, accident, or mass casual incident is of a scale that it may be safely assumed mutual aid will be required it may be requested immediately.*)

### **OP 2.09 Radio Communication**

**Policy:** The Kensington Fire Department will establish a policy to provide fire department members with procedures for using radio communications.

**Scope:** All fire department members.

#### **Procedures:**

- Radio equipment will be used for fire department business only.
- Fire Department members will use “plain language” and speak slowly and clearly,
- Always wait until the frequency is “clear” before making a transmission,
- When making a transmission, identify the unit or person you are calling first followed by your identity,
- When transmitting over a repeater frequency wait two seconds after keying the microphone before speaking,
- Coarse language will not be used,
- All communications will be brief, factual and without personal content,
- Prevent “radio feedback” when transmitting by maintaining adequate distance between other radios and pager equipment.



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- Repeat back all received transmissions.
- When responding to a call notify dispatch as to:
  1. When the apparatus is enroute,
  2. The number of fire department members on board
  3. Provide a brief status report of incident upon arrival and upon conclusion of incident,
  4. Provide periodic updates
  5. When the apparatus is returning to the fire hall, and
  6. When the apparatus is back in service.

### **OP 2.10 - Response to Bomb Scares**

**Policy:** The Kensington Fire Department will establish a policy to provide for procedures for incidents involving bomb scares or threats.

**Scope:** All fire department members.

#### **Procedures:**

Bomb scares or threats are, and will be the responsibility of the Town of Kensington Police Services or the RCMP depending on the jurisdiction the bomb scares or threat is reported in.

- All reports of bomb scare or threats will be referred to the appropriate Police agency.
- If the report is received at a fire or emergency scene the Incident Commander will notify fire dispatch and request that the Town Police or RCMP be called.
- At the request of the Town Police or the RCMP, fire department members will attend to and assist in evacuation and fire suppression in the safe area identified by the Police Incident Commander.
- Members shall not enter the building or area where a device is suspected to be located without prior approval by the Police agency in command.
- All bomb searches will be conducted by the Police. Fire department members shall not perform or assist with this function.

### **OP 2.11 - Response to Emergency Calls**

**Policy:** The Kensington Fire Department will establish a policy to provide for procedures for apparatus and personnel response to emergency incidents.

**Scope:** All fire department members.





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### **Procedures:**

#### **Answering the Alarm**

- Record alarm information on appropriate form at Fire Hall. (- name, location, type of emergency.)
- Confirm dispatch information from *IamResponding*® system
- Determine location and best route to scene,
- Determine apparatus response per department policy – type of emergency, location, etc. (*OP 2.03 Apparatus Response & Minimum Staffing*)

#### **Response to Scene**

- Check brakes and warning equipment prior to entering roadway,
- All members will be seated and belted prior to apparatus responding to the call,
- Driver will drive in a safe and reasonable manner, safety and vehicle control will be determining factor for vehicle speed at all times,
- Non-emergency response will be with flow of traffic,
- Apparatus will stop at all intersections, traffic devices regardless of response mode.
- Apparatus crew begin planning for anticipated equipment needs.

#### **Arrival at Scene**

- When stopped at the scene of an incident, vehicles should be placed to protect personnel who may be working in the street/highway and warning lights shall be used to make approaching traffic aware of the incident.
- At night, vehicle mounted floodlights and any other lighting available shall be used to illuminate the scene.
- All personnel working in or near traffic lanes shall wear high visibility vests.
- If it is not necessary to park vehicles in or near traffic lanes, the vehicle should be pulled off the road to parking lots, curbs, etc., whenever possible.
- The driver of the vehicle is responsible for the safety of all vehicle operations.
- Backing of Fire Department vehicles should be avoided whenever possible. Where backing is unavoidable spotters shall be used. In addition, spotters shall be used when vehicles must negotiate forward turns with restrictive side clearances and where height clearances are uncertain.

### **OP 2.12 - Responses to Emergency Medical Incidents**

**Policy:** The Kensington Fire Department will establish a policy to provide for procedures to provide fire department members with procedures regarding responding to request by Island EMS for medical incidents assistance.



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**Scope:** All fire department members.

**Guideline:**

- Only fire departments members actively certified in First Aid, CPR or First Responder programs will respond to medical incidents. There will be at least one Fire Department member certified in First Aid, CPR or First Responder on every medical incident response.

**Procedures:**

- Fire department members will only perform skills to the level of care they have been certified to provide.
- At no time will a fire department member go beyond the medical skills level they have been trained to provide.
- Fire department members attending a medical incident will be limited to necessary fire department members only.
- Members will provide what assistance they can until arrival of IEMS at which time patient care shall be turned over to the paramedics.
- Members may assist paramedics in patient removal to the ambulance.

### **OP 2.13 - Response to Emergencies in Personal Vehicles**

**Policy:** The Kensington Fire Department will establish a policy regarding the use of personal vehicles responding to the Fire Hall or to emergency scenes.

**Scope:** All fire department members.

**Procedures:**

- Members are encouraged to respond to the Fire Hall to respond with apparatus rather than responding to the scene in a personal vehicle unless:
  - An officer instructs them to respond to the scene.
  - All apparatus has already left the station.
- When responding in a personal vehicle, members are reminded that they are not in an emergency vehicle. Members may not:
  - Exceed the posted speed limit
  - Run through red lights or stop signs without stopping.
  - Force other vehicles off of the road.
- If a member responds to an incident scene in a personal vehicle, they must:
  - Park out of the flow of traffic so that incoming apparatus and outgoing apparatus can move unimpeded.
  - Leave enough room for arriving apparatus to park.



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- Obey instructions from officers and law enforcement officials regarding parking.
  - At night, bright lights (high headlights, strobes, etc.) should be dimmed or turned off so that other traffic will not be blinded
  - Exit and enter their vehicle in a safe manner.
- Remember that private vehicles responding to emergency call are subject to normal traffic laws. The Department **will not** pay for traffic tickets.

## **OP 2.14 Response to Environmental Emergency**

**Policy:** The Kensington Fire Department will establish a policy regarding the protection of the environment from release of petroleum products and to insure the safety of Fire Department personnel and citizens.

**Scope:** All fire department members.

### **Procedures:**

#### **A. Upon Arrival**

- When approaching the area, slow down or stop if necessary to assess any visible action-taking place. It may be necessary to “stage” incoming units away from the scene.
- Attempt to determine hazardous area (flammable vapor area) using the gas detector.
- Give report on conditions and request additional equipment or special equipment, if needed.
- Request Utilities Company if needed.
- Determine if rescue or evacuation problem exists.
- Formulate a plan of action based on initial size-up plan.
  - a. Safety of citizens and firefighters.
  - b. Evacuation of endangered area if necessary
  - c. Control of situation.
  - d. Stabilization of the spilled material.
  - e. Disposal or removal of spilled material.
  - f. Notify appropriate agencies due to type of spill and amount of spill, if necessary.
- Coordinate with law enforcement personnel for evacuation and traffic control.

#### **B. Safety**

- Avoid commitment of personnel and apparatus until a complete size up, including weather conditions has been made.
- All personnel should be in full protective equipment including self-contained breathing apparatus.
- Keep all bystanders a safe distance away from the hazardous area.



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- Remove all ignition sources in the hazardous area.
- Be aware that some flammable liquids or gases give off toxic vapor whether they are burning or not.
- If the flammable liquid/gas is leaking from a burning tank or cylinder, keep clear of the container ends. If the whistling sound from the pressure relief valves in the container becomes louder evacuate the area, explosion is imminent.
- In the case of a tank fire, fire streams must be used to cool the vapor area of the tank, the area above the liquid level.
- Do not extinguish tank or cylinder fires unless a shut off can be affected.
- If personnel must operate in a dangerous position, they must be protected with another hose stream.
- Do not park apparatus in low areas because flammable vapors may have accumulated there.

#### **C. Confinement**

- Unless hazard to life is involved, any efforts to remove spill by flushing into any drainage system should be avoided.
- Isolate the spill by the use of dykes and absorbent materials.
- Spill fires, which are flowing to an area where they can burn safely, should be allowed to do so.
- Direct spills away from exposures if possible.
- The biggest problem with spills is containment of the spilled material, the more water that you add, the larger the containment problem becomes.

#### **D. Control**

- Use fog streams to dissipate the vapors if possible, without disturbing the liquid.
- Approach the fire or leak from upwind.
- Determine if water can be used on the specific gravity of the spilled material.
- The use of foam can prevent ignition of spilled material.
- Attempt to shut off leak by shutting off valves or plugging the container.
- Heavy streams can be used to divert flames from exposures. Burning fuel must be flushed from under and around tanks.
- Recover the fuel by absorption or use of vacuum trucks.

*Note also see: OP 2.14 - Response to Dangerous Goods & Hazardous Material Incidents*

### **OP 2.15 - Response to Dangerous Goods & Hazardous Material Incidents**

**Policy:** The Kensington Fire Department will establish a policy and procedures for dealing with “Dangerous Goods and Hazardous Materials” situations.



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Dangerous Goods and Hazardous Materials incidents encompass a wide variety of situations including fires, spills, transportation accidents, chemical reactions, explosions, and similar events. Hazards involved may include toxicity, flammability, radioactivity, corrosives, explosives, health hazards, chemical reactions, and combinations of factors. This policy provides a general framework for handling a hazardous materials incident, but does not address the specific tactics or control measures for a particular incident. *(Also See SOG 4.2.9 Hazardous Material Incidents.)*

### **Procedures:**

Every incident presents the potential for exposure to Dangerous Goods and Hazardous Materials and the products of combustion of an ordinary fire may present severe hazards to personnel safety. Adequate situation evaluation is critical. If the wrong decision is made, personnel can easily become part of the problem instead of part of the solution. Any emergency response effort must favorably change or influence the outcome. If the outcome cannot be favorably changed, personnel must withdraw, evacuate endangered civilians, and protect exposures if possible.

This procedure is specifically applicable to known Dangerous Goods and Hazardous Materials incidents, but it does not reduce the need for appropriate safety precautions at every incident. The use of full protective clothing and SCBA whenever appropriate and the utilization of all Fire Department policies and procedures on a continuing basis is the starting point for this plan.

### **Receiving Call:**

Central Dispatch will attempt to obtain any and all information from the person reporting a Dangerous Goods and Hazardous Materials incident. The information should, if possible, include material name and/or type, amount and size of container(s), problem (leak, spill, fire, etc.), and dangerous properties of the materials.

The incident call taker should stay on the telephone with the caller to gain additional information after giving the call to the dispatcher. Any additional information shall be relayed to responding units after dispatch.

If the call comes from a person with particular knowledge of the hazardous situation, that person should be instructed to meet and direct the arriving units. Dispatch will relay that person's location to responding units.

### **First Arriving Unit:**

The first arriving unit will establish Command and begin a size-up. The first unit must consciously avoid committing itself to a dangerous situation. When approaching, slow down or stop to assess any visible activity taking place.

Evaluate effects of wind, topography, and location of the situation. Command will establish staging for other responding units. Staged companies must be in a safe location, taking into account wind, spill flow, explosion potential, and similar factors in any situation.



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The Emergency Response Guidebook guidebook, NFPA reference materials for MSDSs available to them should be used to establish a safe distance for staging. Units must stage in a safe location taking into account wind, spill flow, explosion potential, and similar factors in any situation.

### **Size-up:**

Command must make a careful size-up before deciding on a commitment. It may be necessary to take immediate action to make a rescue or evacuate an area, but this should be done with an awareness of the risk to Fire Department personnel and taking advantage of available protective equipment.

The objective of the size-up is to identify the nature and severity of the immediate problem and gather sufficient information to formulate a valid action plan. A Dangerous Goods and Hazardous Materials incident requires a cautious and deliberate size-up.

Command must avoid premature commitment of companies and personnel too potentially hazardous locations. Proceed with caution in evaluating risks before formulating a plan and keep uncommitted apparatus at a safe distance. In many cases, evaluation from a distance using binoculars before committing is the safest approach.

Command must identify a hazardous area based on potential danger, taking into account materials involved, time of day, wind and weather conditions, location of the incident, and degree of risk to unprotected personnel. Take immediate action to evacuate and/or rescue persons in critical danger if possible, providing for the safety of rescuers first.

The major problem in most cases is to identify the type of materials involved in a situation and the hazards presented before formulating a plan of action. Look for labels, markers, DOT identification numbers, NFPA diamond, and shipping papers, refer to pre-fire plans and ask personnel at the scene (plant management, responsible party, and truck drivers. Utilize reference materials carried on apparatus and have Dispatch contact other sources for assistance in sizing-up the problem (Fire Marshall Office, Department of the Environment).

### **Action Plan:**

Based on the initial size-up and any information available, Command will formulate an action plan to deal with the situation. Most dangerous goods or hazardous materials are intended to be maintained in a safe condition for handling and use through confinement in a container or protective system. The emergency is usually related to the material escaping from the protective container or system and creating a hazard on the exterior.

The strategic plan must include a method to control the flow or release, get the hazardous material back into a safe container, neutralize it, allow it to dissipate safely, or coordinate proper disposal. The specific action plan must identify the method of hazard control and identify the resources available and/or required to accomplish this goal. It may be necessary to select one method over another due to the unavailability of a particular resource or to adopt a "holding action" to wait for needed expertise, equipment, or supplies.



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As a general policy, the Provincial Hazardous Materials Response Team will be requested to respond by contacting Central Dispatch and notifying the Fire Marshall Office of the incident and the pertinent information.

The following actions can be taken by the Fire Department prior to the arrival of the Provincial Hazardous Materials Response Team to assure scene safety:

- Assigned Safety Sector officer,
- Evacuate the endangered area if necessary, or sheltering in place if practical,
- Limit the number of Fire Department Personnel in the area,
- Control access into the area,
- Advise other agencies of the potential dangers (Police, EMS etc.)
- Avoid committing personnel and equipment prematurely,
- It may be necessary to arrange for special equipment or specialty help. (Tanker trucks, oversize drum, absorbent materials, spill clean-up crews, etc.)

At all incidents involving hazardous materials, a Safety Sector will be established. The Safety Sector will monitor all activities to ensure that procedures are conducted in a safe manner. The Safety Sector will intervene and stop any operation that is being performed in an unsafe manner. Upon intervening into any operation, the Safety Sector will advise Command of the situation.

### **Control of Hazard Area:**

A hazardous materials incident has three zones associated with the scene. There is the Hot Zone, Warm Zone, and the Cold Zone.

### **Hot Zone**

The Hot Zone is the area in which personnel are potentially in immediate danger from the hazardous condition. This is established by Command and controlled by the Fire Department. Access to this area will be rigidly controlled and only personnel with proper protective equipment and an assigned activity will enter. All companies will remain intact in designated staging areas until assigned. Personnel will be assigned to monitor entry and exit of all personnel from the Hot Zone. The Hot Zone should be geographically described to all responding units and identified with hazard tape, if possible.

Responsibility for control of personnel in this zone includes not only Fire Department personnel, but any others who may wish to enter the Hot Zone (Police, EMS personnel, press, employees, etc.). **COMMAND IS RESPONSIBLE FOR EVERYONE'S SAFETY.**

### **Warm Zone**

The Warm Zone is the larger area surrounding the Hot Zone in which a lesser degree of risk to personnel exists. All civilians would be removed from this area. The limits of this zone will be





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enforced by the Police and Fire Department personnel based on distances and directions established in consultation with Command. (Consult the DOT handbook) The area to be evacuated depends on the nature and amount of the material and type of risk it presents to unprotected personnel (toxic, explosive, etc.). In the Warm Zone certain activities may take place, such as contamination reduction, site survey, etc. All personnel in the Warm Zone will wear appropriate level of personal protective equipment for the hazards present.

In some cases, it is necessary to completely evacuate a radius around a site for a certain distance (i.e., potential explosion). In other cases, it may be advisable to evacuate a path downwind where toxic or flammable vapors may be carried (and control ignition sources in case of flammable vapors).

***NOTE: When toxic or irritant vapors are being carried downwind, it may be most effective to keep everyone indoors with windows and doors closed (sheltering in place) to prevent contact with the material instead of evacuating the area. In these cases, Fire Department personnel would be assigned to patrol the area assisting citizens in shutting down ventilation systems and evacuating persons with susceptibility to respiratory problems.***

### **Cold Zone**

The Cold Zone is the area outside of the limits of the Warm Zone. All other incident activities, including Command, should be located in the Cold Zone. All non-essential personnel, mutual aid departments, staged apparatus, and the public should be in the Cold Zone.

### **Special Considerations**

Due to the wide variety of situations Fire Department personnel may encounter in dealing with dangerous goods or hazardous materials, these considerations will not attempt to provide specific guidelines on any one individual chemical or situation and are not listed in any priority.

- It is imperative that the first arriving Fire Department unit determine what dangerous good or hazardous materials are involved and the quantity prior to taking action to stabilize the incident.
- Call for additional resources. (The Provincial Hazardous Materials Response Team.)
- Entering the scene to make positive identification may be a considerable risk. The danger of explosions, leaking gas, and poisoning may be great.
- Action taken prior to determining the product involved may be totally wrong and may severely compound the problem.
- Transportation emergencies are often more difficult than those at fixed locations.
- The materials involved may be unknown, warning signs may not be visible, or obscured by smoke and debris, the driver may be killed or missing.
- DOT hazardous materials marking systems are inadequate because some hazardous materials in quantities up to 1000 lbs. do not require a placard. There may be





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combinations of different hazard classifications involved with only a "dangerous" placard showing.

### **OP 2.16 - Response to Propane Emergencies**

**Policy:** The Kensington Fire Department will establish a policy and procedures for dealing with Propane emergencies.

**Scope:** All fire department members.

#### **Basic Propane Information:**

Propane is a colourless gas with a faint odour at high concentrations. Fuel grades contain mercaptans that give propane an unpleasant odour (*rotten eggs*). Propane is an **EXTREMELY FLAMMABLE** compressed gas. It is also a simple asphyxiate, which means that it could replace the oxygen available for breathing. When there is fast evaporation of liquid propane from a cylinder, frostbite may occur. When subjected to fire, tanks, cylinders and tankers can rupture violently (***BLEVE***) and project fragments.

**BLEVE:** (*Boiling Expanding Vapor Explosion*):

*A BLEVE is caused by the catastrophic failure of a pressurized vessel containing a liquid whose temperature highly exceeds its atmospheric boiling point.*

*In short:*

- *Explosion (bursting) of a vessel containing an overheated liquid.*
- *The presence of a combustible product is an aggravating factor.*
- *Involves a rapid vaporization of the liquid.*

In its natural state, propane is a gas with a boiling point of -42°C (-44°F). One litre of liquid propane is equivalent to 270 litres of propane gas. In the event of a liquid propane leak, a large quantity of propane gas is produced in very little time. Because propane gas is denser than air, the propane spreads over the ground and follows the contours of the terrain until its temperature reaches the ambient temperature.

This means that propane gas is not easily dispersed. Propane tends to form a dense cloud of gas in normal atmospheric conditions. When propane is spilled in an enclosed space, the gas accumulates at the lowest points before slowly dispersing to fill the rest of the space. Propane-related risks are higher in an enclosed space because it can explode when exposed to an ignition source. It is also classified as a simple asphyxiant. The level of oxygen in an enclosed space must be higher than 19.5% for a person to remain conscious without experiencing symptoms of oxygen deprivation. Propane is slightly soluble in water (62 ppm at 25°C).



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### **Procedures:**

- An Incident Management System (IMS) will be put in place at all emergency scenes, the complexity and scope to be determined by the Incident Commander.
- Operations will be conducted in a manner that recognizes hazards and assists in the prevention of accidents and injuries.
- The minimum level of personal protective equipment for firefighters is full structural PPE breathing air from the SCBA. Officers must wear full PPE in including SCBA in order to directly supervise crews.
- The minimum size of hose line is a 1 ½" hand line.

### **A. Propane Gas Leaks without Fire:**

#### **The First Arriving Engine/Pumper Shall:**

- Verify there is a leak and location.
- Isolate the area for a minimum of 457.2 meters (1500 ft.) or less only when readings on the LEL are below 25% for leaks outside in open air or 10% for leaks inside of buildings or confined spaces.
- Reference Emergency Response Guidebook (*ERG*) Guide #115. For additional information and recommended actions.
- Put out, remove or isolate any sources of ignition in the immediate vicinity.
- Request representative from responsible Gas Company.
- Request the Provincial Hazardous Materials Response, (if leak is major).
- Using a minimum 1 1/2" attack line, apply a water fog behind the point of escaping vapor/gas to break up and disburse the vapor gases.
- A second line shall be pulled and ready (charged) as a back-up line for the entry team.
- An adequate water supply must be maintained.
- This operation shall continue until the tank is empty or the tank has been sealed and the area checked (if possible) with a Combustible Gas Indicator before operations are terminated.
- If conditions warrant, a defensive attack shall be used.

### **B. Propane Gas Leaks Involved in Fire:**

A tank involved in fire where the flame is burning outward and no flame impingement on the tank the first arriving engine/pumper shall:

#### **The First Arriving Engine/Pumper Shall:**

- Protect all exposures,
- Cool the tank at point of most radiant heat using large volume (*2 1/2" or larger*) hose lines directing water to the upper part of the tank allowing the water to run down the sides and heads,



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- If necessary or operation is to be for an extended period of time a master stream device (*monitor/deluge gun*) shall be used,
- Do not attempt to put the fire out,
  
- Maintain a limited number of personnel in the immediate area and stay clear of the tank ends,
- Establish a continuous water supply for the operation,

### **C. Propane Gas Leaks Involved in Fire with flame impingement on the tank:**

#### **The First Arriving Engine/Pumper Shall:**

- Protect all exposures,
- If safe to do so cool the tank at point of flame impingement using large volume (*2 1/2" or larger*) hose lines directing water to the upper part of the tank, allowing the water to run down the sides and ends,
- Maintain a limited number of personnel in the immediate area and stay clear of the tank heads,
- A master stream device(s) (*monitor/deluge guns*) shall be put into operation as soon as possible, remove all personnel from the area once this operation has been put in place,
- Establish a continuous water supply for the operation,
- Do not attempt to put the fire out.
- If the pressure relief valve is operating or there is a loud noise from escaping gas. **Evacuate the Area Immediately!** These are warning signs of a potential **BELVE**.

### **OP 2.17 - Response to LNG Emergencies**

**Policy:** The Kensington Fire Department will establish a policy and procedures for dealing with Liquefied Natural Gas (LNG) emergencies.

**Scope:** All fire department members.

**Location:** The Kensington Fire Department has within its jurisdiction one of the few facilities on PEI that use LNG. Cavendish Farms has a natural gas receiving station located at their plant in New Annan.

#### **Basic LNG Information:**

**What is LNG:** LNG is natural gas in a liquid form. The natural gas is cooled to minus 162 degrees Celsius (- 259 degrees Fahrenheit), where it becomes a clear, colorless, odorless liquid. LNG is neither corrosive nor toxic. It is made up of mostly methane, with low concentrations of other compounds such as heavier hydrocarbons and nitrogen. During the process known as liquefaction,



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many compounds found in utility pipeline natural gas are removed, including water, sulfurous compounds including mercaptan (thiol), and carbon dioxide.

**How is LNG Stored?** When it is received, it is transferred to insulated storage tanks built specifically for cryogenic temperature fluids. The tanks keep the liquid at low temperatures to minimize evaporation. LNG storage tanks consist of two concentric shells. Vacuum is applied between the shells to reduce convective heat transfer. The inner shell which comes into contact with the cryogenic liquid is made of alloy steel, and is designed to meet the operating pressures and temperatures of the application. The outer shell is made of carbon steel, and is designed to provide structural rigidity and resist the forces of vacuum being applied between the two shells. The space between the shells is filled with a mechanical insulator such as perlite to further reduce heat transfer.

### **Properties of Natural Gas**

- Colourless
- Odourless – however, to increase detectability, a mercaptan odourant is added at the local distribution station, which gives natural gas its characteristic “rotten egg” smell.
- Non-toxic
- **Lighter than air** (vapour density between 0.59 and 0.72).
- Combustible

### **Natural Gas Hazards**

**Explosive Hazard:** Natural gas is composed primarily of the hydrocarbon’s methane, ethane and propane, which can become highly explosive when combined with air and an ignition source. The Lower Explosive Limit (LEL) for natural gas is 3.9% - 4.5% while the Upper Explosive Limit (UEL) is 14.5% - 15%.

**Oxygen Displacement Hazard:** While natural gas is not toxic, at high concentrations it will displace oxygen, which could lead to asphyxiation.

**Migration Hazard:** Since natural gas is lighter than air, it has the potential to create an explosive or oxygen displacement hazard a great distance away from the source of the leak. Indoors, natural gas can migrate upwards in a building through a service chase or wall cavity. Outdoors, natural gas leaking from an underground pipe typically permeates the ground and rises harmlessly into the air. However, if the ground is frozen or covered with impermeable concrete or pavement, the gas will begin to migrate laterally until it finds a channel to follow. This channel could be a sewer line, conduit or even the loosely compacted trench in which the gas line itself is buried. If the channel leads into a confined space such as a vault or basement, natural gas concentrations could rise high enough to create an explosive or asphyxiation hazard.



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**Ignition Hazards vs Health Hazards:** As LNG concentrations rise, the lower flammable limit (minimum ignition limit) will be reached long before the dangers of low oxygen levels are present.

**Low Temperature Hazards:** LNG is stored at -259 °F (-162 °C) in order to maintain its liquid state. Cryogenic injuries due to contact with liquid, cold surfaces or cold vapor may result in rapid freezing of tissue (frostbite). Prolonged contact with cold vapor may result in: frostbite, breathing discomfort, respiratory difficulties, hypothermia. It is recommended to remove oneself from the area of a vapor to avoid such hazards.

**Characteristics of a Vapor Cloud:** In the event that there is a Liquid Natural Gas spill, the LNG will immediately start to vaporize. Characteristics of the vapor cloud include the following:

- Vapor with downwind plume will produce a long, thin cigar shaped vapor cloud.
- Visibility is due to condensed water vapors.
- The danger may not always be within the visible cloud.
- Can travel considerable distances before concentrations fall below (LFL).
- The danger distance decreases as wind speed increases because it dilutes the gas.
- Containment walls will delay vapors from traveling downwind.
- Nearly all of the vapor clouds come from air mixing with the vapor.

### **Procedures:**

#### **A. LNG Leaks without Fire**

These procedures are designed to provide the basic functions that should be followed on the initial response to the scene of LNG leaks without fire.

### **Procedures:**

#### **1. Incident Safety and Zone Setups**

- The first arriving apparatus or officer will determine the location of the leak.
- As well the following additional information should be collected as soon as possible:
  1. Wind direction and speed.
  2. Humidity and temperature.
  3. Confirm fuel type. (*Propane or LNG*)
  4. Number of storage tanks and their capacity,
  5. Is there site an emergency response plan?
  6. Is there a site safety officer or response team?
  7. Has the site been evacuated and where have the occupants been evacuated too.
  8. What other actions have been taken before the Fire Department arrival.



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9. Reference Emergency Response Guidebook (*ERG*) Guide #115. For additional information and recommended actions.

- Apparatus and personnel should be directed to stage a minimum of 100 meters (*330 ft.*) uphill and upwind of the leak site.
- A “hot” zone of 50 meters (*115ft.*) in all directions around the leak site will be established, within which no one will be allowed to enter, unless absolutely necessary for rescue or preservation of human life.
- An additional 50 meter (*115ft.*) warm zone shall be established.
- Only personnel with full Personal Protective Equipment (PPE) including Self Contained Breathing Apparatus (SCBA) shall be permitted in the warm zone.
- No apparatus will be allowed in the warm zone, including apparatus or vehicles from other agencies,
- All potential ignition source should be removed (*unpowered*) or made safe, only intrinsically safe devices shall be used in the warm zone. (*Radios, gas detection devices, etc.*)
- The command post apparatus and other equipment shall be located in the Cold zone
- Give report on conditions and request additional equipment or special equipment, if needed.
- Request Utilities Company if needed.
- Determine if rescue or evacuation problem exists.
- Formulate an action plan based on initial size-up.
  - a. Safety of citizens and firefighters.
  - b. Evacuation of endangered area if necessary
  - c. Control of situation.
- Coordinate with law enforcement personnel for evacuation and traffic control.

### **2. Combustible Gas Detector (*CGD*)**

- The combustible gas detector will be calibrated well outside of the leak area in known clean air.
- The indicator will be used to determine if the hazard extends beyond the initial hot zone, if so the hot zone will be enlarged to include the new hazardous area(s).
- A log shall be established and a record of the various CDG readings should be record along with date, time and location of each.

### **3. Hose Lines and Water Supply**

- Fire Department personnel will stand ready on a charged hose line of sufficient size to provide protection and rescue capabilities while personnel are in the warm or hot zones working.
- Only personnel with full Personal Protective Equipment (PPE) including Self Contained Breathing Apparatus (SCBA) shall be permitted to operate hose lines.



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- Personnel working in a suspected ignitable atmosphere (i.e., attempting to shut off a gas line) shall be breathing air from SCBA and shall be covered by a manned protective hose line. The number of exposed personnel will be kept to an absolute minimum at all times.
- If a charged hose line is to be deployed a water supply should be established, in the cold zone.

**B. LNG Leaks Involved in Fire:**

A tank involved in fire where the flame is burning outward and no flame impingement on the tank the first arriving engine/pumper shall:

**The First Arriving Engine/Pumper Shall:**

- Protect all exposures,
- Cool the tank at point of most radiant heat using large volume (*2 1/2" or larger*) hose lines directing water to the upper part of the tank allowing the water to run down the sides and heads,
- If necessary or operation is to be for an extended period of time a master stream device (*monitor/deluge gun*) shall be used,
- Do not attempt to put the fire out,
- Maintain a limited number of personnel in the immediate area and stay clear of the tank ends,
- Establish a continuous water supply for the operation,

**C. LNG Leaks Involved in Fire with flame impingement on the tank:**

**The First Arriving Engine/Pumper Shall:**

- Protect all exposures,
- If safe to do so cool the tank at point of flame impingement using large volume (*2 1/2" or larger*) hose lines directing water to the upper part of the tank, allowing the water to run down the sides and ends,
- Maintain a limited number of personnel in the immediate area and stay clear of the tank heads,
- A master stream device(s) (*monitor/deluge guns*) shall be put into operation as soon as possible, remove all personnel from the area once this operation has been put in place,
- Establish a continuous water supply for the operation,
- Do not attempt to put the fire out.
- If the pressure relief valve is operating or there is a loud noise from escaping gas. **Evacuate the Area Immediately!** These are a warning signs of a potential leak.





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## **OP 2.18 - Response to Technical & Special Rescue Operations**

**Purpose:** To identify command responsibilities at incidents requiring special Operations.

**Scope:** All Chief Officers and Company Officers.

**Policy:** Technical & Special Rescue Operations shall be defined as any incident requiring expertise for any of the following:

- Confined Space Rescue,
- Trench Rescue,
- High Angle Rescue,
- Equipment Entanglement Rescue,
- Silo Entrapment Rescue,
- Ground Search & Rescue Operations.

The Incident Commander will rely on the operational expertise of specially trained personnel to perform the specialized functions demanded at special operation incidents.

### **Procedure:**

The First Arriving Officer shall initially assume responsibility for command and operations until the arrival of an Officer with training and expertise specific to the problems presented by the incident.

Upon arrival of an Officer with expertise and training relevant to the problem, the Incident Commander will delegate responsibility for operations (*after initial face-to face discussion if possible*) to that Officer. In this capacity the Officer for the special operation will exercise authority over the tactics, tasks and safety for the rescue operation and must share the rescue plan with the Incident Commander.

Unless delegated further, the Incident Commander shall retain responsibility for:

- Command (Co-ordination, control, inter-agency liaison, broad site safety, continuation or termination of rescue/recovery efforts)
- Planning (forward thinking to determine if day light, weather or other factors may influence the outcome)
- Logistics (co-ordination of support through movement of supplies, personnel, hall coverage, mutual aid, nourishment at extended incidents, rehab)
- Finance (authorisation of acquisition of private sector resources and record of transactions)





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### **Scene Size Up and Initial Actions:**

During the initial stages of an incident in which Technical & Special Rescue Operations may be necessary, it is important for the first arriving company to obtain certain key information. The following information should be gathered and relayed to the Incident Commander:

- Is this a rescue or body recovery mode? Once determined, the mode should be announced.
- If recovery mode is confirmed, a none-emergency response for all incoming units is recommended.
- What is the victim(s) location?
- What is the nature of the victim's situation?
- How can the victim(s) be reached?
- How far from the roadway is the victim(s)?
- Are there electrical lines involved or nearby(s)?

If the information gathered suggests that a Technical or Special Rescue Operations will be required, complete the following steps:

- Initiate the Incident Command System,
- Request Mutual Aid if Department does not have personal or the technical resources to accomplish the rescue,
- Consider the need for additional special resources (Crane, heavy equipment, etc.)
- Appoint a Safety Officer.
- Appoint a Rescue Group Supervisor

### **Assignments for Technical or Special Rescue Operations:**

The Rescue Group Supervisor shall be responsible for assigning:

- Personal to perform the equipment operation function, *(This crew is responsible for setting up equipment, cribbing or rigging, and equipment operations, etc.)*
- Personal to perform the victim rescue/recovery function, *(This crew is responsible for making entry to locate and remove the victim(s)).*
- Personal to perform support/supply functions. *(This crew is responsible for ensuring that the equipment operation crew and rescue/recovery crew have all necessary equipment.*

All personal will be fully briefed on their assignments after the Rescue Group Supervisor has consulted with the IC, a rescue plan has been formulated, and prior to the commencement of rescue operations. If situation permits, a backup plan should be in place.



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### **Rescue Operations:**

Because of the broad range of variables that exist in a technical rescue, there is no hard and fast rule for conducting one. The format used for organizing a successful rescue is referred to as L.A.S.T. (Locate, Access, Stabilize, and Transport). The specific method for accomplishing any of these steps will differ with each rescue and should be selected based on experience and the multitude of factors unique to the current rescue scene. Below is a list of guidelines and rules designed to minimize the danger to rescuers as they perform their duties.

### **Method of Rescue Operation:**

Because of the inherent risks involved in technical or special rescue, the method of the rescue operation offering the least risk to the rescuer will be used. Factors influencing the rescue method selection include patient condition, rigging time, available manpower and/or equipment, and terrain conditions.

Before selecting a rescue method, other considerations include:

**\*Note: (Also see the SOGs for the specific operations).**

## **OP 2.19 - Response to Water and Ice Rescue Operations**

**Purpose:** To identify command responsibilities at water and ice rescue incidents.

**Scope:** All Chief Officers and Company Officers.

**Policy:** Water and ice rescue operations should be carried out in accordance with the following guidelines:

### **In route to the scene:**

- Request Mutual Aid if Department does not have personal or the resources to accomplish the rescue,
- Consider the need for additional special resources (boats, air craft, RCMP, ground search & rescue, etc.)
- Determine the type of water or ice rescue required.
- Determine location (*Off shore, bay, river, pond etc.*)
- Obtain additional information from dispatch as necessary.

### **On arrival at the scene:**

- **Secure responsible party or witness.** The IC should secure a witness as soon as possible after arriving on scene. This will help in identifying and locating the problem.
- **Assess the need for additional resources.** The IC should immediately begin assessing the need for additional resources. (*Rescue Co-ordination Centre for Coast Guard or DND*)



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resources) If additional resources are necessary, Command should put in an early call for them.

- **Assess the hazards.** The IC should do an immediate assessment of the present hazards. The IC may want to assign an individual as the **Safety Sector**. The **Safety Sector** will be responsible for identifying the hazards present and to have them secured if possible. The IC should do an immediate assessment of the present hazards. The IC may want to assign an individual the **Safety Sector**. The **Safety Sector** will be responsible for identifying the hazards present and to have them secured if possible.
- **Assess the hazards.** If it is not possible to secure hazards, **Safety Sector** will notify all personnel of the hazards and notify Command so that an action plan can be established. Some hazards associated with water or ice rescue operations would be: volume, velocity, and temperature of water, floating debris, unusual drop-offs, hydraulic effects, and depth of water.
- **Decide on "Rescue" or "Recovery."** Based on the conditions present and the hazards to rescuers, the IC will have to make the decision to operate in the rescue or recovery mode. If the IC determines that the operation will be run in the rescue mode, rescue should begin quickly.
- **Decide on an action plan.** The IC should establish an action plan as soon as possible. The step-by-step plan should be communicated to all personnel involved in the rescue.

### **Additional Considerations:**

- Requirement for specialised equipment (*cold water entry suits, rescue raft or ice rescue sleigh, rescue rope, etc.*)
- Heat/cold. Consider rotation of crews.
- Consider the affects of hypothermia on victim and rescuers.
- Consider the affects of rain or snow on the hazard profile.
- Is there sufficient lighting for operations extending into the night?
- Consider the affect on family and friends; keep family informed.
- Consider news media; assign a P.I.O. if another agency (Police) has not assumed the role

### **Pre-Rescue Operations:**

- **Make the general area safe.** The IC or a designee should begin to make the general area is safe. On water rescue operations, this would include securing the area and not allowing civilians into the water. The IC should coordinate with the RCMP and the Rescue Co-ordination Centre if a helicopter or aircraft are needed for aerial recon.
- **Make the rescue area safe.** The IC should secure the immediate rescue area. The IC may want to assign an officer or member to account for all personnel working within the rescue area. Personnel working in the rescue area (*water's edge*) shall have personal protective equipment (PPE), including personal flotation device (PFD), ropes or other reach devices. If at all possible, the hazards in the rescue area should be secured. If it is not possible, the IC should notify all rescuers in the area of the possible hazards.
- Depending on the action plan established, the IC may want to establish an **Extrication Sector**. **Extrication Sector** will be responsible for gathering all equipment and personnel necessary to operate according to the action plan.



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- **Extrication Sector** will assign rescue personnel to conduct the rescue, and support personnel to support the rescuers, during the actual rescue phase. **Extrication Sector** should have an alternative action plan should be communicated to all personnel operating in the rescue area.

### **Rescue Operations:**

After pre-rescue operations are complete, the **Extrication Sector** shall put forth the action plan for the removal of the victim(s). Rescue operations should be conducted from low risk to high risk order. Rescues should be conducted with the least amount of risk to the rescuer necessary to rescue the victim. Low risk operations are not always possible by means of a high-risk operation, **Extrication Sector** shall communicate with the IC the risk/benefit of the operation.

The IC should assign downstream personnel, with throw bags, and an opposite water-side/bank-side sector for incidents involving river or stream rescue. The order of water rescue from low risk to high risk will be:

- **Talk** the victim(s) into self-rescue. If possible, the victim can be talked into swimming to shore or assisting the rescuers with his/her own rescue.
- **Reach** the victim(s) If possible, the rescuer should extend pike pole, ladder or some other device, to remove the victim from the water.
- **Throw** a line (*rope*) or rescue device. If the victim is too far out in the water to reach, rescuer(s) should attempt to throw the victim a throw bag or some piece of positive flotation (i.e., PFD, rescue ring). Downstream personnel should be in position during the actual rescue operation. If the victim is able to grab the throw bag, the rescuer can haul the victim to the nearest bank. Care should be taken to assure the victim will be to a safe position.
- **Row** to the victim (*inland waters only*) if safe to do so using a boat, inflatable raft or ice rescue sleigh. Tether the boat, raft or sleigh from the shore. PFD's shall be worn by all person involved in the operation, including those onshore.
- **Go** to the victim, if it is not possible to ROW (*boat, inflatable raft or ice rescue sleigh.*) to the victim, **Extrication Sector** should consider putting a rescuer(s) in the water or onto the ice to reach the victim. This is a very high-risk operation. Only rescuers with the proper training and equipment should be allowed to enter the water or cross on weaken ice surfaces. Prior to the rescuers proceeding the rescue operation, they she shall discuss the action plan, including specific tasks and objectives, hazards and alternate plans. The rescuers shall be attached to a life line equipped with a quick release mechanism. The rescuer should take PPE of at least a PFD to the victim.

### **Assessing the Victim(s):**

- Once the rescuer(s) have reached the victim, they should do an immediate assessment of the victim; a quick assessment of the ABC's and the exact method of entrapment. If the victim is conscious, the rescuer should determine if the victim can assist in his/her own rescue.



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- If the victim is unconscious, the rescue must be quick. If the victim can assist in his/her own rescue, the rescuers should proceed with the rescue action plan. The victim should be brought to shore as soon as possible.
- As soon as the victim is brought to safety, an assessment should be done by Island EMS personnel and transported to hospital if necessary.

### **Termination:**

Command should begin termination as soon as possible after the victim has been removed from the water. This shall include securing all the equipment used for the rescue and personnel accountability. The IC should also consider the following:

- Personnel accountability.
- Equipment accountability. If there has been a fatality, **Extrication Sector** may consider leaving equipment in place for investigative purposes.
- Re-stock vehicles.
- Consider debriefing.
- Secure the scene. Return to service.

## **OP 2.20 - Vehicle & Apparatus Driver Training**

**Purpose:** To establish driver training standards for Kensington Fire Department members to enable them to safely operate fire department vehicles.

**Scope:** All KFD members who drive fire department vehicles.

**Policy:** The Kensington Fire Department will train fire department members to meet the applicable Provincial and National Standards.

### **Procedures: Driver Training Program**

- **Documentation:** Fire department members will provide a current copy of their driver's licence and driver's abstract upon entry into the Driver Training Program.
- **Driver Selection:** Firefighters interested in becoming a driver of fire department vehicles must meet the following minimum requirements:
  - 1) Candidates must be a minimum of 18 years of age.
  - 2) Candidates must possess a valid PEI Driver's License.
  - 3) Candidates must have completed all Probationary Firefighter requirements.
  - 4) Candidates must be a member of the KFD for at least one (1) year.
  - 5) Candidates must receive approval of the Chief or Deputy Chief to begin training.
  - 5) Approval shall be based on a candidate's driver's abstract, attitude, ability, and overall participation in the Department operations and training.



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- **Instructor Selection:** Instructors will be appointed by the Chief or his/her Designee based on the following requirements:
  - 1) His/her experience with fire apparatus.
  - 2) His/her ability to instruct.
  - 3) Minimum of 1 year of driving experience for the apparatus on which they will be training driver candidates. (In the cases of new apparatus, exception will be granted, and the instructor shall have a minimum of 1 year driving experience on the apparatus that has been replaced).
  
