

DAUPHIN FIRE DEPARTMENT
OPERATIONAL REVIEW
2023



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EXECUTIVE SUMMARY

In alignment with the Municipal Service Delivery Improvement Program (MSDIP), the Province of Manitoba and the City of Dauphin have commissioned an operational review of the Dauphin Fire Department. The primary objective of this review is to assess the effectiveness, efficiency, and economy of the department's service delivery and provide actionable recommendations for improvements.

To conduct the review, we utilized interviews, surveys, and analysis of operational data.

DFD KEY FINDINGS

1. The level of **firefighter training**, both initial and ongoing, is a clear strength of the department. The firefighters' skills and qualifications meet the National Fire Protection Association (NFPA) standards.
2. The Dauphin Fire Department's (DFD) collaboration with the Sifton Fire Department has **enhanced response requirements in the RM of Dauphin**.
3. The department has an **ongoing presence in the community** and has developed educational programs with the aim of reducing preventable fires and improving public safety awareness.
4. The DFD works within an operation and capital spending budget and follows the recommended schedule for replacing equipment, but it is affected by the **increasing costs of equipment and apparatus** for both the station and firefighters.
5. When comparing other jurisdictions, DFD operates with a lower **cost per capita** at \$56 compared to the average of \$67 and a **cost per call** of \$4,100, below the departmental average of \$5,025.
6. The DFD deals with a **significant number of nuisance calls**, which are emergency calls that often prove to be false alarms or non-threatening to human safety. However, attending to these calls incurs costs like firefighter payment, fuel, and equipment maintenance and diverts resources away from genuine emergencies.

EXG RECOMMENDED KEY INITIATIVES

Based on our analysis of DFD operations and financial constraints, we have identified two key initiatives to enhance resource use and allocation:

KEY INITIATIVE 1 – REDUCE NUISANCE CALLS

KEY INITIATIVE 2 – PARTICIPATE IN A BUYING GROUP

THE INTENTION OF THE KEY INITIATIVES IS TO:

- » Review and adjust staffing levels and costs based on service demands and operational needs, ensuring the right mix of full-time, part-time, and volunteer personnel.
- » Enhance fire prevention and public education programs to reduce the frequency and severity of incidents.
- » Improve resource deployment strategies and response times through data-driven decision-making and optimized scheduling.
- » Identify and implement cost-saving measures without compromising the quality of front-line services.

INTRODUCTION

BACKGROUND AND PURPOSE

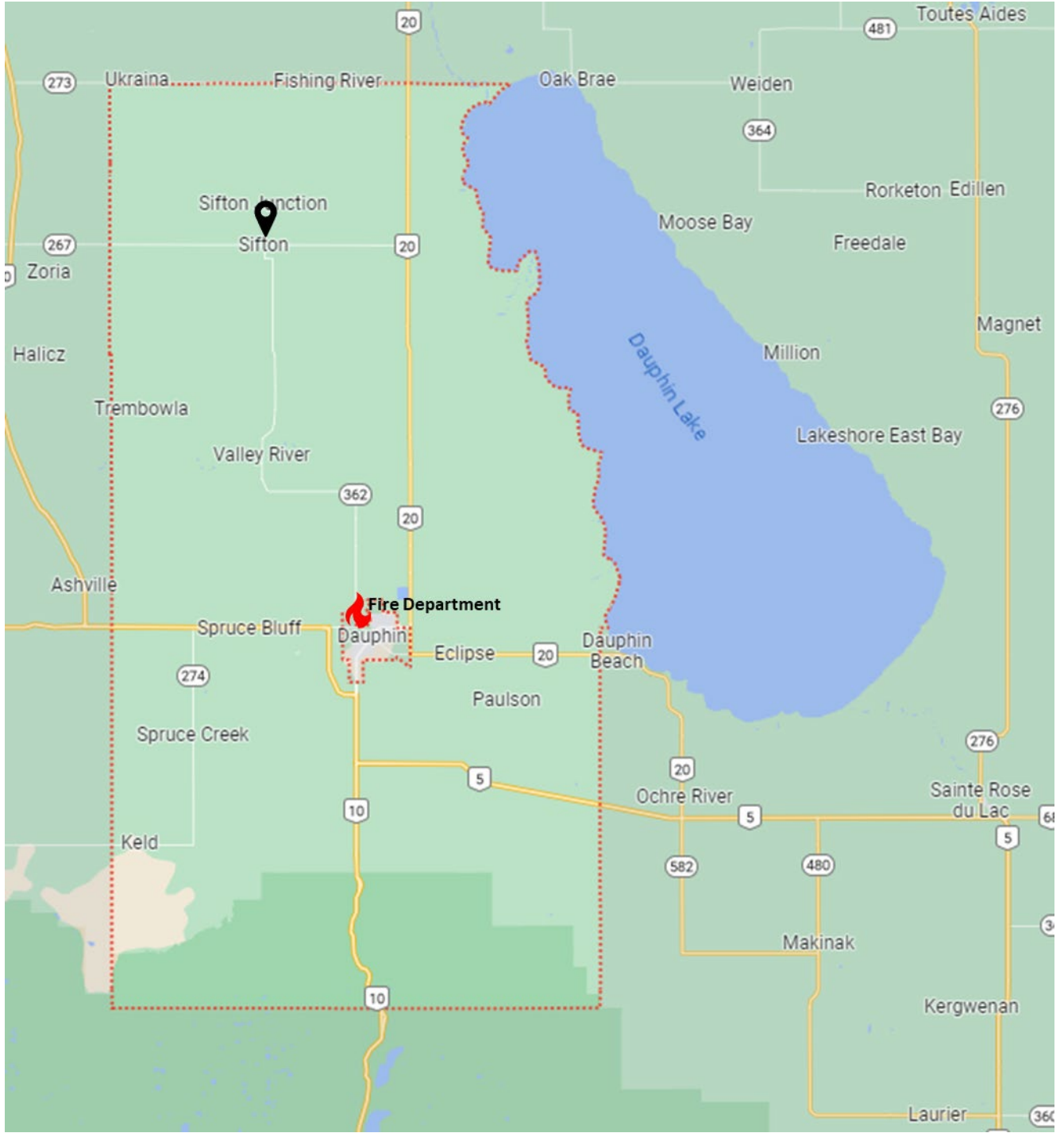
The City of Dauphin, located in Manitoba, Canada, is a vibrant community with a population of 8,368 as of the 2021 Canadian Census. An additional 2,136 residents live in the surrounding Rural Municipality of Dauphin, resulting in a combined population of approximately 10,500. Located in the province's Parkland Region, Dauphin is the ninth-largest city in Manitoba and is situated near Duck Mountain Provincial Park, Riding Mountain National Park, Lake Manitoba, Dauphin Lake, and Lake Winnipegosis.

The Dauphin Fire Department (DFD) provides fire and emergency services to the citizens of the City and Rural Municipality of Dauphin. With a total coverage area of approximately 1,036 square kilometres, the DFD is dispatched via the Provincial 911 system offered by the City of Brandon and operates as a paid-call fire service. Comprising of 20 frontline firefighters trained to Level I and II Firefighter (NFPA 1001 – Standard for Professional Firefighter Qualifications), and another 7 progressing towards their training. The DFD responds to various incidents, including fires, motor vehicle collisions, rescues, water rescue, and basic hazardous materials calls.

The department collaborates closely with the Sifton Fire Department and is actively involved in public education, fire and life safety inspections, and pre-incident planning throughout the year. The Dauphin Firefighter's Association, which raises donations from the community, purchases essential equipment for the department and plays an integral role in supporting the DFD's mission.

MUNICIPAL SERVICE DELIVERY IMPROVEMENT PROGRAM

In alignment with the Municipal Service Delivery Improvement Program (MSDIP), the Province of Manitoba has commissioned an operational review of the Dauphin Fire Department. The primary objective of this review is to assess the effectiveness, efficiency, and economy of the department's service delivery and provide actionable recommendations for improvements.



SCOPE OF THE REVIEW

The operational review of the Dauphin Fire Department encompasses an evaluation of various aspects of the department's functions, with a focus on identifying areas for improvement and optimization. The following areas are included within the scope of the review:

- a. **Organizational Structure:** Analysis of the current governance and management structure, including reporting lines, roles and responsibilities, communication channels, and decision-making processes.
- b. **Personnel and Training:** Evaluation of the department's staffing levels, recruitment and retention strategies, training programs, professional development opportunities, and overall personnel management.
- c. **Resources and Equipment:** Assessment of the department's inventory of apparatus, equipment, and facilities, including their maintenance, replacement, and procurement processes.
- d. **Service Delivery:** Examination of the fire department's service delivery, including fire prevention, public education, emergency response and operations, mutual aid agreements, and interagency cooperation.
- e. **Risk Management and Safety:** Review the department's risk management practices, safety protocols, and compliance with relevant regulations and industry standards.
- f. **Performance Measurement and Benchmarking:** Evaluation of the fire department's performance measurement practices, key performance indicators, and benchmarking against comparable fire departments.
- g. **Financial Analysis:** Review the department's budget, expenditures, revenue sources, and cost-benefit analysis of services and programs, focusing on identifying potential cost savings and improved efficiencies.
- h. **Best Practices and Recommendations:** Identify best practices within the fire service industry both within and outside Manitoba and develop actionable recommendations for the Dauphin Fire Department to enhance its operations and service delivery.

It is important to note that this review does not include assessing opportunities for revenue generation or reductions in frontline services. The primary focus is enhancing the effectiveness and efficiency of the fire department's operations while maintaining a high standard of service for the community.

