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I am pleased to present the Vancouver Fire and Rescue Services 2011 – 2015 Strategic Plan. This plan represents our departments’ collective commitment to keeping our community safe and healthy by being leaders in Fire Service.

The world around us is changing, and as it does, so does our role and the contributions we make to the community we serve. Our work has shifted over the years from responding to fires to that of preventing fires and playing a bigger role in being first responders to various types of accidents and other incidents. Technology plays a critical role in the way we conduct our work and will continue to do so into the future. Community planning and building designs are changing and we will adjust our responses to meet these changes. Also, the community that we serve has a shifting demographic profile – we are aging, and becoming more diverse in our need for emergency services.

All of these are key factors in how we perform our role and ensure the safety and health of the public and businesses we serve. To keep us focused, strategic and responsive to the changes we are experiencing, our executive team felt it was important to develop this five year Strategic Plan.

Recognizing that we could not do this alone, we invited staff from all levels in our organization, our unions and other key stakeholders such as our Citizen’s Advisory Committee and Partner Agencies into this process. I am thrilled and encouraged by the interest and active participation they have played in developing this document and plan, and sincerely believe we have a much better plan because of their involvement.

John McKearney
Fire Chief
Vancouver Fire and Rescue Services

PLANNING PROCESS

PHASE ONE
ENVIRONMENTAL SCAN
• Review of external trends, issues, opportunities and demographics
• Staff focus groups
• Interviews with key stakeholders including Citizen’s Advisory Group, Partner Agencies and other departments within City of Vancouver
• Review of City Business Plan

PHASE TWO
STRATEGIC FRAMEWORK DEVELOPMENT
• Workshops involving Managers, Staff and Union Representatives
• Development of Vision and Mission
• Identification of Strategic Directives
• Development of Goals and Outcomes

PHASE THREE
DETAILED PLANNING
• Development of Strategies and Tactics to achieve goals
• Identification of resource requirements and challenges
• Development of Timeline
• Identification of Metrics

PHASE FOUR
IMPLEMENTATION PLAN
• Socialization of plan with key stakeholders
• Engagement and alignment of staff to plan
• Development of Dashboard
• Implementation of Employee Committee to monitor progress and validate priorities
• Identification of values/cultures to sustain execution of strategy
Aligning Vancouver Fire and Rescue Services (VFRS) with the City of Vancouver Corporate Business Plan is a critical success factor in developing and implementing our plan. We are committed to supporting and advancing the City’s Mission, Long Term Priorities and Long Term Strategic Goals.

CITY OF VANCOUVER BUSINESS PLAN

CITY OF VANCOUVER MISSION

The City’s mission is to create a great city of communities that cares about our people, our environment and our opportunities to live, work and prosper.

CITY OF VANCOUVER LONG TERM PRIORITIES

PEOPLE
Cultivate and sustain vibrant, creative, safe and caring communities for the wide diversity of individuals and families who live in, work in and visit Vancouver.

PROSPERITY
Provide and enhance the services, infrastructure and conditions that sustain a healthy, diverse and resilient local economy.

ENVIRONMENT
Protect and enhance Vancouver’s climate, ecology, natural resources and connections to the city’s remarkable natural setting for future generations.

CITY OF VANCOUVER LONG TERM STRATEGIC GOALS

GOVERNANCE GOALS

1. The City provides excellent service
2. The City is financially healthy and administratively effective
3. The City leads the way on green issues
4. The City inspires excellence in the workplace and in its employees
5. The City optimizes strategic partnerships and collaborations

CITY-BUILDING GOALS

6. Vancouver is a sustainable, affordable, livable and inclusive city
7. Vancouver’s business climate is dynamic and robust
8. Vancouver is a safe city in which people feel secure
9. Vancouver offers extraordinary civic amenities
10. Vancouver’s assets and infrastructure are well managed and resilient
Understanding the world around us, how it is changing, and the opportunities and risks this presents to our ability to serve the public is a key step in developing the right goals and strategies. A number of trends were analyzed and combined with information gleaned from the stakeholder interviews and employee focus groups.

OUR CHANGING COMMUNITY

The size, cultural diversity and demographics of our City have changed significantly over the past few decades, and will continue to do so into the future. Demographic trends show that our population is increasing in numbers, aging and becoming more culturally diverse.

