



## REPORT FOR ACTION

## Toronto Fire Services Transformation Plan Update

**Date:** August 19, 2019  
**To:** Economic & Community Development Committee  
**From:** Fire Chief & General Manager, Toronto Fire Services  
**Wards:** All

### SUMMARY

---

This report provides a status update on the key initiatives that are paving the way for ongoing Toronto Fire Services (TFS) service delivery improvements, including progress made to-date on initiatives established as part of the TFS Transformation Plan (additional information is included in Attachment 1 - 2019 TFS Transformation Plan Update).

This report also responds to the March 7, 2019, City Council request for the Fire Chief and General Manager, Toronto Fire Services (TFS) to report back to the Economic and Community Development Committee (ECDC), prior to the 2020 Budget Process, on opportunities to develop strategies to enhance overall service delivery.

A number of initiatives arising from the TFS Transformation Plan are underway, including a comprehensive operational deployment and capacity review. The completion of this initiative and other Transformation Plan initiatives will enable TFS to make evidence and results-based recommendations for the future of TFS service delivery.

In March 2019, TFS achieved international CFAI (Commission on Fire Accreditation International) accreditation under the Centre for Public Safety Excellence, making Toronto the largest city in North America with an accredited fire service. The achievement of CFAI accreditation included the identification of opportunities and recommendations, which are informing ongoing service delivery and operational deployment review initiatives within Fire Services. These initiatives will inform recommendations for the enhancement of service delivery strategies, particularly as they relate to effective and efficient staff deployment.

Therefore, in order to provide City Council with evidence-based recommendations for future service delivery improvements, along with the most effective means of addressing both current and emerging fire safety risks and trends, the Fire Chief will defer these recommendations to the 2021 budget process. This will enable TFS to fully evaluate the impact of the changes currently underway. In advance of the 2021 budget process, the Fire Chief will report back to ECDC with strategies to enhance overall service delivery and address emerging and forecasted risks and needs of the growing city.

## RECOMMENDATIONS

---

The Fire Chief and General Manager, Toronto Fire Services recommends that:

1. City Council receive this report for information.

## FINANCIAL IMPACT

---

While City Council had requested a review of strategies to enhance overall service delivery as part of the 2020 budget process, the review of these strategies will be deferred to the 2021 budget process. This will provide TFS sufficient time to evaluate the impact of the changes currently underway, which are discussed in the body of the report and in Attachment 1 - Transformation Plan Update.

Therefore there is no financial impact resulting from the reception of the recommendation in this report.

The Chief Financial Officer and Treasurer has reviewed this report and agrees with the financial impact information.

## DECISION HISTORY

---

At its meeting of March 7, 2019, City Council requested the Fire Chief and General Manager, Toronto Fire Services to report back to the Economic and Community Development Committee, prior to the 2020 Budget Process, on opportunities to develop strategies to enhance overall service delivery, including but not limited to effective and efficient staff deployment within the constraints of the Council Approved budget:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>

At its meeting of February 12, 2018, as part of the 2018 budget process, City Council approved new fire safety inspection and investigation service levels for Toronto Community Housing Corporation (TCHC) to address the concerns regarding the recent fire safety issues involving TCHC buildings:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2018.EX31.2>

At its meeting of February 17, 2016, as part of the 2016 budget process, City Council approved the creation and launch of a specialized Fire Investigations Division to conduct investigations into the origin, cause and circumstances of fires in the City of Toronto:

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX12.2>

## COMMENTS

---

On March 7, 2019, City Council requested the Fire Chief and General Manager, Toronto Fire Services (TFS) to report back to the Economic and Community Development Committee (ECDC), prior to the 2020 Budget Process, on opportunities to develop strategies to enhance overall service delivery.

A number of initiatives arising from the TFS Transformation Plan are underway. This includes a comprehensive operational deployment review and detailed assessments and analyses of operational capacity, staff resource allocations and planned / unplanned absence planning and mitigation strategies.

Further, in March 2019, TFS achieved international CFAI (Commission on Fire Accreditation International) accreditation under the Centre for Public Safety Excellence, making Toronto the largest city in North America with an accredited fire service. The achievement of CFAI accreditation included the identification of a number of opportunities for continuous quality improvement. These recommendations are now informing ongoing service delivery and operational deployment review initiatives within Fire Services. These initiatives inform recommendations for the enhancement of service delivery strategies, particularly as they relate to effective and efficient staff deployment.