METHODOLOGY

To ensure a comprehensive and objective evaluation of the Dauphin Fire Department, we have employed a multi-faceted methodology combining qualitative and quantitative data collection and analysis. The following steps outline the approach taken to conduct this operational review:

- a. We initiated the review process by analyzing various documents provided by the fire department, including organizational charts, policies and procedures, budgets, financial reports, performance metrics, and previous reviews or audits. This allowed us to thoroughly understand the department's operations, structures, and practices.
- b. To gather insights and perspectives from key stakeholders, we conducted one-on-one interviews with fire department personnel, city officials, and representatives from partner agencies. This qualitative approach provided valuable context and understanding of the department's strengths, weaknesses, and opportunities for improvement.
- c. We researched and compared the Dauphin Fire Department with similar fire departments in terms of size, budget, and services provided. This benchmarking exercise helped us identify industry best practices and innovative approaches that the department could adopt and implement.
- d. We compiled and analyzed the data collected from the sources to identify trends, patterns, and areas of concern. This quantitative analysis provided a solid foundation for our findings and recommendations.
- e. Based on the insights gained from our research, interviews, and data analysis, we developed actionable recommendations to address the identified areas of improvement. We also formulated an implementation plan, including prioritization, timelines, and monitoring strategies, to guide the fire department in adopting the suggested changes.
- f. The findings, analysis, and recommendations were compiled into this comprehensive report for the Dauphin Fire Department and City Officials. This report was also shared with the Province of Manitoba, per the requirements of the Municipal Service Delivery Improvement Program.

KEY CHALLENGES FACING RURAL FIRE DEPARTMENTS

Rural fire departments face unique challenges compared to their urban counterparts. These challenges can impact their ability to provide efficient and effective emergency services to their communities. The following is a detailed analysis of the most pressing challenges faced by rural fire departments:

1. **Limited Funding and Resources:** Rural fire departments often have limited budgets and resources, hindering their ability to invest in training, equipment, and infrastructure. These constraints can impact the quality of services provided, the department's ability to respond to emergencies, and overall community safety.
2. **Recruitment and Retention of Personnel:** Attracting and retaining qualified personnel, particularly volunteer firefighters, can significantly challenge rural fire departments. Factors contributing to this issue include an aging population, limited local employment opportunities, and the time commitment required for training and response activities.
3. **Training and Certification:** Providing adequate training and certification for rural firefighters can be difficult due to limited funding and resources and the geographical distance between training facilities. This challenge can result in a lack of specialized skills and knowledge, impacting the department's ability to effectively respond to various emergency situations.
4. **Long Response Times:** Rural fire departments often serve large geographic areas with dispersed populations, resulting in longer response times. This can be exacerbated by inadequate infrastructure, such as poorly maintained roads or limited access to water supplies, which can impact the department's ability to respond effectively to emergencies.
5. **Aging Infrastructure and Equipment:** Due to limited budgets, rural fire departments may struggle to maintain and replace aging infrastructure and equipment. This can lead to increased safety risks for firefighters and the community and reduced operational efficiency.
6. **Interagency Cooperation and Mutual Aid:** Effective cooperation and communication between rural fire departments and other emergency service providers (e.g., neighbouring departments, law enforcement, and emergency medical services) can be challenging due to differences in jurisdiction, resources, and capabilities. This can impact the efficiency and effectiveness of emergency response efforts.
7. **Public Awareness and Community Engagement:** Rural fire departments may struggle to raise public awareness about fire prevention and safety measures and to engage community members in supporting the department through volunteerism or fundraising initiatives. This

can limit the department's ability to provide effective services and maintain community support.

8. **Adaptation to Changing Risks:** Rural fire departments must adapt to evolving risks, such as climate change-related disasters (e.g., wildfires, flooding), technological advancements, and demographic shifts. This requires ongoing assessment, planning, and investment to ensure the department remains prepared and capable of responding to emerging threats.



DFD MISSION, VISION & GOALS

The DFD current vision, mission, goals and objectives are:

DFD VISION

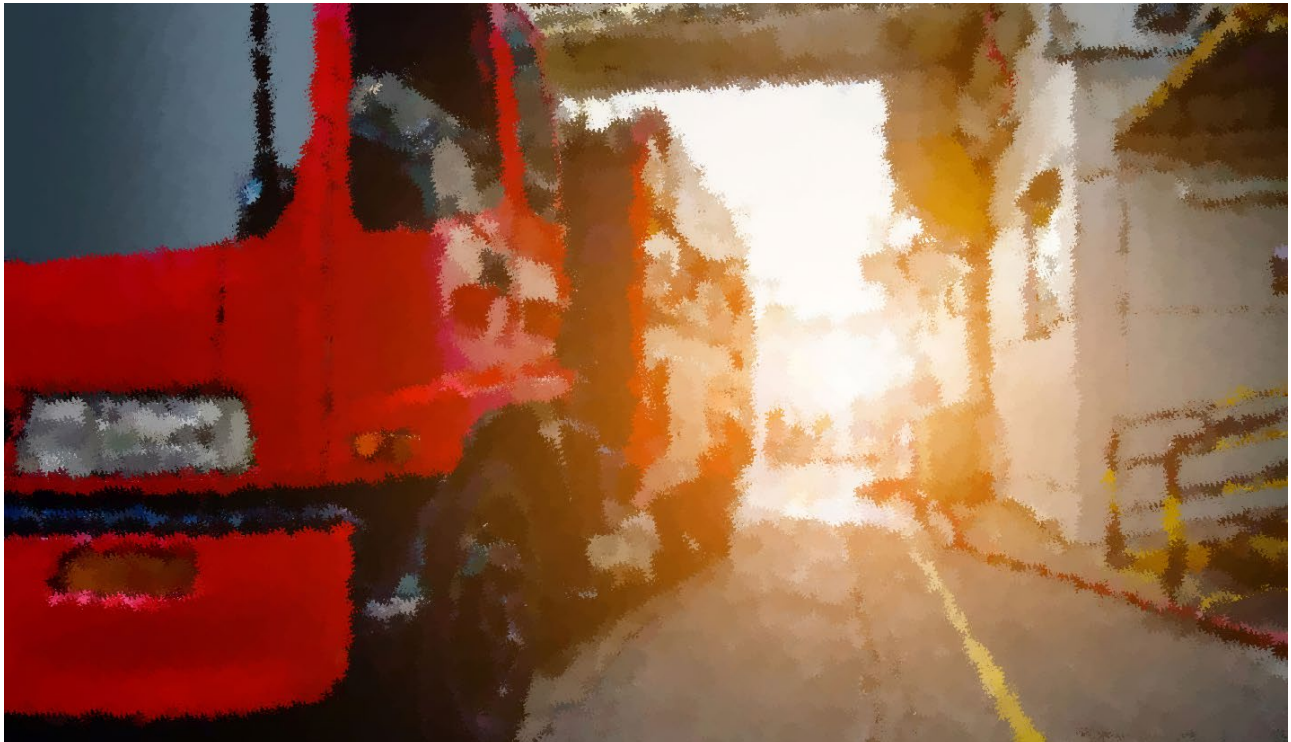
The Dauphin Fire Department's **Vision** is to *“act with respect and serve with passion as an integral part of a municipal emergency service that offers residents high-quality prevention and response services.”*

DFD MISSION

The Dauphin Fire Department's **Mission** is *“through professionalism, dedication to duty, integrity and training strives to provide an effective and efficient system to identify and respond to community needs in order to safeguard the lives of the citizens and visitors of our community and minimize damage to property.”*

DFD GOALS

The **Goal** of the Dauphin Fire Department is to provide fire protection services through a range of programs designed to protect lives and property of the ratepayers of the City and Rural Municipality of Dauphin from the adverse effects of fires or exposure to dangerous conditions created by man or nature; first to their municipality; second to those municipalities requiring assistance through approved mutual aid agreements.



DFD OBJECTIVES

To achieve the goal of the Dauphin Fire Department, necessary funding must be in place, and the following **objectives** met:

1. Identify and review the fire services requirements of the municipality;
2. Provide an administrative process consistent with the needs of the Dauphin Fire Department;
3. Provide fire fighting equipment and operating personnel as available within the municipality to provide an adequate response to a request or assistance within a reasonable length of time;
4. Provide departmental training to an accepted standard will ensure the continuous upgrading of all personnel in the current practices of fire prevention, fire fighting and control of emergency situations and co-operate with other departments of the City and Rural Municipality of Dauphin with respect to management training and other programs;
5. Provide a maintenance program to ensure all fire protection apparatus is ready to respond to emergency calls;
6. Develop and maintain an effective fire prevention and educational program, with particular emphasis on school fire safety programs;
7. Ensure that in the event of a major catastrophe in the municipality, assistance to cope with the situation is available from outside departments and other agencies;
8. Develop and maintain a good working relationship with all federal, provincial and municipal departments, utilities and agencies, related to the protection of life and property;
9. Interact with other departments of the City and Rural Municipality of Dauphin respecting the aspects of fire on any given program;
10. Ensure these objectives are not in conflict with any other department of the City and Rural Municipality of Dauphin's objectives.

PART 1

ORGANIZATIONAL REVIEW

1. GOVERNANCE

This section provides an overview of the Dauphin Fire Department, highlighting its key aspects such as profile, governance and management structure, personnel and training, and resources and equipment.

1.1. DAUPHIN FIRE DEPARTMENT PROFILE

The Dauphin Fire Department is a dedicated organization that serves the residents of Dauphin and its surrounding areas. Established in 1901, the department has a long history of providing effective and efficient fire protection, emergency response, and public safety education services to the community.

- a. The department is responsible for protecting a geographical area of approximately 1,036 square kilometres (the City of Dauphin consists of 12.7 square kilometres) that includes residential, commercial, and industrial zones, as well as rural and natural areas.
- b. The fire department serves approximately 10,500 residents with varying demographics and socio-economic characteristics.
- c. Of the residents served, 80% reside in the City of Dauphin, which comprises 1% of the land mass of the two municipalities.
- d. The department operates out of one fire station located within the City of Dauphin, housing a fleet of fire apparatus, including pumpers, aerials, and rescue vehicles.
- e. DFD adheres to leading service standards, including those set out in: Manitoba Workplace Safety and Health Act and Regulations, NFPA 1001, Standard for Fire Fighter Professional Qualifications, NFPA 1002, Standard for Fire Apparatus Driver/Operator Professional Qualifications.

