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## **2014 BUDGET BRIEFING NOTE**

### **Fire Services – Operations Division Changes in 2014**

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**Issue/Background:**

- As part of the 2013 operating budget process, Council approved sufficient funds (\$3.1 million) to defer the reduction of 63 operations division staff until July 1, 2013 pending the review of the results of Fire Underwriter's Survey and the Pomax Efficiency Review. Fire Services was able to continue to fund these positions through year end as a result of natural attrition and normal gapping practices.
- Given these 63 positions are not funded in the 2014 budget, the reduction of three front line apparatus will be necessary for Fire Services to meet its 2014 budget target. One additional apparatus is required to be removed from service to reach the budget target set for the Fire Services.
- The Fire Underwriters Survey (FUS) review conducted through 2012 identified deficiencies in various areas of the Division which resulted in a change in the City's insurance rating from a Class 3 to a Class 4. In order for the City to maintain their current insurance rating one additional apparatus will be removed from service and the resources redeployed into the Fire Prevention Division. A number of technical improvements will also be made to improve the efficient of the operations division.

**Key Points:**

- Five front line emergency response vehicles will be deleted from the operations division on a permanent basis. This represents a reduction of 63 operations staff not funded in 2014, and a further nine staff to meet budget targets. This allows for the reassignment of the remaining staff assigned to these vehicles, including the transfer of 25 positions to the Fire Prevention Division, with the remaining eight to areas deemed to be the best use of resources. All staff reductions proposed can be accommodated through normal attrition, no lay-offs will be required.

- The vehicles proposed for deletion include:

Truck	Address	Ward	# of Truck Runs				
			2012	2011	2010	2009	2008
P424	426 Runnymede Rd.	13	1,286	1,350	1,342	1,335	1,331
P413	1549 Albion Rd.	1	1,353	1,676	1,560	2,145	1,603
P215*	5318 Lawrence Ave. E.	44	914	1087	1043	990	1033
A324*	840 Gerrard St. E.	30	954	908	936	829	996
P213*	7 Lapsley Rd.	42	1,308	1,690	1,599	1,735	1,486

\* Stations 215 and 213 will be quinted, which means the vehicles in the stations will have the capacity to run as either a pumper or an aerial, depending on the nature and location of individual calls. Station 324 will also be considered for quinting, pending further analysis.

- The vehicles selected for reduction represent trucks with lower than average call volumes that also result in minimal impact on service level.

#### **Removal of Pumper 424, Including the Closure of Station 424**

- The proposal to close Station 424 has been recommended through various studies over the years, starting with the Toronto Fire Department Master Fire Plan completed in 1987, then the KPMG study in 1999, and most recently the TFS Master Fire Plan in 2007. Station 424 is located in an area of the City that is well-served with fire facilities and enjoys a higher level of service than is typical in other areas. Three other fire stations are located within 2km of Station 424 and will remain available to serve the citizens of the area.
- The 1999 KPMG study noted two important issues to be considered. First, each existing station has a different level of call activity, and second, the station coverage areas were based on historic boundaries between the former municipalities. With the lifting of those former municipal boundaries, consideration was given to the ability of existing stations to cover areas of under-service that they did not respond to previously. The area including Station 424 was identified by KPMG as an area of service overlap, where former Toronto Stations 16 (83 DeForest Road), 20 (358 Keele Street) and 31 (462 Runnymede Road) were in close proximity to former York Station 3 (590 Jane Street). This was a boundary area between York and Toronto. Former Toronto Station 31 (now Station 424) is located in the centre of this area. KPMG noted that if that station were removed, a small area north of Bloor Street West would be slightly beyond a four- minute travel time. However, since the land use present in this area has a low level of fire risk, a slightly longer travel time than the recommended four-minute target would be appropriate.
- The three remaining stations surrounding this small area would provide response within approximately five minutes, which is comparable to the coverage level provided in numerous other areas of the City. It was recommended that former Toronto Fire Station 31 (now Station 424) be removed and its personnel be re-allocated to provide more effective coverage in under-serviced areas of the City. Staff from this station were slated to be moved to the new Station proposed for construction at the Sunnybrook Hospital site, identified in the Fire Services ten year capital plan.

