



**CITY OF KINGSTON**  
**INFORMATION REPORT TO COUNCIL**

Report No.: 12-354

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**TO:** Mayor and Members of Council

**FROM:** Denis Leger, Commissioner, Transportation, Properties, and Emergency Services

**RESOURCE STAFF:** Patricia Burns, Director, Human Resources and Organization Development

**DATE OF MEETING:** November 6, 2012

**SUBJECT:** Recruitment and Appointment of Fire Chief

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**EXECUTIVE SUMMARY:**

The City of Kingston's Fire Chief, Harold Tulk, announced his retirement effective December 31, 2012. The Fire Protection and Prevention Act (FPPA) provides that Council shall appoint a Fire Chief.

The FPPA provides that the Fire Chief is the person ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services.

Reporting to the Commissioner, Transportation, Properties and Emergency Services, the Fire Chief ensures adherence to the mission of Kingston Fire & Rescue; which is to protect life, property and the environment from loss due to fires, accidents, natural disasters and other hazards. The Fire Chief is responsible for implementation of the Master Fire Plan and also provides leadership and oversight to Emergency Planning for the Corporation.

The purpose of this information report is to advise Council of the recruitment and selection process for the Fire Chief for the City of Kingston and upon selection of the preferred candidate, offer and acceptance of an employment contract that a recommendation will be made to Council to appoint the Fire Chief in open session.

**RECOMMENDATION:**

For Information only.

**AUTHORIZING SIGNATURES:**

ORIGINAL SIGNED BY COMMISSIONER _____ Commissioner, Transportation, Properties and Emergency Services
ORIGINAL SIGNED BY CHIEF ADMINISTRATIVE OFFICER Gerard Hunt, Chief Administrative Officer

**CONSULTATION WITH THE FOLLOWING COMMISSIONERS:**

Cynthia Beach, <i>Sustainability &amp; Growth</i>	N/R
Lanie Hurdle, <i>Community Services</i>	N/R
Jim Keech, <i>President and CEO, Utilities Kingston</i>	N/R

***(N/R indicates consultation not required)***

**OPTIONS/DISCUSSION:**

Kingston Fire and Rescue provides high quality public safety services for the City of Kingston. Kingston Fire & Rescue is a composite workforce, comprised of approximately 150 employees and 180 volunteers who provide services across the City. The Fire Chief is also responsible for the mutual aid coordination of fire services for the counties of Frontenac and Lennox and Addington.

Under the Fire Protection and Prevention Act, the Fire Chief is the person who is ultimately responsible to the council of a municipality that appointed him or her for the delivery of fire protection services. The Fire Chief may exercise all the powers assigned to him or her under this Act within the territorial limits of the municipality and within any other area in which the municipality has agreed to provide fire protection services, subject to any conditions specified in the agreement.

Fire Chief Harold Tulk was hired and appointed by virtue of Bylaw 2001-263 as the Fire Chief for the City of Kingston on November 26, 2001. Fire Chief Harold Tulk was also appointed Inspector for the purpose of enforcement of the Building Code Act, 1992, as it relates to fire safety in the City of Kingston, by virtue of Bylaw 2001-273, also effective November 26, 2001. Chief Tulk has formally announced his intention to retire and his retirement will become effective on December 31, 2012.

The City of Kingston has contracted the services of Feldman Daxon Partners Inc. to assist in the nation-wide recruitment process for a new City of Kingston Fire Chief. Staff is hopeful that the recruitment process will be concluded by the end of November 2012.

The selection panel is comprised of:

- Denis Leger, Commissioner, Transportation, Properties, and Emergency Services
- Subject Matter Expert (Retired Fire Chief)
- Patricia Burns, Director, Human Resources and Organization Development
- Sheila Kidd, Director, Transportation Services
- Gerard Hunt, Chief Administrative Officer (Final Interview)

The Commissioner will be providing a recommendation to Council to appoint a new Fire Chief upon the selection panel making its final decision, and it is conceivable that this be as early as December 2012. Due to the sensitivity, confidentiality and timing of the process and requisite appointment by Council under the Fire Protection and Prevention Act, staff will advise of the results of the recruitment process in closed session, once the City has made an employment

offer and has received acceptance from the successful candidate. The appointment will need to be made the same evening in open session and Council will need to suspend its procedural bylaw to give three readings to the bylaw appointing the new Fire Chief and to repeal the old bylaw.

**EXISTING POLICY/BY LAW:**

Fire Protection and Prevention Act, S.O. 1997, c.4 as amended  
Bylaw 2001-263 A Bylaw to appoint Harold Tulk as Fire Chief

**NOTICE PROVISIONS:**

No notice provisions are required with this report.

**ACCESSIBILITY CONSIDERATIONS:**

Not applicable.

