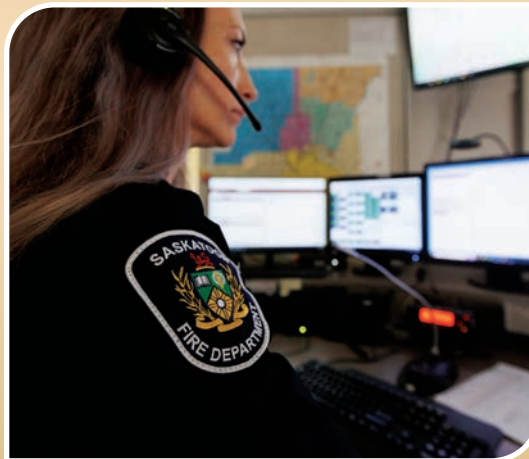


2023-2026 Strategic Plan





We Are All Treaty People

Under the living skies, on the banks of the South Saskatchewan River and in the heart of the prairies, The Saskatoon Fire Department acknowledges we are on Treaty Six Territory and Homeland of the Métis. We honor and pay our respect to the Cree, Dene, Dakota, Nakoda, Saulteaux, and Métis people and their ancestors. These Nations have been stewards of these territories since time immemorial.

We continue to strengthen our relationships with one another, understanding that we are all treaty people who share this land together.



Message from the Fire Chief

The Saskatoon Fire Department (SFD) has served residents, visitors, and businesses of Saskatoon since 1905. With a history spanning more than 100 years, the SFD has proudly grown into an all-hazards service and a respected leader amongst Canadian fire services that responds to community need. Through mitigation, prevention, collaboration, and education, success has been proven with an all-hazards, multisectoral response model. This is achieved through a strong relationship with all SFD employees and the International Association of Fire Fighters' Local No. 80 (IAFF 80) since 1918.

In a city that is growing in population, geographical area, and diversity, the SFD has expanded its services to meet new demands, exceed expectations, and provide additional support to the community. As we reflect on our front-line service and analyze the collected data, we recognize a significant increase in calls for service that continues to trend upwards. This impacts the SFD's Operational and Support services and creates both opportunities and challenges to be evaluated.

Homelessness, substance use disorders, and mental health are contributing factors that are impacting communities across Canada. The SFD works together with community partners for a coordinated response. This work requires the efforts of many as we focus on the priority of Community Safety and Well-being (CSWB). For decades, the SFD has been involved in the safety and well-being of residents through operational response and proactive education and planning. More recently, it has become clear that a whole community approach is essential, with all levels of government, organizations, businesses, and residents working together to make a difference. The SFD builds upon strong relationships with partners involved in CSWB to prioritize issues, develop solutions, and bring people together to support the needs of those most vulnerable. The SFD is devoted to this important priority for the community.

Traditionally, the fire service has focused on operational training needs. A new model, within a new facility, will be a template for everyone from new employees through to Executive Officer ranks. The realization of the Regional Training Facility will reaffirm the SFD's commitment to safety and guide the work to offer continuous education opportunities that promote equity for all, acknowledge the values of diversity, and support inclusivity in the workplace. A synergized training model will provide a facility available to our public and private partners, as well as the fire service. It will be a benefit to the region and province, supporting the overarching vision where people, place, and program are interconnected.

Communications and engagement are imperative for today's fire services. Effective two-way communication with employees, community groups, partners, and stakeholders will keep all informed of the SFD's activities, plans, key messages, and progress towards strategic goals. Over the next few years, the SFD will strive to develop, monitor, review, and promote effective communications both internally and externally. This will be achieved through regular engagement with the community, fostering relationships with partners, and developing a Master Plan that keeps a focus on the future.

Reconciliation, Equity, Diversity, and Inclusion (REDI) requires continued connections to the community. The SFD has focused on partnerships and relationships over the past years through the development of a Diversity and Inclusion Strategy. Today, it is important to redefine the SFD's commitment to REDI by transitioning the strategy into an actionable plan. Formalizing a path for all SFD employees will be an important step towards better serving the community and walking beside all residents.

As we move forward in our vision of the future, we remain focused on our commitment to environmental sustainability. The SFD continues to seek opportunities to reduce our environmental footprint by investing in greener technology and pursuing innovative design certifications for future facilities and equipment. Environmental sustainability will be evaluated for all areas of the fire service and will be essential in supporting environmental stewardship as we work towards building a greener city.

To operate effectively, efficiently, and safely, the SFD has recognized the need for an Organizational Performance Model that incorporates regular evaluation, quality assurance, policy review, and planning. The Organizational Performance Model will measure service performance against desired outcomes and strengthen the SFD's culture of continuous improvement.

I am extremely honoured to unveil the SFD 2023-2026 Strategic Plan, which aligns with the City of Saskatoon 2022-2025 Strategic Plan and City Council's priorities. This plan will serve as a roadmap for the next four years and will be reviewed regularly to ensure goals and priorities lead to transformational change, measurable action, and meaningful results.

Lastly, I want to say thank you to all employees of the SFD for their commitment to serving the community and dedication to the SFD's legacy of excellence in the fire service. To the community, partners, stakeholders, and City Council - thank you for believing in the SFD and supporting the fire service through relationships and collaboration. I am excited to see all of us work together to achieve the goals outlined in this Strategic Plan as we continue to serve and protect Saskatoon.

A handwritten signature in black ink, appearing to read "Morgan Hackl". The signature is fluid and cursive, with the first name "Morgan" and last name "Hackl" clearly distinguishable.

Fire Chief Morgan Hackl
Saskatoon Fire Department

Executive Summary

The SFD is committed to the safety and well-being of the residents and visitors of Saskatoon. As the community continues to evolve and grow, the SFD experiences significant increases in the volume and complexity of calls for service, which ultimately has an impact on all areas of the department.

To address the dynamic and changing needs of the community, the SFD recognizes the need to remain proactive and has developed a four-year strategic plan that was driven by the priorities set out by City Council in the City of Saskatoon Strategic Plan and Multi-Year Business Plan and Budget. This strategic

plan is grounded through a comprehensive analysis of the SFD's operations and industry best practices. The purpose of this document is to guide annual budgeting, program development, business planning, and individual work plans to support divisional and corporate priorities.

The Strategic Plan will help the SFD in their work to set future priorities, face key challenges, devise strategies, implement processes, and measure outcomes that will support the fire service in realizing its full potential. This document will be continually reassessed and updated to reflect the evolving needs of the community.

The SFD 2023-2026 Strategic Plan includes four strategic goals and 12 corresponding initiatives:



Advance Community Resiliency

Community Safety & Well-being

Risk Assessment

Partnerships & Relationships



Maximize Service Excellence

SFD Master Plan

Asset Planning & Management

Organizational Performance

Data & Technology



Be Reconciliation, Equity, Diversity, & Inclusion

Truth & Reconciliation

Equity, Diversity, & Inclusion



Synergize Training & Development

Employee Safety & Wellness

Professional Development

Interdisciplinary Training Model



The Saskatoon Fire Department

OUR VISION

The Saskatoon Fire Department is a professional service focused on public safety and risk reduction.

OUR MISSION

To protect and enhance Saskatoon citizens' quality of life.

OUR VALUES

PEOPLE MATTER – We work together as one team, seek input when it matters, support each other to grow and be our best selves, and foster a culture where we use our voices to drive change.

RESPECT ONE ANOTHER – We value the diversity each of us brings, celebrate our successes – big or small, and take the time to listen, understand and appreciate each other.

ACT AND COMMUNICATE WITH INTEGRITY – We are honest and take ownership of our actions, transparent in our decision-making, and question actions inconsistent with our values.

SAFETY IN ALL WE DO – We never compromise on the safety, health, and wellbeing of ourselves and those around us. We put safety at the forefront of all decisions and take responsibility to act on unsafe or unhealthy behaviors.

TRUST MAKES US STRONGER – We depend on each other and know we will do what we say, we assume the best of others, and support, inspire and empower each other every day.