### **Pumper 413**

- This vehicle is located at Station 413, at 1549 Albion Road. Prior to amalgamation, the former Etobicoke ran a pumper and an aerial from this station. The aerial was later replaced with a rescue truck. One of the vehicles from Station 413 was identified as the truck that would occupy the new Station 414 that is to be built in the area of the Woodbine Racetrack. With the removal of this pumper, coverage to the area will be provided by the remaining Rescue 413, along with Rescue 411 (75 Toryork Drive), Rescue 412 (267 Humberline Drive) and Pumper 415 (2120 Kipling Avenue). Staffing for the new Station 414 will be addressed in the 2015 Capital Budget process.

### **Pumper 215**

- Located at Station 215 (5318 Lawrence Avenue East) in the former Scarborough, originally only a pumper ran from this station. 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 had one of the lowest call volumes in the city. In 2012 it was the second lowest; Station 335 (Toronto Island) was the only one lower. The aerial that also runs from this hall has the lowest call volume of any aerial 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 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.

### **Aerial 324**

- 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 good 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.

### **Pumper 213**

- 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 14th 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 lane roadway. This will assist in keeping response 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 most of the coverage of the pumper that is being removed.

### **Apparatus Relocation for New Stations**

- Two new Fire Stations are scheduled to open in 2014, including Station 221 located at 2575 Eglinton Avenue East, and Station 346, located at 90 Quebec Street on the CNE grounds. Existing resources are proposed to be relocated to operate these stations. A pumper from Station 224, 1313 Woodbine Avenue will be relocated to Station 221 and a Pumper from Station 426, 140 Lansdowne Avenue will be relocated to Station 346.

#### **Pumper 224**

- Station 224 currently houses two pumper class vehicles. P224 is ranked as the 4th lowest call volume pumper in the city. At 1,826 runs for 2012, R224 has a call volume that is just below the average number of runs for a pumper. Combined, their call volume would be manageable for one truck. There would be minimal or no impact to the response time for the initial arriving apparatus in 224's immediate response area, but there would be a significant improvement to the response time to the area where the new Station 221 is located. Currently the response time for the first arriving apparatus to Midland and Eglinton Avenue is 7 minutes and 11 seconds at the 90<sup>th</sup> percentile, well above acceptable standards. P224 was identified and accepted in the 2007 Master Fire Plan as the apparatus to be relocated to this new fire station.

#### **Pumper 426**

- Station 426 currently houses two pumper class vehicles. Although the number of responses to this area of the city is relatively high, relocating P426 to Station 346 would still have it able to respond to most of its current running area, just from a different direction. It would however, also be positioned better to respond to the Liberty Village area of the City that is currently undergoing significant growth.

### **Conclusion**

- Toronto Fire removes vehicles from service on a daily basis due to vacant positions and unscheduled staff absences such as sick time or WSIB. The removal of five trucks from service would require that the remaining trucks be kept in service on a daily basis to mitigate the impacts of decommissioning front line vehicles.
- TFS has included the purchase of predictive modeling software in its 2013 capital budget. This software works in conjunction with the computer aided dispatch system to aid in the deployment of fire vehicles to mitigate gaps in coverage and improve response times. This software is anticipated to be implemented in 2014.

- Further, management will review the current Attendance Management Policy, along with policies affecting any absence, with a goal of making improvements that will maintain all of the remaining 123 front line vehicles in service each day.

