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2018 OPERATING BUDGET BRIEFING NOTE

Toronto Fire Services Transformation Plan Update

Issue / Background:

- At the Budget Committee meeting held on December 18, 2017, the Fire Chief and General Manager, Toronto Fire Services (TFS) was requested to provide a Briefing Note on the status of the TFS Transformation Plan.
- TFS has developed a comprehensive Transformation Plan which prioritizes the objectives and strategic direction of the TFS 2015-2019 Master Fire Plan. The six objectives of the Transformation Plan are as follows:
 1. Improve Service Delivery
 2. Make Organizational Improvements
 3. Build an Inclusive and Diverse Workforce
 4. Enhance Training and Development
 5. Prioritize Leadership Development and Employee Wellness
 6. Commit to Continuous Improvement

The TFS Transformation Plan includes 21 key priorities, which are summarized in *Appendix 1*.

This briefing note provides a progress update for key priorities of the Transformation Plan that were initiated in 2017. It also outlines next steps for 2018.

Key Points:

1. Improve Service Delivery – Develop efficiency models to improve deployment and service delivery

Investigate Public Private Partnerships (P3s) for alternative fire station models

2017 Progress:

- In partnership with the Facilities, Real Estate, Environment and Energy division (FREEE), building condition audits have been completed for all TFS facilities. These audits have been used to apply the Facilities Condition Index (FCI) evaluation matrix and a comprehensive FCI assessment of all TFS facilities has been produced.
- There are a total of 101 TFS work locations that have been evaluated and ranked by FREEE using the FCI methodology.
 - 56 facilities have been assessed as being in "Good"

- 27 facilities have been assessed as being in "Fair" condition
- 18 facilities have been assessed as being in "Poor"
- None of the TFS facilities have been assessed as being in "Critical" condition
- Additional information on the eighteen (18) TFS facilities identified as "poor" is contained in *Appendix 2*
- Leveraging Dynamic Staging, Predictive Modelling, Darkhorse Analytics and associated tools, TFS is analyzing fire station locations and identifying optimized fire station locations based on response time targets and fire protection service needs. This information will inform future capital budget planning for both FREEE and TFS. It is anticipated that this analysis will be completed by the end of Q3 2018.
- To address issues such as the standardization of building design, community hub and multi-purpose design, TFS has entered into a collaborative initiative with FREEE to evaluate options. This initiative is being coordinated through the TFS Portfolio Optimization Strategy project.
- Real Estate Services (RES) has also completed an evaluation of the TFS real estate portfolio and have identified ten (10) TFS facilities with the potential for high value redevelopment.
 - External potential value appraisals of short listed sites are being commissioned by FREEE in order to identify potential site values for further analysis.
 - FREEE has advised that this process commenced in November 2017 and is expected to be completed by the end of Q1, 2018.
 - Additional information on the ten (10) identified TFS facilities is contained in *Appendix 2*

Next Steps:

- TFS is presently evaluating opportunities for potential fire station location optimization for the 18 TFS facilities that have been identified as being in "poor" condition through the FCI process.
 - It is anticipated that this detailed analysis and assessment will be completed by TFS and provided to FREEE no later than Q4 2018. FREEE will then evaluate opportunities for portfolio development in conjunction with other City building priorities, planned developments and the City's real estate rationalization strategy;
- The outcome of this work will inform future TFS and FREEE capital budget plans.

Introduce NFPA 1031 & 1035 Level 1 professional qualifications in the Operations Division

2017 Progress:

- A dedicated cross-functional Working Group has been developed for planning and implementing key activities throughout 2017 to prepare for the first operations recruit class that will be hired and trained to pilot this program. The recruitment process opened September 18 and closed November 6, 2017. Through this process, commencing with the first Operations Recruit class in 2018, all new Operations Firefighter Recruits will

complete both operations recruit firefighter training along with formal NFPA inspection and public education training.

- The Operations-Based Fire Code Re-Inspection program will enable TFS to conduct an increased number of Fire Code Inspections, including more proactive and frequency-based inspections
- This will support the City's transition from FUS Public Fire Protection Classification (PFPC) 3 to PFPC 2 without the addition of further fire prevention inspectors.

Next Steps:

- The new recruit training program, which will commence in February 2018, has been expanded to include formal training and testing for NFPA 1031 (Level 1 Inspector) and NFPA 1035 (Level 1 Public Educator) certification.
- By mid-2018, these NFPA 1031/1035 cross-trained firefighters will be deployed to fire stations across the city and will be working closely with the TFS Fire Prevention Division on critical re-inspection programs and community-based public education programs, while performing their emergency response duties as Operations Firefighters on a 24/7 basis.