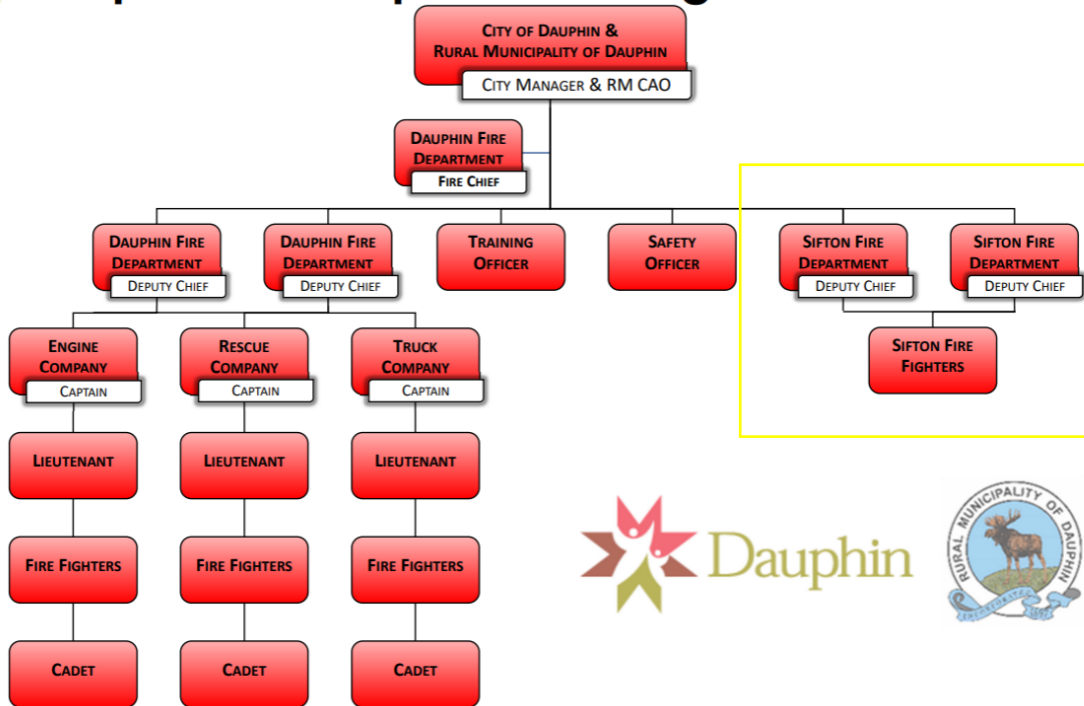
1.2. GOVERNANCE AND MANAGEMENT STRUCTURE

The Dauphin Fire Department is governed by the City Manager and RM Chief Administrative Officer (CAO) and operates under the overall direction of the Fire Chief. The Fire Chief is responsible for the day-to-day management and administration of the department, supported by a team of officers, including Deputy Chiefs, Captains, and Lieutenants. The department is organized into three companies, each responsible for the training and safety of their membership.

ORGANIZATIONAL CHART

The current DFD organizational chart is outlined below:

Dauphin Fire Department Organizational Chart



1.3. PERSONNEL AND TRAINING

The Dauphin Fire Department comprises a diverse and skilled team of firefighters and support staff. The department's personnel include a mix of full-time, part-time, and volunteer members, depending on the operational needs and budgetary constraints.

All firefighters receive training and certifications in various aspects of firefighting, rescue operations, emergency medical services, hazardous materials response, and other specialized skills. The department also emphasizes ongoing professional development and training opportunities to ensure its personnel remain up to date with industry standards and best practices, including:

1. Every member of the DFD team trains to a minimum of the National Fire Protection Association (NFPA) 1001 Level I Fire Fighting certification.
2. The DFD is currently comprised of 20 frontline firefighters trained to Level I and II Firefighter (NFPA 1001 – Standard for Professional Firefighter Qualifications), and another 7 progressing towards this training.
3. DFD follows the Workplace Safety and Health (WSH) regulations.

1.4. RESOURCES AND EQUIPMENT

The fire department is equipped with various resources and equipment to effectively and efficiently respond to various emergencies. This includes firefighting apparatus, personal protective equipment, tools, and communication devices, as well as specialized equipment for rescue operations, hazardous materials incidents, and emergency medical services.

The department follows the prescribed maintenance and replacement schedule for its equipment and apparatus, ensuring that all resources are in optimal condition and comply with relevant safety standards as follows:

1. DFD fire trucks are manufactured to NFPA 1901, the Standard for Automotive Fire Apparatus and also adhere to CAN/ULC S515-13 Compliance testing and any applicable Federal and Provincial motor vehicle safety standards.
2. DFD self-contained breathing apparatus (SCBA) meet the requirements of NFPA 1981, Standard on Open-Circuit Self-Contained Breathing Apparatus (SCBA) for Emergency Services and NFPA 1982, Standard on Personal Alert Safety Systems (PASS).
3. DFD maintenance procedures are based upon NFPA 1852, Standard on Selection, Care, and Maintenance of Open-Circuit Self-Contained Breathing Apparatus (SCBA).

1.5. POLICIES AND PROCEDURES

WEEKEND STANDBY POLICY

The Dauphin Fire Department's Weekend Standby policy aims to ensure minimum required staffing of firefighters during the peak vacation/holiday season to provide adequate coverage for emergency incident response. The peak season is typically from the Victoria Day weekend in May to the Labour Day weekend in September, with additional standby dates determined by the Fire Chief.

Each firefighter is typically assigned three standard weekends and one long weekend of standby duties each year, according to a schedule prepared annually by the Fire Chief. Firefighters unable to fulfill their standby obligations must arrange for a replacement of equal or greater training/experience level.

Members are compensated with a **\$1.50/hour standby rate** during designated standby days, paid monthly. Failure to fulfill standby duties necessitates a meeting with the Fire Chief to discuss the issue.

MINIMUM CALL-OUT

Minimum call-out is a policy that outlines the minimum amount of time a volunteer firefighter is compensated for when responding to an emergency call. When a call is received, volunteer firefighters are typically required to respond to the station and travel to the location of the emergency, which can take time and effort. In recognition of the commitment and effort required of volunteer firefighters, a minimum call-out policy ensures that they are compensated for their time, even if the emergency is resolved quickly or does not require significant effort. For example, if a volunteer firefighter is called out to an emergency and is on-site for only 30 minutes, they would still receive compensation for the minimum call-out period.

A minimum call-out policy ensures that volunteer firefighters are fairly compensated for their time and effort and are motivated to continue providing essential emergency services to their communities.

DFD's Minimum Call Out Policy establishes a **minimum one-hour call** response for all members of the Dauphin Fire Department and calls lasting longer than eight hours will be paid overtime as defined by the Employment Standards Code.

DFD's minimum one-hour call response is **consistent with many other cities and towns in Manitoba** as outlined in the following table:

| City/Town | Minimum Call-Out Policy |
|--------------------|-------------------------|
| Dauphin | 1 hour |
| Winnipeg | 2 hours |
| Brandon | 2 hours |
| Steinbach | 2 hours |
| Thompson | 1 hour |
| Selkirk | 1 hour |
| Winkler | 1 hour |
| Portage la Prairie | 1 hour |
| Morden | 1 hour |
| Flin Flon | 1 hour |



2. SERVICE DELIVERY ASSESSMENT

This section provides a detailed assessment of the Dauphin Fire Department's service delivery in key areas such as fire prevention and public education, emergency response and operations, mutual aid and interagency cooperation, risk management and safety, and performance measurement and benchmarking.

2.1. FIRE PREVENTION AND PUBLIC EDUCATION

The fire department has a fire prevention and public education program designed to reduce fire incidents and promote fire safety awareness within the community; this program includes:

- a. Regular inspections of commercial, industrial, and multi-family residential properties to ensure compliance with fire safety regulations and identify potential hazards.
- b. Investigations of fire incidents to determine the cause, origin, and potential lessons to be learned for future prevention efforts.
- c. Development and implementation of fire safety education campaigns targeting various demographics, such as children, seniors, and businesses. This includes school visits, community events, and distribution of educational materials.
- d. Initiatives to encourage proper installation, maintenance, and use of smoke alarms and fire extinguishers in residential properties.

2.2. AID AGREEMENTS AND INTERAGENCY COOPERATION

AUTOMATIC AID AGREEMENT

The City and the RM have a fire protection agreement concerning the surrounding municipality and collaborate with the Sifton Fire Department through an “automatic aid agreement,” as the Sifton Fire Department does not have the capacity to provide structural fire fighting duties and vehicle extrication procedures for motor vehicle collisions.

MUTUAL AID AGREEMENTS

DFD has a mutual aid agreement with Ochre River to the east and Gilbert Plains to the West and has also travelled to Ethelbert, Pine River, and Ste Rose under mutual aid response in past years. These agreements involve providing reciprocal assistance during emergencies that are beyond the capacity of one department to manage. This can include sharing resources like personnel, equipment, or expertise.

EQUIPMENT AGREEMENTS

DFD and the other 10 fire departments within the Riding Mountain Mutual Aid District currently have resources and equipment strategically placed throughout the area for both surface water rescue and grain rescue. Dauphin and Roblin maintain water rescue capabilities to support the other areas while six departments throughout the area maintain the grain rescue capabilities.

The departments also share invaluable fire prevention resources such as a digital fire extinguisher training prop, Sparky the Fire Dog costumes and a public education trailer.

2.3. RISK MANAGEMENT AND SAFETY

The DFD has policies and processes in place for risk management practices and safety protocols, including:

- a. Compliance with relevant occupational health and safety regulations, including providing appropriate personal protective equipment, training, and procedures to minimize risks to personnel.
- b. Adoption of safety measures and protocols during emergency incidents, such as using safety officers, accountability systems, and rapid intervention teams.
- c. Continuous review and improvement of safety practices, including investigating and analyzing accidents and injuries to identify lessons learned and preventive measures.

3. EMERGENCY CALL ANALYSIS

DFD is dispatched via the Provincial 911 system. Analyzing emergency call history and trends is crucial for fire departments to effectively plan and allocate resources, enhance public safety, and improve operational efficiency. By examining the patterns and fluctuations in different types of calls, such as structure fires, non-structure fires, motor vehicle incidents, and nuisance calls, fire departments can identify areas requiring increased attention, training, or equipment.

Furthermore, understanding these trends allows for better preparedness and informed decision-making in emergency response strategies, community outreach programs, and resource allocation. Ultimately, this analysis enables fire departments to continually adapt and evolve to meet the dynamic needs of the communities they serve, ensuring the safety and well-being of all residents.