COURAGE TO MOVE FORWARD – We lead and embrace change, think outside the box, and ask the tough questions.

Saskatoon Fire Department Services and the City of Saskatoon

Saskatoon is home to one of Western Canada's most diverse economies. With an estimated **290,750** residents, it is comprised of a wide variety of buildings and structures. Saskatoon also hosts many visitors and a significant daily commuting workforce.



Saskatoon at a glance:

Saskatoon encompasses a **236.34 km²** area

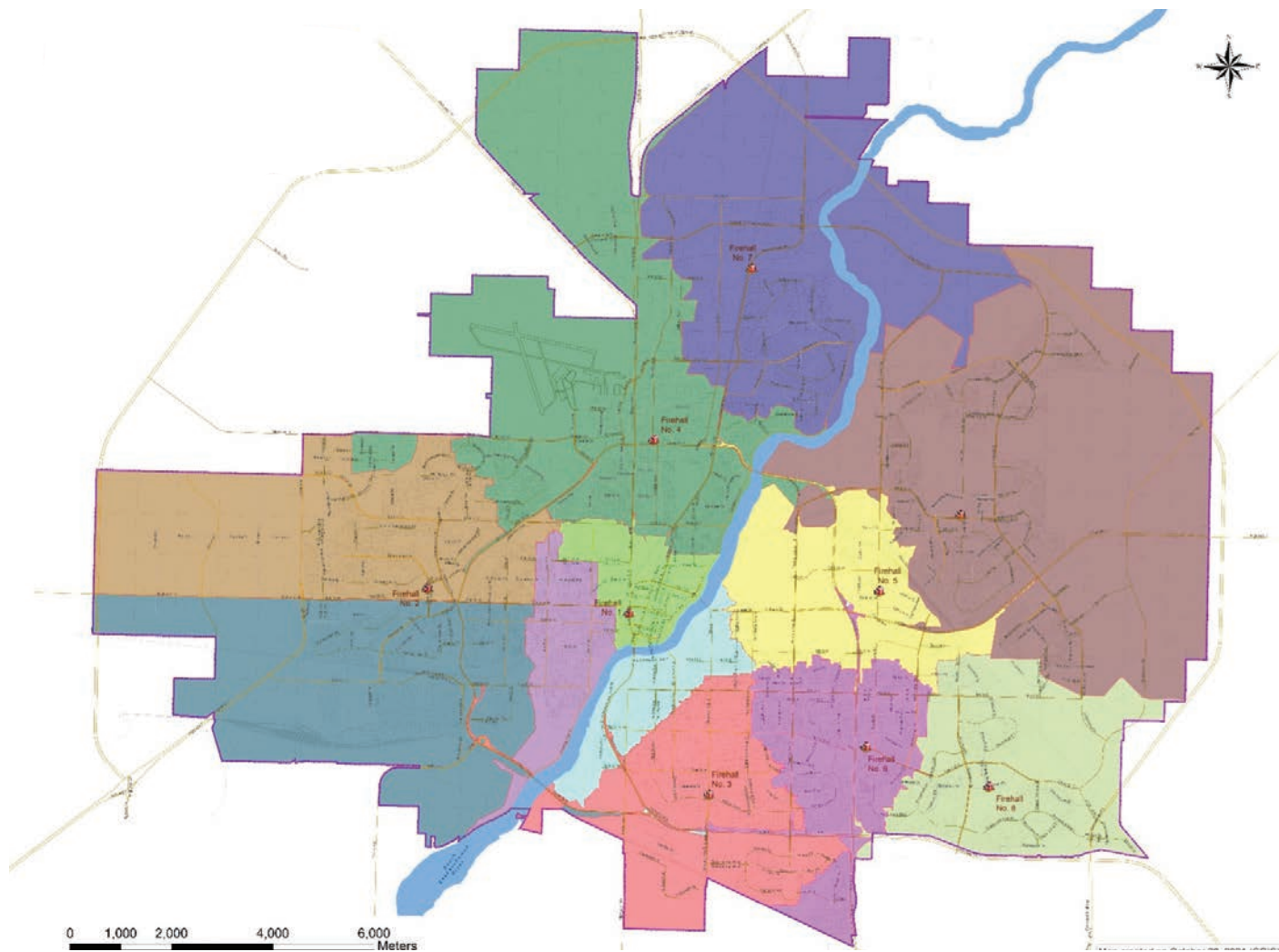
Average of **15,000** workers commute into Saskatoon

In 2019, there were **919,941** domestic visitors to Saskatoon and **91,844** International visitors*

7 traffic bridges	2 railway bridges	75,740 residential structures
62,709 single family homes	3,515 semi-detached homes	
254 low-rise & high-rise apartment style condominium buildings		
678 multi-familyhomes	34 high-rise apartments	8,584 grade level entry condominiums
3,094 commercial structures including	158 institutional buildings	
3 hospitals	126 schools	2 correctional facilities
		137 churches
1,353 warehouses	368 industrial sites	262 shopping centers
43 hotels/motels	520 offices	
	28 high-rise office buildings	

*Source: Discover Saskatoon

SFD Fire Districts



Services Provided Through Agreements

Additionally, the SFD has service agreements in place to provide dispatch, emergency response, and emergency management services to the following communities:

Emergency Dispatch

RM of Corman Park
City of Martensville
City of Warman
Town of Dalmeny
Town of Osler

Emergency Response

RM of Blucher
RM of Corman Park
RM of Dundurn
RM of Delisle
RM of Vanscoy
Village of Clavet
Village of Vanscoy
Whitecap Dakota First Nation
English River Enterprises

Regional Emergency Management

Village of Borden
Town of Duck Lake
RM of Great Bend
Town of Hague
Town of Hepburn
Town of Osler
Town of Rosthern
RM of Rosthern
Town of Waldheim
City of Warman

The Fire Safety Act, the Cities Act, the Emergency Planning Act, and various civic bylaws are upheld by the SFD to enhance public safety and residents' quality of life through comprehensive inspection, education, prevention, planning, response, recovery, and enforcement programs.



The SFD team consists of 350 employees that support six key areas of the fire service.

- › Public Relations & Community Risk Reduction
- › Operations & Communications
- › Emergency Management Organization
- › Logistics
- › Staff Development & Safety
- › Strategic Planning & Policy



Public Relations & Community Risk Reduction, Operations & Communications, and Emergency Management Organization (EMO) are complimentary areas within the SFD that provide emergency response and other services to the community.



Public Relations & Community Risk Reduction is comprised of Fire Inspectors, Fire Investigators, Community Relations Coordinators, and Fire Bylaw Inspectors.

This team provides:

- › Property inspections and enforcement
- › Fire scene cause and origin examinations
- › Plan reviews and permits
- › Joint building inspections for occupancy permit process
- › Community-based public education programming
- › Proactive approach to safe and adequate housing
- › Property maintenance inspections
- › Task forces connected to inadequate housing



EMO includes Emergency Management Operations, Corporate Security, Regional Emergency Management Partnership, and Corporate Business Continuity. EMO works with emergency response agencies, critical infrastructure partners, and residents to ensure the community is resilient.

EMO provides:

- › Municipal emergency management plans
- › Enhanced coordination and inter-operability planning for complex and escalating emergencies and events
- › Regional emergency management services
- › Security management for City of Saskatoon (City) staff and facilities
- › Community resiliency plans and support
- › Mass public safety alerts
- › Corporate business continuity plans



Operations & Communications is comprised of Firefighters, Primary Care Paramedics, and Fire Dispatchers. Stations are strategically located throughout the community so crews can quickly respond to a wide scope of service calls and emergencies 24/7, 365 days a year. The team provides an all-hazards response to a variety of emergent and non-emergent incidents.

Services provided include:

- › Fire suppression
- › Emergency medical services
- › Hazardous materials response
- › Rescue services – vehicle extrication, water response, technical rescue
- › Regional response support
- › Public assists
- › Public hazards response
- › Emergency call taking and dispatch



Staff Development & Safety, Logistics, and Strategic Planning & Policy are areas within the SFD that provide vital support to the response areas mentioned previously. The collaborative efforts of these areas contribute to the SFD's overall purpose of serving the citizens of Saskatoon.