Therefore, in order to provide City Council with evidence-based recommendations for future service delivery improvements, along with the most effective means of addressing both current and emerging fire safety risks and trends, the Fire Chief will defer these recommendations to the 2021 budget process.

This will enable TFS to fully evaluate the impact of the changes currently underway, which are discussed below and also, in more detail, in Appendix 1 - Transformation Plan Update.

### **Update on Key Transformation Initiatives Related to Enhanced Service Delivery**

#### **Commission on Fire Accreditation International (CFAI) Accreditation**

In March 2019, TFS achieved international Commission on Fire Accreditation International (CFAI) accreditation under the Centre for Public Safety Excellence, making Toronto the largest city in North America with an accredited fire service. The achievement of CFAI accreditation included the identification of a number of opportunities for continuous quality improvement. These recommendations, based on industry best practices, are now informing ongoing service delivery and operational deployment review initiatives within Fire Services.

These initiatives will inform recommendations for the enhancement of service delivery strategies, particularly as they relate to effective and efficient staff deployment.

As part of the accreditation process, TFS was assessed against 256 industry-specific key performance indicators, a Community Risk Assessment, and a Standards of Cover analysis. The Standards of Cover is a thorough risk assessment that will ensure that TFS effectively deploys appropriate resources to specific risks, both current and emerging, within the City of Toronto.

### **Operations-Based Fire Code Re-Inspection Program**

The initial phase of the Operations-Based Fire Code Re-Inspection Program was launched in 2018. All new Operations Firefighter Recruits now graduate from the Toronto Fire Academy with formal professional qualifications as firefighters, inspectors, and public educators. In October 2018, the first group of cross-trained firefighters (43) were deployed to fire stations throughout the city. These cross-qualified firefighters work closely with the TFS Fire Prevention Division on the completion of Ontario Fire Code re-inspections, while also performing their emergency response duties as Operations Firefighters on a 24/7 basis.

Phase one of this program includes approximately 10 Operations Firefighters on each of the 4 shifts (43 in total), who are now fully trained and engaged in the follow-up and re-inspection of 22 specific violations of the Ontario Fire Code. Under the initial phase of the program, 79 violation-specific re-inspections have been completed to date. By October 2019, an additional 160 Operations Firefighters will be trained and the list of specific violations included in the re-inspection program will be increased from 22 to 53.

The development, launch and expansion of this program have been completed at no additional cost to the City, other than delivering the 5-week training program in-house. This program will continue to be expanded, thereby enabling TFS to conduct an increased number of Fire Code Inspections, including more proactive and frequency-based inspections, by leveraging existing resources.

### **Enhanced Service Levels for Toronto Community Housing Corporation (TCHC)**

In 2018, as directed by City Council, TFS established and implemented new fire safety inspection and investigation service levels relating to TCHC buildings.

The initial results (2018 as compared to 2017) of these enhanced service levels include:

- The three leading causes of fires in TCH buildings (intentionally set fires, careless smoking, and the unattended use of candles) are trending downwards;
- The number of Ontario Fire Code violations identified during inspections of TCHC buildings have decreased by 46%;
- The number of Ontario Fire Code charges laid by TFS, relating to violations of the Ontario Fire Code in TCHC buildings, have decreased by 70%;
- The number of fire fatalities continue to drop: 5 in 2016; 5 in 2017; 2 in 2018; and 1 in 2019 (year to date);
- The number of significant fires in TCHC buildings has decreased by 22% (36 in 2017 and 28 in 2018)

Furthermore, TFS conducted a comprehensive analysis of fire loss data in TCHC buildings in order to identify buildings at greatest risk from fire. In addition, TFS worked

with Environics Analytics to understand the demographics, media preferences, and social values of the residents of these buildings, enabling the development of a targeted fire safety education and advertising campaign. This campaign will be launched in Q4, 2019.

This campaign leverages the process and successes of a recent public education campaign, piloted in the Parkdale area of Ward 4, in October 2018. This campaign focused on addressing the fact that Parkdale, over a five-year period, had more fires started from careless smoking than any other area of Toronto. Leveraging Environics Analytics' community demographic profiles, customized and value-based messaging was developed to reach smokers who live in Parkdale. Impactful communications and creative designs were used to focus on a specific area and target audience in an effort to change behaviour and encourage safer smoking habits.