Introduce Fire Code Re-Inspection Fees

2017 Progress:

- New Fire Code re-inspection fees were implemented July 1, 2017 and a public-facing web page was created to provide increased access to residents and stakeholders.
- As recommended by the Office of the Ombudsman, public information sessions were hosted in the four quadrants of the city to allow residents and stakeholders the opportunity to ask questions and to understand the new fees for cost recovery. In addition, TFS issued a media release outlining the details of the re-inspections fees.
- TFS met with stakeholders including Toronto Community Housing, Greater Toronto Apartment Association (GTAA), and the Ontario Retirement Care Home Association (ORCA), to advise them of the new re-inspection process, associated fees, and how to increase Fire Code compliance.
- *All Notices of Violation and Inspection Orders* issued by TFS, in accordance with the *Fire Protection and Prevention Act*, now include a written notice explaining the new Fire Code re-inspection process, associated fees, and how to increase compliance with the *Ontario Fire Code*.
- TFS staff are currently reviewing and manually processing all of the potential invoices related to re-inspections.

Next Steps:

- TFS estimated that \$800,000 in Fire Code re-inspection fees will be generated in 2017, with an annualized revenue of \$1.6M in 2018 net of staffing costs associated with administering the fees. Total potential revenue will be re-evaluated following full implementation and future operating budgets will be adjusted accordingly.

- Automated systems are currently under development to support the program by expediting the invoicing process. A backlog of invoices, resulting in underachieved revenue in 2017, will be processed in 2017 and 2018. The backlog is due to the extensive manual effort required to review and determine the re-inspection fee.
- By mid-2018 the Fire Code re-inspection process will be supported by the Operations Division, by leveraging firefighters who will be trained to conduct re-inspections, commencing in 2018.

Drive Improvements in Turnout Time Performance

2017 Progress:

- Daily and monthly reports are generated for both management and frontline staff to review and monitor progress made.
 - Station maps are emailed to the Captains at each station monthly showing the number of runs and Turnout Time performance based on the benchmark.
 - Command maps show performance across each Command for the previous month.
 - Platoon maps show performance across each of the four Platoons for the year-to-date.
- Excessive turnout times are identified by TFS senior staff and are addressed directly by the Division Commanders and Platoon Chiefs.
- A presentation was made to two new recruit classes during 2017 recruit training to educate new staff about how they can assist in making continuous performance improvements.
- Recommendations for technology improvements have been made in response to the identification of opportunities to streamline and compress the fire station alerting processes. These improvements will enable ongoing improvements in Turnout times.
- TFS achieved a 5% improvement in Turnout times in 2016 as compared to 2015.

Next Steps:

- An internal communication video will be created and launched on ELI and YouTube to educate all staff about how they can assist in making continuous performance improvements.

Re-evaluate Apparatus Staffing Level Policy; Optimize TFS Emergency Deployment Assignment in compliance with NFPA 1710-2016

2017 Progress:

- Select staff members, including Platoon Chiefs, were consulted as part of the CFAI accreditation process, regarding emergency deployment assignments.
- All 129 TFS Emergency Response Guidelines were reviewed of which 31 related responses were compared with NFPA 1710 to determine that sufficient staff were being deployed to complete critical task assignments.

- TFS High-Rise response apparatus and processes are being fully evaluated and assessed with a number of significant enhancements being implemented. These enhancements include the following:
 - Implementation of portable Compressed-Air Foam Systems (CAFS) for rapid deployment into high-rise and other large buildings;
 - Implementation of battery-powered ventilation equipment that can be deployed very rapidly without the need for an external power source;
 - Implementation of rapid-attack high volume monitors to enable the rapid deployment of high-volume firefighting hose streams;
 - Implementation of advanced occupant rescue tools including advanced stair chairs and other tools that enable TFS crews to more efficiently rescue people from the building
 - Leading-edge high-rise firefighting hose systems are being evaluated and pilot sites are now testing the new high-volume hose systems.
- These enhancements are in the process of being implemented and once complete, will enable a more efficient and effective response and deployment to fire emergencies in high-rise and other large buildings.

Next Steps:

- Beginning in Q1 2018, TFS will review all emergency response and deployment guidelines, documenting critical tasks for each response level, and identify opportunities for improvement. This will include a review of industry best practices, emergency/non-emergency responses, and will result in the production of recommendations for optimizing TFS apparatus and crew deployment city-wide. It is anticipated that this initiative will be completed in 2019, following the completion of the ongoing CFAI Accreditation process.
- A second high-rise truck is being added in 2018 by redeploying an existing crew. This will enhance TFS response to high-rise emergencies.

