



## **CITY OF PRINCE ALBERT**

### **EXECUTIVE COMMITTEE REGULAR MEETING**

# **AGENDA**

**MONDAY, MARCH 13, 2023, 4:00 PM  
COUNCIL CHAMBER, CITY HALL**

#### **1. CALL TO ORDER**

#### **2. APPROVAL OF AGENDA**

#### **3. DECLARATION OF CONFLICT OF INTEREST**

#### **4. ADOPTION OF MINUTES**

- 4.1 February 27, 2023 Executive Committee Meeting Minutes for Approval (MIN 23-20)

#### **5. DELEGATIONS**

- 5.1 Taxation and Places of Worship & Registered Independent Schools (CORR 23-17)

Verbal Presentation: Dr. Terry M. Hayes D.PC, Associate Pastor/Sr. Administrator of Canadian Revival Centre & Elevation Academy of Prince Albert

#### **6. CONSENT AGENDA**

- 6.1 December 2022 Accounts Payable Payments
- 6.2 February 28, 2023 Golf Course Advisory Committee Meeting Minutes (MIN 23-19)

## **7. REPORTS OF ADMINISTRATION & COMMITTEES**

### 7.1 Assessment Legal Counsel (RPT 23-67)

Verbal Presentation: Vanessa Vaughan, City Assessor

### 7.2 Year 2022 - Snow Management Special Tax - Bylaw No. 8 of 2022 (RPT 23-92)

Verbal Presentation: Melodie Boulet, Finance Manager

### 7.3 Year 2022 - Roadways Special Tax - Bylaw No. 9 of 2022 (RPT 23-97)

Verbal Presentation: Melodie Boulet, Finance Manager

### 7.4 Year 2022 - Business Improvement District (BID) Levy - Bylaw No. 11 of 2022 (RPT 23-94)

Verbal Presentation: Melodie Boulet, Finance Manager

### 7.5 2023 Property Tax Bylaws (RPT 23-87)

Verbal Presentation: Melodie Boulet, Finance Manager

### 7.6 Prince Albert Elks Lodge No. 58 - Request for Tax Exemption Agreement and Donation - Year 2023 to 2027 (RPT 23-100)

Verbal Presentation: Melodie Boulet, Finance Manager

### 7.7 Land Acquisition for Fire Stations (RPT 23-93)

PowerPoint Presentation: Kris Olsen, Fire Chief

### 7.8 Fire Station Capital Reserve (RPT 23-95)

Verbal Presentation: Kris Olsen, Fire Chief

## **8. UNFINISHED BUSINESS**

## **9. ADJOURNMENT**



City of  
**Prince Albert**

*MIN 23-20*

**MOTION:**

That the Minutes for the Executive Committee Regular and Incamera Meetings held February 27, 2023, be taken as read and adopted.

**ATTACHMENTS:**

1. Regular Minutes
2. Incamera Minutes



## **CITY OF PRINCE ALBERT**

### **EXECUTIVE COMMITTEE REGULAR MEETING**

# **MINUTES**

**MONDAY, FEBRUARY 27, 2023, 4:01 P.M.  
COUNCIL CHAMBER, CITY HALL**

**PRESENT:**

Mayor Greg Dionne  
Councillor Charlene Miller  
Councillor Terra Lennox-Zepp  
Councillor Tony Head  
Councillor Don Cody  
Councillor Dennis Ogradnick  
Councillor Blake Edwards  
Councillor Dawn Kilmer

Terri Mercier, City Clerk  
Sherry Person, City Manager  
Kris Olsen, Fire Chief  
Wes Hicks, Director of Public Works  
Mitchell J. Holash, K.C., City Solicitor  
Kiley Bear, Director of Corporate Services  
Jody Boulet, Director of Community Services  
Ramona Fauchoux, Director of Financial Services  
Craig Guidinger, Director of Planning and Development Services

## **1. CALL TO ORDER**

Councillor Miller, Chairperson, called the meeting to order.

## **2. APPROVAL OF AGENDA**

0041. **Moved by:** Mayor Dionne

That the Agenda for this meeting be approved, as presented, and, that the presentations, delegations and speakers listed on the Agenda be heard when called forward by the Chair.

Absent: Councillor Edwards

**CARRIED**

## **3. DECLARATION OF CONFLICT OF INTEREST**

## **4. ADOPTION OF MINUTES**

0042. **Moved by:** Councillor Ogradnick

That the Minutes for the Executive Committee Public and Incamera Meetings held January 30, 2023, be taken as read and adopted.

Absent: Councillor Edwards

**CARRIED**

## **5. DELEGATIONS**

5.1 Reduced Hours for Alcohol Sales (CORR 23-13)

Verbal Presentation was provided by Brian Howell, Board of Directors, Prince Albert & Area Community Alcohol Strategy Steering Committee.

0043. **Moved by:** Councillor Lennox-Zepp

That CORR 23-13 be received and referred to Administration, in consultation with the Mayor, to provide a Report for consideration at an upcoming Executive Committee meeting.

**CARRIED**

- 5.2 Request to Change Zoning Bylaw regarding Number of Cannabis Stores Allowed (CORR 23-15)

Virtual Presentation was provided by Kerri Michell, President, Farmer Jane Cannabis Co.

0044. **Moved by:** Councillor Lennox-Zepp

That CORR 23-15 be received and referred to Administration to provide a Report for consideration at an upcoming Executive Committee meeting.

**CARRIED**

## **6. CONSENT AGENDA**

- 6.3 Request for Community Sponsorship – Notice Nature 2023 (CORR 23-14)

That CORR 23-14 be received as information and filed.

- 6.6 February 6, 2023 Planning Advisory Committee Meeting Minutes (MIN 23-12)

That MIN 23-12 be received as information and filed.

- 6.7 February 7, 2023 Community Services Advisory Committee Meeting Minutes (MIN 23-14)

That MIN 23-14 be received as information and filed.

0045. **Moved by:** Councillor Head

That the Consent Agenda Item Nos. 6.3, 6.6 and 6.7 be received as information and referred, as indicated.

**CARRIED**

- 6.1 Request to Make a Donation to the City in Lieu of Property Taxes Over a 5-Year Period 2023-2027 (CORR 23-10)

0046. **Moved by:** Councillor Lennox-Zepp

That CORR 23-10 be received and referred to the Financial Services Department for review and report.

**CARRIED**

6.2 Consideration of Naming – Joyce Middlebrook (CORR 23-12)

0047. **Moved by:** Councillor Head

That CORR 23-12 be received and referred to the Planning and Development Services Department.

**CARRIED**

6.4 Subdivision Application 143 – 44<sup>th</sup> Street West – RM of Prince Albert (RPT 23-73)

0048. **Moved by:** Councillor Head

That RPT 23-73 be received as information and filed.

**CARRIED**

6.5 January 31, 2023 Management Committee Meeting Minutes (MIN 23-7)

0049. **Moved by:** Councillor Head

That MIN 23-7 be received as information and filed.

**CARRIED**

6.8 February 14, 2023 Destination Marketing Levy Advisory Committee Meeting Minutes (MIN 23-15)

0050. **Moved by:** Councillor Ogrodnick

That MIN 23-15 be received and amended as follows:

Remove Councillor Ogrodnick from the list of members present at the meeting and noted as absent for the Motions.

**CARRIED**

## 7. REPORTS OF ADMINISTRATION & COMMITTEES

### 7.1 Waste Water Treatment Plant Detail Design Update (RPT 23-69)

#### 7.1.1 Proposed Treatment Technology – Prince Albert Wastewater Treatment Plant Upgrade (CORR 23-11)

PowerPoint Presentation was provided by Ryan King P.L. Eng. and Anna Cleaver P. Eng., AECOM.

0051. **Moved by:** Councillor Edwards

That the following be forwarded to an upcoming City Council meeting for consideration:

1. That the AECOM Design Engineers along with the Waste Water Treatment Plant Manager and the Assistant Environmental Manager, visit both the Calgary, Alberta Fish Creek Treatment Facility and the Whitefish, Montana Treatment Facility for further investigation and insight on the AquaNereda Treatment Process;
2. That Administration advise the Water Security Agency that the City will work with the Agency on implementing an Action Plan to ensure that the proposed Waste Water Treatment Plant meets the effluent limits of the Operational Permit; and,
3. That prior to approval of the AECOM 50% Detailed Design and AquaNereda Treatment Process, Administration identify all guarantees and/or warranties that will be provided to the City in regards to the installation of the AquaNereda Treatment Process.

**CARRIED**

### 7.2 Midtown Community Centre Playground and Spray Park Replacement (RPT 23-70)

Verbal Presentation was provided by Timothy Yeaman, Parks and Open Spaces Manager.

0052. **Moved by:** Councillor Head

That the following be forwarded to an upcoming City Council meeting for consideration:

1. That \$250,000 in matching funding in support of the Midtown Community Centre Playground and Spray Park Replacement be funded through the Future Infrastructure Reserve; and,

2. That the Community Services Department proceed with providing a deposit in the amount of \$395,570, plus applicable taxes for the Playground and Spray Park Equipment Components and Blue Rubber Surfacing Product from Playgrounds-R-U's.

**CARRIED**

### 7.3 Usage of Kinsmen & Steuart Arenas (RPT 23-74)

Verbal Presentation was provided by Jody Boulet, Director of Community Services.

#### 0053. **Moved by:** Councillor Lennox-Zepp

That the following be forwarded to an upcoming City Council meeting for consideration:

That the following be approved upon the opening of the new Twin Pad Arenas:

1. That the Kinsmen Arena remain in operation as an Ice Arena from September to March each season to accommodate Minor Hockey and Private Rental demand;
2. That the Kinsmen Arena be available beginning in April each season to accommodate the Prince Albert Box Lacrosse demand; and,
3. That the Community Services Department prepare a follow up report that outlines alternate options for the future utilization of the Dave G. Steuart Arena Facility.

**MOTION DEFEATED**

#### 0054. **Moved by:** Mayor Dionne

That the following be forwarded to an upcoming City Council meeting for consideration:

That the following be approved upon the opening of the new Twin Pad Arenas:

1. That the Kinsmen Arena remain in operation as an Ice Arena from September to March each season to accommodate Minor Hockey and Private Rental demand;
2. That the Kinsmen Arena be available beginning in April each season to accommodate the Prince Albert Box Lacrosse demand;
3. That the Dave G. Steuart Arena discontinue operations as an Ice Arena; and,

4. That the Community Services Department prepare a follow up report that outlines alternate options for the future utilization of the Dave G. Steuart Arena Facility.

**CARRIED**

7.4 Long Term Debt Bylaw No. 4 of 2023 – Capital Financing (RPT 23-71)

Verbal Presentation was provided by Melodie Boulet, Finance Manager.

0055. **Moved by:** Mayor Dionne

That Administration be authorized to proceed with public notification for the Long Term Debt Bylaw No. 4 of 2023.

**CARRIED**

**8. UNFINISHED BUSINESS**

**9. ADJOURNMENT – 6:56 P.M.**

0056. **Moved by:** Councillor Kilmer

That this Committee do now adjourn.

**CARRIED**

COUNCILLOR CHARLENE MILLER  
CHAIRPERSON

CITY CLERK

MINUTES ADOPTED THIS 13<sup>TH</sup> DAY OF MARCH, A.D. 2023.



***CORR 23-17***

**TITLE:** Taxation and Places of Worship & Registered Independent Schools

**DATE:** **March 7, 2023**

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**SUGGESTED DISPOSITION:**

That the Correspondence be received as information and filed.

**PRESENTATION: Verbal by Dr. Terry Hayes D.PC, Associate Pastor/Administrator of Canadian Revival Centre & Elevation Academy of Prince Albert**

**ATTACHMENTS:**

1. Email dated February 10, 2023

Written by: Dr. Terry M. Hayes D.PC, Associate Pastor/Sr. Administrator of Canadian Revival Centre & Elevation Academy of Prince Albert

RECEIVED  
FEB 10 2023  
CITY CLERK  
*Executive Committee*

**Terri Mercier**

**From:** Terry Hayes <thayes@canadianrevivalcenter.ca>  
**Sent:** Friday, February 10, 2023 3:05 PM  
**To:** City Clerk  
**Subject:** Request to get on Agenda for March 6, 2023 Council Meeting  
**Attachments:** CRCC Letter to City Hall ref Taxation of Places of Worship and Registered Independent Schools Feb 10 2023.doc

You don't often get email from thayes@canadianrevivalcenter.ca. [Learn why this is important](#)

We are requesting to speak at the City Council Meeting, March 6, 2023  
Subject: Taxation of Places of Worship & Registered Independent Schools  
Please see our attached letter

My name is Dr. Terry M. Hayes D.PC

Associate Pastor/Sr. Administrator of Canadian Revival Centre & Elevation Academy of Prince Albert  
[thayes@canadianrevivalcenter.ca](mailto:thayes@canadianrevivalcenter.ca)

mailing address: 1405 Bishop Pascal Place (formerly Rivier Academy/Sisters of the Presentation of Mary\*),  
Prince Albert, SK, S6V 5J1

\*we are the new owners as of the end of August 2022

\*\*\***Caution:** This email originated from outside the City of Prince Albert email system.

Do not click links or open attachments unless you recognize the sender and know the content is safe. If in doubt contact IT Support ([support@citypa.com](mailto:support@citypa.com)). \*\*\*

**Recommended  
Disposition:**

Receive as  
Info & File



## **CANADIAN REVIVAL CENTRE CORPORATION**

February 10, 2023

City of Prince Albert  
1084 Central Ave.  
Prince Albert, SK S6V 7P3

Dear Sir/Madam:

Re: Taxation of Registered Charities' Locations  
Places of Worship & Registered Independent Schools  
1405 Bishop Pascal Place, Prince Albert, SK

By way of background, the Lead Pastors of CRCC, Kevin and Teresa Tabuchi moved to Prince Albert in May 2003 after traveling nationally (including approximately 125 Northern Canada communities) & internationally as Evangelists for 8 years. They also founded a public worship centre and K-12 Christian School on Whitefish Bay Reserve in Northern Ontario, and lived there for 2 years (1995-97). In September 2005, they purchased 329 38<sup>th</sup> St. East, Prince Albert and established a public worship centre first (Registered Charity & Incorporated entity), then a K-12 Christian School (Registered Independent School) in August 2008.

As the 38th St. E. location only allowed for a maximum of 100 students, and only after an additional \$150 to 200 thousand dollars of upgrades were made, it was decided to search for another location to house additional enrolment and public worship space. We had looked at Rivier Academy 8years ago, but our offer was rejected at the time. This location was considered again after the encouragement of Mayor Dionne, who felt we had both the capacity and a vision big enough to fill the large space. We learned that an accepted *conditional* offer had been withdrawn on Rivier and so we submitted our own. The Sisters of the Presentation accepted our offer above others because they wanted the Purchaser to have a similar 'footprint' as theirs, that is, a public worship centre and school. Canadian Revival Centre took possession of the property at the end of August, without any government financial assistance of any kind.

Without any advertising, the *now* Qualified Independent School, has an enrollment of 105 students, with the goal of 175 for the 2023-24 school year. The school's demographics include

First Nations, Metis, Ukrainian\*, Russian, Filipino, Burmese, etc.. We provide a gang-free, non-bullying environment for students to learn in. The school will require a major percentage of the building's occupancy. The reactivation of a Vocational College, which was registered with the Ministry of Advance Education, is also being considered. In light of the Centre's many residences, there is discussion for monthly use for discipleship of leaders, congregants and workers alike, just as the Sisters apprenticed theirs. Also, fact-finding is under way to operate a much-needed daycare, either by ourselves, by a third party or possibly both.

\*1<sup>st</sup> generation of immigrants

The public worship centre also continues to grow, requiring additional building space for ministry to the homeless, marginalized, addicts, single moms, youth, young adults & seniors. The church's recent outreach to the James Smith Reserve\* is an example of our impact. CRCC brought Christmas to the grieving community in the form of physical and emotional healing, gifts and food. Pastoral care and encouragement was given to many youth who lost loved-ones. This has opened up on-going outreach in conjunction with other groups in the region and province. Twenty five years of building relationship and connection in various northern communities has yielded the manpower and resources to help meet these needs (example: a truckload of fish was delivered during the crisis to feed the community).

\*location of the worst mass murder in Canada's history

In the past, the worship centre, through its own construction and property management companies, purchased and renovated the Manville Bay Townhouse Complex in the city's west end. At the time of purchase, 60% of the police calls in the city were at this location during peak hours. The cost of the renovation was \$1.2 million, with the church underwriting a major portion of this through materials and volunteer labour. This was a successful CMHC project with recognition from the Mayor, MLAs and MPs of the region. The location was transformed entirely and became an asset to the city instead of a liability. Through the same construction and property management companies, 8 houses were built at the end of 13<sup>th</sup> St. West, making home ownership affordable for first-time buyers in the city. The city and region has benefited greatly from Canadian Revival Centre and Elevation Academy's various ministries. One such benefit was the increase in tax base (assessment) from both of these locations.

In purchasing the former Rivier Academy from the Sisters of the Presentation of Mary, we have been informed by the City Assessor that 36% of the property is exempt from taxes and 64% is taxable. With our limited funding, this will "kill" any ability to continue what we have done & are currently doing for the city & region. The school, as a Qualified Independent School, receives *only* 50% funding compared to the separate & public schools. (In reality this is 35% because we receive nothing for capital costs or transportation.) The public worship centre underwrites the school's operation up to 50% monthly. Our B.Ed teachers and administrative staff take home approximately half of those in the public system. Many children who had slipped

through the cracks are now thriving and filled with hope, concerning their future. Great sacrifices by the staff have been made to make this possible, as well as the countless hours of labour by volunteers.

We wish to continue to partner with the City of Prince Albert, as we have in the past, to bring about the reformation required to transition from “an area of concern...regions of the province that see more crime”, as the Premier recently called Prince Albert, to a safe and desirable community to live in. In light of the new PACFG (Prince Albert Crime Focus Group) and the answers they are searching for, we humbly submit that we are functioning on many levels as a viable solution at being proactive at preventing crime with the focus on relationship building with parents and community members. We are working with volunteers from the PA Police Force & RCMP, social workers and churches, as well as business leaders. Concerning taxes, we are not asking for special consideration but simply a similar exemption that the Sisters had under 12 years of their *incorporation* Act and 97 years (1925) of operation in the City of Prince Albert. Taxation on the property would have to be passed on to families in the school in terms of tuition (we are currently tuition-free) which will make school-of-choice outside the realm of possibility for many. The school operates in conjunction with the public worship centre, which supplies administration, counselling and oversight to it. Where does the school end and the public worship centre start (or vice-versa)? The answer is, it doesn't; It is a seamless entity. At times, the facility is completely occupied, while on any given day, during the course of a week, 70% of the building is being utilized for a school and/or public worship function.

First Year: In our first year of partnering, as stated above, we are expecting enrolment to increase from its current 105 to 175 (2023-24 school year) requiring doubling &/or tripling of classroom space. As resources & staffing permit, we will be implementing healthy before & after school programming, as many students go home to empty houses, which only invites temptation and trouble. When a city politician was asked a couple of years ago what the biggest problem in Prince Albert was, he without hesitation said, “parenting”. Before and after school programs could eliminate a great deal of this, not as a substitute for parents, but to assist them where its not possible for them to welcome their children home from school. Another alternative for this is utilization of the Marion Aquatics pool. A subsidy from the City, as the Sisters received for a few years (while at the same time tax exempt), would provide opportunity for not only before & after school time to be filled but family & seniors' time during other week/weekend hours. This will help fill a void in the city's west end and also supplement available activity until the new pools open in 3-4 years. The Centre's large gymnasium would also be available. We also desire to introduce ESL (English as a Secondary language) classes before and after school for new-to-Canada residents in Prince Albert.

1-5 Year: CRCC/Elevation Academy's goal between the 1<sup>st</sup> and 5<sup>th</sup> year, is to add 25 students to the enrolment each year. This will create a synergy at this venue for a variety of community

events including theatre, musical performances, weddings, speaker forums and public functions to showcase the student talents & abilities. With community growth commerce set to take off (examples: the SK Marshall Service, mining, forestry, etc.) in the next 5 years, the Centre can fill the need for club, employer and societal functions, similarly to those the Sisters hosted, and we might add, without taxation of the spaces used. As the population of the City continues to grow, amenities located only in one corner of the city (southeast), would not be accessible or affordable, especially to those living in the city's west end. Also as the need for child care rises, it is our intent to see a daycare or daycares operating in the location.

5-10 Year: 1405 Bishop Pascal Place does not just house a church and a school, but an identity and a legacy in the city. Families both internationally and from the North will continue to migrate here, as has been seen for the last decade. As mentioned previously, sharing the facility with a *northern* college has great potential, includes in residence capabilities. It was the Sisters' vision of a place for education & prayer (for the city & region) that they built the spacious 1405 Bishop Pascal Place school-public worship centre. It is for these exact same purposes that CRCC/Elevation Academy functions everyday. When the Sisters operated Rivier Academy, they had a maximum enrolment of 200. Utilizing all floors & space available, we will be able to see an enrolment of 300 easily in the next 5-10 years of operation.

As you can see, CRCC/Elevation Academy is carrying on the pristine legacy that the Sisters of the Presentation of Mary/Rivier' Academy established through decades of operation in the city. We simply ask for the tax exemption afforded to them be granted to us also so that new generations can experience the same benefits and academic/spiritual inheritance. We are hopeful an agreement with the city can be obtained that would mutually meet the needs of those who live & labour in the city.

Respectfully,



Dr. Terry M. Hayes D.PC  
Associate Pastor/Sr. Administrator

**1405 Bishop Pascal Place, Prince Albert, SK, S6V 5J1**

**Tel: (306)763-5014 ♦ Fax: (306)764-8451**

**[www.canadianrevivalcenter.com](http://www.canadianrevivalcenter.com)**



No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1	Graham Construction and Engineering LP	\$1,642,260.12	\$9,595,817.95
2	Municipal Employees Pension Plan	\$871,665.58	\$8,528,546.64
3	BBB Architects Toronto Inc	\$681,146.39	\$2,745,124.66
4	The City Of Prince Albert Public Library Board	\$371,325.47	\$1,105,310.67
5	SaskPower	\$259,551.34	\$3,234,141.63
6	Saskatchewan Public Safety Agency	\$259,121.00	\$1,403,054.64
7	Prairie Architects Inc.	\$225,361.55	\$678,969.63
8	Bank of Montreal - Mastercard	\$219,683.16	\$2,791,107.83
9	Federated Co-Operatives Ltd.	\$155,931.45	\$1,592,111.51
10	FirstCanada ULC	\$142,057.25	\$1,220,543.51
11	PA Separate School Board	\$117,845.58	\$3,682,421.71
12	Community Service Centre	\$108,011.60	\$695,865.84
13	Novus Law Group	\$82,407.05	\$552,992.73
14	Sask Energy Inc.	\$79,816.48	\$684,041.65
15	Secure Energy Services Inc.	\$74,228.24	\$1,687,543.24
16	ESRI Canada	\$72,793.80	\$188,052.12
17	SPCA	\$65,601.70	\$413,652.24
18	Delco Automation Inc.	\$54,687.28	\$426,036.33
19	Group2 Architechture Engineering Inc	\$52,881.17	\$1,810,039.28
20	Klearwater Equip & Technologies	\$48,657.55	\$638,092.26
21	Darcy's Golf Shop Ltd.	\$45,086.50	\$271,781.56
22	DMM Energy	\$43,923.38	\$327,936.54
23	M D Charlton Co. Ltd.	\$41,805.33	\$129,262.10
24	Prince Albert Electronics Corp.	\$37,500.00	\$37,626.50
25	National Process Equipment Pumps & Compressors	\$36,785.40	\$36,785.40
26	NCSWM Corporation	\$35,525.00	\$177,625.00
27	Communications Group (Fort McMurray) Ltd o/a Tridon Communicatio	\$34,295.39	\$117,009.03
28	Nagy Holdings Ltd.	\$32,637.45	\$95,550.49
29	Tetra Tech Canada Inc	\$32,202.52	\$134,154.88
30	Canadian Recreation Solutions Inc.	\$32,190.00	\$178,852.92
31	ABC Fire & Safety Equipment	\$32,127.48	\$38,432.11
32	Cornerstone Insurance	\$28,656.75	\$1,278,223.10
33	101100203 Saskatchewan Ltd.o/a TLS Lawn	\$26,696.27	\$204,747.23
34	AECOM Canada Ltd.	\$26,311.73	\$695,051.36
35	Mann Art Gallery	\$26,250.00	\$133,250.00
36	Thorpe Bros. Ltd.	\$25,849.06	\$169,869.45
37	University of Regina	\$25,725.18	\$85,638.47
38	Metalman Art & Design	\$24,396.19	\$169,950.20
39	Canadian Corps of Commissionaires (North Saskatchewan) Inc.	\$24,347.54	\$256,588.90
40	Questica Software Inc.	\$23,014.06	\$31,414.06
41	Finning International Inc.	\$22,017.64	\$592,746.65
42	Softchoice Corporation	\$21,987.68	\$159,244.62
43	Arctic Refrigeration Inc.	\$20,315.08	\$295,910.88

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
44	Indoc Crane Services Ltd	\$20,092.32	\$29,035.81
45	Riverbank Development Corporation	\$20,000.00	\$25,070.50
46	Ministry of Corrections and Policing	\$19,415.00	\$30,690.56
47	B & B Construction Group Inc.	\$18,766.69	\$5,203,784.16
48	Prince Albert Historical Society	\$17,770.00	\$90,680.00
49	Sysco Food Services	\$17,621.26	\$175,163.68
50	Nicola Sherwin- Roller M.A.,C.C.C.	\$17,555.03	\$120,151.39
51	Concept 3 Business Interiors	\$17,528.48	\$27,910.77
52	Canoe Procurement Group of Canada	\$16,122.43	\$34,546.97
53	Canadian Ramp Company	\$15,493.85	\$27,857.93
54	Clear Tech Industries Inc.	\$15,260.03	\$185,685.22
55	Music Theatre International	\$15,041.82	\$35,356.64
56	Madbull Stump Grinding & Tree Removal	\$14,887.63	\$31,611.73
57	Prince Albert Policemen's Association	\$14,749.84	\$176,371.44
58	Tradewind Scientific Ltd	\$14,301.00	\$17,057.25
59	SaskTel	\$14,006.89	\$270,288.26
60	Stantec Consulting Ltd.	\$13,783.35	\$29,245.46
61	RNF Ventures Ltd.	\$13,438.52	\$305,235.31
62	Justice Institute of British Columbia	\$13,044.32	\$26,247.86
63	Can Union of Public Employees Assoc Local 160	\$13,001.13	\$198,756.53
64	BGE Service & Supply	\$12,910.81	\$16,509.46
65	Urban Tactical (Winnipeg) Ltd.	\$12,866.70	\$12,866.70
66	RKX Craftwood Service	\$12,182.83	\$25,744.84
67	Brent Pillipow	\$12,168.30	\$71,928.54
68	Auto Rescue Towing	\$12,063.39	\$98,406.51
69	Dmyterko Enterprises Ltd.	\$11,384.10	\$82,145.70
70	Kleen-Bee (P.A.)	\$11,382.68	\$125,461.66
71	Hach Sales & Service Canada Ltd	\$11,232.69	\$23,896.77
72	Capstone Community Marketing	\$11,193.45	\$56,682.31
73	Certified Laboratories	\$11,032.18	\$53,245.98
74	Prince Albert Firefighter's Association Local 510	\$10,979.62	\$107,085.54
75	Prince Albert Mobile Crisis Unit	\$10,900.00	\$54,500.00
76	DD West LLP	\$10,836.38	\$44,438.89
77	Prince Albert Golf & Curling Club	\$10,833.30	\$70,416.67
78	Frontline Outfitters Ltd	\$10,779.67	\$73,806.76
79	Prince Albert Police Association	\$10,762.66	\$121,111.01
80	SaskTel CMR	\$10,701.88	\$123,357.26
81	HBI Brennan Office Plus Inc.	\$10,368.80	\$129,350.29
82	Redhead Equipment Ltd.	\$10,072.14	\$272,251.71
83	Cimco Refrigeration	\$9,712.50	\$38,850.00
84	Can Union of Public Employees Assoc Local 882	\$9,570.72	\$96,880.14
85	Borysiuk Contracting Inc.	\$9,541.88	\$58,233.31
86	Technical Safety Authority of Saskatchewan	\$9,440.00	\$16,831.75

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
87	Rocky Mountain Phoenix	\$9,344.12	\$49,474.47
88	Allen Ponak Consulting Ltd.	\$9,324.50	\$15,049.88
89	TargetSolutions Learning LLC/MedTeq Solutions	\$9,279.60	\$9,279.60
90	Halliday's Trucking	\$9,072.00	\$97,447.88
91	IDEMIA Identity & Security Canada Inc	\$9,042.60	\$9,042.60
92	Dexon Canada Air Systems Inc	\$9,013.83	\$9,013.83
93	CentralSquare Canada Software Inc.	\$8,992.52	\$147,175.61
94	Federation of Canadian Municipalities	\$8,950.27	\$25,078.79
95	Bandet Holdings Ltd.	\$8,925.12	\$46,724.34
96	Iconix Waterworks LP	\$8,876.87	\$43,064.03
97	Avia NG Inc.	\$8,633.36	\$270,008.55
98	Dulux Paints	\$8,467.52	\$8,915.27
99	Dell Canada Inc	\$8,465.51	\$54,008.83
100	Tom Beal	\$8,362.74	\$141,710.96
101	Christopherson's Industrial Supplies	\$8,301.39	\$88,604.16
102	Flocor	\$8,291.47	\$474,841.67
103	Acklands Ltd.	\$8,261.03	\$70,098.22
104	Aspen Films	\$7,986.45	\$14,807.90
105	Canadian Police College	\$7,455.96	\$38,756.13
106	Knotty Pine Bistro	\$7,400.00	\$65,111.89
107	Mikkelsen-Coward & Co Ltd.	\$7,377.06	\$19,367.89
108	Lake Country Co-operative Ltd.	\$7,323.36	\$75,405.05
109	NSC Minerals Ltd.	\$7,313.36	\$73,381.86
110	Living Tree Enviromental	\$7,061.25	\$25,352.25
111	WSP E & I Canada Ltd.	\$6,808.39	\$6,808.39
112	Campfire Stories	\$6,715.50	\$11,100.00
113	Jump.ca	\$6,491.68	\$16,813.33
114	CRL Engineering Ltd.	\$6,360.30	\$33,347.73
115	Richard Pytlak	\$6,327.00	\$66,289.20
116	Tenco Inc	\$6,307.60	\$33,608.31
117	PA Arts Board	\$6,250.00	\$34,626.84
118	AJG Group	\$6,050.00	\$6,050.00
119	U13 A Moose	\$6,000.00	\$6,000.00
120	Shoppers Drug Mart a/o 102141239 Sask Ltd.	\$5,615.26	\$10,717.31
121	SAKAMOTO Agency Inc.	\$5,500.00	\$5,500.00
122	Lenovo Canada Inc.	\$5,482.06	\$36,651.35
123	My Place Catering	\$5,363.89	\$22,753.01
124	Power and Mine Supply	\$5,328.43	\$5,328.43
125	ADB Safegate Canada Inc	\$5,279.40	\$16,460.54
126	East End Community Club	\$5,000.00	\$31,579.23
127	Full Line Electric and General Contracting	\$4,950.60	\$96,859.53
128	Maxim Transportation Services Inc.	\$4,929.47	\$99,930.78
129	Dresswell Dry Cleaners (2013) Ltd	\$4,847.38	\$31,842.60

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
130	Prince Albert Sharks Swim Club	\$4,800.00	\$8,100.00
131	North Star Trophies & Screen Printing	\$4,774.01	\$14,917.86
132	Clark's Supply & Service Ltd.	\$4,757.73	\$59,553.70
133	E.B. Horsman & Son	\$4,605.70	\$10,949.86
134	Bendig Klassen Raas Coertze - In Trust	\$4,600.00	\$4,600.00
135	Superior Propane Ltd	\$4,585.90	\$24,106.32
136	Anderson Motors Ltd.	\$4,531.02	\$580,575.12
137	Aquifer Group of Companies	\$4,527.90	\$128,057.23
138	TK Elevator (Canada) Ltd.	\$4,489.06	\$24,548.82
139	E.T. Flooring Canada	\$4,347.57	\$25,624.15
140	Prince Albert Beverages	\$4,266.39	\$46,993.54
141	Complete Distribution Services	\$4,207.05	\$31,410.21
142	Eecol Electric (Sask) Ltd.	\$4,139.20	\$116,020.82
143	Lexcom Systems Group Inc.	\$4,124.65	\$12,539.30
144	Levitt Safety Limited	\$4,053.62	\$15,948.10
145	Ruszkowski Enterprises Ltd	\$4,034.63	\$102,633.56
146	1215404 BC Ltd. (DBA Claymore Cloths)	\$4,003.96	\$11,869.71
147	Firebird North Sistema Music Project	\$4,000.00	\$6,500.00
148	Thor Security Ltd.	\$3,929.40	\$22,520.79
149	Canadian Imperial Bank of Commerce	\$3,927.96	\$34,026.72
150	Challenges Unlimited Inc.	\$3,927.00	\$5,428.50
151	Canadian Tire	\$3,886.89	\$33,854.59
152	UniTech Office Solutions, Ltd.	\$3,849.88	\$56,317.34
153	First General Services (PA) Ltd.	\$3,800.91	\$32,979.28
154	U11 B Knights	\$3,800.00	\$3,800.00
155	B A Robinson Co. Ltd.	\$3,768.47	\$56,278.33
156	626963 Saskatchewan Ltd. (Portable Bore Welding & Line Boring)	\$3,637.77	\$5,557.87
157	ALS Environmental	\$3,632.21	\$40,629.51
158	Napa Auto Parts	\$3,625.70	\$36,380.82
159	Fountain Tire Prince Albert Ltd	\$3,602.49	\$29,800.60
160	SKW Consulting & Psychological Services	\$3,500.00	\$4,200.00
161	Triod Supply Ltd.	\$3,403.79	\$8,227.30
162	Advance Property eXposure Canada Inc.	\$3,402.00	\$3,402.00
163	Purolator Courier Ltd.	\$3,363.48	\$33,225.07
164	Paul Clemens	\$3,351.00	\$9,345.00
165	Oak Creek Golf & Turf Inc.	\$3,350.98	\$38,904.68
166	P A Battery & Truck Accessories	\$3,311.49	\$18,254.13
167	Lifesaving Society - SK Branch	\$3,309.81	\$11,087.05
168	U11 A Hawks	\$3,300.00	\$3,300.00
169	Van Houtte Coffee Services Inc	\$3,269.84	\$16,627.00
170	OK Tire & Auto Service	\$3,256.40	\$55,548.88
171	Harlan Fairbanks	\$3,233.90	\$34,049.87
172	Prince Albert Golf and Curling Club	\$3,225.00	\$4,131.52

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
173	Greenland Waste Disposal Ltd.	\$3,219.40	\$71,898.50
174	Associated Fire Safety Equipment	\$3,159.06	\$8,502.60
175	Saunders Electric Ltd.	\$3,140.07	\$48,657.52
176	Raymax Equipment Sales Ltd.	\$3,044.30	\$31,393.59
177	NCSS	\$2,934.08	\$2,934.08
178	ArmorThane Solutions	\$2,775.00	\$2,775.00
179	Sask Auto Fund	\$2,768.44	\$3,544.27
180	Highline Electric P.A. Ltd	\$2,755.58	\$65,140.04
181	Fastenal	\$2,750.05	\$34,573.91
182	Impact Mechanical Service Ltd.	\$2,731.27	\$38,377.91
183	PR Septic Services 1997 Ltd.	\$2,730.09	\$31,726.91
184	Vipond Inc.	\$2,730.00	\$12,033.45
185	Johnson Controls Ltd.	\$2,724.24	\$43,217.41
186	R.S. Management Services Inc.	\$2,719.50	\$5,869.68
187	Prince Albert District Planning Commission	\$2,710.00	\$2,710.00
188	Peerless Engineering Sales Ltd.	\$2,619.65	\$20,811.65
189	Frontline Truck & Trailer	\$2,598.61	\$23,399.10
190	Ram Excavation	\$2,590.88	\$74,133.94
191	Crescent Heights Community Club	\$2,500.00	\$48,324.90
192	East Hill Community Club	\$2,500.00	\$36,641.20
193	West Hill Community Club	\$2,500.00	\$24,236.30
194	Technology Professionals Saskatchewan	\$2,430.00	\$5,320.00
195	Avison Young ITF 1540709 Ontario Limited	\$2,405.04	\$3,857.56
196	CDW Canada Inc	\$2,381.80	\$49,024.94
197	Prairie Meats	\$2,299.44	\$26,332.13
198	Portapay.com	\$2,239.62	\$3,027.71
199	Fire Fighters Entertainment Fund	\$2,235.00	\$8,910.00
200	Nicole A Sawchuk Barrister and Solicitor	\$2,222.42	\$25,808.96
201	Cummins Western Canada	\$2,207.50	\$10,875.47
202	Joesoftware Inc.	\$2,205.00	\$7,770.00
203	Needham Promotions Inc	\$2,170.05	\$3,446.55
204	Sakamoto Promotions Inc.	\$2,100.00	\$121,919.14
205	Jesse Campbell	\$2,014.52	\$8,808.91
206	Waldheim Specialty Sand Products	\$1,995.78	\$3,991.56
207	MSC Industrial Supply ULC	\$1,990.07	\$18,553.15
208	Donna Strauss	\$1,960.72	\$10,685.56
209	Joseph Umperville	\$1,954.50	\$1,954.50
210	Sutherland Automotive	\$1,918.64	\$45,654.46
211	Carolyn Carleton	\$1,908.00	\$1,908.00
212	Adrian Vermette	\$1,907.79	\$9,150.50
213	Brandt Tractor Ltd.	\$1,906.32	\$63,401.72
214	Craig McDonald	\$1,905.00	\$1,905.00
215	Linde Canada Inc	\$1,896.44	\$9,162.27

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
216	RCMP	\$1,787.42	\$11,924.82
217	Powerland Computers	\$1,783.91	\$1,987.24
218	SMS Equipment Inc	\$1,780.66	\$2,481.03
219	Rona Inc. - Prince Albert	\$1,736.59	\$32,844.70
220	Fer-Marc Equipment Ltd.	\$1,686.34	\$57,816.79
221	Ben's Auto Glass	\$1,682.10	\$4,940.84
222	Linda Lawrence	\$1,605.00	\$2,530.00
223	Prince Albert Grand Council	\$1,600.00	\$22,281.32
224	U13 B Eagles	\$1,600.00	\$1,600.00
225	T.J.s Pizza	\$1,545.20	\$2,621.75
226	Aaction Transmission Ltd.	\$1,540.21	\$11,725.85
227	A.S.K. LAW	\$1,540.14	\$1,540.14
228	Pete's Mobile Mechanical Service	\$1,526.25	\$50,772.45
229	Saskatchewan Digital Forensics Services	\$1,500.00	\$6,050.00
230	Lauren Lohneis	\$1,500.00	\$5,400.00
231	Brooke Wozniak	\$1,500.00	\$3,500.00
232	Centaur Products (Sask) Inc.	\$1,476.30	\$7,847.70
233	Gregg Distributors	\$1,468.91	\$27,314.69
234	Honda Canada Finance Inc	\$1,451.96	\$10,163.72
235	Digital River Inc.	\$1,401.84	\$1,457.23
236	U11 C Wolves	\$1,400.00	\$1,400.00
237	Konica Minolta Business Solutions Canada Ltd.	\$1,374.15	\$10,018.66
238	Best Buy	\$1,355.83	\$16,461.53
239	Arne Lindberg	\$1,350.00	\$1,350.00
240	Brenda Mishak	\$1,350.00	\$1,350.00
241	Green For Life Environmental	\$1,344.26	\$47,271.93
242	Lisa Larocque	\$1,338.79	\$3,159.49
243	Earthworks Equipment	\$1,336.85	\$34,144.64
244	Colby Lavigne	\$1,323.61	\$1,668.04
245	CTV Television Inc.	\$1,316.70	\$13,105.05
246	Prince Albert Shopper	\$1,315.65	\$5,311.71
247	TNT Work & Rescue Inc	\$1,311.07	\$3,514.24
248	Locke Electric	\$1,307.66	\$15,981.36
249	Cansel	\$1,290.38	\$88,886.97
250	Entandem Inc	\$1,282.45	\$10,760.23
251	Harvey Anderson	\$1,281.63	\$8,281.63
252	City Hall Social Club	\$1,281.00	\$4,994.00
253	Gary Ostafichuk	\$1,275.00	\$3,725.00
254	Tyrone Enterprises Inc	\$1,265.27	\$30,681.63
255	Coronet Hotel	\$1,263.34	\$5,202.10
256	Terry Hiebert- Merasty	\$1,260.71	\$1,260.71
257	DMC Cleaning Inc	\$1,257.64	\$13,770.66
258	Elizabeth Chamberlain	\$1,250.00	\$3,700.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
259	Heather Derworiz	\$1,250.00	\$2,500.00
260	Overhead Door of Prince Albert Ltd.	\$1,236.10	\$33,788.77
261	Assoc. of Professional Engineers & Geoscientists	\$1,207.50	\$1,207.50
262	Canadian Linen and Uniform Service	\$1,202.76	\$11,741.66
263	CGI Information Systems & Mgt Consultants Inc	\$1,202.50	\$7,816.25
264	Stan Loewen	\$1,200.00	\$1,200.00
265	U15 Cyclones	\$1,200.00	\$1,200.00
266	U9 A Leafs	\$1,200.00	\$1,200.00
267	Tisdale Motor Rewinding (1984) Ltd.	\$1,196.58	\$4,509.61
268	Sherwin Williams	\$1,194.12	\$40,803.36
269	Toshiba Business Solutions	\$1,165.65	\$9,996.84
270	Systems Plus Ltd	\$1,154.74	\$1,154.74
271	Kal Tire Ltd.	\$1,153.20	\$36,979.55
272	GL Mobile Communications	\$1,129.37	\$180,390.30
273	GardaWorld Cash Services Canada Corp	\$1,127.30	\$13,405.48
274	City of Edmonton	\$1,117.23	\$1,117.23
275	Adrenalin Magazine	\$1,107.67	\$1,107.67
276	Sask Economic Developers Assoc.(seda)	\$1,101.45	\$1,731.45
277	Kushal P. Dave	\$1,080.00	\$3,696.21
278	Staples	\$1,069.71	\$14,568.41
279	Madsen Fence Ltd.	\$1,068.38	\$51,743.47
280	Amazon.ca	\$1,054.32	\$39,297.06
281	Lindsay Urquhart	\$1,013.02	\$3,185.06
282	West Flat Citizens Group Inc.	\$1,000.00	\$6,500.00
283	Kayanna Rae Wirtz	\$1,000.00	\$1,832.50
284	Ailah Carpenter	\$1,000.00	\$1,000.00
285	Saskatchewan Waste Reduction Council	\$1,000.00	\$1,000.00
286	U9 B Rangers	\$1,000.00	\$1,000.00
287	Scentiments Floral Ltd.	\$997.50	\$1,857.64
288	Zogics	\$992.06	\$3,672.86
289	Folio Jumpline Publishing Inc.	\$989.49	\$10,058.19
290	CSIpix / iSYS - Intelligent System Solutions Corp	\$982.35	\$1,908.52
291	Action Printing Company Ltd.	\$981.75	\$29,149.08
292	SOS Communications Ltd	\$945.00	\$945.00
293	Tia Furstenberg	\$944.00	\$2,494.00
294	CPKN Network Inc.	\$918.75	\$8,361.15
295	Princess Auto	\$914.37	\$22,447.11
296	Mark's Work Wearhouse	\$910.17	\$8,386.82
297	Share	\$910.00	\$27,474.60
298	Air Canada	\$907.02	\$20,768.43
299	Williams Scotsman Canada	\$894.66	\$10,735.92
300	Shred-it International ULC	\$894.32	\$17,003.21
301	Double Tree Hotel	\$885.75	\$8,080.76

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
302	Richard Caron	\$846.43	\$2,200.75
303	Budget Rent a Car	\$843.56	\$1,408.55
304	ClaimsPro Inc.	\$840.00	\$2,520.00
305	Gabrielle Giroux	\$832.50	\$1,665.00
306	Ecole St. Mary High School	\$800.00	\$1,800.00
307	Churchill Regional Skating	\$800.00	\$800.00
308	Uline Canada Corporation	\$799.22	\$12,719.57
309	The Bolt Supply House Ltd	\$798.37	\$41,135.95
310	Hoopsnug.com	\$795.92	\$795.92
311	Home Inn & Suites	\$791.92	\$2,167.58
312	Neuman Thompson	\$787.18	\$2,367.44
313	Triple R Contracting Ltd	\$779.63	\$9,531.46
314	P.A. Auto Body (1983) Ltd.	\$767.06	\$10,401.58
315	Merv Gunville	\$700.00	\$1,319.00
316	Murrays Appliance Service	\$696.53	\$2,127.88
317	EcOzone Water Solutions	\$694.70	\$1,181.78
318	Carrie Martel	\$689.78	\$1,341.31
319	The International Assoc of Assessing Officers	\$688.34	\$2,001.42
320	GHD Digital (Canada) Ltd	\$687.75	\$687.75
321	Pattison Media Ltd	\$682.50	\$10,218.02
322	Lannie Muggleston	\$680.00	\$5,840.00
323	Source For Sports	\$664.48	\$11,931.07
324	Tip Top Decorators Ltd	\$643.80	\$643.80
325	Tree Pottery Supply Ltd	\$643.39	\$5,194.45
326	Bonnie Bailey	\$639.36	\$3,980.05
327	Facebook Inc.	\$631.60	\$6,270.70
328	Shelly Bird	\$630.00	\$2,040.00
329	Johnston Group	\$630.00	\$1,890.00
330	Westjet	\$615.56	\$22,272.84
331	Manitoulin Transport Inc.	\$610.78	\$3,185.49
332	Playgrounds-R-Us	\$610.50	\$52,651.46
333	Slow Burn Recycling Services	\$601.81	\$1,629.13
334	Miranda Ironstand-Baxter	\$600.00	\$3,250.00
335	U9 C Bruins	\$600.00	\$600.00
336	Save on Foods	\$599.00	\$1,506.44
337	Tim Hortons	\$590.46	\$3,240.26
338	Rawlco Radio Ltd.	\$588.00	\$7,188.00
339	Tanya Sinclair	\$577.50	\$3,072.51
340	Cindy Gallegos	\$570.00	\$5,675.00
341	International Association of Airport Executive Canada	\$567.00	\$6,834.44
342	Old Dutch Foods Ltd.	\$564.33	\$7,535.86
343	ASA Alloys	\$555.44	\$555.44
344	Mr J's Maintenance Ltd.	\$555.00	\$7,115.12

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
345	B & P Water Shop Inc	\$553.00	\$6,882.90
346	Fabian Minnema	\$550.00	\$550.00
347	Saskatchewan Professional Planners Institute	\$548.10	\$712.34
348	Jay's Transportation Group Ltd.	\$543.08	\$10,861.81
349	Hotel Blackfoot	\$542.52	\$542.52
350	Darcy Dubuque	\$537.38	\$2,131.06
351	Saskatoon Media Group	\$525.00	\$2,704.80
352	Postmedia Network Inc.	\$525.00	\$1,648.39
353	Creative Kids Canada Inc	\$525.00	\$825.00
354	NASSCO Inc	\$519.73	\$519.73
355	Halcro Metals Inc.	\$510.45	\$26,073.56
356	Boston Pizza	\$510.28	\$701.68
357	Pamela Nelson	\$500.00	\$1,887.50
358	Hailey Benedict	\$500.00	\$500.00
359	Ecole Vickers Public School	\$500.00	\$500.00
360	SWIFTKICK Enterprises	\$500.00	\$500.00
361	B&H Canvas Ltd	\$487.29	\$487.29
362	Pineland Metal Products Inc.	\$480.00	\$18,789.86
363	Zirkia Grobler	\$480.00	\$4,470.00
364	Funky Fresh Bistro	\$478.69	\$1,776.85
365	Stacey Friesen	\$475.52	\$1,649.56
366	Danielle Poisson	\$472.50	\$472.50
367	Star House	\$467.66	\$467.66
368	Crane Supply	\$463.81	\$463.81
369	Auto Clearing	\$452.84	\$452.84
370	Prince Albert Rent A Car	\$444.00	\$42,624.00
371	Shaw Cable	\$442.62	\$5,427.45
372	Prince Albert Photocopier Ltd.	\$441.78	\$5,287.98
373	Reed Security Group	\$423.17	\$5,091.21
374	Lake Land Towing	\$420.00	\$1,260.00
375	Parchomchuk Sherdahl Hunter	\$419.78	\$419.78
376	A.V.O. Systems Ltd.	\$418.61	\$1,993.08
377	UBU Photos	\$400.00	\$1,320.00
378	Multicultural Council of Saskatchewan	\$400.00	\$427.08
379	Speedy Auto Glass	\$399.96	\$2,466.84
380	Francotyp-Postalia Canada Inc.	\$399.60	\$399.60
381	Mac Tools	\$398.47	\$4,704.84
382	Audio Cine Films Inc	\$398.39	\$798.62
383	AED Advantage	\$392.94	\$7,819.92
384	Lawson Products Inc	\$392.83	\$3,879.21
385	Mann-Northway AutoSource	\$391.93	\$3,994.93
386	4IMPRINT	\$390.62	\$7,635.27
387	Wholesale Club	\$386.92	\$9,444.42

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
388	Emco Corporation	\$377.40	\$189,346.78
389	Google	\$374.31	\$2,643.42
390	Bell Media Inc	\$372.75	\$1,233.75
391	Glenmor Equipment LP	\$372.44	\$119,703.65
392	Sask Ergonomics	\$367.50	\$1,470.00
393	SportFactor	\$367.02	\$39,607.74
394	Gloria Bell	\$360.00	\$4,270.00
395	Kiri Holizki	\$357.50	\$2,016.25
396	NexGen Mechanical Inc.	\$348.85	\$88,885.56
397	Suzanne Stubbs	\$345.00	\$5,605.00
398	Crestline Coach Ltd.	\$340.92	\$2,168.14
399	Wal-Mart Canada Corp.	\$321.67	\$5,809.39
400	Alan Ruder	\$321.19	\$7,594.65
401	Beth Gobeil	\$319.14	\$6,398.29
402	Secur Tek	\$311.08	\$4,811.16
403	Went to Work Inc	\$307.67	\$1,004.84
404	Canada Bread Co Ltd	\$299.72	\$1,143.66
405	Information Services Corporation	\$297.02	\$13,791.65
406	Paul Goota	\$296.13	\$296.13
407	Ervin Blanchard	\$295.31	\$551.32
408	Success Office Systems Inc	\$289.43	\$6,869.32
409	Percy H. Davis Limited	\$281.30	\$3,415.65
410	Cherry Insurance	\$277.50	\$3,330.00
411	Brian Garson	\$271.42	\$780.17
412	Prince Albert Chamber of Commerce	\$266.40	\$2,659.50
413	Harley Davis	\$263.34	\$1,141.14
414	ISA - Prairie Chapter	\$263.01	\$2,539.12
415	Board of Canadian Registered Safety Professionals	\$262.50	\$262.50
416	The Canadian Payroll Association	\$261.45	\$975.45
417	Michael/Karen Klein	\$259.50	\$1,154.11
418	Debra Stoger	\$259.50	\$1,140.15
419	Watts Up Electrical Services Ltd	\$254.58	\$254.58
420	Paul Walker	\$253.95	\$959.68
421	East Hill Esso	\$253.46	\$1,321.51
422	Mary-Ann Schmidt	\$252.92	\$252.92
423	Kevin Bremner	\$252.50	\$511.20
424	Flaman Sales & Rentals Prince Albert	\$249.74	\$28,166.90
425	Agence Station Bleue	\$248.34	\$5,048.34
426	Gordon Borrowman	\$247.65	\$247.65
427	Applied Industrial Technologies	\$245.99	\$35,926.10
428	Safeway Canada Ltd.	\$245.75	\$2,549.30
429	Campbell Printing Ltd.	\$242.62	\$1,842.30
430	Latent Forensic Services Inc.	\$240.33	\$3,277.71

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
431	Westcrest Embroidery Corp	\$239.76	\$2,427.03
432	Everguard Fire and Safety	\$235.60	\$1,719.81
433	AG World Equipment	\$231.85	\$1,833.88
434	Korpan Tractor & Parts	\$227.57	\$536.07
435	Sonya Jahn	\$226.07	\$226.07
436	Steve's Auto Electric	\$225.04	\$4,108.18
437	Sign Universe	\$222.00	\$10,801.41
438	Dove Holdings Inc	\$222.00	\$10,722.00
439	Northern Elite Firearm	\$221.94	\$1,225.30
440	WJF Instrumentation (1990) Ltd.	\$220.50	\$8,153.25
441	United Rentals of Canada Inc	\$217.29	\$26,856.09
442	Prairie Mobile Communications	\$216.37	\$2,893.97
443	Buckland Fire & Rescue	\$215.60	\$215.60
444	Food & Fuel c/o 101212525 Sk Ltd.	\$215.00	\$1,047.00
445	Kim Jones	\$210.90	\$210.90
446	Spectrum Sound Systems	\$210.00	\$3,229.75
447	Kerri MacLeod	\$210.00	\$2,010.00
448	Missinipi Broadcasting Corp.	\$210.00	\$210.00
449	Perry Hulowski	\$203.16	\$881.29
450	SIGMA Assessment Systems, Ltd	\$202.14	\$889.89
451	Superstore	\$200.28	\$2,240.20
452	Elizabeth M. Settee	\$200.00	\$2,100.00
453	Nora Vedress	\$200.00	\$600.00
454	Telus Security	\$200.00	\$400.00
455	Salvation Army	\$200.00	\$397.00
456	Minister of Finance	\$200.00	\$250.00
457	4-H Saskatchewan Office	\$200.00	\$200.00
458	Alzheimer Society of Saskatchewan	\$200.00	\$200.00
459	Children's Haven	\$200.00	\$200.00
460	Inclusion Saskatchewan	\$200.00	\$200.00
461	Prince Albert Food Bank	\$200.00	\$200.00
462	Ronald McDonald House Saskatchewan	\$200.00	\$200.00
463	P A Express Ltd.	\$199.24	\$2,070.10
464	Bev Amonson	\$196.00	\$927.01
465	Raylene Melnyk	\$195.00	\$2,040.00
466	A1 Locksmithing	\$194.25	\$15,197.23
467	Wade Connolly	\$193.50	\$1,120.58
468	Adeline Gunnarson	\$187.50	\$506.20
469	IFIDS	\$187.17	\$3,241.60
470	Original Joes	\$186.86	\$609.05
471	T-R Spring & Align Ltd.	\$186.37	\$905.45
472	Peavey Mart	\$184.90	\$4,770.39
473	Saskatoon Airport Authority	\$184.00	\$1,364.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
474	P A Fast Print Inc.	\$180.38	\$28,105.49
475	Al Raas	\$180.38	\$180.38
476	Paula Thiesen	\$180.38	\$180.38
477	Saskatoon Police Service	\$180.00	\$87,358.61
478	Saskatchewan Aviation Council	\$180.00	\$610.00
479	Infosat Communications Inc.	\$178.88	\$1,073.28
480	Mega Tech	\$178.48	\$285.42
481	Birgit Raduenz	\$175.00	\$175.00
482	Ballast Shop	\$172.73	\$172.73
483	Motion Industries Canada Inc.	\$167.97	\$1,494.59
484	PyroCom Fire and Safety Equipment	\$165.90	\$13,480.59
485	Dropbox Inc.	\$165.23	\$495.69
486	ALSCO Canada Corp - Saskatoon	\$162.81	\$2,785.76
487	P A Janitorial Services 1983	\$159.84	\$1,282.05
488	Starlink	\$155.40	\$2,390.94
489	Park Range Veterinary Services	\$155.40	\$1,769.76
490	Ruth Griffiths	\$150.00	\$2,755.00
491	Crown Cleaners	\$146.78	\$896.15
492	George Pistun-deceased-USE PISN001	\$145.97	\$291.94
493	PetSmart	\$144.28	\$479.38
494	Enviroway Detergent Manufacturer	\$141.78	\$141.78
495	OTIS Canada Inc	\$138.75	\$3,573.65
496	Super 8 Motel	\$137.50	\$2,675.44
497	Westburne	\$136.61	\$8,489.19
498	Morris Petruniak	\$131.25	\$458.15
499	Twilight Framing & Gallery	\$130.20	\$2,639.69
500	Connecting Strengths	\$128.00	\$232.00
501	Catalyst Case CA	\$127.38	\$127.38
502	Institute of Transportation Engineers	\$125.87	\$192.43
503	Adobe Systems	\$123.19	\$1,378.25
504	Dennis Brown	\$121.67	\$363.34
505	John Morrall	\$121.67	\$243.34
506	Wayne Kiryk	\$121.67	\$121.67
507	Dana Ismail	\$120.00	\$225.00
508	Grace Vedress	\$117.00	\$717.00
509	Morgan Burns	\$117.00	\$567.00
510	Appliance Clinic	\$116.55	\$3,030.30
511	101290873 Saskatchewan Ltd. (Nathan Stregger-ski hill contractor)	\$115.95	\$26,776.00
512	Christine Delorme	\$107.98	\$674.07
513	Fred Isayew	\$107.63	\$645.78
514	Frank Harris	\$107.63	\$107.63
515	Loraas Disposal North Ltd	\$107.20	\$7,806.77
516	Asiil Enterprises Ltd.	\$105.45	\$108,407.25

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
517	General Body & Equipment Ltd.	\$105.45	\$105.45
518	Western Canada Water & Wastewater Association & Constituent Organizations	\$105.00	\$3,370.50
519	Mail Chimp .com	\$104.11	\$1,181.58
520	Virginia German	\$101.58	\$676.70
521	API Alarms Inc.	\$100.00	\$875.00
522	Counterforce Corp	\$100.00	\$225.00
523	Travis Waldner	\$100.00	\$100.00
524	Donna Rondeau	\$98.00	\$653.80
525	Family Pizza	\$94.25	\$94.25
526	Sask Health Authority	\$91.98	\$937.98
527	Shell Canada	\$91.94	\$1,765.00
528	Macs Convenience Store	\$90.00	\$189.13
529	Zoom Canada	\$88.80	\$999.00
530	Dollarama	\$88.14	\$1,293.88
531	Hillside Physical Health & Fitness	\$80.00	\$510.00
532	Jordan Gabriel-Cannon	\$78.00	\$1,046.80
533	Owen Tolley Procyk	\$78.00	\$78.00
534	Venice House	\$75.74	\$568.47
535	West Hill Medical Clinic	\$75.00	\$1,365.00
536	Central Security B.P.G	\$75.00	\$750.00
537	Armanda Maurice	\$74.50	\$74.50
538	Windsor Plywood	\$69.92	\$4,384.41
539	Lucid Software Inc.	\$68.82	\$506.46
540	Prince Albert Alarm Systems Ltd	\$66.60	\$6,948.60
541	Best Universal Locks Ltd.	\$65.50	\$65.50
542	Accra Lock & Safe Co. Ltd.	\$63.28	\$4,030.80
543	Wix.com	\$62.54	\$550.49
544	Prince Albert Winter Festival	\$60.00	\$6,038.48
545	Don's Photo Shop	\$55.50	\$1,267.56
546	Off The Cuff Improv & Interactive	\$55.00	\$6,560.55
547	Farmtronics Ltd.	\$54.39	\$243.92
548	Michael's Store	\$52.15	\$505.18
549	Bison Cafe	\$51.70	\$213.70
550	Darrin Bergstrom	\$50.79	\$740.96
551	Internet Infinity- Voice Me Up	\$50.00	\$250.00
552	Alliance of Canadian Building Officials Assoc.	\$50.00	\$50.00
553	Martin Kiffiak	\$50.00	\$50.00
554	SMTP2GO. Com	\$46.68	\$337.94
555	Suntech Systems Ltd.	\$44.97	\$44.97
556	Go Daddy.com Inc.	\$41.98	\$91.56
557	PA Markit Signs Ltd.	\$41.63	\$38,478.75
558	J2 Efax	\$37.47	\$449.64

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
559	Econo Lumber	\$36.47	\$24,316.80
560	The Gallery Art Placement Inc.	\$35.68	\$294.80
561	Arctic Automotive and Marine Supply	\$33.27	\$33.27
562	Shelly Linger	\$25.00	\$1,385.00
563	Marilyn Peterson	\$25.00	\$75.00
564	Legends Medical Clinic	\$25.00	\$50.00
565	Associate Medical Clinic	\$25.00	\$25.00
566	Jean Laurent Fournier	\$25.00	\$25.00
567	Melissa Isbister	\$25.00	\$25.00
568	Capital Cab 2000	\$24.75	\$24.75
569	North 60 Petro Express	\$22.00	\$22.00
570	Lori L Skiftun	\$21.75	\$292.49
571	SSL.com	\$20.84	\$1,024.56
572	Pet Planet	\$18.86	\$3,149.19
573	Apple	\$16.63	\$192.75
574	Bell Canada	\$16.41	\$196.92
575	The Source	\$14.42	\$51.04
576	Fabricland	\$13.86	\$842.98
577	Integromat LLC	\$12.56	\$144.90
578	Extreme Technology	\$11.10	\$1,434.77
579	Spotify	\$11.09	\$133.08
580	Torstar Group	\$10.49	\$16.79
581	My Pharmacy Ltd	\$6.44	\$11.27
582	The Wall Street Journal	\$2.10	\$6.30
583	PCL Construction Management Inc.		\$7,158,913.38
584	Signal Electric Ltd		\$2,861,754.54
585	Wheatland Builders & Concrete Ltd.		\$1,521,143.69
586	JM Cuelenaere Library		\$1,273,008.50
587	Saskatchewan Workers Compensation Board		\$707,282.28
588	Acme Infrastructure Services Inc.		\$697,672.85
589	WestVac Industrial Ltd		\$540,106.32
590	Wolseley Waterworks		\$446,240.34
591	ULS Maintenance & Landscaping Inc.		\$363,425.78
592	Sask Rivers School Div #119		\$322,366.52
593	Mr Plumber		\$305,988.77
594	Prince Albert Regional Economic Dev Alliance		\$251,668.03
595	Versaterm Public Safety Inc		\$224,978.33
596	Falcon Equipment Ltd.		\$206,833.68
597	Superior Infrastructure Restoration		\$178,663.65
598	Uni-Jet Industrial Pipe Ltd		\$146,928.08
599	Lakeland Ford Sales (2009) Ltd.		\$124,875.49
600	ZIRCO (1989) Ltd		\$112,358.85
601	Brenntag Canada Inc		\$111,233.39

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
602	Rampart International Corp		\$108,713.57
603	Clip & Trim Tree Service & Yard Maintenance		\$101,010.00
604	Early's Farm & Garden Centre		\$99,353.63
605	Snake Lake Construction Ltd		\$97,308.19
606	Musco Sports Lighting Canada Co.		\$97,125.00
607	Mary Longman		\$95,000.00
608	Lajcon Distributors		\$90,626.60
609	Eda Environmental Ltd.		\$86,572.95
610	Guillevin International Inc.		\$86,321.23
611	Xylem Canada Company		\$79,341.78
612	Regina Police Service		\$77,074.46
613	Sigma Safety Corp.		\$74,512.25
614	Westar Ventures Ltd		\$74,244.20
615	Earth Drilling		\$71,565.78
616	Mequipco Ltd.		\$68,557.32
617	Prairie Oasis Landscaping Inc		\$65,717.03
618	AquaCoustic Remote Technologies Inc		\$63,216.14
619	MNP LLP		\$62,711.06
620	Lite-Way Electric Ltd.		\$60,459.00
621	City of Saskatoon		\$59,333.43
622	Toter, LLC c/o Wastequip		\$59,056.11
623	Prairie Rubber Paving Ltd.		\$58,830.00
624	Thorpe Industries Ltd		\$52,439.84
625	1823625 Alberta Ltd. OA Marshall Lines 2014		\$51,892.50
626	Prince Albert Toyota		\$50,498.34
627	InTime Services Inc.		\$47,092.50
628	Nova Pole International Inc		\$46,713.24
629	Brick N Block Masonry Construction		\$46,414.04
630	Line West Ltd.		\$45,772.36
631	ISL Engineering and Land Services Ltd.		\$45,463.59
632	Aqua-Aerobic Systems, Inc.		\$44,362.50
633	Davtech Analytical Services (Canada) Inc.		\$43,870.90
634	Daytech Limited		\$43,835.01
635	Engineered Pipe Group		\$43,640.21
636	Barricades and Signs Ltd.		\$43,557.99
637	Automated Aquatics Canada Ltd.		\$39,927.88
638	Precision Electro Mechanical		\$38,658.51
639	DMC Cleaning Inc.		\$38,487.00
640	Strategic Steps Inc.		\$36,851.53
641	Korth Group Ltd.		\$36,079.48
642	AAA Striping & Seal Coating Service		\$33,944.78
643	Hazeldell Community Club		\$33,781.00
644	Fox Signs		\$33,315.27

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
645	Sask Urban Municipalities Assoc ( SUMA)		\$33,207.54
646	Midtown Community Club		\$32,700.00
647	Evolution AV Ltd.		\$31,177.80
648	Zoho Canada Corporation		\$30,382.52
649	ATS Traffic Ltd		\$30,262.09
650	AON Parizeau Inc.		\$29,979.98
651	102139847 Sask Ltd o/a Prince Albert Security Services		\$29,765.21
652	G.E. Environmental Solutions Inc		\$29,571.80
653	Site One Landscape Supplies		\$29,437.94
654	Lafarge Canada Inc.		\$29,028.72
655	Compass Municipal Services Inc.		\$28,042.63
656	K & D Equipment Services		\$27,617.66
657	SRNet Inc.		\$26,775.00
658	Paquin Entertainment		\$26,500.00
659	Info Tech Research Group		\$26,180.00
660	United Chemical Limited		\$26,173.55
661	Econolite Canada Inc.		\$24,744.98
662	Exact Fencing Ltd.		\$23,952.65
663	Tash's Flooring Outlet/Window Coverings		\$23,946.70
664	Production Lighting Ltd		\$23,579.02
665	AODBT Architects Ltd		\$23,140.20
666	Millbrook Tactical Inc		\$23,073.75
667	DCG Philanthropic Services Inc		\$22,711.50
668	Paquette Productions		\$22,387.93
669	Saskatchewan Polytechnic-Prince Albert Campus		\$21,799.43
670	R & W Custom Collision		\$21,139.95
671	Shananigans Coffee & Desert Bar		\$20,925.58
672	Hub City Contracting Services		\$20,651.55
673	Nemco Resources Ltd.		\$20,464.51
674	WaterTrax o/a Aquatic Informatics Inc.		\$20,455.84
675	Sask Research Council		\$20,367.64
676	Receiver General of Canada		\$19,947.25
677	Clear View Glass Ltd.		\$19,851.31
678	Brett Young		\$18,572.33
679	Paulsen & Son Excavating Ltd.		\$17,894.90
680	Sask Housing Corporation		\$17,388.66
681	Danger Sandblasting & Painting 2009 Ltd.		\$17,043.98
682	PA Ski Club		\$16,852.00
683	2022 Canadian Mixed Curling Championship		\$16,800.00
684	D.F.G. Management Ltd.		\$16,775.73
685	Carlton Park Community Club		\$16,540.00
686	Consortech Solutions Inc		\$16,527.00
687	Crescent Acres Community Club		\$16,518.40

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
688	Nordale Community Club		\$16,318.86
689	Nudawn Sparkle Cleaners & Laundry Ltd.		\$16,071.36
690	Veolia Water Solutions Canada		\$15,786.70
691	George Belanger		\$15,750.00
692	CTOMS		\$15,672.72
693	Trans-Care Rescue Ltd		\$15,413.08
694	Delta Hotels		\$15,377.19
695	SGI Canada		\$15,103.61
696	A Cut Above Tree Removal		\$15,096.00
697	Boulevard Real Estate Equities Ltd		\$14,986.33
698	ECL Fiberglass Mfg. Inc		\$14,707.50
699	Benjamin Schneider		\$14,341.24
700	Promotional Marketing		\$14,269.24
701	Vermette Wood Preservers Ltd.		\$14,202.44
702	Ground Cubed Landscape Architects		\$14,072.63
703	Concord Theatricals		\$14,072.40
704	Dr. Lindsay Robertson		\$14,007.51
705	Bold Dance Productions		\$13,922.17
706	ASL Paving Ltd.		\$13,809.67
707	12 Hit Wonder Canada LTD.		\$13,697.50
708	The Feldman Agency Inc.		\$13,575.00
709	Saskatoon Boiler Mfg. Co. Ltd.		\$13,568.17
710	City of Prince Albert SSFA 55+ Games		\$13,500.00
711	Prince Albert Metis Women's Assoc. Inc.		\$13,493.50
712	Grayshift LLC		\$13,412.93
713	Consolidated Supply Ltd.		\$13,351.97
714	TMG Industrial		\$13,262.83
715	Badger Meter		\$13,206.14
716	Pitney Bowes		\$13,199.61
717	Ace of Carts Ltd		\$12,954.80
718	All Jacked Up Mudjacking		\$12,784.38
719	LexisNexis Risk Solutions		\$12,687.36
720	Turf Care Products Canada Ltd.		\$12,600.00
721	Ticket Tracer Corporation		\$12,243.00
722	Stokes International		\$12,176.86
723	Winterhalt Mechanical Ltd.		\$12,072.80
724	DMA Building Services Ltd.		\$12,044.14
725	Imprivata		\$12,019.95
726	Commercial Industrial Manufacturing Ltd.		\$11,793.75
727	Cellebrite Inc.		\$11,689.34
728	Colored Shale Products Inc		\$11,676.76
729	911 Supply and Adventure		\$11,606.04
730	Shoppers Drug Mart - JASH RX Enterprises Ltd.		\$11,489.96

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
731	Terri Clark		\$11,475.00
732	Brandon Mayer		\$11,473.00
733	B2B Bank of Canada		\$11,404.25
734	RCMP "K" Division F.S.S.B.		\$11,383.18
735	Waterplay Solutions Corp		\$11,279.64
736	FireHouse Training		\$11,250.00
737	University of Saskatchewan		\$11,229.75
738	Puetz Enterprises Ltd.		\$11,105.07
739	Basler Construction Ltd.		\$10,961.25
740	Charles Repair & Service Co. Ltd.		\$10,826.29
741	Spark Theatre Company Corp.		\$10,804.32
742	Cloverdale Paint		\$10,745.69
743	Leon's Furniture		\$10,585.59
744	Ballet "N" All That Jazz Dance Centre Inc.		\$10,513.82
745	Living Skies Centre for Social Inquiry		\$10,500.00
746	Superior Truck Equipment Inc./North America		\$10,168.02
747	PAGC Sports & Recreation		\$9,900.00
748	Garland Canada Inc		\$9,879.00
749	Satya Inc.		\$9,867.61
750	Canadian Association of Chiefs of Police		\$9,861.21
751	Dee-Jacks Custom Metal and Welding		\$9,819.70
752	Hilton Garden Inn		\$9,754.67
753	Superion LLC, a CentralSquare Company		\$9,514.91
754	Prince Albert Minor Softball Association		\$9,500.00
755	Darcy Oake Productions Inc.		\$9,493.00
756	Paradise Pools		\$9,485.44
757	SOS Electrical Ltd.		\$9,358.34
758	Univar Canada		\$9,353.05
759	Today's Technology Marketing Group		\$9,317.74
760	Costco.ca		\$9,301.20
761	T & T Power Group		\$9,290.70
762	Marriott Hotels & Resorts		\$9,280.87
763	Dive Rescue International, Inc.		\$9,243.68
764	Big A Contracting		\$9,102.00
765	Holiday Inn Hotel		\$9,073.32
766	Blue Moose Media Inc		\$9,010.50
767	Prince Albert U14A Aces		\$9,000.00
768	SMG Operating Ltd O/A See More Green Landscaping		\$8,937.35
769	DBP Entertainment		\$8,925.00
770	Millsap Fuel Distributors		\$8,923.01
771	Summit Valve and Controls Inc.		\$8,908.86
772	W. R. Meadows of Western Canada		\$8,786.04
773	Prairie Energy Resources Inc.		\$8,766.23

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
774	Industrial Machine Inc		\$8,661.27
775	Meridian Surveys Ltd.		\$8,557.50
776	Pictometry Intelligence Images		\$8,509.93
777	Coast Storage & Containers Ltd		\$8,491.50
778	Prince Albert Female Hockey Tournament		\$8,460.00
779	Prince Albert Raiders Hockey Club Inc.		\$8,439.00
780	Bluebear LES		\$8,400.00
781	Athfort Holdings Ltd		\$8,381.91
782	National Energy Equipment Inc.		\$8,340.41
783	Clear Water Controls Inc		\$8,259.84
784	Aqua Data Atlantic		\$8,236.20
785	Lafrentz Road Services Ltd.		\$8,182.92
786	Prakash Consulting Ltd.		\$8,132.25
787	i2 Inc.		\$8,120.01
788	Arts Management Systems		\$8,027.25
789	Charles Sturt University		\$7,989.55
790	Select Entertainment		\$7,954.28
791	VWR International Co		\$7,952.02
792	Prince Albert Multicultural Council		\$7,940.00
793	Kova Engineering Saskatchewan Ltd		\$7,901.25
794	Big Drum Media		\$7,881.43
795	Cypress Sales Partnership		\$7,850.81
796	Anderson Pump House Ltd.		\$7,840.53
797	Canadian Assoc of Police Governance		\$7,830.00
798	North Shield Services Ltd		\$7,798.28
799	Performing Arts Warehouse		\$7,787.59
800	Denson Commercial Food Equipment Inc.		\$7,394.43
801	Anixter Canada Inc.		\$7,394.25
802	Backupify Inc.		\$7,315.19
803	Bluebeam, Inc.		\$7,303.61
804	The Backyard and Compost Corner		\$7,283.75
805	Prince Albert Pikes Synchronized Swimming Club		\$7,200.00
806	Prince Albert Skating Club		\$7,200.00
807	Prairie Wild Consulting Co.		\$7,192.50
808	OCR Canada		\$7,148.40
809	P & F Heating & Cooling Inc.		\$7,018.74
810	Prince Albert Metis Nation Local 7 Inc.		\$7,000.00
811	Amy Honch		\$6,964.33
812	PA Paw Print Inn		\$6,962.64
813	D & J Smitty's Ice Cream Vending		\$6,921.60
814	Saskatchewan Seniors Fitness Association Inc.		\$6,905.00
815	High Q Greenhouses Inc.		\$6,771.21
816	P.A. Radiator Shop		\$6,745.87

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
817	Prince Albert Council for the Arts		\$6,670.00
818	TBS Collision & Auto Glass Ltd.		\$6,660.89
819	eSolutions Group Limited		\$6,615.00
820	Vallen Canada Inc.		\$6,582.67
821	Cherlock & Safe		\$6,511.99
822	MLT Aikins LLP in trust		\$6,472.50
823	Northern Strands Co. Ltd.		\$6,450.75
824	YWCA		\$6,320.00
825	CP Distributors Ltd.		\$6,296.59
826	C & C Accounting Services		\$6,200.00
827	Prince Albert Branch of Inclusion Saskatchewan		\$6,200.00
828	Lynda Monahan		\$6,193.00
829	Jackie Packet		\$6,128.12
830	Prince Albert Dance Company		\$6,118.53
831	Paradigm Software		\$6,113.95
832	AG Sports Inc		\$6,105.00
833	Birch Hills Dance		\$6,078.99
834	Favored Nations Touring Inc		\$6,050.00
835	Spartan Controls Ltd.		\$6,032.46
836	Eagles Nest Youth Ranch		\$6,000.00
837	La Co-operative L'Ecole Des Petits		\$6,000.00
838	Prince Albert Gymnastics Club		\$6,000.00
839	Prince Albert Men's Golf Club		\$6,000.00
840	TRI4KIDS4CAMP		\$6,000.00
841	Mera Development Corp.		\$5,952.38
842	Timberland Bow Benders		\$5,880.00
843	Innovation, Science and Economic Development Canada		\$5,858.94
844	Eventbrite		\$5,858.02
845	Pronde Technologies Ltd		\$5,821.95
846	Habitat for Humanity Inc.		\$5,645.10
847	BCL Engineering Ltd.		\$5,620.39
848	Saskatchewan Water & Wastewater Association		\$5,562.75
849	Classic Albums Live Corporation		\$5,400.00
850	Stephanie Lokinger		\$5,400.00
851	Travis Kenney		\$5,398.13
852	Snap on Tools		\$5,394.60
853	Chartered Professional Accountants of Saskatchewan		\$5,381.25
854	Chartered Professional Accountants of Alberta		\$5,355.00
855	MacAngus & Associates Ltd		\$5,355.00
856	GCL Diesel Injection Service		\$5,350.80
857	IBM Canada Ltd.		\$5,331.33
858	Troy Life & Fire Safety Ltd		\$5,287.92
859	Malachi T McKenzie		\$5,218.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
860	R & R Products Inc		\$5,217.05
861	Flaman Fitness- Saskatoon		\$5,128.11
862	Christie Lites Sales		\$5,122.54
863	Canadian BDX Inc.		\$5,118.75
864	WBM Office Systems		\$5,101.29
865	Skyview Cleaning Inc.		\$5,094.90
866	Aallcann Wood Suppliers Inc.		\$5,070.70
867	gtechna Mobile Enforcement Solutions		\$5,063.11
868	Clunie Consulting Engineers Ltd.		\$5,059.95
869	Comtech (Communication Technologies) Ltd.		\$5,059.60
870	KLE Canada Inc		\$5,029.50
871	NLC/PAGC Golf Tournament		\$5,000.00
872	Shercom Industries Inc		\$4,992.51
873	KingFisher Boats Inc		\$4,984.99
874	Lakeshore Tree Farms Ltd.		\$4,983.20
875	Anaquod Videography		\$4,961.70
876	Anthratech Western Inc.		\$4,937.50
877	Kelvin McGunigal		\$4,904.73
878	Transportation Association of Canada		\$4,893.49
879	Croatia Industries Ltd.		\$4,828.50
880	Absolute Fire Protection		\$4,827.59
881	Canada Ticket Inc		\$4,799.26
882	102041427 Saskatchewan Ltd c/o The roxy Sk		\$4,782.25
883	Acuvec Geospatial		\$4,777.50
884	Helen Sayazie		\$4,750.00
885	Crown Shred & Recycling (PA) Inc.		\$4,749.48
886	ESTI Consulting Services		\$4,739.71
887	Ennis Sisters		\$4,725.00
888	Ramada Hotel		\$4,637.01
889	Elderhorst Bells Inc.		\$4,580.10
890	Kristin Arpin & Devin Gorder		\$4,560.96
891	Tri Sonic Sound		\$4,506.01
892	Provox Systems Inc.		\$4,463.82
893	Hyatt Regency Calgary		\$4,352.36
894	Ralph Boychuk		\$4,317.66
895	Prince Albert Community Basketball Assoc Inc.		\$4,285.00
896	Saskatoon Cylinder Exchange Ltd		\$4,256.85
897	Dan Christakos		\$4,250.00
898	Minto Rec Centre & Lounge		\$4,238.87
899	Enterprise Rent a car		\$4,214.50
900	Karen Langlois		\$4,200.00
901	Heidi Munro		\$4,200.00
902	Comairco Equipment Ltd.		\$4,199.25

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
903	Brock White Canada		\$4,189.14
904	Randy Hurd		\$4,091.02
905	Flying Colours International		\$4,074.21
906	Saskatchewan Assessment Appraisers Association		\$4,042.50
907	First Student Canada		\$4,035.67
908	Wood Environment & Infrastructure Solutions		\$4,028.26
909	Kindersley Transport Ltd.		\$4,006.91
910	Prince Albert Slo Pitch League		\$4,000.00
911	Riverside Public School		\$4,000.00
912	Gray's Funeral Chapel Ltd./Arbor Memorial Inc.		\$3,984.75
913	Dan Plaquin		\$3,972.05
914	Total Truck Training		\$3,900.00
915	Saskatchewan Women In Policing		\$3,890.00
916	Expedia. ca		\$3,867.83
917	Brian McNabb		\$3,865.94
918	Royal Crown Records Inc		\$3,850.00
919	Integra Construction Ltd		\$3,827.28
920	Saskatchewan Safety Council		\$3,766.28
921	Mike Langlois		\$3,750.00
922	Comprehensive Chemical & Water Treatment Inc.		\$3,727.67
923	TG Graphics SM Inc.		\$3,680.33
924	Jen's Book-Keeping Services		\$3,663.00
925	California State University		\$3,653.47
926	Dana Strauss		\$3,651.10
927	Leanne Brown		\$3,586.85
928	Canadian Tactical Cowboy Supplies, Ltd		\$3,585.70
929	K-9 Dynamics		\$3,582.80
930	Conexus Credit Union		\$3,545.04
931	Nozzle Forward LLC		\$3,530.00
932	BMR Mfg Inc		\$3,528.00
933	Margaret Morgan		\$3,522.60
934	Best Western Hotels		\$3,490.22
935	Stockdales Electric Motor Corp.		\$3,489.59
936	WD Industrial Group		\$3,442.95
937	Living Skies Window Tint		\$3,405.48
938	Lloyd Libke Law Enforcement Sales Inc.		\$3,360.00
939	Line of Fire Defence Systems Ltd		\$3,329.11
940	National Fire Codes		\$3,316.93
941	Udemy Inc		\$3,313.32
942	Buffalo Inspection Services		\$3,311.18
943	Fresh Air Experience		\$3,304.36
944	Mumby Manufacturing Ltd & Northland Rec Supply		\$3,288.66
945	Gallus Golf LLC		\$3,279.56

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
946	Dafco Filtration Group		\$3,259.66
947	Porter Music Management		\$3,250.00
948	R&B Skidsteer Services		\$3,246.75
949	Alpha Technologies Inc.		\$3,169.83
950	Target Specialty Products		\$3,166.80
951	Organization of Saskatchewan Arts Councils		\$3,150.00
952	J.A. Larue Inc.		\$3,144.85
953	CWB National Leasing		\$3,116.64
954	Ina Holmen		\$3,106.31
955	Adcom Solutions		\$3,083.03
956	Vanko Analytics		\$3,074.70
957	Wildernook Fresh Air Learning		\$3,073.54
958	Misc Mastercard Vendors		\$3,061.00
959	Tee-on Golf Systems Inc.		\$3,051.73
960	Truck Outfitters Prince Albert Inc.		\$3,045.05
961	Brent Ozar Unlimited		\$3,026.82
962	Vicki Gauthier		\$3,020.00
963	CPR Depot		\$3,008.52
964	Steven Gevenich		\$3,000.00
965	Graffiti Music Company		\$3,000.00
966	Townfolio Inc o/a Munisight Ltd.		\$2,997.00
967	AlphaCard		\$2,977.49
968	Hard Drives Direct		\$2,974.89
969	Van Lieshout Music Services		\$2,937.50
970	S & K Mechanical Ltd.		\$2,907.47
971	Guardian Equipment Limited		\$2,887.11
972	Lewis Instruments Ltd		\$2,886.00
973	PAYPAL		\$2,883.64
974	Reflections Auto & Window Glass		\$2,881.38
975	Municipal Media Inc.		\$2,835.00
976	TeamViewer GmbH		\$2,819.40
977	Jet Ice Limited		\$2,814.47
978	Fort Garry Industries Ltd.		\$2,806.60
979	Gordon Stewart		\$2,800.25
980	Emsco Equipment Maintenance & Supply Co.		\$2,781.84
981	Aboriginal Consulting Services		\$2,765.76
982	Big Sisters/Big Brothers Prince Albert & District Inc.		\$2,750.00
983	BIOMED Recovery & Disposal		\$2,742.47
984	WFR Wholesale Fire & Rescue		\$2,734.20
985	Canadian Urban Transit Association		\$2,727.86
986	Altec Industries Ltd.		\$2,700.61
987	Marcy Friesen		\$2,692.52
988	Mini Tune Lawn & Landscape Depot		\$2,691.36

