



# **GUELPH FIRE DEPARTMENT**

## **2015-2019 STRATEGIC INITIATIVES**



# Table of contents

Introduction .....	3
Background .....	6
Community overview .....	7
Guelph Fire Department: Past and present .....	9
Strategic Initiatives development .....	11
<b>INITIATING THE PROJECT.....</b>	<b>12</b>
<b>STRATEGIC LISTENING .....</b>	<b>12</b>
<b>BUILDING THE FRAMEWORK/DEFINING THE VISION.....</b>	<b>12</b>
<b>VALIDATING THE FRAMEWORK .....</b>	<b>12</b>
<b>REFINEMENT, COMMUNICATIONS &amp; IMPLEMENTATION .....</b>	<b>12</b>
<b>KEY ELEMENTS .....</b>	<b>13</b>
Community focus group .....	13
What we heard .....	13
Programs and Services.....	14
S.W.O.T Analysis.....	15
Vision .....	17
Mission .....	17
Values .....	17
Guiding principles.....	18
Initiatives and objectives.....	18
The Success of the Strategic Initiatives .....	30
The Inspiration behind the picture .....	31
GLOSSARY of TERMS and Acronyms .....	32
Appendix A.....	35
Appendix B.....	37
Appendix C.....	38
Appendix D.....	38
Appendix E.....	39



## Introduction

In 2009, a Guelph Fire Department (GFD) Strategic Activities Planning Committee was formed to assist with the development of the Department's first Council approved community-driven Strategic Activities Plan. The initial five-year plan remained a 'living document' that proved very successful in guiding the Department strategically and operationally during its term. The plan also played a major role in the Department's quest to achieve and maintain the status of being a progressive organization, recognized internationally by the Center for Public Safety Excellence.

In preparation of the Department's 2015 five-year plan, a new Committee was formalized with representation from each GFD division, as well as assistance from the City's Community Engagement, and Corporate Communications departments. The focus of the Committee is, and will continue to be, to review, revise and/or develop and maintain the following:

- Mission statement
- Vision statement
- Values and guiding principles
- Strengths, Weaknesses, Opportunities, Threats (SWOT Analysis)
- Goals and objectives

The Department provided the opportunity for external stakeholders (community members and targeted business facilities (including those who have received GFD services), and internal stakeholders (GFD staff) to provide input into the plan. A series of applicable services related questions were created in survey format and made available at City facilities via the City website and through direct email links. Results were compiled and reviewed by the committee and the input was utilized during the preparation of the 2015-2019 Strategic Initiatives.



Through collaborative discussion, the initiatives will continue to be reviewed on a semi-annual or on an as-needed basis to ensure measurable progress towards achievement of the stated initiatives and objectives. At the end of each five-year term the same principle will be followed to develop and implement a new plan.

The Fire Department members extend their gratitude to all individuals who contributed to the creation of this plan. Their contributions will help ensure that the Department is positioned successfully to respond to community needs and circumstances.



## Fire Stations

1 Station:	50 Wyndham Street South (Area of Coverage – City’s core)
2 Station:	74 Speedvale Avenue East (Area of Coverage – City’s north end)
3 Station:	15 Stone Road West (Area of Coverage - City’s central south end)
4 Station:	21 Imperial Road South (Area of Coverage – City’s west end)
5 Station:	380 Elizabeth Street (Area of Coverage – City’s east end)
6 Station:	160 Clair Road West (Area of Coverage – City’s south end)





## **Background**

Today's fire service is faced with ever changing internal and external challenges. Public service demands continue to increase, while departments do their best to keep pace without overextending annual budgets. These changes place increased pressure on today's fire department to develop more effective and more efficient approaches to service delivery.

To work efficiently with available resources, organizations must set objectives based on constructive efforts while eliminating programs that may not best serve the customer.

Developing customer focus is an absolute necessity. It is required that fire service agencies strategically plan how they will deliver high quality products and services to the public and their other customers through better, faster, and more cost effective programs. Planning is a continuous process, and these initiatives can only come to life by being shared, debated, and implemented in the context of organizational realities.

Once strategic initiatives are established, fire service leaders will establish performance measures to assess and ensure that the organization is indeed delivering on the Strategic Initiative outcomes.



## Community overview

The city of Guelph is strategically located in the heart of southern Ontario, about 100 kilometres (60 miles) west of the province's capital city Toronto. It is a growing, diverse, and vibrant community with a well educated population of more than 123,000. Because of its low crime rates, clean environment and generally high standard of living, Guelph is consistently rated as one of the country's most liveable cities. In 2008, Guelph was named "Canada's Most Caring City" by *Maclean's Magazine*, with an impressive 69.7 per cent of the population actively volunteering.

Covering a land area of 87.20 square kilometres (33.7 square miles), the city is marked by a diverse landscape consisting of gentle rolling hills, two rivers, as well as 2,500 acres of parklands, and natural wooded areas throughout. Scenic river banks lined with mature trees run the length of each river with interconnecting nature trails to provide an open space network for all to enjoy.

Blending in with the overall natural townscape is the University of Guelph; which is world renowned for its strong agricultural, veterinarian and science programs, and has an enrolment of about 18,000 undergraduate and 2,500 graduate students. It is estimated that this enrolment dramatically increases the overall population of the city by about 12,000 during the school year.