Optimization of small vehicle fleet deployment

2017 Progress:

- TFS now provides on-duty staff with access to the corporate car-sharing program.
- TFS has begun the process of assessing the current usage of small fleet vehicles across all internal divisions to identify any optimization opportunities.

Next Steps:

- In 2018, TFS will continue to assess the usage of small fleet vehicles and enhance the use of the corporate car-sharing program where appropriate.

2. Make Organizational Improvements – Leverage research, corporate partnerships and investments in technology to achieve organizational and performance improvements

Full implementation of the Dynamic Staging system

2017 Progress:

- In 2017, TFS transitioned to a Dynamic Staging process that optimizes the live location of all front line emergency response apparatus. The strategic deployment of apparatus is supported by the Dynamic Staging software program coupled with organizational knowledge and live-time monitoring of resources by Communications Division personnel.
- From January 1, 2017 through November 7, 2017, TFS pre-positioned in-service apparatus 5,676 times as a result of the Dynamic Staging system methodology, thereby enhancing response times on a City-Wide basis.
- The TFS dynamic staging methodology is in service and utilized on a 24/7 basis and TFS resources are redeployed around the city on a live-time basis.

Next Steps:

- City-wide dynamic staging and apparatus coverage processes will continue to be refined in conjunction with ongoing apparatus / crew deployment optimization initiatives.

Identify Organizational Models That Can Enhance Efficiency and Consistency within TFS

2017 Progress:

- A consultant was retained in September 2017 to work on a Data Architecture and Data Integration Modernization Strategy for TFS, which fully aligns with the City of Toronto Enterprise Business Intelligence Framework (EBIF). The primary objectives of this project are to increase the quality and consistency of TFS data, eliminate manual processes, and to increase the access of data for staff as well as for members of the public. This will support evidence-based decision-making and will include the development of user-friendly tools such as online reports and dashboards. This will also enhance the ability for TFS to make additional data available on the Open Data portal.

Next Steps:

- By the end of 2017, the Data Architecture and Data Integration Modernization Strategy will be finalized. This will include recommendations for achieving consolidated TFS operational data, best practices on how data is collected and transformed, and recommendations on the expanded use of data in both decision making and public reporting.
- Subject to 2018 capital budget approval, implementation of the recommendations will commence in 2018.

Enhanced Mobile Fire Prevention Records

2017 Progress:

- In early 2017, TFS engaged Corporate IT (Business Transformation Consulting) to undertake comprehensive process reviews within the Fire Prevention (Inspection, Engineering, Investigation and Public Education) units. The purpose of the review is to examine Fire Prevention processes and to identify opportunities to enhance efficiency, and make recommendations for enhancements in process and technology.

Next Steps:

- TFS will continue to work with Corporate IT (Business Transformation Consulting & Business Intelligence /Analytics) in the collection of future state requirements that will be delivered through an enhanced integrated Management Reporting system. This system will provide end-to-end analytics within TFS and will enhance and expand TFS' reporting capability. This will streamline a host of business processes and improve the quality of data for collecting and reporting incidents and events, inspections, investigations and public education.

Clarify role and deployment model for TFS Special Operations

2017 Progress:

- TFS Special Operations (HUSAR / CBRNE / Public Order Unit) have been formally embedded into the new Training and Technical Operations portfolio in order to better align the nature of the role and scope of these units.

Next Steps:

- TFS will increase education about HUSAR, CBRNE and the POU to staff, emergency service partners and stakeholders to increase awareness and optimization of deployment.
- Further integration of HUSAR and CBRNE expertise and resources into TFS' operational deployment models will be expanded and optimized.
- Staffing and deployment models for TFS Hazardous Materials trucks and TFS Squad trucks will be evaluated in 2018 with the intent of optimizing the delivery of these special operations functions.

3. Build an Inclusive & Diverse Workforce – Prioritize an inclusive workplace culture and a diverse workforce that is reflective of the communities TFS serves:

Develop the TFS Inclusion Plan with Clear and Defined Deliverables and Measures

2017 Progress:

- In March and December 2017, TFS hosted Inclusion Plan Working Group meetings. The Inclusion Plan Working Group is comprised of volunteer representatives from throughout the organization as well as Local 3888 Association Executives. This Working Group will inform the development of the TFS Inclusion Plan.
- Based on the direction provided by the Community Development and Recreation Committee, a service enhancement has been included in the 2018 Preliminary Budget for an Employment Systems Review, whereby a third party will assess TFS' current recruitment and hiring processes and identify employment barriers for candidates and opportunities for improvements. This request is included in the list of enhanced priorities for TFS, and is pending Council review as part of the 2018 budget process.
- In addition to the ongoing development of the Inclusion Plan, a number of major process improvements have been implemented:
 - Streamlined career information, which is now easily accessible on the TFS website;