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
989	Stormwind Studios		\$2,687.93
990	MCAP Service Corporation		\$2,682.80
991	ESI Elevator Solutions Inc		\$2,662.11
992	Secure Choice Moving & Storage		\$2,656.63
993	Heather GM Mercredi		\$2,627.50
994	Robert Haakenson		\$2,625.00
995	Vermeer Equipment		\$2,606.68
996	K-Light Recycling		\$2,598.91
997	Texcan Cable Ltd		\$2,583.28
998	R. Peters JR. Contracting		\$2,575.20
999	Hotel Grand Pacific		\$2,564.65
1000	Morris Hargreaves McIntyre		\$2,550.00
1001	P A Minor Baseball Association		\$2,550.00
1002	The Floor Store of Prince Albert Ltd.		\$2,547.96
1003	Canada Post Corporation		\$2,546.07
1004	BDI Canada Inc.		\$2,537.54
1005	Ashly Cabinets & Windows		\$2,525.25
1006	Cole-Parmer Instrument Co.		\$2,522.99
1007	Select Classic Carriers		\$2,520.00
1008	Canadian Institute of Planners		\$2,510.07
1009	Erin Brophy		\$2,500.00
1010	Jenna Strauss		\$2,500.00
1011	Hero Products Group		\$2,498.27
1012	Heartland Kitchens Ltd.		\$2,486.40
1013	SummersDirect Inc		\$2,483.74
1014	Prince Albert Youth Travel Club		\$2,457.00
1015	Impact Marketing Services Ltd		\$2,456.29
1016	Hi Pro Recreation Services		\$2,447.55
1017	Eso Solutions Inc.		\$2,420.25
1018	Eaton Industries (Canada) Company		\$2,405.37
1019	Pro-Tech Alarm System Services		\$2,395.05
1020	The Prince Albert Country Music Association		\$2,385.40
1021	Landel Controls Ltd.		\$2,368.86
1022	Express It More Promotional Products		\$2,351.14
1023	Wolseley Mechanical Group-Midwest Region		\$2,347.70
1024	Matkowski Law Office		\$2,311.05
1025	Homewood Health Inc.		\$2,310.00
1026	National Golf Course Owners Association Canada		\$2,304.75
1027	Rideau Recognition Solutions Inc.		\$2,300.50
1028	Dr Java's Coffee House		\$2,298.13
1029	Sea Hawk		\$2,267.69
1030	Saskatoon Inn		\$2,263.80
1031	Receiver General of Canada		\$2,250.60

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1032	Operator Certification Board		\$2,250.00
1033	Kin Enterprises Inc.		\$2,234.59
1034	Source Office Furnishings		\$2,217.63
1035	CTC Supplies		\$2,217.57
1036	Neighborhood Caterers		\$2,174.81
1037	Custom Covers		\$2,167.21
1038	Westlund		\$2,164.50
1039	Shellbrook Home Hardware		\$2,162.01
1040	Paradigm Quest Inc.		\$2,155.14
1041	The Lawnmower Hospital		\$2,140.87
1042	Humanity Inc.		\$2,132.89
1043	National Tactical Officers Association		\$2,129.16
1044	Sask Emergency Planners Association		\$2,125.00
1045	The Slocan Ramblers Ltd.		\$2,125.00
1046	Invarion Inc.		\$2,123.91
1047	Anton Stefanowich		\$2,084.58
1048	Minister of Finance		\$2,080.55
1049	The Backyard		\$2,070.32
1050	Carrie Bannerman		\$2,059.27
1051	Aquam Inc		\$2,058.73
1052	Winn 911 Software		\$2,036.62
1053	Your Lifes Path		\$2,031.08
1054	SOS Children's Safety Magazine		\$2,016.00
1055	Tru North RV, Auto & Marine		\$2,002.33
1056	Cooke Municipal Golf Course		\$2,000.00
1057	Art Gordon		\$2,000.00
1058	Noregon Systems Inc.		\$1,995.28
1059	Team Power Solutions		\$1,995.00
1060	Schneider Electric Canada Inc		\$1,984.50
1061	Mathew Lypchuk		\$1,974.40
1062	Interprovincial Traffic Services		\$1,960.82
1063	Wajax Industries Ltd		\$1,941.16
1064	Apex Software		\$1,936.76
1065	Debbie Fremont		\$1,928.36
1066	R.M. of Prince Albert #461		\$1,924.63
1067	Ian Dickson		\$1,910.00
1068	A.L.G. Safety		\$1,908.90
1069	Mick Gratias		\$1,900.00
1070	JonLao Photography & Graphic Design		\$1,900.00
1071	Canadian Airport Council		\$1,895.25
1072	4 Horsemen Fitness		\$1,885.68
1073	Alex Powalinsky o/a All my Relations Photography		\$1,850.00
1074	Jarrett Tupper		\$1,850.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1075	Mad Rock Climbing Canada		\$1,845.90
1076	Genelle Amber Studios		\$1,837.94
1077	Ryan ULC		\$1,818.00
1078	Niagara Regional Police Service		\$1,800.00
1079	North Central District Athletic Association		\$1,800.00
1080	Verge Metal Works Cutting & Design		\$1,793.21
1081	Telus Mobility		\$1,788.21
1082	Bureau Veritas Canada (2019) Inc.		\$1,785.00
1083	Wingate by Wyndham		\$1,757.85
1084	Commercial Truck Equipment Corp		\$1,745.82
1085	Receiver General of Canada		\$1,733.54
1086	Al Dyer		\$1,722.19
1087	Prince Albert Umpires Association		\$1,720.00
1088	ITM Instruments Inc		\$1,684.88
1089	A & L Laundromat Ltd.		\$1,665.98
1090	Prince Albert Northern Bus Lines Ltd.		\$1,665.00
1091	Carfinco Inc.		\$1,663.50
1092	Ben-Mor Cables		\$1,658.34
1093	Canadian Trainers Collective		\$1,653.75
1094	Fortunate Ones Music Inc.		\$1,650.00
1095	The Once Music Inc.		\$1,650.00
1096	Weber Supply Distributors		\$1,646.57
1097	Magikist Ltd		\$1,642.55
1098	Marsollier Petroleum		\$1,641.51
1099	Vista Print. ca		\$1,617.93
1100	The Fire Place Hut		\$1,609.50
1101	Leonard Ermine		\$1,600.00
1102	Cabela's		\$1,598.33
1103	Total Service & Contracting Ltd.		\$1,583.62
1104	The Welding Shop		\$1,570.15
1105	Thomson Carswell		\$1,562.40
1106	Linkedin		\$1,553.87
1107	Wounded Warriors Magazine		\$1,548.75
1108	Special Event Tents		\$1,537.34
1109	Garry Vermette		\$1,534.00
1110	Tacel Ltd		\$1,528.80
1111	Kaye Research and Writing Inc.		\$1,522.50
1112	BH PhotoVideo.com		\$1,519.48
1113	Shania Cabilao		\$1,500.00
1114	Katelyn Lehner		\$1,500.00
1115	Joel Miedema		\$1,500.00
1116	Prince Albert and Area Athletic Association		\$1,500.00
1117	T& C Inscriptions		\$1,498.50

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1118	Domremy Memorials-Monuments		\$1,497.50
1119	Shaun Warkentin		\$1,495.74
1120	Greg Pilon (Lucien)		\$1,492.50
1121	AVSHop.ca		\$1,491.56
1122	A2Z Safety & Training Ltd.		\$1,491.00
1123	Trudel Auto Body Collision Centre Ltd		\$1,484.70
1124	Government Finance Officers Association		\$1,476.63
1125	Folk Consulting Inc.		\$1,447.56
1126	Anthony Pederson		\$1,445.00
1127	Fairmont Hotels		\$1,429.56
1128	Robert MacDonald		\$1,420.81
1129	Bob Reed		\$1,420.81
1130	Sternwheeler Hotel and Conference Centre		\$1,420.50
1131	Camions Carl Thibault Inc.		\$1,419.46
1132	University of Calgary		\$1,411.12
1133	Lacey J Monias		\$1,400.50
1134	Mike Zapaniuk		\$1,400.00
1135	Cyndi Alexander		\$1,393.38
1136	Comfort Inn		\$1,390.64
1137	Sport Chek		\$1,380.59
1138	Dakota Dunes Resort		\$1,375.39
1139	Ranjitt Mann		\$1,369.20
1140	Canva Pty Ltd		\$1,367.77
1141	Rogers Wireless Inc.		\$1,366.84
1142	Practica Ltd		\$1,357.52
1143	Saskatchewan Association of Chiefs of Police		\$1,355.00
1144	Berk Jodoin		\$1,350.00
1145	Direct Dial. com		\$1,346.43
1146	Parkland Emergency Medical Services		\$1,344.00
1147	Sir Lines a Lot - Painting Services		\$1,332.00
1148	Riverview Mechanical Ltd.		\$1,314.46
1149	Carrie Ikert		\$1,312.50
1150	Tsawwassen Inn		\$1,309.00
1151	Othram Inc		\$1,287.68
1152	Helgason Contracting		\$1,276.50
1153	The Brick		\$1,276.33
1154	Crystal McKenna		\$1,272.17
1155	The Diving Center		\$1,270.66
1156	Darcy Sander		\$1,270.63
1157	Vince Herzog		\$1,261.25
1158	Ed Urbaniak		\$1,260.62
1159	Currentware		\$1,256.86
1160	Global Sign Inc.		\$1,221.15

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1161	Cludo Inc		\$1,220.00
1162	Intuiface		\$1,217.45
1163	The Municipal Information Network		\$1,212.75
1164	Saskatchewan Liquor & Gaming Authority		\$1,206.36
1165	Auto Details on 6th Ltd.		\$1,201.57
1166	Prince Albert Mintos		\$1,200.00
1167	Prince Albert Northern Bears		\$1,200.00
1168	Prince Albert Special Olympics		\$1,200.00
1169	Shermco Industries Canada Inc.		\$1,199.63
1170	Canadian Association of Fire Chiefs		\$1,195.00
1171	Tenaquip Ltd.		\$1,191.66
1172	Industrial Fluid Consultants		\$1,163.46
1173	Fire & Police Selection Inc.		\$1,162.00
1174	Relan Meeks		\$1,150.00
1175	Vimeo Inc.		\$1,140.00
1176	Alt Hotels		\$1,138.11
1177	JYSK		\$1,122.06
1178	Flir Ca		\$1,121.10
1179	Shayanne Surtees		\$1,117.38
1180	Business Furnishing (Sask) Ltd		\$1,105.56
1181	Dennis Adams		\$1,100.00
1182	Chris Luedecke		\$1,100.00
1183	John Crane Canada Inc		\$1,097.80
1184	Markland Specialty Engineering Ltd		\$1,092.00
1185	Industrial Scale Ltd		\$1,088.96
1186	Roy Klein		\$1,076.25
1187	Global Industrial Canada		\$1,067.36
1188	YasTech Developments Inc.		\$1,065.60
1189	Joe Johnson Equipment Inc		\$1,065.43
1190	Black Laser Learning Inc.		\$1,064.77
1191	Dave Henson		\$1,062.88
1192	Grant Hall Hotel		\$1,058.34
1193	Roger Boucher		\$1,050.00
1194	Golf Saskatchewan		\$1,050.00
1195	Adnet Agency		\$1,039.50
1196	Lakeview Aquatic Consultants Ltd		\$1,039.50
1197	TES Instruments		\$1,039.50
1198	Dufresne - Prince Albert		\$1,025.47
1199	Caseware International Inc.		\$1,023.75
1200	Services Techniques Claude Drouin		\$1,015.65
1201	Canadian Golf Superintendents Association		\$1,011.75
1202	Handcuff Warehouse		\$1,009.60
1203	Athens Technical Specialists Inc.		\$1,005.34

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1204	Professional Security Products Corp		\$1,003.80
1205	Aaron Arcand		\$1,000.00
1206	Barry Mihilewicz Audio Contracting		\$1,000.00
1207	Calvary United Church		\$1,000.00
1208	Moth Vintage		\$1,000.00
1209	Plaza 88 Event Centre Inc.		\$1,000.00
1210	Red Wolf Boxing Club		\$1,000.00
1211	Bruce Rusheleau		\$1,000.00
1212	Saskatchewan Country Music Awards		\$1,000.00
1213	The Roman Empire Production Corp		\$1,000.00
1214	U15 Astros		\$1,000.00
1215	Todd Antaya		\$999.60
1216	Bell Mobility Inc.		\$998.08
1217	Bruce Gibson		\$987.90
1218	Air Liquide		\$987.27
1219	Yodeck.com		\$970.64
1220	Elkridge Resort Hotel		\$969.70
1221	Event Pro Software		\$964.98
1222	Western Recreation & Development Inc		\$950.02
1223	Blue Spruce Enterprises Ltd.		\$950.00
1224	Shellview Sod Farms Ltd.		\$948.39
1225	Party City		\$935.71
1226	Gordon Hood		\$932.05
1227	Glen Huffman		\$902.25
1228	City of Calgary		\$890.00
1229	The Hotel Saskatchewan		\$888.88
1230	Executive Convention Management		\$882.00
1231	Hootsuite		\$881.20
1232	Graffiti Boulevard		\$879.61
1233	Jordair Compressors Inc.		\$872.36
1234	Jason Van Otterloo		\$871.67
1235	ThreatTrack Security Inc dba VIPRE Security		\$863.67
1236	Rod's Decorating Centre Ltd.		\$863.47
1237	Kim Janvier		\$855.00
1238	Survey Monkey		\$852.48
1239	Teegan Jeffers		\$850.00
1240	Yeti Canada Ltd		\$848.95
1241	One Stop Auto Care and Carpet Cleaning		\$842.92
1242	Big Hill Services Ltd.		\$841.72
1243	Municipal Information Systems Assoc. Prairies Chapter		\$840.00
1244	Petticoat Creek Press Inc.		\$840.00
1245	Labour Law Online.ca		\$834.75
1246	Ethan Waldner		\$827.44

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1247	Recycling Council of Alberta		\$825.00
1248	Les Entreprises Denis Ringuette Inc.		\$824.25
1249	Constant Contact		\$818.97
1250	Albert Braaten-DO NOT USE; USE BRAV001		\$814.05
1251	Debbie MacKenzie		\$809.25
1252	Hampton Inn		\$800.16
1253	Camrose Police Association		\$800.00
1254	High Risk Course		\$800.00
1255	Crown Vacuum Sales & Service		\$794.51
1256	Grammarly Inc.		\$794.18
1257	Town of Rosthern		\$791.66
1258	Town of Duck Lake		\$791.66
1259	Town of Shellbrook		\$791.66
1260	Prinoth Ltd.		\$790.08
1261	Fall Protection Group		\$787.50
1262	Rhonda Trusty		\$783.19
1263	South Fort Inn		\$776.08
1264	Madelyn Ouellett		\$775.00
1265	Dorlen Products Inc		\$768.50
1266	Darlene Cook		\$766.50
1267	Dale Anderson		\$761.85
1268	Denham Awning Makers		\$759.24
1269	Bethany Leachman		\$750.00
1270	David Lokinger		\$750.00
1271	Rebecca Strong		\$750.00
1272	Donald Beuker		\$749.70
1273	True North Photo Booth Co.		\$748.86
1274	Pinnacle Distribution Saskatoon		\$747.19
1275	Cody Crawford		\$747.03
1276	Saskatoon Business College		\$735.00
1277	Easi File Canada		\$728.87
1278	MVP Media Network, Inc.		\$722.69
1279	Red Swan Pizza		\$712.27
1280	Carpet World		\$710.40
1281	Steel Craft Door		\$708.31
1282	Sheraton Cavalier Hotel		\$705.25
1283	Greg Siegel		\$701.50
1284	Colin Klassen		\$700.00
1285	Allmar Inc.		\$690.42
1286	Saskatchewan Federation of Police Officers		\$690.00
1287	ATAP Infrastructure Management Ltd		\$672.00
1288	Home Depot		\$671.70
1289	Canalta Hotel		\$668.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1290	WIKA Instruments Ltd.		\$666.02
1291	Opening Doors to Tomorrow		\$660.00
1292	I.C.E. Marketing & Consulting		\$658.60
1293	Wurth Canada Ltd.		\$647.16
1294	Michelle Patricia Hoehn		\$643.14
1295	Chad C Norris		\$643.00
1296	Direct Collect Inc.		\$637.88
1297	Future Electronics		\$636.11
1298	Nicolle Degagne		\$635.28
1299	Sport Tourism Canada		\$630.00
1300	TicketPro Inc		\$630.00
1301	E Z Texting		\$625.29
1302	Brian Corrigan		\$620.02
1303	Victoria Inn Winnipeg (1882)		\$619.08
1304	Mark Ruskowski		\$616.05
1305	Montana's		\$604.08
1306	Merasty Media Services Inc.		\$603.75
1307	Name Tag Wizard		\$603.37
1308	Morris Charland		\$601.07
1309	Cherise Arnesen		\$600.00
1310	Don Bendig		\$600.00
1311	Canadian Municipal Network on Crime Prevention		\$600.00
1312	Regional Community Airports of Canada		\$600.00
1313	Matthew Remenda		\$600.00
1314	Sum Theatre Corp.		\$600.00
1315	Prairie West Cross Connection Control Training		\$595.00
1316	Image Computer Services		\$592.74
1317	Saskatchewan Building Officials Association		\$585.00
1318	Kathy McMullin		\$580.96
1319	Martin Mayuga		\$577.41
1320	Stapleton's Great Adventure Company		\$577.16
1321	Eagle Towing		\$576.71
1322	Saskatchewan Turfgrass Association		\$575.00
1323	Light in the Box .com		\$570.94
1324	Astro Towing P.A. Ltd.		\$568.53
1325	Royal Reporting Veritext Litigation Solutions Canada Inc.		\$567.00
1326	Minute Muffler		\$566.93
1327	Jane F Goldade		\$566.10
1328	Dr. E Maciel		\$561.94
1329	Valerie Burns		\$557.78
1330	Culligan Water Conditioning		\$555.83
1331	Garth Valentine Bendig		\$555.06
1332	Clique Hotels		\$552.95

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1333	Candace Uhlik		\$552.95
1334	Saskatchewan Construction Safety Assoc. Inc.		\$551.25
1335	Gillian Snider		\$550.00
1336	SAP Canada Inc.		\$549.45
1337	Tiny Tot Daycare		\$544.46
1338	101185387 Saskatchewan Ltd. (Nexcash ATM Solutions)		\$543.50
1339	Jeremy Lukan		\$542.72
1340	Sandman Hotels		\$540.45
1341	Melfort Campus		\$540.00
1342	Flaman Fitness		\$532.72
1343	Denton Yeo		\$531.04
1344	Prince Albert Exhibition		\$527.63
1345	North Sask Victim Services Inc.		\$525.00
1346	Trimble Inc		\$522.82
1347	Future Print		\$521.70
1348	SCMA Saskatchewan		\$519.75
1349	Loring Enterprises Ltd		\$513.81
1350	June Kudel		\$513.38
1351	Petro Canada Inc.		\$513.12
1352	James R Littlechilds		\$512.65
1353	Schmalz Enterprises		\$511.75
1354	Joyce Hamilton		\$510.00
1355	MyZone Printing		\$509.67
1356	Fisher Scientific Limited		\$507.27
1357	Rocky Brands Canada Inc.		\$504.00
1358	Alberta Airports Management Association		\$500.00
1359	Cole Assman		\$500.00
1360	City of Red Deer		\$500.00
1361	Jamie Hutchinson		\$500.00
1362	J&L Jensen		\$500.00
1363	Yu Ling Li		\$500.00
1364	Kelly Litzenberger		\$500.00
1365	Derek Melchert		\$500.00
1366	Randy Mihilewicz		\$500.00
1367	Robyn Nagy		\$500.00
1368	Prince Albert & District Community Service Centre		\$500.00
1369	Prince Albert Model Forest Association Inc		\$500.00
1370	Spirit Strong Singers		\$500.00
1371	Victoria Hospital Foundation		\$500.00
1372	Robbie Custer		\$499.00
1373	Leavitt Machinery		\$498.75
1374	Commercial Aquatic Supplies		\$498.67
1375	BNI Saskatchewan		\$493.50

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1376	Park N Play Design Co. Ltd.		\$491.77
1377	Ellen Grewcock		\$490.53
1378	Vue It Communication		\$485.85
1379	Irvin Hamilton & Toni Hamilton		\$485.50
1380	Jack Vermette		\$485.01
1381	Ministry of Social Services		\$484.70
1382	Mr. Mikes Steakhouse		\$478.40
1383	Jenson Publishing		\$472.50
1384	Troy R Naytowhow		\$470.50
1385	Project Management Institute, Inc.		\$468.38
1386	The Roof Top Bar & Grill		\$467.58
1387	Covert Track Group, Inc		\$466.48
1388	EaseUS		\$464.64
1389	Warren's Parcel Express Inc.		\$464.44
1390	P A Outreach Program Inc.		\$463.59
1391	Canadian Standards Association		\$462.00
1392	Jamie Chartrand		\$461.90
1393	Wainbee Ltd		\$459.78
1394	Carlton Honda		\$458.26
1395	Arborist Supply Co Inc		\$456.17
1396	Air Unlimited Inc		\$454.55
1397	Sask Assoc of Fire Chiefs		\$453.60
1398	Mid Continental Pump Supply		\$451.93
1399	Allyson James-Loth		\$450.00
1400	MLT Aikins LLP		\$448.88
1401	Cenera		\$446.25
1402	Lambert Distributing Inc.		\$443.08
1403	Maple Leaf Ropes		\$442.75
1404	American Water Works Assoc		\$438.05
1405	Vibco Vibration Product		\$436.86
1406	Garden of Dreams		\$435.81
1407	Doug Allen		\$435.76
1408	Deerfoot Inn & Casino		\$434.46
1409	Bahram Makari		\$433.65
1410	Saskatchewan Justice Corporation Branch		\$430.00
1411	GMSI Group		\$429.43
1412	Storyblocks		\$428.31
1413	Kien Vu		\$427.35
1414	MacKenzie Funeral Home		\$425.25
1415	Hawood Inn		\$423.70
1416	Iris Kunkel		\$421.80
1417	Jacques Marias		\$421.80
1418	SPI Health and Safety Inc.		\$420.69

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1419	Kristy Hoornick		\$420.00
1420	Kassie Svendsen		\$420.00
1421	Albert Sawchuk		\$417.87
1422	Kelly Kovar		\$416.25
1423	Margo Supplies Ltd		\$415.93
1424	Terry Friesen		\$410.70
1425	Greg Podjan		\$402.00
1426	St. Johns Ambulance		\$400.71
1427	Allied Blower & Sheet Metal Ltd.		\$400.16
1428	Zachary Kerr		\$400.00
1429	Dean Kushneryk		\$400.00
1430	PAGC Women's Commission		\$400.00
1431	Josh Rohs		\$400.00
1432	Brock Skomorowski		\$400.00
1433	Cheryl Stevenson		\$400.00
1434	Stephen Williams		\$400.00
1435	NASTT		\$399.53
1436	Mentimeter AB		\$399.16
1437	Niagara Airbus Inc.		\$398.89
1438	Esso		\$395.36
1439	Provincial Home Oxygen		\$395.00
1440	Karen Haubrich		\$393.75
1441	Kelly Dent Clinic		\$388.50
1442	Turf & Soil Diagnostics		\$385.28
1443	Royal Hotel		\$384.75
1444	Gas Plus Station		\$384.47
1445	Dean Dube		\$382.95
1446	Lynette Natomagan		\$382.95
1447	ITS Occupational Health Services		\$375.90
1448	Securitas Elect Security		\$375.00
1449	Aiden Edwards		\$372.00
1450	Cherrie Vermette		\$370.53
1451	Sask Polytechnic-Moose Jaw Campus		\$370.00
1452	Sawridge, Edmonton South		\$369.30
1453	Reitmans		\$365.59
1454	Gayle Breiter		\$364.64
1455	Great Northern Equipment		\$364.54
1456	Weldco-Beales Manufacturing		\$363.89
1457	Prairie Recreation Parts & Accessories		\$362.80
1458	Canadian Public Procurement Council		\$360.75
1459	Dale Carnegie and Associates		\$358.31
1460	Renaissance Hotels		\$357.52
1461	Battery Boys		\$355.48

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1462	Andy Coulic		\$350.00
1463	Lillian Donahue		\$350.00
1464	Mercy Glover		\$350.00
1465	Shari Ilinsky		\$350.00
1466	Gordon Vancoughnett		\$350.00
1467	VMware		\$349.00
1468	High Purity Water Services		\$346.50
1469	Charlene Bernard		\$343.57
1470	Solid Waste Assoc. of North America		\$343.18
1471	J & R Investments		\$343.15
1472	Bernice Milligan		\$338.33
1473	FS.Com Inc		\$336.20
1474	MX Toolbox		\$333.54
1475	NordVPN		\$330.24
1476	Igus Inc		\$328.99
1477	Weir Canada Inc.		\$328.32
1478	Judy McNaughton		\$328.00
1479	Kennedy Erickson		\$327.47
1480	Kingfisher Inn		\$326.34
1481	Perfect Print		\$324.19
1482	Prince Albert Diesel Injection (2004) Ltd.		\$319.45
1483	Entrust Ltd		\$317.59
1484	Wicks Detailing		\$315.00
1485	MADD Canada		\$313.95
1486	Charles Cohen		\$311.00
1487	Creative City Network of Canada		\$310.00
1488	Courageous K9 (Courageous Companions)		\$309.75
1489	Dwayne & Sharla Whitford		\$309.50
1490	Vitacore Industries		\$307.52
1491	Harold's IGA		\$307.08
1492	Bocian Jewellers		\$305.25
1493	Saskatchewan Parks & Recreation Association		\$305.00
1494	Select Blinds Canada		\$300.94
1495	Faith Burke		\$300.65
1496	Jordan Balicki		\$300.00
1497	Melissa Cournoyer		\$300.00
1498	E. A. Rawlinson Centre for the Arts		\$300.00
1499	Trent N R Gillespie		\$300.00
1500	LJ Tyson		\$300.00
1501	Dan Luesink		\$300.00
1502	Ben Myo		\$300.00
1503	Bryan Rocas		\$300.00
1504	Wanda Scissons		\$300.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1505	Sturgeon Lake First Nation		\$300.00
1506	Duane Herperger		\$296.93
1507	Kevin Kasun		\$296.93
1508	RPM Industrial Inc.		\$295.26
1509	PC Canada.com		\$295.24
1510	Ria Cox		\$295.00
1511	Fas Gas Oil Ltd.		\$293.65
1512	Wendy Lloyd		\$292.94
1513	Community Drug Alert Online		\$288.75
1514	Carissa Listrom		\$288.75
1515	Actionwear Saskatoon Inc.		\$286.38
1516	Karstin Mitchell		\$285.00
1517	National Air Filtration Association		\$277.87
1518	Wajax Equipment Saskatoon		\$275.15
1519	The Star Phoenix		\$268.80
1520	Norcan Fluid Power		\$268.48
1521	Bobby's Place		\$265.07
1522	Karen Anderson		\$262.24
1523	Cindy Fuller		\$260.85
1524	The Royal Canadian Legion		\$260.00
1525	Town of Wakaw		\$260.00
1526	Trane Canada ULC		\$259.73
1527	International Municipal Signal Assoc.		\$258.52
1528	Dave Kapacila		\$255.30
1529	Elly Mitchell		\$255.00
1530	Jim Kocsis		\$252.00
1531	Silver Screen Canada		\$252.00
1532	Motis Fire Rescue		\$251.58
1533	Dave Arsenault		\$250.00
1534	Canadian Mental Health Assoc - PA Branch		\$250.00
1535	Central Canadian Auto Theft Association		\$250.00
1536	Coldest Night of the Year		\$250.00
1537	Adin Dereniwski		\$250.00
1538	Mansoor Iqbal		\$250.00
1539	Kidsport		\$250.00
1540	Kinsmen Telemiracle Foundation		\$250.00
1541	Make a Wish Canada		\$250.00
1542	Ananda Nelson		\$250.00
1543	Prince Albert Music Festival Association		\$250.00
1544	Prince Albert Ukrainian Barveenok Dancers Inc.		\$250.00
1545	Kirk Pilon		\$250.00
1546	Summer Games Sports Centre Tenant's Group		\$250.00
1547	The Terry Fox Foundation		\$250.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1548	Mark & Rita Geiger		\$249.00
1549	Roy Fremont		\$248.42
1550	Ivan Blazic		\$245.31
1551	Junk Guys		\$244.20
1552	Willie Ermine		\$240.00
1553	North Social		\$240.00
1554	UDocs Film		\$239.40
1555	Canada's Association of I.T. Professionals		\$236.25
1556	CITT/ICTS		\$236.25
1557	Mother Earth Tobacco		\$235.97
1558	Wild Rose Co-op		\$235.82
1559	Allan Adam		\$235.20
1560	The Keg Steakhouse		\$232.78
1561	Travelodge		\$231.08
1562	Microsoftstore. Com		\$229.99
1563	Share Canada		\$229.95
1564	Danielle Henson		\$229.77
1565	Safety Sign		\$229.56
1566	Chubb Security		\$225.00
1567	Marlene Peterson		\$225.00
1568	GMEI Utility		\$223.78
1569	102139847 Sask Ltd (Do not use)-USE PASE003		\$222.00
1570	Donald Donayre		\$222.00
1571	BulkSMS.com		\$221.79
1572	Infinite Cables		\$221.51
1573	UPS Canada LTD.		\$221.11
1574	Flipsnack		\$220.01
1575	Marjorie Davidson		\$216.45
1576	Brycen Brule		\$216.00
1577	Roc Tan Corporation		\$215.45
1578	SaskOutdoors		\$215.00
1579	Leo J. Omani		\$214.40
1580	Great Canadian Oil Change		\$213.58
1581	Indeed Ireland Operations Ltd		\$210.30
1582	Fraser Spafford Ricci Art & Archival Conservation Inc.		\$210.00
1583	Terri Lee Royea		\$210.00
1584	Fitness Solutions		\$209.26
1585	QuillBot		\$208.48
1586	R.M. of Rosthern		\$204.75
1587	Fedex		\$202.32
1588	Creative Market		\$202.08
1589	Ou Bavo Inc.		\$201.47
1590	Angela Joy Dela Cruz		\$200.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1591	Leah M Dorion		\$200.00
1592	First Nations Veterans Association of Saskatchewan		\$200.00
1593	Lorne Hradecki		\$200.00
1594	Taras Kachkowski		\$200.00
1595	Avery McKenzie		\$200.00
1596	Joanna McKay		\$200.00
1597	Mont St. Joseph Foundation		\$200.00
1598	Kayla Dawn Nateways		\$200.00
1599	Tazana Nilson		\$200.00
1600	Ethan Ostafichuk		\$200.00
1601	Brooklynn Page		\$200.00
1602	Ted Peachy		\$200.00
1603	Maggie Pytlak-Strauss		\$200.00
1604	Joe Rybinski		\$200.00
1605	Mike Rybinski		\$200.00
1606	Derek Sand		\$200.00
1607	Aaron Sayese		\$200.00
1608	Rayna Shez		\$200.00
1609	Saskatchewan Forestry Association		\$200.00
1610	Liam Slingerland		\$200.00
1611	Wahpeton Dakota Nation		\$200.00
1612	Tatum Young		\$200.00
1613	Michael Johnson		\$199.80
1614	Beth Olson		\$199.80
1615	Precision Design & Manufacturing		\$199.37
1616	Media Made Simple		\$198.75
1617	Dekalam Hire Learning Inc		\$197.00
1618	Jason Reichle		\$196.86
1619	Norma Gareau		\$194.65
1620	Jessica Block		\$194.25
1621	Ron Hulowski		\$194.25
1622	Heather Nielsen		\$194.25
1623	Gary Painchaud		\$194.25
1624	Maureen Cable		\$188.70
1625	Garry Edmison		\$188.70
1626	Ronald J Obrigavitch		\$188.70
1627	Fouzia Akram		\$188.18
1628	Click For Savings LLC		\$187.14
1629	Parts Town, LLC		\$185.34
1630	Feher Financial		\$183.54
1631	Jamie Baschuk		\$183.15
1632	Nigel Creusot		\$183.15
1633	Richard Curtis		\$183.15

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1634	Kendra J Fernie		\$183.15
1635	Brad Holland		\$183.15
1636	John Jinjoe		\$183.15
1637	Tobi Korody		\$183.15
1638	Kim Maier		\$183.15
1639	Chuck Miller		\$183.15
1640	Vaughn Millions		\$183.15
1641	Jiffy Lube		\$182.86
1642	Blueline Taxi		\$182.79
1643	Brad Casavant		\$182.32
1644	Tim Derbowka		\$180.38
1645	Stephanie Hodgson		\$180.38
1646	Jean Longpre		\$180.38
1647	Victoria N Braaten		\$179.80
1648	Candita R Schellenberg		\$178.74
1649	Fundraising For A Cause		\$176.03
1650	Eugene Chubak		\$175.38
1651	Trena Close		\$175.38
1652	Les Cragg		\$175.38
1653	Debbie Gola		\$175.38
1654	Daniel Kuchapski		\$175.38
1655	Donna Ostmoen		\$175.38
1656	Carol Shipley		\$175.38
1657	Smitty's Restaurant & Lounge		\$175.01
1658	Doyle Ironstand		\$175.00
1659	Strategic Alarms		\$175.00
1660	Kim Villeneuve		\$175.00
1661	Angela R Corrigan		\$174.59
1662	Market Tire Prince Albert		\$173.71
1663	Ethel Mathers		\$173.25
1664	LastPass Technologies Canada ULC		\$173.16
1665	Shirley McLennan		\$171.72
1666	The Atlas Hotel		\$171.44
1667	Eriks Industrial Services		\$170.50
1668	Joshua Stumpf		\$170.00
1669	Dixon Adamson		\$169.83
1670	Janice Lawrie-Curry		\$169.83
1671	Twin Flames		\$169.50
1672	Magkist		\$168.45
1673	Association of Administrative Professionals		\$168.00
1674	Dale Dubray		\$166.50
1675	Janet Carriere		\$166.18
1676	The Bus Centre		\$166.13

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1677	Tim Bettger		\$163.84
1678	Rally Motors Ltd.		\$162.18
1679	Laurel Lofstrom		\$160.95
1680	Raely Mercredi		\$160.95
1681	Dairy Queen		\$160.39
1682	Blaine Broker		\$160.18
1683	Etsy.com		\$159.77
1684	B & E Electronics		\$159.69
1685	Michelle Maculey		\$159.29
1686	Amre Supply Inc		\$159.01
1687	The Master Group Inc.		\$158.96
1688	Microsoft 365		\$158.90
1689	Belinda Bratvold		\$157.50
1690	Brigit & Braden Best		\$155.79
1691	Fast Stamps		\$155.40
1692	Bill Innes		\$155.40
1693	Allianz Global Assistance		\$153.22
1694	SignUpGenius		\$152.19
1695	Selena 's Donair		\$150.96
1696	Baton Rouge Restaurant		\$150.10
1697	Samantha Bournof		\$150.00
1698	Alex Chisholm		\$150.00
1699	Donny Corrigan		\$150.00
1700	Family Futures Inc.		\$150.00
1701	Rotche Laserna		\$150.00
1702	Lorne Oliver		\$150.00
1703	Saskatchewan Association of City Clerks		\$150.00
1704	Stephanie Turner		\$150.00
1705	Alyssa Vandevord		\$150.00
1706	Rigat Melake Mebrahtu		\$149.85
1707	Felix Casavant		\$148.50
1708	Inland Kenworth Partnership		\$147.21
1709	Brad Dent		\$147.00
1710	Moore's		\$146.98
1711	Rod Skopyk		\$146.75
1712	Governance Solutions		\$143.19
1713	Stanley Mission Store		\$142.85
1714	Susan Dixon		\$141.61
1715	Alcohol Countermeasure Systems		\$138.53
1716	ExpressVPN.com		\$137.28
1717	Electro Sonic		\$136.86
1718	Ricky's All Day Grill		\$136.07
1719	Bendig & Klassen Law Firm		\$135.56

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1720	Varial Technologies Inc.		\$135.40
1721	Christine Tarry		\$131.25
1722	Colin O'Brian Mans Shop		\$130.98
1723	Canada Safety Council		\$130.59
1724	Watrous Co-Op		\$130.48
1725	Heritage Inn		\$130.34
1726	Fastspring		\$130.19
1727	Justin E Bell		\$129.15
1728	McDonald's Restaurants of Canada Ltd.		\$128.74
1729	Scott Roos		\$125.00
1730	William Yannacoulis		\$125.00
1731	Days Inn		\$124.62
1732	Manchur Pools & Spas (1989)		\$124.44
1733	Wondershare Technology		\$123.80
1734	Jim Bowers		\$121.67
1735	Lorne Courouble		\$121.67
1736	Jeff Fisher		\$121.67
1737	Lana A Folden		\$121.67
1738	Jerry Janzen		\$121.67
1739	Janet Jurgens		\$121.67
1740	Jean Markowsky		\$121.67
1741	Aida Petrovic		\$121.67
1742	Mark Warner		\$121.67
1743	Dramanotebook.com		\$119.73
1744	Vadootv Subscription		\$113.55
1745	Arnie's Guns & Archery		\$111.59
1746	George Rabut		\$111.00
1747	South Hill Medical Practice		\$105.00
1748	Elite Medic		\$103.90
1749	Ukreations		\$101.46
1750	Part Select		\$100.68
1751	Leanne Bear		\$100.00
1752	Jerry Demeria		\$100.00
1753	Nancy Hagen		\$100.00
1754	Al Hopkins		\$100.00
1755	International Auction		\$100.00
1756	Kelly Kawula		\$100.00
1757	P.A.P.S. Stores		\$100.00
1758	Parkland Ambulance Care Ltd.		\$100.00
1759	Quizno's Sub		\$100.00
1760	Vivint Canada		\$100.00
1761	Dollar Tree		\$99.64
1762	Fuddruckers		\$99.03

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1763	Perlitz & Sons Trucking Ltd		\$98.34
1764	Buffer Inc.		\$98.26
1765	XL Enterprises Inc.		\$96.00
1766	B & E Industrial Electronics		\$95.17
1767	Arts Touring Alliance of Alberta		\$94.50
1768	React & Respond First Aid		\$94.50
1769	National Boating Safety School		\$94.40
1770	Saskatoon Landscape Store		\$94.35
1771	School Specialty Canada		\$91.72
1772	Aaliyah Alexander		\$90.00
1773	Altus Group Limited		\$90.00
1774	U-Haul		\$89.16
1775	Lowe's		\$88.79
1776	Lakes Edge Retirement Community		\$87.67
1777	Doell Osmak Wealth Management		\$86.94
1778	Prince Albert Cornerstone Medical Clinic		\$85.00
1779	Officekeys.ca		\$84.99
1780	North Star Signs		\$84.92
1781	John Theoret		\$84.50
1782	Jasper East Gate (Parks Canada)		\$84.00
1783	Ninety Three Tools		\$82.85
1784	Bruush Oral Care Inc.		\$81.98
1785	Radioworld Central Inc.		\$80.87
1786	Cheryl Ring		\$80.00
1787	Phil Cholidnuik		\$78.75
1788	Dan Hayduk		\$78.75
1789	Pat Leach		\$78.75
1790	Ray Littlechilds		\$78.75
1791	Yewr Way Confectionary		\$77.96
1792	Paddle.com Market Ltd		\$76.98
1793	Sootsoap Supply Co.		\$75.60
1794	Jacks Small Engines		\$75.50
1795	ADT Security Services Canada Inc.		\$75.00
1796	Canadian Police Chaplain Association		\$75.00
1797	Carrier Forest Products Ltd.		\$75.00
1798	Ann- Marie Chokani		\$75.00
1799	Dillon Gazandler		\$75.00
1800	Sask Culture Inc.		\$75.00
1801	Team Mfg, Inc		\$74.24
1802	Jordan Ambrose		\$73.50
1803	Dennis Jeffries		\$73.50
1804	Michael Ruskowski		\$73.50
1805	Northern Spruce Housing Corporation		\$73.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1806	Pacific Northwest Division IAI		\$72.57
1807	P A Housing Authority		\$71.35
1808	CAL Holdings Inc		\$71.00
1809	Sask. Association of Rural Municipalities		\$70.00
1810	PizzaTime		\$68.78
1811	Yosef Siwy		\$68.25
1812	Yellow Cab		\$68.00
1813	Value Village		\$67.61
1814	Jam Software		\$67.59
1815	Be Funky		\$66.96
1816	Cervus Equipment		\$65.80
1817	Halloween Costumes.ca		\$62.96
1818	Omar Al Asmi		\$60.00
1819	Canadian Police Canine Association		\$60.00
1820	Pritchard Engineering Co. Ltd.		\$59.35
1821	EZ Selection.ca		\$58.66
1822	Nav Canada		\$58.28
1823	Walker's Auto & Body Supplies Ltd.		\$56.12
1824	Tipi Fuel and Convenience		\$55.80
1825	Crossrider Sport Ltd		\$53.98
1826	Flower Whispers		\$53.55
1827	Subway		\$53.21
1828	Tony's Appliance Repair		\$53.00
1829	Minister of Finance		\$52.50
1830	Snowmobile Course.com		\$52.50
1831	Calgary United Cabs		\$51.23
1832	WCLP-SCS Prince Albert		\$51.14
1833	McDonald's Restaurants		\$51.06
1834	A. Farber & Partners Inc		\$50.00
1835	Association of Canadian Critical Incident Commanders		\$50.00
1836	Samantha Burnouf		\$50.00
1837	Maya Duffield		\$50.00
1838	Gail Carlson Pottery		\$50.00
1839	Grey Cab		\$50.00
1840	Taya Lebel		\$50.00
1841	Meadow Lake Tribal Council		\$50.00
1842	Theodore J Merasty		\$50.00
1843	FlipBuilder		\$49.48
1844	Starbucks		\$49.29
1845	Checker Cabs		\$49.11
1846	Humpty's Family Restaurant		\$49.01
1847	Heavy Construction Safety Association		\$47.25
1848	City of Prince Albert		\$45.00

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1849	Dhruv		\$45.00
1850	Sweet Stells Cakes & More		\$45.00
1851	Kijiji Canada Ltd		\$43.67
1852	Kalinowski Trucking Ltd.		\$43.17
1853	RJ's Urban Garden Cafe		\$41.63
1854	Pharmasave		\$40.05
1855	Nicole Ferchuk		\$40.00
1856	Sherry LaFaver		\$40.00
1857	Prince Albert Orthopedic Clinic		\$40.00
1858	S. Martins Medical Prof. Corp		\$40.00
1859	Municipal World Inc		\$39.80
1860	Riley Clarke		\$37.50
1861	Debbie Lucyshyn		\$37.30
1862	Care Cabs		\$36.70
1863	Bulk Barn		\$33.65
1864	Lucky Mobile		\$33.30
1865	Zazzle		\$33.13
1866	ABS Pressure & Equipment Safety		\$32.50
1867	Caribou Creek Lodge		\$30.00
1868	Prince Albert Medical Clinic		\$30.00
1869	Emily Zbaraschuk		\$29.06
1870	Morley Harrison		\$28.73
1871	Your Dollar Store With More		\$28.59
1872	High River Home Hardware		\$25.36
1873	Carlton Trail Hearing Clinic		\$25.00
1874	Dave Mooney		\$25.00
1875	Husky Oil		\$24.72
1876	UP Express Union		\$24.70
1877	2Co. Com		\$24.04
1878	Tramps Music & Books		\$24.00
1879	EasyPPSA		\$22.66
1880	Northern Mobile Corp		\$22.20
1881	Midtown Plaza Inc.		\$20.00
1882	P.A. Community Clinic		\$20.00
1883	The Provincial Mediation Board		\$20.00
1884	Burger King		\$19.91
1885	Roofmart Prairies Ltd.		\$18.44
1886	A & W Restaurants		\$17.27
1887	Scan Tech Alarm Systems Ltd.		\$16.56
1888	Alberta Transportation		\$15.00
1889	Music Notes .com		\$14.54
1890	Kung Pao Wok		\$14.30
1891	Impark		\$14.00

## Payables Payments

No.	Vendor Name	From 12/1/2022 to 12/31/2022	From Start of Year to 12/31/2022
1892	Precise ParkLink		\$14.00
1893	Louis Kriel Dental Holding Corp		\$13.08
1894	Presto Union Station		\$13.00
1895	Crescent Park Pharmacy		\$11.08
1896	Acara Glass & Aluminum		\$9.31
1897	Crescent Heights Pharmacy		\$6.64
1898	Hey Taxi Ltd		\$6.60
1899	RIDE		\$6.60
1900	First Nations Power Authority		\$6.36
1901	ParkMobile		\$5.35
1902	City of Regina		\$4.17
	<b>Total:</b>	<b>\$7,630,436.15</b>	<b>\$90,201,412.96</b>



City of  
**Prince Albert**

**MIN 23-19**

**TITLE:** February 28, 2023 Golf Course Advisory Committee Meeting Minutes

**DATE:** **March 2, 2023**

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATION:**

Be received as information and filed.

**ATTACHMENTS:**

1. Unofficial Minutes

Written by: Golf Course Advisory Committee



## **CITY OF PRINCE ALBERT**

### **GOLF COURSE ADVISORY COMMITTEE REGULAR MEETING**

## **MINUTES**

**TUESDAY, FEBRUARY 28, 2023, 3:58 P.M.  
MAIN BOARDROOM, 2<sup>ND</sup> FLOOR, CITY HALL**

PRESENT: Councillor Don Cody  
Brett Blakely  
Rick Genest  
Jeff McKeand  
Dawn MacAuley  
Vimy Penner

Terri Mercier, City Clerk  
Darcy Myers, Head Professional

### **1. CALL TO ORDER**

Councillor Cody, Chairperson, called the meeting to order.

## 2. APPROVAL OF AGENDA

0001. **Moved by:** Penner

That the Agenda for this meeting be approved, as presented, and, that the presentations, delegations and speakers listed on the Agenda be heard when called forward by the Chair.

Absent: Mayor Dionne and Mel Keating

**CARRIED**

## 3. DECLARATION OF CONFLICT OF INTEREST

## 4. ADOPTION OF MINUTES

0002. **Moved by:** McKeand

That the Minutes for the Golf Course Advisory Committee Regular Meeting held September 1, 2022, be taken as read and adopted.

Absent: Mayor Dionne and Mel Keating

**CARRIED**

## 5. CORRESPONDENCE & DELEGATIONS

## 6. REPORTS OF ADMINISTRATION & COMMITTEES

6.1 2023 Golf Course Advisory Committee Proposed Meeting Schedule (RPT 23-80)

0003. **Moved by:** MacAuley

That the 2023 Golf Course Advisory Committee Meeting Schedule, as attached to RPT 23-80, be approved, with the following amendment:

1. That an additional meeting be scheduled for October 19, 2023.

Absent: Mayor Dionne and Mel Keating

**CARRIED**

6.2 2023 Work Plan – Golf Course Advisory Committee (RPT 23-34)

0004. **Moved by:** Penner

That the 2023 Work Plan for the Golf Course Advisory Committee, as attached to RPT 23-34, be approved, with the following amendment:

1. That the Work Plan include a review of the 2023 Season and outlook for 2024 Season for consideration at the last meeting of the year.

Absent: Mayor Dionne and Mel Keating

**CARRIED**

**7. UNFINISHED BUSINESS**

**8. ADJOURNMENT – 4:57 P.M.**

0005. **Moved by:** Genest

That this Committee do now adjourn.

Absent: Mayor Dionne and Mel Keating

**CARRIED**

MAYOR GREG DIONNE  
CHAIRPERSON

TERRI MERCIER  
CITY CLERK

MINUTES ADOPTED THIS 6<sup>th</sup> DAY OF APRIL , A.D. 2023.



**RPT 23-67**

**TITLE:** Assessment Legal Counsel

**DATE:** February 28, 2023

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATION:**

That this report regarding the use of legal counsel by the Assessment Department be received and filed.

**TOPIC & PURPOSE:**

The purpose of this report is to provide members of City Council with an informed update on the use of external legal counsel by the Assessment Department. It is also a reminder that the legal counsel budget has continually been inadequately budgeted and to prepare for the increased costs due to the increase of appeal activity.

**BACKGROUND:**

Since 2017, the City of Prince Albert has seen professional tax agents appealing property assessments on behalf of property owners. In 2017, the City had four different tax agent companies represent property owners and this number has continually increased. The main property type of these appeals are commercial properties. These assessment appeals have high risk to them, which is a greater risk to the City's taxation revenue on an annual basis.

These higher risk appeals are becoming more technical and complicated as areas of the Assessment section of *The Cities Act* and the guides and manuals are being challenged more often by these tax agents and their legal counsel.

Each Revaluation continues to bring a larger amount of appeals to the Board of Revision and then the Saskatchewan Municipal Board causing an increase in appeal activity and the need for legal counsel to be a part of the appeal process.

These higher risk appeals also require more legal explanation with reliance on previous Court of Appeal and Saskatchewan Municipal Board decisions.

Assessment has always used legal counsel to assist with the majority of the commercial and some residential appeals at the Board of Revision (BOR), Saskatchewan Municipal Board (SMB) and Court of Appeal (COA) levels.

### **PROPOSED APPROACH AND RATIONALE:**

Assessment is the foundation for the property tax base here in Prince Albert. Providing our community with the assurance that the work completed by Assessment will help maintain fairness and equity among all property owners is important to City Council, Administration and Property Owners.

Assessment has really been focused over the last 5 years on making sure that physical data is accurate through conducting property inspections. Information is also collected from property owners in regards to sales verification and income/expense information as per s. 171, Provision of information to assessor, of *The Cities Act*. The more responses the City receives back from property owners provides Assessment the ability to develop more accurate valuations. The involvement of legal counsel in the requests for information by the Assessor has been the process within other assessment jurisdictions but has not been the practice within the City of Prince Albert. We need to move in this direction to help increase the return percentage of this information so the property owners can get the most accurate assessments possible. *The Cities Act* s. 172 does provide the City the ability to impose a penalty on property owners who fail to furnish any information or document required as per s. 171 or willfully furnish the assessor with false information. There are assessment jurisdictions that do use the application of this section and are successful in receiving high percentages of this information returned.

The staff in Assessment are always looking for ways to improve the quality of our work and are in need of developing some processes to increase the amount of information we receive. This s. 171 of *The Cities Act* is continually being challenged through appeals in other jurisdictions. Tax agents are requesting proof that the requests for information were issued and received by their client as failure or refusal to provide information to the assessor is subject to having their appeal dismissed by the BOR. Tax agents have also been requesting the copies of the information received from the property owners. This section does provide the ability to keep the information and documents received confidential. Tax agents are seeking, through the appeal process, to have this information available to them so they can confirm every aspect of the model analysis. If this information were to be made available to the tax agents, this will result in property owners not wanting to provide the information to the assessor. With the potential of a lack of information received, this also jeopardizes the ability to implement the income approach to valuation.

Assessment has always been using external legal counsel to assist with assessment appeals when required. Tax agents are appealing more about the processes, procedures and

legislation. This has been the method being used recently as the assessment jurisdictions have left less for tax agents to appeal in regards to the modelling as there has been more time spent ensuring the analysis work is completed correctly and supported by statistical analysis.

This year, Assessment will be transitioning from one external legal counsel to another external legal counsel to prepare for the 2025 Revaluation with the move of the commercial assessments being valued from the cost approach to the income approach. This new legal counsel, Procido LLP, has more experience with the income approach and will also be able to provide some additional and more timely services to the Assessment area as the nature of the work can be time sensitive due to legislative requirements.

Since 2017, the assessment legal counsel (DD West LLP) costs were \$171,020.00. This was for the following:

- 2017 – 2 lead appeals to BOR, SMB and COA with 1 lead appeal being granted leave to appeal to the COA and then remitted back to the SMB.
- 2021 – 2 lead appeals to BOR.
- 2022 – 1 lead appeal to BOR and 1 appeal to the SMB.

The estimated legal counsel (Procido LLP) costs for the 2023 assessment roll are approximately \$162,500. This includes the following:

- 7 appeals (5 as lead appeals for a group of properties) to the BOR with 5 of the 7 appeals resulting in a further SMB appeal.
- Additional legal assistance on the 3<sup>rd</sup> letter information requests (sales verification and income/expense forms).
- Preparation for the 2025 Revaluation with an internal confidentiality policy to assist all staff when dealing with requests for information from tax agents.
- Legal opinions regarding legislation and other internal communication.

## **CONSULTATIONS:**

There were consultation meetings with the City Manager, City Solicitor, Director of Financial Services and City Assessor.

Assessment sought out advice from the City Solicitor as per s. 30(2) of Bylaw No. 1 of 2020, Administration Bylaw:

30. *The City Solicitor may retain and instruct outside counsel:*

*(1) if an outside opinion is requested by Council, Executive Committee or the City Manager:*

- (2) if the City Solicitor is of the opinion that outside counsel is required; or,*
- (3) if a conflict of interest precludes the City Solicitor from providing legal services to the City or any body, or employee entitled to legal services, in which a case the City Solicitor may retain and instruct counsel and refer the body or person to that outside counsel;*
- and, thereafter monitor and approve payment for those legal services.*

Since assessment is a very specialized field of legal counsel work, there are limited law firms that offer these services for this type of work. The City Assessor reached out to Saskatchewan Assessment Management Agency (SAMA) as well as the other Cities to determine who they use for legal services. The other cities use their internal City Solicitors in which they have someone assigned specifically to assessment work. SAMA hires external legal counsel and provided contact information. The City Assessor reached out to two firms in which one was interested in completing this work for the City.

The City Solicitor, Director of Financial Services and City Assessor were involved in interviewing the firm of Procido LLP to understand their experience in the area of assessment and if their firm is a good fit for our City's assessment area and the direction of growth for the department.

#### **COMMUNICATION AND/OR ANNOUNCEMENT PLAN:**

Assessment will continue to provide assessment risk information to members of City Council when there are taxation revenue impacts and substantial impacts to the assessment department's work plan that will affect the property tax bylaw.

#### **FINANCIAL IMPLICATIONS:**

Assessment appeals are becoming more complex and time consuming. The appeal numbers are increasing even in non-revaluation years. The legal counsel requirements are increasing due to the increased activity and future development of the department especially in preparation for the 2025 Revaluation.

As stated in the 2023 budget, legal counsel costs have continually been inadequately budgeted and future budget considerations for assessment legal counsel needs to be included.

The estimate of approximately \$162,500 will be reviewed throughout 2023 and an estimate will be included for 2024.

#### **OTHER CONSIDERATIONS/IMPLICATIONS:**

There are no privacy implications, policy implications, official community plan and options to recommendation.

**STRATEGIC PLAN:**

This report helps improve the organizational effectiveness. This implements long-term budget planning to create predictability in decision-making. Assessment being able to support the valuations and prevent high taxation risks helps create an equitable taxation structure that promotes community growth in the area of Economic Diversity and Stability.

**PUBLIC NOTICE:**

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

**PRESENTATION:**

Verbal Presentation by Vanessa Vaughan, City Assessor

Written by: Vanessa Vaughan, City Assessor

Approved by: Director of Financial Services & City Manager



**RPT 23-92**

**TITLE:** Year 2022 - Snow Management Special Tax - Bylaw No. 8 of 2022

**DATE:** **March 2, 2023**

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATION:**

That the snow management unaudited overage costs of \$878,747 be funded from the Fiscal Stabilization Fund for Year 2022.

**TOPIC & PURPOSE:**

To provide members of Council the funds raised by the Snow Management Special Tax.

To approve funding for the overage relating to snow management costs for Year 2022.

**BACKGROUND:**

In Year 2022, City Council approved Bylaw No. 8 of 2022 – Snow Management Special Tax.

**Special Tax:** a specific amount of money raised by a special tax to be used for a specific service or purpose. The service or purpose must be completed within the taxation year.

A municipality may pass a special tax bylaw and Subsection 278(1) of the *Cities Act* provides that the use of the revenue raised by a special tax must be used for that specific service or purpose stated in the bylaw. Subsection 278(2) of the *Cities Act* then states that when there is excess revenue generated from the special tax (i.e. actual expenses are less than the actual revenue from the special tax), the City shall give public notice of the use to which it proposes to put the excess revenue. This requirement in subsection 278(2) will allow for transparency between the City and residents as to what their tax dollars are being used for.

The 2022 Property Tax Bylaws changed the following from a **Base Tax to a Special Tax as per legislation as follows:**

## Snow Special Tax

Residential: \$60.00 per residential roll  
 Multi-Residential: \$20.00 per multi-unit  
 Sliding commercial scale

**PROPOSED APPROACH AND RATIONALE:**

The 2022 snow management budget was approved in the total amount of **\$1,264,600**: as follows:

2022 BUDGET	Snow Downtown	Snow Management	Total
Salaries Wages and Benefits	\$81,500	\$479,260	<b>\$560,760</b>
Fleet Expenses	\$52,600	\$370,140	<b>\$422,740</b>
Maintenance Materials and Supplies	\$20,600	\$260,500	<b>\$281,100</b>
<b>TOTAL SNOW 2022 BUDGET</b>	<b>\$154,700</b>	<b>\$1,109,900</b>	<b>\$1,264,600</b>

The attached Bylaw No. 8 of 2022 is for the Snow Management Special Tax whereby a special tax shall be levied against all properties benefiting from snow management to be completed in the calendar year of 2022. The Bylaw included the estimated cost for the purpose of service for snow management is \$1,264,600, pursuant to approved Budget.

The revenue generated in Year 2022 for the Snow Management Special Tax was **\$1,312,935**. That revenue exceeded the budget by **(\$48,335)** due to changes in property values throughout the year.

The **unaudited** spending for Snow Management is as follows:

	2022 Budget	2022 Actual	Variance
Wages	\$320,000	\$413,675	<b>\$93,675</b>
Overtime	\$95,000	\$216,717	<b>\$121,717</b>
Payroll	\$145,700	\$223,401	<b>\$77,701</b>
Hired Equipment	\$160,000	\$384,494	<b>\$224,494</b>
Fleet	\$422,740	\$784,401	<b>\$361,661</b>
Self Employed Contractors	\$0	\$14,332	<b>\$14,332</b>
Granular	\$40,000	\$30,457	<b>(\$9,543)</b>
Chemicals	\$70,000	\$70,076	<b>\$76</b>
Operating	\$10,350	\$47,707	<b>\$37,357</b>
Other	\$810	\$6,422	<b>\$5,612</b>
<b>TOTAL</b>	<b>\$1,264,600</b>	<b>\$2,191,682</b>	<b>\$927,082</b>

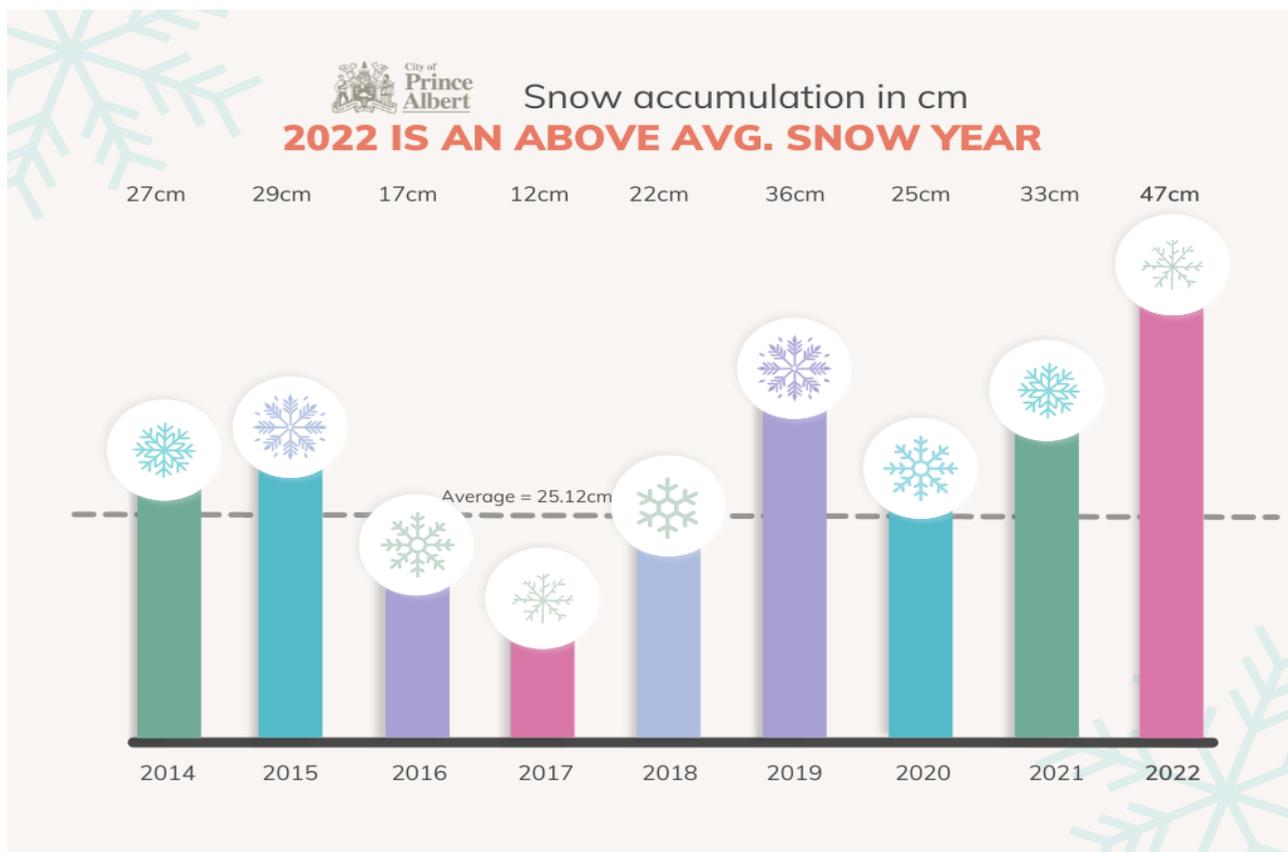
The unaudited spending relating to snow management costs in Year 2022 exceeded the approved budget by **\$927,082**.

The 2022 snow management unaudited costs exceed the funding generated by the Snow Management Special Tax as follows:

Unaudited Snow Management Special Tax	(\$1,312,935)
Unaudited Snow Management Spending	\$2,191,682
<b>Spending exceeds Special Tax Revenue</b>	<b>\$878,747</b>

As such, there is no excess revenue for consideration by Council.

In 2022 there was more snow than in prior years. As a result there was an expectation of a high level of service to keep streets cleared. The City snow lifted more streets than had been done in any prior year. Crews respond to snow events as needed to ensure that roads are cleared as quickly and effectively as possible given the various winter conditions in any given year. This winter in particular, record snow accumulation led to sight line issues that have rarely been a problem in the past. Crews have responded with a record number of snow lifts to address this safety concern and to deal with unprecedented narrowing of City streets.



**COMMUNICATIONS AND/OR ANNOUNCEMENT PLAN:**

The report will be forwarded to the March 27, 2022 City Council meeting for consideration. The City's Audit will confirm the final audited numbers relating to snow management costs.

**POLICY IMPLICATIONS:**

This report relates to:

Bylaw No. 8 of 2022 ~ Snow Management Special Tax.

**FINANCIAL IMPLICATIONS:**

As per the City's Audited Financial Statements, the ending 2021 Reserve balance for the Snow Management Reserve is a **deficit of \$697,927**.

It is not fiscally responsible to put the Snow Management Reserve into a further deficit by the overage of \$878,747.

This report is recommending that the snow management unaudited costs of \$878,747 be funded from the Fiscal Stabilization Fund, conditional upon final costs audited by the City's Auditor.

**STRATEGIC PLAN:**

The creation of an equitable taxation structure promotes community growth and maintains new and existing amenities and infrastructure. The Snow Management Special Tax is to generate revenue to fund snow management costs within the calendar year.

**OPTIONS TO RECOMMENDATION:**

Council may approve debiting the Snow Management Reserve into a further deficit by \$878,747, to a total ending deficit balance of \$1,576,674 ending Year 2022 unaudited. That is not being recommended as the reserve is already in a deficit of \$697,937.

**PUBLIC NOTICE:**

Public Notice pursuant to Public Notice Bylaw No. 24 of 2015 is not required.

**PRESENTATION:** Verbal Presentation by Melodie Boulet, Finance Manager

**ATTACHMENT:**

1. Bylaw No. 8 of 2022 – Snow Management Special Tax

Written by: Melodie Boulet, Finance Manager

Approved by: Senior Accounting Manager, Director of Financial Services and City Manager

# CITY OF PRINCE ALBERT BYLAW NO. 8 OF 2022

*A Bylaw of the City of Prince Albert to raise revenue required for snow management to be completed in 2022.*

WHEREAS pursuant to Section 275(1) of *The Cities Act* a Council may pass a special tax bylaw to raise revenue to pay for any specific service or purpose to be completed within the taxation year;

AND WHEREAS pursuant to Section 275(2) of *The Cities Act* a special tax bylaw must be passed annually;

AND WHEREAS pursuant to Sections 275(3) of *The Cities Act* public notice has been given.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

## **Snow Management Special Tax:**

1. A Special Tax shall be levied against all properties as listed in Section 3, all such properties benefiting from snow management to be completed within the current year.
2. The estimated cost of the purpose or service referred to in Section 1 is \$1,264,600, pursuant to the approved budget.
3. The rate of special tax to be charged against each property is:

a. Residential	\$60
b. Agricultural	\$60
c. Condominium	\$60
d. Care Home and Group Home	\$60
e. Multi-Family per Apartment	\$20

f. Commercial, Railway and Vacant Multi-Family	
i. (\$150,000 or less taxable value)	\$125
ii. (\$150,001 to \$300,000 taxable value)	\$300
iii. (\$300,001 to \$450,000 taxable value)	\$510
iv. (\$450,001 to \$600,000 taxable value)	\$585
v. (\$600,001 to \$750,000 taxable value)	\$610
vi. (\$750,001 to \$900,000 taxable value)	\$790
vii. (\$900,001 to \$1,050,000 taxable value)	\$1,000
viii. (\$1,050,001 to \$1,200,000 taxable value)	\$1,170
ix. (\$1,200,001 to \$1,350,000 taxable value)	\$1,360
x. (\$1,350,001 to \$1,500,000 taxable value)	\$1,550
xi. (\$1,500,001 to \$2,000,000 taxable value)	\$2,000
xii. (\$2,000,001 to \$2,500,000 taxable value)	\$2,400
xiii. (\$2,500,001 to \$3,000,000 taxable value)	\$2,700
xiv. (\$3,000,001 to \$3,500,000 taxable value)	\$3,000
xv. (\$3,500,001 to \$4,000,000 taxable value)	\$3,500
xvi. (\$4,000,001 to \$5,000,000 taxable value)	\$4,300
xvii. (over \$5,000,000 taxable value)	\$4,700

4. Any person who considers that an error or omission was made in the application or calculation of the special tax on his or her property may notify the municipality in writing by June 30<sup>th</sup>, 2022, requesting the Council to review the application or calculation of the tax rate regarding the property in question.
5. The administrator will notify the persons, who have requested a review, of the time and date the Council will meet to hear and review the requests.
6. The taxes that are levied will be added to the tax roll as a special assessment against the property, when they become due and payable, and are recoverable in the same manner as other taxes.

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2022. The rates imposed for 2022 are deemed to be imposed from January 1, 2022.

INTRODUCED AND READ A FIRST TIME THIS 28<sup>th</sup> DAY OF March , AD 2022.  
READ A SECOND TIME THIS 28<sup>th</sup> DAY OF March , AD 2022.  
READ A THIRD TIME AND PASSED THIS 29<sup>th</sup> DAY OF March , AD 2022.



MAYOR

*Infier*  
A/CITY CLERK



**RPT 23-97**

**TITLE:** Year 2022 - Roadways Special Tax - Bylaw No. 9 of 2022

**DATE:** **March 3, 2023**

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATIONS:**

That the surplus revenue generated from the 2022 Roadways Special Tax and the unspent funds from the Roadways Recapping Program for year ending 2021 in the total amount of \$349,769.04 be allocated as follows:

- The amount of \$274,751.80 be allocated to fund the additional costs spent in 2022 for the concrete sidewalk, curb and median rehabilitation program.
- The amount of \$75,017.24 be credited to the Capital Works Committed Reserve to fund additional roadway and concrete sidewalk work in 2023.

**TOPIC & PURPOSE:**

To approve that the surplus revenue generated from the 2022 Roadways Special Tax and the unspent funds from the Roadways Recapping Program for year ending 2021 in the total amount of \$349,769.04 be allocated as follows:

- The amount of \$274,751.80 to fund the additional costs spent in 2022 for the concrete sidewalk, curb and median rehabilitation program.
- The amount of \$75,017.24 be credited to the Capital Works Committed Reserve to fund additional roadway and concrete sidewalk work in 2023.

**BACKGROUND:**

In Year 2022, City Council approved Bylaw No. 9 of 2022 – Roadways Special Tax.

**Special Tax:** a specific amount of money raised by a special tax to be used for a specific service or purpose. The service or purpose must be completed within the taxation year.

A municipality may pass a special tax bylaw and Subsection 278(1) of the *Cities Act* provides that the use of the revenue raised by a special tax must be used for that specific service or purpose stated in the bylaw. Subsection 278(2) of the *Cities Act* then states that when there is excess revenue generated from the special tax (i.e. actual expenses are less than the actual revenue from the special tax), the City shall give public notice of the use to which it proposes to put the excess revenue. This requirement in subsection 278(2) will allow for transparency between the City and residents as to what their tax dollars are being used for.

The 2022 Property Tax Bylaws changed the following from a **Base Tax to a Special Tax as per legislation as follows:**

#### Roadways Special Tax

Residential: \$189.00 per residential roll  
 Multi-Residential: \$63.00 per multi-unit  
 Sliding commercial scale

#### **PROPOSED APPROACH AND RATIONALE:**

The 2022 Roadways Recapping Program was approved at \$4,100,000.

The projects for the Roadways Recapping Program is based on the results obtained from the Pavement Management System compiled in 2005 and updated annually. The Program funds asphalt milling, recapping and reconstruction of the City's paved roadway network.

At the end of Year 2021, the amount of \$227,743.63 was unspent from the approved 2021 Roadways Recapping Program. That amount was credited to the Capital Works Reserve ending 2021 to provide funding for additional roadway work in 2022.

The total Roadways Recapping Program Budget for 2022 was:

2022 Roadways Paving Program - Budget	\$4,100,000.00
C/F to Year 2022 from Year 2021	\$227,743.63
<b>Total Year 2022 Roadways Paving Program</b>	<b>\$4,327,743.63</b>

The Roadways Special Tax Bylaw specifies that a special tax shall be levied against all properties included in the Bylaw, which includes properties benefiting from roadway work to be completed within the current year.

The Bylaw included the estimated cost of the purpose or service at \$4,100,000, as per approved 2022 Roadways Paving Program Budget.

The revenue generated in 2022 from the Roadways Special Tax as per Bylaw No. 9 of 2022 is **\$4,115,778**.

That revenue exceeds the approved budget by the amount of **(\$15,778)** due to changes in property values throughout the year.

Attached to this Report is the breakdown of the \$3,993,752 costs spent for the Roadways Recapping Program. The attachment illustrates the roads that were paved in 2022.

The attachment also illustrates that the amount of \$574,751.80 was spent on the concrete sidewalk, curb & median rehabilitation program. The 2022 Budget approved for the Program was \$300,000. The costs exceeded the budget by the amount of \$274,751.80. The Director of Public Works has advised that the expenditures were a result of ensuring that sidewalks were repaired at the same time that roadways in the recapping program were being repaved.

The surplus from the program in 2022 is therefore **\$122,025.41**:

2022 Roadways Special Tax Revenue	(\$4,115,778.00)
2022 Unaudited Roadways Paving Program costs	\$3,993,752.59
<b>Surplus Revenue - Roadways Special Tax 2022</b>	<b>(\$122,025.41)</b>

When you factor the additional budget from the unspent 2021 Roadways Paving Program, the excess revenue is as follows:

Surplus Revenue – Roadways Special Tax 2022	\$122,025.41
2021 Unspent Roadways Recapping Program Funds (C/F)	\$227,743.63
<b>Total Surplus from Roadways Recapping Program 2022</b>	<b>\$349,769.04</b>

#### **COMMUNICATIONS AND/OR ANNOUNCEMENT PLAN:**

The report will be forwarded to the March 27, 2022 City Council meeting for consideration. The City's Audit will confirm the final audited numbers relating to the roadway paving program costs.

#### **POLICY IMPLICATIONS:**

This report relates to:

Bylaw No. 9 of 2022 ~ Roadways Special Tax

**FINANCIAL IMPLICATIONS:**

This report is recommending that the surplus revenue generated from the 2022 Roadways Special Tax and the unspent funds from the Roadways Recapping Program for year ending 2021 in the total amount of \$349,769.04 be allocated as follows:

<b>Roadways Surplus for 2022</b>	<b>\$349,769.04</b>
Fund the 2022 overage for the concrete sidewalk, curb and median rehabilitation program	\$274,751.80
Allocate to the Capital Works Committed Reserve Year Ending 2022 for spending in 2023 on additional roadway and concrete work	\$75,017.24

The 2023 Budget approved the Roadways Recapping Program at \$4,100,000 and \$300,000 for the Concrete Sidewalk, Curb and Median Rehabilitation Program.

The amount of \$75,017.24 can be used to fund additional roadway and concrete work in Year 2023. As per the proposed 2023 Property Tax Tools, the Roadways Special Tax for Year 2023 will fund the entire Program. That change aligns all Roadways Paving Program costs including paving, sidewalk and rehabilitation together as one Program funded by the Roadways Special Tax. The additional funds of \$75,017.24 supports the proposed 2023 Roadways Special Tax.

Allocating the amount of \$274,751.80 to the overage on the concrete sidewalk, curb and median rehabilitation program for 2022 alleviates that overage to be funded from Fiscal Stabilization Fund or from any possible surplus in Year 2022. At the time of writing the report, the final surplus is undetermined.

**STRATEGIC PLAN:**

The creation of an equitable taxation structure promotes community growth and maintains new and existing amenities and infrastructure. The Roadways Special Tax is to generate revenue to fund roadway work spent within the calendar year.

**OPTIONS TO RECOMMENDATION:**

Council may choose to allocate the surplus of \$349,769.04 to the Capital Works Reserve ending Year 2022 to fund additional roadway and concrete rehabilitation in 2023. That is not being recommended as the overage for the concrete sidewalk, curb & median rehabilitation program in the amount of \$274,751.80 would then need to be funded from Fiscal Stabilization Fund or from any possible surplus in Year 2022.

**PUBLIC NOTICE:**

Public Notice is required for consideration of this matter, pursuant to Section 4(e) of Public Notice Bylaw No. 24 of 2015. The following notice will be undertaken:

- Published in local newspaper (Prince Albert Daily Herald) circulated in the City: March 16, 2023
- Posted on the bulletin board at City Hall: March 16, 2023
- Posted on the City's website: March 16, 2023

**PRESENTATION:** Verbal Presentation by Melodie Boulet, Finance Manager

**ATTACHMENTS:**

1. Bylaw No. 9 of 2022 – Roadways Special Tax Bylaw.
2. 2022 Roadways Recapping Program Costs.

Written by: Melodie Boulet, Finance Manager

Approved by: Senior Accounting Manager, Director of Financial Services and City Manager

# CITY OF PRINCE ALBERT BYLAW NO. 9 OF 2022

*A Bylaw of The City of Prince Albert to raise revenue for roadways work to be completed in 2022.*

WHEREAS pursuant to Section 275(1) of *The Cities Act* a Council may pass a special tax bylaw to raise revenue to pay for any specific service or purpose to be completed within the taxation year;

AND WHEREAS pursuant to Section 275(2) of *The Cities Act* a special tax bylaw must be passed annually;

AND WHEREAS pursuant to Sections 275(3) of *The Cities Act* public notice has been given.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

## **Roadways Special Tax:**

1. A Special Tax shall be levied against all properties as listed in Section 3, all such properties benefiting from roadways work to be completed within the current year.
2. The estimated cost of the purpose or service referred to in Section 1 is \$4,100,000, pursuant to the approved budget.
3. The rate of special tax to be charged against each parcel is:

a. Residential	\$189
b. Agricultural	\$189
c. Condominium	\$189
d. Care Home and Group Home	\$189
e. Multi-Family per Apartment	\$63

f. Commercial, Railway and Vacant Multi-Family	
i. (\$150,000 or less taxable value)	\$500
ii. (\$150,001 to \$300,000 taxable value)	\$650
iii. (\$300,001 to \$450,000 taxable value)	\$1,200
iv. (\$450,001 to \$600,000 taxable value)	\$1,780
v. (\$600,001 to \$750,000 taxable value)	\$2,300
vi. (\$750,001 to \$900,000 taxable value)	\$2,900
vii. (\$900,001 to \$1,050,000 taxable value)	\$3,400
viii. (\$1,050,001 to \$1,200,000 taxable value)	\$4,000
ix. (\$1,200,001 to \$1,350,000 taxable value)	\$4,630
x. (\$1,350,001 to \$1,500,000 taxable value)	\$5,000
xi. (\$1,500,001 to \$2,000,000 taxable value)	\$6,500
xii. (\$2,000,001 to \$2,500,000 taxable value)	\$7,700
xiii. (\$2,500,001 to \$3,000,000 taxable value)	\$8,500
xiv. (\$3,000,001 to \$3,500,000 taxable value)	\$9,500
xv. (\$3,500,001 to \$4,000,000 taxable value)	\$11,000
xvi. (\$4,000,001 to \$5,000,000 taxable value)	\$13,400
xvii. (over \$5,000,000 taxable value)	\$14,500

4. Any person who considers that an error or omission was made in the application or calculation of the special tax on his or her property may notify the municipality in writing by June 30<sup>th</sup>, 2022, requesting the Council to review the application or calculation of the tax rate regarding the property in question.
  
5. The administrator will notify the persons, who have requested a review, of the time and date the Council will meet to hear and review the requests.
  
6. The taxes that are levied will be added to the tax roll as a special assessment against the property, when they become due and payable, and are recoverable in the same manner as other taxes.

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2022. The rates imposed for 2022 are deemed to be imposed from January 1, 2022.

INTRODUCED AND READ A FIRST TIME THIS 28<sup>th</sup> DAY OF March , AD 2022.  
READ A SECOND TIME THIS 28<sup>th</sup> DAY OF March , AD 2022.  
READ A THIRD TIME AND PASSED THIS 29<sup>th</sup> DAY OF March , AD 2022.



MAYOR

  
A/CITY CLERK

2022 Roadways Paving Program			FUNDING	
Treatment	Street	2022 Spending	Roadways Recapping CITY FUNDING	Sidewalk Rehabilitation CONCRETE FUNDING
Pavement Management System		\$30,790.82	\$30,790.82	
Reconstruction & Concrete	6 AE (22SE Intersection)	\$392,635.75	\$342,567.72	\$50,068.03
15th Street East	(1 - 6AE)	\$16,619.98	\$16,619.98	
Mill/Pave	Crescent Heights Grouping	\$594,195.08	\$519,394.71	\$74,800.37
Reconstruction & Concrete	16 SW (2-4 AW)	\$497,681.96	\$442,585.17	\$55,096.79
Reconstruction	5 AE (24-28 SE)	\$7,064.70	\$7,064.70	
Mill/Pave	27 SE (5-6 AE)	\$105,043.21	\$105,043.21	
Reconstruction & Concrete	Central A (22-24 S)	\$0.00	\$0.00	
Reconstruction & Concrete	24 SE (Cent-1 AE)	\$159,932.19	\$138,029.02	\$21,903.17
Mill/Pave	1 AE (24-25 SE)	\$34,004.02	\$34,004.02	
Mill/Pave	Westview Grouping	\$328,149.24	\$309,179.37	\$18,969.87
Reconstruction & Concrete	7 SE (10-13 AE)	\$815,202.85	\$708,827.59	\$106,375.26
Reconstruction & Concrete	18 SW (Cent-1 AW)	\$103,009.64	\$79,642.76	\$23,366.88
Mill/Pave	17 SW (9-12 AW)	\$0.00	\$0.00	
Mill/Pave	26 SW (3-6 AW) / 27 SW (5-6 AW)	\$485,390.58	\$374,165.32	\$111,225.26
Mill/Pave & Concrete	Riverview Grouping	\$341,829.21	\$291,754.77	\$50,074.44
Reconstruction & Concrete	Marquis Rd Widening (2-4 AW)	\$356,062.26	\$318,359.17	\$37,703.09
Reconstruction	15 SNW (Hwy2-Cent)	\$199,000.78	\$199,000.78	
Carr Place	Carr Place	\$101,892.12	\$76,723.48	\$25,168.64
		\$4,568,504.39	\$3,993,752.59	\$574,751.80
			\$4,327,743.63	\$300,000.00
		\$4,568,504.39	(\$333,991.04)	\$274,751.80

2022 Roadways Paving Program - Budget	\$4,100,000.00
C/F to Year 2022 from Year 2021	\$227,743.63
<b>Total Year 2022 Paving Budget</b>	<b>\$4,327,743.63</b>
2022 Sidewalk Rehabilitation Budget	\$300,000.00
<b>Total Year 2022 Sidewalk Rehabilitation</b>	<b>\$300,000.00</b>

2022 Spending - Roadways Paving	\$3,993,752.59
2022 Spending - Concrete Program	\$574,751.80
<b>Total Spending in Year for Entire Program</b>	<b>\$4,568,504.39</b>



**RPT 23-94**

**TITLE:** Year 2022 - Business Improvement District (BID) Levy - Bylaw No. 11 of 2022

**DATE:** March 2, 2023

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATION:**

That the surplus revenue in the amount of \$27,607 generated from the Business Improvement District (BID) Levy as per Bylaw No. 11 of 2022 in Year 2022 be credited to the Prince Albert Downtown Business Improvement District Operating Reserve.

**TOPIC & PURPOSE:**

To approve that the surplus revenue in the amount of \$27,607 generated from the Business Improvement District (BID) Levy in Year 2022 be credited to the Prince Albert Downtown Business Improvement District Operating Reserve.

**BACKGROUND:**

In Year 2022, Council approved Bylaw No. 11 of 2022 – Business Improvement District (BID) Levy Bylaw.

**Special Tax:** a specific amount of money raised by a special tax to be used for a specific service or purpose. The service or purpose must be completed within the taxation year.

A municipality may pass a special tax bylaw and Subsection 278(1) of the *Cities Act* provides that the use of the revenue raised by a special tax must be used for that specific service or purpose stated in the bylaw. Subsection 278(2) of the *Cities Act* then states that when there is excess revenue generated from the special tax (i.e. actual expenses are less than the actual revenue from the special tax), the City shall give public notice of the use to which it proposes to put the excess revenue. This requirement in subsection 278(2) will allow for transparency between the City and residents as to what their tax dollars are being used for.

The purpose of the Downtown Business Improvement District (BID) Levy is to authorize a special levy to be paid by the taxable and grant in lieu properties for those businesses defined in the Prince Albert Downtown Business Improvement District area at a uniform rate sufficient to raise the amount required in 2022 for the proposed expenditures of the business improvement district.

The Bylaw states that the estimated cost of the service is \$78,000.

**PROPOSED APPROACH AND RATIONALE:**

The 2022 Prince Albert Downtown Business Improvement District Budget was approved as follows:

**2022 Budgeted Expenditures**

Salaries Wages and Benefits	\$62,800
Contracted and General Services	\$10,250
Grants and Donations	\$40,000
Utilities	\$800
Maintenance Materials and Supplies	\$26,150
	<b>\$140,000</b>

**2022 Budgeted Revenue:**

Business Improvement District Levy	(\$78,000)
City of Prince Albert Grant In Lieu for Taxes	(\$22,000)
Downtown Improvement Reserve	(\$40,000)
	<b>(\$140,000)</b>

The 2022 Budget included \$40,000 to be funded from the Downtown Improvement Reserve for the following grants:

- \$15,000 for Downtown Events
- \$10,000 for Façade Grant
- \$10,000 for Mini Façade Grants
- \$5,000 for Business Consultant

The revenue generated from the Business Improvement District (BID) Levy for 2022 is **\$114,961.36**.

That revenue generated exceed the approved budget of \$78,000 by **(\$36,961.36)**.

The surplus revenue is due to collecting on certain accounts in Year 2022 that had been outstanding for a number of years.

The following costs were charged in 2022 for the Prince Albert Downtown Improvement District:

**2022 Actual Expenditures**

Telephone & Travel	\$1,820.11
Advertising	\$3,447.83
Publications	\$601.47
Computer Services	\$624.80
Building Rental Costs	\$12,290.52
UniTech Office Solutions	\$876.90
Executive Director Costs	\$53,000.04
Contracted and General Services	\$20,121.16
Pressure Washing Sidewalks	\$4,000.00
Meeting Incidentals	\$1,220.55
Operating and Office Supplies	\$7,261.77
Electricity	\$4,071.21
Insurance	\$18.00
<b>Total Costs</b>	<b>\$109,354.36</b>

The actual unaudited expenditures exceeded the approved budget as follows:

<b>Total Costs</b>	<b>\$109,354.36</b>
--------------------	---------------------

**2022 Budgeted Expenditures**

Salaries Wages and Benefits	\$62,800.00
Contracted and General Services	\$10,250.00
Utilities	\$800.00
Maintenance Materials and Supplies	\$26,150.00
<b>Total Budgeted Expenditures</b>	<b>\$100,000.00</b>

<b>Overage on Expenditures</b>	<b>\$9,354.36</b>
--------------------------------	-------------------

Below is the additional surplus generated in Year 2022 from the Business Improvement District Levy:

Bylaw No. 11 of 2022

Budgeted BID Levy	\$78,000.00
Actual BID Levy Collected	(\$114,961.36)
<b>Surplus BID Levy Revenue 2022</b>	<b>(\$36,961.36)</b>

Budgeted Expenditures	\$100,000.00
Actual Expenditures for 2022	\$109,354.36
<b>Overage on Expenditures 2022</b>	<b>\$9,354.36</b>

<b>Surplus Revenue Year 2022</b>	<b>(\$27,607.00)</b>
----------------------------------	----------------------

This report is recommending that the surplus amount of \$27,607 be credited to the Prince Albert Downtown Business Improvement District Operating Reserve for 2022.

