City of Dryden
Fire Master Plan

Prepared by:

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Executive Summary

The City of Dryden (the City) contracted The Loomex Group to develop a fire master plan (FMP). The project's goal was to provide the City and the Dryden Fire Service with information that allows them to make informed decisions about the life safety of community residents, businesses, visitors, and firefighters. To meet this goal, The Loomex Group designed the FMP to reflect the City's current needs and its anticipated future needs.

There are many factors to consider when developing a fire master plan. Each municipality and fire department in the Province of Ontario has a unique community makeup, economic status, population, demographics, building stock, fire service delivery, and capabilities. To ensure the City's FMP covered the required topics, The Loomex Group used a development process (the Review) that examined all aspects of the Dryden Fire Service. The Review considered how the Dryden Fire Service could best align its available services and resources to address the City's risks and service demands. The Review also included the following components:

- a review of the City's community risk assessment
- an evaluation of the Dryden Fire Service's organizational structure
- an analysis of the community's current needs and risks
- an assessment to determine if the Dryden Fire Service can continue providing an appropriate level of service to the community (based on anticipated trends)

Unfortunately, there are no easy solutions that allow fire departments to significantly reduce their operating costs and still provide sufficient protection from fires and other emergencies. However, other improvement options exist, such as shared service opportunities. The City and the Dryden Fire Service can also introduce strategies that will help improve the Dryden Fire Service's effectiveness and yield cost efficiencies.

This FMP contains 35 recommendations for the Dryden Fire Service and the City of Dryden Council (Council) to consider. The recommendations focus on the following areas:

- achieving/maintaining compliance with legislation
- updating the City's established bylaws and agreements
- making proactive changes to the Dryden Fire Service's organizational structure
- making proactive changes to the Dryden Fire Service's fire prevention and training programs

In addition to recommendations, this FMP contains a set of initiatives for the Fire Chief to complete to help move the strategic plan forward (see Appendix B).

It is important to emphasize that the Dryden Fire Service is an essential service. Due to the nature of the work, the safety of workers in emergency services is at a higher risk than that of workers in other occupations. Therefore, communities must protect their firefighters by ensuring they can access the necessary equipment to perform their jobs. That equipment must be kept available for service at all hours of the day, each day of the year, should its immediate use be required. It is also essential for municipalities to ensure that their firefighters are respected and reasonably compensated for the services they provide. Council has a moral and financial obligation to continue investing in the City's paid-by-call firefighters. Expenses such as program development, instructor-level education, and firefighter training initiatives are necessary investments for the safety of the community and its firefighters.

The City's Council should be very proud of the Dryden Fire Service. The dedication of Fire Chief Chris Wood, Deputy Chief Ryan Robertson, and the Dryden Fire Service's officers and firefighters is commendable. The Dryden Fire Service provides high-quality services, and its goals should be to build upon its existing strengths, improve efficiencies, and proactively respond to the community's anticipated needs. Working to reach those goals is vital because, even with its current level of success, the Dryden Fire Service will need to make some necessary investments and changes in the coming years to continue growing alongside the community. Council will also have to make some investments to help the Dryden Fire Service maintain and enhance its services based on the risks identified in the community. Planning for these changes now will allow the Dryden Fire Service to uphold and further cultivate its strong traditions. Most importantly, strategic planning will better position the Dryden Fire Service to meet the City's current and future demands for fire services.

Disclaimer

This FMP is a living document. It should be reviewed and adjusted annually, as the needs and circumstances of the City change, and should be completely updated every five years. The Loomex Group has made every effort to ensure that the information provided herein is accurate and comprehensive.

Summary of Recommendations

Each recommendation in this FMP has its own set of considerations. The legend below defines the different considerations and indicates how they are noted in the summary of recommendations (beginning on the following page).

Legend

Consideration	Definition	Indication Used
Mandatory	Is the recommendation mandatory for legislative compliance?	Yes or No
Term	When should the recommendation be addressed?	IM (Immediate term, 0-1yr.) ST (Short-term, 1-4 yrs.) LT (Long-term, 5-10 yrs.) OG (Ongoing)
Council approval	Does Council need to approve the recommendation before it is implemented?	Yes or No
Budget impact	Will the recommendation have to be included in the Department's budget through the regular budgeting process?	Yes or No

Summary of Recommendations

Section	Recommendation	Considerations
Legislation, Bylaws, and Agreements	The Fire Chief should re-attempt to finalize mutual aid or automatic aid agreements with neighbouring fire services providers, such as the Oxdrift Fire Team, Machin Fire Department, and Wabigoon Fire Department. The Fire Chief should ensure those agreements provide more specific terms of service than the Kenora District Mutual Aid Agreement.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Legislation, Bylaws, and Agreements	The Fire Chief should investigate a cost recovery program that permits invoicing non-residents for services rendered during responses to incidents within the City's boundaries (such as motor vehicle accidents). This recommendation is in addition to highway MTO billing.	Mandatory: No Term: IM Council approval: Yes Budget impact: Yes
Legislation, Bylaws, and Agreements	The Fire Chief should study the need for pre-arranged agreements with external agencies. If the Fire Chief determines the need exists, the Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the necessity of formalizing agreements with those agencies.	Mandatory: No Term: ST Council approval: Yes Budget impact: No
Legislation, Bylaws, and Agreements	The Fire Chief should investigate whether an alternative dispatch centre can provide a better value and level of service for the City. If so, the Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the need to switch to a different dispatch provider.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes

Section	Recommendation	Considerations
Legislation, Bylaws, and Agreements	The Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the need to form automatic aid agreements with Thunder Bay Fire Rescue or other fire services providers for the delivery of specialty services such as high-angle rescue and confined space rescue.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Legislation, Bylaws, and Agreements	The Fire Chief should review Bylaw No. 4779-2020 and provide Council with recommendations about sections of the bylaw that should be amended based on the results of this fire master plan (or as otherwise required).	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Occupational Health and Safety	The Fire Chief should arrange for a qualified third party to complete annual inspections of the Dryden Fire Service's bunker gear (as per NFPA 1851).	Mandatory: No Term: IM Council approval: No Budget impact: Yes
Occupational Health and Safety	The Fire Chief should investigate installing a diesel exhaust extraction system at Hall #1 and Hall #2.	Mandatory: No Term: ST Council approval: No Budget impact: No
Occupational Health and Safety	The Fire Chief should ensure that all PPE used by the Dryden Fire Service is properly stored, inspected, tested, and maintained. Furthermore, the Fire Chief should ensure that all documentation related to the care and testing of the PPE is completed.	Mandatory: Yes Term: IM Council approval: No Budget impact: Yes

Section	Recommendation	Considerations
SWOT Analysis	The Fire Chief, Deputy Chief, and paid-by-call officers should review the SWOT analysis results, consider all comments, and then determine how and if they should implement any of the suggestions into the Dryden Fire Service's operations.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Social Dynamics	The Fire Chief should promote mentorship and relationship-building opportunities for the Dryden Fire Service's full-time staff.	Mandatory: No Term: ST Council approval: No Budget impact: Yes
Fire Prevention and Public Education	The Fire Chief should develop a pre-incident planning program.	Mandatory: Yes Term: ST Council approval: No Budget impact: Yes
Fire Prevention and Public Education	The Fire Chief should develop a fire prevention policy for Council's consideration and adoption. The policy should include a smoke/CO alarm program, a public education program based on the community's needs, and an inspection program that sets inspection frequency based on occupancy type.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Training	The Fire Chief should consider having the Dryden Fire Service's suppression personnel receive first responder medical training.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes

Section	Recommendation	Considerations
Training	The Fire Chief should provide the training, equipment, and documentation needed to meet or exceed the requirements of Guidance Note 6-32: Elevator Rescue.	Mandatory: No Term: ST Council approval: No Budget impact: Yes
Training	The Fire Chief should research the level of training and resources the Dryden Fire Service needs to comply with applicable occupational health and safety legislation. The Fire Chief should then prepare a report for Council that makes recommendations about the level of service and funding required to ensure that Dryden Fire Service's personnel receive adequate training.	Mandatory: Yes Term: IM Council approval: No Budget impact: No
Organizational Structure	The Fire Chief should update specifications #9 and #10 in the Training Officer's job specifications to reflect NFPA standards rather than OFC certification.	Mandatory: No Term: ST Council approval: No Budget impact: No
Current Challenges	The Fire Chief should develop programs or recognition ceremonies that publicly acknowledge the businesses that support the Dryden Fire Service by allowing the organization's firefighters to attend emergencies while at work.	Mandatory: No Term: ST Council approval: No Budget impact: No
Current Challenges	The Fire Chief should gradually include additional fire service leaders in the on-call schedule.	Mandatory: No Term: ST Council approval: No Budget impact: Yes

Section	Recommendation	Considerations
Current Challenges	The Fire Chief should continue improving the Dryden Fire Service's records management system to help the Dryden Fire Service better collect, organize, and track its data. An improved records management system will assist the Dryden Fire Service with making future operational decisions.	Mandatory: No Term: ST Council approval: No Budget impact: No
Future Organizational Structure	The Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the need to hire an administrative assistant.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Levels of Service, Resource Deployment, and Response Times	The Fire Chief should consider the recommendations of Section 13.8.3 of this fire master plan and conduct an in-depth needs analysis of each specialized service offered by the Dryden Fire Service. The Fire Chief should then prepare a report for Council's consideration that provides evidence for re-evaluating the services currently provided by the Dryden Fire Service.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Levels of Service, Resource Deployment, and Response Times	The Fire Chief should assess the feasibility of having the Dryden Fire Service deliver elevator rescue services to the City's residents. If the Fire Chief deems those services necessary, the Fire Chief should prepare a report for Council's consideration and approval that presents evidence supporting the need for the Dryden Fire Service to provide elevator rescues.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Levels of Service, Resource Deployment, and Response Times	The Fire Chief should prepare a report for Council's consideration and adoption that recommends combining Hall #1 and Hall #2 into a single, centralized fire station.	Mandatory: No Term: LT Council approval: Yes Budget impact: Yes

Section	Recommendation	Considerations
Levels of Service, Resource Deployment, and Response Times	The Fire Chief should develop a baseline for the Dryden Fire Service's response standards to create an effective response force model. The baseline should be informed by the City's CRA and the Dryden Fire Service's historical data. Once they are created, the standards should identify the City's high- and low-risk geographical areas. The Fire Chief should then submit the effective response force model to Council for consideration and adoption.	Mandatory: Yes Term: ST Council approval: Yes Budget impact: No
Water Supply	The Fire Chief and the City's Waterworks Department should work together to consider providing reflective markings and signage for the City's hydrant locations to improve visibility from the main roadway.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Water Supply	The Dryden Fire Service should work with the City's Waterworks Department to audit the City's fire hydrants to identify deficiencies related to hydrant classification, height, proper fire flow colour-coding, position, and types of ports.	Mandatory: Yes Term: ST Council approval: No Budget impact: Yes
Water Supply	The Dryden Fire Service should work with the City's Waterworks Department to establish a multi-year plan to correct all identified hydrant deficiencies based on the results of a fire hydrant audit (see Water Supply Recommendation #2).	Mandatory: No Term: LT Council approval: Yes Budget impact: Yes
Water Supply	The City's Waterworks Department should ensure all City fire hydrants indicate NFPA compliant capacity colours.	Mandatory: No Term: ST Council approval: No Budget impact: Yes

Section	Recommendation	Considerations
Water Supply	The Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the need to purchase a pumper tanker to provide a more self-sufficient water supply to non-hydrant areas of the City.	Mandatory: No Term: ST Council approval: Yes Budget impact: Yes
Water Supply	The Dryden Fire Service should work towards obtaining the Superior Tanker Shuttle Accreditation to reduce insurance rates for the applicable residents and businesses in the City.	Mandatory: No Term: ST Council approval: No Budget impact: No
Water Supply	The Fire Chief should ensure the owners of private hydrants in the City maintain their hydrants as per applicable legislation.	Mandatory: No Term: IM Council approval: No Budget impact: No
Water Supply	The City's Waterworks Department should prioritize replacing the City's water mains installed prior to 1927 with newer, larger diameter water mains.	Mandatory: No Term: LT Council approval: Yes Budget impact: Yes
Fire Apparatus and Equipment	The Fire Chief and the City's treasurer should create and maintain an asset management plan as recommended by Goal 2.3: Infrastructure in the City of Dryden Five-year Strategic Plan (2020). The asset management plan should include provisions for station repair, vehicles, bunker gear, SCBA, air compressors, fire hoses, auto extrication equipment, thermal imaging cameras, communications equipment, and station generators.	Mandatory: Yes Term: ST Council approval: Yes Budget impact: Yes

Section	Recommendation	Considerations
Fire Apparatus and Equipment	The Fire Chief should consider having rust-inhibiting products used on the Dryden Fire Service's fire apparatus fleet to help increase the fleet's life cycle.	Mandatory: No Term: IM Council approval: No Budget impact: Yes

1.0 Introduction

1.1 Context

This FMP provides a framework for Council, the Dryden Fire Service's Fire Chief, and the Dryden Fire Service's administrative staff to work from when making policy, organizational, capital, and operational decisions that will affect the Dryden Fire Service in the immediate term (0-1 year), short term (1-4 years), and long term (5-10 years).

The FMP reflects the requirements of the following legislation and standards:

- Fire Protection and Prevention Act, 1997 (FPPA)
- Occupational Health and Safety Act (OHSA)
- Ministry of Labour (MOL) Fire Service Section 21 Guidance Notes
- National Fire Protection Association Standards (NFPA)
- Fire Underwriters Survey (FUS)
- Public Fire Safety Guidelines (PFSG) of the Ontario Fire Marshal (OFM)

1.2 Definition of Fire Protection Services, Fire Chief, and Council

The following three concepts are essential to a fire master plan's development:

Fire Protection Services

According to Part II, Section 2 of the FPPA:

> Every municipality shall, (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and (b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances.

Fire Chief

Part II, Section 6.3 of the FPPA defines a fire chief as "a person who is ultimately responsible to the council of [the] municipality that appointed him or her for the delivery of fire protection services." Part of this role requires a fire chief to review the services their fire department must provide to comply with governing legislation. After completing that review, a fire chief must make recommendations to their council about required services. Fire chiefs are also responsible for providing their town/municipal council with recommendations about the services needed to meet the community's needs.

Town/Municipal Council

A council is a governing body that oversees various operational decisions in a

community. One of those responsibilities is determining the type of fire protection services a fire department must deliver to its municipality. A council also determines the level of service a municipality expects its fire department to provide.

1.3 Role of The Loomex Group

The Loomex Group's role for the FMP was to provide the Dryden Fire Service and Council with recommendations about ways to manage/mitigate the issues currently impacting the Dryden Fire Service. The project also involved considering strategies for managing the potential issues that may impact the Dryden Fire Service or the City in the future. As a third-party consultant, The Loomex Group reviewed all aspects of the Dryden Fire Service and has made recommendations about ways the Dryden Fire Service can improve its current operations and align itself to meet future service demands. Overall, The Loomex Group determined that the Dryden Fire Service can primarily improve its service delivery by incorporating efficiencies and best practices into its operations. To assist with this task, this FMP identifies benchmarks to measure service efficiencies in the Dryden Fire Service.

It is also important to note that Council, residents, businesses, and visitors expect the Dryden Fire Service to run effectively and efficiently. Those groups need to know the Dryden Fire Service's capabilities and limitations, given its available resources. To satisfy those expectations, the Dryden Fire Service and Council must evaluate the level of service the Dryden Fire Service provides to the City's residents, noting that each of those services has an additional expense and increases the City's responsibility to provide the appropriate level of equipment, training, and documentation. Having the City fulfill its responsibility is essential, as it is a step to lessening the likelihood of injury or death to its firefighters, and it reduces the possibility of litigation against the City. Therefore, this FMP considers the current and future resources the Dryden Fire Service will need to provide Council-approved fire protection services to the community.

Lastly, during the Review, The Loomex Group examined the core functions of the Fire Service and specific fire department operations, including changes that have taken place through the years. This FMP provides recommendations pertaining to those areas, where applicable.

1.4 Basis of the Recommendations in this Fire Master Plan

The Loomex Group based the recommendations in this FMP on the following primary sources:

- the findings from consultations held with the City's Chief Administrative Officer and the Dryden Fire Service's Fire Chief, Deputy Fire Chief, officers, and firefighters
- the findings gained from reviews of applicable legislation, standards, best practices, and the PFSG

Note: The Dryden Fire Service may or may not support the recommendations presented in this FMP, and some recommendations may require additional study or consideration.

2.0 Approach and Methodology

2.1 Overview of The Loomex Group's Approach and Methodology

The Loomex Group brought together a project team (Loomex Team) expressly suited to complete the FMP for the Dryden Fire Service. The Loomex Team included experts with direct experience managing emergency and fire services departments, conducting organizational reviews, and developing strategic plans. The Loomex Team's expertise, knowledge, dedication, and commitment to advancing community life safety are evident throughout this document.

The Loomex Group believes that document review and stakeholder engagement are both necessary components of the FMP process. Therefore, The Loomex Group's approach and methodology included the following:

- background review of documents and maps
- direct observation of the environment
- engagement sessions with staff from the Dryden Fire Service and the City

The steps of the FMP development process were as follows:

1. Establish terms of reference
2. Stakeholder engagement
3. Strengths, weaknesses, opportunities, and threats (SWOT) analysis
4. Data collection, review, and analysis
5. Completion of community risk assessment (CRA)
6. Draft fire master plan
7. Final fire master plan

Each of those steps is defined below.

2.2 Steps Used to Develop the Fire Master Plan

2.2.1 Step 1: Establish Terms of Reference

The Loomex Group met with the Fire Chief and the Deputy Fire Chief to review the scope of work needed to develop the City's FMP. The Loomex Group and the City established the project's terms of reference during this meeting.

During this step, The Loomex Group also created a framework to meet the FMP's requirements. The framework was subsequently reviewed and approved by the Fire Chief.

2.2.2 Step 2: Stakeholder Engagement

The Loomex Group held an initial engagement session with the Dryden Fire Service's Chief Administrative Officer (CAO), Fire Chief, Deputy Chief, officers, and firefighters.

The goals of the engagement session were as follows:

- introduce the Loomex Team and their roles in the development of the FMP
- present the FMP's development framework

After this initial meeting, The Loomex Group conducted additional stakeholder engagement sessions with the following stakeholders:

- CAO Roger Nesbitt
- Fire Chief Chris Wood
- Deputy Fire Chief Ryan Robertson
- Fire Prevention Officer Bryce Hron
- Training Officer Devon Noel
- the Dryden Fire Service's Fire Captains (as a group)
- the Dryden Fire Service's Firefighters (as a group)
- Tim Dashnay, Occupational Health and Safety Co-Chair & Representative for Labour for the City of Dryden

2.2.3 Step 3: Strengths, Weaknesses, Opportunities, and Threats Analysis

The Loomex Group organized a SWOT analysis session and met with the Dryden Fire Service's fire captains and firefighters. During this session, The Loomex Group asked a series of questions related to the Dryden Fire Service's strengths, weaknesses, opportunities, and threats. The SWOT analysis was an essential component of the FMP's development, and the results of the analysis helped form some of The Loomex Group's recommendations about the Dryden Fire Service's operations.

Any officers or firefighters who were unable to attend a SWOT analysis session had the option of providing their thoughts and suggestions through an online survey or a face-to-face meeting.

2.2.4 Step 4: Data Collection, Review, and Analysis

The Loomex Group worked with the Dryden Fire Service's senior staff to review documents containing current and relevant historical information about the Dryden Fire Service. For The Loomex Group to provide the Dryden Fire Service with informed recommendations in the FMP, it was essential for the members of the Loomex Team to

understand the developments that led to the structure of the Dryden Fire Service's current operations.

The Loomex Group reviewed the following documents:

- applicable bylaws
- asset management plans
- response protocols
- operating and capital budgets
- firefighter compensation
- applicable agreements
- organizational structure
- mapping of municipal boundaries, station locations, and response data
- population development data and studies
- community risk assessment

As they reviewed the above-noted documents, the members of the Loomex Team maintained an open-minded approach regarding how the Dryden Fire Service conducts business. During the document review, The Loomex Group sought to identify collaborative opportunities and determine ways for the Dryden Fire Service to incorporate shared services and cost-savings or cost-avoidance strategies.

During this step of the FMP's development, The Loomex Group also analyzed the following topics:

- governance and applicable legislation and bylaws
- operating budgets, capital budgets, and purchasing
- community risk profile
- community growth
- fire protection agreements
- best practices (per NFPA 1710, NFPA 1720, and the Ontario Fire Marshal's Public Fire Service Guidelines)
- administration
- human resources, job descriptions, and succession plans
- recruitment, retention, and compensation
- firefighter training and education programs

- fire stations, apparatus, and equipment
- fleet and equipment maintenance
- fire prevention programs (related to public education and code enforcement)
- fire suppression
- technology and future needs
- health and safety programs

In addition to data collection and stakeholder engagement, The Loomex Group spent time in the community observing and reviewing all areas and aspects of the City from a first-hand perspective.

2.2.5 Step 5: Community Risk Assessment

The Loomex Group completed a CRA for the City as part of the FMP's development process.

While developing the CRA, The Loomex Group reviewed the following profiles to identify the City's risks:

1. Geographic
2. Demographic
3. Economic
4. Building stock
5. Critical infrastructure
6. Community services
7. Public safety response entities
8. Past events and loss history
9. Hazards

2.2.6 Steps 6 & 7: Draft and Final Fire Master Plan

The Loomex Group held regular meetings with the Fire Chief and the Deputy Fire Chief to ensure the FMP's content was strengthened by continual reviews. After completing the draft version of the FMP, The Loomex Group provided the document to the Fire Chief. The Fire Chief reviewed the draft, made comments, and returned the document to The Loomex Group. The Loomex Group reviewed all comments from the Fire Chief and updated the FMP accordingly. The Loomex Group then issued the finalized version of the FMP to the Fire Chief and presented Council with highlights and recommendations from the document.

3.0 Overview of the City of Dryden and the Dryden Fire Service

3.1 City of Dryden: Background

The City of Dryden is located in Northwestern Ontario on the banks of the Wabigoon River and on the shores of beautiful Wabigoon Lake. The City is situated in the Kenora District and has a land area of approximately 66 km^2. Figure 1 shows an aerial view of the intersection of the City and the Wabigoon River.

The City is known for its culture, shopping, dining, and numerous outdoor activities, which include outdoor parks, hiking trails, sandy beaches, fishing and hunting. The community is a commercial, recreational, and transportation hub servicing the central region of Sunset Country.

Figure 1. The City of Dryden and the Wabigoon River (Source: Hydro One).

3.2 Demographics and Statistics

3.2.1 Population Decline

As illustrated in Figure 2, the City's population is trending lower. This decrease in population puts pressure on tax revenues and the City's ability to pay for municipal services.

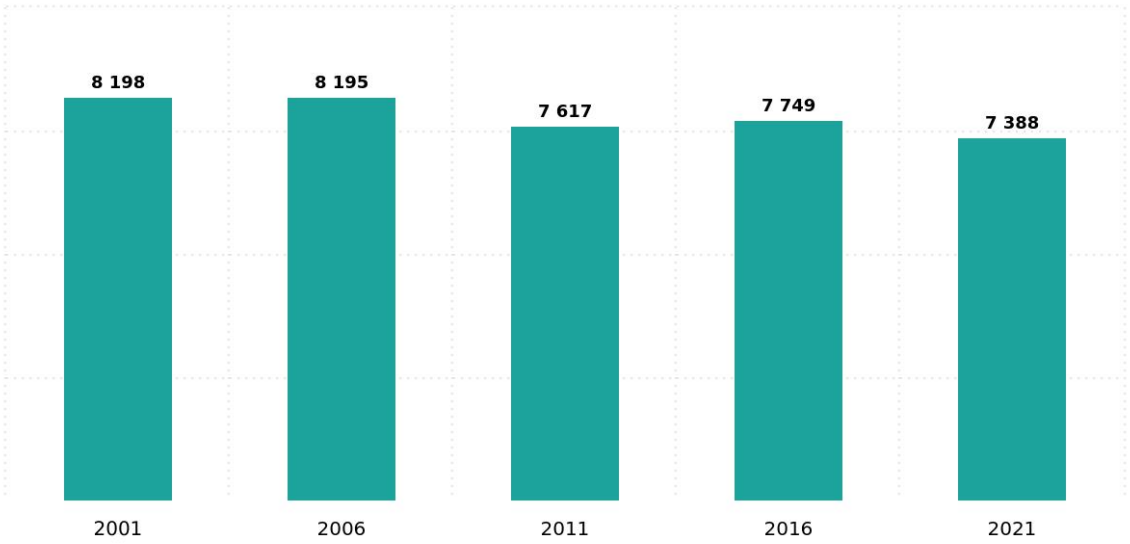

Figure 2. Population in Dryden, 2001–2021 (Source: Statistics Canada).

3.2.2 Increasing Median Age of Residents

In addition to the population decline, the median age of residents in the City is increasing, as illustrated in Figure 3. The City must note that, as the age of its population increases, the demand for health care services also increases. That demand also impacts the Dryden Fire Service, as it responds to medical emergencies when the ambulance service is experiencing extended response times. Figure 4 shows the different age groups in the City as of April 2022.

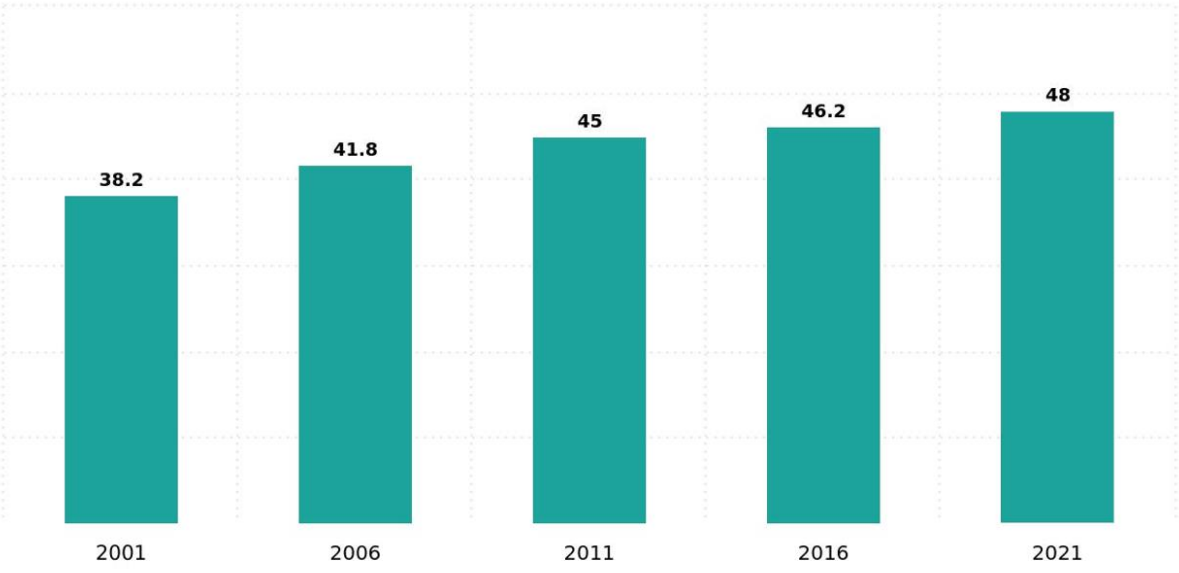

Figure 3. Median age in Dryden, 2001–2021 (Source: Statistics Canada).

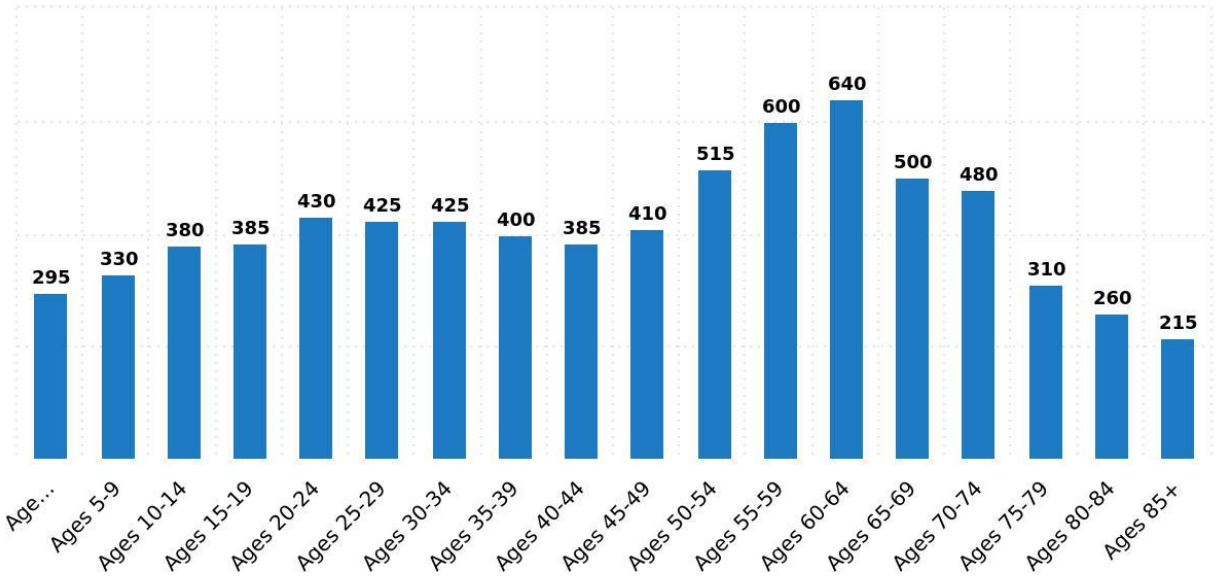

Figure 4. Age groups in Dryden of April 2022 (Source: Statistics Canada).

3.2.3 Percentage of Residents Living Alone

A high percentage of the City's population reports living alone. Due to this statistic, it is more difficult for single homeowners to absorb tax increases in comparison to dual-income families. Figure 5 illustrates the City's households by size.

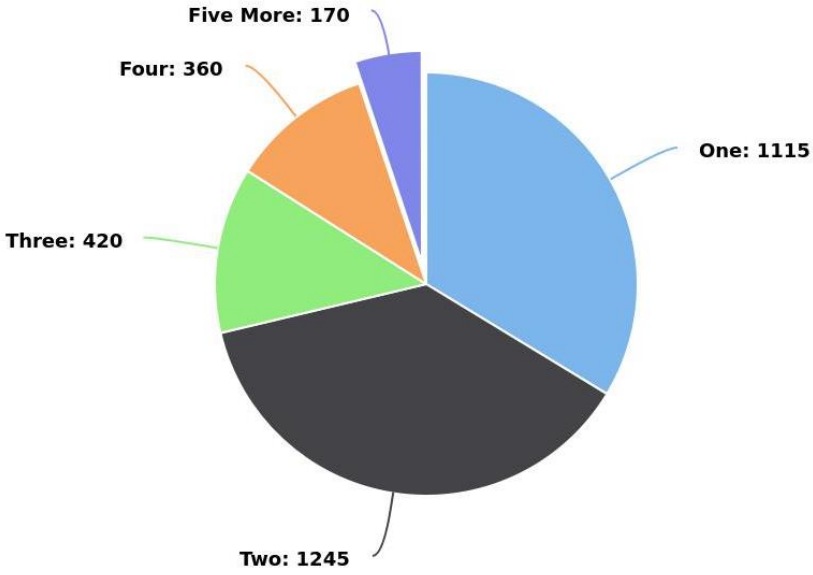

Figure 5. Households by size, as reported in 2021 (Source: Statistics Canada).

