

DEFERRED
as adopted by Council at its meeting held September 23, 2013 [M354-2013]
/AA
Windsor, Ontario September 23, 2013

**REPORT NO. 151 of the
ENVIRONMENT, TRANSPORTATION & PUBLIC SAFETY
STANDING COMMITTEE
of its meeting held June 19, 2013**

Present: Councillor J. Gignac
Councillor R. Jones
Councillor H. Payne
Councillor F. Valentinis, Chair

Regrets: Councillor A. Halberstadt

That the following recommendations of the Environment, Transportation and Public Safety Standing Committee **BE APPROVED:**

Moved by Councillor Payne, seconded by Councillor Jones,

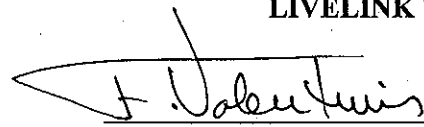
THAT the report from the Fire Chief dated June 19, 2013 entitled "Windsor Fire & Rescue Services Five Year Strategic Plan 2013-2017 Final Plan" **BE RECEIVED** for information; and further

THAT Chief Montone **BE REQUESTED** to make this presentation at an upcoming meeting of Windsor City Council.

Carried.

Clerk's Note: The administrative report authored by the Fire Chief dated May 15, 2013 entitled "Windsor Fire & Rescue Services Five Year Strategic Plan 2013-2017 Final Plan" is **attached** as background information.