At the end of Year 2021, the Prince Albert Downtown Business Improvement District Operating Reserve had a surplus of \$100,261.

**CONSULTATIONS:**

The City of Prince Albert downtown businesses are involved with the planning and activities of the PADBID Board and have an interest in promoting the downtown core. City of Prince Albert residents, City facilities and other businesses benefit from PADBID's initiatives.

**COMMUNICATION AND/OR ANNOUNCEMENT PLAN:**

The report will be forwarded to the March 27, 2022 City Council meeting for consideration. The City's Audit will confirm the final audited numbers relating to PADBID spending.

**POLICY IMPLICATIONS:**

This report relates to:

Bylaw No. 11 of 2022 – Business Improvement District (BID) Levy Bylaw

**FINANCIAL IMPLICATIONS:**

As per recommended, the **unaudited** ending reserve balance for Year 2022 will be as follows:

<b>BEGINNING BALANCE</b>	<b>(\$100,261.22)</b>
<b><u>2022 TRANSACTIONS:</u></b>	
Operating Surplus for Prince Albert Business Improvement District as per BID Special Tax - Bylaw No. 11 of 2022	(\$27,607.00)
Street Fair Sponsorship Revenue	(\$20,238.14)
<b>ENDING BALANCE IN RESERVE AT YEAR END 2022</b>	<b>(\$148,106.36)</b>

**STRATEGIC PLAN:**

The creation of an equitable taxation structure promotes community growth and maintains new and existing amenities and infrastructure. The Business Improvement District (BID) Levy is to generate revenue to fund downtown initiatives.

**OPTIONS TO RECOMMENDATION:**

Council may choose to allocate the surplus of \$27,607 to another project. That is not being recommended as for Year 2023 the amount of \$75,000 has been approved to fund Downtown Security. As well, the amount of \$5,000 has been approved for additional subcontractors to provide music and partnerships for various events. The total amount of \$80,000 will be funded from the Prince Albert Downtown Business Improvement District Operating Reserve for Year 2023. That will reduce the surplus ending Year 2023 for the Reserve to \$68,106.36.

**PUBLIC NOTICE:**

Public Notice is required for consideration of this matter, pursuant to Section 4(e) of Public Notice Bylaw No. 24 of 2015. The following notice will be undertaken:

- Published in local newspaper (Prince Albert Daily Herald) circulated in the City: March 16, 2023
- Posted on the bulletin board at City Hall: March 16, 2023
- Posted on the City's website: March 16, 2023

**PRESENTATION:** Verbal Presentation by Melodie Boulet, Finance Manager

**ATTACHMENT:**

1. Bylaw No. 11 of 2022 – Business Improvement District (BID) Levy.

Written by: Melodie Boulet, Finance Manager

Approved by: Senior Accounting Manager, Director of Financial Services and City Manager

# CITY OF PRINCE ALBERT BYLAW NO. 11 OF 2022

*A Bylaw of The City of Prince Albert to raise revenue for the  
Business Improvement District for 2022.*

WHEREAS pursuant to Section 26(2) of *The Cities Act*, council may, by bylaw, impose a levy on all property used or intended to be used for business purposes within the business improvement district to raise the amount required for the requisition;

AND WHEREAS pursuant to Section 26(3) of *The Cities Act* a levy or charge imposed pursuant to subsection (2):

- a) Is in addition to any other property tax; and
- b) Must be of either a uniform rate or a uniform amount.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

## **Business Improvement District**

1. The purpose of this Bylaw is to authorize a special levy to be paid by the taxable and grant in lieu properties for those businesses defined in the Prince Albert Downtown Business Improvement District area at a uniform rate sufficient to raise the amount required in 2022 for the proposed expenditures of the business improvement district.
2. The estimated cost of the service referred to in Section 1 is \$78,000, pursuant to the approved budget.
3. The levy shall be at a rate of 6.4% of the commercial tier 1 mill rate generated for general municipal property taxes.
4. Any person who considers that an error or omission was made in the application or calculation of the special tax on his or her property may notify the municipality in writing by June 30<sup>th</sup>, 2022, requesting the Council to review the application or calculation of the tax rate regarding the property in question.

5. The administrator will notify the persons, who have requested a review, of the time and date the Council will meet to hear and review the requests.
6. The taxes that are levied will be added to the tax roll as a special assessment against the property, when they become due and payable, and are recoverable in the same manner as other taxes.

**Calculating Amount of Property Tax**

This rate will be applied for the purpose of calculating the Prince Albert Downtown Business Improvement District (BID) Levy using the following format:

Mill Rate x Mill Rate Factor for Commercial Tier 1 = General Municipal Rate

General Municipal Rate x 6.4% = BID Rate

(Taxable Assessment x BID Rate) / 1,000 = BID Levy Amount

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2022. The rates imposed for 2022 are deemed to be imposed from January 1, 2022.

INTRODUCED AND READ A FIRST TIME THIS 28<sup>th</sup> DAY OF March , AD 2022.  
 READ A SECOND TIME THIS 28<sup>th</sup> DAY OF March , AD 2022.  
 READ A THIRD TIME AND PASSED THIS 29<sup>th</sup> DAY OF March , AD 2022.

  
 MAYOR

  
 A/ CITY CLERK



**RPT 23-87**

**TITLE:** 2023 Property Tax Bylaws

**DATE:** February 27, 2023

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATIONS:**

1. That the following Bylaws be forwarded to the March 27, 2023 City Council meeting for first and second reading:
  1. Property Tax Bylaw – Bylaw No. 5 of 2023
  2. Snow Management Special Tax Bylaw – Bylaw No. 6 of 2023
  3. Roadways Special Tax Bylaw – Bylaw No. 7 of 2023
  4. Police Special Tax Bylaw – Bylaw No. 8 of 2023
  5. Business Improvement District (BID) Levy Bylaw – Bylaw No. 9 of 2023
2. That City Council Resolution No. 0357 dated November 7, 2022, Item No. 2 be rescinded.
3. That Administration bring forward an incentive program for purchasers of vacant residential lots to assist in the development and building of a house on the lot.

**TOPIC & PURPOSE:**

To consider the 2023 Property Tax Bylaws as follows:

1. Property Tax Bylaw – Bylaw No. 5 of 2023
2. Snow Management Special Tax Bylaw – Bylaw No. 6 of 2023
3. Roadways Special Tax Bylaw – Bylaw No. 7 of 2023
4. Police Special Tax Bylaw – Bylaw No. 8 of 2023
5. Business Improvement District (BID) Levy Bylaw – Bylaw No. 9 of 2023

**BACKGROUND:**Property Tax Tools

Property tax tools available to the City of Prince Albert are as follows:

1. **Mill Rate** (Ad Valorem): basic tax rate applicable to all assessed properties in the City.
2. **Mill Rate Factor**: applies a ratio to increase or decrease the effective mill rate in each of the property classes or sub-classes.
3. **Minimum Tax**: guarantees that a property will pay a minimum amount for the General Municipal Levy, currently set at \$772.
4. **Base Tax**: a specific amount of money applied to each property that effectively reduces the difference in property taxes between the lower and higher assessed properties.

A **new base tax** was introduced in 2022 to generate revenue to fund general operations of the City.

Residential: \$40.00 per home  
Multi-Residential: \$20.00 per multi-unit

Sliding commercial scale

This base tax is for the general operations of the City. The revenue generated will fund annual operations and an approved transfer to the City's Future Infrastructure Reserve to fund future City projects.

5. **Special Tax**: a specific amount of money raised by a special tax to be used for a specific service or purpose. The service or purpose must be completed within the taxation year.

A municipality may pass a special tax bylaw and Subsection 278(1) of the *Cities Act* provides that the use of the revenue raised by a special tax must be used for that specific service or purpose stated in the bylaw. Subsection 278(2) of the *Cities Act* then states that when there is excess revenue generated from the special tax (i.e. actual expenses are less than the actual revenue from the special tax), the City shall give public notice of the use to which it proposes to put the excess revenue. This requirement in subsection 278(2) will allow for transparency between the City and residents as to what their tax dollars are being used for.

The 2022 Property Tax Bylaws changed the following from a **Base Tax to a Special Tax as per legislation as follows:**

Police Special Tax: \$35 per door

Snow Special Tax

Residential: \$60.00 per residential roll

Multi-Residential: \$20.00 per multi-unit

Sliding commercial scale

Roadways Special Tax

Residential: \$189 per residential roll

Multi-Residential: \$63.00 per multi-unit

Sliding commercial scale

**PROPOSED APPROACH AND RATIONALE:**

The amount of **\$1,576,350.74** needs to be raised in taxation for 2023, as per approved operating and capital budgets and reserve allocations:

Name	2023 Budget	2022 Budget	Excess (Shortfall)
General Municipal Levy	34,146,210	33,307,651	
Minimum Tax		268,559	570,000
Federal Government Grant in Lieu	143,000	140,300	2,700
Provincial Government Grant in Lieu	1,801,000	1,816,100	(15,100)
First Nations Reserve Land	363,100	319,540	43,560
<b>Municipal Levy</b>	<b>36,453,310</b>	<b>35,852,150</b>	<b>601,160</b>
Library Levy	2,253,950	2,190,420	63,530
Capital Projects Levy	1,543,200	1,541,000	2,200
Snow Management Special Tax	1,548,900	1,305,000	243,900
Roadways Special Tax	4,100,000	4,100,000	0
Police Special Tax	554,600	554,600	0
Base Tax	720,000		720,000
	<b>10,720,650</b>	<b>9,691,020</b>	<b>1,029,630</b>
<b>Total Increase</b>	<b>47,173,960</b>	<b>45,543,170</b>	<b>1,630,790</b>

<b>Total Funds Required</b>	<b>\$1,630,790.00</b>
Less Increase in Revenue due to Assessment Changes	(\$54,439.26)
<b>Total Funds Required to Balance 2023 Budget</b>	<b>\$1,576,350.74</b>

The Report will provide further details on the above increased budgets.

### **Mill Rates**

The 2022 Property Tax Bylaw included the following Mill Rates for 2022:

<b>Levy</b>	<b>Year 2022</b>
General Municipal	10.570 mills
Civic Facilities	0.470 mills
Library	0.664 mills
Minimum Tax	\$772.00

Mill Rate Factors for 2022 are as follows. There are five Tiers for Commercial Mill Rate Factors.

**Commercial tiering is based on taxable value.**

<b>Class</b>	<b>Mill Rate Factors</b>	<b>Taxable Value</b>
Agriculture	0.856	
Residential	0.938	
Condominium	0.856	
Multi-Unit Residential	1.090	
Commercial - Tier 1	1.950	Less than \$850,000
Commercial - Tier 2	1.950	\$850,001 - \$4,200,000
Commercial - Tier 3	2.100	\$4,200,001 - \$8,000,000
Commercial - Tier 4	2.500	\$8,001,000 - \$15,000,000
Commercial - Tier 5	2.200	Over \$15,000,000
Vacant Commercial Land	2.466	
Care Home and Group Home	0.938	
Hotel and Motel	2.200	
Elevators and Railroads	3.000	

The Mill Rate Factors are not being suggested to change for Year 2023.

Administration has reviewed all tax tools that are available to City Council for raising the funds to balance the 2023 approved Budget and are recommending the following:

1. Increase the General Municipal Levy from 10.570 mills to 10.872 mills which equates to a 2.86% increase from 2022.
2. Increase the Snow Management Special Tax to fund the increased approved budget of \$284,300. There needs to be an increase to the Special Tax to fund the snow costs.
3. Increase the Roadways Special Tax to include funding for the approved \$300,000 Concrete Sidewalk, Curb & Median Rehabilitation Program. This change aligns all Roadway Paving Program costs including paving, sidewalk and rehabilitation together as one Program funded by the Special Tax.
4. Increase the Library Levy from 0.664 mills to 0.682 mills as the approved 2023 Budget increased by \$63,530, as such the Levy needs to be increased.
5. Increase the Minimum Tax from \$772 to \$800 for Residential, Condominiums, Agricultural and Multi-Family.
6. **Add a new Minimum Tax of \$1,600 for Vacant Residential Land.**
7. Decrease the Prince Albert Downtown Business Improvement (BID) Levy from 0.064 mills to 0.059, as per assessment value changes.

With the above recommendations, there is **NO increase** to the following:

Base Tax:	\$40.00 per Residential home \$20.00 per multi-unit
Police Special Tax:	\$35 per door
Civic Facilities Levy	0.470 mills
Destination Marketing Tax	

**SUMMARY OF 2023 TAX TOOLS:**

	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
General Municipal Levy	10.570	10.872	0.302	2.86%
	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
Library Levy	0.664	0.682	0.018	2.71%
<b>Snow Management Special Tax</b>	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
Residential **	\$60.00	\$72.00	\$12.00	20.00%
Multi-Residential	\$20.00	\$23.00	\$3.00	15.00%
<b>Commercial - Tiers</b>				<b>15.00%</b>
<b>Roadways Special Tax</b>	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
Residential **	\$189.00	\$204.00	\$15.00	7.94%
Multi-Residential	\$63.00	\$67.00	\$4.00	6.35%
<b>Commercial - Tiers</b>				<b>5.00%</b>
<b>Minimum Tax</b>	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
Residential	\$772.00	\$800.00	\$28.00	3.63%
	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
<b>Minimum Tax</b>				
Residential Vacant Land	\$772.00	\$1,600.00	\$828.00	107.25%
	<u>2022 Rates</u>	<u>Proposed</u>	<u>Decrease</u>	<u>% Decrease</u>
BID Levy	0.064	0.059	(0.005)	(7.81%)

\*\* Residential includes Vacant Residential, Condominiums, Agricultural and Care Homes.

As per the Cities Regulations, **Multi-Residential is a property to be used for or in conjunction with a residential purpose and to accommodate four or more self-contained dwelling units within a parcel.**

Therefore, a Duplex (two units) is classified as Residential and is charged the Special Taxes and Base Tax of a Residential Property. To be classified as a Multi-Residential, there needs to be four or more self-contained dwelling units within a parcel.

### **General Municipal Levy (Mill Rate) Increase**

Administration is recommending increasing the General Municipal Levy from 10.570 mills to **10.872** mills, which is an increase of 2.86% over 2022.

This Mill Rate will generate taxation revenue of \$35,863,303, which is an increase of \$996,203 over 2022.

### **Library Levy Increase**

Administration is recommending increasing the Library Levy to reflect the approved increased budget for the Prince Albert Public Library:

	Year 2022	Year 2023	Increase	% Increase
Prince Albert Public Library	\$2,190,420	\$2,253,950	<b>\$63,530</b>	2.90%

The Library Levy will be increased as follows:

Levy	Year 2022	Year 2023	Increase	% Increase
Library Levy	0.664 mills	0.682 mills	0.0018	2.71%

The increase to the Library Levy will be sufficient for the approved budget increase:

Prince Albert Public Library	Library Levy
Approved 2023 Budget	\$2,253,950
Library Levy Proposed	\$2,254,235

The impact to a residential homeowner for the Library Levy increase is very minimal. The increase is estimated to be between \$1.00 to \$3.00 annually.

### **Snow Management Special Tax Increase**

The 2023 Budget for Snow Management was increased by \$284,300 due to increased costs for staffing, fleet costs and materials.

The budget includes:

- \$20,000 for hired rental equipment that is required for snow management activities when City equipment is already in use or unavailable;
- Increase in Fleet Expenses due to rising fuel costs;
- Increase to reflect projected fleet costs relating to snow removal for the City and equipment costs;
- Increase supplier costs to purchase grader blades, loader blades and skid steer brooms; and,
- Increase for salaries includes the approved new positions of Foreman II and Truck Driver/Equipment Operator. 50% of that position is being charged to Snow Management in the amount of \$75,400.

<b>Snow Budget</b>	<b>Year 2022</b>	<b>Year 2023</b>	<b>Increase</b>	<b>% Increase</b>
Salaries Wages Benefits	\$560,760	\$696,900	\$136,140	24.28%
Fleet Expenses	\$422,740	\$565,900	\$143,160	33.86%
Maintenance Materials	\$281,100	\$286,100	\$5,000	1.78%
<b>Total Budget</b>	<b>\$1,264,600</b>	<b>\$1,548,900</b>	<b>\$284,300</b>	<b>22.48%</b>

Due to the increase in snow management, Administration is recommending increasing the Snow Management Special Tax as follows:

<b>Snow Special Tax</b>	<b>Original</b>	<b>Proposed</b>	<b>Increase</b>	<b>% Increase</b>
Residential	\$60.00	\$72.00	\$12.00	20.00%
Multi-Residential	\$20.00	\$23.00	\$3.00	15.00%

The impact to a Commercial User for an increase in the Snow Management Special Tax is a **15% increase** as per below:

Commercial Tiers			15% INCREASE	
Min	Max	Snow - Year 2022	Snow - Proposed	\$ Increase
-	150,000.00	\$125.00	\$144.00	\$19.00
150,001.00	300,000.00	\$300.00	\$345.00	\$45.00
300,001.00	450,000.00	\$510.00	\$587.00	\$77.00
450,001.00	600,000.00	\$585.00	\$673.00	\$88.00
600,001.00	750,000.00	\$610.00	\$702.00	\$92.00
750,001.00	900,000.00	\$790.00	\$909.00	\$119.00
900,001.00	1,050,000.00	\$1,000.00	\$1,150.00	\$150.00
1,050,001.00	1,200,000.00	\$1,170.00	\$1,346.00	\$176.00
1,200,001.00	1,350,000.00	\$1,360.00	\$1,564.00	\$204.00
1,350,001.00	1,500,000.00	\$1,550.00	\$1,783.00	\$233.00
1,500,001.00	2,000,000.00	\$2,000.00	\$2,300.00	\$300.00
2,000,001.00	2,500,000.00	\$2,400.00	\$2,760.00	\$360.00
2,500,001.00	3,000,000.00	\$2,700.00	\$3,105.00	\$405.00
3,000,001.00	3,500,000.00	\$3,000.00	\$3,450.00	\$450.00
3,500,001.00	4,000,000.00	\$3,500.00	\$4,025.00	\$525.00
4,000,001.00	5,000,000.00	\$4,300.00	\$4,945.00	\$645.00
5,000,001.00		\$4,700.00	\$5,405.00	\$705.00

By increasing the Snow Management Special Tax, the additional revenue that will be generated is \$1,550,258.50, which will fund the approved 2023 Budget as follows:

	Snow Special Tax
Approved 2023 Snow Budget	\$1,548,900
Snow Management Special Tax Proposed	\$1,550,259

The tax relating to snow management was introduced in Year 2013 and has not increased in the past 10 years.

### **Roadways Special Tax Increase**

The Roadways Special Tax was approved by Council in Year 2013, and has been charged at \$189 to Residential Users for the last ten (10) years.

The Budget for Roadways was increased in 2023 as follows:

<b>Streets and Roads Budget</b>	<b>Year 2022</b>	<b>Year 2023</b>	<b>Increase</b>	<b>% Increase</b>
Salaries	\$448,200	\$513,540	\$65,340	14.58%
Fleet Expenses	\$228,580	\$242,580	\$14,000	6.12%
Maintenance Materials	\$154,850	\$180,660	\$25,810	16.67%
<b>Total Streets and Roads</b>	<b>\$831,630</b>	<b>\$936,780</b>	<b>\$105,150</b>	<b>12.64%</b>

The approved new positions of Foreman II and Truck Driver/Equipment Operator are charged 50% to Streets and Roads in the amount of \$75,400.

The Roadways Special Tax (previously Base Tax) collects revenue to fund the annual Roadways Paving Program of \$4,100,000.

Administration is requesting that the Roadways Special Tax increase to include funding for the approved \$300,000 Concrete Sidewalk, Curb & Median Rehabilitation Program.

The Concrete Sidewalk, Curb & Median Rehabilitation Program funds the replacement and new construction of concrete sidewalks and curbs, which are within locations primarily determined through the roadways paving program.

The \$300,000 Concrete Sidewalk, Curb & Median Rehabilitation Program has been historically funded by the General Municipal Levy. With this recommendation, those costs will be 100% funded by the Roadways Special Tax, which helps alleviate the mill rate increase.

This change would align all Roadways Paving Program costs including paving, sidewalk and rehabilitation together as one Program funded by the Roadways Special Tax.

With the amalgamation of the Roadways Paving Program and the Concrete Sidewalk, Curb & Median Rehabilitation Program into the Roadways Special Tax, the following increase is required:

<b>Roadways Special Tax</b>	<b>Original</b>	<b>Proposed</b>	<b>Increase</b>	<b>% Increase</b>
Residential	\$189.00	\$204.00	\$15.00	7.94%
Multi-Residential	\$63.00	\$67.00	\$4.00	6.35%

The impact to a Commercial User for an increase in the Roadway Special Tax is **5% increase** as per below:

<b>Commercial Tiers</b>			<b>5% INCREASE</b>	
<b>Min</b>	<b>Max</b>	<b>Roadways - Year 2022</b>	<b>Roadways - Proposed</b>	<b>\$ Increase</b>
-	150,000.00	\$500.00	\$525.00	\$25.00
150,001.00	300,000.00	\$650.00	\$683.00	\$33.00
300,001.00	450,000.00	\$1,200.00	\$1,260.00	\$60.00
450,001.00	600,000.00	\$1,780.00	\$1,869.00	\$89.00
600,001.00	750,000.00	\$2,300.00	\$2,415.00	\$115.00
750,001.00	900,000.00	\$2,900.00	\$3,045.00	\$145.00
900,001.00	1,050,000.00	\$3,400.00	\$3,570.00	\$170.00
1,050,001.00	1,200,000.00	\$4,000.00	\$4,200.00	\$200.00
1,200,001.00	1,350,000.00	\$4,630.00	\$4,862.00	\$232.00
1,350,001.00	1,500,000.00	\$5,000.00	\$5,250.00	\$250.00
1,500,001.00	2,000,000.00	\$6,500.00	\$6,825.00	\$325.00
2,000,001.00	2,500,000.00	\$7,700.00	\$8,085.00	\$385.00
2,500,001.00	3,000,000.00	\$8,500.00	\$8,925.00	\$425.00
3,000,001.00	3,500,000.00	\$9,500.00	\$9,975.00	\$475.00
3,500,001.00	4,000,000.00	\$11,000.00	\$11,550.00	\$550.00
4,000,001.00	5,000,000.00	\$13,400.00	\$14,070.00	\$670.00
5,000,001.00		\$14,500.00	\$15,225.00	\$725.00

By increasing the Roadways Special Tax, the additional revenue to be generated is \$4,409,073, which will fund the addition of the \$300,000 Concrete Sidewalk, Curb & Median Rehabilitation Program as follows:

Roadway Program	Roadway Special Tax
Roadway Paving Program	\$4,100,000
Concrete & Sidewalk Program	\$300,000
<b>Total Roadway Program</b>	<b>\$4,400,000</b>
Roadways Special Tax Proposed	\$4,409,073

**Base Tax**

A **new base tax** was introduced in 2022 to generate revenue to fund general operations of the City.

Residential: \$40.00 per home  
 Multi-Residential: \$20.00 per multi-unit

Sliding commercial scale

The Base Tax is not being recommended to increase in Year 2023

Base Tax	Base Tax
Approved 2023 Budget	\$720,000
Base Tax	\$721,273

**Minimum Tax Increase**

This report is recommending increasing the Minimum Tax from \$772 to \$800, representing an increase of \$28. That will impact the following number of properties and generate additional revenue for 2023 as follows:

<b>MINIMUM TAX</b>	
Current Mill Rate	10.570
# of Properties	1,224
<b>Revenue</b>	<b>\$266,681.42</b>
Mill Rate - Proposed	10.872
Minimum Tax	\$800
# of Properties	1,259
<b>Revenue</b>	<b>\$281,667.41</b>
<b>Additional Revenue Generated</b>	<b>\$14,983.53</b>

The Minimum Tax is applicable to Residential, Condominiums, Agricultural and Multi-Family. For properties impacted by the Minimum Tax, property owners pay the difference of the General Municipal Mill Rate to the total amount of \$800.00. That impacts property owners differently based on their assessments.

### **Increase Minimum Tax for Vacant Residential Land**

Currently, there are approximately 191 properties that are considered Vacant Residential Land. That includes vacant land with demolished houses and also land that is being developed by a Developer for sale.

Majority of the owners for Vacant Residential Land are paying approximately \$772 for municipal taxes plus the special and base taxes.

The intent behind this increased rate is to incentivize development on vacant lots. As these funds will be used for an incentive program, they are not available to balance the budget.

Administration is recommending increasing the Minimum Tax for Residential Vacant Land to \$1,600, plus the special and base taxes.

The average taxable value of a residential home in Prince Albert is approximately \$160,000. A residential property with this value would pay approximately \$1,590 to the General Municipal Levy. This amount has been rounded up to \$1,600 to form the basis of this recommended minimum tax on vacant properties.

Current Revenue - Residential Vacant Land (Minimum Tax)	\$74,134.02
Proposed New Minimum Tax of \$1,600 per Vacant Residential Land – Revenue to be generated	\$223,764.26
<b>Increased Additional Revenue - Residential Vacant Land</b>	<b>\$149,630.24</b>

Administration is recommending that the revenue generated from the Minimum Tax on Vacant Residential Land be set aside in a Reserve. This Reserve would then be used as an incentive program for purchasers of vacant lots to assist in the developing/building a home. Administration will bring forward a report outlining this program to an upcoming Executive Committee meeting.

### **Prince Albert Downtown Business Improvement District (BID) Levy**

The BID Levy is specific to geographical location as established by Bylaw No. 4 of 2005 and is budgeted to generate \$78,000.

It is recommended to decrease the levy which will generate an estimated \$78,572 which is sufficient for the approved \$78,000 budgeted amount. The BID Levy is being reduced as the assessments have increased, however the budget has not increased. As such, the Levy is reduced to generate the revenue of \$78,572.

Levy	Year 2022	Year 2023	Decrease	% Increase
Business District Improvement Levy (BID)	0.064 mills	0.059 mills	-0.005	-7.81%

### **Civic Facilities Levy**

The Civic Facilities Reserve was established in 2014 when the internal borrowing on the construction of the Alfred Jenkins Field House was paid in full. The continued intent of this reserve is to pay for the planning and construction of future City owned facilities. Revenue collected from the Civic Facilities Levy is credited annually to the Civic Facilities Reserve.

The Civic Facilities Levy will remain at 0.47 mills and is projected to generate revenue as follows:

<b>Civic Facilities Levy</b>	
Approved 2023 Budget	\$1,543,200
Revenue to be Generated	\$1,550,382

The actual revenue generated from the Civic Facilities Levy is credited at yearend to the Civic Facilities Reserve. As such, any additional revenue generated will be credited to the Reserve. At this time, the revenue collected from Civic Facilities Levy is funding the loan payments for the Aquatic and Arenas Recreation Centre.

### **Police Special Tax**

The Police Special Tax of \$35.00 per door will remain the same. The Special Tax generates revenue of \$554,600 to fund the annual Multi-Year Proactive Policing Unit with the Prince Albert Police Service.

### **Destination Marketing Base Tax**

The Destination Marketing Base Tax will not be increasing in Year 2023. The Destination Marketing Base Tax is specific to hotels in the City and is based on tiers of taxable assessed values. The annual funds collected from the Destination Marketing Levy is credited to the Destination Marketing Reserve. The Destination Marketing Levy Funds are to be utilized for events that generate hotel room night stays in the City of Prince Albert Hotels. This levy cannot be established as a special tax as special taxes must be for current expenditures as specified in section 275 of the *Cities Act*.

The Destination Marketing Base Tax charged to hotels is based on taxable value as follows:

<b>Taxable Value</b>		
<b>Min</b>	<b>Max</b>	<b>Rate</b>
-	750,000.00	\$3,000
75,001.00	1,500,000.00	\$8,000
1,500,001.00	2,500,000.00	\$12,000
2,500,001.00	3,200,000.00	\$18,500
3,200,001.00	4,500,000.00	\$48,000
4,500,001.00		\$51,000

### **COMMUNICATIONS AND/OR ANNOUNCEMENT PLAN:**

The report will be forwarded to the March 27, 2023 City Council with the respective Property Tax Bylaws for consideration of readings.

The key dates and activities for communication include the following:

Key Dates:	<p>Budget Committee: <b>November 16, 17 and 18, 2022</b>          Budget Approved: <b>December 12, 2022</b>          Assessment Roll Closes: <b>February 10, 2023</b>          Presentation of Bylaw to Executive Committee: <b>March 13, 2023</b>          First and Second Reading of Tax Tools Bylaw: <b>March 27, 2023</b>          Third Reading: <b>March 29, 2023</b></p>
------------	--

Activity	Description	Date
Media release	Announce conclusion of budget deliberations, reduction of the budget and notable projects approved for 2023.	November 18, 2022
TIPPS social media reminder	Social media post reminding property owners to sign up for TIPPS before the end of the year.	November 24, 2022
Media release	City of Prince Albert's 2023 Assessment Notices will be mailed out starting January 11, 2023.	January 11, 2023
Media release	Details of the proposed 2023 Property Tax Bylaw with impacts to property owners.	March 9, 2023
Website updates	Updating the website to include proposed property tax tools for 2023 and impact to property owners.	March 9, 2023
Public Notice	Public Notice pursuant to Public Notice Bylaw No. 24 of 2015 will be provided.	March 16, 2023
Social media post & billboard update	Details of the 2023 Property Tax Bylaw with impacts to property owners.	March 30, 2023 (following third reading)
Property Tax 101 Video	Roll out of the Property Tax 101 Video	1 <sup>st</sup> week of April
Social media post & billboard update	Details to property owners on property tax notices being delivered & e-billing. Check spam / or junk folder. Encouragement of e-billing and TIPPS.	May 23, 2023
Information insert	Insert included with the property tax notice detailing key projects in the budget and the basics of property tax impacts.	May 23, 2023
Social media post	Reminder to property owners of the upcoming property tax deadline.	Mid-June 2023

Ongoing communication with the Communications Manager has already been established to ensure a detailed communication plan is developed.

### **POLICY IMPLICATIONS:**

The following 2022 Property Tax Bylaws will be repealed:

- a. Bylaw No. 7 of 2022 ~ Property Tax Bylaw
- b. Bylaw No. 8 of 2022 ~ Snow Management Special Tax
- c. Bylaw No. 9 of 2022 ~ Roadways Special Tax
- d. Bylaw No. 10 of 2022 ~ Police Special Tax
- e. Bylaw No. 11 of 2022 ~ Business Improvement District

### **FINANCIAL IMPLICATIONS:**

At the conclusion of budget deliberation and with no other tax tools implemented or discussed, members of Council were advised that a potential mill rate increase would be 4.94%

Due to the changes in assessment value, this required increase dropped to 3.45%. With the proposed tax tool options recommended in this report, residents on average will see a 2.85% increase to their tax bill. The highest increase (excluding residential vacant land) will be 5.76% with the lowest at 1.70%

Based on all of the proposed 2023 Tax Tool recommendations noted above, the impact to residential owners are as follows:

Assessed Value	\$100,000	\$150,000	\$200,000	\$250,000
Taxable Value	\$80,000	\$120,000	\$160,000	\$200,000
CURRENT 2022 RATES	\$1,565	\$2,186	\$2,807	\$3,428
PROPOSED NEW RATES	\$1,616	\$2,249	\$2,882	\$3,515
<b>TOTAL ANNUAL INCREASE</b>	<b>\$51.01</b>	<b>\$63.01</b>	<b>\$75.02</b>	<b>\$87.02</b>
<b>% INCREASE</b>	<b>3.26%</b>	<b>2.88%</b>	<b>2.67%</b>	<b>2.54%</b>
<b>MONTHLY INCREASE</b>	<b>\$4.25</b>	<b>\$5.25</b>	<b>\$6.25</b>	<b>\$7.25</b>

Assessed Value	\$309,000	\$350,125	\$400,625	\$450,375
<b>Taxable Value</b>	<b>\$247,000</b>	<b>\$280,100</b>	<b>\$320,500</b>	<b>\$360,300</b>
CURRENT 2022 RATES	\$4,160	\$4,671	\$5,298	\$5,915
PROPOSED NEW RATES	\$4,261	\$4,782	\$5,421	\$6,050
<b>TOTAL ANNUAL INCREASE</b>	<b>\$101.19</b>	<b>\$111.06</b>	<b>\$123.19</b>	<b>\$135.13</b>
<b>% INCREASE</b>	<b>2.43%</b>	<b>2.38%</b>	<b>2.33%</b>	<b>2.28%</b>
<b>MONTHLY INCREASE</b>	<b>\$8.43</b>	<b>\$9.26</b>	<b>\$10.27</b>	<b>\$11.26</b>

As shown above, the impact to a residential user **increases based on taxable value.**

Reference Appendix D for a breakdown of these amounts for Residential Properties.

The impact on some Commercial Users as examples are as follows:

Taxable Value	2022 Rates	Proposed	Increase	<b>% Increase</b>
145,600	\$5,215.88	\$5,340.54	\$124.66	<b>2.39%</b>
586,000	\$19,994.12	\$20,536.53	\$542.41	<b>2.71%</b>
917,200	\$32,003.06	\$32,895.40	\$892.33	<b>2.79%</b>
1,824,000	\$63,362.43	\$65,125.60	\$1,763.18	<b>2.78%</b>
2,124,000	\$74,004.27	\$76,074.64	\$2,070.38	<b>2.80%</b>
6,854,500	\$236,341.51	\$242,377.74	\$6,036.22	<b>2.55%</b>
7,654,900	\$261,504.81	\$268,078.90	\$6,574.09	<b>2.51%</b>
13,246,600	\$499,314.19	\$511,341.47	\$12,027.28	<b>2.41%</b>

Reference Appendix E for a breakdown of these amounts for Commercial Properties.

**The recommended 2023 Tax Tool increases will provide the funding to balance the 2023 Budget. However, it does not cover appeal losses. As well, School Taxes are set by the Province and not considered in this Report.**

Based on the updated assessment values, below is the increased revenue to be generated to balance the 2023 Budget:

Name	2023 Budget	2023 Assessment + 2023 Recommendations	Excess (Shortfall)
General Municipal Levy	\$36,453,310	\$35,863,303	
Minimum Tax		\$281,667	(\$308,340)
<b>Municipal Levy</b>	<b>\$36,453,310</b>	<b>\$36,144,970</b>	<b>(\$308,340)</b>
Library Levy	\$2,253,950	\$2,254,235	\$285
Capital Projects Levy	\$1,543,200	\$1,550,382	\$7,182
Snow Management Special Tax	\$1,548,900	\$1,550,259	\$1,359
Roadways Special Tax	\$4,100,000	\$4,409,073	\$309,073
Police Special Tax	\$554,600	\$554,593	(\$8)
Base Tax	\$720,000	\$721,273	\$1,273
	<b>\$10,720,650</b>	<b>\$11,039,814</b>	<b>\$319,164</b>
<b>Totals</b>	<b>\$47,173,960</b>	<b>\$47,184,784</b>	<b>\$10,824</b>

The above amounts do not include the increase in minimum tax to vacant residential land as that money will be used as part of an incentive program, not to balance the budget.

#### The Yard District Levy

City Council at its meeting on November 7, 2022 approved the following motion:

- “1. That all requests for Tax Incentives and/or Exemptions or Abatements for Commercial, Industrial and Residential Development within The Yard District be denied; and,
2. That the City Solicitor and Director of Financial Services review the creation of an eight percent (8%) Levy on The Yard District as a way to subsidize the operational costs of the City’s new Aquatic and Arenas Recreation Centre.”

Council may choose to pass a special tax bylaw to raise revenue for a specific purpose or service (public notice required). A special tax:

- Must be for a purpose or service expected to be completed within the tax year.
- Must match revenues to expenditures.
- Cannot be used for major capital undertakings.

The 8% Levy cannot be encountered under a special tax or targeted levies under *The Cities Act* where there are not necessarily additional tangible services provided to the local properties.

Through consultation with the City Solicitor and other Senior Administration, it is recommended that City Council rescind Item No. 2 of the Motion, due to the above noted consideration.

**STRATEGIC PLAN:**

The creation of an equitable taxation structure promotes community growth and maintains new and existing amenities and infrastructure. The creation of the new incentive program from the Minimum Tax on Vacant Residential Land will promote development of vacant lots.

**OPTIONS TO RECOMMENDATION:**

Members of Council may consider balancing the 2023 Budget with only a General Municipal Levy (Mill Rate) increase, Snow Management Special Tax increase and a Library Levy increase. The Snow Management Special Tax and Library Levy must be increased to fund the increased budgets. The remaining funds to balance the 2023 Budget would be increased by the General Municipal Levy (Mill Rate).

This option would increase the following rates:

	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
General Municipal Levy	10.570	10.956	0.386	3.65%
	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
Library Levy	0.664	0.682	0.018	2.71%
<b>Snow Management Special Tax</b>	<u>2022 Rates</u>	<u>Proposed</u>	<u>Increase</u>	<u>% Increase</u>
Residential	\$60.00	\$72.00	\$12.00	20.00%
Multi-Residential	\$20.00	\$23.00	\$3.00	15.00%

This results in a higher increase in the General Municipal Levy (Mill Rate):

Assessed Value	\$100,000	\$150,000	\$200,000	\$250,000
<b>Taxable Value</b>	<b>\$80,000</b>	<b>\$120,000</b>	<b>\$160,000</b>	<b>\$200,000</b>
ORIGINAL	\$1,565	\$2,186	\$2,807	\$3,428
OPTION	\$1,608	\$2,244	\$2,880	\$3,515
<b>TOTAL ANNUAL INCREASE</b>	<b>\$42.31</b>	<b>\$57.47</b>	<b>\$72.62</b>	<b>\$87.78</b>
<b>% INCREASE</b>	<b>2.70%</b>	<b>2.63%</b>	<b>2.59%</b>	<b>2.56%</b>
<b>MONTHLY INCREASE</b>	<b>\$3.53</b>	<b>\$4.79</b>	<b>\$6.05</b>	<b>\$7.32</b>

Assessed Value	\$309,000	\$350,125	\$400,625	\$450,375
<b>Taxable Value</b>	<b>\$247,000</b>	<b>\$280,100</b>	<b>\$320,500</b>	<b>\$360,300</b>
ORIGINAL	\$4,160	\$4,671	\$5,298	\$5,915
OPTION	\$4,266	\$4,789	\$5,431	\$6,064
<b>TOTAL ANNUAL INCREASE</b>	<b>\$105.67</b>	<b>\$118.13</b>	<b>\$133.44</b>	<b>\$148.52</b>
<b>% INCREASE</b>	<b>2.54%</b>	<b>2.53%</b>	<b>2.52%</b>	<b>2.51%</b>
<b>MONTHLY INCREASE</b>	<b>\$8.81</b>	<b>\$9.84</b>	<b>\$11.12</b>	<b>\$12.38</b>

This option is not being recommended as increasing the Roadways Special Tax to encompass the \$300,000 approved Concrete Sidewalk, Curb & Median Rehabilitation Program into one Program funded by the Special Tax is more ideal as it depicts the true costs of the Roadways Program. This provides for the entire Roadways Program being funded from the Special Tax, and not by Roadways Special Tax and a portion of the General Municipal Levy (Mill Rate). As well, increasing both the Snow Management and Roadways Special Taxes are reflective of the approved 2 additional new positions.

**PUBLIC NOTICE:**

Public Notice is required for consideration of this matter, pursuant to Section 4(e) of Public Notice Bylaw No. 24 of 2015. The following notice will be undertaken:

- Published in local newspaper (Prince Albert Daily Herald) circulated in the City: March 16, 2023
- Posted on the bulletin board at City Hall: March 16, 2023
- Posted on the City's website: March 16, 2023

**PRESENTATION:**

Verbal Presentation: Melodie Boulet, Finance Manager

**ATTACHMENTS:**

1. Property Tax Bylaw – Bylaw No. 5 of 2023
2. Snow Management Special Tax Bylaw – Bylaw No. 6 of 2023
3. Roadways Special Tax Bylaw – Bylaw No. 7 of 2023
4. Police Special Tax Bylaw – Bylaw No. 8 of 2023
5. Business Improvement District (BID) Levy Bylaw – Bylaw No. 9 of 2023
6. Appendix A – 2023 Property Tax Tool Increases
7. Appendix B – Budget Comparison
8. Appendix C – Budget Comparison + Proposed Rates
9. Appendix D – Impact on Residential Properties
10. Appendix E – Impact on Commercial Properties

Written by: Melodie Boulet, Finance Manager

Approved by: Senior Accounting Manager, Director of Financial Services & City Manager

# CITY OF PRINCE ALBERT BYLAW NO. 5 OF 2023

*A Bylaw of The City of Prince Albert to raise the amount of taxes for General Municipal, Library, and Capital Projects for 2023.*

WHEREAS pursuant to Section 253 of *The Cities Act* a Council shall pass a Property Tax Bylaw annually;

AND WHEREAS Section 254(1) of *The Cities Act* authorizes the Council to establish classes and subclasses of property for the purposes of establishing tax rates;

AND WHEREAS Section 255(1) of *The Cities Act* authorizes the Council, by Bylaw, to set mill rate factors;

AND WHEREAS the Property Tax Bylaw authorizes the Council to impose a tax on all taxable assessments in the City:

- a) at a uniform rate considered sufficient to raise the amount of taxes required to meet the estimated expenditures and transfers, having regard to estimated revenues from other sources, set out in the budget of the City; and
- b) at any other rates required by *The Cities Act* or any *other Act*;

AND WHEREAS pursuant to Sections 258 and 259 of *The Cities Act* a Council may establish minimum and base tax amounts;

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

**Mill Rate Factors**

1. That the municipal mill rate factors, utilized with respect to the land, improvements or both, shall be as follows:

<b>Property Classification</b>	<b>Sub-Classes of Property</b>	<b>Mill Rate Factor</b>
Non-Arable (Range)		0.856
Other Agricultural		0.856
Residential	Residential	0.938
	Country Residential	0.938
	Country Residential - Developed	0.938
	Condominium	0.856
Seasonal Residential		0.938
Multi-Unit Residential		1.090
Commercial and Industrial	\$850,000 or less taxable value	1.950
	\$850,001 - \$4,200,000 taxable value	1.950
	\$4,200,001 - \$8,000,000 taxable value	2.100
	\$8,000,001 - \$15,000,000 taxable value	2.500
	Over \$15,000,000 assessed value	2.200
	Vacant Commercial Land	2.466
	Care Home and Group Home	0.938
	Hotel & Motel	2.200
Elevators		3.000
Railway Rights of Way and Pipeline		3.000

**Mill and Tax Rates**

2. There shall be levied, raised and collected as taxes in respect of the purposes aforesaid upon the taxable assessment, insofar as the assessment of lands and improvements are subject thereto, the rates as follows:

- a) General Municipal Levy 10.872 Mills
- b) Library Levy 0.682 Mills
- c) Civic Facilities Levy 0.470 Mills
- d) Minimum Tax applied to calculation of General Municipal Levy:
  - a. Residential \$800
  - b. Condominiums \$800
  - c. Agricultural \$800
  - d. Multi-Family \$800
  - e. Vacant Residential Land \$1,600

**Base Tax Rates**

3. Base Tax:

- a. Residential \$40
- b. Agricultural \$40
- c. Condominium \$40
- d. Care Home and Group Home \$40
- e. Multi-Family per Apartment \$20
- f. Commercial, Railway and Vacant Multi-Family
  - i. (\$150,000 or less taxable value) \$ 42
  - ii. (\$150,001 to \$300,000 taxable value) \$102
  - iii. (\$300,001 to \$450,000 taxable value) \$174
  - iv. (\$450,001 to \$600,000 taxable value) \$200
  - v. (\$600,001 to \$750,000 taxable value) \$209
  - vi. (\$750,001 to \$900,000 taxable value) \$270
  - vii. (\$900,001 to \$1,050,000 taxable value) \$343
  - viii. (\$1,050,001 to \$1,200,000 taxable value) \$401
  - ix. (\$1,200,001 to \$1,350,000 taxable value) \$466
  - x. (\$1,350,001 to \$1,500,000 taxable value) \$531
  - xi. (\$1,500,001 to \$2,000,000 taxable value) \$686
  - xii. (\$2,000,001 to \$2,500,000 taxable value) \$823
  - xiii. (\$2,500,001 to \$3,000,000 taxable value) \$926
  - xiv. (\$3,000,001 to \$3,500,000 taxable value) \$1,029
  - xv. (\$3,500,001 to \$4,000,000 taxable value) \$1,200
  - xvi. (\$4,000,001 to \$5,000,000 taxable value) \$1,474
  - xvii. (over \$5,000,000 taxable value) \$1,612

g. Hotel & Motel	
i. (\$150,000 or less taxable value)	\$3,042
ii. (\$150,001 to \$300,000 taxable value)	\$3,102
iii. (\$300,001 to \$450,000 taxable value)	\$3,174
iv. (\$450,001 to \$600,000 taxable value)	\$3,200
v. (\$600,001 to \$750,000 taxable value)	\$3,209
vi. (\$750,001 to \$900,000 taxable value)	\$3,270
vii. (\$900,001 to \$1,050,000 taxable value)	\$8,343
viii. (\$1,050,001 to \$1,200,000 taxable value)	\$8,401
ix. (\$1,200,001 to \$1,350,000 taxable value)	\$8,466
x. (\$1,350,001 to \$1,500,000 taxable value)	\$12,531
xi. (\$1,500,001 to \$2,000,000 taxable value)	\$12,686
xii. (\$2,000,001 to \$2,500,000 taxable value)	\$12,823
xiii. (\$2,500,001 to \$3,000,000 taxable value)	\$19,426
xiv. (\$3,000,001 to \$3,500,000 taxable value)	\$19,529
xv. (\$3,500,001 to \$4,000,000 taxable value)	\$49,200
xvi. (\$4,000,001 to \$5,000,000 taxable value)	\$49,474
xvii. (over \$5,000,000 taxable value)	\$52,612

**Calculating Amount of Property Tax**

These mill rates and mill rate factors will be applied for the purpose of calculating the general municipal taxation using the following format:

$$\text{Assessment Value} \times \text{Percentage of Value} = \text{Taxable Assessment}$$

$$(\text{Taxable Assessment} \times \text{Mill Rate} \times \text{Mill Rate Factor}) / 1,000 = \text{Levy Amount}$$

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2023. The rates imposed for 2023 are deemed to be imposed from January 1, 2023.
2. That Bylaw No. 7 of 2022 is hereby repealed.

INTRODUCED AND READ A FIRST TIME THIS DAY OF , AD 2023.  
READ A SECOND TIME THIS DAY OF , AD 2023.  
READ A THIRD TIME AND PASSED THIS DAY OF , AD 2023.

MAYOR

CITY CLERK

# CITY OF PRINCE ALBERT BYLAW NO. 6 OF 2023

*A Bylaw of the City of Prince Albert to raise revenue required for snow management to be completed in 2023.*

WHEREAS pursuant to Section 275(1) of *The Cities Act* a Council may pass a special tax bylaw to raise revenue to pay for any specific service or purpose to be completed within the taxation year;

AND WHEREAS pursuant to Section 275(2) of *The Cities Act* a special tax bylaw must be passed annually;

AND WHEREAS pursuant to Sections 275(3) of *The Cities Act* public notice has been given.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

**Snow Management Special Tax:**

1. A Special Tax shall be levied against all properties as listed in Section 3, all such properties benefiting from snow management to be completed within the current year.
2. The estimated cost of the purpose or service referred to in Clause 1 is \$1,548,900, pursuant to the approved budget.
3. The rate of special tax to be charged against each property is:

a. Residential	\$72
b. Agricultural	\$72
c. Condominium	\$72
d. Care Home and Group Home	\$72
e. Multi-Family per Apartment	\$23

f. Commercial, Railway and Vacant Multi-Family	
i. (\$150,000 or less taxable value)	\$144
ii. (\$150,001 to \$300,000 taxable value)	\$345
iii. (\$300,001 to \$450,000 taxable value)	\$587
iv. (\$450,001 to \$600,000 taxable value)	\$673
v. (\$600,001 to \$750,000 taxable value)	\$702
vi. (\$750,001 to \$900,000 taxable value)	\$909
vii. (\$900,001 to \$1,050,000 taxable value)	\$1,150
viii. (\$1,050,001 to \$1,200,000 taxable value)	\$1,346
ix. (\$1,200,001 to \$1,350,000 taxable value)	\$1,564
x. (\$1,350,001 to \$1,500,000 taxable value)	\$1,783
xi. (\$1,500,001 to \$2,000,000 taxable value)	\$2,300
xii. (\$2,000,001 to \$2,500,000 taxable value)	\$2,760
xiii. (\$2,500,001 to \$3,000,000 taxable value)	\$3,105
xiv. (\$3,000,001 to \$3,500,000 taxable value)	\$3,450
xv. (\$3,500,001 to \$4,000,000 taxable value)	\$4,025
xvi. (\$4,000,001 to \$5,000,000 taxable value)	\$4,945
xvii. (over \$5,000,000 taxable value)	\$5,405

4. Any person who considers that an error or omission was made in the application or calculation of the special tax on his or her property may notify the municipality in writing by June 30<sup>th</sup>, 2023, requesting the Council to review the application or calculation of the tax rate regarding the property in question.
  
5. The administrator will notify the persons, who have requested a review, of the time and date the Council will meet to hear and review the requests.
  
6. The taxes that are levied will be added to the tax roll as a special assessment against the property, when they become due and payable, and are recoverable in the same manner as other taxes.

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2023. The rates imposed for 2023 are deemed to be imposed from January 1, 2023.
2. That Bylaw No. 8 of 2022 is hereby repealed.

INTRODUCED AND READ A FIRST TIME THIS                    DAY OF                    , AD 2023.

READ A SECOND TIME THIS                    DAY OF                    , AD 2023.

READ A THIRD TIME AND PASSED THIS                    DAY OF                    , AD 2023.

MAYOR

CITY CLERK

# CITY OF PRINCE ALBERT BYLAW NO. 7 OF 2023

*A Bylaw of The City of Prince Albert to raise revenue for roadways work to be completed in 2023.*

WHEREAS pursuant to Section 275(1) of *The Cities Act* a Council may pass a special tax bylaw to raise revenue to pay for any specific service or purpose to be completed within the taxation year;

AND WHEREAS pursuant to Section 275(2) of *The Cities Act* a special tax bylaw must be passed annually;

AND WHEREAS pursuant to Sections 275(3) of *The Cities Act* public notice has been given.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

## **Roadways Special Tax:**

1. A Special Tax shall be levied against all properties as listed in Section 3, all such properties benefiting from roadways, paving, concrete sidewalk and curb rehabilitation work to be completed within the current year.
2. The estimated cost of the purpose or service referred to in Section 1 is \$4,400,000, pursuant to the approved budget.
3. The rate of special tax to be charged against each parcel is:

a. Residential	\$204
b. Agricultural	\$204
c. Condominium	\$204
d. Care Home and Group Home	\$204
e. Multi-Family per Apartment	\$67

f. Commercial, Railway and Vacant Multi-Family	
i. (\$150,000 or less taxable value)	\$525
ii. (\$150,001 to \$300,000 taxable value)	\$683
iii. (\$300,001 to \$450,000 taxable value)	\$1,260
iv. (\$450,001 to \$600,000 taxable value)	\$1,869
v. (\$600,001 to \$750,000 taxable value)	\$2,415
vi. (\$750,001 to \$900,000 taxable value)	\$3,045
vii. (\$900,001 to \$1,050,000 taxable value)	\$3,570
viii. (\$1,050,001 to \$1,200,000 taxable value)	\$4,200
ix. (\$1,200,001 to \$1,350,000 taxable value)	\$4,862
x. (\$1,350,001 to \$1,500,000 taxable value)	\$5,250
xi. (\$1,500,001 to \$2,000,000 taxable value)	\$6,825
xii. (\$2,000,001 to \$2,500,000 taxable value)	\$8,085
xiii. (\$2,500,001 to \$3,000,000 taxable value)	\$8,925
xiv. (\$3,000,001 to \$3,500,000 taxable value)	\$9,975
xv. (\$3,500,001 to \$4,000,000 taxable value)	\$11,550
xvi. (\$4,000,001 to \$5,000,000 taxable value)	\$14,070
xvii. (over \$5,000,000 taxable value)	\$15,225

4. Any person who considers that an error or omission was made in the application or calculation of the special tax on his or her property may notify the municipality in writing by June 30<sup>th</sup>, 2023, requesting the Council to review the application or calculation of the tax rate regarding the property in question.
  
5. The administrator will notify the persons, who have requested a review, of the time and date the Council will meet to hear and review the requests.
  
6. The taxes that are levied will be added to the tax roll as a special assessment against the property, when they become due and payable, and are recoverable in the same manner as other taxes.

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2023. The rates imposed for 2023 are deemed to be imposed from January 1, 2023.
2. That Bylaw No. 9 of 2022 is hereby repealed.

INTRODUCED AND READ A FIRST TIME THIS                    DAY OF                    , AD 2023.  
READ A SECOND TIME THIS                    DAY OF                    , AD 2023.  
READ A THIRD TIME AND PASSED THIS                    DAY OF                    , AD 2023.

MAYOR

CITY CLERK

# CITY OF PRINCE ALBERT BYLAW NO. 8 OF 2023

*A Bylaw of The City of Prince Albert to raise revenue for police services in 2023.*

WHEREAS pursuant to Section 275(1) of *The Cities Act* a Council may pass a special tax bylaw to raise revenue to pay for any specific service or purpose to be completed within the taxation year;

AND WHEREAS pursuant to Section 275(2) of *The Cities Act* a special tax bylaw must be passed annually;

AND WHEREAS pursuant to Sections 275(3) of *The Cities Act* public notice has been given.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

## **Police Special Tax:**

1. A Special Tax shall be levied against all properties as listed in Section 3, all such properties benefiting from police services within the current year.
2. The estimated cost of the purpose or service referred to in Section 1 is \$554,600, pursuant to the approved budget.
3. The rate of special tax to be charged against each parcel is:

a. Residential	\$35
b. Agriculture	\$35
c. Condominium	\$35
d. Care Home and Group Home	\$35
e. Multi-Family per Apartment	\$35
f. Commercial, Railway and Vacant Multi-Family	\$35

4. Any person who considers that an error or omission was made in the application or calculation of the special tax on his or her property may notify the municipality in writing by June 30<sup>th</sup>, 2023, requesting the Council to review the application or calculation of the tax rate regarding the property in question.
5. The administrator will notify the persons, who have requested a review, of the time and date the Council will meet to hear and review the requests.
6. The taxes that are levied will be added to the tax roll as a special assessment against the property, when they become due and payable, and are recoverable in the same manner as other taxes.

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2023. The rates imposed for 2023 are deemed to be imposed from January 1, 2023.
2. That Bylaw No. 10 of 2022 is hereby repealed.

INTRODUCED AND READ A FIRST TIME THIS	DAY OF	, AD 2023.
READ A SECOND TIME THIS	DAY OF	, AD 2023.
READ A THIRD TIME AND PASSED THIS	DAY OF	, AD 2023.

MAYOR

CITY CLERK

# CITY OF PRINCE ALBERT BYLAW NO. 9 OF 2023

*A Bylaw of The City of Prince Albert to raise revenue for the  
Business Improvement District for 2023.*

WHEREAS pursuant to Section 26(2) of *The Cities Act*, council may, by bylaw, impose a levy on all property used or intended to be used for business purposes within the business improvement district to raise the amount required for the requisition;

AND WHEREAS pursuant to Section 26(3) of *The Cities Act* a levy or charge imposed pursuant to subsection (2):

- a) Is in addition to any other property tax; and
- b) Must be of either a uniform rate or a uniform amount.

NOW THEREFORE THE COUNCIL OF THE CITY OF PRINCE ALBERT IN OPEN MEETING ASSEMBLED ENACTS AS FOLLOWS:

## **Business Improvement District**

1. The purpose of this Bylaw is to authorize a special levy to be paid by the taxable and grant in lieu properties for those businesses defined in the Prince Albert Downtown Business Improvement District area at a uniform rate sufficient to raise the amount required in 2023 for the proposed expenditures of the business improvement district.
2. The estimated cost of the service referred to in Section 1 is \$78,000, pursuant to the approved budget.
3. The levy shall be at a rate of 5.9% of the commercial tier 1 mill rate generated for general municipal property taxes.
4. Any person who considers that an error or omission was made in the application or calculation of the special tax on his or her property may notify the municipality in writing by June 30<sup>th</sup>, 2023, requesting the Council to review the application or calculation of the tax rate regarding the property in question.

5. The administrator will notify the persons, who have requested a review, of the time and date the Council will meet to hear and review the requests.
6. The taxes that are levied will be added to the tax roll as a special assessment against the property, when they become due and payable, and are recoverable in the same manner as other taxes.

**Calculating Amount of Property Tax**

This rate will be applied for the purpose of calculating the Prince Albert Downtown Business Improvement District (BID) Levy using the following format:

Mill Rate x Mill Rate Factor for Commercial Tier 1 = General Municipal Rate

General Municipal Rate x 5.9% = BID Rate

(Taxable Assessment x BID Rate) / 1,000 = BID Levy Amount

**Coming Into Force**

1. This Bylaw shall come into force and take effect on, from and after the 1<sup>st</sup> day of January, 2023. The rates imposed for 2023 are deemed to be imposed from January 1, 2023.
2. That Bylaw No. 11 of 2022 is hereby repealed.

INTRODUCED AND READ A FIRST TIME THIS                    DAY OF                    , AD 2023.  
 READ A SECOND TIME THIS                    DAY OF                    , AD 2023.  
 READ A THIRD TIME AND PASSED THIS                    DAY OF                    , AD 2023.

MAYOR

CITY CLERK

**City of Prince Albert  
Proposed Rates for 2023**

**APPENDIX A**

<b>Mill Rates</b>				
<b>Name of Mill Rate</b>	<b>Original</b>	<b>Proposed</b>	<b>Change</b>	<b>% Change</b>
General Municipal Mill Rate	10.570	10.872	0.302	2.86%
Civic Facilities Mill Rate	0.47	0.47	-	0.00%
BID Levy	0.064	0.059	(0.005)	-7.81%
Library Mill Rate	0.664	0.682	0.018	2.71%

<b>Mill Rate Factors</b>			
<b>Class Type</b>	<b>Original</b>	<b>Proposed</b>	<b>Change</b>
Agriculture	0.856	0.856	-
Residential	0.938	0.938	-
Condominium	0.856	0.856	-
Multi-Residential	1.090	1.090	-
Commercial - Tier 1	1.950	1.950	-
Commercial - Tier 2	1.950	1.950	-
Commercial - Tier 3	2.100	2.100	-
Commercial - Tier 4	2.500	2.500	-
Commercial - Tier 5	2.200	2.200	-
Vacant Commercial	2.466	2.466	-
Care Home	0.938	0.938	-
Hotel	2.200	2.200	-
Elevators & Railroads	3.000	3.000	-

<b>Minimum Tax</b>			
<b>Class Type</b>	<b>Original</b>	<b>Proposed</b>	<b>Change</b>
Residential, Agriculture Condominium, Multi-Residential	\$772.00	\$800.00	\$28.00
Vacant Residential	\$772.00	\$1,600.00	\$828.00

<b>Special Tax Levies</b>			
<b>Class Type</b>	<b>Original</b>	<b>Proposed</b>	<b>Change</b>
<b>Snow Management Special Tax</b>			
- Residential, Agriculture, Condominium, Care Homes	\$60.00	\$72.00	\$12.00
- Multi Residential (per unit)	\$20.00	\$23.00	\$3.00
<b>Roadways Special Tax</b>			
- Residential, Agriculture, Condominium, Care Homes	\$189.00	\$204.00	\$15.00
- Multi Residential (per unit)	\$63.00	\$67.00	\$4.00
<b>Police Special Tax</b>	\$35.00	\$35.00	\$0.00

**City of Prince Albert  
Proposed Rates for 2023**

**APPENDIX A**

<b>Base Tax</b>			
<b>Class Type</b>	<b>Original</b>	<b>Proposed</b>	<b>Change</b>
Residential, Agriculture, Condominium, Care Homes	\$40.00	\$40.00	\$0.00
Multi Residential (per unit)	\$20.00	\$20.00	\$0.00

<b>Base Tax</b>	<b>Commercial Base Tax &amp; Special Tax</b>			
	<b>15% Increase</b>	<b>5% Increase</b>	<b>0% Increase</b>	
<b>Assessment Ranges</b>	<b>Snow Management</b>	<b>Roadways</b>	<b>Base Tax</b>	<b>TOTAL</b>
less than 150,000	\$144.00	\$525.00	\$42.00	<b>\$711.00</b>
150,001 - 300,000	\$345.00	\$683.00	\$102.00	<b>\$1,130.00</b>
300,001 - 450,000	\$587.00	\$1,260.00	\$174.00	<b>\$2,021.00</b>
450,001 - 600,000	\$673.00	\$1,869.00	\$200.00	<b>\$2,742.00</b>
600,001 - 750,000	\$702.00	\$2,415.00	\$209.00	<b>\$3,326.00</b>
750,001 - 900,000	\$909.00	\$3,045.00	\$270.00	<b>\$4,224.00</b>
900,001 - 1,050,000	\$1,150.00	\$3,570.00	\$343.00	<b>\$5,063.00</b>
1,050,001 - 1,200,000	\$1,346.00	\$4,200.00	\$401.00	<b>\$5,947.00</b>
1,200,001 - 1,350,000	\$1,564.00	\$4,862.00	\$466.00	<b>\$6,892.00</b>
1,350,000 - 1,500,000	\$1,783.00	\$5,250.00	\$531.00	<b>\$7,564.00</b>
1,500,001 - 2,000,000	\$2,300.00	\$6,825.00	\$686.00	<b>\$9,811.00</b>
2,000,001 - 2,500,000	\$2,760.00	\$8,085.00	\$823.00	<b>\$11,668.00</b>
2,500,001 - 3,000,000	\$3,105.00	\$8,925.00	\$926.00	<b>\$12,956.00</b>
3,000,001 - 3,500,000	\$3,450.00	\$9,975.00	\$1,029.00	<b>\$14,454.00</b>
3,500,001 - 4,000,000	\$4,025.00	\$11,550.00	\$1,200.00	<b>\$16,775.00</b>
4,000,001 - 5,000,000	\$4,945.00	\$14,070.00	\$1,474.00	<b>\$20,489.00</b>
over 5,000,000	\$5,405.00	\$15,225.00	\$1,612.00	<b>\$22,242.00</b>

**Destination Marketing Tax**

<b>Taxable Value</b>		<b>Tax Rate</b>
<b>Min</b>	<b>Max</b>	
-	900,000.00	<b>\$3,000</b>
900,001.00	1,350,000.00	<b>\$8,000</b>
1,350,001.00	2,500,000.00	<b>\$12,000</b>
2,500,001.00	3,500,000.00	<b>\$18,500</b>
3,500,001.00	5,000,000.00	<b>\$48,000</b>
5,000,001.00		<b>\$51,000</b>

**City of Prince Albert  
Budget Comparison**

**Appendix B**

<b>Name</b>	<b>2023 Budget</b>	<b>2022 Budget</b>	<b>Increase / (Decrease)</b>
General Municipal Levy	\$34,146,210	\$33,307,651	
Minimum Tax		\$268,559	\$570,000
Federal Government Grant in Lieu	\$143,000	\$140,300	\$2,700
Provincial Government Grant in Lieu	\$1,801,000	\$1,816,100	(\$15,100)
First Nations Reserve Land	\$363,100	\$319,540	\$43,560
<b>Municipal Levy</b>	<b>\$36,453,310</b>	<b>\$35,852,150</b>	<b>\$601,160</b>
Library Levy	\$2,253,950	\$2,190,420	\$63,530
Capital Projects Levy	\$1,543,200	\$1,541,000	\$2,200
Snow Management Special Tax	\$1,548,900	\$1,305,000	\$243,900
Roadways Special Tax	\$4,100,000	\$4,100,000	\$0
Police Special Tax	\$554,600	\$554,600	\$0
Base Tax	\$720,000		\$720,000
	<b>\$10,720,650</b>	<b>\$9,691,020</b>	<b>\$1,029,630</b>
<b>Totals</b>	<b>\$47,173,960</b>	<b>\$45,543,170</b>	<b>\$1,630,790</b>

**City of Prince Albert  
Budget Comparison and Proposed Rates**

**Appendix C**

<b>Name</b>	<b>2023 Budget</b>	<b>2023 Assessment + 2023 Recommendation</b>	<b>Excess (Shortfall)</b>
General Municipal Levy	\$36,453,310	\$35,863,303	
Minimum Tax		\$281,667	(\$308,340)
<b>Municipal Levy</b>	<b>\$36,453,310</b>	<b>\$36,144,970</b>	<b>(\$308,340)</b>
Library Levy	\$2,253,950	\$2,254,235	\$285
Capital Projects Levy	\$1,543,200	\$1,550,382	\$7,182
Snow Management Special Tax	\$1,548,900	\$1,550,259	\$1,359
Roadways Special Tax	\$4,100,000	\$4,409,073	\$309,073
Police Special Tax	\$554,600	\$554,593	(\$8)
Base Tax	\$720,000	\$721,273	\$1,273
	<b>\$10,720,650</b>	<b>\$11,039,814</b>	<b>\$319,164</b>
<b>Totals</b>	<b>\$47,173,960</b>	<b>\$47,184,784</b>	<b>\$10,824</b>



Impact to Properties - COMMERCIAL

Appendix E

Commercial

<b>Commercial 1</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>
Assessed value	171,294	171,294		689,412	689,412		1,079,059	1,079,059	
<b>Taxable Value</b>	<b>145,600</b>	<b>145,600</b>		<b>586,000</b>	<b>586,000</b>		<b>917,200</b>	<b>917,200</b>	
Municipal	\$3,001	\$3,087	\$86	\$12,078	\$12,423	\$345	\$18,905	\$19,445	\$540
Library	\$189	\$194	\$5	\$759	\$779	\$21	\$1,188	\$1,220	\$32
Debt	\$133	\$133	\$0	\$537	\$537	\$0	\$841	\$841	\$0
	\$3,323	\$3,414	\$91	\$13,374	\$13,740	\$366	\$20,933	\$21,505	\$572
Base Tax	\$42	\$42	\$0	\$200	\$200	\$0	\$343	\$343	\$0
Special Snow	\$125	\$144	\$19	\$585	\$673	\$88	\$1,000	\$1,150	\$150
Special Roads	\$500	\$525	\$25	\$1,780	\$1,869	\$89	\$3,400	\$3,570	\$170
Special Police	\$35	\$35	\$0	\$35	\$35	\$0	\$35	\$35	\$0
	\$702	\$746	\$44	\$2,600	\$2,777	\$177	\$4,778	\$5,098	\$320
School Tax	\$999	\$999	\$0	\$4,020	\$4,020	\$0	\$6,292	\$6,292	\$0
BID	\$192	\$182	-\$10						
<b>Total</b>	<b>\$5,216</b>	<b>\$5,341</b>	<b>\$124.66</b>	<b>\$19,994</b>	<b>\$20,537</b>	<b>\$542.41</b>	<b>\$32,003</b>	<b>\$32,895</b>	<b>\$892.33</b>
<b>Percentage Increase</b>			<b>2.39%</b>			<b>2.71%</b>			<b>2.79%</b>
<b>MONTHLY INCREASE</b>			<b>\$10.39</b>			<b>\$45.20</b>			<b>\$74.36</b>
<b>Commercial 2</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>			
Assessed value	2,145,882	2,145,882		2,498,824	2,498,824				
<b>Taxable Value</b>	<b>1,824,000</b>	<b>1,824,000</b>		<b>2,124,000</b>	<b>2,124,000</b>				
Municipal	\$37,595	\$38,670	\$1,074	\$43,779	\$45,030	\$1,251			
Library	\$2,362	\$2,426	\$64	\$2,750	\$2,825	\$75			
Debt	\$1,672	\$1,672	\$0	\$1,947	\$1,947	\$0			
	\$41,629	\$42,767	\$1,138	\$48,476	\$49,801	\$1,325			
Base Tax	\$686	\$686	\$0	\$823	\$823	\$0			
Special Snow	\$2,000	\$2,300	\$300	\$2,400	\$2,760	\$360			
Special Roads	\$6,500	\$6,825	\$325	\$7,700	\$8,085	\$385			
Special Police	\$35	\$35	\$0	\$35	\$35	\$0			
	\$9,221	\$9,846	\$625	\$10,958	\$11,703	\$745			
School Tax	\$12,513	\$12,513	\$0	\$14,571	\$14,571	\$0			
<b>Total</b>	<b>\$63,362</b>	<b>\$65,126</b>	<b>\$1,763.18</b>	<b>\$74,004</b>	<b>\$76,075</b>	<b>\$2,070.38</b>			
<b>Percentage Increase</b>			<b>2.78%</b>			<b>2.80%</b>			
<b>MONTHLY INCREASE</b>			<b>\$146.93</b>			<b>\$172.53</b>			

**Impact to Properties - COMMERCIAL**

**Commercial**

<b>Commercial 3</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>
Assessed value	8,064,118	8,064,118		9,005,765	9,005,765	
Taxable Value	6,854,500	6,854,500		7,654,900	7,654,900	
Municipal	\$152,149	\$156,496	\$4,347	\$169,916	\$174,771	\$4,855
Library	\$9,558	\$9,817	\$259	\$10,674	\$10,963	\$289
Debt	\$6,765	\$6,765	\$0	\$7,555	\$7,555	\$0
	\$168,473	\$173,079	\$4,606	\$188,145	\$193,289	\$5,144
Base Tax	\$1,612	\$1,612	\$0	\$1,612	\$1,612	\$0
Special Snow	\$4,700	\$5,405	\$705	\$4,700	\$5,405	\$705
Special Roads	\$14,500	\$15,225	\$725	\$14,500	\$15,225	\$725
Special Police	\$35	\$35	\$0	\$35	\$35	\$0
	\$20,847	\$22,277	\$1,430	\$20,847	\$22,277	\$1,430
School Tax	\$47,022	\$47,022	\$0	\$52,513	\$52,513	\$0
<b>Total</b>	<b>\$236,342</b>	<b>\$242,378</b>	<b>\$6,036.22</b>	<b>\$261,505</b>	<b>\$268,079</b>	<b>\$6,574.09</b>
<b>Percentage Increase</b>			<b>2.55%</b>			<b>2.51%</b>
<b>MONTHLY INCREASE</b>			<b>\$503.02</b>			<b>\$547.84</b>
<b>Commercial 4</b>	<b>Original</b>	<b>Option</b>	<b>Difference</b>			
Assessed value	15,584,235	15,584,235				
Taxable Value	13,246,600	13,246,600				
Municipal	\$350,041	\$360,043	\$10,001			
Library	\$21,989	\$22,585	\$596			
Debt	\$15,565	\$15,565	\$0			
	\$387,596	\$398,193	\$10,597			
Base Tax	\$1,612	\$1,612	\$0			
Special Snow	\$4,700	\$5,405	\$705			
Special Roads	\$14,500	\$15,225	\$725			
Special Police	\$35	\$35	\$0			
	\$20,847	\$22,277	\$1,430			
School Tax	\$90,872	\$90,872	\$0			
BID	\$0	\$0				
<b>Total</b>	<b>\$499,314</b>	<b>\$511,341</b>	<b>\$12,027.28</b>			
<b>Percentage Increase</b>			<b>2.41%</b>			
<b>MONTHLY INCREASE</b>			<b>\$1,002.27</b>			



**BACKGROUND:**

The Prince Albert Elks Lodge No. 58 had a Tax Exemption Agreement for the years 2008 to 2012 for an amount of \$25,000 per year donated to the Soccer Fieldhouse and Wellness Centre. There was another Agreement for the years 2013 to 2017 for an amount of \$25,000 per year donated to the Alfred Jenkins Field House and Wellness Program.

City Council in August of 2019 considered a Report from Financial Services' Administration regarding a four (4) year Tax Exemption Agreement with the Prince Albert Elks Lodge No. 58 for the term of 2019 to 2022. The donation annually of \$26,000 was dedicated to improvements at the Cooke Municipal Golf Course.

That Agreement also approved that the 2018 municipal taxes be cancelled or reduced in the amount of \$25,007.16 and that other amounts owing be waived for the property located at 93 – 8<sup>th</sup> Avenue East for the Prince Albert Elks Lodge No. 58; and, that a donation of \$25,100 for the year 2018 be received from the Prince Albert Elks Lodge No. 58 to be used for the Cooke Municipal Golf Course.

The Tax Exemption Agreement expired December 31, 2022.

**PROPOSED APPROACH AND RATIONALE:**

The attached correspondence dated January 23, 2023 from the Prince Albert Elks Club No. 58 was referred to Financial Services for review and report by Executive Committee at its meeting of February 27, 2023.

The attached correspondence is requesting to be permitted to make a donation to the City in lieu of property taxes over a five-year period commencing with the 2023 tax year until the 2027 tax year.

They propose that, in lieu of their regular tax assessment, they make a donation to the City in the amount of \$26,000 per year on or before October 31<sup>st</sup> each year to be used as a contribution to the new Aquatic and Arenas Recreation Centre.

The donation of \$26,000 annually for five years will contribute a total of \$130,000 towards the Aquatic and Arenas Recreation Centre. That contribution annually for five years is beneficial to the opening of the new centre.

The request also includes that a sign be erected in prominent location within the Aquatic and Arenas Recreation Centre acknowledging the contribution by the Prince Albert Elks Lodge No. 58.

**CONSULTATIONS:**

The attached correspondence dated January 23, 2023 from the Prince Albert Elks Lodge No. 48 was placed on the February 27, 2023 Executive Committee Meeting agenda.

The correspondence has been referred to the Financial Services Department for review and report.

City Administration has discussed a new Tax Exemption Agreement with Representatives of the Prince Albert Elks Lodge No. 58.

**COMMUNICATION AND/OR ANNOUNCEMENT PLAN:**

Once Council provides approval regarding the request of the Prince Albert Elks Lodge No. 58, the Finance Manager will provide a letter to the School Divisions for the approval request for the school tax portions. The Prince Albert Elks Lodge No. 58 will receive a letter of notification of the approvals.

**POLICY IMPLICATIONS:**

Subsection 262(4) of *The Cities Act*, City Council may enter into an agreement for the purpose of exempting land and improvements from taxation, in whole or in part, except for the Local Improvement Levies.

The Cities Act, subsection 262(4)

*(4) Subject to section 263, a council may:*

*(a) enter into an agreement with the owner or occupant of any property for the purpose of exempting that property from taxation, in whole or in part, for not more than five years; and*

*(b) in an agreement entered into pursuant to clause (a), impose any terms and conditions that the council may specify*

**FINANCIAL IMPLICATIONS:**

The Prince Albert Elks Lodge No. 58 would like to enter into a Five (5) Year Tax Exemption Agreement with the City and will provide an annual donation of \$26,000 per year for five years.

The total donation will be \$130,000 over the course of five years and will be contributed to the Aquatic and Arenas Recreation Centre.

**OTHER CONSIDERATIONS/IMPLICATIONS:**

There are no privacy implications or options to recommendation.

**STRATEGIC PLAN:**

The recommendation supports the strategic goal of economic diversity and stability by supporting new partnerships to leverage donations to support the community. The City of Prince Albert supports a stable and resilient economy. The annual contribution supports the new Aquatic and Arenas Recreation Centre and promotes partnerships.

**PUBLIC NOTICE:**

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

**PRESENTATION: Verbal Presentation by Melodie Boulet, Finance Manager****ATTACHMENTS:**

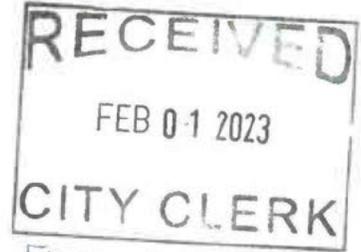
1. Correspondence from Prince Albert Elks Lodge No. 58 dated January 23, 2023.
2. Five Year Tax Exemption Agreement between the City and Prince Albert Elks Lodge No. 58.

Written by: Melodie Boulet, Finance Manager

Approved by: Senior Accounting Manager, Director of Financial Services & City Manager

E L K S

**PROMOTING AND SUPPORTING  
COMMUNITY NEEDS**



23 January, 2023

Mayor and City Councillors  
City of Prince Albert  
1084 Central Avenue  
Prince Albert, SK S6V 7P3

**Recommended  
Disposition:**

Refer to  
Finance for Review  
& Report.

Dear Mr. Mayor, Councillors,

We are sending this letter to you in response to a letter from Briane Vance, Finance Manager, informing us of the expiry of our previous agreement with the City and the need to make a new request if we wished to enter into another such agreement.

To that end, we are requesting to be permitted to make a donation to the City in lieu of property taxes over the five-year period commencing with the 2023 tax year, and running until the 2027 tax year. We propose that, in lieu of our regular tax assessment, we make a donation of \$26,000.00 per year to be paid to the City on or before 31 October of each year, to be used as a contribution to the new Aquatics and Arenas Recreation Centre. Over the course of the 5-year term of the agreement, this will result in a total donation of \$130,000.00 to these facilities. In return we request that a sign be erected in a prominent location within the facilities acknowledging our contribution.

We are aware that in addition to approval by City Council, the Ministry of Education of Saskatchewan and the Catholic School division will also have to approve in relation to any education taxes.

Sincerely,

*Wendy Demerais*

W. Demerais  
Exalted Ruler  
Prince Albert Elks  
Lodge #58

G.W. Ursaki  
Secretary/Treasurer  
Prince Albert Elks  
Lodge #58



- b) "Service Charges" include the user fees or direct charges for the following services provided by the City and payable by the party to whom the services are provided:
  - i) Utilities , including water and sewer consumption charges, infrastructure charges, garbage and recycling fees;
  - ii) Custom work orders; and
  - iii) Any other charges payable pursuant to the City's bylaws.
- c) "Term" means the period from **January 1<sup>st</sup>, 2023 to December 31<sup>st</sup>, 2027 inclusive.**

## **2. TAX EXEMPTION**

- 2.1 Subject to the conditions of this Agreement, the City hereby provides the Applicant an exemption from the municipal property taxes levied pursuant to Part XI of the Act, including property taxes levied by the City on behalf of Saskatchewan Ministry of Government Relations and Prince Albert Roman Catholic Separate School Division No. 6 in respect to the Property for the Term.
- 2.2 This Agreement does not exempt the Applicant from:
  - a) any local improvements charged against the Property;
  - b) any Business Improvement District levies charged against the Property; or
  - c) Service Charges.
- 2.3 Property taxes shall be due and payable based on the City's assessed value of the Property pursuant to the City's bylaws in force at the time until the effective start date of this Agreement.

## **3. DONATION**

- 3.1 The Applicant shall donate \$26,000 to the City each year for the tax years 2023, 2024, 2025, 2026 and 2027. Each donation shall be made on or before October 31<sup>st</sup> of each year.

- 3.2 The donation is intended to be used for the benefit of the Aquatic and Arenas Recreation Centre.
- 3.3 The City shall, at the City's expense, erect a sign, plaque or comparable designation satisfactory to the parties in prominent view of the public at the Aquatic and Arenas Recreation Centre acknowledging the contribution made by the Applicant to the Recreation Centre.

#### **4. TERMINATION**

- 4.1 It is understood that the tax exemption granted under this Agreement shall terminate on December 31<sup>st</sup>, 2027.
- 4.2 In the event of the following, the City may terminate the Agreement and the full amount of the Municipal and School Property Taxes shall become due and payable from the date of termination:
- a) if any applicable Service Charges respecting the property fall into arrears; or,
  - b) if the Applicant is convicted of any contravention of *The Weed Control Act*, *The Planning and Development Act, 2007*, or any municipal bylaw in respect to the Property; or,
- 4.3 If this Agreement is to be terminated in accordance with article 4.2, the City shall provide written notice to the Applicant ten (10) days prior to termination of the Agreement.
- 4.4 If the Applicant:
- (1) disposes of the Property; or
  - (2) ceases to use the Property for the purposes of a headquarters for their volunteer organization this Agreement shall forthwith automatically terminate, and the property taxes shall become due and payable from the date of cessation of the use and as determined by the City.

## **5. RIGHT TO APPEAL ASSESSMENT**

- 5.1 Notwithstanding the tax exemption herein granted, the Applicant shall retain the right to appeal any assessment of the Property, or any part thereof, during the Term of this Agreement.
- 5.2 The provisions of Part X of the Act, or any replacement thereof, respecting the assessment of Property and the right to appeal any assessment of the Property shall apply notwithstanding the tax exemption herein granted.

## **6. NOTICE**

Any notice, demand, request or other communication (collectively “notice”) which may be or is required to be given under this Agreement shall be in writing and delivered personally by leaving it at the offices of the other party, or sent by registered mail, postage prepaid, and shall be addressed:

- a) to the City:  
Financial Services Department  
City of Prince Albert  
1084 Central Avenue  
Prince Albert, SK S6V 7P3
- b) to the Applicant:  
Prince Albert Elks Lodge #58 Inc.  
93 8<sup>th</sup> Avenue East  
Prince Albert, SK S6V 2L2

Either party may change its address for the above purpose by mailing a notice to the other party setting forth its new address.

Any such notice shall be conclusively deemed to have been given or made on the day on which such notice is delivered or, if mailed, the seventy-two (72) hours following the date of mailing, as the case may be. If the postal service is interrupted, only personal delivery of such notice shall be utilized.

**7. ENTIRE AGREEMENT**

7.1 There are no other agreements current between the parties respecting the matters referred to herein.

**8. GENERAL**

8.1 Time is of the essence of this Agreement and all actions taken by the parties shall be taken so as to expedite the performance of the Agreement.

8.2 The Applicant may not assign this Agreement.

8.3 This Agreement shall be binding upon the City and shall endure to the benefit of the Applicant and the present owners of the Property as the case may be.

8.4 The laws of the Province of Saskatchewan shall govern this Agreement.

8.5 If any phrase, sentence or section contained in this Agreement is declared invalid by a final and unappealable order of any court of competent jurisdiction, this Agreement shall be construed as if such phrase, sentence or section had not been inserted in this Agreement.

**IN WITNESS WHEREOF** The City of Prince Albert has hereunto affixed its corporate seal, duly witnessed by the hands of its proper officers in that behalf, duly authorized this day of \_\_\_\_\_ A.D., 2023.

**THE CITY OF PRINCE ALBERT**

\_\_\_\_\_  
**MAYOR**

\_\_\_\_\_  
**CITY CLERK**





**RPT 23-93**

**TITLE:** Land Acquisition for Fire Stations

**DATE:** March 8, 2023

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATION:**

That the following City owned lands be allocated for a Fire Station, subject to review and approval by Administration:

1. The 1000 block of 28<sup>th</sup> Street West, legally described as Lots 5 through 28, Parcel 12, Plan No. G6438A, Extension 0, including 50% of the easement directly south of this land; and,
2. The 1700 block of 15<sup>th</sup> Avenue East, legally described as Parcel 103, Plan No. 00PA19030, Extension 2.

**TOPIC & PURPOSE:**

To provide Council with Administration's recommendations regarding the location of future fire station land.

**BACKGROUND:**

When the existing fire station was built in 1975 it was built in an appropriate location for that time. However, since then, the City has expanded significantly and the existing station does not provide adequate response coverage as per industry best practices. Future fire station locations must be planned and designed to serve the current and future needs of the City of Prince Albert.

Distance between stations, travel time and identified future growth of the City will influence the decision making process when choosing a site for future fire stations. This is critical as future fire station locations must be situated to achieve the most effective and safe emergency

responses in the community. The G.I.S. data collected clearly identifies the Prince Albert Fire Department falls short of meeting industry best practices for response times. Several reports have been generated over the years detailing this need, with potential locations identified for additional fire stations.

The 2008 Fire Department Master Plan identifies the need for the construction of one additional fire station within five (5) years with a third station within ten (10) years, with consideration to be given to creating a multi service facility to increase emergency response in the City.

On June 23, 2009 Prince Albert City Council unanimously passed a motion for the allocation of land for fire stations at:

- 15<sup>th</sup> Avenue East, legally described as Parcel 103, Plan No. 00PA19030, Extension 2; and,
- 700 Block of 28<sup>th</sup> Street West, legally described as Parcel C, Plan No. 00PA19030, Extension 0.

#### **PROPOSED APPROACH AND RATIONALE:**

There have been numerous fire station and staffing reports prepared for the City of Prince Albert over the past thirty seven years. The fire station and staffing reports prepared for Prince Albert are:

1. 1985 – Fire Underwriters Survey which recommends three (3) fire stations for Prince Albert.
2. 1989 – Council commissioned report provided by Ken McAllister. Recommends building three (3) fire station.
3. 2007 – IAFF G.I.S. Station Study. Recommend increased staffing and three (3) stations.
4. 2008 – Council commissioned a report by Morrison & Hirschfield, which reached the same conclusion identifying the need for three (3) fire stations.