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**Date:** December 12, 2013



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## **2014 OPERATING BUDGET BRIEFING NOTE**

### **Staffing Changes Recommended in the 2007 Fire Master Plan**

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#### **Issue/Background:**

- At its meeting on December 12, 2013, Budget Committee requested a briefing note on Toronto Fire Services staffing changes that are proposed under the Fire Master Plan to provide staffing for the five new stations in the Plan, including the number of vehicles, number of staff associated with those vehicles and the stations they will be redeployed from.
- Following Amalgamation, the City commissioned KPMG to conduct a Fire and EMS Facilities location study to assist the City of Toronto in determining the best locations for fire and ambulance stations to serve the amalgamated City of Toronto. The results of this study were updated in the 2007 Fire Master Plan. This plan was meant to be updated in 2012, but was delayed as a result of the ongoing Fire/EMS Efficiency study, as well as the Fire Underwriters Survey review.
- The new Fire Master Plan will be developed in 2014 in conjunction with the Commission on Fire Accreditation International (CFAI) accreditation process. The CFAI is a self assessment process geared to improving service to the public. It involves assessment in 10 categories, including 44 criteria and 251 key performance indicators. The self assessment is confirmed by peer reviewing departments before being awarded by the Commission.
- The 2007 Master Fire Plan called for the addition of 5 new stations. One has been built, one is under construction and the other 3 new stations are included in TFS' 10-Year Capital Plan. There was no contemplation of additional staffing in the 2007 Master Fire Plan, all stations were to be opened with existing crews.

#### **Key Points:**

- A total of four vehicles are proposed for relocation. Each vehicle represents a total of 21 staff, including four Captains and 17 firefighters for a total of 84 staff.
- Four fire stations that were recommended by KPMG were included in the approved 2007 Fire Master Plan. The vehicles to be assigned to the new fire station development were also outlined as follows:

#### **Station 221 – Midland/ Eglinton**

(located at Eglinton and Midland, also referred to as KPMG Station "D")

- Currently under construction and scheduled for completion in March 2014

- Pumper 224 (P224) and the associated crew from Station 224 (1313 Woodbine Avenue) will be relocated to Station 221 and renamed Pumper 221 (P221).
- This will leave Station 224 with a rescue pumper and one crew.

#### **Station 144 – Downsview**

(located on Keele Street between Sheppard and Wilson, also referred to as KPMG Station "B")

- Station development is in the 10 year capital plan with estimated completion in 2016
- Aerial 411 (A411) from Station 411 (75 Toryork Road) will be relocated to Station 144 and converted to Pumper 144 (P144).
- Following the reallocation, both stations will have a single pumper.

#### **Station 124 – Sunnybrook**

(located at Sunnybrook Hospital, also referred to as KPMG Station "G")

- The new Station 124 was originally to be constructed in 2001 as recommended by KPMG. However, due to prohibitive land costs, station development is currently scheduled at the end of the Fire Services 10 year capital plan.
- Pumper 424 (P424) from Station 424 (426 Runnymede Road) which was recommended to close since the mid-1980s, was intended to move to the new Sunnybrook Station.
- Given the delays associated with acquiring land for this station, the vehicle is now recommended for reduction and a new vehicle will be required when the new Station 124 is constructed.

#### **Station 414 – Woodbine**

(located at Hwy 27 and Rexdale Boulevard, also referred to as KPMG Station "A")

- Station development is in the 10 year capital plan beginning with land acquisition in 2015.
  - Pumper 413 (P413) and the associated crew from Station 413 (1549 Albion Road) will be relocated to Station 414 and renamed P414.
  - This will leave Station 413 with a rescue pumper and one crew. Currently, this station has insufficient space to accommodate two crews.
- Station 116 (located at 2250 Leslie Street, also referred to as KPMG Station "C") was the fifth station proposed in the Fire Master Plan and was opened in 2007. Pumper 125 (P125) from Station 125 (1109 Leslie Street) was relocated to Station 116 and renamed P116. The aerial that remained in Station 125 was converted to Pumper 125 (P125). The aerial truck itself was moved to Station 321 (231 McRae Avenue) and renamed Aerial 321 (A321).

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## 2014 OPERATING BUDGET BRIEFING NOTE

### Funding for New Station D

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#### Issue/Background:

At its December 12, 2013 meeting, Budget Committee requested a briefing note on the additional funding required in 2014 and 2015 to provide the vehicles and staffing for new station D and also maintain current vehicles and staffing at station #224 Woodbine.

