

Holloway Group



Esquimalt Fire and Rescue Services

Working Group

Facilitated Session

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Facilitated by Stacey Holloway



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Pieces of a Strategy



Components of a Strategic Plan

Mission – Developing a sound statement about why you exist.

Vision – Developing a clear understanding of your preferred future.

Vivid Description - A longer list of words and phrases that describe what the future state is like.

Core Values and Beliefs – Describes behaviours and ideas that are important to your organization.

Strategic Issues/Priorities – The issues that create a gap between the ideal and reality.

Strategic Goals/Objectives - Strategic goals/objectives are the coherent group of overarching goals and key levers for improvement that will achieve the future Vision.

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Operational Strategies - Objectives are realized when detailed Strategies are linked to them. A Strategy describes an approach taken to achieve a particular Objective. Strategies should make explicit the assumptions about available resources and critical success factors, including people, funding, supporting technologies, and so on.

Tactics - Tactics are the actual deliverables—programs, materials, presentations, etc.—the group/individual has determined will support the achievement of its Goals. Tactics are the end-result of all the planning steps taken prior to them.

If you don't take the time to articulate Mission, Values, and Vision on the front-end as you develop a Strategy, you'll pay for it later when writing Goals and Objectives without a crystal-clear strategic direction.

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MISSION

Mission Statement:

We make a difference in the lives of others by providing exceptional Fire and Rescue Services, Prevention and Education to our local community and regional partners. We are committed to the protection and well-being of our community, the environment and one another.

VISION

A Vision Statement: A short concise statement of the EFRS future state.

Vivid Description: A longer list of words and phrases that describe what the future state is like.

Esquimalt Fire Rescue Services Vision Statement:

Our Vision is to be a proud, passionate, and dynamic organization, recognized for our exceptional service and our highly skilled, innovative and dedicated workforce. We will be Leaders in public safety and Firefighter well-being.



VIVID DESCRIPTION

Unlike a Vision or BHAG —which should be concise, easy to understand and capable of being expressed in a multitude of ways—a Vivid Description is your opportunity to express in detail what it will feel like to achieve their goal.

For Collins and Porras, who wrote the book *“Built to Last”*, a Vivid Description is essential to making a Vision/BHAG tangible. Describing the achievement of the Vision/BHAG is about “painting a picture with your words”—a “vibrant, engaging” picture that brings your goal to life. For example, climbing Mount Everest is certainly a goal but how would it really feel to stand on that peak and look out across the mountain ranges below? What else would have already been achieved along the way? “

Vivid Description

“Bringing the Vision to life using words that create images.”

“Think of it as translating the Vision from words into pictures or creating an image that people can carry around in their heads.” (Collins & Porras)





VIVID DESCRIPTION

We are a responsive and progressive part of the community we serve, and we are constantly adapting to changing needs.

We embrace new technologies and techniques, focussing on training and education to provide the highest level of service and satisfaction.

As EFRS, we are committed to developing exceptional Leaders.

We attract the best to work with us and provide them an exceptional workplace environment where everyone feels valued and can achieve their full potential.

We value the support we receive from the community we serve, which views us with pride, respect, and confidence.

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VALUES

A Value is defined by Webster's Dictionary as...

"a principle, standard or quality considered inherently worthwhile or desirable."

Ranked Values

Service Excellence, Exceptional Service, Professionalism **5**

Innovation.....**6**

Pride.....

Well-being....**6**

Teamwork....2

Respect.....**4**

Compassion.....**3**

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EFRS Values

Excellence

We exceed expectations. We are proud, professional, accountable, and we are models of integrity.

Innovation

We inspire creative thinking, encourage new ideas and support a willingness to accept new challenges.

Well-being

We prioritize well-being by supporting physical, emotional, mental, and spiritual health to achieve our full potential.

