



Hamilton Fire Department (HFD) Service Delivery Plan (2019 - 2028) Action Plan Status - September 30, 2020

OBJECTIVE/INITIATIVES	ACTIONS	START DATE	END DATE	%	COMPLETE	STATUS	STATUS UPDATE
1. Innovative and effective use of technology							
1.1 Leverage integration with Corporate database applications	Learning Management System (LMS) - Human Resources Peoplesoft Training Administration integration with Fire Data Management (FDM) training records	2020	2020	↑	80	In Progress	
	Learning Management System (LMS) in collaboration with Human Resources enterprise platform	2021	2022			Not started	
	Automated Geographic Information System (GIS) mapping quarterly updates to Computer Aided Dispatch (CAD)	2019	2020	⇒	50	In Progress	
	Automated dispatch and GIS mapping capabilities to in-station screens	2020	2021	⇒	50	In Progress	
	FDM Information Technology (IT) support requests automated to IT Service Desk in conjunction with IT centralization	2020	2020	↑	100	Completed	
	Fire Prevention online service intake and payment	2020	2020	⇒	70	In Progress	Go live Q4 2020
	Moneris gateway application for Fire Prevention online and phone payment options	2020	2020	↑	80	In progress	
1.2 Investigate updated mobile information system for Hamilton Fire Department vehicles	Navigation platform for apparatus to replace current mobile data terminals	2019	2020	⇒	70	In progress	Pilot project underway. Go live Q1 2021
	Apparatus operational support platform to enable tactical and incident management support	2021	2021			Not started	
	Fire Prevention mobile office	2020	2020	↑	80	In Progress	Go live Q4 2020
1.3 Explore the use of drone technology	Training and implementation of Remotely Piloted Aircraft System (RPAS) program	2019	2021	⇒	70	In Progress	Delayed due to COVID
1.4 Expand the utilization of the asset management platform within Fire Data Management (FDM)	Public Works Enterprise Asset Management Initiative opportunities available once implemented.	2019	2021			On hold	Potential interim FDM capabilities
1.5 Explore use of technology to support information sharing for large scale emergency response	Virtual capabilities for offsite meeting and online program coordination utilizing Webex	2020	2023	↑	100	Completed	
1.6 Develop the capability for residents to access Hamilton Fire Department services online including payment portal	Moneris gateway application for Fire Prevention online and phone payment options	2019	2023	⇒	70	In Progress	Go live Q4 2020
	Fire Prevention online service intake and payment	2020	2020	⇒	70	In Progress	Go live Q4 2020
	On line burn permit application and payment	2020	2020	↑	100	Completed	Go live May 14, 2020
2. Revenue generation opportunities							
2.1 Explore the use of Multi Agency Training Academy by external parties	2.1 (a) Establish appropriate user fee within User Fee By-Law during budget process	2020	2020			On hold	Delayed due to COVID
2.2 Investigate and access new funding streams such as grants	Grant application for drone purchase	2020	2020	↑	100	Completed	2019 Firehouse Grant received
	Annual smoke and carbon monoxide (CO) alarm grant submissions	2019	2020	↑	100	Completed	2019 Enbridge Project Zero alarms donation
2.3 Explore funding strategies through provision of additional Fire Department services	2.3 (a) Establish appropriate user fee within User Fee By-Law during budget process	2020	2020			On hold	Delayed due to COVID
	Establish new users fees with User Fee By-Law during budget process for existing services	2020	2020	↑	100	Completed	New fees for Capacity Cards, Pyrotechnics and Alternative Reviews. Full cost recovery on Burn Permit fee



Hamilton Fire Department (HFD) Service Delivery Plan (2019 - 2028) Action Plan Status - September 30, 2020