Staff Development & Safety is comprised of Fire Service Instructors whose role is to ensure all staff have the knowledge, skills, and abilities to fulfil their job responsibilities with safety in mind. The team is responsible for new certifications, re-certifications, ongoing skills reviews, and the research and development of curriculum to deliver service in all areas. This team ensures operational consistency by coordinating training for the SFD's special operations programs, including Emergency Medical Services (EMS), Hazardous Materials Response, Technical Rescue, and Water Response. Occupational Health and Safety and Employee Wellness programs are also administered in the area. This division also serves as a research and development arm to investigate best in-class fire service techniques, technology, and equipment.



Logistics encompasses four essential support functions: maintenance, mechanical, supply chain, and information technology. The team supports the SFD through the acquisition and maintenance of apparatus and fleet vehicles, equipment, and facility requirements. Additionally, Logistics is responsible for the procurement and distribution of supplies and materials necessary for day-to-day functions, emergency response, and prevention activities. Logistics' primary focus is that staff are equipped and outfitted with safe and reliable vehicles, equipment, and protective gear.



Strategic Planning & Policy defines the SFD's vision for the future by defining priorities and developing medium- and long-term plans to accomplish objectives. This planning focuses on examining all aspects of the fire service while using the City of Saskatoon Strategic Plan as a guiding document.

Through this review a framework is created to support the SFD in:

- › Setting priorities
- › Strengthening operations
- › Leading staff and stakeholders towards common goals
- › Measuring intended outcomes and results
- › Assessing and adjusting the SFD's direction in response to an evolving industry and municipality





Advance Community Resiliency

Community Safety & Well-being

Risk Assessment

Partnerships & Relationships

Partnerships are essential to establishing a whole-community approach, where a coordinated, interconnected system of many organizations, including the SFD, work together to build resilience.

Resilient communities are connected through strong social networks and have mitigation strategies and resources in place to respond to, withstand, and recover from adverse situations. A whole-community approach amongst residents, businesses, critical infrastructure, community organizations, and all levels of government is necessary to enhance everyone's well-being.

Partnerships are essential to establishing a whole-community approach, where a coordinated, interconnected system of many organizations, including the SFD, work together to build resilience. The fire service contributes to this work by collaborating with community partners through the proactive planning and reactive response of its Community Risk Reduction, Emergency Management, and Operational Response teams. The SFD will continue to support this work for the health and safety of all. To advance community resiliency, the SFD will implement the following initiatives.





Community Safety and Well-Being

Community Safety and Well-being (CSWB) refers to “the ideal state of a sustainable community where everyone is safe, has a sense of belonging, opportunities to participate, and where individuals and families are able to meet their needs for education, health care, food, housing, income, and social and cultural expression.” – (*Ontario Ministry of the Solicitor General, 2017:4*). The SFD believes these basic needs are fundamental human rights and are vital to building healthy, sustainable, and successful communities.

A portion of Saskatoon’s population experiences disparities in physical, economic, and social safety and well-being. This population includes older adults, socially isolated individuals, people with disabilities, youth, people without safe or adequate housing, and individuals with substance use disorders. They are at risk of a disproportionate impact from extreme weather, large scale emergency events, isolation, injury, mental health challenges, mobility challenges, and may experience difficulties in accessing appropriate supports. This poses a risk to life safety that is strongly correlated with building closures, vacant boarded buildings, and fires.

Without a deliberate human-rights based and coordinated approach to supporting CSWB, inequalities for vulnerable groups will continue to compound.

CSWB Enabling Themes

Community-engaged solutions

Collaboration and innovation

Evidence-based policy and practice
(quantitative/qualitative)

Analytics, data-driven and technology-
enabled solutions

Measurement and evaluation
(quantitative/qualitative)

CSWB Challenging Themes

Poverty and marginalization factors

Gender inequity

Inequitable access to services and supports

Addiction and harms from substance use

Mental health issues and stigmas

Victimization and trauma

Criminality and violence

Health and well-being of first responders
and service providers

The SFD plays an important role in Saskatoon's CSWB by recognizing that building safe and healthy communities is a shared responsibility. The complex risks to safety and well-being cannot be addressed in isolation. There is an opportunity for partners to work together more effectively through an emergency management process. This process is a defined, coordinated approach to communication and collaboration that builds on partners' successful efforts and strengths to foster a strong sense of CSWB. With ongoing work, it is important to create a unified plan and articulate five interdependent foundational components: **Prevention, Mitigation, Preparedness, Response, and Recovery**. The graphic illustrates the interconnected work that contributes to CSWB through a "One City" approach.

The SFD is committed to delivering equitable outcomes by continuing to focus on safe and adequate housing rather than rehousing. The SFD has developed a relationship-based approach, built on trust and respect, to create solutions. Through education, inspections, communication, and regular information sharing between key partners, the SFD works to identify gaps and address barriers to find solutions together.



Action Items:

CSWB - 1: Develop a well-being committee, including external partners, to focus on solutions related to safe housing, mental health, and substance use disorders.

CSWB - 2: Develop and formalize a coordinated CSWB plan for the City where municipal partners support the interconnected work and receive consistent information.

CSWB - 3: Review and evaluate Community Risk Reduction partnerships and coordination related to mental health and substance use disorders to determine outcomes and explore opportunities for more comprehensive proactive community paramedicine.

CSWB - 4: Review and update all City extreme weather emergency response plans to include risk reducing strategies and identify partnerships to support the entire community.

CSWB - 5: Review the interagency and municipal response to COVID-19 that addressed complex community issues through collaboration to coordinate future events using emergency management processes.

CSWB - 6: Develop and incorporate a coordinated trauma response plan for large scale emergency events within the City's Municipal Emergency Management Plan.

CSWB - 7: Enhance current educational programming to include all residents with a focus on injury reduction, inadequate housing, and social isolation.



Risk Assessment

As an all-hazards emergency response provider, the SFD puts safety at the forefront of all decisions and is a key partner in improving safety and well-being in the community. For the betterment of all who live, work, learn, and play in Saskatoon, the SFD must continually assess the risks, hazards, and vulnerabilities present.

The completion of a comprehensive Community Risk Assessment (CRA) will assist the SFD with identifying, analyzing, evaluating, and prioritizing risks and hazards present in the community. This assessment will provide the SFD with the information necessary to make sound, strategic decisions on the delivery of fire and emergency services and level of resources that correspond to the community's risk levels and service requirements.

For the betterment of all who live, work, learn, and play in Saskatoon, the SFD must continually assess the risks, hazards, and vulnerabilities present.



The CRA will provide the SFD with a holistic view of the community's needs and circumstances by including a comprehensive analysis of nine profiles:

- **Geographic:** The physical features of the community, including the nature and placement of features such as highways, waterways, railways, bridges, landforms, and wildland-urban interfaces.
- **Building Stock:** An inventory of the types of buildings in the community, how the buildings are used, and any building-related risks known to the fire department.
- **Critical Infrastructure:** The capabilities and limitations of critical infrastructure, including electricity distribution, water distribution, telecommunications, hospitals, and airports.
- **Demographic:** The composition of the community's population, respecting matters relevant to the community, such as population size and dispersion, age, gender, cultural background, level of education, socioeconomic make-up, and transient population.
- **Hazard:** The hazards in the community, including hazards caused by humans, technological hazards, and natural hazards. These profiles include the likelihood of the hazard occurring, the consequences of the hazard, and the current mitigation and prevention strategies in place for that hazard. Each hazard is prioritized for the level of risk for the community and the likelihood of an event occurring based on the mitigation strategies. Hazards could include, but are not limited to, the following:
 - Natural hazards:
 - Extreme weather events
 - Pandemic
 - Wildfires

- Tornados
 - Blizzards
 - Technological hazards:
 - Critical Infrastructure failures
 - Transportation incidents
 - Hazardous materials incidents
 - Biological hazard
 - Human hazards:
 - Mass casualty incidents
 - Major planned events
 - Public disturbance
- **Public Safety Response:** The types of incidents responded to by other entities in the community and those entities' response capabilities.
- **Community Services:** The types of services provided by other entities in the community and those entities' service capabilities.
- **Economic:** The economic sectors affecting the community that are key to its financial sustainability
- **Past Loss and Event History:** The community's past emergency response experience, including the following analysis:
 - The number and types of emergency responses, injuries, deaths, and dollar losses
 - Comparison of the community's fire loss statistics with provincial and national fire loss statistics

Conclusions presented in the CRA provide the SFD with a foundation for planning and will help form initiatives such as the SFD's Master Plan, Community Risk Reduction Plan, Standard of Cover, Municipal Emergency Management Plan, and SFD Strategic Facilities Plan.

