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## 2015 OPERATING BUDGET BRIEFING NOTE

### Impacts of Gapping and Attrition on Response Time

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#### Issue/Background:

- TFS is required to meet a 2.04% gapping target on an annual basis. This translates to 69 positions that must be continuously gapped in order to meet the budget target, which is equal to 17.25 FTEs on each of the four Platoons (or shifts) within the Operations Division remaining vacant at any one time.

Note: Through an arbitrated agreement, TFS is required to initiate a recruit class once 40 vacancies exist within the Operations Division.

- On average, 105 TFS personnel retire per year. A total of 1,120 personnel are eligible to retire between 2014 and 2018 with an unreduced pension.
- As a staffing strategy since amalgamation, TFS removes frontline emergency response vehicles from service in addition to deploying numerous other vehicles with reduced staffing levels. In 2014, on average, 3.4 frontline emergency response vehicles were taken out of service each day due to lack of available staffing. Toronto Fire Services (TFS) currently operates a maximum of 124 frontline emergency response vehicles each day.

#### Key Points:

- TFS has never used overtime to maintain minimum staffing during periods of unplanned absences which include unplanned absences include sick time, Long-Term Disability (LTD), WSIB, retirement, maternity and parental leaves, and bereavement. Sufficient staffing exists to absorb planned absences such as vacation and lieu time that are provided in accordance with the Collective Agreement.
- As unplanned absences occur, on-duty staffing levels are reduced.
- In 2014, an average of 3.4 frontline emergency response vehicles were taken out of service each day due to lack of available staffing.
- Prior to removing any frontline emergency response vehicles from service, and in an attempt to keep vehicles in service, staffing on many of TFS' frontline vehicles is reduced from 4 firefighters per vehicle to 3 firefighters per vehicle.
- TFS is taking steps to mitigate the impacts of gapping and keep vehicles staffed and in service:
  - In 2015, TFS implemented a new proactive recruitment process that reduces the time to recruit and train operational firefighters.

- TFS will be implementing new strategies to fill vacancies in a more timely fashion so as to reduce the number of positions vacant due to retirements. These strategies will be monitored to ensure that trucks are kept in service and staffed appropriately.

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**Date:** February 9, 2015