



## Fire Services

### I: 2014 OPERATING BUDGET OVERVIEW

#### What We Do

Toronto Fire Services (TFS) provides City of Toronto residents and businesses with protection against loss of life, property and the environment from the effects of fire, illness, accidents, and all other hazards through preparedness, prevention, public education, and emergency response with an emphasis on quality services, efficiency, effectiveness, and safety.

#### 2014 Budget Highlights

The total cost to deliver this Program to Toronto residents in 2014 is \$422.737 million as shown below.

(In \$000s)	Approved 2013 Budget	Recommended 2014 Budget	Change	
			\$	%
Gross Expenditures	413,130.8	422,736.7	9,605.9	2.3%
Gross Revenue	14,352.0	14,633.5	281.5	2.0%
Net Expenditures	398,778.8	408,103.3	9,324.5	2.3%

In 2014, TFS' base funding pressure of \$11.695 million arising mainly from inflationary increase in payroll and non-payroll costs were partially offset by base expenditure reductions, service efficiency savings and service change reductions totaling \$2.449 million resulting in an increase of \$9.324 million net over the 2013 Approved Budget of \$398.779 million.

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Fast Facts

- TFS provides 24 hour emergency response from:
  - 84 Fire Stations across Toronto;
  - 359 heavy & light emergency, support and training vehicles, 11 Heavy Urban Search and Rescue (HUSAR)/ Chemical, Biological, Radiological & Nuclear (CBRN) dedicated vehicles, and 2 fire boats for marine emergency response; and
  - 3,016 Fire Fighters.
- TFS is the City’s all hazards response agency responsible in the coordination of the City’s response to natural disasters and other hazards such as earthquakes, hurricanes, tornadoes, multi-casualty incidents, technical rescue and disruption to energy infrastructure.

Trends

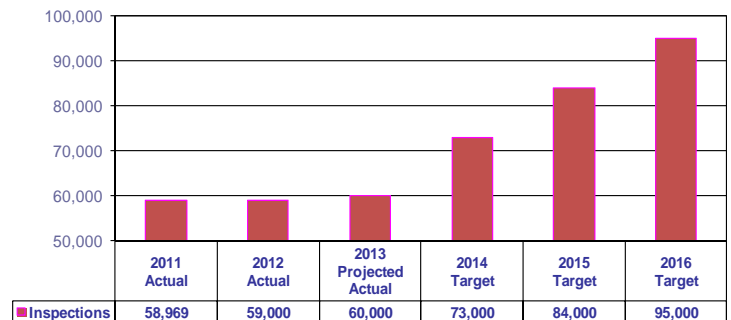
- The number of inspections is expected to increase by 58% from 60,000 in 2013 to 95,000 in 2016 mainly due to the planned increase of 115 Fire Prevention Officer positions over a 5-year period (2013-2017).
- A revised medical response protocol instituted in June 2012 has reduced the number of fire responses to medical calls from approximately 86,000 to 66,000 annually.

Our Service Deliverables for 2014

Toronto Fire Services is responsible for providing 24-hour emergency response to individuals experiencing injury or illness. The 2014 Operating Budget will:

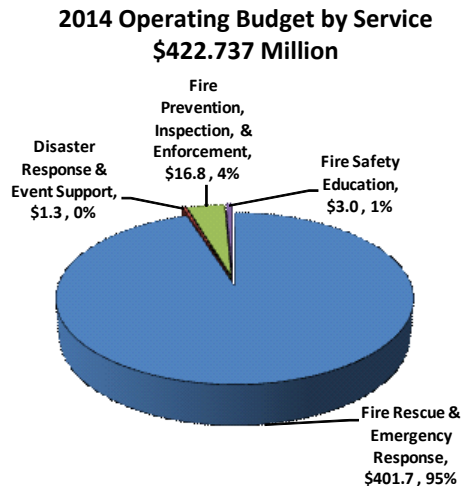
- Provide 24-hour emergency response for the City of Toronto from 84 fire stations located across the City
- Replace 16 emergency response vehicles in 2014;
- Respond to approximately 120,000 emergency incidents resulting in approximately 264,700 vehicle runs;
- Respond to 33,000 fire alarms and over 10,800 fires;
- Respond to 66,000 medical emergencies and over 10,000 vehicle incidents and rescues;
- Train and equip HUSAR and CBRN teams to be ready to respond to major disasters;
- Inspect 73,000 new, existing and rehabilitated buildings;
- Host over 1,600 public education forums to promote fire safety; and
- Improve incident response (road response) to 240 seconds or less 90% of the time from 287 seconds as recommended by KPMG and endorsed by City Council.

Fire Prevention-Inspections

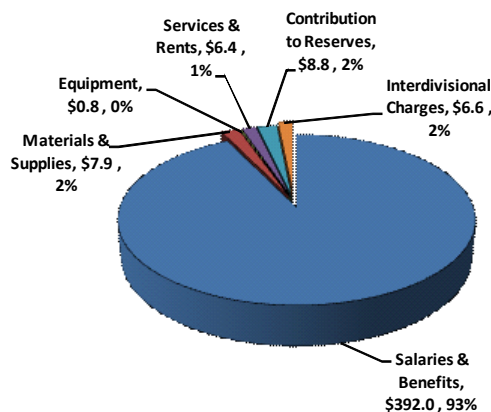


2014 Budget Expenditures & Funding

Where the money goes:

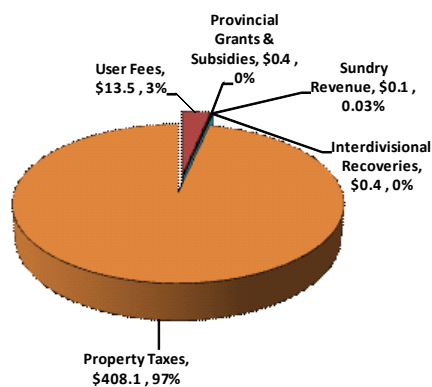


2014 Operating Budget by Expenditure Category



Where the money comes from:

2014 Operating Budget Funding Source



Our Key Challenges and Priority Actions

- Immediate improvements to fire services coverage required to maintain the City’s insurance grade rating of Class 3.
  - TFS strategic plans include increasing resources on prevention, inspection and public education by 115 Fire Prevention Officer positions with 15 positions approved in 2013, 31 recommended in 2014 and 69 positions over the next 3 years to reduce the incidence of fires and other emergencies.
- Continue to improve response times to more closely meet the National Fire Protection Association (NFPA) standards.
- Provide mobile tablets and applicable software to allow in-field inspection reporting in real time.
- Implement LiveMUM software to automate dynamic staging.
- Continued pressure due to WSIB presumptive legislation (Bill 221)- lobbying to widen the scope of the legislation.

## II: RECOMMENDATIONS

### Recommendations

The City Manager and Chief Financial Officer recommend that:

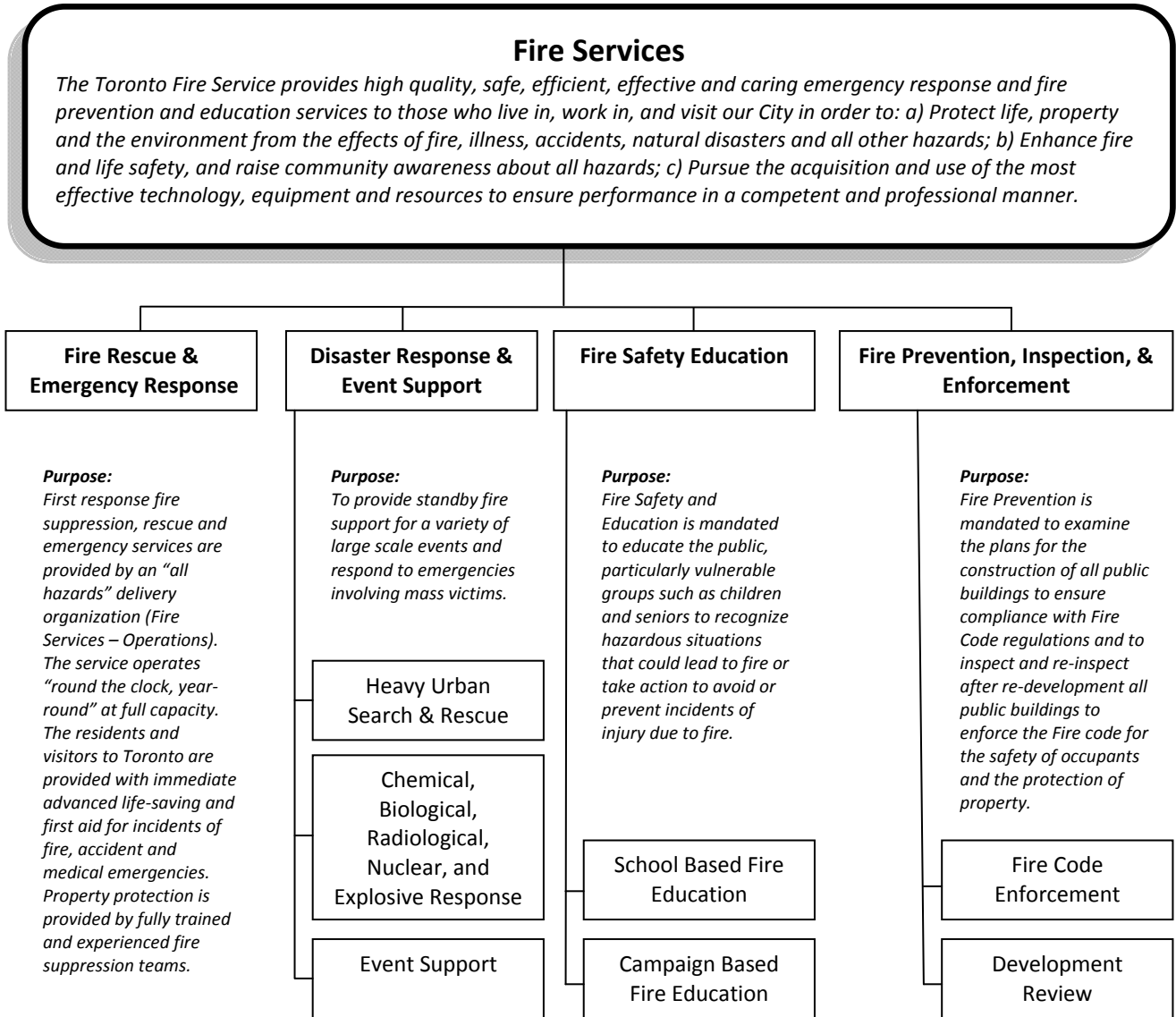
1. City Council approve the 2014 Recommended Operating Budget for Fire Services of \$422.737 million gross and \$408.103 million net, comprised of the following services:

<u>Service:</u>	<u>Gross</u> <u>(\$000s)</u>	<u>Net</u> <u>(\$000s)</u>
Fire Rescue & Emergency Response	401,675.9	388,139.9
Disaster Response & Event Support	1,256.9	669.0
Fire Prevention, Inspection, & Enforcement	16,833.5	16,337.6
Fire Safety Education	2,970.4	2,956.8
Total Program Budget	<u>422,736.7</u>	<u>408,103.3</u>

2. City Council approve Fire Services' 2014 recommended service levels, as outlined on pages 7 to 10, and associated staff complement of 3,105.8 positions.
3. City Council approve the 2014 recommended user fee changes for Toronto Fire Services identified in Appendix 6 for inclusion in the Municipal Code Chapter 441 "Fees and Charges"
4. City Council request that the General Manager and Chief of Fire Services report back on a plan to implement the Rebate Program for Homeowners for first time alarms prior to the Budget Committee Final Wrap up meeting of January 8, 2014.
5. City Council request Fire Services, Fleet Services and Financial Planning staff work together to develop a phased strategy to address the funding of Fire Services' fleet backlog in time for the 2015 Budget process.

### III: 2014 SERVICE OVERVIEW AND PLAN

#### Program Map



Service Customer

**Fire Rescue & Emergency Response**

- Incident Victim
- Property owner
- Property occupant
- Adjacent Property owners
- Insurance Companies

**Disaster Response & Event Support**

- Incident Victim(s)
- Corporations
- City Divisions – Office of Emergency Management, Shelter Support & Housing Administration, Emergency Medical Services, Toronto Police Services
- Large Event Attendees
- Insurance Companies
- Local Businesses
- Local Residents

**Fire Safety Education**

- Toronto Elementary School Teachers
- Community Groups
- Businesses
- Elementary School Children
- Parents / Guardians
- General Public

**Fire Prevention, Inspection, & Enforcement**

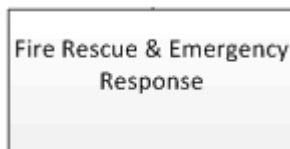
- Property owners
- Property User / Occupant
- Adjacent Property Owners / Neighbours

## 2014 Service Deliverables

The 2014 Recommended Operating Budget of \$422.737 million gross and \$408.103 million net for Fire Services will:

- Provide additional 31 Fire Prevention Officers to enhance Fire Services' Prevention and Education Programs and maintain FUS insurance grade rating of Class 3.
- Provide 24-hour emergency response for the City of Toronto from 84 fire stations located across the City
- Replace 16 emergency response vehicles in 2013;
- Respond to approximately 120,000 emergency incidents resulting in approximately 264,700 vehicle runs;
- Respond to 33,000 fire alarms and over 10,800 fires;
- Respond to 66,000 medical emergencies and over 10,000 vehicle incidents and rescues;
- Train and equip HUSAR and CBRN teams to be ready to respond to major disasters;
- Inspect 73,000 new, existing and rehabilitated buildings;
- Host over 1,600 public education forums to promote fire safety; and
- Improve incident response (road response) to 240 seconds or less 90% of the time from 287 seconds as recommended by KPMG and endorsed by City Council.

