



**City of Kingston  
Information Report to Council  
Report Number 21-255**

---

**To:** Mayor and Members of Council  
**From:** Brad Joyce, Commissioner, Transportation & Public Works  
**Resource Staff:** Shawn Armstrong, Fire Chief  
**Date of Meeting:** November 16, 2021  
**Subject:** Update on Kingston Fire & Rescue's Accreditation Process

---

**Council Strategic Plan Alignment:**

Theme: Corporate business

Goal: See above

**Executive Summary:**

The purpose of this report is to update Council on Kingston Fire & Rescue's (KFR) first effort to become an accredited fire service agency through the Centre for Public Safety Excellence (CPSE) Quality Improvement Through Accreditation (QITA) process.

On November 4, 2019 KFR applied to participate in the QITA process and became an Applicant Agency. To be considered for accreditation, Kingston Fire & Rescue must complete a Community Risk Assessment-Standards of Cover (CRA-SOC), a Strategic Plan and complete a self assessment against 252 performance indicators.

On September 29, 2021 KFR submitted the required documentation to CPSE making KFR a Candidate Agency. CPSE then organized a peer review team from across Canada to commence a review of KFR's submission. If the peer review is successful, the peer team leader will prepare a report recommending that KFR receive Accreditation. The accreditation status covers a five year period, after which KFR will be required to complete the above process again. If successful, Kingston Fire & Rescue will become one of only 9 fire services in Canada to achieve Certified Fire Accreditation International (CFAI) status.

November 16, 2021

Page 2 of 6

**Recommendation:**

This report is for information only.

November 16, 2021

Page 3 of 6

**Authorizing Signatures:**

ORIGINAL SIGNED BY COMMISSIONER

---

**Brad Joyce, Commissioner,  
Transportation & Public Works**

ORIGINAL SIGNED BY CHIEF  
ADMINISTRATIVE OFFICER

---

**Lanie Hurdle, Chief  
Administrative Officer**

**Consultation with the following Members of the Corporate Management Team:**

Paige Agnew, Commissioner, Community Services	Not required
Craig Desjardins, Acting Commissioner, Corporate Services	Not required
Peter Huigenbos, Commissioner, Business, Environment & Projects	Not required
Jim Keech, President & CEO, Utilities Kingston	Not required
Desirée Kennedy, Chief Financial Officer & City Treasurer	Not required

November 16, 2021

Page 4 of 6

**Options/Discussion:**

The Centre for Public Safety Excellence accreditation program is a comprehensive self-assessment and evaluation model that enables organizations to examine past, current, and future service levels and internal performance while comparing them to industry best practices. The CPSE accreditation program, administered by the Commission on Fire Accreditation International (CFAI) supports continuous quality improvement of fire protection services. Ongoing evaluation of service performance through the accreditation program provides a method to continually analyze, adjust and improve fire protection services.

**Community Risk Assessment- Standards of Cover**

As part of the accreditation process, a full Community Risk Assessment-Standards of Cover (CRA-SOC) was completed. An Executive Summary of the CRA-SOC is attached as Exhibit A. The CRA-SOC assessed the probability, consequence, and impact to a range of community risks. The area was divided into 185 geographic planning zones covering all 450 square kilometres served by Kingston Fire & Rescue. Each geographic planning zone was individually assessed and categorized as either low, moderate, high, or maximum risk. The overall results from the Community Risk Assessment identified that 78% of Kingston Fire & Rescue coverage area was categorized as “low risk”, 20% as “moderate risk” and 2% as ‘high risk’.

KFR deploys a minimum level of required staff, apparatus, and equipment across the coverage area for all initial emergency responses (first on scene). Additional staff and equipment (effective response force) are dispatched based on the risk categories according to the response standards.

To evaluate the effectiveness and efficiency of KFR’s responses to community risks, KFR reviewed and measured its baseline total response time performance against Council’s approved total response time benchmarks (targets). Measuring total response time performance assists KFR in effectively identifying and improving performance gaps.

Kingston Fire & Rescue’s total response time performance review identified total response time improvement opportunities for first on scene resources arriving in the urban areas serviced by volunteer and full-time responders. However, Kingston Fire & Rescue met the total response time benchmarks for first on scene resources arriving in the rural areas of responsibility. Additionally, Kingston Fire & Rescue met the total response time benchmarks for the effective response force arrival for both urban and rural responses to all risks.

Based on the 2018-2020 total response time performance review, staff will facilitate a systematic continuous improvement plan for maintaining and improving total response time distribution for first on scene capabilities commencing in 2022. The plan will include specific, targeted, and achievable incremental goals to address the identified performance gaps. The results of the improvement plans will form part of the annual reporting requirements in accordance with KFR’s Fire Service Bylaw # 2021-91.

November 16, 2021

Page 5 of 6

## **Kingston Fire & Rescue Strategic Plan**

In 2021, Kingston Fire & Rescue completed a Strategic Plan attached as Exhibit B. KFR conducted external community engagement through the City's Get Involved Kingston Platform and sought virtual internal stakeholder input through meetings held between April 14 and May 13, 2021. KFR sought online input to determine what KFR is doing well, and where KFR can improve prior to developing the strategic plan.

The external community stakeholders represented many segments of the residents and businesses KFR serves. Respondents were asked to relay their feedback on their expectations of the fire service; their concerns for and about the fire service; and what they see are the strengths of KFR.

The external feedback identified that the Kingston community thinks favourably of KFR in terms of response times and their customer service orientation. Additionally, the respondents wished to see KFR increase the frequency of its community outreach, community involvement, and personal emergency preparedness planning.

The internal feedback identified that KFR staff and leaders are a proud group of professionals who come together as a team when responding to incidents. All Firefighters recognize that continuous work is required in terms of enhancing the integration of fire and rescue services amongst volunteer and career firefighters.

The overall input from the 2021 internal and external stakeholders contributed to the establishment of five KFR strategic goals. The goals will enhance the agency's strengths, address weaknesses, enhance opportunities, and potentially minimize threats. Once implemented, the goals will focus KFR in the provision of quality services to its desired future.

### **Quality Improvement Through Accreditation Process (Performance Indicators)**

Kingston Fire & Rescue collaborated with internal and external stakeholders to complete a self assessment manual, providing 4-part responses to 252 performance indicators covering 11 categories. Each performance indicator response included a description of the performance carried out by KFR, an appraisal of the performance and a plan to improve the performance with specific goals for each performance indicator. The peer review team will meet with responsible City and or KFR staff to review each performance indicator.

### **Annual Compliance Reporting**

Once accredited, KFR will be required to submit an annual compliance report to update CPSE on the previous year's progress relating to goals and objectives arising from the accreditation submission. After five years, KFR will be required to re-submit a new Community Risk Assessment-Standards of Cover, a Strategic Plan and complete the self assessment manual.

November 16, 2021

Page 6 of 6

**Existing Policy/By-Law:**

Bylaw 2021-91, A By-Law to Establish and Regulate a Fire Department for the City of Kingston, and to Repeal By-Law Number 2007-193.

**Notice Provisions:**

None

**Accessibility Considerations:**

None

**Financial Considerations:**

None

**Contacts:**

Shawn Armstrong, Fire Chief, 613-546-4291 extension 5203

**Other City of Kingston Staff Consulted:**

None

**Exhibits Attached:**

Exhibit A - KFR 2021 Community Risk Assessment Executive Summary

Exhibit B - KFR 2021 Strategic Plan



# Kingston Fire & Rescue

## Community Risk Assessment Executive Summary

The City of Kingston (AHJ)<sup>A</sup> and surrounding area has a rich and diverse history of protecting its community dating back to the 1700's.

Consistent with its history, Kingston Fire & Rescue's (Agency)<sup>B</sup> Community Risk Assessment/ Standards of Cover (CRA-SOC) provides detailed information about community risks and the Agency's overall performance responding to those risks. The findings will assist with the Agency's planning, preparation and mitigation of community risks that threaten life, property, and the environment.

Since amalgamation of the modern day AHJ in 1998, the Agency has responded to many significant emergencies. Most recently the AHJ and the Agency has worked with internal and external stakeholders on the global COVID-19 Pandemic response.

The Agency's mission is to protect people and property while minimizing environmental impacts resulting from emergencies.

The Agency Values:

- Teamwork
- Respect
- Integrity
- Pride

The Agency Standard

Response Goals:

- Safety and Health of Responders
- Save Lives
- Reduce Suffering
- Protect Public Health
- Protect Critical Infrastructure
- Protect Property
- Protect the Environment
- Reduce Economic and Social Losses

In response to community risks, the Agency deploys at least a minimum level of staff, apparatus, and equipment across the coverage area. Minimum staff and equipment levels are established for all initial responses to a variety of community risks. Additional staff and equipment levels are available when more support is required. Risks are categorized as low, moderate, high, and maximum risks for each type of emergency response provided by the Agency.

---

<sup>A</sup> Authority Having Jurisdiction is the City of Kingston

<sup>B</sup> In this executive summary, Kingston Fire & Rescue may be referred to as the Agency.





## Coverage Area

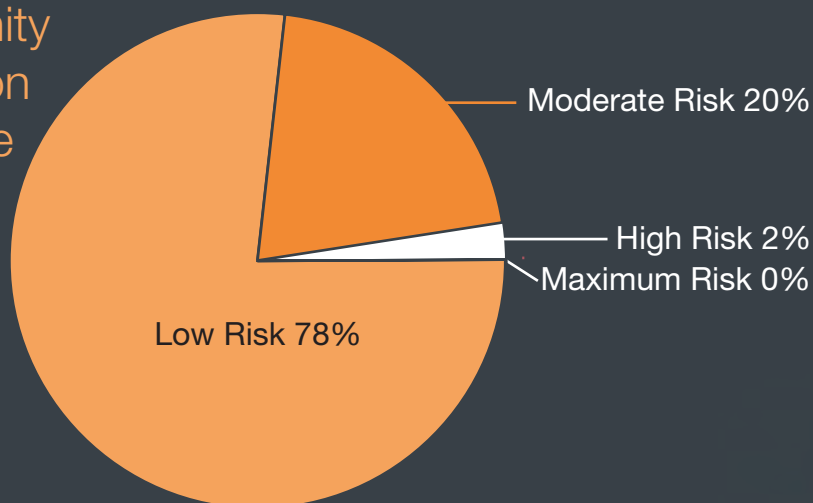
The Agency's response area covers 450 square kilometres and is divided into four geographic areas known as fire districts. Each district has fire stations that are situated to protect rural or urban areas. Rural areas have no municipally provided pressurized water source from fire hydrants versus urban areas which have a municipal source of supply. Fire station response areas are further divided into 185 geographic planning zones. Community risks (CRA) are assessed and categorized as low, moderate, high, and maximum for each zone.

