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2018 OPERATING BUDGET BRIEFING NOTE

Fire Safety Strategy for TCHC Residential Buildings

Issue / Background:

- At the Budget Committee meeting held on December 18, 2017, the Fire Chief and General Manager, Toronto Fire Services (TFS) was directed to provide a strategy to address the concerns regarding the recent fire safety issues involving Toronto Community Housing Buildings.
- The Toronto Community Housing Corporation (TCHC) operates 58,000 units, housing approximately 110,000 Toronto residents, with a building portfolio consisting of approximately 2,100 residential buildings as follows:
 - 169 High-rise/Seniors Buildings
 - 72 Mid-rise Buildings
 - 29 Low-rise Buildings
 - 962 Town Homes and Walk Ups
 - 857 Houses

Overview of recent TCHC Fire Safety Issues

From January 1, 2016 to December 13, 2017:

- Eleven (11) fire fatalities occurred in TCHC properties. This represents 37% of the total fire fatalities in Toronto during this period.
 - On February 5, 2016, a multiple-fatality fire on Neilson Road claimed the lives of 4 occupants.
 - On December 4, 2017, a multiple-fatality fire on Flemington Road claimed the lives of 3 occupants.
- TFS responded to 311 fires at TCHC properties.

The fire fatality rate in TCHC buildings (from 2012 to December 13, 2017) is:

- 4 times higher than the remainder of Toronto, and,
- 3 times higher than the general population of Ontario

TFS responded to 51 major fires in TCHC buildings (from 2010 to December 13, 2017)

- 26 fires were deemed to have violations of the *Ontario Fire Code* which contributed to the deaths, critical injuries or spread of the fire beyond the unit of origin.
- There have been 24 fatalities and 19 critical injuries as a result of these fires.

Enhancements to Fire Safety Service Levels in TCHC Buildings Implemented in 2016 by TFS

In May 2016, in response to the significant fire safety issues in TCHC residential buildings, the Fire Chief directed the implementation of the service level enhancements noted below, in accordance with the *Fire Protection and Prevention Act (FPPA), 1997*.

These service level enhancements were successfully implemented in 2016, without the need for additional staffing or other resources.

These service levels have been maintained throughout 2017 and will continue into 2018.

- Pre-Incident Plans were developed for all TCHC High-rise / Seniors buildings
- Public Educators visited 23% of TCHC residential units in 2016 during the TFS Fire Safety Awareness Week
- 500 TCHC staff were trained by TFS on duties under the Fire Safety Plan
- Inspections were completed in each of the following in 2016 and will be completed no less than once annually moving forward:
 - Each TCHC High-rise / Seniors residential building
 - Each High-rise residential building in Toronto
- Comprehensive fire investigations are conducted for all fires in TCHC High-rise / Seniors buildings that progress to the 2nd Alarm level or higher
- Post-Incident Education Responses (PIER) are initiated by TFS Public Educators following any 2nd alarm level or higher fire in a TCHC High-rise / Seniors building

TFS is unable to further increase or enhance the TCHC Fire Safety service levels, within the existing budget, without a substantial impact to existing Fire Prevention service levels.

Key Points:

Recommended Strategy - Creation of a permanent TCHC Fire Safety Task Force that includes a Comprehensive TCHC Public Fire Safety Education Marketing Program

1. Part One – Establishment of a dedicated TCHC Fire Safety Task Force

Based on the assessment of the current and predicted fire safety risks involving TCHC residential buildings, the Fire Chief recommends the creation of a permanent task force allocated to TCHC Fire Safety.

Given the volume of work that is required to be completed annually, the creation and operation of this Task Force requires the addition of 25 permanent staff, comprised of the following positions:

- One (1) Division Chief – Fire Prevention
- One (1) District Chief – Fire Prevention
- Two (2) Captains – Fire Prevention
- Twelve (12) Inspectors
- One (1) Captain – Public Education
- Three (3) Public Educators
- Two (2) Fire Investigators
- One (1) Business Intelligence Analyst
- Two (2) Administrative Assistants

Assuming a May 1, 2018 start date for the required staffing as outlined above, the 2018 funding required to establish and implement the recommended TCHC Fire Safety Task Force is \$1,904,498. The annualized cost is \$2,812,328 based upon 2018 rates.

TFS estimates that the Task Force would be in place and operating within six (6) months of the approval of the required staffing, which would allow the required time to recruit, train and deploy this staff.

