

2026-2031 DRAFT Strategic Plan

A safer, stronger and more resilient Salt Spring Island

Town Hall Presentation



Vision and Mission Statements



Vision

A responsive and sustainable fire-rescue service, effectively meeting community needs and valued by those we serve.



Mission

Always learning, engaging and adapting to be response ready.

A Draft Strategic Plan to meet Community needs

1

Our People & Workplace

2

Infrastructure & Capital

3

Financial Management

4

Emergency Response

5

Community Relationships

The plan is reviewed annually so priorities stay aligned with community expectations, operational risk and available resources.

Priority 1: Our People & Workplace

Build capacity, support wellness and prepare for leadership transition.



Strategic Actions

Create an Assistant Deputy Chief function focused on Operations, Human Resources, Training and Public Education.

- Update policies and operating instructions
- Explore staff housing options (RV Pads)
- Formal succession planning for key operational and administrative roles

Key Performance Indicators

Retention above 90%

Leadership development

Succession plans complete

Priority 2: Infrastructure & Capital Planning

Make facilities, apparatus and emergency water supply ready for growing risk.

Major focus

Deliver Hall No. 3 planning and be tender-ready in 2029.

- Project business plans, charters and financing options for satellite halls No. 2 and No. 3
- Portable saltwater pump acquisition
- Long-term capital funding strategy: reserves, grants and debt financing



Key Performance Indicators

Hall No. 3 milestones on schedule

Capital projects within budget

Apparatus readiness maintained

Priority 3: Prudent Financial Management

Maintain sustainability while showing transparency, accountability and value.



FINANCIAL MODEL

Integrate capital, staffing and debt forecasts so the community can see the long-term picture.

Strategic Actions

- Maintain reserve contribution targets
- Maximize grants, donations and alternate revenue
- Communicate the capital plan clearly to stakeholders

Key Performance Indicators

Alternate revenue opportunities including FireSmart, wildfire deployment, donations, grants and training room rentals at the new fire hall.

Priorities 4 & 5: Response and Community

Prepared operations, stronger partnerships and public trust.



Emergency Prevention & Response

Strategic Actions

- Fire prevention and life-safety engagement
- Emergency Operations and neighbourhood POD integration
- Change-management strategy for operations and administration



Community Relationships & Governance

Strategic Actions

- Capital-plan communications strategy
- Community handout on fire-rescue capabilities and property insurance information
- Trustee and committee recruitment pathways

Key Performance Indicators

Response-time targets achieved; annual training compliance maintained; community risk reduction initiatives completed.

Community satisfaction results maintained. Stakeholder partnerships maintained.

What success looks like

Annual review, measurable outcomes and public accountability.

1

People

Retention, wellness and succession

2

Infrastructure

Hall No. 3 and capital milestones

3

Finance

Reserve targets and grants

4

Response

Training and response-time targets

5

Community

Partnerships and public confidence

Town Hall dialogue

Your feedback helps the SSIFPD Board of Trustees confirm priorities, explain trade-offs and keep the plan aligned with community needs.

Thank you

Salt Spring Island Fire Protection District

2026–2031 DRAFT Strategic Plan



Executive Summary

The Board of Trustees has revised the 5-year Strategic Plan to focus on five strategic priorities that strengthen organizational sustainability, emergency service delivery, workforce capacity, governance, and infrastructure readiness.

This priority-based framework replaces a year-based implementation approach and enables the District to focus resources on the initiatives that provide the greatest operational and community benefit. The highest priorities are workforce development and infrastructure planning, recognizing the importance of leadership succession, training capacity, and the delivery of Hall No. 3.

Financial sustainability and emergency response effectiveness remain key priorities, while community engagement and governance support continued public trust and accountability.

The plan will be reviewed annually to ensure priorities remain aligned with operational risks, community expectations, and available resources.



Salt Spring Island Fire Protection District 2026-2031 DRAFT Strategic Plan



Vision

A responsive and sustainable fire-rescue service, effectively meeting community needs and valued by those we serve.



Mission

Always learning, engaging and adapting to be response ready.