### **Parkdale Fire Prevention Pilot Program**

In 2018, TFS determined that the Parkdale area had the highest number of fires of any specific area in Toronto. In response, a data-enabled pilot project was developed and launched to address the leading causes of these fires in Parkdale.

The initial results of this program indicate that the total number of fires in the Parkdale area have decreased by 7.1% and the total number of fires in the Parkdale area caused by unattended cooking have decreased by 11.1% since the launch of the program.

Fires caused by careless smoking continue to increase in the Parkdale area. As such, this will continue to be a primary focus of phase two of the Parkdale Fire Prevention Pilot Program, which will be launched in Q4, 2019.

The comprehensive analysis of the impact and efficacy of this program will inform the development and delivery of all future data-enabled, focused fire prevention and public education strategies moving forward.

### **Enhanced Fire Investigations**

In accordance with Council direction in 2017, TFS implemented a specialized Fire Investigations Division in order to conduct comprehensive investigations into the origin, cause and circumstances of fires that occur within the City of Toronto. The data and information obtained as a result of these comprehensive fire investigations now enable the production of evidence-based data that is shaping public fire safety, education and fire safety inspection programs.

Since 2017, the results of the enhanced fire investigation service level include:

- 549 comprehensive fire investigations have been completed;
- 107 investigations resulted in Ontario Fire Code charges being laid by TFS;
- 51 investigations resulted in Criminal Code investigations by Toronto Police;
- 104 investigations resulted in formal referrals being made to the TFS Public Education division;

- 210 investigations resulted in formal Ontario Fire Code Inspection referrals being made to the TFS Fire Prevention division.

### **Data Analytics and Evidence-Based Decision Making**

The TFS Analytics and Decision Support team initiated the data architecture and data integration modernization strategy in 2016. This initiative has improved TFS efficiency by eliminating manual data tracking, streamlining reporting processes and improving effectiveness by informing critical decision making with direct access to accurate, consistent and timely data.

The decisions being supported are related to the City's Strategic Action #12: "Providing and improving capacity to prevent and respond emergencies". These enhanced analytics capabilities are critical success factors for several of the objectives and key initiatives outlined in the 2015-2019 Master Fire Plan and the TFS Transformation Plan.

Requests for TFS data (by the Fire Chief, internal/external stakeholders, media, and members of the public) are now being fulfilled more quickly and with greater accuracy and consistency than in the past. Chief Officers now have access to up-to-date, accurate and on-demand data via the internal TFS Analytics portal. These reports and dashboards are dynamic and updated automatically, in real time.

TFS stakeholders also have increased access to data via the City of Toronto open data portal and through significantly enhanced, data-rich public reporting contained in TFS publications, including the TFS Annual Report. These enhancements have enabled TFS to increase both the amount and the sophistication of data being provided to the public and other stakeholders, thereby increasing transparency for all aspects of TFS operations.

Updates on additional TFS Transformation Plan initiatives are outlined in Attachment 1.

### **Next Steps**

In advance of the 2021 budget process, the Fire Chief will report back to ECDC with strategies to enhance overall service delivery and address emerging and forecasted risks and needs of the growing city.

## **CONTACT**

---

Toni Vigna  
Division Chief  
Toronto Fire Services  
Phone: 416-338-9550  
Email: [Toni.Vigna@toronto.ca](mailto:Toni.Vigna@toronto.ca)

Mary Bagnulo  
Policy & Planning Advisor  
Toronto Fire Services  
Phone: 416-338-9026  
Email: [Mary.Bagnulo@toronto.ca](mailto:Mary.Bagnulo@toronto.ca)

## **SIGNATURE**

---

Matthew Pegg  
Fire Chief & General Manager  
Toronto Fire Services

## **ATTACHMENTS**

---

Attachment 1 - 2019 TFS Transformation Plan Update

## **Attachment 1 - 2019 TFS Transformation Plan Update**

### **Objectives:**

In 2017, Toronto Fire Services developed and launched a comprehensive Transformation Plan which prioritized the objectives and strategic direction of the TFS 2015-2019 Master Fire Plan. The six objectives of the Transformation Plan are as follows:

- Improve Service Delivery
- Make Organizational Improvements
- Build an Inclusive and Diverse Workforce
- Enhance Training and Leadership Development
- Prioritize Employee Wellness
- Commit to Continuous Improvement

### **Key Initiatives:**

This provides a progress update for key priorities of the Transformation Plan that were initiated in 2017 and provides an overview of the current status in 2019.