All the aforementioned studies and reports utilized various industry standards in determining appropriate locations for future fire stations. Today, NFPA 1710 is used to determine safe staffing levels and fire station locations so a fire crew can arrive at an emergency scene in a specified time to provide a timely and effective response. NFPA 1710 stipulates that fire fighters should arrive at the emergency scene within six minutes and twenty seconds of an emergency call being made, 90% of the time. It was identified in 2009 that the Prince Albert Fire Department meet this standard 43% of the time.

**NFPA 1710 Standard for the Organization and Deployment of Fire Suppression Operations for Career Fire Departments** recognizes a 4-minute travel time for career departments not including a one-minute call processing time and one minute, twenty second turn-out-time with a performance objective of **not less than 90 percent**. These terms are defined as:

1. **Call Processing Time (60 seconds)** - the time the alarm is received by Dispatch and transmitted to the responding station(s).
2. **Turn out Time (80 seconds)** - from the time the fire department is notified, firefighters don their personal protective equipment and the staffed fire apparatus leaves the station.
3. **Travel Time (240 seconds)** - when the fire department units leave their respective station(s) and arrive at the scene.

<b>Call Processing Time (60 seconds)</b>	<b>Turn out Time (80 seconds)</b>	<b>Travel Time (240 seconds)</b>
<b>Total Response Time - 380 seconds (6 Minutes, 20 seconds)</b>		

NFPA has determined that a four minute or less response time allows firefighters to enter the structure and perform their rescue / suppression duties before flashover occurs. When flashover (simultaneous ignition of combustible material) occurs, the survivability of an occupant is eliminated and the extreme temperatures will quickly overwhelm the protective capabilities of the firefighter's Personal Protective Equipment (PPE).

The National Fire Protection Association (NFPA) and the Underwriters Laboratories (UL) recognize that lightweight engineered wood assemblies are a high risk for firefighters during firefighting operations. Studies conducted by the NFPA, UL, and the National Research Council (NRC) recognize that engineered wood I-joists poses an increased risks to firefighters during firefighting operations. These factors combined with the life sustainability of occupants in a fire, stress the importance of firefighting resources arriving on scene within 6 minutes, 20 seconds of the emergency call being received by Dispatch.

#### Suitable Land Identified

The Morrison and Hershfield Study commissioned by Council in 2008 identified the following land for future fire stations:

- 1700 Block of 15<sup>th</sup> Avenue East (across from Messiah Lutheran Church); and,

- 700 Block and 28<sup>th</sup> Street West.

Administration recommends amending the west fire station location (700 block and 28<sup>th</sup> Street West) to City owned land located on of 1000 block of 28<sup>th</sup> Street West, legally described as Lot 5 through 28, Parcel 12, Plan No. G6438A, Extension 0, including 50% of the easement directly south of this land, based on the following factors:

- Marquis Road connecting 10<sup>th</sup> Avenue West reduced travel time to the East;
- Better situated to respond to future growth identified in the West Hill Master Plan; and,
- Places present and future Commercial, Recreational, and Health Care Facilities within NFPA 1710, four (4) minute travel time.

### Geographic Information System (G.I.S.) Analysis:

Administration collected numerous 4 minute travel times from both current and proposed station locations via various roadways and directions. The data was collected throughout the week and at various times of day to account for any potential fluctuations in traffic flow. This data was tabulated and compared with G.I.S. to provide an accurate four minute response map for each proposed fire station location.

There are 11,939 civic address within the City of Prince Albert's municipal boundary. Utilizing the collected data, both the existing and proposed fire station locations provide the following four minute response capabilities:

Current Fire Station (76 – 15<sup>th</sup> Street East).

Four minute response capability:

**5,625 civic address / 47.1% coverage.**

Proposed East Fire Station only (1700 Block of 15<sup>th</sup> Avenue East).

Four minute response capability:

**6,363 civic address / 53.3% coverage.**

Proposed West Fire Station only (1000 Block of 28<sup>th</sup> Street West).

Four minute response capability:

**4,346 civic address / 36.4% coverage.**

Proposed West and East Station only.

Four minute response capability:

**10,418 civic address / 87.3% coverage.**

Current and Proposed West and East Fire Stations.

Four minute response capability:

**11,400 civic address / 95.5% = NFPA 1710 Compliant.**

**CONSULTATIONS:**

Consultation was held with the Director of Planning and Development Services and the City Manager's Office.

**COMMUNICATION AND/OR ANNOUNCEMENT PLAN:**

No communication plan is required at this time.

**FINANCIAL IMPLICATIONS:**

The City currently owns both these properties, however it is anticipated that there will be a cost associated with their potential deployment. Any associated costs with development will be brought to Council for consideration.

**OTHER CONSIDERATIONS/IMPLICATIONS:**

There are no policy, privacy, official community plan implications or other considerations.

**PUBLIC NOTICE:**

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

**PRESENTATION: PowerPoint by Kris Olsen, Fire Chief****ATTACHMENTS:**

1. 2007 Prince Albert GIS Report
2. NFPA 1710
3. East Fire Station Location Map
4. West Fire Station Location Map
5. PowerPoint Presentation

Written by: Kris Olsen, Fire Chief

Approved by: Director of Planning and Development Services and City Manager

# **GEOGRAPHIC INFORMATION SYSTEM EMERGENCY SERVICES RESPONSE CAPABILITIES ANALYSIS**



*International Association of Fire Fighters  
1750 New York Avenue, N.W.  
Washington, DC 20006*

**CITY OF PRINCE ALBERT FIRE  
DEPARTMENT**  
PRINCE ALBERT, SASKATCHEWAN

**NOVEMBER 16TH, 2007**



## **TABLE OF CONTENTS**

- I. ABSTRACT – page 5**
- II. EXECUTIVE SUMMARY – page 9**
- III. RECOMMENDATIONS – page 15**
- IV. CITY OVERVIEW – page 19**
- V. FIRE DEPARTMENT OVERVIEW – page 23**
- VI. COMMUNITY RISK ASSESSMENT COMPONENTS – page 33**
- VII. GIS ANALYSIS METHODOLOGY – page 43**
- VIII. IDENTIFICATION OF EXISTING EMERGENCY RESOURCE  
RESPONSE CAPABILITIES – page 53**
- IX. IDENTIFICATION OF EMERGENCY RESPONSE CAPABILITIES  
PURSUANT TO PROPOSED STATION LOCATIONS – page 87**
- X. CONCLUSIONS – page 115**
- XI. FINAL SUMMARY – page 121**
- XII. GIS MAP DETAIL – page 125**



# **ABSTRACT**



## ABSTRACT

The International Association of Fire Fighters (IAFF) was contacted by the Prince Albert Professional Fire Fighters Association, IAFF Local 510, to perform a Geographic Information System (GIS) analysis of the City of Prince Albert, Saskatchewan Fire Department. Local 510 requested that the GIS study evaluate the 4- and 8-minute response capabilities of fire department units deploying from its existing fire station location, and include an examination of staffing conditions that prevail in the department. IAFF Local 510 requested that the results of the GIS mapping be assessed against existing National Fire Protection Association (NFPA) professional standards and Occupational Safety & Health Administration (OSHA) safety regulations, including compliance with NFPA 1710 staffing performance objectives and the OSHA “2 In/2 Out” regulation. The procedures involved in this analysis consisted of the generation of GIS mapping response scenarios under existing and planned staffing and deployment configurations, a statistical analysis of fire department response capabilities, and an evaluation of GIS outcomes measured against NFPA standards and OSHA regulations.

### *Findings*

Analysis of the City of Prince Albert Fire Department reveals a shortage of staff and stations to adequately help protect the citizens of the city and the firefighters trained to protect them. Current staffing levels at the Prince Albert Fire Department reveal that the minimum staffing level is seven firefighters and one Battalion Chief deploying from a single station. Deploying eight firefighters on different apparatus from a single station creates a dangerous staffing level shortage for both the firefighters and the community the department protects. There are not enough personnel on duty deploying on any of the primary fire suppression apparatus. Furthermore, the firefighters must cross-staff their primary apparatus depending on the alarm which may mean only three firefighters respond and operate a primary fire suppression vehicle. Even if firefighters are deployed on secondary cross-staffed apparatus, the primary fire suppression companies still do not meet minimum staffing levels in compliance with NFPA 1500 and NFPA 1710.

Analysis of the City of Price Albert Fire Department reveals that at minimum manning, one fire suppression company (i.e. Engine 14) responds with four firefighters and another fire suppression company (i.e. Engine 11) responds with only three firefighters depending on the alarm assignment, which is out of compliance with industry standards. Apparatus not staffed with four firefighters do not meet compliance with the company staffing objectives outlined in NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, and NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments*.

### ***Recommendations***

A second fire station should be added to the current fire department resources within the shortest period of time. Preferably, the fire station should be added where it will best meet the needs of geographic response coverage area, historical areas of high emergency call volume, and future growth of the city. Under the best circumstances, both proposed fire station locations should be added to the city of Prince Albert. A total of three fire stations will provide the best protection, depth of coverage, ability for the fire department to handle simultaneous emergencies, and additional fire staff to help ensure the citizens of Prince Albert receive the best emergency services.

Additional firefighters must be added to the existing minimum staffing level of 8 firefighters. At the minimum, enough firefighters should be added to each shift such that all primary apparatus used for fire protection should not require cross-staffing or possibly abandoned under any circumstances and still meet compliance with NFPA 1710 guidelines.

The IAFF's GIS-based recommendations include staffing all Engine and Ladder companies with *at least* four multi-role fire fighters, in compliance with NFPA 1710 and NFPA 1500. The practice of staffing the Rescue units with *at least* two multi-role fire fighters should be maintained 24 hours a day.

# **EXECUTIVE SUMMARY**



## EXECUTIVE SUMMARY

This report summarizes the results of a station location, staffing, and emergency vehicle response time analysis for the City of Prince Albert Fire Department and IAFF Local 510. This computer-based analytical study examines predicted response times and geographic coverage areas for emergency response units deployed from existing fire stations in the City of Prince Albert.

The City of Prince Albert Fire Department- the primary provider of fire, rescue, and disaster services in the City of Prince Albert, Saskatchewan - does not currently meet the company staffing objectives of national industry standards. Industry standards require all fire suppression companies (i.e., Engines and ladders) to deploy with *at least* four-person crews. The practice of staffing fire companies with *less than* four fire fighters puts public safety at a greater risk for the loss of life and property. Assessment of the critical tasks required for an interior fire attack establishes the impact that reduced staffing has on the effectiveness of fire ground operations involving a single-family residential structure.

TABLE 1:

<b>IMPACT OF CREW SIZE ON FIRE ATTACK IN A RESIDENTIAL STRUCTURE<sup>1</sup></b> (First Alarm Assignment)							
Apparatus	1 <sup>st</sup> Engine Company		2 <sup>nd</sup> Engine Company		Ladder Company		
Fireground Tasks	Charge Initial Interior Line and Advance	Locate and Rescue Victim	Charge Interior Support Line and Advance	Charge Exterior Line and Advance	Roof Ventilation	Search & Rescue	Check Exposures for Fire Extension
5 Firefighters	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
4 Firefighters	<b>84.7%</b>	<b>96.1%</b>	<b>77.9%</b>	<b>72.9%</b>	<b>79.0%</b>	<b>90.3%</b>	<b>80.2%</b>
3 Firefighters	<b>71.3%</b>	<b>82.8%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>79.6%</b>	<b>0.0%</b>

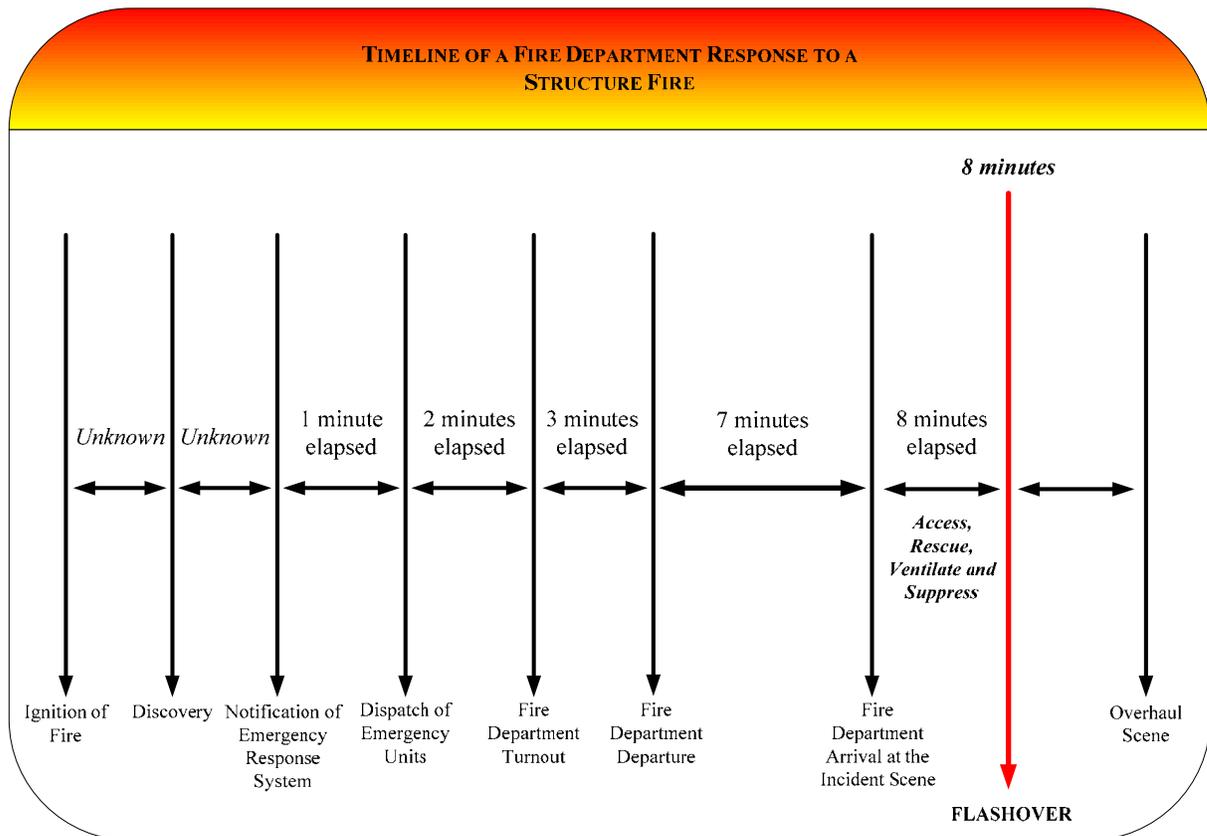
Current staffing deficiencies negatively impact the ability of the Fire Department to safely and effectively mitigate emergencies and correlate directly with an increase in expected life, property, and economic losses. Fire growth- the rate of spread and the intensity of the fire- is directly linked to the time it takes to initiate fire suppression operations. As is indicated in Table 1, companies staffed with four firefighters are capable of initiating critical fire ground tasks more efficiently than those staffed below national standards.

As a rule, a fire doubles in size for every minute that passes without the application of aggressive fire suppression measures. In less than 30 seconds a small flame can rage completely out of control and turn into a major fire. During fire growth, the temperature of a fire rises to between 1,000° and 1,200° F. It is generally accepted in the fire service that flashover- the very rapid spreading of the fire due to super heating of room contents and other combustibles- occurs in less than 10 minutes. As there is a potential delay between fire ignition, discovery, and the transmission of an alarm it may be said that **flashover is likely to occur**

<sup>1</sup> McManis Associates and John T. O'Hagan & Associates, Dallas Fire Department Staffing Level Study, (June 1984); pp. 1-2 and II-1 through II-7; Richard C. Morrison, Manning Levels for Engine and Ladder Companies in Small Fire Departments, (1990)

**within 8 minutes of firefighters receiving the alarm.** (It is worth noting, however, that flashover may occur in a burning room within four minutes, depending upon its contents.) At the point of flashover, the odds of survival for individuals inside the structure- both victim and rescuer alike- are virtually non-existent. The rapid response of an appropriate number of firefighters is therefore essential to initiating effective fire suppression and rescue operations that seek to minimize flame spread and maximize the odds of preserving both life and property.

**FIGURE 1:**



Any decrease in emergency unit response capabilities correlates directly with an increase in expected life, property, and economic losses. Fire growth - the rate of spread and the intensity of the fire- is directly linked to the time it takes to initiate fire suppression operations

The unavailability of fire department units, or inadequate staffing levels on those units, exposes citizens to increased risk, drains limited fire department resources, and stresses the emergency response system by requiring additional apparatus to respond with an additional number of personnel. Independent studies performed by private consultants, industry trade groups, emergency service associations and individual fire departments across the United States and Canada all validate similar findings: adequately staffed fire suppression companies responding in a timely fashion are able to initiate and perform emergency scene operations more safely, more effectively, and with greater success than under-staffed companies. Due to staffing Engine 11 with a minimum of 3 firefighters, the conclusion drawn from analysis of the City of Prince Albert's Fire Department staffing and deployment arrangement is that the fire department

does not meet compliance with existing national standards and federal health and safety regulations.

Innumerable studies validate similar findings: adequately staffed fire suppression companies responding in a timely fashion are able to initiate and perform emergency scene operations more safely, more effectively, and with greater success than under-staffed companies. And, as will be demonstrated throughout this analysis, adequately-staffed emergency units maintain the overall integrity of the response system by ensuring that sufficient resources, both mobile and human, are available to respond to multiple incidents occurring simultaneously. Insufficient resources, as exist currently in the Prince Albert Fire Department, result in rapid resource depletion, stressing the emergency response system and increasing the risk of the loss of life and property.

**The primary conclusion drawn from analysis of the City of Prince Albert Fire Department's staffing and deployment arrangement is that the Fire Department does not fully meet compliance with existing NFPA standards. Consequently, fire fighters and the community they protect are at an increased risk for the loss of life and property.** Policies which seek to reduce fire department resources from existing levels would result in further non-compliance with professional standards, and would negatively impact the ability of emergency personnel to provide the safe and effective delivery of fire suppression and rescue services.

*Specific recommendations begin on Page 15 of this report.*



# **RECOMMENDATIONS**



## RECOMMENDATIONS

Based on the findings discussed in this document, the following recommendations are made:

- **It is the recommendation of this analysis that the City of Prince Albert Fire Department should make efforts to staff *all* Engine and Ladder apparatus on a 24-hour basis with *at least* four multi-role fire fighters cross-trained as emergency medical service (EMS) providers.**<sup>2</sup> NFPA Standard 1710 recommends “fire companies, whose primary functions are to Engine and deliver water and perform basic fire fighting at fires, including search and rescue... station be staffed with a minimum of four on-duty personnel.”<sup>3</sup> Industry studies indicate that four fire fighters are capable of performing the rescue of potential victims 80% faster than a crew of three fire fighters. *Currently, all engine and ladder companies are not staffed in compliance with NFPA 1710 company staffing objectives.*
- **It is the recommendation of this analysis that the Prince Albert Fire Department should make efforts to add the proposed fire stations with appropriate apparatus and staff that are in compliance of national standards.** Based on the GIS analysis that examined geographical road coverage within the city of Prince Albert, the best placed fire houses should be added at 1705 15<sup>th</sup> Ave. East and 702 28<sup>th</sup> St. West. Overall, both proposed fire station locations the Prince Albert Fire Department is examining should be added to the city of Prince Albert in the future.

These measures will work to ensure that the City of Prince Albert Fire Department remains in compliance with established OSHA regulations and NFPA industry standards. Furthermore, it promotes safer and more effective fire suppression and disaster incident mitigation, while expediting the delivery of essential emergency services to those residing in and visiting the City of Prince Albert.

---

<sup>2</sup> NFPA Standard 1710, §5.2.2.1.2 and §5.2.2.2.2, recommends that, “In jurisdictions with tactical hazards, high hazard occupancies, high incident frequencies, geographical restrictions, or other pertinent factors as identified by the authority having jurisdiction, these companies station be staffed with a minimum of five or six on-duty members.”

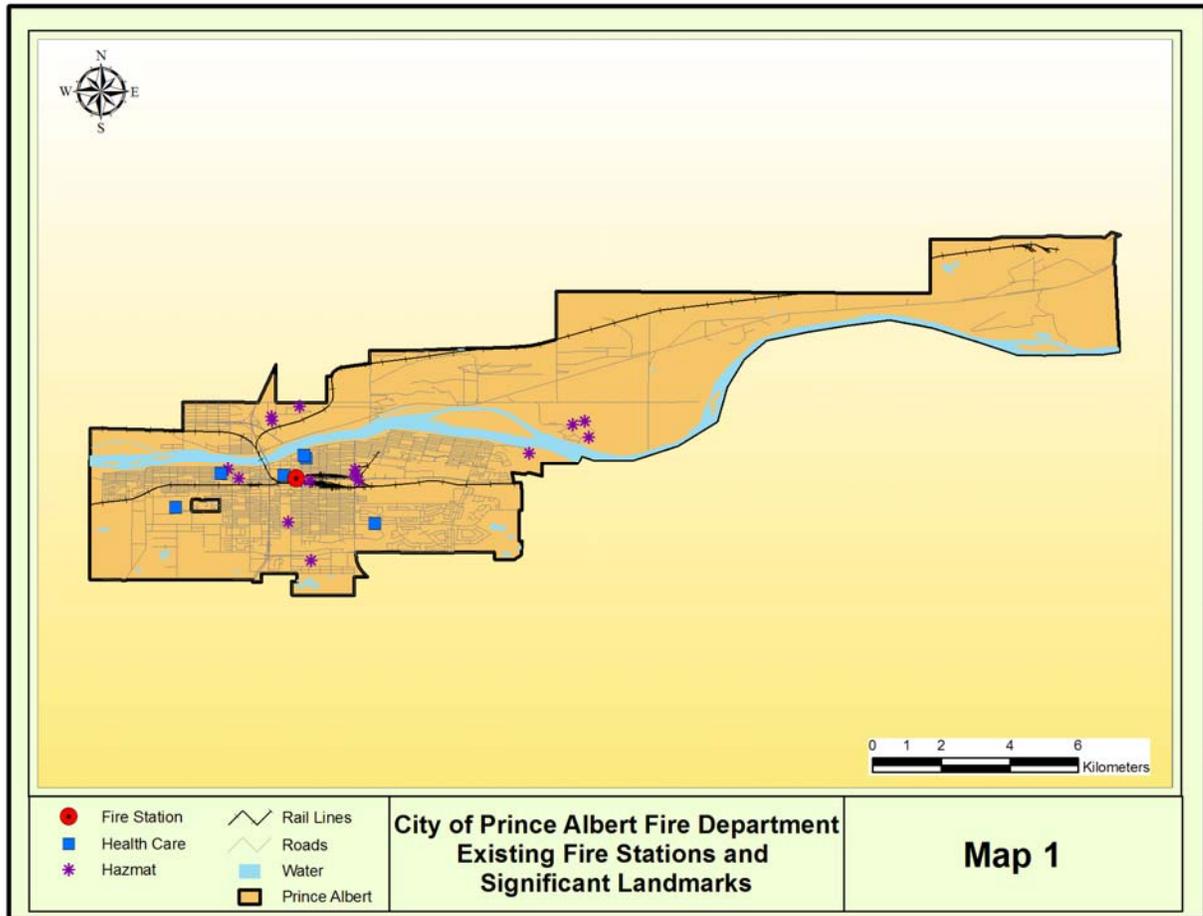
<sup>3</sup> NFPA 1710, §5.2.2.1 and §5.2.2.1.1



# **CITY OVERVIEW**



## MAP 1



Map 1 indicates the City of Prince Albert Fire Department noting the fire station, major roads, railroads, health care facilities, Hazmat areas, and the Saskatchewan River.

### GEOGRAPHY

Prince Albert is the 3rd largest City in Saskatchewan. Located in the broad valley of the North Saskatchewan River near the geographical center of the province where the agricultural prairie of the south and the rich forest belt of the north meet. Much of Prince Albert is built on the sloping south bank of the North Saskatchewan River while the north bank provides a spectacular view of mixed forest, typical of northern Saskatchewan.<sup>4</sup> As of 2006 census, Prince Albert had a population of 34, 138.<sup>5</sup>

Prince Albert functions as a service, retail and distribution centre for northern Saskatchewan's resource industries - mining, forestry and agriculture. It is anticipated that this function will continually be enhanced by increased northern resource development. A well developed highway system links Prince Albert with surrounding areas. The City is also the focal point for Northern Saskatchewan's railway network.<sup>6</sup>

<sup>4</sup> <http://www.citypa.ca/Visiting/AboutPrinceAlbert/tabid/61/Default.aspx> Site last visited October 15<sup>th</sup>, 2007

<sup>5</sup> [http://en.wikipedia.org/wiki/Prince\\_Albert,\\_Saskatchewan](http://en.wikipedia.org/wiki/Prince_Albert,_Saskatchewan) Site last visited October 15<sup>th</sup>, 2007

<sup>6</sup> <http://www.citypa.ca/Visiting/AboutPrinceAlbert/tabid/61/Default.aspx> Site last visited October 15<sup>th</sup>, 2007



# **FIRE DEPARTMENT OVERVIEW**



## **OVERVIEW OF FIRE DEPARTMENT OPERATIONS**

The Prince Albert Fire Department is an independent department comprised of full time fire fighters on staff 24 hours a day. Minimum staffing for each shift is currently 7 fire fighters and a Battalion Chief who is the dedicated I.C. (incident commander). Fire fighters are uniquely trained and equipped to effectively handle the most time critical emergency on scene. The full-time members of the Prince Albert Fire Department provide fire suppression, disaster incident mitigation, hazardous material response and essential emergency medical services throughout the municipality 24 hours a day, 7 days a week.

The primary emergency services provided by the Prince Albert Fire Department include:

1. Fire Suppression
2. Fire Prevention & Fire Investigation
3. Hazardous Materials Response
4. Surface water and Ice Rescue

Each operational program, as described below, has unique responsibilities that support the overall function of the Prince Albert Fire Department.

### **FIRE SUPPRESSION**

The Prince Albert Fire Department's Fire Suppression Division is responsible for fire suppression and the mitigation of disasters. The only Station at 76 15<sup>th</sup> St East deploys Engine 14 with a minimum of 4 firefighters and Engine 11 with a minimum of three firefighters. It also deploys a Battalion Chief who acts as incident commander. Other apparatus housed at this station include a Ladder, boats, a Rescue Unit, a Tanker, and a mini Engine used for forest or grass fires. The Rescue apparatus is cross-staffed as needed in Station 1. The station also houses the command vehicle deploying a Battalion Chief on certain alarm assignments.

To effectively respond to the variety of emergencies that occur throughout the response jurisdiction, all firefighters are trained in the latest fire suppression techniques, hazardous material recognition, medical first response and basic rescue techniques. A firefighter's base of knowledge must cover the areas of building construction, hydraulics, medical treatment, fire sprinkler design, safe driving practices, vehicle extrication techniques, and more. Each one of these areas is continually changing with new research and technology utilized in the public and private sectors. A firefighter receives rigorous and continuous training to keep him/her abreast of changes in these areas.

### **NFPA 1710 AND GIS ANALYSIS**

While modern science has been well integrated into many areas of emergency response, it has been glaringly absent in the area of fire-rescue organization and deployment. Fire growth and behavior are scientifically measurable, as are the expected outcomes associated with untreated cardiac arrest, and the specific resource requirements to control fires, reduce fire-related injuries, and prevent deaths. Despite these facts, many communities maintain an *ad hoc* approach to fire-rescue organization and deployment.

## **The Role of the National Fire Protection Association (NFPA)**

The mission of the NFPA is to reduce the worldwide burden of fire and other hazards on the quality of life by providing and advocating scientifically-based consensus codes and standards, research, training, and education, and recommends that all fire departments establish a policy of providing and operating with “the highest possible levels of safety and health for all members.”<sup>7</sup>

The recommendations and analysis contained in this study are guided by NFPA standards for two important reasons. First, NFPA standards provide fire departments with a measure of “interoperability.” Interoperability enables fire service personnel in the chain of command to speak the same language and conform to the same operational guidelines. NFPA standards provide the fire service with a common language, common definitions, and common requirements that are meant to foster the *safe* and *effective* delivery of fire suppression, rescue, EMS, and special services to a given community. Second, NFPA standards are formulated via consensus development. Development of NFPA standards are the result of scientific research, empirical studies, and consensus among technical experts and the organizations they are affiliated with. Combined, these factors legitimate NFPA standards as the yardstick by which fire departments are measured internationally. It is worth mentioning that the City of Prince Albert Fire Department adheres to most if not all of the NFPA standards mentioned below.

Examples of some NFPA standards include:

- NFPA 1404, *Standard for Fire Service Respiratory Protection Training*, which specifies the minimum requirements for a fire service respiratory protection program (NFPA 1989). This standard concentrates on the training component of a respiratory protection program, including the evolution of respiratory protection training, current equipment, and recent fire experience.<sup>8</sup>
- NFPA 1561, *Standard on Fire Department Incident Management System*, which provides minimum criteria for emergency incident management. Such incident management systems are intended to provide structure, coordination, and effectiveness during emergency incidents to enhance safety and health of fire department members and other persons involved.
- NFPA 1971, *Standard on Protective Ensemble for Structural Fire Fighting*, which specifies minimum requirements for the design, performance, testing, and certification of the elements of the protective ensemble including coats, trousers, helmets, gloves, footwear, and interface items for protection from the hazards of structural fire fighting operations.
- NFPA 1981, *Standard on Open-Circuit Self-Contained Breathing Apparatus for the Fire Service*, which specifies minimum requirements for the design, performance, testing, and certification of self-contained breathing apparatus (SCBA) respirators used by the fire service. Requirements are in addition to U.S. OSHA respirator certification under 42 CFR 84.
- NFPA 1982, *Standard on Personal Alert Safety Systems*, which specifies minimum requirements for the design, performance, testing, and certification of personal alert safety systems (PASS) that monitor a fire fighter's motion and automatically emit an alarm if a fire fighter becomes incapacitated.

---

<sup>7</sup> NFPA Mission Statement

<sup>8</sup> Reference NFPA 1500 for requirements concerning use of SCBA in fire fighting operations and NFPA 1852 for the selection, care, and maintenance of SCBA, and respiratory breathing air quality content

On account of their emphasis on safe and effective fire suppression and rescue operations, the two standards that will be referenced most often throughout this analysis are NFPA 1500 and NFPA 1710. NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, specifies (1) the minimum requirements for a fire department’s occupational safety and health program, and (2) the safety procedures for members involved in rescue, fire suppression, and related activities. This standard addresses organization, training and education, vehicles, equipment, protective clothing, emergency operations, facilities, medical and physical criteria, and member assistance programs. NFPA 1500 recommends that a “**minimum acceptable fire company staffing level should be four members responding on or arriving with each Engine and each ladder company responding to any type of fire.**”

The purpose of NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments*, is “to specify the minimum criteria addressing the effectiveness and efficiency of the career public fire suppression operations, emergency medical service, and special operations delivery in protecting the public of the jurisdiction and the occupational safety and health of fire department employees.”<sup>9</sup> The standard recommends “fire companies, whose primary functions are to Engine and deliver water and perform basic fire fighting at fires, including search and rescue... station be staffed with a **minimum of four on-duty personnel.**”<sup>10</sup> Fire companies whose primary functions are to perform the variety of services associated with truck work, such as forcible entry, ventilation, search and rescue, aerial operations for water delivery and rescue, utility control, illumination, overhaul and salvage work... station [also] be staffed with a **minimum of four on-duty personnel.**<sup>11</sup> In jurisdictions with tactical hazards, high hazard occupancies, high incident frequencies, geographical restrictions, or other pertinent factors as identified by the authority having jurisdiction, these companies station be staffed with a minimum of five or six on-duty members.”<sup>12</sup>

The NFPA 1710 Standard is important because it applies the documented and proven science of fire behavior and emergency medicine to the basic resource requirements for effective fire and emergency service deployment. Coupled with GIS analysis, this application allows a community to determine if the resources allocated for the different types of fires, emergencies, medical calls and other incidents are sufficient to effectively control the incident and protect lives and property. NFPA 1710 sets forth in concise terms the recommended resource requirements for fires, emergencies and other incidents. The standard requires, and GIS analysis facilitates, the emergency response organization to evaluate its performance and report it to the authority having jurisdiction. The approach embodied by NFPA 1710, and supported by GIS analysis, makes communities and fire fighters safer and responders more effective and enhances efficiency.

### **NFPA 1710 and the Law**

NFPA standards protect communities against liability. In the United States, by law-specifically, the General Duties clause of the Occupational Safety and Health Administration Act- if Congress fails to pass legislation setting industry safety standards, municipal

---

<sup>9</sup> NFPA 1710, § 1.2.1

<sup>10</sup> NFPA 1710, § 5.2.2.1 and § 5.2.2.1.1

<sup>11</sup> NFPA 1710, § 5.2.2.2 and § 5.2.2.2.1

<sup>12</sup> NFPA 1710, § 5.2.2.1.2 and § 5.2.2.2.2

governments nationwide are mandated to follow standards promulgated by an industry-wide trade group, such as the NFPA. Many NFPA standards have been enacted into law at the federal, state, provincial and local levels. Although jurisdictions having authority are not required to automatically enact a particular NFPA standard, courts frequently rely upon NFPA standards to determine the “industry standard” for fire protection and safety measures. Judicial reliance on NFPA doctrines is most frequently found in common law negligence claims. To prevail in a common law negligence claim, the plaintiff must show that the defendant owed a duty of care to the plaintiff, that the defendant breached this duty of care and that this breach was the cause of the plaintiff’s injury. Hence, **the NFPA 1710 standard could be found highly relevant to the question of whether a jurisdiction has negligently failed to provide adequate fire or emergency medical protection to an individual harmed in a fire or medical emergency. Furthermore, any local government that fails to follow the NFPA 1710 Standard is subject to liability claims in the event of fire fighter injuries or death.**

### **FIRE PREVENTION, CODE ENFORCEMENT, PUBLIC EDUCATION & FIRE INVESTIGATION**

Fire prevention is an important component in all aspects of fire department operations, including education, training, fire cause investigation and determination, support for the preparation of litigation pertaining to arson, and victim assistance. Some of the greatest value delivered by the fire service comes in activities that prevent fire and other emergencies from occurring or that moderate their severity when they do occur.<sup>13</sup> Fire prevention efforts pursued by the Prince Albert Fire Department are aimed at reducing the factors which contribute to the cause and spread of fire. These efforts include consultations with the public, the issuance of permits, and building inspection to ensure fire code and hazardous materials compliance. Public education programs targeted towards schoolchildren and seniors compliment fire prevention efforts. Prince Albert’s Fire Prevention Division enforces the requirements of the National Fire Code, Fire Protection and Prevention Act, National Building Code, Municipal By-laws, as well as other codes and standards set at the local, provincial, national, or international levels.<sup>14</sup>

### **The Value and Purpose of Fire Inspection & Prevention Programs**

Fire prevention consists of three elements: codes and code enforcement, fire prevention inspections, and fire education. The American Insurance Association lists the value and purpose of fire department inspections and fire prevention programs as follows:

1. To obtain proper life safety conditions. Life safety inspections call for attention to the adequacy of exits, obstructions to rapid and orderly egress at time of fire, the adequacy of building evacuation plans, and the determination of the number of occupants permitted in a place of public assembly.

---

<sup>13</sup> National Fire Protection Association/U.S. Fire Administration, A Needs Assessment of the U.S. Fire Service: A Cooperative Study Authorized by U.S. Public Law 106-938, (Washington, D.C.: December 2002).

<sup>14</sup> Prince Albert’s Community Portal. < <http://www.chathamkent.ca/community+services/emergency+and+safety/fire+service/divisions/Fire+Prevention+Education.htm> > Site visited August 29, 2006.

2. To keep fires from starting. Fire inspectors are specifically trained to identify fire hazards and can point out hazardous conditions and explain their seriousness to those who work among materials or situations which are hazardous.
3. To keep fires from spreading. Most people have little appreciation of the value that structural features (stair and elevator enclosures, fire doors and fire partitions) have in preventing the spread of fire. Inspectors educate owners and occupants in the value of proper maintenance of such structural members and have additional features installed, when necessary.
4. To determine the adequacy and maintenance of fire protection equipment. Private fire protection equipment such as extinguishers, standpipes, hose systems, automatic sprinkler systems, private water supplies, and alarm systems are installed to alert and protect building occupants and to aid in fire department operations. Under normal conditions this equipment is seldom used. Frequent inspections therefore are necessary to insure that the equipment will always be in proper working order.
5. To pre-plan fire fighting procedures. The “pre-fire plan” of particular building calls for knowledge of the building’s fire hazards, fire protection equipment, construction features affecting the spread of fire, exposures, and exit facilities. Pre-planning is necessary for the protection of fire fighters as well as the occupants, and aids in efficient extinguishment. Fire department personnel conduct inspections and incident pre-planning on specific residential properties, including triplexes and larger dwellings, in addition to all commercial businesses in the community. Personnel are responsible for checking permits for hazardous processes, special occupancies and any activity that may produce conditions hazardous to life or property. Regular inspections and pre-planning provide for the systematic inspection of all commercial occupancies, and help to reduce the loss of life and property due to fire and other hazards.
6. To stimulate cooperation between the fire department and owners and occupants. Inspectors provide valuable advice on problems of fire protection and prevention. Such advice fosters cooperation between the community and the fire department, and serves to increase the standing of the department within the community.
7. To assure compliance with fire codes, laws, and regulations. Inspectors are trained to recognize and correct violations, and are empowered to enforce fire code regulations.

Fire prevention encompasses the performance of mandatory inspections at hospitals, child/adult care facilities, correctional institutions, hotels and motels, foster homes, preschool facilities, health spas and any businesses that, by decree of provincial law, require inspection.

### **The Role of the Fire Prevention Officer**

NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiner, specifies in terms of job performance requirements the minimum standards for professional competence for fire prevention officers and plan examiners. The standard specifically identifies the job performance requirements necessary to ensure fire inspection and plan examination compliments quality fire prevention efforts. NFPA 1031 requires that the fire inspector “remain current with the origins and limits of their authority, fire protection technology, fire prevention practices, inspection methods, and current applicable codes and standards by attending workshops and seminars, by undergoing certification testing, or by means of professional

publications and journals.”<sup>15</sup> Duties involved with fire inspection and prevention include, but are not limited to, the preparation of correspondence and inspection reports, the investigation and resolution of complaints, the maintenance of fire prevention records, fire code interpretation, and testifying at court proceedings as an expert witness.

### **Arson Investigation**

According to the United States Fire Administration, arson is the leading cause of fire in the United States. The general public typically views arson as an insurance concern – primarily a “paper” crime of fraud mostly affecting insurance companies. Each year, an estimated 267,000 fires are attributed to arson, which result in \$1.4 billion in property loss.

Arsonists, however, injure and kill both civilians and firefighters, causing over 2,000 injuries and nearly 500 deaths per year.<sup>16</sup> Increasingly, set fires motivated by spite and revenge are used as weapons. Such fires tend to be more deadly because they are targeted specifically to inflict personal harm. According to the USFA, “firefighters are 3 times more likely to be injured or killed while responding to arson versus a non-arson fire.”<sup>17</sup>

The Prince Albert Fire Department pursues investigations should the fire cause be “undetermined” or “suspicious in origin,” “incendiary in origin,” or result in serious injury or death. The fire department coordinates with local law enforcement agencies to aggressively prosecute individuals who commit the crime of arson.

### **Public Education**

The Prince Albert Fire Department realizes that the most effective way to reduce the tragedies due to fire is to provide the proper fire safety tools to the community. To achieve this, Fire Prevention Inspectors carry out a number of community fire safety programs for various groups, agencies and associations throughout the municipality. Emergency planning, fire extinguisher training and fire safety lectures are some of the programs offered. Programs are geared towards many elements of a diverse population, including businesses, community organizations, seniors, and children.

Children are naturally curious about fire. Some studies suggest that interest in fire develops even before age three. However, whether a child actually sets fires depends on a variety of factors, including their exposure to fire and the availability of fire supplies. Although some children who set fires are unaware of the potentially tragic consequences of their actions and are simply curious, others are fully aware of the ramifications of their actions and purposely intend to cause damage. Regardless of the motivations underlying juvenile fire-setting, it is a widespread problem that affects not only those children and their families, but all of society.

---

<sup>15</sup> NFPA Standard 1031, §1-3

<sup>16</sup> John R. Station, Jr., Intentional Fires and Arson, National Fire Protection Association (Quincy, MA: March 2005).

<[http://www.nfpa.org/catalog/services/customer/downloadmemberonlypdf.asp?pdfname=OS%2Earson%2Epdf&sr\\_c=nfpa](http://www.nfpa.org/catalog/services/customer/downloadmemberonlypdf.asp?pdfname=OS%2Earson%2Epdf&sr_c=nfpa)>

<sup>17</sup> USFA Press Release, United States Fire Administration Announces Arson Awareness Week Theme for May 5-11, 2002, (Washington, D.C.: May 3, 2002). <<http://www.usfa.fema.gov/inside-usfa/media/2002releases/02-042.shtm>>

## HAZARDOUS MATERIALS (HAZMAT) RESPONSE

The fire department is assigned to respond to all hazardous materials incidents that threaten life, property and the environment. Hazardous materials are chemical substances, which, if released or misused, can pose a threat to the environment or health. These chemicals are used in industry, agriculture, medicine, research, and consumer goods. Hazardous materials come in the form of explosives, flammable and combustible substances, poisons, and radioactive materials. These substances are most often released as a result of transportation accidents or because of chemical accidents in plants.<sup>18</sup>

A hazardous materials incident is generally described as the intentional or accidental release of toxic, combustible, illegal or dangerous nuclear, biological or chemical agents into the environment, and can be generalized under three categories: Intentional Releases, Accidental Releases, and Domestic Terrorism.

### **Intentional Releases**

This type of hazardous materials response is created when individuals and/or companies knowingly and illegally emit or dump toxic waste into landfills, waterways, the atmosphere and the environment in general. An example of such a release would be the illegal “cooking” of methamphetamine in clandestine drug labs. These labs cause serious health and safety issues within a community and require a large amount of time and resources to safely dismantle them and decontaminate the area.

### **Accidental Releases**

This is the most common type of incident that the fire department responds to. These incidents include the release of all types of spills and leaks of toxic agents resulting from collisions, container breakage or failure, fires, floods and simple human error.

### **Domestic Terrorism**

Domestic terrorism is the intentional release of deadly biological or chemical agents, such as anthrax or nerve gas, into the general population. Terrorist activities that have occurred in past years, such as the bombing of Murrah Federal Building in Oklahoma City, the release of a deadly nerve gas in a Tokyo subway system, terrorist attacks in New York City and Washington, DC, anthrax attacks along the eastern seaboard, and, most recently, the delivery of ricin to the U.S. Capitol have prompted the expansion of hazardous materials preparedness and response capabilities.

---

<sup>18</sup> Federal Emergency Management Agency, Backgrounder: Hazardous Materials, < <http://www.fema.gov/hazards/hazardousmaterials/hazmat.shtm> > Site visited April 15, 2004.

## TECHNICAL RESCUE

The Prince Albert Fire Department responds to all emergencies in the response jurisdiction necessitating the specialized skills, capabilities, and resources of the fire service. Rigorous, comprehensive, and continuous training enables the fire department to deliver a range of rescue services, including auto extraction, water, ice, confined space, and trench rescue.

Fire department members train specifically for emergencies requiring technical rescue expertise. Technical rescue may also include, but is not limited to: patient extrication from a vehicle as a result of a motor vehicle accident; rescue of an individual (or individuals) from structural collapse; victim rescue from an industrial accident, such as may be encountered at a construction site; victim rescue from a trench collapse; or the rescue of an individual from any number of situations requiring technical skills associated with low- and high-angle rope rescue. The skill sets associated with patient extrication may also be needed for earthquakes, storms and tornadoes, floods, dam failures, technological accidents, terrorist activities, and hazardous materials releases. Those individuals requiring the technical rescue services that are provided exclusively by the fire department also receive initial medical attention by fire department personnel.

# **COMMUNITY RISK ASSESSMENT COMPONENTS**



# COMMUNITY RISK ASSESSMENT COMPONENTS<sup>19</sup>

## I. GEOSPATIAL CHARACTERISTICS

✓ **Urban Growth Boundary:** The entire fire department’s response jurisdiction is approximately 70.67 square kilometers. Prince Albert is protected by career fire fighters providing emergency response, including hazardous materials and technical rescue response when necessary, to the entire municipality. In addition, Provincial requirements mandate mutual aid service plans throughout Saskatchewan, whereby any emergency occurring within the Province will receive the most rapid response possible, without regard to municipal boundaries.

## II. TOPOGRAPHY

✓ **Primary topography:** Prince Albert’s downtown is located on the south bank of the North Saskatchewan River. Terrain is generally flat directly east and west of the city center. Moving south from downtown, the terrain becomes more elevated, with rolling hills. Over the years, the city has expanded its urban area beyond the confines of the lower banks onto higher ground surrounding the city.<sup>20</sup> The banks which move into steep hills can have an effect on the travel time for Engine, Ladder, and Rescue apparatus, especially if they are traveling uphill.

## III. WEATHER

✓ **Summer Weather:** The summer in Prince Albert is relatively mild, and temperatures can reach or exceed 30 degrees Celsius. Coupled with the effects of humidity and strenuous work, these conditions can have significant physiological impacts on firefighters delivering the range of emergency services. The following table illustrates average maximum temperatures in the Prince Albert area.

TABLE 2:  
“AVERAGE MAXIMUM TEMPERATURE”<sup>21</sup>

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEAR
°C	-14	-9.7	-2.9	8.5	17.3	21.6	24.4	23	16.6	9.9	-2.6	-11	6.7

✓ **Winter Weather:** Prince Albert experiences cold, snowy winters. The average minimum temperature around Prince Albert in January is -26.2 degrees Celsius. Record temperatures

<sup>19</sup> As derived from “Oregon Fire Resource Deployment Standard Process”  
< [http://www.ofca.org/BestPractice/\\_process.pdf](http://www.ofca.org/BestPractice/_process.pdf) >

<sup>20</sup> Data provided by the Prince Albert Fire Fighters Association-Local 510

<sup>21</sup> World Climate Website: <http://www.worldclimate.com/cgi-bin/grid.pl?gr=N53W105> Site last visited October 10th, 2007

have fallen below -40 degrees. Winter is often accompanied by wind, ice and snow. The following table illustrates average minimum temperatures in the Prince Albert area.

**TABLE 3:**  
**“AVERAGE MINIMUM TEMPERATURE”<sup>22</sup>**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YEAR
°C	-26.2	-22.9	-16	-4	2.7	7.7	10	9.1	3.4	-2.2	-11.9	-21.8	-6

✓ **Challenges to typical response:** Fire fighters performing the strenuous activities associated with the range of emergency work are subject to weather conditions, which often exacerbate existing incident conditions. Extreme weather and related conditions affect the response capabilities of fire apparatus responding on emergency alarms, and have considerable physical impact on firefighters and equipment on the fireground. For example, freezing weather and the conditions related to it, such as snow and ice, impede emergency unit response and hamper fireground activities. Similarly, elevated ambient temperatures are strongly correlated with elevated core temperatures in fire fighters, resulting in medical emergencies such as heat exhaustion, overexertion, and dehydration that incapacitate and increase the risk to fire fighters operating at the scene of an emergency.

The activities related to firefighting include extremely strenuous physical work. For example, analysis of the deaths of 106 firefighters across the United States in 2006 (the last year for which data is available) indicates that the largest cause category is stress or overexertion, which was listed as the primary factor in 50 percent of all firefighter deaths.

**TABLE 4:**  
**“FIREFIGHTER DEATHS BY CAUSE OF INJURY”**

CAUSE OF INJURY	DEATHS	PERCENTAGE
Stress	47	50.0%
Struck by/contact with object	22	25.3%
Caught or trapped	8	10.0%
Fell or jumped	4	4.6%
Unintentional overdose	2	2.3%
Electrocuted	2	2.3%
Poisoned	1	1.1%
Gunshot	1	1.1%
<b>Total</b>	<b>87</b>	<b>100.0%</b>

Most firefighter deaths attributed to stress result from heart attacks. Of the 47 stress-related fatalities in 2002, 40 firefighters died of sudden cardiac arrest, 6 died of stroke, and 1 died of heat stroke.<sup>23</sup>

<sup>22</sup>World Climate Website: <http://www.worldclimate.com/cgi-bin/grid.pl?gr=N53W105> Site last visited October 10th, 2007

<sup>23</sup> NFPA’s Fire Incident Data Organization (FIDO); updated 07/06.

**TABLE 5:  
“FIREFIGHTER DEATHS BY NATURE OF INJURY”**

<b>NATURE OF INJURY</b>	<b>DEATHS</b>	<b>PERCENTAGE</b>
Sudden cardiac death	40	46.0%
Internal trauma	21	24.1%
Asphyxiation	6	6.9%
Stroke	6	6.9%
Crushing	4	4.6%
Drug overdose	2	2.3%
Drowning	2	2.3%
Electrocution	2	2.3%
Heat stroke	1	1.1%
Burns	1	1.1%
Gunshot	1	1.1%
Poisoning	1	1.1%
<b>Total</b>	<b>87</b>	<b>100.0%</b>

#### **IV. TRANSPORTATION NETWORKS**

An intricate transportation network, consisting of highways, municipal roads, and railways serves Prince Albert.

##### **✓ Major Thoroughfares:**

Traffic congestion can also be an impediment to a swift response in the municipality. A few of the numerous issues garnering consideration are:

- Forecasted increases in population and employment
- Forecasted increases in “trips”
- Heavy vehicle traffic
- Future land use creating increased demand for commuter, personal, and commercial trips

The study will focus on all modes of transportation, including vehicular, pedestrian, cycling, public modes (train and bus), etc., while also balancing environmental concerns.

#### **V. DEVELOPMENT AND POPULATION GROWTH**

##### **✓ Current development and densities**

From a public safety perspective, the fire department must evolve to meet the needs of the community as it continues to grow and evolve. Fire losses affect all groups and races, regardless of income, sex, or geographical location. But the severity of the problem is greater for some groups than it is for others. The U.S. Fire Administration states that “Individuals living in poverty face a greater risk of fire, death, and injury than the general population,” and that “The risk of death in fire is higher among the very young (under age 15) and older adults (over 64).” At least 80 percent of all fire deaths occur in residences. Those at greatest risk are children under the age of 5 and senior citizens age 65 and older.<sup>24</sup> Nationally, children under the age of 10 account for an estimated 22 percent of all fire deaths.<sup>25</sup>

<sup>24</sup> U.S. Fire Administration “Home Fire Safety” Fact Sheet

In addition, the implications of an aging population are significant. The risk of fire death among seniors over 65 is more than double the average population. That risk triples for seniors over age 75, and is nearly 3½ times the average population for those over age 85.<sup>26</sup> The fire department should prepare itself to respond to the special needs of these citizens. Furthermore, the response system should be designed to adequately respond to an expected increase in call volume as this segment of society, and the medical conditions they present with and the life safety challenges they pose, continues to increase.

## VI. RISK CATEGORIES

### **High-Risk Areas**

The major factor used to determine a high-risk occupancy is the ability of the occupants of the building to remove them from the building in an emergency. Another important, though often overlooked, factor is the construction of the building which, in most cases, is directly related to the age of the building. A third factor that places buildings in the high-risk category is their lack of fire protection systems, such as no sprinkler system or automatic alarms. There is the potential that many of these buildings that are designated as high risk have common walls and attics, and common openings is cause to classify these structures as high-risk. **High-risk, by definition for occupant safety, includes all hospitals, multi-story extended care facilities, psychiatric care centers, and eldercare facilities as well as low income housing. All educational facilities are high risk, as well.**

### *High Risk Structures and Multi-Story Buildings*

High risk occupancies include low- and high-rise residential, business, light manufacturing, schools, and all high-rise office complexes. Older buildings pose an increased risk of structural failure as well as the risk of fire spread.

In terms of fire safety, a high-rise building could be defined as a building taller than four stories or 75 feet, since fire department aerial ladders rarely reach anything higher than that. Every year there are about 7,000 fires that break out in high rise office buildings causing deaths, injuries and millions of dollars in fire damage.

In a high-rise building, fire fighters experience extreme difficulties in being able to control fire and smoke spread above the floor of fire origin. In such a structure, fire, smoke and hot gases spread rapidly to the floors above through the vertical elevator shafts, and horizontally through heating, ventilating, and air conditioning (HVAC) return ducts. As extreme fire conditions (e.g., flashover) develop, exterior windows would be expected to break out, allowing more air for combustion into the fire floor and creating a path for vertical, exterior flame spread.<sup>27</sup> In an environment such as this, it is difficult to deliver fire fighters and equipment to the upper floors as the products of combustion restrict fire fighters from advancing beyond the fire floor. In addition, fire fighters encounter myriad related conditions, including falling glass and debris, a

---

< <http://www.usfa.fema.gov/public/factsheets/facts.shtm> > Site visited August 20, 2004.

<sup>25</sup> Ibid.

<sup>26</sup> Ibid.

<sup>27</sup> R.E. Sanders & D. Madrzykowski, "Fire Service and Fire Science: A Winning Combination," *NFPA Journal*, Vol. 8, No.2 (March/April 1994)

lack of water, difficulty in ventilating the structure, and heavy smoke in the stairwells in which fire fighters are attempting to ascend while panicked occupants are attempting to evacuate.

### ***High Risk Medical Facilities***

There are three types of care in most modern hospitals: (1) ambulatory, (2) general, and (3) intensive care. Given proper directions, unless smoke and heat is intense, ambulatory patients can make their own way to safety. General care patients may be transported on stretchers or in wheelchairs with some difficulty; horizontal and even some vertical movement is generally possible, although independent evacuation is not. Patients in intensive care are likely to be connected to various life support devices, making movement for even short distances very difficult and evacuation almost impossible without further endangering these patients' lives. A significant percentage of occupants in hospitals and nursing homes are incapable of self-evacuation and are incapable of perceiving a fire threat and choosing a rational response. For these reasons, hospital occupants and residents of health care facilities are generally presumed to be incapable of self-preservation. A health care facility, then, resembles a ship at sea: it is better to keep the fire from the patient than to remove the patient from the fire. Thus, occupants must be defended in place.<sup>28</sup>

### ***High Risk Commercial/Industrial Conditions***

The commercial goods and hazardous materials that are both manufactured in and transported through the jurisdiction on both the railroads and the highways are also cause for high-risk designation. Certain businesses transport, manufacture, or store chemicals that if spilled or impinged upon with excessive heat can present a serious threat to community safety. Prince Albert is home to many industrial and manufacturing companies. In addition, water treatment facilities house a variety of chemicals, including chlorine and hydrogen sulfide for water treatment.

### ***High Risk Populations***

Fire losses affect all groups and races, regardless of income, sex, or geographical location. But the severity of the problem is greater for some groups than it is for others. At least 80% of all fire deaths occur in residences. Those at greatest risk are children under the age of 5 and senior citizens age 65 years and older.<sup>29</sup> Nationally, children under the age of 10 account for an estimated 22 percent of all fire deaths.<sup>30</sup> The risk of fire death among seniors over 65 is more than double the average population. That risk triples for seniors over age 75, and is nearly 3 ½ times the average population for those over age 85.<sup>31</sup>

---

<sup>28</sup> NFPA Fire Protection Handbook, 18<sup>th</sup> Ed., © 1997; pp. 9-50 – 9-53

<sup>29</sup> U.S. Fire Administration "Home Fire Safety" Fact sheet.

<sup>30</sup> Ibid.

<sup>31</sup> Ibid.

## **The Relationship Between Socioeconomics And the Incidence of Fire**

Virtually every study of socioeconomic characteristics has shown that lower levels of income are either directly or indirectly tied to an increased risk of fire.<sup>32</sup> This fact may have important implications for the community of Prince Albert, where in 2004, unemployment levels were at their highest since 1998. In addition, in 2005 Prince Albert was listed in Reader's Digest for having serious problems with crime, drugs, prostitution, and gangs. Various outlets have cited poverty and joblessness as causal factors.<sup>33</sup>

### ***Vacant & Abandoned Buildings***

Vacant buildings and the hazards associated with them are a serious public safety issue and represent a fire hazard for several reasons. First, they are more likely to experience severe fires than other types of buildings. **Studies have found that abandoned buildings are four times more likely than other structures to suffer the ravages of fire.**<sup>34</sup> According to the International Association of Arson Investigators, three of every four fires in vacant buildings are officially classified as arson or suspicious. Second, fires in vacant structures often spread to occupied, insured properties either as a result of radiated heat or from floating embers. Third, the homeless and those seeking shelter from the elements or the public view may illegally access vacant buildings. The occupancy of abandoned or vacant buildings by the homeless during the winter months is especially dangerous because those seeking shelter often start indoor fires to keep warm, which may spread throughout the entire structure. A fire in an abandoned warehouse in 1987 killed one Detroit firefighter when it flashed over. The fire spread to an occupied paper and supply company, where two more firefighters died when a wall collapsed as they attempted to limit the fire's spread. Prior to the incident, the fire department had been called to extinguish several small fires in the vacant building, which had been started by vagrants for warmth. To the extent that persons seeking refuge in abandoned buildings are often under the influence of alcohol or drugs, there is an added risk that carelessness will result in fire.<sup>35</sup>

NFPA statistics show that more fire fighters- in excess of 6,000 *per year*- are injured while operating at fires involving vacant or abandoned properties than in any other property classification. The injury rate per fire is 5.6 firefighter injuries per 100 special structure (including vacant buildings) fires compared to 1.9 injuries per fire at structure fires in general.<sup>36</sup> Firefighters are three times more likely to be injured fighting a fire in a vacant building than in an ordinary structure fire.<sup>37</sup> Uninhabited buildings that are not secure (open to unauthorized entry) have a very high probability of experiencing an intentionally set fire. Fires occurring in these buildings present a host of potentially life-threatening problems to fire fighters. Since the buildings are uninhabited, fires may develop for significant periods of time before they are detected and reported. The buildings may contain unprotected hazardous materials and fuel packages that would not be found in occupied buildings. The removal of equipment or

---

<sup>32</sup> *Socioeconomic Factors and the Incidence of Fire*, Federal Emergency Management Agency, (Washington, DC: June 1997).

<sup>33</sup> [Wikipedia.org: < http://en.wikipedia.org/wiki/Prince\\_Albert%2C\\_Saskatchewan >](http://en.wikipedia.org/wiki/Prince_Albert%2C_Saskatchewan) Site visited February 1, 2007.

<sup>34</sup> George Sternlieb and Robert Burchell, "Fires in Abandoned Buildings," *Fire Journal*, vol. 67, no. 2 (1973) 28.

<sup>35</sup> Alison Norton, "Fire Risks of the Homeless," *Fire Journal*, vol. 83, no. 6, (November/December: 1989), 33.

<sup>36</sup> Donna B. Towerman and Thomas J. Towerman, *Drug Related Fires in the United States- A Preliminary Report of Research on the Relationship between Drug Activity and Arson in Selected U.S. Cities*, Virginia Commonwealth University, Department of Justice and Risk Administration (1993).

<sup>37</sup> Arson fact sheet < <http://www.interfire.org/pdf/PublicServiceAnnoc.%202001.pdf> >

structural components and deterioration due to age or weather can weaken the structure causing rapid failure early in a fire. Fire fighters may encounter open shafts, stairways, pits or holes in floors that would not be found in occupied structures. All of these factors contribute to the danger these structures pose to fire fighters operating in vacant or abandoned structures.<sup>38</sup>

### *Neighborhood Decline*

As noted by the U.S. Fire Administration, “building abandonment can become a self-fulfilling prophecy for a neighborhood. The presence of vacant buildings may discourage apartment building owners, who often do not live in the neighborhood, from investing in their buildings. The withdrawal of routine maintenance services soon seriously erodes the quality of the housing units in those buildings, increasing the risk of fire from inadequately maintained heating or electrical systems, for example. In the worst case scenario, an owner may use arson as a means to force tenants out of a building or to fraudulently collect on an insurance policy, thereby ‘cashing in’ his or her investment from the community. The end result is usually another vacant building in the neighborhood.”<sup>39</sup>

### **Medium Risk**

Medium risk would include smaller buildings, mainly one or two stories with adequate separation from adjacent buildings. With the exception of occupancies that cater exclusively to the elderly and invalid, most low-rise apartment complexes and light commercial buildings are designated as medium risk because of the potential for victim rescue.

### **Low Risk**

Due to hidden dangers, unpredictable conditions, and circumstances beyond human control, it is difficult to deem any building as low risk. However, residential construction is the least dangerous from a fire spread perspective. Therefore, low risk areas include residential areas within the response jurisdiction. Nonetheless, it is important to understand that, from a fire suppression perspective, the larger the home the larger the potential fuel load. The larger the fuel load, the larger the fire. The larger the fire, the more resources will be required to engage in safe and effective fire suppression operations. In addition, the increased number of rooms per household may be correlated to an increase in the number of occupants.

Although residential construction presents the lowest risk to firefighters from a fire spread perspective, large homes and the potential for them to be occupied by a number of occupants presents a challenge to emergency personnel. The fire department must be able to assemble an appropriate number of resources at the incident scene within critical time frames, before the fire spreads beyond the point of control, to initiate safe and effective fire suppression and rescue operations. The greater the intensity and size of the fire, the more resources will be required. Similarly, the larger the home, the greater the odds of multiple fire victims in need of rescue by fire department personnel. Therefore, the fire department should be staffed and deploy with resources adequate to mitigate emergencies within its response jurisdiction, relative to the hazards posed.

Furthermore, it would be misguided to suggest that residential structure fires pose a lesser risk to firefighters without considering other factors that may come into play, such as fire load or

---

<sup>38</sup> Interfire.org website < [http://interfire.org/features/community\\_talk.asp](http://interfire.org/features/community_talk.asp) >

<sup>39</sup> Socioeconomic Factors and the Incidence of Fire, Federal Emergency Management Agency, (Washington, D.C.: June 1997)

size of the structure, as revealed above. Another important factor in gauging the level of risk a structure may pose to firefighters during an emergency is the age of the structure. Buildings constructed prior to 1940 are generally considered to be at an increased risk of fire. Most homes built prior to 1940 are not fitted with automatic sprinklers. In addition, the knob and tube wiring in many of these homes was never designed to handle modern day electrical loads. The rubberized cloth that covers the older wiring becomes brittle over time, increasing the risk of fire or electrical shock. And whereas modern wiring is required to have a ground wire to reduce the chances of electrocution in the event the system short-circuits, knob and tube wiring does not. In fact, because of the increased risk of fire associated with knob and tube wiring, some insurance companies have increased premiums for homes that have it, while still others refuse to insure such homes.

# **GIS ANALYSIS METHODOLOGY**



## **METHODOLOGY**

### **OVERVIEW**

Once the domain of cartographers, computer-assisted drawing technicians, mainframes, and workstations, geographic information systems (GIS) mapping has migrated to the desktop. With ArcView, a user can create intelligent, dynamic maps, using data from virtually any source and across most popular computing platforms to display information that has a geographic aspect. The ArcView GIS software, a product of ESRI, Inc., allows desktop users to work simultaneously with maps, database tables, charts, and graphics, and is an effective tool for conducting computerized system analysis and management.

Geographic information systems are used by government agencies, nonprofit organizations, and businesses to describe and analyze the physical world. Simply put, a GIS combines layers of information about a geographic region to give you a better understanding of that region. Layers of information can be combined depending on the purpose of the study, forming a computer model of a jurisdiction on which many types of analysis can be made. In the public safety sector, and for the purposes of this analysis, GIS software uses geography and computer-generated maps as an interface for integrating and accessing location-based information. For example, the location of fire stations can be layered on a jurisdiction's geography including the road network, water features, building footprints, or any other feature that has been digitized and assigned a location. In this manner, GIS allows public safety personnel to effectively plan for emergency response, determine mitigation priorities, analyze historical events, and predict future events. GIS can also be used to provide critical information to emergency responders upon dispatch or while en route to an incident to assist in tactical planning.

### **ARCVIEW 9.2 AND NETWORK ANALYST GEOGRAPHIC INFORMATION SYSTEMS**

ArcView's Network Analyst is an extension, or software tool, that manipulates the network data incorporated into a GIS. Networks are interconnected line features, visually represented as roads, rivers, pipelines, or trails. From this data, it is possible to determine the best route between two spots or amongst several points, calculate travel cost in distance or time, find the closest facility to an address, or model service areas.

Travel speed is based on road type. The ArcView 9.2 software Network Analyst extension uses CanMap® Streetfiles v8.1, which was developed by DMTI Spatial to meet the need for a complete, accurate, and up-to-date street map data product for large and small communities across Canada. CanMap® Streetfiles v8.1 provides comprehensive street name and address range coverage for communities with a population greater than 5,000 in Saskatchewan, and greater than 7,500 throughout the rest of Canada. CanMap® Streetfiles v8.1 provides the highest level of detailed topographic and geographic features for all major urban areas throughout Canada.

### **ASSIGNED ROAD SPEEDS**

In the United States, a great deal of geographic street data originates from the US Census Bureau TIGER files. One of the attributes extracted from these files is the Census Feature Classification Code (CFCC), which describes street characteristics, among others. The CFCC is a three-character code: the first character is a letter describing the feature class; the second

character is a number describing the major category; and the third character is a number describing the minor category. Based on the CFCC codes, a GIS user employing the ArcView Network Analyst extension is able to calculate the driving time for each line segment in a road network (i.e., the roads in a province, city, or other jurisdiction). CFCC codes are as follows:

**Primary Highways with Limited Access – 55 MPH (88 KM/H)**

Interstate highways and some toll highways are in this category (A1) and are distinguished by the presence of interchanges. These highways are accessed by way of ramps and have multiple lanes of traffic. The opposing traffic lanes are divided by a median strip.

**Primary Roads without Limited Access – 45 MPH (72 KM/H)**

This category (A2) includes nationally and regionally important highways that do not have limited access as required by category A1. It consists mainly of US highways, but may include some state highways and county highways that connect cities and larger towns. A road in this category must be hard-surface (concrete or asphalt). It has intersections with other roads, may be divided or undivided, and have multi-lane or single-lane characteristics.

**Secondary and Connecting Roads – 35 MPH (56 KM/H)**

This category (A3) includes mostly state highways, but may include some county highways that connect smaller towns, subdivisions, and neighborhoods. The roads in this category generally are smaller than roads in Category A2, must be hard-surface, and are usually undivided with single-lane characteristics. These roads usually have a local name along with a route number and intersect with many other roads and driveways.

**Local, Neighborhood, and Rural Roads – 25 MPH (40 KM/H)**

A road in this category (A4) is used for local traffic and usually has a single lane of traffic in each direction. In an urban area, this is a neighborhood road and street that is not a thoroughfare belonging in categories A2 or A3. In a rural area, this is a short-distance road connecting the smallest towns; the road may or may not have a state or county route number. Scenic park roads, unimproved or unpaved roads, and industrial roads are included in this category. Most roads in the nation are classified as A4 roads.

**Vehicular Trails – 1 MPH ( $\leq$  2 KM/H)**

A road in this category (A5) is usable only by four-wheel drive vehicles, is usually a one-lane dirt trail, and is found almost exclusively in very rural areas. Sometimes the road is called a fire road or logging road and may include an abandoned railroad grade where the tracks have been removed. Minor, unpaved roads usable by ordinary cars and trucks belong in category A4, not A5.

**Road with Special Characteristics – <20 MPH (<32 KM/H)**

This category (A6) includes roads, portions of a road, intersections of a road, or the ends of a road that are parts of the vehicular highway system and have separately identifiable characteristics.

DMTI Spatial's CanMap® Streetfiles v8.1 does not employ CFCC codes. Rather, cartographic (carto) codes 1 through 6 are used to designate road type in Canada. Road classification based on carto codes are as follows:

TABLE 6  
**“CARTO ROAD CLASSIFICATION”**<sup>40</sup>

CODE	CARTO CODE TYPE	CANADIAN DESCRIPTION
1	Expressway	Expressways and 400 series highways
2	Principal Highway	Principal Highway
4	Major Road	Major road or county road
5	Local Road	Subdivision road in a city or gravel road in rural area
6	Trail	Trails, trailer park roads, cemetery roads, shopping mall roads, service roads, driveways, etc.

No road speeds in the data set are associated with carto codes. Therefore, in order to assign an appropriate road speed, road classifications based on CFCC codes were cross-referenced with road classifications based on carto codes and assigned a road speed based on U.S. Census Bureau CFCC codes.

TABLE 7  
**“CONVERTED ROAD CLASSIFICATION”**

CODE	CARTO CODE TYPE	CFCC DESCRIPTION (U.S. CENSUS)	SPEED (MPH)
1	Expressway	Primary Highways with Limited Access	55
2	Principal Highway	Primary Roads without Limited Access	45
4	Major Road	Secondary and Connecting Roads	35
5	Local Road	Local, Neighborhood, and Rural Roads	25
6	Trail	Road as Other Thoroughfare	15

Road speeds were then converted from miles per hour to kilometers per hour.<sup>41</sup>

TABLE 8  
**“ROAD SPEED CONVERSION”**  
*(From MPH to KM/H)*

CODE	CARTO CODE TYPE	CFCC DESCRIPTION (U.S. CENSUS)	SPEED (KM/H)
1	Expressway	Primary Highways with Limited Access	88
2	Principal Highway	Primary Roads without Limited Access	72
4	Major Road	Secondary and Connecting Roads	56
5	Local Road	Local, Neighborhood, and Rural Roads	40
6	Trail	Road as Other Thoroughfare	24

Using ArcView 3.2a and Network Analyst Geographic Information Systems software, several plots were generated predicting which roads in the response jurisdiction could be covered by the Prince Albert Fire Department within two time frames, using different combinations of apparatus and personnel. Response times were plotted based on 4- and 8-minute travel times. Response time, for the purpose of this analysis, is defined as “the time that begins when units are en route to the emergency incident and ends when units arrive at the scene.”<sup>42</sup> **It should be**

<sup>40</sup> Carto code “3” not included in Prince Albert, Saskatchewan data set.

<sup>41</sup> Road speeds were converted from miles per hour to kilometers per hour by multiplying MPH by 1.6.

<sup>42</sup> NFPA 1710, § 3.3.42.4

**noted that dispatch time and turnout time are not considered as part of this analysis, and may add as much as two minutes to overall call-to-arrival time.**

Additionally, the computer model is unable to accurately portray the response of “callback” fire fighters responding in private vehicles from their residence or place of business to an incident scene. Inasmuch as “callback” personnel are not available on a regular basis to respond emergency units immediately upon dispatch- and it is impossible to quantify the amount of time it takes for those individuals to respond from their different locations to the station, staff an apparatus, and respond that unit to a given location- the GIS software is also unable to accurately display the predicted response capabilities of apparatus deploying from a fire station when staffed with “callback” personnel. As such, the unpredictable response capabilities of units staffed by off-duty personnel responding as “callback” fire fighters are omitted from this analysis.

Colored roads enclose areas where roads can be traveled within the stated response time criteria: green for a 4-minute response, and purple for an 8-minute response. Percentages of roads predicted to receive coverage within the aforementioned response time criteria are based on software-calculated road lengths.

### ASSUMPTIONS

Several key assumptions must be addressed prior to drawing any conclusions from this analysis:

- Modeled travel speeds are based on reasonable and prudent road speeds, as defined by the U.S. Census Bureau (reference pp. 46-47) and DMTI Spatial’s CanMap® Streetfiles, v8.1. **Actual response speeds may be slower, and the associated travel times greater, with any traffic congestion or any other unpredictable impedances including, but not limited to:**
  - **Traffic Incidents:** collisions and vehicle breakdowns causing lane blockages and driver distractions.
  - **Work Zones:** construction and maintenance activity that can cause added travel time in locations and times where congestion is not normally present.
  - **Weather:** reduced visibility, road surface problems and uncertain waiting conditions result in extra travel time and altered trip patterns.
  - **Demand Changes:** traffic volume varies from hour-to-hour and day-to-day and this causes travel time, crowding and congestion patterns to disappear or to significantly worsen for no apparent reason in some locations.
  - **Special Events:** an identifiable case of demand changes where the volume and pattern of the change can frequently be predicted or anticipated.
  - **Traffic Control Devices:** poorly timed or inoperable traffic signals, drawbridges, railroad grade crossing signals or traveler information systems contribute to irregularities in travel time.

- ***Inadequate Road or Transit Capacity***: the interaction of capacity problems with the aforementioned sources causes travel time to expand much faster than demand.<sup>43</sup>

In addition, it is reasonable to suggest that because larger emergency vehicles are generally more cumbersome and require greater skill to maneuver, their response may be also be negatively affected by their weight, size, and, in some cases, inability to travel narrow surface streets.

- The scenarios depicted herein assume all apparatus are staffed and available to respond from their assigned stations immediately upon dispatch. **If any unit is unavailable for any reason** (e.g., simultaneous emergencies, scheduled training, or as a result of mutual aid obligations) **travel times will be greater as more distant apparatus will be required to respond to an emergency with potential delays.**
- **The time from arrival of the apparatus to the onset of interior fire suppression operations and/or initiation of critical emergency medical interventions by that crew** (access interval) **must be considered when analyzing response system capabilities.** In reality, the access interval is dependent upon factors including, but not limited to, distance from the apparatus to the task location and the elevation of the fire or EMS location (i.e., high rise structures). Locked doors or security bars which must be breached also act as impediments to access. Impediments like these may add to the delay between the discovery of a fire and implementation of an actual fire attack, and to the delay between the discovery of an individual in medical distress and the initiation of emergency medical care.

---

<sup>43</sup> David Schrank and Tim Lomax, The 2003 Urban Mobility Report, (Texas Transportation Institute, Texas A&M University: September 2003).

TABLE 9:  
**“EXISTING STATION LOCATIONS & MINIMUM DEPLOYMENT CONFIGURATION”**

STATION	ADDRESS	APPARATUS	MINIMUM PERSONNEL
Station 1	76 15 <sup>th</sup> St East	Engine 14 Engine 11 Tanker 19 Ladder 16 Rescue 12 Rescue 28 Rescue 15 Command 21 Boats Mini Engine Utility 18 Utility 24	4 FF on 1 Engine alarm 3 FF on 2 Engine alarm Cross-Staffed Cross-staffed Cross-staffed 1 Battalion Chief Cross-staffed Cross-staffed Cross-staffed Cross-staffed

*Existing Minimum On-duty Staffing: 7 Firefighters and 1 Battalion Chief*

*The Prince Albert Fire Department deploys 4 firefighters on the first Engine if the alarm assignment calls for a single engine company and cross-staffs all remaining apparatus depending on the alarm assignment. All 7 firefighters and 1 Battalion Chief will deploy with appropriate apparatus on alarm assignments that require more than the first Engine. (Engine 14)*

*\* Cross-staffing is a practice whereby emergency responders staff several types of emergency response vehicles simultaneously in a work period.*

- **If primary units are unavailable, for any reason (e.g., simultaneous emergencies, scheduled training, or as a result of mutual aid obligations), to respond to an emergency, travel times will be greater as more distantly-located secondary apparatus will be required to respond to an emergency in the primary unit’s stead, and with potential delays.**
- **The time from arrival of the apparatus to the onset of interior fire suppression operations and/or initiation of critical emergency medical interventions by that crew (access interval) must be considered when analyzing response system capabilities.** In reality, the access interval is dependent upon factors including, but not limited to, distance from the apparatus to the task location and the elevation of the fire or EMS location (i.e., high rise structures). Locked doors or security bars which must be breached also act as impediments to access, as do traumatized family members, crowds, whether or not the scene is secured by police, parked cars, and a host of other unpredictable conditions. Impediments like these may add to the delay between the discovery of a fire and implementation of an actual fire attack, and to the delay between the discovery of an individual in medical distress and the initiation of emergency medical care.

Input information including station locations, apparatus deployment, incident data, and staffing minimums, were provided by the IAFF, Local 510. The report that follows is a “best estimate” response time model of those roads expected to receive coverage by the City of Prince Albert’s Fire Department.



# **IDENTIFICATION OF EXISTING EMERGENCY RESOURCE RESPONSE CAPABILITIES**



## SUMMARY

The following series of maps indicate the existing response capabilities of City of Prince Albert Fire Department emergency apparatus when responding from existing station locations. **The indicated response capabilities for individual units, and the resources designated to respond as part of an alarm assignment, assume that all units and the personnel assigned to staff and respond these units are available to respond immediately upon dispatch.**

Understanding the several components of an emergency response is an important part of understanding how to interpret the following series of maps. To follow are some key terms that the reader should understand.

- **Alarm Time** is defined as “The point of receipt of the emergency alarm at the public safety answering point to the point where sufficient information is known to the dispatcher to deploy applicable units to the emergency.”<sup>44</sup>
- **Dispatch Time**, also referred to as *call processing time*, is “The point of receipt of the emergency alarm at the public safety answering point to the point where sufficient information is known to the dispatcher and applicable units are notified of the emergency.”<sup>45</sup>
- **Turnout Time** is “The time beginning when units acknowledge notification of the emergency to the beginning point of response time.”<sup>46</sup> Per NFPA 1710, turnout time should not exceed one minute.<sup>47</sup>
- **Response Time** is defined as “The time that begins when units are en route to the emergency incident and ends when units arrive at the scene.”<sup>48</sup>

It is critical to understand that the response capabilities indicated in the following series of maps reflect **response time only**. That is to say, the following series of maps indicate how far an emergency vehicle traveling on the existing road network in the city of Prince Albert can travel within 4 and 8 minutes. **Dispatch time and turnout time are not considered as part of this analysis, and may add as much as two minutes to overall call-to-arrival time. Actual response speeds may be slower, and the associated travel times greater, with any traffic congestion or any other unpredictable impedances.**

**If any unit is unavailable for any reason, travel times will be greater as more distant apparatus will be required to respond, with potential delays. Impediments to access may add to the delay between the discovery of a fire and implementation of an actual fire attack (resulting in *increased* fire growth), and to the delay between the discovery of an individual in medical distress and the initiation of emergency medical care (resulting in *decreased* patient survivability).**

---

<sup>44</sup> NFPA 1710, §3.3.42.1

<sup>45</sup> NFPA 1710, §3.3.42.3

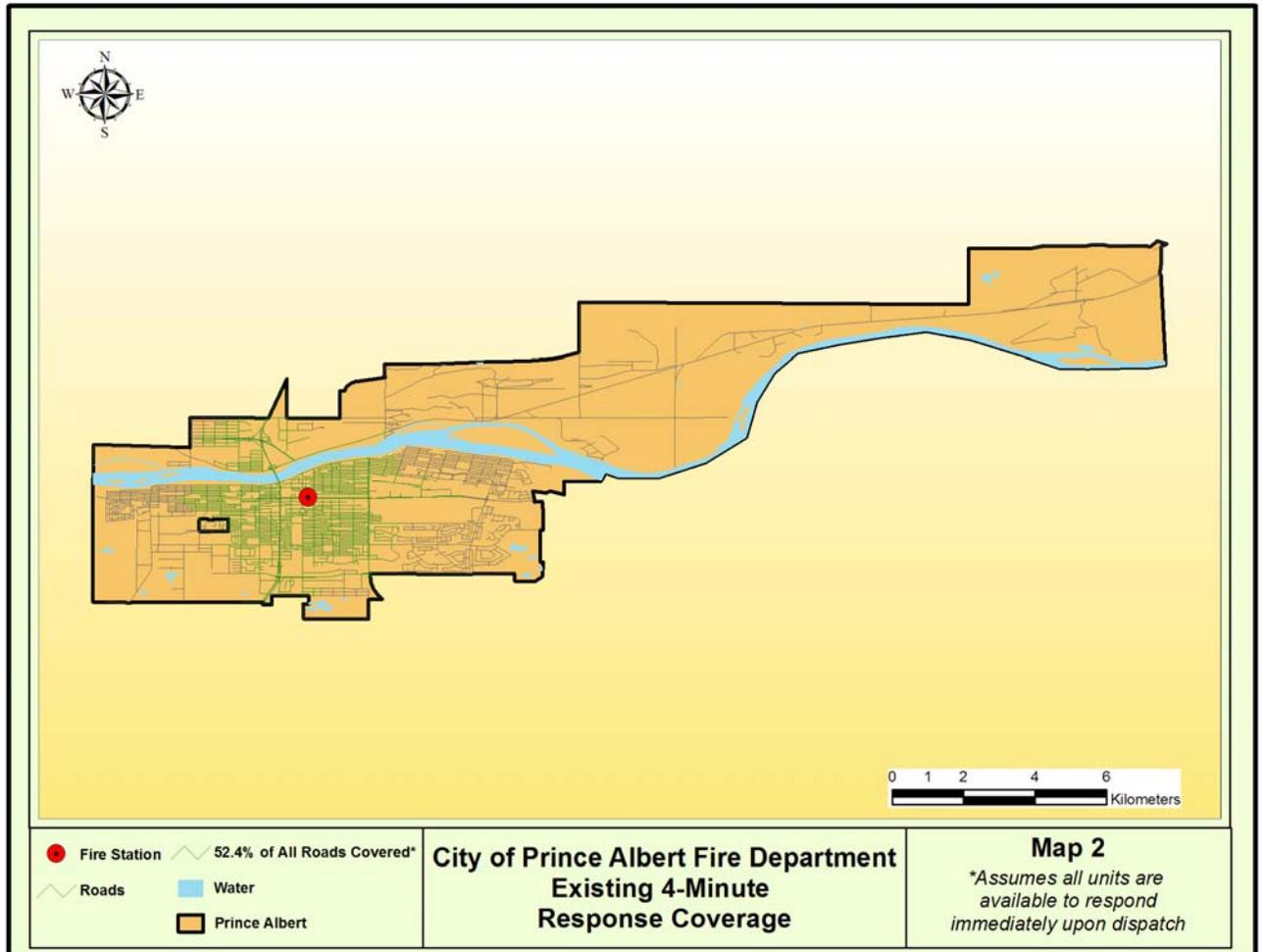
<sup>46</sup> NFPA 1710, §3.3.42.5

<sup>47</sup> NFPA 1710, §4.1.2.1.1

<sup>48</sup> NFPA 1710, §3.3.42.4

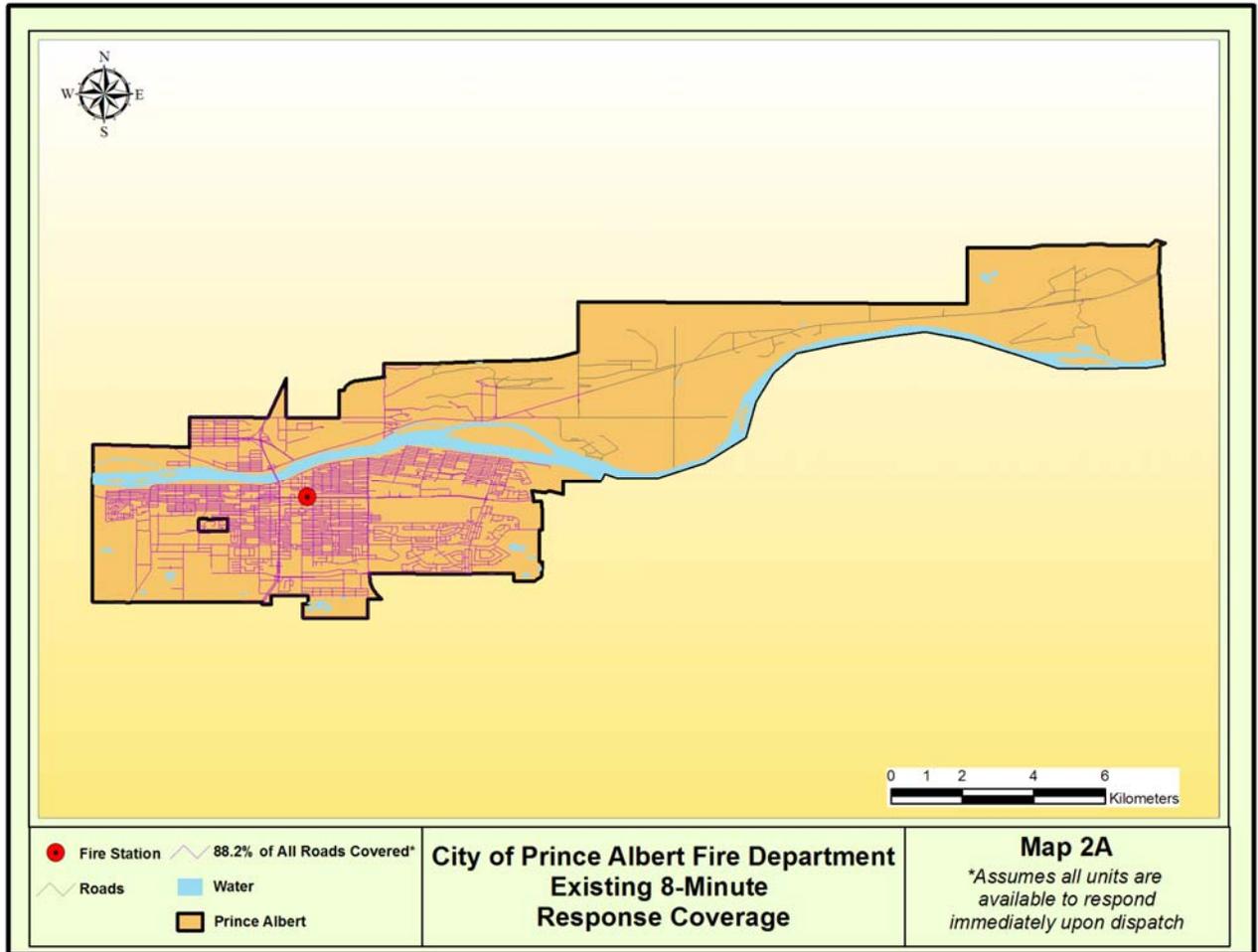
Additionally, the computer model is unable to accurately portray the response of “callback” fire fighters responding in private vehicles from distant locations to an incident scene. Inasmuch as “callback” personnel are not available on a regular basis to respond emergency units immediately upon dispatch- and it is impossible to quantify the amount of time it takes for those individuals to respond from their different locations to the station, staff an apparatus, and respond that unit to a given location. The GIS software is also unable to accurately display the predicted response capabilities of apparatus deploying from a fire station when staffed with “callback” personnel. As such, the unpredictable response capabilities of units staffed by off-duty personnel responding as “callback” fire fighters are omitted from this analysis.