### Service Profile: Fire Rescue & Emergency Response



#### What we do

- First response fire suppression, rescue and emergency services are provided by an “all hazards” delivery organization (Fire Services – Operations). The service operates “round the clock, year-round” at full capacity. The residents and visitors to Toronto are provided with immediate advanced life-saving and first aid for incidents of fire, accident and medical emergencies.
- Property protection is provided by fully trained and experienced fire suppression teams.

2014 Recommended Service Levels

Fire Rescue & Emergency Response Service

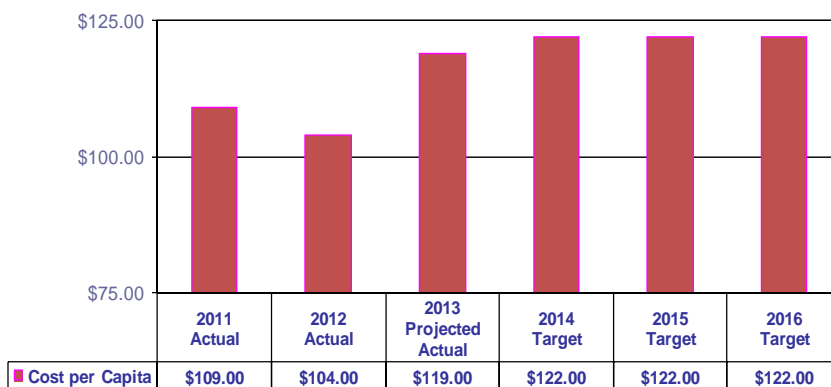
Activity	Type	Status	Target / Standard	Service Levels (90th Percentile)			
				2011	2012	2013 (Jan to Oct)	2014 Recommended
	Emergency Response - Alarm Response - Fire Incidents Response - Hazardous Material Response - Medical Response - Rescue Response - Vehicular Accident Response - Other Response	Approved	6:20 (NFPA)	7:38	7:17	7:24	Dynamic Staging / Predictive Modelling Software to improve Response times.
	Non-Emergency Response - Public Service (Non-Emergency) - Water Problem - Assistance to other Agencies	Approved	10:20 (Non-NFPA)	Not available	Not available	13:40	Standard / Policy Revision.

\* Note: Non-Emergency Responses implemented on January, 1, 2013.

- The service levels have been revised and merged into two types: Emergency and Non-Emergency Responses as TFS does not monitor separate single truck responses from multiple truck responses.

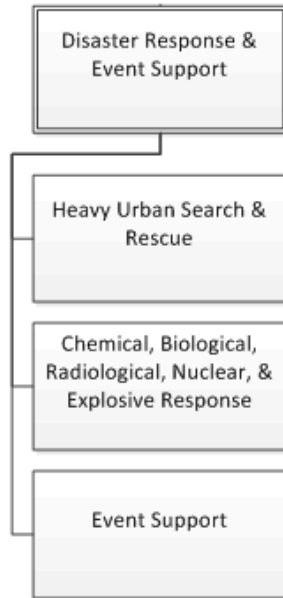
Service Performance Measures

Efficiency Measure – Fire Suppression – Cost per Capita



- The graph shows the service cost per capita provided by Fire Services to residents of the City of Toronto.
- The significant increase in cost in 2013 reflects the COLA for members of Local 3888 that was awarded in 2013.

**Service Profile: Disaster Response & Event Support**



**What we do**

- Provide standby fire support for a variety of large scale events and respond to emergencies involving mass victims, both within the City and as requested by the provincial and/or federal governments.

**2014 Recommended Service Levels**

Currently being developed.

**Service Profile: -Fire Prevention, Inspection, & Enforcement**





**What we do**

- Fire Prevention is mandated to examine the plans for the construction of all public buildings to ensure compliance with Fire Code regulations and to inspect and re-inspect after re-development all public buildings to enforce the Fire Code for the safety of occupants and the protection of property.

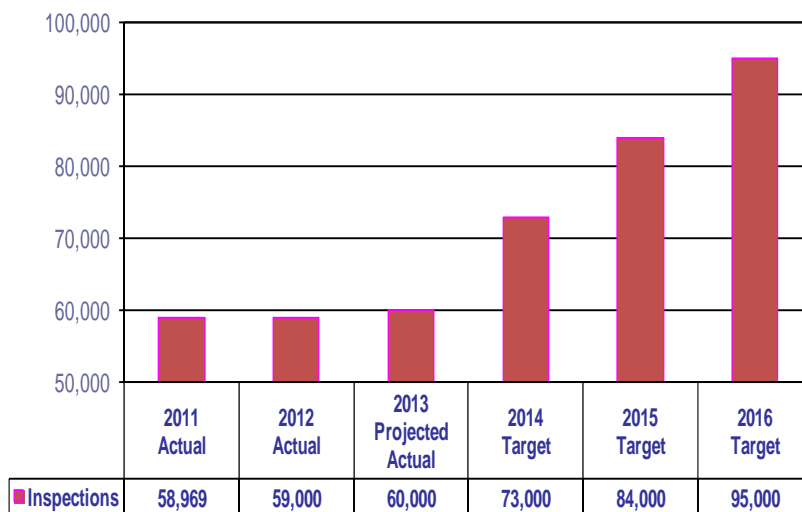
**2014 Recommended Service Levels**

**Fire Prevention, Inspection, & Enforcement Service**

Activity	Type	Status	Service Levels			2014 Recommended
			2011	2012	2013	
Development Review		Approved	29% of inspections completed within 7 days			Service levels currently under review.
Fire Code Enforcement		Approved	25% of inspections compliant on first inspection			Service levels currently under review.

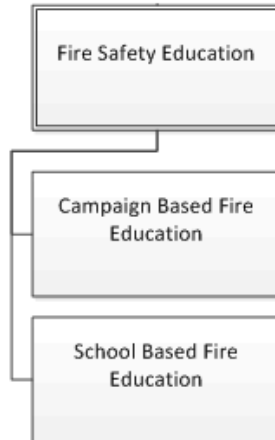
**Service Performance Measures**

**Service Output Measure – Fire Prevention Inspections**



- Inspections is projected to increase by 58% by 2016 (from 2013) as a result of the following:
  - The addition of 15 Fire Prevention inspectors in 2013 and 31 positions recommended in 2014, and anticipated increases of 69 over the next 3 years
  - The implementation of hand held tablets allows inspectors to perform more inspections on a daily basis.

Service Profile: Fire Safety Education



What we do

- Fire Safety Education is mandated through the Ontario Fire Protection and Prevention Act (FPPA) to educate the public, particularly vulnerable groups such as children and seniors to recognize hazardous situations that could lead to fire or take action to avoid or prevent incidents of injury due to fire.

2014 Recommended Service Levels

Fire Safety Education Service

Activity	Type	Status	Service Levels			
			2011	2012	2013	2014 Recommended
School Based Fire Education		Approved	100% of Schools, up to grade 4, received training up to 2010	100% of Schools, up to grade 4; and, grades 5 to 8 by June 2012 in all TCDSB and TDSB schools.	Continue to expend annual public education initiatives promoting fire safety and awareness	Continue to expend annual public education initiatives promoting fire safety and awareness
Campaign Based Fire Education	Fire Education Material /	Approved	1 public educator per 130,000 population			1 public educator per <b>108,000 population</b>
	Fire Education Training	Approved	1 public educator per 130,000 population			1 public educator per <b>108,000 population</b>
	Public Events	Approved	1 public educator per 130,000 population			1 public educator per <b>108,000 population</b>
Development Review		Approved	29% of inspections completed within 7 days			Service levels currently under review.

## IV: 2014 Recommended Total Operating Budget

### 2014 Recommended Operating Budget (In \$000s)

(In \$000s)	2013		2014 Recommended Operating Budget			2014 Rec'd vs. 2013 Budget Approved Changes		Incremental Change 2015 and 2016 Plan				
	Approved Budget	Projected Actual	2014 Rec'd Base	2014 Rec'd New/Enhanced	2014 Rec'd Budget			2015		2016		
	\$	\$	\$	\$	\$			\$	%	\$	%	\$
<b>By Service</b>												
<b>Fire Rescue &amp; Emergency Response</b>												
Gross Expenditures	392,821.5	392,787.8	401,495.8	180.2	401,675.9	8,854.5	2.3%	5,376.4	1.3%	3,909.8	1.0%	
Revenue	13,452.5	15,710.3	13,433.3	102.7	13,536.1	83.6	0.6%		0.0%			
<b>Net Expenditures</b>	<b>379,369.0</b>	<b>377,077.5</b>	<b>388,062.5</b>	<b>77.4</b>	<b>388,139.9</b>	<b>8,770.9</b>	<b>2.3%</b>	<b>5,376.4</b>	<b>1.4%</b>	<b>3,909.8</b>	<b>1.0%</b>	
<b>Disaster Response &amp; Event Support</b>												
Gross Expenditures	1,055.7	1,055.6	1,069.0	187.9	1,256.9	201.2	19.1%	2,383.7	189.6%	(2,545.0)	(69.9%)	
Revenue	400.0	400.0	400.0	187.9	587.9	187.9	47.0%	2,370.4	403.2%	(2,558.3)	(86.5%)	
<b>Net Expenditures</b>	<b>655.7</b>	<b>655.6</b>	<b>669.0</b>		<b>669.0</b>	<b>13.3</b>	<b>2.0%</b>	<b>13.3</b>	<b>2.0%</b>	<b>13.3</b>	<b>1.9%</b>	
<b>Fire Prevention, Inspection, &amp; Enforcement</b>												
Gross Expenditures	16,407.0	16,405.6	16,831.1	2.4	16,833.5	426.5	2.6%	3,071.6	18.2%	2,992.2	15.0%	
Revenue	485.7	485.7	495.9		495.9	10.2	2.1%		0.0%			
<b>Net Expenditures</b>	<b>15,921.2</b>	<b>15,919.8</b>	<b>16,335.1</b>	<b>2.4</b>	<b>16,337.5</b>	<b>416.3</b>	<b>2.6%</b>	<b>3,071.6</b>	<b>18.8%</b>	<b>2,992.2</b>	<b>15.4%</b>	
<b>Fire Safety Education</b>												
Gross Expenditures	2,846.5	2,846.3	2,970.5	(0.1)	2,970.4	123.9	4.4%	23.9	0.8%	17.2	0.6%	
Revenue	13.8	13.8	13.6		13.6	(0.2)	(1.5%)		0.0%			
<b>Net Expenditures</b>	<b>2,832.7</b>	<b>2,832.5</b>	<b>2,956.9</b>	<b>(0.1)</b>	<b>2,956.8</b>	<b>124.1</b>	<b>4.4%</b>	<b>23.9</b>	<b>0.8%</b>	<b>17.2</b>	<b>0.6%</b>	
<b>Total</b>												
<b>Gross Expenditures</b>	<b>413,130.7</b>	<b>413,095.3</b>	<b>422,366.4</b>	<b>370.3</b>	<b>422,736.8</b>	<b>9,606.1</b>	<b>2.3%</b>	<b>10,855.6</b>	<b>2.6%</b>	<b>4,374.2</b>	<b>1.0%</b>	
<b>Revenue</b>	<b>14,352.0</b>	<b>16,609.8</b>	<b>14,342.8</b>	<b>290.6</b>	<b>14,633.5</b>	<b>281.5</b>	<b>2.0%</b>	<b>2,370.4</b>	<b>16.2%</b>	<b>(2,558.3)</b>	<b>(15.0%)</b>	
<b>Total Net Expenditures</b>	<b>398,778.7</b>	<b>396,485.4</b>	<b>408,023.6</b>	<b>79.7</b>	<b>408,103.3</b>	<b>9,324.6</b>	<b>2.3%</b>	<b>8,485.2</b>	<b>2.1%</b>	<b>6,932.5</b>	<b>1.7%</b>	
Approved Positions	3,170.8	3,170.8	3,099.8	6.0	3,105.8	(65.0)	(2.0%)	26.0	0.8%	24.0	0.8%	

The 2014 Recommended Operating Budget for Fire Services of \$422.737 million gross and \$408.103 million net is comprised of the following services:

- The *Fire Rescue and Emergency Response* service with a 2014 Recommended Budget of \$401.676 million gross and \$388.140 million net reflects an increase of \$8.771 million net or 2.3% over the 2013 Approved Budget gross expenditures of \$379.369 million net.
  - Base changes are mostly attributable to salary and benefit increases due to COLA, progression pay and step increments, alternate rate pay totalling \$11.463 million, inflationary increases for non-payroll including utility cost increases of \$0.456 million; and the increase of \$0.131 million resulting from operating impact of the anticipated completion of the Radio Communication Infrastructure Replacement System for required maintenance costs and salaries and benefits for 1 Systems Administrator position.