#### Key Points:

- The 2014 Recommended Operating Budget for Toronto Fire Services includes a plan to relocate the second pumper from Station 224 (1313 Woodbine Avenue) with its 21 staff to the new Station 221 (2575 Eglinton Avenue East), as recommended in the 2007 Master Fire Plan. This will leave a rescue pumper with its 21 staff at Station 224.
- The new Station is expected to open in March 2014.
- If a new fire truck was added to staff the new Station 221, the 2014 partial year budget implication would be \$1.311 million with an incremental impact of \$1.185 million in 2015. The 2014 funding includes salaries and benefits for 21 staff of \$1.237 million and non-salary expenditures of \$0.074 million.
- The 2015 full year cost of \$2.496 million includes \$2.474 million for salaries and benefits and \$0.022 million in non-salary costs.
- If a new pumper is required, there would be a one-time capital cost of \$440 thousand.

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## 2014 OPERATING BUDGET BRIEFING NOTE

### The Future of Fire Station 424

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#### Issue/Background:

At its meeting on December 12, 2013, Budget Committee requested the City Manager to provide a briefing note on what the City's plans are for the Fire Station building located at 462 Runnymede Road should the Fire Truck be removed from Station 424.

The 2014 Recommended Operating Budget for Toronto Fire Services (TFS) includes a recommendation to close Station 424, located at 426 Runnymede Road.

#### Key Points:

- Station 424 has been slated for closure since before amalgamation. This action was confirmed in the 1999 KPMG Fire and EMS Facilities Study and again in the 2007 TFS Master Fire Plan.
- Fire Services proposes to move the pumper and associated crew and retain the empty building for the foreseeable future, as it has potential to continue to be a valuable asset in service delivery, as follows:
  - TFS is moving towards implementation of software to allow advanced use of dynamic staging. Depending on statistics, it is possible that there are hours of the day or days of the week where it would be beneficial to relocate a vehicle into this hall rather than its home location.
  - Potential development in the area may warrant the re-opening of this station in the future, so retaining the property is recommended given issues and costs associated with acquiring property for fire stations in other parts of the City.
  - The 2014 TFS operating budget includes the addition of 25 Fire Prevention staff, with an additional 75 staff by 2017. These staff will require additional office space, some of which may be able to be accommodated within this existing TFS property.
  - The location of the fire station makes it a valuable asset for community events and learning opportunities such as those currently held in June during Safety Awareness Week, and Fire Prevention Week in October.

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**Date:** December 16, 2013



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## 2014 OPERATING BUDGET BRIEFING NOTE

### Summary of Staffing Changes to Implement Recommendation 1 of the November 20, 2014 Fire Underwriters Survey (FUS) Report from the Fire Chief / General Manager

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#### Issue/Background:

On Wednesday, December 18, 2013 the following motion was passed by Toronto City Council:

*That City Council request the Fire Chief and General Manager to submit a briefing note to the Budget Committee for final wrap up in January 2014 which summarizes the specific staffing changes that will be made to implement the Strategy in Recommendation 1 contained in the report (November 20, 2013) from the Fire Chief and General Manager.*

- Recommendation 1 contained in the report dated November 20, 2013 from the Fire Chief and General Manager stated:
  1. *City Council approve TFS strategies to improve the Public Fire Protection Classification:*
    - a. *From Class 4 to Class 3*
    - b. *From Class 3 to Class 2*

#### Key Points:

##### Moving from PFPC Class 4 to Class 3

- Moving from Public Fire Protection Classification (PFPC) Class 4 to Class 3 requires the addition of 25 Fire Prevention Officers in 2014. In order to achieve this requirement while maintaining the 2014 budget mandate, the following staffing changes are required:
  1. Remove Pumper 413 (1549 Albion Road) from service and reallocate the 21 staff positions as follows:
    - a. Eliminate 9 positions to meet the 2014 budget target
    - b. Reallocate 10 positions to Fire Prevention Officers
    - c. Reallocate 1 position to 1 GIS Technician within Fire Services
    - d. Reallocate 1 position to 1 Labour Relations Coordinator within Fire Services

2. Remove Pumper 213 (7 Lapsley Road) from service and reallocate the 21 staff position as follows:
  - a. Reallocate 15 positions to Fire Prevention Officers
  - b. Reallocate the 6 remaining staff positions to position of best advantage within Fire Services as determined by the Fire Chief / General Manager
- All staff position reductions will be implemented through normal attrition and will not result in any lay-offs.

