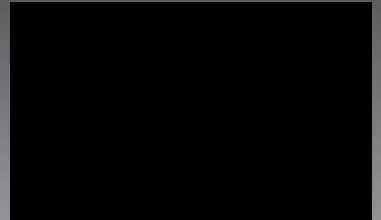


Prepared by:



# Town of Deep River Fire Master Plan Final Report



**April 2013**



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Fire Master Plan  
Final Report**

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Our Project: 12-6045

**Prepared by:**

**Dillon Consulting  
Limited**

## EXECUTIVE SUMMARY

The purpose of this Fire Master Plan (FMP) is to provide the Town of Deep River (Town) with a strategic framework to assist Council in making decisions regarding the provision of fire protection services. This FMP has been prepared with the highest regard for the legislated responsibilities of the municipality as contained within the *Fire Protection and Prevention Act* (1997) (FPPA).

Significant emphasis has been given to Council's input through stakeholder consultation at the onset of undertaking this review process. Our interpretation of Council's commitment is to provide the optimal level of fire protection services as determined through the analyses of the "needs and circumstances" of the Town of Deep River as referenced in the Fire Protection and Prevention Act, and in achieving the most cost effective and efficient level of fire protection services resulting in the best value for the community.

Previous reports prepared by the Office of the Fire Marshal, Ontario (OFM) with regard to fire protection services within the Town of Deep River provide a valuable understanding of the history and challenges that the Deep River Fire Department has faced. These reports have been assessed in depth with regard to their analyses and recommendations as part of preparing this plan.

One of the primary roles of the OFM is to advise to municipalities through the provision of information and processes to support determining the fire protection services a municipality requires based on its local needs and circumstances. It is the responsibility of the Municipal Council to set the level of service based on such information as the Comprehensive Fire Safety Effectiveness Model, Fire Risk Sub-Model and Public Fire Safety Guidelines. These documents have been referenced throughout this Fire Master Plan.

This plan has been developed, and the recommendations within this plan support the strategic optimization of the three lines of defence identified within the Comprehensive Fire Safety Effectiveness Model and the FPPA, which are as follows:

- I. Public Education and Prevention;***
- II. Fire Safety Standards and Enforcement; and***
- III. Emergency Response.***

Utilizing PFSG 01-02-01 "Comprehensive Fire Safety Effectiveness Model" (attached as *Appendix E*) that was developed by the OFM to assist communities in evaluating their level of fire safety, the analyses within this report indicates that the "primary gap" in providing current fire protection services within the Town of Deep River relates to the following primary areas:

- *Improvements required to optimize the effectiveness of current fire prevention and public education programs in relation to the fire risk present within the community; and*
- *Existing deficiencies in comparison to industry guidelines and standards in the ability to deploy a sufficient number of firefighters to effectively, efficiently and safely deploy an initial response and depth of response to identified risks for fire suppression operation.;*

In addition to the above, consideration of the current and future costs of fire protection services in relation to the percentage of overall operating costs of the Town of Deep River, and those of a municipal comparator group were also evaluated.

In our view the recommendations within this plan accurately reflects the “*needs and circumstances*” of the Town of Deep River as defined by the FPPA. The recommendations include a new organizational model that reflects a “composite” fire department consisting of both full-time staff and volunteer firefighters that will provide the opportunity to optimize the three lines of defence and achieve Council’s commitment to providing the optimal level of fire protection services within the Town of Deep River.

An implementation plan to phase in the recommended organizational model is included within this Fire Master Plan. Subject to Council’s approval we have provided an implementation plan that provides for the strategic transition of the Deep River Fire Department from its current status as one of the smallest communities in Ontario having a solely full-time fire department to a “composite” model fire department including both full-time staff and volunteer firefighters.

## **Recommendations by Division:**

### **Administration:**

- 1) Investigate additional administrative work space opportunities as part of future infrastructure expansion or replacement grants and funding requests. Considerations to include future administrative space requirements identified within the Fire Master Plan.
- 2) Include the department mission statement where possible as part of any public reports including the department annual report; and have the mission statement printed and displayed within the main lobby of the fire station.
- 3) That the Fire Chief be directed to develop a “Fire Services Operations Plan and Implementation Schedule” using internal and external resources as may be required to prioritize the recommendations of the Fire Master Plan in responding to the OFM 2011 Review including detailed evaluation of the financial requirements, projected implementation and completion dates as an overall performance indicator for Council.
- 4) That subject to the consideration and approval of the proposed Fire Master Plan by Council, priority be given to developing a new comprehensive Establishing and Regulating By-Law that reflects the recommendations and service levels approved by Council within the approved Fire Master Plan.
- 5) That a separate Appointment By-Law be developed for the position of Fire Chief and his/her designate for consideration and approval by Council.
- 6) That subject to the consideration and approval of this Fire Master Plan by Council the Town of Laurentian Hills be contacted to discuss the benefits of an automatic aid agreement as identified within the Fire Master Plan.
- 7) That the Fire Chief be directed to develop a department policy for notifying the Office of the Fire Marshal, Ontario as identified by OFM Communiqué 2010-12 indicating contact procedures for OFM assistance for fire investigations.
- 8) That the Fire Chief be directed to review all current department Operating Guidelines utilizing internal and external resources as may be required, and where necessary as a result of the approval of this Fire Master Plan implement any further Operating Guidelines to reflect the fire protection service levels approved by Council with emphasis on compliance with the relevant OHSA Section 21 Guidance Notes.

