



Fredericton
FIRE DEPARTMENT • SERVICE D'INCENDIE

Fire Department Master Plan

2026-2040

Protecting Lives, Preserving Communities: Our Commitment to Fire Service Excellence

Updates as of: Wednesday, March 25, 2026



Attestation

To ensure reliability and integrity, this document has been prepared with sound fire engineering practices and adheres to current industry standards. The applied methodologies and principles respect established best practices and reflect our commitment to safe, dependable, and efficient fire department services.



Dwayne Killingbeck

Fire Chief, Fredericton Fire Department



Mission, Vision, Core Values

OUR MISSION

To protect life, property, and the environment through decisive action, strong leadership, teamwork, and dedicated community partnerships.

OUR VISION

The Fredericton Fire Department will pursue innovation and excellence in the delivery of fire and emergency services guided by the principles of trust, integrity, and commitment.

OUR CORE VALUES

Professionalism

Demonstrates appropriate, effective, and courteous communication
Takes pride in producing high-quality work
Projects a positive image of themselves and the city
Communicates in a clear and timely manner and prioritizes customer service excellence

Integrity

Demonstrates honesty, trustworthiness, accountability, and reliability in decision making, interactions with colleagues and clients, and adherence to City values
Consistently does the “right thing” even when faced with challenges or when no one is looking
Creates a safe workplace for self and others

Teamwork & Respect

Cooperates and collaborates with employees within/across departments to accomplish goals
Treats others with dignity and respect
Acknowledges and values others’ skills, talents, and contributions
Supports diversity and inclusiveness

Work Ethic & Engagement

Demonstrates a proactive attitude toward work; taking responsibility and accountability for work
Is reliable, dependable, and committed to the success of the City and the people we serve

Leadership: People Management

Trains, motivates, and leads employees so they are productive, successful, and feel valued at work
Fosters positive culture leading to the City’s success
Successfully executes workplace processes and employee engagement responsibilities

Leadership: Strategy

Visualizes, plans, leads, and maximizes resources to execute strategies efficiently and successfully

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Acronyms and Definitions

Active Shooter Hostile Event Response (ASHER)

By-law S-1: PUB-POL-007 Emergency Incident Mitigation (Fire)

Carbon Monoxide (CO)

Change Initiatives and Performance Management (CIPM)

City of Fredericton (COF)

Community Risk Assessment (CRA)

Department of Natural Resources and Energy Development (DNRED)

Emergency Vehicle Technician (EVT)

Energy Storage Systems (ESS)

Fire Department Master Plan (“the Plan”)

Fire Prevention Officer (FPO)

Fire Service Review (FSR)

Fire Underwriter Survey (FUS)

Fitness-Wellness Initiative (FWI)

Fredericton Public Safety Communications Centre (FSPCC) — See also PSAP

HAAS Alert® (A system used to alert approaching motorists of an incident ahead)

Hazard Identified Risk Assessment (HIRA)

Incident Command System (ICS)

International Association of Fire Chiefs (IAFC)

International Association of Firefighters (IAFF)

International Fire Service Accreditation Congress (IFSAC)

Liquefied Petroleum Gas (LPG)

Local Service Districts (LSDs)

Note this term is no longer applicable. Due to local governance reform, these areas are now Rural Communities (incorporated) or Rural Districts (unincorporated and under Provincial administration).

Mass Casualty Incidents (MCIs)

Medical First Responder (MFR)

Motor Vehicle Collisions (MVCs)

National Fire Code (NFC)

National Fire Protection Association (NFPA)

Next-generation 9-1-1 (NG911)

NFPA 1031: NFPA 1031, Standard for Professional Qualifications for Fire Inspector and Plan Examiner

NFPA 1035: Standard on Fire and Life Safety Educator, Public Information Officer, Youth Firesetter Intervention Specialist and Youth Firesetter Program Manager Professional Qualifications

NFPA 1402: Standard on Facilities for Fire Training and Associated Props

NFPA 1403: Standard on Live Fire Training Evolutions

NFPA 1730: Standard on Organization and Deployment of Fire Prevention Inspection and Code Enforcement, Plan Review, Investigation, and Public Education Operations

Post Traumatic Stress Disorder (PTSD)

Pre-Determined Responses (PDRs)

Public Safety Answering Point (PSAP) — See also FSPCC

Remote Piloted Aircraft (RPA) (“drone”)

Short Term Accommodation (STA)

Special Operations: Incidents requiring specialized training, tactics, coordination, and equipment beyond routine suppression or medical response. Examples: technical rescue, hazardous materials responses, ice and water rescue, and related complex operations.

Standard Operating Guideline (SOG)

Standard Operating Procedures (SOPs)

The Arson Prevention Program for Children (TAPP-C)

Part 1: Executive Summary

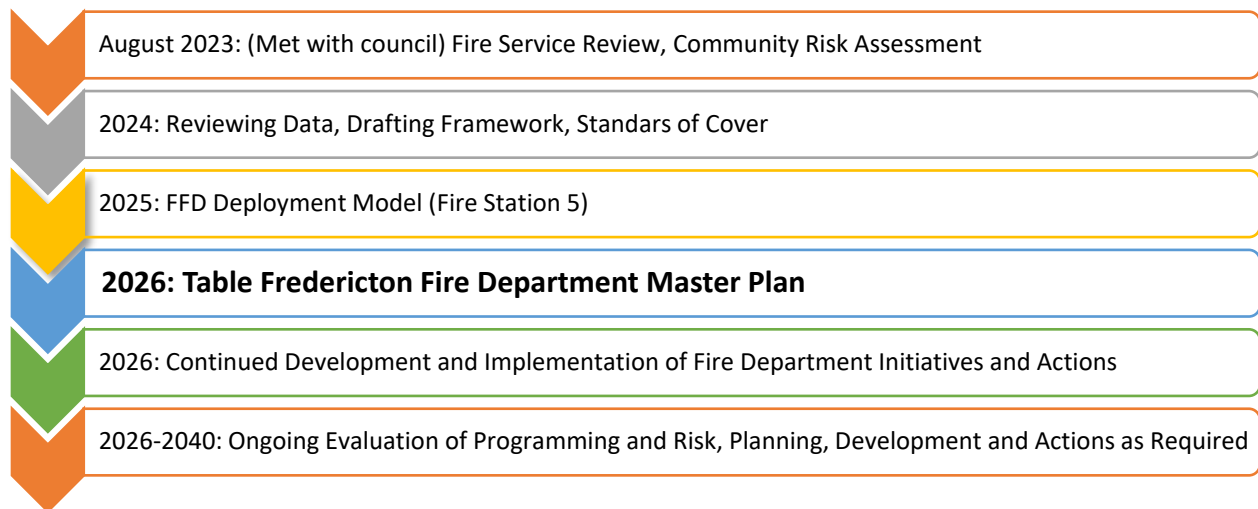
BACKGROUND AND INTRODUCTION

The Fredericton Fire Department Master Plan (the Plan) applies a comprehensive, risk-based framework to ensure effective, efficient, and sustainable fire and emergency services for a rapidly growing municipality. In 2023, the Department received two foundational assessments:

- Community Risk Assessment (CRA) identifying 105 risk items with recommended treatments.
- Fire Service Review (FSR) outlining 41 strategic and operational recommendations.

Together, these 146 recommendations, combined with internal observations, form the evidence base for this Fredericton Fire Department Master Plan, 2026 edition.

This Master Plan reflects our ongoing commitment to working collaboratively with our colleagues across the City of Fredericton. Achieving the objectives outlined in this plan relies on strong interdepartmental partnerships, shared problem solving, and unified support for community safety. This collaboration is not limited to initial plan setting; it is carried forward through ongoing initiatives, daily operations, joint training, and coordinated incident response. The Plan establishes a structured, multi-year approach to address these recommendations through coordinated departmental initiatives, partnerships, and operational enhancements. It recognizes that many initiatives are already underway, numerous improvements have been successfully completed, and a volume of “business-as-usual” work occurs continuously across Operations, Fire Prevention, Training, Administration, and Emergency Management but does not explicitly appear in this document.



FIRE DEPARTMENT ORGANIZATIONAL OVERVIEW

The Fredericton Fire Department is a full-time career fire department that provides fire and emergency services from four fire stations distributed throughout the city. The Department responds to approximately 6,000 calls for service annually (6,384 in 2025).

Service Population

According to the City’s growth projections referenced in the Fire Service Review, Fredericton’s population was approximately 63,000 in 2021, with growth anticipated to approach 92,000 by 2041. The population

in Fredericton was 72,800 in 2023, and is estimated at 79,000 in January of 2026, with additional growth underway.

Fire Stations

- Fire Station 1 – 520 York Street
 - Fire Administration
 - Fire Prevention Division
 - Training Division
- Fire Station 2 – Two Nations Crossing
- Fire Station 3 – Kimble Drive
- Fire Station 4 – Royal Road

Fredericton Fire Station 5 has been approved for construction in the Southwest Growth Node.

Services

The Fredericton Fire Department delivers a range of essential services to residents and businesses, including:

- Emergency Response Services
 - Structure fires
 - Medical first responder calls
 - Motor vehicle collisions
 - Technical rescues
 - Hazardous materials response, including participation in the Provincial HAZMAT program
 - Public assistance requests and other related emergencies
- Fire Prevention & Life Safety Services
 - Fire safety inspections
 - Fire investigations
 - Complaint-driven inspections
 - Fire and life safety education initiatives
- Training & Professional Development
 - Professional firefighter qualifications and skills development
 - Officer development
 - Annual and specialized skill refresher/recertification
 - Recruit training
- Emergency Management & Disaster Preparedness

The Fredericton Fire Department supports city-wide and regional preparedness and response services through enhanced coordination with internal and external partners.