DFD CALL CATEGORIES

The DFD uses the following five categories to track the purpose of each emergency response:

| CATEGORY | DFD DESCRIPTION |
|-----------------------|---|
| Structural | Includes any fire inside a structure, such as those due to unattended cooking. |
| Non-Structural | Include dumpsters, wildland, field, equipment and vehicle fires. |
| Motor Vehicle | Identifies Motor Vehicle Accidents/Collisions. |
| Other | Includes Hazardous Materials Incidents, Specialized Rescue, CO Alarms, and Mutual Aid Assists |
| Nuisance | Nuisance refers to a false alarm or a minor incident that does not pose any significant threat to life or property. |

We used the following DFD emergency call history data in preparing our analysis of historical call trends:

1. Data Table 1: Annual Emergency Calls

| Total Calls per Year | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Total Calls |
|-----------------------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|--------------|
| Nuisance | 58 | 61 | 64 | 54 | 89 | 60 | 67 | 51 | 52 | 89 | 645 |
| Structure Fires | 52 | 50 | 42 | 60 | 60 | 50 | 52 | 32 | 40 | 40 | 478 |
| Motor Vehicle | 61 | 54 | 42 | 37 | 35 | 51 | 38 | 51 | 38 | 47 | 454 |
| Non-Structure Fires | 25 | 23 | 19 | 20 | 31 | 45 | 38 | 20 | 53 | 28 | 302 |
| Other | 25 | 14 | 17 | 17 | 16 | 23 | 10 | 15 | 18 | 32 | 187 |
| Total Calls per Year | 221 | 202 | 184 | 188 | 231 | 229 | 205 | 169 | 201 | 236 | 2,066 |
| % of Total Calls | 11% | 10% | 9% | 9% | 11% | 11% | 10% | 8% | 10% | 11% | 100% |

| % of Total Calls | Average Annual Calls |
|------------------|----------------------|
| 31% | 65 |
| 23% | 48 |
| 22% | 45 |
| 15% | 30 |
| 9% | 19 |

2. Data Table 2: Average Emergency Calls Per Month

| Monthly Average | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
|--------------------------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| Nuisance | 6 | 5 | 5 | 4 | 5 | 6 | 8 | 5 | 6 | 7 | 5 | 4 |
| Structure Fires | 4 | 3 | 3 | 5 | 5 | 4 | 4 | 4 | 5 | 4 | 3 | 4 |
| Motor Vehicle | 4 | 4 | 3 | 3 | 3 | 5 | 3 | 4 | 4 | 5 | 4 | 6 |
| Non-Structure Fires | 1 | 1 | 0 | 3 | 7 | 4 | 2 | 3 | 2 | 4 | 3 | 1 |
| Other | 1 | 1 | 1 | 2 | 1 | 2 | 2 | 2 | 1 | 2 | 2 | 2 |
| Average Calls per Month | 3 | 3 | 2 | 3 | 4 | 4 | 4 | 3 | 4 | 4 | 3 | 3 |
| % of all Calls | 8% | 7% | 6% | 8% | 10% | 10% | 9% | 8% | 9% | 10% | 8% | 8% |

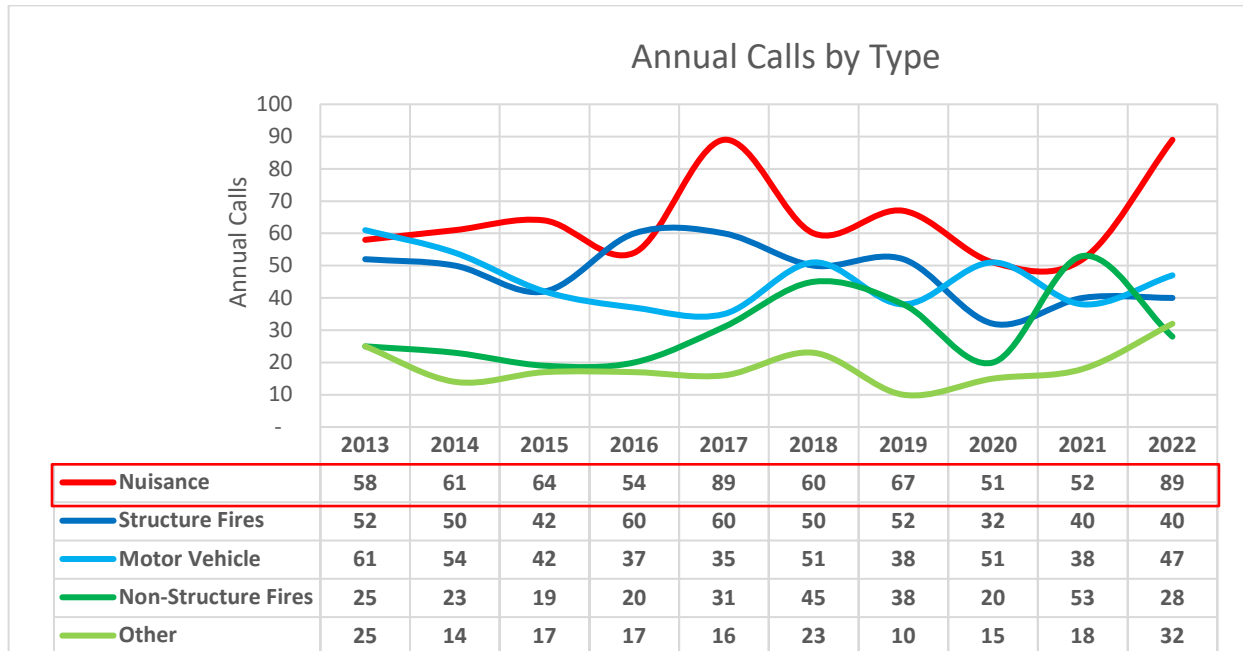
3. Data Table 2: Average Emergency Calls by Season

| Seasonal Average | Winter (Dec - Feb) | Spring (Mar - May) | Summer (Jun - Aug) | Fall (Sep - Nov) |
|--------------------------------|--------------------|--------------------|--------------------|------------------|
| Nuisance | 5 | 5 | 6 | 6 |
| Structure Fires | 3 | 4 | 4 | 4 |
| Motor Vehicle | 4 | 3 | 4 | 4 |
| Non-Structure Fires | 1 | 3 | 3 | 3 |
| Other | 2 | 1 | 2 | 1 |
| Average Calls per Month | 3 | 3 | 4 | 4 |
| % of all Calls | 22% | 23% | 27% | 27% |

| Season | Structure Fires | Non-Structure Fires | Motor Vehicle | Nuisance | Other | Total |
|--------|-----------------|---------------------|---------------|----------|-------|-------|
| Winter | 22% | 8% | 23% | 37% | 10% | 100% |
| Spring | 27% | 19% | 15% | 30% | 9% | 100% |
| Summer | 18% | 17% | 19% | 36% | 11% | 100% |
| Fall | 19% | 17% | 24% | 32% | 9% | 100% |

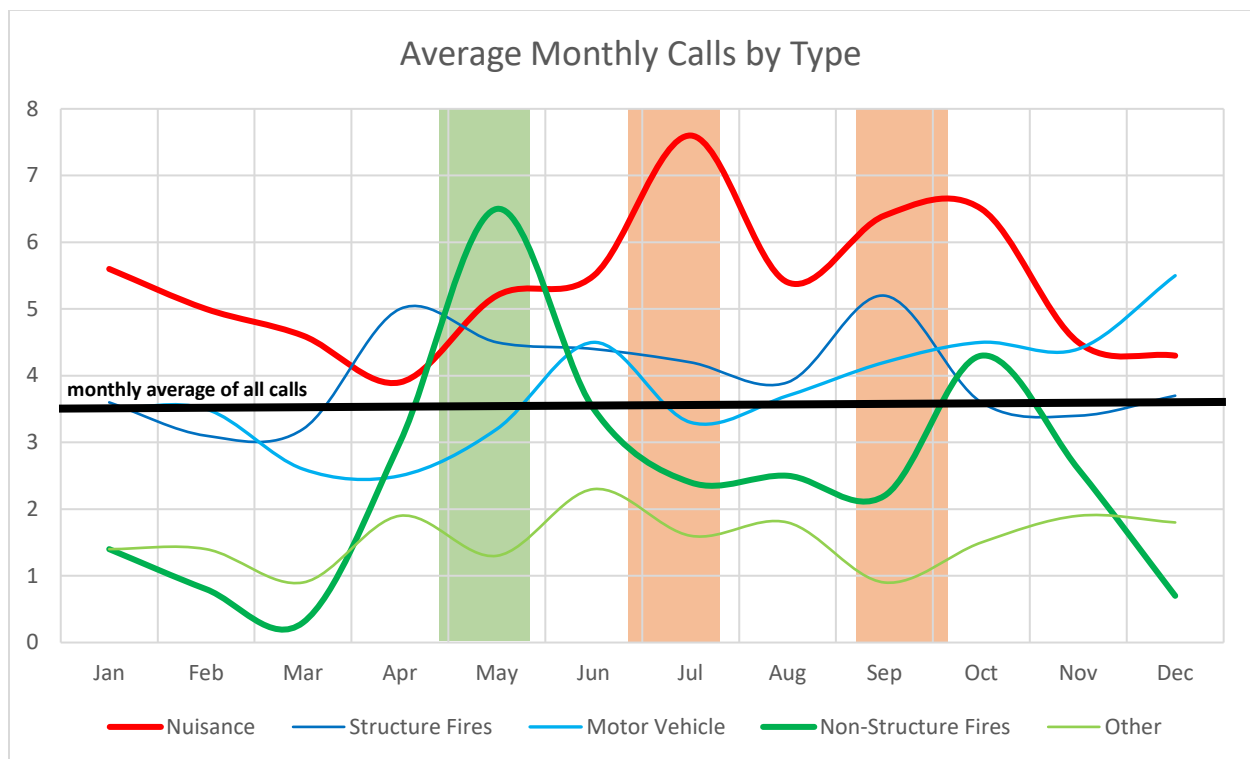
ANALYSIS OF CALLS PER YEAR

The following table provides a visualization of annual emergency calls by type from 2013 to 2022:

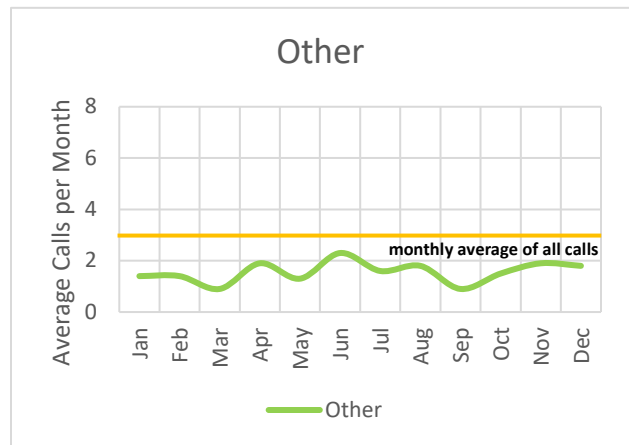
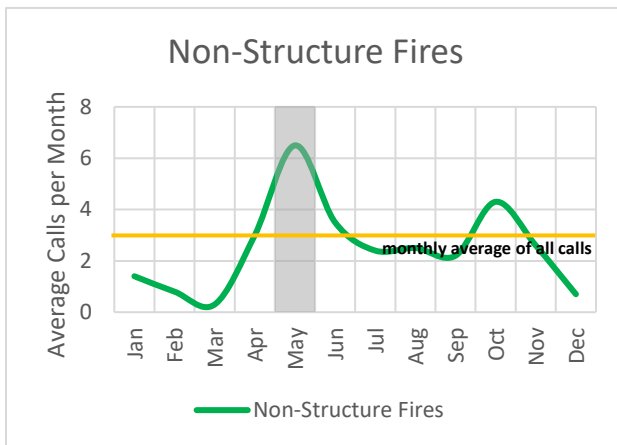
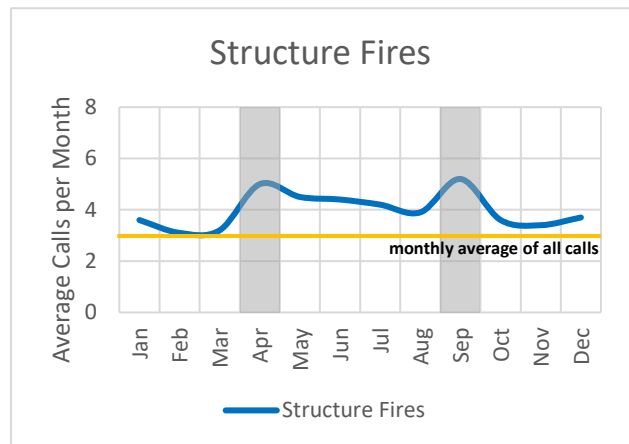
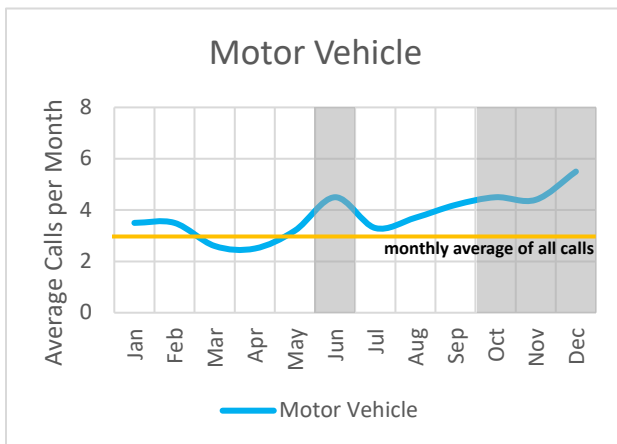
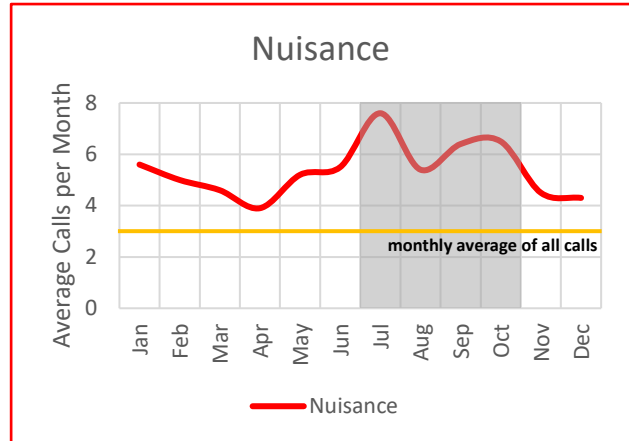
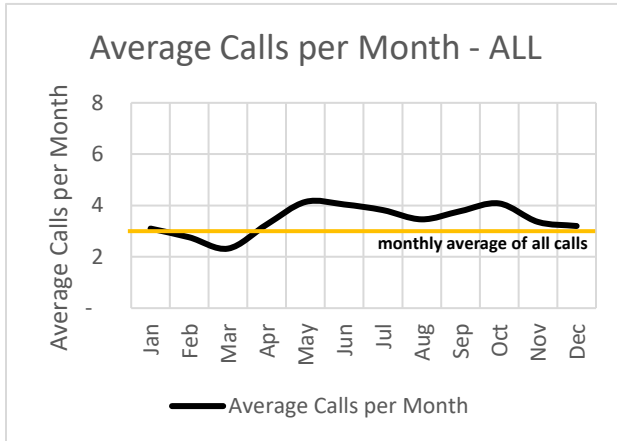


ANALYSIS OF CALLS PER MONTH

The following table provides a visualization of average monthly emergency calls by type from 2013 to 2022:

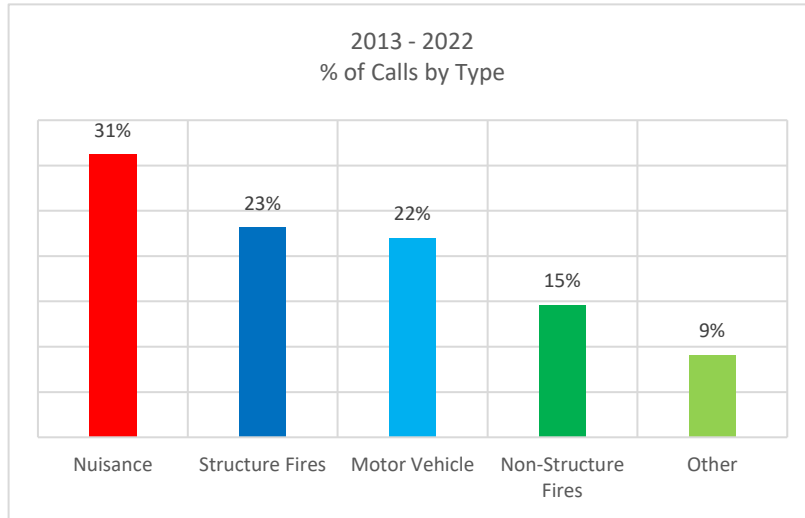


The following graphs provide a visualization of monthly emergency calls by type from 2013 to 2022:

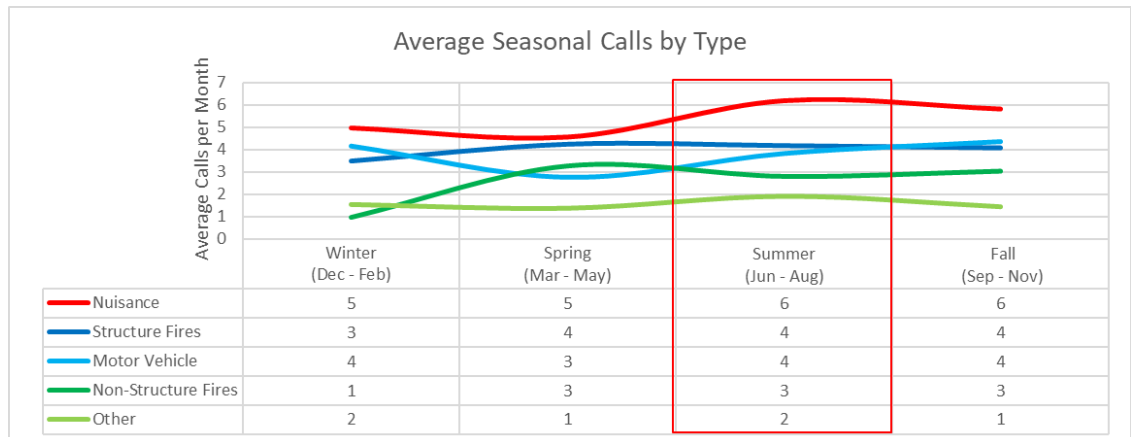


3.1. TREND ANALYSIS

1. **Call Volume Distribution:** From 2013 to 2022, Structural Fires, Non-Structural Fires, Motor Vehicle Incidences, and Other collectively accounted for 69% of all emergency calls. **Nuisance calls accounted for 31%** of the calls, indicating a potential area for further investigation to reduce false alarms or minor incidents that do not pose significant threats.



2. **Seasonality:** Although relatively stable throughout the year, **structure fires** experience a slight increase during the spring months, which may warrant an additional focus on fire prevention and education programs. The highest number of **non-structure fires** occur during the summer, likely due to dry and hot weather conditions increasing the risk of wildfires. This emphasizes the importance of fire prevention and awareness campaigns during this period. Fall experiences the highest number of **motor vehicle incidents**, possibly due to changing weather conditions or increased traffic. Road safety awareness campaigns and collaboration with local traffic authorities should be prioritized during this time.



3. **Nuisance Calls:** The high average number of Nuisance calls (6 per month average) suggests a need for targeted interventions to reduce the frequency of false alarms or minor incidents. The number of nuisance calls peaks during summer, potentially due to increased outdoor activities or other factors. Addressing the root causes of these calls and developing strategies to reduce them should be emphasized during this season.

