

To: COUNCIL

Meeting Date: 07/27/21

Subject: Fire Master Plan Consultation

Submitted By: Brian Arnold, Fire Chief

Prepared By: Brian Arnold, Fire Chief

Report No.: 21-202(CRS)

File No.: 2021-FIR-03

Recommendation(s)

THAT Report No. 21-202(CRS) Fire Master Plan Consultation be received;

AND THAT Council approves additional funding in the amount of \$48,432 for consulting services and a transfer of funding from the Capital Works Reserve Fund;

AND FURTHER THAT Council authorizes the Manager of Procurement to enter into an agreement with Dillon Consulting Ltd for the preparation of a Master Fire and Emergency Services Plan.

Executive Summary

Purpose

- An updated Master Fire and Emergency Services Plan is required to strategically align the provision of fire protection services with identified community risk for the next 7-10 years.
- The Request for Quotations procurement process was unsuccessful; therefore, a limited, non-competitive procurement method has been initiated under the facilitation of the Procurement Division.
- Current funding for the project is insufficient and the additional funding request requires Council approval.

Key Findings

- The 2013 Master Fire and Emergency Service Plan needs to be updated with a Community Risk Assessment included.

- The proposed budget for the project is \$99,678.
- Completion and presentation of the plan to Council is scheduled for August 2022.

Financial Implications

- With an existing budget of \$53,000 for project A/00430-20 Master Fire Plan, Station Location Study, an additional \$48,432 is required to fund the project.
- The original budget was funded from Development Charges for the development of a Station Location Study. The additional scope of work to include an update to the 2013 Fire Master Plan and a community risk assessment will be funded from the Capital Works Reserve.

Background

Fire Master Plans

Fire master plans review all aspects of the department in order to ensure that performance standards and guidelines reflect evidence/historic data, industry best practices and complies with legislation, in particular, the Fire Protection and Prevention Act, 1997 and its regulations.

The goal is to identify and prioritize existing and future requirements of the service, provide recommendations and offer fiscally responsible solutions. The master plan provides a road map for the fire service to address the needs for the City and its citizens by identifying future opportunities for organization improvements over the coming years.

The existing Master Fire and Emergency Services Plan was received by Council in July of 2013. Fire master plans are typically updated every 7-10 years to address current and emerging needs. Fire master plans entail a detailed review of service provision as well as the staff, apparatus, equipment and facilities required to meet present-day and future service needs for the community.

Community Risk Assessment

Present and future needs are based on an assessment of risk, which informs decision making, and guides the development of strategies to mitigate the risk. O. Reg. 378/18: *Community Risk Assessments*, mandates that municipalities must complete a community risk assessment no later than July 1, 2024. It is prudent to complete the community risk assessment at this time, as an updated fire master plan should address identified needs in order for the document to remain relevant over its 7-10 year duration.

Finding a Consultant

A competitive procurement process was conducted for the required services and did not result in the receipt of any valid bids.

Request for Quotations (RFQ) No. Q21-18 “Master Fire and Emergency Services Plan Update” was issued on Biddingo, the City’s purchasing portal, on February 1, 2021.

The deadline for submissions was March 5, 2021.

There was only one (1) respondent to the RFQ. The submission did not meet the City’s requirements.

In consultation with the Deputy City Manager and Fire leadership team, the RFQ was cancelled by the Manager of Procurement. Staff then initiated and followed up with discussions on March 18, 2021 and May 6, 2021 with Dillon Consulting Ltd. to determine if they could conduct the work, projected timelines and estimated costs.

A final proposal was submitted by Dillon Consulting to the Fire Chief on June 10, 2021. Council approval is required to enter into an agreement with Dillon Consulting to provide the Community Risk Assessment and update to the Fire Master Plan.

Analysis

Strategic Alignment

PEOPLE To actively engage, inform and create opportunities for people to participate in community building – making Cambridge a better place to live, work, play and learn for all.

Goal #2 - Governance and Leadership

Objective 2.5 Focus on the responsible management of financial resources, ensuring transparency and accountability.

The Fire Master Plan aligns with the corporate strategic plan by ensuring the strategic, sustainable and reliable provision of fire protection services to the community over the next several years.

An accessible, public document with deliverables and performance indicators ensures transparency and accountability.

Comments

Dillon Consulting Ltd.

Dillon Consulting prepared the 2013 Master Fire and Emergency Services Plan for the City of Cambridge. Their project team has extensive experience and the company has established a positive reputation over its 70+ years of operations.

Limited Procurement

As per Article 12.1.3 and 12.1.4 of the Procurement By-law No.19-187, the City, under the direction of the Manager of Procurement, may negotiate a contract directly with a supplier where “all submitted bids are non-compliant with the terms of the call for bid” and “where only one bid is received and it exceeds the available budget.”

A competitive procurement process was conducted for the required goods or services and did not result in the receipt of any valid bids.

Project Timelines

Project initiation with virtual meetings, data collection and work on the Community Risk Assessment would begin in August. The review of the various divisions of the department, including the online survey, identified to begin in January 2022 remains a reasonable target. Estimated project completion is August 2022.

Existing Policy/By-Law

This process conforms to Purchasing By-Law No.19-187.

Financial Impact

Budget

Project A/00430-20 Master Fire Plan, Station Location Study has an approved budget of \$53,000, funded from Development Charges. Initially earmarked for a station location study only, it was recognized early on that these funds would likely be insufficient to complete a community risk assessment and update to the fire master plan.

The proposed budget from Dillon Consulting is \$99,678.

An additional \$48,432 in funding is required from the Capital Works Reserve Fund to complete the scope of the project.

Public Input

Report posted publicly as part of the report process.

Internal/External Consultation

A discussion on the status of obtaining a consultant for the fire master plan update was had with the President of the Cambridge Professional Fire Fighters' Association.

There was no external consultation undertaken.

Conclusion

Updating the 2013 Master Fire and Emergency Service Plan including a Community Risk Assessment requires \$48,432 in additional funding.

Signature

Division Approval

Reviewed by the CFO

Reviewed by Legal Services



Name: Brian Arnold

Title: Fire Chief

Departmental Approval



Name: Dave Bush

Title: Deputy City Manager, Corporate Services

City Manager Approval



Name: David Calder

Title: City Manager

Attachments

- None