CONTEXT FOR STRATEGIC PLANNING

Fredericton is experiencing sustained population growth, new development patterns, and increasing urban density, resulting in greater demand for emergency services. The Community Risk Assessment and Fire Service Review confirm increased building complexity, expanding risk profiles, and increased demand across all divisions of the Fredericton Fire Department.

As the community adopts new technologies such as electric vehicles, lithium-ion batteries, solar photovoltaic systems, and energy storage installations, the fire service must prepare for emerging fire risks associated with these systems. At the same time, newer development patterns increasingly include underground parking structures and higher-density residential buildings, which introduce unique operational challenges for emergency response. These changes contribute to increased incident complexity and require deliberate planning, training, and preparedness to ensure firefighter and public safety.

The Fredericton Fire Department Master Plan aligns fire department initiatives and actions with the Fredericton’s broader growth strategy and municipal planning frameworks to ensure service delivery remains progressive, evidence-based, and financially sustainable.

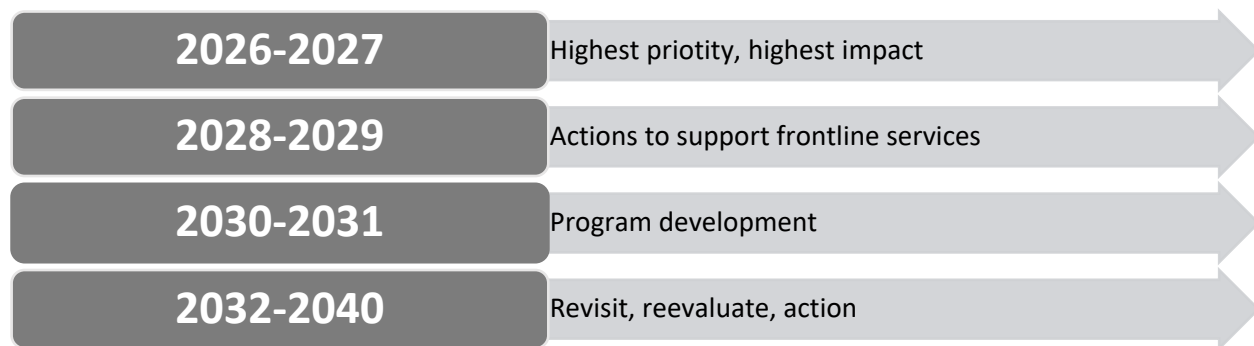
FRAMEWORK

Many (20+) of the consultant recommendations have already been completed or are in final stages of completion. This plan focuses on remaining recommendations contained in the report.

The Fire Department Master Plan uses the following framework to accomplish our objectives:



The Fredericton Fire Department Master Plan is a living document. The Fredericton Fire Department will selectively apply data analytics and artificial intelligence as decision-support tools to enhance risk analysis, planning, and evaluation, while maintaining human oversight. The plan will be revisited on a regular basis to affirm direction and priorities, with adjustments considered based on new information, changing needs, opportunities, resource availability, or direction from Council. The order and timeframe for the 83 actions may be adjusted accordingly. The dates shown in this document reflect the anticipated period when each of the 83 actions will be considered and initiated. The intention is to facilitate an orderly and efficient framework to accomplish the plan. The terms can be generally described as:



The Fredericton Fire Department Master Plan is not a budget proposal. Each of the 83 actions vary in their complexity and resource needs. Many actions will be addressed through the regular course of work and operational budgets while others may require strategic investment. Those strategic investments will be considered and proposed in accordance with their priority. *Supporting the Fredericton Fire Department Master Plan is not an assumed approval of strategic spending.* Where legislative or best-practice standards exceed current resourcing, the Fredericton Fire Department applies risk-based prioritization and formally acknowledges residual risk.

SUMMARY OF GOALS

The Fredericton Fire Department Master Plan centers on strengthening operational readiness, expanding prevention programs, and fostering a healthy, resilient organizational culture.

As Fredericton grows and risks intensify, the Plan prioritizes enhanced response capacity, modernized deployment, increased training, and expanded risk-reduction initiatives across high-rise, wildfire, and special operations.

Equally, the Plan advances public-education efforts tailored to Fredericton’s vibrant communities and reinforces a supportive workplace built on communication, professional development, and wellbeing.

Fredericton Fire Department reaffirms its commitment to meaningful community engagement, recognizing that strong relationships and open communication with residents are essential to reducing risk and enhancing public safety.

Together, these goals position the Fredericton Fire Department to reduce risk, protect residents, and support fire department staff to provide the highest order of service to the city of Fredericton.



The following paragraphs offer highlights of findings categorized by each of the six goals of the Fredericton Fire Department Master Plan.

Goal A: Service Excellence

The assessments confirm increasing demand for emergency response, technical rescue capabilities, and risk-reduction programming. Growth in high-density and high-rise developments, expanding urban-interface concerns for wildfires, call concurrency and incident complexity underscore the need for enhanced operational readiness and adaptable deployment models. The findings confirm the necessity of a fifth fire station, modernization of equipment and tactics, expanded pre-incident planning, increased training capacity, and continued development of technical rescue, hazardous materials response, and wildfire-related programming.

Goal B: Administrative Excellence

Internal assessments and the Fire Service Review identify administrative systems as critical enablers of safe and effective service delivery. Findings show the need for updated legislative documents, modernized records management, improved resource planning processes, and regular program evaluation. Strengthening administrative foundations, including data systems, process mapping, and ongoing document maintenance, is essential to supporting safety during rapid growth and ensuring that operational improvements are sustainable.

Goal C: Increase Public Engagement

The assessments identify opportunities to expand public education programming in alignment with Fredericton’s risk profile. Findings highlight gaps in outreach capacity, particularly relating to seniors, newcomers, seasonal risks, and targeted prevention messaging informed by reliable local data. The reports emphasize the importance of data-driven, culturally relevant public education that reflects the city’s demographic and geographic diversity, alongside the need to scale these improvements in accordance with Fire Prevention staffing capacity.

Goal D: Enhance Culture

Organizational health emerged as a foundation for sustained performance. The findings reinforce the importance of transparent communication, healthy workplaces, clearly defined career development pathways, and structured training opportunities aligned with national standards. As the Fredericton Fire

Department grows and modernizes, the assessments underscore that healthy culture, anchored on trust, professional development, and family-centered wellness supports remain a foundational element of operational effectiveness.

Goal E: Elevate Safety

Firefighter and community safety remain central themes across all findings. The assessments highlight the continued need to strengthen inspection capacity, improve compliance with inspection cycles, and maintain risk-based prioritization strategies. They further reinforce the importance of cancer-protection initiatives, enhanced decontamination practices, wildfire-risk mitigation, and the protection of heritage properties. Ensuring safety in an increasingly complex urban environment requires sustained investments in equipment, training, and prevention programs.

Goal F: Advance Partnerships

The findings emphasize that effective fire protection and related services increasingly rely on collaboration across provincial agencies, municipal departments, community organizations, and regional partners. Opportunities exist to enhance interoperability, expand joint training, strengthen shared risk-reduction initiatives, and improve resource coordination. Partnerships are essential not only during emergency response but also across prevention, education, and planning activities that contribute to safer and more resilient communities.

TRANSFERRED RECOMMENDATIONS

The Community Risk Assessment (2023) identified 14 recommendations that fall outside the direct mandate of the Fredericton Fire Department and are more appropriately assigned to internal City partners. These transferred recommendations are documented in Part 5 of this plan. Listing proposed owners does not constitute an assumption of acceptance, responsibility, or action.

KEY SERVICE DELIVERY CONSIDERATION: FIRE AND LIFE SAFETY EDUCATION AND INSPECTIONS

Fire prevention inspections are a critical component of community safety. While provincially prescribed inspection cycles establish important benchmarks, current Fire Prevention staffing capacity does not allow full achievement of all mandated frequencies. The Fredericton Fire Department applies a risk-based prioritization approach to direct resources toward higher-risk occupancies and formally manages residual risk through alternative controls, collaboration with provincial partners, and ongoing evaluation. Inspection capacity is identified in this Master Plan as a strategic safety consideration and is addressed through phased actions under Goal E: Elevate Safety.

CONCLUSION

This Master Plan translates the findings of 146 evidence-based recommendations into a structured, multi-year roadmap that aligns departmental capacity with Fredericton's documented risk profile and projected growth. It establishes clear priorities for enhancing operational readiness, strengthening prevention and inspection programs, and supporting a healthy, capable workforce. The Plan's initiatives are based on measurable needs: rising call volumes, increasing building complexity, increasing wildland-urban-interface risk, and needs in training, deployment, and public-education capacity. By organizing this work within a consistent framework and sequencing actions over time, the Plan provides a realistic, data-driven path for improving service delivery, managing risk, and ensuring that the Fredericton Fire Department remains equipped to meet the evolving needs of our communities.

Part 2: Description of Goals, Initiatives, Actions

The following section provides details of the 6 goals, 23 initiatives, and 83 actions.

Goal **A**: Deliver Service Excellence

The Fredericton Fire Department is proud to serve the vibrant and growing city we call home. Our goal of Service Excellence is focused on protecting lives, property, and the environment as quickly and safely as possible is the core function of the Fredericton Fire Department.

By establishing service delivery targets, evaluating, and improving our current delivery program, and increasing our resource model, we will achieve improved public safety.

The Initiatives in this section primarily focus on increasing capacity through planning, organization, and training, as well as by applying technology and developments in the field of emergency response.

STRATEGIC INITIATIVE A.1: DEVELOP COMMUNITY RISK REDUCTION STRATEGY

DESCRIPTION

Based on the City's Growth Strategy, our population is projected to reach 92,000 by 2041. As our city grows and develops, too does the need for the Fredericton Fire Department to remain current, and for our team to use a strategic approach to risk management. Completing the comprehensive community risk assessment and fire service review (2023) gives the Fredericton Fire Department the data it needs to strengthen and maintain programs that manage community risks within our mandate today and, in the years ahead.