- **Training Methodology:** The following training methods shall be used:
  - 1) Approved candidates for driver training will be assigned an instructor by the Chief or Deputy Chief.
  - 2) Instruction shall be given to the trainee by the Instructor in Accordance with the format set forth by this SOG.
  - 3) An appointed instructor shall be present, and supervise all driver training.
  - 4) The approved candidate will be required to complete all three (3) levels of training and demonstrate proficiency at each level before advancing to the next level.
  
- **Training Level I--Vehicle Orientation:** Training at this level shall take place at the fire hall, and shall consist of:
  - 1) Review of vehicle manuals text/electronic material (where applicable)
  - 2) Cab control functions/emergency warning devices etc.
  - 3) Equipment locations.
  - 4) Departmental procedures regarding driver/operators, response, etc. Including: (OP 2.02 - Apparatus Maintenance), (OP 2.03 Apparatus Response & Minimum Staffing), (SP 3.18 Vehicle Response Safety), (SOG 4.1.1 Accidents Involving Apparatus), (SOG 4.1.2 Apparatus Placement at Emergency Scenes), (SOG 4.1.3 Tanker/Shuttle Operations), (SOG 4.1.4 Winter Operations of Apparatus) and (SOG 4.2.16 Motor Vehicle Fire Operations)
  - 5) Vehicle characteristics and construction (height, length, etc.)

Minimum Training Time: 1 hour
  
- **Level II--General Driving Performance:** Driver Training at this level shall Be divided into two (2) phases to allow the trainee to receive practice and Instruction under varying road and weather conditions.

**Phase 1:** During this training phase, the instructor will drive the apparatus to the area selected to begin instruction. The recommended area for this phase shall be a parking lot, where the trainee will be given the opportunity to learn the operating characteristics of the apparatus. The Instructor shall decide when the trainee shall advance to Phase 2, but only after the trainee demonstrates proficiency with the following skills:

- 1) Apparatus operations,



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- 2) Familiarization of handling characteristics,
- 3) Braking, slowing, and stopping,
- 4) Turning and,
- 5) Backing

Minimum Training Time: 2 ½ Hours.

During this training phase, the trainee shall begin operating apparatus on residential streets. The trainee shall continue to exhibit those skills demonstrated during Phase 1, while applying them to the scenarios presented

On residential streets. Additional skills to be demonstrated proficiently in this phase shall consist of:

- 1) Placing the apparatus in operation,
- 2) Operating the apparatus in traffic and while passing other vehicles,
- 3) Turning the apparatus while in traffic,
- 4) Apparatus placement for different types of incidents,
- 5) Hydrant, porta tank and fire department connection (FDC) placement.

Minimum Training Time: four (4) Hours

➤ **Level III--Fire Department Operating Performance:** Training at this Level shall emphasize instruction and practice with the following areas:

- 1) Pump operation
- 2) Pump characteristics (size, water tank size, foam tank sizes and types [where applicable])
- 3) Hose types and coupling size and use
- 4) Vehicle mounted systems such as generators, power tools, winches, etc.
- 5) Miscellaneous Training at this level is at the discretion of the instructor.

The trainee may begin at this level when and only when the trainee has Completed training at Levels I and II. Minimum Training Time: Four (4) Hours.

➤ **Testing:** The trainee shall be eligible for a road and operational test only after:

- 1) She/he has completed driver/operator training at all levels as described
- 2) She/he has completed minimum training hour requirements
- 3) She/he has demonstrated satisfactory performance to the instructor of the Skills necessary to operate the particular apparatus.
- 4) The trainee must demonstrate satisfactory performance to the Chief, Deputy Chief, or Captain while on the road and operational test, and receive a signature on their training record from one of the above listed individuals as final approval and clearance to drive and operate that vehicle.

➤ **Records:** It is the responsibility of the instructor to complete all necessary Paperwork for all phases of training.





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- **Records:** A written report shall be completed after all training, and shall contain information such as training level/phase studied, hours logged, and any other necessary information. A copy of this information shall accompany all documentation regarding the trainee throughout the training.

**Driver/Operator Refresher Training:** All approved driver/operators shall undergo a refresher training program annually. The refresher training program should occur within the first-quarter of the calendar year and, at a minimum, shall consist of the following:

- 1) Equipment locations
- 2) Departmental procedures regarding driver/operators, response, etc.
- 3) Vehicle characteristics and construction (height, length, etc.)
- 4) Apparatus operation,
- 5) Apparatus placement at different types of incidents
- 6) A complete overview of Level III--Fire Department Operating Performance: Minimum Training Time: 2½ Hours.

In addition to the annual refresher training program all driver/operators shall be subject to undergo a refresher training program at any time if deemed necessary by the Chief or Deputy Chief.

**Currently Approved Driver/Operators:** Before new apparatus is put into service, The Chief or Deputy Chief will develop the training requirements for the new apparatus. Those driver/operators who are certified on the apparatus being replaced will receive this training, along with any other training provided by the manufacturer. When a member joins the Department, who is a documented driver/operator from another fire department, she/he may complete an abbreviated training course as set forth by the Chief. The abbreviated training course may consist of but is not limited to; the “Driver/Operator Refresher Training Program” with the minimum training time of not less than 2½ hour.

### **Section 3: Health & Safety Policies**

#### **SP 3.01 - Administration of Health & Safety Policies**

It is the policy of the Kensington Fire Department to provide the highest level of health and safety possible for all members. The Department shall make every reasonable effort to provide a safe and healthy work environment, with the goal of the prevention and reduction of accidents, injuries and occupational illnesses. Appropriate training, supervision, procedures, program support and review shall be provided to achieve specific safety and health objectives in all functions and activities.

#### **Health and Safety Officer**

- A Health and Safety Officer (HSO) as appointed under Section, *AP 1.12 – Health and Safety Policy* will be responsible for managing the Departments health and safety program and shall report to the Fire Chief or his designee.





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- The HSO duties shall include, but not be limited to:
  1. Chair the Safety Committee by preparing meeting agendas and notices;
  2. Act as the Incident Safety Officer at incidents, if needed;
  3. Provide input on equipment and protective clothing safety;
  4. Manage the safety inspection program;
  5. Assist with the investigation of all accidents, injuries and exposures;
  6. Maintain accident, injury and exposure statistics;
  7. Make recommendations to reduce or eliminate accidents, injuries or exposures;
  8. Provide for safety education to all Department members.
- The HSO will have knowledge of occupational safety and health hazards involved in emergency operations. The HSO will have also knowledge of current health maintenance and physical fitness issues that affect the fire service members.
- The HSO will have the responsibility to identify and cause correction of safety and health hazards.
- The HSO will have the authority to cause immediate correction of situations that create an imminent hazard to members.
- Where no imminent hazards are identified, the HSO shall develop actions to correct the situation within the administrative process of the Department. The HSO shall have the authority to bring notice of such hazards to whomever has the ability to cause correction.
- Functions of the Health and Safety Office will include, but not be limited to:
  1. Development, implementation, and management of a written risk management plan;
  2. Development, review and revision of rules, regulations and standard operating procedures pertaining to the Department occupational safety and health program and that ensure compliance to acceptable standards;
  3. Ensure training in safety procedures relating to all Department operations and functions is provided to all members;
  4. Manage an accident prevention program;
  5. Review specifications for new apparatus, equipment, protective clothing and protective equipment for compliance with applicable safety standards;
  6. Submit recommendations on occupational safety and health to the Fire Chief or his designee;
  7. Develop an infection control program for the Department to address exposure to blood borne pathogens;
  8. Establish a critical incident stress management program.



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### **Health and Safety Committee**

- The Health and Safety Committee will provide policy guidance pertaining to health and safety issues.
- The Health and Safety Officer shall report bi-annually to the Health and Safety Committee on the impact and implementation of the Safety Program and on the effectiveness of any specific program actions.
- The Health and Safety Committee will also act as a fact-finding and review entity with the authority to recommend corrective action when any hazardous condition or practice is detected or reported.
- The Health and Safety Committee will:
  1. Meet at monthly to review safety issues and concerns;
  2. Review effectiveness of safety activities;
  3. Develop and implement safety procedures;
  4. Make a written record of its meetings available to all fire fighters in the fire department.
- The Health and Safety Committee may include any member of the Department, but shall include the Fire Chief one other officer and a firefighter and shall have a minimum of 3 members and a maximum of 5 members.

### **SP 3.02 - Critical Incident Stress Management**

**Purpose:** To ensure that all KFD members are provided with Critical Incident Stress counselling when required.

**Scope:** All fire department members.

**Guideline:** The KFD will provide Critical Incident Stress assistance and intervention as necessary after any critical incident.

**Procedure:** The Fire Chief or Officer in Charge shall ensure that defusing and debriefing sessions are held following significant or critical incidents. When required, the Fire Chief shall arrange for follow-up assistance for any fire department member requesting further assistance.

Any incident faced or encountered by fire department members that causes them to experience a distressing reaction may be considered for Critical Incident Stress intervention.

The Fire Chief or Officer in Charge will make every effort to minimize exposure to critical incidents without interfering with on-going operations.



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The Fire Chief or Officer in Charge will be alert for acute stress reactions and provide support, encouragement and consultation and will where necessary, implement the appropriate steps at the scene to assist fire department members in dealing with stress reactions.

**Intervention Process:** Upon recognition of the need, or upon request by a fire department member at the scene or upon return to the Fire Hall, the Fire Chief or the Officer in Charge will initiate the following steps in the intervention process:

### **Intervention Process:**

- **Defusing:** May be asked for by any fire department member participating in an incident and will take place as soon as possible after return to the Fire Hall. Any obvious signs of distress and/or depression of fire department members present will be noted by the person facilitating the defusing session and a recommendation will be made that full debriefing session take place. Only fire department members involved in the incident will participate in the defusing. Arrangements will be made to hold a formal debriefing, if necessary. A defusing is not a critique of department operations at the incident, nor will performance be discussed.

Note: A defusing is an informal, initial debriefing which occurs within a few hours post incident. It is usually conducted by peers and may occur quite spontaneously.

- It should be positive, caring and supportive of the participants.
  - This is not the time for a critique, but an opportunity to ensure basic needs are being met and for those involved to share how they are doing right now.
  - Try to find a space that is comfortable, low stimuli, and won't be interrupted.
  - Keep the tone positive, accepting, and understanding.
  - When someone is talking, be respectful and hold your comments until they have finished.
  - Have people speak only for themselves. Let others tell their own stories.
  - Be attentive, compassionate listeners and focus on what the speaker is saying and experiencing.
  - Respect the privacy of the participants.
- **Debriefing:** If necessary, a debriefing of a Critical Incident will be arranged by the Fire Chief or the Incident Commander will be held as soon as possible after the incident. A Critical Incident Stress Debriefings (CISD) will be only for those fire department members involved in the incident.

A CISD is small group "psychological first aid." The primary emphasis in a CISD is to inform and empower those members of the Department after a threatening or



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overwhelming traumatic situation. A CISD attempts to enhance resistance to stress reactions, build resiliency or the ability to “bounce back” from a traumatic experience, and facilitate both a recovery from traumatic stress and a return to normal, healthy functions.

The CISD is led by a specially trained team of people. A minimal team is two people, one of the team members is a mental health professional and the others are “peer support personnel.” A trained peer support person (firefighters) work with a mental health professional when providing a CISD to a Fire Department.

**Contact:** The Fire Chief or Officer in Charge, can request Fire Dispatch to notify the Fire Marshall’s Office to arrange for the Critical Incident Stress team contact person that the team’s services will be needed.

**Training:** Critical Incident Stress general awareness and management training should be provided to fire department members.

Contact the Fire Marshal's Office:

Telephone: (902) 368-4869

Fax: (902) 368-5526

[derossiter@gov.pe.ca](mailto:derossiter@gov.pe.ca)

### **SP 3.03 - Electrical Safety**

**Purpose:** To require firefighters to follow safe work practices involving electricity, including downed power lines.

**Scope:** All fire department members.

**Guideline:** KFD members will not handle downed power lines, or enter an identified electrical hazard area, until power is confirmed to be off and the electrical hazard area declared to be safe to enter by an **on-scene** Maritime Electric crew. Fire department members will use appropriate safety precautions around any electrical equipment or electrical hazards.

#### **Procedures:**

##### **Downed Power Lines:**

All downed power lines will be considered live and anything that may conduct electricity that the downed power line has come in contact with such as automobiles, fences, water, etc. A 30-metre safety perimeter will be established.

The Incident Commander will clearly communicate with all on-scene responders that an electrical hazard exists and that a safety perimeter is in place. The 30-metre safety perimeter will not be



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entered for any reason until the on-scene Maritime Electric crew informs the IC (*preferably face-to-face*), that the electrical hazard has been mitigated and the scene is safe to enter.

**Note: At no time will an over the phone or over the radio “all clear to enter the electrical hazard area” be accepted from Maritime Electric off scene staff or from any other agency.**

The IC will communicate with all responders advising when the scene is safe to enter. Damaged transformer or transformer pods and other electrical vaults will be treated in the same manner.

Meters will only be removed by Maritime Electric crews. When the KFD members are working around, electrical hazards and electrical equipment they will follow all procedures and practices outlined in the Maritime Electric supplied information on Electrical Safety for Firefighters.

### **Controlling Electrical Utilities at Structure Fires:**

The IC should notify Maritime Electric to respond early in the fire. If electricity is the cause of the fire, the power should be cut directly. If electrical involvement is not the cause of the fire, the power can often be cut later in the incident if it evolves to the point where circuits are impinged on. Branch circuits are frequently damaged as fire moves through a structure. Circuits can be saturated with water or insulation may be burned off of cables or extension cords, leading to arcing and short circuits that can potentially injure members.

Cutting the power early can eliminate these hazards. However, there can be trade-offs to cutting off the power. Elevators, fire pumps, and ventilation exhaust systems may need to be kept operating until the fire is under control. As a rule, the power should be cut before extensive overhaul begins. When the power is cut, it should be isolated to the involved apartment or section of the building whenever possible.

Maritime Electric crews should be used for this purpose. When a Maritime Electric crew is not available, firefighters trained as electricians can provide expert advice to the IC.

When Maritime Electric cannot send a crew in a timely fashion, it may be necessary to use firefighters to shut off the power. In these instances, firefighters **shall not** cut service drops or remove electric meter. They are not trained to do this. If they must be used to shut off the power to a building, they should shut off the power at the main service panel only. Only trained firefighters should be used for this job. The service panel, though usually safe under normal conditions, may be compromised under fire conditions, or an arc can be produced when the switch is thrown. Therefore, members performing this operation should be equipped with full dry protective clothing including clean, dry gloves (rubber lineman's gloves are best); a clean, dry, nonconducting instrument such as a wooden chock or dowel; a noncontact voltage detector; and a helmet with eye shields.

Electric service panels are usually found in the garage or basement. Members should not enter a basement or garage if the water level is high enough to be in contact with electric motors or



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receptacles. If in contact with the above, the water could be carrying an electrical charge. In such cases, the power should be cut only at the pole by a Maritime Electric crew.

*Note: that cutting the power at the pole or service panel is not an absolute guarantee that it is safe to work around electrical fixtures in the building. At some buildings, particularly commercial occupancies, emergency generators may kick on once the power is cut.*

### **Manholes:**

Manhole fires often occur in the winter when salt and snow runoff degrade the insulation on cables below the street. When the insulation degrades, the heat from the energized cables can cause them to smolder; the resultant built-up CO can cause manhole covers to blow. The CO can also back up into nearby basements and can cause secondary fires. As with other utility equipment, do not apply water or foam until the power is cut by a Maritime Electric crew. Members should stay back a safe distance and avoid parking over or standing near manhole covers in the area. Once the power is cut, the burning insulation will usually self-extinguish. Consult with the Maritime Electric crew before applying an extinguishing agent. Using water or foam to flood a vault below the street can displace CO and send it into adjacent vaults or basements. Manholes can contain high voltage and explosive gases. Do not enter manholes unless a life is at stake, and even then, use extreme caution.

### **High Voltage Hybrid & Electrical Vehicles:**

Hybrid & electrical vehicles are becoming more and more common on the roads. Most manufactures of these vehicles have published emergency response guides that can be accessed on the Internet. You should become aware of the special hazards associated with these vehicles. Hybrid & electrical vehicles contain specialized electrical systems that include +300-volt DC battery packs that supply 165 HP electric motors operating on 650 volts AC. These battery packs are usually located in the rear of the vehicle or under the back seat. Power is transmitted to the electrical engine under the hood through high-voltage cables situated under the floorboards. Do not cut, crush, or touch these cables during extrication or overhaul.

## **SP 3.04 - Emergency Evacuation Alert**

**Purpose:** To establish a procedure that ensures all KFD members are promptly alerted when an emergency scene must be immediately evacuated.

**Scope:** All fire department members.

**Guideline:** When the Incident Commander determines that the conditions at an incident have or may soon deteriorate to the point where fire department members working within the hazard area may be in danger, an emergency evacuation order will be issued.

Fire department members shall immediately leave the danger area and report to the Officer in Charge of Accountability.



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**Procedures:** When the Incident Commander determines it is necessary for crews to evacuate an emergency scene the following procedure will be followed:

1. The Incident Commander will broadcast a message over the radio that all crews are to evacuate the scene immediately, as well as command the sounding of the apparatus' horns continuously.
2. Upon evacuation all fire department members are to report to the Officer in Charge of Accountability.
3. When evacuation is complete the Officer in Charge of Accountability will conduct a roll call of all fire department members involved at the emergency scene.

### **SP 3.05 Exposure to Infectious Materials**

**Purpose:** To provide protection against communicable diseases for all Fire Department personnel.

**Scope:** This policy applies to all personnel within the KFD who may be involved in first aid, rescue, or other emergency operations which involve exposure to blood or other potentially infectious materials.

#### **Procedures:**

Universal precautions shall be observed to prevent contact with blood and other potentially infectious materials. All body fluids shall be considered potentially infectious materials.

1. Gloves will be worn for all patient/victim contact. Gloves will be worn for touching blood and body fluids, mucus membranes or non-intact skin of all patients, for handling items soiled with blood or body fluids, and for performing all cleaning of soiled surfaces. Gloves are to be removed and hands washed after contact with each patient or each use for cleaning or handling potentially infectious materials.
2. All firefighters will wash hands and exposed skin with soap and water when feasible, or flush mucus membranes with water as soon as practical following contact with potentially infectious materials.
3. When hand washing is not possible, firefighters will clean their hands with an antiseptic towelette or hand cleanser, and then wash their hands with soap and water at the earliest possible time.
4. Infectious waste, any disposable item which comes in contact with body fluids, shall be handled with gloves and shall be placed in an impermeable bag.

### **SP 3.06 - Fire Hall Safety**

**Purpose:** To establish a procedure that ensures the safety of all members operating in and around the Fire Hall.





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**Scope:** All fire department members.

**Guideline:** All KFD members shall use due care and prudence to prevent personal injury. Personnel shall be vigilant to assure maximum safety and security when working in or around the Fire Hall.

**Potential Hazards:** Include but are not limited to:

- Electrocution/shock hazards;
- Slips and falls;
- Moving vehicle hazards;
- Diesel and vehicle exhaust hazards;
- Falling objects;
- Overexertion;
- Spill or release of hazardous materials or substances;
- Infectious materials and biohazards;
- Food and waterborne infections;
- Noise;
- Fire hazards;
- Natural disasters;
- Theft and burglary;
- Vandalism and violence.

### **SP 3.07 - Incident Safety Officer**

**Purpose:** To ensure the health and safety of fire department members at emergency incidents.

**Scope:** All fire department members.

**Guideline:** At all incidents, the Incident Commander will be responsible for the safety of fire department members. The Incident Commander will act as the Safety Officer until such time as another individual is appointed Safety Officer for that incident.

**Procedures:** The Safety Officer will monitor safety conditions and develop measures for ensuring the safety of all assigned fire department members.

- The Incident Safety Officer (ISO) will be responsible at an emergency incident to monitor the scene and identify unsafe conditions, operations, or hazards and take appropriate action through the Incident Commander to mitigate or eliminate the unsafe condition, operation, or hazard at the incident scene.
- The Incident Safety Officer should meet the following requirements:
  1. Will have the knowledge, skill and ability to manage incident scene





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safety;

2. Will have and maintain a knowledge of safety and health hazards involved in emergency operations;

3. Will have and maintain a knowledge of building construction;

4. Will have and maintain a knowledge of the Departments Health & Safety Policies;

5. Will have and maintain knowledge of incident scene rehabilitation.

- The ISO will have the authority at an emergency incident where activities are judged by the ISO to be unsafe or to involve an imminent hazard, have the authority to alter, suspend, or terminate those activities. The ISO will immediately inform the Incident Commander of any actions taken to correct imminent hazards at the emergency scene.
- At an emergency incident where an ISO identifies unsafe conditions, operations, or hazards that do not present an imminent danger, the ISO shall take appropriate action through the Incident Commander to mitigate or eliminate the unsafe condition, operation, or hazard at the incident scene.
- Functions of the Incident Safety Officer will include, but not be limited to:
  - 1. Be integrated with the incident management system as a command staff member;
  - 2. Will monitor the scene and report the status of conditions, hazards and risks to the Incident Commander;
  - 3. Will ensure that the Departments Personnel Accountability System is being utilized;
  - 4. Ensure that established safety zones, collapse zones hot zone and Other designated hazard areas are communicated to all members present on scene;
  - 5. Will evaluate motor vehicle scene traffic hazards and apparatus placement and take appropriate actions to mitigate hazards;
  - 6. Monitor radio transmissions and stay alert to transmission barriers that could result in missed, unclear or incomplete communication;
  - 7. Shall ensure that a Rapid Intervention Team is available and ready for Deployment;
- Functions of the Incident Safety Officer will include, but not be limited to:
  - 8. Where a fire has involved a building or buildings, shall advise the Incident Commander of hazards, potential collapse and any fire extension in such building(s);
  - 9. Will evaluate visible smoke and fire conditions and advise the IC of the potential for flashover, backdraft, blow-up or other fire event that could pose a threat to members;
  - 10. Monitor accessibility of entry and egress of structures and the effect it has on the safety of members conducting interior operations;



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11. Assist with safety management of Hazardous Materials events.

### **SP 3.08 - Initial Fire Attack Team**

**Purpose:** To establish criteria for the initial fire attack team at structure fires.

**Scope:** All fire department members.

**Guideline:** A minimum of four (4) fire department members (including the Incident Commander) will be assembled on the fireground before attempting offensive suppression or rescue operations in a building or enclosed structure that is involved in a fire situation beyond the incipient stage.

**Procedures:** When self-contained breathing apparatus (SCBA) is required to enter a building, or similar enclosed location, the entry will be made by a team of at least two (2) fire department members. Effective voice communication will be maintained between fire department members inside and outside the enclosed location. The 3<sup>rd</sup> member of the four (4) will operate the pump and monitor radio communications, while the 4<sup>th</sup> member will remain outside maintaining communications, perform accountability functions and be prepared and equipped with PPE, SCBA and radio to perform immediate rescue if required.

Where less than four (4) fire department members are actually assembled on the fireground, only exterior defensive firefighting operations will be initiated until additional fire department members arrive on scene. This could include establishing water supply, laying attack lines and defensive attack.

The second 2-member team arriving at the incident scene will establish a Rapid Intervention Team in accordance with SP 3.12. Subsequent teams will back-up the first team or can be assigned according to the needs of the incident by the IC.

### **SP 3.09 - Personnel Accountability System**

**Purpose:** To establish a system to account for the location and safety of all fire department members within an emergency or training incident perimeter.

**Scope:** All fire department members in attendance at emergency and training incidents.

**Guideline:** All fire departments will use the **Emergency Incident Accountability (EIA)** system in conjunction with the Incident Command System to identify individual fire department members on scene at an emergency or training incident, to account for each individual responder. (*See SOG 4.2.1 Accountability of Personnel*)

**Procedures:** The IC at an incident will assign an Accountability Officer to use the Name Tag system to account for all responders within their direct span of control. All fire department members will be accountable for the safety of themselves and other members of the team.



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Name tags will be properly utilized in the operation of the accountability system. All fire department members attending emergencies or training incidents will tag into the fire department's accountability system.

An emergency roll call will be conducted immediately when the **IC** is informed of the possibility that a fire department member or team is missing or trapped.

Search and rescue efforts will commence as soon as possible at the last known location of the missing fire department members.

If it becomes evident that a structure failure is imminent, an evacuation order will be initiated in accordance with SP 3.04 Emergency Evacuation Alert Policy.

If a fire department member arrives on scene in a private vehicle they will report to the Officer in Charge of Accountability and tag in. If they do not have their tag on them the Officer in Charge of Accountability will give the fire department member a phantom accountability tag.

At the termination of the incident the Officer in Charge of Accountability will ensure that all fire department members have checked in and collected their tags.

### **SP 3.10 - Personal Alert Safety Devices**

**Purpose:** To establish an alerting system for KFD members in while working in or around hazardous environments.

**Scope:** All fire department members.

**Guideline:** No fire department member will enter hazardous environments without a personal alert safety device. Upon hearing the continuous sounding of any PASS alarm, a roll call will be initiated by the Officer in Charge and search and rescue efforts commenced as soon as possible.

**Procedures:** All air packs shall be equipped with PASS alarm devices.

PASS alarm devices will be activated prior to entry of any building or area requiring the use of breathing apparatus.

Failure of a PASS device to test properly when initially activated will require the unit to be replaced prior to any hazardous environment entry.

Testing of personal alert safety devices will be done after every use and on a weekly basis.

Testing will be done according to the manufacturers' instruction sheet, recorded and kept on file at the fire department.

### **SP 3.11 - Personnel Risk**

**Purpose:** To establish personnel risk guidelines for fire ground operations.



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**Scope:** All fire department members.

**Guideline:** The KFD is committed to extending every possible effort to the saving of life and protection of property within our communities.

There shall be a balance of personnel safety and welfare in relation to the protection of life and property. **In all cases, personnel safety shall be considered ahead of property.**

### **Procedures:**

- Activities that present a significant risk to the safety of fire department members shall be limited to situations where there is a potential to save endangered lives. Fire conditions, stage of development, time of exposure and related effects must be considered in the extent of actions employed.
- Activities that are routinely employed to protect or save property shall be recognized as inherent risks to the safety of fire department members, and actions shall be taken to reduce or avoid these risks.
- No risk to the safety of fire department members shall be acceptable when there is no possibility of saving lives or savable property.
- No risk to the safety of fire department members shall be acceptable for training exercises or the rescue of pets or animals.

### **SP 3.12 - Personal Protection Clothing & Equipment**

**Purpose:** To provide guidelines for the use and care of personal protective clothing and safety equipment by fire department members, and to ensure that all fire department members are prepared to commence operations immediately on arrival at an emergency scene while maintaining the highest degree of personal safety.

**Scope:** All fire department members.

**Guideline:** All personal protective clothing and safety equipment will be issued by the Department. Issued personal protective clothing will be worn by all fire department members and safety equipment shall be used at the scene of any emergency incident or training exercise.

**Procedures:** The Fire Chief, or IC in Charge, is responsible to ensure that fire department members abide by policies regarding the use of personal protective clothing and safety equipment.

Full personal protective clothing will consist of helmet with face shield, hood, turnout coat, turnout pants, boots and gloves. Personal protective equipment will consist of personal protective clothing plus any additional clothing or equipment as detailed below:



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- Reflective vests and warning devices;
- Self Contained Breathing Apparatus (SCBA) worn in accordance with Department SOGs;
- Protective face shields or goggles;
- Hearing protection devices;
- Body Harness, safety belts or fall arrest equipment;
- Protective leggings will be worn while operating chain saws at brush or forest fire operations;
- Other protective and safety equipment issued by the Department.

All KFD members are directly responsible for their personal safety and will utilize proper protective clothing as prescribed within this policy.

All equipment will be issued by the department. Alterations to any equipment, such as the removal of the coat liners, face shields or equipment guards are prohibited.

Protective equipment will be worn by all fire department members according to the following guidelines:

- Under no circumstances is any aspect of personal safety to be sacrificed in order to increase the speed of emergency operations;
- All fire department members will wear full protective clothing when responding to alarms;
- All protective clothing should be donned prior to boarding the apparatus. Full turnout is optional for drivers during the response, however, it will be available in case it is required;
- All fire department members will wear appropriate, full protective equipment during training exercises and emergency incidents unless specifically directed by the Officer in Charge;
- Work boots, coveralls, gloves and hard hats may be substituted for protective clothing when fighting grass, bush or forest fires;
- Fire department members operating at the scene of a medical incident will wear protective equipment that is necessary (gloves, face shields or masks etc.) to assure personal safety during the incident.
- Gloves will be worn at all times when hand tools, power tools, hose, ladders, or any other equipment is used that could cause injuries to the hands.
- Damage to personal protective clothing will be immediately reported to the Fire Chief or Officer in Charge. The Fire Chief, or designate, will inspect the damaged article and have it replaced or repaired, as necessary. Clothing damaged such that its protective ability is impaired will be replaced.
- Officer in Charge will determine the appropriate level of protective equipment required for KFD members operating at incidents where no specific guidelines have been established. Circumstances may arise when it is preferable to allow less than full protective equipment such as removal of turnout coats by fire department members carrying equipment in the hot sun to prevent heat stroke. In all cases, however, fire department members will wear protective equipment necessary to protect against all hazards.



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Upon resignation or retirement from the Department member will return all of their gear to the Fire Chief, or designate.

Fire department members who respond to any call or practice without full protective turnout gear will be limited to duties they have suitable protective gear for, or not be allowed to take part in the fire call or practice, at the determination of the Officer in Charge.

Each member will ensure that their own personal protective clothing is maintained in good condition. During each year the Fire Chief, or designate, will ensure that an inspection of all protective clothing for each fire department member has been completed. This inspection will be confirmed by completion of the Personal Protective Clothing Inspection report. (See Forms)

### **SP 3.13 – Personal Protection Clothing Cleaning**

**Purpose:** To ensure that all fire department members' personal protective clothing is maintained in a clean and functional condition.

**Scope:** All fire department members involved in emergency incidents or training exercises.

**Guideline:** Personal protective clothing will be inspected regularly for defects and cleaned when required to remove contamination.

**Procedures:** Turnout clothing will be washed as needed as per manufacturers guidelines to remove any buildup of unburned hydrocarbons or other materials since prolonged periods without cleaning cause a deterioration of the fire-retardant properties of turnout clothing and the buildup of unburned hydrocarbons increases flammability.

Short durations of exposure to heavy concentrations of unburned hydrocarbons can cause the same effect as to prolonged exposure and turnout clothing should be treated accordingly.

### **SP 3.14 - Rapid Intervention Teams**

**Purpose:** To ensure that a specifically designated team assigned to provide personnel for the rescue of members operating at emergency incidents if the need arises.

**Scope:** All fire department members.

**Guideline:** The KFD will provide a Rapid Intervention Team (RIT) when an incidents environment or atmosphere may pose an immediate threat to life or would cause irreversible or delayed adverse health effects or would interfere with an individual's ability to escape from a dangerous an environment or atmosphere.



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### **Definitions:**

**Rapid Intervention Team (RIT)**: A specifically designated team assigned to provide personnel for the rescue of members operating at emergency incidents if the need arises.

**Immediately Dangerous to Life or Health (IDLH)**: means an environment or atmosphere that may pose an immediate threat to life or would cause irreversible or delayed adverse health effects or would interfere with an individual's ability to escape from a dangerous an environment or atmosphere.

**Qualified Firefighter**: Any individual possessing a minimum of a PEIFFA Firefighter Level One Certification or equivalent and has completed the training requirements as established by the KFD.

### **Establishing RIT:**

- A Rapid Intervention Team (a minimum of two (2) qualified firefighters) will be established when operations are being performed in an IDLH environment or atmosphere as soon as is practicable.
- The establishment of a RIT is the responsibility if the Incident Commander (IC) and preferably will consist of more than the minimum of two members. The decision will be based on the following:
  1. Incident type.
  2. Building construction.
  3. Size of building or Hazard area.
  4. Number of personnel operating within the IDLH atmosphere.
- If the incident is a large area facility, or other areas with multiple IDLH atmospheres, the IC shall establish the necessary number of Rapid Intervention Teams so that the rescue can be accomplished without a deployment delay. The incident commander will be responsible for determining the number of teams needed based on the specifics of the incident.
- Due to the highly stressful and technical nature of incidents involving the rescue of emergency personnel, it is preferable that the RIT members be some of the more experienced and highly trained members of the Department.
- The IC will appoint a team leader after establishing the RIT. The RIT leader reports directly to the IC throughout the incident, until deployed.
- If a number of Rapid Intervention Teams are requiring a RIT manager shall be assigned by the IC to coordinate the various teams.
- The IC may need to request Mutual Aid Departments to staff RIT positions if the incident requires a number of Rapid Intervention Teams.

### **RIT Responsibilities:**

- Immediately after being established the RIT leader will perform their incident evaluation/size-up. The purpose of this is to assess the following:
  1. Construction type of the building.





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2. Building size (large structures may require more than one RIT).
  3. Structural integrity.
  4. Access/egress points.
- Upon completion of their evaluation, the RIT leader may make recommendations to the incident commander concerning deployment of the RIT (i.e. laddering the building, the need of more than one team, etc.)
  - Organize/procure the appropriate equipment necessary to affect a rescue of a lost, trapped, or disoriented member. The equipment chosen shall be influenced by the type of building construction, but a minimum should consist of the following:
    1. A complete SCBA (regulator, face piece, air cylinder and frame).
    2. Lifeline
    3. Forcible entry, cutting and breaking tools.
    4. Appropriate lighting.
    5. Portable radio.
    6. Small hand tools (pliers, wire cutters...)

***\*Note: these are only suggestions for the minimum equipment that will be needed and should not be a limiting factor in selecting the equipment for use.***

- When deployed, the members of the RIT are to operate as a unit and report directly to the team leader. The assignment of the RIT is to locate, rescue and remove lost, trapped, or disoriented firefighters, using any means necessary.
- At no time during the incident should members of the RIT be assigned other fire ground tasks, unless the members can either be replaced or the alternate task does not interfere with deployment of the team. This is particularly important, as the task of the RIT is critical.
- Throughout the rescue effort the RIT will provide updates to the Incident Commander.
- As appropriate, the Incident Commander shall assign personnel to assist the RIT with the rescue effort. The Incident Commander shall also provide personnel to establish a second RIT when the original RIT has been deployed as, unfortunately, these members may also find themselves in need of being rescued.

### **SP 3.15 - Rehabilitation & Personal Health Assessment**

**Purpose:** To ensure a rehabilitation sector is established for the health and safety of fire department members at emergency incidents.

**Scope:** All fire department members.

**Guidelines:** A rehabilitation sector will be established at all major incidents for monitoring and refreshing fire department members who have performed strenuous physical activities or where exposure effects from heat or cold exist.

**Procedures:** At major incidents, a rehabilitation officer will be appointed by the





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IC to establish, monitor and control the rehabilitation of firefighters.

**Monitoring:** Fire department members engaged in operations which require strenuous physical exertion will monitor their fatigue levels. Since fatigue lowers personal perception, fire department members will monitor each other for signs of fatigue.

When available, Island EMS personnel will be assigned to this sector to assist in monitoring and evaluating firefighters. Criteria for evaluating fire department members in rehab will be heart rate and temperature. Critical levels for increased rehabilitation requirements are where the heart rate exceeds 110 beats per minute and/or the temperature exceeds 37.8 degrees Celsius.

**Treating Fatigue:** Any fire department member performing strenuous physical activities or exposed to extreme heat or cold will be required to attend rehabilitation. The "two air cylinder rule", or forty-five (45) minutes of strenuous worktime, will be considered to be the acceptable level prior to mandatory rehabilitation. Treatment for fatigue will be rest and rehydration until recovery.

**Rest:** Rest will not be less than ten minutes and can exceed an hour as determined by the rehab officer. Criteria for evaluating members will be heart rate and temperature. Heart rates in excess of 110 beats per minute and/or temperature in excess of 100.6 degrees Fahrenheit will require extended rehabilitation. Ambulance personnel will be assigned to this sector when available to assist with the monitoring and evaluation of firefighters.

In the absence of ambulance personnel, heart rate will be the criteria for evaluating fire department members in rehab at a minimum.

**Rehydration:** A critical factor in the prevention of heat stress is the maintenance of water and electrolytes. As water is the key element to hydrate firefighters. Fire department members assigned to the rehab sector will be responsible for replacing lost fluids during physical exertion at a rate of at least eight ounces for each air cylinder consumed (or equivalent work). In general, one litre of water will be consumed per hour.

The Department will provide water and cooling towels, fans etc. as needed.

Firefighters will not be reassigned until liquids have been replenished and pulse and temperature rates have returned to acceptable levels.

**Nourishment:** The fire department will provide nourishment at extended Operations.



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### **SP 3.16 - Respiratory Protection Care and Maintenance**

#### **Self Contained Breathing Apparatus (SCBA)**

**Purpose:** To ensure that all Self-Contained Breathing Apparatus (SCBA) is properly cleaned and maintained to provide for safe operation and use.

**Scope:** All fire department members required to use, clean or maintain SCBA.

**Guideline:** All SCBA will be cleaned and maintained in accordance with the manufacturers' guidelines.

**Procedures:** The fire department member will clean and inspect all SCBA as soon as possible, in accordance with the manufacturers' guidelines, after each use.

Air bottles on all SCBA and spare air bottles will be refilled as soon as possible in accordance with the manufacturers' guidelines.

All SCBA and spare air bottles will be returned to their assigned apparatus as soon as possible.

Any SCBA requiring repair (*including harness & belts*) will be removed from service immediately and the necessary repairs shall be carried out as soon as possible in accordance with the manufacturers' guidelines.

The fire department members will keep a record of each use, cleaning, inspection, maintenance and repairs in accordance with the manufacturers' guidelines.

\*Note: See Appendix A-7 SCBA Inspection Checklist

### **SP 3.17 - Traffic Control**

**Purpose:** To provide traffic control to ensure safety for emergency responders, patients and members of the public.

**Scope:** All fire department members.

**Guideline:** The Incident Commander will ensure that effective traffic control is established at all emergency incidents to provide for the safety of all emergency responders, patients and members of the public.



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**Procedures:** Where it is evident that traffic control will be required to provide a safe working area the Incident Commander will immediately request Kensington Police or RCMP assistance for traffic control.

Fire department members will provide temporary traffic control to ensure fire Department member's safety. All members conducting traffic control will wear reflective vest and be provide with hands lights and or traffic control signage.

Only fire department members trained in emergency-scene traffic control will provide traffic control.

The Officer in Charge will ensure that a barricade formed by traffic cones is erected in the area of operations at the earliest possible instance.

This barricade will be arranged in such a fashion as to protect the fire department members from vehicular traffic and to give motorists adequate warning to stop their vehicles. The barricade will be removed when the need for such protection has terminated.

Road or street closures are to be coordinated with the Kensington Police or the RCMP.

### **SP 3.18 Vehicle Response Safety**

**Purpose:** To ensure the safe operation of fire department vehicles and that fire department vehicles are operated in conformance with the P.E.I. Highway Traffic Act.

**Scope:** All drivers of fire department vehicles and apparatus.

**Guideline:** Emergency situations are defined as those situations where life and/or property are directly endangered. The fire department will utilize warning devices on emergency vehicles in accordance with the P.E.I Highway Traffic Act.

#### **PROCEDURES:**

- **Emergency Response Safety:** Emergency vehicles will respond on an emergency basis only when all warning devices are in operation.

All drivers of fire department vehicles and apparatus are responsible for ensuring for the safety of the fire department members and citizens while vehicles are responding to incidents.

Drivers will have complete control off their apparatus and use good judgement when driving to an incident.

Fire department members will use their best judgement to vary the siren tone in order to ensure every effort is made to alert the public when approaching and proceeding through



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an intersection or approaching from behind. The air horns are permitted to be used in connection with the siren.

Red and amber emergency lights will remain on until after conclusion of the operation.

- **Non-Emergency Response Safety:** Non-emergency situations are defined as those situations where life and property are not directly endangered. The fire department will operate vehicles during non-emergencies in accordance with the P.E.I Highway Traffic Act.

Vehicles responding to non-emergency type incidents, such as public assists, will not use red lights and siren. Red lights will be used when backing off of a roadway. (Exception: Parades)

During fire hall tours, pumper demonstrations, etc., red lights and sirens may be used as part of demonstrations as long as this use is determined to be safe and will not confuse adjacent motorists and citizens. Sirens should not be used in the fire hall without hearing protection.

Fire department members will use their discretion to avoid public confusion when discontinuing the use of warning devices after being cancelled from an emergency response.

Fire department apparatus, when involved in non-emergency situations, will be driven and parked in accordance with the posted signage.

If, while conducting non-emergency business, it is not possible to park in compliance with posted signage, or if fire department vehicles encroach upon a street or road to the extent that they present a hazard Officers will ensure that parking complies with SP 3.17 Traffic Control.

### **Driver Requirements & Responsibilities**

**Driver Requirements:** Only fire department members who have the necessary licenses, endorsements and medical requirements for the apparatus being operated, as required by the PEI Highway Traffic Act, and who are acceptable to the Fire Chief, will be permitted to drive department vehicles, except when under supervision of a trainer for the purpose of driver training.

**Vehicle Readiness:** The driver of any fire department vehicle is responsible to ensure that the vehicle is in a state of readiness at all times. The driver will ensure that all equipment is in place and stored safely and that all doors are closed and secure prior to exiting the fire hall.

**Secure Positions:** The driver of any fire department vehicle will not move the



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vehicle until all passengers have signalled that they are in a secure position. Riding in a non-secure position is prohibited.

Seat belts will be used by all fire department members when equipment is in motion. No person will be permitted to ride on the tailboard.

**Exiting the Fire Hall:** The driver is to be aware of other vehicles leaving the hall and check for pedestrians and vehicles within the vicinity of the hall. On leaving the hall, the driver will lightly apply the brakes to ensure their proper operation. The driver will also sound the horn indicating that the apparatus is about to move forward.

**Warning Devices and Vehicle Lights:** Warning devices and vehicle lights will be operated in conformance with SP 3.18 Part A&B

**Speed:** The driver will maintain a speed consistent with safe operation of the vehicle under prevailing conditions. If conditions permit, the maximum speed limit may be exceeded, in accordance with Section 237 of the P.E.I Highway Traffic Act.

**Driving in the Oncoming Traffic Lane:** Driving in the oncoming traffic lane is dangerous and will be avoided whenever possible. If it is necessary to drive in the oncoming traffic lane, extreme caution will be exercised and a safe operating speed maintained.