Diversity, Inclusion and Respect

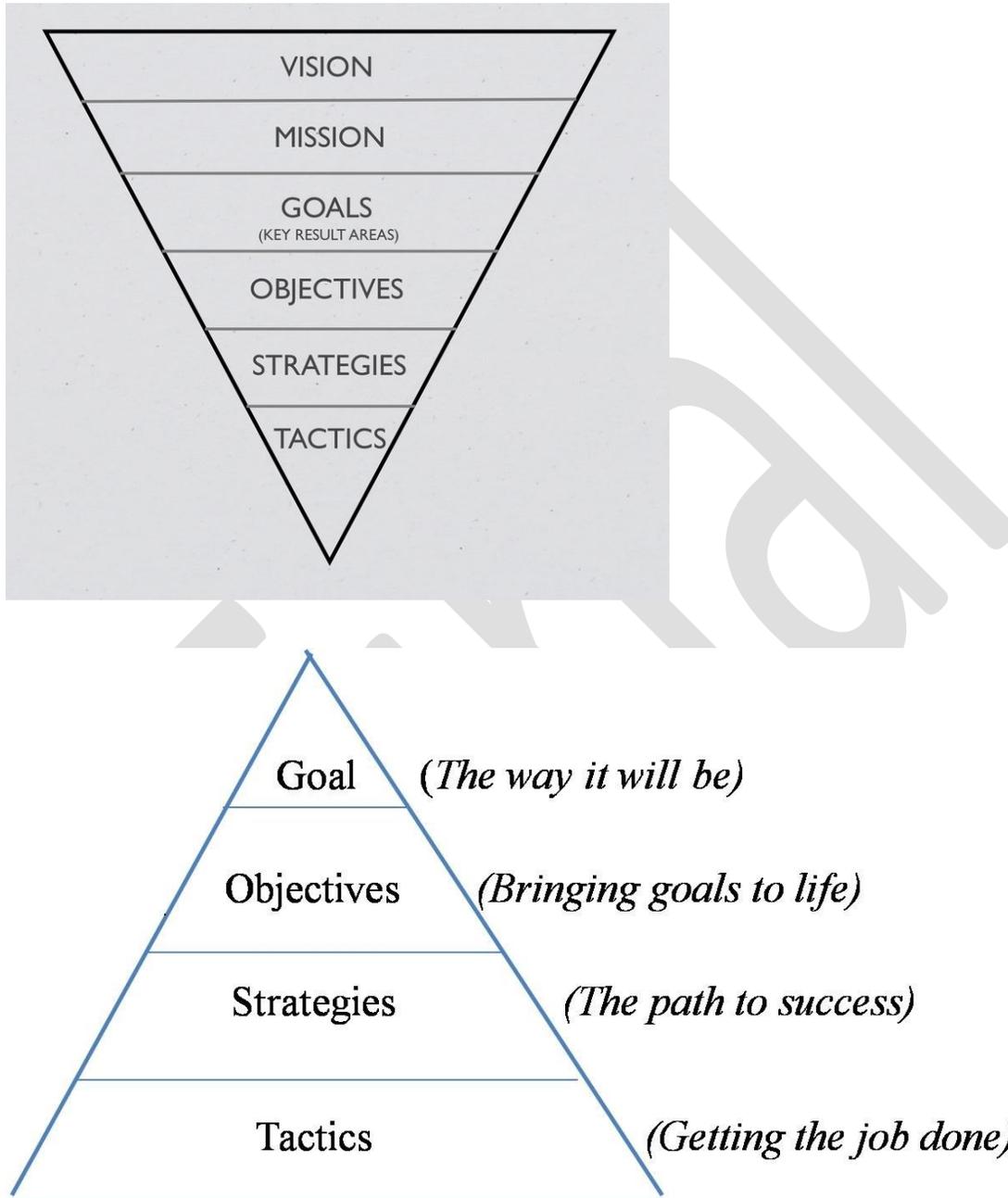
We value people, honour differences, create a welcoming environment, and treat everyone with dignity and fairness.

Compassion

We are empathetic and kind. We care for each other and those we serve.