ACTIONS

2026-2027: A.1.1, Continued development and maintenance of community risk reduction plan

2026-2027: A.1.2, Continued development and maintenance of emergency plans based on Hazard Identified Risk Assessment

STRATEGIC INITIATIVE A.2: ADDRESS EMERGING RISKS THROUGH EXPANSION OF FIRE DEPARTMENT SERVICE CAPACITY

DESCRIPTION

Fredericton is growing. As the population and density of Fredericton increases, so too does risk, and the demand for fire department services. Our ability to answer these risks, and to respond to these incidents is directly connected to our level of preparation.

Fredericton is growing-in and growing-up. The Fredericton Fire Department is committed to preparing for fires in mid-rise and apartment buildings. Proper fire protection for these buildings requires specialized training and equipment. The FFD will continue development of its mid-rise firefighting program.

To ensure the safety of residents, their property, and the forestland itself, the FFD will work with New Brunswick's Department of Natural Resources and Energy Development, and with the City of Fredericton Engineering and Operations team, including Parks and Trees, to form a Wildfire Risk Reduction Strategy.

Incident Command is a mainstay of safe and successful operations. While the FFD uses the BlueCard Command system for fire department operations, interoperability with other internal and external departments and agencies is anchored in the use of the Incident Command System (ICS). To ensure we are prepared for smooth and efficient interoperability, Fredericton Fire Department staff receive ICS training

appropriate to their role. Further, supervisors from any City division involved in Fredericton EMO operations will receive Incident Command System training aligned with their anticipated responsibilities, supported through coordinated training and exercises delivered in partnership with Fredericton EMO, the Fredericton Police Force, the Fredericton Fire Department, and our external partners.

In addition to Fredericton’s municipal customers, the Fredericton Fire Department serves rural areas through service and mutual aid agreements. Safe and efficient operations in these environments require equipment and training suitable for operations in rural environments. While much of the equipment and many of the skills are transferable from urban to rural, operations such as tanker shuttles are a key function for service in these areas.

In addition, the Fredericton Fire Department will continue to monitor emerging risks and invest in training, research, and operational preparedness to ensure safe and effective response to evolving hazards associated with new technologies and increasingly complex building environments.

ACTIONS

2026-2027: A.2.1, Continued development of mid-rise and related operations, including organization, training, and equipment

2026-2027: A.2.2, Develop Wildfire Risk Reduction Strategy through collaboration with the Department of Natural Resources and Energy Development (DNRED), and the City of Fredericton Engineering and Operations team, including Parks and Trees

2026-2027: A.2.3, Training and implementation for Incident Command System (ICS), including role-appropriate ICS training for all FFD staff, ICS training for City supervisors who may be involved in Fredericton EMO operations, and interoperability exercises.

2026-2027: A.2.4, Deploy training to ensure effectiveness in rural firefighting, explore superior tanker shuttle accreditation

2026-2027: A.2.5, Establish Standard Operating Procedures/Guidelines Committee

STRATEGIC INITIATIVE A.3: CONTINUED DEVELOPMENT OF SPECIAL OPERATIONS

DESCRIPTION

Special operations are fire department responses where specialized strategies, tactics, training, coordination, and equipment are used to mitigate the incident. In Fredericton, this includes technical rescue, hazardous materials response, and ice and water rescue, as well as other complex incidents that require higher levels of interoperability and specialized capability. As our city grows, we can expect an increase in the number of incidents that require special operations. The FFD will continue to develop our special operations programs through organization, training, and equipment. The reinforcement of our special operations program will include aligning with national standards for technical rescue, hazardous materials response, and water rescue.

ACTIONS

2026-2027: A.3.1, Continued development of technical rescue program, including organization, training, and equipment

2028-2029: A.3.2, Strike a committee focused on the continuous improvement of the FFD hazardous materials response program

2028-2029: A.3.3, Consider fees for hazardous materials response operations as described in the Fire Service Review Finance section

2028-2029: A.3.4, Continued development and maintenance Ice/Water Rescue program, including organization, training, and equipment

2028-2029: A.3.5, Align the FFD technical rescue program to NFPA 2500

STRATEGIC INITIATIVE A.4: CONTINUOUS EVALUATION OF DEPLOYMENT MODEL

DESCRIPTION

Measuring risk, monitoring response data, and evaluating the deployment of resources are key components to the efficient provision of service to our residents. Evaluating the many layers of considerations is an ongoing process. To ensure that our residents receive the best possible service, the Fredericton Fire Department will collaborate with stakeholders to carefully consider the needs of our community, and to monitor incident response metrics and service levels.

ACTIONS

2026-2028: A.4.1, Activation of plan to address findings of station arrangement and deployment model analysis, including the establishment of Fredericton Fire Station 5

2028-2040: A.4.2, Continually monitor trends, response times, call volumes, and projections leveraging technology, including AI-assisted modeling, to inform deployment decisions and resource management

STRATEGIC INITIATIVE A.5: PREPARE FOR DISASTERS

DESCRIPTION

Disasters are incidents which cause great damage or loss (or threat of loss) of life. The Fredericton Fire Department is committed to remaining operational throughout disasters, and to assisting in mitigation efforts. While disasters are infrequent, preparation is central to the city's ability to protect the safety and wellbeing of residents and staff.

ACTIONS

2028-2029: A.5.1, Work in conjunction with the Fredericton Police Force to form and implement response plans for the FFD's role during terrorist and active shooter incidents

2028-2029: A.5.2, Continued development and maintenance of pre-incident plans, training, and infrastructure for river flooding

2026-2027: A.5.3, Implementation of a mobile emergency standby generator for critical infrastructure

2028-2029: A.5.4, Continued development and maintenance of widespread illness response plan

2030-2031: A.5.5, Reassess backup emergency communications framework for responders and critical contacts during widespread communications outages

STRATEGIC INITIATIVE A.6: DEVELOPMENT OF PRE-INCIDENT PLANS AND INVENTORY OF BUILDING STOCK AND RELATED RISKS

DESCRIPTION

Training and resources to support emergency operations must reflect the type and magnitude of the risk in the community. The success of a risk-based response is commensurate with the knowledge of the risks and planning for operations related to the risk. Prompt access to information and preplanning resources offers a substantial advantage to responding firefighters, improving their safety, and promoting the success of their efforts. Data analytics and AI-assisted tools may be used to support the organization, prioritization, and accessibility of pre-incident and building risk information.

For an incident commander to quickly form an effective incident action plan, it is essential that incident commanders have quick and easy access to information about buildings and risks involved in the incident.

ACTIONS

2026-2029: A.6.1, Continue development and maintenance of a tablet-accessible pre-incident plan library, using AI-assisted methods to support prioritization aligned with local conditions

2028-2029: A.6.2, Continue development and maintenance of pre-incident plans and training for large motor vehicle collisions (MVCs) and mass casualty incidents (MCIs)

2028-2029: A.6.3, Continue development and maintenance of standard operating procedures/guidelines for Marine operations

2028-2029: A.6.4, Develop and maintain pre-incident plans and training for incidents at boat launches and marinas

2028-2029: A.6.5, Continued development and maintenance of a database and training for solar installations and energy storage systems (ESS)

2030-2031: A.6.6, Consider the development and maintenance of pre-incident plans and training for incidents at bulk fuel storage facilities, consider public safety inspections

2030-2031: A.6.7, Consider the development and maintenance of pre-incident plans and training for aggregate storage hazards

2030-2031: A.6.8, Consider the development and maintenance of a program to build awareness of hazards created by traffic control devices and speed bumps

2032-2040: A.6.9, Develop and maintain an enhanced database of building stock by type / construction, highlighting risks such as lightweight construction

2032-2040: A.6.10, Evaluate the need for the development and maintenance of a database and inspection schedule for Short Term Accommodations (STAs)

2032-2040: A.6.11, Develop and maintain pre-incident plans for incidents involving the retail of liquefied petroleum gas

STRATEGIC INITIATIVE A.7: CONTINUED EXPLORATION AND APPLICATION OF ADVANCEMENTS IN TECHNOLOGY

DESCRIPTION

The Fredericton Fire Department prioritizes awareness of opportunities available through technological advancements, and through developments in the field of emergency response. To enhance effectiveness and efficiency, and to provide enhanced safety for our team, the FFD strives to maintain awareness of opportunities and to implement favorable findings.

ACTIONS

2026-2027: A.7.1, Implement use of Class A-B foam concentrate, formal reevaluation in 2030

2026-2031: A.7.2, Continued training to support increased use of remote piloted aircraft (drones)

2026-2031: A.7.3, Explore and evaluate the use of emerging technology to communicate with the public

Goal **B**: Strengthen Administrative Effectiveness

The Fredericton Fire Department provides many services. The administration and processes that support those services require continuous evaluation and improvement. As the risks in our community change, our system must adapt.

Strong and efficient administration in the fire service is paramount for ensuring the safety of both firefighters and the communities they serve. Effective administration and ongoing programming evaluation ensures that resources are allocated appropriately, training is comprehensive, and equipment is well-maintained. In support of this, the Fredericton Fire Department will selectively leverage data analytics and artificial intelligence as decision-support tools to enhance situational awareness, trend analysis, and administrative decision-making, while maintaining appropriate human oversight. This process plays a vital role in supporting emergency responses, managing budgets, and implementing policies and procedures that prioritize safety and efficiency. Effective administration facilitates collaboration and enables timely decision-making. Strong administration not only enhances the operational effectiveness of the fire service but also instills confidence in the public, reassuring them that their safety is in capable hands.

Maintaining accurate records is a component of effective administration. Accurate records contribute to effective emergency response, effectiveness of fire prevention strategies, and firefighter safety. They also play a crucial role in post-incident analysis, aiding in investigations and improving future response protocols. Maintaining accurate records not only enhances operational efficiency but also contributes significantly to public safety and community well-being.