As the overall City organization shifts to accommodate these trends, we must consider the impact the trends have on Fire and Rescue Services core business. There are more high-rise buildings being developed to accommodate the growing population. While the fire code and building standards have evolved by leaps and bounds, high buildings present additional challenges to us in the way we respond to and extinguish fires in them. Our response time to emergency incidents is as dependent on “vertical response times” (such as the time to the patient’s side in a high-rise building) as it is to response times from the firehall to the incident address. Increasingly, changes to the street network which fulfill other important City objectives, including traffic calming initiatives, one-way streets, bicycle lanes and traffic congestion in general will continue to affect our ability to deliver resources to incidents and meet our response time targets. It is becoming even more important for Vancouver Fire and Rescue Services to be fully integrated into the planning process, as noted later on in this section of the document.

For some time now we have been making concerted and focused efforts around fire prevention and fire safety education activities. The impact of this work is substantial in our community and we credit it with some of the positive fire trends that we are experiencing. And, as our community becomes more diverse, with many of our residents having English as a second language, we need to consider how we reach these audiences to continue our prevention and education work.

As our population ages and becomes more diverse we can anticipate that our role will continue to evolve and change. The significance of a higher average age of a population has been correlated with higher consumption of pre-hospital care. Studies have shown that those who are over 65 years of age collectively use two times more emergency medical services when compared to a younger population. Studies also show that for people over the age of 85 they collectively use three times more health and emergency services. This requires some changes to the services we provide and will include prevention and outreach programs, and initiatives specifically aimed at assisting in maintaining health and fire safety of elderly citizens. In the future we will expand current programs to carry out blood pressure screening and providing community CPR training with a goal to help reduce 911 calls for less acute patient conditions.

The bottom line is that the changing demographics of our community is requiring us to be more innovative in the way we carry out prevention and education programs, as well as the provision of emergency services.

OUR CHANGING BUSINESS

Historically the primary role of most Fire Departments was to respond to fires as they occur. With the evolution of fire and building codes and increased emphasis placed on fire prevention and education, we are seeing that the number of fires have remained quite consistent over the past five years, even though the population has increased.

While the number of calls for fires has remained stable, we have experienced an increase in the number of calls requiring us to be a “first responder” to an accident or medical incident. We are challenged with considering how best to respond to these calls in an efficient and environmental way. Many times the typical very large fire engine or ladder truck is not required and so we look for transportation that is both more economical and environmentally friendly. We have already made significant adjustments in our response model by using “cross-staffed” vehicles, such as smaller “Medic Units” to respond to certain events. We have also modified our level of response to certain types of incidents based on a risk analysis.

National statistics show that, on average, fire kills eight people each week in Canada, with residential fires accounting for 73% of these fatalities. Therefore, a major part of our mission encompasses fire safety education. Currently, one Captain and two firefighters are assigned to provide several very successful fire safety initiatives, including the Fire Safety House which each year visits every grade three classroom in Vancouver and provides fire safety information appropriate to this age of student. Public Education also provides public fire extinguisher training, public safety lectures to seniors, fire hall educational tours, Summer firehall open houses, Youth Outreach and Cadet programs, “Sidewalk Safety Checks”, Fire Prevention Week activities, media events and releases, emergency preparedness lectures and many other safety presentations. In the future, our Suppression staff will become even more involved in providing public fire safety education and prevention services, which will include a voluntary Home Safety Inspection Program where VF&RS will offer and install battery powered smoke detectors.

The City of Vancouver has set a goal to become the “greenest city” by the year 2020. We see many opportunities within the VFRS to embed sustainability initiatives. First and foremost we will be engaging our employees in this work and helping them develop a more “sustainable mindset” through their everyday actions. Our facilities provide us with another opportunity to embed sustainable practices, as well as our fleet of vehicles. What kinds of vehicles we purchase is only one consideration. We are also exploring the use of technology to help reduce idling time and minimize the generation of greenhouse gases.

Technological change is affecting every industry, and we are no different. Our business relies on effective and timely communications systems. Identifying ways to improve these systems and build greater reliability by leveraging off of our current systems is key focus moving forward. We are also interested in looking at ways to use technology in more innovative ways to enhance employee training and safety, reduce response times, drive operational efficiencies and enhance collaboration with partner agencies.