3. Existing resources efficiently utilized to maximum potential							
3.1 Investigate opportunities to maximize use of current resources in all Divisions	3.1 (a) Convert/change Engine 5 to a Ladder in the East Mountain and Upper Stoney Creek using existing apparatus	2019	2019	↑	100	Completed	
	3.1 (b) Convert existing Rescue 1 (Hamilton downtown) to a multipurpose apparatus (Urban Pumper) using existing complement and apparatus	2019	2019	↑	100	Completed	
	3.1 (c) Convert existing Rescue 12 (Stoney Creek) to a multipurpose apparatus (Ladder) using existing complement and apparatus	2019	2019	↑	100	Completed	
	3.1 (d) Convert existing Rescue 4 (Hamilton Mountain) to a multipurpose apparatus (Engine) using existing complement and apparatus	2019	2019	↑	100	Completed	
	3.1 (e) Convert existing Volunteer Ladder 15 (Lower Stoney Creek) to a multipurpose apparatus (Pumper) using existing apparatus	2019	2019	↑	100	Completed	
	3.1 (f) Redeploy the three Rescue Units to Volunteer Response Areas	2019	2019	↑	100	Completed	
3.2 Conduct accommodations/facilities review to increase efficiencies and promote community focused and collaborative work environments (Mechanical Division, Fire Prevention, Training Division)	3.2 (a) Relocate Mechanical Operations including reconciling Stores and Parts services to the lands adjacent to the Multi Agency Training Academy	2021	2025			Not started	Deferred
	Fire Prevention community focused mobile office	2020	2020	↑	80	In Progress	Go live Q4 2020
	Multi Agency Training Academy - Training Division learning and resource center facility upgrades	2019	2020	↑	100	Completed	
3.3 Identify opportunities to create a multifunctional resilient workforce within existing organizational structure	3.3 (a) Cross train and expand the role of four existing Safety Officers to include Shift Training Instructor	2019	2020	⇒	75	In Progress	Delayed due to COVID
	3.3 (b) Cross train and utilize front line Fire Operations staff in an expanded Fire Prevention and public safety education role	2019	2022			On hold	Delayed due to COVID
3.4 Complete strategic review of the Emergency Management Program based on Hazard Identification and Risk Assessment (HIRA) and Emergency Management and Civil Protection Act requirements		2020	2020			On hold	Delayed due to COVID
3.5 Review the medical tiered response agreement with the Hamilton Paramedic Service to ensure the appropriate resources are dispatched relative to patient need		2020	2020	↑	100	On hold	Delayed due to COVID
4. Enhanced customer value proposition							
4.1 Continue to measure citizen satisfaction of the services being provided by the HFD	4.1 (a) Conduct citizen survey on a continuing three-year cycle from initial 2018 baseline	2021	2021			Not started	
4.2 Establish forward facing and internal tools to communicate performance results	4.2 (a) Develop performance dashboards to be utilized for evidence-based decision making	2019	2020	↑	100	Completed	
	4.2 (b) Enhance performance metrics for each Division to monitor, evaluate and improve performance using a results-based accountability approach	2019	2020	⇒	50	In Progress	Divisional metrics underway. Go live Q4 2020
4.3 Define the value for money proposition of the services being provided to citizens	Cable 14 production "Strong For You" show to highlight HFD programs and services delivered to residents	2019	2020	↑	100	Completed	Suspended mid season due to COVID. Fall season underway
4.4 Investigate a simultaneous dispatch protocol with the Hamilton Paramedic Service		2020	2022			On hold	Delayed due to COVID



Hamilton Fire Department (HFD) Service Delivery Plan (2019 - 2028) Action Plan Status - September 30, 2020