Through the Master Plan, the Fire Department Administration will expand capacity through the maintenance of legislative and operational documents, evaluating programming, and resource planning.

STRATEGIC INITIATIVE B.1: REVIEW AND MAINTAIN AGREEMENTS AND INSURANCE GRADING PORTAL

DESCRIPTION

Through service agreements, the Fredericton Fire Department provides fire and rescue services to areas adjacent to the city. The Fredericton Fire Department extends its services in accordance with agreements,

while maintaining coverage for Fredericton’s residents. The levels of service provided, as well as the rates for the service, are outlined in their respective service agreements. Additionally, the Fredericton Fire Department maintains mutual aid agreements with neighboring fire departments. These agreements outline the levels of aid that the FFD extends, as well as the levels of assistance that will be provided to Fredericton, as required. Maintaining these agreements is a key component to our organizational health.

Fire Underwriters Survey is a national organization who grades fire department’s capacity for service delivery throughout their community. Credit for fire protection services is then applied to residents’ fire insurance, relevant to the level of calculated service delivery at that location. Maintaining accurate entries with Fire Underwriters Survey ensures that residents receive the highest credit possible within the FFD’s service model.

ACTIONS

2026-2027: B.1.1, Review and validate automatic/mutual aid agreements

2026-2027: B.1.2, Review and update service agreements for out-of-city fire coverage

2026-2027: B.1.3, Update department info in Fire Underwriter Survey (FUS) portal

2028-2029: B.1.4, Establish a schedule for the review and maintenance of legislative documents, agreements, and portal information to ensure accurate entries with FUS and ongoing alignment with supporting by-laws, as well as the responsibilities, rights, and billing requirements associated with service agreements

STRATEGIC INITIATIVE B.2: UPDATES TO LEGISLATIVE DOCUMENTS

DESCRIPTION

Legislative documents outline the establishment of the Fredericton Fire Department, as well as the framework that supports its operation. Following review of by-law S-1 ([A BY-LAW RESPECTING THE FIRE DEPARTMENT](#)) and S-3 ([COMMUNITY EMERGENCY PLANNING BY-LAW](#)), it is evident these documents are in need of maintenance to reflect the Fire Department’s current operational structure and services. NFPA 1710 Section 4.1 calls for the establishment of a fire department Organizational Statement which further defines the department’s existence, structure, services, and member roles. These documents work together to ensure risk is identified and mitigated in an organized and thorough manner, with limitations and transfers of responsibility clearly communicated.

ACTIONS

2026-2027: B.2.1, Review and maintain by-law S-1 (A By-law Respecting the Fire Department)

2026-2027: B.2.2, Review and maintain by-law S-3 (Community Emergency Planning By-law)

2026-2027: B.2.3, Review and maintain by-law S-15 (A Fire Lane By-Law for the City of Fredericton)

2026-2027: B.2.4, Consider formation of Fire Department Organizational Statement

STRATEGIC INITIATIVE B.3: EVALUATE AND MAINTAIN RESOURCE PLANS

DESCRIPTION

With the needs of our growing and active communities, the FFD’s resource plan needs to be continually monitored, evaluated, and adjusted in accordance with emerging risks and challenges. Additionally, the

completion of the Fire Service Review and Community Risk Assessment revealed and quantified needs related to staffing adjustments and made recommendations within the Fire Prevention Division, the Operations Division, the Training Division, as well as Fire Department Administration. In conjunction with evaluations and planning, the FFD will process-map these divisions to identify opportunities for improvement of efficiencies.

ACTIONS

2026-2027: B.3.1, Evaluate and maintain resource plan for Fire Prevention Division

2026-2027: B.3.2, Evaluate and maintain resource plan for Operations Division

2026-2027: B.3.3, Evaluate and maintain resource plan for Fire Department Administration

2032-2040: B.3.4, Evaluate and maintain resource plan for Training Division

STRATEGIC INITIATIVE B.4: UNDERTAKE PROGRAM EVALUATIONS

DESCRIPTION

The Fredericton Fire Department maintains a variety of programs to support the delivery of services to Fredericton's residents. The programs are designed commensurate with the risk that they are intended to address. Evaluating and maintaining these programs ensures that residents receive the best possible service, as efficiently as possible, while improving safety for our firefighters.

Going forward, the FFD will process-map a variety of programs to identify opportunities for improvement.

The Fredericton Fire Department provides a medical first responder program to its residents and guests. The program is a value-added service in the form of supplemental care for medical emergencies and is provided in partnership with Ambulance New Brunswick, the primary care provider. The Fredericton Fire Department responds to Delta and Echo medical emergencies, characterized as medical emergencies which immediately threaten the lives of the patient. Cardiac events, strokes, traumatic injuries, and drowning are all examples of Delta and Echo medical emergencies. While the program does not influence Fire Department staffing and apparatus allocations, the program does contribute to the daily demands on time and resources. The Fredericton Fire Department will evaluate the program and consider a formalized response agreement (ANB/FFD) and monitor response times to evaluate program health and sustainability.

Over time, an increasing number of responsibilities have been transferred from the Province of New Brunswick to the City of Fredericton. It is important for the Fredericton Fire Department to obtain a full and complete understanding of their responsibilities, and to form a plan to address those responsibilities.

ACTIONS

2026-2027: B.4.1, Use NFPA 1730 and NFPA 1035 to process map Fire Prevention program

2026-2027: B.4.2, Evaluate and maintain Medical First Responder program, consider formalized response agreement

2026-2027: B.4.3, Identify, review, and form plan to address responsibilities transferred from the Province of New Brunswick to the City of Fredericton

2028-2029: B.4.4, Use relevant NFPA standards to process map Training Division

2028-2029: B.4.5, Use NFPA 1400 (Standard on Fire Service Training) to process map FFD training facility, explore opportunities for training facility

2028-2029: B.4.6, Identify and evaluate options to remove barriers for members who wish to move from the Operations Division to the Fire Prevention Division

2028-2029: B.4.7, Evaluate and maintain program for testing and replacement schedule for ancillary equipment

Goal © Increase Public Engagement

Public education is a cornerstone of the fire service. Public education is a powerful tool that can save lives and reduce the number and severity of incidents. Public education programs equip and empower individuals to take proactive measures to protect themselves and others. A robust public education program also creates safer working conditions for firefighters and reduces firefighter injuries. This goal reflects our belief that community engagement is central to effective fire and life safety. We are committed to strengthening trust, accessibility, and meaningful participation with all Fredericton residents. Recognizing that fire safety is a shared responsibility, the Fredericton Fire Department is committed to engaging the community through transparent communication, accessible education, and ongoing dialogue.

An effective public education program uses a variety of strategies to reach and impact residents. As a component of the Fire Department Master Plan, the FFD’s management team will use a phased approach to evaluate our public education programs, and to expand our capacity through a variety of tools and strategies.

Properly resourcing the Fire Prevention Division will be a key enabler to implement this initiative. In its current state, Fire Prevention Officers’ schedules are primarily focused on fire safety inspections (see Initiative E: Elevate Safety) with limited capacity to invest in Initiative C.

STRATEGIC INITIATIVE C.1: INCREASE PUBLIC EDUCATION PROGRAMMING BASED ON PRIMARY RISK CATEGORIES

DESCRIPTION

Addressing primary risk categories by applying simple but effective educational campaigns is a great first step in this initiative. By connecting with Fredericton’s residents to promote basic fire safety education principles, including smoke and carbon monoxide alarms, lives may be saved, and property losses reduced.

The commencement and duration for all actions in this section will be adjusted commensurate with staff capacity.

ACTIONS

2026-2027: C.1.1, Increase use of media and social media for public education

2026-2027: C.1.2, Develop and implement public education programs for older adults

2026-2027: C.1.3, Develop and implement public education programs for seasonal risks

2026-2027: C.1.4, Develop and implement a smoke alarm and carbon monoxide alarm program

2028-2029: C.1.5, Develop and implement a public education program based on ongoing risk assessments, including cooperation with initiatives E.2, E.3, E.4

STRATEGIC INITIATIVE C.2: ENHANCE RELATIONSHIPS WITH DIVERSE COMMUNITIES

DESCRIPTION

Fredericton is privileged to be a city of residents with vibrant cultural backgrounds. The Fredericton Fire Department is committed to providing accessible public education to all residents. To be effective, fire safety and fire prevention education programming must be relevant to the needs of the community and presented in a manner that connects with the residents of that community. In this initiative, the FFD Fire Prevention division will evaluate and expand content and access to effective and relevant content.

ACTIONS

2028-2029: C.2.1, Expand access and distribution of fire prevention materials and programming to Indigenous communities

2028-2029: C.2.2, Expand access and distribution of fire prevention materials and programming in various languages for newcomers

STRATEGIC INITIATIVE C.3: INCREASE TARGETED MESSAGING

DESCRIPTION

Targeted messaging is an approach to fire prevention education that uses local, regional, and national data to identify specific fire safety hazards, then specific messaging is created to address those identified hazards. As previously discussed in this plan, Fredericton is fortunate to offer a wide range of options for outdoor activities, as well as a broad range of services and industry. Targeted messaging is an effective solution to alleviating hazards that may be presented by these activities and their respective infrastructure.