- The above pressures were partially offset by the reversal of one-time funding of \$3.100 million in 2013 for 63 firefighter positions and the recommended service change reduction of \$0.890 million.
- The 2014 Recommended Operating Budget also provides new funding of \$0.182 million for 5 permanent positions for TFS fleet maintenance and a contract Project Manager position for all TFS' related services for Metrolinx projects (funded 100% by Metrolinx).
- Future year incremental costs are mainly attributable to increases in step and progression pay (\$3.449 million in 2015 and \$3.694 million in 2016) and inflationary increases in non-payroll (\$0.316 million in 2015 and \$0.308 million in 2016) and the \$1.500 million contribution to the vehicle reserve that was eliminated in 2014.
  - COLA for members of Local 79 is included in 2015, however, COLA for members of Local 3888 is not included in 2015 and 2016 as this is subject to the next collective agreement.
- The *Disaster Response and Event Support* service represents the smallest service within Fire Services with gross expenditures of \$1.257 million and \$0.669 million net, an increase of \$0.013 million or 2.0% over the 2013 Approved Budget of \$0.656 million net. The gross increase of \$0.201 million is mainly due to inflationary increase in non-payroll of \$0.013 million and new funding of \$0.187 million for 1 position required for the preparation and planning of fire emergency response during the Pan American (Pan Am) games in 2015.
  - The 2014 recommended revenues of \$0.588 million consist of funding of \$0.400 million provided by the Ministry of Community Safety and Correctional Services for the purchase of specialized materials, supplies and equipment for Heavy Urban Search and Rescue (HUSAR) and Chemical, Biological, Radiological, Nuclear Response (CBRNR) and \$0.188 million from the Tax Rate Stabilization Reserve for the planning and preparation costs for the Pan Am games.
  - The incremental cost of \$2.384 million in 2015 mainly reflects the additional funding for firefighter overtime costs for the games (approximately 18 hours a day for 38 venues) over the Program's current service levels and is expected to be recovered from TO2015. Full funding of \$2.558 million including revenues for Pan Am Games will be reversed in 2016.
- The 2014 Recommended Operating Budget for the *Fire Prevention, Inspection and Enforcement* service of \$16.834 million gross and \$16.338 million net reflects an increase over the 2013 Approved Budget of \$0.416 million net or 2.6%.
  - The base pressure of \$0.416 million is mainly due to inflationary increases for salary and benefit costs.
- The *Fire Safety Education* service with a 2014 Recommended Budget of \$2.970 million gross and \$2.957 million net reflects an increase of \$0.124 million net or 4.4% over the 2013 Approved Budget of \$2.833 million net.

- The key cost driver for this service is mainly from salaries and benefits of \$0.121 million for COLA, progression pay and step increments and associated benefits.

Approval of the 2014 Recommended Budget will result in a reduction 65 positions to the Program's approved staff complement resulting in a change from 3,170.8 to 3,105.8 as highlighted in the table below:

#### 2014 Recommended Total Staff Complement

Changes	2014 Budget	2015 Plan	2016 Plan
<b>Opening Complement</b>	3,170.3	3,105.8	3,131.8
In-year Adjustments			
- Summer Students (FPARS Complement Data Clean-Up)	0.5		
<b>Adjusted Staff Complement</b>	<b>3,170.8</b>	<b>3,105.8</b>	<b>3,131.8</b>
<b>Recommended Change in Staff Complement</b>			
- One-time funding in 2013 for 63 positions	(63.0)		
- Operating impacts of completed capital projects	1.0	1.0	
- Service Change Adjustments	(9.0)		
- New / Enhanced	6.0		(1.0)
- Fire Prevention Officer positions		25.0	25.0
<b>Total</b>	<b>3,105.8</b>	<b>3,131.8</b>	<b>3,155.8</b>
<b>% Change over prior year</b>	<b>(2.0%)</b>	<b>0.84%</b>	<b>0.77%</b>

The 2013 approved staff complement was increased by 0.5 position to reflect the correct number of pooled positions for students. After the FPARS Complement Data clean-up review, it was determined that the pooled position for students required an increase of 0.5 full time equivalent from 0.8 to 1.3 full time equivalent.

The 2014 net staff decrease of 65 positions is the result of the following:

- Deletion of 63 positions resulting from the one-time funding of \$3.100 million approved in 2013.
- The completion of the *Radio Communications System Replacement* Project in 2014 will require a dedicated Systems Administrator position in Fire Services. Costs will be co-shared with Toronto Police Services and Emergency Medical Services.
- 9 permanent positions will be reduced in 2014 as a result of recommended service changes effective January 1, 2014.
- The 2014 Recommended Operating Budget includes 5 new permanent mechanic positions for fleet maintenance and 1 temporary position for the Pan Am Games.

2015 and 2016 Outlooks:

- In 2015, the completion of the *Emergency Phone System Replacement* project in 2014 will require one permanent position to manage and monitor the new IP based 911 system starting in 2015.

- It is projected that 25 new Fire Prevention Officer positions will be added in 2015 and 25 in 2016 with 19 more positions planned for 2017 bringing the total increase to 115 new Fire Prevention Officer positions (including 15 positions approved in 2013) by 2017 to enhance the City's fire prevention and education programs which may contain future demand for emergency fire response
- In 2016, the temporary position for the Pan Am Games will not be required.

**2014 Recommended Base Budget  
(In \$000s)**

(In \$000s)	2013 Approved Budget	2014 Rec'd Base	Change		Incremental Change			
			2014 Recommended Base vs. 2013 Approved Budget		2015 Plan		2016 Plan	
By Service	\$	\$	\$	%	\$	%	\$	%
<b>Fire Rescue &amp; Emergency Response</b>								
Gross Expenditures	392,821.5	401,495.8	8,674.3	2.2%	5,376.4	1.3%	3,909.8	1.0%
Revenue	13,452.5	13,433.3	(19.1)	(0.1%)		0.0%		0.0%
<b>Net Expenditures</b>	<b>379,369.0</b>	<b>388,062.5</b>	<b>8,693.5</b>	<b>2.3%</b>	<b>5,376.4</b>	<b>1.4%</b>	<b>3,909.8</b>	<b>1.0%</b>
<b>Disaster Response &amp; Event Support</b>								
Gross Expenditures	1,055.7	1,069.0	13.3	1.3%	13.3	1.2%	13.3	1.2%
Revenue	400.0	400.0	-	0.0%		0.0%		0.0%
<b>Net Expenditures</b>	<b>655.7</b>	<b>669.0</b>	<b>13.3</b>	<b>2.0%</b>	<b>13.3</b>	<b>2.0%</b>	<b>13.3</b>	<b>1.9%</b>
<b>Fire Prevention, Inspection, &amp; Enforcement</b>								
Gross Expenditures	16,407.0	16,831.1	424.1	2.6%	170.5	1.0%	91.1	0.5%
Revenue	485.7	495.9	10.2	2.1%		0.0%		0.0%
<b>Net Expenditures</b>	<b>15,921.2</b>	<b>16,335.1</b>	<b>413.9</b>	<b>2.6%</b>	<b>170.5</b>	<b>1.0%</b>	<b>91.1</b>	<b>0.6%</b>
<b>Fire Safety Education</b>								
Gross Expenditures	2,846.5	2,970.5	124.0	4.4%	23.9	0.8%	17.2	0.6%
Revenue	13.8	13.6	(0.2)	(1.5%)		0.0%		0.0%
<b>Net Expenditures</b>	<b>2,832.7</b>	<b>2,956.9</b>	<b>124.2</b>	<b>4.4%</b>	<b>23.9</b>	<b>0.8%</b>	<b>17.2</b>	<b>0.6%</b>
<b>Total</b>								
Gross Expenditures	413,130.7	422,366.4	9,235.7	2.2%	5,584.1	1.3%	4,031.4	0.9%
Revenue	14,352.0	14,342.8	(9.1)	(0.1%)		0.0%		0.0%
<b>Net Expenditures</b>	<b>398,778.7</b>	<b>408,023.6</b>	<b>9,244.9</b>	<b>2.3%</b>	<b>5,584.1</b>	<b>1.4%</b>	<b>4,031.4</b>	<b>1.0%</b>
<b>Approved Positions</b>	<b>3,170.8</b>	<b>3,099.8</b>	<b>(71.0)</b>		<b>1.0</b>	<b>0.0%</b>		

The 2014 Recommended Base Budget of \$422.366 million gross and \$408.024 million net is \$9.245 million or 2.3% over the 2013 Approved Budget of \$398.779 million net and provides \$11.694 million in funding for base budget increases which have been partially offset by \$2.449 million in recommended service budget reductions bringing the Program's base budget to \$9.245 million or 2.3% increase over the 2013 Approved Budget.

Key cost drivers resulting in base budget pressure of \$11.694 million are detailed below:

- Reversal of one-time funding for 63 firefighter positions approved in 2013.
- Cost of providing the current level of service requires \$12.024 million for labour costs which includes COLA for members of Local 79 and Local 3888, progression pay and step increases and associated increase in benefits and alternate rate payments of \$0.503 million for Firefighters temporarily filling in senior positions during absences compensated with an alternate rate pay on a shift by shift basis.

- Non-labour inflationary pressures for materials and services of \$0.337 million;
- Increase of \$1.500 million in the contribution to the vehicle reserve from \$5.703 million to \$7.200 million to ensure reserve funding is sufficient to replace the backlog of 15 year old vehicles within the five year replacement plan.
- Inflationary increase in user fees of \$0.011 million.

**Key Cost Drivers  
(In \$000s)**

(In \$000s)	2014 Rec'd Base Budget
<b>Gross Expenditure Changes</b>	
<b>Prior Year Impacts</b>	
Reversal of one-time funding for 63 firefighters	(3,100.0)
<b>Operating Impacts of Capital</b>	212.2
<b>Economic Factors</b>	
Economic Factors - Non-Payroll	336.8
<b>COLA and Progression Pay</b>	
COLA and Fringe Benefit Adjustments	9,402.9
Progression pay	156.6
<b>Other Base Changes</b>	
Other Salary and Benefit Adjustments	2,465.0
Alternate Rate	503.1
Fleet Replacement Reserve Contribution	1,500.5
Increase in Utility Charges	155.5
IDC/IDR	72.8
<b>Total Changes</b>	<b>11,705.5</b>
<b>Revenue Changes</b>	
User Fee Inflationary Adjustments	(11.0)
<b>Total Changes</b>	<b>(11.0)</b>
<b>Net Expenditures</b>	<b>11,694.5</b>

These pressures were partially offset by the following adjustments.

**2014 Recommended Service Change Summary by Program  
(In \$000s)**

Description (\$000s)	2014 Recommended Service Changes				Net Incremental Impact			
	Position Change	Gross Exp. \$	Net Expense \$	% Change over 2014 Budget %	2015		2016	
					Net Expense \$	Pos. #	Net Expense \$	Pos. #
<b>Base Changes:</b>								
<b>Base Expenditure Changes</b>								
<i>Deferred maintenance cost for the Predictive Modelling Tool</i>		(60.0)	(60.0)	(0.01%)	60.0			
<b>Base Expenditure Change</b>		(60.0)	(60.0)	(0.01%)	60.0			
<b>Sub-Total</b>		(60.0)	(60.0)	(0.01%)	60.0			
<b>Service Efficiencies</b>								
<i>Eliminate Contribution to Fire Services' Vehicle Reserve</i>		(1,500.0)	(1,500.0)	(0.4%)				
<b>Sub-Total</b>		(1,500.0)	(1,500.0)	(0.4%)				
<b>Service Changes</b>								
<i>Removal of Pumper 413 from Service</i>	(9.0)	(889.7)	(889.7)	(0.2%)				
<b>Sub-Total</b>	(9.0)	(889.7)	(889.7)	(0.2%)				
<b>Total Changes</b>	(9.0)	(2,449.7)	(2,449.7)	(0.6%)	60.0			

The 2014 recommended service changes consist of base expenditure changes of \$0.060 million, service efficiency savings of \$1.500 million, and service change reductions of \$0.890 million net. In total, the Program has achieved reductions of \$2.449 million net bringing the 2014 Recommended Base Budget to \$408.024 million or 2.3% over the 2013 Approved Budget of \$398.779 million.

The 2014 recommended service changes and 2015 and 2016 incremental impacts are discussed below:

**Base Expenditure Changes: (Savings of \$0.060 million gross and net)**

*Defer Maintenance Costs of the Predictive Modeling tool (\$0.060 million)*

- The purchase of the Predictive Modeling Software tool, that will assist TFS in the effective deployment of vehicles and resources, has been delayed to 2014. The maintenance and licensing costs of \$0.060 million will now be required in 2015.