**Intersections:** Intersections are dangerous areas to approach during an emergency response. The following precautions will be observed by all responding vehicles:

- When a responding vehicle must approach an intersection in the oncoming traffic lane the driver will come to a complete stop until other traffic in the intersection has yielded.
- When approaching a controlled intersection with a stop sign or red light, the driver will come to a complete stop until other traffic in the intersection has yielded.
- The driver will use good judgement with respect to proceeding through a intersection, however, the maximum allowable speed through any intersection will be the posted speed limit.

**Passing Emergency Vehicles:** Passing other emergency vehicles is dangerous. If passing is necessary, radio contact will be made with the driver of the other vehicle, if possible prior to passing.

**Driver Attention:** The responsibility of the driver during an emergency response will be to operate the vehicle safely. When another crew member is beside the driver, the operation of radio and emergency warning devices is to be delegated to that crew member. If there is no passenger, drivers will operate the radio and



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emergency warning devices only if it can be done safely.

**Reduced Response:** The Incident Commander to arrive at an emergency scene will evaluate the need for other vehicles to continue to respond. Whenever possible, other responding vehicles not needed at the scene will be advised of a status change and redirected as required.

**Approach Safely:** When approaching an emergency scene, the driver will watch for emergency vehicles approaching from other directions. The driver will be on the alert for civilians, and emergency service personnel who may inadvertently step in front of the approaching apparatus.

**Approaching School Buses or School Zones:** **Extreme caution** shall be used when approaching school zones and school buses. If a bus is stopped with warning lights or signs operating all fire apparatus **shall stop** and wait until it is safe for the apparatus to pass the bus.

**Backing Up:** Before backing up the vehicle the driver will ensure they are guided by a member using hand signals. This guide will be safely positioned at the rear of the vehicle on the driver side. If the vehicle is not equipped with a backup alarm, the driver will sound the horn indicating that the vehicle is about to back up.

**Personal Vehicles:** Fire department members responding to the fire hall or the incident are not provided any special privileges and will adhere to all regulations of the P.E.I Highway Traffic Act.

### **Section 4: Standard Operating Guideline**

#### **SOG 4.1 Apparatus Operations**

##### **SOG 4.1.1 Accidents Involving Apparatus**

**Purpose:** To ensure that all motor vehicle accidents involving Fire Department vehicles are properly investigated and reported.

**Scope:** This SOG applies to all KFD personnel.

**SOG:** All accidents involving KFD vehicles will be investigated by the Department and, where applicable, reported to Police.

#### **Procedures:**

1. Any Fire Department vehicle involved in an accident must stop and:
  - a) Immediately give first aid to any injured persons.
  - b) Notify the Fire Hall and Fire Chief.
  - c) Request the attendance of the Police.
  - d) Request the attendance of an ambulance, if necessary.



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2. Providing that the vehicle is safe to operate, if the vehicle is responding to an emergency call and there are no injuries, it will continue on to the call, if there are any injuries, the vehicle and crew are to remain on scene, advising the Fire Hall of the circumstances and that they are out of service.
3. Details of any accidents involving fire department vehicle must be collected at the scene. It is advisable that the Fire Chief or Senior Officer attends and takes photographs of the accident scene and the vehicles or parties involved. The vehicle driver must submit a written report of the accident to the Fire Chief as soon as possible after the accident.
4. Members must not make statements nor enter into debate as to where fault or blame for the accident lies.
5. All damage by or to Fire Department apparatus will be reported to the Fire Chief no matter how minor.

### **SOG 4.1.2 Apparatus Placement at Fire & Emergency Scenes**

**Purpose:** To ensure that all Department apparatus are positioned so as to provide the greatest tactical advantage and assure their safe operation.

**Scope:** This SOG applies to all Fire Department apparatus.

**SOG:** Placement of apparatus will be in accordance with the following guidelines:

#### **Structure Fires:**

- Determine the most advantageous position for the attack pumper. The company officer or driver of the first arriving apparatus must observe conditions and determine the best position based on initial attack strategy. (*Offensive or Defensive operations*)
- Position all apparatus such that it will not be exposed to rapid fire development or it can be quickly repositioned if the fire were to spread.
- Apparatus shall not be located in collapse zone of the involved structure.
- Pull the apparatus past the front of the building, if feasible, when arriving at an incident where no fire is evident (*investigation mode*). This position allows personnel on the apparatus to view three sides of the building.
- Consider the best access point for personnel and equipment entering the occupancy when parking the apparatus. This will allow personnel efficient access to the building to begin an investigation.
- The Driver should remain with the apparatus in the event connections for water supply or fire department connections need to be made or to assist in pulling attack hose lines and operating the pump.
- Position supply pumpers pumping at hydrants so that they will not block the road for other apparatus.





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- Apparatus not being actively used, but still required at the scene, must be located so that they do not interfere with operations at the scene and they can leave if dismissed or ordered to relocate or to respond to another emergency.
- When placing apparatus at an emergency scene, consider the possibility of additional apparatus, portable tank location, tanker operations.
- Position pumpers at structure fires so that if an aerial ladder is required it will have access for rescue, ventilation or ladder pipe operations.
- When placing apparatus at a scene, consider the possibility of the need to hooked to the sprinkler system connections.

### **Vehicle Accidents & Fires:**

- Apparatus should not travel opposing the normal flow of traffic on highways or streets unless the roadway has been closed to traffic,
- Driver should approach highway accident and vehicle fires with extreme caution, watching for scene hazards, victims in the roadway and pedestrians,
- Position apparatus on the uphill side of a vehicle fire or accident scene,
- A safe zone should be established around a roadway incident, the apparatus should be placed to act as a shield between oncoming traffic and firefighters.
- Apparatus should position facing the incident scene, if at all possible, so that the driver/operator has a view of the scene,
- Firefighters shall use extreme caution as they step off the apparatus,
- For traffic control procedures see *SP 3.17 - Traffic Control*.

Incident circumstances may prohibit standard apparatus placement, changes may have to be made to accommodate the particulars of the incident. Other situations that may occur and should be taken into consideration include:

***Rescue situations***

***Water supply***

***Exposures***

***Overhead utility lines.***

***Method of attack***

***Terrain***

***Road conditions***

***Falling debris***

***Hose line deployment***

***Traffic congestion***

***Structural collapse***

### **SOG 4.1.3 Tanker/Shuttle Operations**

**Purpose:** To ensure that Tanker/Shuttle operations are carried out in an efficient and safe manner.

**SOG:** Tanker/Shuttle operations should be carried using the following guidelines:

#### **Procedures:**

##### **Incident Commander: (IC)**

- The IC will determine the requirement for tanker/shuttle operations and assigns a Water Supply officer (**WSO**) as required,
- The IC will focus on the overall command role,





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- The IC will maintain contact with (WSO) regarding water use and status.
- The IC will ensure the (WSO) has sufficient resources to maintain water supply requirements,
- The IC will request Mutual Aid tankers as soon as the IC is aware they will be required. *(When dispatched or in route, a working fire is reported or is obvious.)*
- The IC will monitor efficiency of water supply operations.
- Water shuttle operations will cease only on the command of the IC.

### **Water Supply Officer (WSO):**

- The WSO will identify the nearest hydrant or static water supply to the fire scene and communicate with inbound Tanker(s) as to the designated location and access point.
- The WSO will arrange personnel to set up portable tank(s) and establish a water supply to the attack pumper(s).
- The WSO will determine the tank location(s), monitor dump and return of the Tanker to the supply site.

### **Water Supply Officer (WSO):**

- The WSO will remain at the fire scene and monitor water supply for the attack engine, and inform and advise the IC regarding the water supply.
- The WSO will establish a communication link with all Driver/Operator(s) (DO) of the pumpers (*attack & supply*) and tankers involved in the operation.
- The WSO may appoint a scribe to record tanker movements, track turnaround times and water quantity.
- The WSO will communicate with Police to establish traffic control along shuttle route.

### **Driver/Operator(s) (DO):**

- The DO of a tanker will drive in a safe manner, bearing in mind that the center of gravity of a tanker is higher than a pumper.
- The DO of a tanker will be aware of the vehicle behavior when breaking, turning and stopping and make allowance for a tanker's additional size and weight.
- The DO will be alert for soft shoulders, culvert drop-offs and watch for oncoming traffic on narrow roads or laneways to and from the scene.
- The DO will be aware of the various designated fill sites the department uses in the response area, the best access and egress routes and the quickest route to and from the incident to the fill site.
- Upon dumping its tank of water, the Tanker will return to the supply site and be refilled; and return to the fire scene.



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### **General Operations:**

The following are general operating procedure that show be followed, bearing in mind the particular incident, weather conditions and time of year.

- Portable pumps should be set up in a safe flat area with sufficient suction and discharge hoses to allow tankers to enter into and egress from the fill area on firm ground to avoid having tankers getting stuck.
- When filling the tanker from a hydrant, be sure you have a gate valve on the hydrant. Leave a wrench on the hydrant. Personnel permitting, it is best to have a Firefighter at the hydrant.
- When using a pumper or portable pump to fill tankers from a pond or stream, use as many discharges as possible. This facilitates filling one tanker quickly or multiple tankers at the same time
- When required to fill tankers from other departments, always have a variety of adapters. (*Storz, 2 ½" threaded male & female*). Not all departments have the same end connections with which to fill their tankers.
- When setting up a folding tank/tanker operation, allow the full tankers to approach the folding tanks directly and, let the empty tankers do the maneuvering to leave the site. Empty tankers are easier to maneuver and less likely to get stuck than the full ones.
- A spotter must be assigned for backing tankers and to assist in opening the rear and side chutes. **Never stand between the folding tank and the tanker.** The tanker truck may roll back and you could get caught between the two.
- Be aware that some mutual aid departments must place extensions on their chutes so that the chute can reach the folding tank.
- When unloading a tanker into the folding tank, do not wait until the last few gallons trickle out. When the main surge of water is complete, shut off the valve, slide back the extension(s), if any, and send the tanker back to be filled.
- See NFPA 1231: (*Standard on Water Supplies for Suburban and Rural Fire Fighting*) for additional information.

### **SOG 4.1.4 Winter Operations of Apparatus**

**Purpose:** To ensure that safe and efficient operation of Department apparatus during winter weatl conditions.

**SOG:** Winter operation of apparatus should be carried using the following guidelines:

#### **Procedures:**

**Preventive Maintenance:** Begin the winterization procedures well in advance of the onset of winter weather. The winterization should include, but not be limited to, these points:

- Ensure that the engine anti-freeze is filled to the manufacturer's recommendations and has not exceeded its useful life.
- Ensure that all vehicle chassis fittings are lubricated according to the manufacturer's recommendations.



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- Ensure that tires are properly inflated and that tread wear is within the manufacturer's recommendations.
- Ensure that windshield wipers are in good condition and that the windshield washer reservoir is filled with a water/anti-freeze solution appropriate for winter temperatures.
- Ensure that any containers of liquid or temperature-sensitive equipment, particularly items used to provide emergency medical care, are properly stored.
- Ensure that all apparatus carries a supply of ice-melting agent (*calcium chloride or rock salt*) when freezing temperatures are possible.
- Ensure that headlights and emergency lights are cleared of all snow and ice.
- Ensure that the siren cones on the front of the vehicle are clear. Snow often packs into the cones on long responses or when stationary for long periods outdoors.
- Ensure the Fire Hall's heating system is operating properly and the temperature is set above freezing.

#### **Winter Driving:**

The hazards of snow and ice:

- Hard-packed snow on a road can be as slippery as ice.
- Snow can also be rutted and full of hard tracks and snow "gullies" that can throw the vehicle off track.
- Wet snow can make for slushy roads. Heavy slush can build up in the wheel wells of a vehicle and can affect steering.
- Slush and spray from other vehicles can cause sudden loss of visibility.
- Ice forms on roads in shaded areas, on bridges and overpasses – these sections of road often freeze much sooner and stay frozen long after the sun has risen.
- Sections of the road that appear black and shiny have frosted over and can cause a vehicle to suddenly lose traction.

### **SOG 4.2 Emergency Scene Operations**

#### **SOG 4.2.1 Accountability of Personnel**

**Purpose:** To track personnel and units at emergency scene operations, as per (*SP 3.09 - Personnel Accountability System*)

**SOG:** Tracking of personnel should be carried using the following guidelines:



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### **Procedures:**

Personnel responding on apparatus:

- Each member shall be issued two (2) Member Identification Tags (MITs) with their name and number on them attached to the rear of their helmet.
- Arriving firefighters will report to the Accountability Officer (AO) assigned by IC with their first (1<sup>st</sup>) accountability tag.

Personnel arriving in via his/her own vehicle will:

- Take your turnout gear with you with all tags attached.
- When arriving at the scene, will give their first (1<sup>st</sup>) accountability MIT tag to the AO.

The AO(s) assigned by the IC to monitor the point(s) of Entry into the Hazard Zone (HZ). Once an AO has been assigned, this individual will be responsible for monitoring the movement of members into and out of the HZ. This individual may use a Status Board to hold the MIT(s) collected when members enter the HZ.

The AO will:

- Place the first(1<sup>st</sup>) MIT on the scene accountability board,
- Advise the IC of the number of personnel operating at the incident,
- Assign members at the hazard area entry points to track member's movement into and out of the hazard area.

### **Hazard Zone control:**

- The second (2<sup>nd</sup>) MIT will be utilized for areas in which a separate controlled point of entry has been established. A designated AO will collect the second (2<sup>n</sup>) MIT from personnel entering these areas and place them on a status board. Upon leaving these areas all personnel will reclaim the Second (2<sup>nd</sup>) MIT.
- All personnel leaving the emergency scene must exit through the Command Post for AO verification and to retrieve his/her MIT.

### **Personnel Accountability Report(s) (PAR):**

- There are two types of PARs, the 1<sup>st</sup> is an operational PAR when the AO may conduct at various times during the incident a PAR of members or operational sectors to determine that all members are accounted for.
- This type of PAR will be carried out by the AO in consultation with the IC.
- The second type of PAR is an Emergency PAR when a roll call of members will be necessary to determine if anyone is unaccounted for during an emergency incident. (*Explosion, flashover, collapse etc.*)
- The IC or his/her designee will notify all active teams. The IC will have the AO initiate the PAR roll call by announcing the unit or sector designation first and then waiting for a response from the unit or sector. The status board will serve as a checklist for the PAR roll calls.



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- Example: Command - "Pump One from Command - Do you have a PAR?" Pump 1's response – "Pump One has a PAR" If a company fails to give a return response of the PAR, the IC will immediately deploy a RIT team to locate the crew that has not provided a PAR. (*See SP 3.14 - Rapid Intervention Teams*)

### **SOG 4.2.2 Carbon Monoxide Incidents**

**Purpose:** To establish a procedure for locating and mitigating carbon Monoxide hazards.

**Policy:** The Fire Department members shall respond to and investigate all reports of possible carbon monoxide incidents occurring in occupied spaces.

**General Information:** Carbon Monoxide (CO) is an odorless, colorless and tasteless gas that is deadly. It is a by-product of combustion. Many appliances such as furnaces, hot water heaters, fireplaces, automobiles, etc., can produce carbon monoxide. When a faulty device or unusual conditions exist, carbon monoxide may be vented into areas where people are present.

**CO poisoning** may be difficult to diagnose. Its symptoms are similar to that of the flu, which may include headache, nausea, fatigue and dizzy spells for low levels and convulsions, unconsciousness, and death for high levels.

**Procedures:** Emergency or non-emergency responses to reports of carbon monoxide shall be determined by the following criteria:

- **Emergency Response:** Caller indicates or suspects any signs or symptoms of carbon monoxide poisoning. In this event, dispatch will advise the caller and all occupants to evacuate the building and await the arrival of the Department.
- **Non-Emergency Response:** Caller has a CO detector activation but does not suspect carbon monoxide is present in building and there are no symptoms of carbon monoxide poisoning.

**Procedures:** Emergency or non-emergency responses to reports of carbon monoxide shall be determined by the following criteria:

- All members entering the hazard area shall require full protective equipment and self-contained breathing apparatus (SCBA) to be donned.
- Once members arrive on the scene, they should first interview the occupant(s) to determine the following:
  1. If any occupants are or have been feeling ill.
  2. The number and location of any CO detectors which have been activated
  3. The location of any combustion equipment or appliances.
  4. The interview should take place outside the hazard area.



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- If possible, Carbon monoxide sampling shall be done with two separate CO meters.
- Take the first reading just inside the doorway to determine initial CO level. Personnel should then begin monitoring the lower levels of the building and then proceed to the higher levels.
- If a reading of 35 ppm or greater is detected, the building or effected area shall be evacuated immediately and full turn out gear and SCBA shall be utilized during the investigation.
- If a reading of 9 ppm or less is detected:
  - Inform the occupant(s) that our instrument did not detect an elevated level of CO at this time.
  - Recommend occupant(s) check their CO detector per manufacturer's recommendations.
  - Advise the occupant(s) to reset the CO detector, if applicable, according to the manufacturer's instructions.
  - Inform the occupant(s) that if the detector reactivates or they feel there may be a problem, to call 911.

**Procedures:** Emergency or non-emergency responses to reports of carbon monoxide shall be determined by the following criteria:

- If a reading above 9 ppm and below 35 ppm is detected:
  - a. Any reading above 9 ppm shall be considered an above normal reading.
  - b. Occupant(s) shall be informed that an elevated level of CO has been detected.
  - c. If it is determined that an appliance is malfunctioning and thereby producing CO, an attempt to shut down the appliance will be made and the appropriate utilities company or repair person will be notified by the Incident Commander (IC).
  - d. Once the premises have been ventilated, use of positive pressure or passive ventilation, and the CO reading is reduced to a safe level, it may be occupied at the discretion of the IC.
  - e. Inform the occupant(s) that if the detector re-activated or they feel there may be a problem, to call 911.
- All members likely to have been exposed to dangerous levels of CO during an incident shall be evaluated by emergency medical personnel.

### **SOG 4.2.3 Communications Procedures**

**Purpose:** The objective of this procedure is to provide information, guidelines, and directives that will ensure rapid and efficient communications for the department at fire or emergency scene. *(Also see OP 2.09 Radio Communication)*

**SOG:** Application of general guidelines outlined here will enhance fire and emergency scene operation by ensuring effective and efficient radio communications.

**Procedures:** fire and emergency radio communication operations shall include the following criteria:

- Listen before transmitting to make certain the channels are clear and



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organize your thoughts before transmitting.

- Keep all transmissions brief and to the point. Avoid longwinded descriptions and unnecessary repetition. Accuracy, brevity, and speed are all important; however, they should be considered in that order.
- Speak distinctly and pronounce words carefully. Speak at a moderate speed using your conversational tone of voice with emphasis and rhythm. A message should be spoken by phrases, not one word at a time.
- When using a portable/mobile radio, hold the microphone about one inch from your lips, press the microphone button down firmly and then speak slowly and clearly across the mouthpiece in a normal voice.
- From a cold start, different radios require varying amounts of warm up time. Be aware of this and allow for the radio to stabilize before attempting to transmit.
- Avoid transmitting when audible emergency warning devices are operating.
- Use official titles and authorized apparatus designations in all transmissions. Do not use nicknames or first names.
- During all radio operations, remain cordial and calm. Words or voice inflections which reflect an individual's irritation, disgust or sarcasm are not to be used.

### **SOG 4.2.4 Emergency Evacuation Procedures**

**Purpose:** To provide a guideline for the operation at incidents or situations that may arise during the course of an operation.

SOG: Each member is expected to know, understand and operate according to this guideline as each situation arises.

#### **Responsibility:**

- All officers are responsible for the training of firefighting personnel and for ensuring proper compliance with this SOG.
- All members have the responsibility to adequately learn these procedures and carry out this SOG.
- The Incident Commander (IC) and the Safety Officer (SO) are responsible for implementing this SOG for total structure/scene evaluation according to the guidelines presented in the Procedures Section.
- All personnel operating at the scene of an emergency have the responsibility to pay attention to developing conditions and to inform senior officers of any dangerous conditions that are discovered or observed.

#### **Procedures:**

- For the purpose of this SOG the emergency evacuation of a structure/scene shall mean an evacuation that is initiated by the IC or the SO because conditions are believed to pose an





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immediate and direct threat to the safety of personnel operating in or around the structure/scene.

- An emergency evacuation is to be ordered only when personnel are in imminent danger.
- An emergency evacuation should not be confused with an orderly withdrawal from positions that is ordered during a shift from an offensive to a defensive mode operation.

### **Procedures:**

- All companies/personnel must communicate information on the conditions in their operating area to the IC. They should be particularly alert to the following conditions:
  1. High heat conditions that could signal an impending flashover.
  2. Large volumes of smoke with an absence of a corresponding volume of flame, pulsing smoke that is alternately pushed from the building, condensation of brownish liquid on the inside of the windows. All of these are signs of an impending backdraft.
  3. Cracks, bowing, or sagging of roofs, walls, or important structure members that could affect the stability of a structure.
  4. Any other conditions that pose an immediate threat to the safety of personnel operating on the fireground/emergency scene.
- When a condition that seriously affects the safety of operating personnel is detected, the SO or IC shall be notified immediately along with a recommended course of action. At the same time steps shall be taken to remove threatened personnel from the danger area.
- If conditions exist making total evacuation of the structure/scene necessary, the IC or the SO shall initiate the evacuation signal.
- The evacuation signal shall be sounded as follows:
  1. The IC/SO shall broadcast **"EMERGENCY TRAFFIC", "EMERGENCY TRAFFIC"** over the fireground radio.
  2. The IC/SO shall then broadcast the message **"EMERGENCY TRAFFIC ALL PERSONNEL EVACUATE THE BUILDING/AREA"**. This message shall be repeated a minimum of 3 times.
  3. After the radio transmissions, **"EMERGENCY TRAFFIC ALL PERSONNEL EVACUATE THE BUILDING/AREA"** message, all apparatus drivers shall immediately give a thirty second continuous blast on their air horns. If personnel who are not radio equipped hear this signal they shall immediately initiate evacuation procedures.
  4. All members shall immediately exit the structure/area and report to the SO that they are safely out of the structure/scene. If the SO is unavailable, the senior ranking officer shall make a list of personnel who have safely evacuated the structure/area.
  5. This evacuation is to be accomplished by the shortest available route. Hose lines and other equipment that may slow the evacuation are to be abandoned unless needed to effect safe escape.
  6. After exiting the structure/scene, all personnel shall proceed to a point outside the established safety perimeter where the SO shall immediately initiate a Personnel





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Accountability Report (or "PAR") using established procedures. Once the PAR is completed, the SO shall report to the Command Post and inform the IC of the status.

### **SOG 4.2.4.1 Firefighter Mayday**

**Purpose:** The objective of this SOG is to provide information, guidelines, and directives that will ensure rapid and safe rescue of trapped or injured firefighters.

**SOG:** The nature of firefighting places the firefighter at risk for becoming lost, trapped or imperiled with equipment malfunctions. The toxic environment where work is performed provides only a narrow window of survivability. Survival depends on a mix of predictable self-survival actions by the affected firefighter(s), the Incident Commander and the Rapid Intervention Team. The purpose of this SOG is to provide action steps to be taken by the trapped/lost firefighter(s) and the

Incident Commander. Specific procedures provided in this document include how to activate the Rapid Intervention Team (RIT) and remove those in danger to a safe location in a quick and efficient manner.

**Responsibility:**

- All officers are responsible for the training of firefighting personnel and for ensuring proper compliance with this SOG.
- All members have the responsibility to adequately learn these procedures and carry out this SOG.
- The Incident Commander (IC) and the Safety Officer (SO) are responsible for implementing this SOG for total structure/scene evaluation according to the guidelines presented in the Procedures Section.
- All personnel operating at the scene of an emergency have the responsibility to pay attention to developing conditions and to inform senior officers of any dangerous conditions that are discovered or observed.

**Definition:** The term Mayday will be designated solely for when a firefighter is in immediate distress. Specific examples include when a firefighter or firefighters become trapped, lost, disoriented or experience equipment malfunctions.

**Procedures:** The number one basic self survival responsibility is to avoid getting into situations where a firefighter or fire company gets trapped, lost or low/out of air. The rescue of trapped or lost firefighters within a burning building is extremely time sensitive due to our SCBAs providing a limited supply of air.

- All companies entering the hazard zone shall have at least one portable radio and rescue tools. If it is possible, all members on the team should have individual portable radios.
- Minimum entry crew size is two members. These members must remain intact and together.



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- Crews must also be working on a specific assignment and be working under the direct supervision of a Division Officer or Command.
- Crews will follow all SCBA guidelines, including, but not limited to PASS device usage.

**Emergency Procedures:** When a firefighter(s) become lost, trapped or experiences an equipment malfunction, the following procedures must be followed.

- Call for Help Immediately – Report on a portable radio **“Mayday – Mayday – Mayday”**.
- Announce your situation while continuing to find your way out. Firefighters should not delay notification of distress. The Mayday announcement should occur as soon as the firefighter thinks that he/she may be in trouble. The longer the delay of notification, the smaller the window of survivability will become.
- Lost/trapped firefighter(s) should give Command information: **(LUNAR)**
  - L** = Location (*as accurately as possible*)
  - U** = Unit ID i.e. (*Pump 1*)
  - N** = Name (*names of lost or trapped crew members*)
  - A** = Assignment (*assignment prior to trouble*)
  - R** = Resources you need (any special needs or information that may assist the RIT in locating and removing affected crew(s)).

### **Emergency Procedures:**

- The term **“MAYDAY”** will be used only to report lost or trapped firefighters.
- The term **“EMERGENCY TRAFFIC”** will be used to report all other fire ground emergencies.
- If a Mayday is heard, all other radio traffic on that channel will cease, until the Mayday operation is complete. The Incident Commander will then designate a new radio frequency for all unaffected fire ground units to switch to. The IC will also notify dispatch of the change in fire ground channels, and have dispatch announce this change.
- Radio Channels –
  1. Crews or personnel declaring a Mayday should remain on the assigned operations channel. Once contact is made with the IC, affected crew shall remain on that channel.
  2. After a Mayday is broadcast, the stricken firefighter(s), the Rapid Intervention Team, and the Safety Officer will stay on the designated channel, until resolution of the incident is achieved.
  3. All communications will be directed to the RIT officer. All non-affected companies shall switch to another channel as assigned by the IC and the communications center.
  4. All companies shall continue to operate in their originally assigned Division/Group.
- Activate **PASS** device – As soon as a firefighter recognizes he/she is lost or trapped, the PASS device must be manually activated to sound the audible tone. If the device interferes with radio communications it may be turned off temporarily. Once messages are completed, the device must again be manually activated.



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- Crews Stay Together – Members that separate from each other make it more difficult for rescuers to locate all members of the crew. Crew members who stay together enhance their chances for all to be rescued and allows for easier, more efficient extraction.
- Follow Hose or Lifeline Out - Crew members should stay with the hose line and follow it out whenever possible. The hose line should always be treated as the safety line to the outside. The RIT team may follow the hose line into the structure to locate distressed firefighters. Where life line ropes are in use, follow the life line to the outside.
- Lost firefighters should always attempt to exit out of the building by whatever means possible. Where doors, windows, or other means of egress are not available, firefighters should next attempt to reach an exterior wall. Once at an exterior wall the firefighter can try to locate windows, doors, or hallways that generally lead to the outside. Rescuers will first search hallways, around windows and doors before sweeping large areas if victim location is unknown. Getting to hallways, doors, or windows will greatly increase the chances of being rescued early. Breaching walls for escape or fresh air can aid survivability. These actions will also provide predictable activities that will aid rescuers.
- Retreat to a Safe Refuge – Where firefighter cannot find a way out, but there is a safe refuge (protected room or floor) away from the fire that the firefighter can retreat to, he/she should take advantage of this location. Command and the RIT team must then be notified of this location as soon as possible.
- Stay Calm and Conserve Air – A conscious effort must be made by the firefighter(s) to control breathing. Unnecessary talking or physical activity must cease, unless absolutely necessary. Firefighters must control and pace their activities and breathing to extend their SCBA supply.

### **SOG 4.2.5 Fire Ground Operations**

**Purpose:** To provide a basic operational guideline for the reported structure fire, vehicle fires, vehicle accidents or other fire operations.

#### **Responsibilities:**

1. It shall be the responsibility of the department officers to implement this operating guideline.
2. It shall be the responsibility of each member to know, understand and use this guideline as it applies to the situation at hand. Each member will use reasonable judgment in the use of this guideline.

#### **SOG Procedures:**

##### **Responding:**

- While in route to the incident the officer of each responding unit will develop a preliminary plan based on the dispatch information.
- The officer will assign duties to the members on the apparatus.
- The Driver/operator will assure that the radio is placed on the appropriate channel.



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### **Incident Size-up:**

- On arrival the first arriving unit shall give an appropriate incident size-up and establish command.

### **Nothing Showing:**

- Nothing showing will be considered any incident where there is no visible sign of fire, smoke, personal injury and/or property damage.
- The first arriving apparatus will normally go to the front of the building or location of incident as given by dispatcher. Set up IC and take appropriate action to investigate the reported incident.
- The second arriving unit should stage near the incident. They should prepare to provide assistance to the first arriving unit. (*Water supply, personnel or equipment, etc.*)
- All remaining equipment should be stage in an area designated by IC.
- The IC shall report by radio any findings from the incident investigation carried out by the 1<sup>st</sup> arriving crew.
- Assistance will be given to correct the problem if any (removing smoke/odors, calling utility companies, turning off power/gas etc.)

### **Working Incidents:**

- This will be considered any incident where is visible fire, smoke is present, and/or accident scene where victim(s) are reported or encountered.
- The first unit on the scene will communicate a working incident/fire. This indicates that the situation is of such seriousness that initial responding apparatus will be needed and those units in route should be prepared to go to work on arrival.
- The IC should consider requesting Mutual-Aid if the fire /incident will require additional resources or personnel
- The 1<sup>st</sup> apparatus should position the most appropriate position to attack the fire and /or protect exposures or rescue.
- The 2<sup>nd</sup> apparatus shall support the 1<sup>st</sup> apparatus (*Water supply, personnel or equipment, etc.*)
- Tankers should support the attack pumper with water supply as directed by the IC and plan for tanker shuttle operations.

### **Incident Size-up:**

#### **Working Incidents:**

- The ERU should be located near the incident as direct by the IC. The ERU should remain flexible so that if needed in other areas they will be able to respond with a minimum of delay.
- The IC will coordinate initial assignments and call for additional resources as needed. On all working incidents at least one rapid intervention crew should be maintained by the IC.
- All suppression lines or method of extinguishment shall be determined by the IC.
- If Island EMS has not been dispatched a unit(s) should be requested by IC.



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- The FMO should be requested for cause and origin determination.

### **Fire Operations**

- Suppression should be coordinated with ventilation and rescue efforts. Attack lines must be of sufficient size to quickly gain control of the incident.
- Safety back up lines should be positioned to be used as needed.
- All structures having more than one level should be laddered whenever possible to provide a second means of egress when crews are operating above the first floor.
- Prolonged operations and extreme weather will require rotation of crews.
- Salvage covers should be used to protect property and contents. This shall be accomplished when applicable and as soon as crews are available.
- Overhaul should begin after the incident is contained and limited so as not to interfere with the FMO'S investigation.
- First in attack crews should not be used for overhaul operations, except upon discretion of the IC.

### **Fire Attack Plan:**

The IC shall establish what general type of fire attack shall be utilized on fire incidents. The general fire conditions, hazards to personnel, and life safety of citizens must be considered to establish which type of fire attack to utilize at an incident.

- **Offensive Attack:** This attack should be utilized where KFD members can enter the fire building without undue danger or risk. During these operations, coordinated ventilation should be utilized to assist with interior operations. This type of attack is most effective when searches must be conducted and for limiting the spread and damage of the fire.
- **Defensive Attack:** This attack should be used when a building is too heavily involved in fire or there are other risks that make an offensive fire attack on safe. Exterior hose streams may be applied in order to control and cool the fire.
- **Master Stream Attack:** Where there is too much danger to approach a fire building, a defensive attack utilizing master streams should be considered rather than having personnel approach the building with hand lines. A master stream attack generally provides the least danger to KFD members.
- **Combination Attack:** This attack should be utilized when there is not enough personnel on scene for an interior attack. The first unit should attempt to cool the fire by bouncing a strait stream off the ceiling of the fire room to confine the fire to that room without causing excessive damage to the rest of the structure. Once adequate personnel are on scene an interior attack should follow and any exterior attack shall be ceased.



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### **Fire Ground Priorities:**

The following functions shall be carried out on the fireground as listed according to their priority. Many tactics may and should be utilized in order to assist with the various strategies that are set forth.

### **Life Safety:**

**Primary Search:** A primary search should be conducted at all working fire incidents where an interior attack can be made. A primary search shall be a quick and efficient examination throughout the living areas of the building. In an institutional setting where there are multiple rooms or units, the attack crew shall count the number of doors to report search progress.

**Secondary Search:** A secondary search should be assigned as units become available from other assignments and following the completion of the primary search. A secondary search shall be a methodical examination of all segments of the building in order to locate any occupants that may not have been found during the primary search.

**Evacuation:** Evacuating residents from a building may be an important function of life safety. This should especially be utilized in large occupancy buildings where removing the people is the best tactic to protect life. Evacuated residents shall be gathered together and examined by EMS personnel. Depending on the situation, however, an evacuation may increase the life safety hazards and the Incident Commander may elect to have the occupants remain in their rooms or homes. This tactic is referred to as "shelter-in-place."

### **Life Safety:**

**General Life Safety Tactics:** Numerous tactics can be utilized to assist in preventing the loss of life at a fire. This may include advancing an interior hose line to confine the fire to a specific area of the building, normally between the occupants and the fire, while evacuations or searches are ongoing. It may include ventilation that will allow for the release of smoke and heat from the building. It may also encompass providing water to a fixed fire protection system in order to check the fire at its earliest stages.

### **Incident Stabilization:**

**Exposure Protection:** Protecting the exposures adjacent to or near the fire building is the second highest priority following life safety. The highest priority in general fire control should be to ensure that all buildings not already involved in fire upon arrival, do not become involved in fire. Effective plans to ensure that the exposures are not ignited should be implemented as soon as practical after life safety concerns have been addressed.

**Fire Confinement:** The fire should be confined to the smallest area in the building that is practical. If conditions permit an offensive attack should be made which generally calls



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for entering the building at the lowest and least area of involvement and working towards the area of highest and heaviest involvement to confine the fire to areas already affected.

**Extinguishment:** The objective of extinguishing the fire should be addressed after life safety, exposure protection, and confinement have been addressed. If the immediate extinguishment of the fire addresses the preceding priority considerations, it is a tactic for those strategies, rather than a strategy within itself. The extinguishment of the fire should be completed with the least amount of property damage that is practical for the situation.

### **Property Conservation:**

**Salvage:** After all life safety salvage shall be considered and incident stabilization considerations have been addressed, conserving property should be addressed in the overall strategy of the incident. General salvage evolutions, fixed fire extinguishing system control, limited water usage, etc. should be addressed as tactics in property conservation. The securing of the property and covering breaches in the roofs and walls should be considered a portion of property conservation.

**Overhaul:** A complete overhaul must be conducted to ensure that the fire is totally extinguished to prevent rekindles of the fire. Overhaul procedures should be coordinated with the Fire Investigator (FMO).

**Investigation:** The Incident Commander is responsible for ensuring that a fire investigation is conducted by the FMO'S Investigation Team

### **Fireground Water Considerations:**

**Water Supplies:** Supplying effective water to the fireground is an important tactical consideration and may be utilized with any of the strategies that have been set forth in the **Standard Operating Guidelines (SOG)**. As a general guideline, whenever the incident is within operational distance of an adequate fire hydrant, a supply line should be established between the hydrant and the fireground. Whenever the incident is an area without fire hydrants, a water tanker water shuttle operation should be established at the discretion of the IC.

**Fixed Fire Protection:** Fixed fire protection, such as sprinkler or standpipe systems, should be fully utilized when possible. Care should be taken to avoid "robbing" needed water from the sprinkler or standpipe system by using a hydrant in the same loop as the fire protection system.

### **Vehicle Fires and Rescues:**

**Vehicle Fires:** A charged hose line long enough to reach the vehicle of at least one and one half (1-1/2) inch in size shall be used at the scene of all vehicle fires. Personnel operating at the scene of a vehicle fire shall utilized full protective clothing, including SCBA. Apparatus operators should be prepared to institute foam operations as needed.





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**Vehicle Rescues:** A charged hose line long enough to reach the vehicle of at least one and one half (1-1/2) inch in size or greater shall be available at the scene of all vehicle accidents where fire district extrication requires mechanical tools to remove the patient from the vehicle. Personnel operating at the scene of a vehicle rescue shall wear full protective clothing, members operating the hose line shall also have SCBA. Apparatus Operators shall be prepared to institute foam operations as needed.

**Aircraft Incident:** Whenever the KFD is dispatched for an aircraft incident, the responding units should prepare for a foam operation. All personnel shall be in full protective clothing, including SCBA. Whenever a standby (*emergency landing*) is performed, personnel should standby at their units which should be staged a reasonable distance from the landing site. Foam equipment should be checked and readied. No attacks of aircraft fires will be made without full **Protective Clothing and SCBA** in use.

**Automatic Alarms:** When an automatic fire alarm is received, the appropriate level of response shall be dispatched, according to the KFD protocols. Upon arrival, there shall be an effort to ascertain the location of the alarm. The initial investigation should normally be conducted in the area the alarm is believed to have originated from. If a specific location or area cannot be determined, an entire building check shall be completed.

All personnel conducting an interior investigation shall be in full protective clothing, including SCBA. The SCBA need not be in operation unless its use is mandated in accordance with other standard operating guidelines such as smoke or fire conditions. If forcible entry would be required for an interior investigation, no entry shall be made and an exterior examination shall be conducted to determine if there are any indications of fire. If there are indications of fire, or if the ranking officer on the scene determines the need to force entry, entry can be forced into the building and the owner and Police should be notified. If there are no exterior indications and the ranking officer does not feel the need to enter the building, the incident may be terminated.

**Cancellation of Alarms:** If communications are received from Dispatch, the alarm company or a responsible person that the alarm was accidental or that there is no emergency situation, the senior ranking officer responding to the alarm may cancel the alarm.

### **Operations at Buildings with Fixed Fire Protection Systems:**

**Sprinkler Operations:** There should normally be an audible warning on arrival at a sprinklered commercial building where a sprinkler system is actually flowing water. However, due to the potential for a system malfunction, no audible alarm should not be taken as proof positive that the system is not flowing.

Upon arrival at a facility where a sprinkler alarm is sounding, and there are obvious fire conditions, or when a responsible party reports an interior fire, the first arriving unit should direct a unit to supply supplemental water to the sprinkler system. Based upon the conditions at a particular incident, the IC must determine at what priority this task will be accomplished. Units





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directed to the **Fire Department Connection (FDC)** during investigations of automatic alarms should prepare to supply the **FDC**, but should not lay hose or take other actions until directed to do so by the Incident Commander.

When an IC directs that the sprinkler system should be supplemented, the unit assigned should supply water to the **FDC** at a pressure of 150 psi at the **FDC**. If the hydrant is located nearby (100 feet or less), the apparatus can connect directly to the hydrant using a **Large Diameter Supply Line (LDSL)**. If the **FDC** is greater than 100 feet from the hydrant, a second pumper should make a reverse lay of (**LDSL**) hose made from the engine at the **FDC** to the hydrant, the second pumper should pump from the hydrant.

The IC may direct a greater pressure than 150 psi if conditions indicate that numerous heads are opening or if a combination standpipe and sprinkler operations are in progress. The goal is to maintain a residual pressure of 100 psi in the system at all times.

After commencing pumping operations, the unit assigned to the **FDC** should check all sprinkler valves to ensure that they are in an open position. If the unit believes that they have information that the sprinkler is flowing or not flowing water, they shall report such information to the Incident Commander.

When supplying an **FDC**, it is important that the water supply be from a hydrant that is not part of the same fire protection system, such as a “yard” or “private hydrant.”

**Standpipe Systems:** In facilities with a standpipe system and where the **IC** has determined to make an interior attack on the fire, companies should be dispatched to the interior with 100 feet of 1-1/2” (*rolled/folded*) hose and a combination nozzle.

If the fire cannot be controlled by hand lines, additional 2-1/2-inch hand lines should be utilized and consideration to the use of portable master stream devices be given.

**Smoke Control and Ventilation Systems:** In buildings where there is automatic smoke venting, positive pressure ventilation should be used at the exterior doors and windows to assist with the ventilation process.

In building with smoke removal fans; the same units dispatched to the **FDC** can normally be assigned to the operation of the fans. The fans should be operated in the area of involvement only at the direction of the **IC**.

**Elevators:** If the building is equipped with “fire department control” elevators, they should be recalled to the ground or primary floor. Control of the elevators should be maintained throughout the incident. Under most circumstances, elevators should not be used unless the **IC** approves their use.

**Fire and/or Smoke Barriers:** In buildings that are equipped with automatic closing doors or other devices to contain fire and smoke, a unit should be directed to ascertain the status of automatic



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closing doors and other devices designed to confine the spread of fire or smoke. In locations where there is significant fire impingement at these doors, hose lines may have to be placed into operation to ensure that the fire barrier is effective in prohibiting fire spread into the uninvolved areas.

### **SOG 4.2.6 Flammable Liquid Fire or Spill Control**

#### **Purpose:**

To establish operating procedures at flammable liquid spills and or fires.

#### **Responsibilities:**

1. It shall be the responsibility of the department officers to implement this operating guideline.
2. It shall be the responsibility of each member to know, understand and use this guideline as it applies to the situation at hand. Each member will use reasonable judgment in the use of this guideline.

#### **SOG Procedures:**

- Determine the type of product involved and the size of the spill or fire, from a safe distance if needed.
- Responding units will approach from uphill and upwind if possible.
- Isolate, deny entry and if needed evacuate for the recommended area appropriate for the incident.
- Order additional resources and make all required notifications for the incident; contact FMO & Department of Communities, Land and Environment. (1-800-565-1633) or (902-368-5024)

Note: An Environmental Emergency Responder is on call 24 hours a day to respond to environmental emergencies. When an environmental emergency is reported after hours, the call will be answered by the Canadian Coast Guard Atlantic Region/Environment Canada Pollution Reporting Center. They will then forward the emergency information to the Department of Communities, Land and Environment.

Life safety (for responders and the public) is the top priority, then environmental concerns and then protection of property.