4. FINANCIAL PERFORMANCE

This section evaluates the department's budget, expenditures, and revenue sources, focusing on identifying potential cost savings, improved efficiencies, and effective resource allocation. Our analysis uses the following financial data provided by the City of Dauphin:

| DFD Revenues | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| MPI Cost Recoveries | 17,800 | 27,500 | 27,300 | 24,900 | 23,900 | 28,800 |
| False Alarm Fines | 11,400 | 6,700 | 7,700 | 3,700 | 3,500 | 14,100 |
| Fire Department - Other | 24,600 | 14,800 | 92,000 | 7,800 | 14,200 | 5,900 |
| Fire Inspections | - | 1,000 | 1,200 | 500 | 1,700 | 900 |
| Non-Municipal Funding | 53,800 | 50,000 | 128,200 | 36,900 | 43,300 | 49,700 |
| Municipal Funding | 510,300 | 550,500 | 492,600 | 541,600 | 523,100 | 537,700 |
| | 90% | 92% | 79% | 94% | 92% | 92% |
| Total Revenues | 564,100 | 600,500 | 620,800 | 578,500 | 566,400 | 587,400 |

| DFD Expenses | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | |
|-------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|------|
| Fire Hydrant | 53,400 | 53,400 | 53,400 | 53,400 | 53,400 | 53,400 | 9% |
| 911 Service | 33,900 | 35,600 | 36,300 | 37,400 | 38,500 | 39,700 | 7% |
| Total Contracts | 87,300 | 89,000 | 89,700 | 90,800 | 91,900 | 93,100 | 16% |
| Wages and Benefits | 260,100 | 295,600 | 293,000 | 260,600 | 256,500 | 273,300 | 47% |
| Firefighter Rehab | 2,000 | 2,800 | 2,200 | 1,600 | 3,000 | 3,000 | 1% |
| Training | 23,400 | 20,700 | 19,300 | 11,300 | 13,800 | 27,100 | 5% |
| Total Personnel | 285,500 | 319,100 | 314,500 | 273,500 | 273,300 | 303,400 | 52% |
| Repairs and Maintenance | 70,800 | 59,800 | 42,500 | 52,000 | 61,900 | 33,500 | 6% |
| Firefighting Equipment | 44,400 | 54,000 | 82,700 | 74,900 | 53,900 | 66,400 | 11% |
| Fuel | 4,000 | 6,900 | 6,100 | 4,400 | 7,500 | 8,300 | 1% |
| Total Maintenance | 119,200 | 120,700 | 131,300 | 131,300 | 123,300 | 108,200 | 18% |
| Occupancy Costs | 71,400 | 69,700 | 83,300 | 81,600 | 76,100 | 79,600 | 14% |
| Fire Prevention | 700 | 2,000 | 2,000 | 1,300 | 1,800 | 3,100 | 1% |
| Total Office and Admin | 72,100 | 71,700 | 85,300 | 82,900 | 77,900 | 82,700 | 14% |
| Total Expenses | 564,100 | 600,500 | 620,800 | 578,500 | 566,400 | 587,400 | 100% |

Year-over-Year Change: 6% 3% -7% -2% 4%

4.1. REVENUE ANALYSIS

Revenue generation is an important aspect of a fire department's financial sustainability, as it can help offset costs and reduce the reliance on taxpayer funding. In this section, we analyze the Dauphin Fire Department's revenue sources, assessing their performance and identifying opportunities for enhancing revenue generation while remaining within the scope of the Municipal Service Delivery Improvement Program.

| DFD Revenues | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|
| MPI Cost Recoveries | 17,800 | 27,500 | 27,300 | 24,900 | 23,900 | 28,800 |
| False Alarm Fines | 11,400 | 6,700 | 7,700 | 3,700 | 3,500 | 14,100 |
| Fire Department - Other | 24,600 | 14,800 | 92,000 | 7,800 | 14,200 | 5,900 |
| Fire Inspections | - | 1,000 | 1,200 | 500 | 1,700 | 900 |
| Non-Municipal Funding | 53,800 | 50,000 | 128,200 | 36,900 | 43,300 | 49,700 |
| Municipal Funding | 510,300 | 550,500 | 492,600 | 541,600 | 523,100 | 537,700 |
| | 90% | 92% | 79% | 94% | 92% | 92% |
| Total Revenues | 564,100 | 600,500 | 620,800 | 578,500 | 566,400 | 587,400 |

MUNICIPAL FUNDING

On an annual basis, DFD requires an average of \$586,000 in funding to support the current level of operating costs, of which Municipal contributions make up 92% of all revenue. Using a resident base of 10,500, municipal funding per resident has remained consistent and an annual average of \$50.

| Municipal Funding per Resident | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Average |
|---------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|----------------|
| Municipal Funding | 510,200 | 550,300 | 492,600 | 536,900 | 523,000 | 542,600 | 525,933 |
| Residents in Jurisdiction | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 | 10,500 |
| Municipal Funding per Resident | 49 | 52 | 47 | 51 | 50 | 52 | 50 |

MPI COST RECOVERIES

1. Under the MPI "Secure the Scene" program, DFD receives recoveries for eligible costs incurred while attending motor vehicle emergency calls. MPI recoveries account for 58% of non-municipal revenue and 5% of all revenue.
2. On average, DFD has received \$583 in eligible cost recovery per incident. Non-eligible program costs such as mileage and incidences involving uninsured vehicles are not reimbursed by MPI and are absorbed by the DFD.

| MPI Cost Recoveries | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | Average |
|--------------------------------------|------------|------------|------------|------------|------------|------------|---------------|
| MPI Cost Recoveries | 17,800 | 27,500 | 27,300 | 24,900 | 23,900 | 28,800 | 25,033 |
| No. of Motor Vehicle Incidences | 35 | 51 | 38 | 51 | 38 | 47 | 43 |
| Average Recovery per Incident | 509 | 539 | 718 | 488 | 629 | 613 | 583 |

4.2. EXPENSE ANALYSIS

COST PER CAPITA

Cost per capita calculates the cost of providing fire services per person within the service area. This ratio helps to gauge the efficiency and affordability of the department's operations.

1. Based on a population of 10,500, the cost per capita fluctuates moderately from year to year, ranging from \$54 to \$59. The cost per capita is relatively consistent, with only a \$5 difference between the lowest and highest years. This suggests that while operating expenses fluctuate, the impact on the per capita cost is not extreme.
2. When comparing the cost per capita to other jurisdiction fire departments, Dauphin's cost is lower (\$56) than the average cost per capita across the other departments listed (Morden - \$78, Winkler - \$60, Steinbach - \$75), with an average of \$67.

| Year | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Operating Expenses | 564,100 | 600,500 | 620,800 | 578,500 | 566,400 | 587,400 |
| Cost per Capita (10,500) | 54 | 57 | 59 | 55 | 54 | 56 |

| Cost per Capita | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Operating Expenses | 564,100 | 600,500 | 620,800 | 578,500 | 566,400 | 587,400 |
| Cost per Capita (10,500) | 54 | 57 | 59 | 55 | 54 | 56 |

Average
56

| Comparable Cost per Capita | |
|----------------------------|-----------|
| Winkler | 60 |
| Dauphin | 56 |
| Steinbach | 75 |
| Morden | 78 |
| Average | 67 |

COST PER INCIDENT

Cost per incident measures the average cost of responding to each incident. This ratio can help assess the department's efficiency in deploying resources and managing expenses.

1. The cost per call, both including and excluding nuisance calls, has generally increased over the years. The highest cost per call, both including and excluding nuisance, was in 2020, with \$3,423 and \$4,903, respectively.
2. When comparing the cost per call (excluding nuisance calls) to other jurisdiction fire departments, the cost is lower in Dauphin (\$4,100) than the other departments listed (Morden - \$4,500, Winkler - \$5,800, Steinbach - \$5,700). The average cost per call among these departments is \$5,025, which is higher than DFD's cost per call, suggesting Dauphin operates more efficiently on this metric.

| Cost per Incident | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 |
|---|--------------|--------------|--------------|--------------|--------------|--------------|
| Operating Expenses | 564,100 | 600,500 | 620,800 | 578,500 | 566,400 | 587,400 |
| Total Calls (including Nuisance) | 238 | 216 | 210 | 169 | 201 | 236 |
| Total Calls (no Nuisance) | 149 | 156 | 143 | 118 | 149 | 147 |
| Cost per Call (including Nuisance) | 2,370 | 2,780 | 2,956 | 3,423 | 2,818 | 2,489 |
| Cost per Call (no Nuisance) | 3,786 | 3,849 | 4,341 | 4,903 | 3,801 | 3,996 |

Average
2,800
4,100

| Comparable Cost per call | |
|--------------------------|--------------|
| Dauphin | 4,100 |
| Morden | 4,500 |
| Steinbach | 5,700 |
| Winkler | 5,800 |
| Average | 5,025 |

4.3. CAPITAL PLAN AND RESERVE

The DFD capital plan and reserve fund serve essential purposes in managing the financial resources and planning the long-term strategy of a fire department.

CAPITAL PLAN

The DFD Fire Chief prepares and regularly reviews the Capital Apparatus Expenditure Plan (City & RM), which forecasts the next 10 years of capital purchases and disposals. The schedule is reviewed on a regular basis taking into consideration the wear and tear of the equipment and anticipated cost increases based on inflation.

Dauphin Fire Department
Capital Apparatus Expenditure Plan (City & RM)

| 10 Year Capital (Apparatus) Replacement Plan | Year 02 | Year 03 | Year 04 | Year 05 | Year 06 | Year 07 | Year 08 | Year 09 | Year 10 | Replacement Year |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|------------------|
| | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | |
| Add Contributions: | | | | | | | | | | |
| Required contribution - 65% City | | | | 552,500 | | | | | | |
| RM contribution - 35% of purchase | | | | 297,500 | | | | | | |
| Less Purchases: | | | | | | | | | | |
| Commercial Cab Pumper (Replace E10) | | | | | | | | | | 2022 |
| Used Custom Cab Aerial (Replace T12) | | | | 850,000 | | | | | | 2026 |
| Commercial Cab Pumper Tanker (Replace T01) | | | | | | | | | | 2032 |
| Commercial Cab Pumper (Replace E11) | | | | | | | | | | 2036 |
| 1-Ton Wildland Response (Replace D14) | | | | | | | | | | 2039 |
| 1/2 Ton Truck (Replace D16) | | | | | | | | | | 2042 |
| Walk Around Rescue (Replace D15) | | | | | | | | | | 2044 |
| Fleet disposals: (Note 2) | | | | | | | | | | |
| 2002 Freightliner E10 | | | | | | | | | | 2023 |
| 2001 E-One Aerial T12 | | | | 100,000 | | | | | | 2026 |
| 2007 Water Tanker T01 | | | | | | | | | | 2032 |
| 2011 Spartan E11 | | | | | | | | | | 2036 |
| 2012 Ford 1-Ton D14 | | | | | | | | | | 2039 |
| 2017 Ford 1/2-Ton D16 | | | | | | | | | | 2042 |
| 2019 Freightliner D15 | | | | | | | | | | 2044 |
| 1990 Spartan E07 | | | | | | | | | | |