- TFS website updated to showcase and celebrate TFS diversity in a continuing effort to encourage members of Designated Groups to consider employment opportunities with TFS;
- Major updates and enhancements made to TFS recruitment processes and to the application screening matrix, such that an increased weighting is now assigned to community experience and volunteerism within Toronto;
- Implemented comprehensive recruitment process analytics which provide detailed information on each phase of the TFS recruitment process for all positions;
- Human Resources incorporated a Pre-Screening Questionnaire (PSQ) into all TFS recruitment processes, which is a non-mandatory survey allowing candidates the opportunity to self-identify as a member of a designated group (female, Indigenous Person, visible minority);
- Increased capacity to conduct recruitment outreach by training 24 TFS Public Education staff to conduct recruitment outreach in addition to fire safety programming;
- New career outreach materials have been developed to showcase and celebrate diversity;
- 25 TFS senior staff were trained and qualified as Positive Space Ambassadors;
- In 2017, TFS recruited the most diverse Operations Firefighter recruit class in TFS history. The self-reported diversity rate in this class was 48%. The second class in 2017 had a self-reported diversity rate of 42%.

Next Steps:

- The TFS Inclusion Plan Working Group will meet again in 2018 to continue the process of developing a job-wide Ambassador Program for TFS. By the end of 2018, the Inclusion Plan Working Group will design and implement the Ambassador Program, such that staff across all TFS divisions are engaged in diversity outreach and inclusion initiatives.
- The results from the Employment Systems Review will be used to inform the ongoing development of the TFS Inclusion Plan.

4. Enhance Training and Development – Provide staff with current, relevant and compliant training and development that meets their needs.

Create and implement state of the art staff training

2017 Progress:

- In August 2017, TFS restructured the training portfolio to better support operations and special operations training and subsequently filled the position of Deputy Fire Chief – Training and Technical Operations.
- TFS is currently implementing remaining Auditor General's recommendations within the Professional Development & Training Division. Anticipated completion is year-end 2018.

- TFS has been a leader in implementing many of the key features that ELI has available to enhance training, including:
 - Online evaluations of both instructor led training and online training
 - Observations check list for recruit training skills assessment
 - Confirmation / acknowledgment statements for captain led drills
 - User friendly home page
 - Custom reports
 - Custom video messages for upcoming training initiatives

Next Steps:

- In 2018, TFS will re-shape the Professional Development & Training Division to align with anticipated provincial legislation by launching a comprehensive Officer Development Program that will ensure all Captains and Acting Captains are certified to NFPA 1021 (Fire Officer) Level 1 and 2 professional competencies.

5. Prioritize Leadership Development & Employee Wellness – Create and maintain a positive work environment and culture that develops internal leaders and that focuses on health, safety and wellness:

Work with Association partners to create innovative leadership development and succession planning programs

2017 Progress:

- The TFS / Local 3888 Joint Promotional Committee was established in early 2017.

Next Steps:

- The TFS/Local 3888 Joint Promotional Committee is developing an enhanced promotional process that supports Officer Development, enhanced professional qualifications and creates opportunities for earlier promotion in support of expanded succession planning.

Develop a comprehensive mental health support and PTSD/suicide prevention plan

2017 Progress:

- In early 2017, a TFS Post Traumatic Stress Disorder (PTSD) / Suicide Prevention Plan was developed and submitted to the Ministry of Labour. This comprehensive plan includes critical action items that will be implemented in 2017 and 2018, with the goal of increasing staff resiliency and mental health awareness.
- Road to Mental Readiness (R2MR) training was implemented at the end of 2016 and, by the end of 2017, all of TFS Management staff, District Chiefs and Health & Safety Officers will be trained at the leadership level for R2MR.
- In August 2017, TFS completed two detailed needs assessments, one for physical health and one for mental health. The output of this work is a list of evidence-based

recommendations which will be used to inform the development of a comprehensive TFS Employee Wellness Plan.

Next Steps:

- TFS will begin the development of a comprehensive Employee Wellness Plan in 2018.
- Subject to budget approval, R2MR training will be delivered to all frontline staff starting in 2018.
- Subject to budget approval, a comprehensive review of TFS Peer Support Team operations, training and strategies will be completed. Further, specific processes will be implemented to ensure that Peer Support members are receiving the required psychological supports that they require to both remain effective and healthy.
- A business case will be included in the 2019 budget submission requesting dedicated resources to support the implementation and permanency of employee wellness programs.