#### **Class “B” Incidents:**

- Develop an operations plan using foam products (*AFFF*) and foam application techniques designed for use on a class “B” incident.



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- Order the appropriate amount of the right type of foam or other appropriate product for the incident. Check for where the foam is available, what quantity is available and consider the response time to get on scene.

### **Ethanol Incidents:**

- Develop an operations plan using products and techniques designed for use on an ethanol incident. Depending on the amount of ethanol in the fuel, AFFF foam may not be as effective in this type of product but unless AR-AFFF is available it may be appropriate to begin applying AFFF within its limitations. This may increase the size of the spill and the material may still ignite.
- Order the appropriate amount of the right type of foam or other appropriate product for the incident.

Note: Also See (*OP 2.14 - Response to Environmental Emergency & OP 2.15 - Response to Dangerous Goods & Hazardous Materials.*)

### **SOG 4.2.7 Grass & Brush Fires**

#### **Purpose:**

To provide guidelines for fire suppression responsibilities for Grass & Brush Fires.

#### **Responsibilities:**

1. It shall be the responsibility of the department officers to implement this operating guideline.
2. It shall be the responsibility of each member to know, understand and use this guideline as it applies to the situation at hand. Each member will use reasonable judgment in the use of this guideline.

#### **SOG Procedures:**

- The following is a list of questions all company officers and firefighters must ask themselves to provide for effective grass & brush firefighting:
  1. How fast is the fire spreading?
  2. How high are the flames?
  3. Is the fire spreading by the setting of spot fires?
  4. Is it hotter than usual?
  5. Is the fire crowning?
  6. Type and arrangement of fuel (*Grass, brush, etc.*) in path of the fire?
  7. What is the wind speed and direction?
  8. Are changes expected in weather conditions at fire expected? (*Wind direction & speed, etc.*)
  9. What is the relative humidity?



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- Since most brush fires occur in the early spring and fall months, weather conditions are important to note. If rainfall is low during these months, the risk fire conditions will increase.
- Hot and dry conditions produce extremely rapid-fire spread. A slight decrease in relative humidity will cause a significant increase in fire intensity. During extreme dry days, surface wetted fuel will dry within a matter of minutes.
- Topography refers to the slope of the land and has a decided effect upon fire behavior. The steepness of the slope affects both the rate and direction of the spread. Fires will usually move faster uphill than downhill, and the steeper the slope, the faster the fire will move. This is due to several factors:
  - On the uphill side, the flames are closer to the fuel and the fuels become drier and ignite more quickly than if on level ground.
  - Wind currents are normally uphill and this tends to push heat and flames into new fuels.
  - Convected heat rising along the slope causes a draft which increase the rate of spread.
  - Burning embers and chunks of fuel may roll downhill into unburned fuels increasing spread and starting new fires.

### **Strategy and Tactics:**

- Brush fires often present a large area of rapidly spreading fire. The critical decision is often where to attack the fire to the best advantage.
- The basic brush fire philosophy will be to aggressively stop the forward progress of fire whenever possible.
- Protection of exposures is the primary goal when immediate control is not possible.
- A direct fire attack should be used to cool, smother or beat out the flames of a grass or brush fire.
- A control line should be established along the fire perimeter when fire conditions allow. Class A foam should be inducted at a .01% solution.
- The IC must be prepared to readjust strategy which may make it necessary to develop a defensive mode to protect exposures which allowing the fire to burn to a location better suited for control.
- An indirect attack is the construction of a line well in advance of the brush fire this type of attack is usually considered when the fire is too intense, or inaccessible for a direct attack to be successful.
- An indirect attack makes use of natural breaks and barriers. The line should be wide enough to prevent flame contact or radiant heat from igniting the other side of the line.
- The following is a list of size-up considerations that greatly affect tactics and strategies for direct and indirect attacks:
  - Location of fire head or heads- the fastest moving part of fire.
  - Pertinent burning conditions- weather, time of day, etc.
  - Type of fuel- light, heavy.
  - Exposures- improvements, buildings, etc.
  - Size of fire and rate of spread.



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- Special hazards- hot spots, spot fires, developing heads.
- Personnel needs.
- Accessibility into fire area.
- Water resource- tankers, ponds, rivers, hydrants, etc.
- Line of retreat. How can I escape?
- When water is in short supply, it is usually most effective when applied to burning material instead of wetting fuel in advance. Seriously exposed structures should be kept wet (*Class A foam if available*) while exposed.
- Overhaul should start as soon as personnel are available. Don't wait until the fire is completely contained unless it is absolutely necessary.

### **SOG 4.2.8 Ground Ladder Operations**

**Purpose:** To establish a SOG for the safe operation of all ground ladders used by the department.

**Scope:** This SOG is designed to provide a guideline for all KFD members to utilize while operating department ground ladders.

**Responsibilities:** All KFD members should become familiar with these procedures. It is the intention of this procedure to provide a greater margin of safety whenever possible.

#### **SOG Procedures:**

- Ladder Positioning - Ground ladders that are being utilized for gaining access to or rescuing victims from elevated windows should be placed under the windowsill. Only if the window opening is large enough to access from the side should the ladder be placed anywhere other than under the sill. Ladders being used for access points for hose streams may be placed above (over) window openings.
- Ladders being used for ventilation should be placed in a position upwind from the opening and above any windows that may need to be broken.
- Personnel should take care to notify those working below of the potential any falling objects, etc.
- Ladders placed to a roof should extend a minimum of five (5) rungs above the roofline. This will allow for easy access and egress of personnel and help to pinpoint the location of the ladder should smoke conditions obscure vision.
- Ladders should never be placed from the ground in front of an exit.
- Extension ladders shall be positioned with the fly section out-away from the building before climbing.

**Safety** - All members should practice a high degree of safety anytime ground ladders are used.

- **Protective Clothing:** Full protective clothing is required for all ladder work. Persons assuming the heel position must wear their helmet with face shield in the down position.
- **Electrical Hazards:** A major concern when raising ladders is contact with live electrical wires or equipment. Personnel should take special care to ensure that the ladder will be



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raised and placed away from all possible electrical hazards. A clear overhead command should be given before any ladder is raised from the ground.

- **Proper Climbing Angle:** It is important to establish the proper climbing angle for the ladder. Common accepted practice is to place the base of the ladder one-fourth (1/4) the distance away from the building as the height it is being raised. An improperly positioned ladder is not only dangerous, but also difficult to climb.
- **Securing in Position:** All ladders should be kept from slipping whenever firefighters are climbing, especially if the ladder is at a lower-than-desired angle. The halyard should be secured to prevent slippage and reduce the potential for tripping. In addition, the ladder should be tied off at the tip and the base whenever possible to increase stability. Heeling the ladder may be accomplished using any approved method.
- **Working on a Ladder:** When it is necessary for firefighters to work while standing on a ground ladder and have both hands free the use of an approved ladder belt or a leg lock can be used. One firefighter may be placed on the ladder for every ten feet of working space. Overloading of any ladder may result in failure of the ladder.

### **SOG 4.2.9 Hazardous Material Incidents**

**Purpose:** The purpose of this policy is to outline KFD responsibilities in the event of a hazardous material incidents. Within our jurisdictional area, KFD, as provided by Department policy & SOGs, maintains responsibility for assessing the potential threat of hazardous materials release to life, community, and the environment.

**SOG:** KFD will operate at the awareness level. Upon identifying that there is a hazardous incident, beyond the department's capabilities, the PEI Hazardous Material Team will be notified. The primary operational responsibilities are isolation, containment, and stabilization. KFD will, within the limits of its capabilities, mitigate releases that are either IDLH (Immediately Dangerous to Life and Health) or have the potential to be IDLH. KFD members are allowed to conduct themselves in a manner that is consistent with their level of training and expertise. *(Also see OP 2.15 - Response to Dangerous Goods & Hazardous Material Incidents.)*

#### **KFD Responsibility:**

- Direct and coordinate all aspects of the incident from initial response through stabilization.
- Command all activities within the hot zone/warm zone perimeters established by Incident Command.
- Maintain a secure, safe Command Post with good visualization of the incident scene.
- Coordinate activities of any and all support agencies functioning within the perimeter and in Level 2 staging, if necessary.
- Maintain chronological accurate records of all activities pertinent to the incident, including.

**First-In Apparatus Assignment:** The overall goals and objectives during a hazardous materials incident are to stabilize the incident and protect life, health, property, and the environment. To the



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extent of its manpower, equipment, and level of training, the first-in KFD units, prior to the arrival of the Hazardous Materials Response Team, should follow specific procedures:

- All responding apparatus must approach from an upwind and uphill position.
- Stop and assess the incident from a distance, upwind and uphill.
- Avoid driving near or into vapor clouds/smoke.
- Treat all containers with unknown contents as a hazardous material.
- Do not use water, for any purpose, until the product(s) have been proven not to be water reactive. Also, any water runoff with any hazardous material(s) is considered hazardous. It must be contained for proper disposal upon termination of the incident.
- If it is determined to be safe, reconnaissance by operations level personnel may be performed from a safe distance, provided the below listed guidelines are followed:
  - Operations-trained personnel cannot enter a hot zone. (The hot zone is defined as the area that is determined to be immediately dangerous to life and health.) The only exceptions are incidents involving gasoline, diesel fuel, and propane.
  - Decontamination Group must be set up prior to entry into the reconnaissance area.
  - All personnel on the scene must wear full personal protective equipment with SCBA.
  - Approach must be made upwind and uphill.
  - Avoid all contact with any solids, liquids, smoke or vapors.
  - During reconnaissance attempt to identify the product(s) involved.

### **First-In Apparatus Assignment:**

- No responding personnel may function at a hazardous materials scene beyond scope of their training.
- Identify and determine the hazards of the material(s) involved through reference sources.
- Develop a plan of action.
- Command should be established, and the area containing the hazardous product shall be isolated and secured.

**Size-Up:** This procedure shall provide a systematic evaluation of the critical factors that lead to the development of a plan of action for hazardous materials incidents. Factors that should be considered in size-up include:

- Type of incident: (*Fire, leak, release or spill.*)
- Physical state(s) of materials: (*Gas/vapor/smoke, liquid, solid.*)
- Type and condition of container(s) and vessel(s)
- Conditions: (*Location, time, weather.*)
- Exposures: (*Life, environment & property.*)
- Resources: (*Operational level, technicians, outside agencies.*)





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Upon arrival of first-in units the Officer, upon confirming the magnitude of the incident, requiring the response of mutual aid and/or Hazardous Materials Team(s), will notify Dispatch with the following information:

- Exact location of the incident.
- Type and quantity of hazardous materials involved, if known.
- Location of the Command Post and Command designation.
- Resource status of units currently on scene or responding.
- Situation status of current conditions, including weather.
- Response approach directions if possibly affected by the incident.

### **SOG 4.2.10 Hoses Stream Operations**

**Purpose:** This **Standard Operating Guideline (SOG)** addresses hoses stream operations at fire incidents. This SOG provides guidance in determining water supply needs and selecting the most effective hose line size.

**Scope:** This SOG is designed to provide a guideline for all KFD members to utilize while operating department ground ladders.

**Responsibilities:** All KFD members should become familiar with this (SOG). It is the intention of this guideline to provide a greater margin of safety whenever possible.

**Overview:** Adequate water supply during fire attack operations has a critical impact on fire control outcomes. A good water supply and adequate flows from attack lines result in good outcomes. Delayed or limited water supply and inadequate flows leads to delayed fire control, increased risk to fire fighters and victims, and greater fire loss. The use of excessive amounts of water, leaking couplings or nozzles may increase loss inside the structure.

#### **SOG Procedures:**

##### **Water Supply:**

**Hydrants:** In the Town and in areas (*Cavendish Farms, Mutual-Aid to Summerside*) with fire hydrants the first pumper approaching the scene with any evidence of a working fire in a structure should lay their own supply line. There would be few exceptions to this guideline (*i.e., obvious critical rescue requiring a full crew, unsure of actual fire location in multi-unit building complex, etc.*).

**Tank Water:** When operating from an apparatus's tank water before a water supply is put in place these guidelines should be followed:

- Never charge more than one line off tank water to use for interior fire attack. Crews inside have will have an idea how much sustained water flow they have off the tank





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water for one line. One exception to this rule would be in the event of a Life Safety incident.

- Fill tank water back up immediately after transitioning to an external water supply. Tank water may be needed again if supply line fails.
- Use supply intakes on pump operators side first so the pump operator can monitor the supply line.

**Pumped Water:** (*Hydrants, porta tank, pond, stream, etc.*) Pumped water supply is necessary when large volumes of water are required on the fire ground. This normally occurs later in the attack operation when pump mounted master streams, or multiple large attack lines are in operation. In most cases, the need for pumped water occurs as the fire increase in size. Command should address the need for pumped water as multiple large volume hose lines or master streams are put into operation.

**Master Streams:** Apparatus mounted and ground master streams devices: offer very large flow volumes (*500 to 1,000 GPM*), quick operation, reach and penetration. A solid bore tip offers greater reach, penetration, with a more intact stream than a peripheral nozzle that is set on straight stream.

Apparatus mounted master streams should be considered for structures that are well involved, beyond rapid reach of attack lines, for exposure protection, and situations that pose an unusual safety risk to fire fighters. (*LPG, LNG or Flammable Liquid incident.*)

**Attack Hand Lines:** The objective of the attack hose line choice is to provide enough GPM flow to overcome the volume of fire being produced, or adequate flow to effectively cool and protect exposures.

The 1-1/2-inch attack line can be used for most small fires (i.e., one or two rooms in a residential fire). The IC however should order 2-1/2" attack lines for a larger volume of fire.

**Basic Attack Line Placement:** When operating in the offensive attack mode, attack hose lines of adequate volume should be advanced inside the fire building in order to put water on the fire and to control access to halls, stairways, or other vertical and horizontal channels through which people and fire may travel.

- The first stream should be placed between the fire and persons endangered by it.
- When no life is endangered, the first stream should be placed between the fire and the most severe exposure or unburned areas.
- A second hose line should protect a secondary means of egress (always bear in mind the presence of Fire personnel operating in opposing positions).
- Additional hose lines should cover other critical areas or when covered, back up in place hose lines.
- Whenever possible, crews should position hose lines in a manner and direction that supports rescue activities, begins confinement, protects exposures, and controls loss.



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When a change from offensive to a defensive operation occurs, crews should pull hand lines out of the fire building only if safe to do so. Do not delay exit from the building for the sake of salvaging a few feet of hose and a nozzle if conditions are deteriorating rapidly, unless the line is needed for crew protection during exit operations.

### **SOG Procedures:**

#### **Fire Stream Characteristics:**

- Fire crews must consider the characteristics of fire streams and choose the most effective nozzle and stream for the task:
  - Solid Stream: Greater penetration, reach and striking power. Less steam conversion.
  - Peripheral: Increased heat absorption/expansion. Shorter reach. Most effective in confined spaces and protecting exposures.
- Choose the proper sized attack hose line:
  - 1-1/2" Lines: Fast, mobile, low volume, 125 GPM.
  - 1-3/4" Lines: Fast, mobile, greater volume, 175 GPM.
  - 2-1/2" Lines: Slow/difficult to move. Volume at 250 GPM.
  - Apparatus mounted master streams: Fast, large volume, great reach and penetration, 500 to 1000 GPM.
- Offensive attack activities must be highly mobile--as mobility is slowed, attack activities begin to become more defensive in nature and effect. Many times, effective offensive operations are often referred to as "aggressive."

#### **Fire Stream Considerations:**

- An offensive attack mode should achieve an effect on the fire quickly. If you apply water to an offensive attack position and the fire does not go out--React! Back it up or Re-deploy. Think ahead! Predict where the fire is going to go and put crews in position ahead of the fire.
- Beware of hose lines that have been operated in the same place for long periods.
- Fire conditions change during the course of fire operations (*most things will only burn for a limited time*) and the effect of hose line operation must be continually evaluated. If the operation of such lines becomes ineffective, move, adjust, or redeploy them.
- Beware of the limitations of operating nozzles through holes. The mobility of such streams is necessarily limited and it is generally difficult to evaluate their effectiveness. Sometimes you must breach walls, floors, etc. to operate--realize the limitations of such situation.
- When utilizing crews with handlines to enter basement fires, crews should not open nozzles until they can see and/or are near the fire--crews should not use fog streams when operating in basement fires. Steam production will be extensive. Straight streams should be used.



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- If you commit attack crews to inside operations, command must closely coordinate exterior streams--particularly apparatus mounted and ladder pipe master streams. Extreme caution should be taken with interior and exterior attacks in the same building. It may be necessary to coordinate pulling crews out of the building while an exterior heavy streams knockdown is made.
- Know when to shut down nozzles--many times continuing operations of large streams prevents entry and complete extinguishment. Do not operate fire streams into smoke--fire location must be determined before water can be effectively applied.
- Have attack lines ready during forcible entry operations. Attack crews should be fully protected and supervised before forcible entry is initiated.
- Company officers must assume responsibility for the effectiveness of their fire streams. These officers must maintain an awareness of where fire streams are going, their effectiveness and then report the general operational characteristics back to the IC. Company officers must be aware that nozzle diameter adjustment or nozzle tip reduction may be necessary in order to produce an effective stream.
- Once offensive operations change to a defensive mode, Command must prioritize hand line operations. Most often, handlines will need to be shut down to provide adequate water supply for master streams.

### **SOG 4.2.11 Incident Command System (ICS)**

**Purpose:** This **Standard Operating Guideline (SOG)** establishes and **Incident Command System (ICS)**.

**Scope:** This SOG is designed to provide a guideline for all KFD members on how to use the Incident Command System (ICS) while operating at emergencies incidents.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**Overview:** The Incident Command System (ICS) provides a uniform, flexible and efficient command system, suitable for use at emergencies of all types and sizes at which the KFD is operating. This ICS will be used at all emergencies to which the KFD is dispatched including: fires, accidents, rescue calls, Hazmat incidents, medical calls, etc.

**Definitions:** The five major functions of the ICS are defined in this section. The Incident Commander (IC) may retain all of these himself or he may delegate them to other officers as he feels appropriate.



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- **Command** - The Incident Commander, a fire officer who has overall control and responsibility for the incident. Command will handle all functions not specifically assigned to other personnel. Command will not assume any responsibility for other incidents, which may occur at the same time - an individual can command only one incident at a time.
- **Operations** - The fire officer, designated by Command, who is responsible for directing all forces engaged in tactical operations. An operations officer may be assigned at any incident at which more than one company is assigned a task.
- **Planning** - Individual who collects and evaluates incident status information, predicts what is likely to happen and develops alternate strategy - conducts a continuous size up for Command.
- **Logistics** — Individual assigned to obtain facilities, supplies and support functions including communications, medical, food and fuel.
- **Finance** - Individual responsible for all financial and cost analysis aspects of the incident.

Also, part of the command responsibility, which Command may delegate, is the functions of Safety Officer, Liaison Officer, Information Officer and Staging Officer(s).

- **Safety Officer** - Monitors scene for hazardous and unsafe conditions and advises Command on actions needed to protect personnel (ref section 5.0).
- **Liaison Officer** — the point of contact for assisting or coordinating agencies.
- **Information Officer** - Formulates incident information for release to the media and other agencies. Interfaces with the media as a representative of Command.
- **Staging Officer(s)** - Controls the staging areas for apparatus and/or personnel.

### **SOG Procedures: The Incident Command System (ICS)**

#### **Command Structure:**

- Command will be established for every incident to which a fire company is dispatched. If there is more than one incident occurring simultaneously, then each Command will be identified by the street or building name relative to that incident.
- The first fire officer or unit on the scene will assume command and will notify the KFD Fire Hall and other units by transmitting “(unit number) is Command at (location)”. This unit will retain Command until it is passed to another officer on the scene or they are relieved by a higher-ranking officer of the department who assumes Command.
- *(Note- Command can only be passed once - it can be assumed any number of times).*
- Once Command is established, the KFD Fire Hall and all other units operating as part of that incident will refer to “Command”, regardless of who the Incident Commander is at any given time. If more than one incident is in progress, each Command will include the street or building name with command when calling the KFD Fire Hall or giving orders - i.e. “*Kensington Station Command*” or “*Commercial St. Command*” and units addressing Command will use the same designation to avoid confusion.
- Command at an incident will normally be the highest ranking KFD officer at the scene.
- Once Command is established, no unit will go to work without being given an assignment by the Incident Commander (IC).



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**Command Functions:** The major functions of the Incident Commander are:

- Manage the incident
- Develop goals or objectives
- Manage resources
- Assign responsibility for ICS functions
- Retain functions not assigned

**Priorities:** The priority in all fire incidents will be:

1. Rescue
2. Protect Exposures
3. Confine Fire
4. Extinguish Fire
5. Ventilation and Salvage
6. Overhaul

Priorities in other types of incidents will be along the same lines, i.e.

1. Life Safety
2. Incident Stability
3. Property Conservation/Protect Environment

**Size Up:** The Incident Commander will always size up the incident as part of the process to determine the tactics to be employed at the incident. The size up will consider applicable items from the following list:

- Life safety potential
- Structure -
  - Size and height
  - Location
  - Occupancy
  - Construction
  - Special Hazards
- Location and extent of fire
- Assigned response (*how much help is on the way*)
- Exposure(s)
- Weather
- Time of day
- Available water supply

**Command Post:** A command post (CP) will be established at every incident. At small incidents, the CP will be wherever the IC is located. If a formal CP is established, it will be identified and its location defined to all units. If a formal CP is established, The IC or a designated alternate will be there at all times. Every attempt will be made to keep the CP stationary.

**Sectoring:** Sectoring will be used at incidents, involving a building, for the purpose of identification and coordination. The following designation will be used:



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**Side A** - The front of the building (*if not obvious, the front is defined as the street address side of the building.*)

**Side B** - The left side when looking at the front.

**Side C** - The rear of the building.

**Side D** - The right side when looking at the front.

Exposures will be identified by A, B, C or D according to their location around the incident building.

**Division(s):** Each floor will be identified as a Division according to floor number - i.e. - 1st floor will be Division 1, 2nd floor will be Division 2, etc. The roof will be designated Roof Division and the basement will be designated Basement Division.

**Division Command(s):** Officers assigned as commanders of any Division or exposure will be identified by the sectoring system designation, i.e. Division 1 is the officer in charge of operations on the number 1 floor. Exposure B is the officer in charge of operations involving exposure B etc.

**Task Command(s):** If operational requirements are such that it is necessary to assign task responsibilities such as rescue, ventilation, salvage, evacuation etc. that extend over several floors, the task will be defined as a Group Command and identified according to its assigned task. The officer having the responsibility for the rescue operation will be identified as Rescue; the officer responsible for evacuation will be identified as Evacuation etc.

**Non-Building Sectoring:** Sectoring may also be applied to incidents which do not involve buildings such as grass/woods fires, hazardous materials incidents, search and rescue, etc. For these operations, sectors will be identified by geographic areas, street names, compass headings etc. at the discretion of the IC.

**Communications:** All communications will be in accordance with the radio procedures defined in Section 2 (***OP 2.09 - Radio Communication***)

As soon as Command is established, all communications will be within the command structure. Only Command will communicate with Dispatch.

### **Communications Guidelines:**

- Give orders face to face whenever possible.
- Units will be advised of any frequency change and will acknowledge receipt of this information.
- Command will advise arrival at scene and will give a brief initial report at every incident. Report will include:
  1. Description of emergency building or incident.
  2. Obvious conditions including life hazards and exposures.
  3. Identify who is in charge.
  4. Assignment for first due units.
- Units given an assignment must acknowledge receipt and understanding and thereafter report only the following to Command, Operations, Division or Group.



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1. Assignment complete,
2. Assignment cannot be completed because,
3. Additional resources required or a delay expected in completing assignment because,
4. A new emergency condition has developed.
5. Progress report - to be given at a reasonably frequent interval commensurate with the nature and severity of the incident.

**Staging:** Staging will be used at all incidents, as soon as Command has been established. This staging may be performed at two levels for apparatus and their crews and as a separate function for on scene personnel.

### **Apparatus:**

**Level One** - Staging of companies arriving as part of the initial assignment. Unless a unit has been given an assignment, it will respond to a location at least one block from the incident scene where it will stop and advise Command that unit (#) is staged at (*location*). Units at level one staging will remain there until they receive an assignment from Command or Operations.

**Level Two** - Staging of companies intended to be on scene reserves at an incident. Level two will operate as follows:

- Command will designate a staging area for incoming units and assign a staging officer (*Staging*).
- The KFD Fire Hall will advise responding units of the staging area location and the identity of Staging (*if no staging officer has been assigned, the senior officer in the staging area will assume the duties of Staging and so advise Command*).
- Only the Staging Officer will have vehicle warning lights on in the staging area.
- Staging will advise Command as to the number and type of units available in the staging area and will periodically update Command on the current status.
- Communications involving staged units will be between Command or Operations and Staging only. Assignments for staged units will be given verbally by staging to the assigned unit officer.
- Assignments will include information as to where and to whom the unit will report.

Staging is also responsible for:

- Coordination with Police to control traffic in the staging area.
- Parking apparatus to avoid congestion and to ensure that all apparatus is available to respond if requested.
- Maintaining a log of apparatus in the staging area.
- Maintaining a conspicuous location.





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### **Personnel:**

On scene companies who do not have an assignment and other personnel arriving on the scene will report to a personnel staging area as designated by Command. This area will be identified as "Personnel" and the officer acting as Personnel will be responsible for the control of unassigned personnel and the forming of these individuals into teams before they are given an assignment. Individuals assigned to a team will remain with that team until reassigned by Personnel. All assignments will be by teams.

### **SOG 4.2.12 Incidents Involving Electrical Hazards**

**Purpose:** This **Standard Operating Guideline (SOG)** establishes safety procedures for working at incidents involving electrical hazards.

**Scope:** This SOG is designed to provide a guideline for all KFD members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

#### **General Precautions:**

- Safety precautions will depend on the specific situation and associated hazards. At times, the only action possible is to establish a hot zone and protect exposures until the electric supply can be shut off.
- Do not park emergency vehicles over manholes, catch basins, or other underground vaults, or on the same side as the utility poles, or under the utility lines.
- Always size-up and assess the situation at least two full pole lengths or 300-feet away from the downed wire.
- When responding to an electrical incident, always consider wire(s) as energized. Do not touch or come in close proximity to it.
- When raising ladders know where the overhead wires are and stay at least 30ft./10m clear. Remember that any object in contact with the wire could become energized including the ground.

#### **Hazards Awareness:**

- Hazards associated with electricity may not be apparent. Look for signs when assessing the incident. Indications of electric involvement may be one or more of the following: arcing; an occasional buzzing sound; intense bright flashes; or nothing at all - just a conductor / wire hanging.
- Be alert to the location of overhead utilities, underground manholes and vaults, possible downed wires in contact with fences, trees, and / or other objects including the ground.
- A fire may also be associated with a downed wire or electric incident. A possible victim could also be an indication especially if they are located under or near utility lines. Be alert, look for down or hanging wires as you approach the scene. Always assume that the electric line is energized.





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- Firefighters and other first responders have to use restraint, good judgment, and caution. The best action is to wait for the electric utility. There are times when you will not be able to attempt a rescue. Electricity can be deadly to first responders.
- Emergency responders have been killed attempting to evaluate electrical incidents. By establishing SOPs and adhering to clear safety criteria, your organization will be able to protect first responders and the public.

### **Electric Safety Dos:**

- Notify the electric company immediately - utilize their expertise whenever there are downed lines or wires or electric equipment is involved.
- Treat all utility lines and wires as high voltage and energized.
- Look for overhead lines when arriving at emergency scenes, park opposite.
- Check for and avoid utility lines and wires on the ground, in trees, or on vehicles.
- Beware of step voltage/potential (*The voltage between the feet of a person standing near an energized grounded object,*) and keep at least 30 feet or more away from any downed lines / wires.
- Have occupants remain in vehicles that are in contact with downed lines until the “all clear” is provided by the electric utility.
- Instruct occupants of energized vehicles to jump clear and hop or shuffle away from their vehicles (remember step potential) if no other options are available
- When utility electric equipment is on fire, let it burn, protect exposures, and contact the electric utility.
- Be aware of a potential **BLEVE** if the electric equipment contains oil.
- Always consider all electric lines and wires energized and unsafe until the electric utility verifies the line / wire to be safe.

### **Electric Safety Do Not's:**

- Don't park emergency vehicles under or near overhead lines.
- Don't touch downed lines, even with gloves, sticks, or tools.
- Don't assume the electric utility has already been notified when you encounter downed lines.
- Don't allow aerial equipment or ladders, to approach closer than 10 feet to overhead utility line(s)
- Don't pull electric meters or cut electric service lines.
- Don't apply water or foam to burning electric equipment, as electricity can use the water stream as a path to find ground electrifying the water, engine, and personnel in contact with the water or engine.
- Don't enter electric substations or switch yards without permission from the electric utility.
- Don't enter underground vaults or manholes without permission from the electric utility.
- Don't risk your safety. Wait for the electric utility to de-energize and ensure the electric facilities, wires, and / or lines are safe before you enter the hot zone.



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- Don't assume electric lines/wires are dead or de-energized.

### **SOG 4.2.13 Incidents Involving Fire Fatalities**

**Purpose:** This **Standard Operating Guideline (SOG)** establishes procedures for working at incidents involving fire fatalities.

**Scope:** This SOG is designed to provide a guideline for all KFD members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

#### **SOG Procedures:**

- Upon discovering a victim who is beyond medical aid, minimize fire suppression activities in the area so that evidence is preserved to the highest degree possible. Avoid fire suppression techniques, such as straight-stream, that disturb evidence or alter body positions.
- Notify the police KFD/RCMP, FMO's on duty fire investigator, and Coroner as soon as a body is discovered.
- Cordon off the area where a victim's body is.
- Minimize foot traffic and equipment in proximity to the body. Do not remove or move a victim who is beyond medical assistance. The position and condition of the body can give the police, fire investigators and the coroner crucial information. (*Exceptions to the "do not remove the body" practice may be necessary in cases such as imminent collapse or rapidly developing fire conditions that may damage or destroy the body*). Consult command before disturbing or moving a body.
- When the IC receives approval to remove the body(s) from the fire scene by the police or the coroner, the body(s) shall be placed in a body bag and then onto a stretcher or stokes basket.
- Treat the body with respect. The deceased victim is someone's spouse, child, parent, sibling or friend. Even as you carry out necessary professional duties, do not lose sight of the dignity of each individual person
- The IC should limit the number of members exposed to or coming in contact with fire fatalities.
- Critical Incident Stress debriefing should be provided as per (*SP 3.02 - Critical Incident Stress Management.*)
- Make as many observations about other fire scene victim(s) as possible and communicate them to the investigators. Observation is especially important when victim(s) are removed from the scene and the original body position may not be able to be determined. Your information about how the victim(s) was found may be critical to the investigation.

#### **Scene Security:**

- Scene security at a fatal fire incident is of the utmost importance both during and after firefighting operations have been completed.



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- KFD personnel should be posted at all the points of entry, and they should be instructed to deny entry to all unauthorized personnel, (*including other department members not directly involved in suppression activities*), owners, spectators, and news media. Individuals claiming to have authority (*Insurance adjusters, private investigators, etc.*) should be referred to the IC. Scene security personnel should be in work or dress uniform with proper identification.
- Deny entry to all unauthorized persons. Owners and/or occupants usually will attempt to re-enter the area, claiming the need to survey damages or salvage property.
- An arsonist may attempt to re-enter the fire scene for the purpose of destroying or recovering evidence of incendiary devices, covering up incendiarism, or attempting to mislead investigators.

#### **SOG 4.2.14 Motor Vehicle Accident Operations**

**Purpose:** This **Standard Operating Guideline (SOG)** establishes procedures for working Motor Vehicle Accident incidents.

**Scope:** This SOG is designed to provide a guideline for all KFD members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

##### **SOG Procedures:**

##### **Response & Arrival on Scene:**

- All apparatus responding shall utilize audible and visible warning devices.
- The Officer in Charge shall request dispatch to respond additional or special equipment, if necessary.
- If commercial trucks are involved, check placards and take necessary precautions.
- Give actual location of incident to dispatcher if other than original reported location and give brief initial report.
- Request Police KPD/RCMP units to respond to the scene if they are not already there. If police units are at the scene, coordinate with them.
- If there are injuries request IEMS if they have not already been dispatched
- If extrication is indicated, a pre-connected 1-1/2" hose line shall be deployed and charged with a dry chemical or CO2 extinguisher as a back-up.

##### **Scene Safety:**

- All personnel shall be in full protective clothing.
- Place apparatus uphill and upwind from accident scene if possible.
- Apparatus should be parked between rescuers and oncoming traffic with parking brake set, wheels chocked, and turned toward curb.
- Stop all fuel leaks, if possible, and at no time should road flares be used by the KFD.
- Prior to rescue personnel entering vehicle, stabilize the vehicle using cribbing, chock blocks, ropes, vehicle emergency brake, etc.



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- At no time shall a member of the KFD remove or come in contact with downed wires. (*See SP 3.03 - Electrical Safety & SOG 4.2.12 Incidents Involving Electrical Emergencies.*)
- Overturned vehicles should not be "righted" until patient(s) have been removed.
- Do not disconnect battery cables if flammable vapors are present.
- Members responding in personal vehicles shall not impede emergency vehicle access and are responsible for securing their own vehicle.

### **Fuel Spills:**

- Stop the leak, if possible, and prevent ignition utilizing hose lines to safeguard patient(s) as well as rescue personnel.
- If unable to stop leak by crimping fuel lines, patching or plugging, you may be able to fill fuel tank with water to level of leak so only water runs out.
- With a large fuel spill, consider foam to prevent ignition.
- Control run off from entering catch basins, rivers, streams, lakes etc.

### **Extrication:**

- The IC shall develop an extraction action plan and shall supervise the extrication operation.
- The IC shall make sure vehicle is stabilized before rescue personnel enter.
- All personnel shall wear protective clothing.
- If auto glass needs to be broken or removed, all occupants shall be covered with a blanket or tarp for protection.
- During the use of extrication tools, the rescue crew shall make every attempt to stabilize and protect the occupants from any further harm.

### **Operational Considerations:**

- The IC should coordinate with IEMS personnel concerning patient care.
- The IC shall should coordinate with police personnel concerning traffic control, crowd control, and any other police function required.
- Safety should be foremost in the mind of the IC concerning emergency personnel.
- All obviously deceased victims shall be covered completely and a member shall provide security of the deceased until police take charge of the scene.
- Hybrid vehicles (gas/electric) have high voltage electrical wires in them, usually colored **Orange. (Use Extreme Caution).**
- Use caution, air bags do not immediately disarm after disconnecting the battery some take 30 seconds.

## **SOG 4.2.15 Motor Vehicle Fire Operations**

**Purpose:** To establish a SOG for motor vehicle fire operations.

**Scope:** All fire department members.



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**Responsibilities:** All KFD members should become familiar with this (SOG).

**SOG:** The Incident Commander (IC) will develop an initial strategy and implement effective tactical operations to successfully control and extinguish vehicles involved in fire and conduct these operations in a safe manner.

### **Procedures:**

**Positioning Attack Vehicle Safely:** The IC will position the attack vehicle based on the conditions encountered as follows:

- The pumper will be positioned a safe distance from a vehicle involved in fire, at least 100ft. /30m.
- The pumper will be position so as to protect the attack crew and pump operator from moving traffic.
- Wherever possible, the pumper will be positioned on high ground, and upwind.
- Wherever possible, avoid passing a vehicle that is fully involved in fire.
- Full protective clothing with **SCBA** shall be worn by all members participating in fire attach operations.
- Fire department members operating in the area of a vehicle fire will wear full protective clothing”.

### **Fire Fighting Tactics:**

- The Incident Commander will base firefighting tactics according to conditions encountered as follows:
- At least one (1), 1-1/2”/38mm fog lines will be employed and the initial attack, whenever possible, made towards the front of the vehicle and at an angle of approximately 45 degrees.
- The interior of the vehicle will be checked for occupants.
- The fire will be located and a water stream applied to the fuel tank for cooling purposes. The fire will be extinguished with a second, 38mm hose line.
- In the event of a vehicle fully or extensively involved in fire, the IC will be given discretion to order the 1-1/2”/38mm hose line adjusted to a straight stream and directed on the vehicle. A second 1-1/2”/38mm hose line will be used for protection of firefighters.
- When advancement is made after the initial application, the straight stream will be adjusted to a fog pattern and the IC will employ effective tactical operations to control and extinguish the fire.
- Foam may be used to combat vehicle fires.

### **Fire Scene Safety:**

- If a vehicle involved in fire has a non-deployed airbag, use extreme caution around steering column. Excessive heat could possibly activate the airbag. Disconnect the vehicle's battery **will not** keep the airbag from activating.
- Most vehicles have a battery backup for the airbag that will last for approximately 30 minutes.
- Use caution around bumpers that have shock absorbers to provide shock absorbing capabilities.



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- Fuel tanks can breach due to heating and can cause a very intense flammable liquid fire.
- As with any other emergency response consider all safety aspects before initiating fire suppression activities.

### **SOG 4.2.16 PASS Devices Operations**

**Purpose:**

The purpose of this S.O.G. is to provide a procedure for the use, selection, care and maintenance of Personal Alert Safety System (P.A.S.S.) device to help ensure the safety of all members. *(Also see SP 3.10 - Personal Alert Safety Devices)*

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**SOG:** All KFD members shall be sufficiently trained in the proper use, care, inspection and maintenance of the P.A.S.S. device.

**Procedure:**

- The P.A.S.S. device shall be worn and used according to the manufacture recommendations for use on all incidents where the fire protection personnel may enter an atmosphere Immediately Dangerous to Life and/or Health (IDLH) or where the atmosphere is unknown, or where hazardous conditions from fire or other emergencies exist, or where the potential for such exposures exists.
- The P.A.S.S. device shall not be removed from the S.C.B.A. and used alone.
- A P.A.S.S. device shall be located on all Self-Contained Breathing Apparatus
- The P.A.S.S. device shall be inspected at the beginning of each duty period and before each use.
- All P.A.S.S. devices used by the KFD shall be, as a minimum, compliant with N.F.P.A. 1982, current edition at time of purchase.
- Care of the P.A.S.S. device shall be in accordance with the manufacture's recommendations. The device shall be cleaned after each use and inspected for proper function and returned to the S.C.B.A. from which it was taken. Upon any perceived or actual malfunction of the device it shall be removed from service immediately and correction of the malfunction or any needed repairs will be made.

**Maintenance:**

- All maintenance performed on the P.A.S.S. devices shall be performed by an authorized repair facility. Maintenance performed in the station shall be limited to that which is allowed by the manufacture. This means cleaning, inspecting, checks, testing the batteries and replacement of batteries if necessary.

**Documentation:**

- A monthly check sheet shall be maintained on all P.A.S.S. devices within the department. Each P.A.S.S. device shall be assigned a number that will correlate to a check sheet. Upon any noted



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or documented malfunction of any P.A.S.S device this shall be reflected on the maintenance sheet for that device. This P.A.S.S. check sheet shall be maintained by the officer in charge of S.C.B.A

records and maintenance. The check sheets shall be accessible from this officer.

### **SOG 4.2.17 Rekindle Prevention Operations**

**Purpose:** This Standard Operating Guideline (SOG) addresses conducting overhaul operations at a fire scene.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**SOG:** This SOG establishes guidelines for conducting overhaul operations. The goal of overhaul is to reduce the incidence of secondary fires, control loss, and stabilize the incident scene while providing for firefighter safety in doing so.

Additional objectives include:

- Preserving evidence
- Securing the fire scene

#### **Procedures:**

Effective overhaul activities reduce the potential for secondary fires. When addressing overhaul operations, The IC should:

- Insure overhaul is conducted safely.
- Ensure allied equipment (Thermal Imaging Camera (TIC) are utilized when necessary.
- Insure all fire is extinguished, where possible.
- During rest breaks of fire crews, ensure at least two firefighters remain in the fire area to detect any possible hidden fire and re-ignition.
- Use early and continuing positive pressure ventilation to maintain an acceptable working environment and reduce loss. Crews must evaluate and monitor conditions when operating fans.
- Meet with the property owner/occupant concerning overhaul operations.
- Closely coordinate overhaul with fire investigators.
- The IC or a designee should return to the scene to conduct post-incident drive-by/walk-through of fire building to check for potential re-ignition sources.

### **SOG 4.2.18 Rapid Intervention Team Operations**

**Purpose:** The purpose of this procedure is to establish guidelines for the response, tasks of a Rapid Intervention Team (RIT).

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).





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**SOG:** The objective of this SOG is establish a list of initial tasks for RIT team(s) as per (SP-3.14 *Rapid Intervention Team.*)

### **Initial RIT Tasks:**

- The establishment of a RIT crew is the responsibility if the Incident Commander (IC) and preferably the crew will consist of more than the minimum of two members.
- The IC shall assign an Officer to assemble the RIT crew.
- The RIT Officer shall obtain a detailed briefing from the IC on the status and location of all assigned companies.
- The RIT crew shall stay together, assume a ready state, in full PPE including SCBA and stage in an area that maximizes their effectiveness for deployment.
- The RIT Officer shall size up the structure; access points and means of egress.
- The RIT Officer shall brief the RIT Company on the access points, means of egress, status and location of assigned companies.
- The RIT Officer shall monitor the assigned operations radio channel at all times. RIT may be assigned an operations channel of its own, prior to or upon deployment.
- The RIT crew shall assemble necessary equipment at the RIT staging area.
- The RIT Company must remain uncommitted until deployed, reassigned or released.
- The RIT crew may assist the with ground ladder placement to establish alternate means of egress and/or with advancing/straightening hose lines outside of the structure.

### **RIT Mayday Operations:**

If a “May Day” or other information is transmitted that a firefighter is injured, lost, trapped or unaccounted for:

- The IC shall request Emergency Radio Traffic and that radio talk be kept at a minimum.
- The IC shall make an attempt to confirm the “May Day”.
- The IC will notify the dispatcher(s) that there has been a MAY DAY declared and to keep radio traffic to a minimum.
- The IC shall transmit a PAR of all personnel working at the incident.
- The IC will deploy the Rapid Intervention Team (RIT) to last reported location of the firefighter transmitting the May Day.
- The Rapid Intervention Team (***RIT***) ***shall never self deploy.***
- If needed the IC will request an additional personnel or Mutual-Aid and designate a second RIT.
- The RIT Company will use any and all resources available to find and remove the firefighter(s) transmitting the May Day.
- The RIT Company will work in teams of two, with two entry personnel and two at the entrance prepared to retrieve equipment or assist with extrication.
- In the event the firefighter in need of assistance cannot be removed immediately and the RIT has to exit, the RIT shall provide a full SCBA, radio and clearly mark the location with lights and ropes.
- All other members shall continue with their initial assignment unless





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ordered by the IC to assist the RIT in the rescue.