RESERVE BALANCE AND PLANNING

The City of Dauphin maintains a Fire Department Reserve to facilitate purchasing capital apparatus and fleet. Capital apparatus and fleet purchases are funded 65% by the City of Dauphin and 35% by the RM of Dauphin. On an annual basis, the City of Dauphin contributes \$75,000 to the Reserve. The reserve balance for the next five years has been projected using the anticipated asset purchases and disposals:

| Projected Reserve Balance | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 |
|------------------------------------|----------------|----------------|----------------|------------------|------------------|----------------|
| Reserve - Opening Balance | 655,400 | 749,800 | 847,300 | 947,700 | 1,051,100 | 407,600 |
| Investment Income | 19,400 | 22,500 | 25,400 | 28,400 | 31,500 | 12,200 |
| Contributions from City of Dauphin | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| Purchase of Capital Assets | - | - | - | - | - 850,000 | - |
| Sale of Assets at Market Value | - | - | - | - | 100,000 | - |
| Reserve - Ending Balance | 749,800 | 847,300 | 947,700 | 1,051,100 | 407,600 | 494,800 |

5. BENCHMARKING AND BEST PRACTICES

5.1. PROVINCIAL FUNDING MODELS

The following table provides a summary of provincial funding models:

| Province/Territory | Funding Model |
|-------------------------|---|
| British Columbia | Fire departments in British Columbia are primarily funded through property taxes, with some additional funding coming from grants, fundraising, and fees for services such as false alarms. The province also provides some funding through the Community Emergency Preparedness Fund . |
| Alberta | In Alberta, fire departments are primarily funded through property taxes and grants from the provincial government . Some departments may also receive funding from fundraising and donations. |
| Saskatchewan | Fire departments in Saskatchewan are primarily funded through property taxes, with some additional funding coming from the provincial government through grants and the Municipal Revenue Sharing Program . |
| Manitoba | Fire departments in Manitoba are primarily funded through property taxes . The Fire Protection Grant was created in 2020 and was a one-time-only program announced at five million dollars. The Manitoba Office of the Fire Commissioner has an application process under the Building Manitoba Fund for Mutual Aid Districts to recover costs associated with purchasing training supplies for the entire District but not for the municipalities that fund the individual departments. |
| Ontario | Fire departments in Ontario are primarily funded through property taxes, with some additional funding coming from the provincial government through grants and the Ontario Municipal Partnership Fund . |
| Quebec | In Quebec, fire departments are primarily funded through a combination of property taxes, municipal transfers, and government funding. The province also provides additional funding through the Fire Safety Fund . |
| New Brunswick | Fire departments in New Brunswick are primarily funded through property taxes, with some additional funding coming from the provincial government through grants and the Emergency Services Fund . |
| Nova Scotia | In Nova Scotia, fire departments are primarily funded through property taxes, with some additional funding coming from the provincial government through grants and the Fire Services Fund . |

5.2. STRENGTHS OF OTHER DEPARTMENTS

Examining best practices from across the industry can provide valuable insights and actionable recommendations for enhancing the department's operations while maintaining its commitment to delivering high-quality services to the community.

- a. **Implement a Community Risk Reduction Program:** The Dauphin Fire Department can implement a comprehensive community risk reduction program by drawing inspiration from fire departments such as the **Vancouver Fire and Rescue Services** and the **Toronto Fire Services**. This program should involve a data-driven approach to identify and target high-risk populations and areas, develop tailored fire prevention and education initiatives, and promote proactive fire code enforcement and inspections.
- b. **Develop a Performance Measurement and Reporting Framework:** The Dauphin Fire Department can use the **Winnipeg Fire Paramedic Service** or the **Montreal Fire Department** to establish a robust performance measurement and reporting framework. The department can ensure continuous improvement and accountability by tracking key performance indicators, regularly reporting on progress, and participating in benchmarking initiatives.
- c. **Pursue Diversified Revenue Sources and Grant Opportunities:** Taking inspiration from fire departments like the **Saskatoon Fire Department** or the **Brampton Fire and Emergency Services**, the Dauphin Fire Department can actively pursue diversified revenue sources and grant opportunities. o

6. FIRE CHIEFS SURVEY

We asked board members of the Manitoba Association of Fire Chiefs about the challenges and opportunities facing Municipal fire departments. By gathering their insights and perspectives, we can better understand the common challenges faced by fire departments across the country and the innovative solutions and opportunities that have been implemented or are being explored.

This information helps inform best practices and policies to enhance the effectiveness and efficiency of fire protection and emergency response services.

6.1. KEY FINDINGS

Overall, these responses provide valuable insight into the priorities and challenges facing fire departments in these communities and their visions for the future.

| | |
|--------------------|--|
| PRIORITIES | Fire Chiefs generally rated fire fighting, rescue (motor vehicle), fire origin, and cause investigations as the most important services, with hazardous materials and technical rescue response and investigations as the least important. |
| PERFORMANCE | The other jurisdiction fire departments generally met or exceeded standards in most services, but there were some areas (such as hazardous materials and technical rescue response) where performance was rated below standards. |
| VISION | Many Fire Chiefs desired increased staffing levels, more specialized training (such as ARFF training and hazmat training), and a new or expanded fire hall or public safety building. Some also expressed concerns about recruitment and funding for small rural fire departments. |
| MOTIVATIONS | Many Fire Chiefs became firefighters to serve their community and help keep it safe. Some were following in the footsteps of family members, while others were drawn to the team aspect or the love of the profession. |
| CHALLENGES | Fire Chiefs cited various challenges, including recruitment and retention of volunteers, rising costs of equipment and apparatus, and the need to keep up with changing training and technology standards. |

6.2. MOST VALUABLE FIRE FIGHTING SERVICES

Based on the provided data, the ranking of the services in order of priority from most important to least important is as follows:

| HIGH PRIORITY | MEDIUM PRIORITY | LOWER PRIORITY |
|--|---------------------------------------|---|
| Firefighting | Community outreach / Public Education | Hazardous materials and technical rescue response |
| Rescue (motor vehicle) | Emergency planning | Fire origin and cause investigations |
| Fire prevention and safety inspections | | |

6.3. DO YOU PLAN TO BE A FIREFIGHTER IN 5 YEARS?

Based on the responses, other jurisdiction fire chiefs plan to still be firefighters in 5 years. However, some expressed uncertainty or doubts about the future of their involvement due to factors such as increasing responsibilities and rules, difficulty recruiting new members, or reaching retirement age.

Age and retirement seem to be the most common reasons for not planning to continue as a firefighter in 5 years. Some respondents also mentioned moving to a different location or finding the job mentally draining due to dealing with politics.

6.4. ADDITIONAL TRAINING NEEDS

Manitoba Fire Chiefs who responded to the survey identified the following additional training opportunities that would benefit their firefighters and community:

| | |
|-----------------------------|--|
| Administration | <ol style="list-style-type: none"> 1. Adapting to a new volunteer environment, including engagement and building community support, using new technology, and emergency mapping and routing. 2. Training on conflict resolution. |
| Basic Training | <ol style="list-style-type: none"> 3. Basic firefighting training, especially for those who cannot commit to a longer Level 1 course. 4. Fire dynamics training, wildland interface, and practical training in grass/brush/wildfires. |
| Specialized Training | <ol style="list-style-type: none"> 5. Training on responding to incidents involving electric vehicles and aerial ladder training. 6. Specialized training, such as ARFF (Aircraft Rescue and Firefighting) for airports and Hazmat training. 7. Vehicle extrication training and more members trained in level 1, vehicle ex, farm accident ex, wildland. 8. Specialty rescue courses and water rescue training. 9. Heavy rescue training, given the presence of trains and large trucking in town. |

PART 2

EXG RECOMMENDED INITIATIVES

INITIATIVE 1: REDUCE NUISANCE CALLS

The Dauphin Fire Department deals with a significant number of nuisance calls, which are emergency calls that often prove to be false alarms or non-threatening to human safety. However, attending to these calls incurs costs like firefighter payment, fuel, and equipment maintenance and diverts resources away from genuine emergencies.

COMMON TYPES OF NUISANCE CALLS

The most common type of nuisance calls to fire 911 dispatch includes the following:

False alarms

These can be triggered by faulty smoke detectors, system malfunctions, or accidental activation of fire alarm systems in commercial or residential buildings.

Non-emergency situations

Some people might call 911 for non-emergency situations, such as minor car accidents without injuries, locked vehicles, or general inquiries.

Burn complaints

People might call to report burning smells or illegal open burning activities, sometimes permitted or controlled burns, BBQs, or fireplaces. People might call to report seeing smoke, which might be due to distant controlled burns, exhaust fumes, or other non-emergency situations.

Unintentional calls

May occur when individuals accidentally dial 911 or unknowingly call emergency services, such as children playing with phones or misdials.

Intentional misuse

Occasionally, individuals may intentionally misuse the 911 system by making pranks, reporting false incidents, or harassing or abusive calls to dispatchers.

Smells and odours

Gas or chemical odours are sometimes reported as potential hazards but may be traced back to benign sources or unrelated issues.

