

KAMLOOPS FIRE RESCUE

10-Year Strategic Plan

2026–2036





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MESSAGE FROM THE CHIEF

I am excited to share the new strategic plan outlining Kamloops Fire Rescue's priorities and goals for the coming years.

Kamloops Fire Rescue is dedicated to delivering exceptional fire and emergency services to the City of Kamloops and its partners. Kamloops Fire Rescue has a deep and honoured commitment to serving the Kamloops community since 1884. This plan is our pledge to continue to provide high-quality services for all our residents, visitors, and businesses. It will also guide our management decisions, organizational structure, and the efficient use of city resources.

To develop this plan, we sought feedback from staff, external partners, businesses, industry, and residents alike. We also used data from the Community Risk Assessment and Standards of Cover, Asset Management Plan, Training Master Plan, and the Facilities Condition Review. This input helped us identify expectations and common themes to set our department's priorities and goals.

The document lists the overarching themes as Strategic Pillars, and each is crucial to our organization's success. This 10-Year Strategic Plan (2026–2036) provides a comprehensive, actionable roadmap to ensure Kamloops Fire Rescue remains sustainable, innovative, and community focused. The plan is structured around five strategic pillars: A Sustainable Fire Service, Our People, Community Risk Reduction, Emergency Response, and Partnerships and Relationships. Each pillar includes SMART (specific, measurable, achievable, relevant, and time-bound) strategies, clear actions, performance measures, and timelines, with assigned responsibilities to ensure accountability and progress.

While this plan provides a roadmap of where we want to take the organization in the coming years, we recognize that as our city, communities, and departmental needs change, we will have to make ongoing adjustments to stay effective in the constantly changing fire and emergency services industry.

This strategic plan is a living document. Even though it looks out over a 10-year period to keep us future orientated, specific actions focus primarily over a five-year timeframe. We will review and update the document as we achieve our objectives or new challenges emerge, and we will publish updated versions every five years.

Thank you for your continued support.

Sincerely,

Ken Uzeloc
Protective Services Director/Fire Chief



BACKGROUND AND INTRODUCTION

Kamloops has a rich history shaped by Indigenous cultures, the fur trade, and economic development in the 19th and 20th centuries. Known as a hub city because of its location at the confluence of the North and South Thompson Rivers, Kamloops' name is derived from the Secwépemc (Shuswap) word *Tkémłúps*, meaning "where the rivers meet." The Secwépemc people, part of the Interior Salish group, have inhabited this region for thousands of years, making it a place of significant Indigenous cultural heritage. The *Tkémłúps* te Secwépemc First Nation has historically stewarded the lands, using the rivers for fishing and the land for hunting and gathering.

The city's development accelerated with the 1862 Cariboo Gold Rush, drawing prospectors through the area on their way to the goldfields. Kamloops became a stopping point, bolstering its growth as a service centre. This period also introduced steamboat travel on the Thompson River, connecting Kamloops with other parts of British Columbia. By the late 1800s, agriculture was emerging as a significant industry, with settlers establishing farms and ranches in the fertile valleys surrounding the city.

The arrival of the Canadian Pacific Railway in 1885 transformed Kamloops from a modest trading post into a significant transportation hub. The railway brought more settlers, commerce, and economic growth, enabling Kamloops to serve as a crucial link between the coast and the interior of British Columbia. It encouraged industries such as mining, forestry, and agriculture, and Kamloops continued to thrive as a centre for regional trade and transportation. This rapid growth led to Kamloops' official incorporation in 1893, by which time it was well established as a bustling community.

Established in August 1884, Kamloops Fire Rescue is one of British Columbia's oldest fire departments, with a history rooted in resilience and community service. Originally founded as the Kamloops Fire Brigade, the department was formed in response to a series of devastating fires that severely impacted the downtown core of what was then a rapidly developing western farming and ranching community. Initially a volunteer-driven organization, Kamloops Fire Rescue has grown and transformed over nearly 140 years, evolving into a modern, professional, and highly trained emergency response agency.





On May 1, 1973, the Government of British Columbia mandated that several neighbouring communities come together as one to form the City of Kamloops. This unification brought with it the opportunity to share vital resources, water systems, recreation facilities, fire services, and more, strengthening the ability of the growing city to serve its residents. From the hills of Aberdeen and the valleys of Barnhartvale to the neighbourhoods of Batchelor Heights, Brocklehurst, and Campbell Creek, each community contributed its own identity and spirit. Dallas, Dufferin, Heffley Creek, Juniper Ridge, Knutsford, North Kamloops, Rayleigh, Rose Hill, Valleyview, and Westsyde all joined in, weaving together a diverse collection of neighbourhoods that would shape the Kamloops we know today. This restructuring consolidated the fire services of the North Shore, South Shore, Dallas, Heffley Creek and Westsyde, bringing their volunteer fire departments under the jurisdiction of Kamloops Fire Rescue. This integration laid the foundation for a unified and strategically coordinated fire service, ensuring a higher level of emergency preparedness and public safety across the newly expanded city.

Today, Kamloops Fire Rescue serves a rapidly growing and diverse community, facing evolving risks from urban expansion, climate change, and increasing service demands. This plan is informed by extensive internal analysis, community engagement, and foundational documents, including the Community Risk Assessment and Standards of Cover, Asset Management Plan, Training Plan, and interest and impacted party feedback.



