

KPMG Fire and Ambulance Services Station Location and Facilities Study

(City Council on November 23, 24 and 25, 1999, amended this Clause by:

- (1) striking out and referring those portions of the Clause pertaining to Fire Stations T16 and T31 back to the Community Services Committee for further consideration at such time as the Fire Chief has conducted the further analysis, as required, and reported thereon to the Committee; and*
- (2) adding to Recommendation No. (2) of the Community Services Committee, after the word "Association", the words "and furthermore, that the construction of the new Station 'B' be considered in the context of new development on the Downsview Base lands, and, if development happens sooner than 2005, the Fire Chief review and advance the construction of Station 'B' prior to 2005", so that such recommendation shall now read as follows:*
 - "(2) that the Fire Chief be given the approval to implement the recommendations contained in the aforementioned report, subject to such implementation being in partnership and consultation with the Toronto Professional Fire Fighter's Association, and furthermore, that the construction of the new Station 'B' be considered in the context of new development on the Downsview Base lands, and, if development happens sooner than 2005, the Fire Chief review and advance the construction of Station 'B' prior to 2005;"*.)

The Community Services Committee recommends:

- (1) the adoption of the joint report dated September 28, 1999, from the Commissioner of Works and Emergency Services, the Fire Chief, and the General Manager, Toronto Ambulance; and further that, upon adoption by City Council, the clause be forwarded to the Budget Advisory Committee for consideration of the funding aspect during the 2000 Capital Budget;**
- (2) that the Fire Chief be given the approval to implement the recommendations contained in the aforementioned report, subject to such implementation being in partnership and consultation with the Toronto Professional Fire Fighters' Association; and**
- (3) that the Fire Chief be requested to provide the Community Services Committee with a semi-annual report on the progress of implementing the recommendations.**

The Community Services Committee, reports for the information of Council, having requested the Fire Chief to report to the Community Services Committee on the rationale behind the different response times, methodologies for determining response times, and comparisons

between Toronto and other major urban centres; and further that, at the time the report is submitted, the Fire Chief provide a video presentation on the phenomenon of “flash over”.

The Community Services Committee submits the following joint report (September 28, 1999) from the Commissioner of Works and Emergency Services, Fire Chief, and General Manager, Toronto Ambulance:

Purpose:

This report provides City Council with a response from the staff of Toronto Fire Services (TFS) and Toronto Ambulance Services (TAS) regarding the recommendations contained in the KPMG Fire and Ambulance Services Station Location and Facilities Study. This is the main report from staff. There are also three supplemental reports of the same date addressing specific issues.

Funding Sources, Financial Implications and Impact Statement:

This report recommends:

- (a) the construction of six new fire stations over the next six years - four of which will be constructed to accommodate co-sharing with ambulance;
- (b) the construction of two new fire stations to replace four existing stations - one of which will be constructed to accommodate co-sharing with ambulance;
- (c) the demolition and re-building of two existing fire stations; and
- (d) the repair of numerous fire stations.

The estimated construction costs are noted in chart form on Attachment “A”. The estimated fire station repair costs are itemized in Attachment “D1”, and calendarized in Attachment “D2”.

Recommendation:

It is recommended that Council adopt the recommendations of the KPMG Study as amended by this report, and that the appropriate City officials be authorized and directed to implement those recommendations in accordance with the implementation schedule included as Attachment “B”.

Council Reference/Background/History:

The management consulting firm of KPMG was retained by Council last summer to undertake, amongst other activities, an analysis of the recommended locations for fire stations, apparatus and facilities in the new City of Toronto. The General Manager of Ambulance Services requested that Toronto Ambulance be included in the facilities portion of the study in order to identify potential cost savings through the co-location of existing and future ambulance stations with fire stations.

KPMG’s report, presented to the Emergency and Protective Services Committee at its meeting on April 20, 1999, and subsequently to Council made 26 recommendations in respect of Fire and

Ambulance Services. This is a joint report from Fire and Ambulance Services in response to those recommendations.

The following coding conventions were used to identify fire and ambulance stations: e.g., "T26" - where "T" represents the former municipality of Toronto, and "26" represents fire station 26 in that former municipality; and "A14" where "A" represents an ambulance station and "14" is the ambulance station number.

Discussion:

- (1) Four-minute First Response Road Time Recommended. Agreed

KPMG has recommended that Fire Services adopt the principle of a four-minute road-travel response time. TFS have examined this recommendation and agree that this is a positive and, for the most part, an achievable goal. It should be noted that some areas of the City, e.g., the downtown core, will continue to receive a road response of less than four minutes due to the large concentration of hospitals and other special buildings located there. However, some areas of the City presently receive a response level that exceeds this four-minute response target. As indicated in the study, Canadian municipal fire departments consider four minute road-travel response time to emergencies as an acceptable target.

- (2) No Fire Station Relocations are Recommended. Agreed With Two Exceptions

While KPMG recommends no fire station relocations, TFS is recommending two exceptions.

Firstly, we recommend that station relocation be reviewed with respect to both Stations T16 and T31. Station T16 is located on DeForest Road in Swansea, while Station T31 is located at 462 Runnymede Road - and recommended by KPMG for closure. TFS recommends the closure of both of these stations and the construction of a new fire station at a suitable location in the same general area - one that can provide the same high degree of service delivery currently in place. The proposed site would be somewhere in the Bloor West Village area. This recommendation is made in order that two aging buildings may be replaced with one new facility. The capital costs of construction for the new station will be reduced by the sale of both of the former stations.

The building of a new station in Bloor West Village to replace T16 and T31 will fill a need identified in the Fire Plans published in 1987 and 1994. The lack of aerial coverage in the southern portion of T16's running area was identified as a serious concern. Aerial T31 could be relocated to E1, and would provide aerial response to the south Swansea area, as well as to south Etobicoke. In addition, TFS is considering re-locating aerial T20 to the new T16 station.

Secondly, TFS also examined Stations T26 and T12. Station T26 is located on Chatham Avenue, near Greenwood and Danforth Avenues - and is recommended by KPMG for closure. Station T12 is located at Gerrard Street East and Pape Avenue. Station 26 responded to 1,986 calls last year which is a significant number of future calls to be picked up by the surrounding stations if Station T26 was allowed to close. Both stations currently house an aerial and a

pumper. We have examined a number of options with respect to these two stations. Our preferred and long-term recommendation is to build a new station at a suitable location strategically located between T26 and T12 with the pumper and aerial from station T12 relocated to the new station.

If a suitable property can be located between T12 and T26, it is recommended that TAS relocate A43 (Pape Avenue and Queen Street) to the joint facility with TFS. A43 is a former police station and is currently a shared facility with South Riverdale Health Centre. This site requires significant renovations and is approaching the end of its useful life.

While staff of the Facilities and Real Estate Division assists TFS in the search for a suitable site, our interim recommendation is for station T26 to continue to operate with the existing pumper 26 assigned to the station. Aerial 26 would be decommissioned as recommended by KPMG. T12 is an aging station and requires significant repairs with an estimated cost of \$300,000.00. We recommend that station T12 continue to operate with a pumper and aerial until a site for the new station is determined, and a new station is constructed.

Anticipated growth along the lakeshore, further urban development, and changing demographics may point to increased demand for emergency services response. The KPMG report identified E1 as an older building which would require replacement in the future, and that the bays and crew's quarters were not appropriate for a joint Fire/Ambulance facility. After considering a number of factors related to this site, TFS recommends that a new Station E1 be constructed on the present site. This station will be constructed to accommodate both a pumper and an aerial. In addition, potential exists for co-location with ambulance for an area that had been identified in the study as being under-serviced.

We note that KPMG also recommends the acquisition of two marina boats. One of these boats would serve the western shoreline of the City of Toronto, with the other boat serving the eastern shoreline. Rebuilding Station E1 and assigning an aerial as well as a pumper could provide the staffing support that a marina boat requires. There are a number of locations where this vessel could be moored along the lakeshore. If the boat is manned by staff from the nearest fire station, rebuilding E1 on the current site and assigning a pumper and aerial will enable this. While TFS endorses, in general, the concept of acquiring and operating two additional marine boats, we believe additional study is necessary before we make this recommendation to Council. Please also see item No. (7) (marine boat acquisition).

(3) Close Fire Stations T26 and T31:

Agreed - With Modifications

We have reviewed the 1994 City of Toronto Master Fire Plan and agree that an appropriate solution (also see item No. 2 above) for the fire protection needs of this area is to close both stations T16 and T31 and build a new fire station in the Bloor West Village area of Bloor Street West.

We also concur with the recommendation to close Station T26 contingent upon also closing Station T12 and constructing a new fire station at a suitable location strategically situated in the same general area. In the interim, we recommend that Station T26 continue to operate with one pumper until such time that a new station can be constructed (see also item No. (2) above). This

recommendation also enables TAS to review the potential for the assignment of an ambulance at T26. TFS has examined this station, and believe that the retrofit required to enable the assignment of an Ambulance crew would be neither difficult nor costly.

TAS will stay at A43 (Pape Avenue and Queen Street) while T26 continues to operate as a fire station. When T26 closes, TAS would again review the potential of this site for a service District Office, and/or a replacement for A43.

(4) Six Additional Fire Stations Recommended: Agreed - With Two Exceptions

TFS concurs with the KPMG recommendations, with some minor changes. TAS has reviewed the opportunity to co-locate at three of these facilities and are in concurrence with the following. TFS examined the six locations recommended for new fire stations as noted below.

Station No. Location Recommended by KPMG

Station “A” to be located in the former Etobicoke, west of Highway No. 27, south of Rexdale Boulevard.

Station “B” in Downsview, on Keele Street, between Wilson and Sheppard Avenues.

Station “C” in North York, on Sheppard Avenue, between Leslie and Bayview Avenues.

Station “D” in Scarborough, at or near the Eglinton Avenue/Midland Avenue intersection.

Station “E” in Scarborough, at or near the Ellesmere Road/Morningside Avenue intersection.

Station “F” in Northeast Scarborough, at or near the Finch Avenue East/Meadowvale Road intersection.

TFS comments regarding the six new stations recommended by KPMG follows:

Station “A” Agreed

TFS supports the recommendation to build a new station in the area described as Station “A” location in Etobicoke. This location is supported by the steady growth and development that continues to take place in this north-west area of the City.

Station “A” is intended to serve the Rexdale Boulevard and Highway No. 27 area and is also required to address the changing uses of the present race-track grounds. The risk factors have increased in the race track with the advent of year-round use. The grandstand has undergone extensive renovations to provide a wider range of entertainment, and accordingly larger crowds are present, sometimes 24 hours/day. The potential for future expansion of the business enterprises in this area is significant.