Moving from PFPC Class 3 to Class 2

- Moving from PFPC Class 3 to Class 2 requires the implementation of 75 additional Fire Prevention Officers, which will be identified in future Fire Services budgets as follows:
  - a. 25 Fire Prevention Officers will be requested in 2015
  - b. 25 Fire Prevention Officers will be requested in 2016
  - c. 25 Fire Prevention Officers will be requested in 2017
  - d. The continued development and implementation of enhanced response systems and emergency communications including emergency communication and alerting systems, the use of response technologies such as predictive modelling, dynamic staging and traffic signal pre-emption technology.

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**Date:** January 6, 2014

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## **2014 BUDGET BRIEFING NOTE**

### **Fire Underwriters Survey (FUS)**

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#### **Issue/Background:**

- The Fire Underwriters' Survey (FUS) publishes the fire insurance grades in the Canadian Fire Insurance Grading Index which is used by insurers in determining insurance rates. There are two components to the grade – a Public Fire Protection Classification for commercial/industrial, institutional and multi-residential buildings; and a Dwelling Protection Grade for small buildings including and single family residences and duplexes.
- The Public Fire Protection Classification (PFPC) is a numerical grading system scaled from 1 to 10 used for property and liability coverage. Class 1 represents the highest grading possible and Class 10 indicates that little or no fire protection is in place.
- A Dwelling Protection Grade (DPG) reflects the ability of a community to handle fires in small buildings such as single family residential or duplexes. The DPG is a numerical grading system scaled from 1 to 5, where 1 is the highest grading possible.
- The Fire Underwriters' Survey (FUS) results of 2012 determined the Public Fire Protection Classification (PFPC) of the City of Toronto to be a Class 4, representing a downgrade from Class 3 as determined in the 2002 survey. In the most recent review, the City scored 67.2 points out of 100; a score of 70 points is required to maintain a Class 3 rating which means the City requires changes totaling 2.8 points to remain a Class 3 permanently. The change from PFPC Class 3 to Class 4 would adversely affect insurance rates.
- To prevent the change in PFPC, the City of Toronto requested a grace period of twelve months to implement measures of improved fire protection capacity, fire prevention measures and risk reduction measures that would address the classification change.
- Toronto Fire Services (TFS) requested FUS 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. In October 2013, FUS provided a final report addressing the potential changes in the PFPC and provided options to facilitate the improvement in the PFPC which include:
  1. The use of additional fire fighters assigned to fire fighting apparatus and the distribution and type of fire fighting apparatus,
  2. Enhancements to the Fire Prevention Division with increased scheduled annual fire prevention inspections,
  3. Increased pre-incident planning, and
  4. Enhanced response systems and emergency communications.

- The Fire Protection and Prevention Act (FPPA) establishes the legal framework for the delivery of fire protection services within the Province of Ontario. This framework is commonly referred to as the three lines of defense and establishes that fire protection services are to be deployed in the following order: Public Education; Fire Prevention and Fire Code/Fire Safety Standard Enforcement; and Emergency Response.