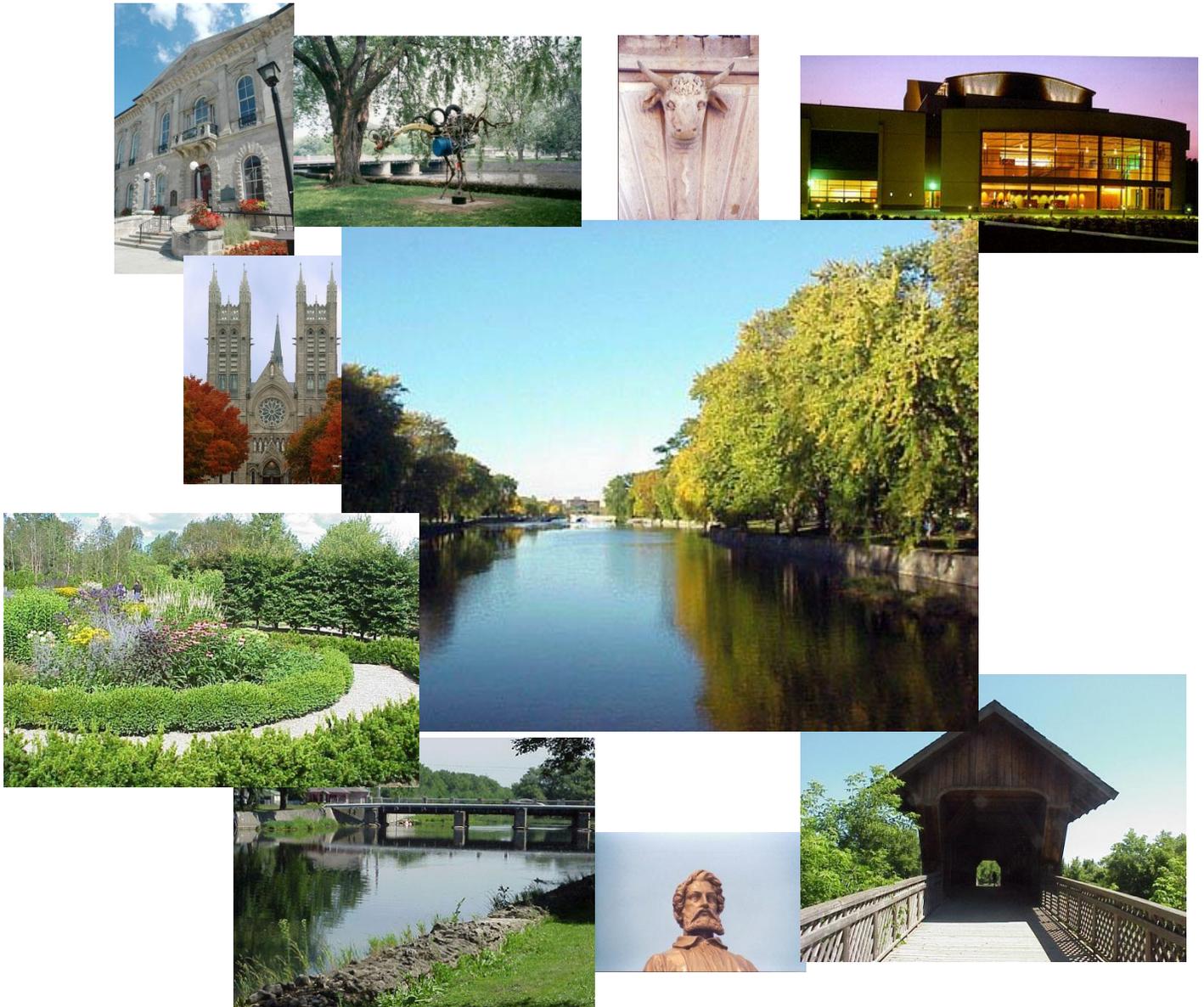
Guelph is noted as having one of the strongest economic regions in Canada, having experienced an annual growth rate of approximately two per cent over the decade, and is expected to reach a population of 175,000 or more by 2031. A steady employment rate which includes industrial, educational, technical and government sectors has attributed to the steady growth.

There are four major business and industrial districts within the city, and numerous other industrial and commercial lands dispersed throughout the city.



The city has excellent living accommodations, from single detached housing to high rise residential buildings for both owners and renters are plentiful. Guelph also provides an abundance of accommodations for seniors, and those with special, or assisted living needs.

This unique mix of lifestyle, employment, educational, and other opportunities, enables Guelph to continue making a difference.





## Guelph Fire Department: Past and present

Guelph was founded in 1827; however there is no written record of the official beginning of a fire department until about 20 years afterwards when it fought a large fire in a church. In the 1850s the first volunteer fire department, complete with a horse drawn hand pumper, was established in the downtown core at what is now the former City Hall building.

A couple of years later, the Council of the day passed a by-law ordaining that only stone could be used for building structures in, and near the downtown core. To this day several of the historical downtown buildings and exteriors which are now over a century old have survived major fires, and no doubt deflagration because of those preventative measures.

Guelph firefighters did not become paid municipal servants until 1909 (2009 marked the 100<sup>th</sup> year anniversary). A motorized Model-T Ford dubbed the "Red Devil" was purchased in 1917 and served as the Chief's car, hose reel, and chemical cart. In 1927 the Department became fully motorized with a triple combination fire truck, ladder truck, and Chief's car. It wasn't until 1946 the fire department acquired a new pumper and 75 foot ladder truck.





Today, after many changes and technological advancements, the Guelph Fire Department has evolved into a progressive agency with more than 170 full-time staff. Fire service divisions include Administration, Fire Suppression, Communications, Fire Prevention, Training, and Mechanical. Fire Suppression staff are assigned to four platoons and six fire stations, two of which were constructed within the last decade. The joint emergency services facility housing Station 6 is the most recently opened to assist GFD with providing improved emergency response services to the city's south end.



The Department has an approximate annual operating budget (2014) of \$22,117,823, and responds to approximately 6,400 calls annually, ranging from fires, rescues, medical assistance, vehicle collisions, hazardous materials, and public assistance. Additional services include Fire Code inspections, public education, and fire investigations. The following chart demonstrates the current station and equipment placement.



The above chart is representative of front-line emergency response and reserve apparatus. Other Department vehicles and equipment include rescue boats, command vehicle, service truck, fire prevention trucks and cars, safety trailer, special operations trailers, and training division car and truck.