3.3 Community and Culture

The City of Dryden has a unique community, with its members connected to the natural beauty of the region. Fishing and hunting activities are easily accessible to residents, and the City offers easy access to many lakes and rivers.

The City has many First Nations organizations and services within the Treaty Three traditional territory. The City also serves over 13,000 additional residents from neighbouring communities as a retail, service, transportation, and logistical hub within the Kenora District.

3.4 History of the Dryden Fire Service

3.4.1 Context

For The Loomex Group to develop a vision for where the Dryden Fire Service should go in the future, it was essential for The Loomex Group to have a solid understanding of how the Dryden Fire Service arrived at where it is today. To this end, The Loomex Group reviewed the history of the Dryden Fire Service, noting the significant developments and changes that helped shape its present structure.

The Loomex Group reviewed the Dryden Fire Service's history with the Fire Chief and the Deputy Fire Chief. During discussions, the pride that the Dryden Fire Service has in its history and growth was quite evident. All too often, the hard work of previous councils, fire chiefs, and firefighters goes unnoticed; yet without their contributions, the Dryden Fire Service would not be where it is today.

3.4.2 Overview of the Dryden Fire Service

The Dryden Fire Service was established in 1908. In 1915, a bylaw was passed to establish a fire department, and Dave Anderson was officially appointed fire chief for the Town of Dryden. Figure 6 shows an image of an antique fire truck used in the early years of the Dryden Fire Service, dating from 1929. In 1998, the Town of Dryden and the Township of Barkley amalgamated. Today, The Dryden Fire Service is a paid-per-call fire department operating out of two fire halls. Throughout its history, the Dryden Fire Service has been committed to protecting the lives of citizens from fire and public hazards through its delivery of fire prevention, education, planning, and emergency response services.

The Dryden Fire Service's commitment to preserving the City's rich history has been commendable. This FMP builds on the solid foundation of the Dryden Fire Service's history, honouring the hard work and loyalty of the Dryden Fire Service's firefighters, both past and present, while at the same time introducing forward-thinking strategies that will carry the Dryden Fire Service into the future.

Figure 6. Antique fire truck from 1929.

4.0 Legislation, Bylaws, and Agreements

4.1 Municipal Liability Policy vs. Operational Decisions for Fire Protection

Over the years, many municipalities across Canada have been challenged in the courts about council decisions and the operational policies that fire departments have in place regarding how services are provided and how operations at fire scenes are carried out. One such challenge in the Province of Quebec resulted in a precedent-setting decision by the Supreme Court of Canada.

In the 1989 case of Laurentide Motel Ltd. v. Beauport, the Supreme Court of Canada (SCC) found that Beauport, Quebec, was liable for a sizable portion of the fire loss that occurred at the Laurentide Motel in 1972. This case was precedent-setting because, prior to this time, municipalities and fire departments were largely considered free from civil liability for firefighting efforts. An important aspect of determining liability was the issue of "Policy Decisions v. Operational Decisions." The SCC's 1989 decision cost the city of Beauport over $500 thousand, plus interest.

A summary of the Supreme Court Judgments reads as follows:

> A client's negligence led to a fire that damaged the appellants' hotel complex in the city of Beauport. As soon as they arrived, the firefighters sprayed water from the fire truck onto the fire, but the water soon ran out owing to the impossibility of connecting with the hydrants. The latter, which were difficult to reach and covered with snow, were unusable because they were frozen or broken. It was not until some forty minutes later that water was finally obtained from the hydrants. The appellants brought an action for damages against the person who had set the fire and the respondent, alleging fault by the latter in fighting the fire, namely that its equipment had not been maintained and did not function properly, as well as fault by its employees in the performance of their duties.[1]

This FMP includes a summary of the above case as an object lesson for Council to consider when making fire protection services decisions: note that the case summary identified water supply and negligence in firefighting operations as crucial issues. While there is no question that a client in the motel was responsible for causing the fire, the city of Beauport's failure to maintain and operate effective fire protection services (in this case, water supply and firefighting) resulted in the city being partially responsible, and therefore liable, for most of the ensuing costs.

In the ruling, the SCC determined that a policy decision made by a town council would be mostly free from liability. The SCC made that decision because a town council is an elected body and would have communicated its decision in a form that would be familiar and accessible to its community's citizens (such as in the form of bylaws, council

[1] Judgements of the Supreme Court of Canada - Laurentide Motel vs. Beauport (City) http://scc-csc.lexum.com/scc-csc/scc-csc/en/item/436/index.do

minutes, or news reports). If community citizens were unhappy with the town council's decisions, they had the opportunity to elect different councillors at the next election. Conversely, when operational decisions are made by fire departments, the public may not be aware of the specifics of these decisions. As a result, the public may have limited or no opportunities to question or change decisions that could adversely affect them.

Following this SCC ruling, many municipalities have revised and updated their fire protection-related bylaws to ensure services and policies are made as a town/municipal council's decision rather than as decisions made exclusively by a fire department. Among these fire protection-related bylaws is the Establishing and Regulating Bylaw (E&R Bylaw). An E&R Bylaw specifies which services the local fire department is to provide and the level of service the community expects of the fire department. E&R Bylaws also outline various other fire prevention bylaws, including open burning bylaws, false alarms bylaws, fireworks bylaws, fire routes bylaws, and service agreements (such as mutual aid and automatic aid agreements).

4.2 Legislation

The Dryden Fire Service's operations are guided by provincial legislation, industry standards and best practices, and municipal bylaws, agreements, and policies.

The primary legislation and standards guiding the Dryden Fire Service's operation are as follows:

- Fire Prevention and Protection Act, 1997
- Ontario Fire Marshal's Public Safety Guidelines
- Emergency Management and Civil Protection Act RSO 1990
- Ontario Building and Fire Codes
- National Fire Protection Association Standards
- Occupational Health & Safety Act and Section 21 Committee Guidelines
- Dryden Fire Service policies and standard operating guidelines
- Highway Traffic Act
- Municipal Act
- Municipal Freedom of Information and Protection of Privacy Act (MFIPPA)
- municipal bylaws
- corporate policies and guidelines

Of the examples given above, the FPPA is particularly important. The FPPA outlines the minimum standards that fire departments must meet for the provision of life safety systems in a municipality.

Municipalities must have the following documents and practices in place to comply with the FPPA:

- a simplified risk assessment
- a smoke alarm program
- a vulnerable occupancy program
- the distribution of fire safety education materials
- the completion of inspections upon complaint or when requested to assist with fire code compliance

Table 1 summarizes the City's current compliance standing with the FPPA requirements listed above. The City's level of compliance is based on observations noted during the Review.

Table 1. City of Dryden compliance standing with the FPPA.

Description	Compliant	Comments
Community Risk Assessment	✓	The City completed a community risk assessment in 2022.
Smoke/CO Alarm Program	✓	By law, every home in Ontario must have a working smoke alarm on every storey and outside all sleeping areas. The Dryden Fire Service currently has a smoke/CO alarm program. During an inspection, the responding member of the Dryden Fire Service checks the resident's alarms to verify that they are operable. As a result of inspections, the Dryden Fire Service has discovered that many houses are not compliant with smoke/CO alarm legislation.
Distribution of Fire Safety Education Material	✓	The Dryden Fire Service has attended 24 public education events from January 2022–August 2022. The Dryden Fire Service has also distributed public education materials via inserts in tax and water bills.
Complete Inspections on Complaint or Request	✓	The Dryden Fire Service's Fire Prevention Officer completes inspections based on complaints and requests.
Vulnerable Occupancies	✓	The Dryden Fire Service has completed or scheduled inspections and fire drills in the City's vulnerable occupancies.

4.3 Bylaws

To meet the requirements of the FPPA and other legislation, Council must approve the level of service that the Dryden Fire Service provides to the City's residents, businesses, and visitors. Council makes its decision through an E&R Bylaw, the content of which is based on recommendations from the Fire Chief.

The City's E&R Bylaw is Bylaw number 4779-2020. This bylaw outlines the Dryden Fire Service's foundation and structure, how it operates, and which services it offers. As per the City's E&R Bylaw, Council is responsible for approving the following core services provided by the Dryden Fire Service:

- emergency response
- fire prevention and public education
- specialty rescues (such as ice water rescue)
- hazardous materials response
- fire administration
- communications/resource centre services
- training and education
- maintenance services
- support services

The Review analyzed the following bylaws currently in effect for the City:

- 4621-2019: Being a bylaw to authorize the execution of an agreement between the Corporation of the City of Dryden and Her Majesty the Queen in right of Ontario as represented by the Minister of Natural Resources and Forestry
- 2021-36: Being a bylaw to rescind bylaws 2243-93, 2572-98, 3013-2003, 3130-2004 and sections of Bylaw 2865-2001 referencing Chapter 90 – fire Prevention, to amend the municipal code of the Corporation of the City of Dryden by deleting Chapter 90– fire prevention, and to adopt a bylaw to establish rules and regulations for the purpose of regulating open-air burning and campfires in the City of Dryden.
- 2021-99: Being a bylaw to establish user fees and charges for the Corporation of the City of Dryden.
- 4693-2019: Being a bylaw to authorize the execution of an agreement between the Corporation of the City of Dryden and Kenora Central Ambulance Communications Centre operated by Lake of the Woods District Hospital.
- 4771-2020: Being a bylaw to authorize participation in the Kenora District Mutual

Aid Plan.

- 4779-2020: Being a bylaw to establish and regulate a fire department for the City of Dryden.

After the analyses were completed, the Review found that the City may have an opportunity to consider a cost recovery program regarding its current bylaws. For example, the City can consider charging non-residents for services provided at motor vehicle accidents (MVA). Although the City bills the Ministry of Transportation (MTO) for incidents that occur on provincial highways, the City may choose to also bill for MVAs that occur on City-owned roads and involve non-residents.

4.4 Types of Agreements

Under the authority of the FPPA and municipal bylaws, municipalities can enter into agreements to either provide or receive a service from another municipality. The PFSG outlines differences in the requirements for such agreements, as discussed below.

4.4.1 Mutual Aid Plan

PFSG 04-05-12: Mutual Aid states that mutual aid plans allow a participating fire department to request assistance from a neighbouring fire department that is also authorized to participate in a plan approved by the Fire Marshal.

According to the FPPA, a mutual aid plan should include the following components:

1. Activate mutual aid during a major emergency where the home fire department is committed and/or the situation cannot be contained or controlled with available resources.
2. Activate the provincial Chemical, Biological, Radiological, Nuclear (CBRN) or Heavy Urban Search and Rescue (HUSAR) response system.
3. Activate a county, district, or region automatic aid program (optional).
4. Activate a county, district, or region hazardous materials support response (optional).
5. Activate a county, district, or region extrication support response (optional).
6. Activate a county, district, or region specialized rescue support response (optional).

Fire coordinators establish and maintain mutual aid plans under the stipulations of the FPPA and the direction of the Fire Marshal.

The details of a mutual aid plan specify that municipalities that provide service to the area(s) designated in the mutual aid plan agree to assist each other in the event of an emergency. Part II, Section 7 of the FPPA states that the Fire Marshal may appoint fire

coordinators for such areas as designated in the appointment.

Part II, Section 7.2 of the FPPA outlines the duties of individuals who have a role in providing fire protection services. In this section of the FPPA, it is outlined that, subject to the instructions of the Fire Marshal, a fire coordinator shall:

a) establish and maintain a mutual aid plan under which the fire departments that serve the designated area agree to assist each other in the event of an emergency; and
b) perform such other duties as may be assigned by the Fire Marshal.

Mutual aid is not immediately available for areas that receive fire protection under an agreement. The municipality purchasing fire protection is responsible for arranging an acceptable response for backup fire protection services. In cases where the emergency requirements exceed those available through the purchase agreement and the backup service provider, the mutual aid plan can be activated for the agreement area.

4.4.2 Automatic Aid

PSFG 04-04-12: Automatic Aid states that automatic aid agreements are considered in municipal areas to provide the first response to a location that has another fire department in closer proximity, regardless of municipal boundaries.

An automatic aid agreement aims to ensure that the closest available assistance is dispatched to an incident so that residents receive the quickest response to their needs. Automatic aid agreements reduce the amount of time between a fire's commencement and an extinguishing agent's application to the fire. Time is a critical element when responding to an incident: reducing the amount of time it takes for responders to arrive at an incident may help minimize property loss and maximize the protection of residents.

4.4.3 Fire Protection Agreements

PSFG 04-09-12: Fire Protection Agreements states that fire protection agreements are contracts – approved by town/municipal councils – between participating municipalities that address the specifics of providing or receiving fire services at a cost. A municipality may enter into a fire protection agreement to gain access/support to various services, specialized equipment, staffing, public education, and code enforcement (without needing to establish an existing fire department). A municipality may also enter into a fire protection agreement to have multiple departments operating and managing a fire department jointly.

4.4.4 Ministry of Transportation Billing

In Ontario, fire services providers can invoice the MTO for vehicle accidents and fires that occur on provincial roads. Invoices are made under the jurisdiction of the MTO.

4.4.5 Disaster Relief Services

Disasters are growing in frequency and severity in Canada, and each disaster or emergency creates its own unique circumstances and challenges. The overall objective of disaster management is to save lives, reduce human suffering, meet basic needs, protect property and the environment, and stabilize the incident (Gupta et al., 2016).

Emergency response services are activated on short notice according to an agreed-upon notification procedure. These agencies are often assigned specific roles by the individuals appointed to the applicable emergency operations centre. Fire Service leaders may wish to contact these support services annually in order to ensure the understanding of services provided is up to date. Different agencies may offer distinctive specialties. The purpose of this connection is to research the resources and services offered – along with the response times to the Dryden area – in the event of a disaster or an incident with extended on-scene times. Agreements made prior to an emergency should outline how the organizations will cooperate in carrying out disaster preparedness, response, recovery, and other emergency management operations.

4.5 Agreements Currently in Place with the Dryden Fire Service

4.5.1 Mutual Aid Agreement

The Dryden Fire Service currently participates in a mutual aid agreement with the Kenora District; however, the Dryden Fire Service does not have a formal written agreement with the municipalities that directly border the City.

4.5.2 Fire Dispatch Agreement

The City authorized the Kenora Central Ambulance Communications Centre (CACC) to provide dispatching services to the Dryden Fire Service from January 1, 2020, to December 31, 2025. Kenora CACC is operated by Lake of the Woods District Hospital.

Members of the Dryden Fire Service management team expressed concern that the current dispatch provider is unable to reply to radio transmissions in a timely manner. The management team is concerned that the current dispatch provider is not able to track response times accurately.

4.5.3 Wildland Fire Protection Agreement

The City has a considerable amount of dense forest within its boundaries, and the Ministry of Natural Resources and Forestry (MNRF) is situated nearby. As such, the City signed an agreement with the MNRF. This agreement is referenced in Bylaw Number 4621-2019.

4.6 Recommendations

The following recommendations are based on the findings of the Legislation, Bylaws, and Agreements section of this FMP.

1. The Fire Chief should re-attempt to finalize mutual aid or automatic aid agreements with neighbouring fire services providers, such as the Oxdrift Fire Team, Machin Fire Department, and Wabigoon Fire Department. The Fire Chief should ensure those agreements provide more specific terms of service in comparison to the Kenora District Mutual Aid Agreement.

2. The Fire Chief should investigate a cost recovery program that permits invoicing non-residents for services rendered during responses to incidents (such as motor vehicle accidents) within the City's boundaries. This recommendation is in addition to highway MTO billing.

3. The Fire Chief should study the need for pre-arranged agreements with external agencies. If the Fire Chief determines the need exists, the Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the necessity of formalizing agreements with those agencies.

4. The Fire Chief should investigate whether an alternative dispatch centre can provide a better value and level of service for the City. If so, the Fire Chief should prepare a report for Council's consideration and approval that presents evidence supporting the need to switch to a different dispatch provider.

5. The Fire Chief should prepare a report for Council's consideration and approval that presents evidence supporting the need to form automatic aid agreements with Thunder Bay Fire Rescue or other fire services providers for the delivery of specialty services such as high-angle rescue and confined space rescue.

6. The Fire Chief should review Bylaw No. 4779-2020 and provide Council with recommendations about sections of the bylaw that should be amended based on the results of this fire master plan (or as otherwise required).

5.0 Occupational Health and Safety

5.1 Overview

The Dryden Fire Service is influenced by several health and safety governance models. These models include the Ontario Occupational Health and Safety Act (known as the Green Book) and the Ministry of Labour's Ontario Fire Service Health and Safety Advisory Committee (formed under Section 21 of the OHSA). Note that a committee of stakeholders from across Ontario develops the Section 21 requirements, and the Minister of Labour reviews and approves them.

The Review thoroughly examined the Dryden Fire Service's occupational health and safety (OH&S) practices, noting that the Fire Chief has expressed a dedication to OH&S matters. This dedication is seen in the many health and safety practices that the Dryden Fire Service has adopted throughout its organization, such as the recent purchase of new self-contained breathing apparatus (SCBA). Many standard operating guidelines (SOGs) also reflect this commitment to health and safety. For example, the Dryden Fire Service ensures that it changes the air in the SCBA's air cylinders on a regular basis.

5.2 Personal Protective Equipment (PPE)

5.2.1 PPE Related to Bunker Gear

The PPE used by firefighters includes bunker gear, helmets, firefighting boots, gloves, flash hoods, and self-contained breathing apparatus. These items are the primary equipment firefighters use to protect themselves from injury and death.

Over the last few decades, health and safety agencies have conducted studies on ways in which injury and death among firefighters can be reduced. For example, the Workplace Safety and Insurance Board has recognized that certain cancers are directly attributable to the by-products of fires and hazardous materials. As a result of these studies, the Fire Service has seen an evolution in its standards and legislation relating to PPE.

The Review found that the Dryden Fire Service has a proactive approach to following and meeting the standards and legislative requirements pertaining to PPE. These requirements include ensuring that all PPE undergoes in-house cleaning after the bunker gear has been used for structural firefighting. The Dryden Fire Service is also ensuring that it adheres to the ten-year shelf-life provision for bunker gear. Additionally, the Dryden Fire Service has established SOG 1202: Hygiene and Decontamination Procedures, which outlines the procedures that the organization's personnel must follow after using gear during an emergency response.

One of the most important procedures for a PPE SOG to include is a procedure for securing contaminated PPE in an appropriate receptacle at the scene before it is brought back to the station for in-house or third-party cleaning. It is vital for fire

departments to properly contain contaminated PPE to avoid firefighters and fire vehicles becoming contaminated while returning to the station. There are also legislative requirements about maintaining the PPE/gear firefighters use when their primary PPE/gear has been contaminated or is being cleaned or tested.

Regarding PPE cleaning and the Dryden Fire Service, the Review found that Fire Hall #1 has a bunker gear washing machine called an extractor, which the firefighters can use to clean their PPE. The Fire Chief has also purchased a household washer and dryer, and these appliances are currently being installed in the basement of Hall #1.

The Review found that the Dryden Fire Service is not engaging a third party to annually test its bunker gear. In light of this finding, the Dryden Fire Service should consider having its bunker gear tested by a third-party company that is qualified to inspect and repair bunker gear. Although bunker gear testing involves costs for the City, the testing relates to firefighter safety and, therefore, must be considered. Annual third-party bunker gear testing is addressed in Guidance Note 4-8.

5.2.2 Bunker Gear Fit on Female Versus Male Firefighters

Although the number of female firefighters is growing, bunker gear is still predominately designed and manufactured to fit male firefighters. The NFPA is currently conducting a study on the personal protective clothing used by female firefighters. This investigation is intended to evaluate the design, comfort, and mobility issues regarding PPE for female fighters. According to the NFPA, women firefighters wear the same turnout suits as their male counterparts and are at a higher risk of injury and fatality due to ill-fitting PPE. Research has found that female firefighters are wearing turnout suits that are not sized for the female human form and therefore possess an unsatisfactory fit. Sizing data from other organizations have demonstrated the need for uniforms to be designed specifically for women and that simply sizing down the garment is not an appropriate solution (NFPA Journal, 2021).

The Dryden Fire Service attempts to ensure firefighters have appropriately fitted bunker gear. Firefighters are custom fitted for new gear on a rotational replacement schedule.

5.2.3 PPE for Specialty Services

Specialty PPE is used for services such as an ice/water rescue or a hazardous materials response. By law, workers must use PPE in the workplace when required. Additionally, employers are responsible for providing instruction on what PPE is needed, ensuring the maintenance and cleaning of the equipment, and educating and training workers on the proper use of PPE. In every jurisdiction, the employer is responsible for making sure these requirements are met.

The Fire Chief must ensure that all the Dryden Fire Service’s PPE is regularly and properly inspected by qualified personnel. Manufacturers of specialty PPE provide recommendations such as the use, care, stored maintenance, inspection, and expiry of

PPE (as PPE should not be used if it has exceeded the manufacturer's recommended shelf life). The Fire Chief must confirm that the manufacturer's recommendations are diligently followed. The Fire Chief must also carefully document such compliance with the manufacturer's recommendations and all applicable legislation.

At the time of the Review, it was noted that the Dryden Fire Service does not own, inspect, test, or maintain Level A hazardous materials suits.

5.3 Diesel Exhaust Systems

Diesel exhaust is produced by the combustion (burning) of diesel fuel, and it can easily accumulate in fire stations. The exhaust is a complex mixture of gases, vapours, aerosols, and particulate substances. Diesel particulate matter (DPM) primarily comprises the following:

- soot particles
- carbon
- ash
- polycyclic aromatic hydrocarbons (PAHs)
- metallic abrasion particles
- sulphates
- silicates

Almost all DPM emitted by diesel engines is respirable. Exposure to diesel exhaust has both short- and long-term effects. Short-term exposure can cause lung irritation or an allergic reaction that leads to asthma. Long-term exposure may lead to serious health effects. Diesel engine exhaust is classified as carcinogenic to humans. Repeated exposure to diesel exhaust can lead to lung and bladder cancer and can also cause chronic bronchitis, chronic obstructive pulmonary disease, and asthma. Due to this risk, it is a good practice for fire departments to try and keep exposure to carcinogens to a minimum.

Diesel exhaust can be controlled by source-capturing exhaust extraction devices, which use a tailpipe hose exhaust. These systems exhaust outdoors and prevent the emissions from re-entering the workplace (Canadian Centre for Occupational Health and Safety OSH Answers Fact Sheets, Diesel Exhaust). Figure 7 shows an example of the diesel exhaust extraction device commonly used in fire stations.

Further to the above, the Occupational Cancer Research Centre was quoted as saying:

> We found detectable levels of diesel exhaust (elemental carbon) in 16% [sic] of the samples collected. A greater proportion of the detectable diesel exhaust levels obtained was from the vehicle bays. All the fire halls had some controls in place to

minimize diesel exhaust exposure although we do not have information on adherence. Because there is no occupational exposure limit for diesel exhaust in Ontario that applies to fire halls, we recommend that fire departments implement/maintain a consistent maintenance schedule and continue to use a combination of both engineering and administrative controls to minimize exposure within the fire halls and keep exposure levels as low as reasonably achievable. (Occupational Cancer Research Centre, November 2017.)

Figure 7. Diesel exhaust extraction device commonly used in fire stations.

According to Carex Canada, 897,000 Canadian workers face exposure to diesel exhaust at work every year. Currently, the Dryden Fire Service's fire stations do not have a diesel exhaust extraction device system to connect to the truck exhaust pipe.

5.4 Firefighter Mental Wellness

5.4.1 Introduction

Approximately 21 per cent of the working population in Canada is currently experiencing mental health problems and illnesses. Additionally, roughly 30 per cent of all short- and long-term disability claims are related to mental health concerns. Employers of workers covered by the presumption in the Workplace Safety and Insurance Act are required to provide information about their plans to prevent post-traumatic stress disorder (PTSD) in their workplaces.

5.4.2 Psychological Health and Safety in the Workplace

There are several standards organizations can use to help address psychological health and safety in the workplace. These standards include CAN/CSA-Z1003-13/BNQ 9700-803/2013: Psychological Health and Safety in the Workplace. This voluntary standard develops and sustains a psychologically healthy and safe workplace.

CSA-Z1003-13 identifies the following 13 organizational factors that affect psychological health at work:

- organizational culture
- psychological and social support
- clear leadership and expectations
- civility and respect
- psychological demands
- growth and development
- recognition and rewards
- involvement and influence
- workload management
- engagement
- balance
- psychological protection
- protection of physical safety

5.4.3 Proactive Traumatic Stress Prevention Program

Although the Dryden Fire Service has made great strides in developing and maintaining health and wellness, it can improve its PTSD services by educating its staff members to help prepare them for traumatic events. A proactive education and training program may address topics such as:

- firefighter mental health
- personal resiliency
- crisis intervention
- trauma
- suicide
- addictions
- stigma reduction

5.4.4 Firefighter Wellness Program

Health and wellness programs can also help fire departments support the health and safety of their firefighters. These programs can address many aspects of wellness, including cancer prevention, nutrition, physical activity, critical incident management,

and PTSD. Having staff members who are both physically and mentally healthy enough to manage the stressful role of being a firefighter is vital for the Dryden Fire Service. A physically and mentally healthy staff can also reduce the cost to the City.

Apart from the Dryden Fire Service's Critical Incident Stress Management (CISM) program, it has not implemented a general wellness program or committee. To rectify these issues, the organization can look to introduce a formalized wellness committee and program. Both services can include content and representation from all levels of the Dryden Fire Service.

5.4.5 Peer Support Team

Peer support teams are becoming more common in today's Fire Service. Peer support is defined as the emotional and practical support between two people who share a common experience, such as a mental health challenge or illness. A peer supporter is defined as someone who has lived through a similar experience and is trained to support others. According to the SFU, "The ability to share a traumatic experience with others who are facing similar issues can play a significant role in recovery. Mental health prevention and awareness has [sic] typically been nonexistent among the first responder community. Mental health is just as important as physical health, and many organizations are in the process of creating their own peer support programs" (SFU, Continuing Courses: Peer Support and Code of Ethics).

The Dryden Fire Service is committed to supporting firefighter wellness and should be commended for developing a CISM team that responds after highly stressful and difficult incidents. The Dryden Fire Service also promotes firefighter wellness through a CISM peer support team and an employee assistance program. The Dryden Fire Service formed its peer support team in partnership with the Dryden Regional Health Centre (DRHC). The team describes its purpose as follows:

> The group recognizes the challenging, complex, and often stressful conditions that first responders and front-line personnel work under and will endeavor to do everything possible to prevent critical incident stress and post-traumatic stress disorder […] and to fully support those first responders and front-line personnel who are exposed to traumatic mental stress and/or diagnosed with post-traumatic stress disorder. (Critical Incident Stress Management Team, April 2022.)

5.5 Officer Development Program

According to the OHSA:

> The OHSA gives employers and workers duties that help support the role of the supervisor. When appointing a supervisor, the employer must ensure the person is competent. To be competent, a supervisor must have enough knowledge, training, and experience to organize the work and how it is to be performed. He or she must also be familiar with the OHSA and any regulations under it that apply to the

workplace, and know about any actual or potential health and safety hazards in the workplace. (OHSA, 2022.)

The Dryden Fire Service does not currently have a formal officer development program. Establishing an officer development program is recommended to ensure officers are selected according to their competency as supervisors in accordance with the occupational health and safety legislation.

5.6 Fire Chief Initiatives

5.6.1 Routine Bunker Gear Inspections

The Fire Chief should arrange to have the Dryden Fire Service's bunker gear receive routine inspections in compliance with the following:

- NFPA 1851: Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, Chapter 6.2 (National Fire Protection Association, 2020)
- Section 21 Guidance Notes 4-8: Care, maintenance, inspection, and replacement of structural firefighting personal protective equipment.

The Fire Chief should also revise the Dryden Fire Service's procedures and SOGs related to bunker gear inspections as needed.

5.6.2 Bunker Gear Washing

The Fire Chief should instruct the Dryden Fire Service's firefighters to wash their respective bunker gear each time the gear is exposed to contaminants, such as a structure fire.

The Fire Chief should revise SOG 1202, SOG 216, and any other SOGs related to bunker gear washing as needed.

5.6.3 Care of Personal Protective Equipment for All Types of Services

The Fire Chief should ensure that all PPE used by the Dryden Fire Service is properly stored, inspected, tested, and maintained. The Fire Chief should also ensure that all personnel follow the manufacturer's recommendations regarding the care, maintenance, testing, storage, cleaning, and shelf life of such PPE.

Furthermore, the Fire Chief should verify that all documentation related to the care and testing of the PPE for all services offered by the Dryden Fire Service (including its firefighting, hazardous materials response, and ice water rescue services) is properly stored made and is available for future use, if needed.

5.6.4 Officer Promotional Program

The Fire Chief should develop and implement an officer promotional program to ensure all personnel promoted to a supervisory role are competent in that position. (This initiative pertains to Section 27 of the OHSA.)

5.6.5 Continued Improvements to Firefighter Personnel Wellness

The Fire Chief should establish a formal wellness program and committee for the Dryden Fire Service.

The Fire Chief should prepare a report for Council's consideration that discusses improving access to fitness equipment and programs for the Dryden Fire Service's personnel.

The Fire Chief should research and deliver proactive mental health education and training programs to the Dryden Fire Service's personnel.

In addition to a CISM team, the Fire Chief may consider additional functions, such as a proactive internal peer support team.

5.7 Recommendations

The following recommendations are based on the findings of the Occupational Health and Safety section of this FMP.

1. The Fire Chief should arrange for a qualified third party to complete annual inspections of the Dryden Fire Service's bunker gear (as per NFPA 1851).

2. The Fire Chief should investigate installing a diesel exhaust extraction system at Hall #1 and Hall #2.

3. The Fire Chief should ensure that all PPE used by the Dryden Fire Service is properly stored, inspected, tested, and maintained. Furthermore, the Fire Chief should ensure that all documentation related to the care and testing of the PPE is completed.

6.0 Strengths, Weaknesses, Opportunities, and Threats Analysis

6.1 Introduction

A SWOT analysis is a planning method that identifies and evaluates an organization's strengths, weaknesses, opportunities, and threats. SWOT analyses provide organizations with information about the internal and external factors (both helpful and harmful) that are influencing their ability to achieve their goals.

6.2 SWOT Analysis for the Dryden Fire Service

The SWOT analysis for the Dryden Fire Service included three separate engagement sessions with the following stakeholders:

- the fire captains (as a group)
- the firefighters (as a group)

The sessions were held in the training room at Fire Hall #1

Note: A SWOT discussion was also held with the Fire Chief through a video meeting.

During each SWOT session, The Loomex Group asked participants ten questions to stimulate discussion about the past, present, and future of their stations and the Dryden Fire Service.