- 9) That the Fire Chief be directed to enhance the level of records management in the area of training records as identified within the Fire Master Plan in relation to the current Ontario Firefighters Curriculum and transition to the use of the National Fire Protection Association standards including the municipalities legislated responsibility as required by the Ministry of Labour.

**Fire Prevention and Public Education:**

- 10) That Council support the fire prevention and fire safety program service levels identified within the Fire Master Plan, and direct the Fire Chief to use internal and external resources as required to include these service levels in the proposed Fire Prevention Policy (*Appendix H*) for consideration and approval by Council as part of a new Establishing and Regulating By-Law;
- 11) Subject to the approval of this FMP by Council further revisions and additional Operating Guidelines may be required to reflect the fire prevention and public education service levels recommended. These should be considered a priority for the department to complete.
- 12) As part of developing performance measures for this division consideration should be given to completing a full review of all current fees charged. It is recommended that all fees for service be reviewed and revised on an annual basis to ensure that they accurately represent the fiscal realities of the services provided.
- 13) Subject to approval of the revised organizational structure, consideration will need to be given to workspace for the proposed staffing model.
- 14) That the full-time position of Deputy Fire Chief/Fire Prevention Officer be created to reflect Council's commitment to optimizing the first two lines of defence and delivery of the fire prevention service levels identified within the FMP.
- 15) That the fulltime position of Training Officer/Public Education Officer be created to reflect Council's commitment to optimizing the first two lines of defence and the development and delivery of a comprehensive training program for all members of the Deep River Fire Department.

**Training Division:**

- 16) That Council endorse the Ontario Firefighters Standard and Company Officer Standard as the core curriculum for firefighter training within the Town of Deep River Fire Department;
- 17) That Council endorse the development of a comprehensive annual training program including specialized training based on the service levels approved by Council for specialized emergency responses.
- 18) That Council endorse the need for specific one-time funding to be identified by the Fire Chief within the Fire Services Operational Plan to support the transition of the department's current firefighter training program to the recommended comprehensive annual training program.

**Suppression Division:**

- 19) That Council approve Option #5, as presented within the Fire Master Plan, as the recommended organizational model for the delivery of fire protection services within the Town of Deep River.

This option includes a transition to a composite fire department including full-time staff and volunteer firefighters within the following department organizational model:

- 1 full time Fire Chief
- 1 full time Deputy Fire Chief/Fire Prevention Officer
- 1 full time Training Officer/Public Education Officer
- 32 Volunteer Firefighters

- 20) That Council approve the recommended fire suppression deployment model to achieve the required critical fireground tasks including four firefighters to low risk occupancies, 14 firefighters to moderate risk occupancies and 24 firefighters to high risk occupancies as the fire suppression performance targets for the Town of Deep River.

**Fire Station, Apparatus and Equipment:**

- 21) Subject to consideration of the recommended organizational structure within this report we recommend that Council support the completion of a detailed fire station space assessment including the requirements and options for additional space to facilitate the increased complement of firefighters recommended.
- 22) That as part of the fire station space assessment staff be directed to investigate the options for retrofitting the apparatus room with a diesel emissions system.
- 23) That Council direct staff to investigate the options of implementing the apparatus replacement schedule included within the Fire Master Plan including the addition of a reserve pumper as recommended.
- 24) Subject to consideration of the recommended organizational structure within this report, Council direct staff to include within the proposed Fire Services Operations Plan and Implementation Schedule the capital and operating costs to increase the complement of self-contained breathing apparatus and personal protective clothing to facilitate the increased complement of firefighters recommended.

**Communication & Technology:**

- 25) That the Fire Chief be directed to use internal and external resources to submit the performance measures of NFPA 1221 “*Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*” to the Regional Fire Chiefs Communications Committee as the first step in the process of seeking support from the County of Renfrew to request changes to the current fire dispatch agreement with the Ministry of Health.
- 26) That the current manual process for tracking the operational and records management benchmarks identified within PFSG 04-64A-12 “*Communications Best Practices*” (**Appendix M**) be continued until such time as a technology solution can be identified and implemented through collaboration with the County of Renfrew.