## Map 2



Map 2 indicates the existing 4-minute response capability for apparatus and personnel responding from the existing fire station. Currently, any personnel and apparatus that deploy from this station are capable of responding to **52.4% of all roads located within the response jurisdiction in 4 minutes or less**, assuming all units are available to respond immediately upon dispatch. The unavailability of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional increase in the expected loss of life and property.

## Map 2A



Map 2A indicates the existing 8-minute response capability for apparatus and personnel responding from the existing fire station. Currently, any personnel and apparatus that deploy from this station are capable of responding to **88.2% of all roads located within the response jurisdiction in 8 minutes or less, assuming all units are available to respond immediately upon dispatch.** The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## ***Engine Company 4-minute Response Capabilities and The Impact of Engine Unit Unavailability***

### **The Importance of the 4-minute Engine Company Response In Structural Fire Fighting Operations:**

Fire growth- the rate of spread and the intensity of the fire- is directly linked to the time it takes to initiate fire suppression operations. As a rule, a fire doubles in size for every minute that passes without the application of aggressive fire suppression measures. In less than 30 seconds a small flame can rage completely out of control and turn into a major fire. During fire growth, the temperature of a fire rises to 1,000° to 1,200° F. Flashover (the very rapid spreading of the fire due to super heating of room contents and other combustibles) at 1,100° to 1,200° F. may occur in a burning room in as little as 4 minutes, depending upon its contents.<sup>49</sup>

At flashover, the odds of survival for individuals inside the structure- both victim and rescuer- are virtually non-existent. The 4-minute goal for arriving fire suppression companies is therefore critical. Recognizing the criticality of a rapid fire department response, NFPA Standard 1710 states that a fire department station establish the response time objective of “**4 minutes or less for the arrival of the first arriving Engine company at a fire suppression incident.**”<sup>50</sup>

### **The Importance of the 4-minute Engine Company Response In the Provision of Emergency Medical Services:**

The City of Prince Albert Fire Department responds to all emergencies in the city necessitating the skills, capabilities, and resources of the fire service. Motor vehicle accidents, for example, often times require the fire department to stabilize the incident scene and gain access to the patient before emergency medical care can be rendered. While the extrication is being performed, and often before the ambulance arrives at the incident scene, the responsibility of emergency medical care and patient stabilization falls upon the Fire Department. The prehospital care rendered by firefighters in such instances encompasses the “A.B.C.s” of basic emergency medical care – maintenance of the Airway, ensuring the patient can continue Breathing, and maintaining Circulation. The bandaging of wounds, the realignment of broken limbs, when necessary, and protection of the spine are also priorities for the Fire Department in the prehospital setting.

Of the many types of medical emergencies firefighters respond to, the City of Prince Albert Fire Department’s response to cardiovascular accidents (stroke) and myocardial infarctions (heart attacks) are the most time critical. A stroke is a sudden loss of brain function. It is caused by the interruption of the flow of blood to the brain or the rupture of blood vessels in the brain. The interruption of the blood flow or the rupture of blood vessels causes brain cells in the affected area to die. A heart attack occurs when the blood supply to part of the heart muscle itself is severely reduced or stopped. This happens when one of the arteries supplying blood to the heart muscle is blocked. If the blood supply to the heart muscle is cut off for longer than several minutes, muscle cells in the affected area suffer irreversible injury and die.

---

<sup>49</sup> In general, however, flashover is most likely to occur within 10 minutes of fire ignition within a confined space, and with typical contents.

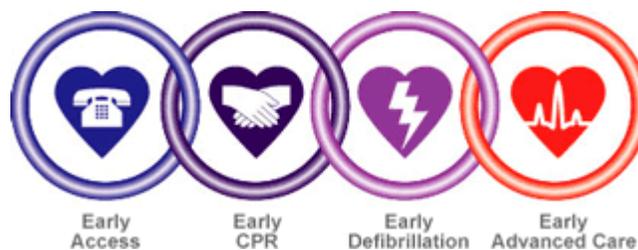
<sup>50</sup> NFPA 1710, § 4.1.3.1.1 (1)

A cardiac arrest is a life-or-death emergency no matter where it occurs. According to the Heart and Stroke Foundation, eight of every ten cardiac arrests take place at home and not in a hospital setting. Each year there are between 35,000 and 45,000 cases of cardiac arrest in Canada. A cardiac arrest occurs when the heart stops beating regularly and can no longer Engine blood through the body. Fewer than five per cent survive outside a hospital setting. Yet more than 70% might survive if CPR and defibrillation are available in time.<sup>51</sup>

In spite of these statistics, cardiac arrest remains one of the most time-critical medical emergencies that can be treated in the field. The four-part “chain of survival” concept, as illustrated in Figure 2, is essential to ensuring positive patient outcomes. The “Chain of Survival” consists of:

1. **EARLY ACCESS:**
  - *Quickly calling the Emergency Medical Services (9-1-1) system*
2. **EARLY CPR:**
  - *Promptly giving cardiopulmonary resuscitation when needed*
3. **EARLY DEFIBRILLATION:**
  - *Having proper equipment and being trained to use it when indicated*
4. **EARLY ADVANCED CARDIOVASCULAR CARE:**
  - *Initiating advanced airway management and I.V. and drug therapy provided by firefighter-paramedics*

FIGURE 2:<sup>52</sup>  
**“THE CHAIN OF SURVIVAL”**



- **If fire fighters responding within 4 minutes of receiving an alarm initiate CPR, the probability of *patient survival quadruples*, from 4.6% to 18.2%.**
- **If those same fire fighters are equipped and trained to provide defibrillation, the expected survival rate is *five times greater* at 25.8%.**
- **Finally, if those fire fighters are trained and equipped as paramedics, the survival rate is increased to 34.3% - nearly *a sevenfold increase*.**<sup>53</sup>

<sup>51</sup> Heart and Stroke Foundation of Canada, “Home is Where the Heart Stops”, Heart and Stroke Foundation website visited May 16, 2007

<<http://ww2.heartandstroke.ca/Page.asp?PageID=33&ArticleID=4305&Src=news&From=search>>

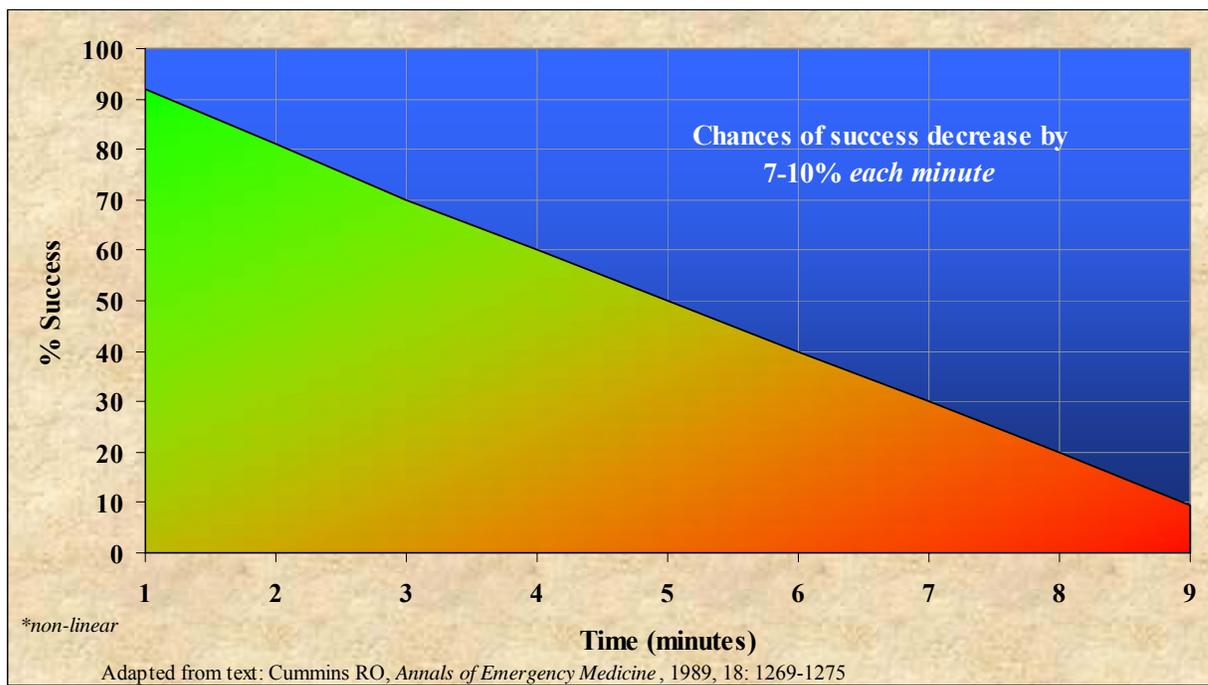
<sup>52</sup> “Chain of Survival” diagram courtesy of “ChainofSurvival.com”

< [http://www.chainofsurvival.com/cos/COSOverview\\_detail.asp](http://www.chainofsurvival.com/cos/COSOverview_detail.asp) >

<sup>53</sup> “Predicting Survival From Out-of-Hospital Cardiac Arrest: A Graphic Model,” *Annals of Emergency Medicine* (November 1993)

The use of an automated external defibrillator (AED) by trained personnel is integral to the treatment and survival of cardiac arrest. Abnormal heart rhythms, with ventricular fibrillation (VF) being the most common, cause cardiac arrest. Defibrillation within 2 minutes can produce cardiac arrest survival rates as high as 90%. However, **“if defibrillation is delayed more than 10 minutes, survival rates drop to less than 5%.”**<sup>54</sup>

**FIGURE 3:  
“CARDIAC ARREST SURVIVAL RATE”**



While patient survivability from cardiac arrest depends upon a series of critical interventions, such as are provided by firefighters cross-trained as EMTs and Paramedics, “rapid defibrillation is the most important single factor in determining survival.”<sup>55</sup> The highest hospital discharge rates have been achieved in cardiac arrest patients in whom CPR was initiated **within 4 minutes of arrest** and ACLS within 8 minutes. A rapid emergency medical response is therefore essential in improving survival rates.<sup>56</sup>

So effective is the use of an AED in increasing survivability of cardiac arrest patients, the International Association of Fire Chiefs has endorsed equipping every fire suppression unit in the United States with an automated external defibrillator.<sup>57</sup> Mirroring this recommendation, NFPA 1710 states, “the fire department... station ensure [that] emergency medical response capability includes personnel, equipment, and resources to deploy at the first responder level

<sup>54</sup> American Heart Association, Sudden Deaths from Cardiac Arrest Statistical Fact Sheet (2003)

<sup>55</sup> Emergency Cardiac Care Committee and Subcommittees of the American Heart Association, “Guidelines for Cardiopulmonary Resuscitation and Emergency Cardiac Care,” Journal of the American Medical Association (October 28, 1992): 2289

<sup>56</sup> Ibid, 2184.

<sup>57</sup> American Heart Association, Sudden Deaths from Cardiac Arrest Statistical Fact Sheet (2003).

with automatic external defibrillator (AED) or higher treatment level.”<sup>58</sup> In accordance with NFPA Standard 1710, Section 4.3.2, the City of Prince Albert Fire Department equips all of its front line apparatus with AED’s and ensures all fire fighters are trained in their proper and effective operation.<sup>59</sup>

Moreover, the 1710 Standard requires that a “fire department station establish the response time objectives of **4 minutes or less for the arrival of a unit with first responder or higher capability at an emergency medical incident.**”<sup>60</sup> As previously indicated, however, assuming all Engine companies are available to respond immediately upon dispatch, 100% of all roads can expect to receive a fire department first response within 4 minutes. Approximately 52% of Prince Albert’s roads can receive initial response resources within 4 minutes.

### ***Engine Company 8-minute Response Capabilities and The Impact of Engine Unit Unavailability***

#### **The Importance of the 8-minute Engine Company Response In Structural Fire Fighting Operations:**

The 8-minute goal for arriving companies is critical because the progression of a structural fire to the point of “flashover” (the very rapid spreading of the fire due to super heating of room contents and other combustibles) generally occurs in less than 10 minutes. As there is a potential delay between fire ignition, discovery, and the transmission of an alarm it may be said that flashover is likely to occur within 8 minutes of firefighters receiving the alarm.

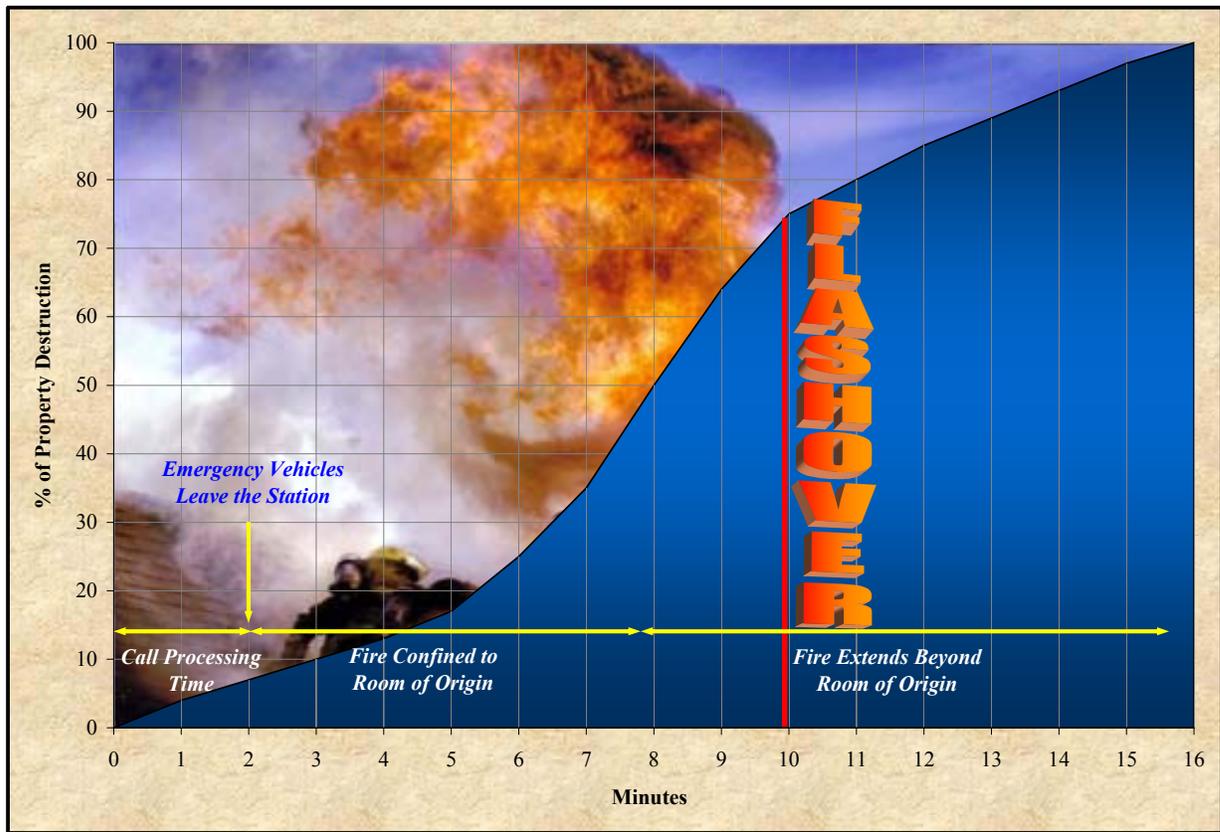
---

<sup>58</sup> NFPA 1710, § 4.3.2 - “The fire department... station ensure [that] emergency medical response capability includes personnel, equipment, and resources to deploy at the first responder level with automatic external defibrillator (AED) or higher treatment level.”

<sup>59</sup> NFPA 1710, § 4.1.3.1.1(2)

<sup>60</sup> NFPA 1710, § 4.1.3.1.1(2)

FIGURE 4:  
“THE FIRE PROPAGATION CURVE”



**The Importance of the 8-minute Engine Company Response  
In the Provision of Emergency Medical Services:**

Sudden cardiac arrest- one of the leading causes of death in America- is also one of the most time-critical medical emergencies that can be treated in the field. The eight-minute benchmark is crucial because a rapid fire department response expedites the delivery of more advanced lifesaving interventions, such as defibrillation, advanced airway management, and drug therapy. Two-tiered EMS systems such as these, where the more widely-distributed fire department Basic Life Support (BLS) providers arrive in advance of Advanced Life Support (ALS) providers, have improved survival rates over one-tiered systems, particularly when the first responder provides automated external defibrillation.<sup>61</sup>

According to the Journal of the American Medical Association, “two-tier systems in which the first responders are trained in early defibrillation are most effective in providing rapid Advanced Cardiac Life Support (ACLS).”<sup>62</sup> **Cardiac arrest victims have a 33% higher survival rate when Paramedics arrive within eight minutes**, according to the American Heart Association. After eight minutes, the prospects of recovery decreases rapidly.<sup>63</sup> Hence, by gaining access to

<sup>61</sup> Analysis of some systems with high survival rates for out-of-hospital cardiac arrest reveals common practices of (1) multi-tiered systems deployed by a 911 priority dispatch system, (2) aggressive use of fire department apparatus for first response and automated defibrillation, (3) intensive medical supervision, and (4) widespread citizen awareness and CPR training.

<sup>62</sup> The Journal of the American Medical Association (October 28, 1992): 2290.

<sup>63</sup> Matthew Cella, “Response Rate of EMS Declines,” The Washington Times, 1 April 2003

the scene and ensuring patient stabilization by initiating CPR, and providing defibrillation and airway management, Prince Albert firefighters set the stage for the arrival of ALS units, the provision of ACLS, and the opportunity for increased patient survivability. A timeline of a typical emergency response to an incident of sudden cardiac arrest is provided in “Appendix A,” *Timeline of a Typical Emergency Response to an Incident of Cardiac Arrest*.

### ***The Eisenberg Model***

A 1993 University of Washington study of 1,667 cardiac arrests linked survival of cardiac arrest to the time that elapsed before the initiation of three critical interventions: CPR, defibrillation and advanced cardiac life support. From this landmark study, researchers produced a model for predicting cardiac arrest survival rates, known as the *Eisenberg Model*.<sup>64</sup> Because it clearly links response time to the probability of survival, the *Eisenberg Model* has become a standard method for measuring effectiveness in the delivery of pre-hospital emergency medical services. The Eisenberg model is summarized in Figure 13, on the following page.

**FIGURE 5:  
“THE EISENBERG FORMULA”**

<p><b>Survival Rate = 67%</b> (<i>maximum percentage survival rate of out-of-hospital cardiac arrest patients if all three interventions were to occur upon collapse. This figure represents the assumption that only 2/3 of the population can be expected to survive an of out-of-hospital cardiac arrest. <b>One minute is added to the observed response times to allow for dispatch and turnout. An additional minute is added for gaining access to the patient.</b></i>)</p> <ul style="list-style-type: none"><li>• Less 2.3% per minute until CPR is started</li><li>• Less 1.1% per minute until defibrillation is provided</li><li>• Less 2.1% per minute until ACLS is initiated</li></ul>
--

Table 10 indicates predicted survivability rates for cardiac arrest patients, based upon the Eisenberg formula for predicting cardiac arrest survival rates, following the initiation of CPR, defibrillation, and advanced cardiac life support (ACLS) in 5, 6, and 7 minutes, respectively.

<sup>64</sup> M.P. Larsen, M.S. Eisenberg, et al., “Predicting Survival from Out-of-Hospital Cardiac Arrest: A Graphic Model,” *Annals of Emergency Medicine* 22, no. 11 (November 1993): 1652 – 8.

**TABLE 10:  
“EFFECT OF EMERGENCY CARE RESPONSE TIMES ON  
CARDIAC PATIENT SURVIVAL RATES”<sup>65</sup>**

<b>Fire Dep’t. Response Time</b>	<b>Initiation of CPR</b> 	<b>Time to Defibrillation</b> 	<b>Time to Advanced Cardiac Life Support (ACLS)</b> 	<b>Predicted Survival Rate/ All Cardiac Arrest (percentages)</b>
9 minutes	10 minutes	11 minutes	13 minutes	4.6%
4 minutes	F.D. EMT: 5 minutes	11 minutes	12 minutes	18.2%
4 minutes	F.D. EMT: 5 minutes	F.D. EMT-D: 6 minutes	11 minutes	25.8%
<b>4 minutes</b>	<b>F.D. EMT: 5 minutes</b>	<b>F.D. EMT-D: 6 minutes</b>	<b>F.D. Paramedic: 7 minutes</b>	<b>34.3%</b>

This scenario requires two fire fighters to provide CPR, one to prepare the AED and analyze the results of an electrocardiogram (ECG) report, and one to prepare for and initiate advanced cardiac life support measures, such as advanced airway management, I.V. therapy, and pharmacological interventions. This breakdown of the expected capabilities of a medical alarm assignment requires a minimum contingent of four EMS personnel to arrive at the scene of a cardiac arrest within 5 minutes of receiving an alarm. Most experts agree that four responders (at least two trained in ACLS and two trained in BLS) are the minimum required to provide ACLS to cardiac arrest victims<sup>66</sup> (see also “Appendix A,” *Timeline of a Typical Emergency Response to an Incident of Cardiac Arrest*).

As the table indicates, a 9-minute response time means that CPR is not initiated until at least 10 minutes have elapsed from the time of cardiac arrest; 11 minutes have elapsed before defibrillation; and 13 minutes have elapsed before ACLS care is initiated, resulting in an expected patient survival rate of only 4.6 percent. Conversely, a 4-minute fire department response – with CPR initiated in 5 minutes, defibrillation in 6 minutes, and ACLS in 7 minutes – results in patient survivability rates of over 34%.

<sup>65</sup> M.P. Larsen, M.S. Eisenberg, et al., “Predicting Survival from Out-of-Hospital Cardiac Arrest: A Graphic Model,” *Annals of Emergency Medicine* 22, no. 11 (November 1993): 1652 – 8.

<sup>66</sup> *The Journal of the American Medical Association* (October 28, 1992): 2291.

Put another way, based upon Eisenberg's maximum percentage survival rate of 67%, the following conclusions can be reached:

- **A 9-minute initial arrival time prior to pre-hospital emergency medical intervention gives the patient only a 1 in 15 chance of survival.**
- **A 4-minute arrival by fire fighters, with the initiation of CPR in 5 minutes, increases the probability of patient survivability to 1 in 4.**
- **Fire fighters delivering defibrillation within 6 minutes increases the probability of patient survivability to 1 in 3.**
- **Fire fighters trained as paramedics, and delivering cardiac medication within 7 minutes, increases the probability of patient survivability to 1 in 2.**

The simple reduction of 4 to 5 minutes in the response time through the use of cross-trained fire fighters has a substantial impact of increased patient survival, with improved patient outcomes for each increase in level of pre-hospital training that fire fighters receive. The Eisenberg Model supports the findings published in the *Journal of the American Medical Association*, which concluded that "two-tier systems in which the first responders are trained in early defibrillation are most effective in providing rapid Advanced Cardiac Life Support."<sup>67</sup>

It is clear that the quick arrival of an appropriate number of adequately trained personnel deploying with lifesaving medical resources is critical to increasing survivability from cardiac arrest and traumatic injury. For these reasons, **this analysis recommends every Engine and Ladder company be staffed with four full-time fire fighters, all of which are trained, at a minimum, to the level of EMT-B. Inasmuch as an increase in survivability correlates with the degree to which fire fighters are trained in emergency medicine, the fire department should pursue efforts to ensure that, of the four firefighters assigned to all Engine companies, two fire fighters should be certified as EMT-Paramedics (EMT-Ps).**

### **The Importance of the 8-minute Ladder Company Response In Structural Fire Fighting Operations:**

Ladder companies play a vital role on the scene of a structure fire securing building access and overseeing the ventilation of dangerous, superheated products of combustion from the building. The importance of being able to ventilate a building efficiently, effectively, and *in coordination* with interior attack operations is key to supporting search and rescue operations. Once the superheated gases and smoke from the building have been ventilated, fire fighters conducting interior fire suppression and rescue operations are able to more clearly locate the seat of the fire and more effectively perform victim search and rescue. The rapid extrication of victims from inside a burning structure is critical to saving lives: the quicker fire victims are removed from the structure, the quicker they can be treated by fire department and medical personnel for smoke inhalation, burns, and other injuries related to fire. Thus, the response of the truck *in concert with* other fire suppression companies assigned to respond to a structure fire is critical to

<sup>67</sup> The Journal of the American Medical Association (October 28, 1992): 2290.

initiating *safe* and *effective* fire suppression and rescue operations. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

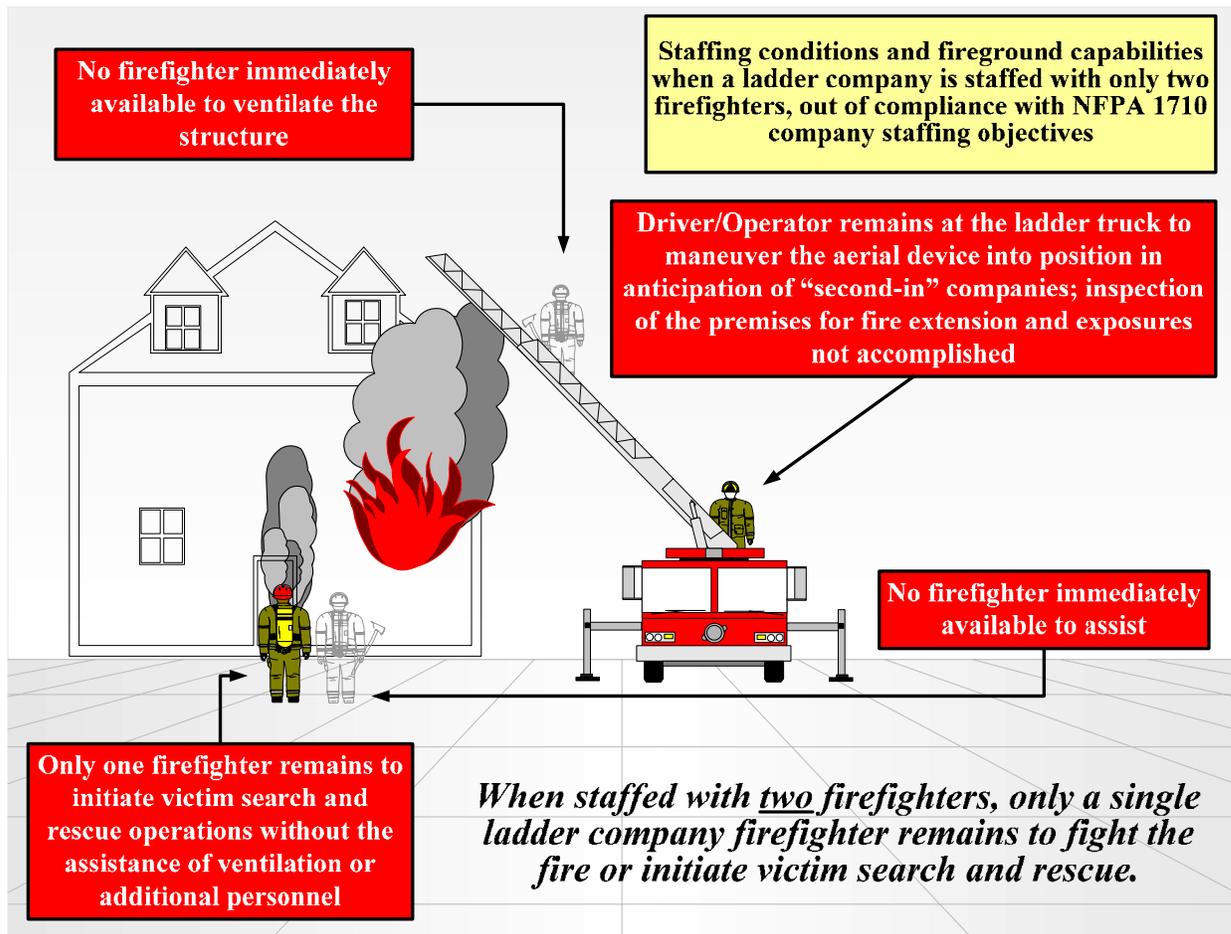
To ensure the rapid extrication of fire victims, NFPA 1710 states that “Fire companies whose primary functions are to perform the variety of services associated with truck work, such as forcible entry, ventilation, search and rescue, aerial operations for water delivery and rescue, utility control, illumination, overhaul and salvage work... station [also] be staffed with a **minimum of four on-duty personnel.**”<sup>68</sup> A crew of four is required to make a safe initial attack on a fire, with a crew of two working inside the burning structure and a backup crew of two standing by to assist as necessary. This is known as the “2 In/2 Out” regulation.

**It is recommended that Ladder 16 should become the secondary apparatus staffed leaving Engine 11 for “Callback” personnel. However, if either Engine 11 or Ladder 16 is used as the secondary response apparatus by the Prince Albert Fire Department, the secondary apparatus *should be staffed with four full time firefighters.* The addition of one more firefighter will make the secondary apparatus meet NFPA 1710 minimum staffing standards.**

---

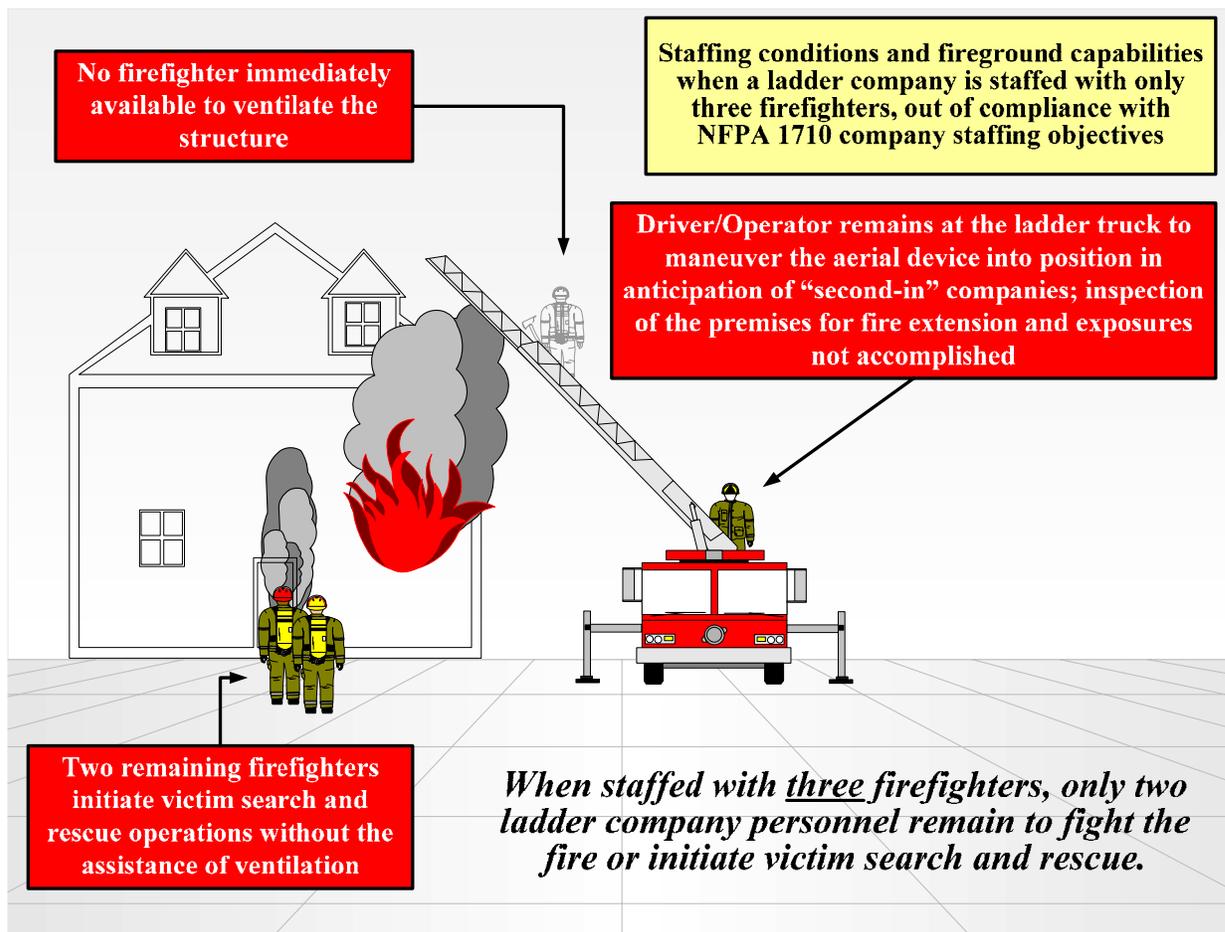
<sup>68</sup> NFPA 1710, Section 5.2.2.2 and 5.2.2.2.1

**FIGURE 6:  
“LADDER COMPANY OPERATIONS WHEN  
LADDER TRUCKS DEPLOY WITH ONLY TWO FIREFIGHTERS”**



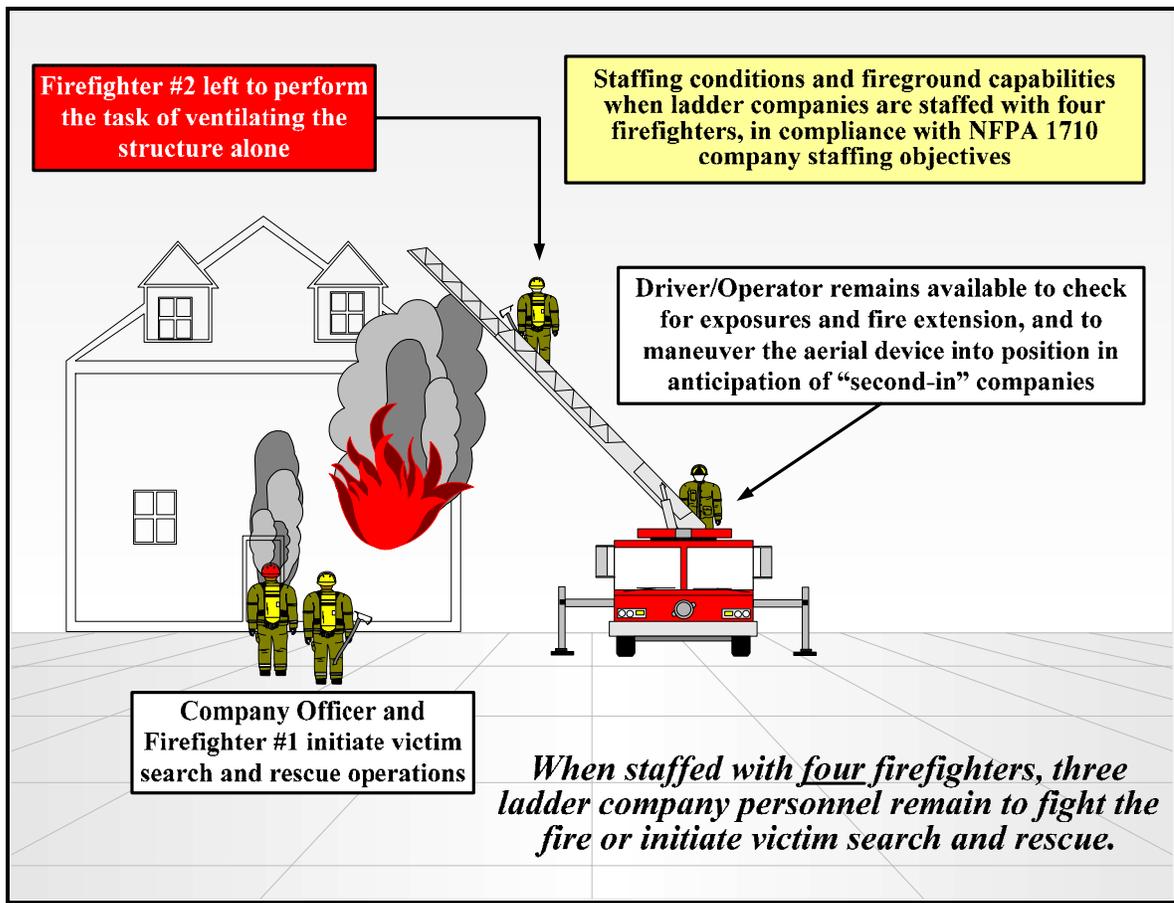
A ladder truck deploying with less than four firefighters still does so below professional standards, and is able to deliver only a crew of two firefighters to engage in direct fire suppression and rescue activities.

FIGURE 7:  
**“LADDER COMPANY OPERATIONS WHEN  
 LADDER TRUCKS DEPLOY WITH ONLY THREE FIREFIGHTERS”**



The critical difference between staffing ladder companies with three firefighters, as opposed to four, is that when staffed with four firefighters, ladder companies are capable of ventilation of the structure, and can initiate fire suppression and rescue operations more *safely* and more *effectively* than ladder companies staffed with less than four firefighters. **When staffed with four firefighters, in compliance with industry standards, firefighters are 79% more efficient than three-person crews in ventilating the structure, 10.7% more effective in accomplishing victim search and rescue, and 80.2% more efficient in checking for exposures and fire extension.**

FIGURE 8:  
 “LADDER COMPANY FIREGROUND OPERATIONS WHEN STAFFED WITH FOUR FIREFIGHTERS”



When staffed with four firefighters, in compliance with industry standards, firefighters are 79% effective in ventilating the structure, 90.3% effective in accomplishing victim search and rescue, and 80.2% effective in checking for exposures and fire extension.

TABLE 11:  
 “LADDER COMPANY EFFICIENCY: 3 FIREFIGHTERS VS. 4 FIREFIGHTERS”<sup>69</sup>

NUMBER OF FIREFIGHTERS	ROOF VENTILATION	SEARCH & RESCUE	CHECK EXPOSURES FOR FIRE EXTENSION
5 Firefighters	100.0%	100.0%	100.0%
4 Firefighters	79.0%	90.3%	80.2%
3 Firefighters	0.0%	79.6%	0.0%

For these reasons, it is the recommendation of this study that the City of Prince Albert Fire Department ensure the safe and effective delivery of emergency services by staffing all fire suppression apparatus with *at least* four multi-role fire fighters cross-trained to the level of Emergency First Responders.<sup>70</sup>

<sup>69</sup> McManis Associates and John T. O’Hagan & Associates, Dallas Fire Department Staffing Level Study, (June 1984); pp. 1-2 and II-1 through II-7.

<sup>70</sup> NFPA 1710, §5.2.2.1.2 and §5.2.2.2.2 - “In jurisdictions with tactical hazards, high hazard occupancies, high incident frequencies, geographical restrictions, or other pertinent factors as identified by the authority having jurisdiction, these companies station be staffed with a minimum of five or six on-duty members.”

## Fire Growth, Flashover, and the Importance of a Rapid Response to a Fire in a Residential Structure:

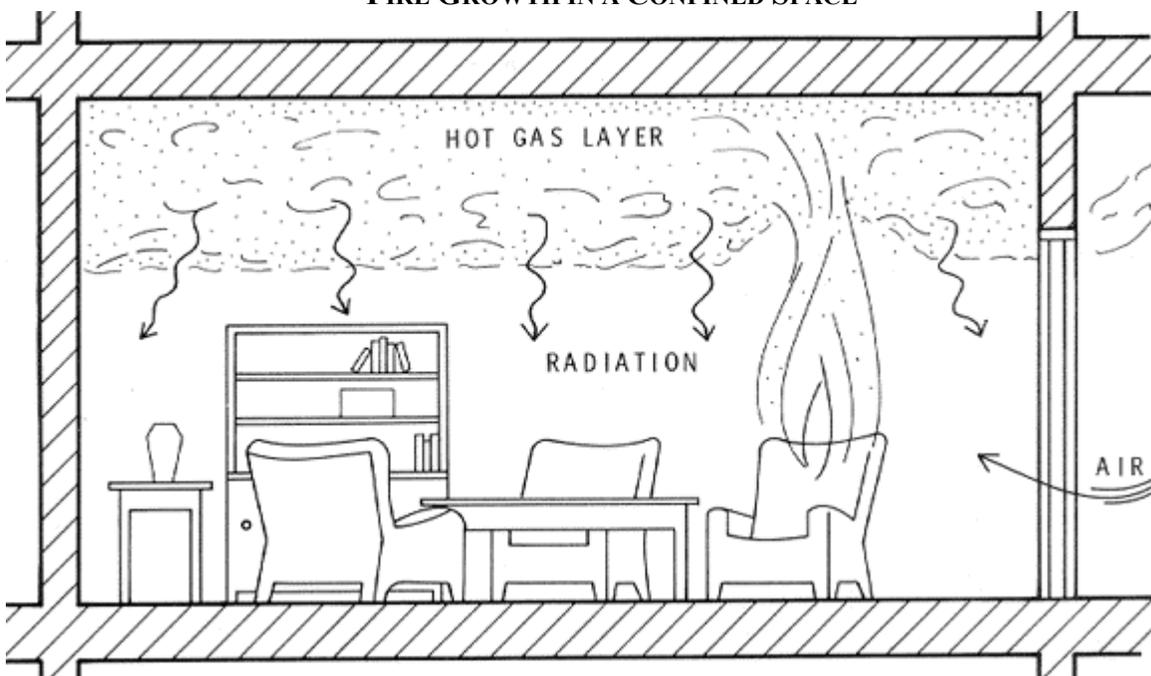
### *The Smoldering Phase*

The first stage of any fire is the smoldering stage. When heat is applied to a combustible material, the heat oxidizes the material's surface into combustible gases. The oxidation process is exothermic, meaning that the oxidation process itself produces heat. The heat from oxidation raises the temperature of surrounding materials, which increases the rate of oxidation and begins a chemical chain reaction of heat release and burning. A fire can progress from the smoldering phase immediately or slowly, depending upon the fuel, nearby combustibles, and the availability of oxygen in the surrounding air.

### *The Free Burning Phase*

The second stage of fire growth is the "free" or "open burning" stage. When the temperature of a fire gets high enough, visible flames can be seen. The visible burning at this stage is still limited to the immediate area of origin. The combustible process continues to release more heat, which heats nearby objects to their ignition temperature, and they begin burning. In a wildland fire the surrounding growth will ignite and the flames will spread, quickly if wind and dry growth are present. A structure fire is different, because the gaseous products of combustion, most of which are flammable and lighter than air, rise and are contained in the upper levels of the structure. When this occurs, the structure fire is at a critical point: either the fire has insufficient oxygen available to burn and it progresses back to the smoldering stage, or it has sufficient oxygen available to move on to the next stage.

FIGURE 9:  
"FIRE GROWTH IN A CONFINED SPACE"<sup>71</sup>



When an object in a room starts to burn (such as the armchair in Figure 12), for some time after ignition, it burns in much the same way as it would in the open. After a short period of time, however, confinement begins to influence fire development. The smoke produced by the burning object rises to form a hot gas layer below the ceiling; this layer heats the ceiling and

<sup>71</sup> Image courtesy of University of California at Davis Fire Department

upper walls of the room. Thermal radiation from the hot layer, ceiling, and upper walls begins to heat all objects in the lower part of the room and may augment both the rate of burning of the original object and the rate of flame spread over its surface.

At this point, the fire may go out if, for example, the first object burns completely before others start, or if sufficient oxygen cannot get into the room to keep the object burning. Sometimes, however, the heating of the other combustibles in the room continues to the point where they reach their ignition temperatures more or less simultaneously. If this occurs, flames suddenly sweep across the room, involving most combustibles in the fire. This transition from the burning of one or two objects to full room involvement is referred to as “flashover.”<sup>72</sup>

**Flashover**

The third stage of fire growth is called *flashover*. It is the most significant moment of any structure fire. As combustible gases are produced by the two previous stages they are not wholly consumed. They rise and form a superheated gas layer at the ceiling. As the volume of this gas layer increases, it begins to bank down to the floor, heating all combustible objects regardless of their proximity to the burning object. In a typical structure fire, the gas layer at the ceiling can quickly reach temperatures of 1,500 degrees Fahrenheit. If there is enough existing oxygen, usually near floor level, flashover occurs and everything in the room breaks out into open flame at once. The instantaneous eruption into flame generates a tremendous amount of heat, smoke, and pressure with enough force to push beyond the room of origin through doors and windows. Usually at the time of flashover, windows in the room will break, allowing for the entry of fresh air. The introduction of fresh air serves to further fuel the growth of the fire, increase the temperature of the fire, and aid in the spread of the fire beyond the room of origin. The combustion process then speeds up because it has an even greater amount of heat to move to unburned objects.

The ability of adequate fire suppression forces to greatly influence the outcome of a structural fire is undeniable and predictable. Data generated by the National Fire Protection Association provides empirical proof that rapid and aggressive interior attack can substantially reduce the human and property loss associated with structural fires. At each stage of a fire’s extension beyond the room of origin, the rate of civilian deaths, injuries, and property damage grows).

**TABLE 12:<sup>73</sup>  
“THE RELATIONSHIP BETWEEN FIRE EXTENSION AND FIRE LOSS”**

<i>Rate Per 1,000 Fires</i>			
<b>Fire Extension in Residential Structures:</b>	Civilian Deaths	Civilian Injuries	Average Property Damage
Confined to Room of Origin	2.07	24.30	\$1,505.00
Confined to Floor of Origin	18.60	80.44	\$12,134.00
Beyond Floor of Origin	27.23	55.37	\$21,343.00

<sup>72</sup> J.R. Mehaffey, Ph.D., Flammability of Building Materials and Fire Growth, Institute for Research in Construction (1987)

<sup>73</sup> Source: National Fire Protection Association

## **The Importance of Adequate Staffing to Conduct Safe and Effective Fire Suppression and Rescue Operations:**

A prime objective of fire service agencies is to maintain enough strategically located personnel and equipment so that the minimum acceptable response force can reach a reasonable number of fire scenes before flashover is likely.<sup>74</sup> Two of the most important elements in limiting fire spread are the quick arrival of sufficient numbers of personnel and equipment to attack and extinguish the fire as close to the point of origin as possible, as well as rescue any trapped occupants and care for the injured. Rapid and aggressive interior attack of structure fires, as close as possible to the point of origin, can reduce human and property losses. Sub-optimal staffing of arriving units may delay such an attack, thus allowing the fire to progress to more dangerous conditions for fire fighters and civilians. “If the arriving units have adequate resources to handle the situation, then they will fight the fire aggressively and offensively. They will attack the problem head-on and, following department standards, will accomplish their objectives efficiently, effectively, and safely. If they do not have adequate resources to aggressively handle the situation, then they will have to fight the fire in a defensive mode of attack. This mode will continue until enough resources can be massed to then change to an aggressive, offensive attack.”<sup>75</sup>

NFPA 1500 and 1710 both recommend that a minimum acceptable fire company staffing level should be **four members responding on or arriving with each Engine and each Ladder company responding to any type of fire.** The City of Prince Albert Fire Department staffs two full time Engine (14 and 11) and cross-staffs Ladder 16 when needed for buildings two stories and higher. The primary job function of the Engine 11 crew of three firefighters is that of a Ladder Company, and should therefore be staffed on Ladder 16 with a minimum of four fighters. Based upon current staffing, the City of Prince Albert Fire Department *is not* in compliance with professional standards for the provision of safe and effective fire suppression and rescue operations. Recall that at the scene of an emergency, the driver/operator of the Engine must remain with the apparatus to operate the Engine. Likewise, the driver/operator of the ladder truck must remain with the apparatus to safely operate the aerial device. Such activities, which help to ensure the safe and effective delivery of fire suppression and rescue services, leave a crew of only three firefighters from Engine 14 and two firefighters Ladder 16 to support the attack and complete water supply, ventilation and complete search and rescue activities. Due to the demands of fire ground activities which reduce the effective firefighting force deploying from each company from four to three, a fire attack initiated by a single fire company is not capable of effecting a safe and effective fire suppression and/or rescue operation in compliance with the “2 In/2 Out” regulation until a second company arrives with sufficient personnel to support the fire attack and/or rescue operation, and to assist the first company in the event of an unexpected emergency.<sup>76</sup> Industry studies have confirmed that **four fire fighters**

---

<sup>74</sup> University of California at Davis Fire Department website; site visited June 7, 2004.

< <http://fire.ucdavis.edu/ucdfire/UCDFDoperations.htm> >

<sup>75</sup> National Institute for Occupational Safety and Health, High-Rise Apartment Fire Claims the Life of One Career Fire Fighter (Chief) and Injures Another Career Fire Fighter (Chief) – Texas, 13 October 2001

<sup>76</sup> Recall that a four-person fire company may initiate emergency search and rescue operations at the order of the incident commander if there is a “reasonable” and immediate threat to life.

are capable of performing the rescue of potential victims 80% faster than a crew of three fire fighters.<sup>77</sup>

**The Importance of a Rapid Response in Initiating Safe and Effective Fire Suppression and Rescue Operations:**

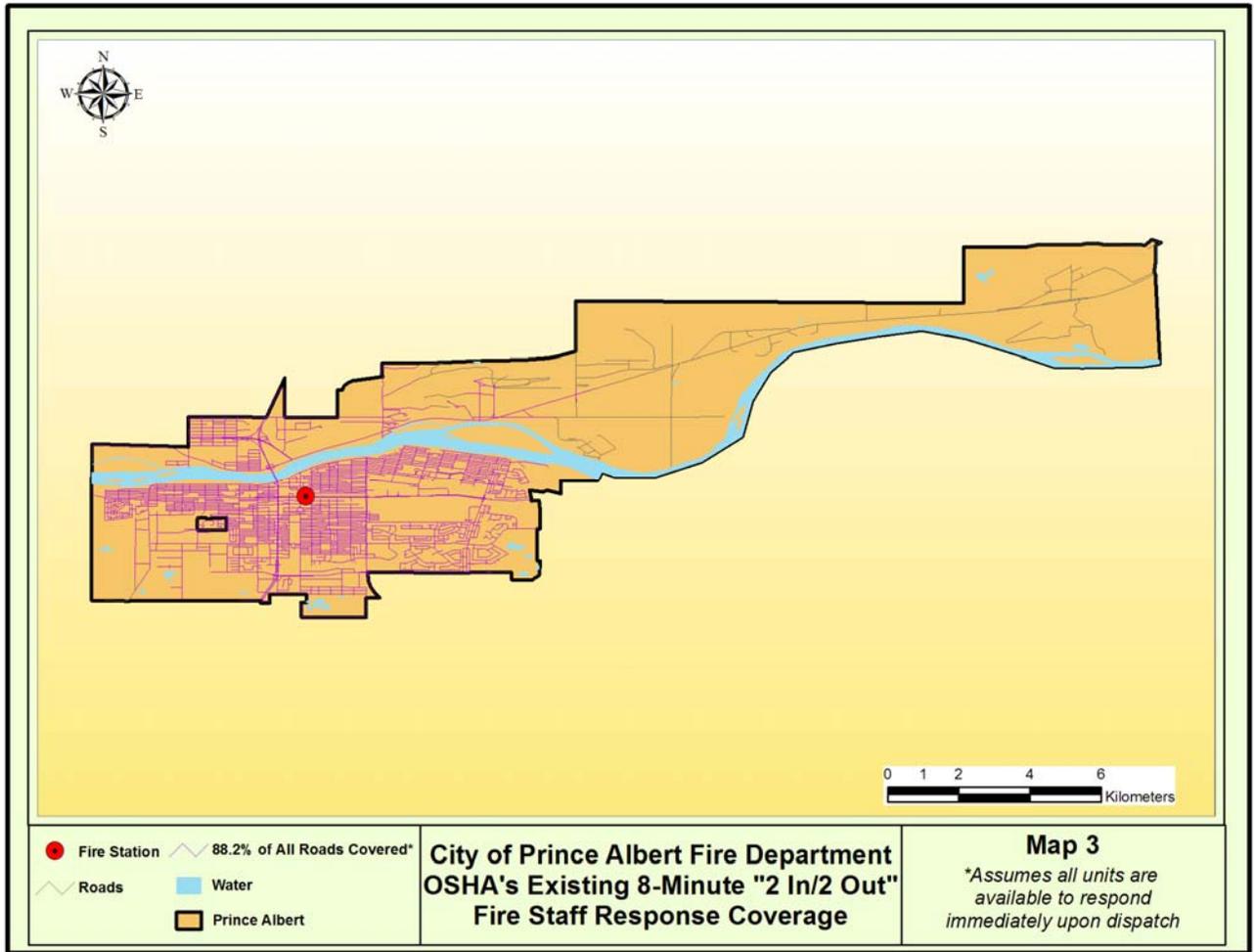
Any delay in the initiation of fire suppression and rescue operations translates directly into a proportional *increase* in expected property, life, and economic losses (reference “The Relationship between Fire Extension and Fire Loss,” Table 12, p. 72). It warrants emphasizing that if a structure has no automatic suppression or detection system, a more advanced fire may exist by the time the fire department is notified of the emergency and is able to respond. Fires of an extended duration weaken structural members, compromising the structural integrity of a building and forcing operations to shift from an offensive to defensive mode.<sup>78</sup> This mode will continue until enough resources can be amassed to then change to an aggressive, offensive attack.

---

<sup>77</sup> McManis Associates and John T. O’Hagan & Associates, Dallas Fire Department Staffing Level Study, (June 1984); pp. 1-2 and II-1 through II-7; Richard C. Morrison, Manning Levels for Engine and Ladder Companies in Small Fire Departments, (1990)

<sup>78</sup> According to the NFPA, “it’s important to realize that every 250 GPM stream applied to the building can add up to one ton per minute to the load the weakened structure is carrying.”

### MAP 3

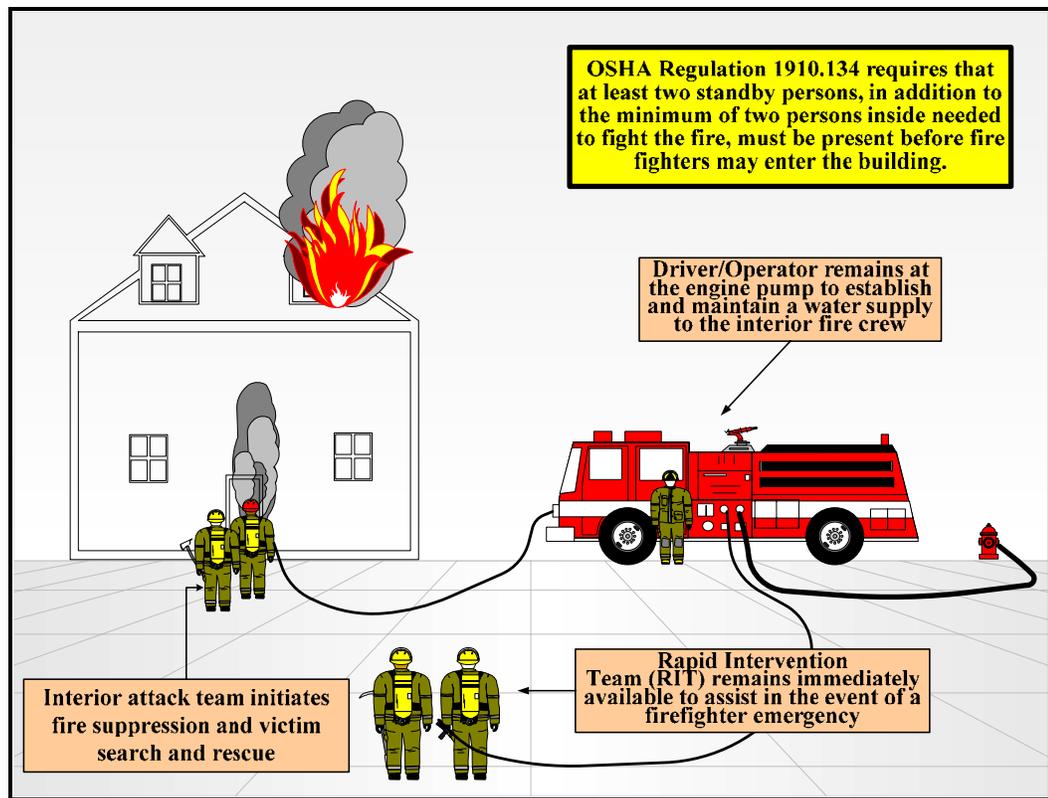


Map 3 indicates those areas where the City of Prince Albert Fire Department is currently capable of initiating *safe and effective* fire suppression and rescue operations, within 8 minutes, in accordance with the “2 In/2 Out” regulation. Under these conditions, it is predicted that **the Fire Department is capable of initiating fire suppression and rescue operations in accordance with the “2 In/2 Out” regulation on 88.2% all roads within 8 minutes, assuming all units are staffed at existing staffing levels and available to respond immediately upon dispatch.** The percentage of roads covered in this GIS analysis assumes the firefighters are in Emergency “2 In/2 Out” operations where the 4<sup>th</sup> firefighter is monitoring for potential rescue of trapped firefighters instead of monitoring uninterrupted water supply from the Engine.

## OSHA's "2 In/2 Out" Regulation

The "2 In/2 Out" policy is part of paragraph (g)(4) of OSHA's revised respiratory protection standard, 29 CFR 1910.134. The safety of fire fighters engaged in interior structural firefighting is the major focus of paragraph (g)(4) of the OSHA Respiratory Protection standard. OSHA's interpretation on requirements for the number of workers required being present when conducting operations in atmospheres that are immediately dangerous to life and health (IDLH) covers the number of persons who must be on the scene before firefighting personnel may initiate an interior attack on a structural fire. An interior structural fire (*an advanced fire that has spread inside of the building where high temperatures, "heat" and dense smoke are normally occurring*) would present an IDLH atmosphere and, therefore, require the use of respirators. In those cases, at least two standby persons, in addition to the minimum of two persons inside needed to fight the fire, must be present before fire fighters may enter the building.<sup>79, 80</sup> This requirement is mirrored in NFPA 1500, which states that "a rapid intervention team station consist of at least two members and station be available for rescue of a member or a team if the need arises. Once a second team is assigned or operating in the hazardous area, the incident station no longer be considered in the 'initial stage,' and at least one rapid intervention crew station be required."

FIGURE 10:  
"OSHA '2 IN/2 OUT' ILLUSTRATED"



<sup>79</sup> Under the NFPA standards relating to fire fighter safety and health, the incident commander may make exceptions to these rules if necessary to save lives. The Standard does not prohibit fire fighters from entering a burning structure to perform rescue operations when there is a "reasonable" belief that victims may be inside.

<sup>80</sup> Paula O. White, letter to Thomas N. Cooper, 1 November 1995 (OSHA)

Two of the most important elements in limiting fire spread are the quick arrival of sufficient numbers of personnel and equipment to attack and extinguish the fire as close to the point of origin as possible, as well as rescue any trapped occupants and care for the injured. Several existing National Fire Protection Association standards address this time-critical issue. NFPA 1500 states, “while members can be assigned and arrive at the scene of an incident in many different ways, it is strongly recommended that interior fire fighting operations not be conducted without an adequate number of qualified firefighters operating in companies under the supervision of company officers. **It is recommended that a minimum acceptable fire company staffing level should be four members responding on or arriving with each Engine and each ladder company responding to any type of fire.**” NFPA Standard 1710 further recommends that “fire companies whose primary functions are to Engine and deliver water and perform basic fire fighting at fires, including search and rescue... station be staffed with **a minimum of four on-duty personnel,**”<sup>81</sup> while “fire companies whose primary functions are to perform the variety of services associated with truck work, such as forcible entry, ventilation, search and rescue, aerial operations for water delivery and rescue, utility control, illumination, overhaul and salvage work... station [also] be staffed with **a minimum of four on-duty personnel.**”<sup>82</sup> For either fire suppression company, NFPA 1710 states that “in jurisdictions with tactical hazards, high hazard occupancies, high incident frequencies, geographical restrictions, or other pertinent factors as identified by the authority having jurisdiction, these companies station be staffed with a minimum of five or six on-duty members.”<sup>83</sup>

There exist a number of incidents in which the failure to follow “2 In/2 Out” procedures have contributed to fire fighter casualties. For example, in Lexington, Kentucky, one fire fighter died and a second was severely injured following a fire where Kentucky OSHA later cited the fire fighters’ employer for failing to utilize “2 In/2 Out” procedures. In a second case, two fire fighters died from smoke inhalation after being overcome by toxic fumes while fighting an accidental fire in Philadelphia, PA. Although two additional fire fighters were outside the home, both were engaged in support activities (hydrant hook-up and Engine operation), and neither was fully accountable for monitoring the interior personnel.

There also exist a number of success stories following the adoption of “2 In/2 Out” procedures. In Pittsburgh, PA, the Fire Department implemented an accountability and rescue system following a fatal fire. In one instance, four fire fighters who were performing an interior attack on an apartment building fire became disoriented and were trapped in the building. The standby personnel were able to initiate rescue operations promptly and, although the four interior fire fighters and two of the rescuers were injured, all survived.<sup>84</sup>

### **“2 In/2 Out,” Flashover, & Fire Department Operations:**

Only those structure fires located within a limited area, as depicted in Map 3, where a sufficient number of personnel arriving on appropriate apparatus can arrive at a common destination within 8 minutes, will receive the equipment and personnel required to initiate *safe* and *effective* fire suppression and rescue operations in accordance with the OSHA and NFPA guidelines outlined in this report. As the progression of a structural fire to the point of flashover generally

<sup>81</sup> NFPA 1710, § 5.2.2.1 and § 5.2.2.1.1

<sup>82</sup> NFPA 1710, § 5.2.2.2 and § 5.2.2.2.1

<sup>83</sup> NFPA 1710, § 5.2.2.1.2 and § 5.2.2.2.2

<sup>84</sup> John B. Miles, Jr., letter to J. Curtis Varone, Esq., 29 April 1998 (OSHA)

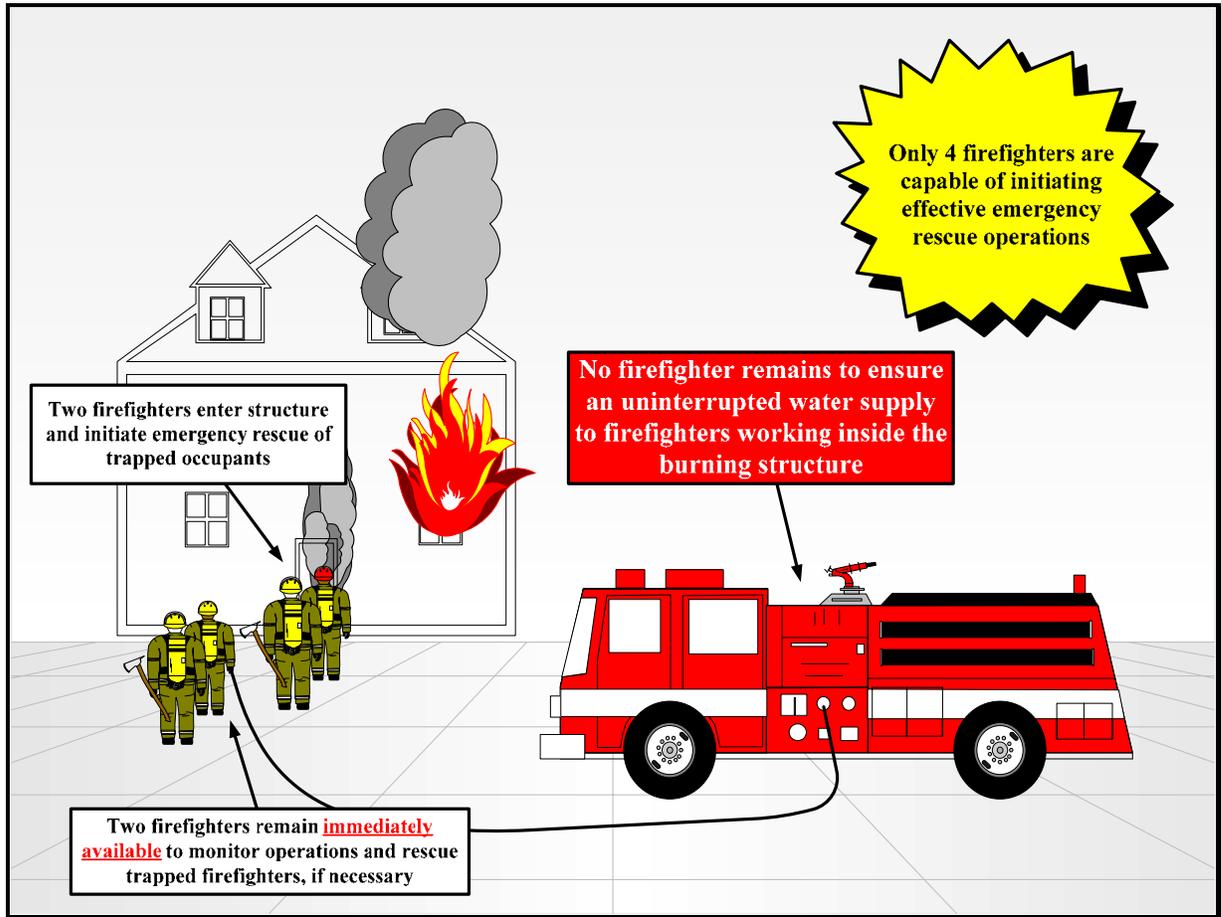
occurs within 10 minutes, it is predicted that those structure fires at the furthest reaches and beyond the extent of the 8-minute polygons indicated in Map 3 are *more likely* to continue to burn up to and beyond the point of flashover. Flashover is a critical stage of fire growth for two reasons. First, no unprotected living thing in a room where flashover occurs will survive and the chance of saving lives drops dramatically. Second, flashover creates a huge jump in the rate of combustion, and a significantly greater amount of water is needed to reduce the burning material below its ignition temperature. A post-flashover fire burns hotter and moves faster, requires more resources for fire attack, and compounds the problems of search and rescue, exposure protection, and containment.<sup>85</sup>

It warrants emphasizing that the ability of the Fire Department to assemble a sufficient number of firefighters to initiate “2 In/2 Out” fire suppression and rescue activities occurs *within* 8 minutes. It is very likely that the first-in company may arrive in significantly *less than* 8 minutes, and the second-in company may arrive closer to the 8-minute mark. This lag time between the arrival of units is significant in that if staffed with less than four fire fighters, fire companies are *completely* unable to perform fire and rescue operations in accordance with the “2 In/2 Out” regulation.

---

<sup>85</sup> The University of California at Davis Fire Department website; site visited April 2, 2004.  
< <http://fire.ucdavis.edu/ucdfire/UCDFDfiresuppression.htm> >

**FIGURE 11:  
 “EMERGENCY ‘2 IN/2 OUT’ OPERATIONS  
 WHEN FIRE COMPANIES ARE STAFFED WITH 4 FIREFIGHTERS”**



When confronted with occupants trapped in a burning structure and a single fire company is on scene, only a company staffed with four firefighters is able to initiate **emergency search and rescue operations in compliance with “2 In/2 Out” operations**. As indicated in the previous graphic, this requires the complete engagement of every fire fighter from the first-in fire company, staffed with four, to participate in the effort, and means that the driver-operator of the apparatus will not be able to tend to the Engine to ensure the delivery of water to the fire fighters performing the initial attack and search and rescue operations.

Regardless, when there exists an immediate threat to life, only a company of four fire fighters can initiate fire suppression and rescue operations in compliance with the “2 In/2 Out” regulation, and in a manner that minimizes the threat of personal injury. In all other instances with a four-person fire company (i.e., when there is not an immediate threat to life), the first-in company must wait until the arrival of the second-in unit to initiate safe and effective fire suppression and rescue operations. This condition underlines the importance and desirability of fire companies to be staffed with four firefighters, and stresses the benefit of four-person companies and their ability to save lives without having to wait for the second-in company to arrive.

## The CanOSHA “2 In/2 Out” Regulation

The safety of fire fighters engaged in interior structural firefighting is the major focus of the fire service’s “2 In/2 Out” policy. Section 489 of The Occupational Health and Safety Regulations, “Code of Practice for Fire Fighters, Part XXXII: Additional Protection for Fire Fighters” defines “2 In/2 Out” fire suppression as follows:

“Where fire fighters are required or permitted to engage in interior structural firefighting, an employer must ensure that:

- (a) The fire fighters work in teams; and
- (b) A suitably equipped rescue team is readily available outside the structure to rescue an endangered fire fighter if the fire fighter’s self-contained breathing apparatus (SCBA) fails or the fire fighter becomes incapacitated for any other reason.

Where the employer plans to engage fire fighters in interior structural firefighting, the employer is required to establish teams that include fire fighters and rescue teams. **This regulation requires that fire fighters do not enter a structure alone and that where fire fighters are operating within a structure, a team of suitably equipped fire fighters are readily available to perform rescue should a fire fighter, engaged in interior structural firefighting, become endangered or incapacitated during the emergency operation. A team must be available for rescue during interior structural firefighting operations and not otherwise engaged in any activities that limit their availability to effect a prompt rescue.**<sup>86, 87</sup>

These requirements are mirrored in NFPA 1500, which states that “a rapid intervention team station consist of at least two members and station be available for rescue of a member or a team if the need arises. Once a second team is assigned or operating in the hazardous area, the incident station no longer be considered in the ‘initial stage,’ and at least one rapid intervention crew station be required.”

Of paramount importance is the safety of those fire fighters working within this 10-minute pre-flashover time frame. Minimally, a crew of four is desired to make a safe initial attack on a fire, with a crew of two working inside the burning structure and a backup crew standing by outside to assist as necessary. This is known as the “2 In/2 Out” standard.<sup>88</sup>

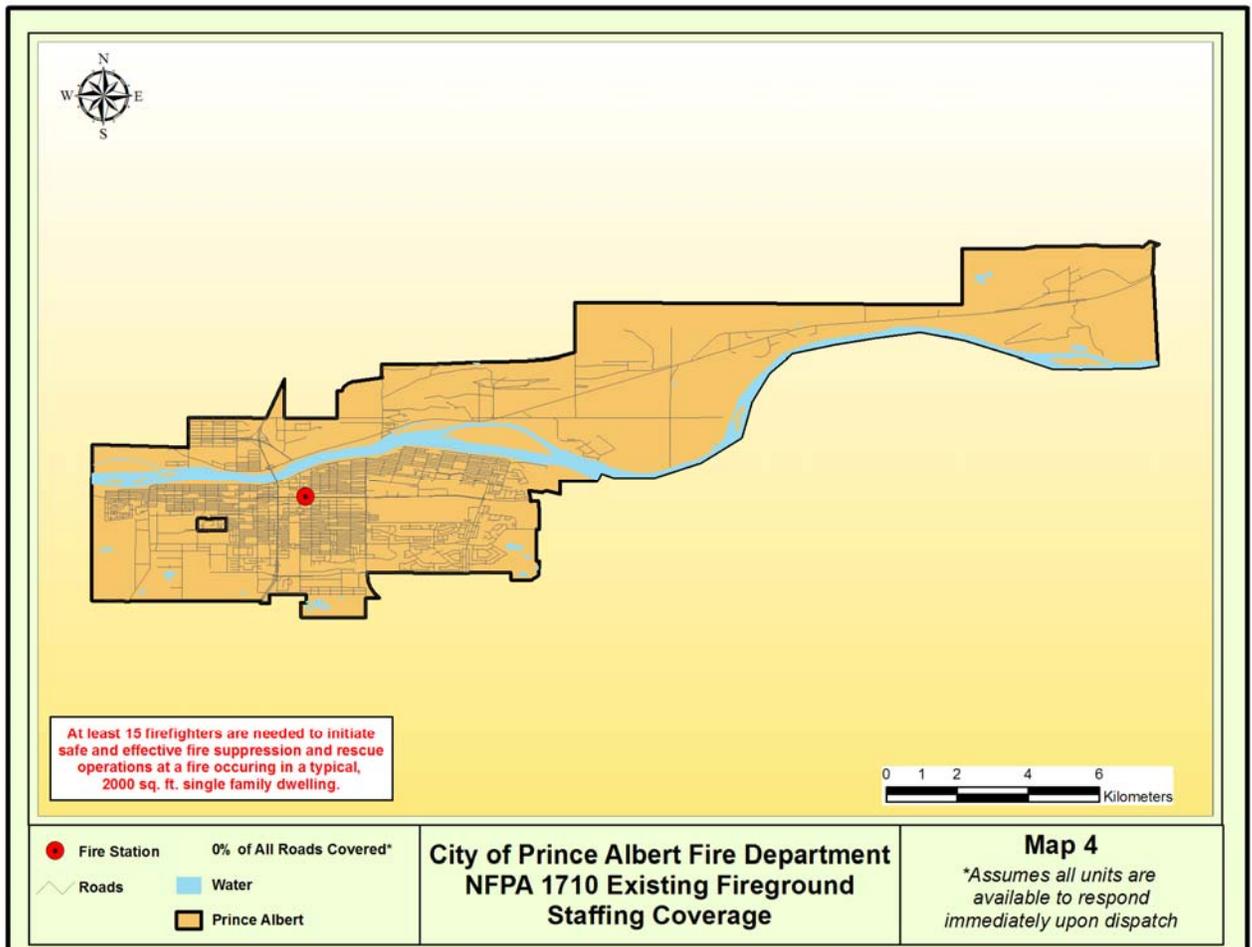
---

<sup>86</sup> “Code of Practice for Fire Fighters, Part XXXII: Additional Protection for Fire Fighters,” The Occupational Health and Safety Regulations, (1996).

<sup>87</sup> Under the NFPA standards relating to fire fighter safety and health, the incident commander may make exceptions to these rules if necessary to save lives. The Standard does not prohibit fire fighters from entering a burning structure to perform rescue operations when there is a “reasonable” belief that victims may be inside.

<sup>88</sup> U.S. Occupational Safety and Health Administration, 29 CFR 1910.134 and National Fire Protection Association, Standard 1500.

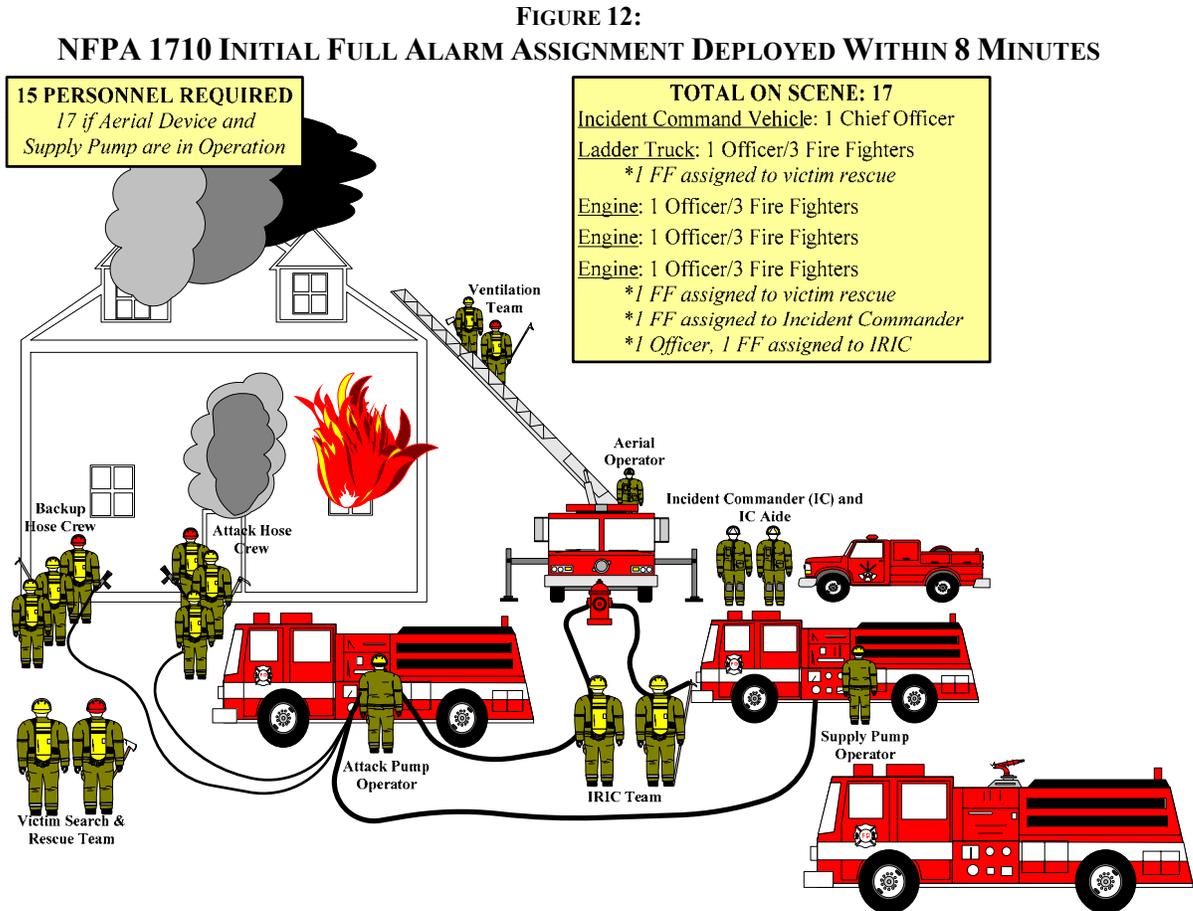
Map 4



Map 4 examines the ability of the City of Prince Albert Fire Department to respond to incidents with at least fifteen personnel according to the NFPA Standard within an 8-minute time frame. Utilizing all apparatus and personnel in all stations, it is predicted that **0% of all roads currently receive a sufficient number of fire suppression personnel within 8 minutes of receiving an alarm to comply with NFPA Standard 1710, assuming all units are fully staffed at existing staffing levels and available to respond immediately upon dispatch.**

Initial Full Alarm Assignment Capability, as outlined in NFPA Standard 1710, recommends that the “fire department station have the capability to deploy an initial full alarm assignment within an 8-minute response time to 90 percent of the incidents... [and that the] initial full alarm station provide for the following: a minimum of one individual dedicated to establishing incident command outside of the hazard area, assisted by an aide; establishment of an uninterrupted water supply, which station be maintained by an operator who station ensure uninterrupted water flow application; establishment of attack and backup lines, operated by a minimum of two personnel each to effectively and safely maintain the line; provision of one support person for each attack and backup line to provide hydrant hookup, assist in line lays, utility control, and forcible entry; a minimum of one search and rescue team, consisting of two personnel; a minimum of one ventilation team, consisting of two personnel; and establishment of an Initial Rapid Intervention Crew (IRIC), consisting of a minimum of two properly equipped

and trained personnel.”<sup>89</sup> This breakdown of the expected capabilities of a full alarm assignment, in compliance with NFPA Standard 1710, requires a minimum contingent of fifteen fire suppression personnel, including the Incident Commander (IC) and the IC’s aide<sup>90</sup>, to arrive at the scene of a structure fire within 8 minutes of receiving the alarm.<sup>91</sup>



<sup>89</sup> NFPA 1710, § 5.2.3.2.1 and § 5.2.3.2.2, (a) – (h)

<sup>90</sup> NFPA 1710, § 5.2.1.2.5

<sup>91</sup> It should be noted that a minimum on-scene contingent of seventeen fire suppression personnel are required by NFPA Standard 1710 when a second Engine and an aerial device are in operation at the incident scene.

**Assessing Fire Department Performance  
Based Upon NFPA 1710 Response Criteria:**

NFPA 1710 states that “the fire department’s fire suppression resources station be deployed to provide for the arrival of a Engine company within a 4-minute response time and/or the Initial Full Alarm assignment within an 8-minute response time to 90% of the incidents.”<sup>92</sup> Under the existing staffing and deployment configuration, and as indicated in Map 2, the City of Prince Albert Fire Department is capable of deploying Engine companies on 52.4% of all roads in the response jurisdiction within 4 minutes. Assessing fire department compliance with NFPA 1710 based upon the Standard’s 4-minute Engine company response criteria, it is evident that the Fire Department does not currently meet NFPA 1710 compliance. And as indicated in Map 4, the Fire Department is capable of deploying an Initial Full Alarm with at least fifteen firefighters on 0% of all roads in the response jurisdiction within 8 minutes. Hence, the Fire Department also does not meet compliance with NFPA 1710 when assessing fire department compliance based upon the Standard’s 8-minute Initial Alarm response criteria, as well.

TABLE 13:  
“ASSESSMENT OF FIRE DEPARTMENT COMPLIANCE WITH NFPA 1710”

SCENARIO	RESPONSE CAPABILITIES
NFPA 1710 Initial Full Alarm 8-minute Response Requirement	The arrival of an Engine company within 4-minutes <i>and/or</i> the Initial Full Alarm assignment within an 8-minute response time to 90% of the incidents
Existing Engine Company 4-minute Response Capabilities	52.4% of all roads covered within 4 minutes.
Existing NFPA 1710 Full Alarm 8-minute Response Capabilities (15+ personnel)	0% of all roads covered within 8 minutes

<sup>92</sup> NFPA 1710, Section 5.2.3.1.1

## **Fire Growth and the Importance of a Rapid Response To a Fire in a High-Rise Structure:**

A comprehensive study of adequate staffing and resources conducted by the Dallas Fire Department, one of the primary differences between a high-rise fire and those in other structures is the scale of the operation.<sup>93</sup> Whereas a residential structure could be two stories and thirty feet in height and occupy 2,000 square feet, a high-rise building can be multiple stories, hundreds of feet high, and cover several thousand square feet. Significantly affecting fire potential is the fire load, including office furniture, files and papers. Many, if not most, floors can be expected to have a significant load of computer and electronic equipment, adding to the fire load.

Several additional factors complicate fire suppression and rescue operations at the scene of a high-rise fire. Firefighters can be faced with an increased danger if the windows at the fire floor have vented, resulting in a “blow-torch” effect, and multiple victims of fire can be expected to become trapped or unaccounted for. Effective fire suppression and rescue operations under such conditions hinge upon the availability and reliability of building elevators. The Dallas Study illuminates the major issues associated with elevators in a high-rise fire as follows:

There are a limited number of elevator cars and the cars have limited capacity. Therefore, multiple trips must be made. To control elevator car movement, a firefighter must be assigned to operate the car manually. Elevator systems were never designed to operate in fire environments. The products of combustion, heat, and water can disrupt the elevator programming and cause the cars to move erratically. Inevitably, delays occur while waiting for, traveling in, loading, and unloading cars.<sup>94</sup>

Due to elevator unreliability, firefighters are often required to use the stairs. As previously mentioned, it is difficult to deliver fire fighters and equipment to the upper floors due to falling glass and debris, a lack of water, difficulty in ventilating the structure, and heavy smoke in the stairwells in which fire fighters are attempting to ascend while panicked occupants are attempting to descend.

A high-rise fire also presents logistical difficulties similar to those experienced in commercial structures. For example, when a firefighter depletes an air cylinder at the scene of a residential structure fire, it can be easily replaced at the incident scene, requiring little more than a return to the incident staging area where the cylinder can be easily and rapidly replaced. Conversely, in a high-rise structure it is impractical to return to the street level from an upper floor of the building to obtain tools and equipment, such as air cylinders for self-contained breathing apparatus (SCBA) and fire hose. Provision of sufficient personnel must be made to deliver these and other items to the locations in the building where they are needed.

A final distinction between a residential fire and that in a high-rise building is the time frame of the operation. As compared to a residential structure, “the relative inaccessibility of the high-rise building, the elevated location of the fire, the dependency on elevators, the larger size and number of potential fire areas, the greater exposure of occupants, the larger quantities of water required for control of the fire, and the more hostile fire environment all contribute to a more

---

<sup>93</sup> McManis Associates and John T. O’Hagan & Associates, Dallas Fire Department Staffing Level Study, (June 1984), V-1.

