



Fire Department Master Plan 2026-2040

Protecting Lives
Preserving Communities



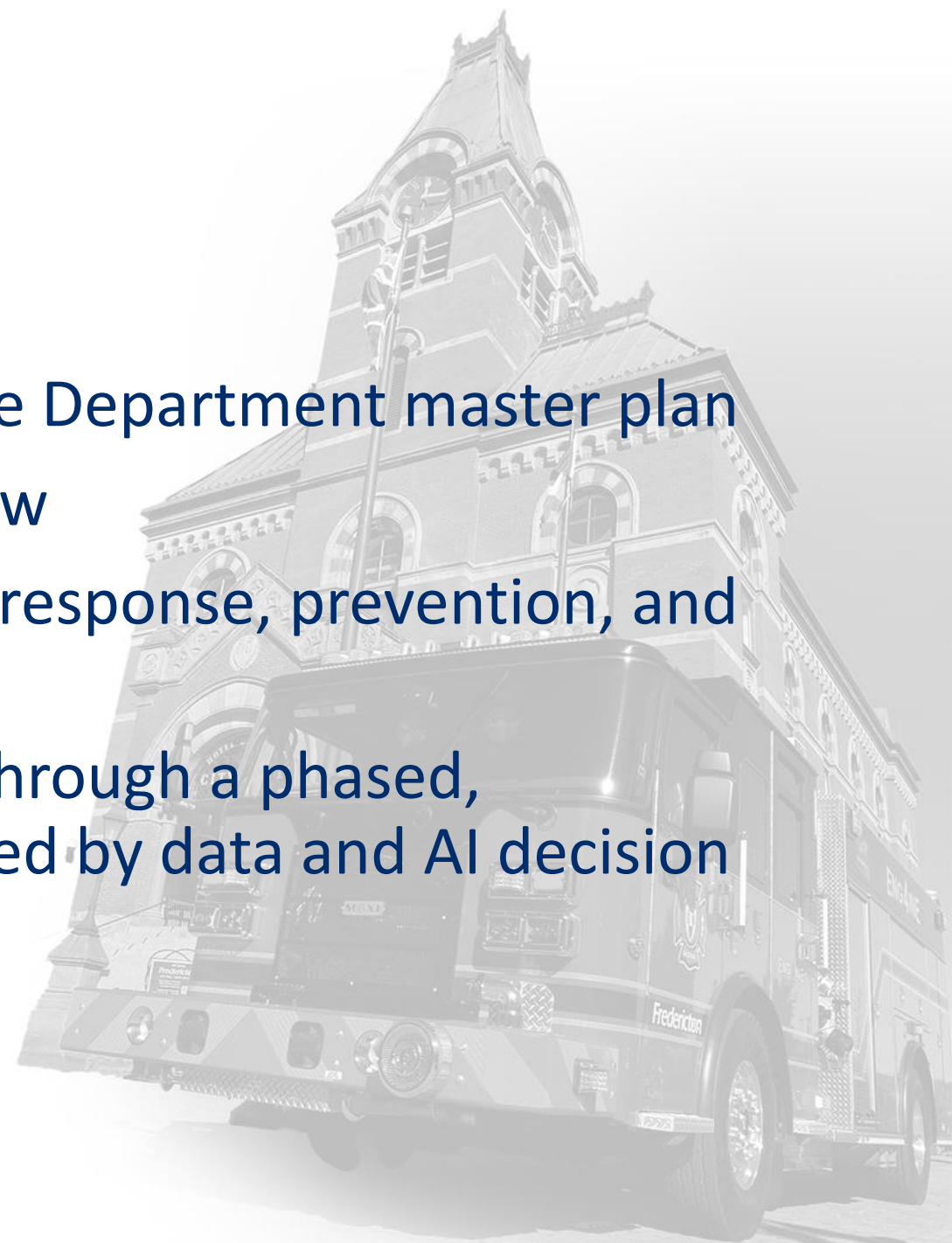
BOTTOM LINE UP FRONT

Fredericton's risk profile is changing due to **growth**, density, and increasing incident complexity. The **Fire Department Master Plan** translates completed risk assessments into a phased, evidence-based **roadmap**, delivered in coordination with City divisions and partner agencies, that strengthens **prevention, training, and response readiness**, while using data and technology to prioritize efforts and reduce demand on emergency services.

