



Fire and Paramedic Services Proposed Optimization Plan

Special Meeting of Council March 21, 2017



Background

- **2014 IBI Group Report: Comprehensive Fire Services Review**
 - Provided 31 recommendations
- **Strategic and Tactical Plans endorsed by Council in 2014**
 - Identified the need to optimize resources to achieve a “One City, One Service” approach
- **Motion by Council**
 - To optimize fire and paramedic services
- **Series of briefings to Council**
 - July/August 2016, December 2016, January/February 2017

Key Service Goals

- Ensure our response model addresses all community risks
- Establish a modern fire and paramedic service that has no boundaries or barriers
- Ensure our services make our community safer

Evidence Based Methodology

Analyze

- Geographic Information Support & Mapping (station location, population, industry, etc)
- Community Risk Profile
- Response time data, incident attendance and training attendance
- Operating & capital finances (past, present, future)
- Taxation model

Review

- CCI Engineering Group consultant's report on station conditions
- IBI Group consultant's report on Fire Services
- Council Strategic Plan 2017-2020
- Legislation, regulations and industry best practices
- Current service delivery (Sudbury & other comparable communities)

Consult

- Consulted with Fire Underwriter Survey (FUS)
- Auditor General - Enterprise Risk Registry
- Labour Groups (SPFFA, CLAC, CUPE)
- Employee Engagement
- Public Engagement

Challenge – Service Level Expectations

- **Establishing and Regulating By-law defines the service level of fire services a municipality wants for it's community**
- **Response standards exist for Paramedic Services, but not for Fire Services**
- **3 performance aspects of service levels**
 - **Service Scope:** What services will be provided?
 - **Service Response:** What resources will be deployed when a call for service is made?
 - **Service Responsiveness:** What is the expected response time?

Challenge – Service Level Expectations

- **Paramedic Services bound by provincial legislation and Council approval**
- **Time standard set by Province (MOHLTC)**
- **Success rate (%) set by Council**

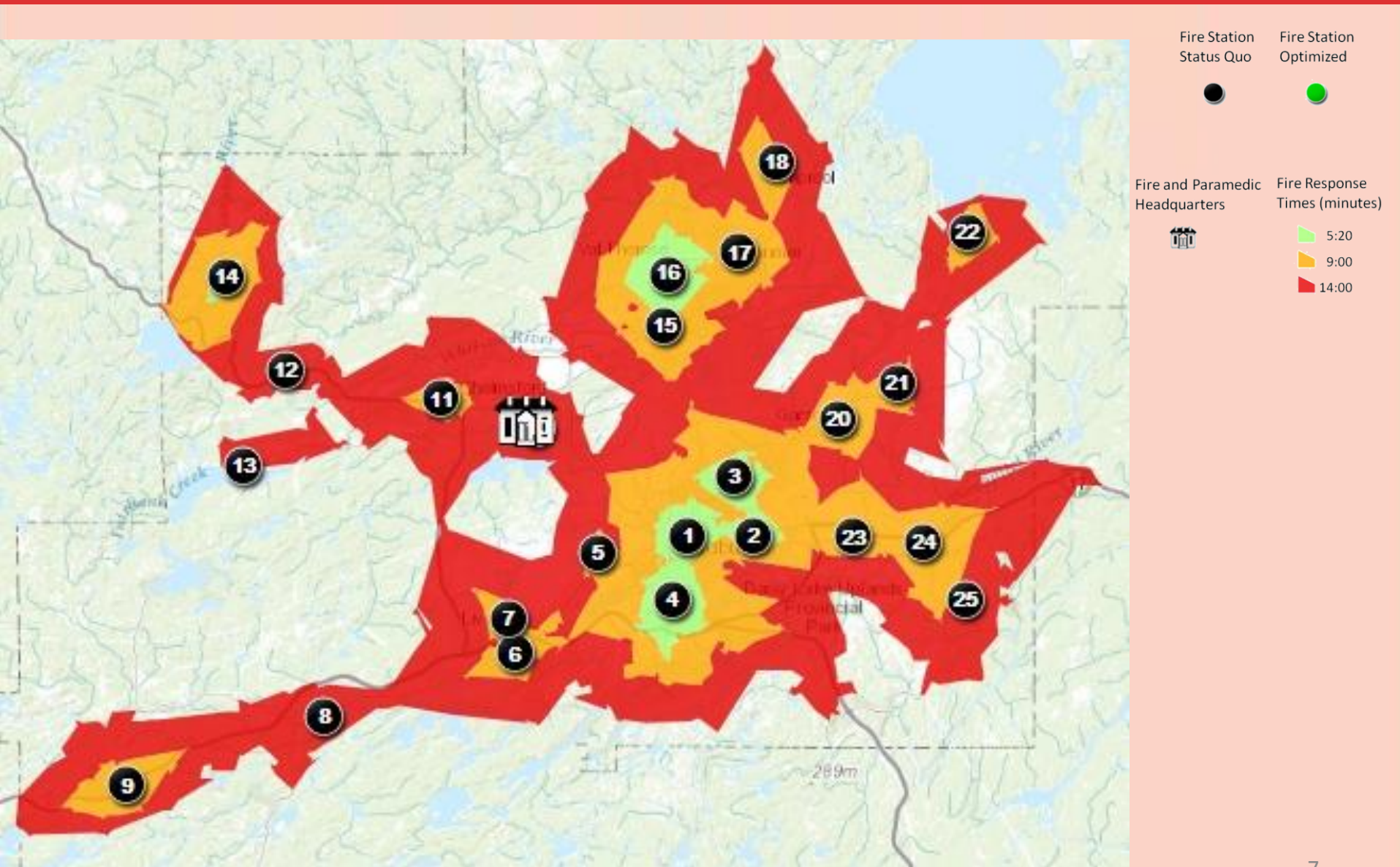
2015 Response Time Standards Sudden Cardiac Arrest

