



**2020 - 2021**

# Halifax Regional Fire & Emergency Annual Report

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## Hello readers,

What a year 2020 – 21 was. From a recast budget during the start of a global pandemic, to operating an Emergency Operations Centre virtually, to being confronted by the startling inequities that a pandemic creates, to the very real and distressing stories the Black Lives Matter movement brought to the surface and demanded to finally be heard, it was a roller coaster for many. Certainly, one for the history books not just for HRFE but for everyone around the globe.

Something that I'm sure many heard this year was that "we're all in the same storm, but not the same boat". As your Fire Chief, this year it was vital to me that everyone in our community continued to receive the essential fire and emergency services that HRM depends on during a crisis. I'm exceptionally proud of the COVID 19 emergency response of our crews, and you'll see in the next few pages I've highlighted just some of the accomplishments and services that we were able to provide.

Pandemic or not, transparency remains a central pillar of our work and therefore I'm pleased to provide you with our second annual report. I hope you continue to find this resource useful, and I encourage you to reach out to us with suggestions you may have for the year ahead.

### **Kenneth Stuebing**

Executive Director, Fire Chief



# WHO WE ARE

## Our Cornerstones



Public Safety  
and Trust



Workplace  
Safety



Performance  
and Brand  
Integrity

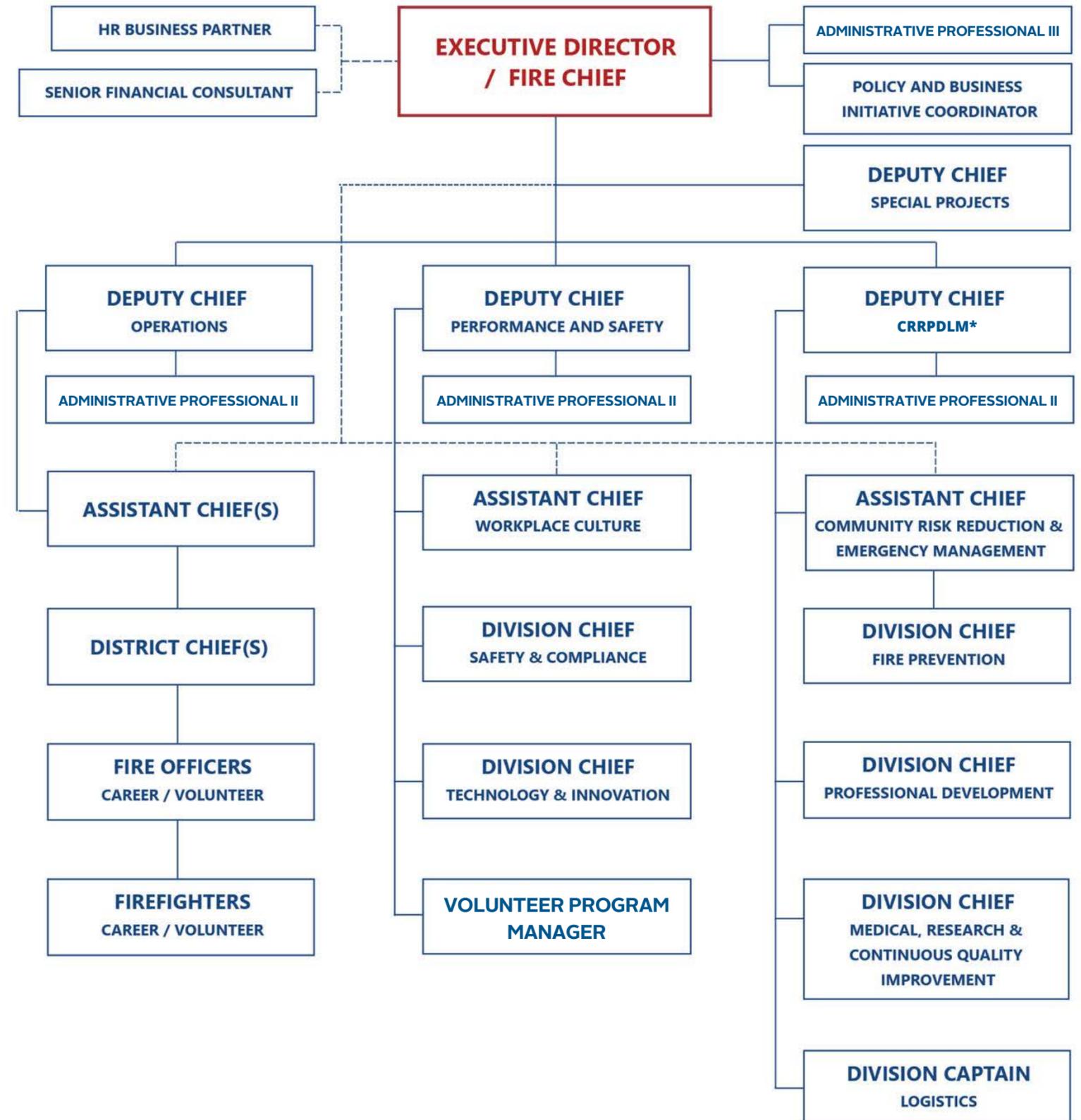


Teamwork  
and Leadership

## HRM's Administrative Order 2018-006-OP Respecting HRFE

outlines the types of services that we are to provide, and the level of service. It also outlines our responsibility for Emergency Management Coordination, By-Law E-100, fire prevention, and responsibility as the Local Assistant to the Fire Marshal with respect to inspections, investigations, public education and code enforcement. *The full administrative order is available on our website*

## Organizational Chart



\* Community Risk Reduction, Professional Development, Logistics & Medical

## OUR VISION

Creating a safe community through protection of life, property and environment.

## OUR MISSION

Our members are dedicated to enhancing and preserving quality of life, property and environment through education, leadership, partnerships, and effective response to emergencies to ensure the citizens of HRM live in safe, inclusive and welcoming communities.



## OUR VALUES - SPIRIT

### **SAFETY:**

commitment to a safe community and workplace

### **PRIDE:**

in our performance, the service we provide and the communities we serve

### **INTEGRITY & ACCOUNTABILITY:**

in everything we do, an organization that is trusted by those we serve

### **RESPECT:**

the uniqueness and diversity of others. All our actions and interactions with others reflect on HRFE

### **INNOVATION:**

building a sustainable emergency service strategy for the future and remaining relevant in a changing landscape

