




Hamilton

INFORMATION REPORT

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| TO: | Chair and Members Emergency and Community Services Committee |
| COMMITTEE DATE: | March 23, 2023 |
| SUBJECT/REPORT NO: | Hamilton Fire Department Service Delivery Plan (2019 - 2028) Progress Update 2022 (HSC19026(b)) (City Wide) |
| WARD(S) AFFECTED: | City Wide |
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| SIGNATURE: |  |

COUNCIL DIRECTION

Not applicable

INFORMATION

This Report provides a summary of the overall progress made from 2019-2022 on the Hamilton Fire Department's 10-year Service Delivery Plan with a specific focus on 2022 achievements and key operational performance metrics.

BACKGROUND

The Hamilton Fire Department's Service Delivery Plan (2019 – 2028) was approved by Council in June 2019 (Report HSC19026). The Plan was developed to provide direction and to optimize the delivery of a wide variety of services that fall into the larger categories of emergency response; oversight of the emergency management plan and program; public fire safety and education; and Ontario Fire Code enforcement now and into the future. The Plan serves as a road map for the Hamilton Fire Department (HFD) to navigate through challenges and capitalize on opportunities. It is an evergreen document that outlines the critical initiatives the HFD will implement in the coming years to achieve its 12 objectives that support the Plan's four Guiding Principles:

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| Optimized Service Delivery | Exceptional People and Performance | Robust Collaboration and Integration | Reduced Risk for a Safer Community |
|--|--|---|---|
| Innovative and effective use of technology | Skilled and diverse workforce | Coordination with City Departments/ Divisions/HFD | Community Risk Assessment response |
| Revenue generation opportunities | Healthy, inclusive and engaged workplace culture | Collaboration with external partners | Resourcing community growth demands |
| Existing resources efficiently utilized to maximum potential | Professional development opportunities | | Code Red response |
| Enhanced customer value proposition | | | |

The Plan addresses challenges faced by the HFD related to the significant growth that has and continues to occur in rural/suburban areas specifically Waterdown, Binbrook, Upper and Lower Stoney Creek. Furthermore, the Plan outlines how to manage Hamilton’s complex risk profile, which is comprised of high-density residential areas, industrial occupancies, topography of bodies of water, waterfalls, heavily wooded areas, and the escarpment.

The Plan also includes initiatives for building and cultivating meaningful internal and external partnerships, promoting employee development and engagement, enhancing performance metrics, and strengthening preventive measure to reduce risks to the community.

Summary of overall progress from 2019-2022

As of December 31, 2022, there are 98 actions within the Plan with:

- 35% complete;
- 47% in progress (with most of those actions being at least 50%+ complete);
- 10% on hold;
- 3% not started; and
- 5% deferred.

Most of the actions that are complete fall into the guiding principle areas of Optimized Service Delivery and Reduced Risk for a Healthier and Safe Community. Those actions that are in progress are equally weighted across all four principles. The actions that are either on hold or not started are mainly in this state due to delays resulting from impacts of Covid; delays in development (i.e. the construction of one (1) new composite station

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in Upper Stoney Creek); or were planned not to begin until later. The items that have been deferred, have been, because of the operational successes that have been realized based on 10-Year Plan actions that have been implemented. Deferred items include renovations of two (2) stations: Station 16 in Winona and Station 18 in Binbrook; the transition to a composite delivery model by introducing full-time day staff (Monday to Friday) at Stations 16 (Winona) and 18 (Binbrook) to support the Effective Firefighting Rescue Force (EFRF); and adding an additional full-time multi-purpose firefighting apparatus (Urban Pumper) in west Hamilton/Dundas into an existing station, which has been deferred and will be revisited with the reestablishment of the LRT project.