Station "A" will improve service to the Woodbine Shopping Centre on the north side of Rexdale Boulevard. The emergency response to this Shopping Centre has been slowed by the increased traffic on Rexdale Boulevard. The area west of the Shopping Centre is being developed as a residential area and will increase the number of responses to this area. Station "A" will also provide enhanced response to the area south of Rexdale Boulevard, and this could be an asset due to the proposed relocation of Aerial 7 to E5. The hotels located along Dixon Road are quite busy and often have a high level of occupancy. The year of construction is projected to be 2002.

The construction of a new fire station in the north-west sector of the former City of Etobicoke would allow TAS to vacate a facility that is currently being leased in an industrial mall. This facility has had ongoing health and safety concerns, and in recent weeks has received smoke damage on two separate occasions as a result of a fire in the adjacent building. As a result, A14 has been temporarily relocated to the TFS, Etobicoke Training facility.

Station "B":

Agreed

Station "B" is recommended for Keele Street between Sheppard and Wilson Avenues. The development of the Downsview lands will have a great impact on the community, and emergency services will experience increased demands for service as this development takes place. While it is unclear to some degree as to what the ultimate decision will be with respect to the development of the former Canadian Forces Base Downsview, it is clear that there is tremendous potential for growth. From a long-term planning perspective, increased emergency call volume is anticipated. Due to this anticipated growth, and also with regard to current service demands, TFS supports the Station "B" recommendation. Construction will take place as land in the area is developed probably in 2005.

Station "C":

Agreed

Station "C" is proposed for Sheppard Avenue between Leslie Street and Bayview Avenue. This area continues to experience growth. The advent of the Sheppard Subway line will see the opening of subway stations bringing along with it increased development in the area. Station "C" will also serve the North York General Hospital, Bloorview Children's Hospital and a senior's residence on Buchan Court. This station would also improve the response time to emergencies occurring on Highway No. 401. Former North York Council approved the construction of a station in this area with a proposed construction date of 1999-2000. We concur with the recommendation to build a station in this area of Toronto. The construction is planned for 2002.

Station "D":

Agreed

Station "D" is proposed for construction at or near the intersection of Eglinton and Midland Avenues. A station near Midland and St. Clair Avenues (East) was proposed, in conjunction with other improvements, in a 1992 Scarborough station location study. Responses to a significant number of streets in the area failed to consistently meet the preferred four-minute response time target.

The findings of the 1992 study support the KPMG proposal, however, some other relocations and additions were included in the 1992 recommendations. One of the considerations at that time, that supported the recommendation, was to relocate S1 to a site west of its location on Birchmount Road., north of Danforth Ave. The suggested site was around the intersection of Danforth and Warden Avenues. With that relocation complete (a relocated S1 was opened earlier this year), service to the Kennedy Road/St. Clair/Midland Avenue areas has been impacted negatively.

Proposed Station "D" will help offset S1 relocation and address the other response deficiencies identified in the area. Further study should be undertaken to identify the most appropriate site. The projected year of construction is 2004.

The recommendation for a new fire station at Midland and Eglinton Avenues provides TAS with an opportunity to co-locate at the new fire station to be constructed at this location. The existing TAS property is in a prime redevelopment area and would provide the City with an opportunity for greater commercial use and revenue. TAS recommend that Station "D" be built as a joint Fire/Ambulance facility.

Stations "E" and "F": Not Agreed - Build Only One Station Instead

As noted earlier, Station "E" was recommended for construction at or near the intersection of Ellesmere Road and Morningside Avenue, while Station "F" was recommended for construction at or near the intersection of Finch Avenue East and Meadowvale Road.

Emergency call volume for the twelve-month period ending April 30, 1999, in the proposed Station "E" primary response area was predominantly to Scarborough Centenary Health Centre and Seven Oaks Retirement Home (both at Neilson and Ellesmere Roads), and the high-rise apartment buildings addressed on Mornelle Court. The stretch of Ellesmere Road joining these two main response areas falls along the primary boundary fringes of stations S7, S12, S2 and S9. Primary response times appear to be marginally acceptable. Secondary, or multiple-vehicle response time criteria are more easily met because of the close proximity of the four stations.

Proposed Station "F" was recommended as being urgent. The four-minute response time recommended in the KPMG Study is rarely met in the area that would be served by the proposed station, and vehicle assist times run more than ten minutes. The target area is rural - and for the most part - is without City water supply. The Toronto Zoo is located within what would be the station's primary response area and the North entrance currently requires an additional 1.5 kilometre travel distance beyond the main Zoo entrance located on Meadowvale Road.

Call volume for the proposed location would be minimal. For the twelve-month period ending April 30, 1999, primary calls to the subject area totalled 60 with just eight of them requiring more than a single vehicle response. While a case can be made for enhanced service to the remote north-east corner, based on the above factors, call volume and severity do not support construction and staffing of a station at the proposed Meadowvale and Finch location.

TFS recommends the construction of one new fire station to serve both areas. A preferred location would be in the vicinity of Morningside Avenue, and Sheppard Avenue East. While still projected to produce response times of more than four minutes to the remote north-east corner of the City, this location would be more feasible than the Meadowvale/Finch location and could easily augment deficiencies identified in the Ellesmere Road and Morningside Avenue area. The projected year of construction is 2000.

TAS Station 25 was located in a Works water tower up to August 1996 and was closed due to health and safety concerns at that time. It had been slated for replacement in former capital budgets, but had been deferred pending the completion of the then Ernst and Young report, and more recently, the KPMG study. The recommendation for a new fire station in the north-east sector of the City provides an opportunity for TAS to co-locate a new station in this area. TAS supports the TFS recommendation to combine the recommended Stations "E" and "F" into one location in the Sheppard and Morningside area and recommends that this be built as a joint Fire/Ambulance facility.

Station "G":

New Station Proposed by TFS Staff

TFS has examined an area requiring enhanced fire protection not identified in the KPMG report and recommendations. The area near Sunnybrook Hospital on Bayview Avenue is a prime location for a new fire/ambulance station. The hospital is outside the four-minute road-travel response as identified in the KPMG report (please see Figure 11.17). The former North York Fire Chief secured Council support to hold a parcel of land on the Sunnybrook site for a future fire station. Previous plans were drafted to build a joint fire and ambulance station that would meet the fire protection needs of that community. This property has been set aside adjacent to the hospital and would easily accommodate a new station. This station location would enable TFS to meet the four-minute response target. The proposed year of construction is 2001.

Future Development Opportunities/Partnerships:

TFS recommends that staff research the concept and potential to include future fire stations in new development projects as part of future construction. We intend to enter into dialogue with City planning staff and other officials as deemed appropriate in order to pursue this concept.

Traffic Light Controls:

Enhanced response times may also be achieved through the use of traffic light controls in addition to station construction or relocation. Although there are some limitations, intersection controls can provide a comprehensive and cost-effective means of improving response times.

(5) Reallocate Apparatus and Firefighters: Agreed - With Suggested Amendments

TFS generally agrees with the KPMG recommendations, with minor exceptions as noted below.

The proposed change, on an interim basis, to station T26 will reduce the staffing of the station by one vehicle. Station T26 will continue to operate, with one pumper assigned. The aerial from T26 will be decommissioned.

The aerial from T23 will also be removed from service and decommissioned.

The closing of Stations T31 and T16, and the construction of the new station on Bloor Street West will result in no net increase to the staffing requirement, as the new station will have one pumper and an aerial assigned.

E1 currently has one pumper assigned. The addition of an aerial to E1 will provide aerial service to south Etobicoke and to Swansea. After one year, station responses will be reviewed to ensure that an acceptable level of service is maintained.

TFS examined the proposed relocation of a rescue vehicle from the South Command to the East Command, to be located in East York. An alternative to this proposal would see Rescue No. 1 (currently assigned to T5) relocated to T11. This would provide enhanced coverage to the Don Valley Parkway, as well as the Bloor/Danforth corridor. In addition to this, Station T11 is situated close enough to the former borough of East York to enable a response of the Heavy Rescue to emergencies in this area. TFS plans to leave Rescue No. 2 at T2 (Claremont Street).

The Pumper Tower (formerly called a Snuzzle) from EY No. 2 will be relocated to Toronto Island, at Station T33 to replace the existing pumper. This specialized vehicle - combining both pumper and elevated-stream capability - will provide enhanced service to the Island community.

Please see Attachment "C" for the Location List of various TFS apparatus.

(6) Fire Station Improvements: Agreed - With Minor Changes

Required fire station improvements are contained in Attachment "D1" of this document. TFS Facilities staff have examined the 19 stations that are identified in the KPMG report, and have provided alternative proposals where noted. We advise that Station T16 will not require repairs if Council approves TFS's recommendation to close both T16 and T31 and build a new station on Bloor Street. In addition, Station T12 will not require repairs if a site can be determined that will facilitate the construction of a new station to replace both T26 and T12.

(7) Marina Boat Acquisitions: Agreed

An analysis and review of the Waterfront Emergency Response Plan has been completed by our staff to assess the risks and hazards associated with the shoreline of the City. The new City has a waterfront of approximately 52 kilometres - triple the distance of the former City of Toronto. Emergency services are responsible for fire and rescue services from Etobicoke Creek in the west to the Rouge River in the east. To provide a similar high level of service, TFS must adopt an integrated waterfront emergency response system that addresses the issues of:

(i) efficient and co-ordinated response across the coverage area;

- (ii) response capability, even in the harshest weather;
- (iii) compatibility with the existing response structure of the TFS; and
- (iv) efficient operations.

In order to provide this level of service along the length and breadth of the Toronto waterfront, TFS concurs with the recommendation for the acquisition of two marina boats. Discussions of a general nature are currently taking place between TFS and the Canadian Coast Guard. However, TFS would prefer to conduct additional financial analysis and fact-finding including the definition of roles and responsibilities before placing this recommendation before Council.

(8) Emergency Response Street Access: Agreed

TFS agrees that City of Toronto Parking enforcement and traffic calming initiatives should be subject to review by TFS in order to maintain adequate and timely access for emergency services vehicles. We anticipate initiating this dialogue with the affected parties later this Fall.

(9) Review of Tiered and First Response: Agreed

A Tiered-Response Committee has been established between Fire and Ambulance which has met several times to review and report back on the present tiered-response system. The Fire Chief and the General Manager of Ambulance will review the Committee’s recommendations to ensure that they are effective and that emergency resources are used most efficiently. A subsequent report will be forwarded to Council outlining the Committee’s recommendations.