**Service Efficiencies: (Savings of \$1.500 million gross and net)**

*Eliminate the Fleet Reserve Provision of \$1.500 million*

- Eliminating the increase of \$1.500 million gross and net to the fleet replacement reserve will maintain the annual contribution at the same level as in 2012 at \$5.703 million. The Vehicle Reserve is used to fund the replacement of vehicles that are over 15 years of age.
- In August 2011, Fire Services reported to Budget Committee on the inadequacy of the vehicle reserve contribution and it was estimated that approximately \$7.200 million in annual contributions was required to clear the backlog of 15 year old vehicles within the five-year replacement plan.



- The current contribution of \$5.703 million is not sufficient to eliminate the backlog of vehicles over 15 years old (currently 30 vehicles or 17% of total 179 vehicles) over the 5-year replacement plan and may result in existing older service emergency vehicles pulled out of service more often due to increased maintenance requirements.
- Fire Services, Fleet Services and Financial Planning staff will work together to develop a phased strategy to address the funding of Fire Services' fleet backlog.

**Other Service Changes: (Savings of \$0.890 million gross and net)**

*Removal of Pumper 413 from Service* (\$0.890 million, deletion of 9 positions and re-assignment of 12 positions as of January 1, 2014)

- Pumper 413 is part of a two-truck fire hall which has been identified to be re-allocated to Station A, a new station planned in the Woodbine racetrack area, which is expected to be completed in 2016. Pumper 413 and associated staffing will be required to service the surrounding area once Station A is operational.
- The removal of Pumper 413 from service will result in the deletion of 9 positions and the re-assignment/conversion of 12 remaining staff assigned to this vehicle (see details on page 25)

Truck	Address	Positions	Ward	2007	2008	2009	2010	2011	2012	Average
Pumper 413	1549 Albion Rd	(9)	1	1,896	1,603	2,145	1,560	1,676	1,353	1,706

- Pumper 413 regularly responds to calls averaging 1,700 calls between 2007 and 2012 in the Etobicoke North area. As seen in the table above, calls have declined from a high of 2,145 in 2009 to a low 1,353 calls in 2012. The removal of Pumper 413 from service will result in an increase in the number of runs for Rescue 413 and there will be one less opportunity to provide a fill-in truck from this station to other stations in North Command as well as West Command.
- *Impact on Response Time:* The current City-wide average for the first pumper dispatch to on-scene is 4 minutes, 52 seconds. The removal of Pumper 413 will not result in changes to the first-in response time. The second-in pumper response time is projected to increase by 7 seconds across West Command, however, the most significant impact would be seen within District 41, where response time would increase by 34 seconds.
- *Impact on FUS:* The TFS received nearly maximum credit for current equipment and operations in the recent FUS survey and the removal of Pumper 413 from service will result in minimal impact (reduction of 0.05 points) to the City's FUS insurance grade rating. (see table on page 23.)
- Other measures will address any potential impact of the recommended removal of Pumper 413 from service. Response time improvements have been achieved in recent months through a focus on the components of response time that remain within the control of TFS, including the turn-out time, and call taking/dispatching time. This focus may mitigate some of the increases expected due to a reduction in the total number of vehicles in the system. In addition, TFS' predictive modeling software, to be purchased in 2014, will run in

conjunction with TFS' computer aided dispatch system to aid in the deployment of fire apparatus and crew to mitigate gaps in coverage and improve response time.

### 2014 Recommended New / Enhanced Service Priority Actions

(In \$000s)

Description	2014 Recommended			Net Incremental Impact			
	Gross Expenditures	Net Expenditures	New Positions	2015 Plan		2016 Plan	
				Net Expenditures	# Positions	Net Expenditures	# Positions
<b>Enhanced Services Priorities</b>							
Fleet Maintenance Staffing - 5 Mechanics	79.7	79.7	5.0				
Project Manager (On Contract)	102.7						
<b>Sub-Total</b>	<b>182.4</b>	<b>79.7</b>	<b>5.0</b>				
<b>New Service Priorities</b>							
(a) New Services							
PanAm Games	187.9		1.0				
<b>Sub-Total</b>	<b>187.9</b>		<b>1.0</b>				
<b>Total</b>	<b>370.3</b>	<b>79.7</b>	<b>6.0</b>				

#### Recommended Enhanced Service Priorities

*Fleet Maintenance Staff – 5 Permanent Mechanic positions (\$0.080 million)*

- The addition of 5 new mechanic positions for fleet maintenance is due to increased demand resulting from major advancements in the componentry and technology used in modern fire apparatus.
- Due to the shortage of fleet maintenance staff, TFS has incurred considerable costs in staff overtime and has extensively used contracted services to ensure fire apparatus that requires maintenance is returned to service in a reasonable time.
- The addition of 5 new positions of \$0.494 million will be offset by a reduction in overtime and contracted services costs of \$0.414 million resulting in net funding increase of \$0.080 million which is recommended.

*Project Manager (on contract) – Fire Services (\$0.103 million gross; \$0 net)*

- TFS participated in a cost recovery exercise that was initiated by the Major Capital Infrastructure Coordination Office (MCIC) earlier this year to determine the level of effort required to provide services to Metrolinx. It was determined that one dedicated Metrolinx Project Manager position was required.
- A contract Project Manager position (funded 100% by Metrolinx) will ensure that during the next 24 months, TFS in the Emergency Management and Health & Safety unit will provide "front of the line services" to Metrolinx's Eglinton Crosstown LRT Project and various other Metrolinx projects across the City.
  - *The Eglinton Crosstown LRT Project is a major City Building Initiative with tight financial restrictions (three "P" funding) and aggressive project timelines.*

- The Project Manager's role will be to focus on critical elements of Metrolinx projects from the all-hazards emergency services perspective, and to ensure all issues are dealt with in the most proactive and timely manner possible.

#### **Recommended New Service Priorities**

*Pan Am Games – 1 position (\$0.188 million gross in 2014; incremental cost of \$2.370 million gross in 2015; \$0 net)*

- The addition of 1 temporary position is required to plan and develop TFS' participation in the 2015 Pan Am Games (July 10 – 26) and the 2015 ParaPan Am Games (August 7 – 14, 2015). This new position, in addition to 3 other positions that will be re-assigned from TFS' current complement are anticipated to begin in early 2014 and will carry through to the end of the Games in 2015. During the Games, additional staff required will be assigned based on the overtime provisions of the L3888 collective agreement.
- The Pan Am Games is a large scale event that requires significant input and participation by Toronto Fire Services to ensure appropriate emergency response and provision of life safety systems at each of the venues that will be used for the Games, including support facilities and housing for participants. It requires full-time attention to ensure timely, efficient, cost-effective and successful games.
- The Emergency Planning staff along with the Fire Prevention staff will be providing input to all activities throughout the planning of the Games, as well as developing the emergency response plans during the actual games in conjunction with Police, EMS and other relevant parties. Previous events, especially the G20 event in 2010 have provided valuable lessons with respect to the amount of planning and staff time required to host large scale events in the City.
- The incremental cost of \$2.370 million projected for 2015 includes overtime costs for firefighters calculated at 18 hours per day for 38 events. The additional cost of providing these services over the Program's current service levels is expected to be recovered from TO2015.

**2015 and 2016 Plan  
(In \$000s)**

Description (\$000s)	2015 - Incremental Increase					2016 - Incremental Increase				
	Gross Expense	Revenue	Net Expense	% Change	# Positions	Gross Expense	Revenue	Net Expense	% Change	# Positions
<b>Known Impacts:</b>										
Progression Pay	163.3		163.3	0.0%		165.3		165.3	0.0%	
Step Increase	1,870.9		1,870.9	0.5%		3,529.2		3,529.2	0.9%	
COLA and associated benefits	1,414.8		1,414.8	0.3%						
PanAm Games Requirements	2,370.4	2,370.4		0.0%		(2,558.3)	(2,558.3)		0.0%	(1.0)
Contribution to the Vehicle Reserve	1,500.0		1,500.0	0.4%						
Operating Impact of Capital	290.8		290.8	0.1%	1.0					
Inflationary Increases	344.4		344.4	0.1%		336.9		336.9	0.1%	
Increase of Fire Prevention Officers	2,901.1		2,901.1	0.7%	25.0	2,901.1		2,901.1	0.7%	25.0
<b>Sub-Total</b>	<b>10,855.6</b>	<b>2,370.4</b>	<b>8,485.2</b>	<b>2.1%</b>	<b>26.0</b>	<b>4,374.2</b>		<b>6,932.5</b>	<b>1.7%</b>	<b>(1.0)</b>
<b>Total Incremental Impact</b>	<b>10,855.6</b>		<b>8,485.2</b>	<b>2.1%</b>	<b>26.0</b>	<b>4,374.2</b>		<b>6,932.5</b>	<b>1.7%</b>	<b>(1.0)</b>

Approval of the 2014 Recommended Budget for Fire Services will result in an incremental cost of \$10.856 million gross and \$8.485 million net in 2015 and \$4.374 million gross and \$6.932 million net in 2016.

Future year incremental costs are primarily attributable to the following:

### Known Impacts

- Step increments, progression pay and associated benefit cost increases of \$3.239 million in 2015 and \$3.694 million in 2016.
- COLA increase for Local 79 of \$0.210 million for 2015.
  - *COLA for L3888 is not included in 2015 and 2016 as these will be determined in the next collective agreement.*
- Increase of \$2.370 million mainly for overtime costs for firefighters at 18 hours per day for 38 Pan Am events. Pan Am games funding is up to August 2015. The total cost of \$2.558 million will be reversed in 2016.
- Increase in reserve contributions of \$1.500 million in 2015 based on TFS vehicle replacement plan but subject to a funding strategy to be developed by Fire Services, Fleet Services and Financial Planning staff for the 2015 Budget process.
- The operating impact of capital of \$0.291 million consists of the addition of 1 permanent position to manage and monitor the new IP based 911 system resulting from the completion of the *Emergency Phone System Replacement* project in 2014 of \$0.099 million, the maintenance cost of \$0.060 million for the Predictive Modelling software to be completed in 2014, and the annualized impact of the operating costs for the *Radio Communications Replacement System* project of \$0.131 million for maintenance and salaries and benefits for 1 Systems Administrator position.
- *Non-labour related inflationary pressures for materials and supplies, contracted services and other costs of \$0.344 million in 2015 and \$0.337 million in 2016.*
- 2015 Plan includes the addition of 25 Fire Prevention Officers in 2015 and an additional 25 in 2016 to enhance Fire Services' Fire Prevention and Education programs and to maintain the City's FUS rating of Class 3.

## V: ISSUES FOR DISCUSSION

### 2014 Issues

*TFS Strategic Plan to address the 2012 Fire Underwriters Survey (FUS) Insurance Grade Rating and the Fire Services/EMS Efficiency Review Recommendations*

The 2014 Recommended Operating Budget for Toronto Fire Services focuses on TFS' strategic plan to address the 2012 FUS' insurance grade rating of Class 4 for the City of Toronto and at the same time addresses the findings and recommendations arising from the TFS/EMS Efficiency Review adopted by City Council in July 2013.

*Fire Underwriters Survey (FUS)' Public Fire Protection Classification (PFPC) Insurance Grade Rating for City of Toronto*

- The FUS is a national organization that assesses, evaluates and grades the quality of public fire defences maintained in Canadian municipalities and communities. FUS grading system has two components, the Dwelling Protection Grade (DPG) and Public Fire Protection Classification (PFPC). The DPG reflects the ability of a community to handle fires in small buildings such as single family residential or duplexes while the PFPC reflects the City's ability to handle large scale fires, such as those in apartment buildings, industrial complexes and densely built-up areas where multiple buildings may be involved in a fire.
  - FUS conducts a detailed field survey of the fire risks and fire defences maintained by communities every 10 years but is now moving towards a 5-year cycle of updating fire insurance grades.
- The Fire Underwriters Survey completed on May 5, 2002 determined the City of Toronto's PFPC at a Class 3 (ranking is on a scale of 1-10 with 1 being the best) and DPG at a Class 1 (scale of 1-5 with 1 being the best) and again reviewed by FUS on September 26, 2006.
- In the 2012 survey, the City of Toronto's PFPC was downgraded to a Class 4 (from Class 3 in 2002) while the DPG grade was maintained at Class 1. The change in the PFPC class from a 3 to a 4 will adversely affect insurance rates of approximately 8 to 15% in the larger building sector. As projected by FUS, premium rates may increase to approximately \$15.237 million per year.
- To maintain the PFPC Class 3, the City of Toronto requested a grace period of twelve months (to February 2014) to implement measures of improved fire protection capacity, fire prevention measures and risk reduction measures that would yield a favourable impact on the PFPC.
- As directed by City Council at its meeting of January 15 and 16, 2013, TFS was requested to report back to the Community Development and Recreation Committee during the 2014 Budget process on what would be required to move commercial and residential fire rating to the same level as single family homes.
- FUS was requested by TFS to review opportunities for improving the City of Toronto PFPC from Class 4 to Class 3, from Class 3 to Class 2, and from Class 2 to Class 1. The review

considered data collected during the 2012 review of the fire risk level in the City of Toronto and the capabilities of Toronto Fire Services to prevent fire and reduce the loss of property due to fire.