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

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

- TFS is working with Corporate Services and CreateTO with respect to identifying potential opportunities to relocate Station 332 as part of a larger City development proposal. This opportunity leverages the potential to unlock considerable real estate value and opportunity for the City while continuing to offer effective and efficient fire protection service levels in downtown Toronto.
- A Facilities Condition Index (FCI) was developed for all fire stations. It was presented to the Strategic Program Management Committee and transitioned over to Corporate Services.

Next Steps:

- TFS is currently collaborating with Corporate Services and CreateTO on the Adelaide Street fire station (332) proposal.
- Ten fire stations have been identified by Corporate Services as having high return on investment potential for redevelopment and TFS will continue to collaborate with Corporate Services on advancing this work.

Introduce Ontario Fire Code Re-Inspection Fees

- New Ontario Fire Code re-inspection fees were implemented on July 1, 2017 and a public-facing web page was created to provide increased access to information for residents and stakeholders. The web page includes materials explaining the new

Fire Code re-inspection process, associated fees, and how to increase compliance with the Ontario Fire Code.

#### Next Steps:

- Since November 2018, the Fire Code re-inspection process has been supported through the Operations Based Fire Code Re-Inspection Program. Revenue impacts related to implementation of the pilot program will be monitored throughout 2019.
- TFS is expanding the Operations Based Fire Code Re-Inspection program with a phase two implementation target of October 2019.

#### Introduce NFPA 1031 & 1035 professional qualifications in the Operations Division

- The Operations recruit training program was expanded to include formal training and testing for National Fire Protection Association (NFPA) 1031 (Level 1 Inspector) and NFPA 1035 (Level 1 Public Educator) certification. In February and August 2018, two groups of new Operations Firefighter Recruits were trained to the NFPA 1031/1035 Standards.
- In early 2018, training materials and standard operating guidelines were developed to support the implementation of the Operations-Based Fire Code Re-Inspection Program. Business requirements were developed and user testing of a real-time data collection was conducted in August and September 2018.
- In October 2018, a pilot was launched and the first group of NFPA 1031/1035 cross-trained firefighters were deployed to fire stations throughout the city. These cross-trained firefighters have been working closely with the TFS Fire Prevention Division on specific Ontario Fire Code violation re-inspections, while performing their emergency response duties as Operations Firefighters on a 24/7 basis.

#### Next Steps:

- The Operations-Based Fire Code Re-Inspection Program will continue to be expanded through the end of 2019. The expansion of the program enables TFS to conduct an increased number of Fire Code Inspections, including more proactive and frequency-based inspections.

#### Drive Improvements in Turnout Time Performance

- As part of a pilot program, six fire stations have been equipped with turnout time clocks that enable staff to monitor their individual turnout time performance. Testing of these clocks was put on hold in order to align with the completion of a required upgrade to the TFS Computer Automated Dispatch (CAD) system.
- A new fire station pre-alerting system has been developed and launched as pilot at Station 114 for the purpose of improving Turnout Times. The results of this pilot are being monitored and evaluated over the course of 2019.
- A survey of Metropolitan Fire Departments across North America has been conducted by TFS to identify leading-edge turnout time enhancement practices that could be adopted. These results are being assessed and considered.

#### Next Steps:

- Turnout Time data is being assessed in order to identify specific opportunities for performance improvement.
- In 2017, new mobile tablet technology and a CAD upgrade were implemented. Accordingly, the impacts of this new technology is now being assessed.
- TFS will continue advancing the change management component of the project through enhanced discussions with Operations crews.

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

- A number of specific operational deployment and service delivery reviews are underway, including: critical task analyses, risk-based deployment reviews against NFPA 1710 benchmarks, and a review of the current Operations Division staffing allocation and management models.
- A comprehensive review of TFS' response protocols for high-rise emergencies is underway and is being informed by best-practice reviews in major urban cities in Canada, the United States and the United Kingdom.
- As recommended through the CFAI accreditation process, TFS is reviewing opportunities to reallocate certain technical rescue disciplines (such as elevator rescue) that are currently performed by technical rescue teams to other existing crews in order to maximize response effectiveness and efficiency.