DEVELOPING THE PLAN



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Strategic Priorities

Strategic Priorities or Pillars are high-level initiatives arising from the Strategic Vision and serve to guide the Action Plans towards some over-arching Goals.

What are the key areas that are important for us to address?

Trends and issues falling out from:

- SWOT
- Responding to organizational needs
- Feedback

Final



STRATEGIC PRIORITIES

EFRS Strategic Priorities





GOALS

Goals:

The Goal needs to identify what you want to accomplish. Goals describe a desired end state. In themselves, they are not measurable or actionable and they don't have a specific timeframe associated with them. Once established, Goals change relatively infrequently.

DELIVER EXCEPTIONAL CUSTOMER SERVICE

Ensure Comprehensive, Effectively Integrated, and Sustainable Customer Service

Promote Growth and Resource Planning

Enhance Hazard Response

Support Leading Edge Equipment and Technology

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STRENGTHEN, DEVELOP AND EXPAND PARTNERSHIPS

Promote Commitment to Regional Cooperation

Build and Expand Community Relationships

Enhance Community Engagement and Life Safety Education

Final



ENHANCE CULTURE

Promote a Diverse and Inclusive Workplace

Ensure Staff Engagement

Establish and Maintain an Ideal Working Environment

Enhance Internal and External Communication

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EXPAND TRAINING AND PROFESSIONAL DEVELOPMENT

Expand Career Development Planning

Support Employee Initiated Training and Development

Develop Future Leaders

Promote Effective Performance Evaluation

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SUPPORT PERSONAL HEALTH AND WELLNESS

Build Relationships and Connections

Prioritize Physical, Emotional, Mental and Spiritual, Health and Wellness

Encourage a Healthy Lifestyle

Enhance Well-being Resource Awareness and Utilization

Promote and Enhance Workplace Safety



OPERATIONAL STRATEGIES

DELIVER EXCEPTIONAL CUSTOMER SERVICE

Ensure Comprehensive, Effectively Integrated, and Sustainable Customer Service

- Follow an integrated approach to ensure community safety through fire prevention, public education, and emergency response.
- Develop proactive risk mitigation awareness through enhanced prevention, investigation, and enforcement strategies.
- Continually improve our operational procedures, policies, and guidelines, ensuring they build upon national best practice to be as safe and effective as possible for firefighters and the public.
- Explore and support the development of new ideas and partnerships that can help improve service delivery.
- Empower all staff to understand, design, manage and improve everyday operations in the pursuit of extraordinary results.
- Increase awareness of our environmental impact and support green initiatives.

Promote Growth and Resource Planning

- Provide effective and efficient fire services by ensuring adequate resources in response to community growth and needs.

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Enhance Hazard Response

- Support emergency preparedness planning and enhance information dissemination.
- Regularly evaluate the effectiveness of existing services and initiatives, assess gaps in capacity, and seek out best practices.

Support Leading Edge Equipment and Technology

- Provide and maintain safe and reliable fire apparatus, equipment and tools that meet insurance and industry recognized standards.
- Explore, research, and invest in new processes and leading-edge technologies that will advance service delivery.

STRENGTHEN, DEVELOP AND EXPAND PARTNERSHIPS

Promote Commitment to Regional Cooperation

- Continue to develop strategic partnerships to assist and enhance service delivery excellence.
- Continue to grow Regional training opportunities focusing on Mutual Aid Partners.
- Develop and participate in Regional Teams – examples: PSU, THARP, HAZMAT, Rehab Unit.
- Prioritize using local services and businesses.

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Build and Expand Community Relationships

- Communicate EFRS's Strategic Plan to staff and stakeholders, including Mission, Vision and Values, Strategic Priorities, Goals and Operational Strategies to better manage expectations.
- Further develop effective ways of engaging and communicating with our community about our services.
- Continue to plan and implement regular community events such as open houses for the public, Council, media etc. and celebrate key milestones.
- Develop and strengthen relationships with internal and external partners and work to identify new collaboration opportunities.
- Raise internal communication with other Departments in the Township of Esquimalt.
- Utilize identified outlets, such as social media, to communicate internally and externally.