Like many organizations we are continually examining our business to drive greater efficiencies and effectiveness in our day to day operations. This coupled with the increased need for transparent reporting on our service delivery means that we need to provide greater focus on analyzing our data. We collect a large amount of data on a daily basis but are currently limited in performing in depth diagnostics on it due to a lack of in-house technical support and business analysis tools.
Our fire halls are aging. Of the City’s twenty fire halls, ten are over 30 years old and only three are less than 15 years old. Many of our fire halls are not gender friendly and do not reflect some of our ideal environmental practices. As we move forward with our long term capital plan to replace and upgrade our halls, we see lots of opportunities to improve the worksites for our employees, the environment and the community that we serve.

Fire is well positioned to capitalize on this longer term view and collaborative approach, by ensuring that emerging opportunities to co-locate new fire halls with other City services are explored. New halls need to be designed as post-disaster related facilities that meet the operational requirements and accommodate a diverse and changing workforce.

As our business and community continues to change and evolve the need to partner with others becomes a business imperative. Working in an integrated manner with key departments within the City as well as Partner Agencies and other organizations in areas such as preparation for catastrophic events is critical. Building strong relationships with these groups, and working collaboratively with them to serve the needs of our community and stakeholders is a key focus of this plan.

**OUR CHANGING WORKFORCE:**

*Our Department has a significant number of “baby boomers” in our senior suppression and management staff that are eligible for retirement within the next five years. When they retire we can expect the demographic profile of our workforce to change as younger generations enter and move up the ranks. Their expectations, skill sets and life experiences will almost certainly affect the culture of our department.*

The competition for skilled labor is already upon us. With the cost of living being as high as it is in Vancouver it is becoming more difficult to attract potential employees to work here. The majority of our suppression staff live outside of the City of Vancouver in surrounding suburbs which means longer response times should we need to call them in for extraordinary emergency situations.

With Vancouver being such a diverse community the goal of the Department for the last twenty years has been to have the make up of our staff mirror as much as possible the community. There is a challenge to attract female employees and employees representing different cultures. The Department has had some success with these two areas in the past. We are committed to improving in this area through the allocation of additional resources to focus on outreach in our community to supply quality candidates for the Department.

Ensuring our staff feel competent in their roles is critical to their success. As technology and apparatus continues to change we must invest in the development of staff to operate the new systems and tools. Exploring new ways to deliver training to our staff is a great opportunity to ensure competence, confidence and engagement.

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**The bravest are surely those who have the clearest vision of what is before them, glory and danger alike, and yet notwithstanding, go out to meet it.**

— THUCYDIDES
ANCIENT GREEK HISTORIAN AND AUTHOR
460-404BC
Committed to keeping our community safe and healthy by being leaders in Fire Service.

A proud partner in serving our community through excellence in protection, education, prevention and safety.

Excellence
Committed to being the best

Safety
Putting the safety of the public, our community and ourselves first

Teamwork
Working together and valuing each other

Leadership
Holding ourselves accountable and demonstrating character

Progressiveness
Looking for better ways to do our work and being committed to ongoing learning

Pride
Being professional, ethical and passionate about what we do

Integrity
Doing the right thing…always

Safe & Informed Community
To deliver excellence in services and education that meet the changing needs of our community.

Confident Stakeholders
To build stronger relationships with our partners and stakeholders to better serve the needs of our community.

Environmental Stewardship
To integrate sustainable practices into the delivery of fire and rescue services.

Organizational Excellence
To ensure that our people, facilities, equipment and processes support the effective delivery of our services and that our organization is financially sustainable.

People and Culture
To create a positive and safe work environment focused on excellence in community and staff engagement.

Over the next four years the following five Goals were formulated by the Strategic Planning Committee.
We are fortunate at Vancouver Fire and Rescue Services to have some of the most committed and competent staff in our business. They serve our community with pride and courage day in and day out. We must ensure that we continue to keep their commitment and provide them with the tools and training to perform their job at a high level.

**OUR GOAL IS TO:**

Create a positive and safe work environment focused on excellence in community and staff engagement.

**BY 2015 OUR CORE OUTCOMES WILL BE:**

**HIGHLY ENGAGED WORK ENVIRONMENT:**
In 2010 an employee survey was conducted across the entire organization. The survey results helped us focus on the areas we need to address in order for staff to be more engaged in their jobs. Addressing the results of the survey is a key priority throughout the organization as well as in Fire and Rescue Services.

**STRONG LABOR/MANAGEMENT RELATIONSHIP:**
Almost 95% of our staff are represented by the International Association of Firefighters (IAFF) Local 18. We consider the union our partner and appreciated their participation in the development of this plan. Ensuring we have a strong and open relationship with our colleagues in the union is a critical success factor for our future.