### **Key Points:**

- FUS undertakes a fulsome, risk-based assessment of the full spectrum of fire-related risks and the associated risk mitigation capabilities of the fire service. The assessment completed by FUS in the City of Toronto included a comprehensive analysis of all of the factors affecting fire probability and consequence within the City.
- By classifying ability to suppress fires, Fire Underwriters Survey helps communities evaluate their public fire protection services. The program provides an objective, national standard that helps fire departments in planning and budgeting for facilities, equipment, and training. By securing lower fire insurance premiums for communities with better public fire protection, the PFPC program provides incentives and rewards for communities that choose to improve their fire protection levels and thereby the community PFPC classification.
- As fire insurance grades improve, insurance companies consider the level of risk of loss to be lower, therefore increasing capacities and making the insurance market more competitive. This results in lower insurance rates for property owners.
- Fire insurance grades allow Canadian communities to improve their fire protection levels incrementally in a measured fashion that can provide cost savings to property owners through reduced insurance premiums. Although these cost savings may not entirely offset the cost of fire protection, this is one of the few municipal government service areas that results in a return on investment.
- Enhancing the fire protection infrastructure by improving training programs, public education activities and fire prevention initiatives can lead to a betterment in class as they contribute to reduced fire loss in the form of a fire not starting in the first place (prevention is better than cure).
- In October 2013, FUS provided a final report addressing the potential changes in the PFPC including benchmarks and options to facilitate improvement in the PFPC. The options are in four general categories:
  1. The use of additional fire fighters assigned to fire fighting apparatus and the distribution and type of fire fighting apparatus

This option considers potential impacts on the PFPC if TFS purchased ten additional apparatus and staffed each with a crew of five personnel. The new apparatus would be additional support to apparatus currently in specific stations. FUS estimates capital costs in this area of \$9 million and operational costs of \$24 million. The impact on the City's grading is less than one point, yielding a score of 68.1. Given the cost of this option and

the minimal impact of the additional vehicles, this is not a viable consideration at this time. TFS scored highly in this FUS category and as such, additional enhancements in this area are not cost effective.

2. Enhancements to the Fire Prevention Division with increased scheduled annual fire prevention inspections

This option considers the total number of occupancies within the City required to be inspected. According to FUS, there are approximately 318,000 properties considered in this category. Routine inspections conducted every six months or annually yield the greatest impact on the PFPC. Additional Fire Prevention staff will facilitate a scheduled inspection program.

FUS estimates capital costs in this area of \$4 million to \$11 million and operational costs of \$6 million to \$19 million depending on the number of staff hired. Impact on the grading ranges from 1.51 to 8.64 points.

3. Increased pre-incident planning

Improvements to the pre-incident planning program can also impact the PFPC significantly with extensive documentation of site plans and floor plans, the integration of plans with dispatch protocols, and easily accessible hard copies for emergency reference. A viable pre-incident planning program includes the completion of pre-incident plans for 80 percent of buildings. In this option, FUS estimates the impact on grading to range from 0.00 points to 4.83 points depending on the sophistication of the pre-incident planning program and the total percentage of buildings with pre-incident plans. Existing Operations staff can be used in conjunction with Fire Prevention staff to achieve this goal.

4. Enhanced response systems and emergency communications

Improvements in emergency communication and alerting systems, and the use of response technologies such as predictive modelling, dynamic staging and fire pre-emption signalling is a viable option in improving the PFPC. Communication improvements can impact the grading up to 2.85 points.

- TFS is recommending a combination of Options 2, 3 and 4 to maintain a PFPC 3 rating and improve to a PFPC 2 rating by 2017:

- Improve PFPC from Class 4 to Class 3 immediately:

TFS hired fifteen new Fire Prevention Officers in 2013 to increase the number and rate of inspections. A risk based awareness program has been implemented to enhance knowledge of residential and commercial buildings and ensure there are no obstacles that would prevent a timely and effective fire response. This program is the first phase of a formal risk based pre-incident planning process. Operations fire fighters will continue to be involved in the pre-planning process.



TFS is in the process of hiring four Fire Investigators who will be responsible for determining origin, cause and circumstances of fires and explosions. This information will then be utilized to review and improve fire protection and public education services. TFS has also commenced the process of securing technologies to implement dynamic staging, predictive modelling and the use of fire pre-emption technology.

Further, in the 2014 Fire Services' Operating budget, TFS proposes to add twenty-five Fire Prevention Officers. The Capital budget will include expenditures to secure the required technology. As well, as FUS has taken the daily reduction of vehicles into consideration when calculating the PFPC, any increase in the number of vehicles taken out of service will negatively impact the PFPC.