Creating synergies, through establishing stronger partnerships, encourages teamwork and transform silos into a whole-community approach.

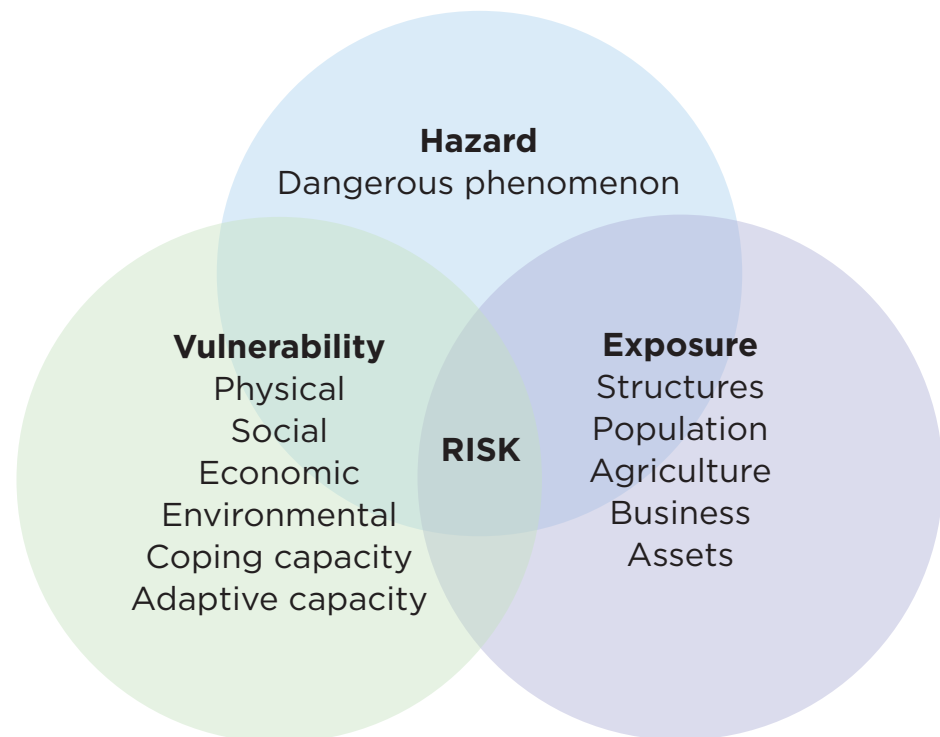
Action Items:

RA - 1: Engage with external partners, including critical infrastructure partners, businesses, and community groups to identify their needs, risks, and hazards.

RA - 2: Conduct a CRA to identify and prioritize risks in the community.

RA - 3: Complete a formal Community Risk Reduction Plan based on the findings of the CRA.

RA - 4: Complete a comprehensive Disaster Risk Report.



Partnerships and Relationships

As the landscape of public safety evolves, the boundaries across municipal emergency services are rarely distinct. The ability to communicate between jurisdictions, disciplines, and levels of government continues to be at the forefront of a successful response. Creating synergies, through establishing stronger partnerships, encourages teamwork and transform silos into a whole-community approach.

Interoperability between partners is key to connecting people, information, and ideas. Providing coordinated collaboration involves a commitment to reciprocity, working on the same challenges and initiatives, sharing solutions, and being efficient with resources. Specifying defined initiatives, through formal partnership agreements, will help guide future direction. The fire service prides itself on collaborating with community partners to improve the health and safety of all.

By working together, partnerships lead to greater outcomes.



Action Items:

P&R - 1: Establish an Interoperability Committee to review current operational resources, determine priorities, and assign project teams.

P&R - 2: Develop a comprehensive partnership document with Saskatoon Police Service to identify and define all joint corporate initiatives for the two municipal emergency services.

P&R - 3: Explore stakeholder groups, develop terms of reference, and implement SFD/EMO advisory committees to inform strategic initiative goals.

P&R - 4: Collaborate with internal and external partners to develop a Strategic Community Relationships Plan.

P&R - 5: Develop comprehensive partnership documents with provincial ministries to formalize commitment for the supports provided by the SFD.

P&R - 6: Research, develop, and implement a regional service agreement model that includes all operational services provided by the SFD.





Maximize Service Excellence

SFD Master Plan

Asset Planning & Management

Organizational Performance

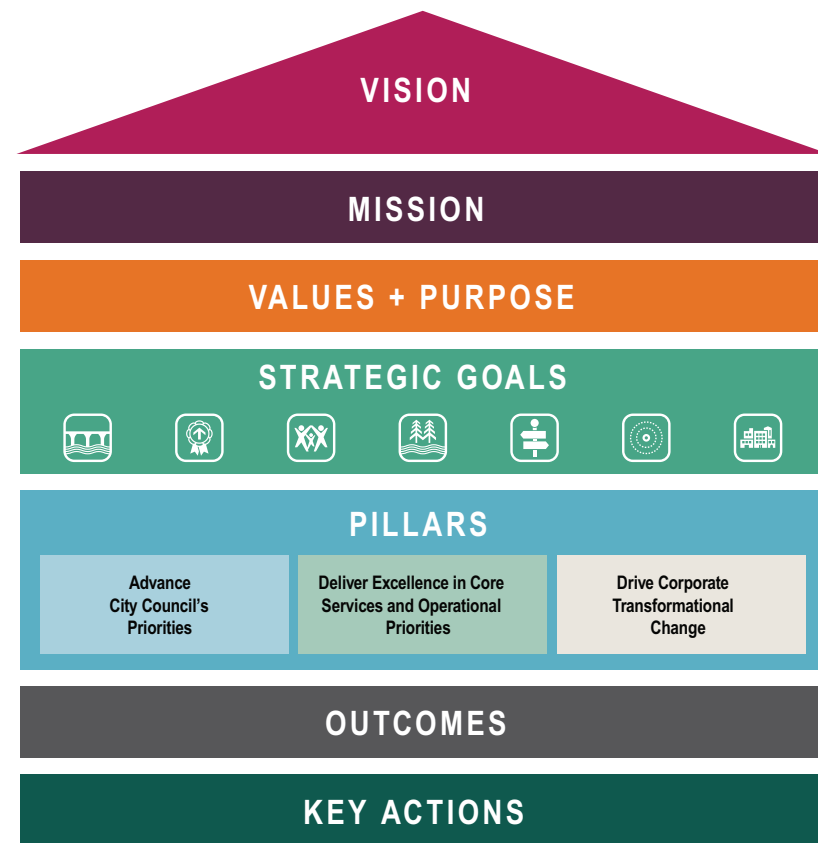
Data & Technology

In an everchanging community, new demands require creative solutions to align assets and services with the current and future needs of the community.

In line with the City of Saskatoon Strategic Plan, the SFD prioritizes service excellence with a focus on quality of life and public safety. The SFD strives to deliver quality service in a community that continues to experience rapid growth in both population and calls for service. With the compounding complexities of maintaining an all-hazards response, the SFD continues to implement improvement initiatives in conjunction with fiscally responsible growth plans to achieve expected service levels.