**HEALTHY AND SAFE WORKFORCE:**
We work in a hazardous business, but there is much that we can do to ensure that our members are kept safe and healthy despite the environment around them or the incident they may be handling.

**ATTRACTION AND RETENTION OF HIGH PERFORMERS:**
We anticipate that attracting and retaining high performers will become increasingly difficult given the labor shortage and the cost of living in Vancouver. Focusing on this outcome will be imperative to having competent resources available, when we need them.

**CULTURE OF COMMUNITY SPIRIT:**
We recognize an opportunity to integrate even more with the community that we serve. It is a privilege to perform our work around prevention and education, and can be incredibly fulfilling for our staff.

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**OUR CORE STRATEGIES TO HELP US MOVE TOWARDS OUR 2015 OUTCOMES INCLUDE:**

<table>
<thead>
<tr>
<th>2015 OUTCOME</th>
<th>2011/2012 STRATEGIES</th>
</tr>
</thead>
</table>
| HIGHLY ENGAGED WORK ENVIRONMENT | • Develop a training strategy that assesses training needs for the next 5 years, and delivers training through a number of different formats  
• Improve communication so that employees have the information they need to perform their jobs in a timely manner, and teams work more collaboratively together across our department  
• Update our recognition program to ensure all employees feel valued and appreciated for the jobs they do  
• Ensure all employees understand the Strategic Plan and how their job contributes to our overall goals |
| STRONG LABOR/MANAGEMENT RELATIONSHIP | • Continue to improve communications with our colleagues at the union  
• Involve the union in decisions that impact their members  
• Empower resolution of issues and grievances at the lowest level possible |
| HEALTHY AND SAFE WORKFORCE | • Ensure our safety committee is effective and meeting the needs of our workforce  
• Implement a Fitness/Wellness Program for employees  
• Review and update our standard operating guidelines and policies to ensure that health and safety are put first |
| ATTRACTION AND RETENTION OF HIGH PERFORMERS | • Increase diversity in our workforce  
• Develop a strategic workforce plan that forecasts turnover rates and resource levels and is integrated with succession management  
• Grow and develop our leaders of the future |
| CULTURE OF COMMUNITY SPIRIT | • Enable our firefighters to carry out prevention and fire & life safety education work  
• Increase our involvement in fire & life safety education  
• Explore more opportunity to engage in community events |
One of the key components to delivering on our vision is ensuring that department is running as efficiently and effectively as possible. This means simplified policies and processes enabled through technology and the effective allocation of our staff, apparatus and tools. It also means ensuring that we have the financial resources now and into the future that are required for quality service delivery.

**OUR GOAL IS TO:**

Ensure that our people, facilities, equipment and processes support the effective delivery of our services and that our organization is financially sustainable.

**BY 2015 OUR CORE OUTCOMES WILL BE:**

**FINANCIAL SUSTAINABILITY:**

Continued pressure on the financial bottom line requires us to critically examine the way in which we allocate financial resources and explore new sources of funding.

**CREATIVE USE OF TECHNOLOGY:**

At an increasing rate, the fire service is learning to put to use existing technologies such as thermal imaging and positive pressure ventilation techniques, and we anticipate that the integration of new innovative technologies, such as tactical decision aids, GIS analysis, GPS, training simulators, and improved protective clothing will assist us in our mission.

**OPTIMIZED STAFF RESOURCES:**

Like any organization VF&RS needs to ensure an optimal balance between service delivery and financial responsibility. To ensure this balance is met we need to effectively allocate our staff as well as support them with the tools and guidelines to do their job safely.

**FIRE HALLS MEET ACCEPTABLE HEALTH, OCCUPATIONAL AND OPERATING NEEDS:**

A high priority will be placed in ensuring the gender neutrality of fire halls including dorm rooms and washrooms. An effort must be made to continually update design plans as new ideas are introduced, and codes and guidelines change. NFPA 1500 could be used as a design guide to address fire hall health and safety issues.
The City of Vancouver has set a goal to become the “greenest city” by the year 2020. We believe there are many opportunities within our department to support this overarching goal.

**OUR GOAL IS TO:**

Integrate sustainable practices into the delivery of fire and rescue services.