The Loomex Group instructed the participants to consider the components of the SWOT analysis as follows:

- Strengths: Characteristics of the Dryden Fire Service that allows it to provide service to the community.
- Weaknesses: Characteristics of the Dryden Fire Service that place the organization at a disadvantage as it provides services to the community.
- Opportunities: Elements that the Dryden Fire Service can take advantage of to provide a better level of service to the community.
- Threats: Elements in the environment that can cause issues for the Dryden Fire Service as it tries to provide services to the community.

Overall, the response to the SWOT analysis sessions was constructive and productive. The results from the sessions are organized into the subsections below.

6.3 SWOT Analysis Results: Strengths

6.3.1 Excellent Customer Service and Customer Value

- Firefighters work efficiently and effectively with the resources provided to them.
- Firefighters believe they provide great value to the City and its citizens.
- Firefighters are willing to give their time to provide emergency services.
- Firefighters work well as a team and genuinely care about the citizens they serve.

6.3.2 Internal Communications

- Many personnel believe the Fire Chief has provided excellent internal communications.
- The Fire Chief has worked diligently to provide information to staff regarding various aspects of the Fire Service. This comprehensive communication is delivered once per week.

6.3.3 Full-time Staffing Levels

- Personnel thought that having a full-time fire chief, deputy fire chief, fire prevention officer, and training officer strengthen the Dryden Fire Service and allow it to provide better service delivery to the City’s citizens.

6.3.4 Well-equipped Fire Service

- Many firefighters think the fire trucks are well-stocked with equipment.

6.3.5 Health and Safety

- The firefighters feel they have a well-functioning and proactive occupational health and safety program.
- The firefighters are pleased with their workplace safety record.
- The firefighters stated that significant improvements had been made to the areas of health and safety in the organization.

6.3.6 Personnel

- The leadership personnel think that the Dryden Fire Service’s staff are highly educated and engaged in Fire Service activities.
- Personnel are highly motivated to train, develop and grow.

- Personnel are inspired to contribute to the smoke alarm and public education campaign.
- Some personnel described their peers as having a strong dedication to their organization.
- Although camaraderie organization can be improved, morale has improved from previous years.

6.3.7 Improved Technology

- Technology has created efficiencies within the organization. For example, the use of iPads to record truck checks and identify deficiencies has allowed personnel to correct and document these issues.

6.3.8 Support from Council and City Administration

- Personnel feel supported by the members of Council and the City's administration staff. This support has improved the confidence and trust levels of personnel. For example, pay increases are directly tied to match the pay increases of unionized staff. This strategy has allowed the Dryden Fire Service's personnel to feel fairly treated.

6.4 SWOT Analysis Results: Weaknesses

6.4.1 Communication with Neighbouring Fire Services Provider

- Some participants think that communication with the neighbouring fire services providers could be improved. Furthermore, participants thought that the Dryden Fire Service could improve communication and performance with more/better engagement and collaboration.

6.4.2 Public Misconceptions

- Many firefighters expressed a concern that members of the public did not understand the sacrifices and commitment firefighters make for their community.

6.4.3 Responding to Incidents While Working at a Regular Place of Employment

- Some firefighters respond to incidents while working at their regular full-time workplace. Due to the nature of emergency responses, firefighters are given no warning when they will need to respond. The urgent nature of the response to emergencies may cause stress to the employer/employee relationship or cause the employee to work from home in order to compensate for the lost time at their regular employment.
- Some firefighters expressed concern about added stress from increased

expectations caused by an increased call volume, mandatory training, and fire prevention and public education initiatives.

6.4.4 Work Experience and Education of the Full-time Personnel

- Many of the Dryden Fire Service's full-time personnel have minimal experience in their current roles. Participants claimed that this inexperience causes a reduction in the firefighters' perishable skills and abilities.
- The full-time personnel also require additional education to support their knowledge, skills, and abilities.
- Finding cost-effective, in-person education opportunities is difficult. For example, sending staff to a multi-day, in-person course may require expenses such as flights, car rentals, accommodation, and meals.

6.4.5 Paid-By-Call Firefighter Staffing Shortage

- Participants expressed concern about staffing shortages at both fire stations.
- Participants claimed that staffing numbers at both stations were higher in the past compared to the current staffing levels.
- Participants claimed that Hall #2 is understaffed.
- Participants claimed that these low staffing numbers negatively impact service delivery to the City's citizens.
- Some participants believe that staffing shortages put additional stress on active firefighters to respond to emergencies.
- The suggestion was made to recruit and hire pay-per-call firefighters annually rather than the current bi-annual process; an ongoing recruitment campaign for Hall #2 can also be considered.
- Participants discussed the possibility of having a premium paid for incidents occurring at night, such as the hours between 23:00–07:00. This premium may increase attendance to incidents between those hours.

6.4.6 Knowledge of Workplace Safety and Insurance Board Coverage

- Some firefighters were not aware of WSIB coverage regarding workplace injuries or how a WSIB claim is processed if a workplace injury occurs.

6.4.7 Payment Transparency

- Some participants expressed concern that the current system does not easily allow firefighters to confirm their attendance at incidents, training, or special events, nor does the current system accurately record such attendance.

- Participants noted that they do not feel that pay has been withheld intentionally, but rather in error.

6.5 SWOT Analysis Results: Opportunities

6.5.1 Public Education

- The smoke alarm campaign and public education initiatives were identified as opportunities for the Dryden Fire Service to provide meaningful improvements to public safety.
- Firefighters stated that during one door-to-door campaign, only one home was compliant with the current smoke alarm legislation. Due to the importance of smoke alarms and carbon monoxide detectors, firefighters expressed a strong need to expand the door-to-door campaign.
- Some personnel believe the Dryden Fire Service can do more to deliver effective public education messages to the City's residents.

6.5.2 Fitness Membership

- Some firefighters would like the opportunity to enjoy a free family membership to the City's pool and fitness centre, as family members also make sacrifices when firefighters are called away from family activities. (**Note:** Not all personnel found this incentive meaningful.)

6.5.3 Medical Training

- Participants stated that some firefighters in the organization have a significant level of knowledge and skills. An opportunity may exist for those firefighters with medical backgrounds to become medical instructors and deliver medical training through a reputable medical training program.

6.5.4 Fire Inspections

- Some firefighters felt that the safety of citizens and firefighters could be improved if the Dryden Fire Service increased efforts to enforce the Fire Code.
- The firefighters stated that increasing the number of fire inspections in buildings would allow the opportunity to identify fire hazards and other threats to public safety.

6.5.5 Equipment for Speciality Rescue Services

- Although many of the firefighters think that the Dryden Fire Service has good equipment, some firefighters expressed concern about the condition of hazardous materials suits and ice water suits.

- Firefighters stated that they are unsure if the hazardous materials suits, which are stored at the Domtar mill, are being properly tested or kept in good condition.
- Firefighters also stated that many of the ice water suits leak, which allows water into the suits when deployed in the water. Inadequate equipment to perform trench rescue was also used as an example of this issue.

6.5.6 Improvements to Team Cohesion

- Many participants expressed the desire for a stronger sense of camaraderie within the Dryden Fire Service. Many firefighters would like to continue developing a strong social network to assist in building a sense of community within the organization.
- Firefighters expressed interest in attending social events that include the firefighters' family members.

6.5.7 Hiring People Who Work in the City but Live Outside Its Borders

- Some participants believe that the Dryden Fire Service is missing an opportunity to hire paid-per-call firefighters who work in the City but reside outside its borders. The benefit is these individuals would be available to respond to incidents during the weekdays and therefore improve the service delivery to the City's residents.

6.5.8 Training

- Firefighters shared a concern that the level of training for specialty rescues is inadequate.
- Participants stated they feel inadequately trained in high-angle rescue and trench rescue situations.
- Some firefighters expressed an interest in a more flexible schedule to conduct training, smoke alarm campaigns, or public education activities. This initiative is not meant to replace evening training sessions, but to offer firefighters more flexibility to complete fire department activities.
- Some firefighters would like to occasionally train on weekends, while other firefighters stated that weekend training would not help in creating a work/life balance.

6.5.9 Deterioration of the Rapid Intervention Team Prop

- Firefighters felt that the rapid intervention team (RIT) prop has been invaluable to developing the knowledge and skills of firefighters to self-rescue in the event of a firefighter mayday. Since the RIT prop is located at the rear of Hall #1, where it is exposed to the elements, firefighters thought there was an opportunity to save

the RIT prop from rot by storing it indoors.

6.6 SWOT Analysis Results: Threats

6.6.1 Flooding

- Due to past flooding events, participants felt that future flooding might pose a threat to the City's residents.

6.6.2 Dryden is Dependent on a Few Core Businesses

- Participants stated the City is dependent on a few core businesses. A significant fire or disaster, one that causes severe damage to these major businesses, may have major negative consequences for the community.
- Many jobs may be lost if a core business ceases operating within the City.

6.6.3 High Turnover Rate and Interpersonal Conflicts

- Participants think that the potential of low firefighter morale and severe interpersonal conflicts may increase the chances of walkouts or firefighter resignations. These resignations pose a threat due to the time and expense needed to train new firefighters.
- Participants stated that firefighter retention has been a long-standing problem and that the Dryden Fire Service has seen a high turnover rate. Participants also claimed that this high turnover rate threatens the organization's stability, consistency, and continuity.

6.6.4 Note-Taking and Documentation Practices

- Participants stated that the Dryden Fire Service does not regularly practice proper note-taking and documentation.

6.7 Recommendations

The following recommendations are based on the findings of the SWOT Analysis section of this FMP.

1. The Fire Chief, Deputy Chief, and paid-by-call officers should review the SWOT analysis results, consider all comments, and then determine how and if they should implement any of the suggestions into the Dryden Fire Service's operations.

7.0 Social Dynamics

7.1 Introduction to Social Dynamics

Social dynamics refers to "the study of group behaviour that results from individual group members' interactions [and] the study of the relationship between individual interactions and group-level behaviours."[2] Using that definition, this section of the FMP addresses the social dynamics within the Dryden Fire Service.

7.2 Discussion on Social Dynamics

Social dynamics is one component of decision-making that is frequently overlooked when changes to a fire department are discussed. For the City or the Dryden Fire Service to make changes, they must first understand who will be affected and how the individual or groups will react and interact with those changes. For example, when making strategic decisions, there needs to be an awareness and understanding of local history, community culture, and municipal demographics (including the City's anticipated future growth and development).

Municipalities must consider many different community groups during any decision-making process, keeping in mind that each group has its own established behaviours. For the City, the impacted community groups include Council, the CAO, the Fire Chief, the Deputy Chief, and the community residents. The impacted community groups for the Dryden Fire Service include its two fire halls, its officers and firefighters, and the neighbouring fire departments.

7.3 Transparency and Trust

Creating a transparent process that fosters trust among those affected by any changes made by the Dryden Fire Service begins by establishing cooperative relationships between Council and the Dryden Fire Service's firefighters. There are several ways to build trust. For example, scheduling regular engagement sessions through surveys, face-to-face meetings, town hall meetings, mutual aid meetings, and joint meetings within the Dryden Fire Service are all proven methods of building trust.

7.4 Creating a Healthy Social Dynamic

The purpose of engagement sessions is to create a healthy social dynamic across the Dryden Fire Service. Once a healthy social dynamic is in place, it becomes easier to obtain suggestions and promote change within the Dryden Fire Service. The engagement process used during this FMP's development is an excellent example of how to begin creating a healthy social dynamic environment. In the future, the Dryden

[2] Durlauf, Steven; Young, Peyton (2001). Social Dynamics. Cambridge, MA: MIT Press. ISBN 0-262-04186-3.

Fire Service can develop an engagement process based on the method used during the FMP's development to create other healthy social dynamic environments.

7.5 Mentorship and Relationship Building

Employees in many occupations, such as licenced electrical workers, nurses, and paramedics, have a mentorship or consolidation period prior to their becoming certified or licenced. However, for the Dryden Fire Service, any personnel who hold full-time positions and have less than five years of experience in their role may not have had the opportunity to learn from more experienced Fire Service professionals. Although this scenario may pose significant issues, other fire services providers have encountered similar challenges and found remedies for these difficulties.

In the Dryden Fire Service, full-time personnel, such as the Training Officer or Fire Inspector, may greatly benefit from mentorship opportunities to learn from others who are more experienced in their field. Personnel in the training or fire prevention divisions may also learn of more efficient methods of providing services, which can lead to cost savings for the City. To benefit from mentorship opportunities like these, the Dryden Fire Service may need to connect with members of larger full-time fire services providers. For example, fire prevention inspectors and fire trainers may be able to create relationships with peers in other services through respective Fire Service associations. These relationships are important and can allow the Dryden Fire Service to share information with other fire departments. This information may include accessing training-related material or finding information related to the Fire Code.

7.6 Dissemination of Information

The Fire Chief has instructed his direct reports to provide updates to his office. This information is then collected and distributed to all staff through a weekly email. During this FMP's SWOT analysis session, staff expressed an appreciation for receiving access to the information most relevant to them, and they seemed content with the weekly email updates. The Fire Chief also holds regular face-to-face meetings with the fire officers and firefighters.

7.7 Recommendations

The following recommendations are based on the findings of the Social Dynamics section of this FMP.

1. The Fire Chief should promote mentorship and relationship-building opportunities for the Dryden Fire Service's full-time staff.

8.0 Fire Prevention and Public Education

8.1 Overview of Legislation

The best way to stay fire safe is to prevent fires from starting. Public education and code enforcement are municipal responsibilities mandated under the FPPA. For a municipality to comply with the FPPA, it must provide specific fire prevention and protection services. A municipality must also provide all additional services that its council has determined are necessary for meeting the community's needs and circumstances. Due to the importance of this topic, a review of the Dryden Fire Service's public education and community code enforcement was an essential component of this FMP.

As mentioned in section 1 of this FMP, the FPPA requires municipalities to make provisions for fire protection services within their communities:

> "Every municipality shall, (a) establish a program in the municipality which must include public education with respect to fire safety and certain components of fire prevention; and (b) provide such other fire protection services as it determines may be necessary in accordance with its needs and circumstances."

The Office of the Fire Marshal has stipulated that this requirement must also include the following components:

- a recognized smoke/CO alarm and home evacuation program
- a public education program
- a formalized schedule for fire inspections and evacuations for vulnerable occupancies
- a formalized schedule for fire inspections on a complaint or request basis
- the completion and maintenance of a simplified risk assessment to determine the risks in the community and the required level of fire prevention and emergency response that is needed to address those risks

In 2013, the FPPA introduced the following two regulations regarding specific fire prevention activities that must be performed:

- O.Reg.365/13: Mandatory Assessment of Complaints and Requests for Approval
- O.Reg.364/13: Mandatory Inspection – Fire Drill in Vulnerable Occupancy

8.2 Fire Prevention

PFSG 04-39-12: Fire Prevention Effectiveness Model (FPEM) sets recommended standards for fire prevention and public fire safety guidelines.

PFSG 04-39-12 defines the FPEM as follows:

- A planning aid that focuses on one of the eight components of the comprehensive Fire Safety Effectiveness Model (see Figure 8).
- A tool to ensure all issues are identified and addressed when considering any fire prevention programs or activities, or when reviewing existing programs.

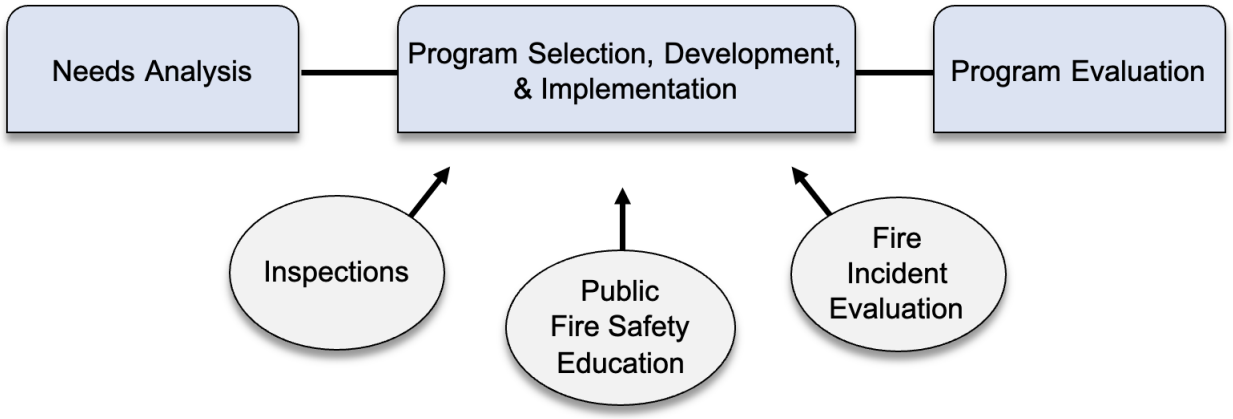

Figure 8. Components of the fire safety effectiveness model.

8.3 The Three Lines of Defence

In the past, the Fire Service ranked the three lines of defence as follows:

- fire suppression
- code enforcement
- public education

However, most progressive departments now recognize the importance of reversing the order of these priorities, ranking them as follows:

- public education
- code enforcement
- fire suppression

This revised focus does not mean that emergency response is no longer a critical function of the three lines of defence, but that public education and code enforcement are now more greatly emphasized than before.

Educating the community and bringing fire safety issues to the forefront is one of the most effective ways of preventing fires and protecting lives and property. By providing a

greater awareness of fire safety through strong public education and code enforcement programs, a fire department can significantly influence a community's well-being. Shifting the three lines of defence to a more proactive approach that addresses fire and life safety in a community makes it more critical than ever to run an aggressive fire prevention program that meets a given community's risks as well as its projected future risks.

In most cases, the need for a suppression staff to attend a structure fire is due to the failure of components one and two in the revised three lines of defence model. The need to resort to responding fire crews should be the last line of defence, for when this need arises, both community risk and the risk to the lives of responding firefighters increases exponentially. Of the three lines of defence, this third component also has the most significant financial impact on a municipality, and it poses the greatest risk to firefighter safety.

Statistics show that most fires, injuries, and deaths due to fires are preventable; however, in many cases, municipalities do not fund or provide enough resources for a proactive FPEM. This lack is often due to the necessity of having any available funds reallocated to offset the costs involved with fighting a fire or assisting a suppression division. While the City cannot reduce its Suppression Division, it can be proactive in designing initiatives aimed at reducing the number of fires in the community. Such efforts will help to mitigate potential risks for residents, businesses, and firefighters, thereby introducing cost-saving opportunities.

8.4 Public Education Activities

8.4.1 Community Awareness

Public education activities raise a community's awareness about the importance of fire safety. Fire departments can promote these activities across various platforms, including presentations, participation at events, and public service announcements.

When fire departments participate in community events such as fairs, station tours, and fire station open houses, their members have opportunities to distribute safety information via brochures, books, and other teaching materials. Community events also offer the opportunity for firefighters to engage with the public and for the public to get an up-close look at fire apparatus and a fire station.

The Review found that the Dryden Fire Service is providing public education through several different methods, such as various social platforms. In 2022, the Dryden Fire Service was also proactive in creating relationships with key stakeholders. For example, the Fire Chief has been instrumental in building and maintaining the Voyent Alert public notification system.

8.4.2 Public Education Programs

To meet the requirements of the FPPA, the City must deliver public education programs. Because there are many types of programs that can be introduced, it is essential for the Dryden Fire Service to prioritize which programs it proactively introduces to the community.

The Review noted that the Dryden Fire Service supports a proactive approach to delivering public education activities. The number of public education activities completed by the Dryden Fire Service from 2017–2022 is as follows:

- 2017: 13 public education activities
- 2018: 26 public education activities
- 2019: 7 public education activities
- 2020: 6 public education activities
- 2021: 7 public education activities*
- 2022: 24 public education activities**

*Decreased public education due to COVID-19 restrictions

**The number listed is representative of January 1, 2022, to August 31, 2022

The Dryden Fire Service can continue to build on its recent successes related to public education. To do this, the Fire Chief can organize and schedule an increased number of public education programs in the community. The following steps outline an example of a public fire education planning process that the Dryden Fire Service can implement in the City.

1. Reference the City's CRA to identify target areas and populations.
2. Establish/foster community partnerships and form a community planning team to develop a better understanding of the City's fire safety needs.
3. Create an intervention strategy by reviewing data about risks and target populations, which will identify the places for interventions. The review should identify target populations and locations, interventions, and the resources required for those interventions.
4. Implement a public education strategy, such as the delivery of public education messages to high-risk vulnerable occupancies and local schools, on a regular basis.
5. Routinely evaluate the public education strategy.

8.4.3 Smoke/CO Alarm Program

Under the FPPA, municipalities must establish a formalized smoke/CO alarm program. The program must include the following:

- a procedure for ensuring that residents have working alarms whenever the fire department interacts with them (such as during emergency responses)
- the tracking of working smoke alarms in residences
- a method for keeping statistics on the number of working and not working smoke alarms

Additionally, the program should include a component for proactively checking residential smoke/CO alarms.

To satisfy the smoke/CO alarm program requirement, the Dryden Fire Service can conduct home inspections and home fire escape reviews for community residents, including those in seasonal dwellings and trailer parks. Most municipalities adopt a smoke/CO alarm program bylaw for their residents to satisfy this FPPA requirement.

The Review found that the Dryden Fire Service's smoke/CO alarm program is developing. Although the COVID-19 campaign restricted opportunities to conduct door-to-door campaign activities, the Fire Chief is committed to future fire safety initiatives. Figure 9 shows staff from the Dryden Fire Service during a CO alarm donation event.

Figure 9. CO alarm donation (source: CKDR.net).

8.4.4 Juvenile Fire-Setting

Fire-setting is defined as the deliberate setting of fires. Some children and youth who set fires may do so because they are curious about fire. Other children and youth may

set fires as a cry for help because they are experiencing an underlying problem or stressors. In order to address these issues, juvenile fire-setting programs are now a recognized type of public education program. In such programs, fire departments work with juvenile fire-setters to provide information on the dangers and safety risks associated with setting fires.

At the time of this FMP's development, the Dryden Fire Service has recorded no incidents of juvenile fire-setting.

8.5 Pre-Incident Planning

During an emergency response, firefighters may be working with limited visibility. This risk increases in unfamiliar buildings, especially large commercial, industrial, and institutional buildings. Building familiarity is especially important when it comes to knowing a building's construction and susceptibility to early structural collapse. Therefore, the Dryden Fire Service should ensure it prioritizes pre-planning all buildings in the City that are at high risk, have vulnerable occupants, or have high value to the City. These buildings should also be revisited regularly.

Guidance Note 7-45 addresses pre-incident planning. It also includes several actions employers should complete. According to the Guidance Notes, employers should complete the following:

- develop a pre-incident planning program that compiles building information
- keep building data updated with information gained during fire prevention activities or from other allied agencies
- provide known building information to responding firefighters
- familiarize firefighters with building configurations and functions
- coordinate building familiarization tours for firefighters
- train firefighters on how to conduct pre-incident planning and how to use the information to protect their health and safety

Pre-incident planning information can also be found in section B.3.1 of the City's Bylaw 4779-2020 and in NFPA 1620: Standard for Pre-incident Planning (2020 edition).

8.6 Inspections and Compliance

For tracking purposes, the Dryden Fire Service's code enforcement calls and its inspections are divided into the following categories:

- complaint
- request

- sale request
- routine (includes vulnerable occupancies)
- licensing

These different inspection types are defined below.

Type 1: Complaint Inspections

The Dryden Fire Service conducts a complaint inspection when it receives a complaint regarding a possible Fire Code violation. As per the FPPA, the Dryden Fire Service must conduct complaint inspections. The Dryden Fire Service must also complete follow-up actions for all complaint inspections. The most common follow-up actions are correspondence (in the form of a letter) and a note being added to the complaint's file.

Types 2 & 3: Request and Sale Request Inspections

The Dryden Fire Service usually conducts a request or sale request inspection for new occupancies, licensing, property sales, and assistance with Fire Code compliance.

Type 4: Vulnerable Occupancies Inspections – Ontario Regulation 346/13

The Dryden Fire Service conducts annual inspections of the City's vulnerable occupancies as per Ontario Regulation 364/13: Mandatory Inspection – Fire Drill in Vulnerable Occupancy. To satisfy the requirements for this type of inspection, the Fire Chief must observe a fire drill scenario representing the facility's lowest staffing complement (as approved by the Chief Fire Official), conduct a fire safety inspection (using the Annual Inspection Checklist, which forms part of OFM Directive 2014-002: Vulnerable Occupancies – Fire Drill Scenarios, Fire Drill Observations, Fire Safety Inspections, as a minimum level of inspection), and then update the OFM's Vulnerable Occupancy Registry, as appropriate.

At the time of this FMP's development, the City reported seven vulnerable occupancies within its jurisdiction. The Review noted that the Dryden Fire Service had inspected those occupancies. Ensuring that the City's vulnerable occupancies achieve and maintain compliance with fire inspections is important for the safety of the building occupants, and, therefore, the Dryden Fire Service is working to obtain full compliance.

Type 5: Other Inspections

The Dryden Fire Service conducts inspections classified as "other" when concerns are brought to its attention through other means (such as a home inspection program, retrofit, or general inquiry). The Dryden Fire Service may also conduct this type of inspection to inspect specific occupancies or areas of the City.

8.6.1 Inspections Completed From 2017–2021

Table 2 summarizes the fire inspections completed by the Dryden Fire Service from 2017–2021. The inspections are organized by type.

Table 2. Fire inspections by type, conducted from 2017–2021.

Year	Complaint	Owner Request	Sale Request	Routine	Licensing	Total
2017	8	6	0	36	3	53
2018	20	9	0	44	15	88
2019	9	4	0	6	5	24
2020	3	6	0	0	15	24
2021	12	9	0	14	20	55
Total	**52**	**34**	**0**	**100**	**58**	**244**

8.6.2 Violations

After completing an inspection, it is important for fire departments to document the inspection, including details of any infractions or recommendations.

For the Dryden Fire Service, the Fire Prevention Officer enforces the Fire Code to make the community safer and is responsible for completing required documentation in the records management program (RMP). The Fire Prevention Officer ensures compliance by returning to inspected occupancies to ensure corrections to any noted issues have been made.

Table 3 lists the types of violations issued from 2017–2021. (**Note:** The table only includes resolved violations for 2021. The Dryden Fire Service could not provide documentation for any resolved violations for the years 2017–2020.)

Table 3. Number of violations noted/notices issued from 2017–2021.

Year	Verbal	Letter	FSIR	Order	Total	Resolved
2017	0	0	59	2	61	**Unknown**
2018	0	0	71	0	71	**Unknown**
2019	0	0	14	1	15	**Unknown**
2020	0	1	13	3	16	**Unknown**
2021	**0**	**0**	**1**	**49**	**50**	**46**

8.7 Fire Investigations

After a fire occurs, the FPPA requires a fire investigation to take place to identify the cause of the fire. If the cause of a fire is accidental, information from the inquiry reinforces the need to increase fire prevention and public education initiatives. The preliminary investigation of the cause, origin, and circumstances of a fire is the responsibility of the local fire services provider and is an essential component of fire protection.

To adequately determine the causes of fires, it is critical for fire personnel to receive advanced training in arson detection. Arson is a criminal offence and is sometimes used to cover other illegal activities or defraud insurance companies. If a fire is determined to be suspicious, the responding fire department notifies the Office of the Fire Marshal and the local police. The FPPA states that all assistants to the Fire Marshal shall notify forthwith the OFM of all incidents that meet, or that appear to meet, the following criteria:

- fires or explosions resulting in either a fatality or serious injury requiring person(s) to be admitted as in-patient(s) to a hospital (it is the responsibility of the fire department to make every reasonable effort to confirm the status of injured persons transported to hospital prior to the release of the fire scene)
- explosions (where the explosion is the primary event)
- fires or explosions suspected of being incendiary (criminal). Discretion may be used when there is no impact on a building(s) or in circumstances where there is no apparent threat to life. These types of fires include dumpster fires, car fires, and wildland fires. All incendiary fires and explosions must also be reported to the police authority having jurisdiction
- fires or explosions where the loss is significant to the community
- fires resulting in unusual fire/smoke spread
- fires or explosions involving circumstances that may result in widespread public concern (e.g., environmental hazard)
- fires or explosions in multi-unit residential occupancies where fire spread or explosion impact is beyond unit of origin, or where suspected Fire Code violations have impacted on the circumstances of the event
- fire or explosions involving clandestine drug operations or marijuana grow operations

Under the FFPA, the Dryden Fire Service, the Fire Chief, and the Fire Prevention Officer must follow all appropriate steps to determine the causes of fires. As part of this obligation, the Dryden Fire Service, the Fire Chief, and the Fire Prevention Officer must notify and work with the Ontario Fire Marshal’s investigators (when required). Furthermore, the Dryden Fire Service must obey Section 22 (n) of Bylaw 4779-2020,

the City of Dryden, which states the organization is responsible for “keeping an accurate record of all incidents responded to by the Fire Dryden Fire Service, all fire safety inspections and fire investigations, and other such records as may be required in a manner consistent with records management policies of the Corporation and retaining such records as prescribed by records retention policies and statutory requirements.”

8.8 Community Risk Assessments: Context

As per Ontario Regulation 378/18, community risk assessments must review nine community profiles to help identify, analyze, evaluate, and prioritize the risks in a given community. Once completed, CRAs provide councils and fire departments with information to make informed decisions regarding the types and levels of protection services required in their communities.

On July 1, 2019, the Province of Ontario passed a regulation that requires every municipality to complete a community risk assessment no later than July 1, 2024. This regulation is governed under the authority of the FPPA. Relevant extracts from this regulation are presented below.

From Sections 1-4, Mandatory Use

“Every municipality, and every fire department in a territory without municipal organization, must (a) complete and review a community risk assessment as provided by this regulation; and (b) use its community risk assessment to inform decisions about the provision of fire protection services.”

From Section 2

“(1) A community risk assessment is a process of identifying, analyzing, evaluating, and prioritizing risks to public safety to inform decisions about the provision of fire protection services.

(2) A community risk assessment must include consideration of the mandatory profiles listed in Schedule 1.

(3) A community risk assessment must be in the form if any, that the Fire Marshal provides or approves.”

From Section 3

“(1) The municipality or fire department in a territory without municipal organization, must complete a community risk assessment no later than five years after the day its previous community risk assessment was completed.

(2) If a municipality, or a fire department in a territory without municipal organization, comes into existence, the municipality or fire department must complete a community

risk assessment no later than two years after the day it comes into existence.

(3) A municipality that exists on July 1, 2019, or a fire department in a territory without municipal organization that exists on July 1, 2019, must complete a community risk assessment no later than July 1, 2024.

(4) Subsection (3) and this subsection are revoked on July 1, 2025."

From Section 4

"(1) The municipality or fire department in a territory without municipal organization must complete a review of its community risk assessment no later than 12 months after,

a) the day its community risk assessment was completed; and

b) the day its previous review was completed.

(2) The municipality or fire department in a territory without municipal organization must also review its community risk assessment whenever necessary.

(3) The municipality or fire department in a territory without municipal organization must revise its community risk assessment if it is necessary to reflect,

a) any significant changes in the mandatory profiles,

b) any other significant matters arising from the review.

(4) The municipality or fire department in a territory without municipal organization does not have to review its community risk assessment if it expects to complete a new community risk assessment on or before the day it would complete the review."