## Strategic Activity Initiative development

Beginning in 2009, the Fire Department identified the need to develop and implement a five year Strategic Activities Plan to guide its operations. Integral to the development process was community consultation with key stakeholder groups to determine public expectations regarding service levels and necessary improvements. Leveraging insights from a planning committee made up of internal staff from each division and management. This same process held true in the development of the 2015 Strategic Initiatives. The Committee consisted of the following members:

<p><b>John Osborne</b> <i>Deputy Chief of Operations</i></p>	<p><b>Harry Dunning</b> <i>Manager of Administration &amp; Emergency Preparedness</i></p>
<p><b>Randy Gillis</b> <i>Accreditation Coordinator</i></p>	<p><b>Tony Sabatini</b> <i>Assistant Chief Fire Prevention Officer</i></p>
<p><b>Steve Dymtrus</b> <i>Firefighter</i></p>	<p><b>Angela Weber</b> <b>Alarm Room Technician</b></p>
<p><b>Amy Tereschuk</b> <i>Firefighter</i></p>	<p><b>James Seeley</b> <i>Firefighter</i></p>
<p><b>David Aubrey</b> <i>Clerical Assistant</i></p>	<p><b>Sandra Gutshcher</b> <i>Firefighter</i></p>
<p><b>Kelly Guthrie</b> <i>Community Engagement Coordinator</i></p>	<p><b>Michelle Rickard</b> <i>Communications Officer</i></p>

The Strategic Initiatives includes a vision, mission, values, initiatives and objectives, as well as methods to quantifiably track and report on success. Development of the plan was completed over several months and included the following phases:



PHASE	OBJECTIVE	ACTION
Phase 1:	<b>Initiating the project</b>	<ul style="list-style-type: none"> <li>❖ Define the services provided to the community</li> </ul>
Phase 2:	<b>Strategic listening</b>	<ul style="list-style-type: none"> <li>❖ Determine service priorities for the community</li> <li>❖ Establish community service level expectations</li> <li>❖ Identify any concerns about the organization and its services</li> <li>❖ Identify those aspects of the fire department the community views positively</li> <li>❖ Understand the strengths, weaknesses, opportunities and threats facing the department</li> </ul>
Phase 3:	<b>Building the framework/defining the vision</b>	<ul style="list-style-type: none"> <li>❖ Reviewed the Mission Statement, giving careful attention to the services currently provided and what can reasonably be provided in the future</li> <li>❖ Reviewed the Vision for the future</li> <li>❖ Reviewed fundamental Values of the fire department</li> </ul>
Phase 4:	<b>Validating the framework</b>	<ul style="list-style-type: none"> <li>❖ Establish/Revise realistic initiatives and objectives for the future</li> <li>❖ Identify implementation tasks for each objective</li> </ul>
Phase 5:	<b>Refinement, communications &amp; implementation</b>	<ul style="list-style-type: none"> <li>❖ Ensure organizational commitment and community awareness of the initiatives</li> </ul>



## ***Key elements***

The inclusive and collaborative process included:

- clearly defined phases built from the proven methodology of the Center for Public Safety Excellence;
- consistency with Guelph's Guiding Principles for Public Engagement;
- meaningful public engagement that included internal staff as well as other stakeholders within the community;
- linkages with other City initiatives and the City Strategic Activities Plan;
- use of staff and volunteers to manage costs and provide additional support where needed;
- use of strategic practices from the Center for Public Safety Excellence;
- targeted communication strategies with consistent messaging for both internal and external audiences; and
- regular reports to the Fire Chief to ensure that the project was completed both on time and on budget.

## **Community focus group**

During the development stage of the department's first Strategic Activities Plan back in 2009, in addition to internal and external feedback gathered through surveys, a focus group consisting of community members was formed and consulted through all aspects of the development. However, in 2014 through discussions with the City's Community Engagement Department it was decided a focus group would not be necessary because much of what was originally established was still very viable.

## **What we heard**

Feedback was consistent in terms of reporting that quick response times, continued training and sufficient training facilities, and acquiring and maintaining modern



apparatus and equipment were among the most important issues for the GFD.

Other top issues that were identified include:

- Timeliness to requests for non-emergency services i.e., safety inspections, general information, complaints etc.
- Providing public training opportunities, and safety education
- Contacting and working with other assisting agencies before and after an emergency
- How much fire services cost taxpayers
- Promoting services and education programs at community events
- Reaching out to the community for feedback on services provided

Of all the external stakeholder issues identified, city growth and increased budgetary needs were noted as some of the most significant in coming years; whereas the internal stakeholders identified increased training needs and better training facilities as being some of the top issues the department faces. All feedback received assisted in the development of targeted initiatives and objectives.

## Programs and Services

The committee identified that the following nine core programs/services are provided to the community (no particular order)

Guelph Fire Department Core Services		
Emergency Planning	Fire Prevention and Safety Inspections	Community Outreach/Public Education
Firefighting & Responding to Perceived Emergencies	Public Assist/Non-Emergency Incidents	Fire Origin and Cause Investigations
Medical Incidents	Rescue	Hazardous Materials Incidents



Both internal and external stakeholders, including business facilities, were asked to prioritize each service to determine how closely the GFD's choices aligned with the external stakeholders. The programs/services chosen by all stakeholders were fairly consistent with firefighting, rescue, medical and hazardous materials responses being among the top priorities. See **Appendix A** for charts representing each of the focus groups' priorities.

## **S.W.O.T Analysis**

The Strengths, Weaknesses, Opportunities, and Threats (S.W.O.T) Analysis was performed by the Strategic Activities Plan committee in conjunction with internal feedback provided by internal stakeholders. The analysis delivered a realistic look at what we do well, and not so well. Also how we can take advantage of existing situations to improve our current and future services, and what may impede progress along the way.

### **Strengths**

It is important for the internal stakeholders to identify its existing strengths in order to ensure they are consistent with the services expected by the community/external customers and also with any other issues facing the department. Through a consensus process, the internal stakeholders (committee) identified the strengths of the GFD which can be viewed in **Appendix B**.

### **Weaknesses**

It is essential to identify any weaknesses such as lack of performance within any of the current core programs or areas of service expectations the external stakeholders may expect, but are currently not being offered. If not identified and dealt with, these noted issues could potentially inhibit quality improvement within the organization. The committee identified its weaknesses which can be viewed in **Appendix C**.



## **Opportunities**

The opportunities depend on the identification of strengths and weaknesses and how they can be enhanced. The focus of opportunities is not solely on existing service, but on expanding and developing new possibilities both inside and beyond the existing core services. The committee identified its opportunities which can be viewed in **Appendix D**.

## **Threats**

External threats, along with any risks and/or challenges that are not under the control of the department must also be identified in the Strategic Activities Planning process. By recognizing possible threats, an organization can greatly reduce the potential for loss and/or be better prepared if and when the noted situations arise. Some of the current and potential threats identified by the internal stakeholders can be viewed in **Appendix E**.