Annual insurance premium cost savings to commercial or multi-residential building owners across the City are estimated at \$15 million per year.

- Improve PFPC from Class 3 to Class 2 by 2017:

The frequency of inspections can be significantly enhanced with the hiring of an additional seventy-five Fire Inspectors over the period of 2015 to 2017. Increased investment in Pre-Incident Planning, and continued technical improvements, is expected to yield a significant impact on the PFPC.

FUS has taken the daily reduction of vehicles into consideration when calculating the PFPC. Reducing the number of vehicles taken out of service will improve the PFPC. Further, it is anticipated that by implementing options related to enhanced inspection frequency, improved incident planning, and communication and deployment system improvements, the City of Toronto can achieve a PFPC of 2 by 2017.

Annual insurance premium cost savings to commercial or multi-residential building owners across the City are estimated at a further \$7.4 million per year.

- The Fire Protection and Prevention Act (FPPA) establishes the legal framework for the delivery of fire protection services within the Province of Ontario. This framework is commonly referred to as the three lines of defense and establishes that fire protection services are to be deployed in the following order:
  1. Public Education
  2. Fire Prevention and Fire Code / Fire Safety Standard Enforcement
  3. Emergency Response
- Public Education and the distribution of public fire safety education materials fall under the first line of defence. Fire fatalities in Ontario have declined over time as a result of the implementation of aggressive public education and Fire Code enforcement strategies. Changing public attitude and improved public knowledge of fire safety are significant factors in this decrease and it is critical that public education be a top priority for Toronto Fire Services.

- Fire Code Inspections upon request and complaint fall under the second line of defense. Buildings maintained in accordance with the provisions of the Fire Code are more fire safe for the both occupants and the responding fire fighters. While building owners are responsible for complying with the provisions of the Fire Code, fire services is charged with the responsibility for enforcing the Ontario Fire Code. The enforcement of the Ontario Fire Code is critical to the health and safety of both residents that occupy buildings as well as to the Firefighters that respond to those buildings when a fire does occur.
- Emergency Response is the third and last line of defense. When both public education and fire prevention/code enforcement fail, it is critical that Fire Services provide a timely and efficient response to the fire for the purposes of providing both rescue and fire suppression services.
- Improve PFPC from Class 2 to Class 1:

The PFPC Class 1 requires that all fire fighting staff meet specific National Fire Protection Association (NFPA) criteria, an effective fire fighter promotion system based on the selection of the most suitable candidates, well maintained and equipped front line apparatus and dynamic staging of vehicles to minimize response times. The grading also includes meeting performance benchmarks of NFPA. Routine risk based inspections, conducted every six months are also benchmarks of the Class 1.

However, the calculated fire insurance grade is not solely within the control of fire services. Other divisions and levels of government involvement are required to facilitate changes to minimize fire risk in all buildings, such as additional requirements for sprinklers, smaller allowances for wood frame construction, more stringent fire codes and building codes. As such, despite annual insurance premium cost savings to commercial or multi-residential building owners across the City of an estimated \$4.8 million per year, the Class 1 is not considered a viable option.

- In order to enhance the three lines of defense, the Office of the Fire Marshal and Emergency Management (OFMEM) has also developed an Integrated Risk Management Tool to assist fire chiefs in making consistent, accurate and informed decisions on community-based risks that will assist in identifying and recommending appropriate risk-management strategies. This risk-based approach will assist in determining requirements for, and placement of, responding apparatus in the future based in areas of highest risk, thereby making the best use of existing limited resources. TFS has been involved in the development and testing of this tool, which is expected to be released for use by the OFMEM in early 2014.