Cory Durant

INTEREST AND IMPACTED PARTY FEEDBACK

Kamloops Fire Rescue understands and embraces the fact that we serve our communities and, as such, two key values we live by are service and public trust. To ensure that the community helps drive our focus and that we strive to meet expectations, Kamloops Fire Rescue used a combination of online surveys and in-person engagement to gather feedback. The City of Kamloops website and the Let’s Talk Kamloops engagement platform were used to engage citizens and businesses. Through this platform, 19 individual businesses and 472 individual citizens contributed by answering a set of questions focused on services, prevention, education, response time, value, and interaction with Kamloops Fire Rescue.

In-person engagement sessions were held with industry partners, first responder partners, and the Tkemlúps te Secwépemc First Nation. The Fire Chief facilitated these sessions, which followed a format similar to the online survey questions and focused on services, response times, training, collaboration, opportunities, value, and interaction with Kamloops Fire Rescue.

Table 1. External Groups Engaged

Community	Individual Citizens	472 online
	Individual Businesses	19 online
	Tkémúlúps te Secwépemc Nation	In person
Industry Partners	CN Rail	In person
	New Gold Mine	In person
	CPKC	In person
First Responder Partners	Kruger	In person
	RCMP	In person
	BC Emergency Health Services	In person
	Thompson-Nicola Regional District Fire Services	In person
	Sun Peaks Fire	In person
	British Columbia Wildfire Service	In person
	City of Kamloops Community Services	In person

Kamloops Fire Rescue also offered all internal staff an opportunity to provide feedback through an open answer online survey to provide input into the internal strengths and weaknesses of Kamloops Fire Rescue and the external opportunities and threats affecting Kamloops Fire Rescue.



KAMLOOPS FIRE RESCUE MISSION, VISION, AND VALUES

Kamloops Fire Rescue is an all-hazard fire and rescue organization that provides full service as defined in the British Columbia Structure Firefighter Minimum Training Standards. Kamloops Fire Rescue offers fire suppression, emergency medical services, technical rescue (including high-angle rope rescue, steep slope rope rescue, ice rescue, water rescue, confined space rescue, and auto extrication/highway rescue), operations-level hazmat response, fire dispatch, fire prevention, fire investigation, and public education services to the community and visitors of the City of Kamloops, and operates training and fleet services internally for the department.

Kamloops Fire Rescue is guided by the following principles and values:

OUR MISSION

Kamloops Fire Rescue is committed to protecting our community through fire suppression, rescue, pre-hospital care, public education, and fire prevention.

OUR VISION

To consistently provide a full level of service throughout our entire community through the responsible use of our resources.

OUR VALUES

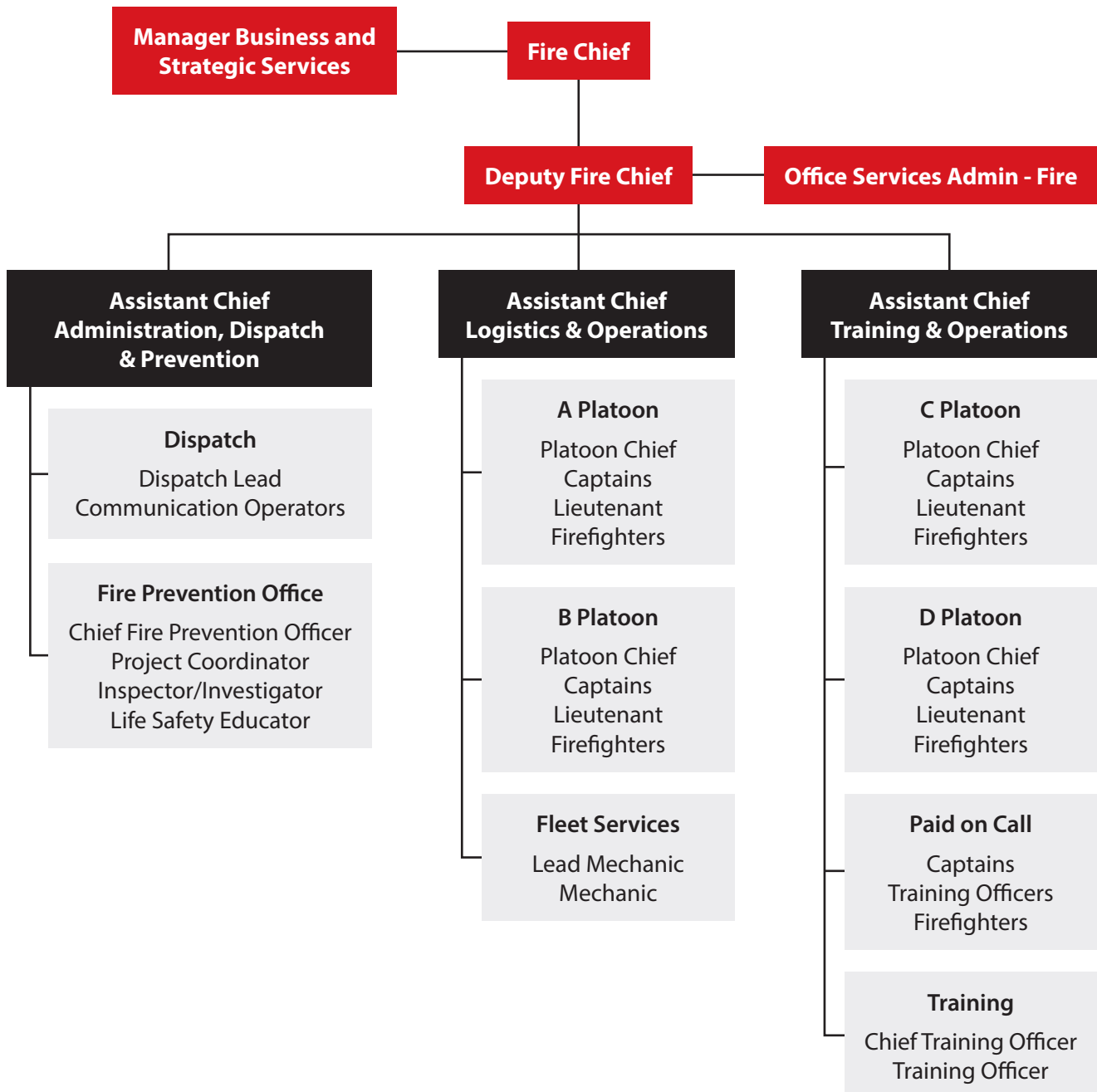
Safety, Service, Public Trust, and Teamwork are at the root of who we are and guide our actions, behaviours, and interactions with citizens, partners, and each other.