<sup>94</sup> McManis Associates et al., V-1.

prolonged operation which cannot be attacked with the same speed.”<sup>95</sup> Factors such as these require a greater number of firefighters to initiate safe and effective fire suppression and rescue operations.

### **Fire Growth and the Importance of a Rapid Response To a Fire in a Commercial (High Hazard) Structure:**

Fires in industrial and commercial areas pose unique and significant risks to fire fighters operating on the fire ground, and are some of the most difficult fires to control. Modern warehouses and storage occupancies are especially subject to rapidly developing fires of great intensity because complex configurations of storage are conducive to rapid fire spread, presenting numerous obstacles to fire suppression efforts. Additionally, windows with iron shutters- or buildings with no windows at all- hamper a fire department’s efforts to gain access to the building. If passageways are impassable, the fire can be reached only by streams operating through windows, and the opening of shutters may be a time-consuming operation.<sup>96, 97</sup>

The logistics of a commercial fire-fighting operation must not be underestimated. Even under ideal conditions, successfully fighting a fire requires large numbers of personnel and supplies. Physical demands on fire fighters due the building’s sheer size requires regular rotation of personnel out of the fire area for rest and rehabilitation.<sup>98</sup>

Other required supplies include air cylinders. Most self-contained breathing apparatus (SCBA) have only a 30-minute rating and probably last only half that long during strenuous fire-fighting operations. Fire fighters who must walk 300 feet into the building to the actual fire area may only be able to spend 5 to 7 minutes fighting the fire before they must replenish their air supply. Hence, pre-incident plans should contain provisions for assembling a large pool of trained personnel to assist in fire-fighting operations.<sup>99</sup>

---

<sup>95</sup> McManis Associates et al., V-2.

<sup>96</sup> Fire Chief’s Handbook, 4<sup>th</sup> ed., “Advanced Fire Fighting,” (Saddle Brook, N.J., 1987) 498.

<sup>97</sup> National Fire Protection Association, Warehouse Operations, Fire Protection Handbook, 18<sup>th</sup> ed. (Quincy, MA: NFPA, 1997) § 9-110

<sup>98</sup> National Fire Protection Association, Warehouse Operations, Fire Protection Handbook, 18<sup>th</sup> ed. (Quincy, MA: NFPA, 1997) § 9-114

<sup>99</sup> *Ibid.*



**IDENTIFICATION OF  
EMERGENCY RESPONSE  
CAPABILITIES PURSUANT TO  
PROPOSED STATION  
LOCATIONS**



## SUMMARY

The City of Prince Albert Fire Department is currently examining adding an additional fire station at least at one of two possible locations. One of the proposed fire stations would be built in the southeastern area of Prince Albert. A second fire station would be built in the southwestern area of the city.

A minimum of four firefighters from each shift from the existing house will move over to the new fire house location leaving four firefighters and a Battalion Chief (who is the dedicated incident commander) at the present fire station location. This will require at a minimum, the City of Prince Albert Fire Department to hire four additional firefighters for one firefighter per shift. The fire department will also move over an existing Engine apparatus and possibly a Rescue unit to the new house location. The minimum personnel on staff for each shift would increase by one for a total minimum staff of eight firefighters and one Battalion Chief. The existing fire station would staff four fighters for the primary Engine plus the Battalion Chief. Four firefighters would staff the Engine Company at the new fire station. Additional apparatus would not be added to the overall fire department operations at this time, however at maximum staffing it would be possible to staff a Rescue apparatus.

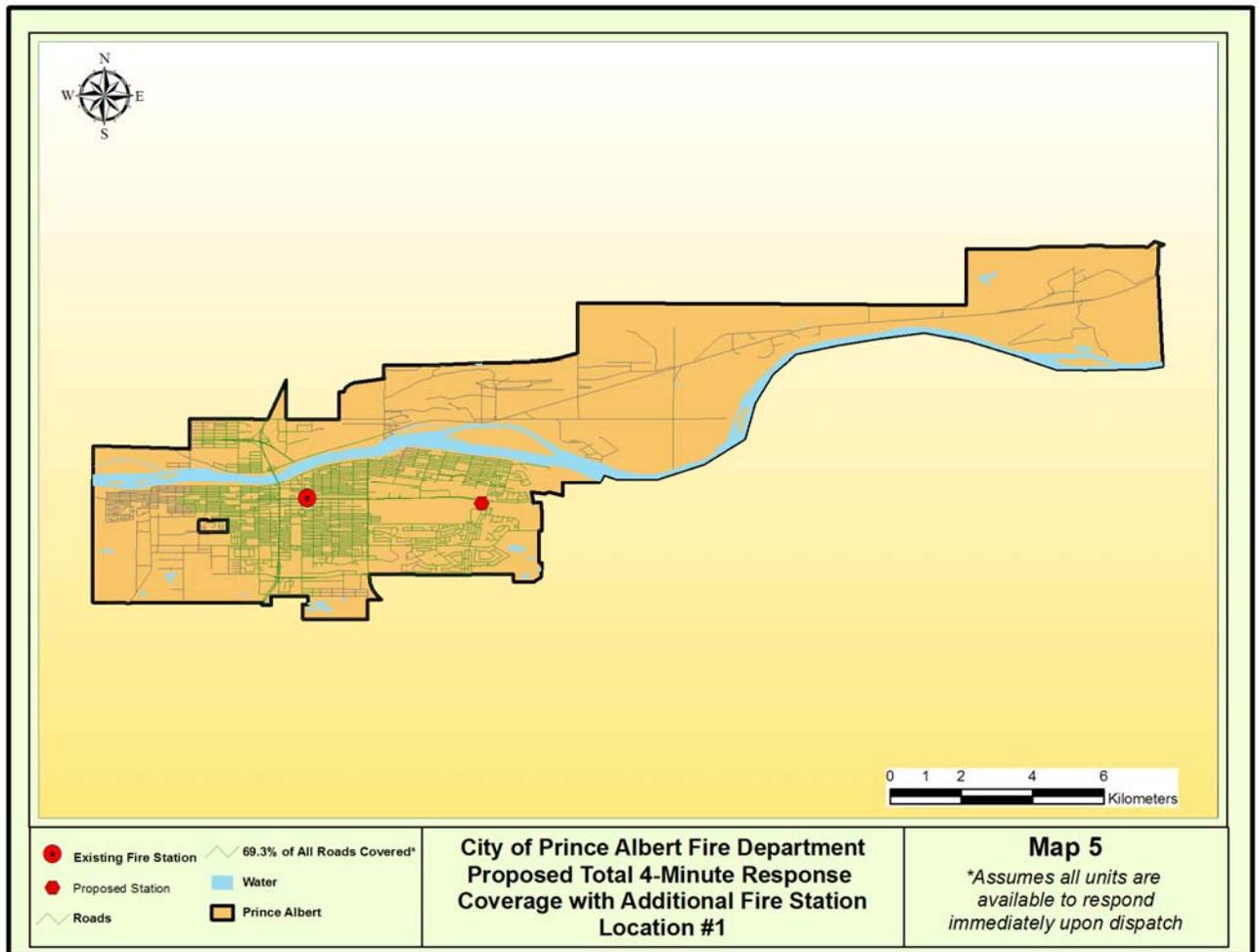
The following maps will analyze the additional road coverage from the existing fire house along with the proposed fire house located at the southeast area of Prince Albert. For mapping purposes only, the additional fire station is identified as “Proposed Station Location #1”.

**TABLE 14:  
“PROPOSED STATION LOCATIONS & MINIMUM DEPLOYMENT CONFIGURATION”**

<b>STATION</b>	<b>ADDRESS</b>	<b>APPARATUS</b>	<b>MINIMUM PERSONNEL</b>
Station 1	76 15 <sup>th</sup> St East	Ladder 16 Engine 11 Tanker 19 Command 21 Boats Mini Engine Utility 18 Rescue 28	4 FF Cross-staffed Cross-staffed Cross-staffed Cross-staffed Cross-staffed 1 Battalion Chief
Proposed Station 1 (PS1)	1705 15 <sup>th</sup> Ave E	Engine 14 Rescue 12 Utility 24	4 FF Cross-staffed Cross-staffed

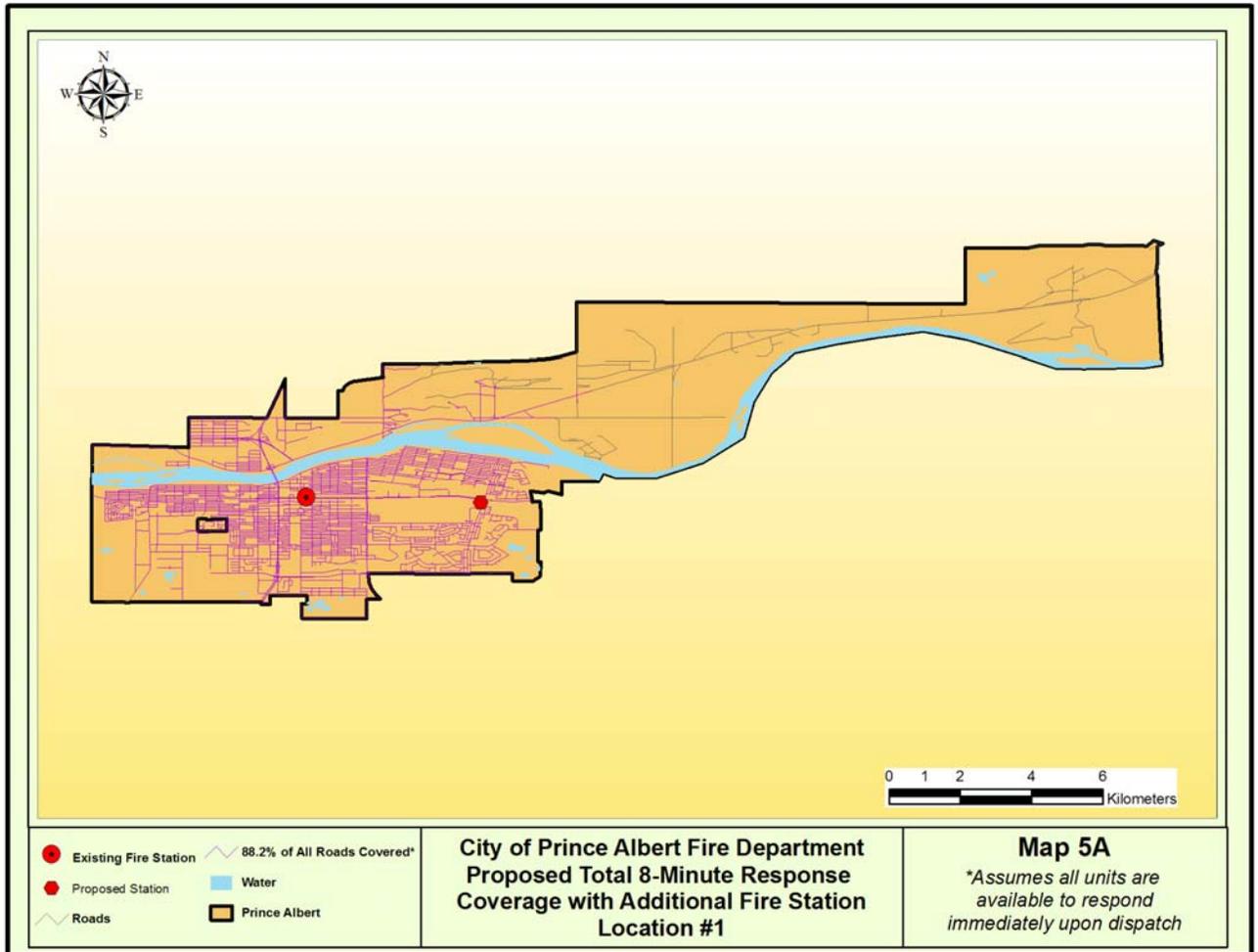
*Proposed Minimum On-duty Staffing: 8 firefighters and 1 Battalion Chief*

## MAP 5



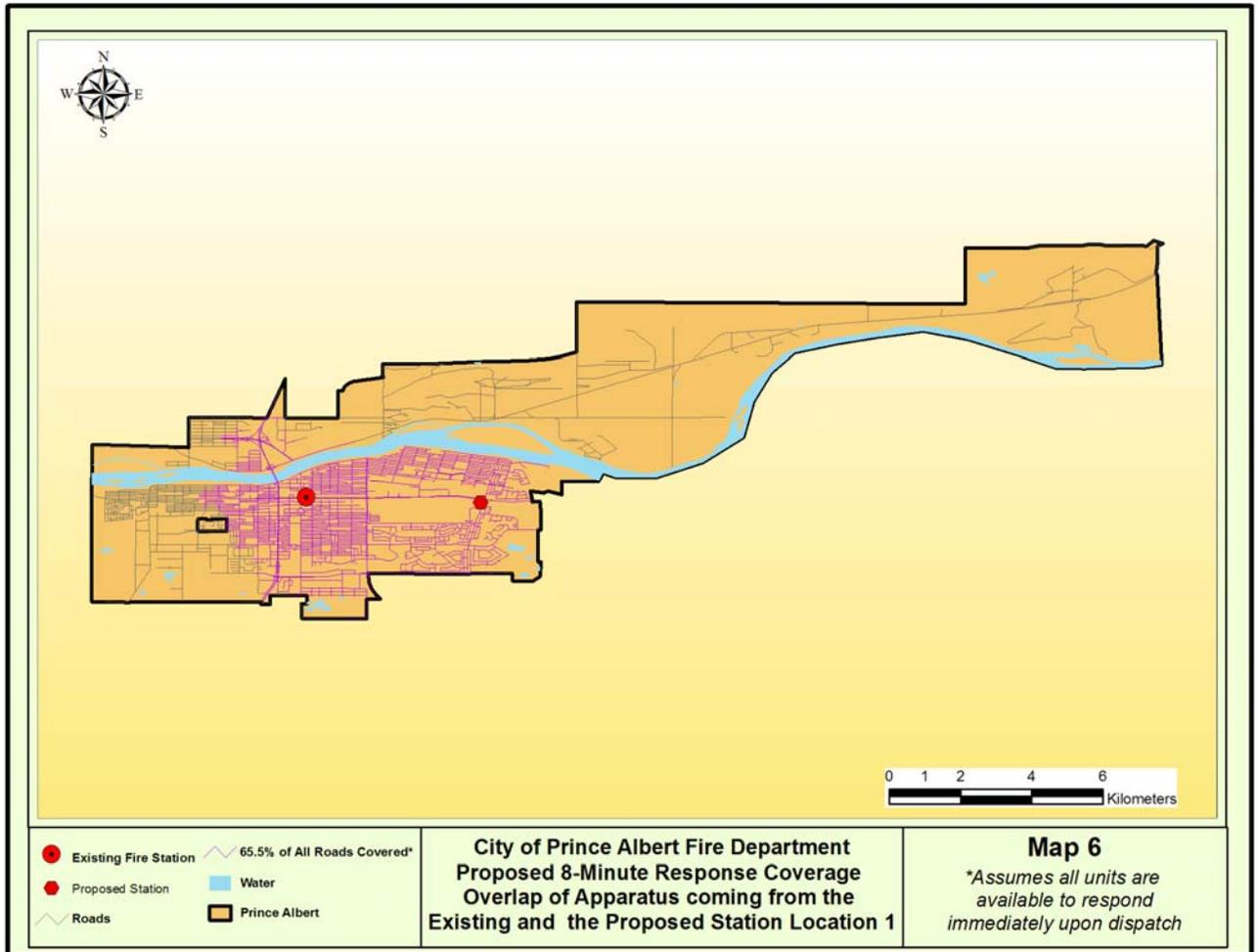
Map 5 indicates the existing 4-minute response capability for apparatus and personnel responding from the existing fire station along with the proposed fire station #1. Currently, any personnel and apparatus that deploy from these stations would be capable of responding to **69.3% of all roads located within the response jurisdiction in 4 minutes or less, assuming all units are available to respond immediately upon dispatch.** The unavailability of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## MAP 5A



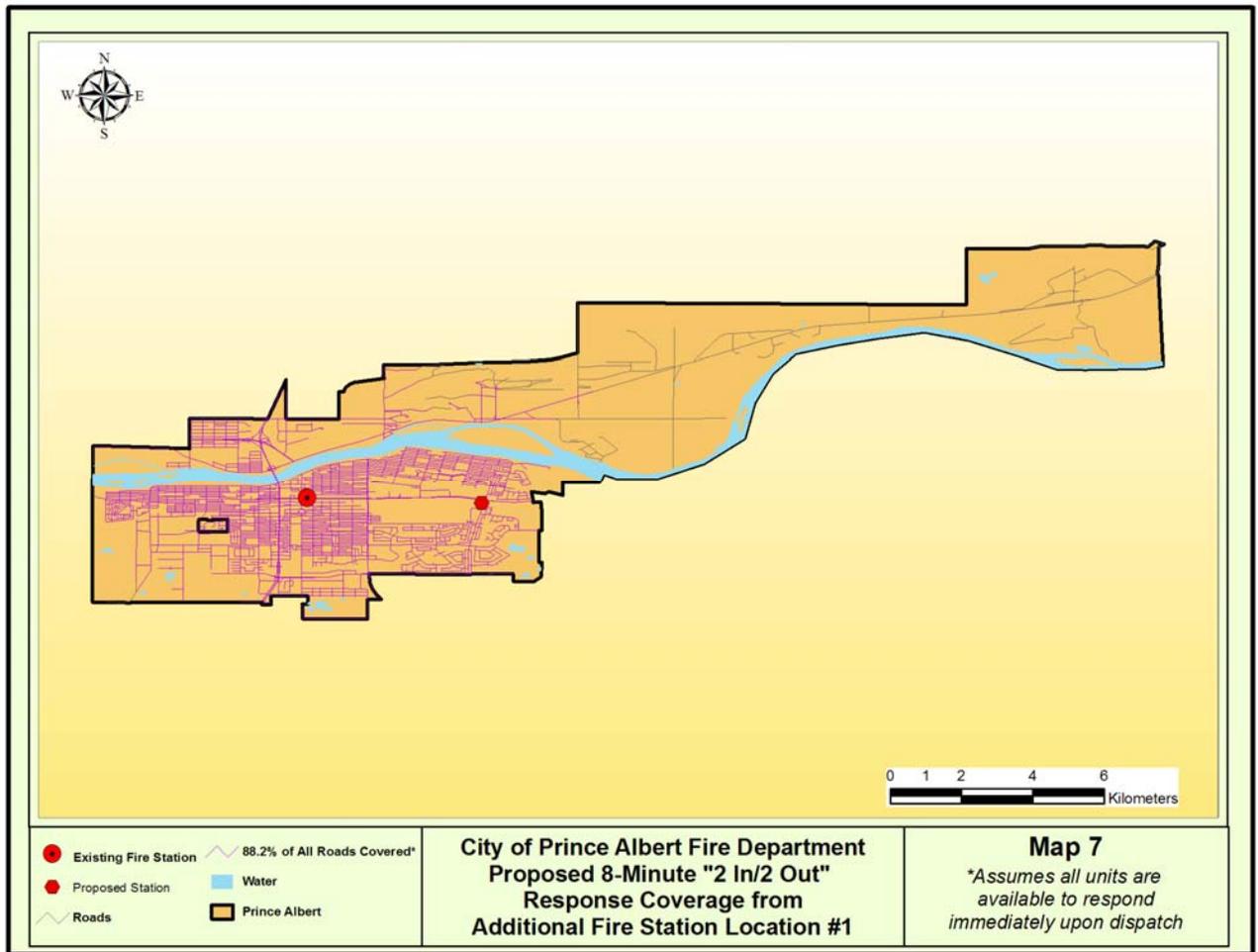
Map 5A indicates the existing 8-minute response capability for apparatus and personnel responding from the existing fire station along with the proposed fire station #1. Currently, any personnel and apparatus that deploy from these stations would be capable of responding to **88.2% all roads located within the response jurisdiction in 8 minutes or less, assuming all units are available to respond immediately upon dispatch.** The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## MAP 6



Map 6 indicates the existing 8-minute response capability for simultaneous apparatus and personnel responding from the existing fire station along with the additional fire station #1. The Prince Albert Fire Department currently has only 2 Engine apparatus, and the proposed restructure will put one Engine in each fire station, therefore, each Engine company is split in two different Stations. Map 6 depicts where the two Engine apparatus can converge along with any other apparatus for an alarm assignment. Personnel and apparatus that deploy from these stations would be capable of responding to **65.5% of all roads located within the response jurisdiction in 8 minutes or less, assuming all units are available to respond immediately upon dispatch.** The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## MAP 7



Map 7 indicates those areas where the City of Prince Albert Fire Department would be capable of initiating *safe* and *effective* fire suppression and rescue operations, within 8 minutes, in accordance with the “2 In/2 Out” regulation with the existing station and proposed station #1. Under these conditions, it is predicted that **the Fire Department would be capable of initiating fire suppression and rescue operations in accordance with the “2 In/2 Out” regulation on 88.2% all roads within 8 minutes, assuming all units are staffed with a minimum of four fighters and are available to respond immediately upon dispatch.** The percentage of roads covered in this GIS analysis assumes the firefighters are in Emergency “2 In/2 Out” operations where the 4<sup>th</sup> firefighter is monitoring for potential rescue of trapped firefighters instead of monitoring uninterrupted water supply from the Engine. Under the proposed staffing changes, each Fire House will staff 4 fire fighters; therefore the response coverage is equal to the 8-minute response coverage. Each Engine company could perform emergency “2 In/2 Out” operations from the proposed staff changes.

**TABLE 15:  
 “COMPARISON OF RESPONSE COVERAGE PURSUANT  
 TO THE ADDITION OF PROPOSED STATION LOCATION #1”**

<b>SCENARIO</b>	<b>RESPONSE</b>	<b>SCENARIO</b>	<b>RESPONSE</b>	<b>% Change</b>
<b>Existing 4-Minute Coverage</b>	<b>52.4%</b>	<b>Proposed 4-Minute Coverage</b>	<b>69.3%</b>	<b>+ 16.9%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed 8-Minute Coverage</b>	<b>88.2%</b>	<b>No Change</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed Apparatus Overlap Coverage</b>	<b>65.5%</b>	<b>-22.7%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed “2 In/2 Out” Coverage</b>	<b>88.2%</b>	<b>No Change</b>

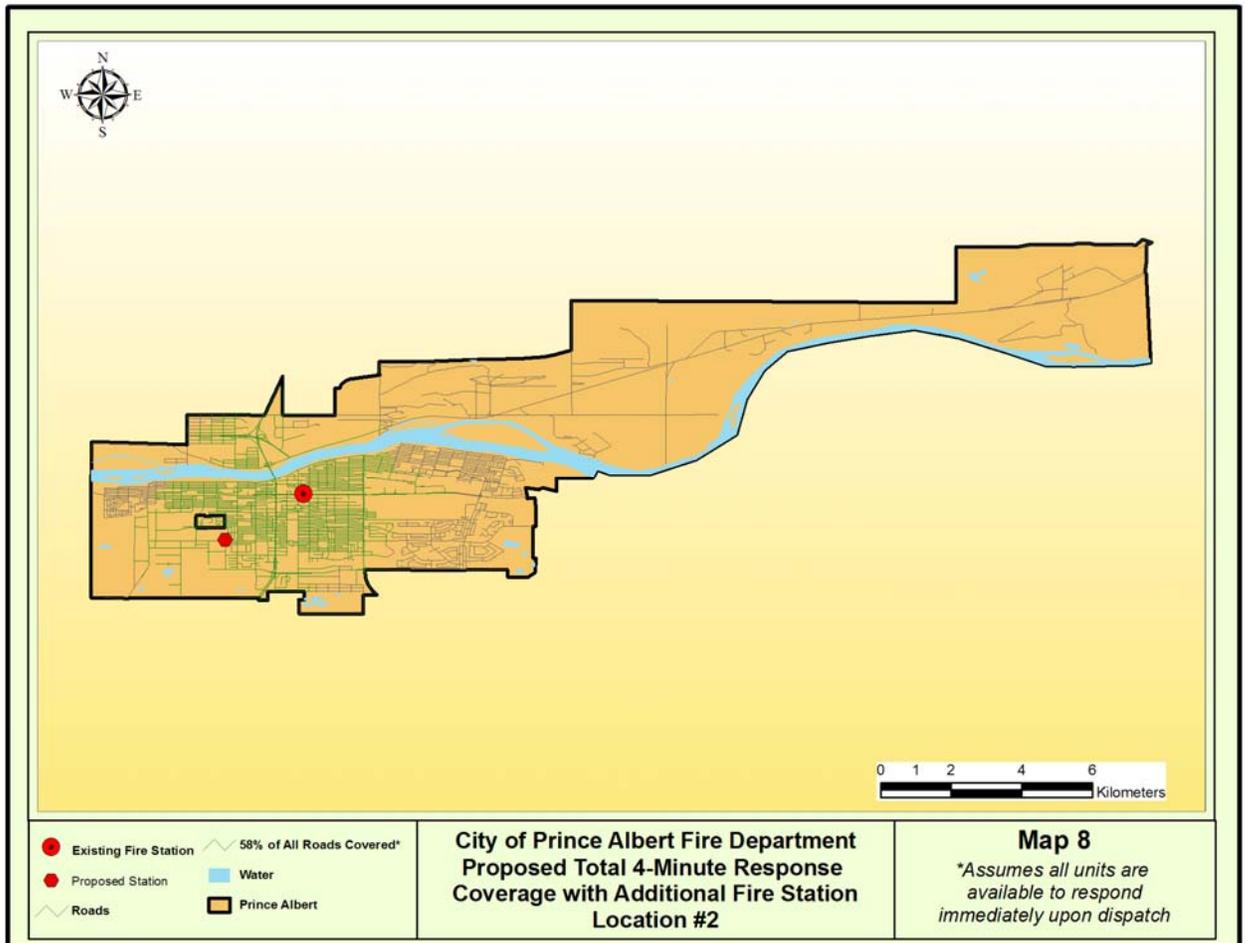
The following maps will analyze the road coverage from the existing fire station along with the proposed fire station located at the southwest area of Prince Albert. For mapping purposes only, the additional fire station is identified as “Proposed Fire Station Location #2”.

**TABLE 16:  
“PROPOSED STATION LOCATIONS & MINIMUM DEPLOYMENT CONFIGURATION”**

<b>STATION</b>	<b>ADDRESS</b>	<b>APPARATUS</b>	<b>MINIMUM PERSONNEL</b>
Station 1	76 15 <sup>th</sup> St East	Ladder 16 Engine 11 Tanker 19 Command 21 Boats Mini Engine Utility Rescue 28	4 FF Cross-staffed Cross-staffed Cross-staffed Cross-staffed Cross-staffed 1 Battalion Chief
Proposed Station 2 (PS2)	702 28 <sup>th</sup> St West	Engine 14 Rescue 12 Utility 24	4 FF Cross-staffed Cross-staffed

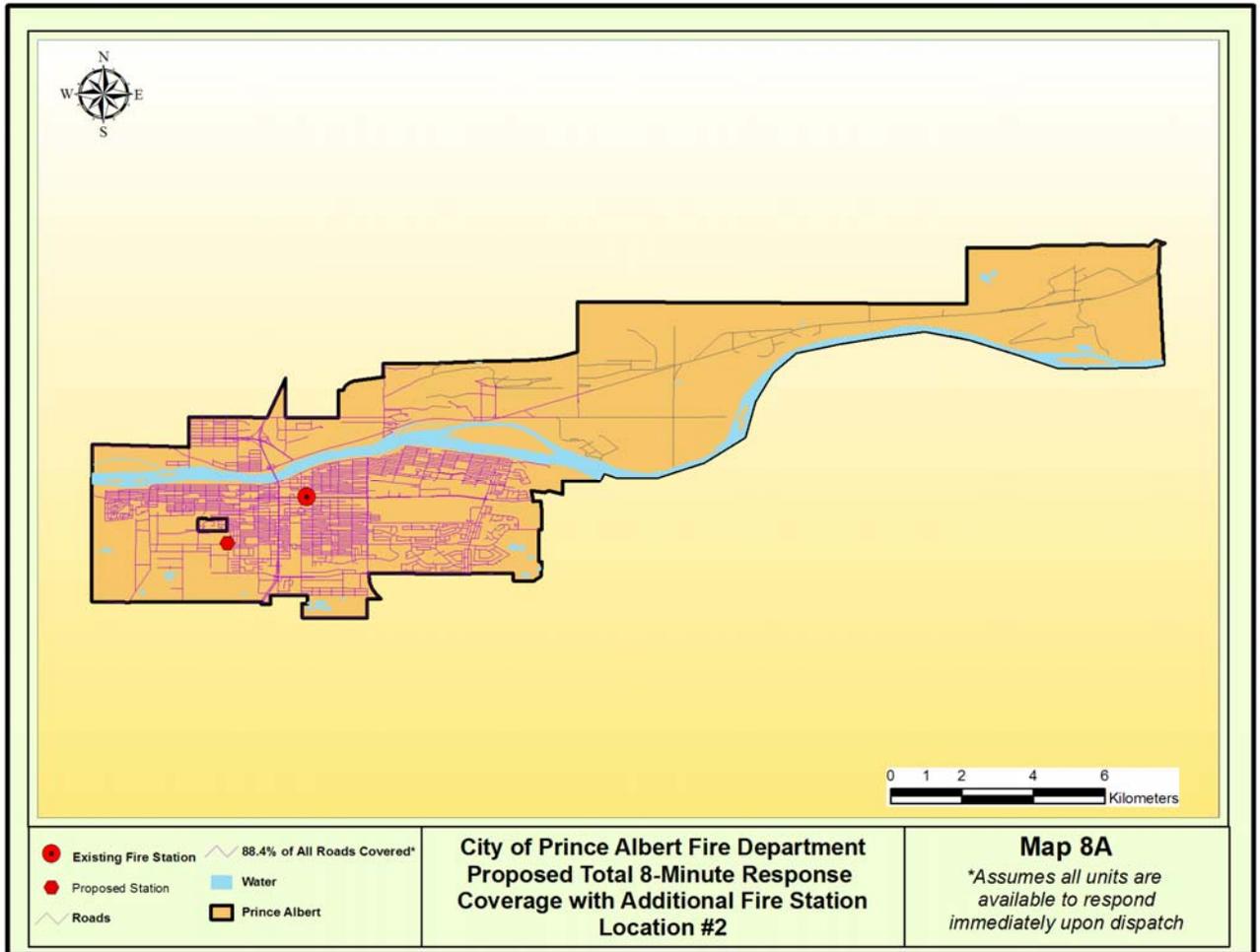
*Proposed Minimum On-duty Staffing: 8 firefighters and 1 Battalion Chief*

## MAP 8



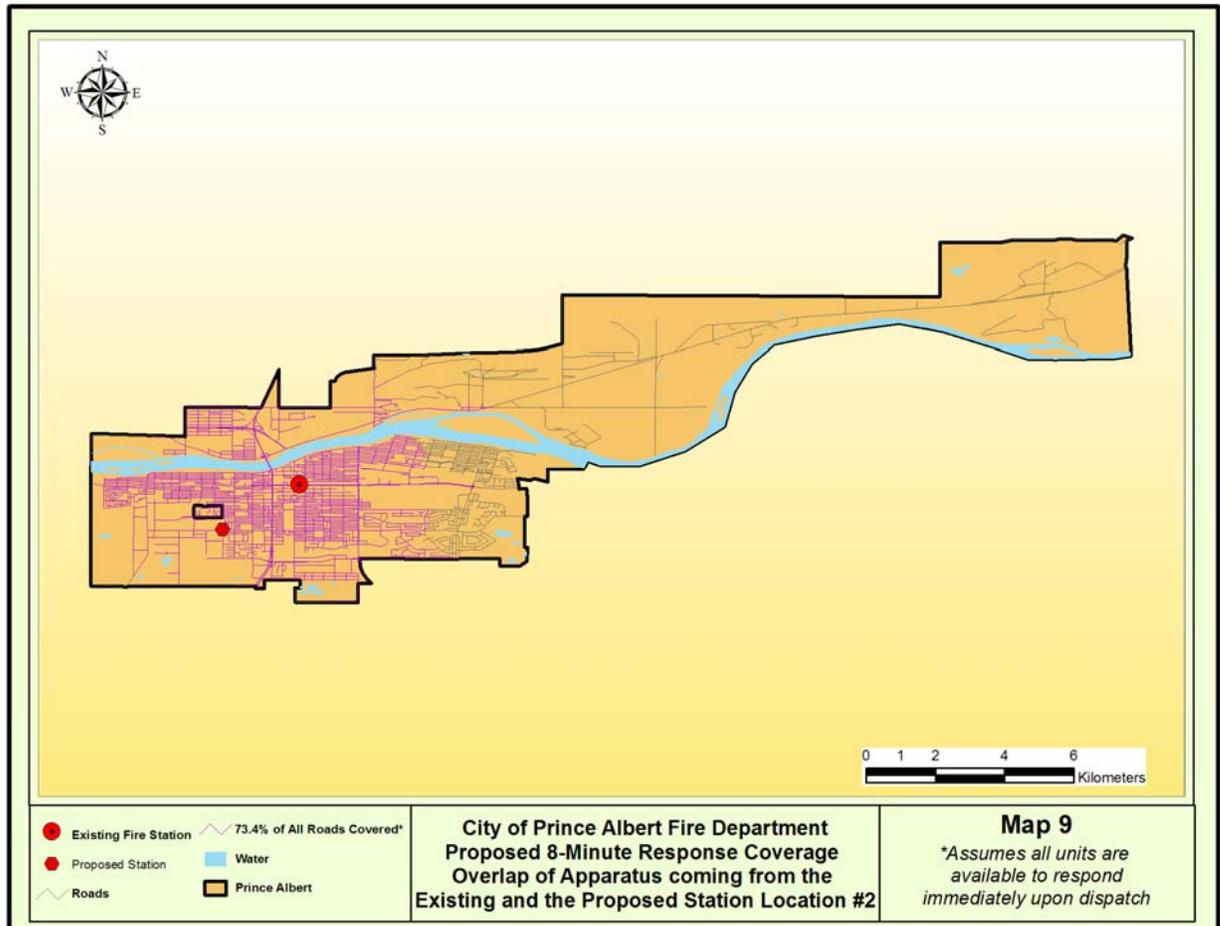
Map 8 indicates the existing 4-minute response capability for apparatus and personnel responding from the existing fire station along with the proposed fire station #2. Currently, any personnel and apparatus that deploy from these stations would be capable of responding to **58% of all roads located within the response jurisdiction in 4 minutes or less, assuming all units are available to respond immediately upon dispatch.** The unavailability of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response.

## MAP 8A



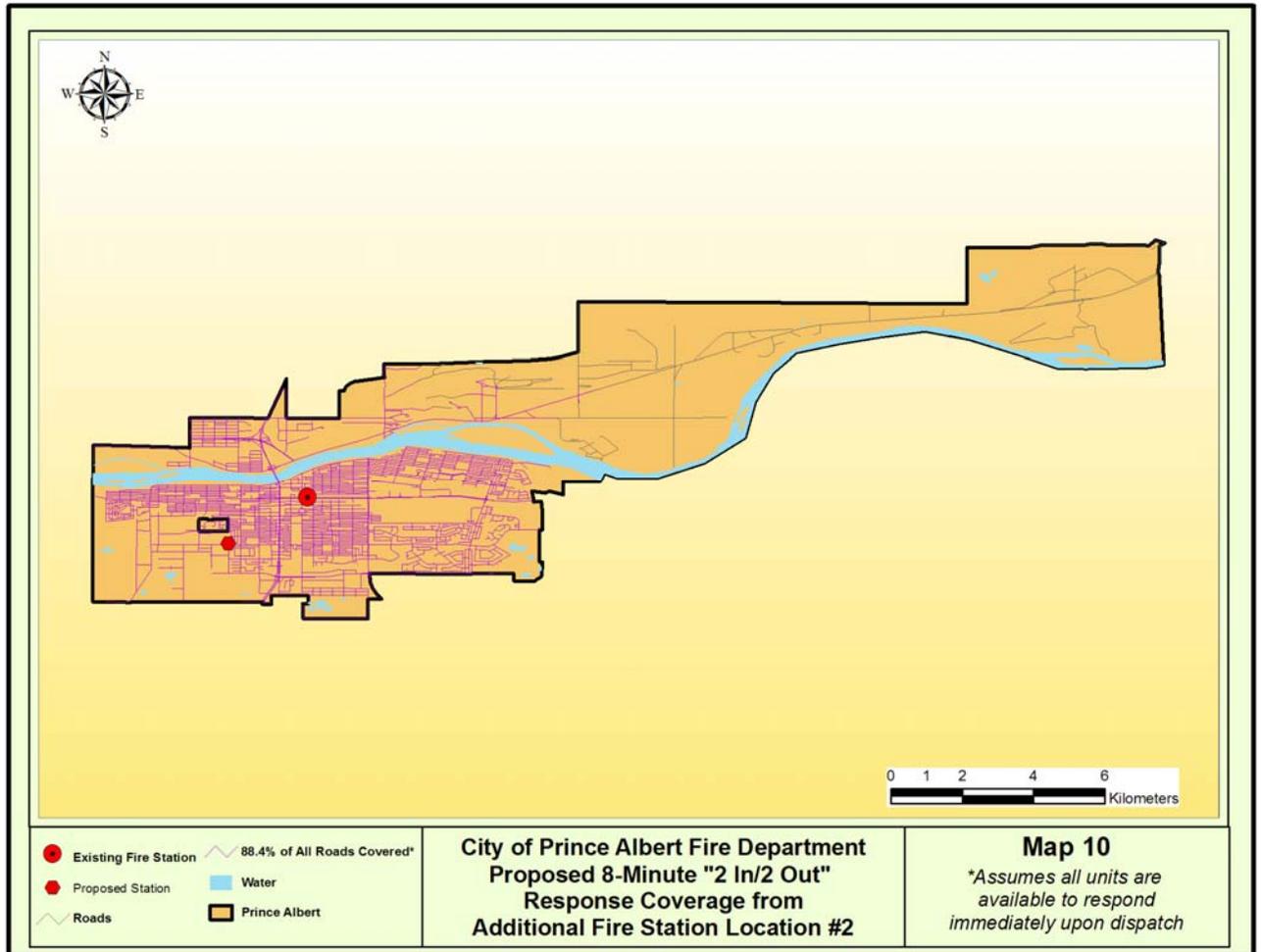
Map 8A indicates the existing 8-minute response capability for apparatus and personnel responding from the existing fire station along with the proposed fire station #2. Currently, any personnel and apparatus that deploy from these stations would be capable of responding to **88.4% all roads located within the response jurisdiction in 8 minutes or less, assuming all units are available to respond immediately upon dispatch.** The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## MAP 9



Map 9 indicates the existing 8-minute response capability for simultaneous apparatus and personnel responding from the existing fire station along with the proposed fire station #2. Existing alarm assignments require only one of any apparatus with the exception of Engines. Some alarm assignments require 2 Engine apparatus. The Prince Albert Fire Department currently has only 2 Engine apparatus, and the proposed restructure will put one Engine in each fire station, therefore, each Engine company is split in two different stations. Map 9 depicts where the two Engine apparatus can converge along with any other apparatus for an alarm assignment. Personnel and apparatus that deploy from these stations would be capable of responding to **73.4% of all roads located within the response jurisdiction in 8 minutes or less, assuming all units are available to respond immediately upon dispatch.** The unavailability of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## MAP 10



Map 10 indicates those areas where the City of Prince Albert Fire Department would be capable of initiating *safe* and *effective* fire suppression and rescue operations, within 8 minutes, in accordance with the “2 In/2 Out” regulation with the existing station and proposed station #2. Under these conditions, it is predicted that **the Fire Department would be capable of initiating fire suppression and rescue operations in accordance with the “2 In/2 Out” regulation on 88.2% all roads within 8 minutes, assuming all units are staffed at existing staffing levels and available to respond immediately upon dispatch.** The percentage of roads covered in this GIS analysis assumes the firefighters are in Emergency “2 In/2 Out” operations where the 4<sup>th</sup> firefighter is monitoring for potential rescue of trapped firefighters instead of monitoring uninterrupted water supply from the Engine. Under the proposed staffing changes, each Fire House will staff 4 fire fighters; therefore the response coverage is equal to the 8-minute response coverage. Each Engine company could perform emergency “2 In/2 Out” operations with the proposed staff changes.

**TABLE 17:  
 “COMPARISON OF RESPONSE COVERAGE PURSUANT  
 TO THE ADDITION OF PROPOSED STATION LOCATION #2”**

<b>SCENARIO</b>	<b>RESPONSE</b>	<b>SCENARIO</b>	<b>RESPONSE</b>	<b>% Change</b>
<b>Existing 4-Minute Coverage</b>	<b>52.4%</b>	<b>Proposed 4-Minute Coverage</b>	<b>58%</b>	<b>+ 5.6%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed 8-Minute Coverage</b>	<b>88.4%</b>	<b>+0.2%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed Apparatus Overlap Coverage</b>	<b>73.4%</b>	<b>--14.8%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed “2 In/2 Out” Coverage</b>	<b>88.4%</b>	<b>+0.2%</b>

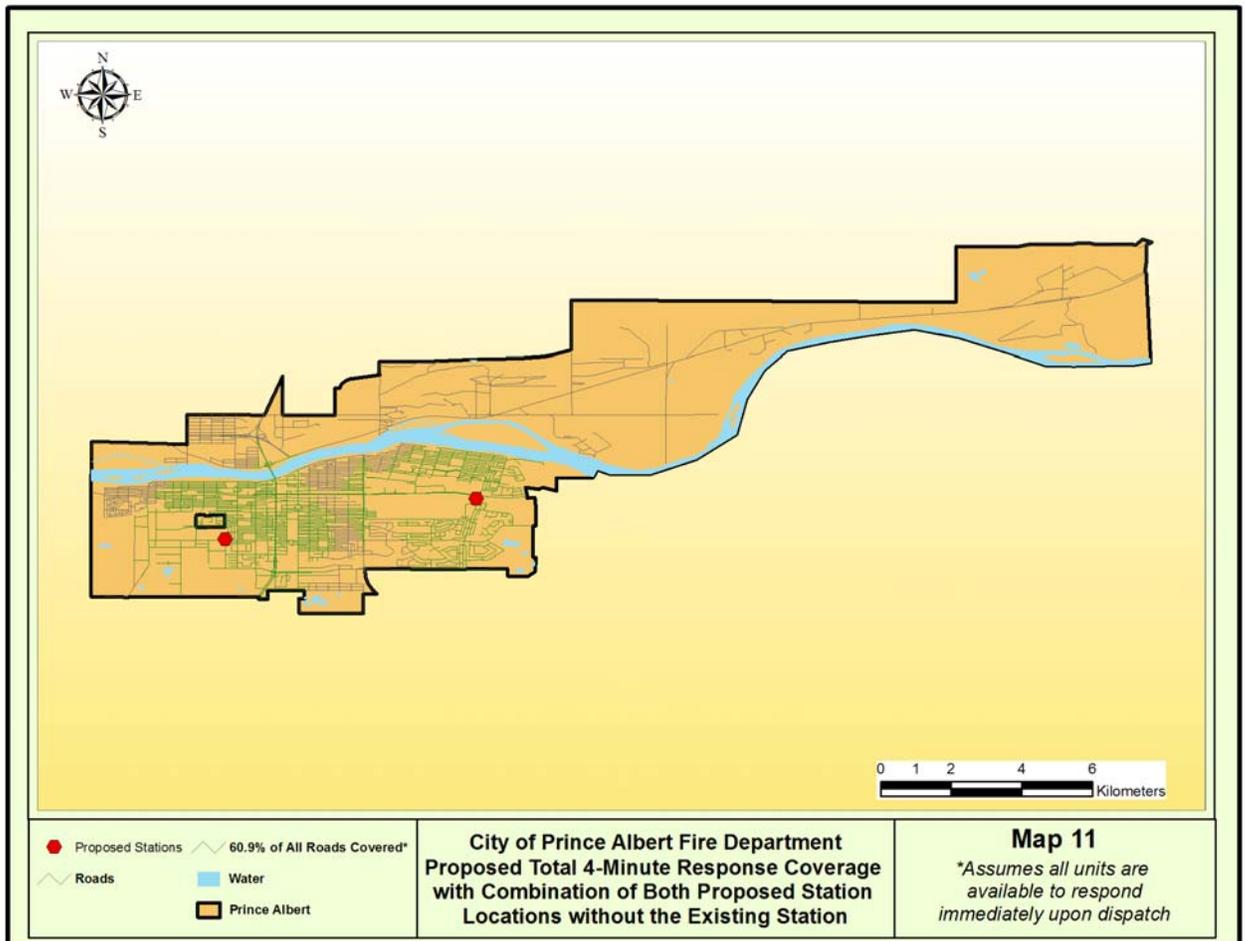
The following maps will analyze the road coverage from the proposed fire station locations located at the southwest and southeast area of Prince Albert and removing the existing fire station.

**TABLE 18:  
“PROPOSED STATION LOCATIONS & MINIMUM DEPLOYMENT CONFIGURATION”**

<b>STATION</b>	<b>ADDRESS</b>	<b>APPARATUS</b>	<b>MINIMUM PERSONNEL</b>
Proposed Station 1 (PS1)	1705 15 <sup>th</sup> Ave East	Ladder 16 Engine 11 Tanker 19 Command 21 Boats Mini Engine Utility Rescue 28	4 FF Cross-staffed Cross-staffed Cross-staffed Cross-staffed Cross-staffed 1 Battalion Chief
Proposed Station 2 (PS2)	702 28 <sup>th</sup> St West	Engine 14 Rescue 12 Utility 24	4 FF Cross-staffed Cross-staffed

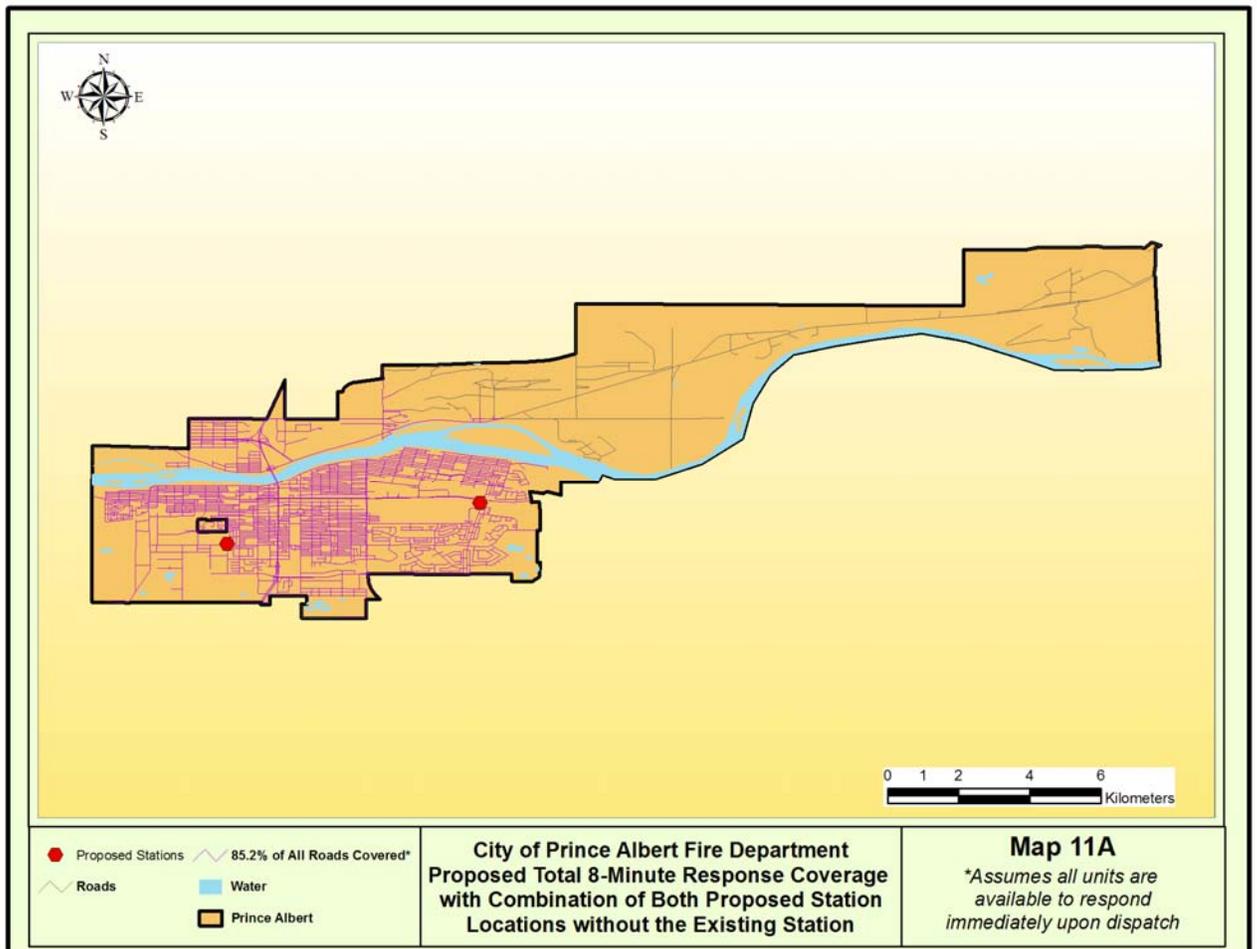
*Proposed Minimum On-duty Staffing: 8 firefighters and 1 Battalion Chief*

## MAP 11



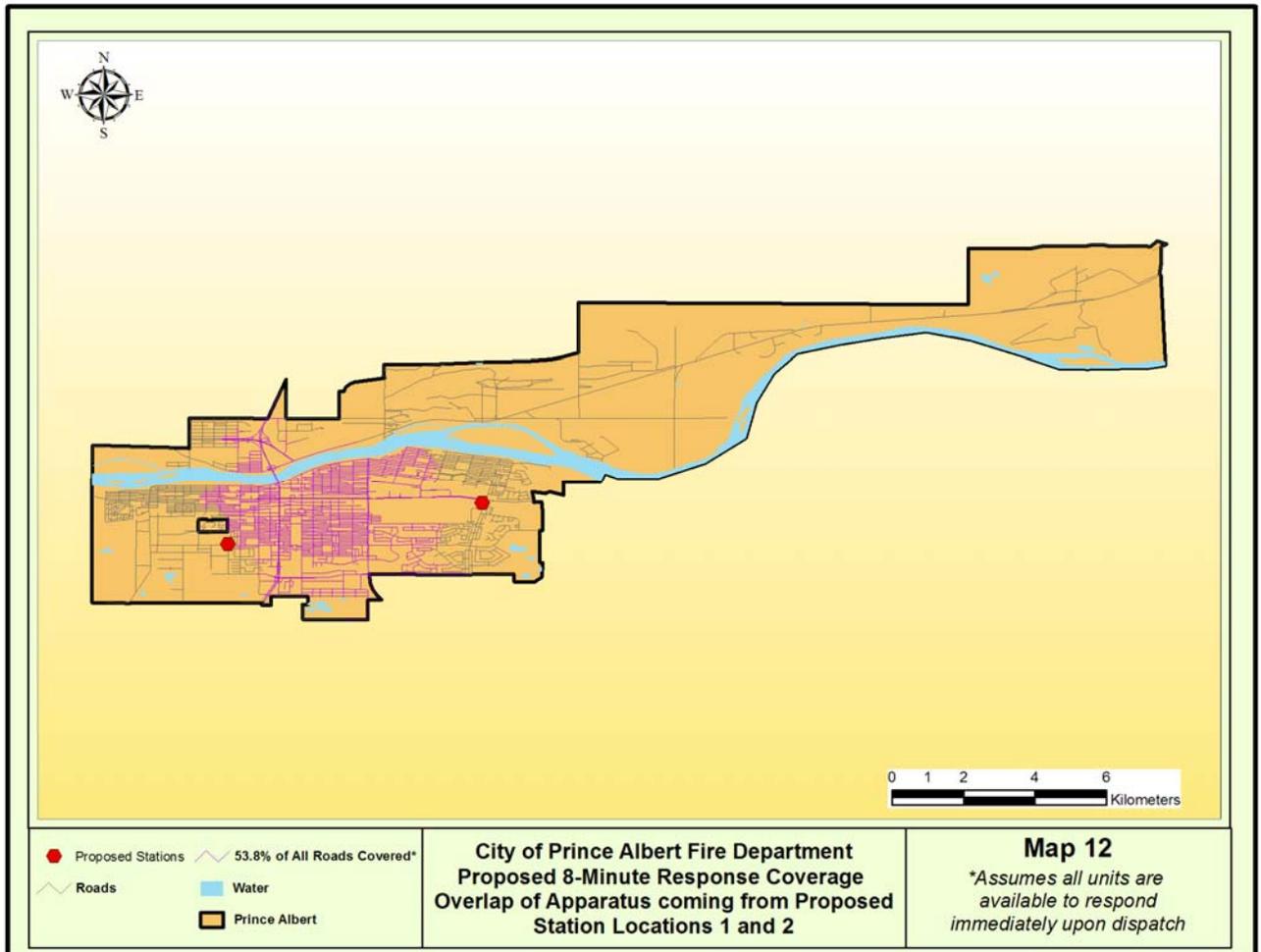
Map 11 indicates the existing 4-minute response capability for apparatus and personnel responding from only the proposed station locations #1 and #2. Under proposed conditions, any personnel and apparatus that deploy from the proposed station locations would be capable of responding to **60.9% of all roads located within the response jurisdiction in 4 minutes or less**, assuming all units are available to respond immediately upon dispatch. The unavailability of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response.

## MAP 11A



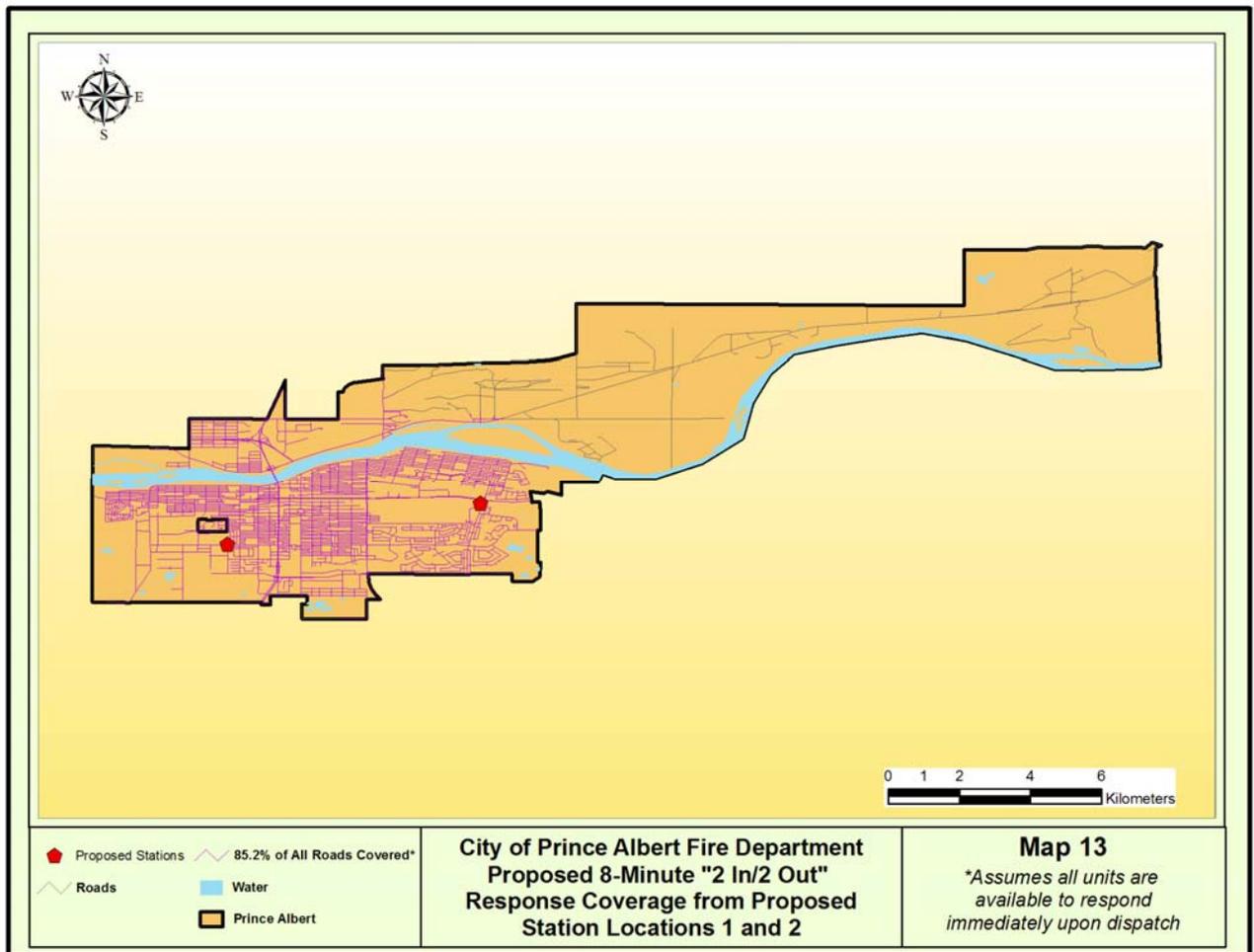
Map 11A indicates the existing 8-minute response capability for apparatus and personnel responding from only the proposed station locations #1 and #2. Under proposed conditions, any personnel and apparatus that deploy from the proposed station locations would be capable of responding to **85.2% of all roads located within the response jurisdiction in 8 minutes or less, assuming all units are available to respond immediately upon dispatch.** The unavailability of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response.

## MAP 12



Map 12 indicates the existing 8-minute response capability for simultaneous apparatus and personnel responding from only the proposed station locations #1 and #2. Some alarm assignments require an Engine and Ladder apparatus. The Prince Albert Fire Department currently has only 1 Ladder apparatus, and the proposed restructure will put one Engine and Ladder in each fire station, therefore, and Engine and Ladder would be split in two different Houses. Map 12 depicts where the two apparatus can converge along with any other apparatus from each station for an alarm assignment. Personnel and apparatus that deploy from these stations would be capable of responding to **53.8% of all roads located within the response jurisdiction in 8 minutes or less**, *assuming all units are available to respond immediately upon dispatch*. The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## MAP 13



Map 13 indicates those areas where the City of Prince Albert Fire Department would be capable of initiating *safe* and *effective* fire suppression and rescue operations, within 8 minutes, in accordance with the “2 In/2 Out” regulation with the proposed stations #1 and #2. Under these conditions, it is predicted that **the Fire Department would be capable of initiating fire suppression and rescue operations in accordance with the “2 In/2 Out” regulation on 85.2% all roads within 8 minutes, assuming all units are staffed at existing staffing levels and available to respond immediately upon dispatch.** The percentage of roads covered in this GIS analysis assumes the firefighters are in Emergency “2 In/2 Out” operations where the 4<sup>th</sup> firefighter is monitoring for potential rescue of trapped firefighters instead of monitoring uninterrupted water supply from the Engine. Under the proposed staffing changes, each Fire House will staff 4 fire fighters; therefore the response coverage is equal to the 8-minute response coverage. Each Engine company could perform emergency “2 In/2 Out” operations with the proposed staff changes.

**TABLE 19:  
 “COMPARISON OF RESPONSE COVERAGE PURSUANT  
 TO THE ADDITION OF PROPOSED STATION LOCATIONS #1 AND #2”**

<b>SCENARIO</b>	<b>RESPONSE</b>	<b>SCENARIO</b>	<b>RESPONSE</b>	<b>% Change</b>
<b>Existing 4-Minute Coverage</b>	<b>52.4%</b>	<b>Proposed 4-Minute Coverage</b>	<b>60.9%</b>	<b>+ 8.5%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed 8-Minute Coverage</b>	<b>85.2%</b>	<b>-3.0%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed Apparatus Overlap Coverage</b>	<b>53.8%</b>	<b>--34.4%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed “2 In/2 Out” Coverage</b>	<b>85.2%</b>	<b>-3.0%</b>

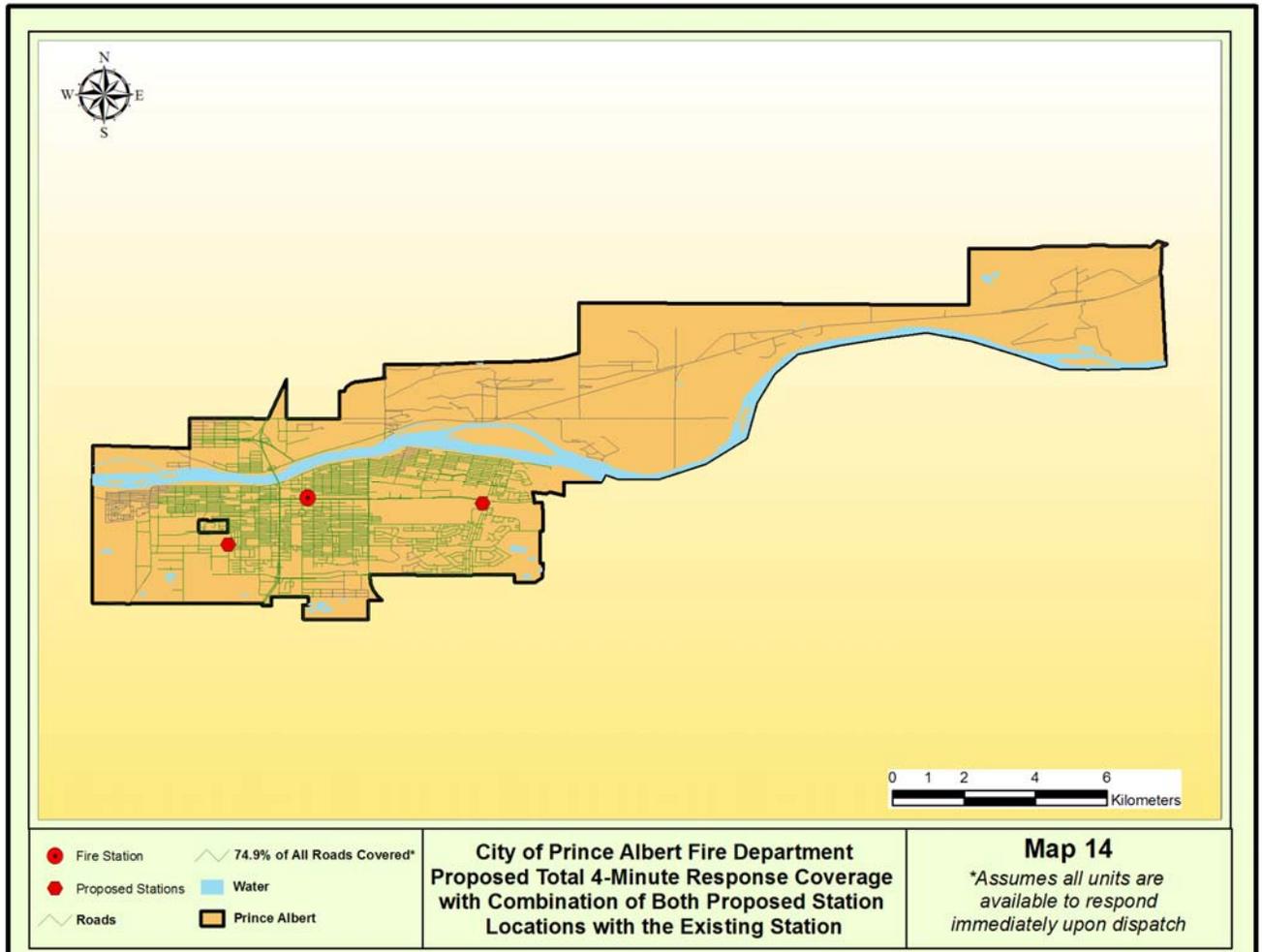
The following maps will analyze the road coverage from the proposed fire station locations located at the southwest and southeast area of Prince Albert and keeping the existing fire station.

**TABLE 19:  
“PROPOSED STATION LOCATIONS & MINIMUM DEPLOYMENT CONFIGURATION”**

<b>STATION</b>	<b>ADDRESS</b>	<b>APPARATUS</b>	<b>MINIMUM PERSONNEL</b>
Existing Station	76 15 <sup>th</sup> St. East	Ladder 16 Tanker 19 Command 21 Boats Mini Engine Utility Rescue 28	4 FF Cross-staffed Cross-staffed Cross-staffed Cross-staffed 1 Battalion Chief
Proposed Station 1 (PS1)	1705 15 <sup>th</sup> Ave East	Engine 14 Rescue 12 Utility 24	4 FF Cross-staffed Cross-staffed
Proposed Station 2 (PS2)	702 28 <sup>th</sup> St West	Engine 11	4 FF

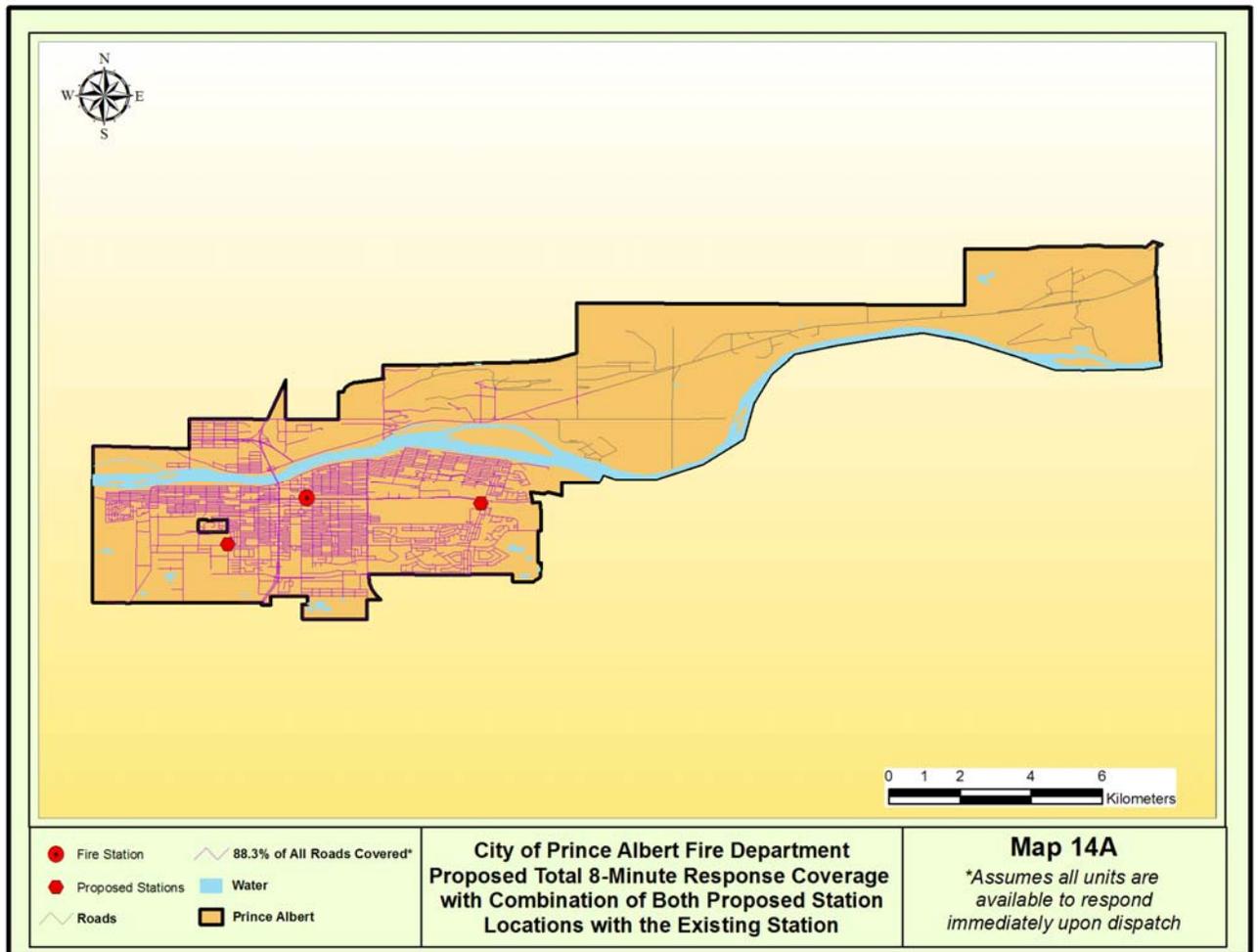
*Proposed Minimum On-duty Staffing: 12 firefighters and 1 Battalion Chief*

## MAP 14



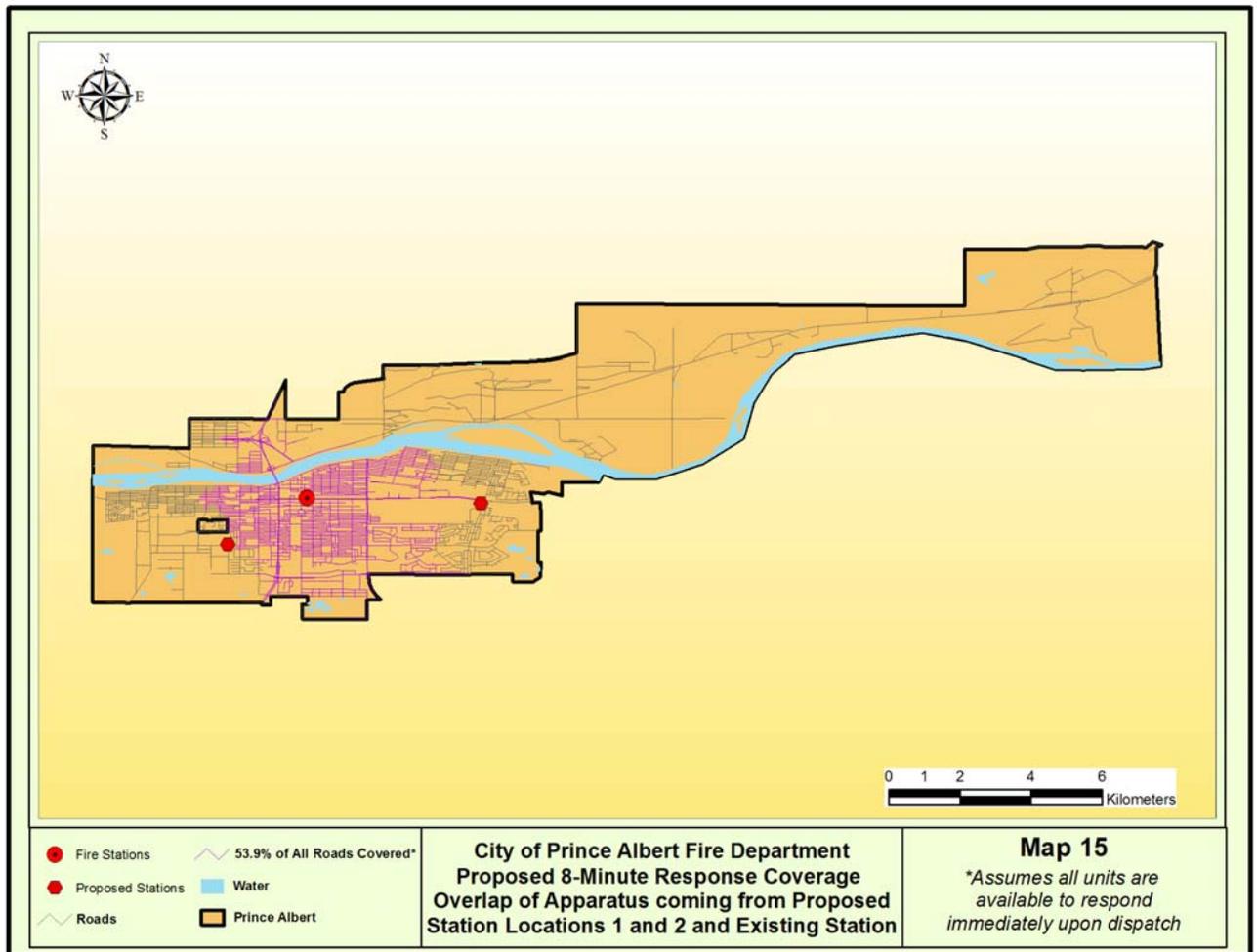
Map 14 indicates the existing 4-minute response capability for apparatus and personnel responding from the existing station along with proposed stations #1 and #2. Under proposed conditions, any personnel and apparatus that deploy from the proposed station locations would be capable of responding to **74.9% of all roads located within the response jurisdiction in 4 minutes or less, assuming all units are available to respond immediately upon dispatch.** The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response.

## MAP 14A



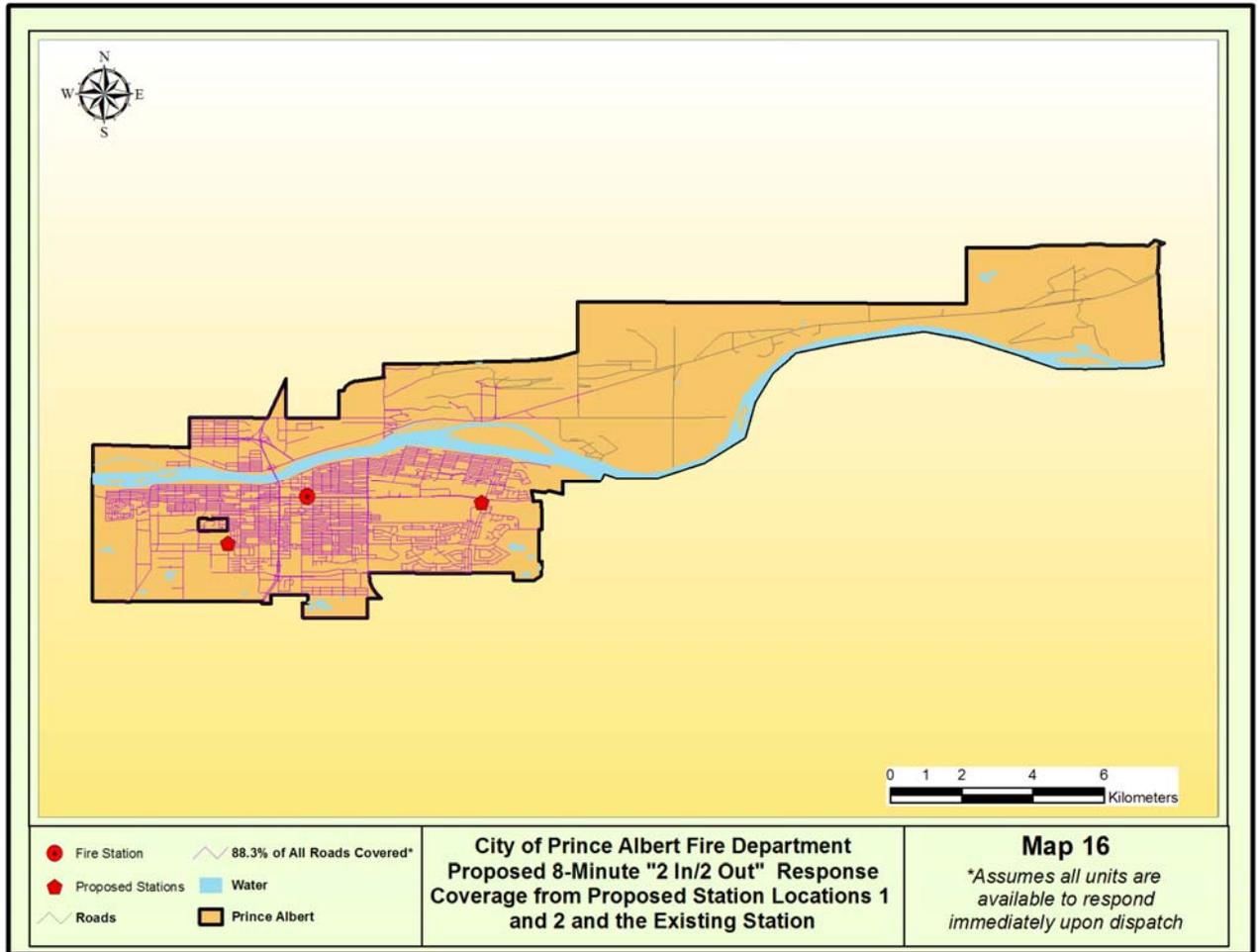
Map 14A indicates the existing 8-minute response capability for apparatus and personnel responding from the existing station along with the proposed stations #1 and #2. Under proposed conditions, any personnel and apparatus that deploy from the proposed station locations would be capable of responding to **88.3% of all roads located within the response jurisdiction in 8 minutes or less**, *assuming all units are available to respond immediately upon dispatch*. The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response.

## MAP 15



Map 15 indicates the existing 8-minute response capability for simultaneous apparatus and personnel responding from the existing station along the proposed stations #1 and #2. The analysis depicts a proposed scenario where any three apparatus can converge along with any other apparatus deploying from each station for an alarm assignment. Personnel and apparatus that deploy from all three stations would be capable of responding to **53.9% of all roads located within the response jurisdiction in 8 minutes or less**, *assuming all units are available to respond immediately upon dispatch*. The *unavailability* of an apparatus to respond to emergencies within its primary response district creates a gap in services to that area of the community, and a delay in fire department response. Any delay in response translates directly into a proportional *increase* in the expected loss of life and property.

## MAP 16



Map 16 indicates those areas where the City of Prince Albert Fire Department would be capable of initiating *safe* and *effective* fire suppression and rescue operations, within 8 minutes, in accordance with the “2 In/2 Out” regulation with the existing station along with the proposed stations #1 and #2. Under these conditions, it is predicted that **the Fire Department would be capable of initiating fire suppression and rescue operations in accordance with the “2 In/2 Out” regulation on 88.3% all roads within 8 minutes, assuming all units are staffed at existing staffing levels and available to respond immediately upon dispatch.** The percentage of roads covered in this GIS analysis assumes the firefighters are in Emergency “2 In/2 Out” operations where the 4<sup>th</sup> firefighter is monitoring for potential rescue of trapped firefighters instead of monitoring uninterrupted water supply from the Engine. Under the proposed staffing changes, each Fire House will staff 4 fire fighters; therefore the response coverage is equal to the 8-minute response coverage. Each Engine company could perform emergency “2 In/2 Out” operations with the proposed staff changes.

**TABLE 20:  
 “COMPARISON OF RESPONSE COVERAGE PURSUANT TO THE ADDITION OF PROPOSED  
 STATION LOCATIONS #1 AND #2 ALONG WITH THE EXISTING STATION”**

<b>SCENARIO</b>	<b>RESPONSE</b>	<b>SCENARIO</b>	<b>RESPONSE</b>	<b>% Change</b>
<b>Existing 4-Minute Coverage</b>	<b>52.4%</b>	<b>Proposed 4-Minute Coverage</b>	<b>74.9%</b>	<b>+ 22.5%</b>
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed 8-Minute Coverage</b>	<b>88.3%</b>	<b>+0.1%</b>
<b>Existing 8-Minute Coverage</b>	-	<b>Proposed Apparatus Overlap Coverage</b>	<b>53.9%</b>	-
<b>Existing 8-Minute Coverage</b>	<b>88.2%</b>	<b>Proposed “2 In/2 Out” Coverage</b>	<b>88.3%</b>	<b>+0.1%</b>

**TABLE 21:  
“COMPARISON OF RESPONSE COVERAGE PURSUANT  
TO THE ADDITION OF THE FOUR PROPOSED STATION LOCATIONS”**

	Proposed 4- Minute Coverage	Proposed 8-Minute Coverage	Proposed Apparatus Overlap Coverage	Proposed “2 In/2 Out” Coverage
<b>Proposed Station #1 (1705 15<sup>th</sup> Ave East) with existing station</b>	<b>69.3%</b>	88.2%	65.5%	88.2%
<b>Proposed Station #2 (702 28<sup>th</sup> St West) with existing station</b>	58%	<b>88.4%</b>	<b>73.4%</b>	<b>88.4%</b>
<b>Combination of Proposed Stations #1 and #2 only</b>	60.9%	85.2%	53.8%	85.2%
<b>Combination of Proposed Stations #1 and #2 along with existing Station</b>	74.9%	88.3%	53.9%*	88.3%

*\*Any 3 apparatus overlap together within 8-minutes. Other percentages depict where any two apparatus can overlap within 8-minuts.*

Table 21 shows the results of the GIS analysis that depicts the percentage of road coverage with the four different station location options. The proposed station locations would be placed into areas where the city of Prince Albert is experiencing the most growth. In the short term future, the city of Prince Albert and the Prince Albert Fire Department will most likely add only one future station. The table depicts that the largest percentage of road coverage will occur if both proposed stations are added along with keeping the existing station. It makes sense that three stations will provide better coverage to the city than a combination of any two, however this option is most likely not feasible in the near future.

Based upon that only one station can be added in the near future, Proposed Station #1 (PS1) along with the existing station will provide the city of Prince Albert the largest percentage of 4-minute road coverage. 4-minute response coverage is important analysis because it reveals road coverage for any alarm where one company and assigned apparatus can respond within the response jurisdiction.

The Proposed Station #2 (PS2) along with the existing station will provide the most amount of 8-minute coverage, apparatus overlap coverage, and “2 In/2 Out” personnel coverage for fire fighter protection.

Overlap coverage becomes important when two stations must deploy personnel and apparatus. Currently all primary and secondary personnel and apparatus deploy from the existing station. With two stations in operation, a primary company will deploy from one station and the secondary company will deploy from the other station since 4 firefighters must be in each station. The amount of road coverage both fire suppression companies can cover within 8-minutes, or in other words converge, is the largest at 73.4%. The proposed location of Station #2 along with the existing station would provide the city of Prince Albert with the most amount of 8-minute coverage where any two companies from both stations can converge together.

# CONCLUSIONS



## CONCLUSIONS

This analysis reveals the extent of 4, and 8 coverage provided within the city of Prince Albert by the City of Prince Albert Fire Department under existing and proposed staffing and deployment arrangements. Based on the output of the ArcView apparatus response model, the following conclusions can be reached (*note that the statements below pertain to a single incident only, and do not assume like performance in simultaneously occurring incidents*):

### 4-MINUTE RESPONSE

#### ***Existing Conditions***

City of Prince Albert Fire Department personnel and appropriate apparatus are currently able to provide fire suppression, disaster incident mitigation, and essential emergency medical services on **52.4% of all roads within 4 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

#### ***Proposed Conditions with Additional Station #1 Including Existing Station***

The proposed fire station at location #1 would increase the response coverage to **69.3% of all roads within 4 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

#### ***Proposed Conditions with Additional Station #2 Including Existing Station***

The proposed fire station at location #2 would increase the response coverage to **58% of all roads within 4 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

#### ***Proposed Conditions with Proposed Stations #1 and #2 without Existing Station***

The proposed fire stations would increase the response coverage to **60.9% of all roads within 4 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

#### ***Proposed Conditions with Proposed Stations #1 and #2 Including Existing Station***

The proposed three fire stations would increase the response coverage to **74.9% of all roads within 4 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

### 8-MINUTE ALARM RESPONSE

#### ***Existing Conditions***

City of Prince Albert Fire Department personnel and appropriate apparatus are currently able to provide fire suppression, disaster incident mitigation, and essential emergency medical services on **88.2% of all roads within 8 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

#### ***Proposed Conditions with Additional Station #1 Including Existing Station***

The proposed fire station at location #1 would maintain the response coverage at **88.2% of all roads within 8 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

***Proposed Conditions with Additional Station #2 Including Existing Station***

The proposed fire station at location #2 would increase the response coverage to **88.4% of all roads within 8 minutes within the jurisdiction**, assuming all units are available to respond immediately upon dispatch.

***Proposed Conditions with Proposed Stations #1 and #2 without Existing Station***

Response coverage with the proposed fire stations would cover **85.2% of all roads within 8 minutes within the jurisdiction**, assuming all units are available to respond immediately upon dispatch.

***Proposed Conditions with Proposed Stations #1 and #2 Including Existing Station***

The proposed three fire stations would increase the response coverage to **88.3% of all roads within 8 minutes within the jurisdiction**, assuming all units are available to respond immediately upon dispatch.

**APPARATUS/COMPANY OVERLAP 8-MINUTE RESPONSE**

***Existing Conditions***

City of Prince Albert Fire Department personnel and apparatus are currently able to provide fire suppression, disaster incident mitigation, and essential emergency medical services on **88.2% of all roads within 8 minutes within the jurisdiction from only the existing station location**, assuming all units are available to respond immediately upon dispatch.

***Proposed Conditions with Additional Station #1 Including Existing Station***

The proposed fire station at location #1 would decrease the response coverage to **65.5% of all roads within 8 minutes within the jurisdiction**, assuming all units are available to respond immediately upon dispatch.

***Proposed Conditions with Additional Station #2 Including Existing Station***

The proposed fire station at location #2 would decrease the response coverage **73.4% of all roads within 8 minutes within the jurisdiction**, assuming all units are available to respond immediately upon dispatch.