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## **2014 BUDGET BRIEFING NOTE**

### **Toronto Fire Services Operating Budget – Summary**

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#### **Issue/Background:**

- The total recommended operating budget for Toronto Fire Services in 2014 is \$422,736.7 million gross, or \$408,103.3 million net. This represents an increase of \$9,324.5 million or 2.3% over the adjusted approved 2013 budget of \$398,778.8 million.
- In June of 2013, an arbitrators award was received settling the 2010-2014 collective agreement for Local 3888, resulting in a budget adjustment for preceding years as well as an \$11.695 million pressure on the 2014 operating budget, some of which was offset by base expenditure reductions, service efficiency savings and service changes reductions totalling \$2.449 million, resulting in the remaining \$9.324 million pressure.
- In the 2013 operating budget, a number of reduction options were proposed, including permanently removing five front line fire vehicles from service. Through the budget process, funding was retained to keep two of these vehicles in service permanently, and one-time funding was provided to keep the other three vehicles in service temporarily, pending the results of two outstanding studies (the Fire/EMS Efficiency Review and the Fire Underwriters Survey (FUS) study on insurance ratings).

#### **Key Points:**

- The Fire/EMS Efficiency Review was completed earlier in 2013 and related recommendations were adopted by Council on July 17/18/19, 2013. The review identifies improvements in the deployment of fire resources and apparatus through the use of dynamic staging and predictive modeling, the use of traffic pre-emption to improve fire response times, and potential reconfiguring of fire resources and apparatus based on further evaluation including a detailed risk assessment and consideration of implications to Toronto's insurance ratings and impacts on service levels. The study also emphasizes the importance of fire prevention and public education and recommends increasing staffing in these areas over several years.
- The FUS report was completed in October 2013 and will be at Community Development and Recreation Committee on December 4, 2013. This report provides a number of options for the City to retain the current Class 3 rating rather than downgrading to a Class 4 as originally evaluated. Options include a number of items identified through the Fire/EMS efficiency study, including dynamic staffing, traffic pre-emption and increased fire prevention staffing. Improvements in these areas have the potential to offset some of the negative impacts on the grading through the removal of front line vehicles from service as proposed in the 2014 operating budget.

- The 2014 proposed operating budget for Toronto Fire Services includes the reduction of five front line vehicles, similar to 2013.
- The vehicles proposed for deletion include:

<b>Truck</b>	<b>Address</b>	<b>Ward</b>	<b>Councillor</b>
P424	426 Runnymede Rd.	13	S.Doucette
P215*	5318 Lawrence Ave. E.	44	R. Moeser
A324*	840 Gerrard St. E.	30	P. Fletcher
P413	1549 Albion Rd.	1	V. Crisanti
P213*	7 Lapsley Rd.	42	R. Cho

\*Stations 215 and 213 will be quinted, which means the vehicles in the stations will have the capacity to run as either a pumper or an aerial, depending on the nature and location of individual calls. Station 324 will also be considered for quinting, pending further analysis.

- The first three vehicles (P424, P215 and A324) are the vehicles that currently are staffed using the one-time funding provided in 2013, and as such, retaining these vehicles in 2014 would cause an added pressure on the budget of \$5.988 million.
- Pumper 413 is proposed for deletion to meet the 2014 operating budget target. Deletion of this vehicle achieves the required savings by eliminating 9 staff, allowing the remaining staff to be redeployed to best advantage, including some reallocation to fire prevention, a labour relations specialist, and a GIS specialist.
- P213 is proposed for deletion with the associated staffing being converted to fire prevention officers to meet the requirements of the Fire/EMS efficiency review and the FUS study. Additional fire prevention staff are also proposed in 2015, 2016 and 2017.
- The removal of these five vehicles causes some cascading impacts on areas surrounding the initial area affected. It also requires two additional vehicles to be relocated to new stations currently under construction (a crew from Station 224 to the new Station 221 at Midland and Eglinton, and a crew from Station 426 to the new Station 346 at the CNE).
- Other service changes included in the 2014 fire services operating budget include a reduction in the vehicle reserve contribution of \$1.5 million, and the deferral of maintenance costs of the new predictive modelling software which is possible due to a delay in implementation.
- The 2014 operating budget includes provision for 5 new mechanics with an associated reduction in overtime funding, a temporary project manager funded by Metrolinx, and a temporary position to plan and develop the TFS 2015 Pan Am Games operation.

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