#### Next Steps:

- The review and validation of the critical task assignments for each of the 124 unique TFS emergency response types is underway in accordance with CFAI accreditation recommendations.
- The evaluation of the current Operations Division staffing model to identify opportunities for improvement and to enhance alignment with critical task requirements.
- The review and evaluation of technical rescue disciplines and the identification of opportunities to streamline and enhance these responses.

## **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

- In 2018, TFS completed the full implementation of the Dynamic Staging process, which optimizes the live location and deployment of all front line emergency response apparatus on a live-time, City-wide basis.
- This resulted in TFS pre-positioning in-service fire apparatus and crews 5,712 times in 2018, thereby enhancing response times and fire protection on a city-wide basis.

#### Next Steps:

- This initiative has been completed and the effectiveness and outcomes will continue to be monitored.

#### Improve Data Governance to Enhance Efficiency and Consistency within TFS

- The Data Architecture and Data Integration Modernization Strategy was initiated in 2017 and will increase the quality and consistency of TFS data, eliminate manual processes, and increase the access of data for staff and the public.
- In 2018, TFS developed a Master Data Management (MDM) plan and the development of the formal proof of concept is ongoing.
- In August 2018, an internal TFS Data Governance Committee was established. This committee focus specifically on service performance analysis and key performance indicator assessment. The committee meets quarterly and is working proactively in order to further enhance consistency in data reporting and to lead the expansion of results-based accountability methodologies across TFS.

#### Next Steps:

- Implementation of the Data Architecture and Data Integration Modernization Strategy recommendations will continue throughout 2019.
- The Analytics Division will implement a comprehensive data governance model for TFS.

#### Enhanced Mobile Fire Prevention Records

- As part of the work completed around reviewing processes and documenting business requirements within Fire Prevention (Inspection, Engineering, Investigation and Public Education), TFS partnered with Municipal Licensing & Standards (MLS) in 2018 to address real-time data collection and data reporting needs;
- In 2018, business requirements were finalized and a Request For Proposal (RFP) was issued. TFS participated in the RFP development process as well as the screening process;
- This work will streamline business processes and improve the quality of data by creating seamless database and records integration among inspection, enforcement, investigation and public education as well as related MLS and Legal Services activities.

#### Next Steps:

- This project is being led and managed by Corporate IT;
- TFS will continue to work with Corporate IT and MLS to acquire, evaluate and implement an enterprise solution.

## Clarify role and deployment model for TFS Technical Operations

- In 2018, TFS reorganized in order to implement a dedicated Division Chief – Technical Operations position. This portfolio now includes all aspects of Technical Operations, including Heavy Urban Search and Rescue (HUSAR), Chemical / Biological / Radiological / Nuclear / Explosives (CBRNE) response, Hazardous Materials response, and all aspects of TFS' role on the City's Public Order Unit.
- Since implementation, the following has been achieved:
  - Conducted an intensive 80 hour Hazardous Materials Technician Train-the-Trainer program in order to bring TFS into compliance with NFPA professional certification and qualification standards. This aligns with the objective to further integrate HUSAR and CBRNE expertise and resources into TFS' operational deployment models;
  - Trained 16 hazardous materials technicians and achieved NFPA certification for each;
  - Completed annual Self Contained Breathing Apparatus (SCBA) training for partner agencies, including Toronto Police and Toronto Paramedic Services to support Public Order response capabilities;
  - Trained 168 TFS staff in TTC streetcar and other vehicle lift techniques. All TFS rescue squad personnel now have the latest training to effectively respond to and handle new-generation streetcar incidents;
  - Completed an 80 hour NFPA 1006 - Technical Rescue Certification training program, enabling TFS Technical rescue staff to deliver in-house certification training to other TFS staff.

### Next Steps:

- Continue to deliver future NFPA 1006 (Technical Rescue) training in-house, thereby enhancing capacity and reducing reliance on external training resources in 2019 and beyond;
- TFS will introduce an online certification program for new Shift Training Instructors;
- TFS will work with the Ontario Fire Marshal in order to achieve delegation of authority enabling TFS to conduct all NFPA Certification training and examinations in-house using TFS instructors and evaluators.