- The IC will request IEMS to provide an ALS ambulance at the scene.

### **RIT Equipment:**

#### **RIT equipment shall include but is not limited to:**

- Thermal Imaging Camera (TIC).
- Forcible Entry Tools (Irons, Sledge Hammer)
- RIT Bag with SCBA and spare bottle & mask
- Rope (Big Block System & Utility)
- Hand-lights
- Portable Radios

Other equipment that may be required the **RIT** crew include but not limited to:

- Power Saws (K-12, Chainsaw, Reciprocating Saw)
- Cutters (Bolt, Wire)
- Ground Ladder (capable of reaching highest means of egress)
- Salvage Cover
- Hose line (appropriate length & size for incident)
- PPV and/or Smoke Ejector
- EMS Kit (De-fib., O<sub>2</sub> etc.)
- Two Short Pike Poles
- Extrication Equipment
- Backboard or Stokes
- SKED
- Jaws/Spreaders/Cutters/Ram
- Porta Power
- Air Bag Kit
- Cribbing

The RIT Officer may wish to assemble some or all of the equipment above for the exclusive use of the RIT crew.

### **RIT Crew Check-list:**

The RIT Officer shall use this check-list to aid in the deployment and operation of the RIT crew:

- Report to IC. \_\_\_\_\_
- Received Briefing from IC. \_\_\_\_\_
- Confirm Operations Radio Channel/RIT Channel and Test. \_\_\_\_\_
- Brief RIT crew. \_\_\_\_\_
- All RIT members are in full PPE with SCBA. \_\_\_\_\_
- Perform Incident size-up: \_\_\_\_\_
  - Construction. \_\_\_\_\_
  - Fire Conditions. \_\_\_\_\_
  - Access points. \_\_\_\_\_



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- Means of egress.
- Status and location of operational crews/companies.
- Initial Equipment Assembled.
- Other equipment in staging area and readily available for RIT.
- Monitor fireground operations.

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### **SOG 4.2.19 Rehabilitation of Personnel during Operations**

**Purpose:** To provide guidance on the implementation and use of a rehabilitation process at the scene of a fire, other emergency or training exercise. It will ensure that members who might be suffering the effects of metabolic heat buildup, dehydration, physical exertion, and/or extreme weather receive evaluation and rehabilitation during emergency operations.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**SOG:** The objective of this SOG is establish a list of procedures to insure the health and safety of members operating at fire or emergency incidents, and training exercises.

#### **Procedures:**

- The Incident Commander shall establish rehabilitation according to the circumstances of the event.
- Rehabilitation shall commence when fire/emergency operations and/or training present a possible health and safety risk.
- Rehabilitation shall be established for large-scale incidents, long-duration and/or physically demanding incidents, and extreme temperatures.
- The rehabilitation process shall include the following:
  - a.) Rest
  - b.) Hydration to replace lost body fluids
  - c.) Cooling (passive and/or active)
  - d.) Warming
  - e.) Medical monitoring
  - f.) Emergency medical care if required
  - g.) Relief from extreme climatic conditions (heat, cold, wind, rain)
  - h.) Calorie and electrolyte replacement
  - i.) Accountability
  - j.) Release

#### **Responsibilities:**

The IC shall be responsible for the following:

- Include rehabilitation in incident/event size-up
- Establish a rehabilitation sector.
- Designate and assign a supervisor to manage the rehabilitation sector.



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- Ensure sufficient personnel and resources are assigned to rehabilitation sector.
- Ensure IEMS personnel are available for emergency medical care of firefighters as required.

The supervisor of the rehabilitation sector shall be responsible for the following:

- Don the rehabilitation sector identification vest.
- Whenever possible, select a location for rehabilitation with the following site characteristics:
  - (a.) Large enough to accommodate the number of personnel expected.  
*(Including IEMS, Red Cross and EMO personnel)*
  - (b.) Have a separate area for members to remove personal protective Equipment.
  - (c.) Be easily accessible for an ambulance and support vehicle that may be required.
  - (d.) Be remote from hazardous atmospheres including apparatus Exhaust fumes, smoke and other toxins.
  - (e.) Provide shade in summer and protection from inclement weather at other times.
  - (f.) Have access to a water supply (bottled or running) to provide for hydration and active cooling.
  - (g.) Be remote from spectators and media.

*(Only essential personnel shall be permitted in the rehab area, security should be provided if necessary)*

The supervisor of the rehabilitation sector shall be responsible for the following:

- Provide the required resources for rehabilitation including the following:
  - (a.) Potable drinking water for hydration.
  - (b.) Sports drinks (to replace electrolytes and calories) for long Duration incidents. (working more than one hour)
  - (c.) Active cooling where required.
  - (d.) Medical monitoring equipment chair to rest on, blood pressure cuffs, stethoscopes, check sheets, etc.)
  - (e.) Food where required and a means to wash or clean hands and face Prior to eating .
  - (f.) Blankets and warm, dry clothing for winter months.
  - (g.) Washroom facilities where required.
- Ensure personnel rehydrate themselves
- Ensure personnel are provided with a means to be actively cooled when required.
- Maintain accountability and remain within rehabilitation at all times.
- Document members entering or leaving rehabilitation
- Inform the IC, accountability officer and IEMS personnel if a member requires transportation to and treatment at a medical facility.
- Serve as a liaison with IEMS personnel.



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#### **Company officers shall be responsible for the following:**

- Be familiar with the sign and symptoms of heat stress and cold stress.
- Monitor their company members for signs of heat and cold stress.
- Notify the IC when stressed members require relief, rotation, or reassignment according to conditions.
- Provide access to rehabilitation for company members as needed.
- Ensure that their company is properly checked in with the rehabilitation manager, and that the company remains intact.

#### **KFD members shall be responsible for the following:**

- Be familiar with the signs and symptoms of heat and cold stress.
- Maintain awareness of themselves and fellow members for signs and symptoms of heat stress and cold stress.
- Promptly inform the company officer when members require rehabilitation and/or relief from assigned duties.

#### **Procedures:**

- All members shall maintain hydration on an ongoing basis.
- Members shall be sent to rehabilitation as required
- All members shall be sent to rehabilitation following the use of two 30-minute SCBA cylinder.
- Active cooling shall be applied where temperatures, conditions, and/or workload create the potential for heat stress.
- In hot, humid conditions, a minimum of 10 minutes of active cooling shall be applied following the use of the second and each subsequent SCBA cylinder.
- Personnel in rehabilitation shall rest for at least 10 minutes to 20 minutes prior to being reassigned or released.
- IEMS personnel shall provide medical monitoring and medical Care.
- If a member is demonstrating abnormal vital signs, he or she shall be monitored during rehabilitation.
- Members who are weak or fatigued with pale clammy skin, low blood pressure, nausea, headache, or dizziness shall be assessed by IEMS personnel.
- Members experiencing chest pain, shortness of breath, dizziness, or nausea shall be immediately transported to a medical facility for treatment.
- Members transported to a medical facility for treatment shall be accompanied and attended to by a department representative.
- Members should drink water during rehabilitation. After the first hour, a sports drink containing electrolytes should be provided.

### **SOG 4.2.20 Structural Fire Operations**

**Purpose:** The purpose of this SOG is establish a guideline by which structural firefighting is to be accomplished by various fire attack methods.



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*(Also see SP 3.08 - Initial Fire Attack Team & SOG 4.2.5 Fire Ground Operations.)*

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

### **Procedures:**

#### **A. Upon Arrival**

1. The first in officer shall give a Brief Initial Report.
  - Number of stories.
  - Type of structure.
  - What is showing (smoke, fire, or nothing).
  - What side the problem is showing (A, B, C, D).
  - Report on exposures.
  - Who is in Command?
2. Conduct an initial size-up.
  - What have I got?
  - What is burning?
  - Where is it going?
  - What (and who) is in its way?
  - Do I need additional help?
3. The first arriving officer or senior firefighter shall assume Command. Unless conditions warrant passing command ex. immediate rescue, etc.

#### **SOG 4.2.20.1 Structural Fire Operations**

##### **B. Communications and Coordination**

Good communications and proper coordination are essential at structure fires.

1. The Incident Commander must provide the necessary coordination of the various fire ground activities.
2. The Incident Commander must communicate all instructions and vital information clearly to those who they are supervising.

##### **C. Tactical Considerations**

The Tactical objectives in fighting a structure fire shall be in order of priority as follows:

- **Rescue**
- **Exposure protection**



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- Confinement
- Extinguishment
- Overhaul
- Ventilation
- Salvage

### **Rescue:**

- Human life is the most important consideration at a fire or other emergency.
- Rescue of humans override all other strategic considerations at a fire.
- The primary functions of the first arriving units shall be rescue.
- A primary and secondary search shall be conducted at all structure fires.

### **Exposure Protection:**

- Exposure protection is the strategy of preventing a fire from spreading to the uninvolved building(s) or in involved parts of the fire building.
- The Incident Commander shall assign the appropriate personnel and apparatus for the protection of exposures.

### **Confinement:**

- The strategy of confinement means preventing the fire from extending to uninvolved sections of the building.
- Whenever possible, the most effective method of confining fire spread is a direct attack on the fire.
- The Incident Commander shall decide whether to deploy an offensive approach (aggressive interior attack) or a defensive approach (attacking the fire from the exterior).
- There may be situations where both approaches could be used.
- All avenues of fire spread must be considered example: shafts, openings, utility raceways, cocklofts, ducts etc.
- Where fires involve concealed spaces (attic, ceilings, construction voids, etc.) it becomes very important that the IC assign a crew(s) to open up the area(s).

### **Extinguishment:**

- In most fire situations a quick and aggressive attack on the seat of the fire while taken care of rescue, exposures, and confinement at the same time will be the most effective strategy.
- When a determination of the first arriving officer deems rescue is not imminent, a quick exterior attack and transition to an interior attack with ventilation control will allow for rapid fire extinguishment.

### **Overhaul:**



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- The purpose of overhaul is to make sure the fire is completely out.
- Overhaul operations must be properly coordinated with fire investigation efforts.
- Unsafe conditions should be identified early in the overhaul process and definite efforts made to avoid the possible problems associated with the same.
- During overhaul most firefighters are more relaxed, tired, perhaps less alert and thus more apt to get injured.
- Personnel should not remove their breathing apparatus until the area is completely cleared of toxic gases.
- When available, a fresh crew should perform overhaul.
- Particular attention should be given to hidden areas during overhaul.
- During overhaul care should be given to protect personnel from exposure to carbon monoxide and other by products of combustion. The Carbon Monoxide Detector should be placed in the work area to monitor the CO Level until it drops below 35 parts per million.

### **Ventilation:**

- Based upon the situation, ventilation may need to occur anytime during the operation.
- The IC will assign a crew(s) assume initial responsibility for ventilation.
- Ventilation shall be employed to:
  1. Channel heat, smoke and flames from potential victims.
  2. To prevent backdraft and flashover.
  3. To remove heat and smoke from the building so to reduce property damage.
  4. To allow the interior of the structure to be more tenable and safer for firefighting operations.

### **Salvage:**

- Salvage may need to begin at various points during a fire operation.
- Salvage is those operations required to safe guard personal property, furnishings, and the unaffected portions of a structure from the effects of heat, smoke, fire and the weather.
- Salvage shall include:
  1. The use of salvage covers.
  2. Removing water from the structure.
  3. Removing furniture and personal belongings to a safer location.
  4. Debris removal.
  5. Removal of valuables from debris.
  6. Covering openings to keep weather out and to secure the building.
- All members are expected to perform in a manner that continually reduces loss during fire operations.

### **Utility Control:**

- Utilities should be shut down and brought under control to ensure that they will not contribute to the fires spread or create any type of safety hazard.



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- At structure fires where electrical involvement or damage has occurred, request the response of the proper electric company.
- If the electric company is not available in time, fire personnel may shutdown the main power switch. At no time should a member of the Kensington Fire Department pull the meter.
- If necessary, shut down propane gas lines at the storage tank and have the gas supplier notified.
- If necessary, shut down municipal water supplies to the structure at the valve closest to the point of usage.

### **Safety:**

- Safety is an important aspect of all fire ground operations. Accomplishing deaths.
- Members involved at structure fires shall wear appropriate protective clothing and self-contained breathing apparatus.
- Fire ground operations should not be carried out in a rush, but rather they should be accomplished at a reasonable pace, which allows for operations to be completed in a safe and efficient manner.
- Fire Officers must constantly be aware of both fire and structural conditions, which may deteriorate at a point which places fire fighters in jeopardy.
- Indications of the possibility of structural collapse and/or other life-threatening occurrences shall be communicated to all personnel within the incidents perimeter and appropriate actions taken.

### **Life Safety to Building Occupants:**

- Life safety of the buildings occupants is the KFD's number one priority.
- Fire ground operations shall be coordinated and conducted in such a manner as to support life safety operations which may be currently under way.
- Hose line placement and ventilation shall be coordinated so as affect safe and efficient rescue operations.
- Use normal means of egress first e.g. halls, stairs. Ground ladders, fire escapes are considered to be secondary means of egress.
- Provide for the care and medical needs of victims who have been removed from the fire building.

### **On-Site fire protection Equipment/Systems:**

- Utilize on-site fire protection equipment and systems to the best advantage in accordance with the type of system and the fire situation. (*See SOG 4.2.5*)





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### **SOG 4.2.20.1 Risk Management Plan**

The following procedures (4.2.21.2 Defensive Operations & 4.2.21.3 Offensive Operations) outlines the fireground strategy to be employed at structure fires. In most cases fireground operations will fall in one of two strategies, defensive or offensive. The two strategies are based on a standard Risk Management Plan that is to be employed at all structure fires. This is the basis for this procedure.

Within a Risk Management Plan the following principals are followed:

The Department will risk a lot to protect savable human lives,

The Department will take some risk to save savable property,

The Department will take no risk to attempt to save what has already been lost.

Considering the level of risk, the Incident Commander will choose the proper strategy to be used at the fire scene. The strategy can change with conditions or because certain benchmarks (i.e. the primer search has been completed.) are obtained. The strategic mode will be based on:

- The rescue profile (savable occupants/survivability profile)
- The building (type of construction, condition, age, etc.)
- Structural integrity of the building (contents vs. structural involvement)
- The fire load (what type of fuel is burning and what's left to burn)
- The fire and/or smoke conditions (extent, location, etc.)

The Incident Commander is responsible for determining the appropriate fireground strategy. Once the appropriate strategy is initiated, it becomes the Incident Commander's job to ensure that all personnel are operating within the strategy.

By controlling the fireground strategy, the Incident Commander is providing overall incident scene safety. The proper strategy will be determined based on the following:

- Avoiding simultaneous Offensive and Defensive strategies in the same fire area. This typically happens by first committing personnel to interior positions, then operating master streams from exterior positions. Then place interior crews in danger of injury or death. Master stream may be operated to protect exposed structures.
- Matching the appropriate strategy to the fire conditions of the structure, and minimizing risk to fire fighters.
- Managing fireground strategy must start with the arrival of the first unit and be constantly monitored and evaluated throughout the entire incident. The initial Incident Commander *will include the fireground strategy in the on-scene report*. As Command is transferred to later arriving officers, these officers assuming Command must evaluate the fireground strategy based on the Risk Management Plan.
- Fireground strategy provides a starting point for fireground operations. Once the strategy is announced, all fire fighters know whether to operate on the interior or exterior of the



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building. The fireground strategy cannot be a mystery to anyone, everyone operating on the fireground must be operating in the same strategy mode; **Offensive or Defensive**.

### **SOG 4.2.20.2 Offensive Operations**

Within the framework of the Risk Management Plan, the structure must first be determined to be safe to enter. Once determined safe, an Offensive fire attack is centered on rescue of the building's occupants. When safe to do so, the IC will initiate offensive operations at the scene of structure fires. The following are guidelines for offensive fire attacks:

- Initial attack efforts must be directed toward supporting a primary search -- the first attack line must go between the victims and the fire to protect avenues of rescue and escape.
- Determine fire conditions and extent before starting fire operations (as far as possible). *Don't operate fire streams into smoke.*
- Offensive fires should be fought from the interior from the non-fire area to the fire area.
- Exterior application of water may be used prior to an attacks crew entry into the building.
- Exterior application of water should be short burst with the intent to knock down visible fire so as to allow quick entry into the building.
- Entry control (doors & windows) should be managed so as to limit the air flow into the building.
- The IC shall strictly manage ventilation operations when an attack crew is entering and operating in the fire building.
- The attack crew must resist the urge to focus only on the fire (this is known as the "candle moth" syndrome or "tunnel vision"). In some cases, the most effective tactical analysis involves an evaluation of what is *not* burning rather than what is actually on fire. The unburned portion represents where the fire is going and should establish the framework for fire control activities and requirements.
- The IC must allocate personnel and resources based upon potential fire extension.

The IC must consider the most critical direction and avenues of fire extension, plus its speed, particularly as they affect:

- Rescue activities,
- Level of risk to fire fighters,
- Confinement efforts,
- Exposure protection.

The IC must not lose sight of the very simple and basic fireground reality that at some point firefighters must engage and fight the fire. The IC must structure whatever operations are required to **put water on the fire!**

The rescue/fire control-extension/exposure problem is solved in the majority of cases by a fast, strong, well-placed attack. The IC must establish an attack plan that overpowers the fire with effective water application, either from offensive or defensive positions.



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The IC must consider the 7 sides (or sectors) of the fire: **front, rear, both sides, top, bottom, and interior**. Fires cannot be considered under control until all 7 sides are addressed. Failure to do so frequently results in fire extension.

Where the fire involves concealed spaces (attics, ceiling areas, construction voids, etc.), it becomes paramount that the attack crew(s) open up and operate fire streams into such areas. Early identification and response to concealed space fires will save the building. Officers who hesitate to open up because they don't want to beat up the building may lose the entire structure.

Early ventilation operations are a major support item that must be addressed during concealed space attacks. This must be initiated early and be well coordinated. Ventilation openings should be made in the fire area. Positive pressure should be injected from the unburned side and exit the structure out the fire area.

The IC must get ahead of the fire. Command must make critical decisions that relate to cut-off points and develop a pessimistic fire control strategy. It takes a certain amount of time to get water to a location, and the fire continues to burn while the attack is being set up.

The IC must consider where the fire will be when attack efforts are ready to actually go into operation; if misjudged, the fire may burn past the attack/cut-off position before resources and personnel are in position. Don't play "catch up" with a fire that is burning through a building. Project your set-up time, write off property and get ahead of the fire. Set up adequately ahead of the fire, then overpower it.

**Write-off property that has been already lost** and go on to protect exposed property based on the most probable direction of fire spread. Do not continue to operate in positions that are essentially lost.

The basic variables relating to attack operations involve:

- Location/position of attack
- Size of attack
- Support functions

The IC develops an effective attack through the management of these factors. The IC must balance and integrate attack size and position with fire conditions, risk and resources.

Many times, **offensive/defensive** conditions are clear cut and the IC can quickly determine the appropriate strategy. In other cases, the situation is marginal and command must initiate an offensive interior attack, while setting up defensive positions on the exterior.

**The Only Reason to Operate in a Marginal Situation is Rescue!**

The effect of the interior attack must be constantly evaluated, and the attack abandoned if necessary. Strategy changes can develop almost instantly or can take considerable time.



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The IC must match the strategy with the conditions. The Incident Commander controls overall incident scene safety by determining the proper strategy to be used.

If the IC doesn't change strategies from offensive to defensive until the fire has developed to a point that the building is lost or the attack crew is endanger the outcome may be catastrophic.

The IC should abandon marginal attacks when:

- The primary search for occupants is completed and the situation is deteriorating.
- The roof is unsafe or untenable. (*Especially working fires in large unsupported, or lightweight trussed attic spaces*).
- Interior forces encounter heavy heat and cannot locate the fire or cannot make any progress on the fire.
- Heavy smoke is being forced from the building under pressure and is increasing.
- Water supply is lost.

Command needs to constantly evaluate conditions while operating in marginal situations. This requires frequent and detailed reports from sector Officers. It is better to go from an offensive to a defensive strategy too soon rather than too late.

### **SOG 4.2.20.3 Defensive Operations**

#### **Defensive Strategy:**

The decision to operate in a defensive strategy indicates that the offensive attack strategy, or the potential for one, has been abandoned for reasons of personnel safety, and the involved structure has been conceded as lost, (*the IC has made a conscious decision to write the structure off*).

- The announcement of a change to a defensive strategy will be made as Emergency Traffic and all personnel will withdraw from the structure and maintain a safe distance from the building. Officers will account for their crews and advise the IC on the status of their crew. A PAR (Personnel Accountability Report) shall be obtained after any switch from offensive to defensive strategy.
- Interior lines will be withdrawn and repositioned when changing to a defensive strategy. Crews should retreat with their hose lines if safe to do so. If retreat is being delayed because of hose lines, and it's unsafe to stay in the building, hose lines should be abandoned.
- All exposures, both immediate and anticipated, must be identified and protected. The first priority in defensive operations is personnel safety; the second is exposure protection.
- The next priority may be to knock down the main body of fire. This may assist in protection of exposures but does not replace it as a higher priority.
- Master streams are generally the most effective tactic to be employed in defensive operations. For tactical purposes, a standard master stream flow of 750 GPM should be the guideline. Adjustments may be made upward or downward from this figure but it is very significant in the initial deployment of master streams.



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- When the exposure is severe and water is limited, the most effective tactic is to put water on the exposure and, if need be, from the interior of the exposure.
- Once exposure protection is established, attention may be directed to knocking down the main body of fire and thermal-column cooling. The same principles of large volume procedures should be employed.
- Fire under control means the forward progress of the fire has been stopped and the remaining fire can be extinguished with the on-scene resources; it does not mean the fire is completely out. When the fire is brought under control, Command will notify Alarm utilizing the standard radio report of "FIRE UNDER CONTROL." Alarm will record the time of this report. Command must initiate a PAR report from all on scene sectors and crews.

### **SOG 4.2.20.4 Overhaul Operations**

**Purpose:** This standard operating guideline addresses conducting overhaul operations at a fire scene, which may include procedures for evidence and crime scene protection.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**Goal:** The goal of overhaul is to reduce the incidence of secondary fires, control loss, and stabilize the incident scene while providing for firefighter safety in doing so. Additional objectives include:

- Preserving evidence
- Securing the fire scene

**Procedures:** Effective overhaul activities reduce the potential for secondary fires. When addressing overhaul operations, The IC should:

- Insure overhaul is conducted safely.
- Ensure allied equipment, Thermal Imaging Camera (TIC), salvage covers, water recover equipment etc. are utilized when necessary.
- Insure all fire is extinguished, where possible.
- During rest breaks of fire crews, ensure at least two firefighters remain in the fire area to detect any possible hidden fire and re-ignition.
- Use early and continuing positive pressure ventilation to maintain an acceptable working environment and reduce loss. Crews must evaluate and monitor conditions when operating fans.
- Meet with the property owner/occupant concerning overhaul operations.
- Conduct post-incident drive-by/walk-through of fire building to check for potential re-ignition sources.
- Closely coordinate overhaul with fire investigators.



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**Public Relations:** The IC, or the company officer should meet with the property owner/occupant to explain the reasons for overhaul operations. Where it is safe to do so, the Incident Commander (IC), or the company officer, may escort the property owner/occupant through the fire area to explain the need for overhaul operations. Proper loss control operations shall be completed prior to any walk-through. Providing the property owner/occupant the opportunity to remove personal possessions and valuables, or assisting them in boxing and removing these items is excellent customer service and a loss control opportunity. *(with the prior approval of the fire investigation officer)* Every effort should also be made to assist the property owner/occupant in notifying insurance agents of the fire.

**Hidden Fires:** Fire suppression operations might not detect and extinguish small pockets of fire concealed in construction voids or hidden under debris. Overhaul activities include thoroughly searching the fire scene to detect and extinguish hidden fires or "hot spots" shall be carried out as directed by the IC. Suppression crews should open as many of these construction voids as is reasonably possible. Floor, wall or ceiling areas showing evidence of extensive decomposition due to fire should be thoroughly examined during overhaul. Additional areas to check include wooden door jambs, air conditioning vents and registers, baseboards, door and window casings, metal to wood connections, ties, straps, conduits, and areas around light fixtures and electrical outlets. Thermal Imaging Camera TICs, foam applicators, axes, pike poles, and Halligan tools are most commonly used for this purpose. Although a TIC may not be able to detect small hot spots, it can nonetheless be a valuable tool when looking for hidden fire/hot spots. Foam application during overhaul cannot guarantee complete suppression of all materials.

Attic fires can pose a special hazard for secondary fires where insulation has been exposed to fire. Large areas can receive fire damage and can be located in difficult to reach areas. In some cases, as much insulation as possible should be removed to extinguish all remnants of fire. It is understood that there is no possible way for firefighters to completely remove all insulation (especially cellulose insulation). Removing insulation in many cases means removal of large sections of ceiling. If possible, a risk/benefit discussion should be conducted with the owner/occupant to discuss the extent of insulation removal. The department cannot be held responsible for secondary fires if owner/occupants understand the risks associated with limited insulation removal. Plenum spaces, soffits and pipe chases should receive careful inspection as they provide possible routes for fire to spread throughout a structure. Some construction features do not allow this.

The IC is responsible for insuring that the fire area has been thoroughly overhauled. The company officer last leaving the scene is responsible for insuring fire extinguishment, when possible. The IC is further responsible for scheduling post-incident drive-by/walk-through inspections of the fire building when needed. Post-incident inspections include a walkthrough of the building or areas that are safe to enter. Crews should search for any evidence of smoke or remaining hot spots. Crews should examine all materials below salvage covers. In some cases, crews may need to create additional openings in the structure. A post incident inspection will be performed prior to the last fire department unit leaving the scene.

If the IC believes the circumstances warrant a fire watch, should be established for the incident.





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**Dangerous Building Conditions:** Firefighter safety prohibits standard overhaul activities in structurally compromised buildings. Crews will continue to apply water to hidden fire/hot spots from exterior positions until all fire is completely extinguished. During prolonged operations, the IC will coordinate the rotation of crews for the full extent of the operation.

**Evidence Preservation:** Crews performing overhaul should continuously weigh the importance of preserving evidence with the need to immediately remove debris and completely extinguish all traces of fire. In some cases, it may be necessary to monitor spot fires until investigators arrive on the scene. In these instances, evidence should remain untouched, undisturbed and in its original location. Where circumstances prohibit this, evidence should be removed under the direction of a fire investigator. *(If possible, the area should be photographed to record the condition prior to overhaul).*

**Securing the Fire Scene:** Securing the fire scene is also a function of overhaul. Securing refers to actions required to protect the structure and contents from any further loss after fire suppression crews have left the scene. Roof ventilation holes and broken windows should be covered to reduce weather damage and deter vandalism. Rolled plastic is ideal for this purpose. For safety reasons, remaining glass shards should always be removed from the frames of broken windows prior to installing covers or leaving the scene. Securing the scene also includes the actions required to insure the safety of all persons likely to visit the incident scene. Once a hazard zone is established during firefighting operations, it must not be abandoned prior to removing or stabilizing the hazard. Overhaul crews must provide a means of identifying and guarding hazards that cannot be removed or stabilized. Barricades, hazard tape, and the posting of guards are all suitable methods depending upon its severity.

### **SOG 4.2.20.5 Search & Rescue Operations**

**Purpose:** This Standard Operating Guideline (SOG) addresses conducting search and rescue operations at a fire scene.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**Goal:** This guideline outlines the procedures to follow when conducting a primary and secondary search of a building involved in a fire. Life safety is always the primary concern to firefighters. Both the safety of civilians and firefighters must constantly be kept in mind at the scene of an emergency. Whenever a structure is involved in fire, the potential exists for a loss of human life. In order to reduce this risk, structures need to be quickly and thoroughly searched so that victims can be located and rescued.

#### **Definitions:**

- Primary Search is a quick initial search of a structure or area within a structure that is performed prior to complete fire control and ventilation. The primary search is aimed at locating and rescuing victims.



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- Secondary Search is a thorough search of a structure or area within a structure that is performed after initial fire control and ventilation activities have been completed. Thoroughness, rather than time, is the critical factor in a secondary search.
- Wide Area Search is a search that is performed in a large open area (e.g., “Cavendish Farms”, or warehouse, stores, office complex, etc.) where entry deep into the room or area is required. Typically, multiple firefighters will be required to search a large area and penetration deep into the room/area will present dangers of crews becoming separated and/or lost inside the structure. Typically, wide area searches require different search tactics than do normal building search situations. Use of personal safety ropes is required to keep firefighters in contact with hose lines, entry doors or other firefighters.

**Search Procedure:** A primary and secondary search of every building involved in a fire should be conducted as quickly as possible.

Search and Rescue efforts should be extended in the following order:

1. the most severely threatened occupants,
  2. The largest number occupant in one area (groups),
  3. The remainder of the fire area, and
  4. The exposed areas
- It shall be standard operating procedures to extend a primary search in all involved and exposed occupancies that can be entered.
  - Efforts should focus on conducting the search until such time that the search is completed or it is determined by the IC that it no longer safety to continue the search and rescue operation.
  - Search teams shall consist of at least two firefighters. Full protective clothing including SCBA shall be worn and search crews shall be equipped with a portable radio for communicating with the IC.
  - When conducting a wide area search, personal safety ropes should be carried and utilized. Standard search techniques should use the right-hand search pattern if it is appropriate.
  - Initial operations can be done around the completion of the primary search. Frequently, the primary search and initial fire attack can proceed simultaneously. Regardless of what is reported by spectators, the only way the IC may be entirely sure that a building is free of occupants is to conduct a thorough interior search.
  - Time is a critical factor in the primary search process. The search crews shall conduct a quick search of all areas that can be entered. Completion of the primary search shall be reported to the IC as soon as the search is concluded.
  - In the event victims are discovered and rescue is required, tactics shall be directed towards affecting the rescue. When victims are removed from the structure, they shall be treated, protected from the elements and prevented from re-entering the structure.
  - Secondary searches are completed at a slower pace after fire has been controlled and ventilation initiated. Upon completion of the secondary search, a report shall be made to the Incident Commander as soon as completed.





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- The secondary search should be completed by different teams than those involved in the primary search activities. Thoroughness (rather than time) is the critical factor in secondary search.
- When search activities are under way, all initial attack efforts must be directed toward supporting the search and rescue effort. Hose lines must be placed in a manner to control interior access, confine the fire and protect avenues of escape.
- Multiple victims should be removed to one location for more effective treatment. Command should coordinate and assign treatment crews as required. The IC should notify IEMS if additional resources are required.
- In the event that a fatality is discovered during the search, the body should be left in place for removal after investigation by police and the coroner. The IC should be immediately notified of such a finding and efforts should be made to protect the scene for later investigation. *(At no time shall the names of an injured or deceased be placed on the radio.)*
- The secondary search should be completed by different teams than those involved in the primary search activities. Thoroughness (rather than time) is the critical factor in secondary search.

### **SOG 4.2.20.6 Thermal Imaging Camera Operations**

**Purpose:** The purpose of this SOG is to facilitate the most effective method for deploying the Thermal Imaging Camera (TIC) in a way that provides the most protection for our personnel and to provide a reference document to be used for training of personnel in the uses, deployment, limitations, operation, care, and maintenance of the Thermal Imaging Camera.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**Policy:** It shall be the policy of this department to utilize thermal image cameras at structure fires and any other situations as identified where it will enhance the safety of fire department personnel and the rescue of victims.

#### **Thermal Imaging Camera Uses:**

- Provides safer navigation in a space where there is zero visibility due to smoke.
- Allows personnel to “see” in a zero-visibility environment, which is a very useful addition to traditional search techniques. The time necessary for completing a primary search can be cut by almost half by utilizing a Thermal Imaging Camera (TIC).
- Enables suppression crews to execute a faster, more efficient interior attack. The shortest route to the fire, holes in the floor and obstacles in the structure can be determined and located efficiently.



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- Reduces fatigue of interior crews because efficiency in performing searches and suppression is increased.
- Allows Rapid Intervention Teams to quickly and efficiently locate downed firefighters.
- May be used to determine fluid level within a container, which may be useful during an incident involving a hazardous material.
- May be used as a search tool to locate lost persons in open wilderness areas.

### **Procedures:**

- The Thermal Imaging Camera (TIC) shall be carried on an apparatus assigned to respond structure fires. Personnel should become familiar with the location of the camera. Ultimately, an officer shall determine who will operate the thermal imager. Ideally it will be assigned to the first crew operating on the incident.
- When the apparatus carrying the TIC arrives on the scene of a fire or any other incident where smoke is or could hamper visibility, the person riding in the officer position, or senior firefighter, shall remove the camera from the charger and take it to the entry point of the structure. The attack crew of this apparatus will continue to be responsible for deploying the handlines.
- If conditions warrant the use of the camera, the interior officer, or assigned firefighter, shall operate the camera in conjunction with the attack crew. The operator should make periodic sweeps of the room and/or structure that they are operating in while in the suppression mode. Command should be notified that the camera is in use.
- Search and rescue and suppression activities should be carried out in compliance with their respective SOG's and standard firefighting practices should continue to be observed.
- Camera operators must be aware that they have a tendency to move faster than the rest of the team who are operating in zero visibility. The camera operator shall not advance too quickly, as to leave the rest of the team lost in a zero-visibility environment.
- Firefighters should remember that they must stay low even if the camera allows them to see that the majority of the heat is at the ceiling. The possibility of a flashover in the dynamic atmosphere of a structure fire is higher than ever before because of new materials, construction methods and rapid responses.
- Personnel must understand that the camera could fail and an escape route must be easily located, either by following a hose line or locating a window or doorway. The thermal imager has the potential to inspire overconfidence because it allows firefighters to "see" in an environment that in reality has zero visibility. It is imperative that a firefighter remembers exactly that.

### **SOG 4.2.20.7 Ventilation Operations**

**Purpose:** This standard operating guideline addresses conducting safe and effective ventilation operations.



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This procedure identifies the tactical application of positive pressure ventilation and roof or vertical ventilation during structural fire operations. Early ventilation of a building is critical to the success of fire control operations and the safety of firefighters and victims. We ventilate to alter conditions. The interior team has the best operating position to determine if a building requires ventilation, as well as the location and timing of that ventilation. Interior and ventilation forces must communicate in order to coordinate the effort effectively.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

### **Procedures:**

#### **Conducting Safe and Effective Ventilation Operations:**

- Proper ventilation procedures have many benefits to fire operations. Ventilation rapidly removes heat and smoke from the building, thus reducing the fire's ability to propagate and advance. It causes an improving atmosphere, thus improving victim(s) survivability profiles. The improved atmosphere also increases visibility and reduces heat stress, which increases the firefighter's ability to conduct the interior fire attack, search and rescue operations, and loss control operations.

#### **Positive Pressure Ventilation:**

- All offensive fire operations qualify for early application of positive pressure ventilation (PPV).
- Command should order positive pressure ventilation where appropriate and early in the operation. Basic procedures for positive pressure ventilation are outlined below:
  - Identify or create an exit for the pressurized air before initiating positive pressure ventilation.
  - Place positive pressure fan at the point of entry into the unburned side of structure.
  - Position the fan 12-15 feet from the entry point to create a pressurized seal around the door.
  - If additional fans are required, place two or more fans in a tandem position.
  - Control the air flow by opening or closing windows and doors to clear specific areas.
- Positive pressure ventilation can create problems if not effectively managed, monitored, and coordinated. Be aware of the problems listed below and take corrective action.
  - An exit for the pressurized air should be in the burned area. Otherwise, the fire may be pushed into unburned portion.
  - Because of the pressurized air, a "blow torch" effect of fire blowing far out of the exit may occur. Adjacent exposures may need to be protected.
  - Do not direct a fire stream into an operating positive pressure ventilation exit point.
  - All concealed spaces need to be checked for fire extension.



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- The gas-powered fans produce carbon monoxide and breathing apparatus may be required when PPV is used during overhaul operations.
- Positive pressure ventilation can be an effective way to pressurize stairwells, thus maintaining a smoke-free environment for evacuation. Basic positive pressure ventilation procedures apply. Place the PPV fan(s) at the base of the stairwell and open the roof hatch. Keep in mind that pressurizing the stairwell will make it more difficult to open doors from the building to the stairwell.
- In some cases, positive pressure ventilation can be used for exposure control. The objective is to introduce positive pressure ventilation ahead of a moving fire and force it back into the fire area.
- Exposure control may be used with common attics found in strip shopping centers and apartment complexes or where separating walls may have been breached by plumbing, cracks, etc.
- For exposure control, the fans should be placed at an entry point at the most severe exposure first. The building should be sealed, so that it will over pressurize the exposure. An opening in the ceiling will be required to pressurize the attic area. Over pressurized air will force hot gases back across the opening, or back down common attic spaces towards the fire area. This can prevent fire-spread extension. The second most critical exposure would then receive positive pressure ventilation in a similar manner.

#### **Negative Pressure Ventilation:**

- Negative pressure fans pull smoke, heat, and gases from inside the building and eject them to the exterior. Basic procedures for negative pressure ventilation are outlined below.
  1. Place the negative pressure ventilation fan in an exterior opening to exhaust in the same direction as the natural wind.
  2. Remove all obstacles to the air flow (window screens, curtains).
  3. To prevent air recirculation around the sides of the fan, cover the area around the unit with salvage covers or other material.

#### **Natural Ventilation:**

- Vertical ventilation and horizontal ventilation can be used to ventilate a structure naturally. Vertical ventilation, as close to directly over the fire as possible, is the most effective form of ventilation in working interior fire situations.
- Vertical ventilation generally means opening the roof or existing roof openings to allow heated gases and smoke to escape from the structure. Roof ventilation should be considered only when positive pressure ventilation cannot accomplish effective ventilation and only when safe to do so. Lightweight construction has a history of very early collapse. If there is any evidence of fire in the attic space of a suspected lightweight constructed roof, no personnel will be permitted on the roof. All roof ventilation personnel shall wear full protective clothing and equipment when operating above a fire. SCBA with face pieces connected will be worn at all times while operating above a fire.



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➤ Basic procedures for roof ventilation are outlined below.

1. Ladders should be strategically placed to allow safe access to the roof, emergency exit from the roof, and in tactical positions that would permit effective defensive operations if needed.
2. The first person reaching the roof must evaluate conditions to assure the roof is structurally sound before attempting to work on it.
3. Once on the roof, fire personnel must evaluate their route and progress as they proceed out on the roof.
4. Roof ladders shall be used for operations on any roof where the pitch presents a problem or crews cannot effectively operate aerial ladders.
5. Determine a safe working area for ventilation.
6. If possible, provide a hose line for the protection of roof ventilation personnel.
7. Coordinate roof ventilation with interior crews.
8. Complete adequate size ventilation hole(s) and achieve effective ventilation.
9. Maintain roof top monitoring of roof structure and fire conditions. 1
10. Roof personnel should provide progress reports to command.

### **Horizontal ventilation:**

Horizontal ventilation is the venting of heat, smoke, and gases through wall openings such as windows and doors. Because horizontal ventilation is not accomplished at the highest point of a building, there is the constant danger that when the rising heated gases are released, they will ignite higher portions of the fire building. Basic procedures for horizontal ventilation are outlined below.

1. When possible, horizontally ventilate on the leeward side of the structure.
2. Monitor exposures both horizontally and vertically where smoke, heat, and gasses are escaping.
3. Unless for the specific purpose of rescue, a building should not be opened until charged lines are in place.

### **SOG 4.2.20.8 Violence Incident at an Emergency Scenes**

**Purpose:** The purpose of this SOG is to provide guidance to the KFD's Incident



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Commanders and first arriving units that respond to a hostile or violent situation or a situation that may become hostile or violent. The primary goal is to minimize the risk to fire department personnel, allied agencies and the public.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**SOG:** During a response to or arrival at a hostile/violent incident, the fire department will maintain a safe work environment for its firefighters, and will provide essential emergency and rescue services, in coordination with law enforcement, to the public as long as the safety of the responders is not endangered by the incident.

**Background:** Fire Department responses to hostile and violent situations are becoming more frequent. Such incidents include, but are not limited to, suicide attempts, shootings and stabbings, domestic violence injuries, and assaults. As well as large scale complex incidents such as school shootings, workplace violence, and terrorist activities.

**Goal:** The goal of this SOG is to ensure coordination between agencies resulting in scene control, patient treatment, and evidence preservation while maintaining the safety of all emergency personnel.

**Incident Priorities:** As with all responses the following incident priorities will be safely achieved:

1. Life Safety
2. Incident Stabilization
3. Property Conservation

**Response:** If Fire Department member are made aware of a potential hostile incident, fire units should consider one of two response modes:

- Stage for Police Services (P.D.) or (RCMP) and wait for the scene to be secured.
- Respond directly to the confirmed, (by Police Services) secured scene and proceed with caution.

**First Arriving Unit(s):** In all cases, the first arriving unit or IC will collect as much information as possible and rapidly communicate that information to other responding units. This may require a survey from a distance as an initial scene size-up. The first arriving unit or IC will make the decision of which response mode to use. If possible, the IC should monitor the Police Services frequencies being used for the incident. If Fire Department personnel respond to an incident of an unknown nature and find themselves in a hostile/violent situation, they will immediately retreat to a safe location. Emergency radio traffic priority should be used. Dispatch should be advised of the need for rapid Police Services response.



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**Incident Command:** The primary responding Police agency shall be responsible for establishing command. As soon as possible, a Unified Command should be established (see Unified Command page 237).

**Safety Zones:** For larger, more complex incidents, safety zones should be created. Fire Department personnel shall understand that these zones are dynamic and can change as the incident develops.

- **Hot Zone:** is an operational (geographic) area, consisting of the immediate incident location with a direct and immediate threat to personal safety or health (*this is not a secure area*).
- **Warm Zone:** is an operational (geographic) area with a potential threat to personal safety or health. The warm zone typically exists between the hot zones and the cold zones. This zone is established and secured by PD. Rescue Teams may be able to enter and remove patients without providing treatment. Personnel shall wear vests or jackets for easy identification while in the warm zone.
- **Cold Zone:** is an operational (geographic) area surrounding the warm zone where first responders can operate with minimal threat to personal safety or health. In this zone personnel can provide treatment to patients.