ACTIONS

2028-2029: C.3.1, Leverage information available from residential fires 2023-2027 to create public education programs and to assess response capacity in these areas, leveraging artificial intelligence to identify, analyze, and interpret data

2030-2031: C.3.2, Prepare and provide targeted messaging for electrical and mechanical equipment, building managers, caregivers, campground safety, propane safety, and other contacts as identified through ongoing risk assessments

2030-2040: C.3.3, Develop and maintain targeted messaging using data from fire incidents in our communities

2032-2040: C.3.4, Promote farm safety plans and public education specific to farms

Goal **D**: Enhance Culture

The Fredericton Fire Department Administration team is committed to fostering a healthy workplace culture. In this plan, culture refers to the shared expectations, behaviours, communication practices, and leadership habits that shape how we work together, how we manage conflict, how we learn, and how we perform under stress. Healthy culture in the fire service is essential to the wellbeing of its members, and to the provision of safe and effective service. Prioritizing a healthy culture helps to protect the members of the Fredericton Fire Department from burnout, supports their mental and physical resilience, and empowers them to provide the best possible service to our residents. A healthy culture also recognizes that informed and supported families strengthen member wellbeing; this plan does not propose financial supports or in-depth family programming, but does include practical, periodic information sessions and resources that help families understand the realities of the work and available supports.

Career growth opportunities are a mainstay of continuous improvement and healthy culture. When the members of the Fredericton Fire Department receive career growth opportunities, everyone wins. Providing ongoing training also promotes alignment with national standards and promotes awareness of emerging trends in the fire service.

Ensuring that Fire Department personnel are properly resourced is a key contributor to organizational health and positive workplace culture.

STRATEGIC INITIATIVE D.1: REINFORCEMENT OF HEALTHY WORKPLACES AND HEALTHY FAMILIES

DESCRIPTION

Maintaining open and healthy communication pathways is essential to organizational health and directly contributes to healthy workplace culture. The leadership team will support members through open communication pathways and through wellness programs that strengthen mental and physical resilience, support safe performance, and help sustain strong attendance and reduced absenteeism. Where family supports are included, they will be delivered in a practical and appropriate way, for example periodic information sessions and resources that help families understand the demands of the work and the supports available.

ACTIONS

2026-2040: D.1.1, Continuous improvement of Respectful Workplace program

2026-2027: D.1.2, Maintain communication pathways between FFD administration and staff

2026-2027: D.1.3, Enhance and maintain a wellness program(s) for firefighters and families

2026-2027: D.1.4, Evaluate the Joint Wellness-Fitness Initiative (WFI) from International Association of Fire Chiefs (IAFC) and International Association of Firefighters (IAFF) in 2026; consider implementation of appropriate recommendations in 2027

STRATEGIC INITIATIVE D.2: DEVELOP CAREER GROWTH PATHWAYS THROUGH RELEVANT TRAINING OPPORTUNITIES

DESCRIPTION

To maintain the highest level of service possible, the Fredericton Fire Department continuously seeks training opportunities and growth options. In addition to our rigorous operational training programs, the leadership team will continue to explore additional opportunities for members of our team.

ACTIONS

2026-2027: D.2.1, Implement Performance Development behavioural competencies

2027-2028: D.2.2, Development and implementation of Staff Skills competencies

2030-2031: D.2.3, Consider enhanced training for Fredericton Public Safety Communications Centre (FPSCC) staff to relevant NFPA standards

2026-2031: D.2.4, Support ongoing professional development through International Fire Service Accreditation Congress (IFSAC) and Pro Board certifications

2032-2040: D.2.5, Consider opportunities for fire cause investigation awareness and/or Fire Life Safety Educator training for Operations staff

Goal **E**: Elevate Safety

Keeping our firefighters is at the forefront of our mandate at the Fredericton Fire Department. We accomplish this function through ongoing training and by ensuring that they have the correct equipment to help keep them safe. Firefighter safety is also increased through organization of our incident scenes. As we continue to strive for the safest working conditions for our firefighters, we will continue to search for new opportunities in the future.

Building inspections play a vital role in keeping residents and firefighters safe. An effective fire safety inspection program also reduces the quantity and severity of incidents. The Fredericton Fire Department maintains a program which inspects identified properties on a reoccurring schedule, based on the level of risk associated with the property. The Fire Service Review confirms our own findings, which is that this area of our organization needs an augmentation of support.

A properly resourced fire safety inspection program is vital to the safety of residents and firefighters. In its current state, the Fire Prevention Division is unable to achieve the inspection schedule prescribed by the New Brunswick Office of the Fire Marshal.

In response, the Fredericton Fire Department applies a risk-based prioritization approach that directs available inspection resources toward higher-risk occupancies and properties with the greatest potential life safety impact. Inspection capacity is identified in this Master Plan as a strategic safety risk area to be addressed through phased actions aligned with municipal growth, legislative requirements, and available resources.

STRATEGIC INITIATIVE E.1: ENHANCE DECONTAMINATION AND ANTI-CANCER SAFETY

DESCRIPTION

Compared to the public, firefighters are 9% more likely to be diagnosed with cancer, and 14% more likely to die from cancer. Members of the Fredericton Fire Department are continually faced with exposure to carcinogenic substances. To keep our members safe, the Fredericton Fire Department will continue to enhance our cancer education and protection program.

ACTION

2026-2027: E.1.1, Maintain continuous care of the FFD's cancer education and protection program

STRATEGIC INITIATIVE E.2: MAINTAIN SAFER AND STRONGER COMMUNITIES

DESCRIPTION

Enhancing the safety of our communities and protecting our residents is at the heart of the Fredericton Fire Department's mandate. As such, the FFD believes in identifying opportunities to strengthen our communities' resistance to fire-related threats. To achieve this, the Fredericton Fire Department applies a host of programming that spans across divisions of the Fire Department. Examples span across our core functions of fire and life safety inspections, public education, emergency response operations, and fire cause investigations. Our team monitors risk and trends in Fredericton and develops, applies, and evaluates programming based on the needs in our communities.

The actions listed in this section are specifically identified through the risk assessment and are in addition to other activities and focuses considered through regular business and workflows.

As part of action E.2.1, the FFD continues to evaluate and action solutions to address the frequency of property inspections within the city. Under policy from the New Brunswick Office of the Fire Marshal, public buildings must be inspected according to a provincially mandated schedule. The Fredericton Fire Department completes these inspections in Fredericton on behalf of the Province without accompanying funding; however, the mandated cycle exceeds current staffing capacity, making full compliance unattainable at this time. Due to current staffing capacity constraints, the Fredericton Fire Department defers National Fire Code compliance reviews of architectural plans to the New Brunswick Office of the Fire Marshal.

The FFD remains committed to maintaining a high standard of public safety and continues to explore practical, sustainable approaches to meeting inspection needs. This includes evaluating risk-based prioritization models, operational efficiencies, and collaborative opportunities. The Department's goal is to uphold community confidence while collaborating constructively with provincial partners to develop an achievable path forward that reflects both legislative expectations and municipal resource realities.

ACTIONS

2026-2027: E.2.1, Evaluate and action solutions to address frequency of inspections of properties

2030-2031: E.2.2, Reevaluate and consider the promotion of residential sprinklers

2030-2031: E.2.3, Explore opportunities to develop a FFD Customer Service Program

2030-2031: E.2.4, Continued improvement and maintenance of education and enforcement program to address fire lane parking infractions

STRATEGIC INITIATIVE E.3: APPLY FIRESMART™ PRINCIPLES IN FREDERICTON

DESCRIPTION

The Fredericton Fire Department recognizes the increasing importance of wildfire risk reduction in the context of climate change and urban growth. In alignment with national best practices, the Department will integrate FireSmart Canada™ principles into Fire Department operational, prevention, and planning activities. Through collaboration with internal and external partners, municipal planners, and the public, the Department will promote the adoption of FireSmart Canada™ principles within municipal operations, community planning, building construction, and property maintenance to enhance community resilience and reduce wildfire risk.

ACTIONS

2026-2029: E.3.1, Continue collaboration with partners to adopt and employ FireSmart Canada™ principles in the FFD's Operations Division and Fire Prevention Division

2026-2029: E.3.2, Work with municipal planners and citizens to promote FireSmart Canada™ principles in community planning, building construction and property maintenance

STRATEGIC INITIATIVE E.4: PROMOTE PROTECTION OF HERITAGE PROPERTIES

DESCRIPTION

Fredericton is rich with heritage properties dating back as early as the 18th century. Heritage properties are valuable to the community and contribute to the charm and character of Fredericton.

Construction methods used in these buildings may leave the buildings prone to fire spread. Preventing fires in these properties is essential to the preservation of the building, and to ensuring that occupants are safe. The provision of fire safety education and the installation of fire detection equipment and fire extinguishers is also important to ensure that fires are discovered early and quickly addressed.

ACTION

2032-2040: E.4.1, Develop fire prevention and education program for heritage properties

Goal **F**: Advance Partnerships

Partnering with organizations in our community is advantageous to everyone in Fredericton. Partnerships promote effective and efficient service delivery to residents. When the Fredericton Fire Department partners with an organization in our community, the arrangement enables each party to apply their expertise to achieve a common goal.

Also central to our partnership efforts is our commitment to continued collaboration with the City of Fredericton team. By collaborating closely with municipal partners, we ensure that fire and emergency services are integrated with broader city operations, planning priorities, and shared safety objectives.

STRATEGIC INITIATIVE F.1: MAINTAIN ACCESS TO STRATEGIC SERVICES AND SUPPORT

DESCRIPTION

To provide Fredericton with the best services possible, the Fredericton Fire Department will continuously develop and maintain healthy relationships with Provincial, municipal, and non-governmental organizations to support mutual objectives and interests. These collaborative relationships maintain access to strategic support and opportunities for improvement for all. These relationships include (but are not limited to) New Brunswick’s Department of Natural Resources and Energy Development, Office of the Fire Marshal, New Brunswick Community College, Canadian Red Cross, and other NGOs, as well as with partnering municipalities in New Brunswick. Further to these relationships, Fredericton will continuously monitor relationships with suppliers and service providers to support the highest level of service at the most efficient cost.