**FINANCIAL CONSIDERATIONS:**

The Fire Chief is responsible for administering an operating budget of approximately \$21.4M and a capital budget of \$4.1M (2012).

**CONTACTS:**

Denis Leger, Commissioner, Transportation, Properties, and Emergency Services ext. 1328

**OTHER CITY OF KINGSTON STAFF CONSULTED:**

Hal Linscott, Director of Legal Services  
Patricia Burns, Director, Human Resources and Organization Development

**EXHIBITS ATTACHED:**

Exhibit A: Job Advertisement – Fire Chief  
Exhibit B: Job Description – Fire Chief



## Fire Chief

### City of Kingston, Ontario

History and innovation thrive in Kingston, located at the head of the St. Lawrence River and the junction of the Rideau Canal (a UNESCO World Heritage site). Kingston is a dynamic city with a sound and diversified economic base – consisting of prestigious public institutions, government bodies, leading healthcare and education facilities, significant tourism and entertainment activity, and a large private sector. Kingston offers quality of life of a smaller community with the amenities of a major centre. The City of Kingston has an engaged staff committed to providing quality and efficient services to its community. Kingston Fire and Rescue provides high quality public safety services to those who work, live or visit the City of Kingston. Kingston Fire & Rescue is a composite workforce, comprised of approximately 150 employees and 180 volunteers who provide services across the City's 180 square mile radius.

Reporting to the Commissioner, Transportation, Properties and Emergency Services, the **Fire Chief** is ultimately responsible to Council for the delivery of fire protection services to the City of Kingston. The **Fire Chief** ensures adherence to the primary mission of Kingston Fire & Rescue; which is to protect life, property and the environment from loss due to fires, accidents, natural disasters and other hazards. The **Fire Chief** provides leadership and oversight to Emergency Planning for the Corporation. The **Fire Chief** develops and implements long term vision and strategies which prepares the organization for the future. The **Fire Chief** develops leaders and talent, allocates resources to ensure that Fire and Rescue Services meet changing community and legislative demands effectively.

To be successful in the role of **Fire Chief**, you will have acquired the following;

- Post secondary degree/diploma in business, public administration or related field. (Acceptable equivalent combination of education and training may be considered)
- Ontario Fire College Certification.
- Ten years of progressively responsible leadership experience in fire and rescue services.
- Demonstrated experience and knowledge in all areas of fire services including fire prevention, public education, investigations, code enforcement, communications, mechanical (apparatus), fire suppression, emergency response, legislation and administration is required.
- Excellent analytical and business planning skills including long term planning and project management.
- Experience in developing and monitoring annual plans, objectives, performance measures and budgetary controls and contributing to strategic planning to ensure alignment with the corporate strategic plan.
- Experience in the role of a change agent and championing corporate and departmental initiatives.
- Exceptional leadership and relationship building skills with the ability to develop strong teams.
- Strong knowledge of labour relations strategies and processes, and ability to resolve conflicts.
- Ability to work effectively with various internal and external stakeholders including elected officials.
- Demonstrated ability to develop leaders and talent in the organization.
- Sound knowledge of tactics and strategies in emergency response situations combined with exceptional knowledge of fire industry standards.
- Provide effective leadership in emergency situations.
- Excellent communication and public relations skills.

This position offers a competitive salary and benefits package. The City of Kingston is an equal opportunity employer. We would like to thank all applicants in advance, however only those being considered for an interview will be acknowledged. Information collected will be handled in accordance with the Municipal Freedom of Information and Protection of Privacy Act.

**For further information and to apply for this position, email your resume by Aug 27, 2012 to:**

Patrick Rowan, Partner, Feldman Daxon Partners, Inc.

45 St. Clair Avenue West, Suite 700

Toronto, Ontario

(416) 515-7600 ext. 254

[prowan@feldmandaxon.com](mailto:prowan@feldmandaxon.com)



## City of Kingston Job Description

<b>Job</b>	Fire Chief	<b>Affiliation</b>	Non Union
<b>Department/Division</b>	Fire & Rescue	<b>Job Code</b>	NU 154
<b>Group</b>	Transportation, Properties & Emergency Services	<b>Salary level</b>	Band 12
<b>Reports To</b>	Commissioner, Transportation, Properties & Emergency Services	<b>Update</b>	Aug. 2, 2012
<b>Location</b>			Director (direct service)

<i>VALUES:</i>	<i>Teamwork</i>	<i>Respect</i>	<i>Integrity</i>	<i>Pride</i>
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### JOB SUMMARY

Reporting to the Commissioner, Transportation, Properties and Emergency Services, the Fire Chief is ultimately responsible to Council for the delivery of fire protection services to the City of Kingston. The Fire Chief's responsibilities as related to protection services include public education with respect to fire safety, fire prevention, inspection, code enforcement, investigation, fire suppression and other emergency responses. The Fire Chief ensures adherence to the primary mission of Kingston Fire & Rescue; which is to protect life, property and the environment from loss due to fires, accidents, natural disasters and other hazards.