**BY 2015 OUR CORE OUTCOMES WILL BE:**

**INTEGRATE SUSTAINABILITY PRINCIPLES AND PRACTICES INTO CULTURE AND DAY TO DAY OPERATIONS:**

As we review our standard operating guidelines and other related policies, we recognize the opportunity to view them through an environmental lens to ensure we are doing our part to mitigate environmental impact of our operations. Helping to promote a “sustainable mindset” in our employees will make a big difference in supporting our goal of environmental stewardship.

**ENERGY EFFICIENCY:**

As we review our fire halls, and plan for capital investment into new and existing infrastructure, we need to ensure that they are energy efficient.

**GREENER FLEET:**

We recognize that there is a real opportunity to utilize our fleet in a more cost effective and environmental manner. Achieving a reduction in GHG emissions will be one of the ways we contribute to the City’s goal of becoming the “greenest city”.

**OUR CORE STRATEGIES TO HELP US MOVE TOWARDS OUR 2015 OUTCOMES INCLUDE:**

<table>
<thead>
<tr>
<th>2015 OUTCOME</th>
<th>2011/2012 STRATEGIES</th>
</tr>
</thead>
</table>
| **ALL PROCESSES AND POLICIES REFLECT SUSTAINABLE PRACTICES** | • Increase our involvement with and support of the Corporate sustainability team  
• Examine current materials and supplies to reduce environmental impact  
• Initiate an employee driven “green team” to identify and implement ways to reduce GHG emissions and mitigate our environmental footprint |
| **ENERGY EFFICIENCY** | • Conduct energy audits in all of our fire halls  
• Implement community gardens at fire halls where appropriate  
• Ensure all new fire halls are environmentally friendly |
| **GREENER FLEET** | • Identify alternative and innovative vehicle options  
• Ensure right sized deployment and response |
We have many partners and stakeholders that have a vested interest in what we do, and the way we do it. Working collaboratively with many of them is critical to the delivery of our services. Maintaining their trust and confidence is an important aspect of our business.

**OUR GOAL IS TO:**

Build stronger relationships with our partners and stakeholders to better serve the needs of our community.

**BY 2015 OUR CORE OUTCOMES WILL BE:**

**GREATER CONFIDENCE WITH THE PUBLIC:**
Our surveys have shown that in general the public have very high trust in our team and the work we do for our community. Sustaining this trust and looking at ways to further improve their confidence in us is important as we move ahead.

**STRATEGIC COMMITTEES WITH PARTNER AGENCIES:**
We work with many partners in helping to keep our public safe – VPD, BC Ambulance, E-Comm 911 and other municipalities are some examples. Working in collaboration with them to achieve common goals is in the best interest of our citizens and our operation.

**GREATER INTEGRATION WITH DEPARTMENTS WITHIN THE CITY:**
We also partner with many departments within the City of Vancouver to keep our public safe and informed. Integrating our work with them to ensure that our efforts are aligned and support the bigger goals and objectives of the City is critical to our combined success.

**OUR CORE STRATEGIES TO HELP US MOVE TOWARDS OUR 2015 OUTCOMES INCLUDE:**

<table>
<thead>
<tr>
<th>2015 OUTCOME</th>
<th>2011/2012 STRATEGIES</th>
</tr>
</thead>
</table>
| GREATER CONFIDENCE WITH THE PUBLIC | • Develop a communication strategy that includes outreach efforts and improves community engagement  
• Develop stronger connections with the community through home safety inspections |
| STRATEGIC COMMITTEES WITH PARTNER AGENCIES | • Seek out opportunities for greater collaboration and engagement with partner agencies |
| GREATER INTEGRATION WITH DEPARTMENTS WITHIN THE CITY | • Ensure coordination with other City departments on issues of common interest  
• Identify common goals and strategies that require collaboration |
The heart of our jobs is always focused on keeping our community safe and informed. This means responding in an efficient way to incidents, as well as doing the prevention and education work that we believe is essential in helping to mitigate incidents.

**Our Goal is to:**

Deliver excellence in services and education that meet the changing needs of our community.

**By 2015 our Core Outcomes Will Be:**

**Citizen/Community Public Safety Competence:**

Properly designed public fire & life safety education programs will significantly improve public attitudes toward the prevention of fire. We must encourage our residents’ interest in public fire & life safety and increase general awareness of fire safety in the community (currently kitchen fires have been identified as a top priority). This will result in lower fire losses.