The pursuit of service excellence involves continuous improvement and innovative planning across all areas of the SFD. In an everchanging community, new demands require creative solutions to align assets and services with the current and future needs of the community.

To achieve the highest level of service that the community relies on each day, the SFD will implement the following initiatives.



SFD Master Plan

Master planning delivers key guidance for ensuring assets and resources meet future long-term needs of the community. Currently, the SFD conducts future planning on an as-needed basis, with an emphasis on meeting National Fire Protection Association (NFPA) standards and anticipated community growth. The future Master Plan will guide coordination, innovation, and long-term planning for all SFD employees through a “One Team” approach.

Development of a master plan is typically supported by a third-party consultant. Creating a Master Plan involves the evaluation of current conditions in the community, forecasting future population and service demands, and developing strategies that meet future projections.

Internal and external engagement will be a key part of the master plan process and is necessary for successful, resilient, and inclusive planning. This will be achieved through residents, partners, community groups, employees, and stakeholders offering feedback and providing insight into the SFD’s services and levels of performance.

The Master Plan will take a holistic view of the SFD’s all-hazard services and will be built upon the foundation of the SFD 2023-2026 Strategic Plan, the Community Risk Assessment, the City’s Official Community Plan, the Growth Plan, and other strategic planning documents. This long-term planning will help direct decision making and provide guidance for future years.



The Master Plan will review all aspects of the SFD, including but not limited to:

- Governance
- Service delivery
- Fire prevention
- Fire investigation
- Community risk reduction
- Public education
- Emergency response
- Administration
- Communications
- Facilities
- Fleet management
- Human resources
- Staff development and training
- Emergency management
- Corporate business continuity
- Corporate security services
- Service agreements and fees for service



Action Items:

MP - 1: Develop a comprehensive internal and external Master Plan engagement strategy.

MP - 2: Conduct community engagement sessions with internal and external partners and stakeholders to inform the development of the Master Plan.

MP - 3: Create the Master Plan.

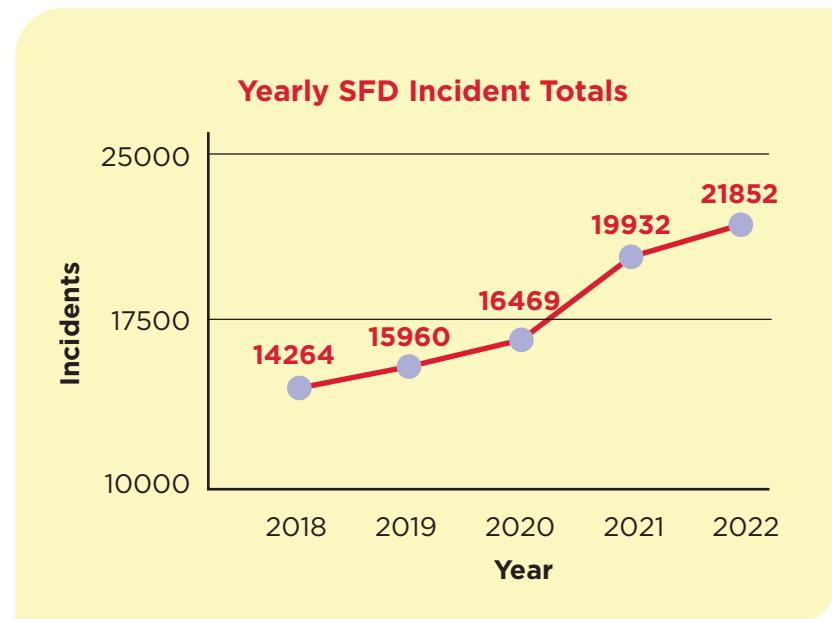
MP - 4: Communicate and implement the Master Plan.



Asset Planning and Management

SFD facilities are strategically located across the city and house a wide range of specialized equipment, vehicles, and emergency apparatus that are critical to providing effective and efficient services to the community. The decisions regarding the selection, maintenance, and management of these assets play a key role in ensuring service levels are maintained for current demands and future needs. Strategic planning allows the SFD to take a proactive approach when making these important decisions.

The increase in calls for service has placed considerable pressure on equipment, protective clothing, and servicing the fleet. To improve asset management, the SFD must consider options such as green initiatives, co-location opportunities, and variants to response models linked to end-of-life assets. In managing assets, the SFD will transition from a reactive legacy model to a proactive approach using the City's Fusion Enterprise Asset Management (EAM) software. Under the legacy system, the SFD has exceeded the capacity to achieve the expected maintenance service levels. EAM empowers the SFD to implement preventative maintenance based on data-driven decisions supported by real-time analytics. EAM also connects the SFD to the City's Supply Chain Management and Finance departments, which further supports preventative maintenance processes.



The SFD is actively seeking sustainable green options to decrease carbon emissions emitted by fossil fuel powered assets.

Fire department data is heavily relied on to determine present and future service delivery models. This information is used in conjunction with the City's growth plans for future resource deployment and facility planning. The SFD works with several City departments, including Planning & Development, Information Technology, Facilities, Transportation, Saskatoon Land, Finance, and Supply Chain Management, all of whom provide support relating to the acquisition, placement, operation, and maintenance of facilities, fleet, and necessary equipment.

Facilities are an essential component of the fire service, which significantly impacts the safety and effectiveness of its operations. The SFD continues to evaluate current facilities, ensuring they meet the department's immediate needs based on increasing incident workload, condition of assets, and the changing needs of the city. The SFD has continued to evaluate facility locations and life-cycle data to determine a long-term plan. Priorities have been determined for fire stations and other supporting infrastructure.

Three identified priority areas are:

- Logistics Maintenance/Mechanical Shop
- Central Dispatch
- Emergency Operation Center

As such, a relocation strategy will be developed for these three areas in preparation for current identified needs and future growth.

The SFD is actively seeking sustainable green options to decrease carbon emissions emitted by fossil fuel powered assets. There are 60 pieces of frontline battery-operated equipment in use for suppression and prevention activities that include chainsaws, positive-pressure fans, and light sources. Additionally, the newest fire station, expected to open in the summer of 2023, is equipped with solar panels to offset electrical consumption and has two electric vehicle charging stations for light fleet vehicles. Efforts to reduce the SFD's carbon footprint continue to be an ongoing priority.



Action Items:

AP&M - 1: Partner with Supply Chain Management to develop a plan to implement best practices relating to procurement strategies and inventory management.

AP&M - 2: Develop an EAM implementation and required resources plan to align with the City of Saskatoon's goals to effectively manage and maintain civic assets.

AP&M - 3: Complete a comprehensive EMO facility requirements study and update the SFD Strategic Facilities Plan based on recommendations.

AP&M - 4: Update the Strategic Facilities Plan to support long-term planning for administrative and operational facilities. Key elements include:

- Central Dispatch relocation
- Development of a relocation strategy for the SFD Logistics Maintenance/Mechanical Shop

AP&M - 5: Review existing asset design standards and maintenance processes to incorporate principles supporting triple bottom line considerations, as well as climate change mitigation and adaptation strategies.

AP&M - 6: Explore and evaluate co-location community partnership opportunities for all future fire facilities.

AP&M - 7: Develop and implement a process applying equipment replacement data generated from EAM to inform future capital asset planning.

AP&M - 8: Complete a feasibility study to determine the efficacy of alternate response vehicles to supplement the SFD's deployment model.