Enhance Community Engagement and Life Safety Education

- Evaluate and implement meaningful public education and community outreach platforms, programs, and resources to address identified trends and unique needs and expectations.
- Support our Firefighters by providing the tools, training, programs, and resources they need to successfully deliver life safety education.
- Continually promote active community interaction and fire safety education to the residents of the Township of Esquimalt.
- Develop a Youth Fire Academy.



ENHANCE CULTURE

Promote a Diverse and Inclusive Workplace

- Commit to the creation and maintenance of a diverse and inclusive workplace environment where all members of the EFRS community feel welcomed, valued, affirmed, and able to “show up” to participate as who they are.
- Advocate for and support progressive family life policies.
- Support Respectful Workplace Policies and participate in annual Respectful Workplace training programs.

Ensure Staff Engagement

- Connect all members to the Mission, Vision, Values, Goals and Operational Strategies of the EFRS.
- Effectively communicate by adopting a clear and transparent approach, coupled with effective communication channels.
- Build trust and respect through accountability to ourselves and others.
- Create opportunities to lead from all levels.
- Encourage and reward the participation and engagement of staff.
- Empower all staff to design, manage and improve everyday operations in the pursuit of extraordinary results.
- Embrace employee involvement through continually seeking and incorporating staff feedback into planning and decision-making.
- Reinforce employee engagement and build morale through recognizing achievements.
- Monitor the impact of work/life balance and take steps to maintain healthy ratios while maintaining staffing levels.

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Establish and Maintain an Ideal Working Environment

- Continue to work toward fostering, strengthening, and enhancing effective, cooperative, and collaborative working relationships within the EFRS.
- Integrate our values into every part of the EFRS.
- Recognize behaviours that reflect our five Core Values – Excellence, Innovation, Well-being, Diversity/Inclusion and Respect, and Compassion.
- Work to improve administrative processes that support staff and their needs.

Enhance Internal and External Communication

- Evaluate existing internal communication protocols and structures within the EFRS.
- Develop collaborative strategies to enhance transparency, communication, and feedback opportunities throughout EFRS.

EXPAND TRAINING AND PROFESSIONAL DEVELOPMENT

Expand Career Development Planning

- Develop an effective succession planning model and approach for higher level positions, with relevant training competencies, that is both transparent and equitable.
- Collaborate with staff to promote awareness and facilitate implementation of the succession planning model.
- Build professional development plans.
- Define training or qualifications necessary to meet specific career goals.
- Mentor to empower individual success and growth.
- Expand opportunities within EFRS.



Support Employee Initiated Training and Development

- Improve accessibility of training and education opportunities.
- Consult appropriate sources, industry standards and best practice material for EFRS to understand future learning and development needs, and plan accordingly.
- Develop and implement a comprehensive training program and include accountability by the individual and Leadership.
- Enhance training programs by incorporating inter-agency training, and utilizing accredited programs, certifications, and live drills.
- Support employee requests for training where a need is identified to enhance personal growth.

Develop Future Leaders

- Support diverse training and recognize the need outside of promotional or succession planning.
- Develop Leadership training requirements, a plan and budget for ongoing support.
- Encourage participation in the TOE Leadership Development Program.
- Include a coaching and mentoring program, which seeks to harness the skills and experiences of staff from across the service to help develop future Leaders.

Promote Effective Performance Evaluation

- Review competency-based job descriptions and performance criteria for all positions.
- Ensure regular reporting and assessment of performance.



SUPPORT PERSONAL HEALTH AND WELLNESS

Build Relationships and Connections

- Promote regular peer check-ins.
- Empower Captains to create opportunities for regular Crew discussions.
- Encourage wellness discussions.
- Promote activities that foster camaraderie.
- Learn each other's 'normal' and develop skills to recognize and address changes early.
- Work to establish an environment where individuals are comfortable discussing emotional health.
- Demonstrate and encourage open and honest communication.
- Proactively seek ways to address emotional and behavioural health issues before they become significant problems.
- Eliminate the stigma of emotional and behavioural struggles being viewed as a sign of weakness.