## Risk Methodology

The Agency analyzed several indicators within each planning zone to assess and categorize community risks.

The following chart illustrates the overall risk classification measure of the probability, impact, and consequence matrix in percentages for the entire Agency's Response Area using 2018-2020 response data and other risk factors.

### Overall Community Risk Classification for the Response Area



In 2018, 2019, 2020 the Agency responded to **12,466** emergency responses.

The following chart illustrates in percentages the top responses across the area of responsibility:

<b>Medical Emergencies</b>	<b>26%</b>
<b>Fires</b>	<b>17%</b>
<b>False Alarms</b>	<b>12%</b>
<b>Technical Rescue (includes motor vehicle collisions)</b>	<b>11%</b>

## Standards for Emergency Response

The Agency has standards for emergency response and non-emergency programs and services to mitigate community risks in accordance with approved programs and services provided by the Agency.

## Response Time Benchmarks (Goal) Response Time Baselines (Actuals)

The following charts illustrate the Agency’s summary of response time benchmarks, and 2018-2020 total baseline response times including but not limited to fire, medical, rescues, hazardous materials, aviation, and marine risks.

Urban Response (Career) 90th Percentile	Call Processing Time Benchmark	Turnout time Benchmark	Travel time Benchmark	Total Response Time Benchmark	2018-2020 Baseline Response Time
First on Scene Distribution	90 seconds	80 seconds	240 seconds	410 seconds	473 seconds
Effective Response Force Concentration	90 seconds	80 seconds	480 seconds	650 seconds	561 seconds

Urban Response (Volunteer) 90th Percentile	Call Processing Time Benchmark	Response Time Benchmark	Total Response Time Benchmark	2018-2020 Baseline Response Time
First on Scene Distribution	90 seconds	540 seconds	630 seconds	747 seconds
Effective Response Force Concentration	90 seconds	1020 seconds	1110 seconds	804 seconds

Rural Response 80th Percentile	Call Processing Time Benchmark	Response Time Benchmark	Total Response Time Benchmark	2018-2020 Baseline Response Time
First on Scene Distribution	90 seconds	840 seconds	930 seconds	791 seconds
Effective Response Force Concentration	90 seconds	1320 seconds	1410 seconds	1,058 seconds

Measures include:

- the time for the first crew to arrive (First on Scene) and apparatus,
- the total number of personnel in the crew and
- the apparatus compliment required to bring the emergency to a safe conclusion (effective response force).

## Goals and Objectives

The Agency reviewed and consulted internal and external stakeholders in developing the CRA-SOC (Community Risk Assessment Standards of Cover) and Kingston Fire & Rescue's strategic operating plan. The goals and objectives are designed to improve and strengthen program and services.

The Goals and objectives arising from the above work will be reviewed annually and formally reported to the Governing Body. Every five years a new CRA-SOC will be completed using five years of historical responses and performance data.

The goals and objective versus strategic priorities will be formally presented to the Governing Body<sup>c</sup>.

The Agency has established goals and objectives over the next five years (2021-2026) including:

- Preparing and presenting the Agency's CRA-SOC annual performance report.
- Optimizing the Agency's existing response capacity and performance.
- Establishing a formal response time and station location study to monitor incremental changes in system performance.
- Improving and updating physical resources.
- Improving baseline performance by reducing the gaps in established benchmark targets.
- Planning for new physical resources to reduce community risks for all -hazards.

The Agency will develop continuous improvement plans and response protocols to achieve the approved service benchmarks to mitigate community risks.

<sup>c</sup>The governing body is the Council of the City of Kingston.



## Next Steps

The Agency will continue to monitor and complete an annual review and present a report to Council on Kingston Fire & Rescue's progress on mitigating community risks through its program and services

We thank all residents of Kingston for their input and support in making Kingston a safe community.





Kingston Fire & Rescue  
Strategic Plan  
Committed to Excellence

2021

# Table of Contents

.....	0
Table of Contents .....	1
Strategic Plan Background .....	3
Objective of this Strategic Plan .....	3
Process/Methodology.....	3
Research Objectives .....	3
Background & Introduction: Kingston Fire & Rescue (KFR) .....	4
Overview: City of Kingston, Ontario.....	4
Documentation of Area Characteristics.....	4
History: Kingston Fire & Rescue.....	5
Message from the Fire Chief.....	7
External Community Feedback .....	8
Research Methodology for External Stakeholders .....	8
Summary of Research Findings from External Survey Stakeholders .....	9
Internal Stakeholder Feedback .....	11
Main Themes and Responses from Internal Focus Group Sessions .....	12
Executive Summary of KFR’s Strengths, Areas for Development & Suggestions to Correct Gaps from <i>Internal Stakeholder</i> Focus Group Sessions.....	14
Community Risk Assessment (CRA) .....	16
Goals & Objectives.....	17
KFR’s Mission, Values, Vision and Standard Response Goals, City of Kingston’s Mission, Values and Vision, and Council’s Priorities 2019 to 2022 .....	18
KFR Mission, Values, and Vision (Established: 2019).....	18
City of Kingston’s Mission, Vision, Values.....	20
Council Priorities 2019 – 2022 .....	21
Identification of Critical Issues and Service Gaps .....	23
SWOT Analysis.....	24
Identification of Strategic Initiatives.....	25
Formulation of Goals, Objectives (SMART), Critical Tasks & Timelines.....	26
Glossary of Terms and Acronyms .....	33
KFR Strategic Plan Appendices.....	34



April 19, 2021 document from Chief Armstrong to all KFR personnel re: seeking their input about KFR to inform the Strategic Plan..... 35

External Stakeholder Survey & Methodology..... 36

Focus Group Questions for KFR’s internal stakeholders:..... 44

KFR’s Gaps/Areas to Improve from Internal Stakeholder feedback:..... 46

Chief Armstrong’s Communication..... 48

KFR’s approved fire protection and public safety services and programs as listed below..... 49

## Strategic Plan Background

### Objective of this Strategic Plan

Develop a 5-year document that illustrates the current capabilities of Kingston Fire & Rescue's (KFR's) programs and services, and opportunities to improve services to meet CPSE standards for Kingston and area.

### Process/Methodology

Create a strategic plan, 5 years in duration, partially informed by the Community Risk Assessment and the Standards of Cover (responses to risks, and service levels), and partially informed by internal and external stakeholder input and feedback. (For external stakeholders, the objective is to inform Kingston and area residents of KFR's services and receive input from them on the Agency's service delivery).

### Research Objectives

- Conduct primary research via internal and external KFR stakeholder focus groups and surveys to learn first-hand the critical issues facing KFR (areas of strength as well as potential or existing service gaps).
- Leverage this information in the SWOT analysis.
- Inform the Standards of Cover (SOC) portion of the Strategic Plan based on feedback from internal and external stakeholders relative to KFR's true capabilities. This study examines community risk, existing service delivery, community expectations and performance goals, demand for services, concentration of resources, and reliability of emergency response.

## Background & Introduction: Kingston Fire & Rescue (KFR)

### Overview: City of Kingston, Ontario

Kingston is a mid-size municipality that is rich in Canadian history located on the eastern shore on Lake Ontario. Kingston today is currently home to approximately 124,000 residents. The City spans approximately 450 square kilometers consisting of level terrain and a patchwork of freshwater lakes and forests. Currently, approximately 85% of the population resides within the urban area of the municipality, which accounts for 15% of the total land mass.

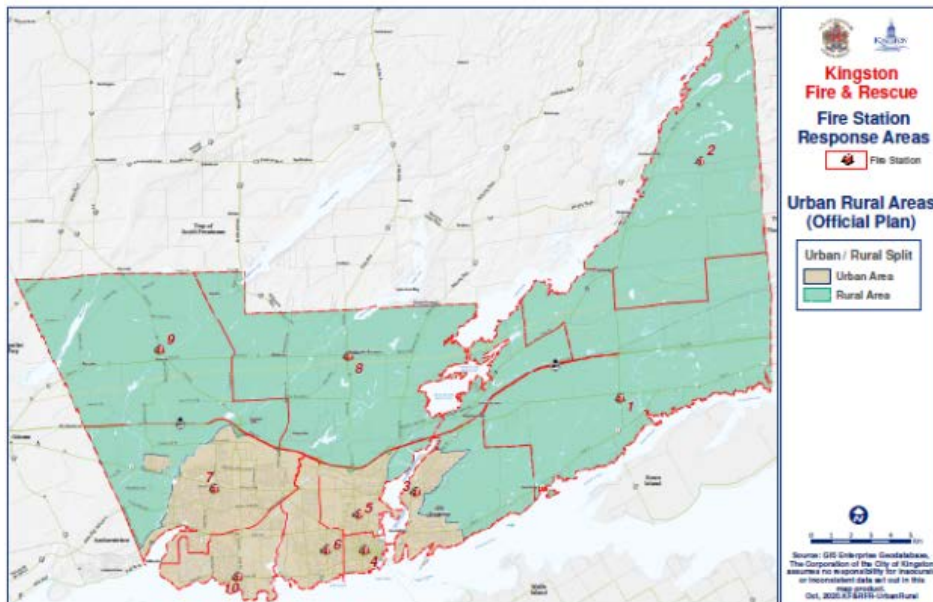


KFR has approximately 340 employees, and 10 fire stations (four of which are full-time stations, one composite fire station, and the remaining five are volunteer).