ACTION

2026-2040: F.1.1, Maintain and strengthen collaborative relationships with provincial, municipal, non-governmental, and private sector stakeholders to enhance service delivery, access expertise, and ensure cost-effective operations

STRATEGIC INITIATIVE F.2: DEVELOP AND MAINTAIN PARTNERSHIPS FOR SAFER AND STRONGER COMMUNITIES

DESCRIPTION

Fredericton is a mecca of cultural richness and community programming. Fire prevention programming is a major line of defence that directly contributes to safer communities. Fredericton is best served when these two features are knitted together, amplifying the reach and effectiveness of each. Doing so decreases the frequency and severity of incidents, thereby increasing safety in the community and for firefighters, and reducing demands on response resources.

ACTION

2030-2031: F.2.1, Partner with community groups to increase reach and efficiency of public education programming

STRATEGIC INITIATIVE F.3: PROMOTE EARLY INTERVENTION AND RELATIONSHIPS


DESCRIPTION

Early fire safety education and intervention for children is essential to the long-term goal of increased fire safety for our residents. Developing positive and trusting relationships early in a child's life can establish a mindset of fire safety that may last a lifetime. Early intervention for children who demonstrate problematic behaviour with respect to fire safety.

ACTION


2030-2031: F.3.1, Explore development of public education in schools via The Arson Prevention Program for Children and Juvenile Fire Setters program

Part 3: Goals, Initiatives, and Actions, *by Section*


Goals	Initiatives	Actions	Term
 Service Excellence	A.1 Develop Community Risk Reduction Strategy	A.1.1: Continued development and maintenance of Community Risk Reduction Plan	2026-2027
		A.1.2: Continued development and maintenance of emergency plans based on Hazard Identified Risk Assessment (HIRA)	2026-2027
	A.2 Address Emerging Risks Through Expansion of Fire Department Service Capacity	A.2.1: Continued development of mid-rise and related operations, including organization, training, and equipment	2026-2027
		A.2.2: Develop Wildfire Risk Reduction Strategy through collaboration with the Department of Natural Resources and Energy Development (DNRED), and the City of Fredericton Engineering and Operations team, including Parks and Trees	2026-2027
		A.2.3: Training and implementation for Incident Command System (ICS), including role-appropriate ICS training for all FFD staff, ICS training for City supervisors who may be involved in Fredericton EMO operations, and interoperability exercises	2026-2027
		A.2.4: Deploy training to to ensure effectiveness in rural firefighting, explore superior tanker shuttle accreditation	2026-2027
		A.2.5: Establish Standard Operating Procedures/Guidelines Committee	2026-2027
	A.3 Further development of Special Operations	A.3.1: Continued development of technical rescue program, including organization, training, and equipment	2026-2027
		A.3.2: Strike a committee focused on the continuous improvement of the FFD hazardous materials response program	2028-2029
		A.3.3: Consider fees for hazardous materials response operations as described in the Fire Service Review Finance section	2028-2029
		A.3.4: Continued development and maintenance Ice/Water Rescue program, including organization, training, and equipment	2028-2029


	A.4 Continuous Evaluation of Deployment Model	A.3.5: Align the FFD technical rescue program to NFPA 2500	2028-2029
		A.4.1: Activation of plan to address findings of station arrangement and deployment model analysis, including the establishment of Fredericton Fire Station 5	2026-2029
		A.4.2: Continually monitor trends, response times, call volumes, and projections leveraging technology, including AI-assisted modeling, to inform deployment decisions and resource management	2026-2040
	A.5 Prepare for Disasters	A.5.1: Work in conjunction with the Fredericton Police Force to form and implement response plans for the FFD's role during terrorist and active shooter incidents	2026-2029
		A.5.2: Continued development and maintenance of pre-incident plans, training, and infrastructure for river flooding	2028-2029
		A.5.3: Implementation of a mobile emergency standby generator for critical infrastructure	2026-2027
		A.5.4: Continued development and maintenance of widespread illness response plan	2028-2029
		A.5.5: Reassess backup emergency communications framework for responders and critical contacts during widespread communications outages	2030-2031
		A.6.1: Continue development and maintenance of a tablet accessible pre incident plan library, using AI assisted methods to support prioritization aligned with local conditions	2026-2029
		A.6.2: Continue development and maintenance of pre-incident plans and training for large motor vehicle collisions (MVCs) and mass casualty incidents (MCIs)	2028-2029
A.6.3: Continue development and maintenance of standard operating procedures/guidelines for Marine operations		2028-2029	
A.6.4: Develop and maintain pre-incident plans and training for incidents at boat launches and marinas		2028-2029	



	<p>A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks</p>	<p>A.6.5: Continued development and maintenance of a database and training for solar installations and energy storage systems (ESS)</p>	<p>2028-2029</p>
		<p>A.6.6: Consider the development and maintenance of pre-incident plans and training for incidents at bulk fuel storage facilities, consider public safety inspections</p>	<p>2030-2031</p>
		<p>A.6.7: Consider the development and maintenance of pre-incident plans and training for aggregate storage hazards</p>	<p>2030-2031</p>
		<p>A.6.8: Consider the development and maintenance of a program to build awareness of hazards created by traffic control devices and speed bumps</p>	<p>2030-2031</p>
		<p>A.6.9: Develop and maintain an enhanced database of building stock by type / construction, highlighting risks such as lightweight construction</p>	<p>2032-2040</p>
		<p>A.6.10: Evaluate the need for the development and maintenance of a database and inspection schedule for Short Term Accommodations (STAs)</p>	<p>2032-2040</p>
		<p>A.6.11: Develop and maintain pre-plans for incidents involving the retail of liquified petroleum gas</p>	<p>2032-2040</p>
		<p>A.7 Continued Exploration and Application of Advancements in Technology</p>	<p>A.7.1: Implement use of Class A-B foam concentrate, formal reevaluation in 2030</p>
	<p>A.7.2: Continued training to support increased use of remote piloted aircraft (drones)</p>		<p>2026-2031</p>
	<p>A.7.3: Explore and evaluate the use of emerging technology to communicate with the public</p>		<p>2030-2031</p>

Goals	Initiatives	Actions	Term
 Administrative Excellence	B.1 Review and Maintain Agreements and Insurance Grading Portal	B.1.1: Review and validate automatic/mutual aid agreements	2026-2027
		B.1.2: Review and update service agreements for out-of-city fire coverage	2026-2027
		B.1.3: Update department info in Fire Underwriter Survey (FUS) portal	2026-2027
		B.1.4: Establish a schedule for the review and maintenance of legislative documents, agreements, and portal information to ensure accurate entries with FUS and ongoing alignment with supporting by-laws, as well as the responsibilities, rights, and billing requirements associated with service agreements	2028-2029
	B.2 Updates to Legislative Documents	B.2.1: Review and maintain by-law S-1 (A By-law Respecting the Fire Department)	2026-2027
		B.2.2: Review and maintain by-law S-3 (Community Emergency Planning By-law)	2026-2027
		B.2.3: Review and maintain by-law S-15 (A Fire Lane By-Law for the City of Fredericton)	2026-2027
		B.2.4: Consider formation of a Fire Department Organizational Statement	2026-2027
	B.3 Evaluate and Maintain Resource Plans	B.3.1: Evaluate and maintain resource plan for Fire Prevention Division	2026-2027
		B.3.2: Evaluate and maintain resource plan for Operations Division	2026-2027
		B.3.3: Evaluate and maintain resource plan for Fire Department Administration	2026-2027
		B.3.4: Evaluate and maintain resource plan for Training Division	2032-2040
		B.4.1: Use NFPA 1730 and NFPA 1035 to process map Fire Prevention program	2026-2027
		B.4.2: Evaluate and maintain Medical First Responder program, consider formalized response agreement	2026-2027

<p>B.4 Undertake Program Evaluations</p>	<p>B.4.3: Identify, review, and form plan to address responsibilities transferred from the Province of New Brunswick to the City of Fredericton</p>	<p>2026-2027</p>
	<p>B.4.4: Use relevant NFPA standards to process map Training Division</p>	<p>2028-2029</p>
	<p>B.4.5: Use NFPA 1400 (Standard on Fire Service Training) to process map FFD training facility, explore opportunities for training facility</p>	<p>2028-2029</p>
	<p>B.4.6: Identify and evaluate options to remove barriers for members who wish to move from the Operations Division to the Fire Prevention Division</p>	<p>2028-2029</p>
	<p>B.4.7: Evaluate and maintain program for testing and replacement schedule for ancillary equipment</p>	<p>2028-2029</p>

Goals	Initiatives	Actions	Term
 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Increase Public Engagement</p>	<p>C.1 Increase Public Education Programming Based on Primary Risk Categories</p> <p>The commencement and duration for all actions in this section will be adjusted commensurate with staff capacity.</p>	C.1.1: Increase use of media and social media for public education	2026-2027
		C.1.2: Develop and implement public education programs for older adults	2026-2027
		C.1.3: Develop and implement public education programs for seasonal risks	2026-2027
		C.1.4: Develop and implement a smoke alarm and carbon monoxide alarm program	2026-2027
		C.1.5: Develop and implement a public education program based on ongoing risk assessments, including cooperation with initiatives E.2, E.3, E.4	2028-2029
	<p>C.2 Enhance Relationships with Diverse Communities</p>	C.2.1: Expand access and distribution of fire prevention materials and programming to indigenous communities	2028-2029
		C.2.2: Expand access and distribution of fire prevention materials and programming in various languages for newcomers	2028-2029
	<p>C.3 Increase Targeted Messaging</p>	C.3.1: Leverage information available from residential fires 2023-2027 to create public education programs and to assess response capacity in these areas, leveraging artificial intelligence to identify, analyze, and interpret data	2028-2029
		C.3.2: Prepare and provide targeted messaging for electrical and mechanical equipment, building managers, caregivers, campground safety, propane safety, and other contacts as identified through ongoing risk assessments	2030-2031
		C.3.3: Develop and maintain targeted messaging using data from fire incidents in our communities	2030-2040
		C.3.4: Promote farm safety plans and public education specific to farms	2032-2040