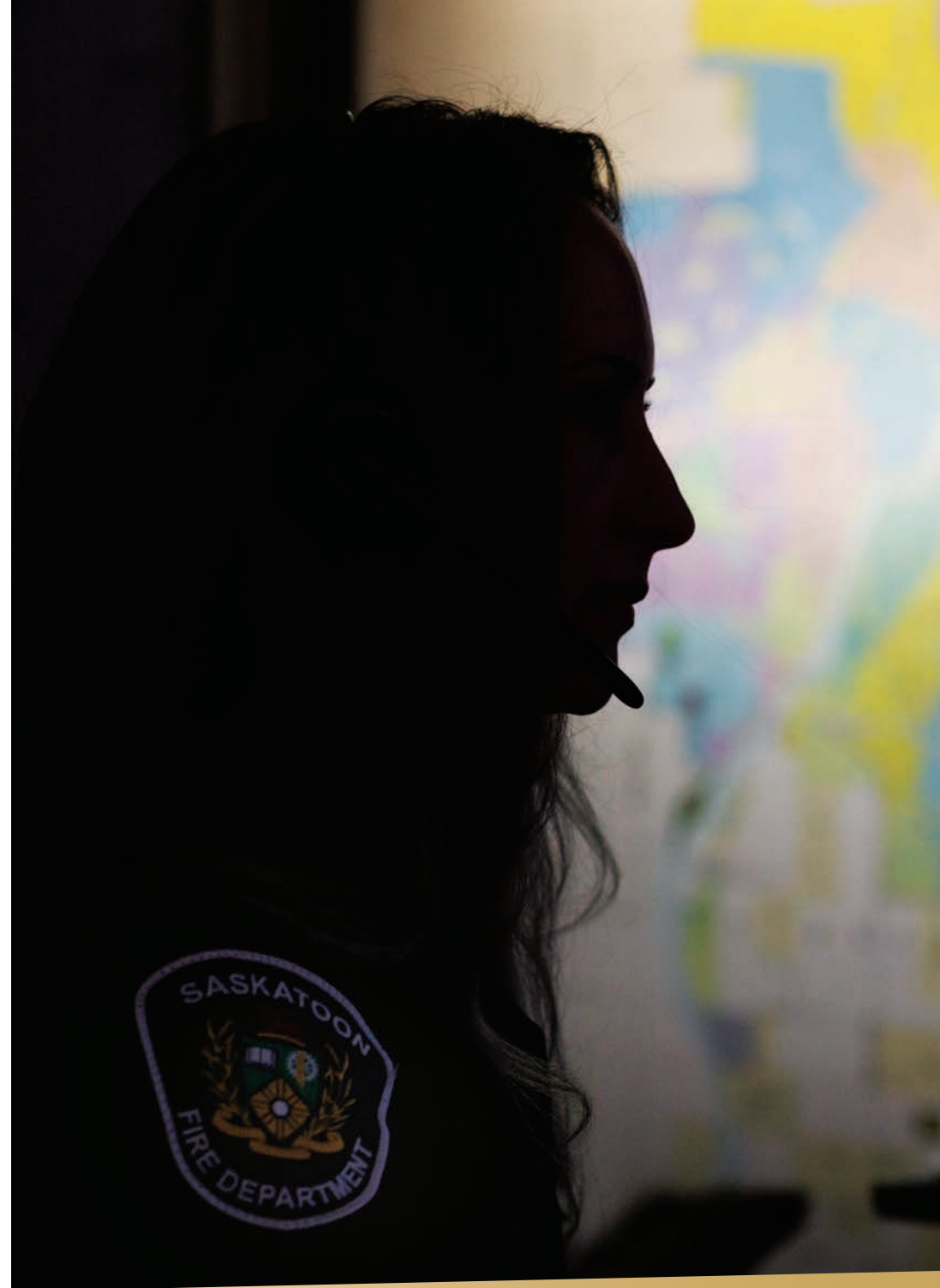
Organizational Performance

To operate effectively, efficiently, and safely, the SFD recognizes the need to commit to a culture of continuous improvement that supports an overarching organizational performance model with regular evaluation, quality assurance, policy review, and strategic planning. Moving forward, the SFD will develop an organizational performance model that measures service performance against desired outcomes.

Providing the highest quality of service while also maintaining a high level of fiscal responsibility requires the efforts of all SFD employees. A fully integrated organizational performance model will help standardize, monitor, and improve business processes and systems that will advance service to the community.

The organizational performance model will be applied to all areas of the SFD.

In January 2020, an independent review of the SFD's dispatch operations was completed by an external consultant as part of the SFD's proactive approach to prepare for changes to the Sask911 system. This report identified key areas of improvement and outlined a roadmap to improve the SFD's overall dispatch model.



Action Items:

Op - 1: Review and evaluate the SFD's current key performance indicators (KPI) and ensure a standard comprehensive set of KPIs are established for public reporting.

Op - 2: Conduct a review and update policies, procedures, operating guidelines, and work instructions to ensure compliance with regulations, industry best practices, corporate policy, interoperability, and the SFD's values.

Op - 3: Research and develop a comprehensive quality assurance program.

Op - 4: Develop an implementation plan for recommendations outlined in the independent dispatch review to align with industry best practices.

Op - 5: Review accreditation requirements through Commission on Fire Accreditation International and provide a report outlining the feasibility and benefits of achieving accreditation.

Op - 6: Develop a business case through consultation with Saskatchewan Public Safety Agency to determine the SFD's role in expanded fire dispatch services.

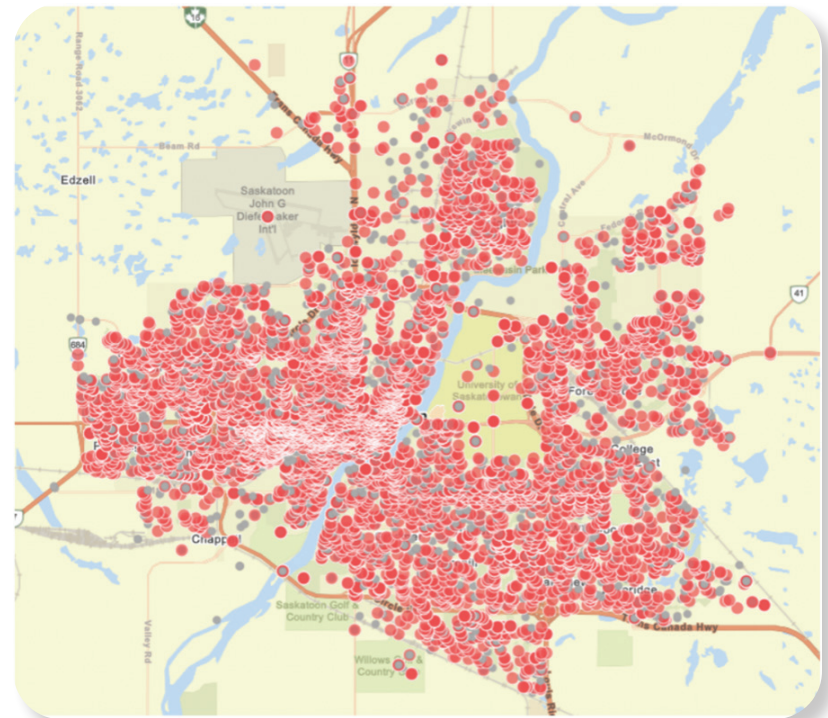


The SFD is focused on making informed decisions through the increased use and integration of data and efficient technology implementation.

Data and Technology

Technology is advancing at a rapid pace in all industries and the fire service is no exception. Emergency services across the city rely heavily on technology to ensure safe and effective response. As the fire service faces longer travel times, faster burning fires, and more complex responses, the SFD leans on technology to ensure preparedness and respond effectively. Championing modern technologies is key to the overall effectiveness of the entire fire service.

Information technology also plays a large role in the fire service. Collecting data on key performance indicators can help identify performance levels, service gaps, and redundancies. Using these metrics to find patterns and inferences empowers the SFD with insights used to make evidence-based decisions that work toward achieving organization initiatives.



Action Items:

D&T - 1: Conduct a full review of Canadian Radio-television and Telecommunications guidelines and ensure all requirements are met for the full implementation of Next Generation 9-1-1 (NG9-1-1).

D&T - 2: Explore partnerships with academic institutions to partner on relevant research projects using data analytics and predictive modelling to enhance fire prevention strategies.

D&T - 3: Develop an equipment, technology, and critical communication infrastructure review process to provide a consistent and coordinated approach to implement required technologies.

D&T - 4: Replace the current computer-aided dispatch (CAD) system with a fully NG9-1-1 compatible CAD system.