### Documentation of Area Characteristics

City of Kingston, Ontario, Canada – Population 124,000 / 450 square kilometers. The Corporation of the City of Kingston (Authority Having Jurisdiction, AHJ) is situated on the traditional lands of the Anishinaabe, Haudenosaunee and the Huron-Wendat Indigenous Peoples. The AHJ is positioned on the north shore of Lake Ontario, the southern edge of the Canadian Shield and is situated at the head of the St. Lawrence River. The AHJ's area covers 450 square kilometres and is located 60 kilometers from the United States Border at Alexandria Bay Bridge. The Authority Having Jurisdiction is midway between Toronto, Ontario and Montreal, Quebec. The major transportation corridor has six interchanges from the King's Highway 401 into the City. The AHJ is home to four federal penitentiaries, an international airport, five city-

owned industrial parks, 39 public schools and three large post-secondary institutions. The post-secondary institutions are the Royal Military College, training a cadre of future national defense military Officers, Queens University that has both a post graduate law school and medical school and St. Lawrence Community College, an applied arts and science institution. There are three regional medical care facilities within the municipal boundary of the AHJ, Kingston General, Hotel Dieu, and Providence Care.



## History: Kingston Fire & Rescue

Fire protection in the City of Kingston has an extensive history beginning as far back as 1683. There were several reorganizations of the fire companies in 1859 and 1871. In 1878 the fire companies were combined into one entity, the “Alert Volunteer Fire Company”.

The City’s first fire hall, designed to house steam powered pumpers, was built in 1873. In 1891 the City of Kingston secured a second fire hall. A third fire hall was opened in 1974. Until the 1950’s, the communities surrounding Kingston relied on fire protection service provided by the Kingston Fire Department.



The Kingston Township Volunteer Fire Department was established in 1954. Two fire stations were constructed in 1955. A headquarters fire station was constructed in 1980. In the mid 1990's two more stations were built. In 2002 the fire departments of Pittsburgh Township, Kingston Township and the City of Kingston amalgamated and were integrated as one composite Fire & Rescue Service, Kingston Fire & Rescue.

Today, fire protection in Kingston is provided by a composite department comprised of approximately 160 Career and 180 Volunteer personnel. The current complement of staff responds from ten (10) fire stations strategically located throughout the City of Kingston.

KFR continues to provide its various services and programs to support a safe community for residents, businesses, and the many visitors to the city. KFR focuses on service excellence in all that it does and remains fully dedicated to those it serves.

In the formulation of this strategic plan, KFR used Continuous Quality Improvement across a range of performance indicators as the Agency's guidance in the process to achieve all requirements for the latest CPSE accreditation model. Although KFR is pursuing international accreditation, of greater importance is the understanding that this strategic plan provides a roadmap for its continuous improvement so that KFR may evolve and improve the services it provides to its many stakeholders, and to its community.

In the best interest of the numerous stakeholders it serves, KFR challenged both its internal and external stakeholders to provide candid and constructive ideas and input about the delivery of all of its services. As a result of stakeholder feedback and involvement in this process, KFR believes it has developed a realistic and evidence-based strategic plan. "Our stakeholders' commitment to the betterment of KFR and this process will help our intent to ensure the success of our plan, and to accomplishing our goals, objectives, and critical tasks within the allotted timelines laid out in this strategic plan." (Chief Armstrong).

## Message from the Fire Chief

As the Fire Chief of Kingston Fire & Rescue (KFR), I am pleased to present this strategic plan to all of our stakeholders. This plan clearly defines the mission, vision, core values, and goals of Kingston Fire & Rescue while providing a framework for the next five years as we continue to strive to deliver excellent services to the many communities we serve.

Thank you to all internal and external stakeholders who participated in the development of this strategic plan. Their input created a well-rounded roadmap and path forward that we will pursue and successfully complete over the next five years.

As we implement this strategic plan, it will require modification from time to time to reflect changes in priorities, budgetary constraints, and planning refinements. This current version of the plan provides an overview of anticipated KFR activities based on the goals contained within this document. General economic conditions, the potential for viral outbreaks such as COVID-19, Council priorities, and the capability to fund projects will play a crucial role in determining the actual vs. projected time that resources are secured, and projects completed.

I am confident that our goals are realistic, achievable and that the strategies we have created to reach our goals are well within our reach and capabilities.

Respectfully,

**K. Shawn Armstrong**

Director/Fire Chief  
Kingston Fire & Rescue

## External Community Feedback

(See Appendices, pages 34- 49 for the external stakeholder survey questions, and research objectives).

Note: This External Community Feedback, along with Community Risk Assessment (CRA), and the Internal Stakeholder Feedback are the three (3) core pillars that feed into and inform the identification of the critical issues and services gaps and the SWOT.

## Research Methodology for External Stakeholders

Kingston Fire & Rescue conducted an online community stakeholder engagement between April 14 and May 13 2021 to gather online input to determine what, in their perspective KFR is doing well, and also where KFR can improve. The external community stakeholders represented many segments of the residents and businesses the fire department serves. The group was asked to relay their feedback on their expectations of the department; their concerns for and about the department; and what they see are the strengths of the department.

The response rate to the external stakeholder engagement was as follows:

- 892 people visited “Get Involved Kingston” on the City’s website during this period
- 794 visitors were aware of the KFR survey
- 450 visitors were informed participants
- 122 visitors were engaged and responded to the KFR survey
- A five-option Likert Scale was used.

# Summary of Research Findings from External Survey Stakeholders

Understanding of programs and services offered by KFR:

- 68% stated they have a good to very good understanding.

What the Kingston community wants to know more about:

- Community/ personal emergency planning and preparedness (PEP) was the highest interest.

Areas to focus on improving / Community Expectations:

- Continued community involvement by way of public engagement and events received the highest level of interest in terms of areas to improve.

Response times:

- 71% of respondents were satisfied to very satisfied with response times. This response is similar to internal stakeholder feedback stating KFR does a good job responding to Fire & Rescue-related emergencies.

Customer service:

- 64% of respondents are satisfied with the interaction of KFR members from all divisions representing KFR.

Community outreach level of satisfaction:

- 49% of respondents were neither satisfied nor dissatisfied with KFR's Community Outreach, versus 51% of respondents who were satisfied with KFR's community outreach.

Areas of satisfaction: External Stakeholder feedback:

- Response times
- Customer Service



Areas to Improve: External Stakeholder feedback:

- Community Involvement
- Customer Service (Also a strength at 64% approval rating, yet room for improvement).
- Community Outreach

What the Kingston community wants to know more about:

- Community/personal emergency planning and preparedness: (PEP) was the highest interest.

Core Takeaway from External Stakeholder Feedback:

- The Kingston community thinks favourably of KFR in terms of response times and their customer service orientation and would like to see KFR increase the frequency of its community outreach and community involvement opportunities. The Kingston Community also wants to learn more about personal emergency planning and preparedness from KFR.

## Internal Stakeholder Feedback

Note: This Internal Stakeholder Feedback, along with Community Risk Assessment (CRA), and the External Community Feedback are the three (3) core pillars that feed into and inform the identification of the critical issues and services gaps and the SWOT.

Methodology & Approach to solicit Internal Stakeholder feedback:

The visual below summarizes the Internal Stakeholder Feedback from the five separate focus group sessions held between 26 April '21 and 18 May '21 with a cross-section of KFR's leadership team, as well as full-time Career Firefighters and Volunteer Firefighters members. In total, 25 of approximately 300 employees participated in the focus group sessions, and some of these individuals solicited feedback from their peers/colleagues prior to and/or after the focus groups and shared these additional insights about KFR.

The comments and input on the following two pages were shared most frequently (four or more times) during all five focus group sessions after distilling the feedback in totality. These represent the most frequently made internal stakeholder comments, as close to verbatim as possible.

## Main Themes and Responses from Internal Focus Group Sessions

Note: The following responses were the most frequent, being made four or more times.

Resources: (Defined as people, clothing, equipment/apparatus)

- Prior to KFR purchasing or seeking new resources, ask us for input and ideas - we are closest to the need/issue.
- Upgrade trucks in terms of GPS Apps and equipment so all trucks are consistent Station to Station.

Training: (Defined as the formal training KFR puts its Firefighters through)

- Career and Volunteer Firefighters (VFF) requested to train together.
- KFR trains Firefighters to the highest standards and does this in-house.
- More training in general is requested – open up training to all KFR divisions.

Communication/Trust: (Defined as creating a culture of open, transparent and frequent communication up, down, across KFR, and maintaining the community's trust of KFR, while establishing trust amongst all Firefighters).

- Senior leaders can do more to foster a culture of open and regular communication with Platoon Chiefs and Captains, who in turn can share that same information with all Firefighters.
- Career and Volunteer Firefighters believe the public has a high level of trust and respect for KFR.

Collaboration/Teamwork/Silos: (Defined as: the degree to which KFR communicates and demonstrates a fully integrated Composite Fire & Rescue Service culture focused on collaboration and teamwork, not based on silo-building)

- Career and Volunteer Firefighters both observe that they tend to focus on their own divisions, positions and Stations, and that enhancing the Composite Fire & Rescue Service Model (i.e., both Career and Volunteer Firefighters working together in the best interest of fulfilling KFR's Mission, Vision and Values) is a worthy pursuit and end game.
- Volunteer Firefighters shared that they feel under/unappreciated by Career Firefighters, and on occasion, by senior leaders as well.

Alignment: (KFR's Mission, Vision, Values, being aligned with Council's Priorities)

- Mission: Nothing was seen as missing from KFR's mission – "It's what we do".
- Vision: The consensus amongst all surveyed was that KFR's goal is always to keep citizens safe. The Vision was confirmed as being relevant.
- Values: Both Volunteer and Career Firefighters agree with KFR's Values.
- There was a disconnect shared relative to KFR's Values; although Career and Volunteer Firefighters agree with KFR's Values, Volunteer Firefighters shared that KFR does not always act as one cohesive team of Firefighters when they interact with some Career Firefighters. Both groups of Firefighters did however acknowledge that they always come together as a fully integrated Composite Fire & Rescue Service when responding to calls, and when public-facing. Volunteer Firefighters would like KFR's Values enforced by senior leaders.
- Both Volunteer and Career Firefighters asked that "professionalism" be added to KFR's Values, as well as a "Committed to training at the highest standards".
- Standard Response Goals: KFR's leaders and Firefighters (Career and Volunteers) felt KFR's Standard Response Goals reflect KFR's tactical priorities.
- Volunteer Firefighters shared that they would like their role within KFR defined for all of KFR, and that doing so would solve a lot of teamwork, collaboration and communication challenges.