- The FUS report dated October 14, 2013, provided options to facilitate the improvement in the City's PFPC to maintain its Class 3 rating for implementation by February 2014 . TFS's Strategic Plan noted on pages 23 and 26 addresses the FUS options and the TFS/EMS Efficiency Review recommendations.

#### *Fire Services / EMS Efficiency Study*

- In July 2013, a report was adopted by City Council on the recommendations resulting from the Toronto Fire Services / EMS Efficiency Review conducted by a third party consulting firm, Pomax Ltd., in partnership with Berkshire Advisors, MGT of America and Stantec.
- The purpose of the review was to identify and recommend opportunities that maintain the quality of these core municipal services while achieving potential efficiencies. The review included an assessment of operational improvements, a demand and resource analysis, and an evaluation of service delivery model options including organizational consolidation.
- The findings and recommendations put forward by the consultants related to organization, resources and apparatus, prevention and education, fire inspection and enforcement, and the communications centres. See recommendations on 23.

#### *TFS' Capital and Operating Strategies for 2014*

- The recommendations from FUS and the TFS/EMS Efficiency Review both emphasized the significance of investing more resources in fire prevention, inspection and investigation activities.
- FUS indicated that improvements in Fire Department and Fire Safety Control portions of the grading would have the most significant impact on the final grading.
  - The Fire Department assessment includes approximately 19 areas such as the total available fire force, fire apparatus, pump capacity, engine and ladder service, pre-incident planning etc. In the recent survey, TFS received nearly maximum credit in each item reviewed leaving moderate room for improvement.
  - On the Fire Safety Control portion of the PFPC grading, which evaluates the general fire prevention, inspection and investigation activities of the Fire Department and reviews the training level of fire prevention officers and specialists, the survey indicated that TFS has significant amount of available credit that can be awarded.
- The potential improvements to increase TFS' credits in fire prevention and Inspection activities is supported by the TFS/EMS review findings, that there is better value for money when emergency services focus on preventing emergencies and mitigating the City's risk to fire and other emergencies while prevention and education programs assist in taking pressure off the emergency response system and may reduce emergency response demand over time.

TFS' 2014 Recommended Capital and Operating Budgets includes the following priority actions that focus on balancing the requirements / options provided by FUS to bring up the City of Toronto's PFPC grading from a Class 4 to a Class 3 and addressing the recommendations identified in the TFS/EMS efficiency review.

TFS 2014 Priority Actions included in the 2014 Recommended Capital and Operating Budgets			
FUS Options	TFS/EMS Efficiency Review Recommendations addressed	TFS Strategic Plan to achieve a Class 3 from a Class 4 FUS Rating	Impact of FUS Rating
Purchase ten additional apparatus and staff each with a crew of five personnel to provide additional support to apparatus currently in specific stations.	Reconfiguring FIRE resources and apparatus to achieve efficiencies while continuing to provide similar response coverage.	The 2014 Recommended Capital Budget includes the purchase of 10 specialized trucks such as Trench Rescue Roll-Off truck, High-Rise response truck, Rapid Attack Pumpers, Training Division specific Pumpers, etc. to improve fire response.	
Improvements in emergency communication and alerting systems, and the use of response technologies such as predictive modelling, dynamic staging and fire pre-emption signalling	<ul style="list-style-type: none"> <li>- Pursue mobile technology solutions to improve the efficiency of inspection and enforcement of Fire Code requirements.</li> <li>- Implement Business Intelligence reporting software and enhance business analysis capability.</li> </ul>	In 2014, TFS will purchase electronic tablets that will assist Fire Prevention Inspectors enter inspection results on-site electronically. -Development of Predictive Response Model / GPS Based Deployment/ Traffic Signal Preemption.	3.30
Increased pre-incident planning includes the completion of pre-incident plans for 80 percent of buildings.	<ul style="list-style-type: none"> <li>- Establish a fire investigation team to conduct in-depth investigations</li> <li>- Improve prevention programs by integrating causes identified by fire investigations into program design.</li> </ul>	In 2013, TFS added 4 Fire Cause Determination Investigators -The 2014 Recommended Budget includes the conversion of 31 Firefighter positions to Fire Prevention Officer positions.	
Enhancements to the Fire Prevention Division with increased scheduled annual fire prevention inspections	Reconfiguring FIRE resources and apparatus in conjunction with enhanced prevention, education and inspection services to reduce the incidence of fires occurring in the first place.	Note: In 2013, TFS added 15 Fire Inspector positions - A risk based awareness program has also been implemented to enhance knowledge of residential and commercial buildings	
Station A #414 - Hwy 7 & Rexdale (opening 2016) crew to be relocated from a Station (to be determined)			To be assessed in 2016
Station D #221 - Eglinton & Midland (opening mid-2014) crew to be relocated from Station #224			0.20
Station #346 to be opened by relocating one crew from Station #426			0.00
Remove Pumper 413 from service, leaving the Quint in Station 413 at 1549 Albion Road. - 9 positions deleted to achieve 2014 Target (remaining 12 positions to be re-assigned) (10 positions to Fire Prevention Officers; 1 Senior Labour Relations; 1 GIS Position)			(0.05)
Remove Pumper 213 from service. leaving the Quint in Station 213 at 7 Lapsley Road - 21 positions plus 10 positions (from Pumper 413) converted to Fire Prevention Officers			1.10

*TFS' 2014 Recommended Capital Budget includes funding for:*

- The purchase of 10 specialized trucks at a cost of \$3.250 million to support the current fire equipment and operations and provide TFS with the necessary fire apparatus to ensure that the most appropriate vehicle is dispatched to effectively fight fires across the City. These 10 trucks will also reduce the number of trucks that are over 15 years old and partially address the backlog of fire apparatus currently at 30 in 2014.
- The enhancements to the TFS' communication and alerting system and response protocols consisting of the predictive fire response model and the live interactive GPS response which are anticipated to be completed by 2014 will improve response time to emergency calls and consequently improve the city's fire insurance rating. (*FUS Impact: Increase of 3.3 points*)
  - A predictive modelling software project was approved in 2013 at a cost of \$0.300 million and anticipated to be completed in 2014. This software program will run in conjunction with TFS' Computer Aided Dispatch System to aid in the deployment of fire apparatus and crew that will assist *in improving* coverage and response times.
  - A GPS repeaters project is included in the 2014 Recommended Capital Budget and Plan for Fire Services at a cost of \$0.275 million to improve the communication between fire stations and fire vehicles. The installation of GPS repeaters at all stations will provide uninterrupted satellite signals indoors that will eliminate delays to re-acquire satellite signals when front line vehicle's onboard GPS receivers lose signals in fire stations.
  - The implementation of the pre-emptive traffic light signalling that will improve fire response is currently under discussion as this initiative will impact both the Transportation Division and the Toronto Transit Commission (TTC).

*TFS' 2014 Recommended Operating Budget includes a series of actions that are intended to maintain the City's insurance grade rating at Class 3:*

- The re-assignment of 31 firefighter positions to Fire Prevention Officer positions to enhance the City's fire prevention and education programs which may contain future demand for emergency fire response. The planned addition of 69 more positions over a period of three years (25 in 2015, 25 in 2016 and 19 in 2017) including the 15 positions approved in 2013 will bring the total increase to 115 Fire Prevention Officer positions by 2017.

Re-assignment of 1 firefighter position to a Geographic Information Systems (GIS) to ensure that as a first emergency responder, Toronto Fire Service (TFS) has the ability to proactively analyze, assess and mitigate areas of risk throughout the City of Toronto in a timely and cost efficient manner.

The following actions provide for the re-allocation of fire apparatus and staff to achieve efficiencies while continuing to provide similar response coverage.

- TFS' 2104 Recommended Capital Budget and Plan includes the construction of 2 new stations, Station D #221 – Eglinton and Midland is anticipated to be completed by mid-2014 and Station A #414 – Hwy7 and Rexdale is planned for completion in 2016.

*Impact on FUS Rating: Increase of 0.02 points*



- The newly renovated Station 346 at CNE to be opened with a fire apparatus and crew from Station 426.
- *Removal of Pumper 213 from Service and re-purposing of 21 permanent positions*
  - Located in former Scarborough (7 Lapsley Road), there has historically been both a pumper and an aerial in this station. Pumper 213 is ranked as the 18th lowest call volume pumper in the city. Removing this vehicle will still provide good coverage from surrounding Pumpers and Rescues, including Pumper 211 (900 Tapscott Road), Pumper 212 (8500 Sheppard Avenue East), Rescue 231 (740 Markham Road) and Rescue 243 (4560 Sheppard Avenue East). Most access to the area would be via Sheppard Avenue, a major four (4) lane roadway. This will help to keep run times as low as possible. Quinting the station (which means the vehicle in the station will have the capacity to run as either a pumper or an aerial, depending on the nature and location of individual calls) will maintain aerial coverage in the area. Statistics for Aerial 213 indicate it has sufficient capacity to provide much of the coverage of the pumper that is being removed.
  - The assigned 21 firefighter positions to this truck including the 10 positions from Pumper 413 will be re-purposed to Fire Prevention Officer positions for a total of 31 Fire Prevention Officer positions.

*Impact on response time:* Currently unavailable, to be established through DECCAN modelling (software used for impacts of apparatus movements/deletions).

*Impact on FUS Rating:* Addition of 1.1 points

- *Re-assignment of Staff to Fire Prevention and Inspection:  
Removal of Pumper 413 from Service (9 positions deleted; 12 positions re-allocated)*
  - The removal of Pumper 413 will have minimal impact (a reduction of 0.05) on the City's FUS insurance grade rating and the first-in response time will not change. For more details, see "Other Service Changes" on page 16.

The removal of Pumper 413 from service will result in the deletion of 9 positions and the 12 remaining staff assigned to this vehicle will be re-assigned to the following:

- 10 positions will be converted to Fire Prevention Officer positions.
- One position re-allocated to a Senior Labour Relations (LR) Consultant to assist Fire Services management staff with labour relations issues arising between Toronto Professional Fire Fighters' Association (Local 3888) and the Program.
- One position re-allocated to a Geographic Information Systems (GIS) Position to ensure TFS will have the ability to proactively analyze, assess and mitigate areas of risk throughout the City of Toronto.

*Impact on Response Time:* The current City-wide average for the first pumper dispatch to on-scene is 4 minutes, 52 seconds. The removal of Pumper 413 will not result in changes to the first-in response time. The second-in pumper response time is projected to increase by 7 seconds across West Command, however, the most significant impact would be seen within District 41, where response time would increase by 34 seconds.

*Impact on FUS Rating:* Reduction of 0.05 points

The 2014 Recommended Operating Budget includes the deletion of 5 trucks, two trucks are mentioned above and the remaining 3 trucks results from the reversal of the one-time funding of \$3.100 million approved in 2013.

Taken together, the FUS rating impact results in the City of Toronto achieving 4.1 points taking TFS' to a Class 3 commercial rating of 71.3 points as noted below.

TFS 2013 Priority Actions	Impact of FUS Rating	
Close Fire Station 424 - 462 Runnymede Road and eliminate the existing pumper crew. - 21 positions deleted - funded one-time in 2013	0.00	
Remove Pumper 215 from service, leaving the Quint in Station 215 at 5318 Lawrence Avenue East - 21 positions deleted - funded one-time in 2013	(0.01)	
Remove Aerial 324 from service, leaving the Quint in Station 324 at 840 Gerrard Street East - 21 positions deleted - funded one-time in 2013	0.00	
Total FUS Rating Points (current at Class 4) - 2013	67.20	4
Impact to FUS Rating upon implementation - 2014	4.10	
<b>Total FUS Rating Points Upon implementation (Class 3) - 2014</b>	<b>71.30</b>	<b>3</b>
Notes:		
<b>The FUS rating of 71.3 retains the Toronto Fire Services Class "3" Commercial rating</b>		
Failure to implement the improvements identified above will result in Toronto Fire Services FUS rating being reduced to Class "4"		

- Measures are being taken by Toronto Fire Services to address any potential impact of the recommended removal of these trucks from service. Response time improvements have been achieved in recent months through a focus on the components of response time that remain within the control of TFS, including the turn-out time, and call taking/dispatching time.
- The focus on response time factors may mitigate some of the increases expected due to a reduction in the total number of vehicles in the system. In addition, TFS' predictive modeling software, to be purchased in 2014, will run in conjunction with TFS' computer aided dispatch system to aid in the deployment of fire apparatus and crew to mitigate gaps in coverage and improve response time.

- It is important to note that along with insurance premium savings, improvements in the City's PFPC are an important measure of the effective, efficient and safe delivery of TFS emergency response.

*Removal of 3 trucks from services resulting from the reversal of one-time funding of \$3.100 million (FUS Impact: Total Reduction of 0.01 point)*

As shown in the table on page 26, the deletion of trucks, Pumper 424, 215 and Aerial 324 from service will result in minimal impact on the FUS rating for the City of Toronto. These 3 trucks show low call volumes and are the same trucks that were scheduled for deletion in 2013.