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

Ongoing work to create an inclusive workplace culture includes:

- Updating the TFS website to provide potential candidates with expanded and enhanced information. This increases transparency of the recruitment process and the job and reduces the risk of spreading misinformation. The tools currently being developed include the following:
  - FAQs: This will place the answers to frequently asked questions in one place in order to eliminate unanswered questions. Quick links will also be enabled, which will reduce the amount of time required to answer new questions. This will ensure

that the information provided with respect to the TFS recruitment process is both accessible and consistent for all prospective candidates.

- Self-Assessment Screening Tool: These tools will assist applicants in fully understanding the demands and requirements of each career opportunity such that they are able to make informed decisions about potential opportunities with TFS.
- Handbook: This will ensure that each potential applicants is given equal access to important information, resulting in enhanced transparency throughout the recruitment process.
- Through a partnership with Parks, Forestry & Recreation (PFR), TFS educated Youth Outreach Workers at PFR on the five entry-level career opportunities available at TFS (i.e. public educator, inspector, mechanic, firefighter, call-taker/dispatcher). The PFR Outreach Workers speak with the youth they work with about career aspirations and can direct them to the TFS recruitment web page for more information about the qualifications that will be required to apply.
- Frontline Firefighters and Captains participated in surveys and workshops run by the Ontario Fire Administration Inc. (OFAI) to inform the future of the Provincial Firefighter Candidate Testing Services (CTS) process, which is requirement for candidates seeking employment with TFS. The study focuses on skills, abilities, and personal characteristics critical to successful firefighter job performance and will include diversity-enhancing components.

Next Steps:

- TFS will continue to identify opportunities to build an increasingly inclusive workplace for all employees at every stage of their career.

#### **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

- Effective 2018, TFS certifies each new recruit firefighter to NFPA 1031 (Fire Inspection) and 1035 (Public Education) standards. These certifications ensure all new TFS firefighters are qualified to inspect buildings under the Ontario Fire Code, and are able to deliver fire safety education to the residents of Toronto, in addition to fulfilling their duties as an emergency responder.
- NFPA 1021 (Fire Officer) and NFPA 1041 (Fire Service Instructor) have been established as mandatory requirements for the promotional process in the Operations Division as of January 2019.
- In 2018, 49 Instructor-led training programs and 21 online training programs were provided to staff across TFS. The increased number of online training sessions complimented the classroom sessions and were developed and delivered internally, at no additional cost.
- In collaboration with Local 3888, TFS developed and implemented an enhanced, increasingly merit-based promotional system which leverages both academic and practical-based behavioral evaluations for all promotions in the operations Division.

#### Next Steps:

- District Chiefs and Training Officers will be assigned work packages based on their respective NFPA Professional Qualifications in order to increase NFPA certification compliance.
- The Technical Operations Division will continue to focus on ensuring compliance with NFPA 1006 – Technical Rescue standards.
- TFS has updated the materials for all promotional processes to be consistent with the associated NFPA standards.
- TFS will develop and introduce a comprehensive operations-led training program, enabling the expansion of training across TFS, with staff being able to train seven days per week.

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

- In collaboration with Local 3888, TFS developed and implemented an enhanced, increasingly merit-based promotional system which leverages both academic and practical-based behavioral evaluations for all promotions in the operations Division.
- In early 2018, with input from staff, leadership competencies were developed for each position within the TFS Management hierarchy. These competencies align with the corporate leadership competency model.
- New enhanced and expanded promotional exams have been implemented.

#### Next Steps:

- TFS will investigate formal mentorship opportunities in collaboration with the People and Equity Division.
- The TFS/Local 3888 Joint Promotional Committee will continue to identify opportunities that support Officer Development, enhanced professional qualifications and create opportunities for earlier development and promotion in support of succession planning.
- A Senior Officer development and secondment program will be developed and funding will be requested to support this program.

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

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

- In May 2018, TFS trained one Master Trainer in the Road to Mental Readiness (R2MR) mental health and resilience training program. The TFS Master Trainer has since trained 12 TFS Instructors, enabling TFS to host R2MR training sessions in-house.
- In the fall of 2018, 18 R2MR sessions were delivered by external trainers. TFS Instructors delivered 17 sessions and also trained all Fire Prevention and Operations Firefighter recruits.