## Executive Summary of KFR's Strengths, Areas for Development & Suggestions to Correct Gaps from *Internal Stakeholder* Focus Group Sessions

KFR's Strengths from *Internal Stakeholder* feedback: (Note: These comments were made a total of four or more times during the five separate focus group sessions)

- Customer service with all of the community members it serves.
- Continually striving to be better – we always look to be better.
- Training Firefighters to the highest standards and delivering in-house training.
- Public relations – with all our various divisions (station visits, classroom visits, public events, making kids' days, bring a kid to workday, etc.).
- KFR members love what they do!
- KFR members (behind the scenes and the front-line) all work together *when a call comes in* and are a dynamic team who are passionate about what they do.
- Generating respect within the community regardless of our challenges. The public eye can't tell whether we are FT or Volunteer. We all carry ourselves well.
- We make the best use of the resources we have.
- A positive image to the public.
- Our delivery of services; especially for emergencies. We're quick and professional.
- We respond to a lot of incidents that are not fire related and are often there first to get things going for those that arrive on the scene next.

KFR Gaps/Areas to improve from *Internal Stakeholder* feedback: (Note: These comments made a total of four or more times during the five separate focus group sessions)

- Teamwork: Enhance collaboration between Career and Volunteer Firefighters.
- Information Sharing: More information sharing (down, up, across).
- Personnel Change: The decommissioning of District Chief's role not widely understood.
- Silos: Volunteers and Career Firefighters appear to be working in silos, and not proactively being inclusive of all divisions, or checking in with one another.
- Leadership: If you are going to ask for our opinion, please show up and update us.
- Volunteers: The Volunteer "model" is not well understood by Career Firefighters.
- Dispatching: Send the apparatus that can respond the fastest vs. the closest.

Core Takeaway from Internal Stakeholder Feedback:

- KFR staff and leaders are a proud group of professionals who come together as a team when responding to calls. All Firefighters recognize that continuous work is required in terms of enhancing the integration of fire and rescue services amongst volunteer and career firefighters.

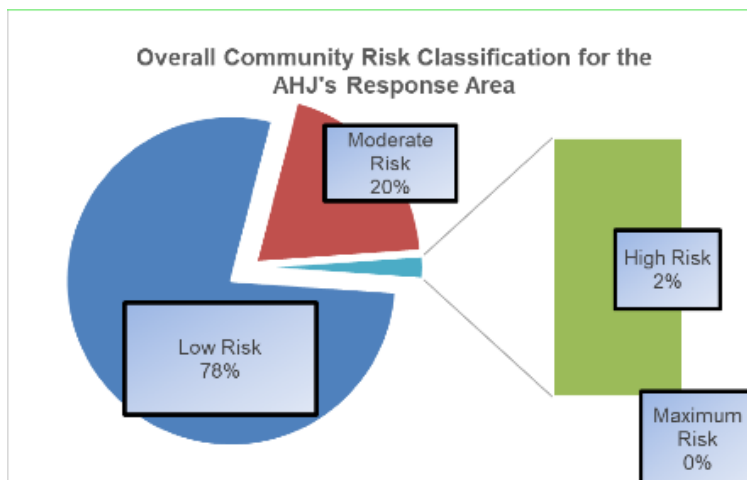
## Community Risk Assessment (CRA)

Note: This CRA, along with the above noted Internal and External Stakeholder Feedback, are the three (3) core pillars that feed into and inform the identification of the critical issues and services gaps and the SWOT.

Kingston Fire & Rescue’s (the Agency) Community Risk Assessment/Standards of Cover (CRASOC) identifies community risks, including the probability, consequence and impacts of those risks across the Agency’s area of responsibility. The goals and objectives were informed by the Community Risk Assessment and the Agency’s Strategic Plan. A Standards of Cover document, (SOC) accompanies the Community Risk Assessment. The SOC outlines the planned and organized response of apparatus and staffing from each response location and identifies the remaining resources available to support additional responses. The approved response time benchmarks are used to evaluate baseline performance of the Agency to all identified risks. The information and research from the CRASOC will assist the Agency in identifying gaps in the delivery of Agency services.

The Community Risk Assessment/Standards of Cover is an important component to the overall Quality Improvement Through Accreditation, (QITA) process. The Community Risk Assessment/Standards of Cover are complimentary documents. The findings from both documents inform operational goals and objectives when providing the Agency’s programs and services. The Agency’s overall performance will be formally measured and appraised annually for opportunities to improve throughout the five-year planning period.

The Agency used a risk methodology and analyzed several indicators within each planning zone to assess and categorize community risks. The following chart illustrates the overall risk classification measure of the probability, impact, and consequence matrix in percentage for the entire Agency’s Response Area (Authority Having Jurisdiction, AHJ) using 2018-2020 response data and other risk factors:



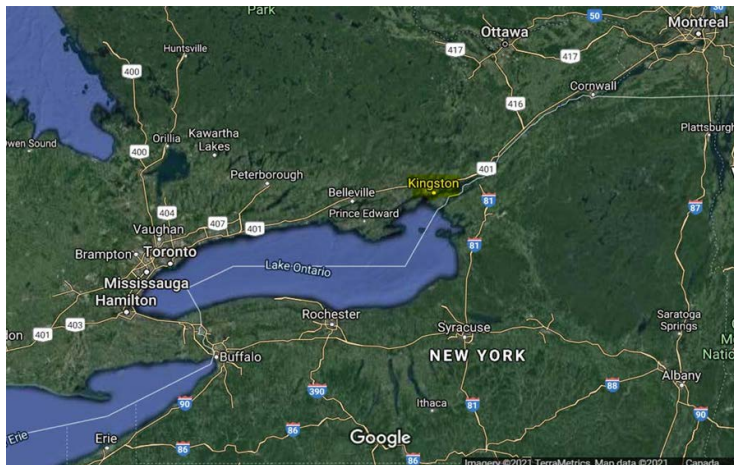
## Goals & Objectives

The Agency reviewed and consulted internal and external stakeholders in developing the CRA-SOC. The CRA-SOC goals and objectives are designed to improve and strengthen programs and services. Goals and objectives arising from the CRA-SOC will be reviewed annually and formally reported to the Governing Body. Every five years a new CRA-SOC will be completed using five years of historical responses and performance data. The strategic priorities that are not operationally focused will be formally presented to the Governing Body.

The Agency has established goals and objectives over the next five years, including:

- Preparing and presenting the CRA-SOC annual performance report
- Optimizing the Agency's existing response capacity and performance.
- Establishing a formal response time and station location study to monitor incremental changes in system performance.
- Improving and updating physical resources.
- Improving baseline performance by reducing gaps in established benchmark targets.
- Planning for new physical resources to reduce community risks for all -hazards.

The Agency will continue to improve its Services and Response Protocols to Community Risks.



### Core Takeaway from the CRA:

The overall risk classification measures the probability, impact, and consequence matrix in percentage for the entire Agency's Response Area. The results indicate that 78% of the Agency's AHJ is Low Risk, 2% is High Risk, and 0% is Maximum risk (Source: all metrics are from 2018 – 2020 data). The Agency has established goals and objectives over the next five years to enhance services and address identified gaps. The Agency will continue to improve its services and response protocols to community risks.



# **KFR's Mission, Values, Vision and Standard Response Goals, City of Kingston's Mission, Values and Vision, and Council's Priorities 2019 to 2022**

## **KFR Mission, Values, and Vision (Established: 2019)**

During the three-week period where internal stakeholder focus group sessions were held, a representative sample of KFR members discussed and deliberated over the current mission, values, vision and Standard Response Goals. The stakeholders ensured there was alignment between the agency's mission, values, and vision, and those of the City. Their feedback, which is included directly below, indicates support for KFR's mission, values, vision and Standard Response Goals.

### **Responses from Internal stakeholders to the question:**

"What could be added to make KFR's order mission vision values and Standard Response Goals more relevant to your day-to-day work within the Department?"

At the time of writing this Strategic Plan, one of the suggestions listed below has already been accepted by KFR leaders; the addition of the word "professionalism" to KFR's Values. The other suggestions (i.e., Add "Commitment to training Firefighters to highest standards" to a section, Training all staff, not just the Firefighters. It takes a whole village to do this job, and More recognition that Volunteer's make a significant contribution including savings) are currently being considered as additions to KFR's Mission and Vision by senior leaders.

### **Values:**

- Add the word "professionalism" to the Values section. We try to maintain this daily.

### **General comments:**

- Add "Commitment to training Firefighters to highest standards" to a section.
- Training all staff, not just the Firefighters. It takes a whole village to do this job.
- More recognition that Volunteer's make a significant contribution including savings.
- There is a disconnect between Volunteers and Career (has been for 20 + yrs.). Address it. Recognize it. Define our roles. We may not all like it. Doing this would solve a lot of issues between us though.

Standard Response Goals:

- Reasonable goals.
- We do a good job protecting the environment as well as economic and social losses based on how we conduct ourselves. The other areas seem to resonate too. (Agreed by others).
- These reflect our tactical priorities.

The result of the stakeholder input and feedback clearly indicates consensus that KFR's mission, values, and vision reflects the work of the agency. As indicated, there has already been one modification made to KFR's Values: that being the addition of the word "Professionalism". As a result of this internal stakeholder feedback, KFR's Mission remains the same as do the Vision and Standard Response Goals. The *updated Values* are directly below, along with the Mission, Vision and Standard Response Goals:

**Values** (updated to include "Professionalism")

Teamwork, Respect, Integrity, Pride, Professionalism.

**Mission** (Unchanged)

Kingston Fire & Rescue's mission is to protect people and property while minimizing environmental impacts caused from emergency responses. We work collaboratively to provide professional emergency services in a safe and timely manner. We promote safety and innovation through prevention and education in support of fire and life safety for all.