The S.W.O.T analysis enabled the committee to identify initiatives that will ensure that the Guelph Fire Department continues to meet its vision and mission.



## Vision

To be a recognized leader in providing fire and emergency services. We will continue being a fire department of which both the community and staff are proud.

## Mission

*Trusted; Responsive; United; and Effective.*

We make a difference everyday with rapid, compassionate and professional services that keep our community safe.

Together we:

- Place the utmost importance on the protection of human life
- Prevent and fight fires
- Rescue those in need from critical incidents
- Protect property
- Educate and prepare the community for unexpected emergencies

Unified in our efforts, we ensure the safest work environment possible, seeking positive change, recognizing efforts and facilitating self-development.

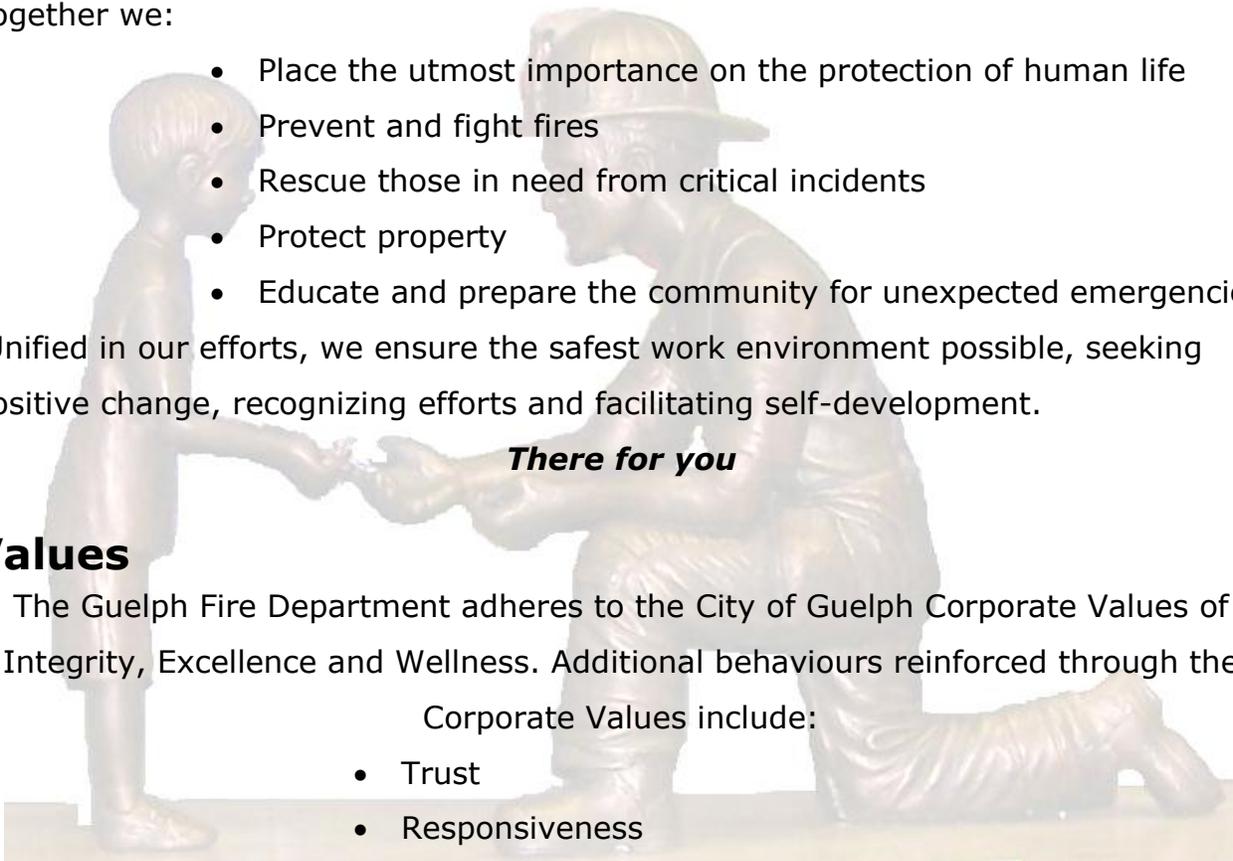
***There for you***

## Values

The Guelph Fire Department adheres to the City of Guelph Corporate Values of Integrity, Excellence and Wellness. Additional behaviours reinforced through the

Corporate Values include:

- Trust
- Responsiveness
- Teamwork
- Effectiveness
- Compassion
- Professionalism





## Guiding principles

The following guiding principles will inform decision making as the department moves forward. They also outline the departmental approach to providing fire services and form the foundation of ongoing service excellence.

- Leadership and accountability
  - *Ensure strong leaders who are devoted to transparency and responsibility for achieving positive results for set actions.*
- Learning and continuous improvement
  - *Develop highly skilled personnel focused on continuous improvement and service excellence.*
- Openness to change
  - *Set an exemplary standard in practicing proactive measures that allow the department to continue offering effective delivery of emergency services in a rapidly changing industry.*
- Collaboration
  - *Develop and strengthen effective partnerships that will achieve mutual benefit to the community and all Emergency services.*
- Sustainability and environmentally responsible
  - *Ensure all current and future initiatives are environmentally responsible and endeavour to reduce our environmental footprint wherever possible*

## Initiatives and objectives

During the review of the existing 2009 community-driven Strategic Activities Plan initiatives, a unanimous decision was reached by the committee that they were still applicable for the 2015 plan and therefore would remain unchanged. The following is a list of the categories and six initiatives based on established core services, strengths, weakness, opportunities; threats, critical issues and service gaps.