*Removal of Pumper 424 from Service will result in the closure of Fire Station #424.*

- This station was recommended for closure under the Fire Services Master Plan in 1987 and in the Master Plan in 1994. The 1999 KPMG Fire Station Location study (completed following amalgamation) also recommended closure of Station #424, however, the plan was modified and approved by Council to merge the former Station 16 (83 Deforest Road) and Station 31(426 Runnymede Road). The closure will have minimal impact to the community given its service area overlaps with other fire stations in the area.
- *Impact on Response Time:* The current City-wide average for the first pumper dispatch to on-scene is 4 minutes, 52 seconds. First pumper dispatch to on-scene average response time does not change while the average is anticipated to increase by 1 second within West Command and 2 seconds within District 42. A more significant impact will be evident on the response time for the second-in pumper, which will increase by 3 seconds within West Command, and by 9 seconds within District 42.
  - *Note: The vehicle assigned to Station #424 has been identified as the vehicle that will be transferred to a new station at Sunnybrook Hospital, Station G, which is included in Fire Services' 10-Year Capital Plan.*
  - *Impact on FUS Rating: None*

*Removal of Pumper 215 from Service*

- Station 215 (5318 Lawrence Avenue East) resides in the former Scarborough area, which initially only had a pumper. An aerial was added later primarily to service the industrial area of Scarborough (at the foot of Manse Road by the lake) - an area with a high concentration of chemical companies operating. This area is undergoing a transformation that is seeing the major chemical companies leaving the area. Historically, the pumper in Station 215 has the 4th lowest call volume in the City. The aerial that also runs from this hall has the lowest call volume in the city. Coverage to the area is relatively good from surrounding vehicles, including Rescue 214 (745 Meadowvale Road) and Pumper 234 (40 Coronation Drive). East/West access to the area would be via Lawrence Avenue, a major four (4) lane roadway. Access from the North would be via Port Union Road. Station 215 will now be quinted, which means the vehicle in the station will have the capacity to run as either a pumper or an aerial, depending on the nature and location of individual calls.

*Impact on response time:* Currently unavailable, to be established through DECCAN modelling (software used for impacts of apparatus movements/deletions).

*Impact on FUS Rating:* Reduction of 0.01 point

#### *Removal of Aerial 324 from Service*

- Located in the former Toronto (840 Gerrard Street East), this station has historically housed both a pumper and an aerial. Aerial 324 is currently one of the lowest emergency response volume aerial trucks in the city. Coverage to the area will remain at the current level from surrounding aerials, including Aerial 226 (87 Main Street), Aerial 325 (475 Dundas Street East), and Aerial 322 (256 Cosburn Avenue). Similar to Station 215 (above), Station 324 will also be considered for quinting, pending further analysis on aerial coverage based on actual data following the change.

*Impact on response time:* To be established through DECCAN modelling (software used for impacts of apparatus movements/deletions).

*Impact on FUS Rating:* None

### **Other Issues**

#### *Contribution to the Fire Services Vehicle Reserve*

- In 2011, TFS reviewed the adequacy of its vehicle reserve contribution, the current status of the existing fleet and the projected necessary annual contribution level to provide sustainable emergency response. The review also considered the changes in technology, inflation and the currency exchange rates that would impact the vehicle reserve contribution target as well as a lifecycle replacement plan for the heavy fire apparatus fleet.
- It was determined that the annual fleet replacement reserve contribution of \$7.200 million is required for TFS to achieve the five year replacement plan to clear the backlog of 15 year old vehicles. TFS' heavy fire apparatus fleet currently has 179 vehicles, of which 30 vehicles or 17% will be at least 15 years old by 2014.
- The purchase of 10 specialized trucks included in TFS' 2014 Recommended Capital Budget will partially replace vehicles that are scheduled for replacement, thus relieving some pressure on TFS' vehicle reserve funding.
- The vehicle reserve contribution of \$5.703 million has not been increased since 2010. For older vehicles, this will mean that these fire apparatus will be out of service more often and will require an increase in funding for vehicle maintenance. However, it should be noted that vehicles over 15 years of age are not recognized by the Fire Underwriters Survey as reliable fire equipment and will impact the rating when determining the fire risk benchmark that may impact the City's Public Fire Protection Classification (PFPC) grade rating.
- The 2015 Plan includes an increase of \$1.500 million, however, the vehicle replacement reserve will be in a deficit by 2015 by \$1.101 million (please see Appendix 5).

- It is recommended that Fire Services, Fleet Services and Financial Planning staff work together to develop a phased strategy to address the funding of Fire Services' fleet backlog in time for the 2015 Budget process.

#### *2014 Recommended User Fee Changes*

##### *Inflationary Adjustments*

- In accordance with the City's User Fee Policy, inflationary increases automatically apply to most user fees. Please see Appendix 6 for TFS User Fee increases as a result of inflation.

#### **Issues Referred to the 2014 Operating Budget Process**

- At its meeting of January 15, 2013, Council approved the following motions:
  - *"City Council increase Fire Services' 2013 Budget Committee Recommended Operating Budget by \$3.0 million (gross and net) to add 15 fire prevention officers and 20 firefighters, and that \$0.200 million be allocated to establish a rebate program for homeowners for first time alarms to be implemented in 2013."*
  - *"City Council request the Fire Chief to review the current False Alarm Bylaw and report back through the 2014 Budget process on potential amendments that may be possible to ensure that fees are geared to encourage property owners with significant false alarm issues to take action, rather than one-time offenders, without affecting the overall Fire Services' Budget."*
- TFS has reviewed various options and has determined that the best option is to provide an automatic \$410 reduction in fees at the time of billing for residential properties (first incident only). Property owners will be advised with inserts together with the invoice that the fee has been reduced and that this reduction is only available for the first incident of a Nuisance False Alarm call. TFS anticipates that costs associated with this option can be offset within the \$0.200 million funding provided for this rebate program.
- The current process for property owners to request a review of the incident and fee will remain in place. The current reimbursement option will still be available, but only up to a maximum of 90% of the reduced fee of \$820. Any repeat incidents will be charged as per TFS' current process and the current process for property owners to request a review of the incident and fee will also remain in place.
- This option is viable from an internal process perspective and meets the requirements of the motions. TFS will inform property owners of this new process via inserts accompanying invoices, updated voice messaging and web updates.
- It is recommended that Fire Services report back on a plan to implement the Rebate Program for Homeowners for first time alarms prior to the Budget Committee Final Wrap-up of January 8, 2014.

# Appendix 1

## 2013 Service Performance

### 2013 Key Accomplishments

In 2013, Fire Services achieved the following results:

- ✓ Successfully mitigated emergency incidents of various scales and circumstances across the City as the City's only all hazards response agency.
- ✓ Trained 124 new fire fighting recruits for the Operations division over three classes held during the year. 15 new Fire Prevention Officers were also hired as of June 20, 2013. Proceeding with the recruitment process to hire 4 Fire Cause Determination staff by year end.
- ✓ Developed, trained and implemented new fire suppression tactical procedures in "Positive Pressure Fire Attack" applied in offensive operations.
- ✓ Delivered and placed in service six Rear Mount Aerial Ladders, 12 Pumper/Rescues, two Squads, one Command Truck, and one 4x4 pick-up truck. 21 small hatchback cars and five minivans that were delivered in December 2012 were also placed in service in 2013. Added 1 mobile refilling station for Self Contained Breathing apparatus.
- ✓ Conducted the annual "Alarmed for Life" campaign (a community-based proactive smoke alarm education program). Developed a new tracking system for the program to better provide statistics regarding people reached. Provided more in-depth emergency response information for all homes attended (61,441)
- ✓ Continued to support the Risk Watch public education program to all students up to grade 8 in all Toronto District School Board and Toronto District Catholic School Board schools.
- ✓ Benchmarking of turnout times across four platoons from all 82 fire stations was completed. Automatically generated reports are produced and reviewed on a daily basis. Specific areas of concern are followed up immediately and improvements have been realised. Technical issues affecting accurate measurement of turn out times have been identified and solutions sought.
- ✓ Initiated Risk Based Awareness program for Operations crews in September 2013. This program will roll into a more in-depth Pre-Fire Planning program by year end.

## 2013 Financial Performance

**2013 Budget Variance Analysis  
(In \$000s)**

(\$000s)	2011 Actuals	2012 Actuals	2013 Approved Budget	2013 Projected Actuals*	2013 Approved Budget vs. Projected Actual Variance	
	\$	\$	\$	\$	\$	%
Gross Expenditures	371,445.8	373,468.6	413,130.7	413,095.3	(35.4)	(0.0)
Revenues	12,463.9	13,899.5	14,352.0	16,609.8	2,257.8	15.7
Net Expenditures	358,981.9	359,569.1	398,778.7	396,485.4	(2,293.3)	(0.6)
Approved Positions	3,181.3	3,185.3	3,170.8	3,170.8	-	-

\* Based on the 3rd Quarter Operating Budget Variance Report

## 2013 Experience

- Toronto Fire Services (TFS) reported net under-spending of \$4.053 million or 1.5% of planned expenditures for the nine-month period ended September 30, 2013.
- TFS is projecting net under spending of \$2.293 million primarily driven by higher than planned revenues of \$2.258 million resulting from the processing of invoices from the previous year for false fire alarms which accumulated as a result of staff vacancies.

## Impact of 2013 Operating Variance on the 2014 Recommended Budget

- The additional revenues experienced in 2013 will not continue into 2014 as revenues are from a backlog of invoices from 2012 that accumulated due to staff vacancies which have now been processed.

## Appendix 2

### 2014 Recommended Total Operating Budget by Expenditure Category

#### Program Summary by Expenditure Category (In \$000s)

Category of Expense	2011	2012	2013	2013	2014	2014 Change from		2015	2016
	Actual	Actual	Budget	Projected	Rec'd	2013 Approved		Plan	Plan
	\$	\$	\$	\$	\$	\$	%	\$	\$
Salaries and Benefits	343,728.3	344,367.8	382,787.2	382,754.3	392,042.3	9,255.1	2.4%	400,906.8	404,944.1
Materials and Supplies	6,785.1	7,093.5	7,995.5	7,994.8	7,948.0	(47.5)	-0.6%	8,127.8	8,303.7
Equipment	856.2	640.1	822.3	822.2	839.6	17.4	2.1%	858.6	877.2
Services & Rents	5,553.4	5,096.0	6,326.3	6,325.7	6,435.9	109.7	1.7%	6,728.3	6,870.7
Contributions to Capital									
Contributions to Reserve/Res Funds	7,931.9	8,937.1	8,835.4	8,834.6	8,835.9	0.5	0.0%	10,335.9	10,335.9
Other Expenditures	87.1	27.7							
Interdivisional Charges	6,503.9	7,306.4	6,364.1	6,363.6	6,635.1	271.0	4.3%	6,635.1	6,635.1
<b>Total Gross Expenditures</b>	<b>371,445.8</b>	<b>373,468.6</b>	<b>413,130.7</b>	<b>413,095.3</b>	<b>422,736.7</b>	<b>9,606.0</b>	<b>2.3%</b>	<b>433,592.4</b>	<b>437,966.6</b>
Interdivisional Recoveries	396.9	551.5	377.7	437.1	385.9	8.3	2.2%	385.9	385.9
Provincial Subsidies	1,403.6	585.8	400.0	462.9	400.0		0.0%	400.0	400.0
Federal Subsidies									
Other Subsidies									
User Fees & Donations	10,303.9	11,763.1	13,537.9	15,667.7	13,548.9	11.0	0.1%	13,548.9	13,548.9
Transfers from Capital Fund	0.1								
Contribution from Reserve Funds									
Contribution from Reserve					187.9	187.9		76.8	
Sundry Revenues	359.4	999.1	36.4	42.1	110.8	74.4	204.4%	2,592.3	110.8
<b>Total Revenues</b>	<b>12,463.9</b>	<b>13,899.5</b>	<b>14,352.0</b>	<b>16,609.8</b>	<b>14,633.5</b>	<b>281.6</b>	<b>2.0%</b>	<b>17,003.9</b>	<b>14,445.6</b>
<b>Total Net Expenditures</b>	<b>358,981.9</b>	<b>359,569.1</b>	<b>398,778.7</b>	<b>396,485.4</b>	<b>408,103.2</b>	<b>9,324.5</b>	<b>2.3%</b>	<b>416,588.4</b>	<b>423,520.9</b>
<b>Approved Positions</b>	<b>3,181.3</b>	<b>3,185.3</b>	<b>3,170.8</b>	<b>3,170.8</b>	<b>3,105.8</b>	<b>(65.0)</b>	<b>(2.0%)</b>	<b>3,131.8</b>	<b>3,155.8</b>

### 2014 Key Cost Drivers

#### Salaries and Benefits

Salaries and Benefits category continues to be Fire Services' largest expenditure and accounts for 92% of the total expenditures and Materials and Supplies, Services and Rents, Contributions to Reserves and Reserve Funds and Interdepartmental Charges at 2% each.