Why we are here

Purpose of today's briefing

- Share the strategic intent of the Fire Department master plan
- Explain why the plan is required now
- Summarize key risk findings across response, prevention, and training
- Outline how risk will be managed through a phased, evidence-based approach, supported by data and AI decision support



Where we are in the process

Master plan status

- Foundational assessments are complete
- The master plan consolidates findings into a single roadmap
- Many actions are already underway
- Implementation follows normal governance and budget processes



Why this plan was needed

Changing risk environment

- Population growth and density are increasing demand
- Incidents are becoming more complex
- New technologies and wildfire exposure introduce new risks
- Prevention, training, and intelligence are as critical as response



What informed the plan

Evidence-based foundation

- Community risk assessment
- Fire service review
- Internal operational, prevention, inspection, investigation, and training insights
- 146 recommendations consolidated into one framework
- Built with interdepartmental collaboration, and designed for ongoing coordination through implementation and operations



Community context

Fredericton today

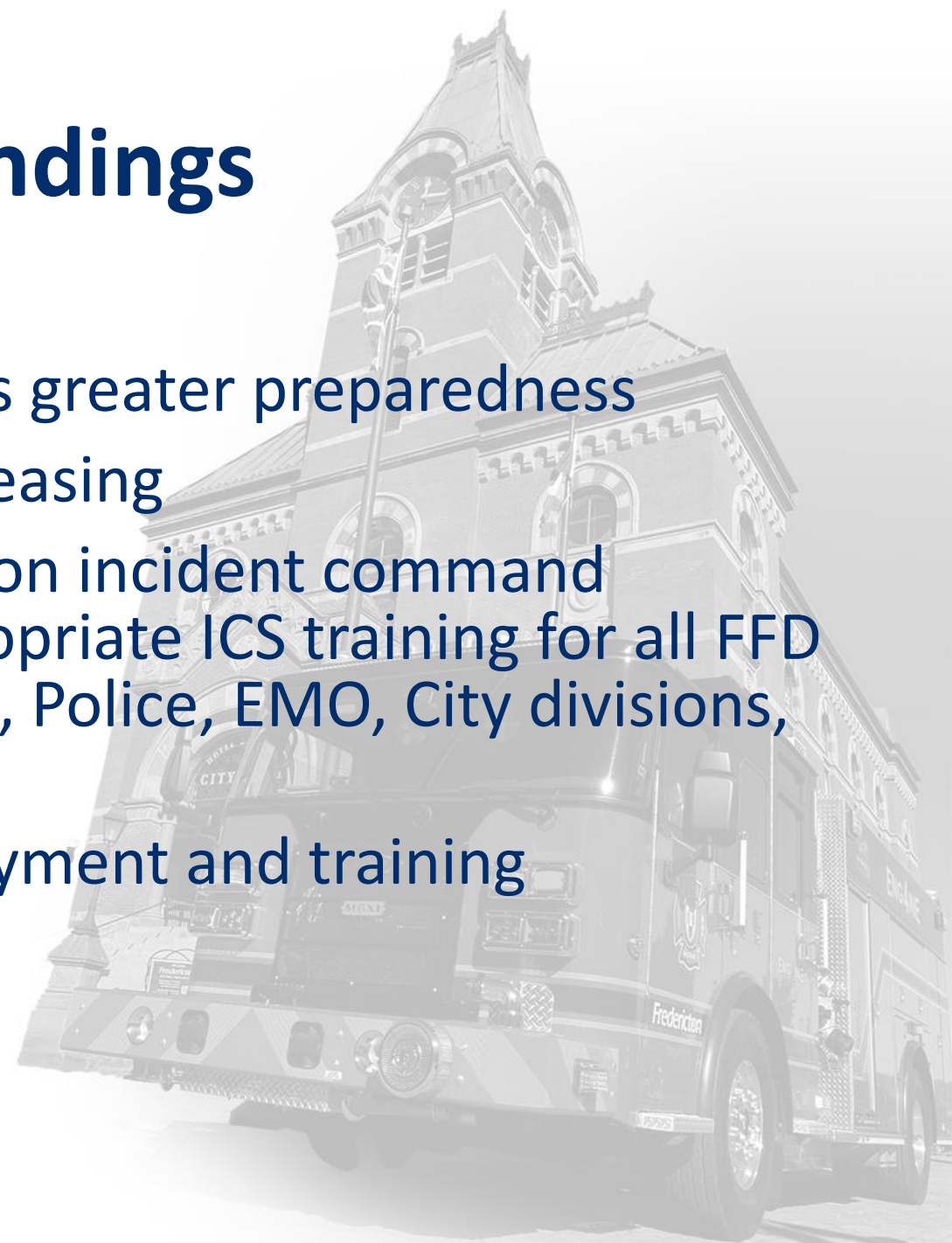
- Four stations in service; fifth station approved
- Approximately 6,400 calls for service annually
- Sustained rapid population growth underway
- Growth increases demand across all divisions