(10) Joint Discussions with Union/Association: Agreed

The Fire Chief and the General Manager of Ambulance have discussed KPMG’s, TFS’s and TAS’s recommendations with representatives from the union and the TPF Association representing staff in addition to providing their authorized representatives with copies of the reports to Council.

(11) Ambulance Station Co-Locations: Agreed

KPMG has recommended the following sites for Ambulance and Fire Services to co-share station facilities:

Item No.	Fire Station	Ambulance Station	KPMG Recommendation	Comments
(1)	T26	43	Move 2 ambulances to T26	Not Agreed
(2)	E9	mobile	New Ambulance location	Agreed
(3)	T2 and T25	34	Relocate 2 ambulances	Not Agreed

(4)	T5	May not be required	Not Agreed
(5)	Station "A"	Co-share in new location	Agreed
(6)	Station "D" 47	Co-share in new location	Agreed
(7)	Station "E/F" 25 or 26	Co-share in new location	Agreed
(8)	Station "G"	Co-share in new location	Not In KPMG Report

The recommended co-location sites provide opportunities for Fire and Ambulance to share facilities and costs which are of benefit to all stakeholders. The Fire Chief and the General Manager of Ambulance concur with the recommendations - with some minor exceptions.

Item No. 1:

Elsewhere in this report, TFS recommends the closing of both fire stations T12 and T26 and the construction of a new fire station strategically located somewhere in between. In the interim though, TFS is recommending Station T26 remain open and continue to operate with one pumper, with aerial A26 being de-commissioned as recommended by KPMG. While T26 operates under this configuration, TAS will continue to operate from A43 and review the potential to utilize the spare bay. When T26 closes, TAS would again review the potential for this site as a non-emergency transfer facility or District Office.

Item No. 2:

Fire station E9 will have two vacant bays available and can accommodate a new ambulance station.

Item No. 3:

Fire station T2 is a large two-storey building with five bays. Station T25 is an old three-storey building similar to T23. TFS has some reservations concerning using these two locations for ambulance co-location due to the high cost of the necessary renovations. TFS and TAS have agreed that a suitable modification to this recommendation would be to relocate A34 from 674 Markham Street to T23 on Howland Avenue. The Markham Street property requires a great deal of refurbishing and upgrading including the widening of garage doors to accommodate later-model ambulances. The Howland property is an older three-storey building that presently has vacant space to accommodate ambulance bays and crew's quarter. This opportunity would free up the Markham Street property and will provide more equalized emergency medical coverage in the area.

Item No. 4:

The KPMG report indicates that T5 (Front Street and Sherbourne Street) has three available bays. This could only occur after the rescue vehicle and antique ladder vehicle are relocated. While the existing station is large, there is only one bay that is not in use at this time. Conversion of the building for separated co-location would require major renovation to add a second set of kitchen, washroom and office facilities for the ambulance crews and rearrangement of the space for fire crews. As there are three vehicles in service at this station, the renovation may reduce the fire crew space below an acceptable level. The renovation may be more practical after the rescue vehicle is relocated, however co-location at this site is not recommended at this time.

Co-location at T14, however, is a possibility as it is a large building. TFS will investigate the possible relocation of one of its canteen vehicles as a prelude to relocating an ambulance vehicle there and its crew on the second floor.

Items Nos. 5, 6 and 7:

TFS and TAS agree that the co-location of ambulance and fire staff together in new Stations “A”, “D”, and “E/F” are recommendations that can be supported. The identification of new fire stations required for under-serviced areas has provided the opportunity for TAS to assess its new station requirements and the potential sale and relocation of existing properties and/or the elimination of rented and/or leased properties in those areas.

Item No. 8:

The Fire Chief identified the need to construct a new fire station on or near the Sunnybrook Hospital property which also provides TAS the opportunity to relocate its ambulance station currently leased from Sunnybrook Women’s College Health Sciences Centre. The KPMG study identified a service gap in the Sunnybrook area and recommended a joint facility within one kilometre of the hospital. The facility TAS leases from Sunnybrook has been operating as a non-emergency transfer facility due to the station’s poor access and egress to the road networks. Emergency ambulance response from this area was discontinued and emergency coverage has been provided by mobile units from surrounding areas. TAS recommends that Station “G” be built as a joint Fire/Ambulance facility.

(12) Intensify Former Gas Station Sites: Not Agreed

As identified by KPMG, TAS has four facilities which are former gas stations:

Station Number	Municipal Address
A17	4135 Bathurst Street
A18	643 Eglinton Avenue West
A19	2660 Eglinton Avenue West
A41	1300 Pape Avenue

TAS recommends the reconstruction of A17 on its existing site while A18 and A19 be considered for sale or redevelopment provided other City-owned properties can be acquired within the same general vicinity. The WES Yards Rationalization Study is currently addressing this issue.

There has been some interest expressed regarding the development potential for stations A18 and A19. Both properties are on prime pieces of real estate. These properties could be sold or redeveloped provided that suitable replacement properties could be found for TAS in the vicinity.

KPMG suggests that station T29 should be rebuilt on the site of the ambulance station 18 at Eglinton Avenue and Chaplin Crescent with the ambulance service taking over fire station T29. We are hesitant to endorse this recommendation as more study must be undertaken with respect to the engineering concerns raised by this recommendation. A consultant's report is required to determine the costs involved for the conversion. Ambulance station 18 is a former gas station site built in the 1930s. We consider there would be a considerable cost related to site preparation before the new fire station could be build. Without an engineering report on the soil, it is difficult to estimate costs. However, such projects can cost upwards of \$1,000,000.00 just to clean the soil. In addition, a new two-bay fire station with co-location for ambulance would cost about \$2,500,000.00. We have not attempted to estimate a cost for renovation of T29 for ambulance service use.

The TFS and TAS recommendation is to sell both fire and ambulance sites, and build a joint facility in the Works area on Chaplin Avenue which is within close proximity to the existing station.

(13) Additional Long-Term Co-Location Recommended: Agreed

The KPMG report indicates that the area to the west of E1 and east of E12 is under-serviced by ambulance and requires further coverage. Station E1 should be replaced to improve facilities for staff and reduce maintenance costs. The KPMG response time maps indicate that the four-minute area for E1 overlaps with E6 to the north and runs out into the lake in the south. The uncovered area between E1 and T16 is small and the response area of T16 will be reviewed, as it appears to be smaller than most others in the City. The new station will be built with both ambulance and fire facilities, enabling the assignment of a pumper and an aerial as well as an ambulance component.

(14) Implement Fleet Maintenance Facility Configuration (4 sites): Agreed

Currently, TFS and TAS operate both emergency and non-emergency vehicles that are serviced in separate facilities. Ambulance operates one garage facility to service both emergency and non-emergency vehicles. This garage facility is located at 4330 Dufferin Street and operates 24 hours/day, 7 days/week.

While maintenance of emergency TAS vehicles is centralized in one location (Dufferin), maintenance of TFS vehicles (both emergency and non-emergency) is conducted in six garage facilities - one facility in each of the six former municipalities.

KPMG in their report recommend a four-site fleet maintenance facility configuration as including a central light vehicle garage facility located at Emergency Services Headquarters, a central heavy vehicle garage located at the Toronto Hydro Underwriters Road facility, and two heavy vehicle satellite garage facilities, one at East Mall, Etobicoke (Fire Station E12), and another at Bathurst, North York (Fire Station N12).

TFS supports these recommendations in principle, however, much dialogue is still necessary and indeed is still on-going in order to implement the intent of these recommendations. Unfortunately, the Toronto Hydro Underwriters Road facility is not available causing TFS to engage in a time-consuming search for an alternate facility.

(15) Emergency Services Headquarters Alternatives: Agreed

KPMG reviewed four alternatives for the space usage and future accommodation of the Emergency Services Headquarters building on 4330 Dufferin Street. Each alternative was reviewed, analyzed, costed and discussed with the Steering Committee before KPMG's final recommendations were made.

The recommended alternative (Alternative "A") accommodates the requirements for co-location of Fire and Ambulance Services administration and communications and is the lowest cost option at \$6.1 million. TFS and TAS recommend two minor alterations to KPMG's recommendations. Instead of the TAS buses remaining at the Headquarters site, they will be moved off-site to another appropriate location and the Materials Management facility will remain at Headquarters. A second floor will be constructed over the former location of the Stores/Inventory section to accommodate additional staff and resources in the Headquarters Building.

Note: Alternative "A" has already been agreed to, acted upon and funded through the 1999 Capital budget process. The Architect for the project, The Dubois Plumb Partnership, is the company that originally designed and constructed the building for the then Department of Ambulance Services.

Also, the ground floor of the south building will be renovated to accommodate central support resources. The anticipated completion date for all of the renovations is Spring 2001.

The Toronto Fire Academy on Eastern Avenue will be renovated to accommodate the Ambulance staff training program in a newly constituted Emergency Services Training Academy.

(16) Headquarters Building to be Renovated to Expand Maintenance Facilities for the Fire and Ambulance Light Fleet: Agreed

The decision by TAS to move several ambulance buses off-site affords TFS the opportunity to reduce our costs by renovating the former Ambulance stores thus obviating the need for leasing space. To accommodate the amalgamation of Fire Stores, a former Hydro building at 15 Rotherham Avenue is being made available to the City. This building will also be used to store the Museum contents from the Training Academy, thus again eliminating the need to lease storage space.

The TFS light-vehicle fleet and the technical maintenance services will be temporarily located at 15 Rotherham Avenue. This will be a transitional location prior to the possible relocation of Fire Heavy Mechanical and Technical Services to a new site.

(17) Ambulance Stores Should be Moved Off-site: Not Agreed

TFS and TAS do not agree with this recommendation. As noted earlier in section No. (15), it is recommended that the ambulance buses be relocated off-site, and that the Materials Management facility remain at the Headquarters building.

(18) Move Ambulance Staff Training to the Toronto Fire Academy: Agreed

TFS and TAS endorse the recommendation of an integrated Fire and Ambulance training academy. A project team consisting of TFS and TAS is currently developing the plan for the new Emergency Services Training Academy.

(19) The Communications Centre (Emergency Services Headquarters) Should be Expanded to Include Both Fire and Ambulance: Agreed

TFS concurs with this recommendation, and has already initiated activities to merge its six emergency communications centres into one centralized site at Headquarters to be in close proximity to Ambulance's communications centre. There are significant cost-savings and operational efficiencies that will be derived from this recommendation. Council has already approved centralized radio communications and computer-aided dispatch systems for this site.