- The 2014 recommended budget for Salaries and Benefits of \$392.042 million reflects an increase of \$9.255 million or 2.4% compared to the 2013 Budget of \$382.787 million.
- The key cost drivers are mainly the COLA increase for firefighters (Local 3888) of \$9.244 million, COLA (Local 79), progression pay, step increases and associated benefits of \$2.751 million and alternate rate pay increases of \$0.503 million.
- Additional increases in salaries and benefits of \$0.784 million is attributable to the addition of 6 new positions for: fleet maintenance and the Pan Am Games preparation.
- These key pressures are partially offset by the deletion of 65 permanent positions, resulting in a reduction in salaries and benefits of approximately \$3.900 million.



**Materials and Supplies/Equipment/Services and Rents**

- The changes between categories were mainly due to the re-alignment of budgets as part of a detailed review of expenditure line items based on actual experience.
- The inflationary increases for non-payroll of \$0.336 million was partially offset by the reduction in contracted services for fleet maintenance of \$0.100 million to offset the salaries and benefits of 5 new mechanic positions recommended in 2014.

**Interdivisional Charges (IDC)**

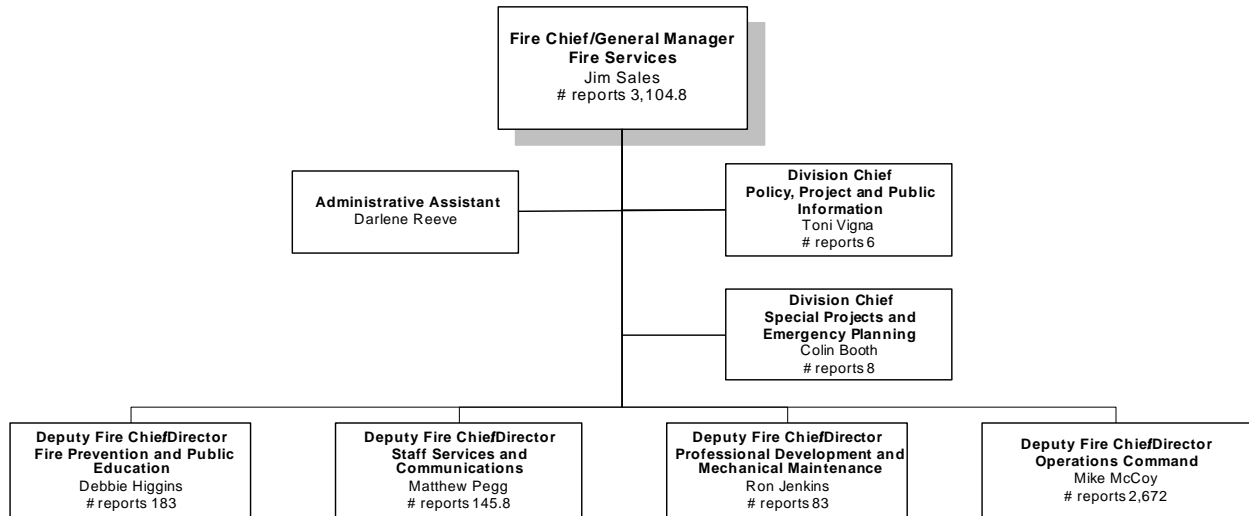
- Interdivision charges for 2014 increased by \$0.271 million mainly to correct the budget for information technology support of \$0.189 million from contracted services to IDC and the inflationary increase in maintenance cost for fire facilities.

**Revenues**

- The increase in Sundry Revenue reflects the additional funding from Metrolinx for a dedicated contract project manager position that will provide fire-related services for all Metrolinx projects.
- The increase in Sundry Revenues in 2015 plan reflect the incremental cost of \$2.481 million for overtime costs to provide fire-related services during the Pan Am/ParaPan Am games. This additional cost of providing services over the program's current service levels is expected to be recovered from TO2015.
- Increase in the contribution from Tax Rate Stabilization Reserve reflects the funding of \$0.187 million for 1 position required for the preparation and planning for the Pan Am games.

## Appendix 2 - Continued

### 2014 Organization Chart



### 2014 Full and Part Time Staff

Category	Senior Management	Management	Exempt Professional & Clerical	Union	Total
Full-Time	1.0	33.5	22.0	3,048.0	3,104.5
Part-Time				1.3	1.3
<b>Total</b>	<b>1.0</b>	<b>33.5</b>	<b>22.0</b>	<b>3,049.3</b>	<b>3,105.8</b>

## Appendix 3

### Summary of 2014 Recommended Service Changes

**2014 Operating Budget - Staff Recommended New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1049	<b>Fleet Maintenance Staffing-5 Mechanics</b>
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72	1	<b>Description:</b>
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The addition of 5 new mechanic positions for Fleet Maintenance effective January 1, 2014 is required due to increased demand resulting from major advancements in the componentry and technology used in modern fire apparatus. Due to the shortage of fleet maintenance staff, TFS has incurred considerable costs in staff overtime and has extensively used contracted services to ensure fire apparatus that requires maintenance is returned to service in a reasonable time. The addition of 5 new positions of \$0.494 million will be offset by a reduction in overtime and contracted services costs of \$0.414 million resulting in net increase of \$0.080 million.

**Service Level Impact:**

There are currently 179 heavy fire apparatus, 30 of which will be over 15 years old by 2014. The increase of 5 mechanic positions will result in reduced downtime of fire apparatus thereby increasing the availability of these vehicles to respond to emergency calls.

Service: Fire Rescue & Emergency Response

Total Staff Recommended:	77.4	0.0	77.4	5.0	0.0	0.0
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Service: Fire Prevention, Inspection, & Enforcement

Total Staff Recommended:	2.4	0.0	2.4	0.0	0.0	0.0
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Service: Fire Safety Education

Total Staff Recommended:	(0.1)	0.0	(0.1)	0.0	0.0	0.0
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**Category:**

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Staff Recommended New/Enhanced Services:</b>			79.7	0.0	79.7	5.0	0.0	0.0

**Category:**

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services**  
**Summary by Service**  
(\$000s)

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1180	<b>Project Manager (On Contract)</b>
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72	1	<b>Description:</b>
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TFS participated in a cost recovery exercise that was initiated by the Major Capital Infrastructure Coordination Office (MCIC) earlier this year to determine the level of effort required to provide services to Metrolinx. It was determined that one dedicated Metrolinx Project Manager position was required. A contract Project Manager position (funded at 100% by Metrolinx) is required to ensure that during the next 24 months, TFS in the Emergency Management and Health and Safety unit will provide "front of the line services" to Metrolinx's Eglinton Crosstown LRT Project and various other Metrolinx projects across the City.

**Service Level Impact:**

The Eglinton Crosstown LRT Project is a major City Building Initiative with tight financial restrictions (three "P" funding) and aggressive project timelines, which could be jeopardized without a dedicated TFS Project Manager position. The position will ensure fire-related services issues are addressed in the most proactive and timely manner possible with a focus on critical elements of Metrolinx projects from the all-hazards emergency services perspective.

Service: Fire Rescue & Emergency Response

Total Staff Recommended:	102.7	102.7	0.0	0.0	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>102.7</b>	<b>102.7</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>	<b>0.0</b>

**Category:**

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues

**2014 Operating Budget - Staff Recommended New and Enhanced Services  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

1212	<b>New Services-PanAm Games</b>
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74	1	<b>Description:</b>
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The addition of 1 temporary position is required to plan and develop TFS' participation in the 2015 Pan Am Games (July 10 – 26) and the 2015 ParaPan Am Games (August 7 – 14, 2015). This new position, in addition to 3 other positions that will be re-assigned from TFS' current complement are anticipated to begin in early 2014 and will carry through to the end of the Games in 2015. During the Games, additional staff required will be assigned based on the overtime provisions of the L3888 collective agreement.

**Service Level Impact:**

The PanAm Games is a large scale event that requires significant input and participation by Toronto Fire Services to ensure appropriate emergency response and provision of life safety systems at each of the venues that will be used for the Games, including support facilities and housing for participants. It requires full-time attention to ensure timely, efficient, cost-effective and successful games. The Emergency Planning staff along with the Fire Prevention staff will be providing input to all activities throughout the planning of the Games, as well as developing the emergency response plans during the actual in conjunction with Police, EMS and other relevant parties. Previous events, especially the G20 event in 2010 have provided valuable lessons with respect to the amount of planning and staff time required to host large scale events in the City.

Service: Disaster Response & Event Support

Total Staff Recommended:	187.9	187.9	0.0	1.0	0.0	0.0
<b>Staff Recommended New/Enhanced Services:</b>	<b>187.9</b>	<b>187.9</b>	<b>0.0</b>	<b>1.0</b>	<b>0.0</b>	<b>0.0</b>

**2014 Operating Budget - Staff Recommended New and Enhanced Services  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

**Summary:**

<b>Staff Recommended New/Enhanced Services:</b>	<b>370.3</b>	<b>290.6</b>	<b>79.7</b>	<b>6.0</b>	<b>0.0</b>	<b>0.0</b>
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**Category:**

- 71 - Operating Impact of New Capital Projects
- 72 - Enhanced Services-Service Expansion
- 74 - New Services
- 75 - New Revenues



## Appendix 4

### Summary of 2014 Recommended New / Enhanced Service Changes

**2014 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

**2014 Staff Recommended Base Budget Before Service Change:**                      **424,816.1**                      **14,342.8**                      **410,473.3**                      **3108.3**                      **4,024.1**                      **4,031.4**

1327	<b>Delay Operating Impact of the Predictive Modeling GcZk UY</b>
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51	1	<b>Description:</b>
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The purchase of the Predictive Modeling Software tool, that assists TFS in the effective deployment of vehicles and resources, has been delayed to 2014. The maintenance and licensing costs of \$0.060 million will now be required in 2015.

**Service Level Impact:**

No service level impact.

Service: Fire Rescue & Emergency Response

Total Staff Recommended:	(60.0)	0.0	(60.0)	0.0	60.0	0.0
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<b>Staff Recommended Service Changes:</b>	<b>(60.0)</b>	<b>0.0</b>	<b>(60.0)</b>	<b>0.0</b>	<b>60.0</b>	<b>0.0</b>
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1329	<b>Reduce Requested Fleet Reserve Provision</b>
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51	1	<b>Description:</b>
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The reduction of \$1.500 million gross and net to the fleet replacement reserve contribution will maintain the contribution at the same level as in 2013 at \$5.703 million. The Vehicle Reserve is used to fund the replacement of vehicles that are over 15 years of age. In August 2011, Fire Services reported to the Budget Committee on the adequacy of the fleet replacement reserve contribution and it was estimated that the Fire Services will require approximately \$7.200 million in annual contribution to clear the backlog of 15 year old vehicles within the 5-year replacement plan.

**Service Level Impact:**

**Category:**

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

This reduction will impact Fire Services' plan to address the aged vehicle replacement backlog which currently includes 30 vehicles (17% of TFS' total heavy fire apparatus fleet of 179 vehicles) that are over 15 years. As well, these older vehicles will require more service maintenance and may result in more vehicles that will be out of service.

**Service: Fire Rescue & Emergency Response**

Total Staff Recommended:	(1,470.0)	0.0	(1,470.0)	0.0	1,470.0	0.0
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**Service: Fire Prevention, Inspection, & Enforcement**

Total Staff Recommended:	(30.0)	0.0	(30.0)	0.0	30.0	0.0
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<b>Staff Recommended Service Changes:</b>	<b>(1,500.0)</b>	<b>0.0</b>	<b>(1,500.0)</b>	<b>0.0</b>	<b>1,500.0</b>	<b>0.0</b>
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1340	<b>Removal of Pumper 413 From Service</b>
59   1	<b>Description:</b>

The removal of Pumper 413 from service will result in the deletion of 9 positions and the re-assignment/conversion of 12 remaining positions assigned to this vehicle. The removal of Pumper 413 from service will result in an increase in the number of runs for Rescue 413 and there will be one less opportunity to provide a fill-in truck from this station to other stations in North Command as well as West Command. Pumper 413 is part of a two-truck fire hall which has been identified to be re-allocated to Station A, a new station planned for completion in 2016 in the Woodbine racetrack area.

**Service Level Impact:**

**Category:**

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		

Impact on Response Time: The current City-wide average for the first pumper dispatch to on-scene is 4 minutes, 52 seconds. The impact on the first-in response does not change but the removal of Pumper 413 will impact the arrival of the second-in pumper. The second-in pumper response time is projected to increase by 7 seconds across West Command, however, the most significant impact would be seen within District 41, where response time would increase by 34 seconds.

Impact on FUS: TFS received nearly maximum credit for current equipment and operations in the recent FUS survey and the removal of Pumper 413 from service will result in minimal impact, a reduction of 0.05 points, to the City's FUS insurance grade rating.

Toronto Fire Services will continue to take measures to address the potential impact of the recommended removal of Pumper 413. Response time improvements have been achieved in recent months through a focus on the components of response time that remain within the control of TFS, including the turn-out time, and call taking/dispatching time. This focus may mitigate some of the increases expected due to a reduction in the total number of vehicles in the system.