**Unified Incident Command (UIC):** UIC is the integration of command personnel from each responding agency to a multijurisdictional or multi-agency operational event to enhance communication, planning, and logistics for all responding agencies by the utilization of shared resources, knowledge, and expertise.

- Upon announcement of establishment of Unified Incident Command, all various agency command personnel shall report to the Command Post (CP). The CP shall be established in a safe location, preferably located in the Cold Zone or at a remote location.
- In most cases Police Services should designate this area.
- Incident Command Structure should be expanded as needed.
- The size and complexity of the organizational structure, obviously, will be determined by the scope of the emergency.
- The only change in using the ICS on a very large incident rather than a small incident is the method of growth of the emergency management organization to meet the increased needs within the UIC.
- The decision to expand the organization by the IC would be done when it is determined the existing ICS structure is insufficient.
- Command vehicles may be co-located to facilitate command post operations.
- Other agency representatives (e.g. IEMS, EMO, and FMO) shall participate in Unified Command as needed.
- The IC shall develop an incident action plan.
- The IC shall designate a command operating channel.
- Designation of a Public Information Officer for the incident.
- Consideration of deploying an Incident Management Team.





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- Consideration of a Critical Incident Debriefing Team response for responders.

**Incidents with Active Fire:** At hostile or violent incidents the coordination between agencies at the CP, with consideration of scene control, patient treatment, and evidence preservation while continually maintaining the safety of all emergency personnel, will ultimately determine Fire Department actions toward extinguishment of active fires, regardless of size.

Incidents with an Active Fire situation should consider the following priorities:

- Active Fires will be allowed to burn until confirmation of a secure scene has occurred.
- Additional Fire Resources should be pre-staged, with consideration of the worst-case scenario, should the Active Fire be allowed to burn with exposure and weather considerations.
- An Incident Action Plan should be developed specifically for fire attack.

### **SOG 4.2.20.9 Water Supply Operations**

**Purpose:** Establish fundamental practices for establishing a water supply involving non-hydrant and hydrant areas to sustain adequate fire flow during fire operations.

**Scope:** All fire department members.

**Responsibilities:** All KFD members should become familiar with this (SOG).

**Reference:** also see (SOG 4.1.3 Tanker/Shuttle Operations).

**Procedures:** Water Supply is the foundation to all successful firefighting efforts. The first arriving officer or senior firefighter shall have the responsibility to develop, communicate and execute a water supply plan on all fire incident responses.

#### **Acquiring and maintaining water supply at fire operations:**

- Adequate water supply during fire attack operations has a critical impact on fire control outcomes. A good water supply and adequate flows from attack lines result in good outcomes. Delayed or limited water supply and inadequate flows leads to delayed fire control, increased risk to fire fighters and victims, and greater fire loss. The use of excessive amounts of water, leaking couplings or nozzles may increase loss inside the structure.
- A water supply plan should be developed enroute to the incident. The development of this plan is determined by occupancy type, knowledge of response area, dispatch information, and presence of municipal fire hydrants or need for tanker/shuttle operations. When developing mobile water supply operations, appropriate mutual aid will be requested as justified by the pre-arrival information.
- The first arriving officer or senior firefighter is required to communicate the developed water supply plan to all other responding units. This will include specific instruction on the exact role that additional units will be tasked.





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### **Hydrant Water Supply:**

Hydrant water supply water is available within the Town of Kensington and the Cavendish Farms Complex in New Annan.

- The first arriving engine/pump approaching the scene with any evidence of a working fire in a structure should lay their own supply line. There would be few exceptions to this guideline (i.e., obvious critical rescue requiring a full crew, unsure of actual fire location in multi-unit building complex, etc.).
- The first arriving unit officer or senior firefighter shall establish a large diameter hose line (LDH) supply line on the approach to the incident. This supply line will ensure an adequate water supply is immediately available with the next arriving engine/tanker. The water supply and tactical operations should not be congested.
- Placement of apparatus and folding tanks should not impede access to the fire building or movement of other apparatus.
- Hydrants system supplied by storage tanks may have limited water supplies and should be considered an immediate water but limited water source and should be supported by separate mobile water supply operations.
- Hydrants in new subdivision outside the town may have limited or no water storage. Pre-incident planning should be carried out to determine the capacity of such systems.

**Rural Water Supply:** On incidents when it apparent that water requirements may exceed the amount carried by the first arriving units, the first in officer-in-charge shall initiate and be aware of the following:

1. Upon arrival, establish command and assume the role of IC.
2. After establishing command, appoint a Water Supply Officer.
3. Follow the procedures outline in SOG 4.1.3 Tanker/Shuttle Operations.



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**Amendements :**

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**Appendices**



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### **Appendices-A**

#### **Section 1: Administration Policies**

##### **AP 1.04 - Community Outreach Programs**

###### **Fire Station Tours**

Fire station tours are important for several reasons. First, we are educating children on things like E.D.I.T.H. (Exit Drills in the Home) and Stop, Drop & Roll, which can save their life. Second, we are interacting with the public. Coming across as unprepared or uninterested is simply unprofessional. We want people to look at us as professionals who are, among other things, educated, prepared and compassionate.

How can you avoid a poorly presented tour? First, you should begin by not making probationary firefighters do the tour unless you teach them how (and why) first. The best option is to include your entire company in the process, and plan an organized visit.

Before I share some ideas with you, let's take a moment to talk about the "public use" areas of your firehouse. Due to security, safety and liability issues, FD personnel should limit their interaction with the public to only a few areas in the firehouse. Fire Stations are designed and intended for the sole purpose of housing Firefighters and their equipment. Although fire stations are funded with public tax dollars, they are not intended for public use. With this in mind, when you are conducting a station tour, public safety precautions must be taken. Tours should be limited to public areas, i.e., Apparatus Bay, Day Room, and the Kitchen area (we explain why the kitchen should be included later in the article). Restricted areas should include the weight room, employee restrooms/showers, and dorm rooms. It goes without saying that any time a civilian or public group requests a tour of the facility, all visitors must be accompanied by a department representative.

A fire station tour for children should be both fun and educational. You may not have access to a fire safety trailer or expensive props, but that doesn't mean you can't provide a first-class tour that exceeds the students and teachers' expectations. Again, if you have SOP's, follow them. If not, here are some tips on how you can conduct a Firehouse Tour for Kids.

###### **1. Establish a Safe Area**

After you welcome the class and introduce yourselves, immediately establish a safe area. Explain what happens when an alarm comes in (tones, bells, etc.). Stress how important it is that everyone remains calm (remember, you're dealing with children) as they walk over to the safe area. Some departments temporarily take a company out of service when conducting a fire station tour and fire safety lecture. This may or may not be possible, but the time and location of a working fire cannot be pre-determined, so a safe area should be established before beginning the tour. Make sure the area is clean, easy to access, and away from any danger. Hopefully, you will be in a situation where



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at least one member will be able to stay behind and continue the tour is an alarm comes in. If not, provide the teacher with instructions before beginning the tour.

#### **2. Tour the Fire Station**

Every kid wants to see the big red fire engine and the pole and the Dalmatian (c'mon, we both know there's a department out there that still has a Dalmatian). Giving a tour of the firehouse is not much different than giving a tour of your own home. One of the first things you could do is walk them through the station and show them where the firefighters work and train. It goes without saying that any "questionable" items hanging on lockers or around the firehouse should be removed. Firefighters like to play jokes on each other, and although my department has a zero-tolerance policy against posting offensive things on lockers, not every department (or individual) has enough sense to refrain from doing so.

Take a walk around the station before the kids arrive and make sure the place is clean, and the floor is clear of debris. You may choose not to take the children through certain rooms, but the apparatus floor, day room and kitchen are great places to start.

#### **3. Kitchen - Is This Hot?**

Every child is familiar with a kitchen. If they are old enough to know that a toaster heats up their bread, they should also know this appliance is dangerous. An effective lesson you can teach is to have them sit or stand in a safe location as one firefighter walks around the room and asks, "Is this hot?" The firefighter should point to appliances like the oven, the coffee pot, and the toaster. This is where you talk to them each item and explain why they shouldn't touch them. This is also a good time to point at an outlet, talk briefly about electricity, and explain why they shouldn't stick items into the slots. If nobody teaches them this, they may end up learning the hard way.

#### **4. Stop, Drop and Roll**

Don't miss the opportunity to teach a child when and how to "Stop, Drop and Roll". An important part of a fire safety lecture is teaching what to do if their clothes catch fire. A person's instinct may be to run or pat the fire out with your hands, but the "Stop, Drop and Roll" method is actually the most efficient way of putting out a clothing fire. This technique should be practiced often so that it will become an automatic response in an emergency situation.

There are props you can develop to help make this lesson more effective. For example, take stretchy material and attach something to it that can symbolize fire. Place the item around their pant leg and have them Stop, Drop and Roll. Use a mat to pad the floor and make sure they don't roll off of it and onto a hard surface. This can be a lot of fun for a child, but it's important to stress *when*, *how*, and *why* they should do this.

#### **Stop, Drop and Roll (Step by step)**

- 1. Stop what you are doing if your clothes catch fire. Do not try to pat the fire out and do not try to run.***
- 2. Drop to your knees and lie down on the floor on your stomach.***
- 3. Close your eyes and cover your face and mouth with your hands to protect yourself from flames and smoke.***



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***4. Roll onto your back and to your front repeatedly until the fire is out. Fire needs air to burn; rolling from your back to your front will help to smother the fire.***

***5. Remove burned clothing and check that it is not smoldering. Treat any burns immediately. Skin burns from fire is one of the most serious injuries and should be flushed with cool water as soon as possible.***

### **5. Box of Toys**

I have found this to be one of the most effective lessons for young children. Take a simple cardboard box, no larger than a shoe box, and place a handful of toys (like matchbox cars or action figures) inside. Also place a pack of matches, a lighter, and a battery-operated smoke © 2012 Frank Viscuso Page 5 detector inside. Don't let the children look inside the box, just ask them to sit around you in a semi-circle as you pull out one item at a time and ask the question, "Is this a toy, or is this not a toy?"

This works best when you pull out 2 or 3 toys before you pull out a pack of matches. When you hold the matches up and ask the question, almost 100% of the time, the kids will yell out "Not a toy!" This is a good time to tell them what to do if they find a pack of matches (or a lighter), which is... don't touch it, just tell an adult! The last item you should pull out is a battery-operated smoke detector. I activate the detector before removing it from the box. This may frighten one or two kids, but it's a great way to lead into what they should do if the smoke detector on their ceiling or wall activates. Teach them to stay low and get out of the house. See number nine for tips on E.D.I.T.H. (exit drills in the home).

### **6. Suit Up**

Having a firefighter walk into the room wearing full turnout gear and an SCBA can traumatize a child. Remember, to them, you look (and sound) like Darth Vader. Instead of doing this, have a firefighter don his/her gear right in front of the children. At every step, have the firefighter interact with the children. For example, after putting on bunker gear, the firefighter can say, "Everybody can tell it's still me, right?" Once the firefighter is "on air," let the children come up and give him a high five. This is where another firefighter can explain that we use this gear so we can help people in trouble. Stress the point that if there is a fire where they live, and they see a firefighter wearing full gear, they shouldn't be scared. The need to know we are there to help them. I should advise you that for every ten who love this part of the tour, there may be one who cries. The teacher, who already has a relationship with the child, should be the one to comfort these children. Just forewarn the teacher prior to starting this lesson.

### **7. Let them sit in the Engine**

Seriously, what kid doesn't dream of sitting in a fire engine? Although this may be the highlight of the tour for a youngling, this is strictly up to your departmental policies. If you choose to do this, and there are more than ten children, it may be advisable to make two lines, on each side of the apparatus. Many times, the teachers like to take photos of the children sitting in the apparatus. Make sure the child is secure in the seat and one hand is always in contact. This will help ensure there isn't an accident, but don't lose sight of the society we live in today. Don't do anything without the teacher's permission, and understand the reason why many departments prefer not to let the children sit on the apparatus - simply to avoid injury and potential litigation.



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Whether you do or don't allow them to sit in the Engine, it can also be fun to open a couple apparatus doors and show them some of the tools you use. Disclaimer: Do not let them hold or handle any firefighting tools, except maybe a low-pressure booster line.

### **8. Hold booster line**

Again, this is dependent upon your departmental policies, but most children find this to be the absolute highlight of their tour – hands down. Stretch a booster line and flow the minimum amount of water. Let the children hold it, one at a time. When doing this, the firefighter should control the nozzle and never let go of the line. Some departments create props like the one in the photo to simulate a structure fire. Then, they help the child aim the hose stream at the fire.

If you flow water, be sure to address the issue of water runoff in advance so you don't disrupt nearby residents or cause any damage, or pooling of water.

### **9. E.D.I.T.H.**

Many trips to the firehouse take place during fire prevention week. Because of this, teachers usually have the students work on assignments related to fire safety. When children visit the firehouse, regardless of their age, you should always ask them to participate in one homework assignment. The assignment: Go home, talk with the adult(s) they live with about what to do in the event of a fire. The adult may not know the proper answer, which is why you should give each student copy of E.D.I.T.H. (Exit Drills in the Home).

The E.D.I.T.H guideline, which you can develop, order, or search for and download online, should consist of the following components:

- a. Test Smoke Detectors (Check batteries),
- b. Prepare an Escape Plan (Identify exits, and designate a meeting area outside),
- c. Talk about 911 (Identify locations of phones outside, like a neighbor's house),
- d. Practice Exit Drills in The Home regularly, and
- e. Examine your home for fire hazards and take steps to prevent a fire before it occurs.

### **10. Give them something to remember their trip**

When people go on trips, they come back with souvenirs for their kids. A trip to the firehouse can be as exciting for a child as a trip to a local street fair. Maybe we can't give every child stuffed animals or Mickey Mouse ears, but we could give them inexpensive items like fire safety stickers or coloring books. You may even be able to purchase coloring books with all the drills outlined above. This is a perfect item because it's fun, and it reinforces the safety tips you covered during the visit. A group picture in front of the apparatus is a great way to end a memorable and successful tour.

### **Additional Tips:**

If you have a fire pole at your station, it may be fun to let the children see one of the firefighters slide down it. Under no circumstances should you let the children do the same. I'm sure I don't have to belabor that point and explain why.



**Kensington Fire Department**  
**Policy & Standard Operating Guideline Manual**

Formal tours should be scheduled in advance and coordinated through the appropriate office (Training, administrative, planning, etc.) Whenever possible, groups should be limited to a manageable size in the event that a tour must be terminated due to an emergency response. During times of elevated security threat levels, or immediately following an incident where hose and tools need to be tested, inventoried, and cleaned, firehouse tours should be rescheduled to a later time and date.





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**FORMS**

**Request for Leave Form (RLF)**

**Section I**

**Page 1 of 2**

*This section should be completed by the person requesting leave:*

1) Name: \_\_\_\_\_

Rank: \_\_\_\_\_

2) Date Form Submitted: // / 20\_\_

3) Dates of leave requested and total days of requested leave: From // to: // Days\_\_\_\_\_

4) Type of leave requested (Check One):

☐ Leave of absence. ☐ Sick Leave. ☐ Injury Leave. ☐ Light Duty.

5) What is the reason for requesting Sick/injury Leave? (Check One):

☐ Illness. ☐ Medical testing. ☐ Medical Procedure. ☐ Duty related injury.  
☐ Non duty injury. ☐ Family Sick Leave. ☐ Other.

Please explain why leave of absence is being requested?

\_\_\_\_\_  
\_\_\_\_\_

Submitted by: (Check One): ☐ In person ☐ Phone (e-mail, text, etc.) ☐ Letter.

Submitted to: \_\_\_\_\_



**Kensington Fire Department**  
**Policy & Standard Operating Guideline Manual**

**FORMS**

**Request for Leave Form (RLF)**

**Page 2 of 2**

**Section II**

*This section should be completed by the Person processing the RLF*

1) Name of Processor: \_\_\_\_\_

2) Result of the review of RLF (Check One)

[ ] Approved for \_\_ days by: \_\_\_\_\_

[ ] Deferred for approval meeting on / /. [ ] Rejected

3) Please explain why the request for leave was deferred or rejected.

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(Continue on reverse side if needed)



**Kensington Fire Department**  
**Policy & Standard Operating Guideline Manual**

**FORMS**

**Pre-Fire Plan Inspection Form**

***Occupant***

**Address:** \_\_\_\_\_

**Owner:** \_\_\_\_\_

**Owners Address:** \_\_\_\_\_

**Owners Phone: Home** \_\_\_\_\_ **Business** \_\_\_\_\_ **Cell** \_\_\_\_\_

**Town/District** \_\_\_\_\_

***Building Information***

**Building Type: Residential (Signal unit)** \_\_\_\_ **Residential (Multi-unit)** \_\_\_\_

**Commercial** \_\_\_\_ **Industrial** \_\_\_\_ **Agricultural** \_\_\_\_ **Storage** \_\_\_\_

***Structure Information***

**Building Construction Type: Wood Frame** \_\_\_\_ **Ordinary** \_\_\_\_ **Limited**

**Combustible** \_\_\_\_ **Non-combustible** \_\_\_\_

**Building Dimensions: Length** \_\_\_\_\_ **Width** \_\_\_\_\_ **Height** \_\_\_\_\_

**Notes:** \_\_\_\_\_

**Roof Construction Roof Type: Wood Shingles** \_\_\_\_ **Asphalt Shingles** \_\_\_\_

**Steel/metal** \_\_\_\_ **Composite** \_\_\_\_ **Other** \_\_\_\_\_



**Kensington Fire Department**  
**Policy & Standard Operating Guideline Manual**

**FORMS**

**Pre-Fire Plan Inspection Form**

Access to Roof: No\_\_\_ Yes\_\_\_ Location\_\_\_\_\_

***Protection Systems Information***

Sprinklers System: No\_\_\_ Yes\_\_\_ Fire Dept. Connections No\_\_\_ Yes\_\_\_

Location\_\_\_\_\_

Standpipe System No\_\_\_ Yes\_\_\_ Fire Dept. Connections No\_\_\_ Yes\_\_\_

Location\_\_\_\_\_

Fire Detection System: No\_\_\_ Yes\_\_\_ Type\_\_\_\_\_

Panel Location\_\_\_\_\_

Electrical Shutoff Location\_\_\_\_\_

Water Shutoff Location\_\_\_\_\_

Gas: Type\_\_\_\_\_ Location\_\_\_\_\_

***Haz-Mat Information***

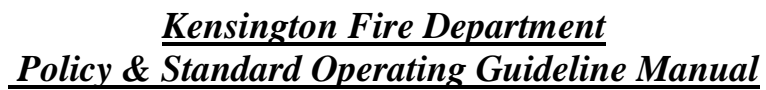
Type : \_\_\_\_\_ Location : \_\_\_\_\_ Qty. \_\_\_\_\_

Type : \_\_\_\_\_ Location : \_\_\_\_\_ Qty. \_\_\_\_\_

Type : \_\_\_\_\_ Location : \_\_\_\_\_ Qty. \_\_\_\_\_

Type: \_\_\_\_\_ Location: \_\_\_\_\_ Qty. \_\_\_\_\_

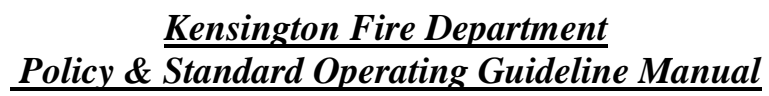
Notes: \_\_\_\_\_



## Pre-Fire Plan Inspection Form

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This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper has a slightly textured appearance and is set against a dark background.



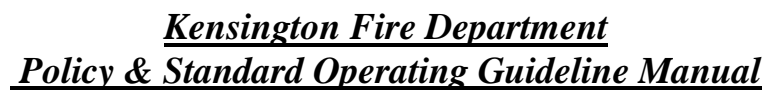
**Inspection Date** \_\_/\_\_/\_\_ **Completed by:** \_\_\_\_\_

## FORMS

# PERSONAL PROTECTIVE CLOTHING INSPECTION REPORT

**Members Name** \_\_\_\_\_ **Date**    /    /

[illegible]



## SCBA Inspection Checklist

[illegible]





**Kensington Fire Department**  
**Policy & Standard Operating Guideline Manual**

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**TOWN OF KENSINGTON - MEMORANDUM**

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**TO:** COMMITTEE OF COUNCIL  
**FROM:** GEOFF BAKER, CHIEF ADMINISTRATIVE OFFICER  
**SUBJECT:** ACCOUNTS RECEIVABLE POLICY  
**DATE:** 2018-10-19  
**ATTACHMENTS:** ACCOUNTS RECEIVABLE POLICY

---

The purpose of the Accounts Receivable Policy is to:

1. Establish the responsibilities, internal controls, authorizations and procedures for the accurate and timely preparation of customer invoices and the management of the accounts receivable.
2. Ensure that revenue is collected, recorded and reported in a timely and effective manner.
3. Ensure funds are collected and posted to prevent or detect error and fraud.
4. Ensure the municipality is in a position to manage accounts receivable effectively, including prompt collection to minimize amounts owing to the municipality.
5. Provide consistent and equitable treatment to customers, and regular communication on amounts owing.
6. Ensure uncollectible accounts receivable are written off under the proper authority and only after all reasonable and appropriate collection action has been taken.

The Accounts Receivable Policy will provide staff, Council and residents (customers) with clear expectations and guidance around the collection of overdue accounts.

**Recommendation**

*It is requested that Committee of Council review the draft Accounts Receivable Policy and recommend that Town Council give approval to the Policy at the regular November 12, 2018 meeting.*



<b>Policy Title:</b>	Accounts Receivable Policy	<b>Policy Number:</b>	03-1-103-18
<b>Department:</b>	Administration	<b>Approval/Effective Date:</b>	November 12, 2018

## Purpose

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2. Ensure that revenue is collected, recorded and reported in a timely and effective manner.
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5. Provide consistent and equitable treatment to customers, and regular communication on amounts owing.
6. Ensure uncollectible accounts receivable are written off under the proper authority and only after all reasonable and appropriate collection action has been taken.

## Preamble

7. The CAO or designate is responsible for issuing all invoices, managing accounts receivable and collections management.
8. The municipality shall endeavour to pursue collection of all outstanding accounts receivable.

## Definitions

9. **CAO** – means the Chief Administrative Officer of the Town of Kensington.
10. **Council** – means the Council of the Town of Kensington and its Committees.
11. **Employee** – includes the CAO, and means all categories of municipal staff, including full-time, part-time, casual (including students and volunteers), temporary and seasonal employees, including those funded through Federal or Provincial employment programs.

12. **Municipality** – means the Town of Kensington.
13. **Accounts Receivable** – is the proceeds or payment which the municipality will receive from its customers who have purchased its goods & services.
14. **Bad Debt** – means an accounts receivable that will likely remain uncollectible and will be written off.
15. **Allowance for Doubtful Account** – an account established to offset potential bad debts.

### **Recording of Accounts Receivable**

16. All amounts determined to be due to the municipality must be promptly recorded as an accounts receivable by the municipality. Each account receivable must be recorded and maintained until payment is received or the recorded amount is reallocated to allowance for doubtful accounts or bad debt.
17. A statement will be sent to the customer on a monthly basis indicating the amount owing on their account.

### **Payments**

18. Town of Kensington payments may be made in the form of:
  - Cash
  - Cheque
  - Debit and Credit Cards
  - Payments can be made at financial institutions
  - Online Banking
  - EFT (Electronic Fund Transfer)
  - PayPal

### **Collection Procedure**

19. Accounts receivable are considered overdue when a customer does not pay or resolve the debt within 30 days after the municipality issues an invoice or a written request for payment.
20. Accounts receivable, in most cases should be at least 30 days overdue (i.e. 60 days after invoice notification) before staff advises customers that their accounts are overdue and that their credit privileges may be revoked and/or services may be suspended.
21. The CAO or designate may approve payment arrangements to allow for an outstanding receivable to be collected in a reasonable amount of time.
22. All actions taken to collect overdue accounts must be documented.
23. Kensington Police Services fine revenue will be collected by the Summerside & Charlottetown Provincial Court and a cheque will be issued to the Town of Kensington on a monthly basis for

finest collected. Police fine revenue will be collectable for a period of 6 years, at such time the municipality will reallocate the accounts receivable to the allowance for doubtful accounts.

24. Water and Pollution Control Corporation accounts receivable will be collected in accordance with Section 5 (Billing and Metering) of the Island Regulatory and Appeals Commission's PEI Municipal Water and Sewer Utilities General Rules and Regulations.

(a) Customers that have agreed to make suitable payment arrangements on their outstanding account and have not honoured the agreement will be disconnected with 48 hours' notice, 7 days after the missed payment, unless payment is made according to the original arrangement within the seven-day period.

### **Interest on Receivable**

25. Interest shall be calculated on overdue accounts receivable on the first day of default and monthly thereafter at the rate of 2% per month.

### **Bad Debt**

26. When a customer's invoice becomes uncollectible due to the inability to pay and the customer fails to respond to a collection notice to discharge outstanding debt, the debt may be classified as bad debt.

27. If there is reasonable belief that a customer will become able to pay or will become willing to pay, the invoice should be aged and maintained.

28. The decision to classify an invoice as a bad debt shall be made by the CAO or designate.

29. When an invoice is classified as a bad debt, an accounting entry shall cancel the account receivable from the customer's account and increases the bad debt expense.

### **Write-offs**

30. Debts for which all reasonable and appropriate collection action has been taken may be written-off.

31. The CAO or designate must ensure that uncollectible debts are reviewed at least once a year and identify those debts that should be submitted for write-off.

32. Any outstanding debt that becomes uncollectable and is written off by the CAO shall be reported to Town Council at their meeting.

33. Authorized threshold for Write-offs:

- Balances less than \$500 may be written off by the CAO or designate.
- Balances in excess of \$500 may be written off by a resolution of Town Council.

34. Further collection action is not possible for the following:

- Debtors who have died leaving no estate
- Debtors who cannot be located
- Debtors who are indigent
- Bankrupt individuals

**Date of Passage:** \_\_\_\_\_

**I certify that this policy was adopted by Town Council as indicated above.**

\_\_\_\_\_  
**Chief Administrative Officer**

\_\_\_\_\_  
**Date**

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## TOWN OF KENSINGTON - MEMORANDUM

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**TO:** COMMITTEE OF COUNCIL  
**FROM:** GEOFF BAKER, CHIEF ADMINISTRATIVE OFFICER  
**SUBJECT:** INVESTING IN CANADA – INFRASTRUCTURE PROGRAM –  
EXPRESSIONS OF INTEREST  
**DATE:** 2018-10-19  
**ATTACHMENTS:** PROJECT CATEGORY SUBMISSION GUIDELINES

---

### Background

On August 16, 2018, Canada and the PEI entered into a new funding agreement referred to as the *Investing in Canada Infrastructure Program (ICIP)*. This program consists of the following four funding streams (categories), as well as three sub-streams:

- 1) Public Transit
- 2) Community, Culture and Recreation
- 3) Rural and Northern Communities
- 4) Green Infrastructure, consisting of the following three subcategories:
  - a. Climate Change Mitigation
  - b. Adaptation, Resilience and Disaster Mitigation
  - c. Environmental Quality (which includes water and wastewater projects)

The Province is accepting **Expressions of Interest on potential projects that will start prior to December 31, 2021.** The **Expression of Interest** should contain all necessary information to describe a project.

It should be noted the **Expression of Interest is not an official application for funding;** rather, it is an indication of intent to pursue a project using ICIP funding, and an opportunity to evaluate a project's alignment with ICIP's basic program objectives and eligibility criteria. This initial response will also enable the Province to establish a list of eligible projects as per the criteria released by Infrastructure Canada to date.

As further information and details become available, the Department of Transportation and Infrastructure website will be updated and all inquiries and potential applicants will be contacted.

### Project Recommendation:

Staff have evaluated potential projects and are recommending that Committee of Council authorize the submittal of Expressions of Interest for the following, and further that Committee members consider a priority number for each project:

## **1. Sidewalk Replacement and Rehabilitation**

- The project would generally include the replacement of sidewalk on the west side of Broadway Street South from the main intersection to Barrett Street, along Barrett Street from Broadway Street South to Garden Drive, and along Broadway Street South from Mike's Independent Grocer to the main intersection.

## **2. Water Tower Replacement**

- The project would provide the town with increased pressures and capacity within the water distribution system, increase emergency storage and provide adequate fire flows, and enable adequate water pressure to areas on the periphery of the Town.

## **3. Sewer Main Replacement (approximately 1000 metres)**

- While the exact areas for sewer replacement is yet to be determined, it is proposed that approximately 400 metres be replaced along sunset drive and approximately 600 metres along Broadway Street North. These are two primary problem areas for sewer blockages and inadequate grade.

## **4. Water Main Extension – Broadway Street South from Barrett Street to Gerald McCarville Drive (Completion of Loop)**

- Will eliminate two dead ends within the water distribution system. Currently, the water main system along Broadway Street South is terminated with a dead end at the Barrett Street Intersection. Within the Industrial Park the water system is terminated with a dead end at the Gerald McCarville Drive/Broadway Street South intersection. The proposed project would join the two dead ends such that a continuous looping of the system in this area would be possible.

## **5. Credit Union Centre Parking Area Expansion**

- The project would generally include the removal of the old caged ice surface to enable an expansion of the parking area as well as a re-paving of the entire apron.





Transportation,  
Infrastructure and Energy

## Rural & Northern Communities

Investing in Canada Infrastructure Program

# Expression of Interest Submission Guidelines

---

# 1.0 Introduction

This guide provides an overview of the information required for submission of expression of interests under the Investing in Canada Infrastructure Program.

## 2.0 Project Eligibility

### 2.1 OUTCOMES

Under the Investing in Canada Infrastructure Program (ICIP), the way that project eligibility is determined has changed. In the past, eligibility was based exclusively on asset type. With ICIP, project eligibility is now assessed using an outcomes-based approach. In order to be considered for funding, a project must align with at least one immediate outcome within the investment stream identified directly below. The project must also meet all applicable program requirements as outlined in these guidelines and within the application.

**Table 1. Immediate Outcomes for ICIP Funding Streams**

Funding Stream	Immediate Outcome
<b>Rural and Northern Communities Infrastructure</b>	Improved food security Improved and more reliable road, air and marine infrastructure Improved broadband connectivity More efficient and reliable energy Improved education and health facilities (specific to Truth and Reconciliation Commission calls to action)

### 2.2 ELIGIBLE RECIPIENTS

- i. For the Rural and Northern Communities Stream - only municipalities with a population of under 30,000 are eligible to apply for federal funding under the specific stream; or
- ii. A public sector body that is established by or under provincial statute or by regulation, or is wholly-owned by the provincial or municipal government; or
- iii. When working in partnership with a municipality, a public or not-for-profit institution that delivers post-secondary courses or programs; or
- iv. A private sector body, including for-profit organizations and not-for-profit organizations. In the case of for-profit organizations, they will need to work in partnership with one or more of the entities referred above; or
- v. Any of the following Indigenous Ultimate Recipients:
  - a. A band council within the meaning of Section 2 of the *Indian Act*;

- b. A First Nation, Inuit or Métis government or authority established pursuant to a self-government agreement or a comprehensive land claim agreement between Her Majesty the Queen in Right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation;
- c. A First Nation, Inuit or Métis government that is established by or under legislation whether federal or provincial that incorporates a governance structure; and
- d. A not-for-profit organization whose mandate is to improve Indigenous outcomes, in partnership with one or more of the Indigenous entities referred directly above.

## 2.3 PROGRAM ELIGIBILITY

To be eligible for funding, the Ultimate Recipient must demonstrate that they meet all the following:

- i. The project will support infrastructure, defined as tangible capital assets in Prince Edward Island primarily for public use and/or benefit;
- ii. They will be able to operate and maintain the resulting infrastructure over the long term;
- iii. The funding will be used for the acquisition, construction, renewal, rehabilitation or material enhancement of infrastructure, excluding normal maintenance or operation;
- iv. The application and supporting documents are comprehensive, credible, and feasible; and
- v. They meet all the program criteria identified in this guide.
- vi. A Project must meet or exceed any applicable energy efficiency standards for buildings outlined in the *Pan-Canadian Framework on Clean Growth and Climate Change*.
- vii. A Project must meet or exceed the requirement of the highest published accessibility standard in a jurisdiction in addition to applicable provincial building codes and relevant municipal by-laws.

## 2.4 PROGRAM REQUIREMENTS

Program requirements are as follows:

- i. Must comply with environmental assessment, Aboriginal consultation, as well as communication requirements; and
- ii. Must meet the following horizontal requirements:
  - a. Climate Lens Assessments- for projects whose total eligible cost exceeds \$10M; and
  - b. Community Employment Benefits Report- for projects whose total eligible cost exceeds \$10 M.
 It is not an eligibility criteria for funding approval of the project.

## 2.5 INELIGIBLE PROJECTS

Ineligible projects under the Rural & Northern Communities stream are:

- i. Housing;
- ii. An early learning and childcare facility;
- iii. A health facility, or primary or secondary education facility, except to benefit Indigenous peoples by advancing the Truth and Reconciliation Commission's Calls to Action; and
- iv. A highway or trade corridor infrastructure, except for portions that connect communities that do not already have year round road access; or is resource development infrastructure, notably industrial resource development access roads.

## 2.6 PROJECT FINANCIAL

### 2.6.1 Federal Stacking and Cost Sharing Funding for Ultimate Recipient

- The maximum federal funding for **municipalities with a population greater than 5,000 but less than 30,000** from all federal sources will not exceed **50%** of the total eligible expenditures.
- The maximum federal funding for **municipalities with population less than 5000** from all federal sources will not exceed **60%** of the total eligible expenditures.

### 2.6.2 Provincial Funding for Ultimate Recipient

- The maximum provincial funding for **municipal projects** from all provincial sources will not exceed **33.33%** of the total eligible expenditures.

### 2.6.3 Priority Ranking and Other Requirements

- Ultimate Recipients are able to submit more than one application but each application must be prioritized according to what the Ultimate Recipient wishes to be funded first. Failure to do so will result in the Infrastructure Secretariat placing a priority number based on the date and time of review of application.
- All expenditures must be claimed in the fiscal year in which the expense was incurred. This is due to auditing requirements under GAAP. Costs claimed for the incorrect fiscal year will not be an eligible cost.
- The portion of the HST not reimbursed by the other Federal Government programs is an eligible cost.
- The Ultimate Recipient is responsible for any cost over-runs that exceed the total project amount approved.

### 2.6.4 Estimates and Timelines

Ultimate Recipients are encouraged to provide accurate estimates and timelines for the proposed project. Ultimate Recipients should use their previous knowledge of the approval process to ensure accurate estimates and timelines are provided.

### 2.6.5 Eligible and Ineligible Costs

a) Eligible project costs include the following:

- i. All costs considered by the Province to be direct and necessary for the successful implementation of an eligible project which may include capital costs, design and planning, and costs related to meeting specific program requirements, including completing climate lens assessments and creating community employment benefit plans but excludes those explicitly identified in Section B) (Ineligible Project Expenditures);
- ii. Costs will only be eligible if incurred after the Ultimate Recipient receives written project approval, except for costs associated with completing climate lens assessments which are eligible before project approval, but can only be paid if and when final project approval is granted in writing;
- iii. The incremental costs of employees of an Ultimate Recipient may be included as Eligible Expenditures for Projects under the following conditions:
  - a. The Ultimate Recipient is able to demonstrate that it is not economically feasible to tender a Contract; or
  - b. The arrangement receives written approval from INFC in advance.

- iv. Costs will only be eligible as of the Project approval date, except for costs associated with completing a climate lens assessment which are eligible before Project approval, but will only be paid if and when written Project approval is granted.
- b) Ineligible project costs include the following:
- i. Costs incurred before project approval, except for expenditures associated with completing climate lens assessments;
  - ii. Costs incurred for cancelled projects;
  - iii. Costs of relocating entire communities;
  - iv. Land acquisition;
  - v. Leasing land, buildings and other facilities; leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;
  - vi. Any overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient, any direct or indirect operating or administrative costs of Ultimate Recipients, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Ultimate Recipient's staff;
  - vii. Financing charges, legal fees, and loan interest payments, including those related to easements (e.g. surveys);
  - viii. Any goods and services costs which are received through donations or in kind;
  - ix. Provincial sales tax, goods and services tax, or harmonized sales tax for which the Ultimate Recipient is eligible for a rebate, and any other costs eligible for rebates;
  - x. Costs associated with operating expenses and regularly scheduled maintenance work;
  - xi. Cost related to furnishing and non-fixed assets which are not essential for the operation of the asset/project; and
  - xii. All capital costs, including site preparation and construction costs, until the Province has confirmed that environmental assessment and consultation obligations have been met to the extent possible.

## **2.7 ADDITIONAL REQUIREMENTS**

- The Province reserves the right to cancel or withdraw a project if substantial project construction has not been undertaken on or before the 1st year anniversary of the written provincial approval date to proceed.
- Provide written confirmation indicating what HST reimbursement rate your organization is eligible to receive from the Federal Government (not required for provincial or municipal ultimate recipients).
- The Province reserves the right to request additional information for review and approval purposes.

## 3.0 Information Required for Project Submission

### 3.1 Project Tombstone Information

#### PROJECT TITLE

A concise but meaningful description of the asset and the work to be completed. For example: *Upgrade the main water line to the Waste Water facility* would be an acceptable title while *Pipe at Plant 5* is not.

#### ULTIMATE RECIPIENT PROJECT PRIORITY RANKING

Prioritize project using 1, 2, 3... with 1 representing the highest priority for the Ultimate Recipient

#### PROJECT DESCRIPTION

A brief but meaningful description of the main objectives of the project, the scope of the project (all major quantifiable components), and the approximate output(s) that the project will generate (e.g. Water treatment plant, or 15km of new light rail). The description must clearly identify how the project will meet relevant immediate outcomes (as per Table 1). This should be in plain language and suitable for public communications purposes.

*Quantitative information regarding the project (e.g. Number of buses purchased, capacity of new pipes, etc.) will be collected as part of the performance measurements information.*

#### ULTIMATE RECIPIENT NAME

The Province, municipality, regional government, Indigenous recipient or other eligible entity that will receive funds to deliver the project.

#### LOCATION

Indicate the province and the municipality where the project will take place.

### 3.2 Project Finances

Complete the financial tables.

**Total Project Costs:** Sum of eligible and ineligible costs from all sources.

**Total Eligible Costs:** Sum of all eligible costs associated with the project as per the IBA.

**Program Contribution:** Amount of funding sought from INFC for the project.

**Provincial or Territorial Contribution:** Amount of funding contributed by the Province.

**Ultimate Recipient Contribution:** Amount of funding contributed by the Ultimate Recipient.

**Other Contribution:** Amount of funding sought from any other sources of funding (such as municipal share when not Ultimate Recipient, donations, other federal funding). Clearly identify the name of the entity that will provide each source of funding.

The total of all funding sources must add up to the total project costs (and not only eligible costs). Note that program cost sharing and federal stacking limits must be respected.

The fiscal year breakdown represents the portion of the contribution that will be claimed to INFC for reimbursement for each relevant fiscal year. The fiscal year begins April 1 and ends March 31 of the following year.

### 3.3 Project Implementation Details

#### NATURE OF THE PROJECT

Indicate the % of each: New, Rehabilitation, Expansion, Other (provide explanation)

#### ASSET OWNERSHIP AND OPERATION

Indicate if the Ultimate Recipient will own and operate the asset. If not, provide additional information regarding asset ownership and operation. Include the name and type of entity and a brief description of the arrangement.

#### PROJECT SCHEDULE

Provide details about the project schedule.

**Forecasted Construction Start Date:** date on which construction is expected to begin (shovels in the ground)

**Forecasted Construction End Date:** date of substantial completion

### 3.4 Outcomes, Indicators and Targets

#### IMMEDIATE OUTCOMES

Select the immediate outcome(s) that apply to the project. See Annex A for examples of corresponding “*Indicators*” for each listed immediate outcome.

### 3.5 Climate Lens

The Climate Lens consists of two potential assessments for projects being brought forward for funding: a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. Complete the appropriate assessments following Infrastructure Canada’s Climate Lens guidance documents. Summary information is required as part of the project application, and the complete assessment must also be included with your application.

**Climate Lens assessment thresholds by funding stream for ICIP**

<b>Funding Streams</b>	<b>GHG Mitigation Assessment</b>	<b>Climate Change Resilience Assessment</b>
Rural and Northern Communities	If total eligible costs are \$10M or greater	If total eligible costs are \$10M or greater

### **3.6 Community Employment Benefits Reporting**

Reporting on community employment benefits is a requirement for all projects over the \$10M threshold, although, if an Ultimate Recipient chooses not to report on community employment benefits, they can request to opt out by providing a rationale, to will be reported publicly if accepted.

### **3.7 Risks and Mitigation Strategies**

This section is based on the Province's assessment, not that of the Ultimate Recipient. From the included list, factors for each of the four categories (project complexity, project readiness, public sensitivity, Ultimate Recipient Risk) that have a reasonable likelihood of affecting the project will be selected by the Province.



## Annex A – Immediate Outcome and Indicators

Immediate Outcomes	Indicators
<b>IM14 – Improved food security</b>	Number and type of food security assets <ul style="list-style-type: none"> <li>• Transportation assets (i.e., road/air)</li> <li>• Storage assets (i.e., warehouse, freezer),</li> <li>• Production assets (i.e., greenhouse),</li> <li>• Food preparation assets (i.e., community kitchen)</li> <li>• Other</li> </ul>
	Physical condition of assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>
<b>IM15 – Improved and more reliable road, air and marine infrastructure</b>	Number and type of assets receiving investment <ul style="list-style-type: none"> <li>• Type of asset (road / air / marine)</li> </ul>
	Kilometers of roads receiving investments
	Physical condition of assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>
<b>IM16 – Improved broadband connectivity</b>	Percentage of rural households with available broadband service in the 5 to 25 megabytes per second (mbps) or higher range (Note: The definition of highest broadband speed range available is 5 to 9.9 mbps in Nunavut and 25+ mbps in all other jurisdictions)) <ul style="list-style-type: none"> <li>• Number of households that have access to the highest broadband speed range available in their jurisdiction (before investment and at project conclusion)</li> <li>• Project type               <ul style="list-style-type: none"> <li>– Internet backbone connecting broadband to a community</li> <li>– Last mile connecting the broadband backbone to individual households</li> <li>– Other</li> </ul> </li> </ul>
<b>IM17 – More efficient and reliable energy</b>	Efficiency of electricity generation, measured by kilowatts generated per litre of fuel used (before investment and at project conclusion)
	Energy generated from clean sources (megawatts) in communities without access to continental grid <ul style="list-style-type: none"> <li>• Biomass</li> <li>• Hydropower</li> <li>• Geothermal resources</li> <li>• Wind</li> </ul>

	<ul style="list-style-type: none"> <li>• Solar</li> <li>• Ocean</li> <li>• Biofuels</li> <li>• Hydrogen generated from renewable resources</li> </ul>
	Number/length, description of the type of logistics infrastructure assets
	Physical condition of assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>
<b>IM18 – Improved education and health facilities</b>	Number and type of health and education facilities (specific to the Truth and Reconciliation Commission)
	Physical condition of assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>



Transportation,  
Infrastructure and Energy

## Public Transit

Investing in Canada Infrastructure Program

# Expression of Interest Submission Guidelines

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# 1.0 Introduction

This guide provides an overview of the information required for submission of expression of interests under the Investing in Canada Infrastructure Program.