**Vision** (Unchanged)

We are a progressive, innovative service with healthy and satisfied citizens and employees. Our fiscal health enables us to update our infrastructure and grow our community. We support a high quality-of-life for all of our citizens.

**Standard Response Goals** (Unchanged)

- Safety and Health of Responders Save Lives
- Reduce Suffering
- Protect Public Health
- Protect Critical Infrastructure
- Protect Property
- Protect the Environment
- Reduce Economic and Social Losses

# City of Kingston's Mission, Vision, Values

Note: The City of Kingston's Mission, Values and Vision are included here as a reference point only, to show that these do not impact, compete with, or affect KFR's Mission, Values and Vision, and nor do they impact this Strategic Plan.

## Mission

- To enhance the quality of life for present and future generations by providing progressive, professional services and leadership that reflects the needs of all those who work, live, visit, or play in the City of Kingston.

## Vision

- We are a progressive, innovative corporation with satisfied citizens and employees. Our fiscal health enables us to update our infrastructure and grow our business community. We support a high quality of life for all of our citizens, and they value the services we provide.

## Values

- **Teamwork**  
We are equally responsible to work together to achieve our common goals.
- **Respect**  
We treat others as we want to be treated.
- **Integrity**  
Through honesty and integrity we earn the trust of our peers and those we serve.
- **Pride**  
Our sense of accomplishment is achieved through our contribution to the community. We are recognized for the quality of our work.

## Council Priorities 2019 – 2022

Note: Included directly below each of Council's Priorities 2019 – 2022 is the internal stakeholder feedback that indicates how KFR helps to realize each Priority. (Source: internal stakeholder focus group feedback).

Strengthen economic development opportunities:

- We work with Building Inspectors on safety issues.
- We at KFR have built a world class training centre for us, for our colleges and for other Departments.
- We facilitate housing by doing inspections, making sure buildings are safe. We see an opportunity to rent our facilities, providing training to other firefighters, and providing a healthy environment to engage with partners and the community.
- We focus on keeping everybody safe so the City can proceed with their other priorities.

Foster healthy citizens and vibrant spaces:

- Underlining all of the Priorities is keeping everyone safe.
- We have Door to door programs / Open doors / School tours / Grade 9 mentoring day – bringing a “kid to work” day.
- We assist with food banks, donation of volunteer time, put on pancake breakfasts.

Demonstrate leadership on climate action:

- We use propane burners – helping to simulate the training environment as opposed to real burns – still engaging and real-to-life for Firefighters to train.
- We are about to open a green Maintenance Facility (green or very low carbon footprint). It will have a solar farm on the property to offset carbon).
- On the negative side, we don't help climate action when we allow open air fires.
- For HAZMAT situations, we have a team trained for timely remediation of a disaster.
- We make sure people are safe (ON THE WATER AND THE LAND – new fire boat).
- EV busses AND Electric Vehicles will be on the streets (they can still catch on fire and they are peculiar/unique fires to put out, so people have to be trained properly).
- Our work on environmental has positive impact on environment.
- Open air fire by-law is not pro-environment

Increase housing affordability:

- Last year we had a water shuttle accreditation which helped to reduce home insurance rates for homeowners and for our municipality.
- We offer support to those without homes on a daily basis. Since Covid-19, this has put a lot of extra pressure on a lot of resources.
- We also donate time to the community and donate food.
- We create a safer environment for the prevention of fires.
- Lowering ownership and insurance if ISO ratings are established this will help.

Improve walkability, roads and transportation:

- The Marine program makes sure those on water (and land) are safe
- New electric vehicle buses have extinguishers – this requires extra training too
- KFR is purchasing two new electric vehicles
- A new app Kim Smith put out for Fire & Rescue Service to be able to quickly get coordinates of where a fire is taking place.

## Identification of Critical Issues and Service Gaps

KFR conducted an environmental scan of all stakeholder feedback, ideas and suggestions to determine where the agency is currently at relative to fulfilling its service levels and mandate. In addition to reviewing and studying all internal and external stakeholder feedback, the scan also included a thorough review of the Agency's Community Risk Assessment. Finally, all this information was further distilled in order to identify the broad critical issues and service gaps KFR experiences and encounters.

### Critical Issues and Service Gaps

KFR's critical issues are identified here. They are the broad challenges that exist within the agency's core programs and services (i.e., KFR's core service and program deliverables to the community). Assessing the community and internal feedback, and the Community Risk Assessment helped to inform and identify the following critical issues and services gaps:

- Training (Volunteers & Career Together)
- Public education (Emergency planning & preparedness)
- Creating an integrated Composite Fire & Rescue Service (Volunteer and Career)
- Dispatching and deployment of apparatus
- Community outreach and involvement

## SWOT Analysis

KFR's strengths, weaknesses, opportunities, and threats as identified by internal and external stakeholder feedback through a consensus process, and the Community Risk Assessment.

KFR's Strengths: The agency stakeholders identified KFR's strengths as follows:

- Customer Service & Public Relations
- A culture of Continuous Improvement
- Passion and pride for what we do
- Respond to numerous/all calls & emergencies
- Professionalism
- Trained to the highest standards
- Working together dynamically in an emergency
- Response times

KFR's Weaknesses: The agency stakeholders identified KFR's weaknesses, gaps and areas for development as follows:

- A fully integrated Composite Fire & Rescue Service (Career & Volunteer Firefighters)
- Community/personal emergency planning and preparedness
- More information sharing up, down, across the agency
- Career and Volunteer Firefighters appear to be working in silos and in isolation of one another
- Dispatching the fastest apparatus to a call instead of the closest apparatus
- Community outreach and involvement

KFR's Opportunities: The agency stakeholders identified KFR's opportunities as follows:

- CPSE Accreditation
- Community/personal emergency planning and preparedness: (PEP)
- Building a fully integrated Composite Fire & Rescue Service (Career & Volunteer Firefighters)
- Community/personal emergency planning and preparedness
- More information sharing and gathering throughout agency
- Training Career and Volunteer Firefighters together
- Dispatching
- Community outreach and involvement

KFR's Threats: The agency stakeholders identified KFR's threats as follows:

- Unforeseen threats to City of Kingston's stable financial resources and stability
- Lockdowns or closures of economic activity
- Disasters (natural or otherwise)
- Lack of alternative funding for priorities
- Pandemics and/or Infectious agents and viruses (ex: Variants of concern from COVID-19)
- Municipal or Provincial legislative changes
- Flight Risk: Losing Firefighters to other agencies
- Unfunded mandates

## Identification of Strategic Initiatives

After further review of KFR's critical issues and services gaps, the agency stakeholders, by consensus, determined that the following strategic initiatives would serve as the foundation for the development of its goals and objectives within this strategic plan:

- Training, and a fully integrated Composite Fire & Rescue Service (Volunteer and Career Firefighters)
- Internal Communication
- Accreditation and Continuous Improvement through Plans and Goals
- Public Education / Community Outreach
- Dispatching and Apparatus Management



## Formulation of Goals, Objectives (SMART), Critical Tasks & Timelines

KFR has established realistic goals along with objectives that are specific, measurable, attainable, realistic, and timebound (SMART). This will serve to enhance the agency's strengths, address weaknesses, enhance opportunities, and potentially minimize threats. The goals and objectives will focus the agency and should direct the organization to its desired future, once implemented.

**Goal 1:** Implement a fully integrated Composite Fire & Rescue Service culture, and a comprehensive co-training program where both Volunteer and Career Firefighters are trained together in the best interest of meeting the agency's mission, vision and values.

**Objective 1A:** Evaluate the existing training programs, and training resources applied to each, for both Volunteer and Career Firefighters, as well as the current Composite Fire & Rescue Service model.

Timeframe: 6 months.

### Critical Tasks:

- Define all current Firefighter training programs provided by the agency.
- Define all current training resources applied to each training program provided by the agency.
- Define the current Composite Fire & Rescue Service model within KFR.
- Compare and contrast Firefighter training for programs for Volunteer and Career Firefighters, and the current Composite Fire & Rescue Service model.
- Evaluate all programs relative to living KFR's Mission and Values, and other standards.
- Document any gaps identified in training programs and resources applied to current Firefighter training.
- Meet with a representative sampling of members from the Training Department, Volunteer and Career Firefighters, seeking their input and ideas on how best to enhance the Composite Fire & Rescue Service model, and training and training resources.
- Document their collective input and any other needs for the agency relative to both topics.
- Develop and present a report of all findings with recommendations, as applicable, to the leadership team, and all impacted stakeholders for their feedback, additional consideration and approval.

Objective 1B: Implement fully integrated Composite Fire & Rescue training programs and training resources for all Firefighter training to overcome the identified Training gaps and needs.

Timeframe: 6 months.

Critical Tasks:

- Establish a rotating Training Working Team Volunteers and Career Firefighters to work with the Training Department in the development and implementation of a fully integrated Composite Fire & Rescue Service, and training programs based on the recommendations of the approved report.
- Determine the required knowledge, skills, and abilities for the make-up of the Working Team.
- Advertise the opportunity within the agency and recruit members to the Working Team
- Create a plan for the development of all approved enhancements to training programs and resources.
- Conduct a cost analysis for each Composite Fire & Rescue Service enhancement, new program, or new training resources to ensure adequate budgeting.
- Develop and present all plans with cost analyses to the leadership team and Council for additional consideration and direction.
- As approved, complete the development of all enhancements and new training programs, and prepare for implementation.

**Goal 2:** Implement a collaborative internal communication plan and culture throughout the agency, where communication freely flows up, down, and across the organization in the best interest of meeting the agency's mission, vision and values.

Objective 2A: Evaluate existing internal communication protocols and structure within the agency.

Timeframe: 6 months.

Critical Tasks:

- Research and define the current communication flow and culture within the agency.
- Evaluate the agency's current communication protocols and structure relative to meeting KFR's Mission, Values and Vision and any other standards.
- Document any gaps identified in the current communication structure in meeting KFR's Mission, Values and Vision.
- Meet with a representative cross-section of members from the Communications Department, and all other KFR Departments and from the City, seeking their input and ideas on how all of KFR can best communicate as an integrated Composite Fire & Rescue Service.
- Document their collective input and any other needs for the agency relative to internal communication as a fully integrated Composite Fire & Rescue Service and culture.
- Develop and present a report of all findings with recommendations, as applicable, to the Communications Department, and to all KFR staff and leaders for their feedback, additional consideration and final approval.