Goals	Initiatives	Actions	Term
 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Enhance Culture</p>	<p>D.1 Reinforcement of Healthy Workplaces and Healthy Families</p>	D.1.1: Continuous improvement of Respectful Workplace program	2026-2040
		D.1.2: Maintain communication pathways between FFD administration and staff	2026-2027
		D.1.3: Enhance and maintain a wellness program(s) for firefighters and families	2026-2027
		D.1.4: Evaluate the Joint Wellness-Fitness Initiative (WFI) from International Association of Fire Chiefs (IAFC) and International Association of Firefighters (IAF) in 2026, consider implementation of appropriate recommendations in 2027	2026-2027
	<p>D.2 Develop Career Growth Pathways Through Relevant Training Opportunities</p>	D.2.1: Implement Performance Development behavioural competencies	2026-2027
		D.2.2: Development and implementation of Staff Skills competencies	2027-2028
		D.2.3: Consider enhanced training for Fredericton Communications Centre (FCC) staff to relevant NFPA standards	2030-2031
		D.2.4: Support ongoing professional development through International Fire Service Accreditation Congress (IFSAC) and Pro Board certifications	2026-2031
		D.2.5: Consider opportunities for fire cause investigation awareness and/or Fire Life Safety Educator training for Operations staff	2032-2040

Goals	Initiatives	Actions	Term
<div style="display: flex; align-items: center; justify-content: center;">  <div style="writing-mode: vertical-rl; transform: rotate(180deg);"> Elevate Safety </div> </div>	E.1 Enhance Decontamination and Anti-Cancer Safety	E.1.1: Maintain continuous care of the FFD's cancer education and protection program	2026-2027
		E.2.1: Evaluate and action solutions to address frequency of inspections of properties	2026-2027
	E.2 Maintain Safer and Stronger Communities	E.2.2: Reevaluate and consider the promotion of residential sprinklers	2030-2031
		E.2.3: Explore opportunities to develop a FFD Customer Service Program	2030-2031
		E.2.4: Continued improvement and maintenance of education and enforcement program to address fire lane parking infractions	2030-2031
	E.3 Apply FireSmart Canada™ Principles in Fredericton	E.3.1: Continue collaboration with partners to adopt and employ FireSmart Canada™ principles in the FFD's Operations Division and Fire Prevention Division	2026-2029
		E.3.2: Work with municipal planners and citizens to promote FireSmart Canada™ principles in community planning, building construction and property maintenance	2026-2029
	E.4 Promote Protection of Heritage Properties	E.4.1: Develop fire prevention and education program for heritage properties	2032-2040
Goals	Initiatives	Actions	Term
<div style="display: flex; align-items: center; justify-content: center;">  <div style="writing-mode: vertical-rl; transform: rotate(180deg);"> Advance Partnerships </div> </div>	F.1 Maintain Access to Strategic Services and Support	F.1.1: Maintain and strengthen collaborative relationships with provincial, municipal, non-governmental, and private sector stakeholders to enhance service delivery, access expertise, and ensure cost-effective operations	2026-2040
	F.2 Develop and Maintain Partnerships for Safer and Stronger Communities	F.2.1: Partner with community groups to increase reach and efficiency of public education programming	2030-2031
	F.3 Promote Early Intervention and Relationships	F.3.1: Explore development of public education in schools via The Arson Prevention Program for Children and Juvenile Fire Setters program	2030-2031

Part 4: Goals, Initiatives, and Actions, *Chronological*

Goals	Initiatives	Actions	Term
Service Excellence	A.1 Develop Community Risk Reduction Strategy	A.1.1: Continued development and maintenance of Community Risk Reduction Plan	2026-2027
Service Excellence	A.1 Develop Community Risk Reduction Strategy	A.1.2: Continued development and maintenance of emergency plans based on Hazard Identified Risk Assessment (HIRA)	2026-2027
Service Excellence	A.2 Address Emerging Risks Through Expansion of Fire Department Service Capacity	A.2.1: Continued development of mid-rise and related operations, including organization, training, and equipment	2026-2027
Service Excellence	A.2 Address Emerging Risks Through Expansion of Fire Department Service Capacity	A.2.2: Develop Wildfire Risk Reduction Strategy through collaboration with the Department of Natural Resources and Energy Development (DNRED), and the City of Fredericton Engineering and Operations team, including Parks and Trees	2026-2027
Service Excellence	A.2 Address Emerging Risks Through Expansion of Fire Department Service Capacity	A.2.3: Training and implementation for Incident Command System (ICS), including role-appropriate ICS training for all FFD staff, ICS training for City supervisors who may be involved in Fredericton EMO operations, and interoperability exercises	2026-2027
Service Excellence	A.2 Address Emerging Risks Through Expansion of Fire Department Service Capacity	A.2.4: Deploy training to ensure effectiveness in rural firefighting, explore superior tanker shuttle accreditation	2026-2027
Service Excellence	A.2 Address Emerging Risks Through Expansion of Fire Department Service Capacity	A.2.5: Establish Standard Operating Procedures/Guidelines Committee	2026-2027
Service Excellence	A.3 Further development of Special Operations	A.3.1: Continued development of technical rescue program, including organization, training, and equipment	2026-2027
Service Excellence	A.5 Prepare for Disasters	A.5.3: Implementation of a mobile emergency standby generator for critical infrastructure	2026-2027
Service Excellence	A.7 Continued Exploration and Application of Advancements in Technology	A.7.1: Implement use of Class A-B foam concentrate, formal reevaluation in 2030	2026-2027
Administrative Excellence	B.1 Review and Maintain Agreements and Insurance Grading Portal	B.1.1: Review and validate automatic/mutual aid agreements	2026-2027
Administrative Excellence	B.1 Review and Maintain Agreements and Insurance Grading Portal	B.1.2: Review and update service agreements for out-of-city fire coverage	2026-2027
Administrative Excellence	B.1 Review and Maintain Agreements and Insurance Grading Portal	B.1.3: Update department info in Fire Underwriter Survey (FUS) portal	2026-2027
Administrative Excellence	B.2 Updates to Legislative Documents	B.2.1: Review and maintain by-law S-1 (A By-law Respecting the Fire Department)	2026-2027
Administrative Excellence	B.2 Updates to Legislative Documents	B.2.2: Review and maintain by-law S-3 (Community Emergency Planning By-law)	2026-2027

Administrative Excellence	B.2 Updates to Legislative Documents	B.2.3: Review and maintain by-law S-15 (A Fire Lane By-Law for the City of Fredericton)	2026-2027
Administrative Excellence	B.2 Updates to Legislative Documents	B.2.4: Consider formation of a Fire Department Organizational Statement	2026-2027
Administrative Excellence	B.3 Evaluate and Maintain Resource Plans	B.3.1: Evaluate and maintain resource plan for Fire Prevention Division	2026-2027
Administrative Excellence	B.3 Evaluate and Maintain Resource Plans	B.3.2: Evaluate and maintain resource plan for Operations Division	2026-2027
Administrative Excellence	B.3 Evaluate and Maintain Resource Plans	B.3.3: Evaluate and maintain resource plan for Fire Department Administration	2026-2027
Administrative Excellence	B.4 Undertake Program Evaluations	B.4.1: Use NFPA 1730 and NFPA 1035 to process map Fire Prevention program	2026-2027
Administrative Excellence	B.4 Undertake Program Evaluations	B.4.2: Evaluate and maintain Medical First Responder program, consider formalized response agreement	2026-2027
Administrative Excellence	B.4 Undertake Program Evaluations	B.4.3: Identify, review, and form plan to address responsibilities transferred from the Province of New Brunswick to the City of Fredericton	2026-2027
Increase Public Engagement	C.1 Increase Public Education Programming Based on Primary Risk Categories	C.1.1: Increase use of media and social media for public education	2026-2027
Increase Public Engagement	C.1 Increase Public Education Programming Based on Primary Risk Categories	C.1.2: Develop and implement public education programs for older adults	2026-2027
Increase Public Engagement	C.1 Increase Public Education Programming Based on Primary Risk Categories	C.1.3: Develop and implement public education programs for seasonal risks	2026-2027
Increase Public Engagement	C.1 Increase Public Education Programming Based on Primary Risk Categories	C.1.4: Develop and implement a smoke alarm and carbon monoxide alarm program	2026-2027
Enhance Culture	D.1 Reinforcement of Healthy Workplaces and Healthy Families	D.1.2: Maintain communication pathways between FFD administration and staff	2026-2027
Enhance Culture	D.1 Reinforcement of Healthy Workplaces and Healthy Families	D.1.3: Enhance and maintain a wellness program(s) for firefighters and families	2026-2027
Enhance Culture	D.1 Reinforcement of Healthy Workplaces and Healthy Families	D.1.4: Evaluate the Joint Wellness-Fitness Initiative (WFI) from International Association of Fire Chiefs (IAFC) and International Association of Firefighters (IAF) in 2026, consider implementation of appropriate recommendations in 2027	2026-2027
Enhance Culture	D.2 Develop Career Growth Pathways Through Relevant Training Opportunities	D.2.1: Implement Performance Development behavioural competencies	2026-2027
Elevate Safety	E.1 Enhance Decontamination and Anti-Cancer Safety	E.1.1: Maintain continuous care of the FFD's cancer education and protection program	2026-2027
Elevate Safety	E.2 Maintain Safer and Stronger Communities	E.2.1: Evaluate and action solutions to address frequency of inspections of properties	2026-2027