5. Skilled and diverse workforce							
5.1 Identify strategies using an equity, diversity, and inclusion (EDI) lens to build a diverse workforce that reflects the community	5.1 (a) Expand the Camp FFIT (Female Firefighters in Training) concept to broader community groups	2019	2022	↑	100	On hold	Spring launch of Firefighters in Training Camp suspended due to COVID
	Implement diverse workforce recruitment initiatives utilizing Equity and Diversity strategies in partnership with HR	2020	2021			In Progress	
5.2 Explore strategies to enhance the hiring process to better meet the needs of the HFD and the community	5.2 (a) Implement pre-hire component of recruit training program as a condition of employment	2019	2021			On hold	Delayed due to COVID
	Implement continuous improvements in recruitment process to enhance candidate resiliency and reduce hiring timelines	2019	2020	↑	80	In Progress	Career recruitment Q4 2020; Volunteer process in progress
5.3 Develop a plan for Leadership Team succession planning	Revolving portfolio assignments for Assistant Deputy Chief positions to ensure HFD wide operational knowledge	2019	2021	↑	100	Completed	
	Implement Fire College training program certification for Assistant Deputy Chief positions	2020	2022			On hold	Delayed due to COVID
	Review and update all HFD job descriptions to ensure reflective of duties and qualifications	2020	2021	↓	20	In Progress	
6. Healthy, inclusive and engaged workplace culture							
6.1 Continue to update and enhance the Health & Wellness Program based on staff needs	6.1 (a) Complete Road To Mental Readiness training	2019	2020	↓	40	In Progress	Delayed due to COVID
6.2 Identify opportunities to create a more inclusive workplace culture	Development of communication portal to allow timely communication flow and connectivity for staffing, stations and committees	2019	2023	↑	80	In Progress	Go live Q1 2021
	Mandatory training sessions for all personnel facilitated by HR (It Starts With You, Creating and Maintaining a Respectful and Supportive Workplace, Transgender Protocol)	2020	2021	→	50	In Progress	
6.3 Leverage Our People Survey results to enhance employee engagement	6.3 (a) Further develop and enhance formal recognition program	2019	2020	↑	100	Completed	Intranet and social media recognition, recognition wall
7. Professional development opportunities							
7.1 Investigate strategies to encourage, support and promote ongoing growth and development of all personnel	7.1 (a) Create Department-wide mentoring programs to expose staff to all facets of the fire service and enhance skill development	2019	2023			On hold	Delayed due to COVID
	7.1 (b) Implement a Department-wide foundational core competency training program for all personnel in all divisions	2019	2020	→	50	In Progress	Delayed due to COVID
	Learning platform technology in-station to facilitate individual training opportunities	2020	2021	↓	40	In Progress	
8. Coordination with City Departments/Divisions/HFD							
8.1 Conduct a feasibility study for a centralized model in training for all divisions to ensure consistency and continually improve competencies		2021	2022			Not started	
8.2 Implement strategies to ensure the continuity of core City services during emergencies	8.2 (a) Collaborate with all City Departments to implement, test, maintain and expand the Corporate Business Continuity Program	2019	2023			On hold	Delayed due to COVID
	Implementation of New Generation 911 (NG911) in collaboration with IT, Finance and Hamilton Police Service	2021	2024			Not started	
8.3 Increase the level of involvement with City Departments to ensure the collaborative planning for growth in the City		2019	2024			On hold	Delayed due to COVID



Hamilton Fire Department (HFD) Service Delivery Plan (2019 - 2028) Action Plan Status - September 30, 2020