(20) Police and 911 Backup Should be Considered for Headquarters: Agreed

Toronto Fire Services concurs with this recommendation. The concept of having the 9-1-1 backup site at Fire and Ambulance Headquarters, and in addition, having the Fire/Ambulance backup site at 703 Don Mills Road (9-1-1 site), both sites already staffed 24 hours/day, 7 days/week, makes good business sense. In the event it becomes necessary to evacuate one of the communications sites, the other site is fully staffed and capable of answering 9-1-1 calls during the transition period. In addition, there are considerable savings in telecommunications costs, etc.

Conclusions:

The management consulting firm of KPMG has concluded its study of fire/ambulance stations, headquarters facilities and fire apparatus. Staff of TFS and TAS have reviewed these recommendations, and with the exceptions noted in this report, concur with them and recommend their adoption by City Council. Funding issues have been addressed in

Attachment "A". A proposed Implementation Schedule is included as Attachment "B". Proposed apparatus relocations are in Attachment "C", and recommended improvements to existing fire stations are found in Attachment "D1" with calendarized costs shown in Attachment "D2".

Fire station improvements and apparatus relocations are contingent upon many operational and logistical factors not to mention the terms and conditions of the various collective agreements, all of which will undoubtedly influence the timing of these moves. TFS and TAS staff will start implementing the proposed recommendations in year 2000. Undoubtedly, a period of assessment and refinement will occur after the proposed fire apparatus relocations are implemented.

TFS supports the KPMG statement that this study with its accompanying recommendations are based on the assumption that all vehicles are fully staffed and in service.

Attachments:

- "A" Estimated Capital Costs for Fire Station Construction/Closing.
- "B" Proposed Implementation Schedule.
- "C" Proposed Apparatus (Vehicle) Reallocation List.
- "D1" Recommended Improvements to Fire Stations with Associated Costs.
- "D2" Calendarization of Fire Station Improvement Costs.

Contacts:

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Attachment "B"

Proposed Implementation Schedule - New Fire Stations

Year 1 - 2000:

Secure a location and build new Station "E/F" in the Morningside/Sheppard area of Scarborough:

When a site is determined, and construction is complete, new station T16 will open in the Bloor West Village area. When this occurs, the pumper from T31 will be redeployed to Station S2, located at 745 Meadowvale Road. This vehicle will operate out of S2 until the new station in the Morningside/Sheppard Avenue East area is completed. The pumper will then be assigned to this new station.

Secure a location and build new station in the Bloor West Village area of Toronto:

Upon completion Toronto Fire Services proposes to close stations T31 and T16 and relocate the pumper from T16 to the new station and sell both properties at T16 (83 De Forest) and T31 (462 Runnymede).

Utilize existing fire station site at 615 Royal York Road (Etobicoke Station 1):

Upon completion Toronto Ambulance to locate vehicle(s) and staff into new facility.

Year 2 - 2001:

Secure a location between T12 and T26 and build new station:

Upon completion, TFS proposes to relocate the pumper and aerial from T12. In the interim, T26 is to remain in service with the pumper in service. Aerial 26 can be decommissioned, and TFS can sell T12 and T26.

Build new Station "G" at the Sunnybrook site 2175 Bayview Avenue:

The pumper from North York Station No. 2, known as Pumper 2A will be relocated on an interim basis to N18, located at 1109 Leslie Street. When the new station is completed on the Sunnybrook Hospital site, this pumper will be assigned to the new station.

Year 3 - 2002:

Secure a location and build new Station "A" at Woodbine Racetrack location (Rexdale Boulevard and Highway 427 area):

In accordance with Attachment "C", a pumper will assigned to station E7 at 947 Martingrove Road. When construction is completed on the new station, this pumper will then be reassigned to that new station.

Secure a location and build new Station "C" at Sheppard Avenue East, between Bayview and Leslie:

After a site is determined, and the new station is built in the area of Sheppard Avenue East, between Leslie Street and Bayview Avenue, the pumper from EY3 in the former borough of East York, will be reassigned to the new station.

Year 4 - 2003:

Secure a location and build new Station T29 on City Works property at Chaplin Crescent North of Eglinton Avenue West:

Upon completion TFS proposes to relocate the pumper and aerial from T29 and sell the existing T29 at 641 Eglinton Avenue West and the ambulance site at the adjoining property.

Year 5 - 2004:

Secure a location and build new Station "D" in the Midland/Eglinton Avenue East area:

TFS proposes to locate a site in the area of Midland and Eglinton Avenue East in order to construct a new fire station. When construction is complete, the pumper currently located at T26, on Chatham Avenue, will be reassigned to the new station. This is dependent on the opening of the new station replacing stations T12 and T26.

Year 6 - 2005:

Secure a location and build now Station "B" in the Keele Street/Wilson Avenue area:

If development and call volume warrants the requirement, a new station will be constructed on a site that is yet to be determined. This site will be on Keele Street, between Wilson Avenue and Sheppard Avenue. This station will receive the pumper that is currently assigned to station T-33, on Ward's Island. In the interim, this pumper will be assigned to station N4, located at 2220 Jane Street.

(A copy of each of Attachments "A", "C", "D" and "D2" were forwarded to all Members of Council with the agenda of the Community Services Committee for its meeting on November 4, 1999, and a copy thereof is on file in the office of the City Clerk.)

The Community Services Committee also submits the following joint report (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief:

Purpose:

This report provides City Council with a response from staff of Toronto Fire Services (TFS) to a Councillor's request to consider alternative options for the closing of fire stations T26 and T31 as recommended in the KPMG Fire Station Location and Facilities Study report.

Funding Sources, Financial Implications and Impact Statement:

The recommendation to close four fire stations and construct two new fire stations has capital budget implications which are contained in another report of the same date to Committee/Council.

Recommendation:

It is recommended that City Council receive this report as information.

Council Background:

This report:

- (A) responds to the motion moved by Councillor Duguid of the Emergency and Protective Services Committee at its meeting held on April 20, 1999:

“That the recommendations in the joint report of the Chief Administrative Officer and Commissioner of Works and Emergency Services be approved with the following amendments:

- (i) that the final decisions regarding the closure of Fire Stations T26 and T31 be subject to a further report from the Fire Chief outlining the anticipated impact in the affected communities currently being served by those Fire Stations, and confirming an adequate level of fire service provision in those communities; and further that community consultation take place prior to any final decisions being made;
- (ii) that Recommendation No. (4) of the joint report be amended by adding after the words ‘associated cost savings’ the following words: and that a thorough analysis be done to confirm the needs and priority of new fire stations/ambulance stations’; and
- (iii) that staff continue to ensure that the impacted Unions and Associations are involved in discussions and reports regarding the implementation of the recommendations of the KPMG Fire and Ambulance Services Facilities Study.”

(B) responds to the following motion moved by Councillor Fotinos, Chair of the Emergency and Protective Services Committee at its meeting held on April 20, 1999:

“That the recommendation to close fire stations T26 (153 Chatham Avenue) and T31 (462 Runnymede Road), and the reallocation of aerial 23 from fire station T23 be reconsidered in the context of the station study conducted by the former City of Toronto in 1994, wherein it was recommended that fire station T16 and T31 be closed in favour of a new fire station on Bloor Street; and that the Fire Chief be requested to report back to the Community Services Committee on this matter as part of his overall assessment of the KPMG Study.”

Discussion:

In a separate report to Council of the same date, TFS has recommended the following:

Fire Stations T16 and T31:

Firstly, we recommend that station relocation be reviewed with respect to both Stations T16 and T31. Station T16 is located on DeForest Road in Swansea, while Station T31 is located at 462 Runnymede Road - and recommended by KPMG for closure. TFS recommends the closure of both of these stations and the construction of a new fire station at a suitable location in the same general area - one that can provide the same high degree of service delivery currently in place. The proposed site would be somewhere in the Bloor West Village area. This recommendation is made in order that two aging buildings may be replaced with one new facility. The capital costs of construction for the new station will be reduced by the sale of both of the former stations.

The building of a new station in Bloor West Village to replace T16 and T31 will fill a need identified in the Fire Plans published in 1987 and 1994. The lack of aerial coverage in the southern portion of T16's running area was identified as a serious concern. Aerial T31 could be relocated to E1, and would provide aerial response to the south Swansea area, as well as to south Etobicoke. In addition, TFS staff are considering relocating aerial T20 to the new T16 station.

Fire Stations T12 and T26:

Secondly, we also examined Stations T26 and T12. Station T26 is located on Chatham Avenue, near Greenwood and Danforth Avenues - and is recommended by KPMG for closure. Station T12 is located at Gerrard Street East and Pape Avenue. Station 26 responded to 1,986 calls last year which is a significant number of future calls to be picked up by the surrounding stations if Station T26 was allowed to close. Both stations currently house an aerial and a pumper. We have examined a number of options with respect to these two stations. Our preferred and long-term recommendation is to build a new station at a suitable location strategically located between T26 and T12 with the pumper and aerial from station T12 relocated to the new station.

While staff of the Facilities and Real Estate Division assists TFS in the search for a suitable site, our interim recommendation is for station T26 to continue to operate with the existing pumper 26 assigned to the station. Aerial 26 would be decommissioned as recommended by KPMG. T12 is an aging station and requires significant repairs with an estimated cost of \$300,000.00. We recommend that station T12 continue to operate with a pumper and aerial until a site for the new station is determined, and a new station is constructed.

Reallocation of the Aerial from T23:

The reallocation of the aerial from Fire Station 23 is a recommendation that can be supported. From a review and analysis of past response data, including a history of vehicle placement, we have ascertained that the removal of the aerial from Station 23 will not adversely affect the aerial response in that district. Furthermore, we have had computer models developed through the engineering firm of Marshall Macklin Monaghan that support this decision.

Discussions with Association Representatives:

TFS has had three meetings with representatives of the Toronto Professional Fire Fighters Association at which time TFS's recommendations were discussed.

Conclusions:

While TFS concurs with the KPMG recommendation to close both fire stations T26 and T31, we recommend that closures not take place until such time that two suitable building sites are located nearby for the construction of two new fire stations, and then at that time, two aging fire stations T12 and T16 also close. In the interim, we recommend that T26 continue to operate with a pumper and that the aerial from T26 be de-commissioned as proposed by KPMG.

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Bob Crawford
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The Community Services Committee also submits the following joint report (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief:

Purpose:

This report provides City Council with a response from Toronto Fire Services (TFS) staff to a Councillor's request for additional information respecting recommendations contained within the KPMG Fire Station Location and Facilities Study report.

Funding Sources, Financial Implications and Impact Statement:

There are no funding implications associated with the presentation of this report.