6. Commit to Continuous Improvement – Monitor, benchmark and evaluate TFS processes and service delivery with a commitment to quality management and quality assurance:

Drive the completion of CFAI Accreditation in consideration of Council mandate and direction

2017 Progress:

- TFS has completed 90% of the CFAI Self-Assessment process and documentation using 258 fire industry-specific performance indicators.
- As part of this process, TFS has begun a Community Risk Assessment which is 80% complete and a Standards of Cover analysis (which is a more thorough risk assessment that will ensure TFS has appropriate resources in place based on the current and future levels of risk in Toronto) which is 20% complete.

Next Steps:

- In early 2018, the Self-Assessment documentation, the Community Risk Assessment, and the Standards of Cover analysis and report will be completed, which will allow TFS to apply for CFAI Accreditation.
- TFS will be assessed by the CFAI Commission in 2018 to determine if accreditation will be received.
- TFS will continue to implement the improvement plans that have been identified through the self-assessment process regardless of whether accreditation is received. TFS is committed to a journey of continuous improvement through both the CFAI process and the Excellence Toronto process.

Fulfill requirements for City's Excellence Toronto initiative on target

2017 Progress:

- The City of Toronto's submission to Excellence Canada for Bronze designation in the Excellence, Innovation and Wellness standard was successful.

- Two of TFS' senior staff have successfully completed the Certified Excellence Professional course. These staff are available as a resource to assist all staff on best practices for project work and continuous improvement.

Next Steps:

- TFS has developed improvement plans to work towards assisting the Corporation in achieving Silver certification through Excellence Canada and TFS will continue to identify ways in which to increase efficiencies.
- Regular monitoring of progress for improvement initiatives is being tracked and documented.

Enhance internal communication and leadership visibility

2017 Progress:

- TFS uses staff surveys to regularly engage all employees in the planning and development phases of various projects. Surveys launched in 2017 included:
 - Staff feedback on new trucks purchased
 - Staff feedback on quality of new recruit training program, materials, and instructors (for Communications and Operations)
 - Staff feedback on the Fire Chief's new video communications posted in ELI, on the intranet homepage, and YouTube; and content ideas for future videos
 - Staff feedback on Corporate Customer Service training and ideas for future customer service-related training
 - Staff insights and ideas for a future Employee Wellness Program
 - Staff votes on newly revamped TFS mission statements (informed by 2016 surveys and focus groups soliciting mission statement ideas from staff)
- All new recruits (in recruit class sizes of approx. 50 new staff) meet with the Fire Chief and the Deputy Fire Chiefs during their first few weeks of employment.
- The TFS' Senior Management team has significantly enhanced its engagement during major emergency incidents and in the media and we have heard from staff that this also gives staff increased exposure to the management team.
- A dedicated icon on our staff's ELI homepage with a photo of the Chief called "Messages from the Chief's Office" has been implemented. In this section, we have posted a video of the Chief greeting/acknowledging staff and introducing the TFS Transformation Plan.
- Staff can submit questions to TFS Senior Management using the "Ask the Chiefs" feature on the TFS Intranet page. Questions and suggestions are received regularly and responded to by Senior Staff.

Next Steps:

- Short videos will be released monthly (on the new ELI page with "Messages from the Chief's Office") so that staff can feel more connected to the Chief and the TFS management team and so they can be updated on current initiatives that impact them and the work they do.

Streamline and enhance administrative processes to eliminate duplication and to empower staff to make timely decisions

- Streamline meeting processes including structure and agenda formats
- Streamline decision making and approval processes
- Implement a department-wide email management strategy
- Introduce effective time management strategies and policies

2017 Progress:

- Executive Management Team meeting agenda and minute processes have been improved to track outstanding action items, progress and accountability.
- Monthly Senior Management Team meetings have been implemented.

Next Steps:

- Terms of Reference for Labour/Management meetings are currently being reviewed and revised to improve the tracking of outstanding action items, progress and accountability.
- An upcoming re-alignment of the reporting structure for administrative assistants is expected to improve work flow and increase capacity of staff who are in an administrative support role.

Streamline TFS Labour Relations Processes through Collaboration and Partnership with Corporate Labour Relations

2017 Progress:

- Beginning in October 2016, a Senior Labour Relations Advisor was assigned to TFS by corporate Labour Relations, providing enhanced services and assistance to TFS.
- Two temporary TFS Staff Services Coordinators have been assigned to support the TFS Labour Relations function. These two new temporary Staff Services Coordinators are assisting with the timely and effective investigation and resolution of complaints and issues within TFS.