The Fire Chief also provides leadership and oversight to Emergency Planning for the Corporation.

The Fire Chief provides strong leadership to develop and implement a long term vision and strategy which prepares the organization for future changes, develops talent and leaders, appropriately allocates resources (budget, assets), and ensures Fire and Rescue Services meeting changing community and legislative demands effectively.

The Fire Chief organizes, directs and ensures delivery of effective and efficient fire protection services within legislative and fire industry standards (Ontario Fire Service Standards) to provide for safety and preservation of life and property, and mitigate environmental impact.

The Fire Chief becomes the incident Commander when in the midst of an emergency situation to direct and make decisions regarding appropriate and safe emergency response.

### KEY ACCOUNTABILITIES & RESPONSIBILITIES

Leadership / Planning – Develop and monitor annual plans, objectives, performance measures and budgetary controls for area; contribute to strategic planning to ensure alignment with Corporate vision. Develop, review and maintain staffing and career path plans, master response plans, policies and the Master Fire Plan.

Fiscal Responsibility – Determine priorities; obtain, deploy and optimize fiscal, human and material resources for area to achieve business and service plans and expectations aligned to corporate priorities



## City of Kingston Job Description

Service Delivery – Develop, implement and/or act in accordance with appropriate policies, standards, systems, procedures, and agreements to meet objectives, provide fire protection services, and to comply with legislative requirements and standards.

Relationship Building – Build effective ongoing relationships, internally and externally; educate, inform and consult with key stakeholders in order to advance the operational priorities of the area and the corporation. Foster strong working relationships with external stakeholders ensuring credibility and trust. Demonstrate openness to change and new ideas and to the varying interests of internal and external stakeholders.

Manage Team & Individuals – Identify needs and support the development of team and individuals through coaching and feedback; create a positive work climate to help maximize productivity and service excellence with career and volunteer firefighters who are deployed across various (10) stations and the headquarters building. Lead change with transparent approach by engaging staff, coaching, mentoring, and mediating, and communicating frequently to all levels of the Fire & Rescue organization. Display tact, diplomacy and integrity during difficult situations to foster respectful relationships.

Health & Safety – As a champion, promote, model and support a culture of health, safety, well being and respect in order to support a healthy work environment. Demonstrate and promote respectful and inclusive approach through all interactions.

Innovation & Change – Identify and lead changes which will improve effectiveness and efficiencies of operating area taking into account impacts on other departments or stakeholders. Using sound principles of change management, ensure proactive and creative approach to implement change, and to foster respectful and productive culture.

### QUALIFICATIONS

- Post secondary degree/diploma in business, public administration or or in a related field (acceptable equivalent combination of education and training may be considered)
- Ontario Fire College Certification
- 10 years of progressively responsible leadership experience in fire and rescue services
- Experience in all areas of fire services including fire prevention, public education, investigations, code enforcement, communications, mechanical (apparatus), fire suppression, emergency response, legislation and administration.



## City of Kingston Job Description

### SKILLS, ABILITIES & WORK DEMANDS

- Demonstrate analytical and business planning skills including long term planning and project management
- Demonstrated ability to manage financial, human and physical resources
- Ability to effectively respond to emerging opportunities and risks
- Ability to provide effective leadership , including in emergency situations
- Ability to build strong teams and coach, mentor and mediate issues
- Demonstrated knowledge of relevant legislation and acts (Fire Protection & Prevention Act)
- Excellent decision-making and problem solving skills
- Excellent communication and public relations skills
- Knowledge of labour relations strategies and processes
- Sound knowledge of tactics and strategies in emergency response situations combined with knowledge of fire industry standards
- Demonstrated ability to build relationships, resolve conflicts, negotiate, facilitate and deliver information to a wide variety of audiences
- Ability to work effectively with various internal and external stakeholders including elected officials.
- Demonstrate sound business acumen and political acumen
- Knowledge of water supply management, building construction and fire apparatus
- Ability to act as change agent, championing corporate and departmental initiatives
- Strong computer skills including using email, internet, word processing and spreadsheets
- Ability to work outside regular business hours

### COMPETENCIES

#### Core:

Customer Focus, Teamwork, Results Orientation, Integrity

#### Job Related:

- Fire Protection Act and legislation
- Business and operational planning
- Workforce planning
- All aspects of fire services, including fire prevention, public education, investigations, code enforcement, communications, mechanical (apparatus), fire suppression, emergency response, legislation and administration.
- Employee and labour management
- Budget planning and management
- Health and Safety Act and legislation
- Risk management