Guelph Fire Department Initiatives	
Initiative 1	Education and training <b>Ensuring a highly skilled workforce</b>
Initiative 2	Health, wellness and recognition <b>Provide a safe and healthy work environment</b>
Initiative 3	Communications and community engagement <b>Facilitate a safety conscious community</b>
Initiative 4	Service delivery and continuous improvement <b>Maintain an innovative work place focused on service excellence</b>
Initiative 5	Administrative Excellence <b>Provide an accountable and transparent department with strong leadership</b>
Initiative 6	Strategic partnerships <b>Cultivate a well-developed network of partnerships with key support agencies</b>

Each of the above initiatives is accompanied by applicable objectives, along with subsequent critical tasks and timeframes, and will work collectively towards realization of the defined mission and vision statements of the GFD. While initiatives constitute higher-level purposes and serve as statements of intent without measurement or timeframes, objectives are the key actions or directions that support each of the initiatives. As such the GFD recognizes each of following initiatives as being equal.



## Education and training

### Initiative 1: Ensuring a highly skilled workforce

<b>Objective 1.1: Identify and plan for training requirements.</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Consult appropriate sources, industry standards and best practice material for all divisions to understand future learning and development needs, and plan accordingly</li> <li>• Annually survey division/platoon staff to determine learning gaps</li> </ul>
Start date/Timeframe:	Commenced 2015: and ongoing

<b>Objective 1.2: Develop targeted training to meet emerging needs</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Select and purchase an online training platform</li> <li>• Assess the efficiency and consistency of new and ongoing training for all divisions</li> <li>• Cross training with all divisions to be more supportive in each other's functional roles, including conducting/recording preplanning &amp; risk assessments</li> <li>• Include dedicated preplanning/risk assessment assignments for each platoon into the annual training schedule</li> <li>• Expand career planning efforts for all personnel</li> <li>• Ensure all divisions have equal opportunity to achieve professional certification where applicable i.e., NFPA</li> <li>• Conduct research pertaining to the feasibility of each platoon having an assigned general training officer to ensure consistency and accountability</li> </ul>
Start date/Timeframe:	Commenced 2015: 12 months and ongoing

### **Objective 1.3: Ensure the availability of a City owned training**



<b>facility for all personnel</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Continue to investigate options, including potential partnerships (internal &amp; external), for providing an appropriate City-owned multi-purpose training centre that will facilitate current and future needs</li> <li>• Expand on and develop a business case to support the most cost effective and highest quality alternatives</li> </ul>
Start date/Timeframe:	Commenced 2015: 48 months and ongoing

## Health, wellness and recognition

### Initiative 2: Provide a safe and healthy work environment

<b>Objective 2.1:</b>	<b>Support staff efforts to achieve a healthy work/life balance</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Encourage and promote opportunities for voluntary physical fitness</li> <li>• Assess and improve where needed to ensure current fitness facilities are consistent as much as possible within each station</li> <li>• Consult staff to best understand their on and off duty needs when considering fitness as part of their daily routine</li> <li>• Ensure continued Employee Assistance Plan (EAP) awareness and enhance by further developing early detection through peer support</li> <li>• Investigate current work schedules to determine the best work/life balance</li> </ul>
Start date/Timeframe:	Commenced 2015: 12-24 months and ongoing



<b>Objective 2.2: Promote and enhance work place safety</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Ensure standardized ongoing training for qualified Incident Safety Officers for each platoon</li> <li>• Re-establish scheduled in-house facility maintenance and housekeeping protocols for all emergency service facilities</li> <li>• Expand upon the review, revision, and development process for Standard Operating Guidelines annually to ensure a more formal means of documenting and tracking changes</li> </ul>
Start date/Timeframe:	Commenced 2015: 6-12 months and ongoing

<b>Objective 2.3: Recognize the ongoing efforts of personnel</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Expand on and maintain meaningful recognition protocols for personnel when achievements e.g. (going above and beyond through time &amp; devotion spent, expertise provided and/or exemplary accomplishments)</li> <li>• Provide encouragement to support employee engagement</li> <li>• Develop, preserve and communicate the history and successes of the Guelph Fire Department</li> </ul>
Start date/Timeframe:	Commencing 2015: ongoing



## Community engagement

### Initiative 3: Facilitate a safety conscious community

<b>Objective 3.1: Undertake communications initiatives to promote service awareness and provide valued information</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Identify future communication tools to promote information on services provided</li> <li>• Enhance current web content to ensure ease of access to frequently requested information e.g. (smoke and carbon monoxide alarms, providing key holder contact information, incident statistics)</li> <li>• Increase the current frequency levels of public service announcements, determine the value of enhancements and plan for potential improvements</li> <li>• Investigate new communication channels (e.g., Twitter, Facebook etc.)</li> </ul>
Start date/Timeframe:	Commencing 2015: ongoing

<b>Objective 3.2: Undertake initiatives to promote emergency preparedness</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Support emergency preparedness planning and enhance information dissemination</li> <li>• Regularly evaluate the effectiveness of existing initiatives and seek out best practices and investigate applicability to needs</li> </ul>
Start date/Timeframe:	Commenced 2015: ongoing



<b>Objective 3.3:</b>	<b>Design valued community outreach and educational initiatives</b>
Critical tasks:	<ul style="list-style-type: none"> <li>• Plan and implement regular community events such as open houses for the public, council, media etc. and celebrate key milestones</li> <li>• Develop a communications strategy for the new (2015) Strategic Activities Plan</li> <li>• Develop and promote a viable educational/self-inspection program for those commercial occupancies with a willingness to participate and proven to have a history for fire code compliance and safety awareness</li> </ul>
Start date/Timeframe:	Commenced 2015: 12 months





## Service delivery and continuous improvement

### Initiative 4: Maintain an innovative work place focused on service excellence

<b>Objective 4.1: Achieve and maintain reaccreditation status</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Apply for reaccreditation in accordance with Commission on Fire Accreditation International (CFAI) and upload all required documents to the Center for Public Safety Excellence site (CPSE) for approval</li> <li>• Achieve second accredited agency status</li> <li>• Plan for and celebrate successes</li> <li>• Follow through with applicable plans for improvement noted in the 8<sup>th</sup> edition of accreditation Self-Assessment Manual and any peer team recommendations</li> <li>• Provide annual updates (compliance reports) to the CPSE, and GFD staff on progress achieved and plans going forward</li> </ul>
Start date/Timeframe:	Commenced fall 2014: and ongoing