Rank	Paramedic Service	SCA < 6 min. Plan	SCA < 6 min. Actual
1	Toronto	60 %	88 %
2	Middlesex	50 %	78 %
3	Peel, Region	70 %	77 %
4	Hamilton	75 %	75 %
5	Greater Sudbury	70 %	73 %
6	Thunder Bay	50 %	72 %
7	Halton, Region	55 %	71 %
8	York, Region	60 %	66 %
9	Durham, Region	60 %	66 %
10	Ottawa	65 %	63 %

2015 Response Time Standards CTAS 1

Rank	Paramedic Service	CTAS 1 < 8 min. Plan	CTAS 1 < 8 min. Actual
1	Middlesex	50 %	83 %
2	Greater Sudbury	80 %	81 %
3	Toronto	75 %	79 %
4	York, Region	75 %	79 %
5	Thunder Bay	70 %	79 %
6	Durham, Region	75 %	78 %
7	Hamilton	75 %	78 %
8	Lambton, County	60 %	77 %
9	Niagara, Region	80 %	76 %
10	Halton, Region	75 %	76 %

Challenge – Service Level Expectations



Challenge – Service Level Expectations

2016 Average Fire Response Time

Protection Area	Percent response 6 MIN OR LESS	Percent response 9 MIN OR LESS	Percent response 9 MIN OR MORE	First Arriving Truck Average # of FF
Career	66.78%	83.66%	16.35%	4
Composite	50.03%	78.16%	21.83%	2.3
Volunteer	19.36%	50.57%	49.43%	2.8

Challenge – Staffing Model

- **Staffing model not aligned with community risks**
- **Staffing levels compromised by overlapping stations and demographic challenges**
- **Discretionary volunteer response**
- **Inconsistent level of training and training attendance**

