

Optimize Volunteer Service Delivery Model			
Goals	Objectives	Original Timeline	Current Status
<i>REDUCE RESPONSE TIMES</i>	Increase volunteer firefighter complement	Q2 2023	
	Relocate staff to Fire Station 1	Q1 2023	Re-evaluated
	Implementation of a Duty Crew	Q3 2022	Complete
	Establish assembly time targets	Q4 2021	Complete
	Establish & report response time targets	Q1 2022	Complete
<i>IMPROVE HEALTH & WELLNESS</i>	Develop and implement Health & Wellness Program	Q3 2021	Complete
	Develop and implement a Cancer Prevention Program	Q3 2021	Ongoing Task
	Invest in additional mental health supports	Q1 2023	Underway
	Continued investment in quality PPE	Q1 2021	Ongoing Task
<i>ENHANCE RETENTION</i>	Develop and fund a Volunteer Firefighter Recognition Program	Q4 2021	Underway
	Re-examine the Volunteer Firefighter Compensation Policy	Q3 2021	Complete
	Expand professional development and personnel development opportunities	Q1 2022	Ongoing Task
	Develop a volunteer firefighter incentive program	Q3 2022	

Service Excellence & Continuous Improvement			
Goals	Objectives	Original Timeline	Current Status
<i>ACHIEVE ACCREDITATION</i>	Completion of Strategic Plan	Q1 2021	Complete
	Complete Community Risk Assessment	Q3 2021	Complete
	Completion of a Standards of Cover	Q1 2022	Complete
	Complete a Self Assessment	Q3 2022	Underway
	Develop a performance management framework	Q3 2022	Underway
<i>ADVANCE COMMUNITY RISK REDUCTION</i>	Expand fire safety programs	Q1 2022	Ongoing Task
	Increase education and inspection capacity	Q3 2021	Ongoing Task
	Expand community outreach programs	Q2 2022	Ongoing Task
	Explore opportunities for targeted community risk reduction	Q4 2022	Ongoing Task

Focused Resource Management			
Goals	Objectives	Original Timeline	Current Status
<i>IMPROVE FLEET PERFORMANCE</i>	Formalize apparatus replacement methodologies	Q2 2021	Complete
	Perform an apparatus deployment review	Q1 2024	Complete
	Develop a comprehensive Fleet Preventative Maintenance Program	Q4 2021	Underway
	Pursue Superior Tanker Shuttle Accreditation	Q3 2022	Complete
<i>INCREASE EMERGENCY PREPAREDNESS</i>	Install automatic backup power at all fire stations	Q3 2025	
	Establish primary EOC with backup power	Q4 2021	Complete
	Establish backup EOC with backup power	Q4 2021	Complete
	Revise Emergency Response Plan	Q1 2022	Complete
<i>MODERNIZE FACILITIES</i>	Installation of diesel exhaust capture systems in all fire stations	Q3 2025	Underway
	Create dedicated fitness facilities within each fire station	Q1 2024	Underway
	Establish dedicated decontamination areas for personal protective equipment in each fire station	Q4 2025	