Prioritize Physical, Emotional, Mental and Spiritual Health and Wellness

- Empower all EFRS members to embody a high standard of safety, physical, emotional, mental, and spiritual well-being to minimize risks and improve the health of each member.
- Provide safety, health and wellness programs that contribute to the long-term well-being of personnel.
- Empower Officers to implement physical, emotional, mental, and spiritual well-being activities that fit their crew dynamics.

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Encourage a Healthy Lifestyle

- Develop lifelong health and wellness habits for EFRS members, in order to make it part of the EFRS culture, including nutrition and sleep hygiene.
- Provide resources for our members to increase resilience and healthy coping habits.
- Provide an opportunity to benchmark personal fitness annually.
- Support and encourage physical fitness and health screening.

Enhance Well-being Resource Awareness and Utilization

- Roll out the Telus APP Based Wellness Program.
- Create a Directory of Resources and promote regular use.

Promote and Enhance Workplace Safety

- Continually review scheduled in-house facility maintenance and housekeeping protocols.
- Support ongoing review, revision, and development processes for Standard Operational Guidelines.
- Educate employees regarding their health and safety responsibilities and emphasize the importance of injury prevention.
- Continue to support successful rehabilitation of members who have incurred injuries.

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Strategies:

Objectives are realized when detailed Strategies are linked to them. A strategy describes an approach taken to achieve a particular objective. Strategies should make explicit the assumptions about available resources and critical success factors, including people, funding, economic and market conditions, supporting technologies, and so on.

Tactics:

Tactics are the actual deliverables—programs, materials, presentations, etc.— the group/individual has determined will support the achievement of its goals. Tactics are the end-result of all the planning steps taken prior to them.



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NEXT STEPS

Action	Who	By When
Draft Document to be prepared. Forward to the Working Group.	Holloway Group	August 15th, 2022
Share Draft Strategic Goals with Platoon members and gather feedback, suggestions for revision and amendment.	Members of the Working Group	August 15 th – September 1st 2022
Share Draft Operational Strategies with Platoon members and gather feedback, suggestions for revision and amendment.	Members of the Working Group	August 15 th – September 1st, 2022
Forward gathered feedback to the Holloway Group.	Andrew Steve Serbic	September 1 st , 2022
Feedback gathered to be incorporated into a Final EFRS Strategic Plan Document.	Holloway Group Members of the Working Group	September 1st, 2022
Next Steps: Final EFRS Strategic Plan Document to be forwarded to	Holloway Group Communications	September 6 th – 20 th , 2022

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Communications for development of Draft EFRS Strategic Plan.		
Create the Operational Strategies Status Chart to attach to first Staff Report.	Laurie Hurst	September 12 th -20 th
Draft EFRS Strategic Plan to be placed on the Public Agenda for the September Council Mtg. for approval.	Laurie Hurst Steve Serbic	September 26 ^h , 2022



IMPLEMENTATION PLAN

To hold ourselves accountable to delivering on the Strategic Plan, the Fire Chief will appoint the EFRS Leadership Team members to oversee its implementation. Key performance measures and timelines will be established to monitor whether strategies and action steps are being accomplished. Employees and other stakeholders will be kept updated on the progress of the plan. In this way, we hope to deliver the kind of accountability our partners and the public expect from the EFRS.

- EFRS aims to complete the goals within this plan by the end of 2026.
- The EFRS Leadership will clearly show a commitment to the plan's implementation.
- Initiatives described herein will be considered a priority for all divisions of EFRS and will be implemented into respective work plans.
- Performance targets for each initiative will be assigned, monitored and reviewed quarterly.
- As needed, adjustments will be made to ensure successful resource allocation, program changes, and achievement of outcomes.
- Leadership Team meetings will include regular progress reports on the plan. This includes acknowledgement of any problems that may arise and a willingness on the part of Leadership to help resolve those problems.
- Employees will receive informational updates about the progress of the plan and how it relates to any changes and operational decisions.
- The EFRS Strategic Plan core Working Group will meet in the first and third quarter of each year. The purpose of this meeting will be to assess the progress on the implementation phase of the plan.
- Along with ongoing review, the plan will be formally **updated in two** years.
- Successes and outcomes will be communicated to all staff, and the Leadership Team will actively seek input and feedback from EFRS members.