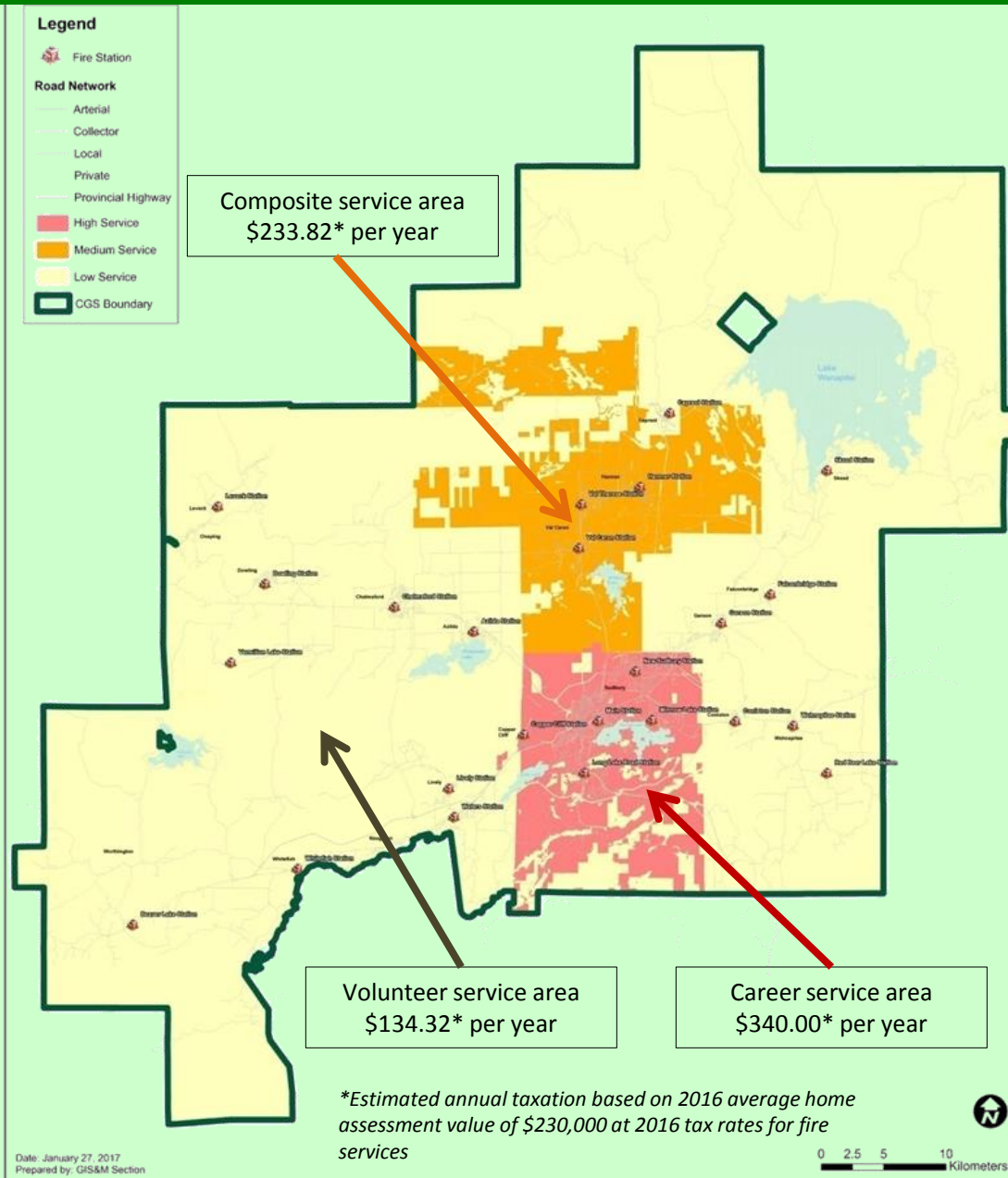
Challenge – Stations, vehicles and major equipment

- **Stations need to be designed to support service requirements**
 - Size, configuration, vehicles
 - Gender equal facilities
 - Environmental efficiencies
- **Legislative requirements**
 - Ontario Health & Safety Act (OH&SA)
 - Employment Standards Act
 - Accessibility for Ontarians with Disabilities Act (AODA)