Summary of Status aligned with Guiding Principle (option to keep or remove)

| Guiding Principle | % of Actions associated with Principle | % Complete | % In Progress | % On Hold | % Not Started | % Deferred |
|---|---|-------------------|----------------------|------------------|----------------------|-------------------|
| Optimized Service Delivery | 41% | 21% | 14% | 4% | 1% | 0% |
| Exceptional People & Performance | 14% | 4% | 9% | 2% | 0% | 0% |
| Robust Collaboration & Integration | 9% | 2% | 6% | 1% | 0% | 0% |
| Reduce Risk for a Healthier & Safe Community | 36% | 8% | 18% | 3% | 2% | 5% |
| TOTAL % | 100% | 35% | 47% | 10% | 3% | 5% |

2022 Major Accomplishments

In 2022 there were nine actions that were completed, and seven projects moved to the status of in progress with a large number of actions continuing to move towards 100% completion. Since the last time an update was provided overall progress has improved in the following ways: 9% increase in completed actions; 7% increase in actions currently in progress; 12% decrease in actions not started; and 4% decrease in actions on hold or deferred.

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Highlights of achievements by guiding principle and objective areas in 2022 included:

Optimized Service Delivery

Innovative and Effective Use of Technology

- Created an interactive and layered map system, which added important details (i.e. trails, hydrants, gas lines etc.) that is used for training and district familiarization on in-station technology, which was then rolled out in January 2023.
- Fire Prevention Division introduced electronic processes to measure and track case file activity that will assist with operations and continuous process improvements.
- Stores Division introduced electronic processes to measure and track current inventory values, consumptions rates, and year over year comparators to assist with operational and continuous process improvements.
- Continued to develop Remotely Piloted Aircraft Systems (RPAS) through the deployment of “HFD-Air 1” (drone) response vehicle, that became fully licensed with 37 pilots trained meeting Federal training obligations and establishing HFD as a leader in assisting other first responders such as Police.
- RPAS - Drone technology (thermal imaging) assisted in locating and saving two lives of missing people. One in December 2022 and one in early January 2023.
- Utilization of remote technology to achieve 130 hours of Command and Incident Safety Officer training.
- Benefited from the launch of the City’s corporate Learning Management System (LMS) as one of the first City Departments involved in phase one of the program roll out.

Revenue Generation Opportunities

- Continued partnerships with Firehouse Subs to support drone program and Enbridge Project Zero Program for smoke and carbon monoxide (CO) detectors.
- Received a total of \$33,800 in grants with \$21,300 from Firehouse Subs and \$12,500 from Enbridge Project Zero.
- HFD became recognized as a designated RPAS - drone flight school that now presents potential future opportunities for revenue generation.

Existing Resources Efficiently Utilized to Maximum Potential

- Completed the Hazard Identification and Risk Assessment (HIRA) report meeting the Emergency Management and Civil Protection Act requirements.
- Quickly responded to product concerns and changed to a more environmentally friendly fire suppression foam product within a two week period.
- Increased operational capacity with the addition of a full-time recruit class to offset staffing challenges due to Covid.

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- Began the review of a secondary Communications location (Jones Road) to satisfy requirements of New Generation 911 (NG911) to efficiently maximize resources and collaborate with multi-agencies.
- Established a new work location structure for the Prevention Division that created more balanced opportunities for Acting Fire Safety Officers to work alongside a full-time Fire Safety Officer supporting continuity and succession planning.

Enhanced Customer Value Proposition

- Maintained and improved performance dashboards for each HFD division with key metrics to continue to inform evidenced-based decision-making.
- Re-started “Strong for You” monthly interview segments on Cable 14 with the Chief to highlight HFD programs and services delivered to residents.

Exceptional People and Performance

Skilled and Diverse Workforce

- Conducted two Camp FFIT (Future Firefighters in Training) sessions with a total of 48 students completing this training.
- Completed department wide Self-Contained Breathing Apparatus (SCBA) training due to an end-of-life cycle equipment change over.
- Conducted approximately 120 Live Fire trainings with new recruits (full-time and volunteer) and also included live fire training to over 85% of existing full-time and volunteer firefighters.
- Continued Leadership Team succession plans by revolving portfolio assignments and providing opportunities to gain knowledge and strengthen collective understanding of all areas of HFD.