FINANCIAL AND NON-FINANCIAL IMPLICATIONS

Responding to Nuisance calls has financial and non-financial impacts on the operations of the DFD, including:

| ISSUE | IMPACT TO DFD AND COMMUNITY |
|------------------------------------|--|
| Resource allocation | Nuisance calls consume valuable time, personnel, and equipment resources that could otherwise be used to address genuine emergencies. Responding to these calls can divert resources away from real emergencies, potentially delaying response times and negatively affecting the outcome of critical situations. |
| Increased operational costs | Responding to nuisance calls incurs unnecessary costs for the fire department, including fuel, vehicle maintenance, and wear and tear on equipment. Over time, these additional costs can strain the department's budget and reduce the availability of resources for training, equipment upgrades, and community outreach programs. |
| Reduced morale | Responding to nuisance calls can be frustrating and demoralizing for firefighters and other emergency personnel committed to saving lives and protecting property. Repeatedly responding to non-emergency situations can negatively impact morale and job satisfaction. |
| Safety risks | Each time emergency vehicles respond to a call, there is an inherent risk of accidents or injuries. Responding to nuisance calls increases the exposure to these risks for emergency personnel and the general public. |
| Public perception | Nuisance calls can contribute to a negative perception of the fire department among the public, leading to questions about the department's effectiveness and efficiency. This could potentially undermine public confidence and support for the department. |
| Personal life | Nuisance calls affect the personal lives of volunteer firefighters by taking them away from their employers and families. Employers and families can get frustrated due to leaving for nuisance calls, resulting in less support for their involvement in the fire department. |

BEST PRACTICES TO REDUCE NUISANCE CALLS

The following table provides a summary of best practices and potential actions to reduce the volume of Nuisance Calls made to the DFD:

| ACTION | DESCRIPTION |
|--|--|
| Public Education | Implement an extensive public education campaign focusing on nuisance calls' implications. Use local newspapers, social media, community meetings, and local TV stations. The goal is to make the public aware of when it's appropriate to call the fire department and when it isn't. |
| Community Engagement | Encourage local community organizations to work with vulnerable groups making these calls, such as the elderly or those with specific care needs. |
| Feedback | Provide feedback to those who make nuisance calls about the impact of their calls. This could be done through letters, phone calls, or even home visits for repeat offenders. |
| Collaboration with Other Services | Work closely with the police, medical, and social services to deal with frequent callers with other needs unrelated to fire services. These could be mental health issues, substance misuse problems, or other social issues. |
| Legislation | Advocate for local or provincial legislation that penalizes frequent offenders. This must be done carefully and thoughtfully to ensure it doesn't deter people from calling in real emergencies. |

INITIATIVE STRATEGIES

Proposed initiatives to reduce the number of nuisance calls made to the DFD:

| | | |
|------------|-----------------------------------|--|
| 1.0 | TECHNOLOGY | |
| | 1.1 | Collaborate with building managers to upgrade or maintain alarm systems. |
| | 1.2 | Provide guidelines or workshops on selecting and setting up smoke detectors. |
| | 1.3 | Encourage regular maintenance and checks for building systems. |
| | 1.4 | Develop a system to track and report nuisance calls by type and incident location to increase targeted public education and preventative actions. |
| 2.0 | PUBLIC AWARENESS | |
| | 2.1 | Launch public awareness campaigns on when and when not to call 911. |
| | 2.2 | Share informational brochures or pamphlets. |
| | 2.3 | Conduct community seminars or workshops on fire safety and prevention. |
| 3.0 | COMMUNITY ENGAGEMENT | |
| | 3.1 | Engage in community outreach, potentially setting up liaison officers. |
| | 3.2 | Create informational materials in multiple languages. |
| | 3.3 | Partner with community leaders or organizations to foster trust and understanding. |
| | 3.4 | Provide the public with information and training about how and when to use the non-emergency phone number. |
| 4.0 | INFRASTRUCTURE | |
| | 4.1 | Coordinate with city planning and infrastructure departments to address potential access problems. |
| | 4.2 | Advocate for using technology, which allows for easier emergency service access. |
| 5.0 | TRAINING | |
| | 5.1 | Work with the City of Brandon 911 Service to identify opportunities to update and train dispatchers on nuisance call identification. |
| | 5.2 | Work with the City of Brandon 911 Service to identify opportunities to adjust protocols to allow for a more nuanced response, possibly involving fewer resources. |
| | 5.3 | Work with the City of Brandon 911 Service to identify opportunities to provide refreshers on new technologies or strategies in dealing with potential nuisance situations. |
| 6.0 | REGULATIONS & POLICIES | |
| | 6.1 | Work with local governance to establish penalties or fines for repeated nuisance alarms. |
| | 6.2 | Clearly define what constitutes a nuisance call and communicate this definition to the public. |
| | 6.3 | Collaborate with other emergency services to create a unified approach to nuisance incidents. |

INITIATIVE 2: PARTICIPATE IN A BUYING GROUP

The fire department works within an operation and capital spending budget and follows the recommended schedule for replacing equipment, but it is affected by the increasing costs of equipment and apparatus for both the station and firefighters working with the Province of Manitoba. A comprehensive needs assessment is recommended for determining the feasibility and potential benefits of a provincial-wide fire department equipment and apparatus buying group.

OPPORTUNITIES AND RISKS

Based on our analysis, the following opportunities and risks should be considered:

| Opportunities | |
|--------------------------------------|---|
| Cost Savings | Through collective negotiating, the group can purchase equipment and apparatus at reduced costs, which is particularly beneficial for rural stations that may have limited budgets. |
| Standardization | The buying group could encourage standardization across different stations, which could improve efficiency and compatibility during joint operations. |
| Increased Purchasing Power | The buying group can negotiate better deals and contracts with suppliers due to larger order volumes. |
| Supplier Relationships | The buying group would have the opportunity to establish long-term, beneficial relationships with suppliers, potentially leading to better service and pricing. |
| Increased Access to Equipment | Smaller rural stations would have increased access to a wider range of equipment and apparatus that they may not have been able to afford individually. |

| Risks | |
|--------------------------------|--|
| Coordination Challenges | Managing a group of multiple stations might present logistical difficulties, including decision-making and coordinating delivery to different locations. |
| Diverse Needs | Each fire station might have unique needs and preferences, making it hard to agree on standardized equipment or apparatus. |
| Financial Disparities | There might be financial disparities between stations, which could lead to disagreements over budget allocation for shared purchases. |
| Market Instability | Changes in market prices or equipment availability could impact the buying group's planning and budgeting. |
| Setting Standards | Determine how standards would be established and who would be involved in setting these standards. |

HIGH-VOLUME PURCHASES

The following table provides a summary of high-volume purchases that could be included in the buying program for fire department members:

| ITEM | DESCRIPTION |
|--|--|
| Personal Protective Equipment (PPE) | This includes items such as helmets, turnout gear (bunker gear), gloves, boots, and protective hoods. These items are essential for every firefighter and need to be replaced periodically to ensure safety. |
| Self-Contained Breathing Apparatus (SCBA) and spare cylinders | SCBAs are critical for allowing firefighters to breathe in smoke-filled environments, and departments typically need several units along with spare cylinders. |
| Firefighting Tools | Items such as nozzles, hoses, axes, halligan tools, and hydraulic rescue tools (Jaws of Life) are used regularly and can be purchased in high volumes. |
| Fire Apparatus Maintenance Supplies | This includes replacement parts and maintenance supplies for fire trucks and other apparatus, which would be regularly needed across multiple departments. |
| Medical Supplies | For fire departments that provide medical aid, items such as bandages, oxygen masks, defibrillators, and other first aid supplies could be bought in bulk. |
| Training Materials and Equipment | This could include items such as training mannequins, fire extinguishers, or other equipment used for firefighter training. |
| Communications Equipment | Radios, pagers, and other communication devices are essential for coordinated firefighting efforts. |
| Station Supplies | Everyday items such as cleaning supplies, kitchen supplies, or station wear could be purchased in higher volumes. |

INITIATIVE STRATEGIES

Proposed Initiatives to participate in an Equipment and Apparatus Buying Group:

| | | |
|------------|---|---|
| 1.0 | ESTABLISHMENT AND STRUCTURE | |
| | 1.1 | Research legal and administrative requirements for establishing a buying group. |
| | 1.2 | Explore potential structures (cooperative, non-profit, etc.) for the buying group. |
| | 1.3 | Develop a proposal for the structure and governance of the buying group, including decision-making processes among participating fire departments. |
| | 1.4 | Seek legal advice to ensure compliance with relevant laws and regulations. |
| | 1.5 | Formally establish the buying group, including registering the group if necessary. |
| 2.0 | MEMBERSHIP AND PARTICIPATION | |
| | 2.1 | Develop criteria for membership, including potential membership fees. |
| | 2.2 | Develop a plan to attract other fire halls to join the buying group, highlighting benefits of participation. |
| | 2.3 | Implement the recruitment plan, reaching out to potential members and providing them with information about the buying group. |
| | 2.4 | Maintain regular communication with members to ensure their needs are being met and address any issues or concerns. |
| | 2.5 | Regularly evaluate membership and participation to identify areas for improvement. |
| 3.0 | STANDARDIZATION AND INTEROPERABILITY | |
| | 3.1 | Identify common equipment needs across fire halls. |
| | 3.2 | Assess the advantages and challenges of standardizing equipment, considering factors such as cost, interoperability, and individual department needs. |
| | 3.3 | Develop a plan for standardizing equipment where feasible and beneficial. |
| | 4.5 | Communicate the standardization plan to members and vendors, ensuring understanding and buy-in. |
| 4.0 | VENDOR RELATIONSHIPS AND NEGOTIATION | |
| | 4.1 | Identify potential vendors for firefighting equipment and supplies. |
| | 4.2 | Research best practices for building vendor relationships and negotiation strategies. |
| | 4.3 | Develop and implement a plan for initiating and maintaining relationships with vendors. |
| | 4.4 | Negotiate terms with vendors, including prices, bulk discounts, delivery terms, and after-sales service agreements. |

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| | 4.5 | Establish contracts with vendors and maintain regular communication to ensure a successful long-term relationship. Work with the AMM Canoe group to identify opportunities to enhance supplier list/firefighting offerings. |
| 5.0 FINANCIAL MANAGEMENT AND LOGISTICS | | |
| | 5.1 | Develop a plan for managing the buying group's finances, including collecting and disbursing funds and budgeting for purchases. |
| | 5.2 | Identify a person or team to be responsible for financial management. |
| | 5.3 | Establish a system for handling the logistics of equipment delivery and distribution. |
| | 5.4 | Implement the financial management and logistics plan, providing training as needed to those involved. |
| | 5.5 | Regularly review financial management and logistics processes, making improvements as necessary. |
| 5.0 | | |
| | 5.1 | Develop a plan for managing the buying group's finances, including collecting and disbursing funds and budgeting for purchases. |
| | 5.2 | Identify a person or team to be responsible for financial management. |

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ABOUT EXG

Exchange Group (EXG) is a management consulting firm that specializes in providing innovative solutions, expert analysis, and actionable recommendations to clients across a wide range of industries. With over 60 years of experience, EXG has established itself as a trusted partner for organizations seeking to improve their operations, financial performance, and overall efficiency.

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