

Saskatoon Fire Department Strategic Plan 2023-2026

ISSUE

The Saskatoon Fire Department (SFD) has based decision making on data and community need for protection, safety, and well-being. Many initiatives and responses have seen positive outcomes without an overarching strategic document. SFD has developed a new strategic plan to gain a better understanding of SFD's priorities and the role they play in achieving SFD's collective vision. The SFD Strategic Plan (the Plan) will run from 2023-2026 (Appendix 1).

RECOMMENDATION

That the Standing Policy Committee on Environment, Utilities & Corporate Services recommend to City Council:

1. That the Saskatoon Fire Department 2023-2026 Strategic Plan be approved in principle; and
2. That the Saskatoon Fire Department be authorized to further explore the action items contained in the Plan, as responses to the strategic goals and initiatives identified in the Plan, and bring forward further reporting, as required.

BACKGROUND

The SFD provides a variety of reports to Committee and City Council to regularly update on pertinent information such as:

- Year in Review,
- Strategic Facilities Plan,
- Regional Training Facility,
- Community Safety and Well-being related to unsafe/inadequate housing,
- Community Risk Reduction reporting related to Property Maintenance, and
- Emergency Management reporting related to events and community wide impacts.

The Year in Review has created valuable internal collaboration for the past five years to highlight data and initiatives. It is the template to analyze what SFD has accomplished over the past few years that has led to a current direction of focus.

The SFD continues to experience significant increases in total calls for service, particularly calls related to inadequate or unsafe housing and substance use disorders. This increased complexity and workload has created service delivery challenges in

Operations, Community Risk Reduction, Emergency Management Organization and the support areas of Staff Development and Safety, and Logistics.

In 2021, SFD recognized the need to develop a mid-range plan to identify goals and initiatives to adapt to the added complexities and maintain services levels to the community.

DISCUSSION/ANALYSIS

The Plan is a guiding document that sets the strategic direction and priorities for the SFD over the next four years and is driven by the priorities set out by City Council in the *City of Saskatoon 2022-2025 Strategic Plan* and Multi-Year Business Plan and Budget.

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

The Plan does not cover all the important work that the SFD does. It focuses on changes and improvements that the SFD plans to make over a period to ensure that Saskatoon remains one of the best cities to live, work, learn, and play.

The development of the Plan was led by the SFD Executive Officer (EO) Team in collaboration with Strategy and Transformation. EO Team leads established corresponding initiatives and action items within four goals:

- Advance Community Resiliency,
- Maximize Service Excellence,
- Be Reconciliation, Equity, Diversity, & Inclusion, and
- Synergize Training & Development.

FINANCIAL IMPLICATIONS

Resources required for the implementation of the Plan will be incorporated in the appropriate operating and capital budgets, within the life of the Plan, and will be subject to funding approval as part of the budget deliberation process.

OTHER IMPLICATIONS

As each individual action item is explored, legal and other implications will be considered. The SFD will bring forward future reporting outlining these implications and seeking the appropriate approvals as required.

NEXT STEPS

- Regular initiative re-assessment and reporting,
- Complete a comprehensive Community Risk Assessment, and
- Initiate, engage, and develop a SFD Master Plan.

APPENDICES

1. Saskatoon Fire Department 2023-2026 Strategic Plan

Report Approval

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