Healthy, Inclusive and Engaged Workplace Culture

- Secured vendor for de-escalation training for front-line staff that will be implemented in 2023.
- Continued to ensure all newer employees are completing Road to Mental Readiness (R2MR) training and shifted training to Working Minds program.
- Developed a new partnership with Wounded Warriors (non-profit organizations that helps ill and injured veterans, first responders, and their families cope with PTSD).
- Completed 709 fit tests for SCBA.
- Introduced Employee and Family Assistance Program (EFAP) and Peer Support services to new hires and their families as part of our ‘Family Night’ that welcomes newest full-time firefighters and expanded to include volunteers in Q1 2023.

Professional Development Opportunities

- Completed training for 33 new full-time firefighter recruits and 35 new volunteer firefighter recruits.
- Implemented first phase of foundational core competency training program with senior command officers.
- Development opportunities offered for Rapid Intervention Teams (Train the Trainer: full-time and volunteer); haz mat instructor positions; medical heart & stroke instructors (full-time and volunteer); recruit lead instructors; volunteer coaches and mentors; apparatus instructors (full-time and volunteer); and Certified five (5) Blue Card Incident Command instructors.
- A new Probationary Fire Inspector Training program was established, which provides for better foundational training for new staff and touches on Hamilton Fire Department processes and procedures along with the various Ontario Fire College courses.
- 134 staff wrote promotional exams and seven staff received exam accommodations.
- Roll out of technology (i-pads) to all stations to facilitate learning opportunities.

Robust Collaboration and Integration

Coordination with City Departments/Divisions/HFD

- Strategy developed for the implementation of NG911 in collaboration with IT, Finance, and Police to evaluate facilities, software, hardware etc. and consultant completed evaluation of requirements.
- Developed Ice Rescue MOU with various internal departments, Hamilton Beach Rescue Unit, and Hamilton Police, which comprise the Tri-Water Rescue Unit.
- Continued broader corporate engagement throughout 2022.

Collaboration with External Partners

- Emergency Management conducted various community consultations through the completion of the Hazard Identification and Risk Assessment (HIRA).

Reduced Risk for a Safer Community

Community Risk Assessment Response

- Identified 2023 as a potential completion date of the new Fire Safety Community Risk Assessment.
- Continued to expand the public safety program in collaboration with agencies to address the needs of the vulnerable residents through cross Department collaboration and engagement with internal partners, school community partners, and external agencies. Examples of activities included engagement with seniors'

community groups and special needs students and teachers as well as conducting vulnerable occupancy fire drills.

- Increased Twitter engagement in the delivery of public safety messaging by adding content from different divisions such as Emergency Management, Fire Prevention, Fire Suppression etc.
- Framework has been developed and next steps identified for the “After the Fire” education program. Program was enhanced and involved door to door canvassing of neighbourhoods following significant fires in August and December. These canvassing efforts included fire prevention inspectors and fire suppression crews that offered inspections of smoke and CO alarms, general support, and printed materials. In 2023 work will include formalizing parameters and process; developing criteria; print and online; and aligning with Community Risk Assessment and 10-year Plan.
- Launched Spring Fire Safety Friday’s initiative at schools along with “Children’s Smoke Alarm Safety” video on Hamilton Public Library (HPL) YouTube Channel.
- Continued to assess and determine appropriate changes to service delivery to align with the City’s new Transportation Master Plan including participating in LRT conversations that resumed in 2022 with City and Metrolinx participants.
- Ice-water unit became operational (Tri-Service Water Rescue Unit).