Objective 2B: Implement a fully integrated Composite Fire & Rescue Service internal communication plan to overcome the identified communication gaps and needs.

Timeframe: 6 months.

Critical Tasks:

- Establish a rotating Communications Working Team from a cross-section of KFRF Departments to support KFR's existing Communications Team in the development and implementation of the integrated Composite Fire & Rescue Service Communications recommendations of the approved report.
- Determine the required knowledge, skills, and abilities for the Working Team.
- Advertise the opportunity within the agency and recruit members to the Working Team.
- Create a plan for the development of all approved Communications enhancements.
- Conduct a cost analysis for each Communication enhancement to ensure adequate budgeting.
- Develop and present all plans with cost analyses to the leadership team and Council for additional consideration and direction.
- As approved, complete the development of all integrated Composite Fire & Rescue Service Communications enhancements and prepare for implementation.

**Goal 3:** Develop and submit KFR's Accreditation Plan to the CPSE for approval, that meets or exceeds all CPSE Accreditation requirements. Focus on Continuous Improvement through the Accreditation process.

Objective 3A: Evaluate the CPSE's requirements for Accreditation, and the resources required for each criterion.

Timeframe: 6 months.

Critical Tasks:

- Define all CPSE Accreditation requirements.
- Define which Accreditation requirements are complete, partially complete, and not started.
- Determine the resources required to complete the partially completed and not started.
- Evaluate Accreditation criteria to KFR's Mission, Values, Vision, and Standard Response Goals.
- Document any gaps identified in the resources required to fully complete the Accreditation application.
- Develop and present a report of all findings with recommendations, as applicable, to the leadership team, Council and all KFR staff for feedback, additional consideration and approval.

Objective 3B: Prepare a full CPSE Accreditation application for submission and approval.

Timeframe 6 months.

Critical Tasks:

- Complete the remaining partially done requirements.
- Start and complete the not-yet-started requirements.
- Determine the required knowledge, skills, and abilities for the make-up of the Working Team.
- Conduct a cost analysis for each strategic objective to ensure adequate budgeting.
- Develop and present the full Accreditation Plan with cost analyses to the leadership team and Council for additional consideration, direction and final approval.
- As approved, submit the Accreditation application to CPSE for prepare for approval.

**Goal 4:** Implement a meaningful public education and community outreach platform and programs in the best interest of meeting the agency's mission and values, and external stakeholder feedback.

Objective 4A: Evaluate the existing public education and community outreach platforms, programs, and the resources applied to each.

Timeframe: 12 months.

Critical Tasks:

- Define all current public education and community outreach platforms, programs and resources provided by the agency.
- Define all current training resources applied to each platform and program provided by the agency.
- Compare and contrast KFR's public education and community outreach platforms, programs and resources offered relative to the May 2021 external stakeholder feedback and requests.
- Evaluate all platforms, programs and resources relative to living KFR's Mission, Values, and other standards.
- Document any gaps identified in the platforms, programs and resources applied to the current vs. requested public education and community outreach.
- Meet with a representative sampling of external stakeholder members seeking their input and ideas on how best implement optimal public education and community outreach based on defined resources.
- Document their collective input and any other needs for the agency relative to public education and community outreach platforms, programs and resources.
- Develop and present a report of all findings with recommendations, as applicable, to the leadership team, all KFR staff and leaders, and via OMNI Channel to external stakeholders for their feedback, additional consideration and approval.

Objective 4B: Implement meaningful public education and community outreach platforms, programs and resources to overcome the identified gaps and needs in these areas by external stakeholders.

Timeframe: 12 months.

Critical Tasks:

- Establish a rotating Working Team of internal and external KFR stakeholders in the development and implementation of new, revised public education and community outreach platforms, programs and resources based on the recommendations of the approved report.
- Determine the required knowledge, skills, and abilities for the make-up of the Working Team.
- Advertise the opportunity within/outside of the agency to recruit Working Team members.
- Create a plan for the development of all approved enhancements, including training programs and training resources.
- Conduct a cost analysis for each enhancement, new program, or new resources to ensure adequate budgeting.
- Develop and present all plans with cost analyses to the leadership team, Council and internal and external stakeholders for additional consideration and direction.
- As approved, complete the development of all enhancements and new platforms, programs, and resources, and prepare for implementation.

**Goal 5:** Implement an optimal Dispatch & Apparatus Management practice and protocol to meet the agency's mission, values, Standards of Cover, and internal stakeholder feedback.

**Objective 5A:** Evaluate the existing Dispatch & Apparatus Management protocols, SOP's, and the resources applied to each.

Timeframe: 6 months.

Critical Tasks:

- Define all current Dispatch & Apparatus Management protocols, SOP's and the resources provided by the agency to each.
- Compare and contrast the protocols, SOP's and resources the agency currently follows relative to the May 2021 internal stakeholder feedback and requests.
- Evaluate all protocols, SOP's and resources relative to living KFR's Mission, Values, Standard Response Goals, and Standards of Cover, and other standards as required.
- Document any gaps identified in protocols, SOP's and resources.
- Meet with a representative sampling of internal stakeholder members seeking their input and ideas on how best implement optimal Dispatch & Apparatus Management protocols, SOP's and resources based on defined resources.
- Document their collective input and any other needs for the agency relative to Dispatch & Apparatus Management resources.
- Develop and present a report of all findings with recommendations, to the leadership team, all KFR staff & leaders for their feedback, consideration and final approval.

**Objective 5B:** Implement optimal Dispatch & Apparatus Management protocols, SOP's and resources to overcome the identified gaps and needs in these areas by internal stakeholders.

Timeframe 12 months.

Critical Tasks:

- Establish a rotating Working Team of internal KFR stakeholders in the development and implementation of the new Dispatch & Apparatus Management protocols, SOP's and resources based on the recommendations of the approved report.
- Determine the required knowledge, skills, and abilities for the Working Team.
- Advertise the opportunity within the agency to recruit Working Team members.
- Create a plan for the development of all approved enhancements, including training programs and resources.
- Conduct a cost analysis for each enhancement, new program, or new resources to ensure adequate budgeting.
- Develop and present all plans with cost analyses to the leadership team, Council and internal stakeholders for additional consideration and direction.
- As approved, complete the development of all enhancements and new protocols, SOP's and resources, and prepare for implementation.

## Glossary of Terms and Acronyms

### **S.O.C.: Standards of Cover (Wikipedia)**

“Standards of Cover” is defined as “adopted written policies and procedures that determine the distribution, concentration and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials and other technical responses.”

### **CFAI: (Source: CFAI)**

CFAI accreditation is a process of agency self-assessment. The Commission on Fire Accreditation International (CFAI) will provide your agency the accreditation model, various accreditation publications and trainings, and access to experienced peer assessors.

### **CPSE accreditation defined: (Source: CPSE)**

An all-hazard, quality improvement model based on risk analysis and self-assessment that promotes the establishment of community-adopted performance targets for fire and emergency service agencies.

### **CRA: Community Risk Assessment:**

CRA uses participatory action research methods to place communities in the lead role for the assessment, active planning, design, implementation and evaluation of activities aimed at reducing the community's risk to disaster.



# KFR Strategic Plan Appendices

April 19, 2021 document from Chief Armstrong to all KFR personnel re: seeking their input about KFR to inform the Strategic Plan.



## KINGSTON FIRE & RESCUE

**Kingston Fire and Rescue**  
500 O'Connor Drive  
Kingston, Ontario  
K7P 1N3  
Telephone: 613 548-4001  
Fax: 613 384-5233

**TO: All KFR Personnel**  
**FROM: Shawn Armstrong, Fire Chief**  
**SUBJECT: Strategic Planning**  
**DATE: April 19, 2021**

**Fire Chief**  
Shawn Armstrong  
Telephone extension 5203  
[sharmstrong@cityofkingston.ca](mailto:sharmstrong@cityofkingston.ca)

**Deputy Fire Chief**  
Kevin Donaldson  
Telephone extension 5655  
[kdonaldson@cityofkingston.ca](mailto:kdonaldson@cityofkingston.ca)

**Deputy Fire Chief**  
Melanie Jones  
Telephone extension 5202  
[mjones@cityofkingston.ca](mailto:mjones@cityofkingston.ca)

**Mgr of Adm & Emerg Preparedness**  
Brandi Timpson  
Telephone extension 5220  
[btimpson@cityofkingston.ca](mailto:btimpson@cityofkingston.ca)

At Kingston Fire & Rescue (KFR), we regularly seek ways to improve and evolve to meet the needs of the numerous stakeholders, citizens, and partners we serve. One way to assess how we are doing at demonstrating our commitment to living KFR's values, vision, mission and day-to-day objectives is to seek input from a cross-section of internal and external stakeholders to help us assess the areas we are meeting objectives and expectations, as well as any service areas we need to evolve or improve. This information will help form the foundation of KFR's Strategic Plan for the coming 3 – 5 years.

In order to gather current feedback and insights from those we serve, we have enlisted the services of Centred Performance Inc. ([centredperformance.com](http://centredperformance.com)) - experts in the field of Communications, Leadership, and Facilitation to conduct focus group sessions with a cross-section of members of KFR's internal and external stakeholders. It is intended that your insights and thoughts will form part of this process. The feedback collected will help us gain a thorough understanding of how we are doing at delivering on the many types of interactions we have, including challenges with our Organization. The feedback shared will help us develop targeted improvements in our services.

In the coming weeks, you can expect to hear from Larry Graham of Centred Performance.

I thank you in advance for your time, insights and participation in this important KFR initiative. Please contact me should you have any questions.