OUR COMMITMENT

Our Family Helping Your Family



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CRITICAL ISSUES AND SERVICE GAPS

Critical issues and service gaps were identified through a SWOT (strengths, weaknesses, opportunities, and threats) analysis and from the compilation of the Community Risk Assessment and Standards of Cover document.

A SWOT analysis and community risk assessment to identify strengths, weaknesses, opportunities, and threats were conducted. Key findings include:

STRENGTHS

- Skilled, committed, and adaptable workforce
- Strong fire suppression and interface capability
- Effective interagency co-operation
- Pride in service and willingness to train
- Operationally agile to deliver results despite resource limitations
- Improving reputation as a progressive department
- Good equipment

WEAKNESSES

- Staffing and service capacity pressures
- Aging stations and infrastructure
- Inconsistent crew-level and specialty training
- Gaps in high-rise, hazmat, industrial, and technical-rescue readiness
- Response models that may not reflect current risk
- Leadership development
- Budget and equipment limitations
- Insufficiently formalized after-action learning
- Limited ability to access detailed data from the records management system
- Burnout, compassion fatigue

OPPORTUNITIES

- Expanded British Columbia Wildfire Service relationship
- Industry, Thompson Rivers University, interagency training and community partnerships
- Drones and other operational technology advancements
- External funding and cost sharing
- Expanded fire prevention, mitigation, and public education
- More consistent multi-agency exercises and after-action reviews
- Stronger involvement in community growth and infrastructure planning
- Strong community support

THREATS

- Increasing medical call volume and resource exhaustion
- Increasing wildland-urban interface fire and urban conflagration risk
- Increasing climate change risk
- Community growth outpacing staffing and facilities
- High-rise and industrial development
- Hazardous material transportation risks
- Lithium-ion battery incidents
- Rising operating and capital costs

Gaps identified from the Community Risk Assessment and Standards of Cover include:

- An updated fire underwriters study should be completed to plan for future growth and development of services affected by the fire underwriters study ratings, present and future.
- KAMPLAN: City of Kamloops Official Community Plan has limited consideration of Kamloops Fire Rescue's needs for growth to match the projected development/planning of the city.
- A new records management system—computer-aided dispatch system will be implemented in 2026. It should be developed so that data can be easily and routinely retrieved, measured, and analyzed for efficiency and effectiveness. Currently, data analysts have to “mine” the data and often manually search for trends, patterns, and performance information.
- Kamloops Fire Rescue should establish a review of supplemental industry support as part of an annual risk and response review of emergency preparedness/response procedures for responding to emergencies at sites such as the Kamloops Airport, Kruger Pulp Mill, and Trans-Mountain Pipeline.
- Kamloops Fire Rescue's Specialty Team mandate/needs/effectiveness/level of operation (operations, technician) should be measured to determine the most appropriate level to meet response risks.
- A program appraisal process should be implemented for analysis of future needs, including the review of station locations (actual and projected/proposed), effectiveness of current Kamloops Fire Rescue-operated buildings/sites, safety equipment/tools/supplies/materials, review of emergency response program, and non-emergency program effectiveness.
- A fleet inventory plan should be completed with apparatus maintenance and life cycle review, current fleet inventory effectiveness, light fleet inventory/future needs analysis, parts and service availability, and projected future needs.
- A Training Centre operation/future needs/effectiveness/assessment should be conducted to look at the ability for external use and training opportunities.
- The Fire Prevention program should be reviewed to match community risks and response performance to education and prevention efforts.
- Once the NG911 and records management system—computer-aided dispatch upgrades are done, Kamloops Fire Rescue Dispatch has the opportunity to grow and a plan for matching growth potential with workload and resources should be explored.
- An annual performance review for the emergency response program by station is required to analyze the effectiveness of resources across the city compared to the performance targets and identified risks.
- Planning zones should be created and align with each fire station. Future planning and data collection should identify critical infrastructure in each zone, future growth and development, response needs, infrastructure composition, and limitations (e.g. water service delivery).
- Pre-emergency planning related to Kamloops Fire Rescue responsibilities and response needs has been applied inconsistently and is typically done in response to current incidents. Fire-specific pre-incident plans, including evacuation/access routes, gates, critical infrastructure, and hazards by occupancy, should be identified and updated annually for effective fire response to interface fires, flash floods, water distribution system failures, ground stability emergencies, freshet flooding, dangerous goods spills, major motor vehicle/railway incidents, and pipeline releases.