Next Steps:

- Continue to enhance the service delivery model and process between Corporate Labour Relations and TFS.
- Eliminate existing labour relations backlogs by mid-2018 and further increase the timeliness of responses to staff questions, concerns, and LR issues that arise.

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Date: January 10, 2018

Appendix 1: Transformation Plan Summary

Description	Leads/Partnerships	Anticipated Start Dates
Improve Service Delivery – Develop efficiency models to improve deployment and service delivery.		
1. Investigate Public Private Partnerships (P3s) for alternative fire station models	TFS – Administrative Services; Toronto Office of Partnerships	2016
2. Re-evaluate apparatus staffing level policy	TFS – Operations	2017
3. Drive improvements in Turnout Time performance	TFS – Operations	2016
4. Optimize TFS Emergency Deployment Assignment in compliance with NFPA 1710	TFS – Operations	2017
5. Introduce NFPA 1031 & 1035 Level I professional qualifications in the Operations Division	TFS – Operations, Fire Prevention, Professional Development & Training; Office of the Fire Marshal & Emergency Management	2017
6. Align the delivery of support services with customer expectations	TFS – Administrative Services	2018
7. Optimization of small vehicle fleet deployment	TFS – Mechanical Maintenance	2016
Make Organizational Improvements – Leverage research, corporate partnerships, and investments in technology to achieve organizational and performance improvements.		
8. Strategic placement of fire stations (predictive modelling) and matching resources to risk level (live coverage model/dynamic staging)	TFS – Administrative Services, Operations, IT & Communications (Organizational Improvement); Chief Corporate Officer	2017
9. Develop a business plan for an R&D Section with a view to improving access to state-of-the-art technology and equipment	TFS – Administrative Services, Professional Development & Training, Operations	2018
10. Identify organizational models to enhance efficiency and consistency within TFS	TFS – Administrative Services	2017
11. Clarify role and deployment model for TFS Special Operations	TFS – Professional Development & Training, Operations	2017

Description	Leads/Partnerships	Anticipated Start Dates
Build an Inclusive & Diverse Workforce – Prioritize an inclusive workplace culture and a diverse workforce that is reflective of the communities TFS serves.		
12. Develop the TFS Inclusion Plan with clear and defined deliverables and measures	TFS – Administrative Services; Human Resources; Equity, Diversity and Human Rights Office	2016
Enhance Training and Development – Provide staff with current, relevant, and compliant training and development that meets their needs.		
13. Create and implement state of the art staff training: <ul style="list-style-type: none"> - Identify organizational models to deliver effective and efficient professional development and training programming. - Fully implement AG’s recommendations - Develop exceptional Officer Development Program - Leverage the use of technology in the delivery of training programs 	TFS – Professional Development & Training	2016
Prioritize Leadership Development & Employee Wellness – Create and maintain a positive work environment and culture that develops internal leaders and that focuses on health, safety, and wellness.		
14. Work with Association partners to create innovative leadership development and succession planning programs. <ul style="list-style-type: none"> - Commission the Promotions Committee - Build a comprehensive senior officer development framework - Develop a comprehensive succession planning process 	TFS – Chief’s Office, All senior staff; TPFFA	2016

Description	Leads/Partnerships	Anticipated Start Dates
15. Develop a comprehensive mental health support and PTSD prevention plan	TFS – Administrative Services, Professional Development & Training (Health & Safety); Human Resources; TPFPA; CAMH;	2016
16. Explore the introduction of the IAFF/IAFC Wellness Fitness Initiative	TFS – Administrative Services, Professional Development & Training (Health & Safety), Operations; TFS Chief Medical Officer; TPFPA	2018
Commit to Continuous Improvement – Monitor, benchmark, and evaluate TFS processes and service delivery with a commitment to quality management and quality assurance.		
17. Drive the completion of CFAI Accreditation in consideration of Council mandate and direction	TFS – IT & Communications (Organizational Improvement), Operations	2016
18. Fulfill requirements for City’s Excellence Toronto initiative on target	TFS – IT & Communications (Organizational Improvement)	2016
19. Enhance internal communication and leadership visibility	TFS – Chief’s Office	2016
20. Streamline and enhance administrative processes to eliminate duplication and to empower staff to make timely decisions <ul style="list-style-type: none"> - Streamline meeting processes including structure and agenda formats - Streamline decision making and approval processes - Implement a department-wide email management strategy - Introduce effective time management strategies and policies 	TFS – Administrative Services	2017
21. Streamline TFS labour relations process through collaboration and partnership with Corporate Labour Relations	TFS – Chief’s Office, Administrative Services; Human Resources/Labour Relations	2016