Sincerely,

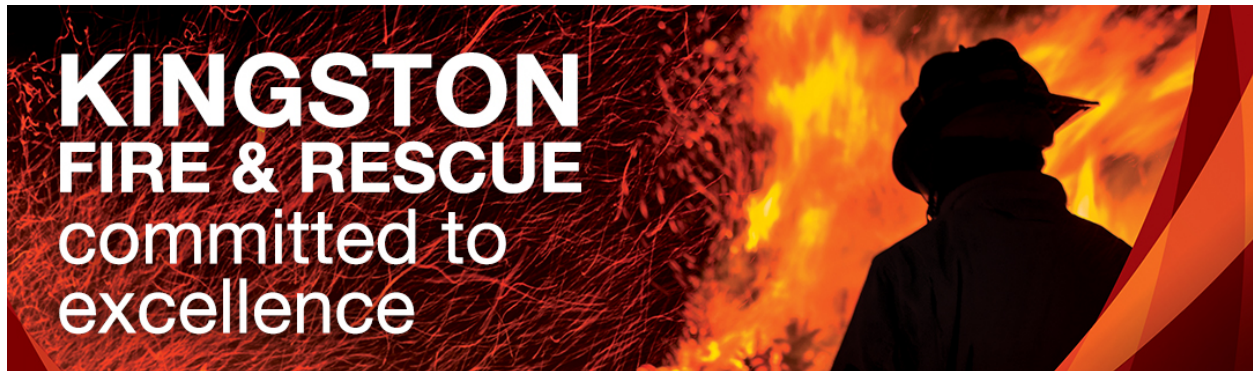
  
Shawn Armstrong  
Fire Chief, Kingston Fire & Rescue

Notice #4

# External Stakeholder Survey & Methodology

Kingston Fire & Rescue | Accreditation

Get Involved Kingston Project Page



Kingston Fire & Rescue (KFR) is furthering its commitment to the continuous evaluation and improvement of its services by pursuing accreditation through the [Centre for Public Safety Excellence](#).

By becoming one of just 10 Canadian departments accredited by the Centre for Public Safety Excellence, KFR will formalize its process for measuring, reviewing, and acting on the data it collects to continuously improve response times, emergency services, fire prevention, education, inspections and more.

Help KFR understand your priorities— and how it can better serve you – as part of this accreditation process.

Education is a two-way street

Learn about KFR’s emergency services, programs and performance metrics.

Complete a brief survey to inform KFR’s way forward and help the department identify strengths and areas for improvement.

Information collected will be reviewed by KFR and reflected in our application for accreditation and our quality improvement process framework through the Centre for Public Safety Excellence.

Key Dates

Survey - April 13 to May 12, 2021

Weekly poll - April 13 to May 10, 2021

Who's listening (subject matter experts)

Fire Chief Shawn Armstrong

Project timeline

April 13 - May 12 – Public engagement

June 30, 2021 – KFR reports to Council

DATE – Application submitted to the [Centre for Public Safety Excellence](#).

Documents / Links

[3 Year Review](#)

## Survey

Time required to complete the survey: 10 minutes or less

Survey closes: At 4 p.m. on May 12, 2021

Section 1 – Kingston Fire & Rescue

Do you feel you have a good understanding of the different emergency programs and services offered by KFR? (e.g. fire suppression, prevention, technical rescue, emergency response, etc.)

Very good

Good

Fair

Poor

Very poor

Prefer not to answer

Is there a specific area that you would like to know more about? Rank the options below, with 1 being the most important, 2 the second most important, and so on.

Emergency planning

Carbon monoxide awareness

Fire prevention advice

Emergency call types KFR receives

Section 2 - Service delivery

What areas do you believe KFR should focus on improving? Rank the options below, with 1 being the most important, 2 the second most important, and so on.

Response times

Fire education

Emergency preparedness and planning education

Keeping up with advancements in training and technology

Life safety equipment (e.g. fire trucks)

Continued community involvement by way of public engagement and events

Diversity and inclusion in the workforce

Based on your current knowledge of KFR, rate your level of satisfaction with each of the following areas:

Response times

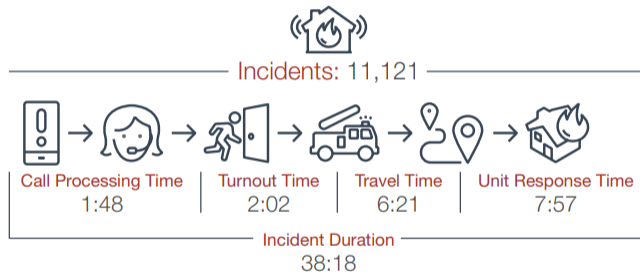
**Kingston Fire & Rescue Response Plan**

The Kingston Fire & Rescue Response Plan ensures the appropriate apparatus and staffing are dispatched to provide the necessary resources to control and mitigate incidents that threaten public safety. In 2019, the Kingston Fire & Rescue Response Plan was reviewed and updated to ensure that response policies to incidents meet the current demands of a rapidly changing city.

**Increased Medical Response Capability**

In 2018, Kingston Fire & Rescue partnered with KFL&A Public Health to increase medical response capabilities by becoming able to carry and administer Naloxone to combat Opioid overdoses.

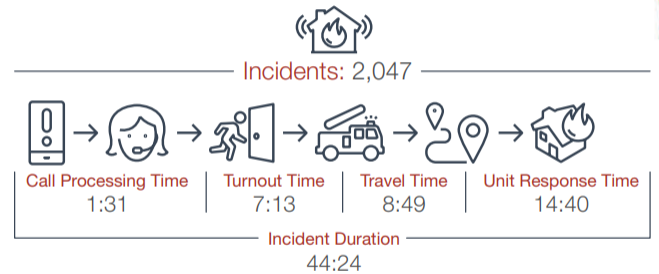
KFR **Urban** Responses 90<sup>th</sup> percentile - 3 year summary



**Call Processing Time:** The time interval from when the alarm is acknowledged at the communication centre until the response information begins to be transmitted to emergency response units.

**Turnout Time:** The time interval that begins when the emergency response notification process begins and ends at the beginning point of unit travel time.

KFR **Rural** Responses 80<sup>th</sup> percentile - 3 year summary



**Travel Time:** The time interval that begins when a unit is en route to the emergency incident and ends when the unit arrives at the scene.

**Unit Response Time:** The time interval from the receipt of the alarm to when the first emergency response unit is initiating action or intervening to control the incident.

Very satisfied

Somewhat satisfied

Neither satisfied nor dissatisfied

Somewhat dissatisfied

Very dissatisfied

Prefer not to answer

Customer service (this encompasses your interactions with KFR firefighters and administrative staff)

Very satisfied

Somewhat satisfied

Neither satisfied nor dissatisfied

Somewhat dissatisfied

Very dissatisfied

Prefer not to answer

Community outreach and programs (school programs, events)

Very satisfied

Somewhat satisfied

Neither satisfied nor dissatisfied

Somewhat dissatisfied

Very dissatisfied

Prefer not to answer

Section 3 – The resident’s role in safety

Do you agree or disagree with the following statement, “As a resident of Kingston, I have a responsibility to take steps to educate myself and take proactive measures to protect my home, property and family.”?

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

Would you attend online information sessions offered by KFR about emergency preparedness?

Yes

Undecided

No

Are there other ways KFR can support your efforts to prevent fires and prepare for emergency situations? *Open ended with character limit.*

Please provide your postal code

[FAQ](#)

How will becoming an accredited fire department benefit the community?

Being accredited assures the public that KFR is adhering to nationally recognized operational standards to ensure their safety and its effectiveness.

Will anything change once the department is accredited?

OTHER?!

[Poll Questions](#)

Every Monday, for the next five weeks Kingston Fire & Rescue will launch a new poll. These polls are designed to share information that you may not know about our department!

Week 1 – What are Kingston Fire & Rescue’s three lines of defense?

Educate, inspect, suppress (correct response)

Inspect, educate, suppress

Suppress inspect, educate

Response: Thank you for completing the Week 1 KFR Poll! Kingston Fire & Rescue strives to educate the community on fire prevention and conducts annual inspections to ensure facilities are compliant with the Ontario Fire Code. Suppression, sometimes simply referred to as firefighting, is the last (and least desirable) line of defense.

Let’s keep learning. On [insert date], we will launch our next poll!

Week 2- How large is KFR’s response area?

100 square KM

300 square KM

450 square KM (correct response)

Response: Thank you for completing the Week 2 KFR Poll! Did you know that in addition to covering 450 square KM, KFR also dispatches calls for nine communities, including Kingston? Learn more about the people working behind the scenes to keep our community safe! [link to behind-the-scenes resource]. Let’s keep learning. On [insert date], we will launch our next poll!

Week 3 – How many response areas does KFR’s technical rescue program include?

3

5

6 (correct response)

Response: Thank you for completing the Week 3 KFR Poll! Twenty-four career firefighters are trained to perform the following rescues: rope, confined space, structural collapse, trench, vehicular, water and ice water. Learn more about our suppression and technical rescue programs [link to graphic].

Let’s keep learning. On [insert date], we will launch our last poll! Don’t miss it.



Week 4: Complete the following sentence. The Incident Management System is...

a high-tech software developed to manage phone numbers in the event of an emergency.

A standardized approach to emergency management encompassing personnel facilities, equipment, procedures, and communications operating within a common organizational structure. (Correct response).

I have no clue—tell me!

Response: Thank you for completing the poll! In 2018, the City of Kingston adopted the Incident Management System, a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. The system creates a process that City staff and community agencies follow in the event of an emergency event. It has the ability to expand and contract, as the situation warrants. Learn more about emergency management!

Week 5: TBD

What the Kingston community wants to know more about

Community/personal emergency planning and preparedness: (PEP) was the highest interest. (Chief Armstrong can ask KFR during any/all Town Halls, as well as the public: “What ideas do you have relative to how KFR can we establish a KFR connection to residents regarding PEP?”).

## **Areas where KFR can Improve**

Community Involvement: Continued community involvement by way of public engagement and events response received the highest level of interest on the Likert scale.

Community outreach level of satisfaction: 49% of respondents were neither satisfied nor dissatisfied with KFR’s Community Outreach vs. 51% of respondents who were satisfied with KFR’s Community Outreach.

Customer service: 64% of respondents are satisfied with the interaction of KFR members from all divisions representing KFR.