Service Excellence	A.4 Continuous Evaluation of Deployment Model	A.4.1: Activation of plan to address findings of station arrangement and deployment model analysis, including the establishment of Fredericton Fire Station 5	2026-2029
Service Excellence	A.5 Prepare for Disasters	A.5.1: Work in conjunction with the Fredericton Police Force to form and implement response plans for the FFD's role during terrorist and active shooter incidents	2026-2029
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.1: Continue development and maintenance of a tablet accessible pre incident plan library, using AI assisted methods to support prioritization aligned with local conditions	2026-2029
Elevate Safety	E.3 Apply FireSmart Canada™ Principles in Fredericton	E.3.1: Continue collaboration with partners to adopt and employ FireSmart Canada™ principles in the FFD's Operations Division and Fire Prevention Division	2026-2029
Elevate Safety	E.3 Apply FireSmart Canada™ Principles in Fredericton	E.3.2: Work with municipal planners and citizens to promote FireSmart Canada™ principles in community planning, building construction and property maintenance	2026-2029
Service Excellence	A.7 Continued Exploration and Application of Advancements in Technology	A.7.2: Continued training to support increased use of remote piloted aircraft (drones)	2026-2031
Enhance Culture	D.2 Develop Career Growth Pathways Through Relevant Training Opportunities	D.2.4: Support ongoing professional development through International Fire Service Accreditation Congress (IFSAC) and Pro Board certifications	2026-2031
Service Excellence	A.4 Continuous Evaluation of Deployment Model	A.4.2: Continually monitor trends, response times, call volumes, and projections leveraging technology, including AI-assisted modeling, to inform deployment decisions and resource management	2026-2040
Enhance Culture	D.1 Reinforcement of Healthy Workplaces and Healthy Families	D.1.1: Continuous improvement of Respectful Workplace program	2026-2040
Advance Partnerships	F.1 Maintain Access to Strategic Services and Support	F.1.1: Maintain and strengthen collaborative relationships with provincial, municipal, non-governmental, and private sector stakeholders to enhance service delivery, access expertise, and ensure cost-effective operations	2026-2040
Enhance Culture	D.2 Develop Career Growth Pathways Through Relevant Training Opportunities	D.2.2: Development and implementation of Staff Skills competencies	2027-2028
Service Excellence	A.3 Further development of Special Operations	A.3.2: Strike a committee focused on the continuous improvement of the FFD hazardous materials response program	2028-2029

Service Excellence	A.3 Further development of Special Operations	A.3.3: Consider fees for hazardous materials response operations as described in the Fire Service Review Finance section	2028-2029
Service Excellence	A.3 Further development of Special Operations	A.3.4: Continued development and maintenance Ice/Water Rescue program, including organization, training, and equipment	2028-2029
Service Excellence	A.3 Further development of Special Operations	A.3.5: Align the FFD technical rescue program to NFPA 2500	2028-2029
Service Excellence	A.5 Prepare for Disasters	A.5.2: Continued development and maintenance of pre-incident plans, training, and infrastructure for river flooding	2028-2029
Service Excellence	A.5 Prepare for Disasters	A.5.4: Continued development and maintenance of widespread illness response plan	2028-2029
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.2: Continue development and maintenance of pre-incident plans and training for large motor vehicle collisions (MVCs) and mass casualty incidents (MCIs)	2028-2029
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.3: Continue development and maintenance of standard operating procedures/guidelines for Marine operations	2028-2029
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.4: Develop and maintain pre-incident plans and training for incidents at boat launches and marinas	2028-2029
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.5: Continued development and maintenance of a database and training for solar installations and energy storage systems (ESS)	2028-2029
Administrative Excellence	B.1 Review and Maintain Agreements and Insurance Grading Portal	B.1.4: Establish a schedule for the review and maintenance of legislative documents, agreements, and portal information to ensure accurate entries with FUS and ongoing alignment with supporting by-laws, as well as the responsibilities, rights, and billing requirements associated with service agreements	2028-2029
Administrative Excellence	B.4 Undertake Program Evaluations	B.4.4: Use relevant NFPA standards to process map Training Division	2028-2029
Administrative Excellence	B.4 Undertake Program Evaluations	B.4.5: Use NFPA 1400 (Standard on Fire Service Training) to process map FFD training facility, explore opportunities for training facility	2028-2029
Administrative Excellence	B.4 Undertake Program Evaluations	B.4.6: Identify and evaluate options to remove barriers for members who wish to move from the Operations Division to the Fire Prevention Division	2028-2029
Administrative Excellence	B.4 Undertake Program Evaluations	B.4.7: Evaluate and maintain program for testing and replacement schedule for ancillary equipment	2028-2029

Increase Public Engagement	C.1 Increase Public Education Programming Based on Primary Risk Categories	C.1.5: Develop and implement a public education program based on ongoing risk assessments, including cooperation with initiatives E.2, E.3, E.4	2028-2029
Increase Public Engagement	C.2 Enhance Relationships with Diverse Communities	C.2.1: Expand access and distribution of fire prevention materials and programming to indigenous communities	2028-2029
Increase Public Engagement	C.2 Enhance Relationships with Diverse Communities	C.2.2: Expand access and distribution of fire prevention materials and programming in various languages for newcomers	2028-2029
Increase Public Engagement	C.3 Increase Targeted Messaging	C.3.1: Leverage information available from residential fires 2023-2027 to create public education programs and to assess response capacity in these areas, leveraging artificial intelligence to identify, analyze, and interpret data	2028-2029
Service Excellence	A.5 Prepare for Disasters	A.5.5: Reassess backup emergency communications framework for responders and critical contacts during widespread communications outages	2030-2031
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.6: Consider the development and maintenance of pre-incident plans and training for incidents at bulk fuel storage facilities, consider public safety inspections	2030-2031
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.7: Consider the development and maintenance of pre-incident plans and training for aggregate storage hazards	2030-2031
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.8: Consider the development and maintenance of a program to build awareness of hazards created by traffic control devices and speed bumps	2030-2031
Service Excellence	A.7 Continued Exploration and Application of Advancements in Technology	A.7.3: Explore and evaluate the use of emerging technology to communicate with the public	2030-2031
Increase Public Engagement	C.3 Increase Targeted Messaging	C.3.2: Prepare and provide targeted messaging for electrical and mechanical equipment, building managers, caregivers, campground safety, propane safety, and other contacts as identified through ongoing risk assessments	2030-2031
Enhance Culture	D.2 Develop Career Growth Pathways Through Relevant Training Opportunities	D.2.3: Consider enhanced training for Fredericton Communications Centre (FCC) staff to relevant NFPA standards	2030-2031
Elevate Safety	E.2 Maintain Safer and Stronger Communities	E.2.2: Reevaluate and consider the promotion of residential sprinklers	2030-2031
Elevate Safety	E.2 Maintain Safer and Stronger Communities	E.2.3: Explore opportunities to develop a FFD Customer Service Program	2030-2031
Elevate Safety	E.2 Maintain Safer and Stronger Communities	E.2.4: Continued improvement and maintenance of education and enforcement program to address fire lane parking infractions	2030-2031

Advance Partnerships	F.2 Develop and Maintain Partnerships for Safer and Stronger Communities	F.2.1: Partner with community groups to increase reach and efficiency of public education programming	2030-2031
Advance Partnerships	F.3 Promote Early Intervention and Relationships	F.3.1: Explore development of public education in schools via The Arson Prevention Program for Children and Juvenile Fire Setters program	2030-2031
Increase Public Engagement	C.3 Increase Targeted Messaging	C.3.3: Develop and maintain targeted messaging using data from fire incidents in our communities	2030-2040
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.10: Evaluate the need for the development and maintenance of a database and inspection schedule for Short Term Accommodations (STAs)	2032-2040
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.11: Develop and maintain pre-plans for incidents involving the retail of liquified petroleum gas	2032-2040
Service Excellence	A.6 Development of Library of Pre-Incident Plans, Building Stock, and Risks	A.6.9: Develop and maintain an enhanced database of building stock by type / construction, highlighting risks such as lightweight construction	2032-2040
Administrative Excellence	B.3 Evaluate and Maintain Resource Plans	B.3.4: Evaluate and maintain resource plan for Training Division	2032-2040
Increase Public Engagement	C.3 Increase Targeted Messaging	C.3.4: Promote farm safety plans and public education specific to farms	2032-2040
Enhance Culture	D.2 Develop Career Growth Pathways Through Relevant Training Opportunities	D.2.5: Consider opportunities for fire cause investigation awareness and/or Fire Life Safety Educator training for Operations staff	2032-2040
Elevate Safety	E.4 Promote Protection of Heritage Properties	E.4.1: Develop fire prevention and education program for heritage properties	2032-2040

Part 5: Consultant Recommendations

Transferred

CONSULTANT RECOMMENDATIONS, TRANSFERRED

The Community Risk Assessment (2023) identified 14 recommendations that fall outside the direct mandate of the Fredericton Fire Department and are more appropriately assigned to internal City partners. These transferred recommendations are documented in Part 5 of this plan. Listing proposed owners does not constitute an assumption of acceptance, responsibility, or action.

Consultant Recommendation	Proposed Owner
Develop plan to support businesses who close due to fire	To be determined
Expand public education for underground utilities	Corporate Communications
Support ongoing maintenance of City economic sustainability plan	Corporate Services
Increased protection of access for fire hydrants	Engineering and Operations
Expand preparedness and protection of municipality and community from windstorms	Fredericton EMO
Expand protections of vulnerable residents and properties	Fredericton EMO
Engage service providers to promote resilience of telecommunications for community	Fredericton EMO
Expand public education regarding 72-hour kits	Fredericton EMO
Expand public education regarding power outages	Fredericton EMO
Consider Starlink or equivalent for IT sustainability during communications outages	Fredericton EMO/ Information Technology
Maintain inventory of buildings by classification, and their associated risks	Planning, Development, and By-Law Enforcement
Investigate and address potential for Illegal garden suites & rooming houses	Planning, Development, and By-Law Enforcement
Develop and maintain inventory of vacant structures	Planning, Development, and By-Law Enforcement
Consider collecting Development Fees in accordance with Community Planning Act of 2017	Planning, Development, and By-Law Enforcement