<b>Objective 4.2: Identify and plan for required technology enhancements</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Investigate the feasibility of dispatching the closest apparatus to a scene via geo positioning when responding to emergency type incidents</li> <li>• Continually research and implement best practices for new or improved technology in developing ongoing quality service delivery efforts</li> <li>• Explore further uses for iPads or similar devices</li> </ul>



	e.g. (locating private hydrant locations, on-the-spot customer satisfaction surveys, enhanced fire crew in-service and fire prevention officer fire code compliant inspections etc.)
Start date/Timeframe:	Commenced 2015: 12 months

<b>Objective 4.3: Focus on the continued effective delivery of current services</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Maintain sufficient staffing levels in accordance with comparative departments and accepted standards (NFPA) etc. in the following positions:                             <ul style="list-style-type: none"> <li>○ Fire prevention officer</li> <li>○ Dispatch supervisor</li> <li>○ Clerical Assistance</li> </ul> </li> </ul> <p>Ensure when the above positions are successfully secured, the incumbents must have an above average IT/computer background/understanding</p> <ul style="list-style-type: none"> <li>• Implement call-taker/dispatcher protocols for all full-time and back-up alarm room technicians</li> <li>• Encourage personnel to seek out and report on opportunities for service delivery improvements</li> <li>• Continue to monitor and report on adherence to response times with an increased level of oversight and accountability when gross deviations from benchmarks are evident</li> <li>• Undertake efforts to regularly evaluate service delivery methods for all programs and options for improvement consistent with Accreditation requirements and other best practices</li> </ul>
Start date/Timeframe:	Commencing 2015: 12 months and ongoing



## Administrative excellence

### Initiative 5: Provide an accountable and transparent department with strong leadership

<b>Objective 5.1: Integration of the Strategic Activities Plan &amp; Standards of Cover</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>Formally implement the approved and supported Strategic Activities Plan and Standards of Cover</li> <li>Regularly report on progress and achievements, including updating the Strategic Activities Plan and Standards of Cover annually, or as needed basis consistent with accreditation and established guidelines</li> </ul>
Start date/Timeframe:	Commenced 2014: ongoing

<b>Objective 5.2: Ensure ongoing leadership development</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>Explore an effective succession planning model and approach for all unique/higher level positions to ensure an adequate level of readiness for successors</li> <li>Collaborate with staff to promote awareness and facilitate implementation of the model</li> <li>Develop leadership training requirements; plan and budget for ongoing support</li> </ul>
Start date/Timeframe:	Commenced 2015: 12 to 24 months and ongoing



<b>Objective 5.3: Continue seeking and incorporating staff feedback into planning and decision-making</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Collaborate annually with staff and encourage feedback on an ongoing basis to support planning and improvement efforts</li> <li>• As a minimum, report to staff annually on progress and plans</li> </ul>
Start date/Timeframe:	Commenced 2015: ongoing

## Strategic partnerships

### Initiative 6: Cultivate a well-developed network of partnerships with key support agencies

<b>Objective 6.1: Continue to develop strategic partnerships to support service delivery excellence</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Maintain an up-to-date supplier resource guide and contact list for Emergency Services staff to use when replacing day-to-day supplies</li> </ul>
Start date/Timeframe:	Commenced 2015: ongoing

<b>Objective 6.2: Strengthen existing partnerships</b>	
Critical tasks:	<ul style="list-style-type: none"> <li>• Better understand current partnerships and resource/cost-sharing opportunities e.g. (space, instructors, specialized teams &amp; materials)</li> <li>• Continue to work with the University of Guelph to reduce the number of false alarm responses by strengthening educational initiatives within the university community</li> </ul>
Start date/Timeframe:	Commenced 2015: 6-12 months and ongoing



## The Success of the Strategic Initiatives

The success of these initiatives will not only depend upon the implementation of the current (6) initiatives and their related (17) objectives, it will also depend upon our assessment of where the Department stands today as we dedicate ourselves to these shared objectives. A more detailed approach as to the person(s)/groups or committees each objective is assigned to, as well as progress made, and expected timelines will be outlined in more detail by means of an annual work plan. The work plan will be reviewed, updated and/or revised throughout each year to correspond with the Strategic Activities Plan's five-year term.

As ever changing opportunities and demands arise, so too must the GFD Strategic Initiatives evolve. The planning process will continue to be dynamic and adaptable to ensure the framework of the plan remains current. As such, the Department will continue in its commitment of being a leader in the provision of fire and emergency services.





## The Inspiration behind the picture



The sculpture resides in the main foyer at the Clair Rd. Emergency Service Centre

The above image of the sculpture placed behind the Guelph Fire Department's Vision, Mission and Value statements is a representation of the firefighting service and how it is perceived by the community it serves. It is a reflective representation, and a deeply personal one for Captain Ron Head of the Guelph Fire Department, whose personal experiences and artistic ability have given way to the inspiration for a sculpture that Ron created to commemorate the GFD's 100 years of service in 2009. The story in Ron's own words:

*"This piece relates to a call I went to early in my career. We were called to a child struck by a car on Alice Street. Upon arrival we found a little boy of about ten years old with a broken leg. We comforted him and helped the Ambulance paramedics load him into the ambulance. The last thing I said to the child was "come see us at the fire hall when you get better."*

*Some time passed and the boy and his Mom came into Headquarters. They gave a fellow firefighter and me a small Angel figure. This was one of the most rewarding moments that I have had on the department.*

*I created this sculpture over a period of 24 months, starting with a small wax model and then moved on to this half life-size sculpture. My sculpture depicts the moment when the little boy gave me the angel. The firefighter is down on one knee looking at the child handing him an angel figurine with humility on the child's level.*

*I feel this sculpture best represents our relationship with the community. Firefighters are public servants ready to serve. The child represents the public showing appreciation for what we do."*



## GLOSSARY of TERMS and Acronyms

For the purposes of the Customer-Driven Strategic Activities Planning process, the following additional terms are defined as follows:

Accreditation	A process by which an association or agency evaluates and recognizes a program of study or an institution as meeting certain predetermined standards or qualifications. It applies only to institutions or agencies and their programs of study or their services. Accreditation ensures a basic level of quality in the services received from an agency.
Accredited	The act of accrediting or the state of being accredited, especially the granting of approval to an institution or agency by an official review board or organization that has established nationally accepted standards.
Agency	May be used in reference to a specific or general fire department
Approved	Approved by the authority having jurisdiction (council)
Critical Task	The success is dependent upon a given task being completed
Customers	The person or group who establishes the requirement of a process and receives or uses the outputs of that process; or the person or entity directly served by the department or agency.
Input	A performance indication where the value of resources are used to produce an output
Measurable	Factors of extreme importance to the organization in achieving the strategic initiatives, objectives, vision, and values that if not implemented properly would likely result in significant decrease in customer satisfaction, employee morale, and financial management.
Mission	An enduring statement of purpose, the organization's reason for existence. Describes what the organization does, for whom it does it, and how it does it.
Outcome	A performance indication where qualitative consequences are associated with a program/service, i.e., the ultimate benefit to the customer.
Output	A performance indication where a quality or number of units produced is identified.
Performance Management	Is the monitoring for improvement of performance through the on-going process of goal setting, allocation of budget resources to



	priorities, and the evaluation of results against pre-established performance criteria.
Performance Measure	A specific measurable result for each goal and/or program that indicates achievement.
Service Quality	A performance indication that identifies the degree to which customers are satisfied with a program, or how accurately or timely a service is provided.
Standards of Cover	Written policies and procedures that establish the distribution and concentration of fixed and mobile resources of an organization
Standard Operating Guideline	Written guidelines provided to personnel in a manual format
Stakeholder	Any person, group, or organization that can place a claim on, or influence, the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.
Strategic Direction	The organization's initiatives, objectives and strategies by which they plan to achieve its vision, mission and values.
Strategic Initiative	A broad target that defines how the agency will carry out its mission over a specific period of time. An aim, the final result of action. Something to accomplish in assisting the agency to move forward.
Strategic Management	An integrated systems approach for leading and managing in a changing world by building consensus of the leadership group both in shared vision of the desired future and a clarified mission for the organization, and by gaining support and participation of the people in the organization to identify the specific changes that must be made, implementing them, and assessing organizational performance.
Strategic Objective	A specific, measurable accomplishment required to realize the successful completion of a strategic initiative.
Strategic Activities Plan	A long-range planning document that defines the mission of the agency and broadly identifies how it will be accomplished, and that provide the framework for more detailed annual and operational plans.
Strategic Activities Planning	The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.



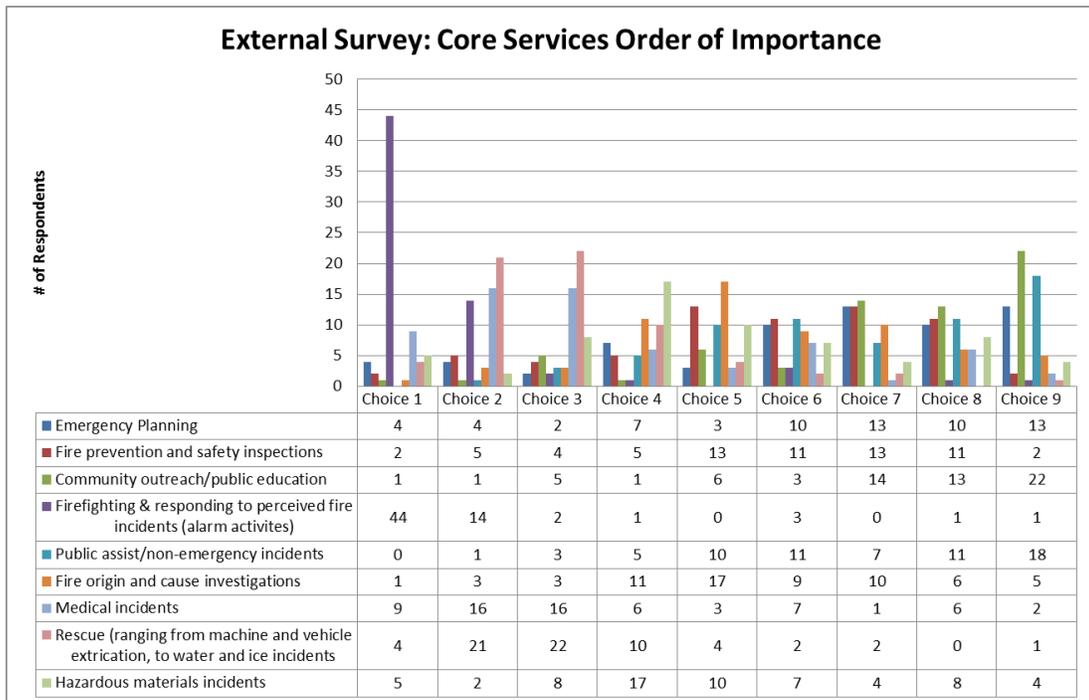
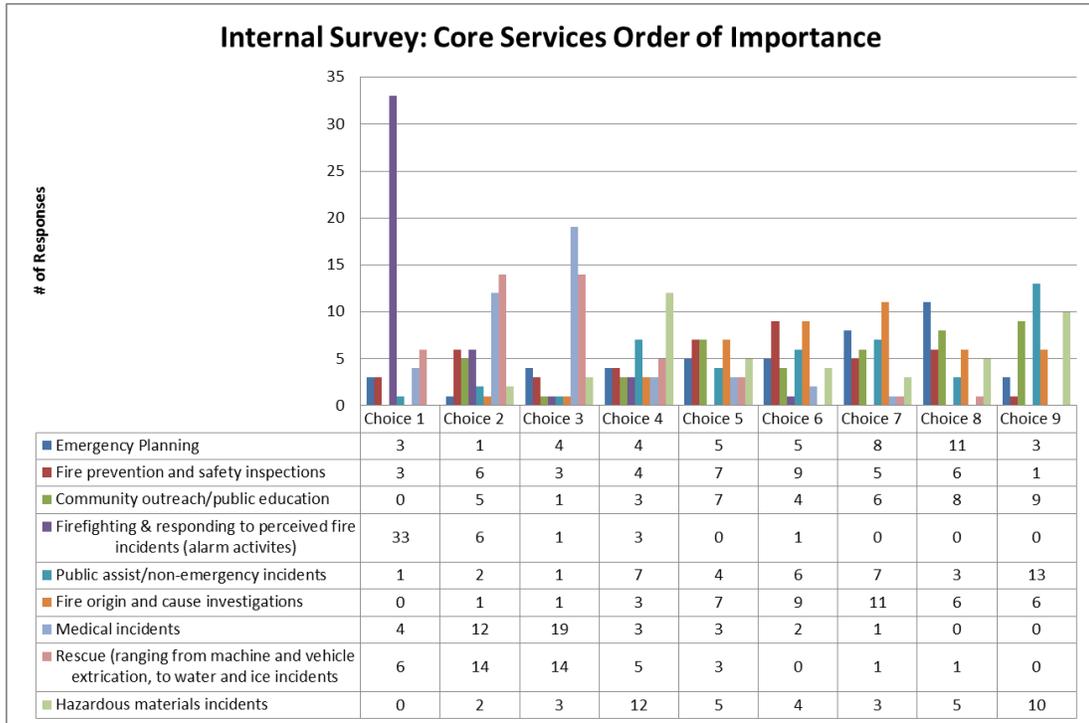
---