Recommendation:

It is recommended that City Council receive this report as information.

Council Background:

The following motion was moved by Councillor Fotinos, Chair of the Emergency and Protective Services Committee, on behalf of Councillor Adams, at its meeting held on April 20, 1999.

“That the Fire Chief and General Manager, Ambulance Services, in consultation with local communities, Ward Councillors, and Risk Assessment experts, be requested to review and report on the increased costs to local businesses and residents as a result of reduced fire protection services.”

Discussion:

This motion was moved to ensure that the level of fire protection service in the City of Toronto would not be reduced with the implementation of the recommendations contained within the KPMG report, and accordingly might lead to increased costs to businesses and residents in the affected areas.

KPMG's role in the Fire Services Station and Facilities Study was to act as prime contractor. Also participating in the study were representatives of four other business partners of KPMG, namely:

- The DuBois Plumb Partnership Architects;

- Insurance Advisory Organization Commercial and Residential Risk Services;
- Marshall Macklin Monaghan Engineers; and
- POMAX Incorporated.

The Insurance Advisory Organization (IAO) also provides a service to insurers and municipalities by conducting a Fire Underwriters Survey which ascertains the degree of fire risk for clients. In this case, IAO has stated in a separate letter (please see attached) that there will not be any increased costs to local businesses and residents as a result of reduced fire protection services.

Furthermore, in a separate report of the same date to Council, the Fire Chief has recommended that the two fire stations that KPMG had recommended for closure in its report (stations T26 and T31) not be closed until such time that a suitable location can be found to construct two new fire stations nearby, and then at that time a total of four fire stations be closed - T26 and T12 in east Toronto, and T16 and T31 in west Toronto. The net effect of this recommendation is much the same that KPMG was recommending, i.e., close two stations. However, the added benefit is that it allows for the realignment of the vehicle running areas thereby maximizing response times for the nearby communities, and additionally it allows Fire Services to close two more aging and high-maintenance fire stations.

Conclusion:

There will be no increased costs to local businesses and residents due to the implementation of the changes as proposed by the KPMG report and the Fire Chief's review.

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(A copy of the letter referred to in the foregoing report was forwarded to all Members of Council with the agenda of the Community Services Committee for its meeting on November 4, 1999, and a copy thereof is on file in the office of the City Clerk.)

The Community Services Committee also submits the following joint report (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief:

Purpose:

This report provides City Council with a response from staff of Toronto Fire Services (TFS) to a Councillor's request for additional information respecting recommendations contained within the KPMG Fire Station Location and Facilities Study report.

Funding Sources, Financial Implications and Impact Statement:

There are no funding implications associated with the presentation of this report.

Recommendation:

It is recommended that City Council receive this report as information.

Council Background:

The following motion was moved by Councillor Balkissoon of the Emergency and Protective Services Committee at its meeting held on April 20, 1999:

“That the Fire Chief and General Manager, Ambulance Services, be requested to report to the Community Services Committee:

- (v) on the four key areas outlined in Recommendations Nos. (3) through (8) of the joint report of the Chief Administrative Officer and Commissioner of Works and Emergency Services; and
- (vi) identify all budgetary implications.”

The four key areas outlined in the above-noted recommendations were:

- Rationalization of Facilities;
- Reallocation of Apparatus;
- Fleet Maintenance; and
- Human Resource Implications.

Discussion:

Rationalization of Facilities:

In a report to Committee of the same date, and attached to that report as Attachment “B”, is an Implementation Schedule for the construction of the proposed fire stations. In summary, Toronto Fire Services staff propose:

- (a) the construction of six brand new fire stations over the next six years - labelled as Fire Stations “A”, “B”, “C”, “D”, “E/F”, and “G” in the various reports to Council;
- (b) the closing of four older fire stations (T12 and T26, and also T16 and T31), and the construction of two new stations to replace the four closures; and
- (c) the rebuilding of two older fire stations (T29 and E1).

Staff of Fire and Ambulance Services have each individually determined their co-location or new construction costs and have included these estimates in their respective capital budget submissions and Committee/Council reports.

Reallocation of Apparatus:

In a report to Committee of the same date, and attached to that report as Attachment "C", is a proposed Apparatus Relocation List. The implementation of this proposed Apparatus Relocation List will be dependent upon a number of factors including:

- a single collective agreement in order to relocate personnel;
- one common radio system to provide communications City-wide;
- the delivery of new vehicles such as rescue pumpers; and
- the training of staff with the new vehicles and equipment.

Currently, the operational Fire Protection Division is geographically divided into four commands, referred to as North, East, South and West Commands. In order to administrate each command with its communications centre(s) and individual collective agreement(s), the boundaries were drawn along the previous municipal boundaries by combining Scarborough with East York in the east and Etobicoke with York in the west. However, there is a variance from 16 stations in one command to 27 stations in another command. It is our intention to realign the commands yielding a revised model with more equalized number of fire stations in each of the four commands. The full implementation of this revised model will be dependent upon a single collective agreement and the introduction of a common radio system.

Fleet Maintenance:

KPMG in their report recommend a four-site fleet maintenance facility configuration including a central light vehicle garage facility located at Emergency Services Headquarters, a central heavy vehicle garage located at the Toronto Hydro Underwriters Road facility, and two heavy vehicle satellite garage facilities, one at East Mall, Etobicoke (Fire Station E12), and another at Bathurst, North York (Fire Station N12).

TFS staff support these recommendations in principle, however, much dialogue is still necessary and indeed is still on-going in order to implement the intent of these recommendations. Unfortunately, the Toronto Hydro Underwriters Road facility is not available causing TFS staff to engage in a time-consuming search for an alternate facility.

Human Resource Implications:

In separate reports to: (a) the Community Services Committee at its meeting held on July 14, 1999, and (b) the Policy and Finance Committee at its meeting held on July 20, 1999, and (c) directly to Council at its meeting held on July 27, 1999, the Commissioner of Works and Emergency Services and the Fire Chief in a joint report presented various statistical charts regarding staffing resources in the Fire Services.

In addition, with the earlier introduction of the Incident Command System and more recently the further development of the Incident Management System, it is essential that the senior Incident

Commanders are supported by a Fireground Incident Technician/Safety Officer (FIT/SO). Numerous Coroner's inquests have resulted in the recommendation for fire departments to recognize and establish the position of FIT/SO. Indeed, many fire departments across North America have recognized their importance and have introduced and implemented them. Prior to amalgamation, the former cities of Toronto and York had implemented the FIT/SO program.

It is clearly in the best interest of accountability and safety for the amalgamated City of Toronto Fire Services to fully implement this model. The chart contained as Attachment "C" to the main KPMG report from staff of the same date will identify how this can be accomplished as staff are reassigned due to vehicle changes within TFS. No additional staff are requested or needed to implement this program.

Conclusions:

The management consulting firm of KPMG has concluded its study of fire/ambulance stations, headquarters facilities and fire apparatus. Staff of TFS have reviewed these recommendations, and with the exceptions noted in this report and other reports of the same date to Council, concur with them, and recommend their adoption by City Council.

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The Community Services Committee also submits the following joint report (November 2, 1999) from the Commissioner of Works and Emergency Services and Fire Chief:

Purpose:

This report provides City Council with a response from Toronto Fire Services staff to the various requests and recommendations of the six Community Councils for additional information respecting the recommendations contained within the KPMG Fire Station Location and Facilities Study report and the four associated staff reports submitted by Fire Services.

Funding Sources, Financial Implications and Impact Statement:

There is no funding implications associated with the presentation of this report; however, the KPMG recommendations - modified by the four staff reports previously submitted - do contain capital budget implications which have been costed, and separately submitted through the year 2000 budget process.

Recommendation:

It is recommended that this report be received as information.

Council Background:

The management consulting firm of KPMG was retained by Council in the summer of 1998 to undertake, amongst other activities, an analysis of the recommended locations for fire stations, apparatus and facilities in the new City of Toronto. The General Manager of Ambulance Services requested that Toronto Ambulance be included in the facilities portion of the study in order to identify potential cost-savings through the co-location of existing and future ambulance stations with fire stations.

KPMG's report, presented to the Emergency and Protective Services Committee at its meeting on April 20, 1999, and subsequently to Council made 26 recommendations in respect of Fire and Ambulance Services.

A joint report from Fire and Ambulance Services in response to those recommendations was submitted to the six Community Councils at their meetings held on October 12 and 13, 1999, in order to gain public input on those recommendations in advance of proceeding to the next meeting of the Community Services Committee.

This staff report responds to the recommendations and requests of the six Community Councils for additional explanation and/or commentary.

Discussion:

East York Community Council:

(1) - "Prior to implementing the recommended changes, the reallocation of run volume from decommissioned apparatus and the response capability must be addressed."

With the disappearance of the six former municipal boundaries, the citizens of the former East York will now be the beneficiaries of additional fire protection services from a host of fire stations heretofore not available on the primary response, some of which will provide reduced response times for either first or second due-in response vehicles. This is most significantly demonstrated along the former municipal boundaries of East York, as it has been shown that fire stations outside the former East York boundary can respond to first-alarm vehicles in less time.

The following stations can and, in the future, will respond if requested to this area:

- T11 (former Toronto) - 441 Bloor Street East;
- T22 (former Toronto) - 85 Main Street;
- T24 (former Toronto) - 20 Balmoral Avenue;
- T28 (former Toronto) - 16 Montgomery Avenue ;
- N7 (former North York) - 200 Bermondsey Road;

- N18 (former North York) - 1109 Leslie Street; and
- S3 (former Scarborough) - 755 Warden Avenue.

Computer-generated vehicle response maps (travel time contours) created by the engineering firm of Marshall Macklin Monaghan were used to confirm that adequate fire protection coverage exists for this area of the City. These maps were reviewed with the local Ward Councillors.

(2) - "A representative of the Toronto Professional Fire Fighters' Association be included in the further discussions of the Working Groups established by the Fire Chief to review KPMG's recommendations."

Agreed - While the "ad hoc" Working Group has now completed its task, the Fire Chief has invited Association representatives to meet with senior Fire Services staff for discussion purposes.

(3) - "It is recommended that the communications systems, breathing apparatus, and map systems be standardized."

Council approved the above-noted standardized systems as part of the 1999 capital budget process, and staff are diligently working on implementing these improvements.

Delivery of new breathing apparatus began last month. Training and distribution continues to expand weekly with completion across the Fire Services expected for early 2000.

The first phase of the radio communications project - the harmonization and implementation of the 800 Mhz radio system in the former municipalities of East York, York and Toronto - is on target for the pending move to the new Communications Centre located at the Fire Headquarters building in the summer of 2000.