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STRATEGIC PLANNING FRAMEWORK

Strategic planning is a systematic, formal process used to set priorities and focus energy and resources to ensure all members are working toward common goals. It establishes direction toward intended outcomes and results. It also assesses and adjusts the organization's direction in response to a changing environment and the community's needs. This is done in the context of what is happening in the present and how we believe it will influence the future.

The department structures itself to address the major issues and trends that impact our citizens and community. This structure involves adjusting the people, systems, and programs we have based on a model that monitors prevention, intervention, and risks. These three model components are independent but complementary to success. An underlying principle of this model is that regardless of the amount of prevention done, there will always be a need for intervention activities. The gap that exists between prevention and intervention activities is the level of fire and safety risk remaining. To address this gap (which can include external and internal factors), Kamloops Fire Rescue analyzes the risks, plans strategies to address them, and then allocates budgets and resources to minimize them as much as possible. Kamloops Fire Rescue uses this framework to set a level of fire and safety protection that is appropriate, acceptable, affordable, and specific to the City of Kamloops.

The final part of the strategic planning process involves monitoring and tracking plan strategies and actions to identify if they are achieving the desired results and outcomes.

This plan is structured around five strategic pillars, each with supporting SMART (specific, measurable, achievable, relevant, and time-bound) strategies, actions, performance measures, and timelines (short: 1–2 years, medium: 3–5 years, long: 6–10 years). Each action is assigned a responsible lead and supporting resources. The plan is designed to be adaptable, with annual reviews and updates to ensure ongoing relevance.

Kamloops Fire Rescue measures the success of the strategic plan and the planning process by the progress made toward achieving the department's vision and the support received from our members, elected officials, and the community.

STRATEGIC PILLARS



Strategic Pillar 1: A Sustainable Fire Service

Goal: Ensure financial and operational sustainability through robust asset management, data-driven planning, and continuous improvement.



Strategic Pillar 2: Our People

Goal: Invest in recruitment, training, wellness, and diversity to build a resilient, skilled, and inclusive workforce.



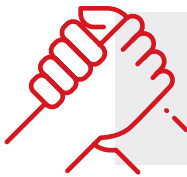
Strategic Pillar 3: Community Risk Reduction

Goal: Proactively reduce risks through prevention, education, inspection, and targeted mitigation strategies.



Strategic Pillar 4: Emergency Response

Goal: Deliver timely, effective, and equitable emergency response across all hazards and service areas.



Strategic Pillar 5: Partnerships and Relationships

Goal: Strengthen collaboration with internal and external partners to enhance service delivery and community resilience.



GOALS, STRATEGIES, AND ACTIONS

PILLAR 1: A SUSTAINABLE FIRE SERVICE

Goal: Ensure financial and operational sustainability through robust asset management, data-driven planning, and continuous improvement.

Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
1.A Asset Lifecycle Management	1.A.1 - Implement an updated frontline apparatus lifecycle schedule by the fourth quarter of 2026, ensuring 100% of front-line apparatus are within lifecycle targets by 2031.	Assistant Chief –Logistics and Operations	Fleet Services, Finance, Asset Management	Short (initiate) Medium (embed) Long (sustain)	Lifecycle schedule Percentage of fleet within lifecycle targets
	1.A.2 - Conduct an annual asset inventory audit every January starting in 2027, with 100% completion and discrepancies addressed within 60 days.	Assistant Chief –Logistics and Operations	Platoon Chiefs, IT, Training Division	Short (annual) Ongoing	Annual asset inventory audit completion
	1.A.3- Align all equipment and personal protection equipment replacement with current National Fire Protection Association standards and manufacturer recommendations by the second quarter of 2028, verified by annual compliance review.	Assistant Chiefs – Operations	Training Division, Safety, Asset Management	Medium	Percentage of compliance with National Fire Protection Association/ manufacturer standards
1.B Budget Planning and Optimization	1.B.1 - Complete annual capital and operating budget reviews by September each year, integrating inflation and supply chain risk into forecasts starting in 2026.	Fire Chief	Command Team, Finance	Short (annual) Ongoing	Budget variance reports and review of supply chain risks
	1.B.2 – Implement changes for capital budget to include critical equipment aligned with asset plan by the third quarter of 2028.	Fire Chief	Command Team, Finance, Capital Prioritization	Medium (embed) Ongoing	Percentage of capital requests funded
1.C Fleet and Facility Optimization	1.C.1 – Identify the appropriate performance targets for the Kamloops Fire Rescue Fleet Division, including the ratio of Emergency Vehicle Technician to apparatus and workload by the second quarter of 2027.	Assistant Chief – Logistics and Operations	HR, Fleet Services	Short (targets identified) Ongoing (monitor)	Performance targets documented and approved
	1.C.2 - Review and optimize station locations and fleet deployment by the first quarter of 2027, presenting recommendations for new/expanded stations to City leadership.	Fire Chief	Command Team, City Planning, GIS, Capital Prioritization, Finance	Short (review) Medium to Long (new builds)	Station location report
	1.C.3 – Review long-range land and facility planning to identify opportunities for joint uses and other development opportunities by the second quarter of 2028.	Assistant Chief –Logistics and Operations	Command Team, City Planning, GIS, Capital Prioritization, Finance	Medium (review) Long (incorporate in planning)	Percentage of new land and facility projects evaluated for joint use and efficiencies

Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
1.D Data-Driven Decision Making and Continuous Improvement	1.D.1 - Deploy new records management system-computer-aided dispatch system by the second quarter of 2027, with incident risk and resource allocation decisions supported by system data.	Assistant Chief – Administration, Dispatch, and Prevention	IT, Training Division, Dispatch	Short (deploy) Medium (embed)	Records management system-computer-aided dispatch implementation Percentage of decisions supported by data
	1.D.2 – Develop a staffing plan by the third quarter of 2027 based on community risk, service expectations, and operational performance to address projected needs for consideration in the appropriate future budget processes.	Fire Chief	Command Team, Business Manager, Finance	Short (review staffing gaps) Medium (Report submitted)	Report submitted for 2028 budget process
	1.D.3 – Complete the Commission on Fire Accreditation International self-assessment process by the second quarter of 2027.	Deputy Chief - Operations	Command Team, Training, Fire Prevention, Dispatch, Platoon Chiefs, Business Manager	Short	Assessment completed
	1.D.4– Present report on Commission on Fire Accreditation International accreditation process to City Leadership and Council for consideration to proceed by the third quarter of 2027, and target to complete the accreditation process by the fourth quarter of 2028.	Fire Chief	Command Team, Centre for Public Safety Excellence	Short (approval) Medium (accredited)	Report submitted, accreditation achieved
	1.D.5 – Develop a process to embed the focus of continuous improvement into the department and culture by the first quarter of 2028.	Fire Chief	Command Team, Business Manager	Medium	Process developed Policy adopted
1.E Sustainable Growth Alignment	1.E.1 - Ensure Kamloops Fire Rescue representation in the Official Community Plan update process, with documented input on service impacts/needs for all growth areas by the first quarter of 2030.	Assistant Chief – Administration, Dispatch, and Prevention	Fire Prevention, City Planning	Medium (embed) Long (sustain)	Kamloops Fire Rescue member assigned to the Official Community Plan team
	1.E.2 - Embed Kamloops Fire Rescue in the city planning process by the first quarter of 2027 to ensure fire department impacts and needs for all major developments are reviewed and considered.	Assistant Chief – Administration, Dispatch, and Prevention	Fire Prevention, City Planning	Short (embed) Medium (adopt)	Planning process policy, including Kamloops Fire Rescue drafted Policy approved
	1.E.3 – Integrate fire department service, infrastructure, and land needs into the City's planning framework to ensure safe, sustainable growth by the third quarter of 2027.	Assistant Chief – Administration, Dispatch, and Prevention	Command Team, Fire Prevention, City Planning	Short (identify) Medium (integrate) Long (sustain)	Requirements drafted Policy approved Policy implemented

PILLAR 2: OUR PEOPLE

Goal: Invest in recruitment, training, wellness, and diversity to build a resilient, skilled, and inclusive workforce.

Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
2.A Comprehensive Training and Certification	2.A.1 - Expand the four-year training plan to a 10-year roadmap by the third quarter of 2027, reviewed and updated annually, with 95% of staff meeting annual training requirements.	Assistant Chief - Training and Operations	Training Division, Station Captains, Human Resources	Short (expand) Ongoing	Percentage of staff meeting training requirements
	2.A.2 - Achieve 100% emergency medical responder certification for all required suppression staff by December 2026 and maintain certifications.	Assistant Chief - Training and Operations	Training Division, Medical Training Instructors	Short (achieve) Ongoing	Percentage of required staff emergency medical responder certified
	2.A.3 - Expand opportunities for use of training centre and delivery of training programs to a broader audience by the second quarter of 2027.	Assistant Chief - Training and Operations	Training Division, Training Instructors, Business Manager	Short (identify plan) Medium (market)	Number of external bookings Number of external courses taught
2.B Recruitment and Diversity	2.B.1 - Increase recruitment outreach events (boot camps, school programs, and community events) to underrepresented groups by 50% by 2028 and report annually on diversity metrics.	Fire Chief	Assistant Chief – Administration, Human Resources, Communications and Strategic Partnerships, Community Partners	Medium (increase) Ongoing	Percentage of new hires from target groups Annual diversity report
2.C Health, Wellness and Safety	2.C.1 - Conduct annual health and wellness medicals for staff according to scheduled requirements, with 95% participation by 2027, and track participation in critical incident stress management/Employee and Family Assistance Program and mental health programs.	Deputy Chief - Operations	Human Resources, Medical contractor, Joint Occupational Health and Safety Committee, International Association of Fire Fighters	Short (initiate) Ongoing	Percentage of wellness/ safety medicals completed Mental health participation rates