8.4 Support and participate in Healthy and Safe Communities Department integration and departmental/corporate continuous improvement initiatives	Department wide policies and procedures review	2020	2022	↓	10	In Progress	
	Transition of resources and systems per IT Centralization	2019	2019	↑	100	Completed	
	Corporate Trunked Radio contract negotiation and transition of ongoing oversight to IT Services	2019	2020	↑	100	Completed	
9. Collaboration with external partners							
9.1 Identify strategies to promote emergency preparedness with community partners	9.1 (a) Work with targeted local businesses to develop individualized Business Continuity Plans	2019	2023	↓	20	In Progress	Long term care facilities completed. Delayed due to COVID
9.2 Investigate the merits of a co-locating dispatch centre with the Hamilton Paramedic Service and the Hamilton Police Service	City Lab initiatives through McMaster University to investigate Internet of Things (IoT) and firefighter safety technologies	2019	2022	⇒	50	In Progress	Two student groups in midst of researching identified projects. Ongoing through school terms
10. Community Risk Assessment response							
10.1 Develop and implement a collaborative, strategic and targeted approach to public safety education that addresses community risk (First Line of Defence)	10.1 (a) Expand partnerships with City Departments, educational institutions, community agencies, cultural organizations, businesses and industries to develop and disseminate public safety information	2019	ongoing	⇒	50	In Progress	Various initiatives completed with internal partners and external agencies
	10.1 (b) Continue to partner with local school boards to expand public safety curriculum, including the arson education program	2020	ongoing	⇒	50	In Progress	Delayed due to COVID
	10.1 (c) Expand public safety information produced in multiple languages reflective of the community	2020	2021	↓	20	In Progress	Delayed due to COVID
	10.1 (d) Expand the public safety program in collaboration with agencies to address the needs of the vulnerable residents	2020	ongoing	⇒	50	In Progress	Various initiatives completed with internal partners and external agencies
	10.1 (e) Increase presence on Twitter and consider expanding to other social media platforms to deliver public safety messaging	2019	ongoing	↑	100	Completed	Increased Twitter engagement
	10.1 (f) Analyze public education efforts to evaluate effectiveness in improving outcomes in community public safety	2019	2025			On hold	Delayed due to COVID
	10.1 (g) Expand/Increase opportunities to utilize front line Fire Operations personnel in the delivery of public education initiatives	2019	2023			On hold	Delayed due to COVID
	10.1 (h) Formalize an 'After the Fire' educational program that utilizes Fire Prevention and Fire Operations personnel to deliver information to residents in a neighbourhood recently affected by fire	2019	2020			On hold	Delayed due to COVID
	10.1 (i) Increase public awareness of services offered by the Fire Prevention Division	2019	2020	↑	80	In Progress	Social media public education
	10.2 Identify safety standards and code enforcement strategies to address risks (Second Line of Defence)	10.2 (a) Work with the Planning and Economic Development Department to educate homebuilders (and homeowners) on the benefits of sprinkler systems and encourage builders to offer sprinkler systems as an option for new home construction	2020	ongoing			On hold
10.2 (b) Develop an objective inspection program that includes a self-assessment component utilizing resources from both Operations and Fire Prevention Divisions		2021	2021			Not started	Delayed due to COVID
10.2 (c) Conduct pre-fire tactical surveys of all risk occupancies and log information to a common database within FDM accessible to all Divisions		2019	ongoing			On hold	Delayed due to COVID



Hamilton Fire Department (HFD) Service Delivery Plan (2019 - 2028) Action Plan Status - September 30, 2020

10.3 Identify opportunities to lessen the impact of risks through effective emergency response (Third Line of Defence)	10.3 (a) Continue to assess and determine appropriate changes to service delivery that aligns with the City's new Transportation Master Plan	2019	ongoing			On hold	Delayed due to COVID
	10.3 (b) Update emergency response procedures for the higher risk occupancies based on the HIRA and the Community Risk Assessment	2019	2025	↑	100	Completed	Revised response plans go live August 26, 2020
	10.3 (c) Update dispatch protocol to ensure deployment of resources is based on risk and closest unit	2019	2021	↑	100	Completed	Go live August 26, 2020
	10.3 (d) Develop a Tri-Service Water Rescue Unit in collaboration with the Hamilton Police Service and Hamilton Beach Rescue Unit to service inland waters as extension of the ice rescue unit	2020	2021	↓	10	In Progress	Go live Q1 2022
	10.3 (e) Acquire response apparatus to transport and supply firefighting foam to respond to hazardous materials incidents	2020	2021	↓	30	In Progress	Delayed due to COVID
	10.3 (f) Acquire nature trail response vehicle and a vehicle to transport it to be able to more effectively and efficiently responds to incidents	2020	2020	↓	30	In Progress	Delayed due to COVID
	10.3 (g) Enhance partnerships between HFD divisions and external partners (such as hospitals, industries, and learning institutions) regarding sharing information, training and exercise programs	2019	2025			On hold	Delayed due to COVID
	Water Tanker Shuttle Service accreditation for rural commercial and residential properties with fire insurance grading through Fire Underwriters Survey (FUS)	2019	2020	↑	100	Completed	
11. Resourcing community growth demands							
11.1 Identify enhancements to current resources required to mitigate risks to be integrated into the City's capital budget process	11.1 (a) Secure a long-term lease or purchase the land and property for existing Station 14 (Chapel Hill and Hwy. 20)	2021	2021			Not started	
	11.1 (b) Explore an expansion of the training facility to accommodate additional classroom space and outdoor training	2020	2022			On hold	Under review
11.2 Identify opportunities to leverage and implement composite service delivery model to maintain service levels in areas with increased risk profile	11.2 (a) Change the level of response from Volunteer to Composite within the following boundaries and assess the impact to area rating: <ul style="list-style-type: none"> • Greens Road (lower Stoney Creek) easterly to Fruitland Road, from the escarpment to the lake will be maintained as a composite response area. Fruitland Road easterly to the Grimsby border from the lake to the escarpment will be changed from a volunteer response area to a composite response area • Rymal Road East to Golf Club Road between Regional Rd 56 and Trinity Church Road • Twenty Road southward to Dickenson Road between Glover Road and Glancaster Road • Airport Industrial Park and the Hamilton International Airport property 	2020	2020	↑	100	Completed	Go live August 26, 2020