Operational and training findings

Readiness implications

- Higher incident complexity requires greater preparedness
- Specialized training demand is increasing
- Interoperability depends on common incident command training and procedures, role-appropriate ICS training for all FFD staff, and joint exercises across Fire, Police, EMO, City divisions, and partners
- Data and AI support smarter deployment and training prioritization



Prevention, inspections, education, and investigations

Risk reduction before response

- Primary tools to reduce incident frequency and severity
- Inspection and education capacity under sustained pressure
- Investigations inform prevention priorities and targeted messaging
- Analytics and AI support risk-based prioritization and trend analysis



What this means overall

Key themes

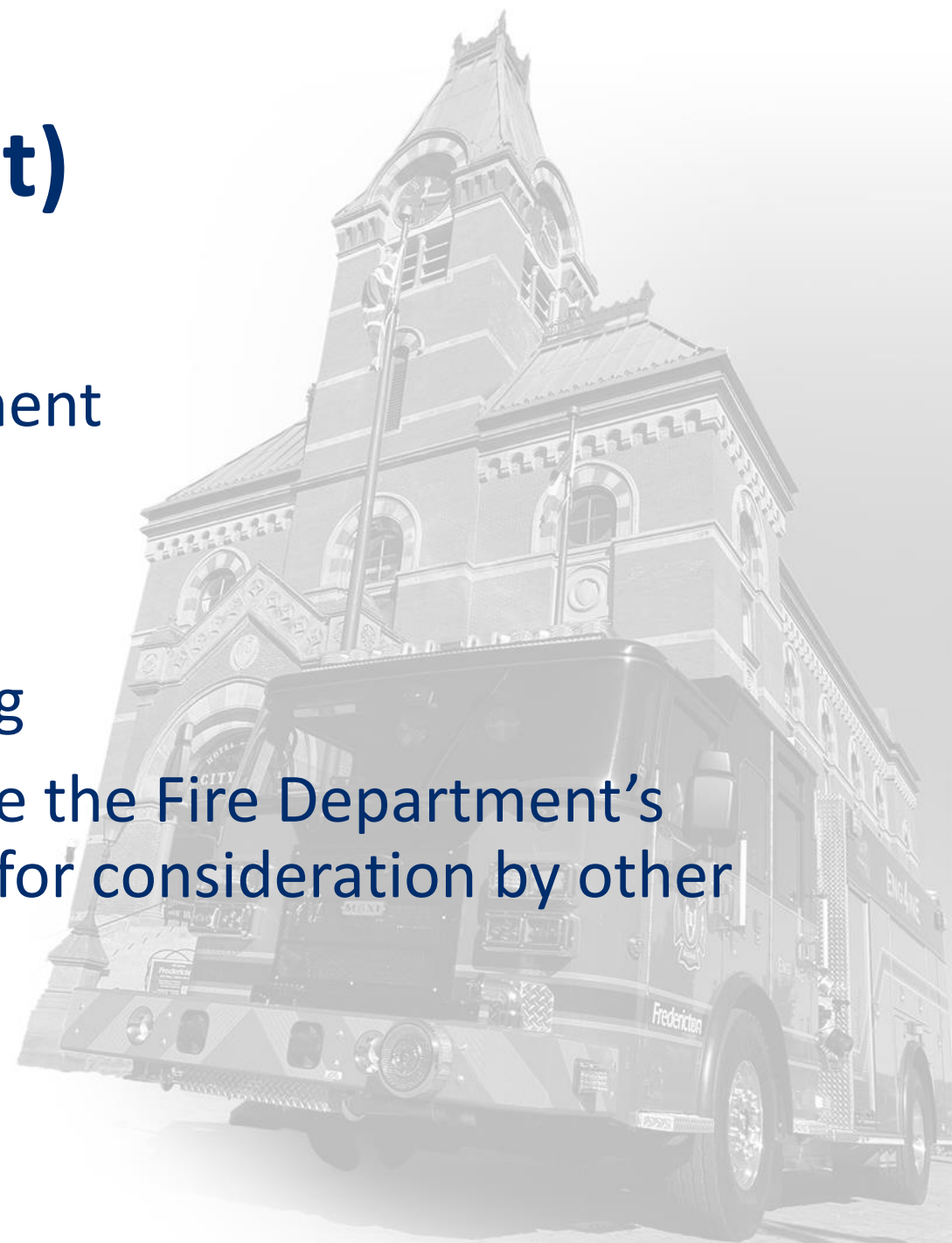
- Prevention and preparedness reduce response demand
- Training is a safety multiplier across the system
- Response readiness driven by data protects safety and efficiency
- Data and analytics tools improve prioritization and decision-making
- Culture and partnerships enable success



