



Staff Report for Capital Sustainability Steering Committee

Date of Meeting: April 17, 2019

Report Number: SRCS.19.13

Department: Community Services
Division: Fire and Emergency Services

Subject: SRCS.19.13 Fire and Emergency Services
Master Fire Plan

Purpose:

To obtain the Capital Sustainability Steering Committees support and recommendation of the Fire and Emergency Services Master Fire Plan.

Recommendation(s):

- a) That Staff Report SRCS.19.13 be received.
- b) That the Presentation be received.
- c) That the Capital Sustainability Steering Committee recommend continued support for the Fire and Emergency Services Master Fire Plan to Council.

Contact Person:

Steve Kraft, Fire Chief, Fire and Emergency Services, Ext 2898

Report Approval:

Submitted by: Ilmar Simanovskis, Commissioner of Community Services

Approved by: Neil Garbe, City Manager

All reports are electronically reviewed and/or approved by the Division Director, Treasurer (as required), City Solicitor (as required), Commissioner, and City Manager. Details of the reports approval are attached.

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Background:

In 2015, Richmond Hill Fire and Emergency Services (RHFES) received budget approval to undertake the completion of a comprehensive Fire and Emergency Services Master Plan (FESMP) to ensure the best possible fire protection and emergency services are offered to the residents of Richmond Hill today and into the future.

A FESMP is a strategic long range plan to deliver fire and emergency services based on the needs and circumstances of the community. It includes an objective assessment of the community's current fire risks and today's fire service capabilities. The assessment also includes the predicted future growth of the community and makes recommendations for fire protection service enhancements to address the community's current and future fire and emergency service needs.

On June 28, 2016, the Fire Chief and Dillon Consulting presented the draft FESMP to Council and report SRCS.16.27 was approved.

Priorities, Cost Implications, and Options

The RHFES Master Fire Plan supports the division's ongoing efforts to increase fire safety and fire prevention through education, enforcement, and emergency response.

The FESMP identifies a number of capital (and operating) actions that should be carried out over a ten-year cycle to ensure RHFES is maintaining, and keeping pace with the demands of fire protection services in the City of Richmond Hill.

This report identifies FESMP recommendations previously approved and implemented. Additionally the report identifies timing and cost implications of future recommendations in the FESMP related to capital and operating expenses.

Previously Approved By Council

Procure Land for a New Fire Station

The fire suppression options presented within the FESMP include locating and building a seventh fire station within the North Leslie development area. Based on current community growth planning this station is projected to be operational between 2022 and 2026. Council approved 1.5 million dollars for land acquisition for Station 8-7 as part of the 2017 Capital Budget process.

Staff have engaged the City's Manager of Real Estate and are currently exploring options for land.

Fire Prevention Inspector

The recommendations of the FESMP for enhancing the fire prevention and public education activities and programs currently delivered by the RHFES are intended to respond to the increasing legislative requirements identified, and optimize the benefits

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of these activities in reducing the probability and consequences of a fire, resulting in a safer community.

In 2017 Council approved one additional Fire Inspector, as requested by staff.

Firefighters – Phase 1

The FESMP recommended a multi-year implementation plan for hiring additional suppression firefighters. The plan recommends the hiring of firefighters take place in three phases.

Phase 1 – Staff Rescue Truck at Station 8-1

The FESMP evaluated the fire suppression coverage that could be achieved in the immediate to short-term. Phase 1 included sustaining the current location of all six existing fire stations and adding two additional firefighters (per Platoon/Shift) to the rescue truck at Station 8-1. Implementing this phase would increase the minimum on-duty staffing to 29 firefighters per platoon and required hiring an additional eight firefighters. Modelling of this phase reflects the predicted community growth at the future ten-year planning horizon (future conditions).

In 2017, Council approved eight new firefighters as requested by staff. These firefighters were hired, and the Rescue Truck is currently in service today as planned.

Firefighters - Phase 2

The second phase of the multi-year implementation plan for Council's consideration in responding to the proposed fire suppression phases is the hiring of 20 additional firefighters to staff an Aerial Truck.

The intent of this phase is to further reduce the current gap in depth of response capabilities as compared to the proposed NFPA 1710 performance objectives. This phase evaluates the fire suppression coverage that could be achieved in the short-term.

Council approved four new firefighters in 2018 and another four firefighters in 2019.

One Additional Fire Apparatus

The fire suppression hiring phases within the FESMP included staffing a front-line engine at Station 8-3 when the Aerial Truck is proposed to relocate to Station 8-1 in the year 2020. This commitment to this staffing phase will require RHFES purchase a fire apparatus. The estimated cost of this additional fire apparatus and equipment is \$850,000.