D&T - 5: Develop a data management program to ensure accurate data is consistently collected and analyzed. The program will include additional employee training to maintain high levels of data entry accuracy.

D&T - 6: Review the SFD fire inspection program, software, and database. Develop a report outlining recommended improvement strategies for implementation.

D&T - 7: Review and support integration of railway pre-emption and transit signal priority measures to enhance emergency response effectiveness and safety.





Reconciliation, Equity, Diversity, & Inclusion

Truth & Reconciliation

Equity, Diversity, & Inclusion

In alignment with City Council priorities, the SFD recognizes it is better able to serve the needs of diverse communities when all SFD employees reflect the communities it serves. Reconciliation, diversity, equity, and inclusion (REDI) cannot be optional; they must be core components of how the department conducts itself internally to achieve its mission. These principles will form the framework for actively identifying and dismantling systemic barriers in our business practices, services, policies, procedures, and programs so that we can capitalize on the strengths and talents of our fire service and promote a safe and welcoming workplace for all.

Two strategic initiatives have been identified that will advance REDI in our organization and better support the diversity of Saskatoon's residents and visitors.





Truth and Reconciliation

The United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) addresses the human rights of Indigenous Peoples and emphasizes their rights to *“live in dignity, to maintain and strengthen their own institutions, cultures and traditions, and to pursue their self-determined development, in keeping with their own needs and aspirations.”* In September 2022, The City adopted UNDRIP in an effort to respect, protect, and fulfill the rights of Indigenous Peoples. This is an important step and framework necessary for reconciliation.

The City is prioritizing work to foster meaningful organizational and policy change to help extinguish institutionalized and systemic racism (*City of Saskatoon Strategic Plan p. 31*). The SFD recognizes it has an important leadership role to play in reconciliation, and that healing and repairing the relationship requires increased understanding of the legacy and the impacts still being felt. The SFD strongly supports reconciliation with Indigenous Peoples as a priority for all employees and the community we serve.



The SFD recognizes the significance of the work of the Truth and Reconciliation Commission and is committed to implementing the Calls to Action.

The Truth and Reconciliation Commission Calls to Action most relevant for the SFD are:

- › #57 Educate public servants on the history of Aboriginal peoples, inter-cultural competency, conflict resolution, human rights, and anti-racism.
- › #79 Participate in a strategy to commemorate Aboriginal peoples' history and contributions to Canada.
- › #92 Ensure Aboriginal peoples have access to jobs, training, and education opportunities; and they benefit from economic development.

The SFD relies on the TRC Calls to Action as well as items related to Murdered and Missing Indigenous

Women Girls and 2 Spirit (MMIWG2S) Calls for Justice, UNDRIP, and City of Saskatoon Indigenous Initiatives to guide current and future decisions about how we work to serve the community.

Action Items:

T&R - 1: Review and revise policies and practices relative to TRC Calls to Action.

T&R - 2: Engage with Indigenous government, organizations, and Elders through the establishment of an advisory council, to ensure the SFD continues to embed truth and reconciliation in daily activities.

T&R - 3: Implement an anti-racism education program focused on truth and reconciliation and Indigenous initiatives.

T&R - 4: Review and implement applicable recommendations of the MMIWG2S Calls for Justice Report.

Equity, Diversity, and Inclusion

The SFD is committed to Equity, Diversity, and Inclusion (EDI) in the workplace. The SFD recognizes how EDI efforts can benefit employees, the organization, and the broader community of Saskatoon. Together, representatives from the SFD Executive Officers, IAFF 80, and Human Resources have formed an EDI Committee to discuss issues and find ways to proactively work together.

In 2021, the committee engaged a third-party consultant to conduct an EDI survey. The survey provided a baseline to gain a general understanding of the current state of the SFD's workforce and identify where the EDI Committee should focus its efforts. The final report was provided to the EDI Committee, along with recommended next steps.

The SFD recognizes how EDI efforts can benefit employees, the organization, and the broader community of Saskatoon.



Action Items:

EDI - 1: Develop a Joint Labour-Management EDI Committee Action Plan.

EDI - 2: Implement the EDI Survey Final Report recommendations.

EDI - 3: Research and implement EDI training that is tailored to the fire service and addresses unconscious, implicit, overt, prejudicial, and other kinds of biases.

EDI - 4: Optimize recruitment and hiring practices by identifying and mitigating social, cultural, and economic barriers.





Synergize Training and Development

Employee Safety & Wellness

Professional Development

Interdisciplinary Training Model

An all-hazards emergency response is a complex service that involves a variety of diverse and highly specialized skills that need to be learned and frequently reviewed to ensure both competency and safety. Practical training paired with professional development for all employees will elevate the team and move towards providing the best service to the residents, businesses, and visitors of Saskatoon.

All areas within the fire service are interdependent, relying on the expertise and performance of one another. Both proactive and reactive actions are necessary for the fire service to operate as a high-performing team. Emphasizing the interconnectedness of each area and promoting complimentary skills improves synergies across the fire service. The SFD believes that all employees should have a safety-first approach to their daily duties to minimize exposure to unnecessary risk. This approach empowers employees to grow their expertise, fosters more innovative solutions, and improves outcomes that lead to a safer community.

A centralized training model encourages collaboration and the sharing of information and resources as the SFD works with partners to expand response services and expertise. A facility focused on advancing safety in all industries across the province will bring communities together, align common interests and promote interoperability for mutual benefit.

To synergize training and development, the SFD will implement the following initiatives.



Employee Safety and Wellness

The work of an all-hazard fire department requires the need for enhanced safety and wellness oversight. It is an accepted reality that the repeated exposure to by-products of combustion and other chemical exposures increase a firefighter's risk of cancer. Occupational cancer is the leading cause of line-of-duty deaths in the fire service. Saskatchewan WCB currently recognizes 17 types of cancers in occupational health and safety presumptive legislation. Consequently, ongoing improvements are required to ensure exposures are prevented or minimized wherever possible. One key area for addressing these exposure reductions is in occupational hygiene. This will continue to be an area of significant priority for the SFD.

The SFD promotes a positive and healthy work environment where employees can thrive and contribute to the success of the service. Equipping employees with the skills to enhance resiliency and provide supports to recognize, prevent, or recover from workplace injury, trauma, or stressors is a priority. The SFD, along with IAFF 80, has initiated this through the joint Occupational Health and Safety Committee, Critical Incident Stress/Peer Support Teams, and joint wellness initiatives. This will form the foundation of a comprehensive wellness program focused on ensuring the physical and psychological health of all employees.





Action Items:

ES&W - 1: Research and enhance an Occupational Hygiene Program, which includes:

- Decontamination of personnel and equipment after fire and emergency incidents
- Facility design for isolation of decontamination processes
- Exposure control policies
- Comprehensive exposure tracking

ES&W - 2: Research and implement facilities and fleet concepts to enhance decontamination and reduce contaminant transfer and exposures.

ES&W - 3: Formalize a comprehensive Wellness Program, in partnership with IAFF 80, designed to proactively address:

- Psychological health – resiliency for stress and trauma, enhanced traumatic event exposure tracking
- Medical monitoring – hearing testing, medical baselines, occupational exposure tracking, vaccination clinics
- Cancer prevention – evaluate current best practice in occupational hygiene and exposure reduction
- Fitness and nutrition – promote initiatives to support long term health benefits.

Professional Development

The people that make up the SFD are the core resource that fulfills the mission to protect and enhance resident's quality of life in Saskatoon. The wide range of services provided by the SFD are complex and challenging. This requires a team of diverse employees equipped to face challenges together to provide the highest level of service to the community.

The SFD is committed to creating opportunities and providing resources to help employees develop their professional skills and achieve personal career goals.

The SFD will implement a competency framework that supports core values, promotes accountability, drives results, and continuously builds upon the skills employees need to succeed.





Action Items:

PD - 1: Implement a knowledge and skills-based fire dynamics training program to enhance firefighter safety.