**Exceed Customer Expectations:**

This includes being involved in the community and being accessible to them. We must allow the community ways to provide feedback to us, and ensure that we act and respond quickly to that feedback. We recognize that exceeding customer expectations is more than just providing quality service.

**Greater Engagement with Community:**

The benefits of greater community engagement are numerous, including providing the community with an opportunity to shape our services, it builds trust, connects people with resources, nurturing partnerships and helps with outreach. We must open the City’s twenty fire halls to our citizens as their community space for public safety development.

**Prepared for Catastrophic Events:**

After recent major catastrophic events such as the Japanese and New Zealand earthquakes and the South East Asian Tsunami, the City of Vancouver and VFRS understand the extensive destruction and prolonged recovery period resulting from these types of events could overwhelm our resources and preparedness capability. We continue to take lessons learned from around the world and apply them to our Emergency Plan.

**Our Core Strategies to Help Us Move Towards Our 2015 Outcomes Include:**

<table>
<thead>
<tr>
<th>2015 Outcome</th>
<th>2011/2012 Strategies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Citizen/Community Public Safety Competence</strong></td>
<td>• Ensure competent inspection programs are in place, particularly for higher risk areas</td>
</tr>
<tr>
<td></td>
<td>• Increase access for public to attend life safety training and education</td>
</tr>
<tr>
<td></td>
<td>• Ensure education/communications materials are available in different languages</td>
</tr>
<tr>
<td><strong>Exceed Customer Expectations</strong></td>
<td>• Ensure all staff are clear on standardized expectations and response time targets</td>
</tr>
<tr>
<td></td>
<td>• Develop approaches to ensure feedback from customers is embedded in our culture</td>
</tr>
<tr>
<td></td>
<td>• Develop communication tools to support customers in accessing relevant and informative information</td>
</tr>
<tr>
<td><strong>Greater Engagement with Our Community</strong></td>
<td>• Execute on our current community focused programs and develop new programs where appropriate</td>
</tr>
<tr>
<td></td>
<td>• Utilize social media and the internet more effectively as a communications and engagement tool</td>
</tr>
<tr>
<td><strong>Prepared for Catastrophic Events</strong></td>
<td>• Improve collaboration with partner agencies to respond to regional events</td>
</tr>
<tr>
<td></td>
<td>• Ensure adequate emergency preparedness resources are available</td>
</tr>
</tbody>
</table>
Effective implementation of this plan requires that we are clear on key priorities moving forward. For the remainder of 2011 and into 2012 we see the following key priorities. Selected outcomes expected during the first two years of this five year plan are also provided, along with key performance indicators and milestones to ensure we are tracking progress and impact along the way.

<table>
<thead>
<tr>
<th>KEY PRIORITY</th>
<th>OUTCOMES (2011\2012)</th>
<th>COMPLETION DATE</th>
<th>METRICS</th>
</tr>
</thead>
<tbody>
<tr>
<td>HIGHLY ENGAGED WORK ENVIRONMENT</td>
<td>• Assessment of all training needs</td>
<td>Dec 31, 2011</td>
<td>• Five year plan produced</td>
</tr>
<tr>
<td></td>
<td>• All staff to have a Personal Development Plan</td>
<td>Dec 31, 2012</td>
<td>• % age of Personal Development Plans Completed</td>
</tr>
<tr>
<td></td>
<td>• Development of an Attendance Recognition Program</td>
<td>Dec 31, 2011</td>
<td>• Decrease in sick leave usage, # employees recognized</td>
</tr>
<tr>
<td></td>
<td>• Communications between departments and facilities improved</td>
<td>Dec 31, 2011</td>
<td>• Staff Survey results</td>
</tr>
<tr>
<td>FINANCIAL SUSTAINABILITY</td>
<td>• Funding for Marine (Port) Fire Protection</td>
<td>Jun 30, 2012</td>
<td>• Sustainable agreement with Port in place</td>
</tr>
<tr>
<td></td>
<td>• Cost recovery for re-inspections</td>
<td>Dec 31, 2012</td>
<td>• Meet budget target</td>
</tr>
<tr>
<td></td>
<td>• Pre-hospital care partnership</td>
<td>Mar 31, 2012</td>
<td>• Agreement(s) in place</td>
</tr>
<tr>
<td></td>
<td>• On time replacement of fire apparatus</td>
<td>Dec 31, 2011</td>
<td>• Equipment replacement report produced</td>
</tr>
<tr>
<td>OPTIMIZED STAFF RESOURCES</td>
<td>• Reduce incident response time</td>
<td>Mar 31, 2012</td>
<td>• Measure against NFPA guidelines and report on targets</td>
</tr>
<tr>
<td></td>
<td>• Development of a more efficient staffing and deployment model</td>
<td>Jun 30, 2012</td>
<td>• Efficient staffing model in place (how to measure?)</td>
</tr>
<tr>
<td>PROCESSES AND POLICIES REFLECT SUSTAINABLE PRACTICES</td>
<td>• All departmental processes and policies incorporate environmental practices</td>
<td>Dec 31, 2011</td>
<td>• Reduction in GHG emissions, utility consumption, waste streams</td>
</tr>
<tr>
<td></td>
<td>• To reduce environmental impact through right-sized deployment and response</td>
<td>Mar 31, 2012</td>
<td>• Reduction in fuel usage, maintenance</td>
</tr>
<tr>
<td></td>
<td>• New fire halls built considering environmental impacts</td>
<td>Dec 31, 2011</td>
<td>• Documented features included in firehall design</td>
</tr>
<tr>
<td>EXCEED CUSTOMER EXPECTATIONS</td>
<td>• Implement Code of Conduct</td>
<td>Mar 31, 2012</td>
<td>• Code of Conduct communicated to all employees</td>
</tr>
<tr>
<td></td>
<td>• Employee committee to identify and implement best practices</td>
<td>Mar 31, 2012</td>
<td>• # of best practices implemented as a result of committee work</td>
</tr>
<tr>
<td></td>
<td>• Publicize response time targets and achievements</td>
<td>Dec 31, 2012</td>
<td>• Annual reporting</td>
</tr>
</tbody>
</table>