LIVELINK 16592, SF2013

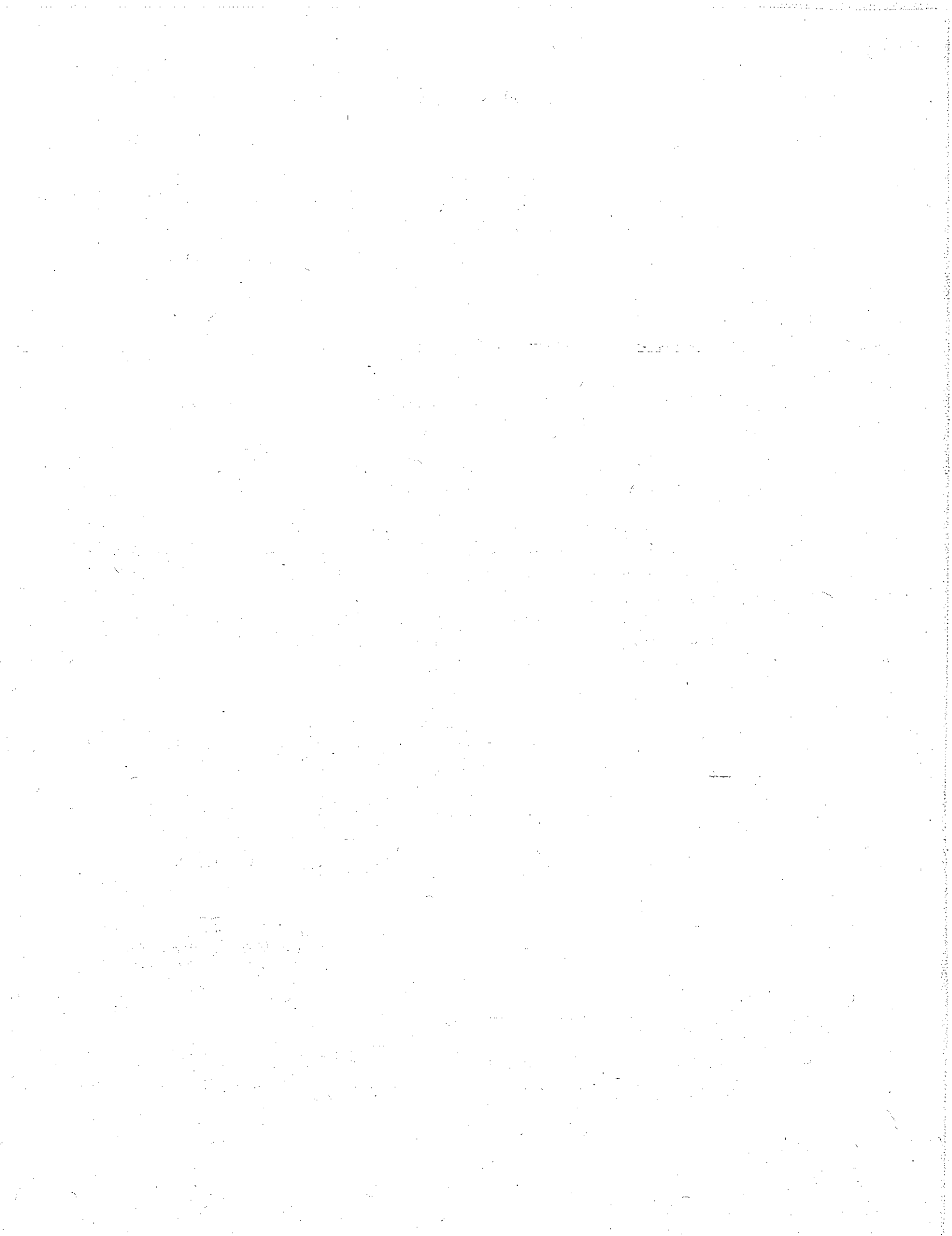


CHAIRPERSON



COUNCIL SECRETARIAT

NOTIFICATION:				
Name	Address	Email Address	Telephone	FAX



THE CORPORATION OF THE CITY OF WINDSOR
Environment, Transportation & Public Safety Standing Committee -
Admin Report - Public Safety

**MISSION STATEMENT:**

"The City of Windsor, with the involvement of its citizens, will deliver effective and responsive municipal services, and will mobilize innovative community partnerships"

LiveLink REPORT #: 16592 SF2013	Report Date: May 15, 2013
Author's Name: Chief Bruce Montone	Date to Standing Committee: June 19, 2013
Author's Phone: 519 253-3016 ext. 238	Classification #:
Author's E-mail: bmontone@city.windsor.on.ca	

To: Environment, Transportation & Public Safety Standing Committee

Subject: WINDSOR FIRE & RESCUE SERVICES FIVE YEAR STRATEGIC PLAN 2013-2017 FINAL PLAN

1. RECOMMENDATION: City Wide: Ward(s): _____

That the report from the Fire Chief regarding the WFRS Five Year Strategic Plan be RECEIVED for information.

EXECUTIVE SUMMARY:

N/A

2. BACKGROUND:

The Windsor Fire & Rescue Services (WFRS) initiated a Strategic planning process in the spring of 2012. The planning process included extensive consultations with key stakeholders including all staff by anonymous survey, the fire management team, the Windsor Professional Fire Fighters Association, station visits, focus groups, and internal and external interviews. In addition to the consultation process, high-level research was conducted to identify key issues and best practices in the fire services industry. As a result of the consultations and research, the Fire Management Team identified seven key strategic objectives that align with the corporate strategic Action plan framework. The Seven priority areas of focus are:

- Promote a culture of respect, accountability and professional behaviour within the organization
- Define and implement service standards and performance metrics to drive the decision-making in WFRS

- Enhance awareness of WFRS through improved cooperation and continued community involvement
- Leverage technology and business process improvements to increase efficiency
- Build cohesion between the WFRS' Divisions
- Increase Employees' Investment in Organizational Goals
- Support professional growth, training, and promotional opportunities for WFRS employees

The overall intent of the plan's strategic objectives is to enhance the quality of services that are delivered to the public and Windsor Fire & Rescue Services personnel. The alignment of the plan's strategic objectives within the corporate strategic action planning framework serves to demonstrate the commitment of (WFRS) in forwarding a unified vision that encompasses the objectives important to the Service and the City of Windsor as a whole. The work undertaken in the initiatives is intended to improve opportunities for coordination within City departments and branches and collaboration with external stakeholders to improve services to the citizens of Windsor.