Appendix 2: Review of TFS Facilities

Building Condition Audits (BCA) and Facility Condition Index (FCI) Assessments

There are a total of 101 TFS facilities that have been evaluated and ranked by FREEE using the FCI methodology:

- 56 TFS facilities have been assessed as being in "Good" condition
 - Good condition refers to facilities with SOGR needs totaling less than 5% of the replacement value of the facility.
- 27 TFS facilities have been assessed as being in "Fair" condition
 - Fair condition refers to facilities with SOGR needs totaling between 5% and 10% of the replacement value of the facility.
- 18 TFS facilities have been assessed as being in "Poor" condition
 - Poor condition refers to facilities with SOGR needs totaling between 10% and 30% of the replacement value of the facility.
- None of the TFS facilities have been assessed as being in "Critical" condition
 - Critical condition refers to facilities with SOGR needs totaling more than 30% of the replacement value of the facility.

The following 18 TFS facilities have been assessed as being in "Poor" condition (ordered from worst to best):

	Fire Station	Address	Ward
1.	131	3135 Yonge Street	25
2.	441	947 Martin Grove Road	2
3.	143	1009 Sheppard Avenue West	10
4.	123	143 Bond Avenue	34
5.	233	59 Curlew Drive	34
6.	321	231 McRae Drive	26
7.	244	2340 Birchmount Road	40
8.	235 & Special Operations	200 Bermondsey Road	34
9.	426	140 Lansdowne Avenue	14
10.	431	308 Prince Edward Drive South	5
11.	222	755 Warden Avenue	35
12.	434	3 Lunness Road	6
13.	(former station) 135	641 Eglinton Avenue West	22
14.	323 & TPS Education Office	153 Chatham Avenue	30
15.	145	20 Beffort Road	9
16.	142 & TPS Station 15	2753 Jane Street	9
17.	115 & TPS Station 23	115 Parkway Forest Drive	33
18.	344	240 Howland Avenue	20

Assessments of Potential High-Value Real Estate

The following ten (10) TFS sites have been identified by Real Estate Services (RES) as having high-value redevelopment potential:

	Fire Station	Address	Ward
1.	131	3135 Yonge Street	25
2.	244	2340 Birchmount Road	40
3.	312	34 Yorkville Avenue	27
4.	313 & Glen Road Early Learning Child Care Centre	441 Bloor Street East	28
5.	314	12 Grosvenor Street	27
6.	315	132 Bellevue Avenue	20
7.	322	256 Cosburn Avenue	29
8.	325	475 Dundas Street East	28
9.	332 & South Command Office	260 Adelaide Street West	20
10.	333	207 Front Street East	28

External potential value appraisals of these short listed sites are being commissioned by FREEE in order to identify potential site values for further analysis.

FREEE has advised that this process commenced in November 2017 and is expected to be completed by the end of Q1 2018.

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Improve Service Delivery – Develop efficiency models to improve deployment and service delivery.		
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12. Strategic placement of fire stations (predictive modelling) and matching resources to risk level (live coverage model/dynamic staging)	TFS – Administrative Services, Operations, IT & Communications (Organizational Improvement); Chief Corporate Officer	2017
13. Develop a business plan for an R&D Section with a view to improving access to state-of-the-art technology and equipment	TFS – Administrative Services, Professional Development & Training, Operations	2018
14. Identify organizational models to enhance efficiency and consistency within TFS	TFS – Administrative Services	2017
15. Clarify role and deployment model for TFS Special Operations	TFS – Professional Development & Training, Operations	2017

Description	Leads/Partnerships	Anticipated Start Dates
Build an Inclusive & Diverse Workforce – Prioritize an inclusive workplace culture and a diverse workforce that is reflective of the communities TFS serves.		
13. Develop the TFS Inclusion Plan with clear and defined deliverables and measures	TFS – Administrative Services; Human Resources; Equity, Diversity and Human Rights Office	2016
Enhance Training and Development – Provide staff with current, relevant, and compliant training and development that meets their needs.		
14. Create and implement state of the art staff training: <ul style="list-style-type: none"> ➤ Identify organizational models to deliver effective and efficient professional development and training programming. ➤ Fully implement AG’s recommendations ➤ Develop exceptional Officer Development Program ➤ Leverage the use of technology in the delivery of training programs 	TFS – Professional Development & Training	2016
Prioritize Leadership Development & Employee Wellness – Create and maintain a positive work environment and culture that develops internal leaders and that focuses on health, safety, and wellness.		
17. Work with Association partners to create innovative leadership development and succession planning programs. <ul style="list-style-type: none"> ➤ Commission the Promotions Committee ➤ Build a comprehensive senior officer development framework ➤ Develop a comprehensive succession planning process 	TFS – Chief’s Office, All senior staff; TPFFA	2016
18. Develop a comprehensive mental health support and PTSD prevention plan	TFS – Administrative Services, Professional Development & Training (Health & Safety); Human Resources; TPFFA; CAMH;	2016