PD - 2: Conduct a comprehensive review of internal training programs, review industry standards and best practices, and perform an environmental scan to compare the SFD's programming against other Canadian fire services.

PD - 3: Enhance professional development and training processes to include a competency framework tracked through technology, analytics, and certifications.

PD - 4: Explore and design a holistic career development program that provides the pathway for career success for all roles within the SFD.

Interdisciplinary Training Model

The evolution from a traditional fire service to a multi-sector, all-hazards service has created the need to evolve the SFD's training system. A wide variety of new skills and abilities are required for today's level of service that need to be integrated into the existing training model. The combination of greater training requirements and increased calls for service dictates the need to optimize training through an interdisciplinary approach. This will create efficiencies to facilitate the delivery of current and evolving training needs.

Providing innovative training programs and educational opportunities is instrumental to service excellence. Intentional, realistic training that integrates safety and preparedness equips employees with the practical skills and core competencies needed to effectively serve and protect life and property in an everchanging community. Expanding existing training and exploring curriculum standardization will create opportunities to discover new synergies and efficiencies across the entire fire service.

A regional training facility has been a vision for over three decades and is now being realized through a commitment to partnerships and community safety. The facility presents the opportunity to teach and learn skills in a purpose-built training environment. A centralized training facility encourages collaboration and the sharing of information and resources to expand emergency response expertise.

Engagement with internal and external partners and stakeholders has identified opportunities to expand the scope and future use of the facility beyond the SFD and City departments. Future planning for the training facility is through a whole community approach, which will see a multisector benefit, with the intention of the facility being a resource for regional and Indigenous partners such as fire departments, public safety agencies, and industrial responders. Shared training infrastructure, and the potential for joint training and curriculum standardization will benefit interoperability and will create an ability to mitigate events and incidents more quickly with enhanced familiarity, ultimately creating safer communities.





Action Items:

ITM - 1: Develop a regional training facility governance charter and partnership agreements to include shared contribution, functional facility requirements, standardized curriculums, and training delivery needs.

ITM - 2: Develop pre-employment skill certification programs to train and hire candidates reflective of the community.

ITM - 3: Explore province-wide revenue opportunities with external partnerships (private, public, municipal, Indigenous communities, and Indigenous organizations) for training delivery.

ITM - 4: Develop an indoor training arena to facilitate year-round all-hazards multi-sectoral training.

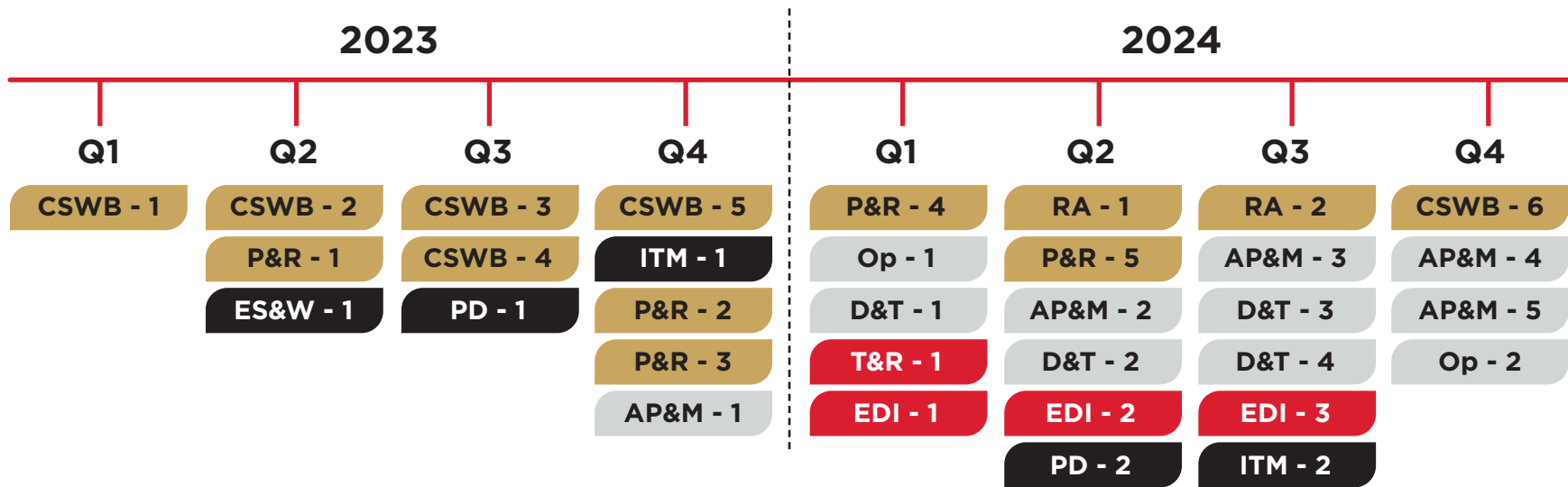
Conclusion

The SFD 2023-2026 Strategic Plan will guide the SFD and the Executive Officer team over the next four years. The process of developing the goals, initiatives, and action items within this Strategic Plan has been valuable for the SFD Executive Officer team. As a fire service, the SFD has been supporting many priorities within the community. This document will use data-driven information to formalize and align these priorities across the organization with the overall goal of improving safety and well-being for SFD employees and the community.

The Strategic Plan will be evaluated on a regular basis to ensure that it remains current and meets the needs of the community.



Initiative Action Items



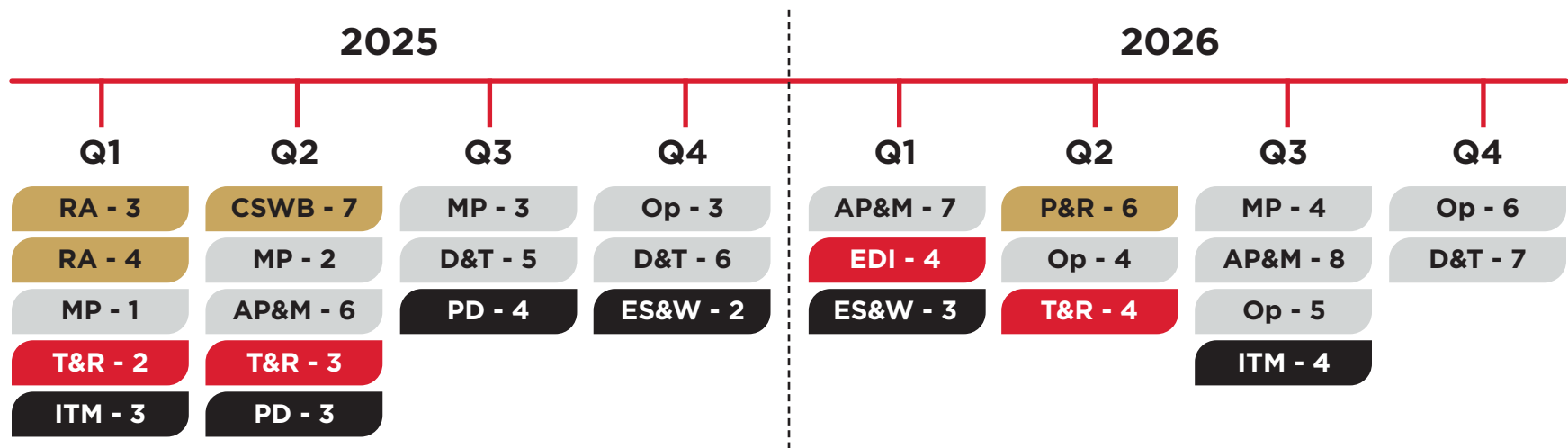
KEY

CSWB: Community Safety & Well-being
RA: Risk Assessment
P&R: Partnerships & Relationships

MP: Master Plan
AP&M: Asset Planning & Management
Op: Organizational Performance
D&T: Data & Technology

T&R: Truth & Reconciliation
EDI: Equity, Diversity, & Inclusion

ES&W: Employee Safety & Wellness
PD: Professional Development
ITM: Interdisciplinary Training Model





2023-2026 Strategic Plan