In 1993, 2006 and 2011 reviews completed by the Office of the Fire Marshal, TL Powell and Associates and City of Windsor Office of Continuous Improvement, recommended that the service develop a Master Fire Plan (long-range strategic plan) that outlined the future role and strategy of the service. With the hiring of the new Fire Chief, Bruce Montone, in September 2011 the strategic plan and process was refined to reflect adjustments to the organizational structure and strategic focus implemented by the new Chief and his management team over the course of the past 18 months. WFRS began work on the long range strategic plan in Q1 of 2012 with the initial stakeholder consultation & Survey being completed in Q2 of 2012.

3. DISCUSSION:

In looking ahead to 2013-2017, the Fire Service will be serving the public in an environment with many new challenges and opportunities. It is in this context that Windsor Fire and Rescue Services has developed this strategic plan. WFRS will utilize objective performance measures and a greater focus on business planning to ensure the Fire Management Team has the resources necessary to consistently make informed decisions. The department will regularly report on key strategic objectives, which will assist in striving for continual improvement and benchmarking progress. It will focus on employee engagement through the recognition, support and regular consultation. WFRS will demonstrate fiscal responsibility to the city and its citizens by reporting on financial measures and exploring opportunities to realize efficiencies.

WFRS has made significant progress since current leadership has taken the reins in improving the labour force, its fleet and equipment, and the facilities and technology afforded to staff. A standard set of operating procedures (SOPs) and guidelines are in place to ensure that all fire fighters provide a consistent and reliable level of service to all City of Windsor residents. Windsor Fire and Rescue Services now operates one of the 12 largest fire services in Canada with 8 fire stations making up a staff compliment of over 290 personnel that provides services to over 216,000 residents of the City of Windsor.

During the period of time that the strategic plan was being developed the organization underwent some significant changes that have positioned the Service to be successful in achieving its strategic objectives. Some of the significant recent changes within WFRS include the realignment of the Deputy Chief portfolios to optimize the service delivery model. Future Plans include key initiatives, including the Commission on Fire Accreditation International process. This accreditation process will provide an internationally recognized benchmark system to measure the quality of fire and emergency services. .

WFRS is proud of its recent progress and is eager to continue fostering changes to the service through the implementation of the strategic plan. As one looks ahead to 2013-2017, WFRS will be serving the public in an environment with many new challenges and opportunities. It is in this context that Windsor Fire & Rescue Services has developed this strategic plan.

7 Strategic Objectives

The following 7 strategic initiatives that Windsor Fire & Rescue Services (WFRS) plan to accomplish during the life of this strategic plan represent the input by staff, the administration and key stakeholders. They are the central ingredients to realizing the department's mission and vision and achieving some of the Corporation's priorities set in the Corporate Strategic Action Plan.

The objectives represent the steps that the Fire Management Team will take towards successfully completing each respective initiative. Each objective that relates to a particular initiative has a targeted starting year. Further definition of each objective including factors of its success will be defined in a brief charter to be developed once the strategic plan is implemented. A schedule of objectives for each of the next 5 years can be found in *appendix B within the plan*.

Promote a culture of respect, accountability and professional behavior within the organization.

Fire Department employees and our community stakeholders told us that the citizens of Windsor hold WFRS staff to a higher standard and staff have shared that they embrace this role as public safety professionals with a high value on integrity and respect for one another. This initiative will build on core cultural strengths of camaraderie & team work. WFRS will build a culture to reinforce the high moral standard and professionalism that the staff pride themselves on and protect it from being undermined by the negative actions of others.

WFRS members are loyal to their profession and the values it stands for. No matter what their role, every individual wants to contribute to make their community a better and safer place. This initiative works towards fulfilling these needs and gives each team member a sense of pride in their job and thus improves morale.

Objectives:

1. Reinforce positive behaviour and celebrate our successes through tangible and intangible acknowledgements. (2012)
2. Set realistic standards for staff and hold them accountable and promote the corporate conduct policy. (2013)
3. Build a culture of self respect within the ranks with top down support for officers with appreciation and understanding for the roles of each division. (2013)
4. Establish tangible reminders of the WFRS values. (2013)

5. Move towards a diverse complement representative of our community through community outreach and partnering with external stakeholders. (2013)

Define and implement service standards and performance metrics to drive the decision-making in WFRS.