Follow up from the Chief’s request to internal stakeholders requesting their KFR insights

To: KRF Stakeholders: Chief Fire Prevention Officer; Chief of Training; Mechanical Officer; Communications Supervisor; Finance Clerk; Inventory Clerk; Fire Prevention Secretary.

Date: 21 April 2021

Hello Kingston Fire & Rescue stakeholders. My name is Larry Graham. My colleagues and I at Centred Performance ([www.centredperformance.com](http://www.centredperformance.com)) have the privilege of being selected to develop a Strategic Plan (the Plan) for Kingston Fire & Rescue (KF&R). A key component of the Plan is seeking input and feedback from both internal and external KF&R stakeholders relative to KF&R's areas of strength, as well as service areas to be developed and/or enhanced.

Objective of the focus group sessions: Our objective is to gain a first-hand knowledge and understanding of internal KFR stakeholder feedback about the Department from those closest to it – you! The information you share will greatly assist in developing a comprehensive KFR Strategic Plan.

When will the focus groups take place?: Here are the proposed dates and times (via Zoom):

April 26 at 9 am for: Platoon Chiefs (4); KPFFA (1).

April 27 at 9 am for: Chief Fire Prevention Officer (1); Chief of Training (1); Mechanical Officer (1); Communications Supervisor (1); Finance Clerk (1); Inventory Clerk (1); Fire Prevention Secretary (1).

May 3 or 6 at 6:30 pm for: Volunteers (1 District Chief and 4 Training Coordinators).

How long will the focus groups be?: Between 30 and 60 minutes, with a maximum of 90 minutes.

My background: I am the President of Centred Performance Inc. We're experts in Service excellence, Communication skills, and helping organizations optimize their operations. I will be the one conducting the focus groups. I can be reached via email at:

[larry@centredperformance.com](mailto:larry@centredperformance.com) , or 905-717-9465.

What will be done with the information we share during the focus groups?: Your feedback will help to develop the most meaningful Strategic Plan that KFR will use for continuous improvement.

What about confidentiality?: We commit to full confidentiality regarding *all* information shared during the focus group sessions. We will only include general themes and ideas in the Strategic Plan, never names.

Gather insights from your team/colleagues before the focus group. Please share the complete list of focus group questions directly below with your colleagues and team members for their insights prior to your focus group session. I look forward to meeting you and to your insights and feedback. Thank you in advance for helping to guide the direction of KFR's Strategic Plan. Sincerely,

Larry Graham, President, Centred Performance Inc.

M: 905-717-9465 / E: [larry@centredperformance.com](mailto:larry@centredperformance.com) / W: [centredperformance.ca](http://centredperformance.ca)

Aim · Train · Gain · Sustain. Specialists in Aligning Human Behaviour with Strategic Ambition.

## Focus Group Questions for KFR's internal stakeholders:

Focus Group dates and groups:

- April 27, '21: Platoon Chiefs; KPFFA (Career Union).
- April 29, '21: KFR Leaders: Chief Fire Prevention Officer; Chief of Training; Mechanical Officer; Communications Supervisor; Finance Clerk; Inventory Clerk; Fire Prevention Secretary
- May 3: Volunteer Team: District Chief and Training Coordinators.
- May 6: Volunteer firefighters

Question: How do KFR's mission vision and values resonate with you relative to what you do and your KFR role?

---

Here are KFR's Mission, Vision, Values, and Standard Response Goals:

### Mission

Kingston Fire & Rescue's mission is to protect people and property while minimizing environmental impacts caused from emergency responses. We work collaboratively to provide professional emergency services in a safe and timely manner. We promote safety and innovation through prevention and education in support of fire and life safety for all.

### Vision

We are a progressive, innovative service with healthy and satisfied citizens and employees. Our fiscal health enables us to update our infrastructure and grow our community. We support a high quality-of-life for all of our citizens.

### Values

Teamwork, Respect, Integrity, Pride

### Standard Response Goals

Safety and Health of Responders Save Lives  
Reduce Suffering  
Protect Public Health Protect Critical Infrastructure  
Protect Property  
Protect the Environment  
Reduce Economic and Social Losses

- What could be added to make KFR's mission vision values more relevant to your day-to-day work within the Department?
- In your view, how do KF&R's mission, vision and values align with City of Kingston's Council Priorities 2019 – 2022 (below)? (In other words, how does KF&R help to achieve Council's Priorities today?).

City of Kingston's Council Priorities 2019 – 2022:

- Demonstrate leadership on climate action
  - Increase housing affordability
  - Improve walkability, roads and transportation
  - Strengthen economic development opportunities
  - Foster healthy citizens and vibrant spaces
- What is one thing KF&R is great at?
  - What is one area that KF&R can improve in that would make the greatest positive impact to the Department?
  - What is your recommendation to address the area for you identified for improvement?
  - Is there anything else you would like to add or discuss that we've not talked about?

## KFR's Gaps/Areas to Improve from Internal Stakeholder feedback:

- Lack of teamwork, collaboration between Career and VFF.
- More information sharing (down, up, across).
- The decommissioning of DC's role is not widely understood.
- VFF and FTFF appear to be working in silos, and not proactively being inclusive of all divisions, or checking in with one another as a fully integrated Composite Agency.
- Leadership: If you are going to ask for our opinion, please show up and update us.
- The VFF "model" is not seen as being understood by FTFF.
- Dispatching the fastest apparatus to a call vs. the closest apparatus.

Suggestions from internal stakeholders to Address/Correct KFR's Gaps:

Build positive relationships between VFF and FTFF ("As we don't interact much, yet are the same really, with the same challenges. This will build relationships between us and create A fully integrated Composite Fire & Rescue Service of Firefighters. This is THE MOST IMPORTANT thing we can do to improve KFR. We respond as 4 separate departments when we should be responding to incidents as ONE unified Department/Agency").

Addresses the gap of: a fully integrated Composite Fire & Rescue Service.

The Community Risk Assessment will be a big tool to help identify areas of concern. We want to take a proactive approach. The Community Engagement and Risk pieces will contain invaluable information.

Addresses the gap of: Comprehensive and thorough Strategic Plan.

Create opportunities for Volunteer and Career Firefighters to work with other Departments for brief periods to see and experience what they do, and what their challenges are. The idea is: "Walk a mile in their shoes".

Addresses the gaps of: Training and A FULLY INTEGRATED COMPOSITE FIRE & RESCUE SERVICE.

The Accreditation is a huge step in the right direction. Follow through on our Plan.

Addresses gap of: Internal Communication and A FULLY INTEGRATED COMPOSITE FIRE & RESCUE SERVICE.

Create a Mentorship program to ensure Volunteer and Career Firefighters don't lose institutional knowledge prior to retirements.

Addresses the gap of: A FULLY INTEGRATED COMPOSITE FIRE & RESCUE SERVICE.

Communication: Senior KFR leaders to explain the “Why” behind changes – not making changes without an explanation as to why.

Addresses the gap of: Internal Communication.

Input: Before changes are made, KFR senior leader will seek input from those closest to the need/area.

Addresses the gap of: Internal Communication.

A form of representation/voice between VFF and Admin.

Addresses gap of: Internal Communication, and A FULLY INTEGRATED COMPOSITE FIRE & RESCUE SERVICE.

## Chief Armstrong's Communication

---

Date: 4 June '21 - Prepared for: K. Shawn Armstrong, Director/Fire Chief, Kingston Fire & Rescue, and Tara Perry, Administrative Assistant to the Fire Chief, Kingston Fire & Rescue

C.c. Julielee Stitt, Communications Officer, Communications & Customer Experience Department

Prepared by: Larry Graham, Centred Performance Inc.

---

Hello Station Captains, Platoon Chiefs and Division Leads:

Thanks to you and your team for recently helping to identify KFR's strengths and areas to evolve and improve, as we seek accreditation from the Centre for Public Service Excellence (CPSE). This exercise honours our focus and commitment to continuous improvement.

On June 14, I invite you to learn more about what we heard by attending a virtual forum where I will share highlights from the external and internal engagements with you, including: stakeholder input, ideas, and feedback.

There are a number of topics we will cover based on what we heard, such as feedback on our commitment to living KFR's values, vision, mission and day-to-day objectives, as well as areas we excel at, areas we can improve in, and ideas to help us evolve.

Once I have shared the feedback and ideas with you as Station Captains, our next step is to share this feedback with Platoon Chiefs and Division Leads, then with all KFR (One KFR).

All of this will take place virtually between June 14, '21 (starting with you) until July X, '21.

Tara Perry will be forwarding the Zoom link to you for the June 14 meeting by Wednesday, June 9.

Please contact me should you have any questions or other input.

With thanks.

Sincerely,

K. Shawn Armstrong  
Chief, Kingston Fire & Rescue

## KFR's approved fire protection and public safety services and programs as listed below

The following Fire Protection Services and programs are approved and authorized by the Fire Services By-Law:

### Emergency Operations Division

- Fire Suppression (Firefighting).
- Technical Rescue.
- Tiered Medical Response.
- Marine Fire Suppression (provide offshore firefighting capabilities).
- Hazardous Materials Response.
- Wildland/Brush Firefighting.
- Aviation Firefighting.

### Fire Prevention Division

- Providing fire and life safety education to the public.
- Enforcement of fire safety regulations and related fire codes.
- Fire cause determination efforts including the preservation of evidence involving incendiary fires.

### Training Division

- Ensuring ongoing safety and compliance training of *members*.
- Site specific training to ensure the knowledge, skills and abilities of the Members are evaluated and skills are proficient.

### Communications Division

- Answering and processing all emergency requests for assistance.
- Dispatching the appropriate and timely resources in accordance with the Approved CRASOC.

### Apparatus Maintenance Division

- Maintaining the availability and safe operational condition of all fire department vehicles.
- Ensuring life safety equipment attached to emergency equipment continually performs.

### Administration Division

- Leading the strategic planning, reporting and administration requirements of the *fire department* in an efficient manner.

### Emergency Management Division

- Fulfill the legislated role(s) within the City of Kingston Municipal Emergency Plan.
- Ensuring the emergency plan and program requirements meet the requirements of the community as required and in compliance with the Emergency Management and Civil Protection Act.