



Fire Master Plan

Date	June 16, 2021
To	Operations and Community Services Committee
From	Citizen Services
Service Area	Fire & Protective Services
Item No.	OC21-1

RECOMMENDATION

The Operations and Community Services Committee recommends that Executive Committee:

1. Approve Appendix A Fire Master Plan (FMP);
2. Authorize the Fire Chief to utilize the Fire Master Plan as a guide for further planning, decisions and actions related to Fire and Protective Services;
3. Direct Administration to provide an annual report on the implementation of the FMP to the Operations and Community Services Committee; and
4. Recommend that City Council approve an edited version of this report at its public meeting on July 7, 2021.

ISSUE

This report introduces Regina Fire and Protective Services' (RFPS') 25-year Fire Master Plan (FMP) for Council's approval.

Additionally, it outlines the process undertaken to engage stakeholders while developing the FMP.

IMPACTS

Financial Impact

The FMP identifies recommendations which involve financial implications spanning 25 years;

however, approval of the FMP does not constitute approval of any future costs. Separate Council approval will be required for any capital or operating budget requests.

Policy/Strategic Impact

The FMP aligns with *Design Regina; The Official Community Plan* and is compliant with the Corporate Guideline, *City of Regina Approach to Master Plans*. The master planning process is consistent with best practice in the fire and protective services sector for long-range planning as a risk mitigation strategy.

Accessibility Impact

Some recommendations within the FMP seek to ensure that RFPS staffing is more reflective of the community it serves. These will improve diversity and inclusion practices in the Department's recruitment process including improving representation of equity-seeking groups such as people of colour, women, and Indigenous people.

Environmental Impact

City Council set a community goal for the City of Regina of achieving net zero emissions and sourcing of net zero renewable energy by 2050. In support of this goal, City Council asked Administration to provide energy and greenhouse gas implications of recommendations so that Council can evaluate the climate impacts of its decisions. The recommendations in this report have limited direct impacts on energy consumption and greenhouse gas emissions. Once the Energy & Sustainability Framework (ESF) is approved, Masterplans such as this will be reviewed to ensure alignment with the ESF.

OTHER OPTIONS

1. Approve Appendix A Fire Master Plan (FMP). This option is recommended.
2. Do not approve the FMP in its current form. This option is not recommended, as the Fire Master Plan requires approval in order for the Department to advance the risk mitigation strategies and innovations included within.

COMMUNICATIONS

Upon approval of the FMP, Administration will develop a comprehensive communication strategy with information concerning the development, results, and implementation of the FMP.

The FMP is tied to community growth as estimated by Design Regina and the Official Community Plan, which predicts a population of 300,000 in Regina by 2038. To support each phase of implementation, e.g. technology and innovation, service level enhancements (stations), and

regionalization and partnerships, the communication strategy will be implemented in five-year increments.

The strategy will communicate a plan to inform residents, community associations, landlords, local and rural municipalities (RMs) and other stakeholders the project timeline, operating impact and partnership potentials. This includes acknowledging the impact and influence of COVID-19 and how the FMP was created through public participation. All advertisements will direct viewers to Regina.ca, where residents can learn more about the FMP.

DISCUSSION

Growth – The FMP will be a living document that can be adjusted and adapted with changes and growth in the community. The Plan is built to be flexible, allowing it to be sped up, slowed down, or adjusted as the community grows. The recommendations for adding fire stations over the next 25 years will enable the Service to respond to expected community growth. It is anticipated that investments, including new fire stations and technology, will result in future budget requests. The Department will bring the appropriate budget requests to Regina City Council with statistical information to aid in the decision making process.

Recommendations:

The following eight categories group 39 recommendations in the Regina FMP. In the Plan, timeline, funding sources, operating impact and partnership potentials are identified for each recommendation.

1. **Regionalization & Partnerships** - Explore partnerships that result in cost-saving, better service, and improved efficiency.
 - Renewed and innovative agreements with the Saskatchewan Health Authority, the RMs that surround Regina, the Airport, other emergency services partners, and the Provincial Capital Commission, including the potential for shared-use facilities between multiple community and regional agencies.
2. **Department Communications** - Build upon reputation in the community through:
 - a larger social media presence aimed at informing and engaging the public on key department initiatives and community risk reduction programs
 - increased prevention activities through ongoing information sharing. E.g. prevention and safety tips, advisories, landlord and property owner information, etc.
 - continue to build upon the Department's internationally-recognized public education programs
3. **Emergency Preparedness** - Continue to advance the Emergency Preparedness Program

with notifiynow and planned growth of staff as the community grows.