The City-wide mapping work is part of the new centralized computer-aided dispatch system which is scheduled for phase one implementation at the new Communications Centre in the Fall of 2000.

Etobicoke Community Council - no staff reports requested.

North York Community Council:

(a) - "A staff report is requested on the feasibility of establishing the new Station "B" at the centre of the Downsview lands rather than on Keele Street."

Agreed - Staff will analyze this recommendation and prepare a report on their findings.

(b) - "A staff report is requested on the feasibility of establishing direct access to Dufferin Street for emergency from the Ambulance Headquarters."

This request has been forwarded to the General Manager of Ambulance Services who will provide a staff response in respect of the ambulance station located there.

(c) - "A staff report is requested on the actual average response time from each station as opposed to the four-minute road response time as in the staff report."

Agreed - Fire Services staff will be pleased to make these figures available to Council when the new centralized computer-aided dispatch system is implemented as some of the present dispatch systems are not computerized making the production of statistics quite labour intensive.

(d) - "A staff report is requested on the estimated average response time resulting from these changes required by adopting a four-minute overall average response time."

KPMG in their report calculated that an additional 39 fire stations would be required to provide a three-minute road response time for the new City. Given that the call-handling time is between one and two minutes per call, this means that an additional 39 fire stations would yield an overall average response time of between four and five minutes. To lower that figure to four minutes would obviously require more than the 39 additional fire stations KPMG projected in their report.

(e) - "A staff report is requested on the combination of the new district boundaries if a single collective agreement and unified dispatch is achieved."

Staff are presently discussing the options available for new district boundaries when both a single collective agreement and a unified dispatch system is achieved.

For the most part, responding vehicles in the "interior areas" of former municipalities will not change significantly when a decision is made on new district boundaries, however response efficiencies are expected near former borders as determined by computer-generated vehicle response contours (vehicle running areas) and revised by an evaluation of actual responses. Naturally, to fully exploit this opportunity, both the centralized radio communications and computer-aided dispatch systems must be fully implemented which is planned for 2001.

Toronto Community Council:

(1) - "The building used for Station 16 (former Toronto - 83 DeForest Road) not be sold until it has been reviewed by the City for City use."

Fire Services agrees.

(2) - "The re-location of the aerials in Stations 31 (former Toronto - 462 Runnymede Road) and Station 16 (former Toronto - 83 DeForest Road) be further reviewed based on an analysis of traffic patterns and building use when plans have been finalized for (a new) Station 16."

The management consulting firm of KPMG in concert with Marshall Macklin Monaghan, consulting engineers have recommended in their report that Station 31 be closed, and that Station 16 continue to operate with the one pumper presently in service. Note: Station 16 does not presently have an aerial.

Fire Services staff agree with the recommendation to close Station 31, however, staff also recommend that Station 16 be rebuilt on a nearby site and that the pumper be replaced by a multi-purpose Rescue/Pumper, and furthermore that the aerial vehicle from Station 20 also run out of Station 16. The mix of vehicles recommended by staff exceeds the KPMG recommendations for this station.

(3) - "The new Station 16 (Toronto) be built at a location established only after community consultation in the area."

Agreed - A public meeting in the community is in the process of being set up in concert with the local Councillors.

(4) - "The consideration of Fire Station 29 (Toronto) and Ambulance Station 18 (Toronto) be deferred until a public consultation process has taken place held by Ward Councillors and in consultation with all parties."

Agreed - Fire Services recommends a deferment of this item until 2002, at which time we will meet with the local Councillor and the public for further discussions. As noted in Attachment "A" of the main staff report dated September 28, 1999, to the six Community Councils, Fire Services does not see this item as a priority; in fact, the reconstruction is proposed for 2003.

(5) - "The Fire Chief report in 12 months and in 24 months to the Toronto Community Council on actual response times and the experience as a result of the changes to fire stations and fire equipment in the Toronto Community Council area, the measurements to include first, second, third, fourth and fifth vehicles on scene."

Agreed - Fire Services will prepare the reports as requested contingent upon the computer-aided dispatch system being in place as some of these measurements are quite labourious to collect manually.

(6) - "The reports be submitted to the community meetings which are to take place on this matter."

Agreed - A public meeting has been requested for Ward 19. All materials applicable to that ward will be made available at the public meeting.

(7) - “The use of the consultant on this task be discontinued immediately and the Fire Chief be requested to ensure that his senior staff be given sufficient time and resources in consultation with the Toronto Professional Fire Fighters’ Association to carry out activities which would arise as a result of the discontinuation of the use of the consultant.”

Agreed - KPMG has had no further involvement with this assignment for some time now.

And further noting that the Toronto Community Council requested:

Item (i) - The Fire Chief to report on:

(a) “Not removing the aerial from Station 8 (former Toronto) from Kensington Market Area (132 Bellevue) given the following reasons:

- (1) aging buildings;
- (2) wooden structures;
- (3) traffic jams in the neighbourhood;
- (4) the aerial from Station 2 (former Toronto) is too large to properly access some of the areas currently serviced by the aerial from Station 8; and
- (5) narrow streets;”

A review of the neighbouring aerial running areas by both KPMG and Fire Services staff concluded that an aerial vehicle stationed at Station 8 (former Toronto) was not warranted due to over-lapping coverage from many of the neighbouring aerials which could adequately service the fire protection needs of that area. For instance, travel-time contours for the aerial vehicle at Station 2 (former Toronto) situated a very short distance south-west of Station 8 demonstrate that Aerial 2 has significant over-lapping time contours with Aerial 8, and thus can also provide aerial coverage to approximately 80 percent of the Station 8 aerial running area. The aerial selected for Station 2 will take into account the risks noted above.

In addition, an aerial vehicle is planned for new Station 9 (former Toronto) situated a short distance south of Station 8 at 339 Queen’s Quay and which is presently under construction. The northerly running area of Aerial 9 includes the immediate surrounding area where Station 8 is situated. The KPMG Study did not take into account the construction of new Station 9 and the placement of an aerial vehicle there.

(b) “Why the Heavy Rescue Aerial recommended by KPMG at Fire Station 1 (former Toronto) is not supported by Fire Services;”

Station 1 (former Toronto) presently has the following apparatus: one pumper, one high-rise unit and one Hazmat vehicle. Fire Services staff propose the identical combination of vehicles.

The KPMG Study recommended that an aerial vehicle also be located at Station 1. However, the KPMG Study did not take into account the placement of an aerial vehicle at

new Station 9 presently under construction a very short distance away at 339 Queen's Quay.

Two Heavy Rescue vehicles are recommended to remain in the South Command area supported by the addition of seven Rescue-Pumper vehicles located at stations 7, 14, 15, 16, 20, 28 and 30.

- (c) "Leaving the van, aerial and mini pumper unstaffed at the island's Fire Station 33 (former Toronto);"

The above-noted vehicles were never staffed and no change to that status is recommended. In 1998, the Island Fire Station responded to 147 emergency calls.

- (d) "The combined impact of the removal of the aerial trucks on Howland Avenue and Kensington Market;"

The rationale for the initial placement of an aerial vehicle at Howland Avenue (former Toronto Station 23) in recent years by the former City of Toronto Fire Department was to accommodate vehicle movements within that district. As noted earlier in this report, neither KPMG nor Fire Services staff recommended that an aerial vehicle be located at Kensington Market (former Toronto Station 8). Extensive vehicle running area maps prepared by the engineering firm of Marshall Macklin Monaghan have been provided to both local Councillors and to representatives of the Toronto Professional Fire Fighters' Association to illustrate that an aerial is not required at either Station 8 or Station 23. Fire Services intends to place a more manoeuvrable aerial in nearby Station 2 with specific design characteristics taken into consideration.

Item (ii) - The Commissioner of Economic Development, Culture and Tourism and the Commissioner of Works and Emergency Services to report on the best siting for the Marine Fire Services Unit.

No response from Fire Services required at this time.

Item (iii) - The Fire Chief to comment in writing to the Toronto Community Council on the communication (October 12, 1999) from the President of the Toronto Professional Fire Fighters' Association.

"The Toronto Professional Fire Fighters' Association was not a party to most of the discussions regarding the KPMG Report."

On August 12, 1999, the Fire Chief and Deputy Fire Chiefs met with the TPFPA's President and Vice-President to discuss the KPMG report and the Fire Services' position on its recommendations. The Chief provided those present with his preliminary comments and thoughts on the report's recommendations. Although informed, the Association's representatives were not yet in a position to comment on these ideas. Accordingly, a second meeting was set up for September 8, 1999.

On September 8, 1999, the Association's Vice-President attended at a second meeting, however, their President was at another commitment. Nevertheless, the Chief again

presented his thoughts on the study's recommendations and the direction Fire Services intended to pursue, and requested the Association's views and input. The Association's position at this meeting was that they had not yet completed their review and preferred to see the City's position in writing. Accordingly, another meeting was agreed upon.

On September 20, 1999, a third meeting was held with the Association's representatives at which time it was pointed out that a draft staff response to the KPMG Study recommendations was nearing completion and it included some of the changes requested by the Association at previous meetings. The Association still had no comment, preferring to see a copy of the draft document.

On September 24, 1999, a draft copy of the staff report was delivered to the Association. When no response was received by September 30, 1999, a final copy of the staff reports were prepared and delivered to the Association and to the six Community Council Clerk-Administrators for agenda purposes. The Association also requested specific vehicle response time contours which were completed and delivered.

On October 8, 1999, Fire Services staff again met with the Association's President and Vice-President to review the salient features of the staff report before the October 12 and 13, 1999, Community Council meetings were held.

Fire Services respectfully submits that on all of the above-noted occasions, ample opportunity was afforded to the Association to be a party to the discussions in advance of the staff reports going forward to the Community Councils for public input.

“The Association believes that a response time should always be measured from the receipt of the emergency call.”

Fire Services agrees and notes that all emergency calls are presently being recorded in this fashion. However, the six former fire departments had slightly different systems for measuring the receipt of the call. For instance, does this measurement start with the first telephone ring, or does it start when the phone is answered by a Call-Taker/Dispatcher, or does it start when the fire apparatus is dispatched? Due to this disparity in call time measurement, there were too many variables present to develop a consistent approach to determining the call time when KPMG prepared its report. However, these systems are in the process of being harmonized by the introduction of the centralized computer-aided dispatch system.

The one consistent standardized measurement of response time amongst the 80 fire stations is the road travel time which starts when a vehicle leaves a station and stops when it arrives at the scene of a reported emergency. This was the standard KPMG used in their study to compare the road travel time for all vehicles in all 80 stations. After all, this was a fire station location study, not an operational review.