Hamilton Fire Department (HFD) Service Delivery Plan (2019 - 2028) Action Plan Status - September 30, 2020

11.3 Identify resource gaps needed to mitigate increased risk to be integrated into the City's operating and capital budget process	11.3 (a) Create a multi-functional Firefighter Safety/Accountability Officer position, one per platoon, to ensure on-scene safety of Operations staff and provide shift training	2020	2020	↑	80	In Progress	Operational Q4 2020
	11.3 (b) Continue transition of composite delivery model by increasing full time firefighting staff at Station 17 (Upper Stoney Creek) to support EFRF through implementation of 5-person Monday to Friday day crew (8:00 am – 4:00 pm)	2020	2020	↑	80	In Progress	Operational January 2021
	11.3 (c) Continue transition of composite delivery model by increasing full time firefighting staff at Station 24 (Waterdown) to support Effective Firefighting and Rescue Force (EFRF) through implementation of 5-person Monday to Friday day crew (8:00 am – 4:00 pm)	2020	2020	↑	80	In Progress	Operational January 2021
	11.3 (d) Construct a new station in Waterdown and relocate fulltime HFD resources from existing Parkside location	2019	2022	↓	10	In Progress	Joint initiative with Hamilton Police Service
	11.3 (e) Maintain a viable and sustainable Volunteer Division by increasing the number of volunteer firefighters at the following stations from 25 to 40: • Station 18 – Binbrook • Station 19 – Mount Hope • Station 21 – Ancaster • Station 24 – Waterdown • Station 25 – Greensville • Station 26 – Lynden • Station 27 – Rockton • Station 28 – Freelton	2021	2027			Not started	
	11.3 (f) Begin the transition to a composite delivery model by introducing full time staff at Station 16 (Winona) to support EFRF through implementation of 5-person Monday to Friday day crew (8:00 am – 4:00 pm)	2021	2021			Not started	Deferred
	11.3 (g) Begin the transition to a composite delivery model by introducing full time staff at Station 18 (Binbrook) to support EFRF through implementation of 5-person Monday to Friday day crew (8:00 am – 4:00 pm)	2021	2021			Not started	Deferred
	11.3 (h) Construct a new composite station in Upper Stoney Creek	2023	2025			Not started	Deferred
	11.3 (i) Renovate Station 16 (Winona) to a composite station to accommodate the addition of a full time 24/7 crew	2023	2024			Not started	Deferred
	11.3 (j) Renovate Station 18 (Binbrook) to a composite station to accommodate the addition of a full time 24/7 crew	2025	2026			Not started	Deferred
	11.3 (k) Add an additional fulltime multi- purpose firefighting apparatus (Urban Pumper) in west Hamilton/Dundas into an existing station	2026	2027			Not started	Deferred
11.4 Investigate additional resource gaps in all Divisions including Leadership Team due to the increased workload and growth. To be integrated into the City's operating budget process		2020	ongoing			On hold	Delayed due to COVID



Hamilton Fire Department (HFD) Service Delivery Plan (2019 - 2028) Action Plan Status - September 30, 2020

12. Code Red Response

12.1 Explore opportunities for involvement and collaboration with key civic stakeholders to address Code Red to affect positive change in the health and well-being of the citizens of Hamilton through use of Fire Department resources and programs		2020	ongoing		On hold	Delayed due to COVID
---	--	------	---------	--	---------	----------------------