8.8.1 Community Risk Assessment for the City of Dryden

As a proactive approach, the Dryden Fire Service completed its mandatory CRA in conjunction with the writing of this FMP to ensure compliance with the new regulations. Completing the CRA in tandem with this FMP also allowed portions of the latter to be based on actual risks identified in the community. Figure 10 shows the City's life safety risks related to the Dryden Fire Service. The risks were determined by results gained from using the Ontario Fire Marshal & Emergency Management's worksheets and risk matrix.

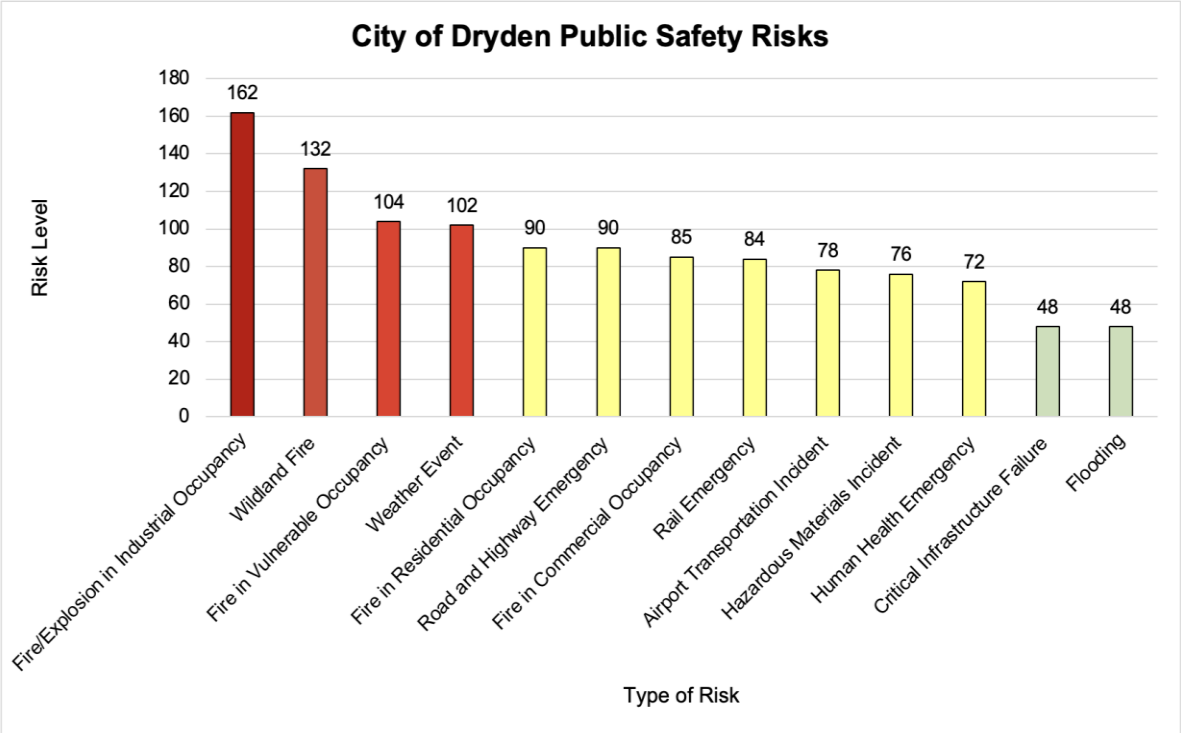

Figure 10. Public safety risks in the City of Dryden.

In addition to identifying the City's risks, the CRA included risk treatment plans to help mitigate the threat posed by each risk. Two common themes noted in the risk treatment plans were the need for the City and the Dryden Fire Service to create a fire prevention policy and complete pre-planning for the City's high-risk occupancies. As it drafts the fire prevention policy, the Dryden Fire Service should ensure it includes a smoke/CO alarm program, public education programs, and the frequency of inspections needed for each type of occupancy in the City.

8.9 Fire Chief Initiatives

8.9.1 Increases Public Education Content on Social Media Platforms

The Fire Chief believes public education is an important component of fire safety. The Fire Chief demonstrated this proactive commitment to public education initiatives by leading the Dryden Fire Service to a dramatically increased number in 2022. Moreover, the Fire Chief continues to make improvements to the content of public education materials on the Dryden Fire Service's website.

As the Fire Chief continues to advance public education initiatives in the Dryden Fire Service, fire safety information can be provided for the following topics:

- barbeque safety
- burn awareness

- candle safety
- carbon monoxide alarm requirements
- carbon monoxide and the Ontario Fire Code
- cooking safety
- dryer safety
- emergency preparedness
- fire safety plans
- furnace safety
- holiday fire safety
- home escape planning
- fire safety home inspection checklists
- poison prevention
- seniors fire safety
- Halloween safety
- winter fire safety tips
- wood stoves and chimneys

8.9.2 Firefighter Public Education Skills Development

The Fire Chief should continue to invest in the firefighters' knowledge and skills as they relate to delivering fire safety information to the public. To do this, the Fire Chief can educate the organization's personnel by completing public education training. Such training can be found in NFPA 1035: Public Educator, which is related to job performance requirements. This program improves both career and volunteer firefighters in the delivery of relevant public education initiatives.

The Fire Chief should also implement a public education program designed to document the following:

- the type and subject of public education event
- the target audience
- the total number of people who receive public education
- the duration of the public education event

8.9.3 Public Education for Wildland Fires

The Fire Chief should deliver a wildland fire public education program.

8.9.4 Structure Public Education Program

The Fire Chief should continue to build on previous public education successes by evaluating the community's fire safety needs and then organizing and scheduling an increasing number of public education initiatives.

8.9.5 TAPP-C Program

The Fire Chief should consider developing a TAPP-C or other juvenile fire-starting programs, as outlined in Section B2.6 of Bylaw 4779-2020 for the City of Dryden.

8.9.6 Plans Examination

The Fire Chief should train and develop the Fire Prevention Officer to provide plans examination services, as outlined in Section B.2.4 of Bylaw 4779-2020 for the City of Dryden. Alternatively, the Fire Chief can make a recommendation to Council about removing plans examination services from the City's E&R Bylaw.

8.9.7 Fire Prevention's Role in Pre-plan Intelligence Gathering

The Fire Chief should work with the Fire Prevention Officer to gather data that the Dryden Fire Service can use for pre-plans.

8.10 Recommendations

The following recommendations are based on the findings of the Fire Prevention and Public Education section of this FMP:

1. The Fire Chief should develop a pre-incident planning program.

2. The Fire Chief should develop a fire prevention policy for Council's consideration and adoption. The policy should include a smoke/CO alarm program, a public education program based on the community's needs, and an inspection program that sets inspection frequency based on occupancy type.

9.0 Training

9.1 Introduction

Training is mandatory for ensuring that a fire department's operations remain safe and effective; it is also an ongoing requirement for firefighters to maintain their skill levels. According to NFPA 1006 Article 1.2.7:

> Ongoing training and continuing education are necessary to ensure that technical rescue personnel remain current in the ever-changing field of technical rescue. Attending workshops and seminars, reading professional publications, and participating in refresher training are ways technical rescue personnel can update their knowledge and skills. Proficiency in current rescue practices can be demonstrated by achieving and maintaining certification through a national certifying body.

In addition to the NFPA, the OHSA sets out general training requirements that all employers must provide to their employees. The OHSA states that employers must complete the following actions:

- provide prescribed equipment, materials, and protective devices
- keep all equipment, materials, and protective devices provided by the employer maintained and in good condition
- carry out prescribed measures and procedures in the workplace
- provide information, instruction, and supervision to workers to protect their health and safety (without limiting the strict duties mentioned listed above)

As per Ontario Regulation 297/13, subsections 4(1) and (2), employers must also keep a record of the awareness training for their workers and supervisors (this includes a record of any worker or supervisor who is exempt from the training).

The Province of Ontario also requires fire departments to provide their employees with training on the following topics:

- Incident Management System for Emergency Management
- Accessibility for Ontarians with Disabilities Act (AODA)
- Workplace Hazardous Materials Information System (WHMIS)
- workplace harassment
- other training mandated by the Province of Ontario (as required)

Having employers provide their employees with the necessary health and safety training is key to maintaining the protection and well-being of the workers. In order to provide

evidence that measures were taken to prevent hazards, accidents, discrimination, and harassment in the workplace, employers must keep training records after the training is completed. Additionally, lesson plans should be used to structure how training is delivered. Lesson plans will help organize the training to guide the training participants in achieving the desired knowledge and skills. Lesson plans also provide a standard approach for documenting training-related activities.

9.2 Firefighter Certification

Ontario Regulation 343/22 was enacted on 1 July, 2022. This regulation falls under the FPPA and pertains to firefighter certification, introducing mandatory minimum certification standards for firefighters that align with the fire protection services being performed. Ideally, Ontario Regulation 343/22 will help ensure that firefighters receive consistent training according to the level of service set by their municipal council.

The Review found that, like many paid-by-call fire services, the Dryden Fire Service faces challenges with completing the certification requirements by the legislated deadlines.

9.3 Training Structure of the Dryden Fire Service

Training Officer Noel recently joined the Dryden Fire Service on a full-time basis. As a new hire, the Training Officer must receive training and learn how to strengthen their ability to teach, lead, and develop the organization’s personnel.

9.4 Recruit and Firefighter Certification Training

Through the leadership of the Fire Chief, the Dryden Fire Service has invested heavily in the training and development of recruits. As a result of its efforts, the organization has made great strides in seeing its firefighters reach certification in NFPA 1001, levels 1 and 2.

9.5 Standard for Firefighter Qualifications

9.5.1 Description of the NFPA 1001 Standard

NFPA 1001 identifies the minimum job performance requirements for Fire Fighter I and Fire Fighter II professional qualifications. NFPA 1001 certification becomes mandatory in Ontario on July 1, 2026.

9.5.2 Status of NFPA 1001 Certification

The status of NFPA 1001 certification in the Dryden Fire Service is as follows:

- 20 personnel have completed NFPA 1001, Levels 1 and 2 certifications.
- 9 personnel are grandfathered for NFPA 1001, Levels 1 and 2 certifications.

- 7 personnel are working towards completing NFPA 1001, Levels 1 and 2 certifications.

Figure 11 illustrates the NFPA 1001 completion status in the Dryden Fire Service.

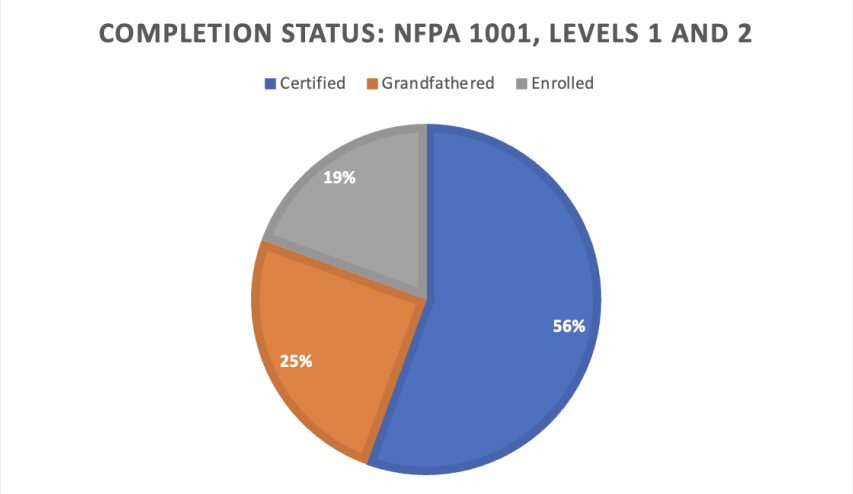

Figure 11. Completion status of NFPA 1001, levels 1 and 2.

9.6 Standard for Fire Apparatus Driver/Operator

9.6.1 Description

Driving and operating fire apparatus requires specific knowledge and skills. These attributes are especially important during emergency responses. The ability of personnel to operate equipment safely and provide excellent customer service in a financially prudent manner are primary considerations. The standard governing fire apparatus driver/operator certification is NFPA 1002. NFPA 1002 includes requirements that fire services providers must meet prior to personnel driving to emergency sites, as well as requirements regarding the regular maintenance and repair of fire apparatus.

9.6.2 Status of Fire Apparatus Driver/Operator Certification

The status of NFPA 1002 certification in the Dryden Fire Service is as follows:

- 29 personnel are working towards completing NFPA 1002 certification.
- 6 personnel have completed NFPA 1002 certification.
- The status of two personnel is still pending (as of the writing of this FMP).

Figure 12 illustrates the NFPA 1002 completion status in the Dryden Fire Service.

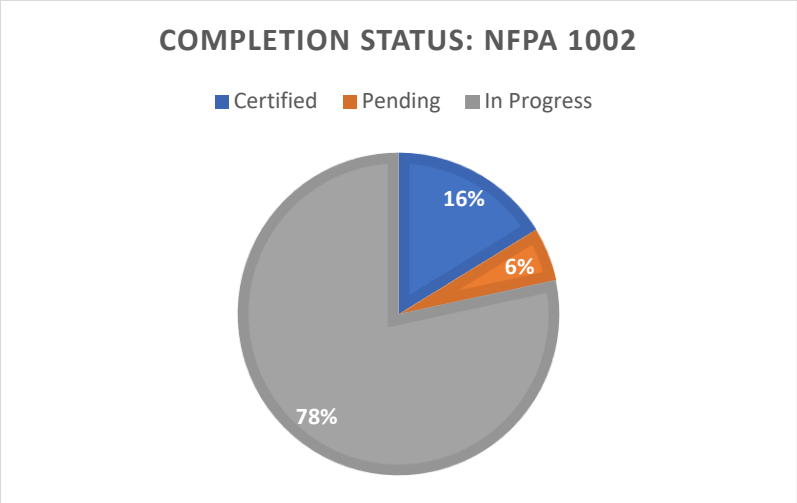

Figure 12. Completion status of NFPA 1002.

9.7 Valid DZ Licence

9.7.1 Description

A valid DZ licence is required to drive fire apparatus such as fire engines or fire aerials.

9.7.2 Status of DZ Licencing Certification

The status of DZ licence certification in the Dryden Fire Service is as follows:

- 25 personnel have obtained a DZ licence.
- 12 personnel have not obtained a DZ licence.

Figure 13 illustrates the DZ licence certification status in the Dryden Fire Service.

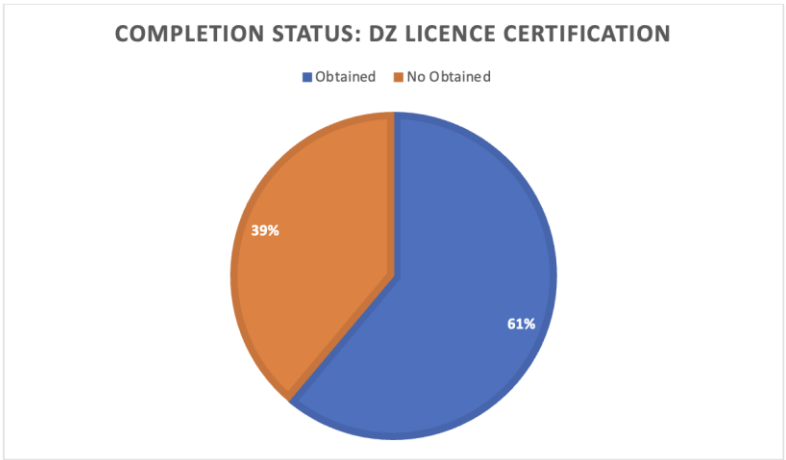

Figure 13. DZ licence certification status.

9.8 Standard for Hazardous Materials Awareness Level

9.8.1 Description

NFPA 1072 is the standard that identifies the minimum job performance requirements for personnel at the scene of a hazardous materials/weapons of mass destruction incident at the awareness level. NFPA 1072 awareness level certification becomes mandatory in Ontario on July 1, 2026.

9.8.2 Status of Hazardous Materials Awareness Level Certification

The status of NFPA 1072 Awareness Level certification in the Dryden Fire Service is as follows:

- 26 personnel have completed NFPA 1072: Hazardous Materials Awareness Level.
- 10 personnel are working towards completing NFPA 1072: Hazardous Materials Awareness Level.

Figure 14 illustrates the NFPA 1072 Awareness Level certification status in the Dryden Fire Service.

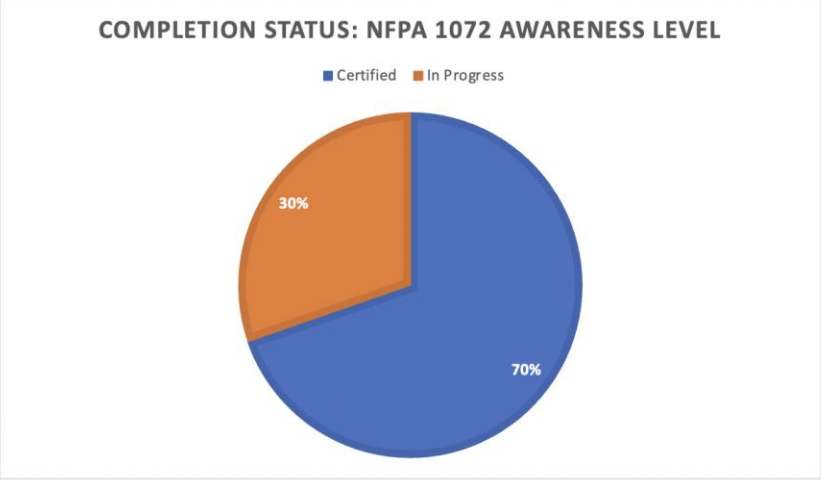

Figure 14. NFPA 1072 certification status.

9.9 Standard for Hazardous Materials Operations Level Certification

NFPA 1072 identifies the minimum job performance requirements for personnel at the scene of a hazardous materials/weapons of mass destruction incident at the operations level. NFPA 1072 operations level certification becomes mandatory in Ontario on July 1, 2026.

9.9.1 Status of Hazardous Materials Operations Level Certification

The status of NFPA 1072 Operations Level certification in the Dryden Fire Service is as follows:

- 22 personnel have completed NFPA 1072: Hazardous Materials Operations Level.
- 11 personnel are working towards completing NFPA 1072: Hazardous Materials Operations Level.

Figure 15 illustrates the NFPA 1072 Operations Level certification status in the Dryden Fire Service.

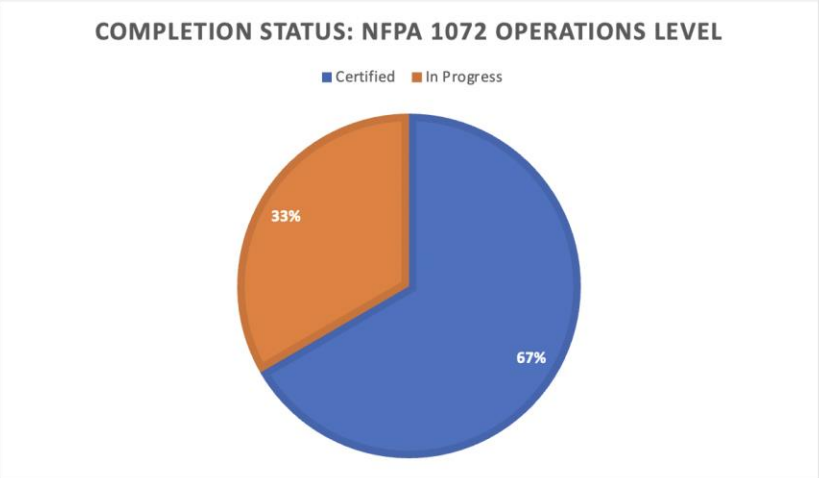

Figure 15. NFPA 1072 Operations Level certification status.

9.10 Standard for Fire Inspectors

9.10.1 Description

The importance of fire prevention is ever-increasing in the Fire Service. Fire Service personnel involved with fire prevention require knowledge related to the following:

- fire safety
- codes and standards
- fire protection systems
- fire prevention inspections

Additionally, contemporary fire prevention professionals may require knowledge and skills related to the following:

- preparing inspection orders
- investigating complaints
- identifying the applicable code or standard
- understanding basic legal proceedings
- classifying a single occupancy building
- calculating the occupant load of single occupancy
- verifying construction classifications
- inspecting means of egress, suppression systems, and fire extinguishers
- recognizing hazardous conditions

In the City, the Dryden Fire Service is the authority for fire safety matters, including matters related to Fire Code enforcement.

9.10.2 Status of Fire Prevention Related Certifications

Table 4 summarizes the Deputy Fire Chief's and Fire Prevention Officer's current level of certification in areas related to fire prevention.

Table 4. Status of fire prevention NFPA certifications.

Type of Certification	Deputy Fire Chief	Fire Prevention Officer
Legislation	Certified	Certified
NFPA 1031: Fire Inspector 1	Enrolled	Certified
Courtroom Procedures	Certified	Certified
Fire Code Division B, Part 2 & 6: Safety & Fire Protection Equipment	Certified	Enrolled
Fire Code Division B, Parts 3 & 5		
Fire Code Division B, Part 4: Flammable and Combustible Liquids		Enrolled
Fire Code Division B, Part 9	Certified	Certified
NFPA 1031: Fire Inspector 2		
NFPA 1033: Fire Investigator		

9.11 Standard for Fire Investigators

9.11.1 Description

Due to the on-call structure of the Dryden Fire Service, different members of the senior management team may respond to fires and other emergencies. As such, the fire management team should not be dependent upon a single person to conduct fire investigations. By increasing the number of its personnel who have the knowledge, skills, and certification to conduct fire investigations, the Dryden Fire Service will increase the probability of having a qualified person available to conduct fire or related investigations.

9.11.2 Status of Fire Investigator Certification

The Fire Chief has completed NFPA 1033: Fire Investigator certification.

9.12 Standard for Fire and Life Safety Educators

9.12.1 Description

NFPA 1035 is the standard governing fire and life safety educators. The standard delivers and coordinates existing fire and life safety education at various levels within a community.

At the time of this FMP's development, NFPA 1035 has nine chapters, and it examines the following topics:

- fire behaviour
- human behaviour during fires
- educational methodology
- basic fire protection systems and devices
- scheduling fire and life safety activities
- identifying opportunities for shared efforts with common fire and life safety goals
- recognizing and mitigating potential hazards
- adapting lesson plans to the needs of the audience

9.12.2 Status of the Fire and Life Safety Educator

At the time of this FMP's development:

- The Fire Prevention Officer has a pending status for NFPA 1035, Level 1.
- The Fire Chief has completed NFPA 1035: Public Information Officer.

9.13 Legislation Course

9.13.1 Description

This legislation course provides officers with an overview of the various laws, regulations, and standards that impact the delivery of fire protection in Ontario. The course discusses the NFPA professional qualification standards and Section 21 Guidance Notes, along with the FPPA, OHSA, and other legislation affecting day-to-day fire service operations. This course is offered online and regionally throughout the province.

9.13.2 Status of the Legislation Course

At the time of this FMP's development, the Fire Chief, the Deputy Fire Chief, and the Fire Prevention Officer have completed the legislation course.

9.14 Standard for Fire Services Instructor, Level 1

9.14.1 Description

NFPA 1041, Level 1 certification, plays an important role in the Fire Service. The certification teaches personnel knowledge and skills regarding the instruction of material related to the Fire Service.

Individuals who deliver training should receive their NFPA 1041, Level 1 certification. In the City, the Fire Chief has made great progress regarding NFPA 1041, Level 1 certification for personnel of the Dryden Fire Service.

9.14.2 Status of Fire Services Instructor Certification

The status of Fire Services Instructor certification in the Dryden Fire Service is as follows:

- 14 personnel have completed NFPA 1041, Level 1 certification
- 5 personnel have grandfather status for NFPA 1041, Level 1 certification

9.15 Standard for Fire Instructor, Level 2

NFPA 1041: Fire Instructor, Level 2 certification, expands on the knowledge and skills of NFPA 1041: Fire Instructor, Level 1 certification. The Level 2 certification course furthers the knowledge and skills that fire departments can use to enhance the planning, implementation, and evaluation of training and educational programs.

9.15.1 Status of Fire Instructor, Level 2 Certification

- The Deputy Chief has completed NFPA 1041, Level 2 certification.
- The Fire Chief and Training Officer are enrolled in NFPA 1041, Level 2.

9.16 Standard for Fire Officers

The inherent dangers of firefighting make it essential that personnel have the aptitude to take the appropriate actions and make decisions that mitigate risks and maximize the effectiveness of response efforts. Thus, NFPA 1021 was created to facilitate the development of nationally applicable performance standards for uniformed Fire Service personnel.

At the time of this FMP's development, NFPA 1021 has four main levels of certification. Fire officers from the Dryden Fire Service benefit from these levels of certification (depending on their current roles and level within the organization).

9.16.1 Status of Fire Officer

The status of fire officer certification in the Dryden Fire Service is as follows:

- The Fire Chief has completed NFPA 1021, Level 1 certification.
- 13 personnel have a pending status for NFPA 1021, Level 1 certification.
- 5 personnel have grandfather status for NFPA 1021, Level 1 certification.
- 2 personnel have grandfather status for NFPA 1021, Level 2 certification.

9.17 Standard for Fire Department Safety Officers

9.17.1 Description

NFPA 1521 contains the minimum requirement regarding the assignment, duties, and responsibilities of a fire department's health and safety officer and incident safety officer. This course develops decision-making skills through the recognition of cues that affect safety while responding to an incident.

9.17.2 Status of the Safety Officer

At the time of this FMP's development, both the Fire Chief and the Deputy Fire Chief are enrolled in NFPA 1521.

9.18 Academic Development of the Deputy Fire Chief

Deputy Fire Chief Robertson has taken the initiative to further his education, completing this work while off duty. The Deputy Chief's motivation and commitment to improving his knowledge and skills are truly commendable.

9.19 Cross-Training

9.19.1 Internal Cross-Training

The Review found that the Dryden Fire Service has invested in training its personnel and has made great progress in improving its level of firefighter training and certification. The Dryden Fire Service has also taken the initiative to provide public education and increase the number of fire inspections.

The Review also noted a high turnover rate in the Dryden Fire Service. And although the Review's findings indicate that the Dryden Fire Service is well managed, this organization must prepare itself for additional turnover in the future. For example, when a full-time member leaves the Dryden Fire Service, other personnel must be available to temporarily fill the vacated role until a replacement staff member is hired. As the recruitment and selection process may take time to complete, vacancies can create a terrific strain in areas such as:

- fire inspections
- leadership in public education initiatives
- mandatory training delivery
- proper records management

Moreover, once a new candidate is hired, they will need time to become self-sufficient in their role and become familiarized with areas such as the Dryden Fire Service's records management system and their various job responsibilities. The new hire will also need to take job-specific courses to become certified and credible.

9.19.2 External Cross-Training

In recent years, several fires have occurred at Domtar's Dryden Mill. Due to those incidents, the Fire Chief should consider implementing a multi-year plan, which progresses from discussion-based training to operations-based exercises. Lessons learned from previous exercises can be implemented in future training evolutions.

At the time of this FMP's development, the Dryden Mill has staffed their own in-house industrial fire brigade. If the mill were to experience a fire or major emergency, both the Domtar Fire Brigade and the Dryden Fire Service would be required to attend the emergency. Training together several times throughout the year would enhance operational safety and efficiencies by both entities.

9.20 Medical Training

Firefighters are called to deliver emergency patient care when the ambulance service is experiencing extended response times. Firefighters may also use their medical skills when responding to motor vehicle accidents and multiple-casualty incidents. That said,

the skill levels of the paid-by-call firefighters in the Dryden Fire Service vary greatly. Thus, the Dryden Fire Service's personnel would benefit from receiving enhanced medical training. Such training would help equip firefighters with the knowledge and skills needed to respond to a wide range of medical emergencies. Furthermore, medical training may be invaluable during motor vehicle collisions or other major emergencies.

9.21 Ongoing Training

NFPA standards require members of the Fire Service to "remain current" with their knowledge and skills, with different NFPA standards speaking to various roles and responsibilities. As such, the ongoing training for members of the Fire Service should address all the job performance requirements expected of them in their roles.

Despite the importance of ongoing training, Fire Service personnel in Ontario have faced systemic challenges with maintaining knowledge and skill levels. This is a serious issue, as providing ongoing training has become increasingly important in recent years. Changes in building construction and changes in materials used in homes have created additional hazards for firefighters. For example, fires in modern homes have a much higher heat-release rate in comparison to legacy homes. Therefore, firefighters may be exposed to a higher level of risk than in years past.

Ongoing training should not only address the need to maintain core competencies. Rather, ongoing training should provide knowledge and training on many topics, such as:

- contemporary suppression and ventilation techniques
- building construction
- fire dynamics
- PPE
- firefighter health and safety

Recent research into fire behaviour has led to developments in firefighting tactics and practices. These changes may improve firefighters' safety and provide better customer service.

The Review found that members of the Dryden Fire Service usually complete their training on designated training nights (which usually occur three evenings per month and on the occasional weekend). This schedule attempts to find a balance between the paid-by-call firefighters' personal obligations and the need for firefighters to participate in mandatory training. Under this program, the Dryden Fire Service management team is limited in the number of hours that the organization can deliver to the paid-by-call firefighters; however, the Dryden Fire Service must comply with OHSA legislation. NFPA standards also provide guidance in many aspects, such as ongoing training.

The Dryden Fire Service must deliver ongoing training to its personnel for each service the organization provides. This task may prove challenging due to the limited number of hours available to deliver training under the current training schedule. To alleviate this strain, the Fire Chief should research the time and resources required to deliver training for each type of service currently provided by the Dryden Fire Service. The Fire Chief should then compare the time and resources required to deliver those services against the current amount of time and resources available to the paid-by-call captains and firefighters to participate in training under the current training structure.

9.22 Summary of NFPA Continuing Education Requirements

The Dryden Fire Service's management team has taken important steps toward reaching compliance with NFPA-related certifications. These accomplishments are truly commendable. Table 5 summarizes the frequency of NFPA-related continuing education in the Dryden Fire Service.

Table 5. Frequency of NFPA-related continuing education.

NFPA Standard	Topic	Edition	Frequency of Continuing Education	NFPA Reference
1001	Firefighter	2019	Remain current with the general knowledge, skills, and job performance requirements	1.2.6
1002	Fire Apparatus Driver/Operator	2017	Demonstrate competency annually	1.2.6
1006	Technical Rescue	2017	Demonstrate competency annually	1.2.6
1021	Fire Officer	2020	Remain current with the general requirements for: - fire officers - human resource management - community and government relations - administration - inspections and investigations - emergency service delivery - health and safety	1.3.4

NFPA Standard	Topic	Edition	Frequency of Continuing Education	NFPA Reference
1031	Fire Inspector	2014	Remain current with the origins and limits of their: - authority - fire protection technology - fire prevention practices - inspection methods - applicable codes and standards	1.3.10
1035	Fire and Life Safety Educator	2015	Remain current with the general knowledge, skills, and job performance requirements	1.2.6
1041	Fire and Emergency Services Instructor	2019	Remain current with the general knowledge, skills, and job performance requirements	1.2.6

9.23 Fire Chief Led Initiatives

9.23.1 Training Documentation

The Fire Chief should continue to improve the creation, organization, and storage of the Dryden Fire Service's training documents. Those documents will accurately reflect the specific training objectives completed during individual training evolutions. At a minimum, the training documentation must comply with the following:

- NFPA 1041: Standard for Fire and Emergency Services Instructor Professional Qualifications
- Guidance Note 7-3: Training Plans

9.23.2 Hybrid Online/In Person Training Option

The Dryden Fire Service's fire management team should consider adopting a hybrid in-house training program for internal NFPA courses, such as NFPA 1001: Firefighter Training and Certification. Adopting a hybrid training program could also be expanded to other training topics, such as medical training and officer development. The hybrid approach allows personnel more flexibility in completing the training, as the online portion of the training may be delivered asynchronously. Fire trainers and fire management personnel can divide the training into smaller, more manageable sections. This delivery method may create efficiencies for the Training Officer, who will spend

less time delivering course material that can be delivered online. This delivery method is especially important because the Training Officer may need to develop their core knowledge and skills during the same period. Furthermore, online training can be easily documented and stored (if proof of training is required in the future).