In 2019, Council approved the funds for this project, as requested by staff.

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Full Time Emergency Management Coordinator

In the City of Richmond Hill, the Deputy Fire Chief of Support Services is the designated primary Community Emergency Management Coordinator (CEMC) and the Fire Chief is the designated alternate CEMC. The CEMC has several legislated responsibilities in the case of an emergency including serving as the link between the Emergency Operations Control Group and other organizations involved in managing the situation. In addition to taking operational action in some emergencies, RHFES is responsible for ensuring ongoing support of municipal emergency management plan corporately, and providing emergency preparedness public education.

To enhance the emergency planning and preparedness of the City, hiring a full time CEMC would reassign some current workload of the Deputy Chief of Support Services allowing for a reprioritization of the current workload within the department's Administration Division.

In 2019, Council approved an Emergency Management Coordinator, as requested by staff.

Future Requests

Year 2020

Firefighters - Phase 2

The second phase of the multi-year implementation plan for Council's consideration in responding to the proposed fire suppression phases identified in the FESMP is the hiring of 20 additional firefighters to staff an Aerial Truck.

Council has approved 8 of the 20 required firefighters for this phase of the FESMP.

Staff will submit a business case that recommends hiring 12 additional full time firefighters during the 2020 Annual Operating Budget. If approved, Phase 2 of the implementation strategy pertaining to emergency response will be complete.

Fire Prevention Inspector

The recommendations of the FESMP for enhancing the fire prevention and public education activities and programs delivered by RHFES are intended to respond to the increasing legislative requirements identified, and optimize the benefits of these activities in reducing the probability and consequences of a fire, resulting in a safer community.

As identified in the FESMP, enhancing these activities and programs require the addition of three fire inspectors. Council approved one fire inspector in 2017, as requested by staff.

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Staff will submit a business case that recommends the hiring of a second full time Fire Inspector in the 2020 Operating Budget.

Revise Establishing and Regulating By-Law 19-95

Council approved the current Establishing and Regulating By-law for fire protection services in February of 1995 (By-law No. 19-95). This by-law outlines the general functions of all divisions and structures that were in place at the time. However, this by-law does not reflect the current organizational structure of the RHFES, fire and emergency service levels, and industry best practices of providing the direction and authority for providing Council approved municipal services.

The Establishing and Regulating By-law for a fire department should provide clear and accurate policy direction reflecting how a municipal council intends fire protection services to function and operate. The primary components of an Establishing and Regulating By-Law should include:

- General functions and services to be provided;
- The goals and objectives of the department;
- General responsibilities of department members;
- Method of appointment to the department;
- Method of regulating the conduct of members;
- Procedures for termination from the department; and,
- Authority to proceed beyond established response areas.
- Fire Prevention Policy to maintain compliance with the minimum fire prevention and public education activities as required by the *Fire Protection and Prevention Act, 1997*.

Staff will submit a Staff Report and revised By-Law for Council's approval in 2020.

Station 8-1 Feasibility Study

Not only is Station 8-1 the oldest facility operated by RHFES, it was also the previous headquarters station. In addition to the fire suppression staff assigned to this station, the Platoon Chief and Communication Division continue to operate from this station. Station 8-1 is reaching a point in its life cycle that will require an increasing percentage of infrastructure investment to maintain the building.

The FESMP recognized that because of the underuse of this building, relocation of headquarters, and rising infrastructure maintenance costs, this building is a candidate for a revised operational and facility strategy. This strategy could include relocating the Platoon Chiefs and Communications Division to Headquarters, and either rebuilding a smaller fire station on the existing site and selling any surplus lands, or alternatively selling the building and site and relocating this station.

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Staff will bring forward a business case to undertake a review of the current and future use options of Station 8-1 as part of the 2020 annual capital budget process.

Year 2021

Community Risk Assessment

What is a Community Risk Assessment?

A community risk assessment is a process of identifying, analyzing, evaluating and prioritizing risks to public safety to inform decision about the provision of fire protection services.

On July 1, 2019 O.Reg. 378/18: Community Risk Assessment comes into force. This regulation mandates every municipality must:

- a) Complete and review a community risk assessment as provided by this Regulation; and
- b) Use its community risk assessment to inform decisions about the provision of fire protection services.

The regulation states, “All municipalities must complete a community risk assessment no later than July 1, 2024.”

To ensure compliance with this new regulation, staff will submit a business case and request the appropriate funds to hire a consultant to complete a Community Risk Assessment in 2021.