4. **Diversity & Inclusion** - Pursue recruitment processes which support diversity and inclusion goals. Explore training specifically for visible minorities and Indigenous communities.
5. **Safety** - Continue to enhance and reinforce safety initiatives for the community and firefighters. Continue to develop pre-incident planning program and firefighter cancer prevention initiatives such as the turnout replacement strategy and ensuring appropriate personal protective equipment (PPE).
6. **Training/Workforce Development/Succession Planning** - Conduct regular reviews of workforce development, training, and succession planning to ensure continuous improvement. This includes ensuring appropriate staffing levels for support and prevention in the Department.
7. **Technology and Innovation** - Leverage technological solutions and apply an innovative approach to mitigate risk and improve safety in the community.
 - Promote residential sprinklers, utilize drone technology in firefighting and undertake the Next Generation 911 project. This federally-mandated project provides the opportunity to realize improved response capabilities and find efficiencies and potential partnerships in our community.
 - Expand programs such as traffic signal pre-emption and mapping monitors in stations that optimize routing.
8. **Service Level Enhancements (Stations)** - Implement a long-range plan, driven by community growth, for fire stations, equipment and personnel to respond to the fire services needs of the community as it grows to 300,000 and beyond.
 - Includes five new stations and the moving of one fire station spread over six phases based on the Community's growth over a 25-year period. Potential partnerships for shared-use stations is considered here.
 - While the FMP is broken up into 5-year sections, it is specifically tied to the growth of the community as estimated by Design Regina, The Official Community Plan.

External Stakeholder Consultation: External consultation was a focus throughout the development of the Regina FMP as well as once the plan was written. Early on, the project team identified stakeholders and developed a comprehensive, tailored approach to engagement. The Department held one on one, in-person meetings (pre-pandemic) for those stakeholders who were identified as potential partners or those with a specific interest. For stakeholders with a more general interest in the FMP, such as community groups and the general public, a workshop-style meeting was held in early March 2019. The Department also hosted a workshop for the emergency services partners

and industry regulators in early March 2019. The Department has circled back to these groups with information about how their feedback was included in the plan.

Internal Stakeholder Consultation: Internal stakeholder consultation began early in the project. All RFPS personnel attended information sessions and were given an opportunity to complete a survey. The Project Team, made up of personnel from other Citizen Services departments, were consulted through virtual meetings with the consultants. The Executive Leadership Team and City Council were first engaged in 2019 and 2020. The feedback received through these many meetings and surveys is referenced throughout the FMP and was an important input to the long-term planning for the Department.

Legitimacy of Plan: – The FMP was developed by consultants from Emergency Management and Training Inc., a firm with 23 years experience dedicated to planning in emergency services. Having the plan developed by an external entity ensures an unbiased, externally validated view of the Department, its services, and the community's projected growth over time.

Diversity and Inclusion: A key focus for the Regina FMP project, Diversity and Inclusion has been a priority for the Department over the last number of years. The Department struck its own Diversity and Inclusion Committee in 2020 and continues to investigate ways to improve recruitment for equity-seeking groups. It is a challenge across the fire service for departments to have a workforce reflective of the community they serve. This is not unique to RFPS; however, the Department is committed to the foundational changes that will increase diversity and inclusion, both through recommendations in the FMP and through international fire accreditation. Currently, RFPS requires firefighter applicants to have all the necessary qualifications prior to applying with the Department. Unfortunately, this strategy makes it difficult to attract candidates from equity-seeking groups.

Relationship to Accreditation: International Fire Accreditation is a robust self-assessment process that ensures ongoing assessment in five-year blocks and external validation by a team of peers from within the fire industry. It is a full-scale five-year quality assurance audit of all department programs as well as response times through the creation of a Standards of Cover and a comprehensive Self-Assessment Manual. Fire Accreditation requires an Annual Compliance Report in July of each year within the five-year re-accreditation cycle. It also provides a continuous improvement program that allows the Department to plan in five-year blocks. The Department's fire accreditation neither replaces nor is replaced by the FMP. Together, with the City's well-established business planning process, these programs poise RFPS to be flexible and adaptive as the city changes and grows, in order to continue to meet the needs of the community.

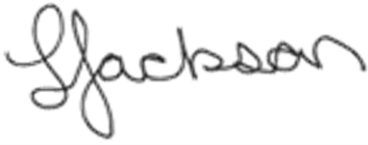
DECISION HISTORY

On December 10, 2018 City Council considered item *CM18-15 General and Utility Operating and*

2019-2023 General and Utility Capital Plan and approved \$100,000 in funding for the FMP consultant in the 2019 budget.

On January 22, 2020, the Priorities and Planning Committee considered item *PPC20-1 Fire Master Plan Project Update*. An update on the progress of the FMP was provided. This meeting also served as an opportunity to receive input on the Plan from the Committee.

Respectfully Submitted,



Layne Jackson, Director, Fire & Protective Services

6/3/2021

Respectfully Submitted,



Kim Ohra, Executive Director, Citizen Services

6/10/2021

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