In order to maintain compliance with *Ontario Fire Code* enforcement processes, the funding and control of the Task Force must fall within the TFS portfolio. This component of the recommended strategy would not be suitable for partnership funding models that involve property owners, including TCHC.

TCHC Fire Safety Task Force - Return on Investment

The following chart summarizes current fire prevention and public education service levels along with the service levels that will be achieved through the implementation of the recommended TCHC Fire Safety Task Force.

Fire Safety Activity	Current Service Level	As Recommended
Develop and Maintain Pre-Incident Plans	Developed for all TCHC high-rise and senior's Buildings	Will be developed for all TCHC high-rise, mid-rise, low-rise and senior's buildings
Deliver Public Education in TCHC Facilities	Generic, pre-printed fire safety information pamphlets are provided during Fire Safety Awareness Week with approximately 23% of the TCHC high-rise residential units being covered annually	Comprehensive public fire safety education presentations will be delivered in all TCHC high-rise, mid-rise, low-rise and senior's buildings
Train TCHC Supervisory Staff on Fire Safety Plan Duties	Trained approximately 500 TCHC staff in 2016 on a one-time basis	TFS will provide training to all TCHC building supervisory staff on an annual basis
Inspect each TCHC High-Rise Building	Inspected annually	Will continue to be inspected annually
Inspect each TCHC Mid-Rise Building	Inspected only upon complaint	Will be inspected annually
Inspect each TCHC Low-Rise Building	Inspected only upon complaint	Will be inspected annually
Inspect each TCHC Townhouse and Walk-Up Residential Building	Inspected only upon complaint	Will be inspected annually
Inspect each TCHC Single Family Residence	Inspected only upon complaint	Will be inspected annually
Inspect each High-Rise Residential building in Toronto	Inspected annually	Will continue to be inspected annually
Fire Investigations	Completed in TCHC high-rise and senior's buildings for 2+ alarm fires only	Will be completed for all fires in any TCHC building
Post-Incident Education Response	Completed only upon referral or request	Will be completed following all fires in any TCHC building

2. Part Two – Establishment of a comprehensive TCHC Public Fire Safety Education and Marketing Program

In addition to the establishment of the TCHC Fire Safety Task Force, the Fire Chief recommends that initial funding be allocated in 2018 in order to enable TFS to develop and launch a phased-in, comprehensive TCHC Public Fire Safety Education and Marketing Program.

In 2018, the allocation of \$50,000 in initial funding will enable TFS to begin the process of developing the comprehensive program strategy and begin the implementation of this program, in collaboration with Strategic Communications.

In 2019, the allocation of an additional \$250,000 is recommended, which will allow the launch of the first phase of the TCHC portfolio-wide program.

Once the first phase of the program has been implemented, the program will be evaluated and assessed for effectiveness and efficacy. Recommendations for future expansions of the program will be based upon this evaluation and will be brought forward to Council, by the Fire Chief, for future consideration.

This portion of the recommended option could be funded via partnership with a third party, including TCHC, provided that a sustainable annual funding model can be established.

TCHC Public Fire Safety Education and Marketing Program – Return on Investment

- A comprehensive public fire safety education program that integrates actual fire loss data collected through TFS fire investigations with market segmentation data from Environics will be developed.
- An analytics-based marketing program, complete with a focused media strategy and targeted fire safety education messages will be developed and implemented on a phased in basis.
 - This will be implemented in collaboration with Strategic Communications.

3. Recommended Strategy - Key Performance Indicators (KPIs)

The recommended TCHC Fire Safety Task Force and the recommended TCHC Public Fire Safety Education and Marketing Program are expected to produce a number of important fire safety outcomes.

The following are examples of KPIs that will be established to track and assess the effectiveness of this initiative:

- Reduction in the number of fires in TCHC residential facilities
- Reduction in the number of critical injuries resulting from fires in TCHC residential facilities
- Reduction in the number of fatalities resulting from fires in TCHC residential facilities
- Reduction in the number of outstanding *Ontario Fire Code* violations in TCHC residential facilities
- Reduction in the number of fires in TCHC residential buildings where *Ontario Fire Code* violations contributed to the development, growth and spread of the fire
- Reduction in the number of fires in TCHC residential buildings where *Ontario Fire Code* violations contributed to occupant injury or death

4. Recommended Strategy - Summary of 2018 Implementation Costs

- \$1,904,498 to implement the TCHC Fire Safety Task Force
- \$50,000 initial funding to begin the design and implementation of the TCHC Public Fire Safety Education and Marketing Program
- Total funding required in 2018: \$1,954,498

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