Assistant Chief Officer

Currently, the Deputy Chief of Operations is the only non-union manager responsible for all services provided by the fire suppression division. The on-duty Platoon Chief (union position) reports directly to the Deputy Chief of Operations and provides the oversight of the on-duty fire suppression staff, including participating in the emergency response process.

Within the fire suppression division, the FESMP is recommending that, as part of the department’s short-term planning, consideration be given to implementing an additional management position. As an intermediate position ranked between the Deputy Chief of Operations and the on duty Platoon Chief, this position would be a non-union position and member of the department’s management team. This position would provide support to the departments management team as well as direct responsibility for the fire suppression staff within their control.

Staff will submit a business case and request the appropriate funds for an Assistant Chief Officer position through the 2021 Operating Budget.

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Firefighter Implementation Plan - Phase 3

In response to the current gap in depth of response and the current gap in initial response capabilities, as compared to the proposed NFPA 1710 performance objectives, phase 3 of the implementation plan evaluates the fire suppression coverage that should be achieved in the mid-term.

Phase 3 adds a new fire station (Station 8-7) to serve the North Leslie development area. Implementing this phase would increase the minimum on-duty staffing to 37 firefighters per platoon and require hiring an additional 20 firefighters.

Staff will submit a business case that recommends the hiring of six firefighters in 2021, an additional 6 firefighters in 2022, and the remaining 8 firefighters in 2023 (total of 20 firefighters.)

Year 2023 and Beyond

Fire Prevention Inspector

The recommendations of the FESMP for enhancing the fire prevention and public education activities and programs currently delivered by the RHFES are intended to respond to the increasing legislative requirements identified, and optimize the benefits of these activities in reducing the probability and consequences of a fire, resulting in a safer community.

Enhancing these activities and programs require the addition of three fire inspectors, of which one fire inspector was hired in 2017, the hiring of a second fire inspector is recommended in 2020, and the third fire inspector is recommended in 2023.

Staff will submit a business case that recommends the hiring of one full time Fire Inspector during the 2023 Operating Budget.

Design and Build Fire Station 8-7

The FESMP recommends Station 8-7 operational between 2022 and 2026. Staff recommends the design of the new fire station be undertaken in 2023 with construction to commence shortly thereafter.

Staff will bring forward a business case for the design and construction of Station 8-7 through the Capital Budget process based on the needs and circumstances of the North Leslie development area.

Add an Additional Fire Apparatus

A new fire apparatus is required for Station 8-7. The estimated cost of this additional fire apparatus and equipment is forecast at \$950,000. Funding for this new apparatus is identified in the 10-year capital forecast.

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Staff will submit a business case and request the appropriate funds for the additional fire apparatus and equipment required for Station 8-7 through the Capital Budget process in 2023.

Assistant Chief Officers

The fire suppression options presented within the FESMP propose significant increases in the number of on-duty fire suppression staff in response to the identified current and future gaps in fire suppression services, including an additional fire station. With the Rescue Truck now in service, an additional Aerial Truck proposed to be in service in 2020, and the opening of Station 8-7 in 2024/2025, the demands on the Deputy Fire Chief of Operations and the Assistant Chief will exceed his capacity.

The FESMP recommends that consideration be given to transitioning the Assistant Chief Officer (requested in 2020) position to an on-shift management position with direct responsibility for the fire suppression staff within their control. This would require hiring three additional Assistant Chief Officers to provide 24 hour per day, seven days per week coverage.

Staff will submit a business case and request the appropriate funds for these three positions through the Operating Budget process, when deemed necessary.

Financial/Staffing/Other Implications:

All financial implications outlined in this report were either previously approved by Council or will be brought forward by staff during future Capital and Operating budget deliberations.

Relationship to the Strategic Plan:

The implementation of the Fire & Emergency Services Master Plan aligns well with Stronger Connections in Richmond Hill as a result of planning and promoting community readiness during times of crisis and enhancing community safety and security.

Conclusion:

A Fire and Emergency Services Master Plan provides a clear vision for public fire safety education, fire prevention and emergency response over 10 years. The FESMP provides a strategic short, and long-term plan that has assisted Council and senior staff develop an effective and efficient level of fire and emergency services that provide the community with excellent fire services.

Staff is recommending that the Capital Sustainability Steering Committee recommend continued support for the Fire and Emergency Services Master Fire Plan to Council.

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Report Approval Details

Document Title:	Fire and Emergency Services Master Fire Plan.docx
Attachments:	
Final Approval Date:	Apr 9, 2019

This report and all of its attachments were approved and signed as outlined below:

Ilmar Simanovskis - Apr 5, 2019 - 4:05 PM

Neil Garbe - Apr 9, 2019 - 9:39 AM