

# Toronto Fire Services 2015-2019 Master Fire Plan

Community Development & Recreation Committee

March 23, 2015

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# Where we are and where we are going

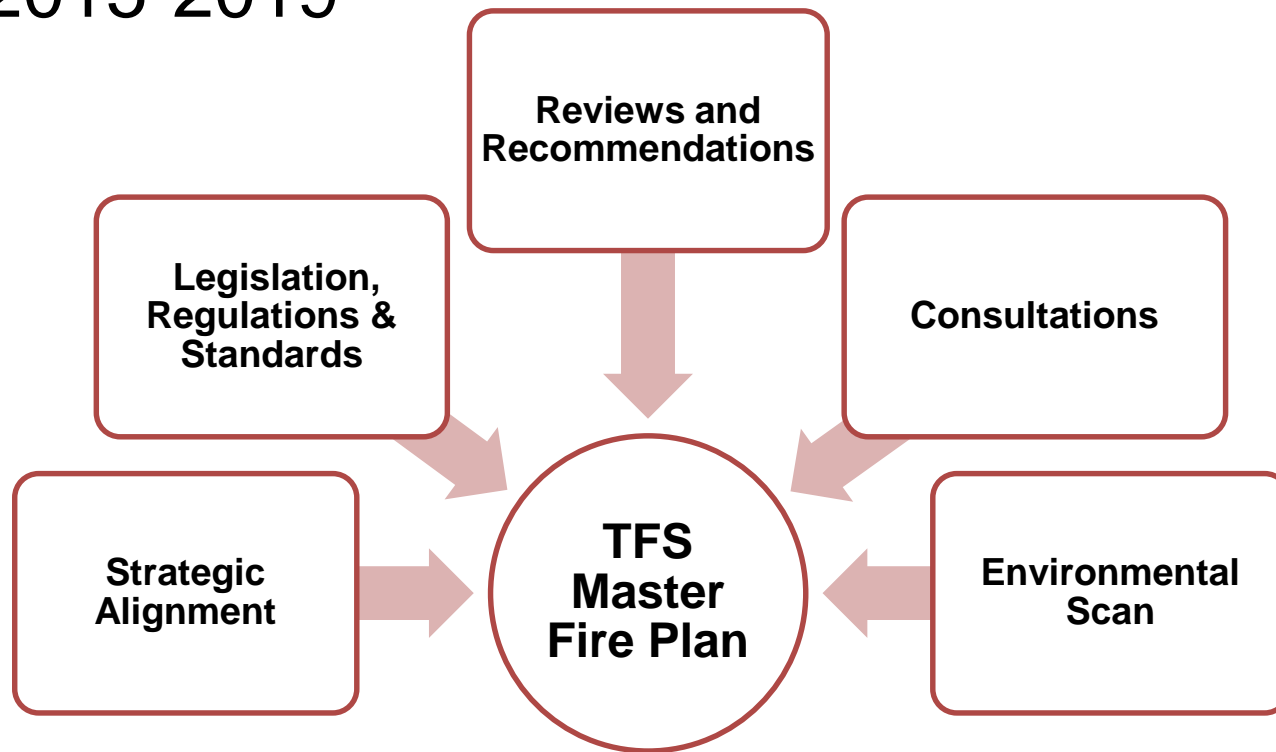
- The 2015-2019 Master Fire Plan is a continuation of the 2007 Master Fire Plan
- All relevant outstanding and ongoing recommendations from the 2007 Plan have been carried forward to the current Plan
- The Master Plan was to be updated in 2012 but this was delayed as a result of a number of planned reviews

# Where we are and where we are going

- Recommendations from 4 major reviews and reports helped to inform updates to the 2015-2019 Master Fire Plan. These included:
  1. Service and Organizational Review
  2. Fire Underwriters Survey
  3. AG's Report on Recruitment & Training
  4. A Path to Diversity

# Master Fire Plan Inputs

- In addition to the 4 major reviews and reports, several elements informed updates to the Plan for 2015-2019