Strategy	A description of how a strategic objective will be achieved. A possibility, a plan, or methodology for achieving a goal.
Support	As used in the objectives and strategies outlined in this plan, support may include, but is not limited to: information, facilitation, coordination, technical assistance or financial assistance.
Vision	An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future.
ACR	Annual Compliance Report
AHJ	Authority Having Jurisdiction
CFAI	Commission on Fire Accreditation International
CPSE	Centre for Public Safety Excellence



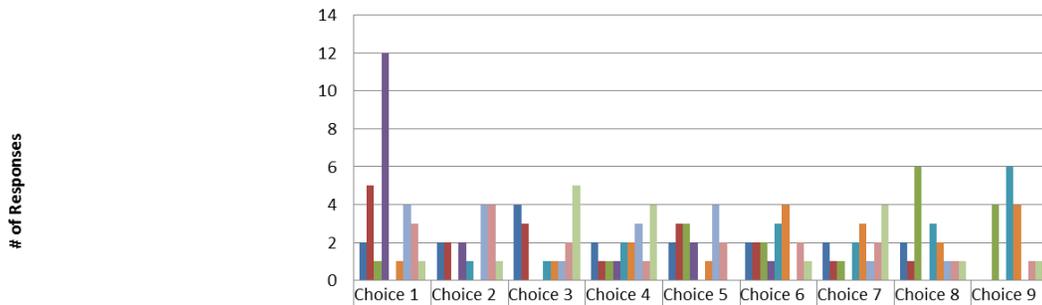
# Appendix A

## Internal and External Service Priority Charts





### Business Facility Survey: Core Services Order of Importance



	Choice 1	Choice 2	Choice 3	Choice 4	Choice 5	Choice 6	Choice 7	Choice 8	Choice 9
Emergency Planning	2	2	4	2	2	2	2	2	0
Fire prevention and safety inspections	5	2	3	1	3	2	1	1	0
Community outreach/public education	1	0	0	1	3	2	1	6	4
Firefighting & responding to perceived fire incidents (alarm activities)	12	2	0	1	2	1	0	0	0
Public assist/non-emergency incidents	0	1	1	2	0	3	2	3	6
Fire origin and cause investigations	1	0	1	2	1	4	3	2	4
Medical incidents	4	4	1	3	4	0	1	1	0
Rescue (ranging from machine and vehicle extrication, to water and ice incidents)	3	4	2	1	2	2	2	1	1
Hazardous materials incidents	1	1	5	4	0	1	4	1	1



## Appendix B

<b>Guelph Fire Department Strengths</b>
Motivated well trained and competent staff
Excellent/modern apparatus and equipment
Public education – outreach programs
Many educational opportunities provided (internal/external) for all staff
Accredited department since 2011
Modern technology displayed throughout department and most evident in dispatch centre and related mobile data terminals (MDT)
Full-time in-house certified emergency vehicle technician (EVT) with modern mechanical equipment and facilities
Supportive management and labour relations
Continue to maintain an excellent reputation throughout the community by displaying professionalism among all services provided
Station/district locations enable a quick response throughout the city for both first unit on scene arrival and effective response force (ERF)
Dependable and well maintained city hydrant and water supply system
GFD underwent a Fire Underwriters Survey in 2014 and received a respectable rating
Good working relationships – both internal and external
Strong support from health and safety committee on operational and fixed facility issues
Well established core services offered to the community



## Appendix C

<b>Guelph Fire Department Weaknesses</b>
Increased requirement for a dedicated fixed training facility suitable, equipped for performing all fire ground and other core specialized training evolutions.
Expanded public education program required.
Increase of fire prevention staff required, as per NFPA guidelines to manage ever increasing demands and steady community growth.
Elevated requirement for a full-time communications/dispatch supervisor
Supplementary support staff required, i.e. records management, IT etc.
Staffing is insufficient to ensure an in-service pumper remains a Headquarters at all times
Dedicated emergency manager is not full-time
In need of more internal training consistency and accountability
A dedicated training officer is not assigned to each platoon
Enhanced succession and mentoring programs for higher ranking and specialty positions required.
Dedicated annual building pre-planning schedules currently not assigned.
Improved in-house at detecting when early intervention support for staff (pre-EAP) may be necessary

## Appendix D

<b>Guelph Fire Department Opportunities</b>
Explore/Establish new partnerships and/or enhance existing partnerships (internal/external) for future joint training facility, support roles and cost sharing
Increase revenue through new or enhanced services
Develop enhance educational/promotional opportunities
Be more supportive of each other's functional roles
Maximize technological applications for better efficiencies
Develop and provide quality educational/promotional opportunities for new council members and other stake holders



## Appendix E

<b>Guelph Fire Department Threats</b>
Budget related issues – insufficient funding to meet additional staffing needs
Keeping up with new and increasing regulatory demands
Continued city growth (population, traffic and structure density)
Several new multi-residential student and high rise structures
Smaller sized single family residential housing lots becoming the norm; creating very limited amount of space between each dwelling
Increased political pressures (accountability, justification for actions taken etc.)
Litigation
Climate change/adaption
Evolution and acceptance of synthetic materials of concern, construction materials and practices
Maintaining accredited agency status as the process becomes more demanding