***Proposed Conditions with Proposed Stations #1 and #2 without Existing Station***

Response coverage with the proposed fire stations would cover **53.8% of all roads within 8 minutes within the jurisdiction**, assuming all units are available to respond immediately upon dispatch.

***Proposed Conditions with Proposed Stations #1 and #2 Including Existing Station***

Any three apparatus and assigned personnel responding from the three fire stations would be able to respond to **53.9% of all roads within 8 minutes within the jurisdiction**, assuming all units are available to respond immediately upon dispatch.

## “2 IN/2 OUT” COMPLIANT COVERAGE

### ***Existing Conditions***

City of Prince Albert Fire Department fire suppression companies, rescue units, and command units are currently able to initiate *safe* and *effective* fire suppression and rescue operations in accordance with the “2 In/2 Out” regulation on **88.2% of all roads within 8 minutes**, *assuming all units are available to respond immediately upon dispatch.*

### ***Proposed Conditions with Additional Station #1 Including Existing Station***

The proposed fire station at location #1 would maintain the “2 In/2 Out” compliant coverage at **88.2% of all roads within 8 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

### ***Proposed Conditions with Additional Station #2 Including Existing Station***

The proposed fire station at location #2 would increase the “2 In/2 Out” compliant coverage to **88.4% of all roads within 8 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

### ***Proposed Conditions with Proposed Stations #1 and #2 without Existing Station***

Personnel responding from the proposed fire stations would cover **85.2% of all roads within 8 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

### ***Proposed Conditions with Proposed Stations #1 and #2 Including Existing Station***

Personnel responding from the three fire stations would be able to respond to **88.3% of all roads within 8 minutes within the jurisdiction**, *assuming all units are available to respond immediately upon dispatch.*

## NFPA 1710 INITIAL FULL ALARM PERSONNEL COUNT

### ***Existing Conditions***

City of Prince Albert Fire Department fire suppression and command units are currently able to assemble an “Initial Full Alarm” assignment, in compliance with NFPA 1710 staffing performance objectives with *fifteen* firefighters, on **0% of all roads within 8 minutes**, *even when all units are available to respond immediately upon dispatch.*

### ***Proposed Conditions with Additional Stations***

The proposed fire house will take existing firefighters and apparatus stationed at the existing Fire House. Based on the proposed changes the Prince Albert Fire Department is examining in this study, the department will not meet NFPA 1710 objectives.



# FINAL SUMMARY



## FINAL SUMMARY

The business of providing emergency services has always been labor intensive, and remains so to this day. Although new technology has improved firefighting equipment and protective gear, and has led to advances in modern medicine, it is the fire fighters who still perform the critical tasks necessary to contain and extinguish fires, rescue trapped occupants from a burning structure, and provide emergency medical and rescue services.

While it is impossible to predict where most of a jurisdiction's fire and medical emergencies will occur, the Prince Albert Fire Department should examine where emergencies have typically occurred in the past and make efforts to ensure these areas continue to enjoy the same level of coverage, while adjusting resources and deployment in an effort to achieve complete compliance with NFPA Standard 1710. Areas with accelerated development and growth will require additional coverage in the future. Any projected increase in emergency response demands should also be considered before changes are implemented, focusing on associated hazard types and planned response assignments.

In addition, a fire department should be designed to adequately respond to a number of emergencies occurring at once in a fashion that aims to minimize the loss of life and the loss of property that the fire department is charged with protecting. Any proposed changes in staffing, deployment and station location should be made only after considering the historical location of calls, response times to specific target hazards, compliance with departmental Standard Operating Procedures, existing national standards, including NFPA 1500 and NFPA Standard 1710, and the citizens' expectation of receiving an adequate number of qualified personnel on appropriate apparatus within acceptable time frames.

A fire department should also be designed to have fire suppression companies staffed in accordance to national guidelines, therefore allowing firefighters to respond to fire emergencies with the highest degree of safety and level of effectiveness in mind. If fire suppression companies are not staffed with the minimum of 4 firefighters, additional firefighters and apparatus are needed to effectively fight a fire in an attacking mode while adhering to the "2 In/2 Out" regulation, conduct search and rescue, and provide ventilation. A single fire company staffed with a minimum of four firefighters can start initial fire suppression without having to wait for another fire company to arrive on scene. The amount of time is critical for firefighters to start initial attack on a burning structure while maintaining safety to them. The shorter amount of time fire fighters start initial attack on a structure *reduces* economic property loss, loss of life, and *reduces* the strain and injury to the firefighters.

The proposed conditions that were examined in this study will not make the Prince Albert Fire Department become compliant with all NFPA 1710 standards. The recommendations made in this report develop the fire department to strive towards NFPA 1710 standards over a period of time. The first step to conform to NFPA guidelines is to adequately staff all primary fire suppression vehicles with a minimum of four full time firefighters. The additional staffing will increase the minimum staffing per shift and the amount of firefighters in the Prince Albert Fire Department. Currently the department is short on staff, and does not meet national standards and can not meet minimum staffing guidelines for primary firefighting apparatus.

The additional firefighters that are needed to staff primary fire suppression vehicles are exclusive of the Incident Commander. The Battalion Chief (Incident Commander) is required to perform incident oversight and establish an incident management system in accordance to NFPA 1710 section 5.2.1.2.5 and NFPA 1710 section 6.2. Primary firefighters whose job is to perform fire suppression, ventilation, or search and rescue *can not* perform incident oversight of all the other firefighters or establish an incident management system while they are performing their primary duties. One dedicated incident commander is needed on scene, no matter the size and scope of the emergency, to be held accountable for all firefighters on scene, establish incident management, size up the scale of the emergency and possibly call in additional resources if they are needed on scene.

The ramifications of station additions and staffing as they pertain to the loss of life and property within a community are essential when considering modifications to a fire department's deployment configuration. **A fire department should be designed to adequately respond to a number of emergencies occurring at once in a fashion that aims to minimize the loss of life and the loss of property that the fire department is charged with protecting.** Any proposed changes in staffing, deployment and station location should be made only after considering the historical location of calls, response times to specific target hazards, compliance with departmental Standard Operating Procedures, existing national standards, including NFPA 1500 and NFPA Standard 1710, and the citizens' expectation of receiving an adequate number of qualified personnel on appropriate apparatus within acceptable time frames.

# **GIS MAP DETAIL**

# NFPA® 1710

## Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments

2016 Edition



NFPA, 1 Batterymarch Park, Quincy, MA 02169-7471  
An International Codes and Standards Organization

## IMPORTANT NOTICES AND DISCLAIMERS CONCERNING NFPA® STANDARDS

### NOTICE AND DISCLAIMER OF LIABILITY CONCERNING THE USE OF NFPA STANDARDS

NFPA® codes, standards, recommended practices, and guides (“NFPA Standards”), of which the document contained herein is one, are developed through a consensus standards development process approved by the American National Standards Institute. This process brings together volunteers representing varied viewpoints and interests to achieve consensus on fire and other safety issues. While the NFPA administers the process and establishes rules to promote fairness in the development of consensus, it does not independently test, evaluate, or verify the accuracy of any information or the soundness of any judgments contained in NFPA Standards.

The NFPA disclaims liability for any personal injury, property or other damages of any nature whatsoever, whether special, indirect, consequential or compensatory, directly or indirectly resulting from the publication, use of, or reliance on NFPA Standards. The NFPA also makes no guaranty or warranty as to the accuracy or completeness of any information published herein.

In issuing and making NFPA Standards available, the NFPA is not undertaking to render professional or other services for or on behalf of any person or entity. Nor is the NFPA undertaking to perform any duty owed by any person or entity to someone else. Anyone using this document should rely on his or her own independent judgment or, as appropriate, seek the advice of a competent professional in determining the exercise of reasonable care in any given circumstances.

The NFPA has no power, nor does it undertake, to police or enforce compliance with the contents of NFPA Standards. Nor does the NFPA list, certify, test, or inspect products, designs, or installations for compliance with this document. Any certification or other statement of compliance with the requirements of this document shall not be attributable to the NFPA and is solely the responsibility of the certifier or maker of the statement.

### REMINDER: UPDATING OF NFPA STANDARDS

Users of NFPA codes, standards, recommended practices, and guides (“NFPA Standards”) should be aware that NFPA Standards may be amended from time to time through the issuance of Tentative Interim Amendments or corrected by Errata. An official NFPA Standard at any point in time consists of the current edition of the document together with any Tentative Interim Amendment and any Errata then in effect.

In order to determine whether an NFPA Standard has been amended through the issuance of Tentative Interim Amendments or corrected by Errata, visit the Document Information Pages on NFPA’s website. The Document Information Pages provide up-to-date, document specific information including any issued Tentative Interim Amendments and Errata.

To access the Document Information Page for a specific NFPA Standard, go to <http://www.nfpa.org/docinfo> to choose from the list of NFPA Standards or use the search feature on the right to select the NFPA Standard number (e.g., NFPA 101). In addition to posting all existing Tentative Interim Amendments and Errata, the Document Information Page also includes the option to sign-up for an “Alert” feature to receive an email notification when new updates and other information are posted regarding the document.

## IMPORTANT NOTICES AND DISCLAIMERS CONCERNING NFPA® STANDARDS

### ADDITIONAL NOTICES AND DISCLAIMERS

#### Updating of NFPA Standards

Users of NFPA codes, standards, recommended practices, and guides (“NFPA Standards”) should be aware that these documents may be superseded at any time by the issuance of new editions or may be amended from time to time through the issuance of Tentative Interim Amendments or corrected by Errata. An official NFPA Standard at any point in time consists of the current edition of the document together with any Tentative Interim Amendments and any Errata then in effect. In order to determine whether a given document is the current edition and whether it has been amended through the issuance of Tentative Interim Amendments or corrected through the issuance of Errata, consult appropriate NFPA publications such as the National Fire Codes® Subscription Service, visit the NFPA website at [www.nfpa.org](http://www.nfpa.org), or contact the NFPA at the address listed below.

#### Interpretations of NFPA Standards

A statement, written or oral, that is not processed in accordance with Section 6 of the Regulations Governing the Development of NFPA Standards shall not be considered the official position of NFPA or any of its Committees and shall not be considered to be, nor be relied upon as, a Formal Interpretation.

#### Patents

The NFPA does not take any position with respect to the validity of any patent rights referenced in, related to, or asserted in connection with an NFPA Standard. The users of NFPA Standards bear the sole responsibility for determining the validity of any such patent rights, as well as the risk of infringement of such rights, and the NFPA disclaims liability for the infringement of any patent resulting from the use of or reliance on NFPA Standards.

NFPA adheres to the policy of the American National Standards Institute (ANSI) regarding the inclusion of patents in American National Standards (“the ANSI Patent Policy”), and hereby gives the following notice pursuant to that policy:

**NOTICE:** The user’s attention is called to the possibility that compliance with an NFPA Standard may require use of an invention covered by patent rights. NFPA takes no position as to the validity of any such patent rights or as to whether such patent rights constitute or include essential patent claims under the ANSI Patent Policy. If, in connection with the ANSI Patent Policy, a patent holder has filed a statement of willingness to grant licenses under these rights on reasonable and nondiscriminatory terms and conditions to applicants desiring to obtain such a license, copies of such filed statements can be obtained, on request, from NFPA. For further information, contact the NFPA at the address listed below.

#### Law and Regulations

Users of NFPA Standards should consult applicable federal, state, and local laws and regulations. NFPA does not, by the publication of its codes, standards, recommended practices, and guides, intend to urge action that is not in compliance with applicable laws, and these documents may not be construed as doing so.

#### Copyrights

NFPA Standards are copyrighted. They are made available for a wide variety of both public and private uses. These include both use, by reference, in laws and regulations, and use in private self-regulation, standardization, and the promotion of safe practices and methods. By making these documents available for use and adoption by public authorities and private users, the NFPA does not waive any rights in copyright to these documents.

Use of NFPA Standards for regulatory purposes should be accomplished through adoption by reference. The term “adoption by reference” means the citing of title, edition, and publishing information only. Any deletions, additions, and changes desired by the adopting authority should be noted separately in the adopting instrument. In order to assist NFPA in following the uses made of its documents, adopting authorities are requested to notify the NFPA (Attention: Secretary, Standards Council) in writing of such use. For technical assistance and questions concerning adoption of NFPA Standards, contact NFPA at the address below.

#### For Further Information

All questions or other communications relating to NFPA Standards and all requests for information on NFPA procedures governing its codes and standards development process, including information on the procedures for requesting Formal Interpretations, for proposing Tentative Interim Amendments, and for proposing revisions to NFPA standards during regular revision cycles, should be sent to NFPA headquarters, addressed to the attention of the Secretary, Standards Council, NFPA, 1 Batterymarch Park, P.O. Box 9101, Quincy, MA 02269-9101; email: [stds\\_admin@nfpa.org](mailto:stds_admin@nfpa.org)

For more information about NFPA, visit the NFPA website at [www.nfpa.org](http://www.nfpa.org). All NFPA codes and standards can be viewed at no cost at [www.nfpa.org/freeaccess](http://www.nfpa.org/freeaccess).

Copyright © 2015 National Fire Protection Association®. All Rights Reserved.

NFPA® 1710

Standard for the

**Organization and Deployment of Fire Suppression Operations,  
Emergency Medical Operations, and Special Operations to the  
Public by Career Fire Departments**

2016 Edition

This edition of NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*, was prepared by the Technical Committee on Fire and Emergency Service Organization and Deployment—Career and acted on by NFPA at its June Association Technical Meeting held June 22–25, 2015, in Chicago, IL. It was issued by the Standards Council on August 18, 2015, with an effective date of September 7, 2015, and supersedes all previous editions.

This edition of NFPA 1710 was approved as an American National Standard on September 7, 2015.

**Origin and Development of NFPA 1710**

In 2001, the first edition of NFPA 1710 was issued. The development of that benchmark standard was the result of a considerable amount of hard work and tenacity by the Technical Committee members and the organizations they represented. That standard was the first organized approach to defining levels of service, deployment capabilities, and staffing levels for substantially career fire departments. Research work and empirical studies in North America were used by the Committee as a basis for developing response times and resource capabilities for those services, as identified by the fire department.

Following the issuance of the first edition, the NFPA Standards Council asked the Technical Committee to begin the revision process for a 2004 edition of the standard. The Committee formed several Task Groups to look at various aspects of the document. However, recognizing that the standard had not been fully field tested, the extent of the changes proposed were minimal with a cleanup of definitions, the addition of wording regarding equivalency in the annex, and clarification that the discussion on rate of fire propagation in the annex involved unsprinklered rooms.

The 2010 edition of NFPA 1710 standardized and refined terminology and definitions used in the document. Particular attention was paid to terminology for time frames for the various events that occur from event initiation to the end of the fire department's involvement with the incident. This included recognition that there is a time interval to initiate action or intervene at the end of travel time and before control and mitigation actually begin. The requirements for time frames for alarm handling were revised to correspond to changes being made to NFPA 1221. The time allowance for turnout for fires and special operations was lengthened to 80 seconds, but the time measurement was defined to start at the beginning of the transmission of response data to the emergency response units or emergency response facilities. All times shown as both minutes and seconds were changed to seconds only because that is the level of precision in which the committee intends time to be measured. An application section was added in Chapter 1. The travel times for units responding on the first alarm were clarified to indicate the first unit must arrive within 4 minutes travel time and all units must arrive within 8 minutes travel time. The quadrennial report required to be provided to the AHJ in the previous edition was changed to an annual report.

The annex material related to the requirement stated for an initial full alarm assignment capability has been moved to the body of the standard to clarify that the requirement applies to a structure fire in a typical 2000 ft<sup>2</sup> (186m<sup>2</sup>), two-story single-family dwelling without basement and with no exposures. In addition, wording was added to require additional resources be deployed on fires in occupancies that present hazards greater than the two-story single-family dwelling. The community-wide risk management model that has been in an annex to NFPA 1720 has been added as an annex to NFPA 1710.

**1710-2 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS**

---

The work done by the Committee provided the user with a template for developing an implementation plan on the standard. Most important, it provided the body politic and citizens a true picture of the risks in their communities and the fire departments' capabilities to respond to and manage those risks.

In the 2016 edition, the Committee has added three new occupancies and the appropriate response staffing levels for garden-style apartment, open-air strip mall, and high-rise occupancies. In addition, redundant text has been removed, and some language has been clarified.

INDIVIDUAL USE ONLY

## Technical Committee on Fire and Emergency Service Organization and Deployment-Career

**William W. Bryson**, *Chair*  
Pembroke Pines, FL [E]  
Rep. Metropolitan Fire Chiefs-IAFC/NFPA

**William L. Bingham**, Galena, IL [U]  
Rep. International Fire Marshals Association  
**Paul D. Brooks**, Center for Public Safety Excellence,  
VA [SE]  
**Michael R. Brown**, Washington State Association of Fire  
Chiefs, WA [E]  
Rep. International Association of Fire Chiefs  
**Randy R. Bruegman**, City of Anaheim Fire Department,  
CA [E]  
Rep. International Association of Fire Chiefs  
**Alan V. Brunacini**, Fire Command Seminars, AZ [SE]  
**John J. Caussin**, Fairfax County Fire & Rescue  
Department, VA [E]  
**Robert J. Crawford**, Municipality of Chatham-Kent,  
Canada [E]  
Rep. NFPA Fire Service Section  
**Frank De Clercq**, City of San Diego Fire-Rescue  
Department, CA [L]  
Rep. International Association of Fire Fighters  
**Daniel J. Greensweig**, League of Minnesota Cities,  
MN [C]  
Rep. National League of Cities  
**Thomas Hanify**, The Professional Firefighters Union of  
Indiana, IN [L]  
Rep. International Association of Fire Fighters  
**Todd A. Harms**, Phoenix Fire Department, AZ [E]

**Jason M. Hoevelmann**, Florissant Valley Fire Protection  
District, MO [U]  
**Thomas C. Jenkins**, Rogers Fire Department, AR [E]  
**Kevin P. Kuntz**, Insurance Services Office, Inc., NJ [I]  
**Cortez Lawrence**, U.S. Department of Homeland  
Security, MD [SE]  
**Frank Lima**, United Firefighters of Los Angeles City,  
CA [L]  
**Michael Merchan**, City of Cape Coral Fire Rescue, FL [U]  
**Gary Rainey**, Florida Professional Firefighters, FL [L]  
**David L. Rohr**, City of Fairfax Fire Department, VA [E]  
**Chris Ross**, Association des Pompiers de Montreal Inc.,  
Canada [L]  
**Mark A. Sanders**, Ohio Association of Professional  
Firefighters, OH [L]  
**Joseph Schulle**, IAFF Local 22, PA [L]  
Rep. International Association of Fire Fighters  
**James L. Silvernail**, Metro West Fire Protection District,  
MO [U]  
**L. Charles Smeby**, University of Florida, FL [SE]  
**Patrick N. Smith**, U.S. Department of Energy, TN [U]  
**Catherine L. Spain**, The Spain Group LLC, MD [C]  
Rep. National League of Cities  
**Donald H. J. Turno**, Savannah River Nuclear Solutions,  
LLC, SC [U]  
**J. Curtis Varone**, Public Agency Training Council, RI [SE]

### Alternates

**Michael S. Digman**, Metro West Fire Protection District,  
MO [U]  
(Alt. to J. L. Silvernail)  
**Anne M. Finn**, League of Minnesota Cities, MN [C]  
(Alt. to D. J. Greensweig)  
**Anthony Gamboa**, United Firefighters of Los Angeles  
City, CA [L]  
(Alt. to F. Lima)  
**William A. Garrett**, Fairfax County Fire & Rescue  
Department, VA [E]  
(Alt. to J. J. Caussin)  
**Brian D. Goss**, Brentwood Fire & Rescue Department,  
TN [E]  
(Alt. to R. R. Bruegman)  
**Michael D. Masters**, Oak Ridge National Laboratory  
(USDOE), TN [U]  
(Alt. to P. N. Smith))

**Steven F. Sawyer**, NFPA Staff Liaison

**Kevin McDonald**, Springdale Fire Department, AR [E]  
(Alt. to T. C. Jenkins)  
**Patrick J. Morrison**, International Association of Fire  
Fighters, DC [L]  
(Alt. to T. Hanify)  
**Richard D. Riley**, Clearwater Fire & Rescue, FL [E]  
(Alt. to M. R. Brown)  
**Andrew J. Vita**, City of Fairfax Fire Department, VA [E]  
(Alt. to D. L. Rohr)  
**Jimm Walsh**, Winter Park Fire Department, FL [U]  
(Alt. to W. L. Bingham)  
**Thomas J. Wiczorek**, International City/County  
Management Assn., DC [E]  
(Voting Alt. to ICMA Rep.)

*This list represents the membership at the time the Committee was balloted on the final text of this edition. Since that time, changes in the membership may have occurred. A key to classifications is found at the back of the document.*

NOTE: Membership on a committee shall not in and of itself constitute an endorsement of the Association or any document developed by the committee on which the member serves.

**Committee Scope:** This Committee shall have primary responsibility for documents on the organization, operation, deployment, and evaluation of substantially all career public fire protection and emergency medical services.

**1710-4 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS**

**Contents**

<b>Chapter 1 Administration</b> .....	<b>1710- 5</b>	4.7 Wildland Fire Suppression Services .....	<b>1710- 9</b>
1.1 Scope .....	1710- 5	4.8 Intercommunity Organization .....	1710- 9
1.2 Purpose .....	1710- 5	<b>Chapter 5 Fire Department Services</b> .....	<b>1710-10</b>
1.3 Application .....	1710- 5	5.1 Purpose .....	1710-10
1.4 Equivalency .....	1710- 5	5.2 Fire Suppression Services .....	1710-10
<b>Chapter 2 Referenced Publications</b> .....	<b>1710- 5</b>	5.3 Emergency Medical Services (EMS) .....	1710-12
2.1 General .....	1710- 5	5.4 Special Operations Response .....	1710-13
2.2 NFPA Publications .....	1710- 5	5.5 Airport Rescue and Fire-Fighting (ARFF) Services .....	1710-13
2.3 Other Publications .....	1710- 5	5.6 Marine Rescue and Fire-Fighting (MRFF) Services .....	1710-14
2.4 References for Extracts in Mandatory Sections .....	1710- 6	5.7 Wildland Fire Suppression Services .....	1710-14
<b>Chapter 3 Definitions</b> .....	<b>1710- 6</b>	<b>Chapter 6 Systems</b> .....	<b>1710-15</b>
3.1 General .....	1710- 6	6.1 Safety and Health System .....	1710-15
3.2 NFPA Official Definitions .....	1710- 6	6.2 Incident Management System .....	1710-15
3.3 General Definitions .....	1710- 6	6.3 Training Systems .....	1710-15
<b>Chapter 4 Organization</b> .....	<b>1710- 8</b>	6.4 Communications Systems .....	1710-16
4.1 Fire Department Organizational Statement .....	1710- 8	6.5 Pre-Incident Planning .....	1710-16
4.2 Fire Suppression Services .....	1710- 9	<b>Annex A Explanatory Material</b> .....	<b>1710-16</b>
4.3 Emergency Medical Services .....	1710- 9	<b>Annex B Community-Wide Risk Management Model</b> .....	<b>1710-21</b>
4.4 Special Operations .....	1710- 9	<b>Annex C Informational References</b> .....	<b>1710-23</b>
4.5 Airport Rescue and Fire-Fighting Services .....	1710- 9	<b>Index</b> .....	<b>1710-25</b>
4.6 Marine Rescue and Fire-Fighting Services .....	1710- 9		

**NFPA 1710**  
**Standard for the**  
**Organization and Deployment of Fire**  
**Suppression Operations, Emergency Medical**  
**Operations, and Special Operations to the**  
**Public by Career Fire Departments**

**2016 Edition**

***IMPORTANT NOTE:** This NFPA document is made available for use subject to important notices and legal disclaimers. These notices and disclaimers appear in all publications containing this document and may be found under the heading “Important Notices and Disclaimers Concerning NFPA Standards.” They can also be obtained on request from NFPA or viewed at [www.nfpa.org/disclaimers](http://www.nfpa.org/disclaimers).*

***UPDATES, ALERTS, AND FUTURE EDITIONS:** New editions of NFPA codes, standards, recommended practices, and guides (i.e., NFPA Standards) are released on scheduled revision cycles. This edition may be superseded by a later one, or it may be amended outside of its scheduled revision cycle through the issuance of Tentative Interim Amendments (TIAs). An official NFPA Standard at any point in time consists of the current edition of the document, together with any TIAs and Errata in effect. To verify that this document is the current edition or to determine if it has been amended by any TIAs or Errata, please consult the National Fire Codes® Subscription Service or visit the Document Information (DocInfo) pages on the NFPA website at [www.nfpa.org/docinfo](http://www.nfpa.org/docinfo). In addition to TIAs and Errata, the DocInfo pages also include the option to sign up for Alerts for each document and to be involved in the development of the next edition.*

**NOTICE:** An asterisk (\*) following the number or letter designating a paragraph indicates that explanatory material on the paragraph can be found in Annex A.

A reference in brackets [ ] following a section or paragraph indicates material that has been extracted from another NFPA document. As an aid to the user, the complete title and edition of the source documents for extracts in mandatory sections of the document are given in Chapter 2 and those for extracts in informational sections are given in Annex C. Extracted text may be edited for consistency and style and may include the revision of internal paragraph references and other references as appropriate. Requests for interpretations or revisions of extracted text shall be sent to the technical committee responsible for the source document.

Information on referenced publications can be found in Chapter 2 and Annex C.

## Chapter 1 Administration

**1.1\* Scope.** This standard contains minimum requirements relating to the organization and deployment of fire suppression operations, emergency medical operations, and special operations to the public by substantially all career fire departments.

**1.1.1** The requirements address functions and objectives of fire department emergency service delivery, response capabilities, and resources.

**1.1.2** This standard also contains general requirements for managing resources and systems, such as health and safety,

incident management, training, communications, and pre-incident planning.

**1.1.3** This standard addresses the strategic and system issues involving the organization, operation, and deployment of a fire department and does not address tactical operations at a specific emergency incident.

**1.2 Purpose.**

**1.2.1\*** The purpose of this standard is to specify the minimum criteria addressing the effectiveness and efficiency of the career public fire suppression operations, emergency medical service, and special operations delivery in protecting the citizens of the jurisdiction and the occupational safety and health of fire department employees.

**1.2.2** Nothing herein is intended to restrict any jurisdiction from exceeding these minimum requirements.

**1.3 Application.**

**1.3.1** This standard applies to the deployment of resources by a fire department to emergency situations when operations can be implemented to save lives and property.

**1.3.2** The standard is a benchmark for most common responses and a platform for developing the appropriate plan for deployment of resources for fires in higher hazard occupancies or more complex incidents.

**1.4\* Equivalency.** Nothing in this standard is intended to prohibit the use of systems, methods, or approaches of equivalent or superior performance to those prescribed by this standard, provided technical documentation is submitted to the authority having jurisdiction to demonstrate equivalency.

## Chapter 2 Referenced Publications

**2.1 General.** The documents or portions thereof listed in this chapter are referenced within this standard and shall be considered part of the requirements of this document.

**2.2 NFPA Publications.** National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 403, *Standard for Aircraft Rescue and Fire-Fighting Services at Airports*, 2014 edition.

NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*, 2013 edition.

NFPA 1143, *Standard for Wildland Fire Management*, 2014 edition.

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2016 edition.

NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2013 edition.

NFPA 1561, *Standard on Emergency Services Incident Management System and Command Safety*, 2014 edition.

NFPA 1670, *Standard on Operations and Training for Technical Search and Rescue Incidents*, 2014 edition.

**2.3 Other Publications.**

**2.3.1 U.S. Government Publications.** U.S. Government Publishing Office, Washington, DC 20402.

Title 29, Code of Federal Regulations, Part 1910.120, “Hazardous Waste Operations and Emergency Response.”

Title 29, Code of Federal Regulations, Part 1910.146, “Permit-Required Confined Space.”

## 1710-6 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS

### 2.3.2 Other Publications.

*Merriam-Webster's Collegiate Dictionary*, 11th edition, Merriam-Webster, Inc., Springfield, MA, 2003.

### 2.4 References for Extracts in Mandatory Sections.

NFPA 472, *Standard for Competence of Responders to Hazardous Materials/Weapons of Mass Destruction Incidents*, 2013 edition.

NFPA 1002, *Standard for Fire Apparatus Driver/Operator Professional Qualifications*, 2014 edition.

NFPA 1081, *Standard for Industrial Fire Brigade Member Professional Qualifications*, 2012 edition.

NFPA 1142, *Standard on Water Supplies for Suburban and Rural Fire Fighting*, 2012 edition.

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2016 edition.

NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2013 edition.

NFPA 1521, *Standard for Fire Department Safety Officer Professional Qualifications*, 2015 edition.

NFPA 1561, *Standard on Emergency Services Incident Management System and Command Safety*, 2014 edition.

NFPA 1901, *Standard for Automotive Fire Apparatus*, 2016 edition.

## Chapter 3 Definitions

**3.1 General.** The definitions contained in this chapter shall apply to the terms used in this standard. Where terms are not defined in this chapter or within another chapter, they shall be defined using their ordinarily accepted meanings within the context in which they are used. *Merriam-Webster's Collegiate Dictionary*, 11th edition, shall be the source for the ordinarily accepted meaning.

### 3.2 NFPA Official Definitions.

**3.2.1\* Approved.** Acceptable to the authority having jurisdiction.

**3.2.2\* Authority Having Jurisdiction (AHJ).** An organization, office, or individual responsible for enforcing the requirements of a code or standard, or for approving equipment, materials, an installation, or a procedure.

**3.2.3 Shall.** Indicates a mandatory requirement.

**3.2.4 Should.** Indicates a recommendation or that which is advised but not required.

**3.2.5 Standard.** An NFPA Standard, the main text of which contains only mandatory provisions using the word "shall" to indicate requirements and that is in a form generally suitable for mandatory reference by another standard or code or for adoption into law. Nonmandatory provisions are not to be considered a part of the requirements of a standard and shall be located in an appendix, annex, footnote, informational note, or other means as permitted in the NFPA Manuals of Style. When used in a generic sense, such as in the phrase "standards development process" or "standards development activities," the term "standards" includes all NFPA Standards, including Codes, Standards, Recommended Practices, and Guides.

### 3.3 General Definitions.

**3.3.1 Advanced Life Support (ALS).** See 3.3.36.1.

### 3.3.2 Aid.

**3.3.2.1\* Automatic Aid.** A plan developed between two or more fire departments for immediate joint response on first alarms. [1142, 2012]

**3.3.2.2 Mutual Aid.** A written intergovernmental agreement between agencies and/or jurisdictions that they will assist one another on request by furnishing personnel, equipment, and/or expertise in a specified manner.

**3.3.3 Aircraft Rescue and Fire Fighting.** See 3.3.21.1.

**3.3.4\* Aircraft Rescue and Fire-Fighting (ARFF) Vehicle.** A vehicle intended to carry rescue and fire-fighting equipment for rescuing occupants and combating fires in aircraft at, or in the vicinity of, an airport. [1002, 2014]

**3.3.5\* Alarm.** A signal or message from a person or device indicating the existence of an emergency or other situation that requires action by an emergency response agency. [1221, 2016]

**3.3.6 Alarm Answering Time.** See 3.3.53.1.

**3.3.7 Alarm Handling Time.** See 3.3.53.2.

**3.3.8 Alarm Processing Time.** See 3.3.53.3.

**3.3.9 Alarm Transfer Time.** See 3.3.53.4.

**3.3.10 Apparatus.**

**3.3.10.1 Fire Apparatus.** A vehicle designed to be used under emergency conditions to transport personnel and equipment, and to support the suppression of fires and mitigation of other hazardous situations. [1901, 2016]

**3.3.10.2 Quint Apparatus.** A fire apparatus with a permanently mounted fire pump, a water tank, a hose storage area, an aerial device with a permanently mounted waterway, and a complement of ground ladders.

**3.3.10.3 Specialized Apparatus.** A fire apparatus or vehicle that is used for support or specialized equipment and services at emergency scenes for functions such as, but not limited to, command, technical rescue, hazardous materials mitigation, urban search and rescue, air supply, electrical generation and lighting, or transport of equipment and personnel.

**3.3.11 Automatic Aid.** See 3.3.2.1.

**3.3.12 Basic Life Support (BLS).** See 3.3.36.2.

**3.3.13\* Company.** A group of members: (1) under the direct supervision of an officer; (2) trained and equipped to perform assigned tasks; (3) usually organized and identified as engine companies, ladder companies, rescue companies, squad companies, or multi-functional companies; (4) operating with one piece of fire apparatus (pumper, aerial fire apparatus, elevating platform, quint, rescue, squad, ambulance) except where multiple apparatus are assigned that are dispatched and arrive together, continuously operate together, and are managed by a single company officer; (5) arriving at the incident scene on fire apparatus. [1500, 2013]

**3.3.14 Company Officer.** See 3.3.40.1.

**3.3.15 Crew.** See 3.3.52, Team.

**3.3.16 Emergency Incident.** Any situation to which an emergency services organization responds to deliver emergency services, including rescue, fire suppression, emergency medical

care, special operations, law enforcement, and other forms of hazard control and mitigation. [1561, 2014]

**3.3.17 Emergency Medical Care.** The treatment of patients using first aid, cardiopulmonary resuscitation, basic life support, advanced life support, and other medical procedures prior to arrival at a hospital or other health care facility.

**3.3.18 Emergency Operations.** See 3.3.41.1.

**3.3.19 Fire Apparatus.** See 3.3.10.1.

**3.3.20 Fire Department Member.** See 3.3.38, Member.

**3.3.21 Fire Fighting.**

**3.3.21.1\* Aircraft Rescue and Fire Fighting.** The fire-fighting actions taken to rescue persons and to control or extinguish fire involving or adjacent to aircraft on the ground. [1500, 2013]

**3.3.21.2\* Marine Rescue and Fire Fighting.** The fire-fighting action taken to prevent, control, or extinguish fire involved in or adjacent to a marine vessel and the rescue actions for occupants using normal and emergency routes for egress.

**3.3.21.3 Structural Fire Fighting.** The activities of rescue, fire suppression, and property conservation in buildings or other structures, vehicles, rail cars, marine vessels, aircraft, or like properties.

**3.3.22 Fire Protection.** Methods of providing fire detection, control, and extinguishment.

**3.3.23\* Fire Suppression.** The activities involved in controlling and extinguishing fires. [1500, 2013]

**3.3.24\* First Responder (EMS).** Functional provision of initial assessment (i.e., airway, breathing, and circulatory systems) and basic first-aid intervention, including CPR and automatic external defibrillator (AED) capability.

**3.3.25 Forcible Entry.** Techniques used by fire personnel to gain entry into buildings, vehicles, aircraft, or other areas of confinement when normal means of entry are locked or blocked.

**3.3.26\* Hazard.** A condition that presents the potential for harm or damage to people, property, or the environment.

**3.3.27 Hazardous Material.** A substance that is capable of creating harm to people, the environment, or property due to its toxicity, chemical reactivity, decomposition, or corrosivity; is capable of explosion or detonation; or presents etiological hazards, whether used for its intended purpose or as a weapon of mass destruction (WMD) or for illicit labs purposes, environmental crimes, or industrial sabotage.

**3.3.28\* High-Hazard Occupancy.** An occupancy that presents a high life hazard or large fire potential due to its construction, configuration, or the presence of specific materials, processes, or contents.

**3.3.29 Incident Commander.** The member responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. [472, 2013]

**3.3.30\* Incident Management System (IMS).** An organized system that defines the roles and responsibilities to be assumed by responders and the standard operating procedures to be used in the management and direction of emergency incidents and other functions.

**3.3.31 Incident Safety Officer.** See 3.3.40.2.

**3.3.32 Initial Full Alarm Assignment.** Those personnel, equipment, and resources ordinarily dispatched upon notification of a structure fire.

**3.3.33 Initial Rapid Intervention Crew (IRIC).** See 3.3.44.1.

**3.3.34 Initiating Action/Intervention Time.** See 3.3.53.5.

**3.3.35 Intergovernmental Agreement.** A written formal authorization for services between two or more jurisdictions.

**3.3.36 Life Support.**

**3.3.36.1 Advanced Life Support (ALS).** Emergency medical treatment beyond basic life support that provides for advanced airway management including intubation, advanced cardiac monitoring, defibrillation, establishment and maintenance of intravenous access, and drug therapy.

**3.3.36.2\* Basic Life Support (BLS).** A specific level of pre-hospital medical care provided by trained responders, focused on rapidly evaluating a patient's condition; maintaining a patient's airway, breathing, and circulation; controlling external bleeding; preventing shock; and preventing further injury or disability by immobilizing potential spinal or other bone fractures.

**3.3.37 Marine Rescue and Fire Fighting.** See 3.3.21.2.

**3.3.38\* Member.** A person involved in performing the duties and responsibilities of a fire department, under the auspices of the organization. [1500, 2013]

**3.3.39 Mutual Aid.** See 3.3.2.2.

**3.3.40 Officer.**

**3.3.40.1\* Company Officer.** A supervisor of a crew/company of personnel.

**3.3.40.2 Incident Safety Officer.** A member of the command staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**3.3.40.3\* Supervisory Chief Officer.** A member whose responsibility is to assume command through a formalized transfer of command process and to allow company officers to directly supervise personnel assigned to them.

**3.3.41 Operations.**

**3.3.41.1 Emergency Operations.** Activities of the fire department relating to rescue, fire suppression, emergency medical care, and special operations, including response to the scene of the incident and all functions performed at the scene. [1500, 2013]

**3.3.41.2\* Special Operations.** Those emergency incidents to which the fire department responds that require specific and advanced training and specialized tools and equipment. [1500, 2013]

**3.3.42 Public Safety Answering Point (PSAP).** A facility in which 9-1-1 calls are answered. [1221, 2016]

**3.3.43 Quint Apparatus.** See 3.3.10.2.

**3.3.44\* Rapid Intervention Crew (RIC).** A dedicated crew of fire fighters who are assigned for rapid deployment to rescue lost or trapped members.

**3.3.44.1 Initial Rapid Intervention Crew (IRIC).** Two members of the initial attack crew who are assigned for rapid deployment to rescue lost or trapped members.

**3.3.45 Rescue.** Those activities directed at locating endangered persons at an emergency incident, removing those persons from danger, treating the injured, and providing for transport to an appropriate health care facility. [1500, 2013]

**3.3.46 Special Operations.** See 3.3.41.2.

**3.3.47 Specialized Apparatus.** See 3.3.10.3.

**3.3.48\* Staff Aide.** A fire fighter or fire officer assigned to a supervisory chief officer to assist with the logistical, tactical, and accountability functions of incident, division, or sector command.

**3.3.49 Standard Operating Procedure.** A written organizational directive that establishes or prescribes specific operational or administrative methods to be followed routinely for the performance of designated operations or actions. [1521, 2015]

**3.3.50 Structural Fire Fighting.** See 3.3.21.3.

**3.3.51 Supervisory Chief Officer.** See 3.3.40.3.

**3.3.52 Team.** Two or more members who have been assigned a common task and are in communication with each other, coordinate their activities as a work group, and support the safety of one another. [1081, 2012]

**3.3.53 Time.**

**3.3.53.1 Alarm Answering Time.** The time interval that begins when the alarm is received at the communication center and ends when the alarm is acknowledged at the communication center.

**3.3.53.2 Alarm Handling Time.** The time interval from the receipt of the alarm at the primary PSAP until the beginning of the transmittal of the response information via voice or electronic means to emergency response facilities (ERFs) or the emergency response units (ERUs) in the field.

**3.3.53.3 Alarm Processing Time.** The time interval from when the alarm is acknowledged at the communication center until response information begins to be transmitted via voice or electronic means to emergency response facilities (ERFs) and emergency response units (ERUs).

**3.3.53.4 Alarm Transfer Time.** The time interval from the receipt of the emergency alarm at the PSAP until the alarm is first received at the communication center.

**3.3.53.5\* Initiating Action/Intervention Time.** The time interval from when a unit arrives on the scene to the initiation of emergency mitigation.

**3.3.53.6\* Total Response Time.** The time interval from the receipt of the alarm at the primary PSAP to when the first emergency response unit is initiating action or intervening to control the incident.

**3.3.53.7 Travel Time.** The time interval that begins when a unit is en route to the emergency incident and ends when the unit arrives at the scene.

**3.3.53.8 Turnout Time.** The time interval that begins when the emergency response facilities (ERFs) and emergency response units (ERUs) notification process begins by

either an audible alarm or visual annunciation or both and ends at the beginning point of travel time.

**3.3.54 Total Response Time.** See 3.3.53.6.

**3.3.55 Travel Time.** See 3.3.53.7.

**3.3.56 Turnout Time.** See 3.3.53.8.

## Chapter 4 Organization

### 4.1 Fire Department Organizational Statement.

**4.1.1\*** The authority having jurisdiction (AHJ) shall maintain a written statement or policy that establishes the following:

- (1) Existence of the fire department
- (2) Services that the fire department is required to provide
- (3) Basic organizational structure
- (4) Expected number of fire department members
- (5) Functions that fire department members are expected to perform

**4.1.2\*** The fire department organizational statement shall provide service delivery objectives, including specific time objectives for each major service component [i.e., fire suppression, emergency medical services (EMS), special operations, aircraft rescue and fire fighting, marine rescue and fire fighting, and/or wildland fire fighting] and objectives for the percentage of responses that meet the time objectives.

**4.1.2.1** The fire department shall establish the following objectives:

- (1) Alarm handling time to be completed in accordance with 4.1.2.3.
- (2) 80 seconds turnout time for fire and special operations response and 60 seconds turnout time for EMS response
- (3)\*240 seconds or less travel time for the arrival of the first arriving engine company at a fire suppression incident
- (4) For other than high-rise, 480 seconds or less travel time for the deployment of an initial full alarm assignment at a fire suppression incident
- (5) For high-rise, 610 seconds or less travel time for the deployment of an initial full alarm assignment at a fire suppression incident
- (6) 240 seconds or less travel time for the arrival of a unit with first responder with automatic external defibrillator (AED) or higher level capability at an emergency medical incident
- (7) 480 seconds or less travel time for the arrival of an advanced life support (ALS) unit at an emergency medical incident, where this service is provided by the fire department provided a first responder with AED or basic life support (BLS) unit arrived in 240 seconds or less travel time

**4.1.2.2** The fire department shall document the initiating action/intervention time.

#### 4.1.2.3 Alarm Handling.

**4.1.2.3.1** The fire department shall establish a performance objective of having an alarm answering time of not more than 15 seconds for at least 95 percent of the alarms received and not more than 40 seconds for at least 99 percent of the alarms received, as specified by NFPA 1221.

**4.1.2.3.1.1** Any call not answered within 20 seconds shall be routed to a secondary answering (alternate) center if the primary center is full. An alarm should sound if a call is not answered (not processed, just answered) within 60 seconds.

**4.1.2.3.2** When the alarm is received at a public safety answering point (PSAP) and transferred to a secondary answering point or communication center, the agency responsible for the PSAP shall establish a performance objective of having an alarm transfer time of not more than 30 seconds for at least 95 percent of all alarms processed, as specified by NFPA 1221.

**4.1.2.3.3** The fire department shall establish a performance objective of having an alarm processing time of not more than 64 seconds for at least 90 percent of the alarms and not more than 106 seconds for at least 95 percent of the alarms, as specified by NFPA 1221.

**4.1.2.3.3.1** Emergency alarm processing for the following call types shall be completed within 90 seconds 90 percent of the time and within 120 seconds 99 percent of the time:

- (1) Calls requiring emergency medical dispatch questioning and pre-arrival medical instructions
- (2) Calls requiring language translation
- (3) Calls requiring the use of a TTY/TDD device or audio/video relay services
- (4) Calls of criminal activity that require information vital to emergency responder safety prior to dispatching units
- (5) Hazardous material incidents
- (6) Technical rescue
- (7) Calls that require determining the location of the alarm due to insufficient information
- (8) Calls received by text message

**4.1.2.4** The fire department shall establish a performance objective of not less than 90 percent for the achievement of each turnout time and travel time objective specified in 4.1.2.1.

#### **4.1.2.5 Evaluations.**

**4.1.2.5.1\*** The fire department shall evaluate its level of service and deployment delivery and alarm handling time, turnout time, and travel time objectives on an annual basis.

**4.1.2.5.2\*** The evaluations shall be based on emergency incident data relating to level of service, deployment, and the achievement of each time objective in each geographic area within the jurisdiction of the fire department.

**4.1.2.6** The fire department shall provide the AHJ with a written report annually.

**4.1.2.6.1** The annual report shall define the geographic areas and/or circumstances in which the requirements of this standard are not being met.

**4.1.2.6.2** The annual report shall explain the predictable consequences of these deficiencies and address the steps that are necessary to achieve compliance.

**4.2 Fire Suppression Services.** The fire department organizational statement shall set forth the criteria for the various types of fire suppression incidents to which the fire department is required to respond.

#### **4.3 Emergency Medical Services.**

**4.3.1** The fire department organizational statement shall set forth the criteria for the various types of emergency medical

incidents to which the fire department is required and/or expected to respond.

**4.3.2** The fire department organizational statement shall ensure that the fire department's emergency medical response capability includes personnel, equipment, and resources to deploy at the first responder level with AED or higher treatment level.

**4.3.3** Where emergency medical services beyond the first responder with AED level are provided by another agency or private organization, the AHJ, based on recommendations from the fire department, shall include the minimum staffing, deployment, and response criteria as required in Section 5.3 in the following:

- (1) The fire department organizational statement
- (2) Any contract, service agreement, governmental agreement, or memorandum of understanding between the AHJ and the other agency or private organization

#### **4.4 Special Operations.**

**4.4.1** The fire department organizational statement shall set forth the criteria for the various types of special operations response and mitigation activities to which the fire department is required or expected to respond.

**4.4.2\*** The fire department organizational statement shall ensure that the fire department's hazardous materials response capability includes personnel, equipment, and resources to deploy at the first responder operational level as required by 29 CFR 1910.120.

**4.4.3** The fire department organizational statement shall ensure that the fire department's confined space response capability includes personnel, equipment, and resources to deploy at the confined space operational level as required by 29 CFR 1910.146.

**4.4.4** The fire department organizational statement shall set forth the criteria for the various types of fire department response during natural disasters or terrorism incidents, weapons of mass destruction incidents, or large-scale or mass casualty events.

**4.5 Airport Rescue and Fire-Fighting Services.** The fire department organizational statement shall set forth the criteria for the various types of airport rescue and fire-fighting incidents to which the fire department is required or expected to respond.

**4.6 Marine Rescue and Fire-Fighting Services.** The fire department organizational statement shall set forth the criteria for the various types of marine rescue and fire-fighting incidents to which the fire department is required or expected to respond.

**4.7 Wildland Fire Suppression Services.** The fire department organizational statement shall set forth the criteria for the various types of wildland fire suppression incidents to which the fire department is required and/or expected to respond.

#### **4.8 Intercommunity Organization.**

**4.8.1\*** Mutual aid, automatic aid, and fire protection agreements shall be through a written intergovernmental agreement and shall address issues such as liability for injuries and deaths, disability retirements, cost of service, authorization to respond, staffing, and equipment, including the resources to

be made available, availability of interoperable communications, and the designation of the incident commander.

**4.8.2** Procedures and training of personnel for all fire departments in mutual aid, automatic aid, and fire protection agreement plans shall be comprehensive to produce an effective fire force and to ensure uniform operations.

## Chapter 5 Fire Department Services

### 5.1 Purpose.

**5.1.1** The services provided by the fire department shall include those activities identified by the organizational statement developed as required by Chapter 4.

**5.1.2** The procedures involved in providing these services, including operations and deployment, shall be established through written administrative regulations, standard operating procedures (SOPs), and departmental orders.

### 5.2\* Fire Suppression Services.

#### 5.2.1 Fire Suppression Capability.

**5.2.1.1** Fire suppression operations shall be organized to ensure that the fire department's fire suppression capability encompasses deployment of personnel, equipment, and resources for an initial arriving company, the initial full alarm assignment, and additional alarm assignments.

**5.2.1.2** The fire department shall be permitted to use established automatic aid and mutual aid agreements to comply with the requirements of Section 5.2.

**5.2.2\* Staffing.** The number of on-duty fire suppression members shall be sufficient to perform the necessary fire-fighting operations given the expected fire-fighting conditions.

**5.2.2.1** These numbers shall be determined through task analyses that take the following factors into consideration:

- (1) Life hazard to the populace protected
- (2) Provisions of safe and effective fire-fighting performance conditions for the fire fighters
- (3) Potential property loss
- (4) Nature, configuration, hazards, and internal protection of the properties involved
- (5) Types of fireground tactics and evolutions employed as standard procedure, type of apparatus used, and results expected to be obtained at the fire scene

**5.2.2.2\*** On-duty members assigned to fire suppression shall be organized into company units and shall have appropriate apparatus and equipment assigned to such companies.

**5.2.2.2.1\*** The fire department shall identify minimum company staffing levels as necessary to meet the deployment criteria required in 5.2.4 to ensure that a sufficient number of members are assigned, on duty, and available to safely and effectively respond with each company.

**5.2.2.2.2** Each company shall be led by an officer who shall be considered a part of the company.

**5.2.2.2.3\*** Supervisory chief officers shall be dispatched or notified to respond to all full alarm assignments.

**5.2.2.2.4** The supervisory chief officer shall ensure that the incident management system is established as required in Section 6.2.

**5.2.2.2.5\*** Supervisory chief officers shall have staff aides deployed to them for purposes of incident management and accountability at emergency incidents.

**5.2.3 Operating Units.** Fire company staffing requirements shall be based on minimum levels necessary for safe, effective, and efficient emergency operations.

**5.2.3.1** Fire companies whose primary functions are to pump and deliver water and perform basic fire fighting at fires, including search and rescue, shall be known as engine companies.

**5.2.3.1.1** These companies shall be staffed with a minimum of four on-duty members.

**5.2.3.1.2** In jurisdictions with a high number of incidents or geographical restrictions, as identified by the AHJ, these companies shall be staffed with a minimum of five on-duty members.

**5.2.3.1.2.1** In jurisdictions with tactical hazards, high-hazard occupancies, or dense urban areas, as identified by the AHJ, these fire companies shall be staffed with a minimum of six on-duty members.

**5.2.3.2** Fire companies whose primary functions are to perform the variety of services associated with truck work, such as forcible entry, ventilation, search and rescue, aerial operations for water delivery and rescue, utility control, illumination, overhaul, and salvage work, shall be known as ladder or truck companies.

**5.2.3.2.1** These fire companies shall be staffed with a minimum of four on-duty members.

**5.2.3.2.2** In jurisdictions with a high number of incidents or geographical restrictions, as identified by the AHJ, these fire companies shall be staffed with a minimum of five on-duty members.

**5.2.3.2.2.1** In jurisdictions with tactical hazards, high-hazard occupancies, or dense urban areas, as identified by the AHJ, these fire companies shall be staffed with a minimum of six on-duty members.

#### 5.2.3.3 Other Types of Companies.

**5.2.3.3.1** Other types of companies equipped with specialized apparatus and equipment shall be provided to assist engine and ladder companies where necessary to support the fire departments' SOPs.

**5.2.3.3.2** These companies shall be staffed with the minimum number of on-duty members required to deal with the tactical hazards, high-hazard occupancies, high incident frequencies, geographical restrictions, or other pertinent factors as identified by the AHJ.

#### 5.2.3.4 Fire Companies with Quint Apparatus.

**5.2.3.4.1** A fire company that deploys with quint apparatus, designed to operate as either an engine company or a ladder company, shall be staffed as specified in 5.2.3.

**5.2.3.4.2** If the company is expected to perform multiple roles simultaneously, additional staffing, above the levels specified in 5.2.3, shall be provided to ensure that those operations can be performed as required.

### 5.2.4 Deployment.

#### 5.2.4.1 Single-Family Dwelling Initial Full Alarm Assignment Capability.

**5.2.4.1.1\*** The initial full alarm assignment to a structure fire in a typical 2000 ft<sup>2</sup> (186 m<sup>2</sup>), two-story single-family dwelling



without basement and with no exposures shall provide for the following:

- (1) Establishment of incident command outside of the hazard area for the overall coordination and direction of the initial full alarm assignment with a minimum of one member dedicated to this task
- (2) Establishment of an uninterrupted water supply of a minimum of 400 gpm (1520 L/min) for 30 minutes with supply line(s) maintained by an operator
- (3) Establishment of an effective water flow application rate of 300 gpm (1140 L/min) from two handlines, each of which has a minimum flow rate of 100 gpm (380 L/min) with each handline operated by a minimum of two members to effectively and safely maintain the line
- (4) Provision of one support member for each attack and backup line deployed to provide hydrant hookup and to assist in laying of hose lines, utility control, and forcible entry
- (5) Provision of at least one victim search and rescue team with each such team consisting of a minimum of two members
- (6) Provision of at least one team, consisting of a minimum of two members, to raise ground ladders and perform ventilation
- (7) If an aerial device is used in operations, one member to function as an aerial operator to maintain primary control of the aerial device at all times
- (8) Establishment of an IRIC consisting of a minimum of two properly equipped and trained members

**5.2.4.1.2** When an incident escalates beyond an initial full alarm assignment, or when significant risk is present to the member due to the magnitude of the incident, the incident commander shall request an EMS crew consisting of a minimum of two members to provide treatment and transport for injured members and civilians.

**5.2.4.1.3** When an incident escalates beyond an initial full alarm assignment or when significant risk is present to the members due to the magnitude of the incident, the incident commander shall upgrade the IRIC to a full rapid intervention crew (s) (RIC) that consists of an officer and at least three members who are fully equipped and trained in RIC operations.

**5.2.4.2 Open-Air Strip Shopping Center Initial Full Alarm Assignment Capability.**

**5.2.4.2.1\*** The initial full alarm assignment to a structure fire in a typical open-air strip shopping center ranging from 13,000 ft<sup>2</sup> to 196,000 ft<sup>2</sup> (1203 m<sup>2</sup> to 18,209 m<sup>2</sup>) in size shall provide for the following:

- (1) Establishment of incident command outside the hazard area for the overall coordination, direction, and safety of the initial full alarm assignment with a minimum of two members dedicated to managing this task.
- (2) Establishment of two uninterrupted water supplies at a minimum of 500 gpm (1892 L/min), with each supply line maintained by an operator.
- (3) Establishment of an effective water flow application rate of 500 gpm (1892 L/min) from three handlines, each of which has a minimum flow rate of 150 gpm (568 L/min), with each handline operated by a minimum of two members to effectively and safely maintain each handline.
- (4) Provision of one support member for each attack, backup, and exposure line deployed to provide hydrant hookup and to assist in laying of hose lines, utility control, and forcible entry.

- (5) Provision of at least two victim search-and-rescue teams, each team consisting of a minimum of two members.
- (6) Provision of at least two teams, each team consisting of a minimum of two members, to raise ground ladders and perform ventilation.
- (7) If an aerial device(s) is used in operations, one member to function as an aerial operator and maintain primary control of the aerial device at all times.
- (8) The establishment of an RIC consisting of an officer and at least three members who are fully equipped and trained in RIC operations.
- (9) The establishment of an initial medical care component consisting of at least two members capable of providing immediate on-scene emergency medical support and transport that provides rapid access to civilians or members potentially needing medical treatment. Where this level of emergency medical care is provided by outside agencies or organizations, these agencies and organizations shall be included in the deployment plan and meet these requirements.

**5.2.4.3 Apartment Initial Full Alarm Assignment Capability.**

**5.2.4.3.1** The initial full alarm assignment to a structure fire in a typical 1200 ft<sup>2</sup> (111 m<sup>2</sup>) apartment within a three-story, garden-style apartment building shall provide for the following:

- (1) Establishment of incident command outside the hazard area for the overall coordination, direction, and safety of the initial full alarm assignment with a minimum of two members dedicated to managing this task.
- (2) Establishment of two uninterrupted water supplies at a minimum of 400 gpm (1520 L/min), with each supply line maintained by an operator.
- (3) Establishment of an effective water flow application rate of 300 gpm (1140 L/min) from three handlines, each of which has a minimum flow rate of 100 gpm (380 L/min), with each handline operated by a minimum of two members to effectively and safely maintain each handline.
- (4) Provision of one support member for each attack, backup, and exposure line deployed to provide hydrant hookup and to assist in laying of hose lines, utility control, and forcible entry.
- (5) Provision of at least two victim search-and-rescue teams, each team consisting of a minimum of two members.
- (6) Provision of at least two teams, each team consisting of a minimum of two members, to raise ground ladders and perform ventilation.
- (7) If an aerial device is used in operations, one member to function as an aerial operator and maintain primary control of the aerial device at all times.
- (8) The establishment of an RIC consisting of an officer and at least three members who are fully equipped and trained in RIC operations.
- (9) The establishment of an initial medical care component consisting of at least two members capable of providing immediate on-scene emergency medical support, and transport that provides rapid access to civilian or members potentially needing medical treatment. Where this level of emergency medical care is provided by outside agencies or organizations, those agencies and organizations must be included in the deployment plan and meet these requirements.

**5.2.4.4\* High-Rise Initial Full Alarm Assignment Capability.**

**5.2.4.4.1** Initial full alarm assignment to a fire in a building with the highest floor greater than 75 ft (23 m) above the

## 1710-12 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS

lowest level of fire department vehicle access shall provide for the following:

- (1) Establishment of a stationary incident command post outside the hazard area for overall coordination and direction of the initial full alarm assignment with a minimum of one officer with an aide dedicated to these tasks. All operations shall be conducted in compliance with the incident command system.
- (2) Establishment of an uninterrupted water supply to the building standpipe/sprinkler connection sufficient to support fire attack operations maintained by an operator. If the building is equipped with a fire pump, one additional member with a radio shall also be sent to the fire pump location to monitor and maintain operation.
- (3) Establishment of an effective water flow application rate on the fire floor at a minimum of 500 gpm (1892 L/m) from two handlines, each operated by a minimum of two members to safely and effectively handle the line.
- (4) Establishment of an effective water flow application rate on the floor above the fire floor at a minimum of 250 gpm (946 L/m) from at least one handline, with each handline deployed operated by a minimum of two members to safely and effectively handle the line.
- (5) The establishment of an RIC consisting of four properly equipped and trained members to replace the IRIC two floors below the fire floor (non-IDLH atmosphere) or on the ground floor if the fire is on the second floor or below.
- (6) Provision of two or more search-and-rescue teams consisting of a minimum of two members each.
- (7) Provision of one officer, with an aide dedicated to these tasks, to establish oversight at or near the entry point on the fire floor(s) and on the floor above the fire.
- (8) Provision of two or more evacuation management teams to assist and direct building occupants with evacuation or sheltering actions, with each team consisting of a minimum of two members.
- (9) Provision of one or more members to account for and manage elevator operations.
- (10) Provision of a minimum of one trained incident safety officer.
- (11) Provision of a minimum of one officer two floors below the fire floor to manage the interior staging area.
- (12) Provision of a minimum of two members to manage member rehabilitation. At least one of the members shall be trained to the ALS level.
- (13) Provision of an officer and a minimum of three members to conduct vertical ventilation operations.
- (14) Provision of a minimum of one officer to manage the building lobby operations.
- (15) Provision of a minimum of two members to transport equipment to a location below the fire floor.
- (16) Provision of one officer to manage external base operations.
- (17) Provision of a minimum of two crews trained in emergency medical services with on-scene transport capability, each crew with a minimum of two members. At least one of the members shall be trained to the ALS level.

### 5.2.4.5 Additional Alarm Assignments.

**5.2.4.5.1\*** Fire departments that respond to fires in occupancies that present hazards greater than those found in the occupancy described in 5.2.4.1 shall deploy additional resources on the initial alarm.

**5.2.4.5.2\*** The fire department shall have the capability to deploy additional alarm assignments that can provide for additional command staff, members, and additional services, including the application of water to the fire; engagement in search and rescue, forcible entry, ventilation, and preservation of property; safety and accountability for personnel; and provision of support activities for those situations that are beyond the capability of the initial full alarm assignment.

**5.2.4.5.3** An incident safety officer shall be deployed to all incidents that escalate beyond an initial full alarm assignment or when significant risk is present to members.

**5.2.4.5.4** The incident safety officer shall ensure that the safety and health system is established as required in Section 6.1.

**5.3\* Emergency Medical Services (EMS).** The purpose of this section shall be to provide standards for the delivery of EMS by fire departments.

**5.3.1** The fire department shall clearly document its role, responsibilities, functions, and objectives for the delivery of EMS.

**5.3.1.1** EMS operations shall be organized to ensure that the fire department's emergency medical capability includes members, equipment, and resources to deploy the initial arriving company and additional alarm assignments.

**5.3.1.2** The fire department shall be permitted to use established automatic aid or mutual aid agreements to comply with the requirements of Section 5.3.

### 5.3.2\* System Components.

#### 5.3.2.1 Treatment Levels.

**5.3.2.1.1** The basic treatment levels within an EMS system, for the purposes of this standard, shall be categorized as first responder, basic life support (BLS), and advanced life support (ALS).

**5.3.2.1.2** The specific patient treatment capabilities associated with each level shall be determined by the AHJ based on the requirements for approval and licensing of EMS providers within each state or province.

#### 5.3.2.2 Training Levels.

**5.3.2.2.1** The minimal level of training for all members that respond to emergency incidents shall be to the first responder/AED level.

**5.3.2.2.2** The AHJ shall determine if further training is required.

### 5.3.3 EMS System Functions.

**5.3.3.1** The AHJ shall determine which of the following components of an EMS system the fire department shall be responsible for providing:

- (1) Initial response to provide medical treatment at the location of the emergency (first responder with AED capability or higher)
- (2) BLS response
- (3) ALS response
- (4) Patient transport in an ambulance or alternative vehicle designed to provide for uninterrupted patient care at the ALS or BLS level while en route to a medical facility
- (5) Assurance of response and medical care through a quality management program

### 5.3.3.2 Staffing.

**5.3.3.2.1** On-duty EMS units shall be staffed with the minimum members necessary for emergency medical care relative to the level of EMS provided by the fire department.

**5.3.3.2.2** EMS staffing requirements shall be based on the minimum levels needed to provide patient care and member safety.

**5.3.3.2.2.1** Units that provide emergency medical care shall be staffed at a minimum with members trained to the first responder/AED level.

**5.3.3.2.2.2** Units that provide BLS transport shall be staffed and trained at the level prescribed by the state or provincial agency responsible for providing EMS licensing.

**5.3.3.2.2.3** Units that provide ALS transport shall be staffed and trained at the level prescribed by the state or provincial agency responsible for providing EMS licensing.

### 5.3.3.3 Service Delivery Deployment.

**5.3.3.3.1** The fire department shall adopt service delivery objectives based on time standards for the deployment of each service component for which it is responsible.

**5.3.3.3.2** Personnel deployed to ALS emergency responses shall include a minimum of two members trained at the emergency medical technician-paramedic level and two members trained at the emergency medical technician-basic level arriving on scene within the established travel time.

### 5.3.4 Quality Management.

**5.3.4.1** The fire department shall institute a quality management program to ensure that the service has met time objectives as required in 4.1.2 for all medical responses.

### 5.3.4.2 Fire Department Medical Personnel Review.

**5.3.4.2.1** All first responder and BLS medical care provided by the fire department shall be reviewed by the fire department medical personnel.

**5.3.4.2.2** This review process shall be documented.

### 5.3.4.3 Medical Director Review.

**5.3.4.3.1** All fire departments with ALS services shall have a named medical director with the responsibility to oversee and ensure quality medical care in accordance with state or provincial laws or regulations.

**5.3.4.3.2** This review process shall be documented.

**5.3.4.4** Fire departments providing ALS services shall provide a mechanism for immediate communications with EMS supervision and medical oversight.

**5.4 Special Operations Response.** Special operations shall be organized to ensure that the fire department's special operations capability includes members, equipment, and resources to deploy the initial arriving company and additional alarm assignments providing such services.

**5.4.1** The fire department shall be permitted to use established automatic aid or mutual aid agreements to comply with the requirements of Section 5.4.

**5.4.2** The fire department shall adopt a special operations response plan and SOPs that specify the roles and responsibilities of the fire department and the authorized functions of

members responding to hazardous materials emergency incidents.

**5.4.3** All fire department members expected to respond to emergency incidents beyond the first responder operations level for hazardous materials response shall be trained to the applicable requirements of NFPA 472.

**5.4.4** All fire department members expected to respond to emergency incidents beyond the confined space operations level for confined space operations shall be trained to the applicable requirements of NFPA 1670.

**5.4.5** The fire department shall have the capacity to implement an RIC during all special operations incidents that would subject members to immediate danger or injury in the event of equipment failure or other sudden events, as required by NFPA 1500.

**5.4.6** If a higher level of emergency response is needed beyond the capability of the fire department for special operations, the fire department shall determine the availability of outside resources that deploy these capabilities and the procedures for initiating their response.

**5.4.7** The fire department shall limit its activities to only those specific special operations functions for which its members have been trained and are correctly equipped.

### 5.5 Airport Rescue and Fire-Fighting (ARFF) Services.

**5.5.1** Airport fire departments shall adopt operations response plans and SOPs that specify the roles and responsibilities for nonaircraft incidents as required by 5.1.2.

**5.5.2** ARFF operations shall be organized to ensure that the fire department's capability includes members, equipment, and resources to deploy the initial arriving company, the initial full alarm assignment, and additional alarm assignments as required in 5.2.4.

**5.5.3** Airport fire departments shall have access to special tools, equipment, supplies, personal protective equipment (PPE), and other airport resources that are required to perform operations in their assigned roles and responsibilities.

### 5.5.4 Deployment.

**5.5.4.1** The airport fire department shall deploy the required number of ARFF vehicles required for the airport's assigned category as established by NFPA 403.

**5.5.4.2** Airport fire department companies equipped with specialized apparatus and equipment shall be provided to assist ARFF companies where deemed necessary as identified in 5.5.1.

**5.5.4.3** Airport fire department companies that deploy to structure fire incidents on airport property shall meet the time objective requirements of 4.1.2.

**5.5.4.4** Airport fire department companies that deploy to emergency medical incidents on airport property shall meet the time objective requirements of 4.1.2.

**5.5.4.5** The airport fire department shall be permitted to use established automatic aid or mutual aid agreements to comply with the requirements of Section 5.5.

### 5.5.5 Staffing.

**5.5.5.1** Airport fire department ARFF companies shall be staffed as required by NFPA 403.

## 1710-14 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS

**5.5.5.2** Airport fire department companies that deploy to structure fire incidents on airport property shall meet the staffing requirements of 5.2.2.

**5.5.5.3** Airport fire department companies that deploy to emergency medical incidents on airport property shall meet the staffing requirements of 5.3.3.2.

### **5.5.6 Emergency Operations.**

**5.5.6.1** At all emergency scene operations, an incident management system shall be used that meets the requirements of Section 6.2.

**5.5.6.2\*** Incident command shall be established outside of the hazard area for the overall coordination and direction of the initial full alarm assignment.

**5.5.6.3** An member shall be dedicated to the task of incident commander.

#### **5.5.6.4 Incident Safety Officer.**

**5.5.6.4.1** An incident safety officer shall be deployed to all incidents that escalate beyond a full alarm assignment or when members face significant risk.

**5.5.6.4.2** The incident safety officer shall ensure that the safety and health system is established as required in Section 6.1.

### **5.6\* Marine Rescue and Fire-Fighting (MRFF) Services.**

**5.6.1** MRFF operations shall be organized to ensure that the fire department's marine capability includes members, equipment, and resources to deploy to the alarm assignments associated with a marine emergency incident.

#### **5.6.2 Response Plan.**

**5.6.2.1** The fire department shall adopt a marine operations response plan and SOPs that specify the roles and responsibilities of the fire department and the authorized functions of members responding to marine emergencies.

**5.6.2.2** Fire department marine operations response plans and SOPs shall be coordinated with the applicable agencies, such as the port or harbor authority and supporting agencies.

**5.6.3** Marine fire departments shall have access to special tools, equipment, supplies, PPE, and other marine resources that are required to perform operations in their assigned roles and responsibilities.

#### **5.6.4 Staffing.**

##### **5.6.4.1 Numbers of On-Duty Marine Personnel.**

**5.6.4.1.1** On-duty marine personnel shall consist of the number necessary for fire-fighting performance relative to the expected MRFF conditions.

**5.6.4.1.2** On-duty marine members numbers shall be determined through task analyses as required for types of marine vessels and through additional task analyses that take the following factors into consideration:

- (1) Life hazard to the populace protected
- (2) Provisions of safe and effective fire-fighting performance conditions for the members
- (3) Potential property loss
- (4) Nature, configuration, hazards, and internal protection of the properties involved

(5) Types of tactics and evolutions employed as standard procedure, type of marine vessel used, and results expected to be obtained at the fire scene

(6) Requirements of the regulatory AHJs over navigable waters, ports, and harbors

##### **5.6.4.2 Organization of On-Duty Members.**

**5.6.4.2.1** On-duty members assigned to marine fire fighting shall be organized into company units and shall have required vessels and equipment assigned to such companies.

**5.6.4.2.2** Each marine company shall be led by an officer who shall be considered a part of the company.

##### **5.6.5 Operating Units.**

**5.6.5.1\*** Fire companies whose primary function is to deliver and pump water and extinguishing agents at the scene of a marine incident shall be known as marine companies.

**5.6.5.2** These companies shall be staffed with a minimum number of on-duty members as required by the tactical and occupancy hazards to which the marine vessel responds and by the regulatory AHJs over navigable waters, ports, and harbors.

### **5.7 Wildland Fire Suppression Services.**

**5.7.1** Wildland fire suppression operations shall be organized to ensure that the fire department's wildland fire suppression capability includes members, equipment, and resources to deploy wildland direct operations that can address marginal situations before they get out of control and wildland indirect fire-fighting operations that can be assembled and placed into operation against major wildland fires.

#### **5.7.2 Organization.**

**5.7.2.1** Fire departments performing wildland operations shall adopt a wildland fire-fighting operations response plan and SOPs that specify the roles and responsibilities of the fire department and the authorized functions of members responding to wildland fire emergencies.

**5.7.2.2** All wildland fire suppression operations shall be organized to ensure compliance with NFPA 1143.

**5.7.3** Fire departments performing wildland operations shall have access to special tools, equipment, supplies, PPE, and other wildland resources that are required to perform operations in their assigned roles and responsibilities.

**5.7.4 Staffing.** The number of on-duty wildland fire-fighting personnel shall be sufficient to perform the necessary fire-fighting operations given the expected wildland fire-fighting conditions.

**5.7.4.1** On-duty wildland fire-fighting members numbers shall be determined through task analyses that take the following factors into consideration:

- (1) Life hazard to the populace protected
- (2) Provisions of safe and effective fire-fighting performance conditions for the members
- (3) The number of trained response members available to the department, including mutual aid resources
- (4) Potential property loss
- (5) Nature, configuration, hazards, and internal protection of the properties involved

- (6) Types of wildland tactics and evolutions employed as standard procedure, type of apparatus used, and results expected to be obtained at the fire scene
- (7) Topography, vegetation, and terrain in the response area(s)

**5.7.4.2** On-duty personnel assigned to wildland operations shall be organized into company units and shall have required apparatus and equipment assigned to such companies.

**5.7.4.2.1** The fire department shall identify minimum company staffing levels necessary to meet the deployment criteria to ensure that a sufficient number of members are assigned, on duty, and available to respond with each company.

**5.7.4.2.2** Each company shall be led by an officer who shall be considered a part of the company.

**5.7.4.2.3** Supervisory chief officers shall be dispatched or notified to respond to all full alarm assignments.

**5.7.4.2.4** The supervisory chief officer shall ensure that the incident management system is established as required in Section 6.2.

**5.7.5 Operating Units.** Fire companies whose primary function is to deliver and pump water and extinguishing agents at the scene of a wildland fire shall be known as wildland companies.

**5.7.5.1** These companies shall be staffed with a minimum of four on-duty members.

**5.7.5.2** Engine and ladder (truck) companies that respond to wildland fire fighting and/or urban interface wildland fire fighting incidents shall be staffed as required by 5.2.3.

**5.7.5.3 Other Types of Companies.**

**5.7.5.3.1** Other types of companies equipped with specialized apparatus and equipment for wildland fire fighting, including aircraft, heavy equipment, mini pumps, and fast attack vehicles, shall be provided to assist wildland engine and ladder companies where deemed necessary as part of established practice.

**5.7.5.3.2** These companies shall be staffed with a minimum number of on-duty personnel as required by the tactical, topographical, environmental, fuel (vegetation), and occupancy hazards.

**5.7.6 Deployment.**

**5.7.6.1 Required Number of Vehicles.**

**5.7.6.1.1** The fire department shall deploy from its wildland resources the number of vehicles required for a direct and/or indirect attack.

**5.7.6.1.2\*** Prior to the initiation of any wildland fire attack, the fire department shall have the capacity to establish a lookout(s), communications with all crew members, escape route(s), and safety zone(s) for vehicles and members.

**5.7.6.2 Direct Attack.**

**5.7.6.2.1** The fire department shall have the capability to initiate a direct wildland attack within 10 minutes after arrival of the initial company or crew at the fire scene.

**5.7.6.2.2** One member in the first arriving company or crew shall be assigned as the incident commander for the overall coordination and direction of the direct attack activities.

**5.7.6.2.3** The direct wildland attack shall include the establishment of an effective water flow application rate of 30 gpm (114 L/min) from at least two 500 ft (150 m) 1½ in. (38 mm) diameter attack handlines from two engines.

**5.7.6.2.4** Each attack handline shall be operated by a minimum of two members to deploy and maintain the line.

**5.7.6.2.5** One operator shall remain with each fire apparatus supplying water flow to ensure uninterrupted water flow application.

**5.7.6.2.6** A wildland crew leader or company officer shall be provided with each crew to be responsible for overall supervision of each of the crew and for maintaining personnel accountability and crew safety.

**5.7.6.3 Indirect Attack.**

**5.7.6.3.1** The fire department providing wildland fire suppression operations shall have the capability to deploy an indirect attack, including application of water to the fire, engagement in search and rescue and preservation of property, accountability for personnel, and provision of support activities for those situations that are beyond the capability of the direct attack.

**5.7.6.3.2** An incident safety officer shall be deployed to all incidents that escalate beyond a direct attack alarm assignment or when members face significant risk.

**5.7.7 Non-Wildland Emergencies.**

**5.7.7.1** Wildland companies that deploy to structure fire incidents shall meet the time objective requirements of 4.1.2.

**5.7.7.2** Wildland companies that deploy to emergency medical incidents shall meet the time objective requirements of 4.1.2.

## Chapter 6 Systems

**6.1 Safety and Health System.** A fire-fighter occupational safety and health program shall be provided in accordance with NFPA 1500.

**6.2\* Incident Management System.**

**6.2.1** An incident management system shall be provided in accordance with NFPA 1561 to form the basic structure of all emergency operations of the fire department, regardless of the scale of the department or the emergency.

**6.2.2\*** An incident management system shall be designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, emergency medical operations, and other types of emergencies that could be encountered by the department.

**6.3 Training Systems.**

**6.3.1** The fire department shall have a training program and policy that ensure that members are trained and competency is maintained to execute all responsibilities consistent with the department's organization and deployment as addressed in Chapters 4 and 5.

**6.3.2** The agency must demonstrate in its annual report that it has ensured competency for necessary knowledge, skills, and abilities based on the community's specific hazards and risks, to include at least the hazards specifically addressed in

this standard, for each member that is considered part of the effective response force.

**6.3.3** The agency must adopt training standards based on the sited hazards and risk, set appropriate objectives to achieve the standards, and demonstrate that it is meeting the objectives as part of demonstrating training and competency.

#### **6.4 Communications Systems.**

**6.4.1** The fire department shall have a reliable communications system to facilitate prompt delivery of public fire suppression, EMS, and special operations.

**6.4.2** All communications facilities, equipment, staffing, operating procedures, performance objectives, and reporting shall comply with NFPA 1221.

**6.4.3** Operating procedures for radio communications shall provide for the use of standard protocols and terminology at all types of incidents.

**6.4.4** Standard terminology, in compliance with NFPA 1561, shall be established to transmit information, including strategic modes of operation, situation reports, and emergency notifications of imminent hazards.

#### **6.5\* Pre-Incident Planning.**

**6.5.1** The fire department shall set forth operational requirements to conduct pre-incident planning.

**6.5.2** Particular attention shall be provided to all target hazards.

### **Annex A Explanatory Material**

*Annex A is not a part of the requirements of this NFPA document but is included for informational purposes only. This annex contains explanatory material, numbered to correspond with the applicable text paragraphs.*

**A.1.1** The standard includes minimum requirements that are intended to provide effective, efficient, and safe protective services that operate on a sound basis to prevent fires, reduce risk to lives and property, deal with incidents that occur, and prepare for anticipated incidents. It sets minimum standards considered necessary for the provision of public fire protection by career fire departments. It addresses the structure and operation of organizations providing such services, including fire suppression and other assigned emergency response responsibilities, which include EMS and special operations.

**A.1.2.1** A fundamental concept of fire risk is associated with modern society. Public fire service organizations are expected to reduce the risk within their areas of jurisdiction by taking measures to prevent the outbreak of fires, limit the extent and severity of fires, provide for the removal or rescue of endangered persons, control and extinguish fires that occur within the jurisdiction, and perform other emergency response operations and delivery of EMS.

The cumulative effects of preventive efforts, risk reduction and control, and fire suppression capabilities result in variable levels of risk to the jurisdictions and their residents.

The risk remaining after deducting the cumulative effect of the public fire service organization's efforts is the responsibility of each individual, including owners, operators, occupants, and casual visitors to properties. It should be noted that fire risk cannot be completely avoided or eliminated.

**A.1.4** Nothing in this standard is intended to prohibit the use of systems, methods, or approaches of equivalent or superior performance to those prescribed by this standard. The equivalency statement contained in this standard allows jurisdictions to use other "systems, methods, or approaches" to meet requirements of the standard if they can validate and document in writing that such are equal or superior to the requirements contained in the standard. This equivalency statement is not intended to allow any jurisdiction or fire department to reduce the requirements in the standard and still claim compliance. Moreover, it specifically requires any jurisdiction relying on "equivalent" systems, methods, or approaches to validate, demonstrate, and document in writing that the standard is equal or superior to the requirements contained in this standard.

The authority having jurisdiction (AHJ) determines what systems, methods, or approaches are equivalent or superior in performance. The AHJ should approach the assessment by reviewing the overall public fire protection and EMS system performance.

**A.3.2.1 Approved.** The National Fire Protection Association does not approve, inspect, or certify any installations, procedures, equipment, or materials; nor does it approve or evaluate testing laboratories. In determining the acceptability of installations, procedures, equipment, or materials, the authority having jurisdiction may base acceptance on compliance with NFPA or other appropriate standards. In the absence of such standards, said authority may require evidence of proper installation, procedure, or use. The authority having jurisdiction may also refer to the listings or labeling practices of an organization that is concerned with product evaluations and is thus in a position to determine compliance with appropriate standards for the current production of listed items.

**A.3.2.2 Authority Having Jurisdiction (AHJ).** The phrase "authority having jurisdiction," or its acronym AHJ, is used in NFPA documents in a broad manner, since jurisdictions and approval agencies vary, as do their responsibilities. Where public safety is primary, the authority having jurisdiction may be a federal, state, local, or other regional department or individual such as a fire chief; fire marshal; chief of a fire prevention bureau, labor department, or health department; building official; electrical inspector; or others having statutory authority. For insurance purposes, an insurance inspection department, rating bureau, or other insurance company representative may be the authority having jurisdiction. In many circumstances, the property owner or his or her designated agent assumes the role of the authority having jurisdiction; at government installations, the commanding officer or departmental official may be the authority having jurisdiction.

**A.3.3.2.1 Automatic Aid.** Automatic aid is established through a written intergovernmental agreement that provides for the simultaneous dispatch of a predetermined response of personnel and equipment to a neighboring jurisdiction upon receipt of an alarm and is included as part of a communication center's dispatch protocols.

**A.3.3.4 Aircraft Rescue and Fire-Fighting (ARFF) Vehicle.** The apparatus is typically equipped with a large water tank [commencing at 1000 gal (3800 L) and extending to over 6000 gal (22,800 L)]; a supply of fire-fighting extinguishing agents; remote-controlled large roof turret(s), extendable turret nozzle(s), and bumper turret(s) (ground sweep nozzles) that are used for the discharge of extinguishing agent; and pre-connected handlines.

**A.3.3.5 Alarm.** In some jurisdictions, an alarm is referred to as an incident or call for service.

**A.3.3.13 Company.** For fire suppression and other emergency operations, in some jurisdictions, the response capability of the initial arriving company is configured with two apparatus operating together. This can be a result of apparatus not being configured with seated and belted positions for four members, therefore requiring a second vehicle to carry additional personnel. It can also be the result of the fire department's SOPs, which require two apparatus operating together to complete the operational procedures. The objective is to ensure that a minimum of four personnel are assigned to and deployed as a company. The two (or more) pieces of apparatus would always be dispatched and respond together as a single company. Some examples of this include the following:

- (1) A pumper and tanker/tender that would be responding together outside a municipal water district
- (2) A multiple-piece company, specified as such in a fire department's SOPs, such as an engine or ladder company that responds with a rescue unit, water tender, or other type of apparatus
- (3) A company that consists of a pumper with an additional vehicle as a personnel carrier
- (4) A pumper and an ambulance or rescue unit that always respond together

**A.3.3.21.1 Aircraft Rescue and Fire Fighting.** Such rescue and fire-fighting actions are performed both inside and outside of the aircraft.

**A.3.3.21.2 Marine Rescue and Fire Fighting.** Marine companies can be utilized for special operations, including a platform for dive and scuba operations and for providing a secure water supply for land-based operations.

**A.3.3.23 Fire Suppression.** Fire suppression includes all activities performed at the scene of a fire incident or training exercise that expose fire department members to the dangers of heat, flame, smoke, and other products of combustion, explosion, or structural collapse. [1500, 2013]

**A.3.3.24 First Responder (EMS).** A first responder also assists higher level EMS providers.

**A.3.3.26 Hazard.** Hazards include the characteristics of facilities, equipment systems, property, hardware, or other objects; and the actions and inactions of people that create such hazards.

**A.3.3.28 High-Hazard Occupancy.** These occupancies include schools, hospitals, and other special medical facilities, nursing homes, high-risk residential occupancies, neighborhoods with structures in close proximity to one another, high-rise buildings, explosives plants, refineries, and hazardous materials occupancies.

**A.3.3.30 Incident Management System (IMS).** The system should be consistent with NIMS and the National Response Framework. The system is also referred to as an incident command system (ICS).

**A.3.3.36.2 Basic Life Support (BLS).** Basic life support could also include expediting the safe and timely transport of the patient to a hospital emergency department for definitive medical care.

**A.3.3.38 Member.** A fire department member can be a full-time or part-time employee or a paid or unpaid volunteer, can

occupy any position or rank within the fire department, and can engage in emergency operations. [1500, 2013]

**A.3.3.40.1 Company Officer.** This person can be someone appointed in an acting capacity. The rank structure could be either sergeant, lieutenant, or captain.

**A.3.3.40.3 Supervisory Chief Officer.** The position of supervisory chief officer is above that of a company officer, who responds automatically and/or is dispatched to an alarm beyond the initial alarm capabilities, or other special calls. In some jurisdictions, this is the rank of battalion chief, district chief, deputy chief, assistant chief, or senior divisional officer (U.K. fire service).

**A.3.3.41.2 Special Operations.** Special operations include water rescue, extrication, hazardous materials, confined space entry, high-angle rescue, aircraft rescue and fire fighting, and other operations requiring specialized training. [1500, 2013]

**A.3.3.44 Rapid Intervention Crew (RIC).** The RIC reports directly to the incident commander or operations chief. This dedicated crew is not to be confused with the IRIC.

**A.3.3.48 Staff Aide.** This member is assigned to a supervisory chief officer who assists at incident scene operations, which can include personnel accountability, communications, and other logistical and administrative support. In addition, this member can assist in coordinating training activities, respond to citizen inquiries, coordinate staffing issues and sick leave follow-up, and assign resource allocations for facilities and apparatus under the supervisory chief officer's jurisdiction. Staff aides can be known as field incident technician, staff assistant, battalion fire fighter, or battalion adjutant.

**A.3.3.53.5 Initiating Action/Intervention Time.** A benchmark time frame isn't set to initiate a mitigating action or take other steps to intervene in resolving the issue that created the incident. Fire departments should track these times based on their SOPs and evaluate the data based on the nature of the incident.