## 2.0 Project Eligibility

### 2.1 OUTCOMES

Under the Investing in Canada Infrastructure Program (ICIP), the way that project eligibility is determined has changed. In the past, eligibility was based exclusively on asset type. With ICIP, project eligibility is now assessed using an outcomes-based approach. In order to be considered for funding, a project must align with at least one immediate outcome within the investment stream identified directly below. The project must also meet all applicable program requirements as outlined in these guidelines and within the application.

**Table 1. Immediate Outcomes for ICIP Funding Stream**

Funding Stream	Immediate Outcome
Public Transit	Improved capacity of public transit infrastructure Improved quality and safety of existing and future transit systems Improved access to public transit systems

### 2.2 ELIGIBLE RECIPIENTS

- i. Municipal governments; or
- ii. A public sector body that is established by or under provincial statute or by regulation, or is wholly-owned by the provincial or municipal government; or
- iii. When working in partnership with a municipality, a public or not-for-profit institution that delivers post-secondary courses or programs; or
- iv. A private sector body, including for-profit organizations and not-for-profit organizations. In the case of for-profit organizations, they will need to work in partnership with one or more of the entities referred above; or
- v. Any of the following Indigenous Ultimate Recipients:
  - a. A band council within the meaning of Section 2 of the *Indian Act*;
  - b. A First Nation, Inuit or Métis government or authority established pursuant to a self-government agreement or a comprehensive land claim agreement between Her Majesty the Queen in Right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation;

- 
- c. A First Nation, Inuit or Métis government that is established by or under legislation whether federal or provincial that incorporates a governance structure; and
  - d. A not-for-profit organization whose mandate is to improve Indigenous outcomes, in partnership with one or more of the Indigenous entities referred directly above.

## 2.3 PROGRAM ELIGIBILITY

To be eligible for funding, the Ultimate Recipient must demonstrate that they meet all the following:

- i. The project will support infrastructure, defined as tangible capital assets in Prince Edward Island primarily for public use and/or benefit;
- ii. They will be able to operate and maintain the resulting infrastructure over the long term;
- iii. The funding will be used for the acquisition, construction, renewal, rehabilitation or material enhancement of infrastructure, excluding normal maintenance or operation;
- iv. The application and supporting documents are comprehensive, credible, and feasible; and
- v. They meet all the program criteria identified in this guide.

## 2.4 PROGRAM REQUIREMENTS

Program requirements are as follows:

- i. Must comply with environmental assessment, Aboriginal consultation, as well as communication requirements; and
- ii. Must meet the following horizontal requirements:
  - a. Climate Lens Assessments- for projects whose total eligible cost exceeds \$10M; and
  - b. Community Employment Benefits Report- for projects whose total eligible cost exceeds \$10 M. This is not an eligibility criteria for funding approval of the project.

## 2.5 INELIGIBLE PROJECTS

Ineligible projects under the Public Transit stream are:

When a project meets an outcome in the Public Transit Outcomes Table, it is not eligible for contribution funding under this Agreement if it involves inter-city bus, rail, port or ferry infrastructure that is not part of a public transit system. Public transit is considered to be a distinct mode of transportation conveyance that generally refers to the movement of passengers only within an urban or municipal setting.

## 2.6 PROJECT FINANCIAL

### 2.6.1 Federal Stacking and Cost Sharing Funding for Ultimate Recipient

- The maximum federal funding for from all federal sources will not exceed **50% for public transit rehabilitation projects.**
- The maximum federal funding for from all federal sources will not exceed **40% for new construction and expansion of public transit and active transportation that connects citizens to their public transit systems.**

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## 2.6.2 Provincial Funding for Ultimate Recipient

- The maximum provincial funding for **municipal projects** from all provincial sources will not exceed **33.33%** of the total eligible expenditures.

## 2.6.3 Priority Ranking and Other Requirements

- Ultimate Recipients are able to submit more than one application but each application must be prioritized according to what the Ultimate Recipient wishes to be funded first. Failure to do so will result in the Infrastructure Secretariat placing a priority number based on the date and time of review of application.
- All expenditures must be claimed in the fiscal year in which the expense was incurred. This is due to auditing requirements under GAAP. Costs claimed for the incorrect fiscal year will not be an eligible cost.
- The portion of the HST not reimbursed by the other Federal Government programs is an eligible cost.
- The Ultimate Recipient is responsible for any cost over-runs that exceed the total project amount approved.

## 2.6.4 Estimates and Timelines

Ultimate Recipients are encouraged to provide accurate estimates and timelines for the proposed project. Ultimate Recipients should use their previous knowledge of the approval process to ensure accurate estimates and timelines are provided.

## 2.6.5 Eligible and Ineligible Costs

a) Eligible project costs include the following:

- i. All costs considered by the Province to be direct and necessary for the successful implementation of an eligible project which may include capital costs, design and planning, and costs related to meeting specific program requirements, including completing climate lens assessments and creating community employment benefit plans but excludes those explicitly identified in Section B) (Ineligible Project Expenditures);
- ii. Costs will only be eligible if incurred after the Ultimate Recipient receives written project approval, except for costs associated with completing climate lens assessments which are eligible before project approval, but can only be paid if and when final project approval is granted in writing;
- iii. The incremental costs of employees of an Ultimate Recipient may be included as Eligible Expenditures for Projects under the following conditions:
  - a. The Ultimate Recipient is able to demonstrate that it is not economically feasible to tender a Contract; or
  - b. The arrangement receives written approval from INFC in advance.
- iv. Costs will only be eligible as of the Project approval date, except for costs associated with completing a climate lens assessment which are eligible before Project approval, but will only be paid if and when written Project approved is granted.

b) Ineligible project costs include the following:

- i. Costs incurred before project approval, except for expenditures associated with completing climate lens assessments;
- ii. Costs incurred for cancelled projects;
- iii. Costs of relocating entire communities;

- 
- iv. Land acquisition;
  - v. Leasing land, buildings and other facilities; leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;
  - vi. Any overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient, any direct or indirect operating or administrative costs of Ultimate Recipients, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Ultimate Recipient's staff;
  - vii. Financing charges, legal fees, and loan interest payments, including those related to easements (e.g. surveys);
  - viii. Any goods and services costs which are received through donations or in kind;
  - ix. Provincial sales tax, goods and services tax, or harmonized sales tax for which the Ultimate Recipient is eligible for a rebate, and any other costs eligible for rebates;
  - x. Costs associated with operating expenses and regularly scheduled maintenance work;
  - xi. Cost related to furnishing and non-fixed assets which are not essential for the operation of the asset/project; and
  - xii. All capital costs, including site preparation and construction costs, until the Province has confirmed that environmental assessment and consultation obligations have been met to the extent possible.

## 2.7 ADDITIONAL REQUIREMENTS

- The Province reserves the right to cancel or withdraw a project if substantial project construction has not been undertaken on or before the 1st year anniversary of the written provincial approval date to proceed.
- Provide written confirmation indicating what HST reimbursement rate your organization is eligible to receive from the Federal Government (not required for provincial or municipal ultimate recipients).
- The Province reserves the right to request additional information for review and approval purposes.

# 3.0 Information Required for Project Submission

## 3.1 Project Tombstone Information

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### PROJECT TITLE

A concise but meaningful description of the asset and the work to be completed. For example: *Upgrade the main water line to the Waste Water facility* would be an acceptable title while *Pipe at Plant 5* is not.

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### ULTIMATE RECIPIENT PROJECT PRIORITY RANKING

Prioritize project using 1, 2, 3... with 1 representing the highest priority for the Ultimate Recipient

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#### PROJECT DESCRIPTION

A brief but meaningful description of the main objectives of the project, the scope of the project (all major quantifiable components), and the approximate output(s) that the project will generate (eg. Water treatment plant, or 15km of new light rail). The description must clearly identify how the project will meet relevant immediate outcomes (as per Table 1). This should be in plain language and suitable for public communications purposes.

*Quantitative information regarding the project (eg. Number of buses purchased, capacity of new pipes, etc) will be collected as part of the performance measurements information.*

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#### ULTIMATE RECIPIENT NAME

The Province, municipality, regional government, Indigenous recipient or other eligible entity that will receive funds to deliver the project.

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#### LOCATION

Indicate the province and the municipality where the project will take place.

## 3.2 Project Finances

Complete the financial tables.

**Total Project Costs:** Sum of eligible and ineligible costs from all sources.

**Total Eligible Costs:** Sum of all eligible costs associated with the project as per the IBA.

**Program Contribution:** Amount of funding sought from INFC for the project.

**Provincial or Territorial Contribution:** Amount of funding contributed by the Province.

**Ultimate Recipient Contribution:** Amount of funding contributed by the Ultimate Recipient.

**Other Contribution:** Amount of funding sought from any other sources of funding (such as municipal share when not Ultimate Recipient, donations, other federal funding). Clearly identify the name of the entity that will provide each source of funding.

The total of all funding sources must add up to the total project costs (and not only eligible costs). Note that program cost sharing and federal stacking limits must be respected.

The fiscal year breakdown represents the portion of the contribution that will be claimed to INFC for reimbursement for each relevant fiscal year. The fiscal year begins April 1 and ends March 31 of the following year.



### 3.3 Project Implementation Details

#### NATURE OF THE PROJECT

Indicate the % of each: New, Rehabilitation, Expansion, Other (provide explanation)

#### ASSET OWNERSHIP AND OPERATION

Indicate if the Ultimate Recipient will own and operate the asset. If not, provide additional information regarding asset ownership and operation. Include the name and type of entity and a brief description of the arrangement.

#### PROJECT SCHEDULE

Provide details about the project schedule.

**Forecasted Construction Start Date:** date on which construction is expected to begin (shovels in the ground)

**Forecasted Construction End Date:** date of substantial completion

### 3.4 Outcomes, Indicators and Targets

#### IMMEDIATE OUTCOMES

Select the immediate outcome(s) that apply to the project. See Annex A for examples of corresponding “*Indicators*” for each listed immediate outcome.

### 3.5 Climate Lens

The Climate Lens consists of two potential assessments for projects being brought forward for funding: a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. Complete the appropriate assessments following Infrastructure Canada’s Climate Lens guidance documents. Summary information is required as part of the project application, and the complete assessment must also be included with your application.

#### Climate Lens assessment thresholds by funding stream for ICIP

Funding Streams	GHG Mitigation Assessment	Climate Change Resilience Assessment
Public Transit	If total eligible costs are \$10M or greater	If total eligible costs are \$10M or greater

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### 3.6 Community Employment Benefits Reporting

Reporting on community employment benefits is a requirement for all projects over the \$10M threshold, although, if an Ultimate Recipient chooses not to report on community employment benefits, they can request to opt out by providing a rationale, to will be reported publicly if accepted.

### 3.7 Risks and Mitigation Strategies

This section is based on the Province's assessment, not that of the Ultimate Recipient. From the included list, factors for each of the four categories (project complexity, project readiness, public sensitivity, Ultimate Recipient Risk) that have a reasonable likelihood of affecting the project will be selected by the Province.

## Annex A – Immediate Outcome and Indicators

Immediate Outcomes	Indicators
<b>IM1 – Improved capacity of public transit infrastructure</b>	<p>Number and type of rolling stock assets receiving investment</p> <ul style="list-style-type: none"> <li>• Buses <ul style="list-style-type: none"> <li>– Diesel / bio-diesel / Electric / Natural gas / Other <ul style="list-style-type: none"> <li>▪ Hybrid (includes diesel, bio-diesel and natural gas)</li> </ul> </li> </ul> </li> <li>• Streetcars</li> <li>• Ferries</li> <li>• Heavy railcars (subway)</li> <li>• Commuter railcars (locomotives and passenger)</li> <li>• Light railcars</li> <li>• Specialized transit services</li> </ul>
	<p>Number and type of fixed assets receiving investments</p> <ul style="list-style-type: none"> <li>• Passenger stations / terminal</li> <li>• Transit shelters / stops</li> <li>• Parking facilities <ul style="list-style-type: none"> <li>– Car stalls, Bicycle racks, Passenger drop off facilities “kiss and ride”</li> </ul> </li> </ul>
	<p>Number type and length (km) of transit-exclusive infrastructure</p> <ul style="list-style-type: none"> <li>• Roadway</li> <li>• Tunnel</li> <li>• Bridge</li> <li>• Railway Track</li> <li>• Other/Shared</li> </ul>
	<p>Number, type and length (km) of active transportation infrastructure</p> <ul style="list-style-type: none"> <li>• Bike/pedestrian lanes and sidewalks</li> <li>• Footpaths and recreational trails</li> <li>• Active transportation support facilities (such as bike parking/storage facilities)</li> <li>• Other</li> </ul>
	<p>Physical condition of public transit assets receiving investment (before investment and at project conclusion)</p> <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>
<b>IM2 – Improved quality and safety of existing and future transit system</b>	<p>Type of safety related improvements</p> <ul style="list-style-type: none"> <li>• Video surveillance</li> <li>• Driver safety</li> <li>• Security support vehicles</li> <li>• Passenger alarm system</li> <li>• Cloud intelligence sharing/Information management infrastructure</li> <li>• Video screens and PA system for passenger announcements</li> </ul>

Immediate Outcomes	Indicators
	<ul style="list-style-type: none"> <li>Barriers</li> </ul>
	Type of intelligence transportation system improvement <ul style="list-style-type: none"> <li>Fare system</li> <li>Security enhancements</li> <li>Internet of Everything technology</li> <li>Mobile technology</li> <li>Accessibility improvements</li> <li>Data collection tools</li> <li>Dispatching technologies</li> <li>Maintenance information collection system</li> <li>Wifi installation</li> <li>AVL technology</li> </ul>
	Physical condition of public transit assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>Very poor, Poor, Fair, Good or Very Good</li> </ul>
<b>IM3 – Improved access to public transit systems</b>	Number of people who live within 1000 metres of a (new) rapid transit station or stop
	Number of people that are within the service area of a transit service (i.e., bus stop, subway/train station/transit hub)
	Percent of transit fleet which are physically barrier-free (% before and % after investment)
	Percent of passenger stations and terminals which are physically barrier-free (% before and % after investment)
Long Term Outcome	Indicator
<b>LT1 - Investments improve urban mobility in Canadian communities</b>	Expected impact of investment on modal share (mandatory for projects receiving \$50 million or more from the federal government)



Transportation,  
Infrastructure and Energy

## Environmental Quality: Green Stream

Investing in Canada Infrastructure Program

# Expression of Interest Submission Guidelines

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# 1.0 Introduction

This guide provides an overview of the information required for submission of expression of interests under the Investing in Canada Infrastructure Program.

## 2.0 Project Eligibility

### 2.1 OUTCOMES

Under the Investing in Canada Infrastructure Program (ICIP), the way that project eligibility is determined has changed. In the past, eligibility was based exclusively on asset type. With ICIP, project eligibility is now assessed using an outcomes-based approach. In order to be considered for funding, a project must align with at least one immediate outcome within the investment stream identified directly below. The project must also meet all applicable program requirements as outlined in these guidelines and within the application.

**Table 1. Immediate Outcomes for ICIP Funding Streams**

Funding Stream	Immediate Outcome
Green Infrastructure - Environmental Quality	Increased capacity to treat and manage wastewater and storm water  Increased access to potable water  Increased capacity to reduce or remediate soil and air pollutants

### 2.2 ELIGIBLE RECIPIENTS

- i. A public sector body that is established by or under provincial statute or by regulation, or is wholly-owned by the provincial or municipal government; or
- ii. When working in partnership with a municipality, a public or not-for-profit institution that delivers post-secondary courses or programs; or
- iii. A private sector body, including for-profit organizations and not-for-profit organizations. In the case of for-profit organizations, they will need to work in partnership with one or more of the entities referred above; or
- iv. Any of the following Indigenous Ultimate Recipients:
  - a. A band council within the meaning of Section 2 of the *Indian Act*;
  - b. A First Nation, Inuit or Métis government or authority established pursuant to a self-government agreement or a comprehensive land claim agreement between Her Majesty the Queen in Right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation;
  - c. A First Nation, Inuit or Métis government that is established by or under legislation whether federal or provincial that incorporates a governance structure; and
  - d. A not-for-profit organization whose mandate is to improve Indigenous outcomes, in partnership with one or more of the Indigenous entities referred directly above.

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## 2.3 PROGRAM ELIGIBILITY

To be eligible for funding, the Ultimate Recipient must demonstrate that they meet all the following:

- i. The project will support infrastructure, defined as tangible capital assets in Prince Edward Island primarily for public use and/or benefit;
- ii. They will be able to operate and maintain the resulting infrastructure over the long term;
- iii. The funding will be used for the acquisition, construction, renewal, rehabilitation or material enhancement of infrastructure, excluding normal maintenance or operation;
- iv. The application and supporting documents are comprehensive, credible, and feasible; and
- v. They meet all the program criteria identified in this guide.

## 2.4 PROGRAM REQUIREMENTS

Program requirements are as follows:

- i. Must comply with environmental assessment, Aboriginal consultation, as well as communication requirements; and
- ii. Must meet the following horizontal requirements:
  - a. Climate Lens Assessments- for projects whose total eligible cost exceeds \$10M; and
  - b. Community Employment Benefits Report- for projects whose total eligible cost exceeds \$10 M.It is not an eligibility criteria for funding approval of the project.

## 2.5 INELIGIBLE PROJECTS

Not applicable.

## 2.6 PROJECT FINANCIAL

### 2.6.1 Federal Stacking and Cost Sharing Funding for Ultimate Recipient

- The maximum federal funding for **municipal projects** from all federal sources will not exceed **40%** of the total eligible expenditures.

### 2.6.2 Provincial Funding for Ultimate Recipient

- The maximum provincial funding for **municipal projects** from all provincial sources will not exceed **33.33%** of the total eligible expenditures.

### 2.6.3 Priority Ranking and Other Requirements

- Ultimate Recipients are able to submit more than one application but each application must be prioritized according to what the Ultimate Recipient wishes to be funded first. Failure to do so will result in the Infrastructure Secretariat placing a priority number based on the date and time of review of application.
- All expenditures must be claimed in the fiscal year in which the expense was incurred. This is due to auditing requirements under GAAP. Costs claimed for the incorrect fiscal year will not be an eligible cost.
- The portion of the HST not reimbursed by the other Federal Government programs is an eligible cost.
- The Ultimate Recipient is responsible for any cost over-runs that exceed the total project amount approved.

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#### 2.6.4 Estimates and Timelines

Ultimate Recipients are encouraged to provide accurate estimates and timelines for the proposed project. Ultimate Recipients should use their previous knowledge of the approval process to ensure accurate estimates and timelines are provided.

#### 2.6.5 Eligible and Ineligible Costs

a) Eligible project costs include the following:

- i. All costs considered by the Province to be direct and necessary for the successful implementation of an eligible project which may include capital costs, design and planning, and costs related to meeting specific program requirements, including completing climate lens assessments and creating community employment benefit plans but excludes those explicitly identified in Section B) (Ineligible Project Expenditures);
- ii. Costs will only be eligible if incurred after the Ultimate Recipient receives written project approval, except for costs associated with completing climate lens assessments which are eligible before project approval, but can only be paid if and when final project approval is granted in writing;
- iii. The incremental costs of employees of an Ultimate Recipient may be include as Eligible Expenditures for Projects under the following conditions:
  - a. The Ultimate Recipient is able to demonstrate that it is not economically feasible to tender a Contract; or
  - b. The arrangement receives written approval from INFC in advance.
- iv. Costs will only be eligible as of the Project approval date, except for costs associated with completing a climate lens assessment which are eligible before Project approval, but will only be paid if and when written Project approved is granted.

b) Ineligible project costs include the following:

- i. Costs incurred before project approval, except for expenditures associated with completing climate lens assessments;
- ii. Costs incurred for cancelled projects;
- iii. Costs of relocating entire communities;
- iv. Land acquisition;
- v. Leasing land, buildings and other facilities; leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;
- vi. Any overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient, any direct or indirect operating or administrative costs of Ultimate Recipients, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Ultimate Recipient's staff;
- vii. Financing charges, legal fees, and loan interest payments, including those related to easements (e.g. surveys);
- viii. Any goods and services costs which are received through donations or in kind;
- ix. Provincial sales tax, goods and services tax, or harmonized sales tax for which the Ultimate Recipient is eligible for a rebate, and any other costs eligible for rebates;
- x. Costs associated with operating expenses and regularly scheduled maintenance work;



- 
- xi. Cost related to furnishing and non-fixed assets which are not essential for the operation of the asset/project; and
  - xii. All capital costs, including site preparation and construction costs, until the Province has confirmed that environmental assessment and consultation obligations have been met to the extent possible.

## 2.7 ADDITIONAL REQUIREMENTS

- The Province reserves the right to cancel or withdraw a project if substantial project construction has not been undertaken on or before the 1st year anniversary of the written provincial approval date to proceed.
- Provide written confirmation indicating what HST reimbursement rate your organization is eligible to receive from the Federal Government (not required for provincial or municipal ultimate recipients).
- The Province reserves the right to request additional information for review and approval purposes.

# 3.0 Information Required for Project Submission

## 3.1 Project Tombstone Information

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### PROJECT TITLE

A concise but meaningful description of the asset and the work to be completed. For example: *Upgrade the main water line to the Waste Water facility* would be an acceptable title while *Pipe at Plant 5* is not.

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### ULTIMATE RECIPIENT PROJECT PRIORITY RANKING

Prioritize project using 1, 2, 3... with 1 representing the highest priority for the Ultimate Recipient

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### PROJECT DESCRIPTION

A brief but meaningful description of the main objectives of the project, the scope of the project (all major quantifiable components), and the approximate output(s) that the project will generate (eg. Water treatment plant, or 15km of new light rail). The description must clearly identify how the project will meet relevant immediate outcomes (as per Table 1). This should be in plain language and suitable for public communications purposes.

*Quantitative information regarding the project (eg. Number of buses purchased, capacity of new pipes, etc) will be collected as part of the performance measurements information.*

---

### ULTIMATE RECIPIENT NAME

The Province, municipality, regional government, Indigenous recipient or other eligible entity that will receive funds to deliver the project.

---

### LOCATION

Indicate the province and the municipality where the project will take place.

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## 3.2 Project Finances

Complete the financial tables.

**Total Project Costs:** Sum of eligible and ineligible costs from all sources.

**Total Eligible Costs:** Sum of all eligible costs associated with the project as per the IBA.

**Program Contribution:** Amount of funding sought from INFC for the project.

**Provincial or Territorial Contribution:** Amount of funding contributed by the Province.

**Ultimate Recipient Contribution:** Amount of funding contributed by the Ultimate Recipient.

**Other Contribution:** Amount of funding sought from any other sources of funding (such as municipal share when not Ultimate Recipient, donations, other federal funding). Clearly identify the name of the entity that will provide each source of funding.

The total of all funding sources must add up to the total project costs (and not only eligible costs). Note that program cost sharing and federal stacking limits must be respected.

The fiscal year breakdown represents the portion of the contribution that will be claimed to INFC for reimbursement for each relevant fiscal year. The fiscal year begins April 1 and ends March 31 of the following year.

## 3.3 Project Implementation Details

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### NATURE OF THE PROJECT

Indicate the % of each: New, Rehabilitation, Expansion, Other (provide explanation)

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### ASSET OWNERSHIP AND OPERATION

Indicate if the Ultimate Recipient will own and operate the asset. If not, provide additional information regarding asset ownership and operation. Include the name and type of entity and a brief description of the arrangement.

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### PROJECT SCHEDULE

Provide details about the project schedule.

**Forecasted Construction Start Date:** date on which construction is expected to begin (shovels in the ground)

**Forecasted Construction End Date:** date of substantial completion

### 3.4 Outcomes, Indicators and Targets

#### IMMEDIATE OUTCOMES

Select the immediate outcome(s) that apply to the project. See Annex A for examples of corresponding “*Indicators*” for each listed immediate outcome.

### 3.5 Climate Lens

The Climate Lens consists of two potential assessments for projects being brought forward for funding: a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. Complete the appropriate assessments following Infrastructure Canada’s Climate Lens guidance documents. Summary information is required as part of the project application, and the complete assessment must also be included with your application.

**Climate Lens assessment thresholds by funding stream for ICIP**

<b>Funding Streams</b>	<b>GHG Mitigation Assessment</b>	<b>Climate Change Resilience Assessment</b>
Environmental Quality sub-stream of Green Infrastructure	If total eligible costs are \$10M or greater	If total eligible costs are \$10M or greater

### 3.6 Community Employment Benefits Reporting

Reporting on community employment benefits is a requirement for all projects over the \$10M threshold, although, if an Ultimate Recipient chooses not to report on community employment benefits, they can request to opt out by providing a rationale that will be reported publicly if accepted.

### 3.7 Risks and Mitigation Strategies

This section is based on the Province’s assessment, not that of the Ultimate Recipient. From the included list, factors for each of the four categories (project complexity, project readiness, public sensitivity, Ultimate Recipient Risk) that have a reasonable likelihood of affecting the project will be selected by the Province.

## Annex A – Immediate Outcome and Indicators

Immediate Outcomes	Indicators
<b>IM10 – Increased capacity to treat and manage wastewater and storm water</b>	Number/length and type of wastewater and stormwater assets receiving investment <ul style="list-style-type: none"> <li>• Wastewater <ul style="list-style-type: none"> <li>– Treatment plants</li> <li>– Lagoon systems</li> <li>– Wastewater pump stations</li> <li>– Wastewater lift stations</li> <li>– Wastewater storage tanks</li> <li>– Linear wastewater assets</li> </ul> </li> <li>• Stormwater <ul style="list-style-type: none"> <li>– Drainage pump stations</li> <li>– Management facilities – ponds and water wetlands</li> <li>– Management facilities – all other permitted end-of-pipe facilities</li> <li>– Linear stormwater assets</li> </ul> </li> </ul>
	Physical condition of wastewater/stormwater assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>
	Number of wastewater systems achieving compliance with federal effluent regulations (in the case of Quebec, ROMAEU regulations)
	Volume of materials diverted, measured in litres (before investment and at project conclusion)
	Capacity to dispose of materials, measured in litres (before investment and at project conclusion)
<b>IM11 – Increased access to potable water</b>	Number/length and type of drinking water assets receiving investment <ul style="list-style-type: none"> <li>• Water treatment facilities</li> <li>• Reservoir</li> <li>• Pump stations</li> <li>• Local water pipes</li> <li>• Transmission pipes</li> </ul>
	Physical condition of potable water assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>
	Will any of the following long-term drinking water advisories be resolved as a result of

	this project? (Select from drop down list)
<b>IM12 – Increased capacity to reduce or remediate soil and air pollutants</b>	Volume of materials diverted, measured in tonnes (before investment and at project conclusion)
	Capacity to dispose of materials, measured in tonnes (before investment and at project conclusion)
	<p>The geographic footprint of lands which have been remediated (provided by GPS file, .kml format)</p> <ul style="list-style-type: none"> <li>Is the site ready for intended use at project conclusion (yes/no)</li> </ul>



Transportation,  
Infrastructure and Energy

## Community Culture & Recreation

Investing in Canada Infrastructure Program

# Expression of Interest Submission Guidelines

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# 1.0 Introduction

This guide provides an overview of the information required for submission of expression of interests under the Investing in Canada Infrastructure Program.

## 2.0 Project Eligibility

### 2.1 OUTCOMES

Under the Investing in Canada Infrastructure Program (ICIP), the way that project eligibility is determined has changed. In the past, eligibility was based exclusively on asset type. With ICIP, project eligibility is now assessed using an outcomes-based approach. In order to be considered for funding, a project must align with at least one immediate outcome within the investment stream identified directly below. The project must also meet all applicable program requirements as outlined in these guidelines and within the application.

**Table 1. Immediate Outcomes for ICIP Funding Stream**

Funding Stream	Immediate Outcome
Community, Culture and Recreation Infrastructure	Improved access to and increased quality of community, cultural and recreational infrastructure

### 2.2 ELIGIBLE RECIPIENTS

- i. Municipal governments; or
- ii. A public sector body that is established by or under provincial statute or by regulation, or is wholly-owned by the provincial or municipal government; or
- iii. When working in partnership with a municipality, a public or not-for-profit institution that delivers post-secondary courses or programs; or
- iv. A private sector body, including for-profit organizations and not-for-profit organizations. In the case of for-profit organizations, they will need to work in partnership with one or more of the entities referred above; or
- v. Any of the following Indigenous Ultimate Recipients:
  - a. A band council within the meaning of Section 2 of the *Indian Act*;
  - b. A First Nation, Inuit or Métis government or authority established pursuant to a self-government agreement or a comprehensive land claim agreement between Her Majesty the Queen in Right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation;
  - c. A First Nation, Inuit or Métis government that is established by or under legislation whether federal or provincial that incorporates a governance structure; and
  - d. A not-for-profit organization whose mandate is to improve Indigenous outcomes, in partnership with one or more of the Indigenous entities referred directly above.

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## 2.3 PROGRAM ELIGIBILITY

To be eligible for funding, the Ultimate Recipient must demonstrate that they meet all the following:

- i. The project will support infrastructure, defined as tangible capital assets in Prince Edward Island primarily for public use and/or benefit;
- ii. They will be able to operate and maintain the resulting infrastructure over the long term;
- iii. They meet the project eligibility requirements outlined in Schedule A;
- iv. The funding will be used for the acquisition, construction, renewal, rehabilitation or material enhancement of infrastructure, excluding normal maintenance or operation;
- v. The application and supporting documents are comprehensive, credible, and feasible; and
- vi. They meet all the program criteria identified in this guide.

## 2.4 PROGRAM REQUIREMENTS

Program requirements are as follows:

- i. Must comply with environmental assessment, Aboriginal consultation, as well as communication requirements; and
- ii. Must meet the following horizontal requirements:
  - a. Climate Lens Assessments- for projects whose total eligible cost exceeds \$10M; and
  - b. Community Employment Benefits Report- for projects whose total eligible cost exceeds \$10 M.It is not an eligibility criteria for funding approval of the project.

## 2.5 INELIGIBLE PROJECTS

Ineligible projects under the Communities Culture and Recreation stream are as follows:

- i. When a project meets an outcome in the Community, Culture and Recreation Infrastructure Outcomes Table, it is not eligible for contribution funding if it:
  - a. Has a private sector, for profit Ultimate Recipient;
  - b. Is a stand-alone daycare facility, for-profit daycare facility, daycare facility associated with a school board, or a daycare facility funded under Canada's Early Learning and Child Care initiative;
  - c. Is a religious site that serves as a place of assembly for religious purposes, which includes among others, a site, church, mosque, synagogue, temple, chapel (e.g., within a convent or seminary), shrine or meeting house; or
  - d. Is a professional or semi-professional sport facility that is primarily a commercial operation, such as those that serve major junior hockey leagues.
- ii. Within Community Infrastructure Projects that meet an outcome in the Community, Culture and Recreation Infrastructure Outcomes Table, elements of the Project that include dedicated spaces for healthcare, education or tourism purposes; provincial or municipal services, or for-profit uses are ineligible for contribution funding under this program, except for dedicated healthcare or education spaces that benefit indigenous people by advancing the Truth and Reconciliation Commission's *Call to Action*, as approved by Canada.



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## 2.6 PROJECT FINANCIAL

### 2.6.1 Federal Stacking and Cost Sharing Funding for Ultimate Recipient

- The maximum federal funding for **municipal projects** from all federal sources will not exceed **40%** of the total eligible expenditures.

### 2.6.2 Provincial Funding for Ultimate Recipient

- The maximum provincial funding for **municipal projects** from all provincial sources will not exceed **33.33%** of the total eligible expenditures.

### 2.6.3 Priority Ranking and Other Requirements

- Ultimate Recipients are able to submit more than one application but each application must be prioritized according to what the Ultimate Recipient wishes to be funded first. Failure to do so will result in the Infrastructure Secretariat placing a priority number based on the date and time of review of application.
- All expenditures must be claimed in the fiscal year in which the expense was incurred. This is due to auditing requirements under GAAP. Costs claimed for the incorrect fiscal year will not be an eligible cost.
- The portion of the HST not reimbursed by the other Federal Government programs is an eligible cost.
- The Ultimate Recipient is responsible for any cost over-runs that exceed the total project amount approved.

### 2.6.4 Estimates and Timelines

Ultimate Recipients are encouraged to provide accurate estimates and timelines for the proposed project. Ultimate Recipients should use their previous knowledge of the approval process to ensure accurate estimates and timelines are provided.

### 2.6.5 Eligible and Ineligible Costs

a) Eligible project costs include the following:

- i. All costs considered by the Province to be direct and necessary for the successful implementation of an eligible project which may include capital costs, design and planning, and costs related to meeting specific program requirements, including completing climate lens assessments and creating community employment benefit plans but excludes those explicitly identified in Section B) (Ineligible Project Expenditures);
- ii. Costs will only be eligible if incurred after the Ultimate Recipient receives written project approval, except for costs associated with completing climate lens assessments which are eligible before project approval, but can only be paid if and when final project approval is granted in writing;
- iii. The incremental costs of employees of an Ultimate Recipient may be included as Eligible Expenditures for Projects under the following conditions:
  - a. The Ultimate Recipient is able to demonstrate that it is not economically feasible to tender a Contract; or
  - b. The arrangement receives written approval from INFC in advance.

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- iv. Costs will only be eligible as of the Project approval date, except for costs associated with completing a climate lens assessment which are eligible before Project approval, but will only be paid if and when written Project approval is granted.

b) Ineligible project costs include the following:

- i. Costs incurred before project approval, except for expenditures associated with completing climate lens assessments;
- ii. Costs incurred for cancelled projects;
- iii. Costs of relocating entire communities;
- iv. Land acquisition;
- v. Leasing land, buildings and other facilities; leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;
- vi. Any overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient, any direct or indirect operating or administrative costs of Ultimate Recipients, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Ultimate Recipient's staff;
- vii. Financing charges, legal fees, and loan interest payments, including those related to easements (e.g. surveys);
- viii. Any goods and services costs which are received through donations or in kind;
- ix. Provincial sales tax, goods and services tax, or harmonized sales tax for which the Ultimate Recipient is eligible for a rebate, and any other costs eligible for rebates;
- x. Costs associated with operating expenses and regularly scheduled maintenance work;
- xi. Cost related to furnishing and non-fixed assets which are not essential for the operation of the asset/project; and
- xii. All capital costs, including site preparation and construction costs, until the Province has confirmed that environmental assessment and consultation obligations have been met to the extent possible.

## 2.7 ADDITIONAL REQUIREMENTS

- The Province reserves the right to cancel or withdraw a project if substantial project construction has not been undertaken on or before the 1st year anniversary of the written provincial approval date to proceed.
- Provide written confirmation indicating what HST reimbursement rate your organization is eligible to receive from the Federal Government (not required for provincial or municipal ultimate recipients).
- The Province reserves the right to request additional information for review and approval purposes.

# 3.0 Information Required for Project Submission

## 3.1 Project Tombstone Information

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### PROJECT TITLE

A concise but meaningful description of the asset and the work to be completed. For example: *Upgrade the main water line to the Waste Water facility* would be an acceptable title while *Pipe at Plant 5* is not.

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#### ULTIMATE RECIPIENT PROJECT PRIORITY RANKING

Prioritize project using 1, 2, 3... with 1 representing the highest priority for the Ultimate Recipient

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#### PROJECT DESCRIPTION

A brief but meaningful description of the main objectives of the project, the scope of the project (all major quantifiable components), and the approximate output(s) that the project will generate (eg. Water treatment plant, or 15km of new light rail). The description must clearly identify how the project will meet relevant immediate outcomes (as per Table 1). This should be in plain language and suitable for public communications purposes.

*Quantitative information regarding the project (eg. Number of buses purchased, capacity of new pipes, etc) will be collected as part of the performance measurements information.*

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#### ULTIMATE RECIPIENT NAME

The Province, municipality, regional government, Indigenous recipient or other eligible entity that will receive funds to deliver the project.

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#### LOCATION

Indicate the province and the municipality where the project will take place.

## 3.2 Project Finances

Complete the financial tables.

**Total Project Costs:** Sum of eligible and ineligible costs from all sources.

**Total Eligible Costs:** Sum of all eligible costs associated with the project as per the IBA.

**Program Contribution:** Amount of funding sought from INFC for the project.

**Provincial or Territorial Contribution:** Amount of funding contributed by the Province.

**Ultimate Recipient Contribution:** Amount of funding contributed by the Ultimate Recipient.

**Other Contribution:** Amount of funding sought from any other sources of funding (such as municipal share when not Ultimate Recipient, donations, other federal funding). Clearly identify the name of the entity that will provide each source of funding.

The total of all funding sources must add up to the total project costs (and not only eligible costs). Note that program cost sharing and federal stacking limits must be respected.

The fiscal year breakdown represents the portion of the contribution that will be claimed to INFC for reimbursement for each relevant fiscal year. The fiscal year begins April 1 and ends March 31 of the following year.

### 3.3 Project Implementation Details

#### NATURE OF THE PROJECT

Indicate the % of each: New, Rehabilitation, Expansion, Other (provide explanation)

#### ASSET OWNERSHIP AND OPERATION

Indicate if the Ultimate Recipient will own and operate the asset. If not, provide additional information regarding asset ownership and operation. Include the name and type of entity and a brief description of the arrangement.

#### PROJECT SCHEDULE

Provide details about the project schedule.

**Forecasted Construction Start Date:** date on which construction is expected to begin (shovels in the ground)

**Forecasted Construction End Date:** date of substantial completion

### 3.4 Outcomes, Indicators and Targets

#### IMMEDIATE OUTCOMES

Select the immediate outcome(s) that apply to the project. See Annex A for examples of corresponding “Indicators” for each listed immediate outcome.

### 3.5 Climate Lens

The Climate Lens consists of two potential assessments for projects being brought forward for funding: a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. Complete the appropriate assessments following Infrastructure Canada’s Climate Lens guidance documents. Summary information is required as part of the project application, and the complete assessment must also be included with your application.

#### Climate Lens assessment thresholds by funding stream for ICIP

Funding Streams	GHG Mitigation Assessment	Climate Change Resilience Assessment
Community, Culture and Recreation Infrastructure	If total eligible costs are \$10M or greater	If total eligible costs are \$10M or greater

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## 3.6 Community Employment Benefits Reporting

Reporting on community employment benefits is a requirement for all projects over the \$10M threshold, although, if an Ultimate Recipient chooses not to report on community employment benefits, they can request to opt out by providing a rationale, to will be reported publicly if accepted.

## 3.7 Risks and Mitigation Strategies

This section is based on the Province's assessment, not that of the Ultimate Recipient. From the included list, factors for each of the four categories (project complexity, project readiness, public sensitivity, Ultimate Recipient Risk) that have a reasonable likelihood of affecting the project will be selected by the Province.

## Annex A – Immediate Outcome and Indicators

Immediate Outcomes	Indicators
<b>IM13 – Improved access to and increased quality of community, culture and recreation infrastructure</b>	Number of cultural, recreational and community assets receiving investment <ul style="list-style-type: none"> <li>Type               <ul style="list-style-type: none"> <li>Ice arenas</li> <li>Pools</li> <li>Arts and culture                   <ul style="list-style-type: none"> <li>Galleries / libraries / museums and archives / presentation and performance spaces</li> </ul> </li> <li>Health and education facilities</li> <li>Other                   <ul style="list-style-type: none"> <li>Community centres, skate parks, curling rinks, stadiums, sports facilities</li> <li>Other</li> </ul> </li> </ul> </li> </ul>
	Physical condition of CCR assets receiving investment (before investment and at project conclusion) <ul style="list-style-type: none"> <li>Very poor, Poor, Fair, Good or Very Good</li> </ul>
	Benefit to Indigenous Peoples
	Benefit to official language minority communities (OLMC)
	Benefit to vulnerable populations
	Level of participation in CCR spaces receiving investment (Total number of visits to the CCR facility / week / year) <ul style="list-style-type: none"> <li>Level of participation by Indigenous Peoples, OLMC and/or vulnerable populations, if applicable</li> </ul>
	Percentage of public facing built assets that incorporate universal design
	Number of projects which take gender into consideration during the design and/or construction phases



Transportation,  
Infrastructure and Energy

## Climate Change Mitigation: Green Stream

Investing in Canada Infrastructure Program

# Expression of Interest Submission Guidelines

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# 1.0 Introduction

- 2.0 This guide provides an overview of the information required for submission of expression of interests under the Investing in Canada Infrastructure Program.

## 2.0 Project Eligibility

### 2.1 OUTCOMES

Under the Investing in Canada Infrastructure Program (ICIP), the way that project eligibility is determined has changed. In the past, eligibility was based exclusively on asset type. With ICIP, project eligibility is now assessed using an outcomes-based approach. In order to be considered for funding, a project must align with at least one immediate outcome within the investment stream identified directly below. The project must also meet all applicable program requirements as outlined in these guidelines and within the application.

**Table 1. Immediate Outcomes for ICIP Funding Streams**

Funding Stream	Immediate Outcome
Green Infrastructure - Climate Change Mitigation	Increased capacity to manage more renewable energy Increased access to clean energy transportation Increased energy efficiency of buildings Increased generation of clean energy

### 2.2 ELIGIBLE RECIPIENTS

- i. A public sector body that is established by or under provincial statute or by regulation, or is wholly-owned by the provincial or municipal government; or
- ii. When working in partnership with a municipality, a public or not-for-profit institution that delivers post-secondary courses or programs; or
- iii. A private sector body, including for-profit organizations and not-for-profit organizations. In the case of for-profit organizations, they will need to work in partnership with one or more of the entities referred above; or
- iv. Any of the following Indigenous Ultimate Recipients:
  - a. A band council within the meaning of Section 2 of the *Indian Act*;
  - b. A First Nation, Inuit or Métis government or authority established pursuant to a self-government agreement or a comprehensive land claim agreement between Her Majesty the Queen in Right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation;



- 
- c. A First Nation, Inuit or Métis government that is established by or under legislation whether federal or provincial that incorporates a governance structure; and
  - d. A not-for-profit organization whose mandate is to improve Indigenous outcomes, in partnership with one or more of the Indigenous entities referred directly above.