What this plan is (and is not)

Framing

- A living, risk-based planning document
- Supported by data, and analytics
- Not a budget proposal
- Not automatic approval of spending
- Some recommendations fall outside the Fire Department's mandate and have been identified for consideration by other City divisions



The master plan framework

6 Goals

23 Initiatives

83 Actions



Goal A: Deliver service excellence

Operational focus

- Continued preparation for mid-rise, wildfire, and complex incidents
- Strengthen special operations such as technical rescue, hazardous materials responses, ice and water rescue, and complex firefighting operations
- Modernize deployment and station coverage
- Expand pre-incident planning using data and AI-assisted tools



Goal B: Strengthen administrative effectiveness

Organizational foundations

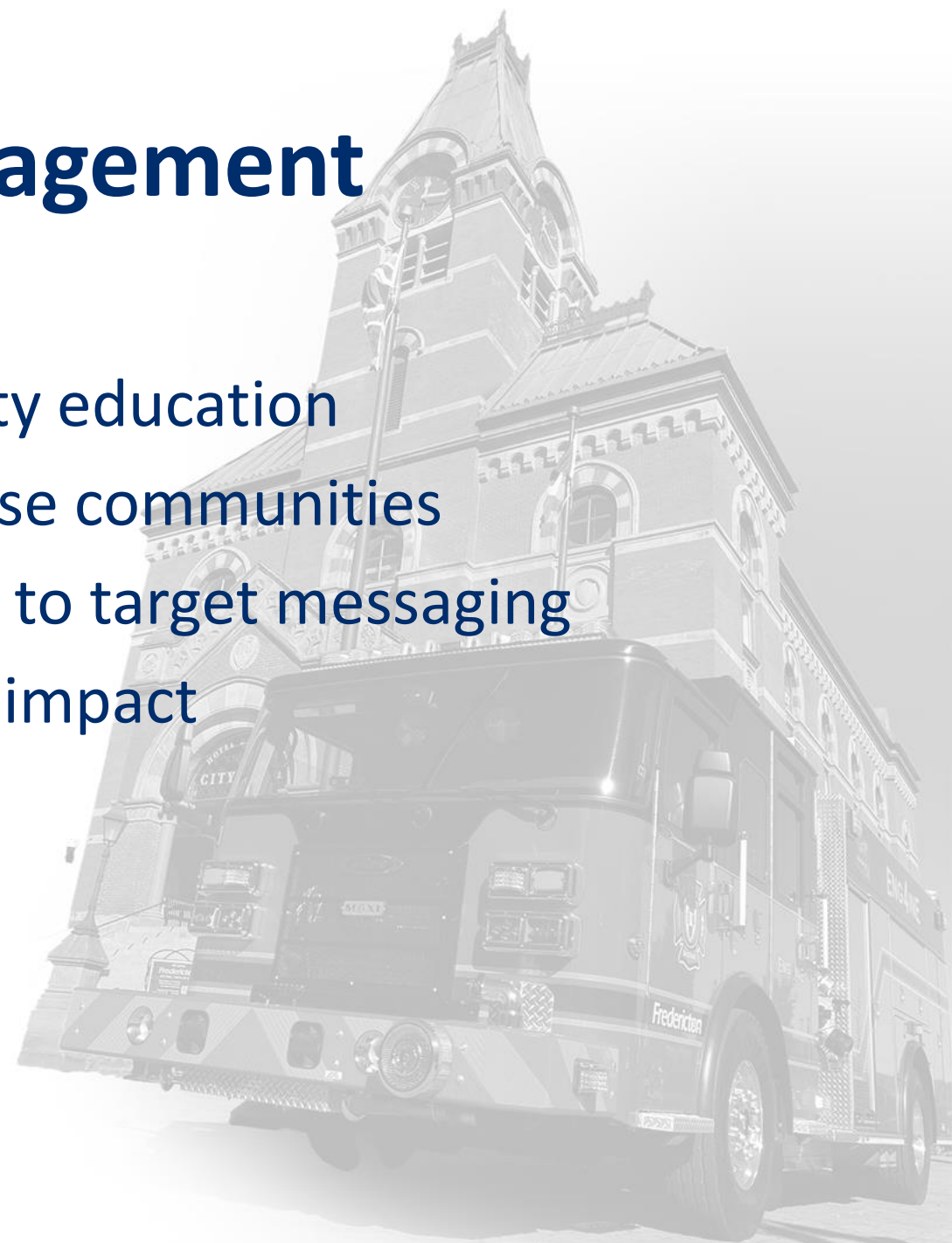
- Update governance documents, and agreements
- Improve workforce and resource planning
- Evaluate programs and processes
- Strengthen records and decision-support systems



Goal C: Increase public engagement

Education as prevention

- Expand risk-based fire and life safety education
- Improve reach to priority and diverse communities
- Use incident and investigation data to target messaging
- Apply analytics and AI to maximize impact



Goal D: Enhance culture

People and capacity

- Support healthy workplaces, sustain strong attendance and reduced absenteeism through wellness initiatives, and provide practical family information sessions as appropriate
- Strengthen communication to support wellness and culture
- Build clear career development and training pathways
- Align development with national standards



Goal E: Elevate safety

Firefighter and community safety

- Advance cancer prevention and decontamination
- Address inspection capacity through risk-based approaches
- Apply FireSmart principles
- Protect heritage properties



Goal F: Advance partnerships

Shared responsibility

- Strengthen collaboration across the City
- Maintain strong provincial and regional partnerships
- Improve coordination and interoperability
- Leverage partnerships to reduce risk in Fredericton
- Continuous collaboration, embedded in planning, prevention initiatives, training, and operations