What services does WFRS provide and to what extent? In lieu of Provincial standards WFRS is guided by the National Fire Protection Association's (NFPA) standard 1710, but the level of service has never been formally set for this community. Setting a standard service level supported by Council will be a foundational piece for the development of the department over the next 5 years. Dependent services and priorities can be aligned to achieve the service level that the citizens need to feel safe and that is also aligned with the goals of the Corporation as a whole.

Once service level standards are established WFRS can measure, monitor, and communicate its performance. Windsorites should know they are receiving the service level they are funding. All levels and divisions within WFRS should know what is expected of them and how well they are doing at meeting the Community's expectations.

Objectives:

1. Define the WFRS core services and develop service levels confirmed by Council. (2013)
2. Team with Human Resources to make constructive changes to performance evaluations. (2014)
3. Define WFRS customer service standards that align with the City's customer service standards and provide training to achieve them. (2014)
4. Complete a needs / resource capacity follow-up (to the Powell Report) for each division, and provide a business case to support recommended changes. (2015)

Enhance awareness of WFRS through improved cooperation and continued community involvement.

One of WFRS's strengths is the cooperative network within the local, regional and international community. Windsor is located in a unique location that requires strong cooperation with a variety of partners, clients, and emergency support services. WFRS wants to maintain these critical relationships, and enhance them in preparation for the changes and technology of tomorrow.

Setting the course to move forward will provide stability and consistency that the WFRS needs to flourish at the current pace of change. A Fire Strategic Plan is the foundational piece to map the course for the next 5 years. Other plans can complement and be aligned to the road map so we all move in the same direction.

Objectives:

1. Create and maintain a Fire Strategic Plan. (2013)
2. Make WFRS messaging effective and consistent by defining the organization and standardizing communication guidelines and processes. (2013)

3. Build a WFRS Communications Plan to identify and satisfy the communication needs with partners, clients, and strategic external stakeholders. (2013)

Leverage technology and business process improvements to increase efficiency.

The environment in which we work is changing at an exponential rate. Compound this with financial constraints and the concept of "*doing more with less*" and it becomes more of a challenge to keep pace with our community's needs. Finding efficiencies to keep our commitment to keep our community safe can be achieved through leveraging technology and improving business processes.

We expect our incoming fire fighters to have considerable experience & training in fire science and emergency services. We also expect the veterans of WFRS to mentor the new generation and pass on institutional knowledge & experience. WFRS members are considered skilled trade professionals who crave the technology to capitalize on their full capabilities.

One of the challenges WFRS faces, a trait of being human, is being comfortable and complacent with the status quo. The world around us is changing in many ways and we have to learn to move outside of our comfort zones and adapt to change.

Objectives:

1. Conduct data inventory & flow analysis to create an information collaboration strategy across all WFRS divisions. (2013)
2. Establish a mobile data access solution for off-site locations. (2013)
3. Create/update procedural manuals in all divisions, communicate them throughout the organization, and set review schedules. (2013)
4. Implement an asset management solution for fleet, equipment, and Hazmat. (2014)
5. Record and post performance metrics for divisions at central and district stations. (2014)
6. Analyze and purchase additional and new types of small fleet vehicles for service rotation or special assignment projects. (2015)
7. Develop and propose a business plan for Emergency Planning Services-& an Emergency Operations Center (EOC) to improve emergency related communications and gain process efficiencies.
8. Restructure duties across divisions based on cross-functional processes to gain efficiencies. (2016)

Build cohesion between the WFRS' Divisions.

Camaraderie is very strong in WFRS. It's one of the key ingredients to any good emergency services group. Camaraderie is good, as it builds trust & respect within a team; but it can also create an insider/outsider environment that creates division within a group.