To calculate the overall total response time, a call handling time of between one and two minutes must be added to the road travel time. As noted above, with the introduction of

newer standardized technologies, a consistent measurement of total response time will be available.

“The relocation of Stations 16 and 31 (former Toronto).”

A thorough analysis and explanation of the recommendations respecting these two stations was contained in the main staff report to the six Community Councils, copies of which are included in this report to Council.

To ensure that the recommendations being made in this part of the City were appropriate, an engineering consulting firm was retained to review those recommendations and to pictorially calculate and draw the (often over-lapping) vehicle running areas on a street map of Toronto. Copies of these maps were provided to the local Ward Councillors and to the Association's representatives. Meetings were then set up with the Ward Councillors to review these maps. In one ward, a public meeting has already been confirmed for the evening of November 15, 1999.

The Fire Services recommendations respecting Stations 16 and 31 are in concert with the Fireplan '94 document prepared by the former Toronto Fire Department.

“The removal of three Fire Apparatus from within the boundaries of the former East York.”

The Heavy Rescue vehicle - one of the three vehicles referred to above - was permanently removed from service in 1998 due to concerns for operational health and safety, and accordingly has not been in service since.

With the municipal boundaries now gone, the citizens of the former East York will now be the beneficiaries of receiving additional fire protection service from a host of fire stations heretofore not available on the primary response. For instance, the following stations can and, in the future, will respond if requested to this area:

- T11 (former Toronto) - 441 Bloor Street East;
- T22 (former Toronto) - 85 Main Street;
- T24 (former Toronto) - 20 Balmoral Avenue;
- T28 (former Toronto) - 16 Montgomery Avenue;
- N7 (former North York) - 200 Bermondsey Road;
- N18 (former North York) - 1109 Leslie Street; and
- S3 (former Scarborough) - 755 Warden Avenue.

Please note that the above-noted vehicle responses will not take place until the 800 Mhz radio system, now being installed, becomes operational and capable of providing radio communications between neighbouring stations and vehicles.

Accordingly, the Snuzzle vehicle will not be relocated to the Island until the summer of 2000 at the earliest. The pumper will not be relocated to new Station “C” until it is

constructed in 2002 or later, prior to which a further analysis of these two recommendations will be undertaken to ensure their suitability.

“The decommissioning of the Aerial vehicle from Station 23 (former Toronto) and the relocation of the aerial from Station 8 (former Toronto).”

To ensure that the recommendations being made for the relocation of the aerial vehicles from (former Toronto) Stations 23 (240 Howland Avenue) and Station 8 (132 Bellevue Avenue) were appropriate, an engineering consulting firm was retained to review those recommendations and to pictorially calculate and draw the proposed aerial running areas on a street map of Toronto to confirm that adequate fire protection exists for this area of the City. Copies of these maps were provided to the local Ward Councillors and to the Association’s representatives. Meetings were then set up with the Ward Councillors to review these maps.

In the last three years, the aerial vehicle from Station 23 responded to an average of 696 calls annually while the aerial vehicle from Station 8 averaged 1,297 calls annually. The neighbouring stations noted below with aerials can provide adequate fire protection services and respond to the additional 1,993 calls (696 + 1,297) per year amongst them.

- Y1 (former York) - 55 Oakwood Avenue with a two-year average of 1327 calls.
- T29 (former Toronto) - 641 Eglinton Avenue West with a three-year average of 796 calls.
- T14 (former Toronto) - 1285 Dufferin Street with a three-year average of 690 calls.
- T24 (former Toronto) - 20 Balmoral Avenue with a three-year average of 817 calls.
- T10 (former Toronto) - 34 Yorkville Avenue with a three-year average of 2,208 calls.
- T2 (former Toronto) - 31 Claremont Street with a three-year average of 1,436 calls.
- T9 (former Toronto) presently being constructed at 339 Queen’s Quay West.

As noted above, only one of the neighbouring fire stations with aerials is averaging a significant number of calls annually. There is sufficient capacity in the other six aerials noted above to pick up and distribute the additional 1,993 calls previously responded to by the aerials from stations 8 and 23.

It should be noted that Fire Services is presently tendering for 15 additional vehicles including more versatile aerial vehicles - one of which will be located nearby at Station 2.

York Community Council - No staff reports requested.

Conclusions:

The process of receiving public input on the recommendations contained in the KPMG Study and report is drawing to a close, and, accordingly, staff of Fire Services look forward to not only placing many of those recommendations in place, but also in harmonizing the provision of fire protection services across the new City. City Council approval is thereby requested to proceed.

Contact Name:

Norm Gibbons
Senior Policy Advisor
397-4315

The Community Services Committee also submits the following communication (October 14, 1999) from the City Clerk, East York Community Council:

Recommendations:

The East York Community Council recommends that:

- (1) prior to implementing changes that will significantly reduce the number of fire apparatus within the boundaries of the former East York, the following issues must be addressed: (i) the reallocation of run volume from decommissioned apparatus; and (ii) response capability must be analysed; and reports having requested the Commissioner of Works and Emergency Services, in consultation with the Fire Chief, to submit a report thereon to the East York Community Council and the Community Services Committee;
- (2) a representative of the Toronto Professional Fire Fighters' Association be included in any further discussions of the working group established by the Fire Chief to review KPMG's recommendations; and
- (3) the communications system, breathing apparatus, and map system be standardized.

Background:

The East York Community Council on October 12, 1999, had before it a joint report (September 28, 1999) from the Commissioner of Works and Emergency Services, the Fire Chief, and the General Manager, Ambulance Services, providing a response to the recommendations contained in the KPMG Fire and Ambulance Services Station Location and Fire/Ambulance Facilities Study; also providing estimated construction and fire station repair costs; and recommending that City Council adopt the recommendations of the KPMG Study, as amended by this report, and that the appropriate City officials be authorized and directed to implement those recommendations in accordance with the implementation schedule included as "Attachment B".

The East York Community Council also had before it the following joint supplemental reports:

- (i) (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief, respecting the closing of fire stations T26 and T31;
- (ii) (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief, respecting risk and insurance; and
- (iii) (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief, respecting the rationalization of facilities; reallocation of apparatus; fleet maintenance; and human resource implications.

The following City officials gave verbal presentations with respect to the KPMG Fire Station Location and Fire/Ambulance Facilities Study:

- Deputy Fire Chief Richard A. Simpson, Fire Services, and submitted a map indicating Toronto Fire Station locations; and
- Mr. Norm Lambert, Director, Emergency Services Operational Support, Ambulance Services, and submitted a written brief with respect thereto.

The following persons appeared before the East York Community Council in connection with the foregoing matter:

- Mr. Jim Lee, President, Toronto Professional Fire Fighters' Association, and submitted a written brief with respect thereto;
- Mr. Ron Smith, East York;
- Mr. Grant Litherland, East York;
- Mr. John Coles, Don Mills; and
- Mr. Archie Mott, District Chief, formerly of East York.

The Community Services Committee also submits the following communication (October 14, 1999) from the City Clerk, Etobicoke Community Council:

Recommendation:

The Etobicoke Community Council at its meeting held on October 13, 1999, recommended to the Community Services Committee and City Council, the adoption of the joint report (September 28, 1999) from the Commissioner of Works and Emergency Services, the Fire Chief and the General Manager, Toronto Ambulance Services, headed "Fire and Ambulance Services - KPMG Fire Station Location and Fire/Ambulance Facilities Study: Main Report".

The Etobicoke Community Council reports, for the information of the Community Services Committee and City Council, having received the following joint supplementary reports, dated September 28, 1999, from the Commissioner of Works and Emergency Services and the Fire Chief, headed:

- (i) “Fire Services - KPMG Fire Station Location and Facilities Study: Closing of Fire Stations - T26 at 153 Chatham Avenue and T31 at 462 Runnymede Road”;
- (ii) “Fire Services - KPMG Fire Station Location and Facilities Study: Risk and Insurance”; and
- (iii) “Fire Services - KPMG Fire Station Location and Facilities Study: Rationalization of Facilities; Reallocation of Apparatus; Fleet Maintenance; and Human Resource Implications”.

Background:

The Etobicoke Community Council had before it a joint report (September 28, 1999) from the Commissioner of Works and Emergency Services, the Fire Chief and the General Manager, Toronto Ambulance Services, responding to the recommendations contained in the KPMG Fire and Ambulance Services Station Location and Facilities Study; advising that three supplementary reports of the same date address specific issues; and recommending that Council adopt the recommendations of the KPMG Study as amended by this report, and that the appropriate City officials be authorized and directed to implement those recommendations in accordance with the implementation schedule appended to the report as Attachment “B”.

The Etobicoke Community Council also had before it the following joint reports:

- (i) (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief, headed “Fire Services - KPMG Fire Station Location and Facilities Study: Closing of Fire Stations - T26 at 153 Chatham Avenue and T31 at 462 Runnymede Road”, responding to a request by the Emergency and Protective Services Committee at its meeting on April 20, 1999, for a report on alternative options for the closing of Fire Stations T26 and T31 as recommended in the KPMG Fire Station Location and Facilities Study; and recommending that the report be received for information;
- (ii) (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief, headed “Fire Services - KPMG Fire Station Location and Facilities Study: Risk and Insurance”, respecting recommendations contained in the KPMG Fire Station Location and Facilities Study; responding to a request by the Emergency and Protective Services Committee at its meeting on April 20, 1999, for a report on the increased costs to local businesses and residents as a result of reduced fire protection services; and recommending that the report be received for information; and
- (iii) (September 28, 1999) from the Commissioner of Works and Emergency Services and the Fire Chief, headed “Fire Services - KPMG Fire Station Location and Facilities Study: Rationalization of Facilities; Reallocation of Apparatus; Fleet Maintenance; and Human Resource Implications”, respecting recommendations contained in the KPMG Fire Station Location and Facilities Study; responding to a request by the Emergency and

Protective Services Committee at its meeting on April 20, 1999, for a report to the Community Services Committee on the four key areas outlined in Recommendations Nos. (3) to (8) of the joint report of the Chief Administrative Officer and the Commissioner of Works and Emergency Services, and identifying all budgetary implications; and recommending that the report be received for information.

The Fire Chief and the General Manager, Toronto Ambulance Services, made a presentation to the Etobicoke Community Council in connection with the foregoing matter.