STRATEGIC FOCUS



**Our People and
Workplace**



Infrastructure



**Emergency
Prevention and
Response**



**Community
Relationships**



Finances

GOALS

Attract and retain a diverse, physically and mentally fit team that includes Career, Paid on Call and administrative members to provide value for our community.

Infrastructure that supports an effective, reliable and resilient fire service to better address increasing risks and hazards .

Deliver a fire-rescue service that prevents and responds to emergencies in a safe, effective and timely manner.

Foster positive relationships to address community concerns and explore opportunities for collaboration.

Prudent financial management incorporating long term strategic thinking based on principles of transparency and accountability to all stakeholders to maintain public trust.



Strategic Priorities, Objectives and Actions

Priority Rank	Strategic Goals	Objectives	Strategic Actions
 1	Our People and Workplace	Strengthen organizational capacity through the creation of an Assistant Deputy Chief function responsible for Human Resources, Training, and Public Education. Responsible: Strategic Planning and Policy Committee	1. Update policies and operating instructions 2. Explore staff housing options. 3. Establish a formal succession planning program for all key operational and administrative positions.
 2	Infrastructure and Capital Planning	Deliver sustainable infrastructure and capital investments to support operational readiness and community growth. Responsible: Finance Committee	1. Develop Project Business Plan, Project Charter and financing options for satellite fire halls No. 2 and No. 3. Be tender ready for construction of Hall No. 3 in 2029. 2. Acquire a portable saltwater pump. 3. Create a long-term capital funding strategy integrating reserves, grants, and debt financing.
 3	Prudent Financial Management	Maintain long-term financial sustainability while demonstrating transparency, accountability, and value to taxpayers. Responsible: Finance Committee	1. Develop a long-term financial sustainability model incorporating capital, staffing, and debt forecasts. 2. Alternate revenue includes Fire Smart, wildfire deployment, donations, grants and room rentals in the new fire hall No. 1. 3. Need to communicate the capital plan to stakeholders.



Strategic Priorities, Objectives and Actions

Priority Rank	Strategic Goal	Objective	Priority Level	Strategic Actions
 4	Emergency Prevention and Response	Improve emergency response effectiveness through training, data analysis, technology, and community risk reduction. Responsible: Fire Chief and Chief Administrative Officer	High	1. Foster or participate in community engagement, support and participation in fire prevention and life safety activities. 2. Explore options for incorporating CRD Emergency Operations and the Neighbourhood POD program into fire hall No.1 operations. 3. Develop and implement a change management strategy for operations and administration.
 5	Community Relationships and Governance	Strengthen community trust, engagement, and collaboration with stakeholders and partner agencies. Responsible: Community Relations Committee	Medium-High	1. Develop a communications strategy to inform stakeholders of capital plans. 2. Develop a community handout informing stakeholders of SSIFR capacities for insurance information and to be included in the annual Ministry of Finance property tax envelope and on the web page. 3. Develop a method to encourage Trustee and Committee member recruitments.



Desired Outcomes and Performance Measures

Priority	Strategic Area	Desired Outcome	Recommended Board Performance Measures (KPIs)
 1	Our People & Workplace	Build leadership capacity, improve training delivery, strengthen HR administration, support succession planning, and enhance workforce wellness.	Employee retention rate above 90%; annual leadership development participation; succession plans completed.
 2	Infrastructure & Capital Planning	Deliver Hall No. 3, maintain apparatus readiness, improve emergency water supply infrastructure, and support long-term service growth.	Hall No.3 milestones achieved on schedule; capital projects delivered within budget.
 3	Financial Management	Ensure sustainable funding, maintain reserves, maximize grant opportunities, and demonstrate accountability to taxpayers.	Reserve contribution targets achieved; successful grant funding secured; annual financial benchmarks completed.
 4	Emergency Prevention & Response	Improve response performance, operational readiness, officer development, and community risk reduction.	Response-time targets achieved; annual training compliance maintained; community risk reduction initiatives completed.
 5	Community Relationships	Strengthen public confidence, improve transparency, increase community participation, and enhance stakeholder partnerships.	Community satisfaction results maintained. Stakeholder partnerships maintained.