9.23.3 Firefighter Levels 1 and 2

The Fire Chief should continue to work towards having all firefighters in the Dryden Fire Service attain certification in all job requirements of NFPA 1001, levels 1 and 2, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1001 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.4 Driver Operator Proficiency Program

The Fire Chief should continue to improve the driver/operator program for the Dryden Fire Service, designing the course to promote the safe and effective operation of fire apparatus. In addition to the driver operator program, the Fire Chief should consider acquiring an MTO driver's abstract at regular intervals (such as annually).

The driving program complies with Guidance Note 6-7: Driving Skills for Emergency Apparatus Response.

9.23.5 Fire Apparatus Driver/Operator

The Fire Chief should continue working towards having all Dryden Fire Service driver operators attain certification in all job requirements of NFPA 1002 Chapter 5: Pumper Operations by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1002 Chapter 5: Pumper Operations courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.6 Fire Officer, Level 1

The Fire Chief should continue to work towards having all Dryden Fire Officers certified in all job requirements of NFPA 1021, Level 1, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1021, Level 1, courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

The Fire Chief should create a plan for the Fire Chief and the Deputy Fire Chief to complete NFPA 1021, levels 3 and 4, through the Ontario Fire College or an institution affiliated with the Ontario Fire College. These NFPA 1021 courses should be accredited

with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.7 Hazardous Materials, Awareness and Operations Level

The Fire Chief should continue to work towards having all Dryden Fire Service personnel attain certification in all job requirements of NFPA 1072: Awareness and Operations by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1072 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.8 Fire Inspections

The Fire Chief should continue supporting the Deputy Fire Chief and the Fire Prevention Officer with completing courses related to NFPA 1031 until all NFPA 1031, Level 1, courses are completed.

9.23.9 Fire Inspector Officer, Level 2

The Fire Chief should continue to work towards having the Fire Prevention Officer certified in all job requirements of NFPA 1031, Level 2, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1031, Level 2 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.10 Fire Investigations

The Fire Chief should continue to work towards having the Fire Chief, the Deputy Fire Chief, and the Fire Prevention Officer certified in all job requirements of NFPA 1033 by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1033 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.11 Fire and Life Safety Educator Course, Level 1

The Fire Chief should continue to work towards having the Fire Prevention Officer and the Training Officer certified in all job requirements of NFPA 1035, Level 1, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. Certifying the Training Officer in NFPA 1035 provides the opportunity for the Training Officer to deliver in-house public education training to the paid-by-call firefighters. These NFPA 1035 courses should be accredited with International Fire Service Accreditation Congress

seals and National Board on Fire Service Professional Qualifications.

9.23.12 Fire Instructor, Level 1

The Fire Chief should continue to work towards having the Fire Prevention Officer, all fire officers, and all firefighters who provide training and education to other fire personnel certified in all job requirements of NFPA 1041, Level 1, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1001 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.13 Fire Instructor, Level 2

The Fire Chief should continue to work towards having the Training Officer certified in all job requirements of NFPA 1041, Level 2, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1041 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

9.23.14 Cross-Training with Personnel from the Domtar Fire Brigade

The Fire Chief should consider holding group exercises with personnel from the Dryden Fire Service and the Domtar Fire Brigade.

9.23.15 Upgrade and Protect RIT Training Equipment

The Fire Chief should make the following improvements to the RIT prop:

- Store the RIT prop indoors to help minimize the effects of wood rot, which leads to reduced strength and stability of wood members.
- Ensure the RIT prop is engineered to improve the safety of firefighters.
- Build steps for the RIT prop to reduce the risk of firefighter injury.

9.23.16 SP103 Level Training for Wildland Fires

SP103 wildland fire training is specified in Appendix F, Agreement Review Checklist, which was completed by the MNRF, dated October 26, 2021. Due to the forested areas within the City’s boundaries, the Dryden Fire Service should complete SP103 training as per the MNRF agreement.

9.23.17 Note-Taking Training

The Fire Chief should consider having all full-time staff and paid-by-call firefighters receive note-taking training. The training should reflect the needs of Fire Service

personnel.

9.23.18 Emergency Management Ontario Training Courses

The Fire Chief should consider enrolling the Deputy Chief and the Training Officer in additional Emergency Management Ontario training courses to have alternate personnel in place who are better prepared to fill the role of CEMC.

9.23.19 Proactive PTSD and Mental Health Training

The Fire Chief should continue to develop and maintain a training program that focuses on the mental health and wellness of the Dryden Fire Service's personnel. The training program should address the specific mental health needs of firefighters.

9.23.20 Driver Training Program for all Full-Time Personnel

The Fire Chief can expedite the driver training program for the Dryden Fire Service, the completion of which may help achieve the organization reach its goals more smoothly.

9.23.21 NFPA 1031, Level 1 Course

The Fire Chief should consider enrolling the Training Officer in an NFPA 1031, Level 1, course.

9.23.22 Cross-Training of Full-Time Staff

The Fire Chief should consider the long-range goal of cross-training the full-time employees in the fire prevention and training divisions. The cross-training can include the following:

- providing the Fire Prevention Inspector with the opportunity to complete training courses such as NFPA 1041 Level 1: Fire Instructor
- providing the Fire Prevention Inspector with the opportunity to take a leadership role in basic training activities under the Training Officer's supervision
- providing the Training Officer with the opportunity to complete courses such as NFPA 1031 Level 1: Fire Inspector and NFPA 1033: Fire Investigator
- providing the Training Officer with the opportunity to conduct fire inspections, public education initiatives, and pre-incident activities under the Fire Inspector's supervision

9.23.23 Lesson Plans and Training Safety Plan

The Fire Chief should continue to create lesson and safety plans for each training topic addressed by the Dryden Fire Service's training program.

9.24 Recommendations

The following recommendations are based on the findings of the Training section of this FMP.

1. The Fire Chief should consider having the Dryden Fire Service's suppression personnel receive first responder medical training.

2. The Fire Chief should provide the training, equipment, and documentation needed to meet or exceed the requirements of Guidance Note 6-32: Elevator Rescue.

3. The Fire Chief should research the level of training and resources the Dryden Fire Service needs to comply with applicable occupational health and safety legislation. The Fire Chief should then prepare a report for Council that makes recommendations about the level of service and funding required to ensure that Dryden Fire Service's personnel receive adequate training.

10.0 Organizational Overview of The Dryden Fire Service

10.1 Overview of the Dryden Fire Service

The Dryden Fire Service operates two fire stations and is composed of the following personnel:

- a full-time Fire Chief
- a full-time Deputy Fire Chief
- a full-time Fire Prevention Officer
- a full-time Training Officer
- paid-by-call Fire Captains
- paid-by-call Firefighters

Note: At the time of this FMP's development, the individual filling the role of Health and Safety Coordinator was on a leave of absence. The Loomex Group was informed that the Health and Safety Coordinator was relocated to the municipal office.

Figure 16 illustrates the Dryden Fire Service's organizational structure, as per the City's Bylaw 4779-2020.

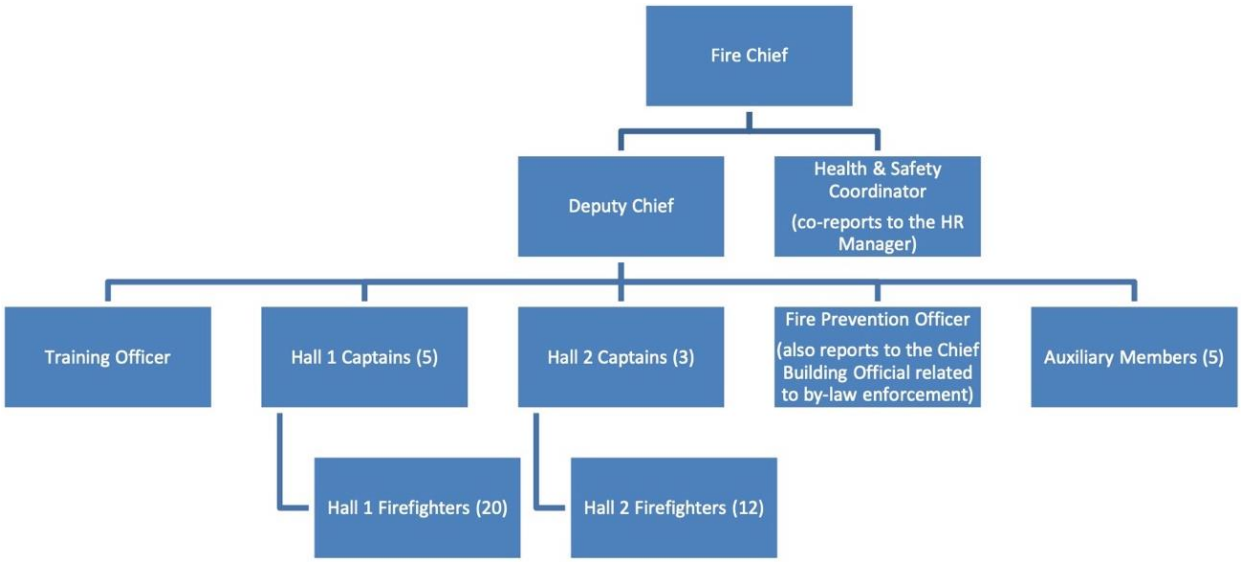

Figure 16. The Dryden Fire Service's organizational structure.

10.2 Overview of the Fire Chief

For the Dryden Fire Service, the Fire Chief is responsible for overseeing all organizational operations and serving as a member of the senior management team.

In a supervisory capacity, the Fire Chief is responsible for the following:

- fire prevention programs
- Fire Code enforcement
- training
- fire suppression activities
- facilities
- administration
- community-Fire Service interaction
- senior management team duties
- Joint Health & Safety Committee representative
- municipal fleet management
- assuming the corporate duties for the City's emergency management program

The Fire Chief also serves as the City's community emergency management coordinator (CEMC). In this role, the Fire Chief is responsible for developing, implementing, and guiding the City's emergency management planning. As CEMC, the Fire Chief must ensure the City's emergency management planning is compliant with the relevant legislation (in the event a municipal emergency occurs).

10.3 Overview of the Deputy Fire Chief

The Deputy Fire Chief is responsible for managing the Dryden Fire Service's Operations Division and performing emergency responses (as required). This position also assumes the role of Incident Commander – when required – and ensures that firefighters are operating safely and effectively during emergency responses. The Deputy Fire Chief is responsible for supervising the fire ground by acting as a competent supervisor (under the guidelines of the OHSA).

The Deputy Fire Chief is also responsible for the management, delivery, and supervision of all training. Duties of this responsibility include ensuring that the training is compliant with current provincial and national standards, providing support to the Training Officer, and ensuring that the firefighters are operating safely and effectively during training sessions.

The Deputy Chief is also the City's alternate Community Emergency Management Coordinator and sits as a management representative on the Joint Health & Safety Committee.

10.4 Overview of the Administrative Assistant

At the time of this FMP's development, the Dryden Fire Service does not have an administrative assistant. The lack of administrative support for the management team requires the team to spend time completing tasks that could be handled by an administrative assistant who has a skillset matched to the position and is typically compensated at a lower pay scale.

10.5 Overview of the Fire Prevention Officer

Working under the direction of the Fire Chief, the Fire Prevention Officer is responsible for managing the Dryden Fire Service's public education programs. This role completes the following tasks:

- conducts fire inspections
- conducts building inspections
- enforces the Ontario Fire Code
- enforces the Ontario Building Code
- investigates fires

10.6 Overview of Training Officer

Working under the direction of the Deputy Fire Chief, the Training Officer is responsible for the Dryden Fire Service's training program. Responsibilities include overseeing the records management related to the training program, scheduling training, and delivering training at all levels, including recruit training, in-service training, and officer development.

10.7 Overview of the Suppression Division

The Dryden Fire Service's Suppression Division comprises both officers and firefighters and is the responsibility of the Deputy Fire Chief. The paid-by-call fire captains are typically responsible for supervising the fire ground by acting as competent supervisors (under the guidelines of the OHSA).

A non-exhaustive list of the community services provided by the Suppression Division includes the following:

- public education
- public service calls
- firefighting services
- medical responses

- attending motor vehicle accidents
- performing auto extrication and water/ice rescues
- responding to alarm activations
- specialty rescue services, such as low-angle rescue

10.8 Succession Planning

If the Dryden Fire Service cross-trains its members, new hires can become orientated in their roles quickly. This is because cross-training allows other members of the organization to provide a higher level of guidance and direction, as they will have familiarity with the expectations, strengths, weaknesses, opportunities, and threats faced by the Dryden Fire Service.

The Dryden Fire Service's senior management must consider succession planning as part of their long-term goals. Having personnel who are familiar with multiple aspects of the organization's service offering will allow them to become more well-rounded and adaptable as the Dryden Fire Service adjusts to future challenges. For example, if the Training Officer is educated and experienced in fire prevention, then the Training Officer will have a better understanding of the needs of the community from a fire prevention and public education perspective. Thus, the Training Officer will be in a better position to deliver basic fire prevention and public education training to other firefighters. These trained firefighters can then play a role in educating the public about identifying fire safety concerns in the community and partaking in pre-incident planning.

10.9 Overview of Standard Operating Guidelines

According to the NFPA:

> The fire service operates as a para-military organization dependent on clear and predetermined instructions. This allows individuals to know what they are supposed to do as well as expect what others will do. Standard Operating Procedures and Guidelines (SOPs/SOGs) documents provide information on department rules for completing a job, using the knowledge and skills to perform specific operations. A model template for developing these documents will be important when considering techniques and methods used in firefighting based on accepted scientific principals and research in the field of fire dynamics. (Cited: https://www.nfpa.org/News-and-Research/Data-research-and-tools/Emergency-Responders/Review-of-Emergency-Responder-Standard-Operating-Procedures-Guidelines-SOP-SOG.)

The Review found that the Dryden Fire Service revised its standard operating guidelines (SOGs) in 2020.

10.10 Fire Chief Initiatives

10.10.1 Standard Operating Guidelines

The Fire Chief should consider creating additional SOGs for the Dryden Fire Service that cover the following topics:

- carbon monoxide investigation
- post-incident analysis and review
- fire watch
- silencing and restoration of fire alarm systems
- hydrostatic hose testing
- operating on a railway
- driver program
- evaluation of probationary firefighters
- critical incident stress
- smoke alarm and carbon monoxide campaign
- recording training
- securing tools, equipment, and paraphernalia in vehicles
- media relations
- fit testing (respiratory protection program)
- public education
- live fire training
- wildland fires
- electric vehicles
- delegation of Chief Fire Official authority
- each specialty service offered by the Dryden Fire Service

10.11 Recommendations

The following recommendations are based on the findings of the Organizational Overview section of this FMP.

1. The Fire Chief should update specifications #9 and #10 in the Training Officer's job specifications to reflect NFPA standards rather than OFC certification.

11.0 Current Challenges Faced by the Dryden Fire Service

11.1 Challenges Faced by the Fire Chief

11.1.1 Organizational Leadership

A competent fire chief is the foundation on which a fire department builds an effective organization. Having the right fire chief can significantly help a fire department operate in a way that meets or exceeds its legislative compliance obligations. Having the right fire chief also means that a fire department can meet or exceed the expectations of its community's council and residents, accomplishing this through the delivery of its council-approved services and the proactive development of life safety programs.

11.1.2 Legislative Requirements

There are currently 86 Ontario Fire Marshal's Public Fire Service Guidelines, 69 of which are the direct responsibility of a fire chief. In addition to the pressure of maintaining compliance with these guidelines, fire chiefs must work hard to ensure their departments maintain compliance with other legislation. Regardless of the size of its municipality, a fire department must adhere to all requirements of the Fire Protection and Prevention Act and the Ontario Health and Safety Act.

11.1.3 Single-Point-of-Failure Dilemma

Often, fire chiefs who work in smaller communities or with volunteer, part-time, or paid-by-call firefighters must work after hours and on weekends to meet their responsibilities and the responsibilities of their fire departments. Although such a schedule is the nature of the fire chief position, it nevertheless places additional stress on the person filling the role. This kind of schedule also creates a "single point of failure" scenario if the person in the role of fire chief is absent due to vacation, illness, or training.

To alleviate some of the pressures caused by a single-point-of-failure scenario, the Dryden Fire Service can add individuals who meet the criteria of a competent Fire Service leader to the regular on-call schedule. To do this, the Fire Chief should work with the City's Human Resources Department to include on-call responsibilities in the appropriate job descriptions and job specifications. (**Note:** Those added to the on-call list will require additional training, coaching, and mentoring.)

11.1.4 Firefighter and Officer Attendance

The title "paid-by-call firefighter" may cause a misconception, suggesting that this kind of firefighter receives different supervision or management than a part-time or full-time employee. Due to the complexity of their job and the need for adherence to legislation, effectively motivating and managing paid-by-call firefighters requires an added amount of time and a skill set that not all supervisors possess.

In support of the challenges faced by paid-by-call firefighters, some municipalities that rely on these responders and other fire officers have publicly recognized businesses that allow their employees to respond to emergencies during business hours. Such initiatives may promote a sense of community and encourage businesses to support the Fire Service.

11.1.5 Mentoring of Direct Reports

The Fire Chief faces challenges with the development of their direct reports. Although some staff members seem engaged in Fire Service-related activities, other staff members lack experience. Overall, this responsibility requires the Fire Chief to dedicate significant time to guiding and mentoring their direct reports while still fulfilling administrative responsibilities.

11.1.6 Formal Responsibilities of the Fire Chief

The Fire Chief's job description and responsibilities are outlined in Establishing and Regulating Bylaw 4779-2020. Under Bylaw 4779-2020, the Fire Chief is responsible for the following:

- The proper administration and operation of the Fire Department, including delivery of approved services and programs.
- Performing all statutory duties of the Fire Protection and Prevention Act, the Emergency Management and Civil Protection Act and any other legislation applicable to the administration or operation of the Fire Department.
- Reporting to Council as required by the Fire Protection and Prevention Act and Emergency Management and Civil Protection Act.
- Enforcement of Bylaw 4779-2020 and any regulations established under this bylaw, and the enforcement of any other bylaws of the Corporation respecting the administration and operation of the Fire Department.
- Periodically reviewing this bylaw and any other bylaws of the Corporation respecting the administration and operation of the Fire Department.
- Recommending to Council amendments to this bylaw and any other bylaw of the Corporation that the Fire Chief considers relevant.
- Developing, establishing, and implementing policies, standard operating guidelines, general orders and department rules, and other measures as the Fire Chief may consider necessary for the proper administration and efficient operation of the Fire Department.
- Periodically reviewing, revising, or revoking as required, all policies, standard operating guidelines, general orders, and rules of the Fire Department.
- Arranging for the provision and allotment of strategic staffing and proper facilities,

apparatus, equipment, materials, services and supplies for the Fire Department.

- The proper care and protection of all Fire Department property.
- Arranging and implementation of automatic aid, mutual aid and other negotiated and/or approved fire protection and emergency service agreements between the City and other municipalities.
- Determining and establishing the qualifications and criteria for employment or appointment, and the duties and responsibilities of all members of the Fire Department.
- Appointment, subject to approved hiring policies, of any qualified person as a member of the Fire Department.
- The conduct and discipline of all members of the Fire Department, including disciplinary actions which may range from reprimand to dismissal.
- Keeping an accurate record of all incidents responded to by the Fire Department, all fire safety inspections and fire investigations, and other such records as may be required in a manner consistent with records management policies of the Corporation and retaining such records as prescribed by records retention policies and statutory requirements.
- Enforcement of the Ontario Fire Code, reporting all fires to the Fire Marshal, and complying with all Fire Marshal's directives as mandated by the Fire Protection and Prevention Act.
- Reporting to the appropriate Crown Attorney or other prosecutor, or law enforcement or other officer, the facts upon the evidence in any case in which there is reason to believe that a fire has been the result of criminal intent or negligence, or in which there is reason to believe that an offence has been committed under the Fire Protection and Prevention Act, or other applicable regulation or statute.
- Preparing and presenting annual reports and periodic reports to Council as deemed necessary by the Fire Chief, and any other specific reports as directed by Council.
- Preparing and submitting annual budget estimates for approval by Council, and effectively administering, monitoring, and controlling the Fire Department operating and capital budgets.

11.2 Challenges Faced by the Deputy Fire Chief

During the Review, obtaining documents related to this topic was a difficult undertaking; however, the Dryden Fire Service worked diligently to gather the required data. The difficulties in producing data for this section of the FMP reinforce the need to have a contemporary records management system (RMS), as such a system is becoming increasingly important in today's Fire Service. Having a robust RMS system will greatly

assist the Dryden Fire Service's ability to provide documents for performance tracking, assess various data that identify community risk, and become compliant with many forms of legislation. To this end, the Review noted that the Deputy Fire Chief has taken on the challenge of merging the Dryden Fire Service's documents onto one platform. Although it is time-consuming, completing this process will help make documents easier to locate and retrieve.

11.3 Challenges Faced by the Fire Prevention Officer

One of the Fire Prevention Officer's main challenges is that previous individuals in the Dryden Fire Service used different records management systems and had their own ways of keeping records. As a result of the variations in record keeping, it is difficult for the Fire Prevention Officer to retrieve previous documents and statistics.

Another challenge faced by the Fire Prevention Officer is managing several different programs simultaneously. A related difficulty is that many programs, such as the fire inspection program, public education initiatives, and smoke alarm campaigns, were in their infancy when the Fire Prevention Officer assumed their role.

Despite the noted challenges, the Fire Prevention Officer is becoming more familiar with the responsibilities of a role in fire prevention, which includes serving as the City's bylaw officer. The Fire Prevention Officer is developing his knowledge and skills in the areas of fire inspection while simultaneously developing the Dryden Fire Service's public education program. In addition to these responsibilities, the Fire Prevention Officer is also dispatched to respond to emergencies and non-emergencies as required.

11.4 Challenges Faced by the Training Officer

At the time of the Review, the Training Officer had been with Dryden Fire Service in his role for approximately one month. Learning the complex role of a training officer requires knowledge of the Fire Service and many interpersonal skills. Like the Fire Prevention Officer, the Training Officer is pulled in many directions, including the support of many fire suppression activities. The Training Officer faces challenges regarding the assessment of the Dryden Fire Service's general training needs.

11.5 Health and Safety

Section 9 of this FMP outlines requirements from the Occupational Health and Safety Act. Under the OHSA, employers must provide their employees with training that covers a set of provincially mandated topics; additionally, employers must ensure that the training is provided safely and effectively.

Both the representative lead for the management team and the representative have expressed that the Dryden Fire Service's occupational health and safety committee is working effectively and constructively in accomplishing its objectives related to occupational health and safety.

11.6 Records Management System

As mentioned previously, the Dryden Fire Service's staff find using the organization's current RMS a challenge. Due to the many types of critical information fire services providers must retain, an organized RMS is essential. For example, it is imperative for fire services providers to retain information related to the following:

- incident reports
- response times
- incident types
- training records and training statistics
- fire personnel attendance

An effective RMS should also contain statistics related to the following:

- inspections
- re-inspections
- compliance levels
- types of occupancies inspected
- reasons for inspections
- types of Fire Code violations
- actions taken to address Fire Code violations
- the number of Group A, Group B, Group C, Group D & E, and Group F occupancies in the community

Gathering statistical data relating to fire loss and dollar saves is also helpful in determining trends. Knowing these trends may help in the development of programs which address the risks for the City's residents. For example, data used in smoke/CO alarm campaigns will assist in determining levels of compliance with Fire Code regulations. Knowing the level of compliance with the Fire Code's regulations will help measure the level of fire safety within the community.

Any changes or recommendations pertaining to the Dryden Fire Service's RMS must be compliant with sections B.2.1 (d) and B.2.1 (g) of the City of Dryden Bylaw 4779-2020. The RMS system should also maintain records and related documents in compliance with NFPA 1031: Standard for Professional Qualifications for Fire Inspectors and Plan Examiners (National Fire Protection Association, 2020).

11.7 Recommendations

The following recommendations are based on the findings of the Current Challenges section of this FMP.

1. The Fire Chief should develop programs or recognition ceremonies that publicly acknowledge the businesses that support the Dryden Fire Service by allowing the organization's firefighters to attend emergencies while at work.

2. The Fire Chief should gradually include additional fire service leaders in the on-call schedule.

3. The Fire Chief should continue improving the Dryden Fire Service's records management system to help the Dryden Fire Service better collect, organize, and track its data. An improved records management system will assist the Dryden Fire Service with making future operational decisions.

12.0 Future Organizational Structure of the Dryden Fire Service

12.1 Context

To develop recommendations about the future organizational structure of the Dryden Fire Service, the Review examined the following:

- the City's current needs and circumstances
- the applicable legislation influencing the Dryden Fire Service's operations
- the Dryden Fire Service's existing organizational structure
- the way each division in the Dryden Fire Service manages its current demands

12.2 Findings

The Review determined that, in most cases, the Dryden Fire Services meets minimum legislative requirements and works at maximum capacity thanks to the dedicated individuals that serve the Fire Service. Due to the high cost involved with training and certifying firefighters, the organization can work to improve the retention rates of its paid-by-call firefighters to reduce the costs of training recruits.

Expanding its administrative support can also help the Dryden Fire Services improve its operations and better support its paid-by-call firefighters. While adding the full-time Training Officer was a positive step in enhancing support for the Dryden Fire Service's personnel, having the duties of an administrative assistant shared between the organization's full-time staff only serves to shift the workload and does not solve the challenges. Moving forward, the Dryden Fire Service can make a recommendation to Council and request the hiring of an administrative assistant. Although such a recommendation will have an initial financial impact on the budget, the investment in an administrative assistant will result in cost savings and cost avoidance in the future.

12.3 Recommendations

The following recommendations are based on the findings of the Future Organizational Structure section of this FMP.

1. The Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the need to hire an administrative assistant.

13.0 Levels of Service, Resource Deployment, and Response Times

13.1 Factors Influencing the Levels of Service and Resource Deployment

There is no scientific method that fire departments can use to determine what resources they will require for each fire situation. However, many factors should be considered when determining the level of service and the deployment of resources. The legislative requirements and influential organizations described in this section are examples of the authorities that guide fire departments in setting their levels of service and resource deployment.

13.1.1 Government and Institutional Influence on the Fire Service

Many factors influence decision-makers when determining the appropriate level of service that a fire department should provide to its community. These factors include, but are not limited to, the following:

- the FPPA
- the NFPA's codes and standards
- the Office of the Fire Marshal's PFSG
- the OHSA
- the FUS's recommendations
- the expectations of residents in the community

13.1.2 Fire Protection and Prevention Act

Fire departments and municipalities must understand that the FPPA defines a list of requirements for providing fire protection. The FPPA bases those requirements on local needs and circumstances. The Province of Ontario, the City, and the Dryden Fire Service are all obligated to follow those requirements.

13.1.3 Office of the Fire Marshal

When it is establishing an appropriate response standard, the Dryden Fire Service needs to consider legislation such as the OFM's PFSG. In addition, to accurately gauge its ongoing service delivery capabilities, the Dryden Fire Service must continually monitor and compare its performance to accepted industry standards such as the PFSG.

13.1.4 Occupational Health and Safety Act and Section 21 Guidance Notes

Since firefighters encounter hazardous and unsafe situations, it is vital for Fire Service personnel to be familiar with the OHSA and the Section 21 Guidance Notes.

13.1.5 NFPA 1720

Fire departments can use the NFPA standards as a tool to establish an effective response force (ERF). Industry-recognized standards like the NFPA 1221, 1710, and 1720 provide guidelines for fire services emergency response benchmarking. The NFPA standards also form the basis of many standard operating procedures. For more information regarding NFPA 1720 as it relates to the Dryden Fire Service, refer to tables 12–14.

13.1.6 Fire Underwriters Survey (FUS)

The FUS is a national organization that provides data on public fire protection for the insurance industry. The FUS uses a grading system that assigns a Public Fire Protection Classification (PFPC) for commercial and industrial risks or a Dwelling Protection Grade (DPG). To set a municipality's grade, the FUS reviews the following:

- risk levels
- fire suppression
- water supplies for public protection
- emergency communications
- fire prevention

The overall intent of the grading system is to measure the local fire department's ability to prevent and control a major fire in its community.

Additionally, the insurance industry uses the PFPC and DPG grades to establish appropriate fire insurance rates for properties in a given municipality.

13.1.7 Deployment to Risk Industry Standard (Risk Assessment)

There has been an evolution in the Fire Service regarding how fire departments should deploy their assets. One new best practice that is now widely accepted is having fire departments base their deployment models on local needs and circumstances. This approach puts the risks specific to an individual community at the centre of the deployment model's considerations. Several industry-leading organizations, such as the OFM, the Metro Fire Chiefs Association, and the Commission on Fire Accreditation International, have endorsed this risk-based deployment model as the most effective way of protecting lives and property.

One of the most popular and accepted models for determining fire protection resources is the Effective Fireground Staffing Model (EFSM). The OFM developed the EFSM in the 1990s as part of a comprehensive fire safety model that identified seven sub-models which impact fire protection (as shown in Figure 17). The EFSM is now widely used across Ontario and is a vital component used by fire departments to determine ERFs.

A CRA is another invaluable tool that fire departments can use to help determine what types and levels of fire protection services they need to provide to their communities. A CRA provides an assessment of the risks that may affect persons or property within a specific community, including exposure to natural and human-made emergency events. Identifying community risk provides information for determining effective resource allocation and service provision – the greater the risk, the greater the resources required. As was discussed in this FMP, an analysis of community risk must be undertaken to assess a community's risk level so that appropriate and effective initial responses to emergency incidents can be determined.