Implementation approach

How this moves forward

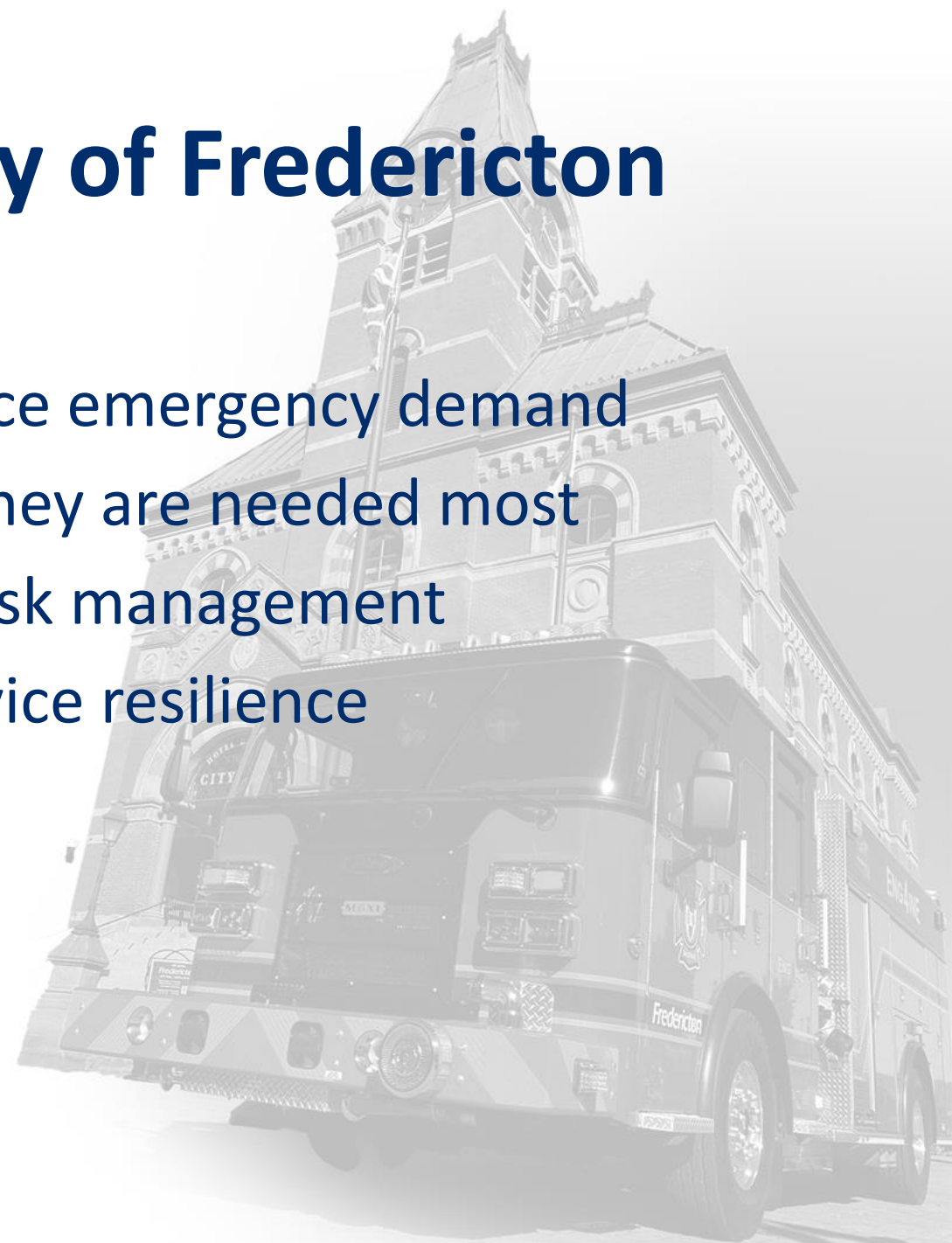
- Actions phased by priority and impact
- Many improvements already underway
- Remaining actions sequenced deliberately
- Progress informed by performance data, analytics, and AI decision support



Why this matters to the City of Fredericton

Corporate value

- Prevention and preparedness reduce emergency demand
- Resources remain focused where they are needed most
- Supports sustainable growth and risk management
- Improves decision-making and service resilience



Bottom line

Key takeaways

- Fredericton's risk profile is changing
- Response alone is not sufficient
- This plan strengthens prevention, training, and intelligence, supported by data and technology
- The result is safer communities and a sustainable service model



What happens next

Next steps

- Continued work and progress at the Fredericton Fire Department
- Continued reevaluation and project work based on operational and administrative needs, aligning with CAO and Council direction



Thank you