We all have strengths and weaknesses, and all want to bring something to the table to make our fire & rescue services the best it can be. In order to do that we have to be mindful that we need to make the conscious choice to recognize and better understand each division's equal contribution to the community we serve. Building a network of understanding with our colleagues by "*walking a mile in their shoes*" helps us to be more rounded employees and strengthen the camaraderie we want to promote.

Objectives:

1. Create a universal uniform for all employees. (2013)
2. Implement electronic status boards to increase inter-divisional participation in and awareness of activities. (2013)
3. Pursue a new promotional system with the F.F. Association that allows employees to move between divisions without loss of seniority. (2014)
4. Promote divisional cohesion through cross-training/qualification, mentoring and job shadowing. (2015)

Increase Employees' Investment in Organizational Goals

WFRS has a diverse composition of staff across different generations, racialized groups, beliefs, and gender and is building towards creating a composition that reflects the demographics of the community. We need to recognize the potential challenges of maintaining a diverse complement, and capitalize on its benefits.

WFRS employees told us that they like to be challenged. Taking our challenges to the next level builds a better community and engages staff to be more creative and grow professionally. This strategic plan identifies areas of challenge within the WFRS that will require the focussed attention of all members, not just those in one division or level of management.

Objectives:

1. Solicit feedback and input on WFRS decisions through the implementation of an electronic suggestion box and other communication channels. (2013)
2. Promote a culture which creates incentives for employees to identify and achieve sustainable revenue opportunities and sponsorships. (2014)
3. Challenge employees during downtime by involving them with activities directed towards organizational goals. (2014)

Support professional growth, training, and promotional opportunities for WFRS employees.

Staff told us that they feel relatively well trained to do their current job and want to maintain this, but they feel they are less prepared to advance their future career. Growing the skills of the service can be achieved through more relevant and more variety of training.

It is also important to encourage staff to invest in themselves through non-traditional training forums. Preparing the next generation of leaders in WFRS includes mentoring younger fire fighters to engage in independent learning, leadership, & officer training, and ensuring that the promotional system rewards those who invest in themselves.

Objectives:

1. Review and update job descriptions in order to clearly define each WFRS position and to set expectations for recruitment. (2014)
2. Formally identify the skill sets required for all positions so employees know what training they need to move up in the organization. (2015)

3. Build and implement a succession management program that encourages and accommodates cross-functional movement and includes transitional time for the transfer of knowledge from employees approaching retirement. (2015)
4. Restructure the promotional process with F.F. Association involvement to provide opportunities based on skill, merit and knowledge. (2015)
5. Contribute to developing a modern regional training strategy. (2017)

4. RISK ANALYSIS:

If the strategic plan was not conducted, Windsor Fire & Rescue Services may not realize organizational improvement which would negatively affect service delivery.

5. FINANCIAL MATTERS:

N/A

6. CONSULTATIONS:

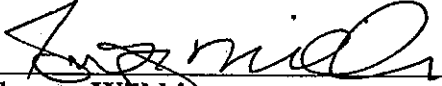
Trevor Bennett, Office of Continuous Improvement.

7. CONCLUSION:

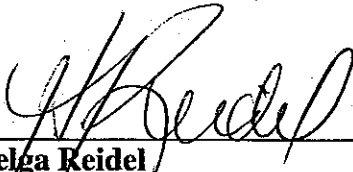
The WFRS Strategic Plan, including the service philosophy and the 7 strategic objectives, will form the foundation for the strategic initiatives that will be undertaken by the service in the coming years. Engagement with staff and citizens is paramount in defining WFRS and examining how the fire service will respond to community needs. The mission of Windsor Fire and Rescue Service is to become Windsor's leaders in professional and proactive prevention and response to public safety emergencies. We will strive to be a caring, respectful, diverse and environmentally sound organization that holds itself and its members to account for excellence in service delivery.



Bruce Montone
Fire Chief



George Wilkki
City Solicitor and Corporate Leader
Economic Development and Public Safety



Helga Reidel
Chief Administrative Officer

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APPENDICES:
WFRS 5 year Strategic Plan

DEPARTMENTS/OTHERS CONSULTED:
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Phone #: 519 ext.

NOTIFICATION :

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