Description	Leads/Partnerships	Anticipated Start Dates
19. Explore the introduction of the IAFF/IAFC Wellness Fitness Initiative	TFS – Administrative Services, Professional Development & Training (Health & Safety), Operations; TFS Chief Medical Officer; TPFPA	2018
Commit to Continuous Improvement – Monitor, benchmark, and evaluate TFS processes and service delivery with a commitment to quality management and quality assurance.		
21. Drive the completion of CFAI Accreditation in consideration of Council mandate and direction	TFS – IT & Communications (Organizational Improvement), Operations	2016
22. Fulfill requirements for City’s Excellence Toronto initiative on target	TFS – IT & Communications (Organizational Improvement)	2016
23. Enhance internal communication and leadership visibility	TFS – Chief’s Office	2016
24. Streamline and enhance administrative processes to eliminate duplication and to empower staff to make timely decisions <ul style="list-style-type: none"> ➤ Streamline meeting processes including structure and agenda formats ➤ Streamline decision making and approval processes ➤ Implement a department-wide email management strategy ➤ Introduce effective time management strategies and policies 	TFS – Administrative Services	2017
21. Streamline TFS labour relations process through collaboration and partnership with Corporate Labour Relations	TFS – Chief’s Office, Administrative Services; Human Resources/Labour Relations	2016

Appendix 2: Review of TFS Facilities

Building Condition Audits (BCA) and Facility Condition Index (FCI) Assessments

There are a total of 101 TFS facilities that have been evaluated and ranked by FREEE using the FCI methodology:

- 56 TFS facilities have been assessed as being in "Good" condition
 - Good condition refers to facilities with SOGR needs totaling less than 5% of the replacement value of the facility.
- 27 TFS facilities have been assessed as being in "Fair" condition
 - Fair condition refers to facilities with SOGR needs totaling between 5% and 10% of the replacement value of the facility.
- 18 TFS facilities have been assessed as being in "Poor" condition
 - Poor condition refers to facilities with SOGR needs totaling between 10% and 30% of the replacement value of the facility.
- None of the TFS facilities have been assessed as being in "Critical" condition
 - Critical condition refers to facilities with SOGR needs totaling more than 30% of the replacement value of the facility.

The following 18 TFS facilities have been assessed as being in "Poor" condition (ordered from worst to best):

	Fire Station	Address	Ward
19.	131	3135 Yonge Street	25
20.	441	947 Martin Grove Road	2
21.	143	1009 Sheppard Avenue West	10
22.	123	143 Bond Avenue	34
23.	233	59 Curlew Drive	34
24.	321	231 McRae Drive	26
25.	244	2340 Birchmount Road	40
26.	235 & Special Operations	200 Bermondsey Road	34
27.	426	140 Lansdowne Avenue	14
28.	431	308 Prince Edward Drive South	5
29.	222	755 Warden Avenue	35
30.	434	3 Lunness Road	6
31.	(former station) 135	641 Eglinton Avenue West	22
32.	323 & TPS Education Office	153 Chatham Avenue	30
33.	145	20 Beffort Road	9
34.	142 & TPS Station 15	2753 Jane Street	9
35.	115 & TPS Station 23	115 Parkway Forest Drive	33
36.	344	240 Howland Avenue	20

Assessments of Potential High-Value Real Estate

The following ten (10) TFS sites have been identified by Real Estate Services (RES) as having high-value redevelopment potential:

	Fire Station	Address	Ward
11.	131	3135 Yonge Street	25
12.	244	2340 Birchmount Road	40
13.	312	34 Yorkville Avenue	27
14.	313 & Glen Road Early Learning Child Care Centre	441 Bloor Street East	28
15.	314	12 Grosvenor Street	27
16.	315	132 Bellevue Avenue	20
17.	322	256 Cosburn Avenue	29
18.	325	475 Dundas Street East	28
19.	332 & South Command Office	260 Adelaide Street West	20
20.	333	207 Front Street East	28

External potential value appraisals of these short listed sites are being commissioned by FREEE in order to identify potential site values for further analysis.

FREEE has advised that this process commenced in November 2017 and is expected to be completed by the end of Q1 2018.