Clear priorities are only part of our implementation plan. As we move forward we are also committed to the following to ensure the effective execution of our plan.

- Create a detailed roadmap to ensure that all strategies will be implemented in a timely and integrated manner.
- Create a dashboard that will be reviewed by the Leadership Team on a monthly basis to ensure that progress is being made on the plan.
- Develop and refine key performance indicators (KPIs) for all strategies to measure effectiveness and outcomes.
- Initiate an Employee Strategic Planning Committee that will meet quarterly to review progress against the plan, discuss issues and challenges and review upcoming priorities.

WE INTEND TO PROACTIVELY COMMUNICATE THIS PLAN TO:

- City Council and CMT
- All staff in Vancouver Fire and Rescue Services
- Relevant staff in the City of Vancouver
- Our Citizen’s Advisory Committee
- Our Partner Agencies
- The citizens we serve
I would personally like to acknowledge the following individuals for their contribution towards the development of our plan.

**CITY OF VANCOUVER:**
- Penny Ballen
- Sadhu Johnston
- Will Johnston
- Brenda Prosken
- Andrew Naklicki
- Doug LePard

**EXTERNAL PARTNERS | STAKEHOLDERS:**
- Bert Boyd
- Citizens Advisory Comm.
- Carl Roy
- Denver Snyder

**VFRS STAFF | FOCUS GROUPS:**
- Dave Boone
- Craig Bloomberg
- Alberto Burra
- Brent Cowx
- Jenn Dawkins
- Maralynn Elder
- Steve Foeilmer
- S. Hastings
- Tom Laverty
- Rob MacDonald
- Joe MacInnes
- Mark McCash
- Dale Maffei
- Ron Martin
- Randy Mulligan
- Dennis Murr
- Gabe Roder
- Martin Rusticus
- Gary Sarai
- Philip Sheasby
- Kevin Shearer
- Chris Short
- Chuck Stanford
- Ken Suzuki
- Randy Symonds
- Martie Tammen
- Kevin Tomyk
- Cyndi Vieira
- Monte Watson

**IAFF LOCAL 18:**
- Gord Ditchburn
- Al Gregory
- Scott Hendrickson
- Rob Weeks

**VFRS LEadership TEAM:**
- Allan Borden
- Rick Critchlow
- Nick Delmonico
- Mark Engler
- Joe Foster
- Brian Godlonton
- Dan Hilton
- Steve LaLeune
- Ken LePard
- Laura Lintunen
- Kiran Marohn
- John McKeon
- Norman Mills
- Wayne Oudijn
- John Pentland
- Wade Pierlot
- Les Siklai
- Dave Wallack
- Jeff Wilkinson
- Jim Young