Challenge – Managing Risk

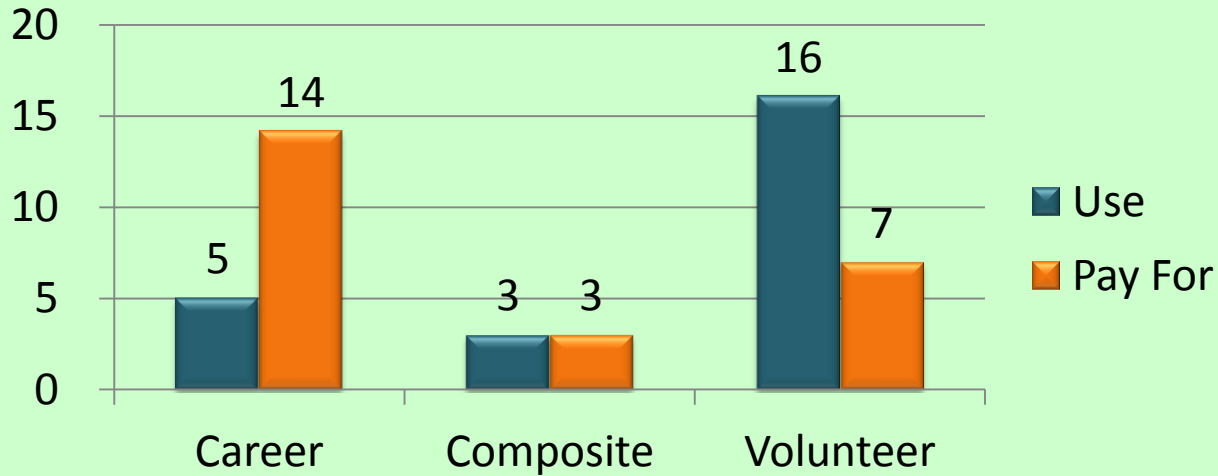
- **Hazards in community**
 - Traffic via road and rails
 - Industrial and commercial activity
 - Waterways
 - People (age, illness, injury, etc)
- **Funding shortfall to maintain service**
 - Continued deterioration of stations, response vehicles and major equipment
- **Protecting economy and city reputation**
 - Jobs and infrastructure
 - Growing communities
 - Industrial/commercial development