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Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
2.D Leadership Development	2.D.1 - Launch a formal mentorship and succession program by the first quarter of 2028, with at least 5% of staff participating annually.	Deputy Chief - Operations	Training, Human Resources, Platoon Chiefs, Command Team	Medium (launch) Long (sustain)	Number of staff in leadership programs
	2.D.2 - Launch a formal company officer and leadership development program by the second quarter of 2027, with at least 50% of confirmed officers participating annually.	Assistant Chief - Training and Operations	Human Resources, Platoon Chiefs, External Organizations	Short (launch) Ongoing	Program implemented Percentage officers participating
2.E Retention and Engagement	2.E.1 - Conduct employee engagement surveys every two years starting in July 2026, with action plans developed and communicated within 90 days of results.	Human Resources Advisor	Fire Chief, Communications, International Association of Fire Fighters	Short (survey) Ongoing	Employee engagement scores Turnover rates
	2.E.2 - Investigate a program to celebrate achievements and milestones by the first quarter of 2027.	Deputy Chief - Operations	Communications, Human Resources, International Association of Fire Fighters	Short (identify) Medium (implement)	Number of recognition initiatives Employee engagement scores



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PILLAR 3: COMMUNITY RISK REDUCTION

Goal: Proactively reduce risks through prevention, education, inspection, and targeted mitigation strategies.

Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
3.A Risk Assessment and Mapping	3.A.1 - Update the Community Risk Assessment and Standards of Cover annually by March, with 100% of risk maps and critical infrastructure lists reviewed and revised as needed.	Assistant Chief – Administration, Dispatch, and Prevention	Fire Prevention, GIS, Platoon Chiefs, City Planning, Emergency Management	Short (update)	Percentage of risk maps updated
				Ongoing	Annual risk assessment report completed
3.B Community Risk Reduction	3.B.1 - Inspect 100% of high-risk occupancies annually and all inspectable properties identified in risk-based frequency schedule by December each year starting in 2027, with all code violations corrected within 90 days.	Assistant Chief – Administration, Dispatch, and Prevention	Fire Prevention, Suppression Crews	Short (annual)	Percentage of required properties inspected
				Ongoing	Percentage of code violations corrected within 90 days
3.C Public Education and Outreach	3.B.2 – Implement a formalized fire investigation program by the first quarter of 2027 that allows for fires requiring investigation to be started within 2 hours of occurring, with 100% of all Office of the Fire Commissioner-required investigations completed.	Assistant Chief – Administration, Dispatch, and Prevention	Fire Prevention, Suppression Crews, Office of the Fire Commissioner	Short (implemented)	Program implemented
				Medium (embed)	Percentage of Office of the Fire Commissioner investigations completed
3.D Community Engagement	3.C.1 - Increase public education events by 25% by 2028, and track engagement through event attendance and social media analytics.	Assistant Chief – Administration, Dispatch, and Prevention	Fire Prevention, Communications and Strategic Partnerships, School District No. 73, Community Partners	Medium (increase)	Number of education events
				Ongoing	Ratio of Kamloops residents engaged
3.D Community Engagement	3.C.2 – Reduce fire incidents by 5% annually starting in 2028 through analysis of community risk assessment and incident data with safety and education programs to evaluate changes or additions required to programs.	Assistant Chief – Administration, Dispatch, and Prevention	Fire Prevention, Suppression Crews, Communications, Office of the Fire Commissioner	Short (analysis)	Number of fires
				Medium (program changes)	Percentage satisfied with public education programs
3.D Community Engagement	3.D.1 - Hold biannual interest and impacted party meetings (business, Indigenous, agency partners) starting the first quarter of 2027, with meeting summaries and action items published within 30 days.	Fire Chief	Command Team, Communications and Strategic Partnerships, Community Partners	Short (initiate)	Number of interest and impacted party meetings
				Ongoing	Feedback response rate

PILLAR 4: EMERGENCY RESPONSE

Goal: Deliver timely, effective, and equitable emergency response across all hazards and service areas.

Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
4.A Deployment and Coverage Optimization	4.A.1 – Annually, maintain minimum roster suppression staffing with compliance tracked monthly.	Deputy Chief - Operations	Platoon Chiefs	Short (maintain) Ongoing	Percentage of shifts meeting staffing targets
	4.A.2 - Review response time performance monthly starting in 2027 to identify gaps or issues for improvement, with quarterly performance reports and annual appraisals completed for all response programs.	Deputy Chief - Operations	Dispatch, Command Team, Platoon Chiefs, Business Manager	Short (implement) Medium (embed) Ongoing	Percentage Response time compliance Number of reports and appraisals completed
	4.A.3 – Review risk assessments and maps in Community Risk Assessment and Standards of Cover in the first quarter of each year to ensure deployment model matches risks with effective response force requirements.	Deputy Chief - Operations	Dispatch, Command Team, Platoon Chiefs	Medium (implement)	Annual assessment, including fire and non-fire risks completed Report presented annually
4.B Specialty Teams and Capabilities	4.B.1 - Provide specialty team training (technical rescue, hazmat, wildland) for 100% of designated team members as per master training schedule.	Assistant Chief - Training and Operations	Chief Training Officer, Specialty Team Leads	Short (training) Ongoing	Percentage of specialty team members trained
	4.B.2 - Investigate feasibility of expanding to technician-level hazmat capability, with report delivered by 2029.	Assistant Chief - Training and Operations	Chief Training Officer, Hazmat Team Lead	Medium (report)	Report submitted to Fire Chief
	4.B.3 – Conduct a review of all specialty team programs by the first quarter of 2028 to determine if the level of service is appropriate or required based on risk and response data.	Deputy Chief - Operations	Command Team, Platoon Chiefs, Business Manager, Training, Team Leads	Medium	Report with recommendations submitted
4.C Technology and Communications	4.C.1 - Complete technology upgrades (dispatch, Mobile Data Terminal, radios) by the second quarter of 2028, with 90% user satisfaction measured by post-implementation surveys.	Assistant Chief – Administration, Dispatch, and Prevention	IT, Dispatch,	Medium (upgrade) Long (integrate)	Percentage of tech upgrades completed User satisfaction results
	4.C.2 – Evaluate and integrate new technology by the fourth quarter of 2028 to make incident command/incident management more effective.	Deputy Chief - Operations	Command Team, Platoon Chiefs, Training, IT	Medium (evaluate) Long (integrate)	Number of new technology evaluated Incident management efficiency

Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
4.D Resilience and Adaptation	4.D.1 - Conduct at least one Kamloops Fire Rescue-related response scenario-based exercise annually by the third quarter of 2028, with after-action reviews and recommendations for improvement reported within 60 days.	Deputy Chief - Operations	Training Division, Emergency Management, City Partners, Industry Partners	Medium (plan) Ongoing	Number of scenario exercises Percentage of high-priority recommendations addressed
	4.D.2 - Complete emergency preparedness and business continuity planning for Fire Department by the second quarter of 2027 and review annually.	Assistant Chief – Administration, Dispatch, and Prevention	Command Team, Division Heads, Emergency Management	Short (draft) Medium (plan implemented)	Kamloops Fire Rescue emergency preparedness and business continuity plan reviewed annually

PILLAR 5: PARTNERSHIPS AND RELATIONSHIPS

Goal: Strengthen collaboration with internal and external partners to enhance service delivery and community resilience.

Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
5.A Interagency Agreements	5.A.1 - Review all interagency agreements annually for performance concerns, gaps and review/renew/ add as required.	Fire Chief	Command Team, Legal, Finance, Partner Agencies	Short (review) Medium (renew) Ongoing	Percentage of agreements reviewed Number of renewals/ additions
5.B Indigenous Relations	5.B.1 - Deliver cultural awareness and reconciliation training to 100% of staff.	Assistant Chief - Training and Operations	Communications and Strategic Partnerships, Human Resources, Training	Short (training) Ongoing	Percentage of staff trained
	5.B.2 - Co-host at least one event (educational or training) with Indigenous partners each year by the fourth quarter of 2027.	Assistant Chief – Administration, Dispatch, and Prevention	Communications and Strategic Partnerships, Tkemlúps te Secwépemc, Human Resources	Short (implement) Ongoing	Number of events per year
5.C Academic and Educational Partnership	5.C.1 - Hold annual meetings with School District No. 73 and Thompson Rivers University and launch at least one joint risk reduction, career opportunity, or partnership initiative per year by 2027.	Fire Chief	Command Team, Human Resources, School District No. 73, Thompson Rivers University, Communications and Strategic Partnerships	Short (annual) Ongoing	Number of meetings Number of initiatives per year



Strategy	Actions	Responsible Lead	Supporting Roles	Timeline	Performance Measure
5.D Transparency and Communication	5.D.1 - Publish annual report to community and achieve an annual increase in digital engagement metrics (website, social media, feedback).	Fire Chief	Command Team, Life Safety Educator Communications, IT	Short (initiate) Ongoing	Percentage of increase in engagement metrics from previous year
5.E Collaboration and Partnerships	5.E.1 – Annually identify opportunities for collaboration within Protective Services to improve efficiency and service delivery.	Fire Chief	Command Team, Protective Services	Short (implement process)	Number of opportunities identified Number of opportunities initiated
	5.E.2 – By the second quarter of 2028, evaluate areas to share services and programs across the corporation.	Deputy Chief - Operations	Command Team, City Management Team	Medium (identify)	Number of opportunities identified Number of new shared services/ programs implemented

IMPLEMENTATION AND MONITORING

ACTION TIMELINE

- **Assignment of Responsibility:** Each SMART (specific, measurable, achievable, relevant, and time-bound) action has a clear lead and supporting roles for accountability.
- **Annual Work Plans:** Actions are integrated into annual divisional work plans and budget cycles.
- **Performance Monitoring:** Quarterly and annual reporting will track progress on performance measures, with results shared internally and with interest and impacted parties.
- **Continuous Improvement:** The plan will be reviewed annually, with adjustments made based on emerging risks, community needs, and organizational learning.
- **Interest and Impacted Party Engagement:** Regular engagement with staff, City Council, partners, and the public will ensure transparency and foster a culture of shared responsibility.