In addition, TFS' predictive modeling software, to be purchased in 2014, will run in conjunction with TFS' computer aided dispatch system to aid in the deployment of fire apparatus and crew to mitigate gaps in coverage and improve response time.

Service: Fire Rescue & Emergency Response

Total Staff Recommended:	(889.7)	0.0	(889.7)	(9.0)	0.0	0.0
<b>Staff Recommended Service Changes:</b>	<b>(889.7)</b>	<b>0.0</b>	<b>(889.7)</b>	<b>(9.0)</b>	<b>0.0</b>	<b>0.0</b>

**Summary:**

<b>Staff Recommended Service Changes:</b>	<b>(2,449.7)</b>	<b>0.0</b>	<b>(2,449.7)</b>	<b>(9.0)</b>	<b>1,560.0</b>	<b>0.0</b>
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**Category:**

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

**2014 Operating Budget - Staff Recommended Service Change  
Summary by Service  
(\$000s)**

Form ID		Citizen Focused Services B Program: Fire Services	Adjustments				2015 Plan Net Change	2016 Plan Net Change
Category	Priority		Gross Expenditure	Revenue	Net	Approved Positions		
<b>Total Staff Recommended Base Budget:</b>			422,366.4	14,342.8	408,023.6	3,099.3	5,584.1	4,031.4

**Category:**

- 51 - Efficiency Change
- 52 - Revenue Change
- 59 - Service Change

## Appendix 5

### Inflows/Outflows to/from Reserves & Reserve Funds

#### Program Specific Reserve / Reserve Funds (In \$000s)

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
<b>Projected Beginning Balance</b>		<b>4,964.4</b>	<b>4,964.4</b>	<b>(1,500.5)</b>	<b>399.5</b>
Vehicle Reserve Fire - Fleet	XQ1017		(7,203.0)	(6,803.0)	(7,203.0)
			5,702.5	7,202.5	7,202.5
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>4,964.4</b>	<b>(1,500.5)</b>	<b>399.5</b>	<b>(0.5)</b>
<b>Balance at Year-End</b>		<b>4,964.4</b>	<b>3,463.9</b>	<b>(1,101.0)</b>	<b>399.0</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
<b>Projected Beginning Balance</b>		<b>4,936.3</b>	<b>4,936.3</b>	<b>4,936.3</b>	<b>1,036.3</b>
Vehicle Reserve Fire Equipment	XQ1020			(3,900.0)	
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>4,936.3</b>		<b>(3,900.0)</b>	
<b>Balance at Year-End</b>		<b>4,936.3</b>	<b>4,936.3</b>	<b>1,036.3</b>	<b>1,036.3</b>

Reserve / Reserve Fund Name (In \$000s)	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
<b>Projected Beginning Balance</b>		<b>332.0</b>	<b>332.0</b>	<b>324.0</b>	<b>316.0</b>
Fire Services Public Education Reserve	XQ4205		(8.0)	(8.0)	(8.0)
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>332.0</b>	<b>(8.0)</b>	<b>(8.0)</b>	<b>(8.0)</b>
<b>Balance at Year-End</b>		<b>332.0</b>	<b>324.0</b>	<b>316.0</b>	<b>308.0</b>

**Corporate Reserve / Reserve Funds  
(In \$000s)**

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		527,121.0	527,121.0	463,437.7	400,817.0
Capital Financing Reserve Fund	XQ0011		727.0	727.0	
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>527,121.0</b>	<b>527,848.0</b>	<b>464,164.7</b>	<b>400,817.0</b>
<b>Other program / Agency Net Withdrawals &amp; Contributions</b>			<b>(64,410.3)</b>	<b>(63,347.7)</b>	<b>(62,269.7)</b>
<b>Balance at Year-End</b>		<b>527,121.0</b>	<b>463,437.7</b>	<b>400,817.0</b>	<b>338,547.3</b>

Reserve / Reserve Fund Name	Reserve / Reserve Fund Number	Projected Balance as of Dec. 31, 2013 \$	Proposed Withdrawals (-) / Contributions (+)		
			2014 \$	2015 \$	2016 \$
Projected Beginning Balance		18,307.1	18,307.1	36,762.2	51,417.3
Insurance Reserve Fund	XR1010		(1,183.2)		
<b>Total Reserve / Reserve Fund Draws / Contributions</b>		<b>18,307.1</b>	<b>17,123.9</b>	<b>36,762.2</b>	<b>51,417.3</b>
<b>Other program / Agency Net Withdrawals &amp; Contributions</b>			<b>19,638.3</b>	<b>14,655.0</b>	<b>15,090.4</b>
<b>Balance at Year-End</b>		<b>18,307.1</b>	<b>36,762.2</b>	<b>51,417.3</b>	<b>66,507.7</b>

# Appendix 6

## 2014 User Fee Rate Changes Inflation and Other Adjustment

Rate Description	Service	Fee Category	Fee Basis	2013	2014			2015	2016		
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Budget Volume	Incremental Revenue	Plan Rate	Plan Rate
Fire Prevention Inspections - Provincial Licensing - L.L.B.O.-Inspect occupant loads and implementation of approved fire safety procedures	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$155.73	\$159.16	\$0.00	\$159.16	0.00		\$159.16	\$159.34
Fire Prevention Inspection: Provincial Licensing - Teletheatre-Inspect occupant loads and implementation of approved fire safety procedures	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$155.73	\$159.16	\$0.00	\$159.16	0.00		\$159.16	\$159.34
Fire Prevention Inspections: Industrial/mercantile/ service <1,000m2	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$116.80	\$119.37	\$0.00	\$119.37	0.00		\$119.37	\$119.37
Fire Prevention Inspections: Industrial/mercantile/ service - Each Additional 1,000m2	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$34.06	\$34.81	\$0.00	\$34.81	0.00		\$34.81	\$34.81
Fire Prevention Inspection: Multiple Unit Occupancy - Building in General	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$116.80	\$119.37	\$0.00	\$119.37	0.00		\$119.37	\$119.37
Fire Prevention Inspections - Multiple Unit Occupancy	Fire Code Enforcement	Full Cost Recovery	Per Unit	\$73.00	\$74.61	\$0.00	\$74.61	0.00		\$74.61	\$74.61
Fire Prevention Inspection: Office Building - 1st Storey	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$116.80	\$119.37	\$0.00	\$119.37	0.00		\$119.37	\$119.37
Fire Prevention Inspection: Office Building - Each Storey above or below 1st storey	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$29.20	\$29.84	\$0.00	\$29.84	0.00		\$29.84	\$29.84
Fire Prevention Inspection: Office Building	Fire Code Enforcement	Full Cost Recovery	Per Office Unit	\$73.00	\$74.61	\$0.00	\$74.61	0.00		\$74.61	\$74.61
Residential Building - 1st Storey	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$116.80	\$119.37	\$0.00	\$119.37	0.00		\$119.37	\$119.37
Residential Building - Each Storey above or below 1st storey	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$29.20	\$29.84	\$0.00	\$29.84	0.00		\$29.84	\$29.84
Residential Building - fire prevention inspection	Fire Code Enforcement	Full Cost Recovery	Per Subsidiary Unit	\$73.00	\$74.61	\$0.00	\$74.61	0.00		\$74.61	\$74.61
Two Unit Residential Occupancy - fire prevention inspection	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$146.00	\$149.21	\$0.00	\$149.21	0.00		\$149.21	\$149.21
Residential retrofit - 1st storey	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$486.67	\$497.38	\$0.00	\$497.38	0.00		\$497.38	\$497.38
Residential retrofit - Each Storey above or below 1st storey	Fire Code Enforcement	Full Cost Recovery	Per Inspection	\$48.67	\$49.74	\$0.00	\$49.74	0.00		\$49.74	\$49.74
Residential Retrofit	Fire Code Enforcement	Full Cost Recovery	Per Subsidiary Unit	\$73.00	\$74.61	\$0.00	\$74.61	0.00		\$74.61	\$74.61
Fire Route Processing and Approval - If Not on Building Permit 0-Visit site and review fire route plan for compliance	Fire Code Enforcement	Full Cost Recovery	Per Application	\$194.67	\$198.95	\$0.00	\$198.95	0.00		\$198.95	\$198.95
Letter related to fire prevention issues - Processing request, reviewing files and composition of letter	Fire Code Enforcement	Full Cost Recovery	Per Letter	\$68.14	\$69.64	\$0.00	\$69.64	0.00		\$69.64	\$69.64
Copies of Fire Report or Information from Files - Compilation of fire report information	Fire Code Enforcement	Full Cost Recovery	Per Report	\$58.40	\$59.68	\$0.00	\$59.68	0.00		\$59.68	\$59.68
Copies of Fire Inspection Reports from File - Compilation of fire report information	Fire Code Enforcement	Full Cost Recovery	Per Report	\$58.40	\$59.68	\$0.00	\$59.68	0.00		\$59.68	\$59.68
Fire inspection report for additional units in same building - per unit -Compilation of fire report information	Fire Code Enforcement	Full Cost Recovery	Per Report	\$9.73	\$9.94	\$0.00	\$9.94	0.00		\$9.94	\$9.94
Fill in the Blank Fire Safety Plans -Fire safety application plan	Fire Code Enforcement	Full Cost Recovery	Per Plan	\$24.33	\$24.87	\$0.00	\$24.87	0.00		\$24.87	\$24.87
Fireworks Display/ Theatrical Permits - Review of documentation and site visit	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$194.67	\$198.95	\$0.00	\$198.95	0.00		\$198.95	\$198.95
Special Request Services - Fire Fighter/Inspector - minimum of 4 hours -Field testing of Fire/Life Safety Systems	Development Review	Full Cost Recovery	Per Hour	\$68.47	\$69.98	\$0.00	\$69.98	0.00		\$69.98	\$69.98
Special Request Services - Captain - minimum of 4 hours -Field testing of Fire/Life Safety Systems	Development Review	Full Cost Recovery	Per Hour	\$82.78	\$84.60	\$0.00	\$84.60	0.00		\$84.60	\$84.60
Special Request Services - District Chief - minimum of 4 hours -Field testing of Fire/Life Safety Systems	Development Review	Full Cost Recovery	Per Hour	\$95.05	\$97.14	\$0.00	\$97.14	0.00		\$97.14	\$97.14
Marijuana Grow Operation Enforcement - Inspection Service - fee for 1st Class Inspector attendance at property	Fire Code Enforcement	Full Cost Recovery	Per Property	\$364.21	\$372.22	\$0.00	\$372.22	0.00		\$372.22	\$372.22
Marijuana Grow Operation Enforcement - Inspection Service - Captain -- fee for Captain-Fire Prevention attendance at property	Fire Code Enforcement	Full Cost Recovery	Per Property	\$468.27	\$478.57	\$0.00	\$478.57	0.00		\$478.57	\$478.57
Marijuana Grow Operation Enforcement - Inspection Service - Court/Tribunal Attendance Fee	Fire Code Enforcement	Full Cost Recovery	Per Property	\$624.36	\$638.10	\$0.00	\$638.10	0.00		\$638.10	\$638.10
Fire Prevention Inspections - Fireworks Inspections - Review of documentation and site visit	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$2,555.00	\$2,611.21	\$0.00	\$2,611.21	0.00		\$2,611.21	\$2,611.21



Rate Description	Service	Fee Category	Fee Basis	2013	2014			2015	2016		
				Approved Rate	Inflationary Adjusted Rate	Other Adjustment	Budget Rate	Budget Volume	Incremental Revenue	Plan Rate	Plan Rate
Fire Prevention Inspections - Temporary fireworks permit for vendor that stores and sells no more than 25kg (net explosive quantity) of Family fireworks at any time	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$511.00	\$522.24	\$0.00	\$522.24	0.00		\$522.24	\$522.24
Fire Prevention Inspections - Temporary fireworks permit for vendor that stores and sells more than 25kg (net explosive quantity) of Family fireworks at any time	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$766.50	\$783.36	\$0.00	\$783.36	0.00		\$783.36	\$783.36
Fire Prevention Inspections - Temporary lease fireworks permit for the vendor for the sale of Family Fireworks	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$1,533.00	\$1,566.73	\$0.00	\$1,566.73	0.00		\$1,566.73	\$1,566.73
Fire Prevention Inspections - Temporary mobile fireworks permit for the vendor for the sale of Family Firework	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$1,533.00	\$1,566.73	\$0.00	\$1,566.73	0.00		\$1,566.73	\$1,566.73
Fire Prevention Inspections - Temporary lease fireworks and mobile fireworks permit vendor relocation fee	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$102.20	\$104.45	\$0.00	\$104.45	0.00		\$104.45	\$104.45
Fire Prevention Inspections - Special occasions permit for the discharge of Family Fireworks	Fire Code Enforcement	Full Cost Recovery	Per Permit	\$25.55	\$26.11	\$0.00	\$26.11	0.00		\$26.11	\$26.11
FOI Access to Fire Reports	Fire Rescue & Emergency Response	Market Based	Per report	\$75.00	\$76.65	\$0.00	\$76.65	500.00		\$76.65	\$76.65