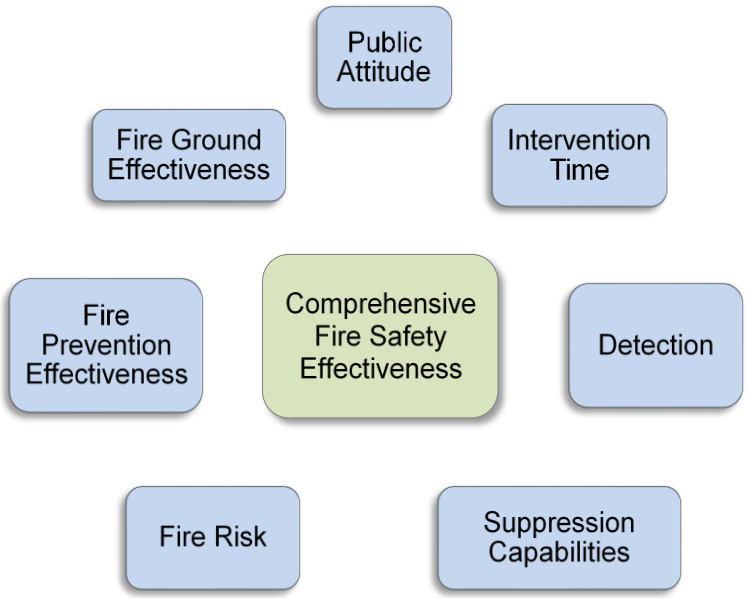

Figure 17. Comprehensive fire safety effectiveness model.

13.1.8 Community Expectations

The public expects the Dryden Fire Service to respond to emergencies when needed. To be prepared for when it is needed, the Dryden Fire Service must know what is expected of it by the public and by Council so that it can ready itself to meet those expectations. In all scenarios, the Dryden Fire Service must arrive promptly and with sufficient resources to provide fire protection and suppression services. The Dryden Fire Service must perform these operations in accordance with its established procedures and in a way that provides for the safety of the responders and the public.

Understanding the expectations of area residents and policymakers and incorporating those expectations with recommended industry standards is vitally important. This combination is how the Dryden Fire Service can begin setting performance objectives and service levels for itself. To make sure it has the information it needs to set/achieve the service levels expected of it by the City, the Dryden Fire Service must review its service delivery, station locations, equipment, resources, and prevention and

educational strategies. The Dryden Fire Service must also keep the community informed about the continuous advancement of its capabilities.

13.1.9 Level of Service Customized for the Community

Although various acts and organizations (such as the FPPA, NFPA, FUS, and OHSA) influence the Fire Service, it is up to individual municipalities and fire services leaders to decide the level of service that is appropriate for their communities, as each community has unique hazards, expectations, and needs. Reviewing the combination of factors such as demographics, building stock, and resident expectations will help shape the unique level of service for each community. Fire services leaders must also assess the risk to their communities by measuring their communities' level of compliance with the Ontario Fire Code's regulations. Poor compliance with the OFC may represent a higher risk to citizens, as well as to firefighters.

The standard set for the Dryden Fire Service relates to response times and the minimum number of personnel required to attend larger incidents, such as fires, multi-casualty incidents, and disasters. When setting its standard, the Dryden Fire Service must ensure it is both measurable and achievable.

13.2 Determining an Effective Response Force

The NFPA Fire Protection Handbook and the OFM both provide general guidelines about the initial critical fire ground tasks that are required for structure fires at each level of risk (low, moderate, high, and maximum). Additionally, the results of studies conducted by the National Institute of Standards & Technology (NIST) support the NFPA and OFM guidelines.

The number of firefighters and resources needed to complete the identified critical tasks is known as the effective response force. An ERF defines the resources that are required for any given response to help prevent an emergency from intensifying and injuries and loss of life from increasing. An ERF refers to the initial timed response of first responders arriving at an emergency scene. The time identified in the ERF should be seen as a performance measure that the City and the Dryden Fire Service can use to determine resource deployment. Upon confirmation of the severity of an incident, the Dryden Fire Service can dispatch additional resources to the emergency scene. Dispatching the additional resources from the station(s) that are closest to the incident will improve ERF response times, but it is up to a municipality to determine the parameters and details of its ERF. The timed response identified in the ERF can directly affect considerations such as station location, staffing, apparatus deployment, and development standards.

To make informed decisions about its response time and staffing levels, the Dryden Fire Service must track and analyze statistics to identify its strengths and weaknesses. Once it identifies its strengths and weaknesses, the Dryden Fire Service can recommend a

standard of cover for Council's approval. The standard of cover will address the level of service that the Dryden Fire Service must provide to the community.

Before discussing the topic in more detail, it must be noted that, in recent years, the Government of Ontario has influenced how decisions are made about fire department staffing. That influence is primarily felt through the OHSA and the FPPA. Under the OHSA, the employer (the City and its Council) is responsible for protecting its employees from workplace injuries or death – employee training and competent supervision are each part of this requirement. Such requirements, as well as similar legislation, must be considered alongside the statistics that are used to determine the Dryden Fire Service's ERF.

13.2.1 Hall #1

Hall #1 (shown in Figure 18) is located in the western portion of the City, in a more urban setting, and its crew responds to most of the incidents in the municipality. Hall #1 houses the Dryden Fire Service's suppression crews and its administrative, training, and fire prevention divisions. The Fire Chief, Deputy Chief, Fire Prevention Officer, and Training Officer all operate out of this station. The paid-by-call staff at Hall #1 includes captains and firefighters.

The apparatus floor area at Hall #1 appears sufficient for the number of apparatus the Dryden Fire Service currently uses. The station also has a dedicated bunker gear room on the bay floor that firefighters can easily access to ensure quick retrieval of their bunker gear, which allows them to get dressed for a response in a timely manner.

Figure 18. Hall #1 (source: Dryden Fire Service).

13.2.2 Hall #2

Hall #2 (shown in Figure 19) is located in the eastern portion of the City. This station currently houses a pumper, tanker, rescue vehicle, and pickup truck. This station provided service to the community of Barclay prior to its amalgamation with the Dryden Fire Service in 1998.

Figure 19. Hall #2 (source: Dryden Fire Service).

Like many fire services providers in rural Canadian communities, the Dryden Fire Service has found it difficult to recruit firefighters who reside within the community's boundaries. At the time of this FMP's development, Hall #2 was severely understaffed.

Another issue related to accessibility and inclusivity in Hall #2 is the lack of separate women's washrooms/showering facilities.

13.2.3 Accessibility for Ontarians with Disabilities Act

Another issue posed by both halls is accessibility. When the stations were built, they did not have to meet the requirements of the Accessibility for Ontarians with Disabilities Act (AODA). With the AODA's introduction in 2005, public facilities became required to be accessible to everyone. Many fire departments have challenged the intention of the AODA by stating that a fire station is not a public building, but that is a naive approach to circumvent the AODA. Because fire stations are publicly funded facilities, they should conform to the AODA and be inclusive to all community members.

13.3 Dryden Fire Service Response Statistics

Table 6 summarizes the number of incidents responded to by crews in the Hall #1 district from 2017–2021.

Table 6. Incidents responded to in the Hall #1 district.

Year	Number of Emergency Calls	Number of Non-Emergency Calls	Total Number of Calls
2017	169	9	178
2018	160	41	201
2019	199	13	212
2020	181	7	188
2021	228	17	245

Table 7 summarizes the number of incidents responded to by crews in the Hall #2 district from 2017–2021.

Table 7. Incidents responded to in the Hall #2 district.

Year	Number of Emergency Calls	Number of Non-Emergency Calls	Total Number of Calls
2017	10	5	15
2018	8	0	8
2019	11	1	12
2020	19	2	21
2021	20	3	23

Table 8 summarizes the number of incidents responded to in mutual aid/assistance/undefined areas from 2017–2021.

Table 8. Incidents responded to in mutual aid/assistance/undefined areas.

Year	Number of Emergency Calls	Number of Non-Emergency Calls	Total Number of Calls
2017	45	2	47
2018	29	0	29
2019	34	0	34
2020	33	0	33
2021	23	1	24

Table 9 summarizes the types and number of responses made by the Dryden Fire Service from 2017–2021. The data in the table reveals that responses are gradually increasing; however, the introduction of the second ambulance in the City may decrease the number of EMS responses, which will thereby reduce the total number of future annual responses.

Table 9. Types of fire responses from January 1, 2017, to June 30, 2022.

Type of Response	2017	2018	2019	2020	2021
Loss Fires: Structures	5	7	11	10	12
Loss Fires: Other	5	4	2	4	1
Loss Fires: Vehicles	3	2	2	4	4
No Loss Fires	10	9	5	10	10
Non-Fire Calls	218	216	238	214	265

The total number of fire responses made by the Dryden Fire Service from 2017–2022 is as follows:

- 2017: 13 responses
- 2018: 13 responses
- 2019: 15 responses
- 2020: 18 responses
- 2021: 17 responses
- 2022: 21 responses*

*This number represents responses recorded for January 1, 2022, to June 30, 2022.

Table 10 summarizes the reported fire loss (minus vehicles) from January 1, 2017, to June 30, 2022. The table includes the type of occupancy in which the fires occurred.

Table 10. Reported fire loss (minus vehicles), January 1, 2017, to June 30, 2022.

Occupancy	2017	2018	2019	2020	2021	2022
Group A	$1,000	$0	$1,000	$0	$0	$0
Group B	$0	$0	$0	$0	$0	$0
Group C	$326,000	$535,000	$645,000	$103,000	$2,150,000	$115,001
Groups D&E	$0	$0	$0	$175,000	$250,000	$0
Group F	$1,000	$0	$0	$0	$0	$90,000
Other	$0	$0	$0	$160,000	$0	$6,500
Yearly Loss	$328,000	$535,000	$646,000	$438,000	$2,400,000	$211,501

13.4 Reviewing Historical Performance

To identify its service delivery capabilities, the Dryden Fire Service must review its historical performance, particularly in the topics of distribution and concentration. The Dryden Fire Service should also use modelling and statistical analysis to verify that it is using its resources efficiently and effectively. For the Dryden Fire Service to accurately determine its service performance, it must compile and analyze historical response data from each of its stations.

13.5 Calculating Total Response Time

Every emergency response comprises four categorizable steps. The total amount of time it takes for an emergency services provider to respond is determined by timing these steps and adding them together. However, for the analysis to be accurate, the response steps must be measured consistently across all responses. Figure 20 illustrates the four steps used to calculate total response time. Each step is defined below.

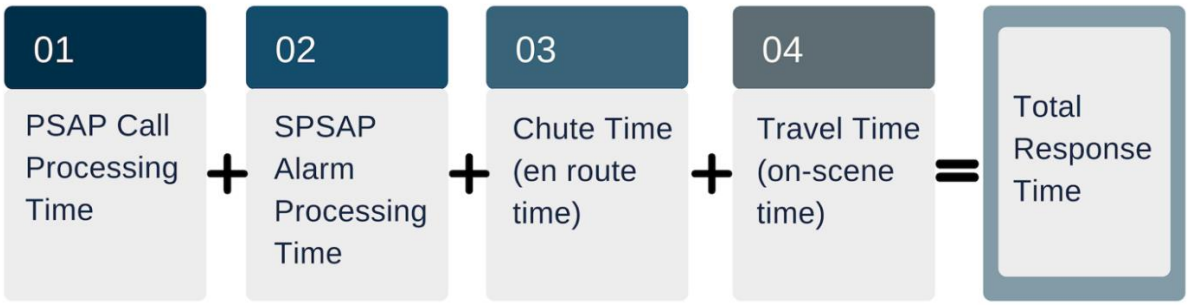

Figure 20. Components of total response time.

Step 1. Public Safety Answer Point (PSAP) Call Processing Time

- The PSAP call processing time begins when the PSAP or 911 call centre receives an emergency call and transfers the call to the Dryden Fire Service.
- This step ends when the Dryden Fire Service's dispatch centre answers the transferred call.

Step 2. Secondary Public Safety Answer Point (SPSAP) Alarm Processing Time

- The SPSAP alarm processing time begins when the Dryden Fire Service's dispatch centre receives an alarm (incident beginning).
- This step ends when the communication technician/dispatcher activates the station's paging devices (dispatch time).

Step 3. Chute Time

- Chute time begins when the station activates its pagers, and the responding apparatus begins its response.
- This step ends when the apparatus's response is noted by or to dispatch via the Dryden Fire Service's radio system (en route time).

Step 4. Travel Time (First Unit)

- Travel time begins when the responding apparatus initially acknowledges its response.
- This step ends when the responding apparatus confirms to dispatch via radio that it has arrived on-scene (on-scene time).

Total Response Time (First Unit)

- Total response time is the sum of time from when the PSAP or 911 centre receives a call to when the first emergency response apparatus arrives at the emergency scene.

Effective Response Force Time

- Effective response force time is the sum of time from when the PSAP or 911 centre receives a call to when the unit that constitutes the ERF arrives at the emergency scene.

To gauge its service delivery capabilities, the Dryden Fire Service must analyze each stage of its emergency response. The Dryden Fire Service must also ensure that the data it uses to define its historical performance is accurate and reliable – this is data that the Dryden Fire Service will use when making strategic decisions or service alterations, and it is imperative that those decisions are based on sound evidence.

The Dryden Fire Service should use a five-year sample of its historical response data of fires with dollar loss to determine a baseline measure for its incident response capabilities. That baseline will be the source from which the Dryden Fire Service can gain an understanding of its current performance. Once the Dryden Fire Service establishes a baseline, it can set a "benchmark" or "target" time for completing each step of an emergency response. Benchmarks are goals that an organization sets for itself. If the Dryden Fire Service can achieve its benchmarks, it means that it is operating at its self-identified optimal service delivery capacity during an emergency response.

It is crucial that the Dryden Fire Service understands its historical performance and current service delivery capabilities. Many agencies now widely accept that fire department performance is better measured in terms of how a department can achieve its goals instead of being based solely on a simple average metric. For example, if a fire department states that it can respond to an emergency with a 12-minute total response

time at 90 per cent efficiency (i.e., in nine out of every ten responses), it assumes that 10 per cent of the incidents it responds to will not meet the 12-minute response time. The identification of issues within this 10 per cent variable may help the fire department plan and implement protection and prevention strategies.

13.6 Responses to Structure Fires

13.6.1 The Importance of Prompt Response Times

The response time for all emergencies that involve structure fires is critical. In these scenarios, the sooner the first responders arrive at the scene of an emergency incident, the better their chances of saving lives and limiting property damage.

A fire's growth is heat-generated and is dependent upon fuel and air supply. Once the temperature in a room ablaze reaches approximately 1000 °F (590 °C), a flashover will occur (which means all contents become hot enough to burn). In an average room, the fire will reach this stage within 6–10 minutes (or less) of ignition. Since the risk for loss of life and property significantly increases following a flashover, the sooner a fire department can begin fire suppression, the greater the chance of successfully protecting people and property. The combination of appropriate response time and firefighter intervention increases the likelihood of rescue and improves fire control before a flashover can occur.

The time/temperature curve chart shown in Figure 21 illustrates a fire's growth over time. The information displayed in the image reinforces how critical it is to have a prompt intervention to limit the loss of life and property.

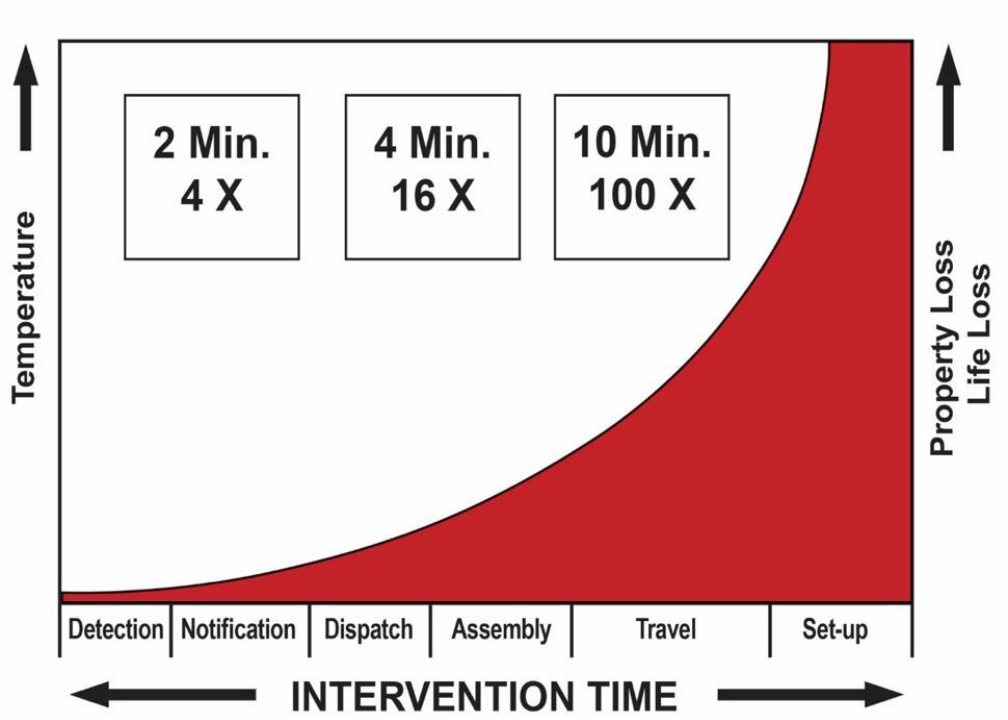

Figure 21. Growth of a fire over time.

13.6.2 Dryden Fire Service's Response Times

Table 11 summarizes the Dryden Fire Service's response times from 2017–2022, and Figure 22 illustrates the response type frequency over the same period. The Dryden Fire Service's administrative staff provided the data for both the table and the figure.

Table 11. Dryden Fire Service's response times from 2017–2022.

Year	Dispatch Processing	Turnout Time	En route	Total Response Average
2017	2:04	2:49	3:44	8:37
2018	1:55	3:07	2:40	7:42
2019	1:48	4:06	4:30	10:24
2020	1:44	3:24	4:41	9:49
2021	1:34	4:06	4:22	10:02
2022	2:34	4:30	2:12	9:16

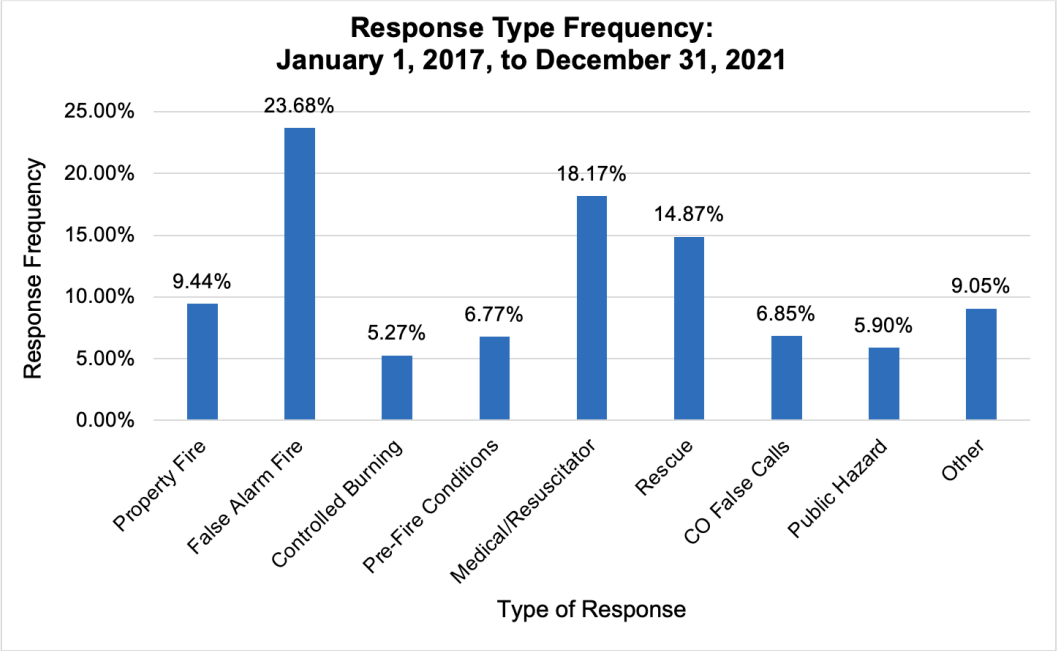

Figure 22. Response frequency, January 1, 2017, to December 31, 2021.

13.6.3 Performance Objectives

As previously stated, there are many sources that the Dryden Fire Service can draw from when trying to establish performance objectives, including national standards, industry best practices, current capabilities, and available resources.

After setting its performance objectives, a fire department can identify the gaps preventing it from achieving the baselines and benchmarks necessary for reaching its desired service levels. The gap between setting a performance object and achieving the baseline/benchmark is what departmental strategies and action plans aim to improve. Adopting the service level targets/objectives this FMP identifies is one way the Dryden Fire Service can lessen the gap between its performance objectives and its intended baselines/benchmarks. After adopting the recommendations from this FMP, the Dryden Fire Service can use strategic planning to find ways to improve the effectiveness and efficiency of its operations.

Although municipalities are not legally obligated to comply with NFPA 1720, this standard is helpful for measuring emergency responses. Tables 12–14 use the standard to compare the Dryden Fire Service's response capabilities. The tables are helpful for comparing the Dryden Fire Service's performance statistics on an annual basis.

Table 12. NFPA 1720 compliance zones.

District	Demand Zone	Demographics	Minimum Staff to Respond	Response Time
Hall #1	Rural	<500 People/Mi2	6	14
Hall #2	Rural	<500 People/Mi2	6	14

Table 13. NFPA 1720 compliance levels for District 1 from 2017–2021.

Year	Total Calls	Calls Met	% Compliance	Personnel When Met	Response Time
2017	11	8	73%	8.9	8:40
2018	12	9	75%	8.9	7:55
2019	11	10	91%	11	8:35
2020	14	12	86%	12.7	9:07
2021	12	11	92%	12.8	8:46

Table 14. NFPA 1720 compliance levels for District 2 from 2017–2021.

Year	Total Calls	Calls Met	% Compliance	Personnel When Met	Response Time
2017	2	1	50%	6	13:34
2018	1	0	0%	0	0:00
2019	4	1	25%	8	10:36
2020	3	3	100%	12	11:31
2021	2	1	50%	18	7:00

13.6.4 Distribution

A standard of cover defines distribution as the geographic location of the first due Fire Service resources that are available to provide the initial all-risk response to an emergency. Distribution measures the first due unit's on-scene arrival at an emergency within the response area of the designated apparatus. As a measure of time, distribution is the travel time between the fire station and a responder's on-scene arrival at the emergency.

Fire stations must be strategically located to ensure an initial rapid deployment is made to emergencies and that consequences can be minimized and terminated.

Techniques for determining the most efficient station response have progressed from estimating the closest station by using circles on a map to using a sophisticated process that compares multiple data sources with the latest mapping technologies. Many fire services now work with the Environmental Systems Research Institute (ESRI), ArcGIS solutions/tools, and response modelling to plan for the best closest-station response. Fire departments should analyze their station response zones by using road network/speed modelling, historical data, and the GIS tool to identify travel response capabilities. Fire departments should also use these tools to determine the areas they can and cannot reach in their identified baseline and benchmark timelines.

Based on the information that it can gather using modern mapping methods, the Dryden Fire Service should be able to determine whether it can provide an ERF within its baseline and benchmark times.

13.6.5 Critical Tasks

To effectively respond to an emergency, a fire department needs to know the number and types of resources it will require at an emergency site. A critical tasks analysis can help fire departments understand what resources they will require at the scene of an emergency by identifying the specific actions they must perform for the initial rescue and incident mitigation.

As stated earlier in this FMP, there is not currently any scientific method to determine what resources fire departments will require for each fire situation. Still, fire departments can use the results of several studies conducted by leading fire authorities/agencies to determine some general guidelines.

To standardize their response to various incident types and ensure they dispatch a minimum ERF, most fire departments use a running assignments chart based on the information received by communications staff. Many fire departments now recognize the need to transition to running assignments based on an initial ERF model. Whereas previous studies primarily focused on when initial crews or first pumps would arrive on the scene within the accepted timeframe, critical tasks and subsequent ERFs now match the type of risks that are present at the scene to the type of deployment that is needed to mitigate and eliminate those risks. Fire ground critical tasks can be assigned or carried out sequentially.

The total number of staff on the initial call may be affected depending on the station’s vehicle deployment. Initial Rapid Intervention Teams, Accountably, Entry Control, and Safety functions can be managed by the ERF until the point at which the incident escalates, or is expected to escalate, beyond the ERF’s capabilities. At that time, the responding fire department can request further appropriate resources.

13.6.6 ERF for Structure Fires in Single-Family Dwellings

The initial critical tasks associated with providing an ERF to a fire in a single-family home, including the number of firefighters required to perform those tasks, are discussed below.

Incident Command (IC)

IC is responsible for the safety and overall direction and management of the emergency response at the incident. This function is the responsibility of the first officer arriving at the emergency scene until that officer is relieved of command. Due to its importance regarding the safety of firefighters, IC is addressed in Section 2 of the Firefighters Guidance Notes. At time of this FMP's development, Section 2 of the Firefighters Guidance Notes includes five topics. The topics covered in that section of the guidance notes include incident command, crew integrity, radio communication, incident safety officer, and the reporting of exposures.

The IC performs the following duties:

- assume, confirm, and announce command, taking an effective exterior operating position
- evaluate ("size-up") the situation quickly
- initiate, maintain, and control the communications process at the scene
- identify an overall strategy, develop an incident action plan (IAP), and assign personnel as required (in accordance with risk assessment and management principles)
- request additional resources to match the current and predicted needs of the incident
- develop an effective emergency scene organization
- provide tactical objectives to on-scene personnel
- review, evaluate, and revise the IAP, as needed
- provide for the continuity, transfer, and termination of command
- provide for the support of victims and the public, as required
- provide spokesperson/communication services to the media, when appropriate

The following functions must be addressed as soon as possible after the initial assumption of command.

Pump Operator

Once assembled on-scene, the Pump Operator for the first arriving pump company

performs the following duties:

- position the pump
- supply the initial attack line
- ensure that a reliable water supply is secured
- supply any other hose that the Command Sector will require
- advise command when the additional lines have been stretched and are available
- supply a building fire protection system (when present)

Fire Attack Sector

- under the control of the first arriving company officer
- directs companies to control and extinguish the fire.
- composed of at least two firefighters, including the officer and a support crew member.
- performs initial hose stretch and advances the hose line into the structure, door, and flow path control.
- performs an initial search
- completes rescues (as required)
- finds and extinguishes the fire
- commences salvage and overhaul operations.

Search & Rescue

Search & Rescue personnel perform the following duties:

- stretch and advance a secondary hose line
- provide search and rescue operations, as required
- conduct a primary search alongside the Fire Attack Sector crew
- begin an overhaul of all void spaces above and adjacent to the fire compartment
- coordinate efforts with incoming firefighters

Support & Backup Aid Pump Operator

Support & Backup Aid Pump Operator personnel perform the following duties:

- establish a water supply
- provide support for attack hose lines

- utility control
- assist with forcible entry

Ladder Crew

Ladder Crew personnel for the first arriving ladder perform the following duties:

- assist with rescue by using ground ladders and other equipment, as required
- ventilate as per the needs of the incident, which may include tactical ventilation
- perform positive pressure ventilation, as required
- ladder the building, starting with providing a secondary means of egress for the Fire Attack Sector

Note: The Ladder Crew can also be composed of the second Pump Operator or additional personnel arriving on the scene in their personal vehicles.

Ladder Driver-Operator

The Ladder Driver-Operator for the first arriving ladder performs the following duties:

- place the ladder truck in a location deemed most appropriate to the situation or as per the IC's instructions
- place the aerial ladder-elevating platform in operation, as required
- supply the ladder's pump mechanism for exposure or defensive operations, as required
- assist with raising ground ladders

Note: The Ladder Driver-Operator can also be the second arriving Pump Operator.

Rapid Intervention Team (RIT)

The Rapid Intervention Team completes the following actions:

- puts on equipment
- assembles an equipment cache
- assesses the structure and hazards
- gathers information from IC and Accountability
- prepares to advance into the structure to help remove downed or trapped firefighters

13.6.7 Additional Critical Tasks

The following additional critical tasks are required for non-hydrant areas.

Water Supply Pump Operations

- Locate an appropriate place for porta-tank deployment to supply water to the fire attack pumper via a high-volume supply hose.

Water Source Pump Operations

- Locate the closest identified water source that can supply water to refill the tankers that are shuttling water to the fire scene.

Tanker Operations

- Use the tanker's fire apparatus to provide the fire attack pumper with its initial water supply or to shuttle water from the identified water source to the fire scene.

13.6.8 Minimum Number of Firefighters Required for Critical Tasks

Table 15 lists the minimum number of firefighters required to perform critical tasks at a fire in a single-family home. The numbers in this table are based on information from the NIST, NFPA, OFM, and best practices.

Table 15. Minimum firefighters for critical tasks at fires in single-family homes.

Critical Tasks	# Of Firefighters Required
Incident Commander	1
First Arriving Pump Operator	1
Fire Attack Sector	2
Search & Rescue	2
Support and Backup	2
Ground Ladders	2
First Arriving Ladder or Second Arriving Pump Operator	1
Rapid Intervention Team	2
Total	13

For fires in non-hydrant areas, it is critical for the responding fire department(s) to have enough firefighters on-scene to ensure an adequate level of support and water supply.

Table 16 lists the number of additional firefighters required to provide water supply when there is a fire in a non-hydrant area.

Table 16. Additional firefighters required to provide water in non-hydrant areas.

Critical Tasks	# Of Firefighters Required
Water Supply	4
Water Fill	2
Total	6

13.6.9 Critical Setup Times

In addition to critical tasks, the Dryden Fire Service should establish critical setup times. Critical setup times begin after the apparatus comes to a stop at the emergency site and the first officer or firefighters assume command. Based on an established standard for critical setup times, firefighters can be trained to identify and complete the necessary critical tasks within appropriate timeframes, which, combined with effective incident management, reduces the overall loss of life and property damage due to fire.

13.6.10 Fire Station Locations Study

A fire master plan may assess fire station locations to determine if a municipality can introduce efficiencies to improve fire department response times. One topic that fire station location studies evaluate is the potential benefits of a station relocation. Although relocating fire stations is a challenging process, the benefit is that a community may be better served by improved response times. As stated earlier in this FMP, response times play a crucial role in providing emergency services to community residents.

The Loomex Group worked with the City's GIS staff to complete the fire station location study for this FMP. During the study, The Loomex Group and the GIS staff used geographical information to create maps that illustrate various response data related to the Dryden Fire Service; historical "turnout time" data and current road speeds were used to improve the accuracy of these maps. The maps do not indicate the response of multiple trucks from a particular fire station. As discussed earlier in this document, there are multiple tasks to complete at a structure fire. Thus, the Review considered the data that shows a greater depth of response for Hall #1 in comparison to Hall #2.

Finally, mapping was produced that shows the potential of having one centralized fire station located on the eastern side of the City's urban area. For demonstration purposes, The Loomex Group selected a hypothetical location. That location shows how relocating the fire station may place the paid-by-call firefighters closer to the City's major roadways, densely populated areas, and high-risk occupancies. If the City considers the single centralized station model, it should complete an in-depth GIS study to identify the most strategic and optimal location for the facility.

Figure 23 shows the coverage area of Hall #1 and Hall #2 with a 7-minute response time. Due to the longer turnout time, this map shows that a vehicle has yet to leave Hall #2.