**A.3.3.53.6 Total Response Time.** A "cascade of events" chart, shown as Figure A.3.3.53.6, is provided to assist understanding the relationship between NFPA 1221, NFPA 1710, and Initiating Time/Intervention Time (currently not addressed by a single NFPA standard). Three phases are included in total response time. They are as follows:

- (1) Phase One — Alarm Handling Time, which includes alarm transfer time, alarm answering time, and alarm processing time (addressed by NFPA 1221)
- (2) Phase Two — Turnout Time and Travel Time (addressed by NFPA 1710)
- (3) Phase Three — Initiating Action/Intervention Time

**A.4.1.1** The AHJ generally has the responsibility to determine the following:

- (1) Scope and level of service provided by the fire department
- (2) Necessary level of funding
- (3) Necessary level of personnel and resources, including facilities

To provide service, the AHJ should have the power to levy taxes or solicit funding, to own property and equipment, and to cover personnel costs. The authority necessary is conveyed by law to a local jurisdiction.

In addition, the governing body also should monitor the achievement of the management goals of the department,

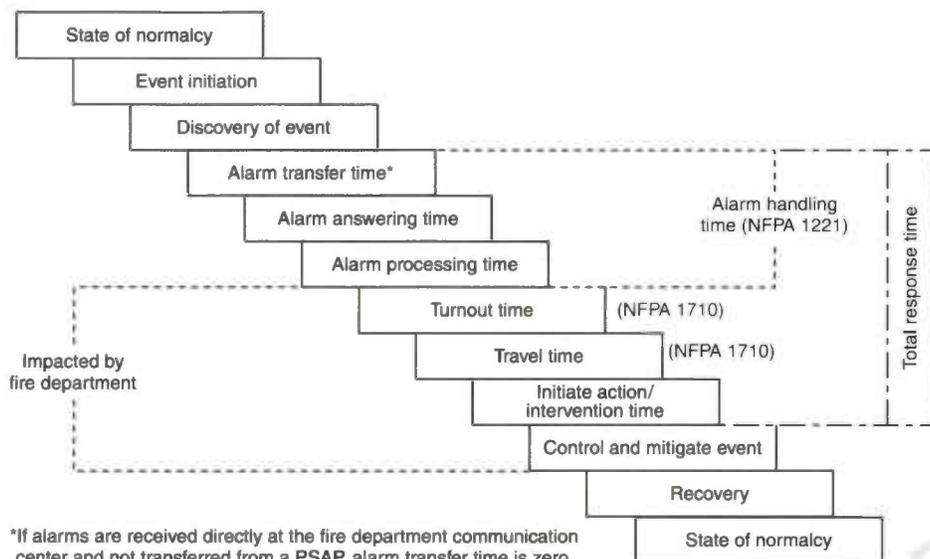


FIGURE A.3.3.53.6 Cascade of Events Chart.

such as fire prevention, community life safety education, fire suppression, employee training, communications, maintenance, and department administration.

The organizational statement is a very important basis for many of the provisions of this standard. The statement sets forth the legal basis for operating a fire department, the organizational structure of the fire department, number of members, training requirements, expected functions, and authorities and responsibilities of various members or defined positions.

A key point is to clearly set out the specific services the fire department is authorized and expected to perform. Most fire departments are responsible to a governing body. The governing body has the right and should assert its authority to set the specific services and the limits of the services the fire department will provide. It also has the responsibility to furnish the necessary resources for delivery of the designated services. The fire department should provide its governing body with a specific description of each service, with options or alternatives and an accurate analysis of the costs and resources needed for each service.

Such services could include structural fire fighting, wildland fire fighting, airport/aircraft fire fighting, emergency medical services, hazardous materials response, high-angle rescue, heavy rescue, and others.

Spelling out the specific parameters of services to be provided allows the fire department to plan, staff, equip, train, and deploy members to perform these duties. It also gives the governing body an accounting of the costs of services and allows it to select those services it can afford to provide. Likewise, the governing body should identify services it cannot afford to provide and cannot authorize the fire department to deliver, or it should assign those services to another agency.

The factors that should be included in the AHJ's risk assessment process include adopted building codes, required fire/life safety related engineering controls, accepted service delivery performance objectives, complexity of facilities, and

occupancy hazards (low, medium, and high) within the jurisdiction.

The fire department should be no different than any other government agency that has the parameters of its authority and services clearly defined by the governing body.

Legal counsel should be used to ensure that any statutory services and responsibilities are being met.

The majority of public fire departments are established under the charter provisions of their governing body or through the adoption of statutes. These acts define the legal basis for operating a fire department, the mission of the organization, the duties that are authorized and expected to be performed, and the authority and responsibilities that are assigned to certain members to direct the operations of the fire department.

The documents that officially establish the fire department as an identifiable organization are necessary to determine specific responsibilities and to determine the parties responsible for compliance with the provisions of this standard.

In many cases, these documents can be part of state laws, a municipal charter, or an annual budget. In such cases, it would be appropriate to make these existing documents part of the organizational statement, if applicable.

**A.4.1.2** There can be incidents or areas where the response criteria are affected by circumstances such as response personnel who are not on duty, unstaffed fire station facilities, natural barriers, traffic congestion, insufficient water supply, and density of population or property. The reduced level of service should be documented in the written organizational statement by the percentage of incidents and geographical areas for which the total response time criteria are achieved.

Additional service delivery performance objectives should be established by the AHJ for occupancies other than those identified within the standard for benchmark single-family dwellings. Factors to be considered include specific response areas (i.e., suburban, rural, and wilderness) and occupancy hazards.

**A.4.1.2.1(3)** This service delivery requirement is intended to have a fire department plan and situate its resources to consistently meet a 240-second travel time for the initial company fire suppression response; for other than high-rise, a 480-second travel time for the full alarm fire response assignment; and for high-rise, a 610-second travel time for the full alarm fire response assignment.

**A.4.1.2.5.1** The evaluation of the fire department's provided level of service needs to be performed against the AHJ's established service delivery performance objectives. These objectives should be based on a jurisdictional risk assessment. The objectives established within this standard are based on a 2000 ft<sup>2</sup> (186 m<sup>2</sup>), two-story, single-family home without a basement and having no exposures. The AHJ's response objectives should be established based on numerous factors such as the circumstances affecting response personnel, adopted building codes, required fire/life safety-related engineering controls, accepted turnout/travel times, complexity of facilities, and occupancy hazards within the jurisdiction.

**A.4.1.2.5.2** The collection of data is required to determine the organization's ability to meet its locally determined objectives and the performance objectives contained in the standard with regard to emergency incidences (warning lights and sirens). Organizations respond to numerous types of emergency and nonemergency incidents. While the collection and analysis of all of the response data is important, attainment of the 90 percent objective is only to be evaluated against emergency incident responses.

**A.4.4.2** Occupational Safety and Health Administration (OSHA) regulations require that all fire departments be trained to respond to hazardous materials incidents at the first responder operations level.

Title III of the Superfund Amendments and Reauthorization Act of 1986 (SARA), known as the Emergency Planning and Community Right-to-Know Act, established requirements for federal, state, and local governments and industrial facilities regarding emergency planning for spills or other releases, community right-to-know, and reporting of hazardous and toxic chemicals.

The Emergency Planning and Community Right-to-Know Act covers the following four major areas that provide the fire service and communities with a broad perspective on the chemical hazards within the local area and those at individual facilities:

- (1) Sections 301 through 303 — emergency planning
- (2) Section 304 — emergency release notification
- (3) Sections 311 and 312 — community right-to-know reporting requirements
- (4) Section 313 — toxic chemical release inventory

**A.4.8.1** Where appropriate, the mutual aid agreement should include automatic responses on first alarms (automatic aid). This concept contemplates joint response of designated apparatus and personnel on a predetermined running assignment basis.

Mutual aid concepts should be considered on a regional basis. In an effective mutual aid arrangement, each fire department should retain reserves of personnel and apparatus. Traditionally and legally, overall command of the incident is vested with the senior officer of the jurisdiction experiencing the emergency.

Some areas use consolidated dispatching to coordinate the response of fire companies to assist an outside fire department.

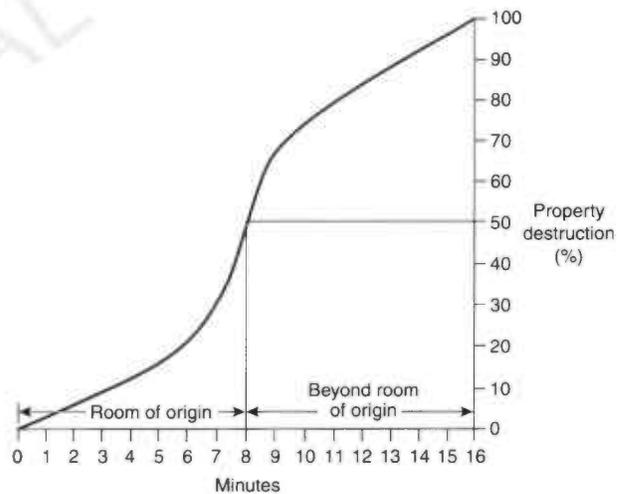
The management of responses can be made easier by utilizing computerization, "running cards," and other advance planning.

**A.5.2** Suppression capability is an expression of how much fire-fighting power can be put into action when there is a fire. It includes the amount of apparatus, equipment, and personnel available; the time needed to respond and place equipment in action; the water supply; the application of strategy and tactics; the level of training; and all of the components that add up to effective fireground operations.

**A.5.2.2** For more information, see NFPA 1250; FEMA, National Fire Academy, "Fire Risk Analysis: A Systems Approach"; and Phoenix, AZ, Fire Department, "Fire Department Evaluation System (FIRECAP)."

**A.5.2.2.2** For further information on companies, see 3.3.13 and A.3.3.13.

**A.5.2.2.2.1** An early, aggressive, and offensive primary interior attack on a working fire, where feasible, is usually the most effective strategy to reduce loss of lives and property damage. In Figure A.5.2.2.2.1, the line, which combines temperature rise and time, represents a rate of fire propagation in an unsprinklered room and roughly corresponds to the percentage of property destruction. At approximately 10 minutes into the fire sequence, the hypothetical room of origin flashes over. Extension outside the room begins at that point.



**FIGURE A.5.2.2.2.1** Fire Propagation Curve.

Consequently, given that the progression of a structure fire to the point of flashover (i.e., the very rapid spreading of the fire due to superheating of room contents and other combustibles) generally occurs in less than 10 minutes, two of the most important elements in limiting fire spread are the quick arrival of sufficient personnel and equipment to attack and extinguish the fire as close to the point of its origin as possible. For more information, refer to *Fire Service Today*, "Reduced Staffing: At What Cost," and NIST, "Hazard I Fire Hazard Assessment Method." Also, refer to National Fire Academy, "Fire Risk Analysis: A Systems Approach," and Office of the Ontario Fire Marshal, *Shaping the Future of Fire Ground Staffing and Delivery Systems Within a Comprehensive Fire Safety Effectiveness Model*.

1710-20 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS

The ability of adequate fire suppression forces to significantly influence the outcome of a structure fire is undeniable and predictable. Data generated by NFPA and used by the committee in developing this standard provide empirical data that rapid and aggressive interior attack can substantially reduce the human and property losses associated with structure fires [see Table A.5.2.2.2.1(a) and Table A.5.2.2.2.1(b)].

The NFPA Fire Analysis and Research Division provided the data in Table A.5.2.2.2.1(b) as an update of Table A.5.2.2.2.1(a).

**Table A.5.2.2.2.1(a) Fire Extension in Residential Structures, 1994-1998**

Extension	Rate per 1000 Fires		
	Civilian Deaths	Civilian Injuries	Average Dollar Loss per Fire
Confined to room of origin	2.32	35.19	\$3,185
Beyond the room but confined to floor of origin	19.68	96.86	\$22,720
Beyond floor of origin	26.54	63.48	\$31,912

Note: Residential structures include dwellings, duplexes, manufactured homes (also called mobile homes), apartments, row houses, townhouses, hotels and motels, dormitories, and barracks.

Source: NFPA Annual Fire Experience Survey and National Fire Incident Reporting System (NFIRS).

**A.5.2.2.2.3** The assignment of specific response districts to command officers should be based on the number of companies, workload, and response distances. Department administrative procedures should indicate clearly the jurisdiction of command officers.

**A.5.2.2.2.5** For further information on staff aides, see 3.3.48 and A.3.3.48.

**A.5.2.4.1.1** The hazards presented by this scenario are not unusual, as all communities respond to fire incidents in this type of structure on a regular basis.

**A.5.2.4.2.1** The open-air strip shopping center represents more than 67 percent of types of shopping centers, as described by the International Council of Shopping Centers (ICSC). The ICSC describes these centers as “usually configured in a straight line as a strip, or may be laid out in an L or U shape, depending on the site and design. They consist of an attached row of stores or service outlets managed as a coherent retail entity, with on-site parking usually located in front of the stores. Open canopies may connect the store fronts, but a strip center does not have enclosed walkways linking the stores. The open air strip shopping center may contain between five and 40 stores of varying occupancy types and hazards with three or more being larger, anchor stores such as a discount store, supermarket, drug, or large specialty discount store.”

**A.5.2.4.4** See “Report on High-Rise Fireground Field Experiments,” NIST, April 2013, for more information.

**A.5.2.4.5.1** Other occupancies and structures in the community that present greater hazards should be addressed by addi-

**Table A.5.2.2.2.1(b) Fire Extension Home Structure Fires, 2006-2010 Rate per 1000 Fires**

Flame Spread	Rate per 1000 Fires		
	Civilian Deaths	Civilian Injuries	Average Dollar Loss per Fire
Confined fires or contained fire identified by incident type*	0.000	10.29	\$212
Confined fire or flame damage confined to object of origin	0.65	13.53	\$1,565
Confined to room of origin, including confined fires and fires confined to object	1.91	25.32	\$2,993
Beyond the room but confined to floor of origin	22.73	64.13	\$7,445
Beyond floor of origin	24.63	60.41	\$58,431

\* NFIRS 5.0 has six categories of confined structure fires: cooking fires confined to the cooking vessel, confined chimney or flue fires, confined incinerator fires, confined fuel burner or boiler fires or delayed ignitions, confined commercial compactor fires, and trash or rubbish fires in a structure with no flame damage to the structure or its contents.

Note: Homes include one- and two-family homes (including manufactured housing) and apartments or other multifamily housing. These statistics are national estimates based on fires reported to U.S. municipal fire departments and so exclude fires reported only to federal or state agencies. National estimates are projections. Casualty and loss projections can be heavily influenced by the inclusion or exclusion of one unusually serious fire. Property damage has not been adjusted for inflation.

Source: NFPA Annual Fire Experience Survey and National Fire Incident Reporting System (NFIRS).

tional fire fighter functions and additional responding personnel on the initial full alarm assignment. The NFPA *Fire Protection Handbook* categorizes occupancies in three broad groups:

- (1) High-hazard occupancies: schools, hospitals, nursing homes, explosives plants, refineries, high-rise buildings, and other high life hazard or large fire potential occupancies
- (2) Medium-hazard occupancies: apartments, offices, mercantile, and industrial occupancies not normally requiring extensive rescue or fire-fighting forces
- (3) Low-hazard occupancies: one-, two- or three-family dwellings and scattered small businesses and industrial occupancies. The NFPA 1710 benchmark occupancy fits into this low-hazard category.

In determining the initial responding force to these occupancies, AHJs must consider the additional potential of fire

spread, types of combustibles, increased life hazard, and various tasks that must be accomplished to achieve their mission.

**A.5.2.4.5.2** Once units arrive, or a determination is made that other resources are required, additional alarms should be called for and dispatched. Departments should have predetermined procedures for additional alarms. Many departments send the same number and type of units on the second alarm as on the first alarm. Incident commanders can always request unique resources when required. Many departments will only be able to handle additional alarms through automatic or mutual aid agreements that have been previously established.

**A.5.3** An EMS system is defined as a comprehensive, coordinated arrangement of resources and functions that are organized to respond in a timely, staged manner to medical emergencies, regardless of their cause. The term *system* can be applied locally or at the state, provincial, or national level. The fundamental functions of an EMS system are the following:

- (1) System organization and management
- (2) Medical direction
- (3) Human resources and training
- (4) Communications
- (5) Emergency response
- (6) Transportation
- (7) Care facilities
- (8) Quality assurance
- (9) Public information and education
- (10) Disaster medical services
- (11) Research
- (12) Special populations

**A.5.3.2** The following four functions do not necessarily exist as separate elements in a particular system:

- (1) The first responding unit can be an advanced life support (ALS) ambulance that can provide ALS treatment and ambulance transportation.
- (2) The first responding unit can be a fire suppression unit that can provide both initial and advanced-level medical care.
- (3) ALS can be provided by the ambulance or by an additional fire suppression unit or a unit that is dedicated to ALS response only.
- (4) The system might not have ALS treatment capability — only a fire apparatus with fire fighters trained as first responder AED can respond.

**A.5.5.6.2** The U.S. Air Force has defined the areas involved in the emergency within 75 ft (23 m) of the aircraft as immediately dangerous to life and health (IDLH).

**A.5.6** For additional information on marine fire fighting, see NFPA 1405.

**A.5.6.5.1** For additional information on marine rescue and fire-fighting vessels, see NFPA 1925.

**A.5.7.6.1.2** A system developed by Chief Paul Gleason of the United States Forest Service addresses specific mandatory fire orders in a system termed *LCES*, which stands for lookout(s), communication(s), escape route(s), and safety zone(s). These four items are to be implemented as an integrated system by a single resource unit, a strike team, or a full assignment. The implementation of LCES is a minimum safety requirement prior to the initiation of any wildland fire-fighting operations.

**A.6.2** Emergency incidents can involve operations that vary considerably in their complexity and scale. The control of

these incidents depends on the planned, systematic implementation of an effective fireground organization to accomplish identified objectives. Every fire department, regardless of size, needs a proper system to regulate and direct emergency forces and equipment at both routine and major incidents. The incident management system forms the basic structure of operations, regardless of scale. An effective system is designed to manage incidents of different types, including structure fires, wildland fires, hazardous materials incidents, and medical and other emergencies.

**A.6.2.2** Unlike fire incidents where command is normally predicated by rank structure, EMS patient care is based on statutory recognition of the member with the highest level of medical certification. The recommendation is that departments adopt protocols that define the degree of both member and nonmember involvement in direct patient care based on local standards, medical control, and statutory requirements.

**A.6.5** For additional information, see NFPA 1620.

## Annex B Community-Wide Risk Management Model

*This annex is not a part of the requirements of this NFPA document but is included for information purposes only.*

**B.1** This model is an example of how a community-wide risk management plan can be used to protect both citizens and property. While NFPA 1710 is scoped to focus strictly on deployment, staffing, and service levels, it is one component of a total community fire protection planning process. An AHJ can determine other components that could reduce the risks of fire and adopt stronger building and fire prevention codes, enforce those more vigorously, and enhance public life safety education components. This model is included for that purpose. Figure B.1 illustrates a fire department process map.

NFPA 1730, Chapter 5 establishes a process to identify and analyze community risks to assist in the development and implementation of a community risk reduction (CRR) plan. Detailed guidance on conducting a CRR plan is provided in Annex B of NFPA 1730.

For other documents on community risk assessment and community risk reduction, see: *Fire Service Deployment: Assessing Community Vulnerability*, Urban Fire Forum; *ISO Fire Suppression Rating Schedule*, CPSE Standard of Cover; *IFE V2020 CRR 2009 Project Report*; *IFE V2020 CRR Symposium Report*; and *Washington Association of State Fire Marshals CRR Project Report*.

**B.1.1** This annex addresses the need for fire departments to develop an overall “defense-in-depth” strategy for the delivery of fire services. The development of such a strategy should include an assessment of the tools available to the fire service for accomplishing the goals of fire safety.

**B.1.2** Fire safety objectives can be defined as those ideas that a department aspires to deliver. For example, fire department objectives could include such statements as “Maintain injuries and life/property losses as low as reasonably achievable (community and department).” The accomplishment of this objective should not be left to fire-fighting operations alone. See Figure B.1.2 for fire safety concepts.

**B.1.3** Fire prevention is not simply preventing fire. It is the systematic application of codes, standard, engineering principles, and an understanding of human behavior to achieve the objective of limiting the loss of life and property.

1710-22 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS



FIGURE B.1 Fire Department Process Map.

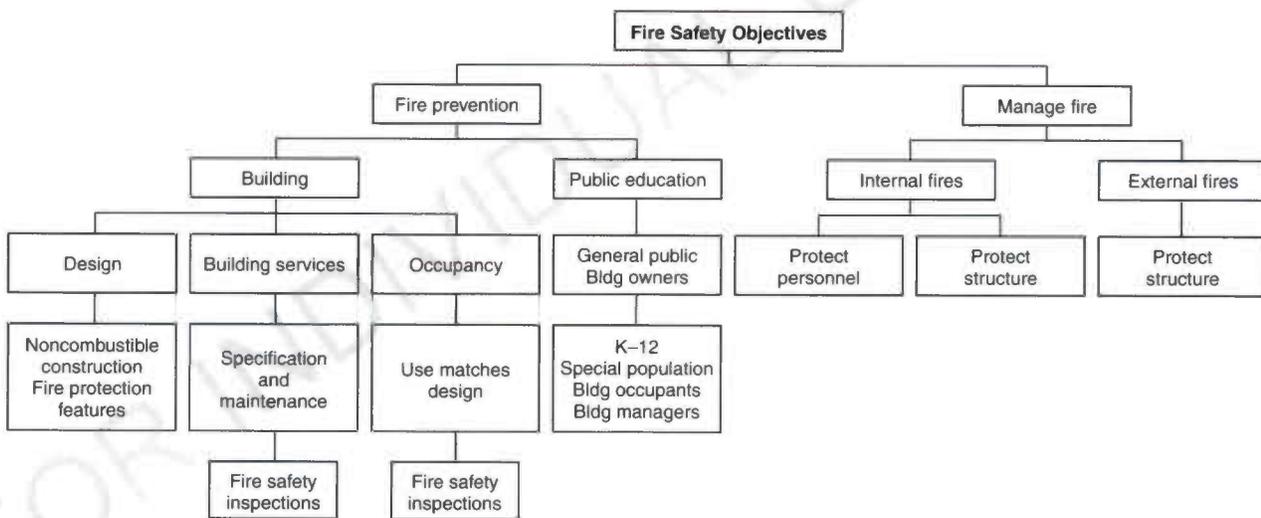


FIGURE B.1.2 Fire Safety Concepts for Fire Department Operations.

**B.1.3.1** As outlined in NFPA 1, fire prevention includes egress, construction design, building services, fire protection, and occupancy. All of these elements work together to provide the occupants and fire department personnel with a level of fire safety not otherwise available.

**B.1.3.2** By ensuring that each of these elements is balanced, the fire department can maintain a reasonable level of risk for the community and the department.

**B.1.3.3** To provide risk management, the fire department must utilize all of the tools available. In order of preference, those tools are as follows:

- (1) Fire-safe design and construction
- (2) Suppression systems
- (3) Detection systems
- (4) Occupant fire prevention practices
- (5) Fire department-conducted fire-safety inspections
- (6) Fire rescue response

**B.1.3.4** A structure designed and constructed to withstand the effects of fire is the most important asset in achieving fire risk management. A structure relying solely on fire rescue response offers the greatest challenge to the occupants and fire department personnel.

**B.1.4** Fire impact management is the ability to manage the impact of a fire on occupants and structures. The participation of the fire department in the design, construction, maintenance, and use of a structure provides defense-in-depth against fire losses.

**B.1.4.1** Structures that are designed with noncombustible construction, are protected with fire protection systems, and are routinely inspected to ensure appropriate occupant use are most likely to provide the lowest risk levels and therefore are the least difficult to manage.

**B.1.4.2** Fire-fighting operations on fully compliant structures for which the fire fighters know the occupancy conditions can be conducted with a plan that commits resources only as necessary to accomplish the pre-established goals.

**B.1.4.3** Pre-established goals for each structure define the commitment of resources in order to limit risk to occupants, the structure, and fire department personnel.

### Annex C Informational References

**C.1 Referenced Publications.** The documents or portions thereof listed in this annex are referenced within the informational sections of this standard and are not part of the requirements of this document unless also listed in Chapter 2 for other reasons.

**C.1.1 NFPA Publications.** National Fire Protection Association, 1 Batterymarch Park, Quincy, MA 02169-7471.

NFPA 1, *Fire Code*, 2015 edition.

NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, 2016 edition.

NFPA 1250, *Recommended Practice in Fire and Emergency Service Organization Risk Management*, 2015 edition.

NFPA 1405, *Guide for Land-Based Fire Departments That Respond to Marine Vessel Fires*, 2016 edition.

NFPA 1620, *Standard for Pre-Incident Planning*, 2015 edition.

NFPA 1730, *Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations*, 2016 edition.

NFPA 1925, *Standard on Marine Fire-Fighting Vessels*, 2013 edition.

*Fire Protection Handbook*, 20th edition, 2008.

"Reduced Staffing: At What Cost?" *Fire Service Today*, September 1981.

**C.1.2 Other Publications.**

**C.1.2.1 AMA Publications.** American Medical Association, 515 North State Street, Chicago, IL 60610.

"Guidelines 2000 for Cardiopulmonary Resuscitation and Emergency Cardiac Care." 1992. *Journal of the American Medical Association*, 268(16) (October 28).

**C.1.2.2 FEMA Publications.** Federal Emergency Management Agency, 500 C Street, S.W., Washington, DC 20472.

"Fire Risk Analysis: A Systems Approach," NFA-SM-FRAS, National Emergency Training Center, National Fire Academy, July 20, 1984.

**C.1.2.3 NIST Publications.** National Institute of Standards and Technology, 100 Bureau Drive, Bldg. 820, Rm. 164, Gaithersburg, MD 20899.

"Hazard I Fire Hazard Assessment Method," U.S. Department of Commerce, June 1991.

"Report on High-Rise Fireground Field Experiments," April 2013.

**C.1.2.4 U.S. Government Publications.** U.S. Government Publishing Office, Washington, DC 20402.

Title 42, U.S. Code, Chapter 116, Emergency Planning and Community Right-to-Know Act, 1986.

**C.1.2.5 Other Publications.** "Basic Trauma Life Support for Paramedics and Other Providers," American College of Emergency Physicians, John Campbell (ed), 1997.

*Shaping the Future of Fire Ground Staffing and Delivery Systems within a Comprehensive Fire Safety Effectiveness Model*, Office of the Ontario Fire Marshal, 1993.

"Pre-Hospital Trauma Life Support," American College of Surgeons, Paturaas, Wertz and McSwain (eds), 1999.

"Pediatric Advanced Life Support," American Heart Association, Besson (ed), 1997.

"Fire Department Evaluation System (FIREMAP)," Phoenix, AZ Fire Department, December 1991.

"Emergency Care and Transportation of the Sick and Injured," American Association of Orthopedic Surgeons, Browner (ed), 1999.

**C.2 Informational References.** The following documents or portions thereof are listed here as informational resources only. They are not a part of the requirements of this document.

**C.2.1 CPSE Publications.** Center for Public Safety Excellence, 4501 Singer Court, Suite 180, Chantilly, VA 20151.

*Fire and Emergency Service Self Assessment Manuals*, National Fire Service Accreditation Program. 8th edition, Commission on Fire Accreditation International, 2009.

Commission on Fire Accreditation International *Standard of Cover*, 5th edition, 2008.

**C.2.2 Government Accounting Standards Board.** Government Accounting Standards Board, 401 Merritt 7, P.O. Box 5116, Norwalk, CT 06856-5116.

**C.2.3 IAFC/IAFF Publications.** International Association of Fire Chiefs/International Association of Fire Fighters. International Association of Fire Chiefs, 4025 Fair Ridge Drive, Suite 300, Fairfax, VA 22033-2868. International Association of Fire Fighters, 1750 New York Avenue, NW, Washington, DC 20006.

"NFPA 1710 Implementation Guide," August 2002.

**C.2.4 IAFF Publications.** International Association of Fire Fighters, 1750 New York Avenue, NW, Washington, DC 20006.

*Department of Research and Labor Issues*, "Effectiveness of Fire-Based EMS," 1995.

*Department of Research and Labor Issues*, "Safe Fire Fighting Staffing," 1993.

*Department of Emergency Medical Services*, "Emergency Medical Services Performance Objectives," 2002.

**C.2.5 IFSTA/FPP Publications.** IFSTA/FPP, 930 N. Willis, Stillwater, OK 74078.

"Systems Approach to Managing Fire and Life Safety Services," Dennis Compton.

**C.2.6 Insurance Services Office Publications.** ISO Customer Service Division, 545 Washington Blvd., Jersey City, NJ 07310-1686.

"Public Protection Classification Service"; Fire Suppression Rating Schedule.

**1710-24 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS**

---

**C.2.7 International City/County Management Association Publications.** 777 N. Capitol Street, Washington, DC 20022.

“Managing Fire and Rescue Services,” June 2002.

“Interim Report of the Tricom Consortium.”

**C.2.8 U.S. Government Publications.** U.S. Government Publishing Office, Washington, DC 20402.

Title 29, Code of Federal Regulations, Part 1910.120, “Hazardous Waste Operations and Emergency Response,” 1986.

Title 29, Code of Federal Regulations, Part 1910.156, “Fire Brigades,” 1998.

**C.2.9 Other Publications.** “Guidelines 2000 for Cardiopulmonary Resuscitation and Emergency Cardiac Care,” *JAMA*, August 2000.

“Performance Measurement and Benchmarking Project,” Office of the Ontario Fire Marshal, 2003.

**C.3 References for Extracts in Informational Sections.** NFPA 1500, *Standard on Fire Department Occupational Safety and Health Program*, 2013 edition.



Index

Copyright © 2015 National Fire Protection Association. All Rights Reserved.

The copyright in this index is separate and distinct from the copyright in the document that it indexes. The licensing provisions set forth for the document are not applicable to this index. This index may not be reproduced in whole or in part by any means without the express written permission of NFPA.

<b>-A-</b>		<b>-E-</b>	
<b>Administration</b> .....	Chap. 1	<b>Emergency Incident</b> .....	
Application .....	1.3	Definition .....	3.3.16
Equivalency .....	1.4, A.1.4	<b>Emergency Medical Care</b> .....	
Purpose .....	1.2	Definition .....	3.3.17
Scope .....	1.1, A.1.1	<b>Emergency Operations</b> .....	
<b>Advanced Life Support (ALS)</b> .....		Definition .....	3.3.18
Definition .....	3.3.1	Evaluations .....	4.1.2.5
<b>Aid</b> .....		<b>Explanatory Material</b> .....	Annex A
Automatic Aid .....			
Definition .....	3.3.2.1, A.3.3.2.1	<b>-F-</b>	
Definition .....	3.3.2	<b>Fire Apparatus</b> .....	
Mutual Aid .....		Definition .....	3.3.19
Definition .....	3.3.2.2	<b>Fire Department Member</b> .....	
<b>Aircraft Rescue and Fire Fighting</b> .....		Definition .....	3.3.20
Definition .....	3.3.3	<b>Fire Department Services</b> .....	Chap. 5
<b>Aircraft Rescue and Fire-Fighting (ARFF) Vehicle</b> .....		Airport Rescue and Fire-Fighting (ARFF) Services .....	5.5
Definition .....	3.3.4, A.3.3.4	Deployment .....	5.5.4
<b>Alarm</b> .....		Emergency Operations .....	5.5.6
Definition .....	3.3.5, A.3.3.5	Incident Safety Officer .....	5.5.6.4
<b>Alarm Answering Time</b> .....		Staffing .....	5.5.5
Definition .....	3.3.6	Emergency Medical Services (EMS) .....	5.3, A.5.3
Alarm Handling .....	4.1.2.3	EMS System Functions .....	5.3.3
<b>Alarm Handling Time</b> .....		Service Delivery Deployment .....	5.3.3.3
Definition .....	3.3.7	Staffing .....	5.3.3.2
<b>Alarm Processing Time</b> .....		Quality Management .....	5.3.4
Definition .....	3.3.8	Fire Department Medical Personnel Review .....	5.3.4.2
<b>Alarm Transfer Time</b> .....		Medical Director Review .....	5.3.4.3
Definition .....	3.3.9	System Components .....	5.3.2, A.5.3.2
<b>Apparatus</b> .....		Training Levels .....	5.3.2.2
Definition .....	3.3.10	Treatment Levels .....	5.3.2.1
Fire Apparatus .....		<b>Fire Suppression Services</b> .....	5.2, A.5.2
Definition .....	3.3.10.1	Deployment .....	5.2.4
Quint Apparatus .....		Additional Alarm Assignments .....	5.2.4.5
Definition .....	3.3.10.2	Apartment Initial Full Alarm Assignment .....	
Specialized Apparatus .....		Capability .....	5.2.4.3
Definition .....	3.3.10.3	High-Rise Initial Full Alarm Assignment .....	
<b>Approved</b> .....		Capability .....	5.2.4.4, A.5.2.4.4
Definition .....	3.2.1, A.3.2.1	Open-Air Strip Shopping Center Initial Full Alarm .....	
<b>Authority Having Jurisdiction (AHJ)</b> .....		Assignment Capability .....	5.2.4.2
Definition .....	3.2.2, A.3.2.2	Single-Family Dwelling Initial Full Alarm Assignment .....	
<b>Automatic Aid</b> .....		Capability .....	5.2.4.1
Definition .....	3.3.11	Fire Suppression Capability .....	5.2.1
<b>-B-</b>		Operating Units .....	5.2.3
<b>Basic Life Support (BLS)</b> .....		Fire Companies with Quint Apparatus .....	5.2.3.4
Definition .....	3.3.12	Other Types of Companies .....	5.2.3.3
<b>-C-</b>		Staffing .....	5.2.2, A.5.2.2
<b>Community-Wide Risk Management Model</b> .....	Annex B	<b>Marine Rescue and Fire-Fighting (MRFF)</b> .....	
<b>Company</b> .....		Services .....	5.6, A.5.6
Definition .....	3.3.13, A.3.3.13	Operating Units .....	5.6.5
<b>Company Officer</b> .....		Response Plan .....	5.6.2
Definition .....	3.3.14	Staffing .....	5.6.4
<b>Crew</b> .....		Numbers of On-Duty Marine Personnel .....	5.6.4.1
Definition .....	3.3.15	Organization of On-Duty Members .....	5.6.4.2
<b>-D-</b>		Purpose .....	5.1
<b>Definitions</b> .....	Chap. 3	<b>Special Operations Response</b> .....	5.4
		<b>Wildland Fire Suppression Services</b> .....	5.7
		Deployment .....	5.7.6
		Direct Attack .....	5.7.6.2
		Indirect Attack .....	5.7.6.3
		Required Number of Vehicles .....	5.7.6.1
		Non-Wildland Emergencies .....	5.7.7

1710-26 ORGANIZATION AND DEPLOYMENT OF FIRE SUPPRESSION OPERATIONS BY CAREER FIRE DEPARTMENTS

Operating Units .....	5.7.5	Incident Safety Officer	
Other Types of Companies .....	5.7.5.3	Definition .....	3.3.40.2
Organization .....	5.7.2	Supervisory Chief Officer	
Staffing .....	5.7.4	Definition .....	3.3.40.3, A.3.3.40.3
<b>Fire Fighting</b>		<b>Operations</b>	
Aircraft Rescue and Fire Fighting		Definition .....	3.3.41
Definition .....	3.3.21.1, A.3.3.21.1	Emergency Operations	
Definition .....	3.3.21	Definition .....	3.3.41.1
Marine Rescue and Fire Fighting		Special Operations	
Definition .....	3.3.21.2, A.3.3.21.2	Definition .....	3.3.41.2, A.3.3.41.2
Structural Fire Fighting		<b>Organization</b>	Chap. 4
Definition .....	3.3.21.3	Airport Rescue and Fire-Fighting Services .....	4.5
<b>Fire Protection</b>		Emergency Medical Services .....	4.3
Definition .....	3.3.22	Fire Department Organizational Statement .....	4.1
<b>Fire Suppression</b>		Fire Suppression Services .....	4.2
Definition .....	3.3.23, A.3.3.23	Intercommunity Organization .....	4.8
<b>First Responder (EMS)</b>		Marine Rescue and Fire-Fighting Services .....	4.6
Definition .....	3.3.24, A.3.3.24	Special Operations .....	4.4
<b>Forcible Entry</b>		Wildland Fire Suppression Services .....	4.7
Definition .....	3.3.25		
		<b>-P-</b>	
<b>-H-</b>		<b>Public Safety Answering Point (PSAP)</b>	
<b>Hazard</b>		Definition .....	3.3.42
Definition .....	3.3.26, A.3.3.26		
<b>Hazardous Material</b>		<b>-Q-</b>	
Definition .....	3.3.27	<b>Quint Apparatus</b>	
<b>High-Hazard Occupancy</b>		Definition .....	3.3.43
Definition .....	3.3.28, A.3.3.28		
		<b>-R-</b>	
<b>-I-</b>		<b>Rapid Intervention Crew (RIC)</b>	
<b>Incident Commander</b>		Definition .....	3.3.44, A.3.3.44
Definition .....	3.3.29	Initial Rapid Intervention Crew (IRIC)	
<b>Incident Management System (IMS)</b>		Definition .....	3.3.44.1
Definition .....	3.3.30, A.3.3.30	<b>Referenced Publications</b>	Chap. 2
<b>Incident Safety Officer</b>		General .....	2.1
Definition .....	3.3.31	NFPA Publications .....	2.2
<b>Informational References</b>	Annex C	Other Publications .....	2.3
<b>Initial Full Alarm Assignment</b>		References for Extracts in Mandatory Sections .....	2.4
Definition .....	3.3.32	<b>Rescue</b>	
<b>Initial Rapid Intervention Crew (IRIC)</b>		Definition .....	3.3.45
Definition .....	3.3.33		
<b>Initiating Action/Intervention Time</b>		<b>-S-</b>	
Definition .....	3.3.34	<b>Shall</b>	
<b>Intergovernmental Agreement</b>		Definition .....	3.2.3
Definition .....	3.3.35	<b>Should</b>	
		Definition .....	3.2.4
		<b>Special Operations</b>	
<b>-L-</b>		Definition .....	3.3.46
<b>Life Support</b>		<b>Specialized Apparatus</b>	
Advanced Life Support (ALS)		Definition .....	3.3.47
Definition .....	3.3.36.1	<b>Staff Aide</b>	
Basic Life Support (BLS)		Definition .....	3.3.48, A.3.3.48
Definition .....	3.3.36.2, A.3.3.36.2	<b>Standard</b>	
Definition .....	3.3.36	Definition .....	3.2.5
		<b>Standard Operating Procedure</b>	
<b>-M-</b>		Definition .....	3.3.49
<b>Marine Rescue and Fire Fighting</b>		<b>Structural Fire Fighting</b>	
Definition .....	3.3.37	Definition .....	3.3.50
<b>Member</b>		<b>Supervisory Chief Officer</b>	
Definition .....	3.3.38, A.3.3.38	Definition .....	3.3.51
<b>Mutual Aid</b>		<b>Systems</b>	Chap. 6
Definition .....	3.3.39	Communications Systems .....	6.4
		Incident Management System .....	6.2, A.6.2
<b>-O-</b>		Pre-Incident Planning .....	6.5, A.6.5
<b>Officer</b>		Safety and Health System .....	6.1
Company Officer		Training Systems .....	6.3
Definition .....	3.3.40.1, A.3.3.40.1		
Definition .....	3.3.40	<b>-T-</b>	
		<b>Team</b>	
		Definition .....	3.3.52

**Time**

Alarm Answering Time  
Definition ..... 3.3.53.1

Alarm Handling Time  
Definition ..... 3.3.53.2

Alarm Processing Time  
Definition ..... 3.3.53.3

Alarm Transfer Time  
Definition ..... 3.3.53.4

Initiating Action/Intervention Time  
Definition ..... 3.3.53.5, A.3.3.53.5

**Total Response Time**

Definition ..... 3.3.53.6, A.3.3.53.6

Travel Time  
Definition ..... 3.3.53.7

Turnout Time  
Definition ..... 3.3.53.8

**Total Response Time**

Definition ..... 3.3.54

**Travel Time**  
Definition ..... 3.3.55

**Turnout Time**  
Definition ..... 3.3.56

FOR INDIVIDUAL USE ONLY

## Sequence of Events for the Standards Development Process

As soon as the current edition is published, a Standard is open for Public Input

### Step 1: Input Stage

- Input accepted from the public or other committees for consideration to develop the First Draft
- Committee holds First Draft Meeting to revise Standard (23 weeks)  
Committee(s) with Correlating Committee (10 weeks)
- Committee ballots on First Draft (12 weeks)  
Committee(s) with Correlating Committee (11 weeks)
- Correlating Committee First Draft Meeting (9 weeks)
- Correlating Committee ballots on First Draft (5 weeks)
- First Draft Report posted

### Step 2: Comment Stage

- Public Comments accepted on First Draft (10 weeks)
- If Standard does not receive Public Comments and the Committee does not wish to further revise the Standard, the Standard becomes a Consent Standard and is sent directly to the Standards Council for issuance
- Committee holds Second Draft Meeting (21 weeks)  
Committee(s) with Correlating Committee (7 weeks)
- Committee ballots on Second Draft (11 weeks)  
Committee(s) with Correlating Committee (10 weeks)
- Correlating Committee First Draft Meeting (9 weeks)
- Correlating Committee ballots on First Draft (8 weeks)
- Second Draft Report posted

### Step 3: Association Technical Meeting

- Notice of Intent to Make a Motion (NITMAM) accepted (5 weeks)
- NITMAMs are reviewed and valid motions are certified for presentation at the Association Technical Meeting
- Consent Standard bypasses Association Technical Meeting and proceeds directly to the Standards Council for issuance
- NFPA membership meets each June at the Association Technical Meeting and acts on Standards with "Certified Amending Motions" (certified NITMAMs)
- Committee(s) and Panel(s) vote on any successful amendments to the Technical Committee Reports made by the NFPA membership at the Association Technical Meeting

### Step 4: Council Appeals and Issuance of Standard

- Notification of intent to file an appeal to the Standards Council on Association action must be filed within 20 days of the Association Technical Meeting
- Standards Council decides, based on all evidence, whether or not to issue the Standards or to take other action

## Committee Membership Classifications<sup>1,2,3,4</sup>

The following classifications apply to Committee members and represent their principal interest in the activity of the Committee.

1. M *Manufacturer*: A representative of a maker or marketer of a product, assembly, or system, or portion thereof, that is affected by the standard.
2. U *User*: A representative of an entity that is subject to the provisions of the standard or that voluntarily uses the standard.
3. IM *Installer/Maintainer*: A representative of an entity that is in the business of installing or maintaining a product, assembly, or system affected by the standard.
4. L *Labor*: A labor representative or employee concerned with safety in the workplace.
5. RT *Applied Research/Testing Laboratory*: A representative of an independent testing laboratory or independent applied research organization that promulgates and/or enforces standards.
6. E *Enforcing Authority*: A representative of an agency or an organization that promulgates and/or enforces standards.
7. I *Insurance*: A representative of an insurance company, broker, agent, bureau, or inspection agency.
8. C *Consumer*: A person who is or represents the ultimate purchaser of a product, system, or service affected by the standard, but who is not included in (2).
9. SE *Special Expert*: A person not representing (1) through (8) and who has special expertise in the scope of the standard or portion thereof.

NOTE 1: "Standard" connotes code, standard, recommended practice, or guide.

NOTE 2: A representative includes an employee.

NOTE 3: While these classifications will be used by the Standards Council to achieve a balance for Technical Committees, the Standards Council may determine that new classifications of member or unique interests need representation in order to foster the best possible Committee deliberations on any project. In this connection, the Standards Council may make such appointments as it deems appropriate in the public interest, such as the classification of "Utilities" in the National Electrical Code Committee.

NOTE 4: Representatives of subsidiaries of any group are generally considered to have the same classification as the parent organization.

## **Submitting Public Input / Public Comment through the Electronic Submission System (e-Submission):**

As soon as the current edition is published, a Standard is open for Public Input.

Before accessing the e-Submission System, you must first sign-in at [www.nfpa.org](http://www.nfpa.org). *Note: You will be asked to sign-in or create a free online account with NFPA before using this system:*

- a. Click in the gray Sign In box on the upper left side of the page. Once signed-in, you will see a red “Welcome” message in the top right corner.
- b. Under the Codes and Standards heading, Click on the Document Information pages (List of Codes & Standards), and then select your document from the list or use one of the search features in the upper right gray box.

*OR*

- a. Go directly to your specific document page by typing the convenient short link of [www.nfpa.org/document#](http://www.nfpa.org/document#), (Example: NFPA 921 would be [www.nfpa.org/921](http://www.nfpa.org/921)) Click in the gray Sign In box on the upper left side of the page. Once signed in, you will see a red “Welcome” message in the top right corner.

To begin your Public Input, select the link The next edition of this standard is now open for Public Input (formally “proposals”) located on the Document Information tab, the Next Edition tab, or the right-hand Navigation bar. Alternatively, the Next Edition tab includes a link to Submit Public Input online

At this point, the NFPA Standards Development Site will open showing details for the document you have selected. This “Document Home” page site includes an explanatory introduction, information on the current document phase and closing date, a left-hand navigation panel that includes useful links, a document Table of Contents, and icons at the top you can click for Help when using the site. The Help icons and navigation panel will be visible except when you are actually in the process of creating a Public Input.

Once the First Draft Report becomes available there is a Public comment period during which anyone may submit a Public Comment on the First Draft. Any objections or further related changes to the content of the First Draft must be submitted at the Comment stage.

To submit a Public Comment you may access the e-Submission System utilizing the same steps as previous explained for the submission of Public Input.

For further information on submitting public input and public comments, go to: <http://www.nfpa.org/publicinput>

### **Other Resources available on the Doc Info Pages**

**Document information tab:** Research current and previous edition information on a Standard

**Next edition tab:** Follow the committee’s progress in the processing of a Standard in its next revision cycle.

**Technical committee tab:** View current committee member rosters or apply to a committee

**Technical questions tab:** For members and Public Sector Officials/AHJs to submit questions about codes and standards to NFPA staff. Our Technical Questions Service provides a convenient way to receive timely and consistent technical assistance when you need to know more about NFPA codes and standards relevant to your work. Responses are provided by NFPA staff on an informal basis.

**Products/training tab:** List of NFPA’s publications and training available for purchase.

**Community tab:** Information and discussions about a Standard

## Information on the NFPA Standards Development Process

**I. Applicable Regulations.** The primary rules governing the processing of NFPA standards (codes, standards, recommended practices, and guides) are the *NFPA Regulations Governing the Development of NFPA Standards (Regs)*. Other applicable rules include *NFPA Bylaws*, *NFPA Technical Meeting Convention Rules*, *NFPA Guide for the Conduct of Participants in the NFPA Standards Development Process*, and the *NFPA Regulations Governing Petitions to the Board of Directors from Decisions of the Standards Council*. Most of these rules and regulations are contained in the *NFPA Standards Directory*. For copies of the *Directory*, contact Codes and Standards Administration at NFPA Headquarters; all these documents are also available on the NFPA website at “[www.nfpa.org](http://www.nfpa.org).”

The following is general information on the NFPA process. All participants, however, should refer to the actual rules and regulations for a full understanding of this process and for the criteria that govern participation.

**II. Technical Committee Report.** The Technical Committee Report is defined as “the Report of the responsible Committee(s), in accordance with the Regulations, in preparation of a new or revised NFPA Standard.” The Technical Committee Report is in two parts and consists of the First Draft Report and the Second Draft Report. (See *Regs* at 1.4)

**III. Step 1: First Draft Report.** The First Draft Report is defined as “Part one of the Technical Committee Report, which documents the Input Stage.” The First Draft Report consists of the First Draft, Public Input, Committee Input, Committee and Correlating Committee Statements, Correlating Input, Correlating Notes, and Ballot Statements. (See *Regs* at 4.2.5.2 and Section 4.3) Any objection to an action in the First Draft Report must be raised through the filing of an appropriate Comment for consideration in the Second Draft Report or the objection will be considered resolved. [See *Regs* at 4.3.1(b)]

**IV. Step 2: Second Draft Report.** The Second Draft Report is defined as “Part two of the Technical Committee Report, which documents the Comment Stage.” The Second Draft Report consists of the Second Draft, Public Comments with corresponding Committee Actions and Committee Statements, Correlating Notes and their respective Committee Statements, Committee Comments, Correlating Revisions, and Ballot Statements. (See *Regs* at Section 4.2.5.2 and 4.4) The First Draft Report and the Second Draft Report together constitute the Technical Committee Report. Any outstanding objection following the Second Draft Report must be raised through an appropriate Amending Motion at the Association Technical Meeting or the objection will be considered resolved. [See *Regs* at 4.4.1(b)]

**V. Step 3a: Action at Association Technical Meeting.** Following the publication of the Second Draft Report, there is a period during which those wishing to make proper Amending Motions on the Technical Committee Reports must signal their intention by submitting a Notice of Intent to Make a Motion. (See *Regs* at 4.5.2) Standards that receive notice of proper Amending Motions (Certified Amending Motions) will be presented for action at the annual June Association Technical Meeting. At the meeting, the NFPA membership can consider and act on these Certified Amending Motions as well as Follow-up Amending Motions, that is, motions that become necessary as a result of a previous successful Amending Motion. (See 4.5.3.2 through 4.5.3.6 and Table 1, Columns 1-3 of *Regs* for a summary of the available Amending Motions and who may make them.) Any outstanding objection following action at an Association Technical Meeting (and any further Technical Committee consideration following successful Amending Motions, see *Regs* at 4.5.3.7 through 4.6.5.3) must be raised through an appeal to the Standards Council or it will be considered to be resolved.

**VI. Step 3b: Documents Forwarded Directly to the Council.** Where no Notice of Intent to Make a Motion (NITMAM) is received and certified in accordance with the Technical Meeting Convention Rules, the standard is forwarded directly to the Standards Council for action on issuance. Objections are deemed to be resolved for these documents. (See *Regs* at 4.5.2.5)

**VII. Step 4a: Council Appeals.** Anyone can appeal to the Standards Council concerning procedural or substantive matters related to the development, content, or issuance of any document of the Association or on matters within the purview of the authority of the Council, as established by the *Bylaws* and as determined by the Board of Directors. Such appeals must be in written form and filed with the Secretary of the Standards Council (See *Regs* at 1.6). Time constraints for filing an appeal must be in accordance with 1.6.2 of the *Regs*. Objections are deemed to be resolved if not pursued at this level.

**VIII. Step 4b: Document Issuance.** The Standards Council is the issuer of all documents (see Article 8 of *Bylaws*). The Council acts on the issuance of a document presented for action at an Association Technical Meeting within 75 days from the date of the recommendation from the Association Technical Meeting, unless this period is extended by the Council (See *Regs* at 4.7.2). For documents forwarded directly to the Standards Council, the Council acts on the issuance of the document at its next scheduled meeting, or at such other meeting as the Council may determine (See *Regs* at 4.5.2.5 and 4.7.4).

**IX. Petitions to the Board of Directors.** The Standards Council has been delegated the responsibility for the administration of the codes and standards development process and the issuance of documents. However, where extraordinary circumstances requiring the intervention of the Board of Directors exist, the Board of Directors may take any action necessary to fulfill its obligations to preserve the integrity of the codes and standards development process and to protect the interests of the Association. The rules for petitioning the Board of Directors can be found in the *Regulations Governing Petitions to the Board of Directors from Decisions of the Standards Council* and in 1.7 of the *Regs*.

**X. For More Information.** The program for the Association Technical Meeting (as well as the NFPA website as information becomes available) should be consulted for the date on which each report scheduled for consideration at the meeting will be presented. For copies of the First Draft Report and Second Draft Report as well as more information on NFPA rules and for up-to-date information on schedules and deadlines for processing NFPA documents, check the NFPA website ([www.nfpa.org/aboutthecodes](http://www.nfpa.org/aboutthecodes)) or contact NFPA Codes & Standards Administration at (617) 984-7246.

# STAY UP-TO-DATE. JOIN NFPA® TODAY!

**YES** Please enroll me as a member of NFPA for the term checked below. Activate all benefits, and ship my *Member Kit* including the *Benefits Guide* and other resources to help me make the most of my NFPA membership. Please allow three to four weeks for the kit to arrive.

### BILLING INFORMATION:

Name \_\_\_\_\_ Title \_\_\_\_\_  
Organization \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_  
Country \_\_\_\_\_  
Phone \_\_\_\_\_ E-mail \_\_\_\_\_

Priority Code: 8J-MIS-12

### PLEASE ANSWER THE FOLLOWING QUESTIONS:

- Job Title** (check one)
- Architect, Engineer, Consultant, Contractor (C17)
  - Facilities Safety Officer (F14)
  - Fire Chief, Other Fire Service (A11)
  - Loss Control, Risk Manager (L11)
  - Inspector, Building Official, Fire Marshal (F03)
  - Owner, President, Manager, Administrator (C10)
  - Other (please specify): (G11) \_\_\_\_\_

- Type of Organization** (check one)
- Architecture, Engineering, Contracting (A14)
  - Commercial Firm (Office, Retail, Lodging, Restaurant) (G13)
  - Electrical Services, Installation (J11)
  - Fire Service, Public and Private (AA1)
  - Government (C12)
  - Industrial Firm (Factory, Warehouse) (C11)
  - Institutional (Health Care, Education, Detention, Museums) (B11)
  - Insurance, Risk Management (B12)
  - Utilities (G12)
  - Other (please specify): (G11) \_\_\_\_\_

### 4 EASY WAYS TO JOIN

**Fax:** 1-800-593-6372, Outside the U.S. +1-508-895-8301  
**Mail:** NFPA Membership Services Center,  
11 Tracy Drive, Avon, MA 02322-9908  
**Online:** nfpa.org  
**Call:** 1-800-344-3555  
Outside the U.S. call +1-617-770-3000

### TERMS AND PAYMENT:

- 1 year (\$165)
- 2 years (\$300) **SAVE \$30**
- 3 years (\$430) **SAVE \$65**

Annual membership dues include a \$45 subscription to *NFPA Journal*®. Regular membership in NFPA is individual and non-transferable. NFPA Journal is a registered trademark of the National Fire Protection Association, Quincy, MA 02169. Voting privileges begin after 180 days of individual membership. Prices subject to change.

### PAYMENT METHOD:

Check One:

- Payment Enclosed (Make check payable to NFPA.)
- Purchase Order (Please attach this form to your P.O.)
- Bill Me Later (Not available on international memberships.)

Charge My:  VISA  MasterCard  AmEx  Discover

Card # \_\_\_\_\_

Expiration Date \_\_\_\_\_

Name on Card \_\_\_\_\_

Signature \_\_\_\_\_

International members: Please note prepayment is required on all international orders. Be sure to enclose a check or select your preferred credit card option.

**100% MONEY-BACK GUARANTEE**

If anytime during your first year you decide membership is not for you, let us know and you'll receive a 100% refund of your dues.



## **"Member-Only" Benefits Keeps You Up-To-Date!**

**FREE! Technical Support** — Technical Support by Phone/Email. Get fast, reliable answers to all code-related questions—from electrical safety for employee workplaces to carbon dioxide extinguishing systems—from NFPA's team of fire protection specialists.

**NFPA Journal®** — THE journal of record for fire protection, this bi-monthly publication will keep you abreast of the latest fire prevention and safety practices, as well as new technologies and strategies for protecting life and property from fire.

**NFPA Update** — This easy-to-read monthly e-newsletter will keep you up-to-date on important association programs such as the annual meeting; bring you times of interest from NFPA's regional offices; and alert you to nationwide events and opportunities you won't want to miss.

**NFPA News** — From new standards for dry cleaning plants to warning equipment for household carbon monoxide, this monthly online update keeps you abreast of additions of changes that could impact how you do you work.

**NFPA Standards Directory** — The NFPA Standards Directory is your complete guide to NFPA's code-making process. Simply access your online NFPA member profile for document revision guidelines, the revision cycle schedule, and forms for submitting Proposals and Comments. Your online NFPA member profile and access to the NFPA Standards Directory is automatically generated once you join NFPA.

**FREE! Section Membership** — Share YOUR expertise with others in any of 16 industry-specific sections covering your own field of interest.

**Member Kit** — Includes Membership Certificate, Pin, Decals, ID Card, and Camera-ready Logo Art. Display the NFPA member logo proudly on your business correspondence, literature, website, and vehicles.

**10% Discounts** — Save hundreds of dollars each year on the many products and services listed in the NFPA Catalog, including codes and standards publications, handbooks, training videos, and other education materials to increase your knowledge and skills.

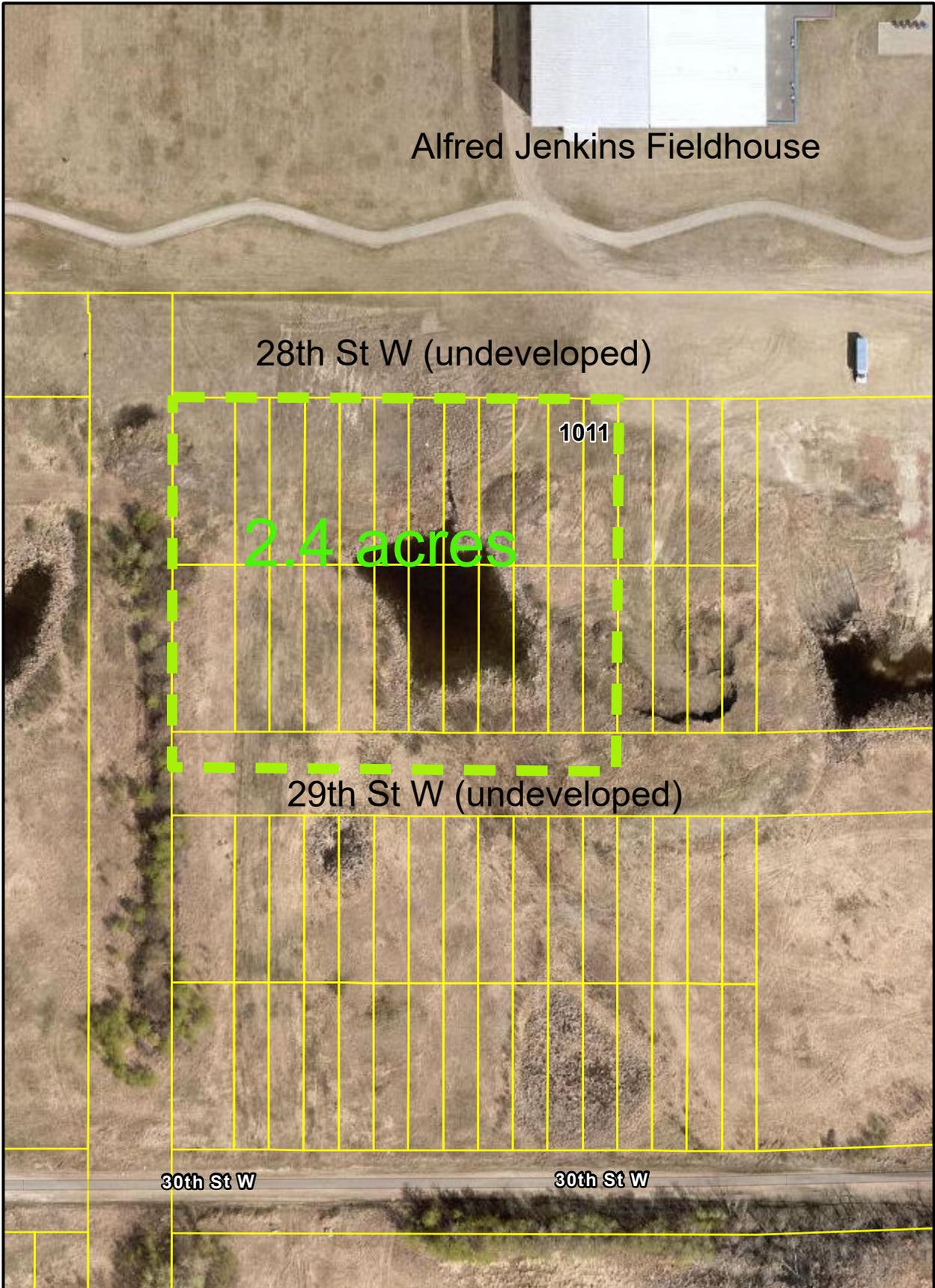
Voting Rights — Your chance to help shape the future direction of fire prevention codes and standards. Voting rights go into effect 180 days from the start of individual membership.

**Conference Invitation**— Invitation to the NFPA Conference and Expo. Attend this important meeting at discounted rates as a member of NFPA.

**Join NFPA today!**  
**[www.nfpa.org](http://www.nfpa.org)**

NFPA® and NFPA Journal® are registered trademarks of the National Fire Protection Association, Quincy, MA 02169-7471





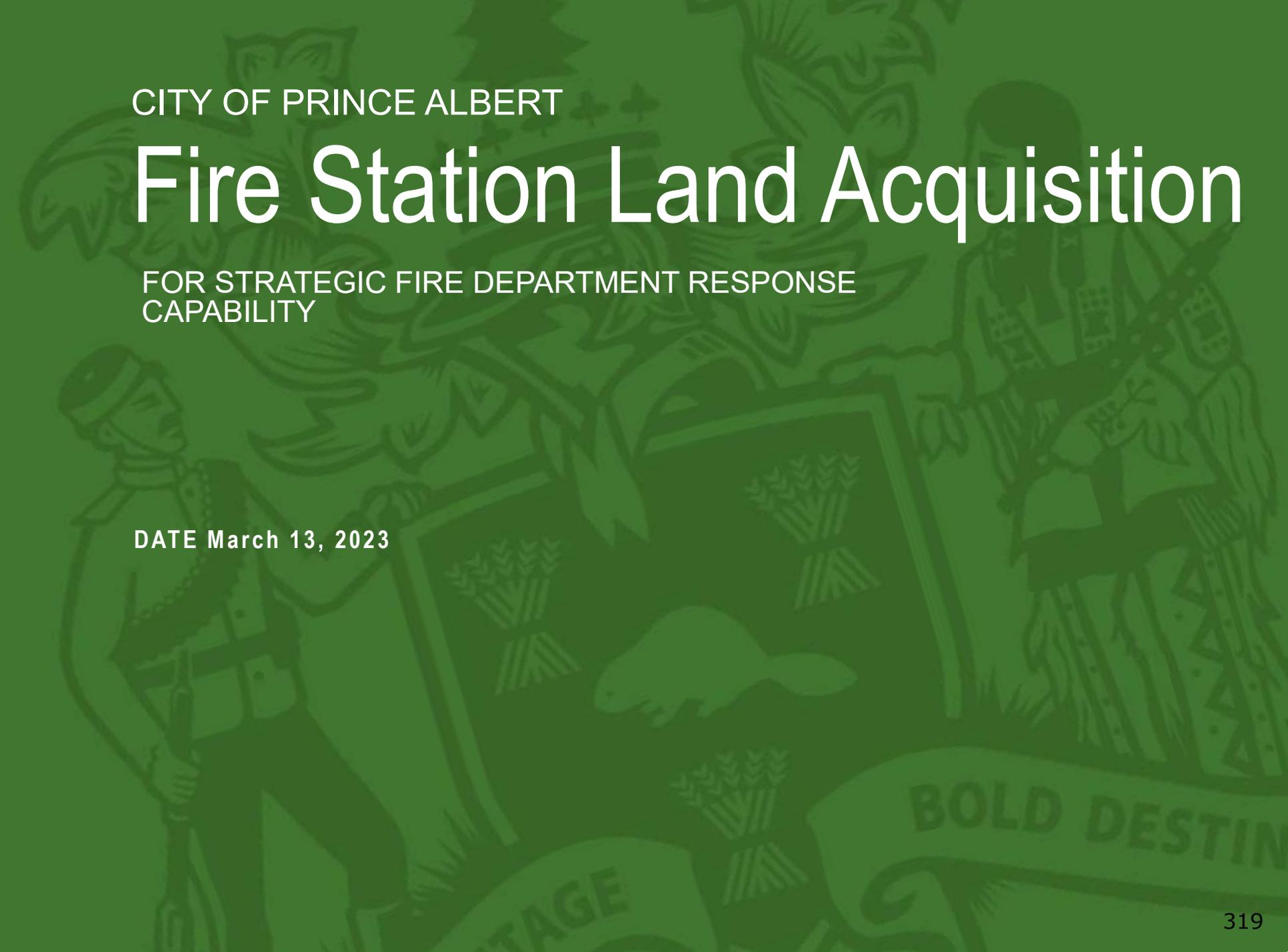
S-HZ

S-HZ

PLANNING & DEVELOPMENT

February 23, 2023

Subject Property Identified  
With A Bold Dashed Line



CITY OF PRINCE ALBERT

# Fire Station Land Acquisition

FOR STRATEGIC FIRE DEPARTMENT RESPONSE  
CAPABILITY

DATE March 13, 2023

# NFPA 1710

## PURPOSE OF NFPA 1710

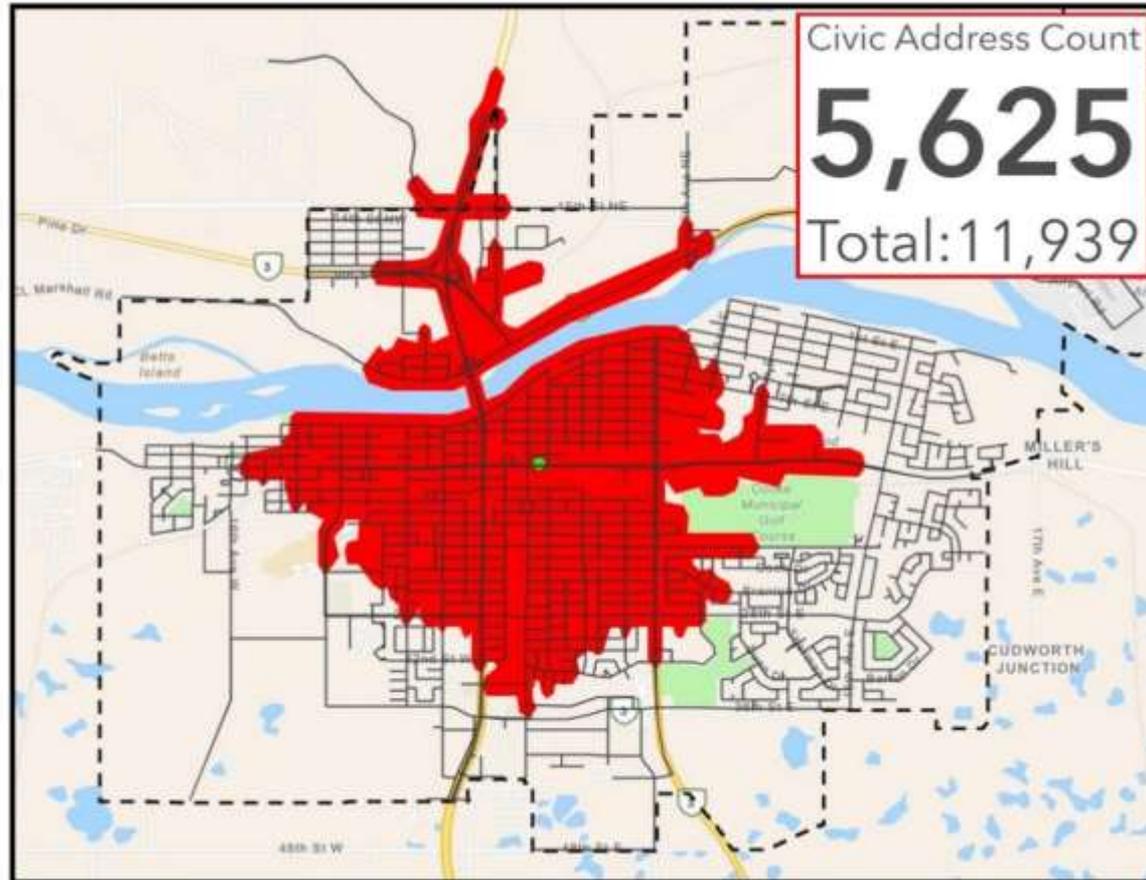
- The purpose of this standard is to specify the minimum criteria addressing the effectiveness and efficiency of suppression operations, special operations delivery in protecting the citizens of the jurisdiction and the occupational safety and health of fire department staff.

# NFPA 1710 Explained

## STANDARD FOR MINIMUM STAFFING AND RESPONSE TIMES.

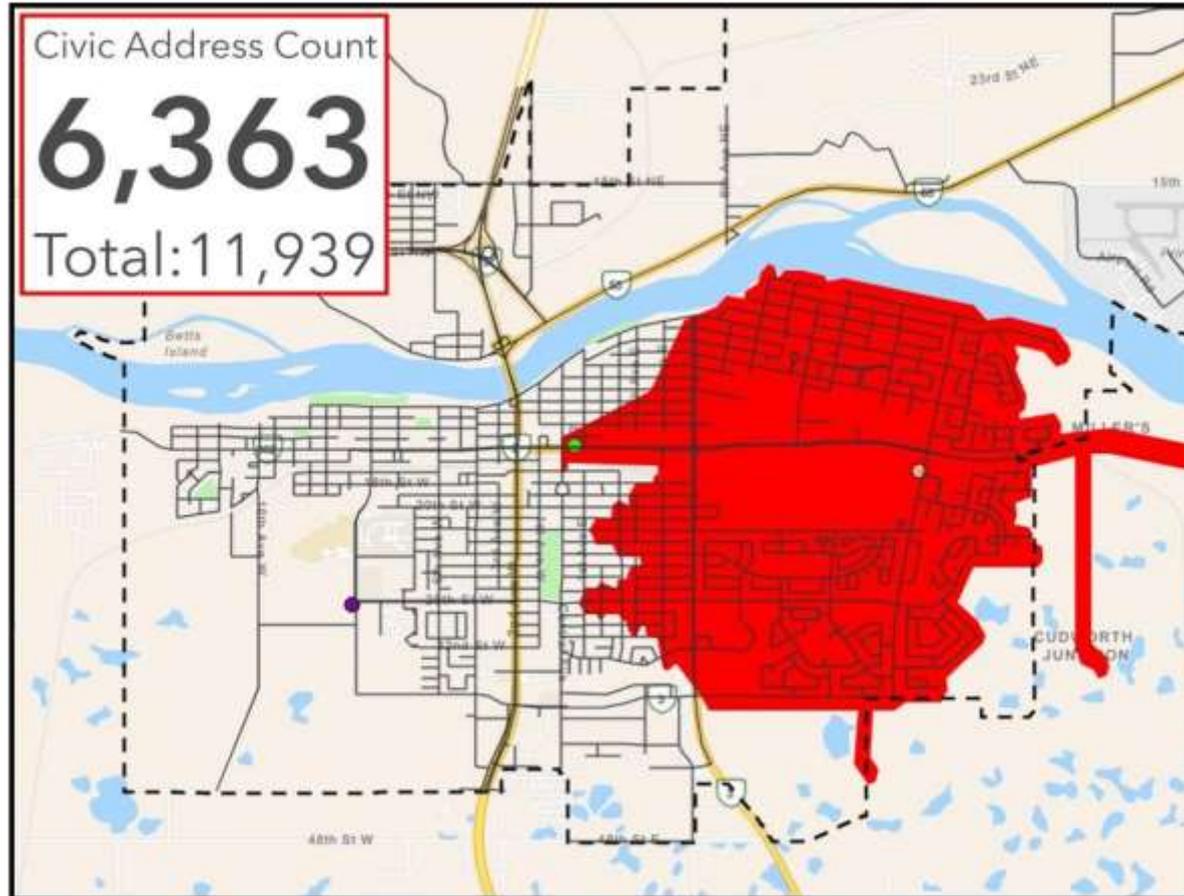
- Call Processing – 60 Seconds 90% of the time.
- Turnout – 80 Seconds for Fire and Special Operations.
- Travel Time – Maximum 240 Seconds (4 Minutes) for First Engine Arrival 90% of the time.
- Travel Time – Maximum 480 Seconds (8 Minutes) for Second Engine Arrival 90% of the time.
- Total Time – 6 Minutes, 20 Seconds from Emergency Call to Fire Department Arrival 90% of the time.

# 4 minute travel objective 47.1%





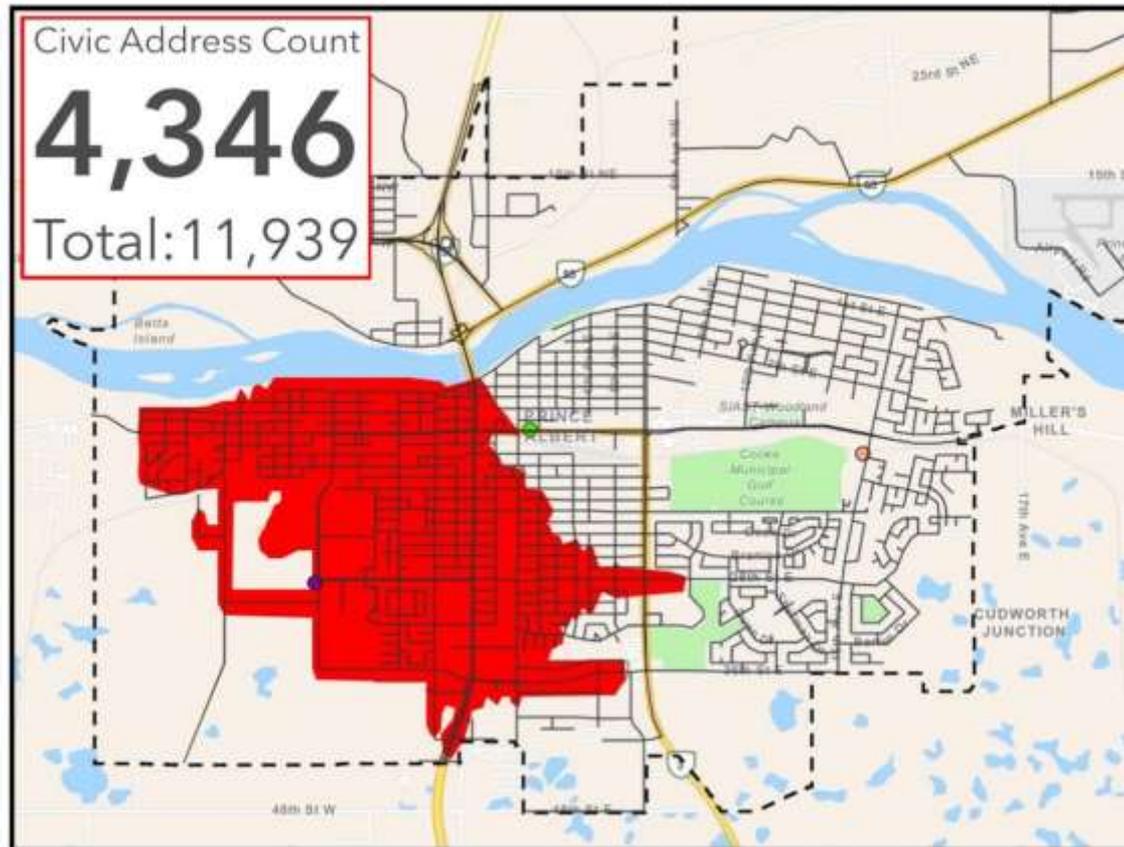
# Four minute travel objective 53.3%



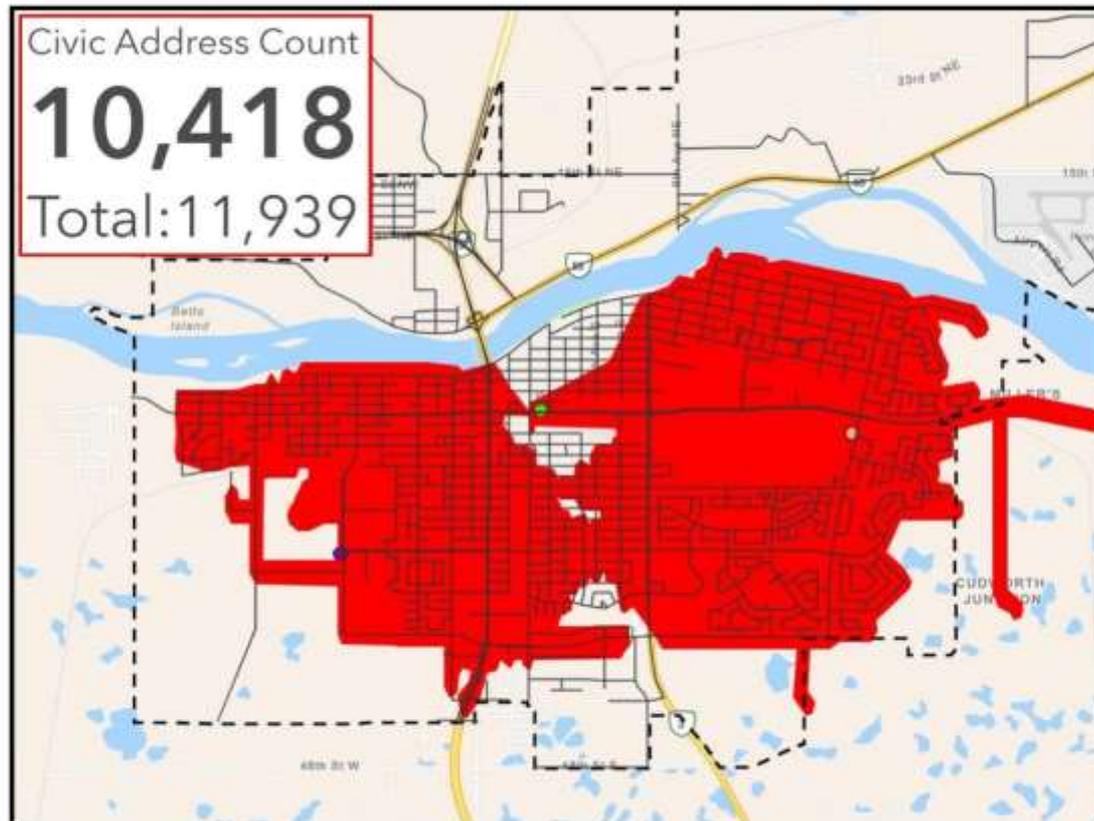
# Proposed West Fire Station Location



# Four minute travel objective 36.4%

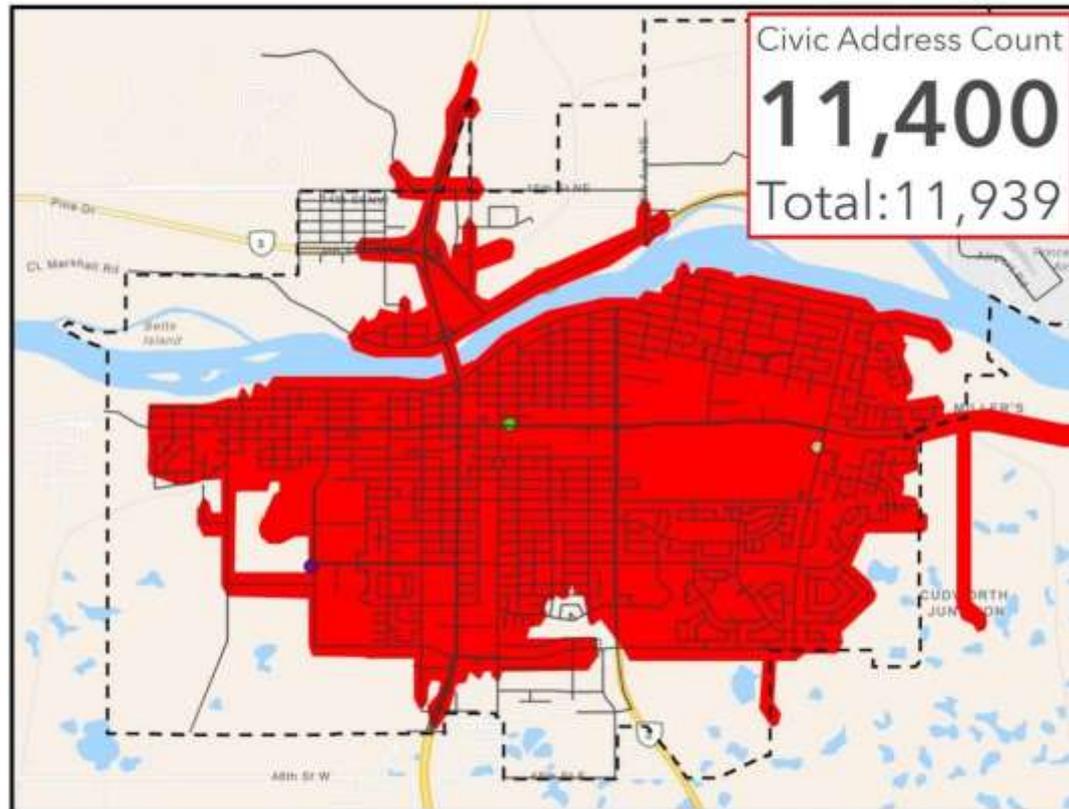


# Four minute travel objective 87.3%



# Four minute travel objective 95.5%

NFPA 1710 COMPLIANT.



**TITLE:** Fire Station Capital Reserve

**DATE:** **March 2, 2023**

**TO:** Executive Committee

**PUBLIC:** X

**INCAMERA:**

---

**RECOMMENDATION:**

1. That a Fire Station Reserve be established to fund future Fire Stations; and,
2. That funding of the Fire Station Reserve at an annual amount of \$500,000.00 be referred for consideration at the 2024 Budget deliberations.

**TOPIC & PURPOSE:**

To provide Council with Administration's recommendations regarding a future funding model for additional fire stations to be considered during the 2024 budget deliberations.

**BACKGROUND:**

The City of Prince Albert's 2015 – 2020 strategic plan identified future fire stations as one of its strategic goals. The strategic goal states, "The construction of one new fire station within five years with a second station within ten years. Consideration should be given to creating a multi-service facility for emergency response/training."

There have been numerous fire station and staffing reports prepared for the City of Prince Albert over the past thirty seven years. The station and staffing reports are:

1. 1985 – Fire Underwriters Survey which recommends three (3) fire stations for Prince Albert;
2. 1989 – Council commissioned report provided by Ken McAllister. Recommends building three (3) fire station;

3. 2007 – IAFF G.I.S. Station Study. Recommend increased staffing and three (3) stations; and,
4. 2008 – Council commissioned report by Morrison & Hirschfield. Identifying the need for three (3) staffed stations.

All the aforementioned studies and reports utilized industry standards for consideration and determination of appropriate locations for future fire stations. NFPA 1710 is used to determine safe staffing and travel distance for an assembled fire crew so that they can arrive at an emergency in a timely manner. NFPA 1710 stipulates that a fully staffed fire apparatus shall arrive at the emergency scene within a four minute travel time to 90% of incidents. In 2008 the City of Prince Albert Fire Department, operating out of one station at 76 – 15<sup>th</sup> Street East, met this standard 42% of the time.

### **PROPOSED APPROACH AND RATIONALE:**

The City of Prince Albert currently has no capital reserve earmarked for future fire stations. The establishment and funding of a fire station reserve is a financially sound way for the City to accumulate funds for future fire station planning and acquisition, while offsetting the amount requiring financing in the foreseeable future.

It is the author's opinion that an established reserve will not cover the costs needed for two additional fire stations. However, an established reserve, in time, will cover potential costs associated with lot development, station design and engineering. A typical two bay fire station is currently estimated at 9 to 10 million dollars.

The existing fire station located at 76 15<sup>th</sup> Street East was constructed in 1975. It is administration's opinion that this building, while in relatively good shape, will require replacement in the future. An established fire station reserve will assist future Council and Administration with the funding required for a timely replacement plan.

### **CONSULTATIONS:**

Consultation was held with the Director of Financial Services and the City Manager's Office.

### **COMMUNICATION AND/OR ANNOUNCEMENT PLAN:**

No communication plan is required at this time.

### **FINANCIAL IMPLICATIONS:**

The following recommendations are currently unfunded:

If Council approves the creation of a Fire Station Reserve, Administration recommends funding the reserve at \$500,000.00 annually. This amount could be partially funded from:

- R.M. of Prince Albert Fire Service Agreement with the City of Prince Albert. The current fire service agreement provides \$227,000.00 of which \$113,500.00 currently funds the Fire Department's Fleet Reserve. The remaining \$113,500.00 is allocated to Fire Department Revenue.
- Saskatchewan Penitentiary Fire Service Agreement with the City of Prince Albert. The current fire service agreement provides \$28,563.88 to Fire Department Revenue.

**OTHER CONSIDERATIONS/IMPLICATIONS:**

There are no policy, privacy, official community plan implications or other considerations

**OPTIONS TO RECOMMENDATION:**

If Council approves the creation of the Fire Station Reserve, Council may direct, during the 2024 Budget deliberations, a reduced annual funding of \$250,000.00 or other to the Fire Station Reserve. This option is not being recommended because the reality of the requirement for an addition fire station in Prince Albert is before us and the need to put money aside for this future requirement is a requirement.

**PUBLIC NOTICE**

Public Notice pursuant to the Public Notice Bylaw No. 24 of 2015 is not required.

**PRESENTATION: Verbal by Kris Olsen, Fire Chief**

Written by: Kris Olsen, Fire Chief

Approved by: City Manager