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- EFRS' Strategic Plan will be communicated to the TOE Council, the Township Leadership Team, all EFRS staff and other stakeholders including the citizens of the TOE.
- Communicating the plan will be done via many media outlets including; social and mainstream media, hard copies for EFRS, TOE intranet and the EFRS website.

THE SUCCESS OF THE EFRS STRATEGIC PLAN

The EFRS has approached its desire to develop and implement a Strategic Plan by asking for and receiving input from the community and members of the TOE during the development stage of the planning process. To assist in the development of this plan, the EFRS used professional guidance to conduct a community-driven strategic planning process.

The success of this Strategic Plan will not depend upon implementation of the Goals and their related Objectives, but from support received from the authority having jurisdiction, the members of the organization, and the community-at-large. Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify Department and community stakeholders through a jointly developed understanding of direction; how all vested parties will work to achieve the Mission, Vision and Goals; and how the EFRS will measure and be accountable for its progress and successes.

“No matter how much you have achieved, you will always be merely good, relative to what you can become. Greatness is an inherently dynamic process, not an end point.”

Good to Great and the Social Sectors

Jim Collins



GLOSSARY OF TERMS, ACRONYMS

Core Values and Beliefs

A Value is defined by Webster's Dictionary as...

"a principle, standard or quality considered inherently worthwhile or desirable."

Describes behaviours and ideas that are important to the EFRS.

Mission

An enduring statement of purpose; the EFRS's reason for existence. Describes what the EFRS does, for whom it does it, and why it does it.

Operational Strategies

Objectives are realized when detailed Strategies are linked to them. A Strategy describes an approach taken to achieve a particular Objective. Strategies should make explicit the assumptions about available resources and critical success factors, including people, funding, supporting technologies, and so on.

Performance

A specific measurable result for each Goal and/or program that indicates achievement.

Stakeholder

Any person, group, or organization that can place a claim on, or influence the organization's resources or outputs, is affected by those outputs, or has an interest in or expectation of the organization.

Strategic Goal

A broad target that defines how the agency will carry out its Mission over a specific period of time. An aim. The final result of an action. Something to accomplish in assisting the agency to move forward.

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Strategic Plan

A long-range planning document that defines the Mission and Vision of the agency and broadly identifies how it will be accomplished, and that provides the framework for more detailed annual and operational plans.

Strategic Planning

The continuous and systematic process whereby guiding members of an organization make decisions about its future, develop procedures and operations to achieve that future, and determine how success is to be measured.

Strategy

A description of how a Strategic Objective will be achieved. A possibility. A plan or methodology for achieving a Goal.

Strategic Issues/Priorities

The issues that create a gap between the ideal and reality. Strategic Priorities or Pillars are high-level initiatives arising from the Strategic Vision and serve to guide the Action Plans towards some over-arching Goals.

Strategic Goals/Objectives

Strategic Goals/Objectives are the coherent group of overarching goals and key levers for improvement that will achieve the future Vision.

SWOT

Strengths, Weaknesses, Opportunities and Threats.

Tactics

Tactics are the actual deliverables—programs, materials, presentations, etc.—the group/individual has determined will support the achievement of its Goals. Tactics are the end-result of all the planning steps taken prior to them.

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Vision

An idealized view of a desirable and potentially achievable future state - where or what an organization would like to be in the future. A short concise statement of the EFRS future state.

Vivid Description

A longer list of words and phrases that describe what the future state is like. A Vivid Description is your opportunity to express in detail what it will feel like to achieve your Vision.

Final