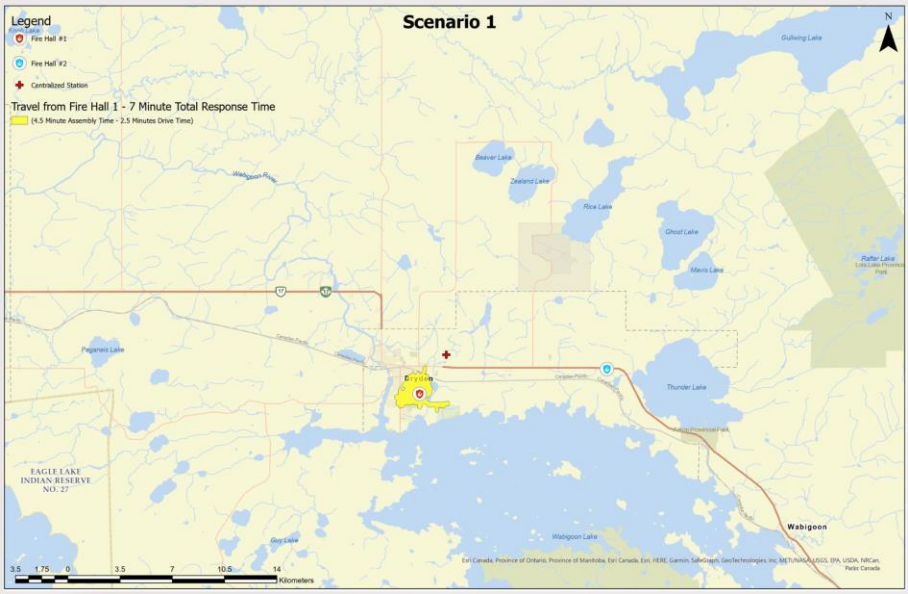

Figure 23. Coverage area of Hall #1 and Hall #2 with a 7-minute response time.

Figure 24 shows the coverage area of Hall #1 and Hall #2 with a 10-minute response time. Due to the longer turnout time, this map shows that a vehicle has yet to leave Hall #2.

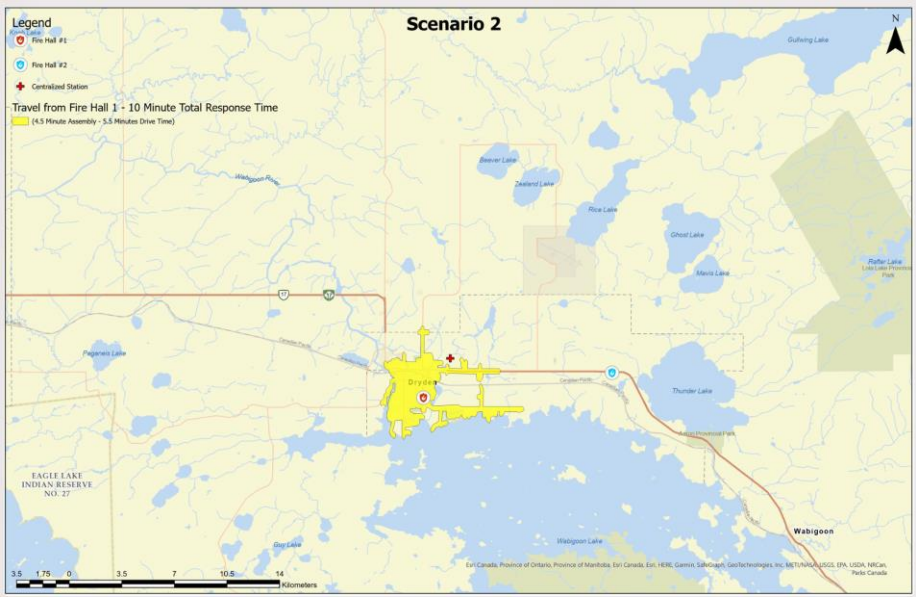

Figure 24. Coverage area of Hall #1 and Hall #2 with a 10-minute response time.

Figure 25 shows the coverage area of Hall #1 and Hall #2 with a 15-minute response time. The areas shaded in green indicate the coverage of both Hall #1 and Hall #2.

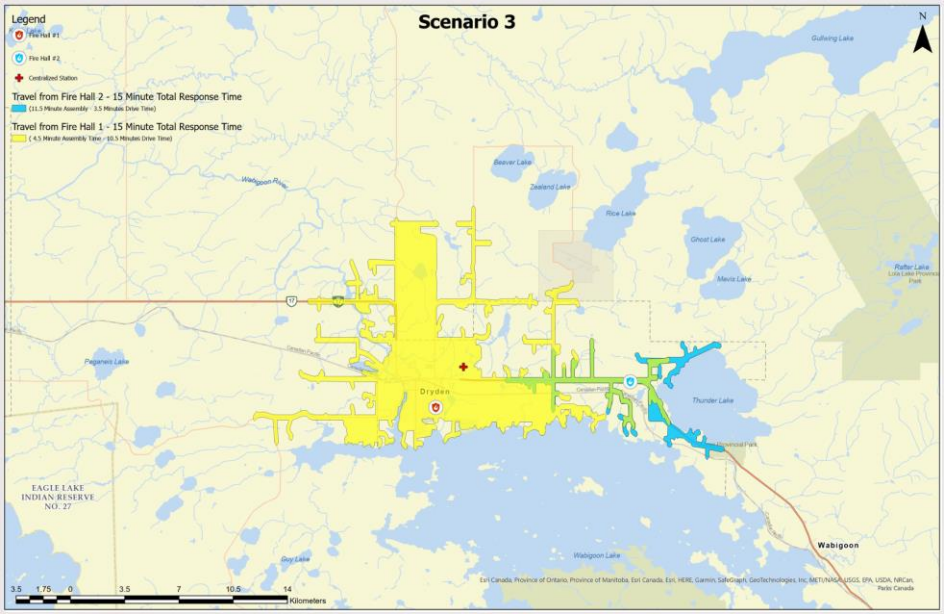

Figure 25. Coverage area of Hall #1 and Hall #2 with a 15-minute response time.

Figure 26 shows the coverage area of Hall #1 and Hall #2 with a 20-minute response time. The areas shaded in green indicate the coverage of both Hall #1 and Hall #2.

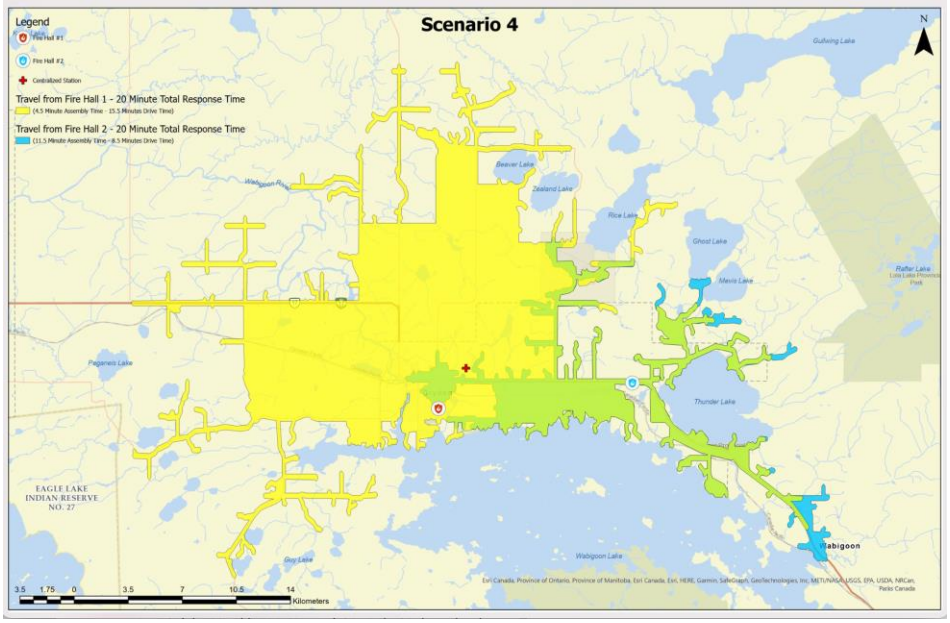

Figure 26. Coverage area of Hall #1 and Hall #2 with a 20-minute response time.

Figure 27 shows the coverage area of one hypothetical central station with a 7-minute response time.

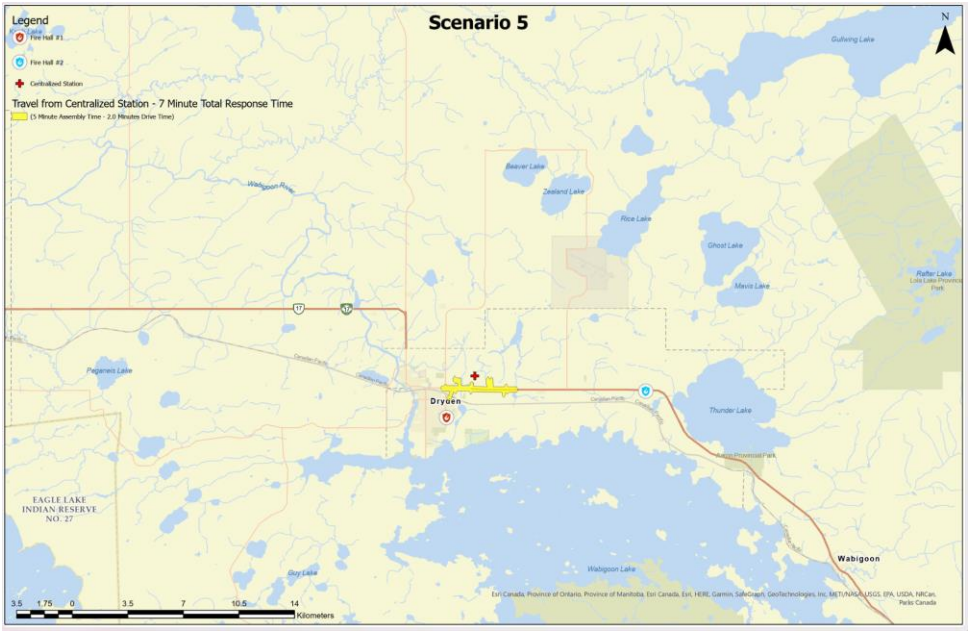

Figure 27. Coverage area of one central station with a 7-minute response time.

Figure 28 shows the coverage area of one hypothetical central station with a 10-minute response time.

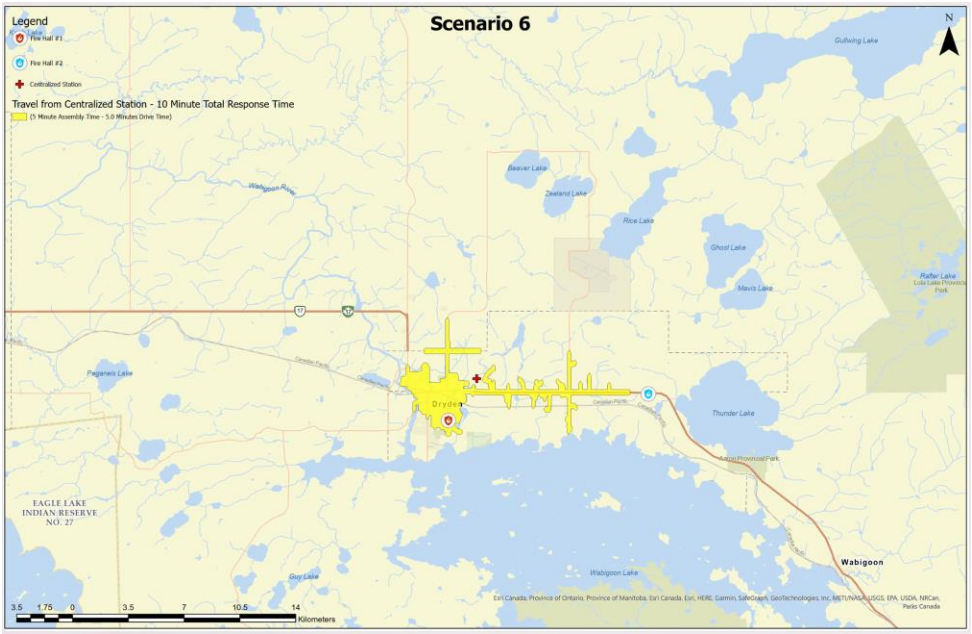

Figure 28. Coverage area of one central station with a 10-minute response time.

Figure 29 shows the coverage area of one hypothetical central station with a 15-minute response time.

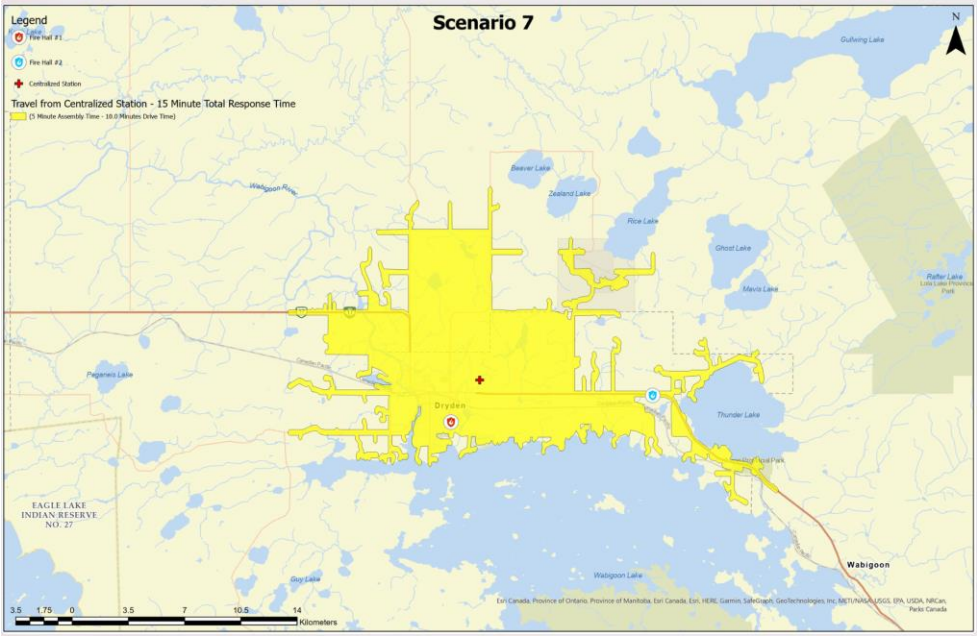

Figure 29. Coverage area of one central station with a 15-minute response time.

Figure 30 shows the coverage area of one hypothetical central station with a 20-minute response time.

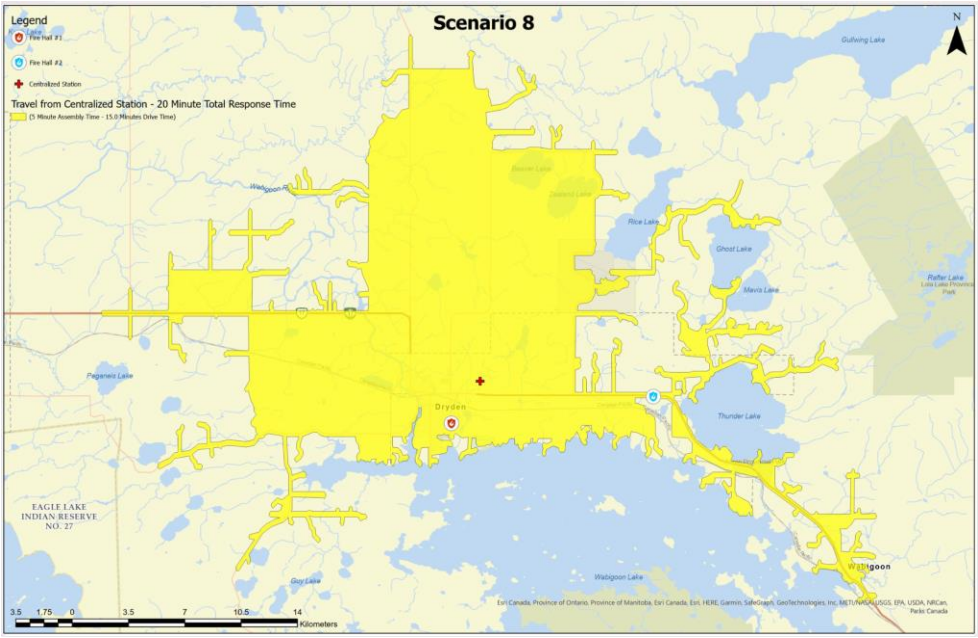

Figure 30. Coverage area of one central station with a 20-minute response time.

13.6.11 Station Location Study Results

The results of the fire station location study showed that the creation of a centralized fire station would slightly improve responses to the overall municipality and the Hall #2 coverage area. In addition, building a new station could help the Dryden Fire Service accommodate the needs of a contemporary fire services provider, and it would solve some of the City's current challenges with Hall #2, such as:

- Hall #2 does not comply with AODA requirements.
- Hall #2 does not meet current building codes.
- Hall #2 does not meet current gender requirements for showers and bathroom facilities.

Regarding training and occupational health and safety legislation, Fire Service leaders are expected to provide initial and ongoing firefighter training. To provide this training, Fire Service leaders must have the proper facilities to conduct classroom and practical training evolutions. The creation of a new centralized fire station would give the Dryden Fire Services access to a new training room and training ground that would meet its needs for many years to come. A new station could also house a larger and more accommodating emergency operations centre (EOC) than the current EOC, which is located at Hall #1.

There are two main challenges of creating a new, centralized fire station. The first issue is the upfront financial cost. The second issue is the past concerns regarding the potential closure of Fire Hall #2. For example, the City will need to allocate capital funding to the design and building phases of the project. However, despite these initial costs, the long-term benefit of building a new station is a reduction in the City's operating costs. The new station would alleviate the pressures of maintaining two fire station facilities, including the potential need to renovate or replace either or both facilities in the future.

13.7 Specialized Services

13.7.1 Introduction

This FMP has discussed the many factors that influence decisions about setting a level of service and the deployment of resources. The following paragraphs use that information and analyze the Dryden Fire Service's current level of service.

The Dryden Fire Service has traditionally provided core and specialty services. For this FMP, core services refer to interior firefighting, inspections of vulnerable occupancies, and public education activities. Specialized services are responses that usually pertain to the following:

- pre-hospital emergency patient care

- various levels of hazardous materials response
- swift water rescue
- surface water rescue
- confined space rescue
- high-angle rope rescue
- low-angle rope rescue
- common passenger vehicle rescue
- ice water rescue
- rope rescue
- trench rescue
- industrial and machinery rescue
- elevator rescue

13.7.2 Benefit and Cost Analysis of Specialized Services

Although infrequent, these types of calls often place firefighter safety at a significantly higher risk than the core services. Additionally, most specialized services are costly to deliver, and most require fire department staff to receive additional initial and ongoing training and certifications.

For most specialized services, there are three levels of service that can be provided: awareness, operational, and technical. A fire department can base the level of specialized services it provides on the following considerations:

- the number of calls it receives for a specific type of service
- the risk and impact the threat poses to the community
- the affordability of providing a given service
- the approval of the local council

The City's support of specialized services provided by the Dryden Fire Service is of the utmost importance. At a minimum, the Dryden Fire Service should conduct a review that considers the following areas:

- firefighter safety
- the current condition of related equipment
- the level of related initial training
- the level of related continuous training

- the current documentation that supports each specialized service
- the relevance of each specialized service to the community
- the frequency of past incidents requiring the specialized service

Once this research has been completed, the Fire Chief should prepare a report for Council's consideration and approval that presents evidence supporting the need to have the Dryden Fire Service continue receiving funding – or receive additional funding – to deliver specialty services safely and effectively. The delivery of specialized services and the subsequent training for these services must meet or exceed the relevant occupational health and safety laws and NFPA standards.

13.7.3 Litigation and Reputation Risk of Specialized Services

Each type of service has upfront and ongoing costs. To deliver services in a safe, cost-effective, and responsible manner, the proper documentation, training, facilities, and equipment must be provided. This support also helps to reduce litigation and improve customer satisfaction. The Dryden Fire Service is legally mandated to provide proper training and equipment to keep its firefighters safe while they perform their duties as a firefighter. (The applicable legislation regarding this obligation is found in the OHSA.) Failing to deliver the appropriate services may increase the potential for litigation against the City and damage the municipality's reputation.

13.7.4 Influence of Training Requirements on the Delivery of Services

As outlined in an earlier section of this FMP, training is an essential component of delivering fire services. However, delivering training can be challenging, as the proper training infrastructure must be developed and in place. Moreover, it might be difficult to provide internal training because staff members may need to receive instructor-level training before they are qualified to deliver it on their own. In addition to the financial costs of those courses, personnel may incur expenses related to travel and accommodation when they enroll in instructor-level training. Personnel may also need to receive ongoing training to maintain their skills.

In addition to instructor training, initial and ongoing training must be calculated when deciding which services should be delivered to the community. For fire departments that use paid-by-call firefighters, finding time to complete training on the various services the Fire Service provides is extremely challenging. Although the Dryden Fire Service's paid-by-call firefighters may be expected to attend the occasional weekend training session, two hours per week of training is usually scheduled. Paid-by-call firefighters are expected to attend 50 per cent of this scheduled training. Overall, this amount of training hours limits the proficiency levels of paid-by-call firefighters.

13.7.5 Influence of Facilities and Equipment Costs on the Delivery of Services

Facilities and equipment are also important in supporting various services. For instance,

facilities may house training aids. An example of a training aid used by the Dryden Fire Service is the RIT prop, which allows firefighters to receive training in self-rescue and firefighter rescue techniques. Equipment can be costly to purchase and maintain, such as PPE used for hazardous materials responses.

13.8 Hierarchy of Services

As stated earlier, the Dryden Fire Service must ensure that it is proficient at delivering its core services. It is imperative for the Dryden Fire Service's personnel to have this proficiency before attempting to develop specialty skills. The Dryden Fire Service should only introduce specialty skills training after its core services are completed and supported by the appropriate documentation, training, and equipment. Once those services have the appropriate supports in place, the Dryden Fire Service can consider the delivery of specialty skills.

Since the level of training firefighters receive plays a significant role in the level of service fire departments can provide, this report focuses on training as the primary factor that decides the level of service appropriate for the Dryden Service. As illustrated in Figure 31, leaders from the Dryden Fire Service and the City should consider fire service modularization to solve the problem of balancing service quality with the associated costs. The figure shows the various levels of service that the City and the Dryden Fire Service can choose for the community. Overall, the figure indicates that the Dryden Fire Service must have a solid foundation built on the delivery of core services before it looks to offer specialty services.

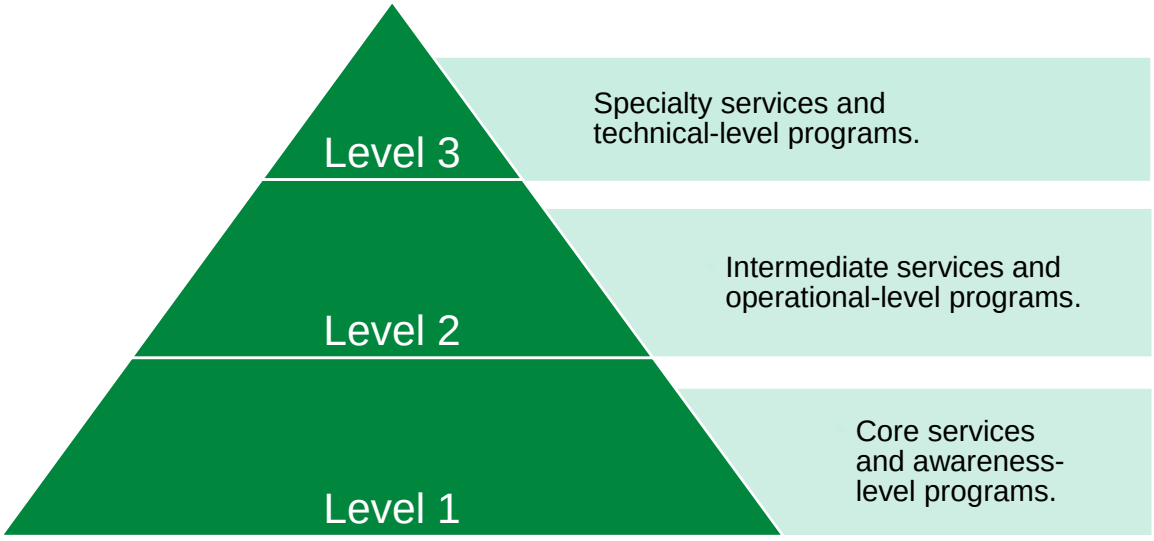

Figure 31. Modular service structure.

13.8.1 Awareness, Operations, and Technical Level of Speciality Services

The Fire Service provides many of its specialty services at three different levels of delivery: awareness, operations, and technical. These levels allow a fire department to provide the level of service that is appropriate for its community.

13.8.2 Levels of Services

Core Level

Core services may relate to skills such as interior and exterior firefighting. Since firefighting almost always relies on the skills of a pump operator, pump operations represent an important core firefighter skill. Firefighter recruits are often certified to the NPFA 1001 firefighter standard to achieve competency in the core services. These firefighters are also trained to the NPFA hazardous materials operations level.

As a core proficiency level, the Dryden Fire Service should have its fire captains training to the NFPA 1021: Level 1, Fire Officer certification. The Fire Prevention Officer should also be achieving NFPA 1031: Level 1, Fire Inspector and NFPA 1035: Fire Educator certifications. As fire investigations are often conducted by personnel assigned to the fire prevention division, NFPA 1033: Fire Investigation certification is another core skill. The Training Officer should hold the NFPA 1041: Fire Instructor certification.

Intermediate Level

Intermediate-level services are the services commonly provided by fire departments in Ontario. These services include automobile extrication and emergency medical services. Services performed at the operations level may be considered in this category.

For the Dryden Fire Service, the fire prevention staff may strive to achieve NFPA 1031, Level 2, Fire Inspector certification, as this certification provides more in-depth fire inspection abilities. The Training Officer may consider becoming certified as NFPA 1041, Level 2, Fire Instructor.

Advanced Level

Specialty services, which operate at the technical level, typically require significant training, as the risk of injury or death is substantially higher when these services are offered. Training officers can increase the degree of service and responsibility through the NFPA 1521: Incident Safety Officer certification process.

13.8.3 Level of Service Recommendations

Core Services for Suppression Division

Under its current training program, the Dryden Fire Service does not have enough time to train its paid-by-call firefighters on all the services set forth in Schedule “B” in the City

of Dryden's Bylaw No. 4779-2020. As a result, the Dryden Fire Service must either significantly increase its number of training hours or reduce the number of specialty services it offers.

To help alleviate the issue caused by the lack of available training time, the leaders of the Dryden Fire Service should concentrate on dedicating the organization's training hours to core firefighting-related skills. Ideally, this concentration will begin by devoting training hours to the following services:

- NFPA 1001: Structural Firefighting
- NFPA 1002: Pump Operations
- NFPA-rated Specialized Services at the Awareness Level
- NFPA 1006: Common Passenger Vehicle Rescue, Awareness and Operations levels
- incident command
- home safety inspections

Intermediate Suppression Division Services

As competency levels increase and time to deliver high-quality training becomes available, the Dryden Fire Service can consider delivering select specialty services. That said, the addition of non-core services must not come at the expense of providing high-quality training for core skills. If the Dryden Fire Service chooses to deliver a non-core service, its leadership personnel should consult the City's CRA to identify which community hazards pose the highest risk. For example, if Council chooses to provide a hazardous materials response, an investment in hazardous materials equipment is required. Due to the risks noted in the CRA, this report recommends the following intermediate-level services:

- NFPA 1072: Hazardous Materials, Operations Level
- NFPA 1006: Ice Water rescue, Operations Level
- NFPA 1006: Common Passenger Vehicle Rescue, Technician Level
- NFPA 1006: Machinery Rescue, Operations Level
- Red Cross emergency medical responder program or equivalent
- elevator rescue

Advanced Services for Suppression Division

If the Dryden Fire Service has trained and equipped its firefighters to perform core and intermediate services proficiently and safely, the Dryden Fire Service's leaders may consider introducing an advanced level of service. These advanced services include the

following:

- NFPA 1072: Hazardous Materials Operations mission-specific
- NFPA 1006: Rope Rescue, Operations Level
- NFPA 1006: Swift Water Rescue, Operations Level
- NFPA 1006: Ice Water Rescue, Technician Level
- NFPA 1006: Heavy Vehicle Rescue, Operations Level
- NFPA 1006: Machinery Rescue, Technician Level

Services To Be Given Future Consideration

During the Review, the Dryden Fire Service provided records to The Loomex Group that indicate the organization has not responded to a trench rescue incident in recent years. Moreover, high-angle rope services can be highly technical, and they require a strong commitment to a continuous training program. Additionally, hazardous material responses at the technical level require a significant commitment to initial and ongoing training along with a substantial investment in hazardous materials equipment. For these reasons, the following services should be removed from the City's E&R Bylaw:

- NFPA 1072: Hazardous Materials, Technician Level
- NFPA 1006: Swift Water, Technician Level
- NFPA 1006: Confined Space, Operations and Technician Levels
- NFPA 1006: Rope Rescue, Technician Level
- NFPA 1006: Heavy Vehicle Rescue, Technician Level

Even though this FMP recommends removing the services noted above from the City's E&R Bylaw, the removal must come with a commitment to reassess the programs in the future. The reassessment should evaluate the community's risks, the expectations of residents, and the costs associated with providing these programs.

13.9 Fire Chief Initiatives

13.9.1 Mandatory Minimum Level of Attendance

The Fire Chief should create a system that tracks attendance at training sessions, incidents, and public education events. The Fire Chief should use the findings from the tracking system to develop strategies to help personnel improve their attendance, which should lead to improved firefighter safety, performance, and public safety.

13.9.2 Recruitment Program

The Fire Chief should strengthen the Dryden Fire Service's recruitment program to try

and help increase the number of qualified firefighters operating out of Hall #2.

13.10 Recommendations

The following recommendations are based on the findings of the Levels of Service, Resource Deployment, and Response Times section of this FMP:

1. The Fire Chief should consider the recommendations of Section 13.8.3 of this fire master plan and conduct an in-depth needs analysis of each specialized service offered by the Dryden Fire Service. The Fire Chief should then prepare a report for Council's consideration that provides evidence for re-evaluating the services currently provided by the Dryden Fire Service.

2. The Fire Chief should assess the feasibility of having the Dryden Fire Service deliver elevator rescue services to the City's residents. If the Fire Chief deems those services necessary, the Fire Chief should prepare a report for Council's consideration and approval that presents evidence supporting the need for the Dryden Fire Service to provide elevator rescues.

3. The Fire Chief should prepare a report for Council's consideration and adoption that recommends combining Hall #1 and Hall #2 into a single, centralized fire station.

4. The Fire Chief should develop a baseline for the Dryden Fire Service's response standards to create an effective response force model. The baseline should be informed by the City's CRA and the Dryden Fire Service's historical data. Once they are created, the standards should identify the City's high- and low-risk geographical areas. The Fire Chief should then submit the effective response force model to Council for consideration and adoption.