Pillar	Strategy	Actions 2026-2027 (Short)	Actions 2028-2030 (Medium)	Actions 2031-2036 (Long)
Pillar 1 – A Sustainable Fire Service	1.A	1.A.1	1.A.3	1.A.1
		1.A.2		
	1.B	1.B.1	1.B.2	
	1.C	1.C.1	1.C.2	1.C.2
		1.C.2	1.C.3	1.C.3
	1.D	1.D.1	1.D.4	
		1.D.2		
		1.D.3		
		1.D.4		
	1.E	1.E.2	1.E.1	1.E.1
		1.E.3	1.E.3	1.E.3
Pillar 2 – Our People	2.A	2.A.1		
		2.A.2		
		2.A.3		
	2.B		2.B.1	
	2.C	2.C.1		
	2.D	2.D.2	2.D.1	2.D.1
	2.E	2.E.1		
		2.E.2		
Pillar 3 – Community Risk Reduction	3.A	3.A.1		
		3.A.2		
	3.B	3.B.1		
		3.B.2		
	3.C	3.C.2	3.C.1	
			3.C.2	
	3.D	3.D.1		

Pillar	Strategy	Actions 2026-2027 (Short)	Actions 2028-2030 (Medium)	Actions 2031-2036 (Long)
Pillar 4 – Emergency Response	4.A	4.A.1 4.A.2 4.A.3		
	4.B	4.B.1	4.B.1 4.B.2 4.B.3	
	4.C		4.C.1 4.C.2	4.C.1 4.C.2
	4.D	4.D.2	4.D.1	
Pillar 5 – Partnerships and Relationships	5.A	5.A.1		
	5.B	5.B.1 5.B.2		
	5.C	5.C.1		
	5.D	5.D.1		
	5.E	5.E.1	5.E.2	

APPENDIX: STRATEGIC PLAN TOOLS

STRATEGIC PLAN PROGRESS TRACKER TEMPLATE

Pillar	SMART Action	Responsible Lead	Supporting Roles	Target Date	Status	Performance Measure	Progress/ Results	Barriers/ Notes	Next Steps
(e.g. Pillar 1: Sustainable Fire Service)	(e.g. Implement 12-year engine replacement schedule)	Assistant Chief – Fleet	Fleet Services, Finance	Fourth quarter 2026	On Track/ At Risk/ Delayed/ Complete	Percentage of Fleet Within Lifecycle Targets	(e.g. 80% of engines within target; new schedule approved)	(e.g. Supply chain delays for new apparatus)	(e.g. Finalize 2027 order; review supply contracts)
...	...	...	...	...	...	...	...	...	...

Instructions for Use:

- **Pillar:** Reference the strategic pillar (e.g. Sustainable Fire Service, Our People, etc.)
- **SMART Action:** Copy the action as stated in the plan.
- **Responsible Lead:** Name or role accountable for delivery.
- **Supporting Roles:** List all key contributors.
- **Target Date:** Planned completion date (quarter/year).
- **Status:** Use standardized status (On Track, At Risk, Delayed, Complete).
- **Performance Measure:** As defined in the plan (quantitative or qualitative).
- **Progress/Results:** Brief summary of current progress, milestones achieved, or data.
- **Barriers/Notes:** Any issues, risks, or context affecting progress.
- **Next Steps:** Immediate actions or adjustments required.

QUARTERLY/ANNUAL PROGRESS SUMMARY TEMPLATE

Pillar	Percentage of Actions On Track	Percentage of Actions Complete	Percentage of Actions At Risk/ Delayed	Key Successes	Key Challenges	Adjustments Needed
Sustainable Fire Service	80%	10%	10%	New records management system-computer-aided dispatch deployed; two new engines ordered	Apparatus delivery delays	Review procurement process
Our People	90%	5%	5%	100% emergency medical responder certification achieved	Recruitment diversity lagging	Expand outreach events
...	...	...	...	...	...	...

Reporting Cycle

- **Quarterly:** Update progress, review barriers, and adjust next steps.
- **Annually:** Summarize overall progress, celebrate achievements, and revise plans as needed.

SAMPLE REPORTING NARRATIVE

Second Quarter 2027 Progress Report:

- 85% of actions are on track or complete.
- Major milestone: All suppression staff are emergency medical responder certified.
- Challenge: Apparatus replacement delayed due to supply chain issues; mitigation plan in place.
- Next quarter: Focus on expanding FireSmart outreach and finalizing new interagency agreements.

CONCLUSION

This 10-Year Strategic Plan positions Kamloops Fire Rescue to meet the challenges of a growing, diverse, and dynamic community. Through a focus on sustainability, people, risk reduction, operational excellence, and partnerships, Kamloops Fire Rescue will continue to protect and serve Kamloops with professionalism, innovation, and integrity, achieving our vision to consistently provide a full level of service throughout our entire community through the responsible use of our resources.





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Canada's Tournament Capital