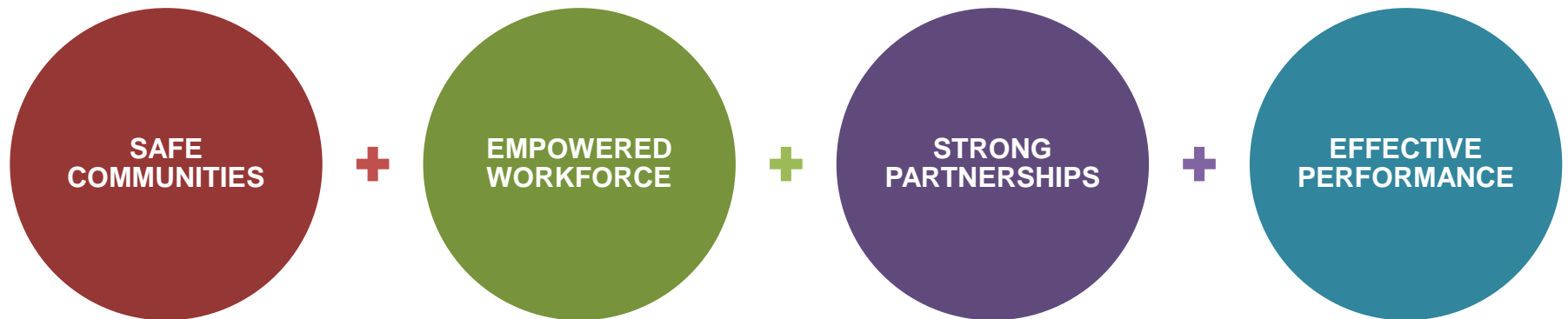
# Challenges & Opportunities

- Vertical Growth
- Densification and Congestion
- Diversity
- Fiscal Sustainability and Budget Challenges
- Importance of Fire Prevention and Public Education
- Succession Planning

# Master Fire Plan: Purpose

The Master Fire Plan provides strategic direction for TFS and outlines the critical initiatives that TFS will implement over the next five years in order to achieve its strategic objectives.

## 2015-2019 Strategic Directions



# Strategic Objectives

- Planned initiatives for 2015-2019 will allow TFS to meet the following objectives:

Safe Communities	Empowered Workforce	Strong Partnerships	Effective Performance
<ul style="list-style-type: none"> <li>The Public Education section within TFS will be a leader in developing and implementing effective fire safety programs and initiatives to make Toronto the most fire safe community in Canada.</li> <li>TFS will develop proactive risk mitigation awareness through enhanced prevention, investigation, and enforcement strategies.</li> <li>TFS will strive to continuously improve service response times to maximize fire protection for people and property.</li> </ul>	<ul style="list-style-type: none"> <li>TFS will continue to strive to attract and select the most qualified candidates.</li> <li>TFS will engage and empower staff through relevant training and ongoing staff development.</li> <li>TFS seeks to continue to build an inclusive and diverse workforce that is reflective of the communities it serves.</li> <li>TFS will work to improve administrative processes that support staff and their needs.</li> <li>TFS will work to create a staffing pipeline that enables the Division to effectively achieve its objectives.</li> </ul>	<ul style="list-style-type: none"> <li>TFS will strengthen relationships with external partners and work to identify new collaboration opportunities.</li> <li>TFS will strengthen relationships with internal partners and work to identify new collaboration opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>TFS will ensure its governance structure helps to facilitate the achievement of its objectives.</li> <li>TFS will monitor, benchmark, and evaluate performance metrics to ensure the delivery of services is aligned with the needs of the residents of Toronto.</li> <li>TFS will leverage research and technology to identify opportunities to improve service delivery.</li> </ul>

# Planned Initiatives for 2015-2019

## 1. Technological Improvements

TFS is in the process of implementing a number of critical technological changes that have the potential to alter the way in which resources are utilized in the future.

- Fire Station Alerting system
- Predictive modeling
- Dynamic staging
- In-house GIS capacity
- Traffic pre-emption



# Planned Initiatives for 2015-2019

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## 2. Accreditation and Continuous Improvement

TFS will be implementing a total quality improvement process through CFAI, as approved by Council in 2013. The process involves examining performance across 10 categories, 44 criteria and 252 KPIs.

- Standards of Cover: matching resources to risk
- Self-Assessment and peer review
- The accreditation process will inform future planning
- TFS will strive for continuous improvement

# Planned Initiatives for 2015-2019 <sup>10</sup>

## 3. A Path to Diversity

TFS will continue to make it a priority to achieve diversity in the Fire Service.

- Focus outreach efforts on diverse groups in the community
- Improve recruitment process to encourage additional diversity
- Report annually on status

# Planned Initiatives for 2015-2019 <sup>11</sup>

## 4. Importance of Public Education & Fire Prevention

TFS will continue to proactively provide residents with fire safety education and prevention programs that align with their needs.

- Identify and define causes of fire among high-risk populations and the barriers associated with reducing and/or eliminating these incidents.
- Additional staff (as recognized by the Service and Organizational Review and Fire Underwriters Survey) endorsed by Council were added in 2013 and 2014, with the balance planned for 2015, 2016, and 2017.

# Recommendation

- It is recommended that City Council adopt the 2015-2019 Master Fire Plan.
  - This Plan will help to inform annual budget requests which will be considered separately through the capital and operating budget process.