14.0 Water Supply

14.1 Introduction to Water Supply

Water supply is essential for effective fire suppression. Due to its importance, the FUS attributes 30 per cent of its insurance grading schedule to the factor of water supply. The Fire Service uses the following two categories when discussing water supply in relation to fire protection:

1. Municipal water supply: hydrant-protected areas.
2. Rural water supply: non-hydrant areas.

14.2 Municipal Water Supply (Hydrant-protected Areas)

In hydrant-protected areas, the municipal water supply and distribution systems provide the water supply for fire protection services. The City is responsible for supplying water with sufficient flow to meet firefighting requirements and the local distribution system, including fire hydrants. The City is also responsible for any required hydrant testing, repairs, and replacements. Hydrant-protected properties usually have lower insurance premium costs than non-hydrant properties.

As outlined in NFPA 291: Recommended Practice for Fire Flow Testing and Marking of Hydrants, fire hydrants should be marked as per a designated colour-coding scheme so that responding crews can quickly identify the amount of fire flow that can be expected from any given hydrant. Knowing this information allows an incident commander, water supply sector officer, and pump operator to ensure they have enough water supply when responding to an emergency. The colour-coding scheme also ensures that the applicable personnel will be able to make decisions about increasing the available water supply by attaching it to another hydrant if needed. Figure 32 shows an example of a properly colour-coded fire hydrant. During the Review, The Loomex Group was informed by a City of Dryden water representative that the hydrant colours in the City represent the age of the fire hydrant rather than the hydrant's water supply capability (see Figure 33).

Figure 32. NFPA colour-coded hydrant.

Figure 33. Hydrant located in the City of Dryden (source: drydennow.com).

14.3 NFPA Colour Classifications and Markings for Municipal Fire Hydrants

Table 17 presents the NFPA's classification and marking system for municipal fire hydrants.

Table 17. NFPA municipal fire hydrant classifications and markings.

Class	Top and Nozzle Colour	Barrel Colour	Fire Flow	Pressure
AA	**Light Blue**	**Chrome Yellow**	1,500 gpm (5,680 L/min or greater)	20 psi (140 kPa)
A	**Green**	**Chrome Yellow**	1,000 – 1,499 gpm (3,785 – 5,675 L/min)	20 psi (140 kPa)
B	**Orange**	**Chrome Yellow**	500 – 999 gpm (1,900 – 3,780 L/min)	20 psi (140 kPa)
C	**Red**	**Chrome Yellow**	500 gpm (1,900 L/min or less)	20 psi (140 kPa)

14.4 Private Hydrants

The City has private hydrants located throughout its commercial and industrial sites. These private hydrants service different occupancies, such as the Domtar Dryden Mill, large retail stores, and government buildings.

The developers and owners of all properties with private hydrants must provide certification of hydrant installations and water flows to the satisfaction of the Chief Fire Official before they are allowed occupancy. The developers and owners must also test the hydrants at their sites each year to ensure they are still operational. Figure 34 shows an example of a private hydrant. Note that private hydrants are usually painted red so they can be differentiated from municipal fire hydrants.

Figure 34. Example of a private fire hydrant.

14.5 Non-hydrant Areas

Ensuring an adequate water supply for fire protection in rural areas (non-hydrant areas) presents significant challenges for fire departments. Unlike urban areas, where water supply is almost exclusively dependent on fire hydrants, fire departments must have additional fire apparatus (tankers) and firefighters trained on tanker shuttle procedures to ensure a water supply for non-hydrant areas. Examples of these measures are shown in Figure 35.

Figure 35. Water supply transportation (source: Dryden Fire Service).

Two measures developed by the Fire Service to address issues of water supply in rural areas are as follows.

1. The first measure is the Superior Tanker Shuttle Accreditation Program. The program provides an improved capacity to maintain an adequate water supply for effective firefighting in areas up to 8 km away from a fire station. The program accomplishes this result through a minimum of 900 litres/minute (200 gallons/minute) water supply that lasts for a two-hour duration. As a result of this program, many rural residents could see significant reductions in fire insurance premiums.

2. The second measure is the installation of non-pressurized dry hydrants in several locations. These dry hydrants are designed to allow fire apparatus to draw water from available rivers, lakes, ponds, or storage tanks.

Even though the preceding methods can assist fire departments with supplying water to rural areas, they both require additional measures to be effective. For example, if Council seeks to maximize an available water supply system for non-hydrant areas, it must make provisions for equipment to be purchased, procedures to be established, and training to be provided to the Dryden Fire Service's firefighters.

14.6 Fire Underwriters Survey: Water Supply Considerations

The FUS is an assessment conducted for fire insurance grading and classification purposes. This written assessment was completed for the City on March 4, 2016. The water supply was graded using 15 areas. According to the 2016 FUS survey, the biggest area of concern for the City – pertaining to water supply – is the fire flow delivery provided by its water mains. Regarding this concern, the Review identified that the City has water mains of various sizes and ages, and that some of the water mains installed in 1927 are still in use today. Some of these older water mains have a diameter of 100 mm, which is smaller than the diameter of more modern water mains.

14.7 Recommendations

The following recommendations are based on the findings of the Water Supply section of this FMP.

1. The Fire Chief and the City's Waterworks Department should work together to consider providing reflective markings and signage for the City's hydrant locations to improve visibility from the main roadway.

2. The Dryden Fire Service should work with the City's Waterworks Department to audit the City's fire hydrants to identify deficiencies related to hydrant classification, height, proper fire flow colour-coding, position, and types of ports.

3. The Dryden Fire Service should work with the City's Waterworks Department to establish a multi-year plan to correct all identified hydrant deficiencies based on the results of a fire hydrant audit (see Water Supply Recommendation #2).

4. The City's Waterworks Department should ensure all City fire hydrants indicate NFPA compliant capacity colours.

5. The Fire Chief should prepare a report for Council's consideration and adoption that presents evidence supporting the need to purchase a pumper tanker to provide a more self-sufficient water supply to non-hydrant areas of the City.

6. The Dryden Fire Service should work towards obtaining the Superior Tanker Shuttle Accreditation to reduce insurance rates for the applicable residents and businesses in the City.

7. The Fire Chief should ensure the owners of private hydrants in the City maintain their hydrants as per applicable legislation.

8. The City's Waterworks Department should prioritize replacing the City's water mains installed prior to 1927 with newer, larger diameter water mains.

15.0 Fire Apparatus and Equipment

Fire apparatus (including pumpers, tankers, rescues, and aerials), often referred to as fire trucks, are used by fire departments to deliver emergency services to community residents and businesses. The purchase of fire apparatus represents a significant investment for any municipality. Likewise, maintaining and replacing apparatus to ensure a reliable and modern fleet is available requires dedicated supervision. Despite the time and monetary commitments, the Fire Service relies upon firefighters having a properly equipped apparatus to control and mitigate emergencies.

Fire Service apparatus have evolved considerably over the years. As such, there are increasingly more demanding standards that fire departments must follow when purchasing apparatus. When purchasing fire apparatus, councils and fire departments must adhere to the OHSA, National Fire Protection Association Standard 1901: Standard for Automotive Fire Apparatus, and ULC S515-04: Automotive Fire Fighting Apparatus, to name just a few regulations. Due to the frequent changes in safety requirements, construction materials, and operating practices, older fire apparatus often lack features that current legislation now mandates. Among the most important features now required are anti-lock braking systems and roll stability control. Such features help minimize accidents by improving steering and braking control.

Section 1 of the Firefighter Guidance Notes speaks directly to Fire Service apparatus and equipment. The content in the guidance notes is in addition to the commercial vehicle safety requirements found in the Ontario Highway Traffic Act, and it reinforces the importance of safety in regard to apparatus and equipment.

The FUS is another factor influencing when a fire department should replace its apparatus. For instance, the FUS has a section that outlines the acceptable age of an apparatus for insurance grading purposes. In smaller communities, the FUS will not recognize an apparatus that is more than 20 years old.

The abovementioned regulations emphasize the importance of planning and budgeting to replace older apparatus.

15.1 Apparatus Inspection, Testing, and Maintenance

A fire department must ensure its fire apparatus is well maintained and can withstand high scrutiny. It is paramount that a department’s apparatus can start and operate at any time an emergency occurs. Maintaining a fire apparatus to such an exacting standard requires a robust system of weekly and annual inspections, tests, and maintenance. In addition to routine maintenance, such as checking and adjusting brakes and making lubrication and oil changes, the apparatus must have an annual MTO inspection, pump tests, and non-destructive testing on ladders. As a result of this routine upkeep, an apparatus will be out of service for several days each year for scheduled maintenance.

The standards for keeping a fire apparatus in good working order are also made more demanding and complex due to the introduction of new safety systems, pollution control, and engine and driveline systems using computer interfaces. In the past, many fire apparatus components could be repaired or maintained by mechanically skilled firefighters or at a local garage. Mechanics with specialized training who can also run computer-performed diagnostics of system faults now perform much of the maintenance work that fire apparatus require. Due to the advanced maintenance work now required, a fire apparatus may be taken out of service for extended periods for repairs.

The Review found that the Dryden Fire Service's fire fleet is aging but has been well maintained. This observation was supported by a discussion with the Fire Chief, who advised that the vehicles with fire pumps have their pumps tested annually. The Fire Chief also advised that the aerial and ground ladders have received annual testing. The commitment to having these important pieces of firefighting equipment undergo annual testing is a sign that the Fire Chief is taking great care of the fire service fleet.

The ages of some of the organization's fleet/equipment are as follows:

- Equipment 33 is approximately 22 years old.
- The quint is almost 20 years old.
- Tanker 32 and Utility 34 are approximately 18 years old.

15.2 Fleet Renewal and Rationalization

A fleet's renewal is a considerable cost for any municipality. The challenge for the current Council (and future Councils) is to meet the FUS standards for the Dryden Fire Service's fleet and manage the budgetary pressures incurred when it is time for replacements.

The Dryden Fire Service provided its fleet renewal and rationalization schedule, as summarized in Table 18.

Table 18. Fleet renewal and rationalization schedule.

Vehicle	Unit #	Model Year	Replacement Year	Type of Replacement	Estimated Cost of Replacement
Pumper	21	2011	2031	Pumper	$750,000
Equipment	22	2022	2037	F350 (now in service)	$135,000 complete
Quint	24	2003	2023	75-100 ft. platform	$1,900,000
Rescue	25	2006	2030	Rescue	$250,000

Vehicle	Unit #	Model Year	Replacement Year	Type of Replacement	Estimated Cost of Replacement
Command	26	2011		To be removed in 2023	
Utility	34	2004	2025	Half ton	$75,000
Pumper	31	2019	2039	Pumper/Rescue	$600,000
Tanker	32	2004	2028	Tanker	$150,000
Equipment	33	2001	2024	Mini Rescue	$145,000
Command	Car 2	2020	2035	Command	$75,000
Command	Car 1	2021	2036	Command	$75,000

15.3 Fire Equipment

As discussed earlier in this FMP, the Fire Service uses a wide variety of fire and emergency equipment. All firefighter PPE, including bunker gear (firefighting coats and pants), helmets, flash hoods, gloves, and boots, must meet NFPA standards to comply with occupational health and safety regulations. Maintaining compliance is vitally important, given how frequently each type of firefighter PPE is used. For example, SCBA is required anytime a toxic atmosphere is present or suspected, such as in fires, carbon monoxide calls, and hazardous materials spills.

The Review found that the Dryden Fire Service has made great improvements with the acquisition and maintenance of its fire equipment. One initiative is the annual hose testing program implemented by the Fire Chief. The program is designed to reduce fire hose failure at incidents and training sessions, as a hose failure has the potential to severely injure, or even kill, firefighters.

In addition to its PPE, the Dryden Fire Service has a large inventory of other equipment. This equipment includes the following:

- fire hoses
- nozzles and appliances
- ladders
- generators and lighting
- ventilation fans
- portable pumps
- saws

- extrication tools (Jaws of Life)
- gas detectors
- thermal imaging cameras
- ice and water rescue equipment
- communications equipment
- many types of hand tools

All this equipment must also be maintained and replaced as required. In terms of maintenance, the City retains annual third-party contractors to provide testing for pumps, and ladders to help ensure the Dryden Fire Service remains compliant with the applicable regulations. The challenge for Council and the Dryden Fire Service is to properly budget for replacing the equipment through an approved life cycle program. Since most of the equipment used by the Fire Service is expensive and has a life span, the Fire Chief must budget and plan to replace the Dryden Fire Service's equipment quickly and cost-effectively so that the replacement will not put the Dryden Fire Service or the City in a financial or operational deficit.

15.4 Fire Chief's Initiatives

15.4.1 Bunker Gear Storage

The Fire Chief should consider storing the Dryden Fire Service's spare bunker gear on the bay floor. During the fire hall tours conducted during the Review, the spare bunker gear was stored in the basement of Hall #1. For standards relating to this topic, refer to sections 9.1.3, 9.1.6, and 9.1.10 of NFPA 1851 (2022).

15.5 Recommendations

The following recommendations are based on the findings of the Fire Apparatus and Equipment section of this FMP.

1. The Fire Chief and the City's treasurer should create and maintain an asset management plan as recommended by Goal 2.3: Infrastructure in the City of Dryden Five-year Strategic Plan (2020). The asset management plan should include provisions for station repair, vehicles, bunker gear, SCBA, air compressors, fire hoses, auto extrication equipment, thermal imaging cameras, communications equipment, and station generators.

2. The Fire Chief should consider having rust-inhibiting products used on the Dryden Fire Service's fire apparatus fleet to help increase the fleet's life cycle.

16.0 Emergency Management

16.1 Introduction to Emergency Management

The Emergency Management and Civil Protection Act RSO 1990 (EMCPA) stipulates that a municipality must meet certain criteria to receive its annual compliance recognition. Highlights from the EMCPA include the following:

- A municipality must have an emergency management program (EMP) and an EMP Committee.
- Annual emergency management training must be provided to all members of the Municipal Control Group.
- An annual exercise that uses the ERP and involves all members of the Municipal Control Group must be conducted.
- A municipality must designate a community emergency management coordinator (CEMC) and alternate CEMC.
- A municipality's critical infrastructure (CI) and hazard identification risk analysis (HIRA) must be reviewed annually and updated (as required).

The EMCPA specifies that the responsibility for meeting the above criteria rests solely with municipalities, not with fire departments.

16.2 Emergency Management in the City of Dryden

The Review found that the Dryden Fire Service currently manages the City's EMP through the Fire Chief. The Fire Chief is the City's primary CEMC, and the Deputy Fire Chief and the Health & Safety Coordinator are the alternate CEMCs.

A significant part of managing the EMP is ensuring the program meets its annual compliance requirements, including the following:

- the conducting of regular EMP meetings
- the conducting of training and exercises
- the updating of the City's HIRA, CI, and ERP as required

The Review found that the City updated its EMP in December 2021. The Review also noted that the City uses the Province of Ontario's Incident Management System (IMS) to manage emergencies that require the EMP's activation.

Overall, the Review found the City to be compliant with the EMCPA. Additionally, the Review noted that the City takes its EMP and the topic of emergency management seriously.

16.3 Recommendations

There are no recommendations regarding the Emergency Management section of this FMP.

Appendix A: Legislation, References, and Consultation List

Legislation Affecting the Ontario Fire Service

Legislation	Scope
Fire Protection and Prevention Act, 1997 and Ontario Fire Code	Outlines regulations that govern both the OFM and municipalities. Part IX is generally the responsibility of the Ministry of Labour, except where terms and conditions in collective agreements may adversely affect the provision of fire protection.
Provincial Offences Act	Under this act, assistants to the Fire Marshal are considered provincial offences officers (in regard to smoke alarm related offences).
Municipal Act, 2001	Authorizes the passing of bylaws that are necessary for the provision of fire protection.
Occupational Health and Safety Act	Outlines regulations for governing matters related to occupational health and safety.
Ontario Regulation 211/01 and Ontario Regulation 440/08: Propane Storage and Handling	Requires propane operators to obtain fire department approval for all risk and safety management plans (RSMPs). The fire department must approve the sections of the RSMPs that deal with the subjects of fire safety, fire protection, and emergency preparedness.
Environmental Protection Act	Requires fire department personnel to report spills to the Ministry of the Environment, Conversation and Parks (MOECC), formerly referred to as the MOE.
Dangerous Goods Transportation Act	Outlines the regulations that govern the transportation of dangerous goods.
Emergency Management and Civil Protection Act	Requires every municipality to have an emergency management plan and a trained community emergency management coordinator to conduct training exercises for the municipality's emergency control group.
Building Code Act	Provides municipalities with the authority to appoint certain fire personnel as building inspectors.

Legislation	Scope
Highway Traffic Act	Outlines regulations that govern how fire vehicles are to operate during an emergency response. Also outlines regulations that govern firefighter response on roads that have been closed by police, the use of flashing green lights on firefighters' personal vehicles and controlling traffic at accident scenes.
Forest Fire Prevention Act and Ontario Regulation 207/96 Outdoor Fires	The Forest Fire Prevention Act applies only to areas that are classified as "fire regions" (as defined in the act) and outlines regulations for the control of outdoor fires in restricted fire zones. It requires municipalities to extinguish all grass, brush and/or forest fires that occur within their geographic limits. It provides the Minister with the authority to appoint wardens and officers. O. Reg. 207/96 outlines regulations for the control of outdoor fires that occur outside of restricted fire zones.
Development Charges Act	Authorizes portions of development charges to be allocated to the fire services.
Coroners Act	Outlines the regulations that govern the control of bodies. Authorizes/regulates coroner inquests and coroner inquest recommendations.
Day Nurseries Act	Defines the legislative requirements that a daycare operator must have approved by the local fire chief before the former is permitted to operate a daycare facility.
Employment Standards Act and Labour Relations Act	Outlines regulations pertaining to human resources.
Human Rights Code	Defines how boards of inquiry, complaints, discrimination, and enforcement are to be handled.
Municipal Freedom of Information and Protection of Privacy Act	Defines how access to information held by institutions is to be granted/obtained. Intended to protect the privacy of individuals concerning personal information about themselves held by institutions.
Pesticides Act	Makes mandatory the reporting of wholesale and retail pesticides to the fire department.

Legislation	Scope
Workplace Safety and Insurance Act	The legislated requirement to report accidents as well as document training records and be able to provide them upon request.

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Consultation List

The following people were consulted throughout the development of this FMP:

- CAO Roger Nesbitt
- Fire Chief Chris Wood
- Deputy Fire Chief Ryan Robertson
- Training Officer Devon Noel
- Fire Prevention Officer Bryce Hron
- Occupational Health & Safety Representative Tim Dashnay
- Dean Walker
- Kristine Stromness

Each person listed above contributed invaluable information that helped shape the content in the final FMP document.

Appendix B: Summary of Fire Chief Initiatives

Section	Topic	Fire Chief Initiative
Occupational Health and Safety	Routine Bunker Gear Inspections	The Fire Chief should arrange to have the Dryden Fire Service's bunker gear receive routine inspections in compliance with the following: • NFPA 1851: Standard on Selection, Care, and Maintenance of Protective Ensembles for Structural Fire Fighting and Proximity Fire Fighting, Chapter 6.2 (National Fire Protection Association, 2020) • Section 21 Guidance Note 4-8: Care, maintenance, inspection, and replacement of structural firefighting personal protective equipment. • The Fire Chief should also revise the Dryden Fire Service's procedures and SOGs related to bunker gear inspections as needed.
Occupational Health and Safety	Bunker Gear Washing	The Fire Chief should instruct the Dryden Fire Service's firefighters to wash their respective bunker gear each time the gear is exposed to contaminants, such as a structure fire.
Occupational Health and Safety	Care of Personal Protective Equipment for All Types of Services	The Fire Chief should ensure that all PPE used by the Dryden Fire Service is properly stored, inspected, tested, and maintained. The Fire Chief should also ensure that all personnel follow the manufacturer's recommendations regarding the care, maintenance, testing, storage, cleaning, and shelf life of such PPE. Furthermore, the Fire Chief should verify that all documentation related to the care and testing of the PPE for all services offered by the Dryden Fire Service (including its firefighting, hazardous materials response, and ice water rescue services) is properly stored made and is available for future use, if needed.
Occupational Health and Safety	Officer Development Program	The Fire Chief should develop and implement an officer promotional program to ensure all personnel promoted to a supervisory role are competent in that position. (This initiative pertains to Section 27 of the OHSA.)
Occupational	Continued	The Fire Chief should establish a formal wellness program and committee for

Section	Topic	Fire Chief Initiative
Health and Safety	Improvements to Firefighter Personnel Wellness	the Dryden Fire Service. The Fire Chief should prepare a report for Council's consideration that discusses improving access to fitness equipment and programs for the Dryden Fire Service's personnel. The Fire Chief should research and deliver proactive mental health education and training programs to the Dryden Fire Service's personnel. In addition to a CISM team, the Fire Chief may consider an internal peer support team.
Fire Prevention and Public Education	Increases Public Education Content on Social Media Platforms	The Fire Chief believes public education is an important component of fire safety. The Fire Chief demonstrated this proactive commitment to public education initiatives by leading the Dryden Fire Service to a dramatically increased number in 2022. Moreover, the Fire Chief continues to make improvements to the content of public education materials on the Dryden Fire Service's website. As the Fire Chief continues to advance public education initiatives in the Dryden Fire Service, fire safety information can be provided for the following topics: • barbeque safety • burn awareness • candle safety • carbon monoxide alarm requirements • carbon monoxide and the Ontario Fire Code • cooking safety • dryer safety • emergency preparedness • fire safety plans

Section	Topic	Fire Chief Initiative
		• furnace safety • holiday fire safety • home escape planning • fire safety home inspection checklists • poison prevention • seniors fire safety • Halloween safety • winter fire safety tips • wood stoves and chimneys
Fire Prevention and Public Education	Firefighter Public Education Skills Development	The Fire Chief should continue to invest in the firefighters' knowledge and skills as they relate to delivering fire safety information to the public. To do this, the Fire Chief can educate the organization's personnel by completing public education training. Such training can be found in NFPA 1035: Public Educator, which is related to job performance requirements. This program improves both career and volunteer firefighters in the delivery of relevant public education initiatives. The Fire Chief should also implement a public education program designed to document the following: • the type and subject of public education event • the target audience • the total number of people who receive public education • the duration of the public education event

Section	Topic	Fire Chief Initiative
Fire Prevention and Public Education	Public Education for Wildland Fires	The Fire Chief should deliver a wildland fire public education program.
Fire Prevention and Public Education	Structure Public Education Program	The Fire Chief should continue to build on previous public education successes by evaluating the community's fire safety needs and then organizing and scheduling an increasing number of public education initiatives.
Fire Prevention and Public Education	TAPP-C Program	The Fire Chief should consider developing a TAPP-C or other juvenile fire-starting programs, as outlined in Section B2.6 of Bylaw 4779-2020 for the City of Dryden.
Fire Prevention and Public Education	Plans Examination	The Fire Chief should train and develop the Fire Prevention Officer to provide plans examination services, as outlined in Section B.2.4 of Bylaw 4779-2020 for the City of Dryden. Alternatively, the Fire Chief can make a recommendation to Council about removing plans examination services from the City's E&R Bylaw.
Fire Prevention and Public Education	Fire Prevention's Role in Pre-Plan Intelligence Gathering	The Fire Chief should work with the Fire Prevention Officer to gather data that the Dryden Fire Service can use for pre-plans.
Training	Training Documentation	The Fire Chief should continue to improve the creation, organization, and storage of the Dryden Fire Service's training documents. Those documents will accurately reflect the specific training objectives completed during individual training evolutions. At a minimum, the training documentation must comply with the following: • NFPA 1041: Standard for Fire and Emergency Services Instructor Professional Qualifications • Section 21 Guidance Note Section 7-3: Training Plans

Section	Topic	Fire Chief Initiative
Training	Firefighter Levels 1 and 2	The Fire Chief should continue to work towards having all firefighters in the Dryden Fire Service attain certification in all job requirements of NFPA 1001, levels 1 and 2, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1001 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.
Training	Hybrid Online/In-Person Training Program Option	The Dryden Fire Service's fire management team should consider adopting a hybrid in-house training program for internal NFPA courses, such as NFPA 1001: Firefighter Training and Certification. Adopting a hybrid training program could also be expanded to various other training topics, such as medical training or officer development. The hybrid approach allows personnel more flexibility in completing the training, as the online portion of the training may be delivered asynchronously. Fire trainers and fire management personnel can divide the training into smaller, more manageable sections. This delivery method may create efficiencies for the Training Officer, who will spend less time delivering course material that can be delivered online. This delivery method is especially important because the Training Officer may need to develop their core knowledge and skills during the same period. Furthermore, online training can be easily documented and stored (if proof of training is required in the future).
Training	Driver Operator Proficiency Program	The Fire Chief should continue to improve the driver/operator program for the Dryden Fire Service, designing the course to promote the safe and effective operation of fire apparatus. In addition to the driver operator program, the Fire Chief should consider acquiring an MTO driver's abstract at regular intervals (such as annually). The driving program complies with the firefighter guidance notes in Section 21 Guidance Note 6-7: Driving Skills for Emergency Apparatus Response.

Section	Topic	Fire Chief Initiative
Training	Fire Apparatus Driver/Operator	The Fire Chief should continue to work towards having all Dryden Fire Service driver operators attain certification in all job requirements of NFPA 1002 by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1002 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.
Training	Hazardous Materials, Awareness and Operations Levels	The Fire Chief should continue to work towards having all Dryden Fire Service personnel attain certification in all job requirements of NFPA 1072: Awareness and Operations by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1072 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.
Training	Fire Officer, Level 1	The Fire Chief should continue to work towards having all Dryden Fire Officers certified in all job requirements of NFPA 1021, Level 1, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1021, Level 1, courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications. The Fire Chief should create a plan for the Fire Chief and the Deputy Fire Chief to complete NFPA 1021, levels 3 and 4, through the Ontario Fire College or an institution affiliated with the Ontario Fire College. These NFPA 1021 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

Section	Topic	Fire Chief Initiative
Training	Fire Inspections	The Fire Chief should continue supporting the Deputy Fire Chief and the Fire Prevention Officer with completing courses related to NFPA 1031 until all NFPA 1031, Level 1, courses are completed.
Training	Fire Inspector Officer, Level 2	The Fire Chief should continue to work towards having the Fire Prevention Officer certified in all job requirements of NFPA 1031, Level 2, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1031, Level 2 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.
Training	Fire Investigations	The Fire Chief should continue to work towards having the Fire Chief, the Deputy Fire Chief, and the Fire Prevention Officer certified in all job requirements of NFPA 1033 by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1033 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.
Training	Fire and Life Safety Educator Course, Level 1	The Fire Chief should continue to work towards having the Deputy Fire Chief, Fire Prevention Officer, and the Training Officer certified in all job requirements of NFPA 1035, Level 1, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. Certifying the Training Officer in NFPA 1035 provides the opportunity for the Training Officer to deliver in-house public education training to the paid-by-call firefighters. These NFPA 1035 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.

Section	Topic	Fire Chief Initiative
Training	Fire Instructor, Level 1	The Fire Chief should continue to work towards having the Fire Prevention Officer, all fire officers, and all firefighters who provide training and education to other fire personnel certified in all job requirements of NFPA 1041 by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1041 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.
Training	Fire Instructor, Level 2	The Fire Chief should continue to work towards having the Training Officer certified in all job requirements of NFPA 1041, Level 2, by the compliance deadline of July 1, 2026. This compliance deadline was established by the Ontario Regulation 343/22 under the Fire Protection and Prevention Act. These NFPA 1041 courses should be accredited with International Fire Service Accreditation Congress seals and National Board on Fire Service Professional Qualifications.
Training	Cross-Training with Personnel from the Domtar Fire Brigade	The Fire Chief should consider holding group exercises with personnel from the Dryden Fire Service and the Domtar Fire Brigade.
Training	Upgrade and Protect RIT Training Equipment	The Fire Chief should make the following improvements to the RIT prop: • Store the RIT prop indoors to help minimize the effects of wood rot, which leads to reduced strength and stability of wood members. • Ensure the RIT prop is engineered to improve the safety of firefighters. • Build steps for the RIT prop to reduce the risk of firefighter injury.
Training	SP103 Level Training for Wildland Fires	SP103 wildland fire training was specified in Appendix F, Agreement Review Checklist, completed by the MNRF, dated October 26, 2021.

Section	Topic	Fire Chief Initiative
Training	Note-Taking Training	The Fire Chief should consider having all full-time staff and paid-by-call firefighters receive note-taking training. The training should reflect the needs of Fire Service personnel.
Training	Emergency Management Ontario Training Courses	The Fire Chief should consider enrolling the Deputy Chief and the Training Officer in additional Emergency Management Ontario training courses to have alternate personnel in place who are better prepared to fill the role of CEMC.
Training	Proactive PTSD and Mental Health Training	The Fire Chief should continue to develop and maintain a training program that focuses on the mental health and wellness of the Dryden Fire Service's personnel. The training program should address the specific mental health needs of firefighters.
Training	Driver Training Program for all Full-Time Personnel	The Fire Chief can expedite the driver training program for the Dryden Fire Service, the completion of which may help achieve the organization reach its goals more smoothly.
Training	NFPA 1031, Level 1 Course	The Fire Chief should consider enrolling the Training Officer in an NFPA 1031, Level 1, course.
Training	Cross-Training of Full-Time Staff	The Fire Chief should consider the long-range goal of cross-training the full-time employees in the fire prevention and training divisions. The cross-training can include the following: • providing the Fire Prevention Inspector with the opportunity to complete training courses such as NFPA 1041 Level 1: Fire Instructor • providing the Fire Inspector with the opportunity to take a leadership role in basic training activities under the Training Officer's supervision • providing the Training Officer with the opportunity to complete courses such as NFPA 1031 Level 1: Fire Inspector and NFPA 1033: Fire Investigator

Section	Topic	Fire Chief Initiative
		• providing the Training Officer with the opportunity to conduct fire inspections, public education initiatives, and pre-incident activities under the Fire Inspector's supervision
Training	Lesson Plans and Training Safety Plan	The Fire Chief should continue to create lesson and safety plans for each training topic addressed by the Dryden Fire Service's training program.
Organizational Overview	Standard Operating Guidelines	The Fire Chief should consider creating additional SOGs for the Dryden Fire Service that cover the following topics: • post-incident analysis and review • fire watch • hydrostatic hose testing • operating on a railway • driver program • evaluation of probationary firefighters • critical incident stress • recording training • securing tools, equipment, and paraphernalia in vehicles • public education • live fire training • wildland fires • electric vehicles • delegation of Chief Fire Official authority • each specialty service offered by the Dryden Fire Service
Current Challenges	Improvements to Record Management System	The Fire Chief should continue to improve the Dryden Fire Service's RMS. An improved RMS will help the Dryden Fire Service collect and organize data for future retrieval.

Section	Topic	Fire Chief Initiative
Levels of Service, Resource Deployment, and Response Times	Mandatory Minimum Level of Attendance	The Fire Chief should create a system that tracks attendance at training sessions, incidents, and public education events. The Fire Chief should use the findings from the tracking system to develop strategies to help personnel improve their attendance, which should lead to improved firefighter safety, performance, and public safety awareness.
Levels of Service, Resource Deployment, and Response Times	Recruitment Program	The Fire Chief should strengthen the Dryden Fire Service's recruitment program to try and help increase the number of qualified firefighters operating out of Hall #2.