- In mid-2018, five additional staff members were recruited for the TFS Peer Support Team through a peer nomination process.
- In 2018, the TFS Peer Support Team completed five days of training and a Wellness Check with a Clinical Psychologist.
- In December of 2018, TFS and the Toronto Professional Firefighters Association announced a partnership agreement with Wounded Warriors Canada. Wounded Warriors group therapy is available to TFS staff at no cost.
- TFS hired a part-time internal Employee Assistance Counsellor to support TFS staff.

Next Steps:

- In 2019 and 2020, the remainder of the R2MR training for all frontline staff will be rolled out and will continue to be embedded in the new recruit training program.
- In 2019, the Master Trainer will conduct another session to continue to build capacity and have more in-house trainers for future training sessions.
- Implement a dedicated, full-time psychological resource to assist with implementation of PTSD/wellness plan.
- A Joint Committee on Wellness will continue to evaluate the IAFF/IAFC Wellness Fitness Initiative and identify opportunities to implement this program within TFS.

**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

- In Q1 2019, following a multi-year journey, TFS appeared before the Centre for Public Safety Excellence (CPSE) Commission and received International CFAI Accreditation. This makes the City of Toronto the largest city in North America to have an accredited fire service.

Next Steps:

- TFS will continue to identify and implement opportunities for improvement, consistent with CFAI recommendations.
- From 2019 – 2023 inclusive, TFS will submit annual compliance reports to CFAI, documenting how TFS is complying with the recommendations suggested by the Peer Assessment Team and reporting on any additional continuous improvement initiatives.

Fulfill requirements for City's Excellence Toronto initiative on target

- In March 2018, TFS identified two critical projects from the Excellence Toronto improvement plan, where status updates have been reported to the City Manager's Office on a quarterly basis:
  - The Operations-Based Fire Code Re-Inspection Program
  - The Data Architecture and Data Integration Modernization Strategy

- One TFS senior staff member has been recertified as a Certified Excellence Professional, a second staff member received certification in mid-2019, and a third staff member is on track to receive certification by mid-2020. These staff members are available as a resource to assist all TFS staff on best practices for project work and continuous improvement.

#### Next Steps:

- TFS will prepare the self-assessment documentation for the application of Silver status through the Excellence Toronto initiative.
- Ongoing quarterly reporting will take place to track progress on key improvement initiatives.

#### Enhance TFS external communication and media management processes

- In Q4 2018, TFS engaged an emergency services media and communications expert to evaluate current TFS public information, media management and communication practices as well as develop a plan to enhance and streamline external communications.
- In June 2019, TFS conducted a benchmarking survey with 44 fire departments across North America in order to identify best practices in media and public relations for fire departments.

#### Next Steps:

- TFS will provide the consultant with an overview of current TFS policies and procedures.
- Working with the consultant and in collaboration with Strategic Communications, TFS will develop and implement enhanced communication practices and comprehensive fire service specific media and public relations training.
- A review of TFS' Public Information processes and needs will be completed and recommendations for enhancement will be developed.

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

- In 2018, administrative workflow and coordination processes within the team of Administrative Assistants were streamlined and enhanced, resulting in improvements to work flows, work capacity and customer service.
- Improvements have been made to the TFS Executive Management Team (EMT) meeting agenda and minute-taking processes. These improvements will now be carried over to other TFS meetings/committees where possible.
- A temporary Program Manager position was developed and implemented within the Office of the Fire Chief. This key position leads the tracking and management of critical TFS Transformation Plan items and supports key continuous quality improvement initiatives.
- The corporate E-time program was implemented within the Office of the Fire Chief in Q1, 2019.

- Dashboards for Operational Deployment analysis as well as Planned / Unplanned absence management were developed and rolled out across the TFS Executive Management Team, enabling more robust management and trend analysis.

Next Steps:

- Establish the Program Manager – Office of the Fire Chief position as a permanent position.
- Transition all EMT materials from paper-based to digital.
- Complete WIN and Spirit Dashboard integration into TFS EMT processes in order to enhance overall evidence-based decision making.
- Complete the implementation of the e-time program across all non-union positions within TFS.