Resourcing Community Growth Demands

- Ice Rescue: 124 personnel wrote National Fire Protection Association (NFPA) 1006 Ice Rescue exam (93 full-time, 31 volunteers).
- 52 firefighters trained as Incident Safety Officer to the NFPA standard.
- 65 trained to Elevator-Escalator Qualified Rescuer to the NFPA standard.
- Total of 81 firefighters trained according to various levels of Hazardous Materials NFPA standards.
- Station 17 (Upper Stoney Creek) and Station 24 (Waterdown) crew allocations were modified to more effectively support daily staffing assignments, which was implemented in January 2023.

Investments in Apparatus

- The purchase and deployment of one Trail response vehicle with both firefighting and rescue capabilities.
- The cost-effective complete refurbishment/retrofit of an existing near end of life rural firefighting tanker into a multi-use Firefighting Foam truck to support flammable/hazardous material incident operations.

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2022 Key Operational Performance Metrics

Response Times

To optimize service delivery, the HFD analyzes Hamilton’s changing environment, risk profiles, and circumstances and then adapts its operations. The following charts show the progress that the HFD has made through the implementation of several action items identified in the 10-Year plan to reduce total response times. The total response times are measured and evaluated relative to the 90th percentile response time/service level targets that were approved by Council and adopted by the HFD as part of the 10-Year Plan.

Total response time is defined as the total time it takes from when Fire Dispatch receives the call, dispatches the apparatus or station, turn out time at the station, and travel time to the incident scene.

As shown below, most HFD total response times for first on scene apparatus for a Non-medical call and a medical call in 2022 have improved relative to the 90th percentile target times identified in the Plan.

| <u>First on scene for a Non-medical call</u> | | |
|---|---|--|
| Response Type | 90th Percentile Approved Target Mins/Sec. | 90th Percentile Actuals as of February 13, 2023) Mins/Sec. |
| Full-Time | 07:54 | 07:12 - (33 second reduction) |
| Composite | 07:54* | 07:12* |
| Volunteer | 16:25 | 17:19 - (54 second increase) |

* the 90th percentile composite response reflects the utilization of a Full-time resource in the response.

| <u>First on scene for a Medical call</u> | | |
|---|---|--|
| Response Type | 90th Percentile Approved Target Mins/Sec. | 90th Percentile Actuals as of February 13, 2023) Mins/Sec. |
| Full-Time | 07:37 | 6:08 - (1:29 reduction) |
| Composite | 07:37* | 6:08* |
| Volunteer | 14:56 | 13:18 - (1:38 second reduction) |

* the 90th percentile composite response reflects the utilization of a full-time resource in the response.

HFD also measures the total response time to have an Effective Firefighting and Rescue Force (EFRF) consisting of a minimum of four, four-person apparatus arriving on scene. EFRF is the convergence of resources required on scene to efficiently and safely conduct the initial fire suppression and/or rescue operations at a fire scene and during the following operations: rope rescue, confined space, ice water rescue, hazardous materials, and complex rescues.

| <u>Time for the convergence of an Effective Firefighting and Rescue Force (EFRF)</u> | | |
|---|---|--|
| Response Type | 90th Percentile Approved Target Mins/Sec. | 90th Percentile Actuals as of February 13, 2023) Mins/Sec. |
| Full-Time | 10:54 | 8:47 - (2:07 reduction) |
| Composite | 18:51 | 14:24 - (4:27 reduction) |
| Volunteer | 20:45 | 20:30 - (15 second reduction) |

It is anticipated that the response times and HFD’s ability to assemble effective firefighting and rescue force will continue to improve with fully operational updated response plans, closest unit dispatch, and the dedicated resource investments made to date. Commitments and initiatives in the Plan will continue to be evaluated based on risk and data-driven need prior to proceeding with further action plans and/or budgetary requests.

Once 2023 is complete the Plan will have reached the mid-way point, creating an opportunity to consider the potential for a deeper review of the Plan when we provide the 2023 Progress Update.

APPENDICES AND SCHEDULES ATTACHED

Not applicable