## **2.3 PROGRAM ELIGIBILITY**

To be eligible for funding, the Ultimate Recipient must demonstrate that they meet all the following:

- i. The project will support infrastructure, defined as tangible capital assets in Prince Edward Island primarily for public use and/or benefit;
- ii. They will be able to operate and maintain the resulting infrastructure over the long term;
- iii. The funding will be used for the acquisition, construction, renewal, rehabilitation or material enhancement of infrastructure, excluding normal maintenance or operation;
- iv. The application and supporting documents are comprehensive, credible, and feasible; and
- v. They meet all the program criteria identified in this guide.

## **2.4 PROGRAM REQUIREMENTS**

Program requirements are as follows:

- i. Must comply with environmental assessment, Aboriginal consultation, as well as communication requirements; and
- ii. Must meet the following horizontal requirements:
  - a. Climate Lens Assessments - for projects whose total eligible cost exceeds \$10M; and
  - b. Community Employment Benefits Report- for projects whose total eligible cost exceeds \$10 M.It is not an eligibility criteria for funding approval of the project.

## **2.5 INELIGIBLE PROJECTS**

Projects are ineligible under the Climate Change Mitigation stream if it:

- i. Involves inter-city bus, rail, port and ferry infrastructure that is not part of a public transit system. Public transit is considered to be a distinct mode of transportation conveyance that generally refers to the movement of passengers only within an urban or municipal setting;
- ii. Is eligible under the Low Carbon Economy Leadership Fund's three priority areas, unless and until the relevant provincial allocation under the Low Carbon Leadership Fund envelope has been fully committed;
- iii. Is an energy retrofit project, unless the energy retrofit project is on an asset that would be considered eligible for funding under this agreement or under the National Housing Strategy; or
- iv. Involves emergency services infrastructure.

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## 2.6 PROJECT FINANCIAL

### 2.6.1 Federal Stacking and Cost Sharing Funding for Ultimate Recipient

- The maximum federal funding for **municipal projects** from all federal sources will not exceed **40%** of the total eligible expenditures.

### 2.6.2 Provincial Funding for Ultimate Recipient

- The maximum provincial funding for **municipal projects** from all provincial sources will not exceed **33.33%** of the total eligible expenditures.

### 2.6.3 Priority Ranking and Other Requirements

- Ultimate Recipients are able to submit more than one application but each application must be prioritized according to what the Ultimate Recipient wishes to be funded first. Failure to do so will result in the Infrastructure Secretariat placing a priority number based on the date and time of review of application.
- All expenditures must be claimed in the fiscal year in which the expense was incurred. This is due to auditing requirements under GAAP. Costs claimed for the incorrect fiscal year will not be an eligible cost.
- The portion of the HST not reimbursed by the other Federal Government programs is an eligible cost.
- The Ultimate Recipient is responsible for any cost over-runs that exceed the total project amount approved.

### 2.6.4 Estimates and Timelines

Ultimate Recipients are encouraged to provide accurate estimates and timelines for the proposed project. Ultimate Recipients should use their previous knowledge of the approval process to ensure accurate estimates and timelines are provided.

### 2.6.5 Eligible and Ineligible Costs

a) Eligible project costs include the following:

- i. All costs considered by the Province to be direct and necessary for the successful implementation of an eligible project which may include capital costs, design and planning, and costs related to meeting specific program requirements, including completing climate lens assessments and creating community employment benefit plans but excludes those explicitly identified in Section B) (Ineligible Project Expenditures);
- ii. Costs will only be eligible if incurred after the Ultimate Recipient receives written project approval, except for costs associated with completing climate lens assessments which are eligible before project approval, but can only be paid if and when final project approval is granted in writing;
- iii. The incremental costs of employees of an Ultimate Recipient may be included as Eligible Expenditures for Projects under the following conditions:
  - a. The Ultimate Recipient is able to demonstrate that it is not economically feasible to tender a Contract; or
  - b. The arrangement receives written approval from INFC in advance.

- 
- iv. Costs will only be eligible as of the Project approval date, except for costs associated with completing a climate lens assessment which are eligible before Project approval, but will only be paid if and when written Project approved is granted.

b) Ineligible project costs include the following:

- i. Costs incurred before project approval, except for expenditures associated with completing climate lens assessments;
- ii. Costs incurred for cancelled projects;
- iii. Costs of relocating entire communities;
- iv. Land acquisition;
- v. Leasing land, buildings and other facilities; leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;
- vi. Any overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient, any direct or indirect operating or administrative costs of Ultimate Recipients, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Ultimate Recipient's staff;
- vii. Financing charges, legal fees, and loan interest payments, including those related to easements (e.g. surveys);
- viii. Any goods and services costs which are received through donations or in kind;
- ix. Provincial sales tax, goods and services tax, or harmonized sales tax for which the Ultimate Recipient is eligible for a rebate, and any other costs eligible for rebates;
- x. Costs associated with operating expenses and regularly scheduled maintenance work;
- xi. Cost related to furnishing and non-fixed assets which are not essential for the operation of the asset/project; and
- xii. All capital costs, including site preparation and construction costs, until the Province has confirmed that environmental assessment and consultation obligations have been met to the extent possible.

## **2.7 ADDITIONAL REQUIREMENTS**

- The Province reserves the right to cancel or withdraw a project if substantial project construction has not been undertaken on or before the 1st year anniversary of the written provincial approval date to proceed.
- Provide written confirmation indicating what HST reimbursement rate your organization is eligible to receive from the Federal Government (not required for provincial or municipal ultimate recipients).
- The Province reserves the right to request additional information for review and approval purposes.

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## 3.0 Information Required for Project Submission

### 3.1 Project Tombstone Information

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#### PROJECT TITLE

A concise but meaningful description of the asset and the work to be completed. For example: *Upgrade the main water line to the Waste Water facility* would be an acceptable title while *Pipe at Plant 5* is not.

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#### ULTIMATE RECIPIENT PROJECT PRIORITY RANKING

Prioritize project using 1, 2, 3... with 1 representing the highest priority for the Ultimate Recipient

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#### PROJECT DESCRIPTION

A brief but meaningful description of the main objectives of the project, the scope of the project (all major quantifiable components), and the approximate output(s) that the project will generate (eg. Water treatment plant, or 15km of new light rail). The description must clearly identify how the project will meet relevant immediate outcomes (as per Table 1). This should be in plain language and suitable for public communications purposes.

*Quantitative information regarding the project (eg. Number of buses purchased, capacity of new pipes, etc) will be collected as part of the performance measurements information.*

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#### ULTIMATE RECIPIENT NAME

The Province, municipality, regional government, Indigenous recipient or other eligible entity that will receive funds to deliver the project.

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#### LOCATION

Indicate the province and the municipality where the project will take place.

### 3.2 Project Finances

Complete the financial tables.

**Total Project Costs:** Sum of eligible and ineligible costs from all sources.

**Total Eligible Costs:** Sum of all eligible costs associated with the project as per the IBA.

**Program Contribution:** Amount of funding sought from INFC for the project.

**Provincial or Territorial Contribution:** Amount of funding contributed by the Province.

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**Ultimate Recipient Contribution:** Amount of funding contributed by the Ultimate Recipient.

**Other Contribution:** Amount of funding sought from any other sources of funding (such as municipal share when not Ultimate Recipient, donations, other federal funding). Clearly identify the name of the entity that will provide each source of funding.

The total of all funding sources must add up to the total project costs (and not only eligible costs). Note that program cost sharing and federal stacking limits must be respected.

The fiscal year breakdown represents the portion of the contribution that will be claimed to INFC for reimbursement for each relevant fiscal year. The fiscal year begins April 1 and ends March 31 of the following year.

### 3.3 Project Implementation Details

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#### NATURE OF THE PROJECT

Indicate the % of each: New, Rehabilitation, Expansion, Other (provide explanation)

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#### ASSET OWNERSHIP AND OPERATION

Indicate if the Ultimate Recipient will own and operate the asset. If not, provide additional information regarding asset ownership and operation. Include the name and type of entity and a brief description of the arrangement.

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#### PROJECT SCHEDULE

Provide details about the project schedule.

**Forecasted Construction Start Date:** date on which construction is expected to begin (shovels in the ground)

**Forecasted Construction End Date:** date of substantial completion

### 3.4 Outcomes, Indicators and Targets

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#### IMMEDIATE OUTCOMES

Select the immediate outcome(s) that apply to the project. See Annex A for examples of corresponding “*Indicators*” for each listed immediate outcome.

### 3.5 Climate Lens

The Climate Lens consists of two potential assessments for projects being brought forward for funding: a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. Complete the appropriate assessments following Infrastructure Canada’s Climate Lens guidance documents. Summary information is required as part of the project application, and the complete assessment must also be included with your application.

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**Climate Lens assessment thresholds by funding stream for ICIP**

<b>Funding Streams</b>	<b>GHG Mitigation Assessment</b>	<b>Climate Change Resilience Assessment</b>
Climate Change Mitigation sub-stream of Green Infrastructure	<u>All projects</u>	If total eligible costs are \$10M or greater

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### 3.6 Community Employment Benefits Reporting

Reporting on community employment benefits is a requirement for all projects over the \$10M threshold, although, if an Ultimate Recipient chooses not to report on community employment benefits, they can request to opt out by providing a rationale that will be reported publicly if accepted.

### 3.7 Risks and Mitigation Strategies

This section is based on the Province's assessment, not that of the Ultimate Recipient. From the included list, factors for each of the four categories (project complexity, project readiness, public sensitivity, Ultimate Recipient Risk) that have a reasonable likelihood of affecting the project will be selected by the Province.

## Annex A – Immediate Outcome and Indicators

Immediate Outcomes	Indicators
<b>IM4 – Increased capacity to manage more renewable energy</b>	Percentage of grid which is powered by clean energy sources (% before and % at project conclusion)
<b>IM5 – Increased access to clean energy transportation</b>	Number and type of recharging and refueling stations <ul style="list-style-type: none"> <li>• Alternative fuel stations</li> <li>• Electric car charging stations               <ul style="list-style-type: none"> <li>– L1 / L2 / L3</li> </ul> </li> </ul>
	Number and type of public transit fleet vehicles using clean fuel sources (cross over with Public Transit stream)
<b>IM6 – Increased generation of clean energy</b>	Energy generated from clean sources (megawatts) <ul style="list-style-type: none"> <li>• Biomass</li> <li>• Hydropower</li> <li>• Geothermal resources</li> <li>• Wind</li> <li>• Solar</li> <li>• Ocean</li> <li>• Biofuels</li> <li>• Hydrogen derived from renewable resources</li> </ul>
<b>IM7 – Increased energy efficiency of buildings</b>	Level of energy use intensity (gigajoules per square metre per year; before and at project conclusion) <ul style="list-style-type: none"> <li>• Energy efficiency certification               <ul style="list-style-type: none"> <li>– BOMA BEST / LEED / Green Key Eco-Rating Program / Greenleaf / Other</li> </ul> </li> </ul>



Transportation,  
Infrastructure and Energy

## Adaptation Resilience & Disaster Mitigation: Green Stream

Investing in Canada Infrastructure Program

Expression of Interest Submission Guidelines

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# 1.0 Introduction

This guide provides an overview of the information required for submission of expression of interests under the Investing in Canada Infrastructure Program.

## 2.0 Project Eligibility

### 2.1 OUTCOMES

Under the Investing in Canada Infrastructure Program (ICIP), the way that project eligibility is determined has changed. In the past, eligibility was based exclusively on asset type. With ICIP, project eligibility is now assessed using an outcomes-based approach. In order to be considered for funding, a project must align with at least one immediate outcome within the investment stream identified directly below. The project must also meet all applicable program requirements as outlined in these guidelines and within the application.

**Table 1. Immediate Outcomes for ICIP Funding Streams**

Funding Stream	Immediate Outcome
Green Infrastructure - Adaptation, Resilience and Disaster Mitigation	Increased structural capacity to adapt to climate change impacts, natural disasters and extreme weather events  Increased natural capacity to adapt to climate change impacts, natural disasters and extreme weather events

### 2.2 ELIGIBLE RECIPIENTS

- i. A public sector body that is established by or under provincial statute or by regulation, or is wholly-owned by the provincial or municipal government; or
- ii. When working in partnership with a municipality, a public or not-for-profit institution that delivers post-secondary courses or programs; or
- iii. A private sector body, including for-profit organizations and not-for-profit organizations. In the case of for-profit organizations, they will need to work in partnership with one or more of the entities referred above; or
- iv. Any of the following Indigenous Ultimate Recipients:
  - a. A band council within the meaning of Section 2 of the *Indian Act*;
  - b. A First Nation, Inuit or Métis government or authority established pursuant to a self-government agreement or a comprehensive land claim agreement between Her Majesty the Queen in Right of Canada and an Indigenous people of Canada, that has been approved, given effect and declared valid by federal legislation;

- 
- c. A First Nation, Inuit or Métis government that is established by or under legislation whether federal or provincial that incorporates a governance structure; and
  - d. A not-for-profit organization whose mandate is to improve Indigenous outcomes, in partnership with one or more of the Indigenous entities referred directly above.

## 2.3 PROGRAM ELIGIBILITY

To be eligible for funding, the Ultimate Recipient must demonstrate that they meet all the following:

- i. The project will support infrastructure, defined as tangible capital assets in Prince Edward Island primarily for public use and/or benefit;
- ii. They will be able to operate and maintain the resulting infrastructure over the long term;
- iii. The funding will be used for the acquisition, construction, renewal, rehabilitation or material enhancement of infrastructure, excluding normal maintenance or operation;
- iv. The application and supporting documents are comprehensive, credible, and feasible; and
- v. They meet all the program criteria identified in this guide.

## 2.4 PROGRAM REQUIREMENTS

Program requirements are as follows:

- i. Must comply with environmental assessment, Aboriginal consultation, as well as communication requirements; and
- ii. Must meet the following horizontal requirements:
  - a. Climate Lens Assessments- for projects whose total eligible cost exceeds \$10M; and
  - b. Community Employment Benefits Report- for projects whose total eligible cost exceeds \$10 M.It is not an eligibility criteria for funding approval of the project.

## 2.5 INELIGIBLE PROJECTS

Ineligible projects under the Adaptation, Resilience & Disaster Mitigation stream include:

- i. Relocation of whole communities;
- ii. Emergency services infrastructure; or
- iii. Addresses seismic risk.

## 2.6 PROJECT FINANCIAL

### 2.6.1 Federal Stacking and Cost Sharing Funding for Ultimate Recipient

- The maximum federal funding for **municipal projects** from all federal sources will not exceed **40%** of the total eligible expenditures.

### 2.6.2 Provincial Funding for Ultimate Recipient

- The maximum provincial funding for **municipal projects** from all provincial sources will not exceed **33.33%** of the total eligible expenditures.

---

### 2.6.3 Priority Ranking

- Ultimate Recipients are able to submit more than one application but each application must be prioritized according to what the Ultimate Recipient wishes to be funded first. Failure to do so will result in the Infrastructure Secretariat placing a priority number based on the date and time of review of application.
- All expenditures must be claimed in the fiscal year in which the expense was incurred. This is due to auditing requirements under GAAP. Costs claimed for the incorrect fiscal year will not be an eligible cost.
- The portion of the HST not reimbursed by the other Federal Government programs is an eligible cost.
- The Ultimate Recipient is responsible for any cost over-runs that exceed the total project amount approved.

### 2.6.4 Estimates and Timelines

Ultimate Recipients are encouraged to provide accurate estimates and timelines for the proposed project. Ultimate Recipients should use their previous knowledge of the approval process to ensure accurate estimates and timelines are provided.

### 2.6.5 Eligible and Ineligible Costs

a) Eligible project costs include the following:

- i. All costs considered by the Province to be direct and necessary for the successful implementation of an eligible project which may include capital costs, design and planning, and costs related to meeting specific program requirements, including completing climate lens assessments and creating community employment benefit plans but excludes those explicitly identified in Section B) (Ineligible Project Expenditures);
- ii. Costs will only be eligible if incurred after the Ultimate Recipient receives written project approval, except for costs associated with completing climate lens assessments which are eligible before project approval, but can only be paid if and when final project approval is granted in writing;
- iii. The incremental costs of employees of an Ultimate Recipient may be included as Eligible Expenditures for Projects under the following conditions:
  - a. The Ultimate Recipient is able to demonstrate that it is not economically feasible to tender a Contract; or
  - b. The arrangement receives written approval from INFC in advance.
- iv. Costs will only be eligible as of the Project approval date, except for costs associated with completing a climate lens assessment which are eligible before Project approval, but will only be paid if and when written Project approved is granted.

b) Ineligible project costs include the following:

- i. Costs incurred before project approval, except for expenditures associated with completing climate lens assessments;
- ii. Costs incurred for cancelled projects;
- iii. Costs of relocating entire communities;
- iv. Land acquisition;
- v. Leasing land, buildings and other facilities; leasing equipment other than equipment directly related to the construction of the project; real estate fees and related costs;

- 
- vi. Any overhead costs, including salaries and other employment benefits of any employees of the Ultimate Recipient, any direct or indirect operating or administrative costs of Ultimate Recipients, and more specifically any costs related to planning, engineering, architecture, supervision, management and other activities normally carried out by the Ultimate Recipient's staff;
  - vii. Financing charges, legal fees, and loan interest payments, including those related to easements (e.g. surveys);
  - viii. Any goods and services costs which are received through donations or in kind;
  - ix. Provincial sales tax, goods and services tax, or harmonized sales tax for which the Ultimate Recipient is eligible for a rebate, and any other costs eligible for rebates;
  - x. Costs associated with operating expenses and regularly scheduled maintenance work;
  - xi. Cost related to furnishing and non-fixed assets which are not essential for the operation of the asset/project; and
  - xii. All capital costs, including site preparation and construction costs, until the Province has confirmed that environmental assessment and consultation obligations have been met to the extent possible.

## 2.7 ADDITIONAL REQUIREMENTS

- The Province reserves the right to cancel or withdraw a project if substantial project construction has not been undertaken on or before the 1st year anniversary of the written provincial approval date to proceed.
- Provide written confirmation indicating what HST reimbursement rate your organization is eligible to receive from the Federal Government (not required for provincial or municipal ultimate recipients).
- The Province reserves the right to request additional information for review and approval purposes.

# 3.0 Information Required for Project Submission

## 3.1 Project Tombstone Information

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### PROJECT TITLE

A concise but meaningful description of the asset and the work must be included. For example: *Upgrade the main water line to the Waste Water facility* would be an acceptable title while *Pipe at Plant 5* is not.

---

### ULTIMATE RECIPIENT PROJECT PRIORITY RANKING

Prioritize project using 1, 2, 3... with 1 representing the highest priority for the Ultimate Recipient

---

### PROJECT DESCRIPTION

A brief but meaningful description of the main objectives of the project, the scope of the project (all major quantifiable components), and the approximate output(s) that the project will generate (eg. Water treatment plant, or 15km of new light rail). The description must clearly identify how the project will meet relevant immediate outcomes (as per Table 1). This should be in plain language and suitable for public communications purposes.

---

*Quantitative information regarding the project (eg. Number of buses purchased, capacity of new pipes, etc) will be collected as part of the performance measurements information.*

---

ULTIMATE RECIPIENT NAME

The Province, municipality, regional government, Indigenous recipient or other eligible entity that will receive funds to deliver the project.

---

LOCATION

Indicate the province and the municipality where the project will take place.

## 3.2 Project Finances

Complete the financial tables.

**Total Project Costs:** Sum of eligible and ineligible costs from all sources.

**Total Eligible Costs:** Sum of all eligible costs associated with the project as per the IBA.

**Program Contribution:** Amount of funding sought from INFC for the project.

**Provincial or Territorial Contribution:** Amount of funding contributed by the Province.

**Ultimate Recipient Contribution:** Amount of funding contributed by the Ultimate Recipient.

**Other Contribution:** Amount of funding sought from any other sources of funding (such as municipal share when not Ultimate Recipient, donations, other federal funding). Clearly identify the name of the entity that will provide each source of funding.

The total of all funding sources must add up to the total project costs (and not only eligible costs). Note that program cost sharing and federal stacking limits must be respected.

The fiscal year breakdown represents the portion of the contribution that will be claimed to INFC for reimbursement for each relevant fiscal year. The fiscal year begins April 1 and ends March 31 of the following year.

## 3.3 Project Implementation Details

---

NATURE OF THE PROJECT

Indicate the % of each: New, Rehabilitation, Expansion, Other (provide explanation)

---

ASSET OWNERSHIP AND OPERATION

Indicate if the Ultimate Recipient will own and operate the asset. If not, provide additional information regarding asset ownership and operation. Include the name and type of entity and a brief description of the arrangement.

---

## PROJECT SCHEDULE

Provide details about the project schedule.

**Forecasted Construction Start Date:** date on which construction is expected to begin (shovels in the ground)

**Forecasted Construction End Date:** date of substantial completion

## 3.4 Outcomes, Indicators and Targets

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### IMMEDIATE OUTCOMES

Select the immediate outcome(s) that apply to the project. See Annex A for examples of corresponding “*Indicators*” for each listed immediate outcome.

## 3.5 Climate Lens

The Climate Lens consists of two potential assessments for projects being brought forward for funding: a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. Complete the appropriate assessments following Infrastructure Canada’s Climate Lens guidance documents. Summary information is required as part of the project application, and the complete assessment must also be included with your application.

### Climate Lens assessment thresholds by funding stream for ICIP

Funding Streams	GHG Mitigation Assessment	Climate Change Resilience Assessment
Adaptation, Resilience and Disaster Mitigation sub-stream of Green Infrastructure	If total eligible costs are \$10M or greater	<u>All projects</u>

## 3.6 Community Employment Benefits Reporting

Reporting on community employment benefits is a requirement for all projects over the \$10M threshold, although, if a Ultimate Recipient chooses not to report on community employment benefits, they can request to opt out by providing a rationale that will be reported publicly if accepted.

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## 3.7 Risks and Mitigation Strategies

This section is based on the Province's assessment, not that of the Ultimate Recipient. From the included list, factors for each of the four categories (project complexity, project readiness, public sensitivity, Ultimate Recipient Risk) that have a reasonable likelihood of affecting the project will be selected by the Province.

## Annex A – Immediate Outcomes and Indicators

Immediate Outcomes	Indicators
<b>IM8 – Increased structural capacity to adapt and withstand climate related impacts, natural disasters and extreme weather events</b>	<p>Number and type of assets that address identified climate and other natural disaster risks</p> <ul style="list-style-type: none"> <li>• Type of asset</li> <li>• Adaptation purpose               <ul style="list-style-type: none"> <li>– Storm surges</li> <li>– Higher tides</li> <li>– Sea level rise</li> <li>– Coastal erosion</li> <li>– Salt water intrusion</li> <li>– Heat waves or heat island effect</li> <li>– Permafrost degradation</li> <li>– Drought</li> <li>– Wildland fires</li> <li>– Increased frequency of freeze – thaw cycle</li> <li>– Increased rainfall</li> <li>– Increased overland flooding</li> <li>– Increased snow loads, Hurricanes</li> <li>– Increased wind speeds or tornadoes</li> <li>– Hail</li> <li>– Windstorms</li> <li>– Ice storms</li> <li>– Other</li> </ul> </li> </ul>
	<p>Physical condition of structural assets receiving investment (before investment and at project conclusion)</p> <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>
<b>IM9 – Increased natural capacity to adapt and withstand climate related impacts, natural disasters and extreme weather events</b>	<p>Number and type of assets that address identified climate and other natural disaster risks</p> <ul style="list-style-type: none"> <li>• Type of asset               <ul style="list-style-type: none"> <li>– Naturally occurring assets                   <ul style="list-style-type: none"> <li>▪ Aquifer</li> <li>▪ Wetland</li> <li>▪ Forest</li> <li>▪ Shoreline vegetation</li> <li>▪ Other</li> </ul> </li> <li>– Engineered use of natural resources                   <ul style="list-style-type: none"> <li>▪ Green roofs</li> <li>▪ Bioswales/Rain gardens</li> <li>▪ Other</li> </ul> </li> </ul> </li> <li>• Adaptation purpose</li> </ul>



	<ul style="list-style-type: none"> <li>- Storm surges</li> <li>- Higher tides</li> <li>- Sea level rise</li> <li>- Coastal erosion</li> <li>- Salt water intrusion</li> <li>- Heat waves or heat island effect</li> <li>- Permafrost degradation</li> <li>- Drought</li> <li>- Wildland fires</li> <li>- Increased frequency of freeze – thaw cycle</li> <li>- Increased rainfall</li> <li>- Increased overland flooding</li> <li>- Increased snow loads, Hurricanes</li> <li>- Increased wind speeds or tornadoe</li> <li>- Hail</li> <li>- Windstorms</li> <li>- Ice storms</li> <li>- Other</li> </ul>
	<p>Physical condition of natural assets receiving investment (before investment and at project conclusion)</p> <ul style="list-style-type: none"> <li>• Very poor, Poor, Fair, Good or Very Good</li> </ul>

1 Kirkdale Rd,  
Charlottetown, PE  
C1E 1R3



Tel : 902-566-1493  
Fax : 902-566-2880  
Website: fpeim.ca

# Memo

To: FPEIM Member Municipalities  
From: John Dewey, Executive Director  
Date: October 16, 2018  
Subject: **Call for Host Municipalities - 2018 FPEIM Semi-Annual Meeting**

---

The Federation invites member municipalities to express interest in hosting the 2018 FPEIM semi-annual meeting. FPEIM covers the costs of the meeting.

<b>2018 FPEIM semi- annual meeting</b>
<p>Due to the timing of municipal elections, the semi-annual meeting has been scheduled for Saturday, January 19, 2019.</p> <p>The facility for the semi-annual meeting must be able to comfortably accommodate up to 100 people seated at tables, with additional space for the head table and break area. A separate room for lunch is preferred, but is not a requirement. The facility must also be accessible and have sufficient space for parking.</p> <p>Lunch is usually buffet style, held in the same room as the meeting. The meeting usually begins with registration at 9:00 a.m. and the meeting is called to order at 9:30 a.m. The day wraps up at about 3:00 p.m.</p>

I have attached information on the duties of the host municipality for the semi-annual and annual meetings. If you have any questions or are interested in hosting the meeting, please contact the FPEIM office at (902) 566-1493.

Thank you,

John

**DUTIES OF HOST MUNICIPALITY**  
**FPEIM SEMI-ANNUAL MEETING**

\*\*\* These are merely guidelines/suggestions to aid the host municipality \*\*\*

**The host municipality is responsible for organizing the provision of the following:**

**Meeting:**

- a worker to aid in registration (9:00 am - 11:00 am)
- providing a worker to be responsible for refreshments throughout the day (usually the caterer takes care of this)
- arrange space for meetings and ensure set up is correct
- making arrangements with the caterers

**Refreshments:**

- organizing coffee, tea, juice/pop, muffins/squares/fruit available for two refreshment breaks - one at 9:00 during registration and one around 10:30 am

**Lunch:**

- organizing lunch, either a hot buffet lunch or plated hot lunch, plus desserts and beverages

**Meeting Room set up**

- coat racks in foyer
- tables (round preferably) for 100 people for one-sided seating, with linen tablecloths
- chairs for 100 people
- water jugs and glasses (set up approximately every fourth person)
- head table of 6 on raised platform with table skirt; with two extra chairs at back
- table for registration at back of room or in lobby
- table for audio visual equipment at front of room
- table for sound person
- tables for door prizes
- 1 podium
- handicap accessible

The "business" of the meeting is handled by FPEIM. This includes:

- agenda planning
- soliciting of presenters, speakers
- agenda pamphlet design and printing
- preparation of agenda packages
- registrations

- preparation and printing of all meeting material
- planning committee meetings
- name tags
- all mail outs
- invitations

FPEIM covers the costs of the meeting.



17975 72/0  
Mr. Geoff Baker  
Town of Kensington  
PO Box 418  
Kensington PE C0B 1M0

October 2018

Dear Mr. Baker,

January 16, 2018 was the longest day of my life.

That day, my precious baby girl, Ava, underwent an 11-hour open heart surgery at the IWK.

It was her six-month birthday.

My partner, Evan, and I had known before Ava was born that she had a rare congenital heart defect.

We first found out there was a problem with Ava's heart during an ultrasound at our local hospital.

Immediately, we were referred to the IWK where we learned just how serious it was. Her heart was unable to provide enough blood to her lungs.

I was so scared for my baby. For my family. Would my baby need life-long care? Would my baby make it through pregnancy and possibly die at birth?

I am eternally grateful for the IWK. Ava's care team has been amazing. I've complete confidence that my baby girl is receiving the best possible care right here at home.

And there is another group of amazing people who've been part of Ava's journey – donors like you! With your support, you helped the IWK save Ava's life. For that I can't thank you enough.

**I hope you'll consider making a special holiday gift today to directly support patient care. You'll help ensure critically ill babies, like Ava, can continue to receive the life-saving care they desperately need.**

Ava was born prematurely at 34 weeks on July 16, 2017 at our local hospital and rushed by ambulance to the IWK. She was immediately admitted to the Neonatal Intensive Care Unit (NICU) where she received around the clock critical care.

From the doctors to the nurses to the cleaning staff, I can't say enough about the care and

*Please turn over...*

compassion everyone showed Ava and our family.

After spending two weeks in NICU, Ava was finally able to come home. She required constant monitoring and the IWK was with us every step of the way. They provided us with the specialized equipment we needed — a heart monitor and a scale to weigh her. We also kept track of her oxygen levels.

Knowing the IWK was always there, just a phone call away, gave me the confidence I needed to care for Ava.

Last Christmas was extremely hard. I was so worried about her health during the holidays and anxious about her surgery that was only weeks away. Thanks to the generous support of donors like you we have so much to celebrate this year. I'm looking forward to spending the holidays together with my family as Ava is getting stronger every day.

During this season of giving, I hope that other babies who need the life-saving care provided at the IWK can count on you again. You can be confident your special holiday gift will directly support patient care at the IWK.

You'll help purchase vital equipment, like the anesthesia machines Ava needed during surgery. And, you'll be investing in leading-edge technology and research, attracting some of the best and brightest health care professionals to the IWK

It's not possible to convey how much your support means to families like mine. As a small thank you, I'm happy to enclose this holiday card and ornament. Please take a moment to sign and return the ornament. It will be displayed in the IWK so patients and their families can see how much you care.

Today, Ava is doing great! She needs physiotherapy to help build up her strength. We're still going to the IWK for regular checkups and she'll be followed closely in the coming years.

And, we know that at some point Ava will need another open heart surgery. When this time comes, we know that Ava will have the very best doctors and nurses to care for her.

Please make a special holiday gift today. Your support is a gift of hope for babies like Ava who need the life-saving care provided at the IWK.

Sincerely,

*Rebecca J. Pineo*

Rebecca Pineo – Very Grateful Mom

PS: Thank you for your generous support of the IWK. Your gift directly supports the care that critically ill babies, like my Ava, receive at the IWK. Will you please consider making a special gift today and help another baby this holiday season? Perhaps you'd consider helping IWK patients every day of the year and become a monthly donor by joining the IWK Superstar Club. However you chose to give, please be generous.

**To give online, please go to [www.iwkfoundation.org/ava-blenus](http://www.iwkfoundation.org/ava-blenus)**

## Geoff Baker

---

**From:** John Dewey <jdewey@fpeim.ca>  
**Sent:** October 17, 2018 4:35 PM  
**To:** undisclosed-recipients:  
**Subject:** Fwd: Update - Elimination of the 1/3 Municipal Officers Expense Allowance  
**Attachments:** FCM-Guide-2018-Elimination of Tax Exemption.pdf

Good afternoon,

FCM has completed its guide for municipalities on the elimination of the tax exemption for municipal officers. A copy is attached.

If you have any questions, don't hesitate to contact me.

Regards,

John

----- Forwarded Message -----

**Subject:**Update - Elimination of the 1/3 Municipal Officers Expense Allowance  
**Date:**Fri, 28 Sep 2018 16:46:39 -0300  
**From:**John Dewey <[jdewey@fpeim.ca](mailto:jdewey@fpeim.ca)>

Good afternoon,

Subsection 81(3) of the Income Tax Act currently provides for up to one-third of an elected municipal officer's remuneration to be a non-accountable expense allowance, which is not subject to federal income tax. In the 2017 Federal Budget, the Government of Canada announced that the tax exemption will be eliminated beginning in the 2019 tax year. The elimination of the tax exemption will reduce after tax income for most elected officials that use the allowance, although the impact can vary from one individual to another. Additional information is available on the Canada Revenue Agency [website](#).

Municipalities that provide the allowance have the option of increasing council remuneration to mitigate the financial impact on members of council. Changes to expense policies can also be considered. FCM and other municipal associations across the country, including FPEIM, expressed concern to the federal government that the change in tax policy would have a negative financial impact on municipalities, and it was done without prior consultation; however, I do not expect the federal government to change its position.

FCM is developing a brief guide on the options available to municipalities. The guide will be available soon.

If you have any questions, please contact me.

Regards,

John

--

John Dewey

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MUNICIPALITÉS

# Change in “one-third” federal tax exemption for elected officials

A guide for Canadian municipalities

Updated: Fall 2018

*A long-standing federal tax exemption for elected municipal office holders will expire on January 1, 2019—reducing their after-tax compensation. This document explains the change and outlines options for municipal governments to consider.*

## Contents

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### Acknowledgements

Thank you to the Nova Scotia Federation of Municipalities for information from the 2016 AMANS survey as well as for material from their summer 2018 newsletter, *Municipal Voice*, which provided valuable context. *Brooke, Will: One-Third Tax Exemption - NSFM Summer Newsletter Municipal Voice p. 10.*

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Federation of Canadian Municipalities  
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Ottawa, ON K1N 5P3  
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## The issue

A municipal or provincial elected official may be paid a non-accountable allowance for work-related expenses. Under current federal tax law, such an allowance amounting to no more than one-third of the official’s salary-plus-allowances qualifies for a federal tax exemption. Effectively, for many elected officials, up to one-third of their total compensation is currently tax exempt.

**Federal legislation passed in 2017 eliminates this tax exemption effective January 1, 2019. This will result in substantive changes to after-tax compensation for provincial and municipal elected officials.**

It is up to each individual municipality to decide if and how they will act to counteract the effects of this change for elected officials. Surveys by various provincial and territorial municipal associations have found that many municipalities are opting to fully compensate elected officials for the loss. Other municipalities have not yet made any changes and have told FCM they are not clear on what options exist. This brief guide was developed to assist municipalities in this process.

## Timeline

This tax exemption was introduced under the *Federal Income Tax Act* in 1946 to recognize the value of the work of elected officials. It sought to compensate officials who were incurring expenses without being adequately reimbursed. Initially, the exemption applied only to provincial MLAs. In 1953, it was extended to municipal elected officials.

Over the last 15 years, some larger municipalities have opted out of the tax exemption with the stated objective of bringing more transparency to government. For example, Ontario amended its *Municipal Act* in 2001 to provide flexibility to municipalities wishing to do this. Calgary’s city council eliminated its exemption in 2006.

In March 2017, the federal government passed Bill C-44, eliminating the one-third exemption for elected officials, effective January 1, 2019. The change applies to all elected provincial and municipal officials in Canada and will result in substantive changes to their after-tax compensation.

The government justified this change on the basis that it “provides an advantage that other Canadians do not enjoy.” Reimbursements for specific expenses, accompanied by receipts, are not taxable—and this will remain so. In the government’s view, however, a special allowance that does not require receipt accounting *substitutes for salary*, and is therefore a taxable benefit.

In September 2017, FCM adopted a resolution to press the federal government to retain the exemption. FCM engaged with staff in the Department of Finance, and formalized municipal concerns in an October 2017 letter to Finance Minister Morneau, with a follow-up in June 2018. The Minister’s response reiterated the government’s rationale for the change:

*... [The] government took steps to bring the tax treatment of non-accountable allowances to municipal office holders in line with that afforded to other employees. An employer may reimburse work-related expenses on a tax-free basis, but non-accountable allowances may substitute for salary and are thus taxable.*

Minister Morneau’s letter underlined that the government will not reverse its decision in this matter.

## Implications

Elected officials who are currently paying income tax on only two-thirds of their total compensation (salary plus allowances) will lose that benefit. As of January 1, 2019, all compensation will be taxed as full income and be subject to deductions for Canada Pension Plan (CPP) contributions. This will decrease after-tax compensation for elected municipal officials.

In a July 2018 news release, Nova Scotia Federation of Municipalities (NSFM) President Geoff Stewart said: “Under the 2019 tax laws, a councillor in a small-to-mid-sized Nova Scotian town ... could see about 10.5 per cent less in their pockets, and 12.9 per cent less for a rural councillor.”

In responding to this change, some communities have decided that an overall increase in total remuneration for elected officials is necessary to fully or partially replace lost compensation. To balance their budgets, municipalities may need to increase property taxes or find off-setting cost savings. The net impact on municipal budgets, will, in many cases, be significant, especially in smaller, less well-resourced communities. Municipalities with limited property tax bases will be disadvantaged as they seek to maintain appropriate levels of compensation, and some may be unable to achieve this.

The FCM letter to the Minister in June 2018 included cost implication data from various PTA surveys:

Municipalities have undertaken efforts to quantify the financial implications of the elimination of the 1/3 non-accountable allowance. The Associations of Municipalities of Ontario (AMO) estimates that the cost increase for a central Ontario municipality with a council of nine and a population of 30,000 will be at least \$28,000, whereas the cost increase for an eastern Ontario county council of seventeen and a population of 77,000 will be at least \$74,000. AMO also estimates that for almost half of Ontario’s municipal governments, a one per cent property tax increase raises only \$50,000 in additional revenues.

Sample calculations from data collected from the 2016 AMANS (Association of Municipal Administrators Nova Scotia) survey showed that for an average Nova Scotia municipal councillor, annual pay would have to be increased by \$3,605.

## Options for municipalities

It is up to each individual municipality to decide how they will address this change in federal tax law, and its reduction of after-tax compensation for elected officials. Options to consider include the following.

### Option 1: Compensating salary increase (full)

Municipalities could adjust *pre-tax compensation* for 2019 to maintain elected officials' *after-tax* compensation at 2018 levels. Many municipalities have already taken this action. For example, this was the approach recommended by the Nova Scotia Federation of Municipalities.

The **benefits** of this approach are significant. It recognizes the increasing time commitments of complex and varied municipal duties. In doing so, it helps attract a diversity of candidates to municipal level participation (a growing concern). The **costs** of this approach are also significant, requiring offsetting cost-savings and/or increases in property taxes. This is difficult in an environment where municipal budgets are increasingly under pressure from rising expectations and increasing costs for products and services. Many municipalities are already struggling to provide appropriate compensation levels.

To publicly **communicate** the need for pay raises or property tax increases, effective strategies will emphasize the positive aspects of change. *This is about the community protecting hardworking local officials from an arbitrary pay cut imposed by federal legislation without consultation. We would have preferred to see the federal government reverse this change and its impact on local government—but they did not, and so we had to act.*

This complex issue requires special and perhaps direct messaging. Town hall events could be an opportunity to openly share details and answer questions. Elected officials could reach out to constituents on social media platforms and even face-to-face meetings. Early PR briefings for journalists can help get the right messages communicated from the outset.

### Option 2: Compensating salary increase (partial)

Municipalities could increase salaries for 2019 to ease, but not negate, the decrease in elected officials' after-tax compensation. As an alternative to a fully-compensating increase, this means **fewer benefits** but also **lower financial costs**.

The reality here is that elected officials will face some personal loss of after-tax income. For municipalities, this will also compound the challenge of attracting many and diverse candidates for elected office. However, if a municipality decides it cannot find savings or revenues to support a fully-compensating salary increase, a partial increase can deliver some of the benefits.

To publicly **communicate** the change, the same logic applies as for Option 1: emphasize the positives of protecting hardworking local leaders from an arbitrary pay cut imposed by federal legislation without consultation.

### Option 3: Expanded expense policies

As an alternative—or supplement—to increasing pre-tax salaries, municipalities can develop more comprehensive reimbursement plans for expenses incurred. This could include both the types of expenses and the total amounts of reimbursement available.

Before changing expense policies, municipalities should determine which expenses council members can claim as non-taxable through the Canada Revenue Agency (CRA). For example, expenses that are currently being covered by the income tax exemption could be addressed as an expense to be reimbursed by administrative policy, as are other non-taxable expenses.

According to the CRA, whether or not a benefit is taxable “depends on whether an individual [elected official] receives an economic advantage that can be measured in money, and whether the individual is the primary beneficiary” (as opposed to the municipality as their employer). [This CRA resource](#) outlines both taxable and non-taxable benefits.<sup>1</sup>

### Option 4: No action

Taking no action effectively decreases take-home compensation for affected officials, with no immediate effect on municipal budgets. This option avoids the immediate need to find cost-savings, contemplate property tax increases, or communicate changes to the public.

Elected officials will face a loss of income, however. This, in turn may discourage participation in municipal administration, especially among youth. This is a real threat for the smaller municipalities that may struggle most to boost salaries—and where even current compensation rates can be a barrier to more inclusive participation.

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<sup>1</sup> <https://www.canada.ca/en/revenue-agency/services/forms-publications/publications/t4044/employment-expenses-2016.html>

## What are municipalities doing?

The Nova Scotia Federation of Municipalities (NSFM) Board passed a resolution in June 2018 recognizing the need to support elected officials in avoiding abrupt changes in remuneration. It recommends that pre-tax compensation for elected officials be adjusted to allow them to maintain the same levels of post-tax compensation after the law takes effect in 2019. Many other municipalities in Canada (including in Ontario and British Columbia) are opting for this solution.

To help in their decision-making some municipalities are retaining consultants or conducting in-house assessments to study their financial situation. As well, some are creating citizens’ committees or committees of council to conduct reviews before making final decisions to move forward.

The federal finance department does recommend that municipalities find out which expenses their council members can claim as non-taxable through the Canada Revenue Agency (CRA), before the changes take effect. For example, certain expenses that are currently being covered by the income tax exemption could be addressed administratively, as are other non-taxable expenses.