The Community Services Committee also submits the following communication (October 19, 1999) from the City Clerk, North York Community Council:

Recommendations:

The North York Community Council on October 12, 1999, recommended to the Community Services Committee the following:

- (1) the adoption of the recommendations embodied in the joint report dated September 28, 1999, from the Commissioner of Works and Emergency Services, the Fire Chief and the General Manager, Toronto Ambulance Services; and
- (2) that funding be included in the 2002 Capital Budget for Station "C" as recommended in the report, for a site and the construction of the proposed station, or sooner, if the site becomes available through the review of development applications in the area.

The North York Community Council reports, for the information of the Community Services Committee and Council, having requested a further joint report from the Commissioner of Works and Emergency Services, the Fire Chief and the General Manager, Toronto Ambulance Services regarding:

- (a) the feasibility of establishing the new Station "B" at the centre of the Downsview lands rather than on Keele Street;
- (b) the feasibility of establishing direct access to Dufferin Street for emergency from the ambulance headquarters;
- (c) the actual average response time from each station as opposed to the four-minute road response time as in the report;
- (d) the estimated average response time resulting from these changes required by adopting a four-minute overall average response time; and
- (e) the combination of the new district boundaries if a single collective agreement and unified dispatch is achieved.

The North York Community Council also reports, for the information of the Community Services Committee and Council, having received presentations from Fire Chief Alan Speed and

Mr. Ron Kelusky, General Manager, Toronto Ambulance Services, respecting the KPMG's Fire Station Location Study.

Background:

The North York Community Council had before it the following reports and communications:

- (i) (September 28, 1999) from the Commissioner of Works and Emergency Services, the Fire Chief and the General Manager, Toronto Ambulance Services, recommending that City Council adopt the recommendations of the KPMG Study, as amended by this report, and that the appropriate City Officials be authorized and directed to implement those recommendations in accordance with the implementation schedule included as Attachment "B", and requesting that North York Community Council submit its comments thereon to the Community Services Committee for consideration at its meeting scheduled to be held on November 4, 1999;
- (ii) Supplementary Report No. 1 of 3 (September 28, 1999) from the Commissioner, Works and Emergency Services and the Fire Chief, Toronto Fire Services, entitled "Closing of Fire Station T26 - 153 Chatham Avenue: Ward 26; and Closing of Fire Station T31 - 462 Runnymede Road: Ward 19", responding to a request by Councillor Duguid to consider alternative options for the closing of Fire Stations Nos. T26 and T31, as recommended in the KPMG report, and recommending that City Council receive this report for information;
- (iii) Supplementary Report No. 2 of 3 (September 28, 1999) from the Commissioner, Works and Emergency Services and the Fire Chief, Toronto Fire Services, entitled "Risk Insurance", responding to a request by Councillor Fotinos, on behalf of Councillor Adams, for additional information respecting the KPMG recommendations, and recommending that City Council receive this report for information;
- (iv) Supplementary Report No. 3 of 3 (September 28, 1999) from the Commissioner, Works and Emergency Services and the Fire Chief, Toronto Fire Services, entitled "Rationalization of Facilities; Reallocation of Apparatus; Fleet Maintenance; and Human Resource Implications", responding to a request by Councillor Balkissoon for additional information respecting the KPMG recommendations, and recommending that City Council receive this report for information; and
- (v) (September 28, 1999) from Councillor King, Seneca Heights, outlining her support and concurrence with the recommendation to build a fire station on Sheppard Avenue between Leslie Street and Bayview Avenue and suggesting that when the City deals with applications for rezoning of lands in the area, that staff be directed to negotiate for property to be dedicated for the new Fire Station "C".

The Community Services Committee also submits the following communication (October 14, 1999) from the City Clerk, Scarborough Community Council:

Recommendations:

The Scarborough Community Council reports having:

- (a) received a presentation by Deputy Chief Richard A. Simpson respecting the KPMG Study, as it affects the East District; and
- (b) requested that the Fire Chief report directly to Community Services Committee at its meeting scheduled to be held on November 4, 1999, on the potential use of the Police Substation at Bluffer's Park as part of the Fire Services marine response.

Background:

The Scarborough Community Council, at its meeting on October 12, 1999, had before it a joint report (September 28, 1999) from the Commissioner of Works and Emergency Services, the Fire Chief, Toronto Fire Services, and the General Manager, Toronto Ambulance Services, and supplementary information reports related thereto, requesting that the Community Council forward its comments thereon to the Community Services Committee meeting scheduled to be held on November 4, 1999.

The Community Services Committee also submits the following communication (October 9, 1999) from the City Clerk, Toronto Community Council:

Recommendations:

The Toronto Community Council recommends to the Community Services Committee that consideration of this matter be deferred until its meeting to be held on December 1, 1999, in order that:

- (1) the Fire Chief and representatives of the Toronto Professional Fire Fighters' Association can meet and submit a plan to the Toronto Community Council, at its meeting to be held on November 9, 1999, upon which all parties can agree; and
- (2) the following requested reports can be submitted to the Toronto Community Council for consideration at its meeting to be held on November 9, 1999, and thereon to the Community Services Committee to be held on December 1, 1999.

Should the Community Services Committee not defer consideration of this matter, the recommendations below are forwarded to the Community Services Committee for its consideration. The Toronto Community Council also requested that the reports requested by the Toronto Community Council to be submitted to its meeting to be held on November 9, 1999, be forwarded directly to the Community Services Committee for its meeting to be held on November 4, 1999.

A. Recommendations:

The Toronto Community Council recommends that:

- (1) the building used for Station T16 not be sold until it has been reviewed by the City for City use;
- (2) the relocation of the aerials in Stations T31 and T16 be further reviewed, based on an analysis of traffic patterns and building use, when plans have been finalized for Station T16;
- (3) the new Station T16 be built at a location established only after community consultation in the area;
- (4) consideration of Stations TA18 and T29 be deferred until a public consultation process has taken place, held by the Ward Councillors and in consultation with all parties;
- (5) the Fire Chief report in 12 months and 24 months to the Toronto Community Council on actual response times and the experience as a result of the changes to fire stations and fire equipment in the Toronto Community Council area, the measurements to include first, second, third, fourth and fifth vehicles on scene;
- (6) the reports requested be submitted to the community meetings which are to take place on this matter; and
- (7) the use of the consultant on this task be discontinued immediately and the Fire Chief be requested to ensure that his senior staff be given sufficient time and resources, in consultation with the Toronto Professional Fire Fighters' Association, to carry out activities which would arise as a result of the discontinuation of the use of the consultant.

B. Actions:

The Toronto Community Council requested:

- (1) the Fire Chief to report on:
 - (a) not removing Aerial T8 away from Kensington Market Area (132 Bellevue), given the following reasons:
 - (i) aging buildings;
 - (ii) wooden structures;
 - (iii) traffic jams in the neighbourhood;
 - (iv) the aerial from T2 (Bronto Sky Lift) is too large to properly access some of the areas currently serviced by Aerial T8; and
 - (v) narrow streets;

- (b) why the Heavy Rescue Aerial recommended by KPMG at Fire Station Toronto 1 (260 Adelaide Street West) is not supported by Fire Services;
 - (c) leaving the van, aerial and mini pumper unstaffed at the Island's Fire Station 33; and
 - (d) the combined impact of the removal of the aerial trucks on Howland Avenue and Kensington Market;
- (2) the Commissioner of Economic Development, Culture and Tourism and the Commissioner of Works and Emergency Services to report on the best siting for the Marine Fire Service Unit; and
- (3) the Fire Chief to comment in writing to the Toronto Community Council on the communication (October 12, 1999) from the President of the Toronto Professional Fire Fighters' Association.

Background:

The Toronto Community Council, on October 12, 1999, had before it a joint report (September 28, 1999) from the Commissioner of Works and Emergency Services, Fire Chief and the General Manager, Ambulance Services respecting Fire and Ambulance Services – KPMG Fire Station Location and Fire/Ambulance Facilities Study: Main Report.

The Toronto Community Council also had before it the following reports/communications:

- (September 28, 1999) from Commissioner of Works and Emergency Services and Fire Chief - Supplementary Report - Closing of Fire Station T26 - 153 Chatham Avenue and Closing of Fire Station T31 - 462 Runnymede Road;
- (September 28, 1999) from Commissioner of Works and Emergency Services and Fire Chief - Supplementary Report - Risk and Insurance;
- (September 28, 1999) from Commissioner of Works and Emergency Services and Fire Chief - Supplementary Report - Rationalization of Facilities, Reallocation of Apparatus, Fleet Maintenance and Human Resource Implications; and
- (October 12, 1999) from Mr. Jim Lee, Toronto Professional Fire Fighters' Association.

Mr. Jim Lee, Toronto Professional Fire Fighters' Association, appeared before the Toronto Community Council in connection with the foregoing matter.

The Toronto Community Council's recommendations and actions are noted above.

The Community Services Committee also submits the following communication (October 20, 1999) from the City Clerk, York Community Council:

At its meeting on October 12, 1999, the York Community Council held a public meeting to hear comments from residents of the community regarding the following reports:

- (i) (September 29, 1999) from the Commissioner of Works and Emergency Services, Fire Chief and General Manager, Ambulance Services - Re: Main Report;
- (ii) (September 29, 1999) from the Commissioner of Works and Emergency Services and Fire Chief - Re: Supplemental Report No. 1 of 3; Closing of Fire Station T26 - 153 Chatham Avenue - Ward 26; and Closing of Fire Station T31 - 462 Runnymede Road - Ward 19;
- (iii) (September 28, 1999) from the Commissioner of Works and Emergency Services and Fire Chief - Re: Supplemental Report No. 2 of 3 - Risk and Insurance; and
- (iv) (September 28, 1999) from the Commissioner of Works and Emergency Services and Fire Chief - Re: Supplemental Report No. 3 of 3; Rationalization of Facilities; Reallocation of Apparatus; Fleet Maintenance; and Human Resource Implications.

The York Community Council gave consideration to the foregoing reports and noted and received the information contained therein.

Fire Chief, Alan Speed, and Mr. Ron Kelusky, General Manager, Ambulance Services, presented the abovementioned documents.

Mr. Karl Stankov, West Fairbank Ratepayers Association, appeared before the Community Council and expressed support for the fire and ambulance services.

The Community Services Committee reports, for the information of Council, having received overhead slide presentations on the KPMG and Ambulance Services Station Location and Facilities Study from the following:

- the Fire Chief; and
- the General Manager, Toronto Ambulance.

The following persons appeared before the Community Services Committee in connection with the foregoing matter:

- Mr. Jim Lee, President, Toronto Professional Fire Fighters' Association; and
- Councillor John Adams, Midtown.