Area Rated Taxation

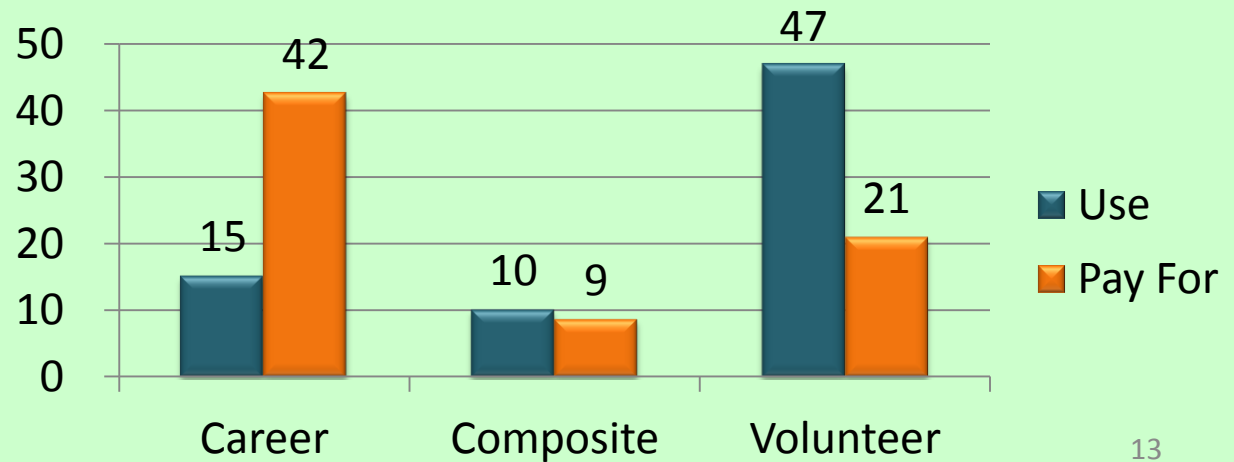


Area Rated Taxation

Stations



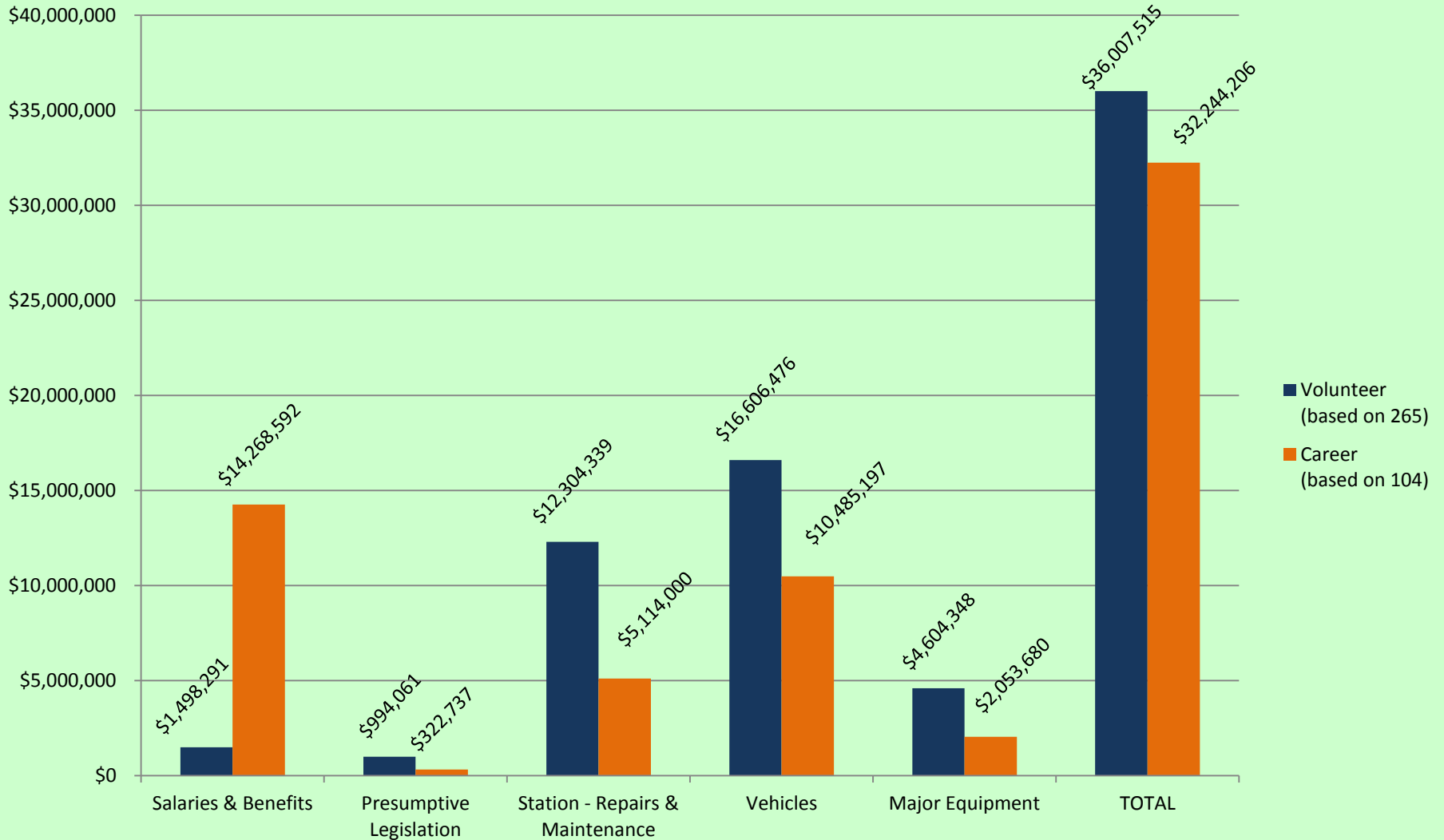
Vehicles



Costs and Funding

- **Overall capital shortfall \$36.5 million**
 - **\$ 20.4 million** to renovate existing stations
 - **\$ 16.1 million** to replacement of vehicles and major equipment
- **Presumptive legislation underfunded**
 - **\$1.6 million** annual estimated cost
 - **\$252,000** current funding (2016 budget)
- If we were to keep all existing stations, it would require borrowing **\$135 million** for their renewal

Costs of Fire Service Response



April 26th – Council Meeting

Final Presentation

- **Final Report will included a series of recommendations to seek Council's direction on:**
 - **Levels of services in consideration of community risk**
 - **Station and staffing transformation**
 - **Costs and funding plans including review of area rating and taxation model**
 - **Implementation timing**

April 26th – Council Meeting Final Presentation

Specific decisions related to implementation steps that require financial commitments are expected to be brought forward each year during the budget process.