### **TEAMWORK & COMMUNICATION:**

together we are better open, honest, timely and respectful

# PROMOTIONS

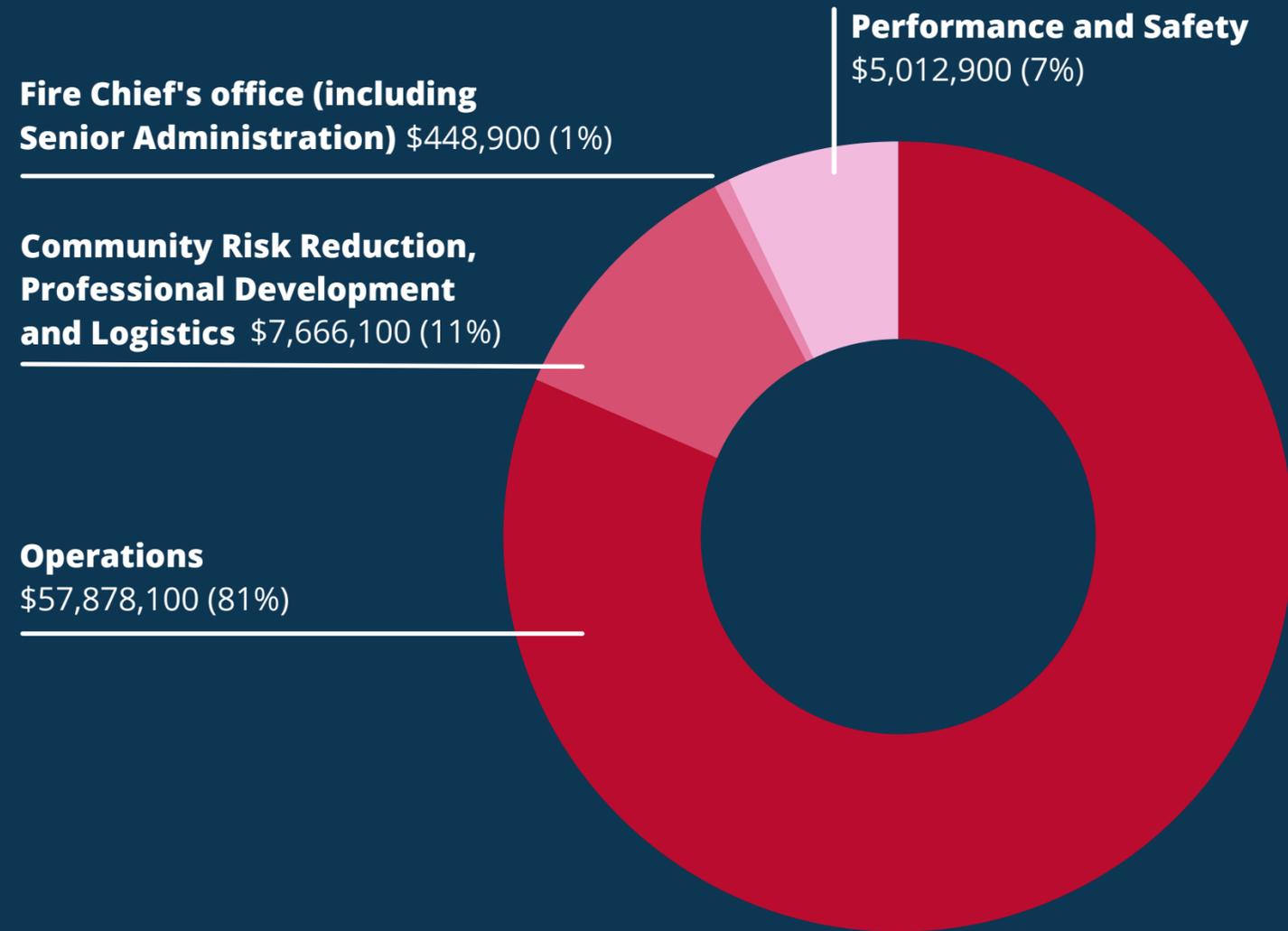


FULL NAME	2020/21 PROMOTIONS
Blair Manning	Lieutenant (V)
Blake Mann	Station Captain (V)
Christopher Tait	Lieutenant (V)
Cole Jean	Station Captain (V)
Donald Thompson	Station Captain (V)
Eugene Justason	Lieutenant (V)
Evan Stevens	Lieutenant (V)
Fred Layton	Platoon Captain (V)
Hugues MacKay	Platoon Captain (V)
Izaak David	Station Captain (V)
James Lowe	Station Captain (V)
James Webber	Station Captain (V)
Jared Doucette	Platoon Captain (V)
Jeffrey Pickrem	Lieutenant (V)
John Nickerson	Platoon Captain (V)
Jonathan Pike	Admin LT (V)
Justin Gregg	Lieutenant (V)
Laura Allen	Lieutenant (V)
Mark Myers	Lieutenant (V)
Meghan (Eva) Rushton	Lieutenant (V)
Michael Stevens	Station Captain (V)
Mike Hull	Station Captain (V)

FULL NAME	2020/21 PROMOTIONS
Murray Lunn	Lieutenant (V)
Neil Lewis	Lieutenant (V)
Nick Yeomans	Station Captain (V)
Pamela Wolodka	Lieutenant (V)
Patrick Sangster	Firefighter
Richard Prevost	Lieutenant (V)
Robert Andrews	Lieutenant (V)
Robert Bartlett	Lieutenant (V)
Scott Conway	Lieutenant (V)
Trevor Harvie	Station Captain (V)
Shelby Lendrum	Station Captain (V)
Wayne Ash	Captain
Erica Carroll	Fire Prevention Officer
Tyson Meisner	Captain
Wade Grandy	Captain
Allison Patriquin	Fire Inspector
Scott Ramey	Division Chief
Wendy Shulman	Volunteer Program Manager
Leeann Meredith	Captain
Joe Triff	Captain
Dewar MacDougall	Captain
Ryan Engels	Captain

# TOTAL BUDGET: \$71,006,000

## 2020/21 OPERATING BUDGET BY SERVICE AREA

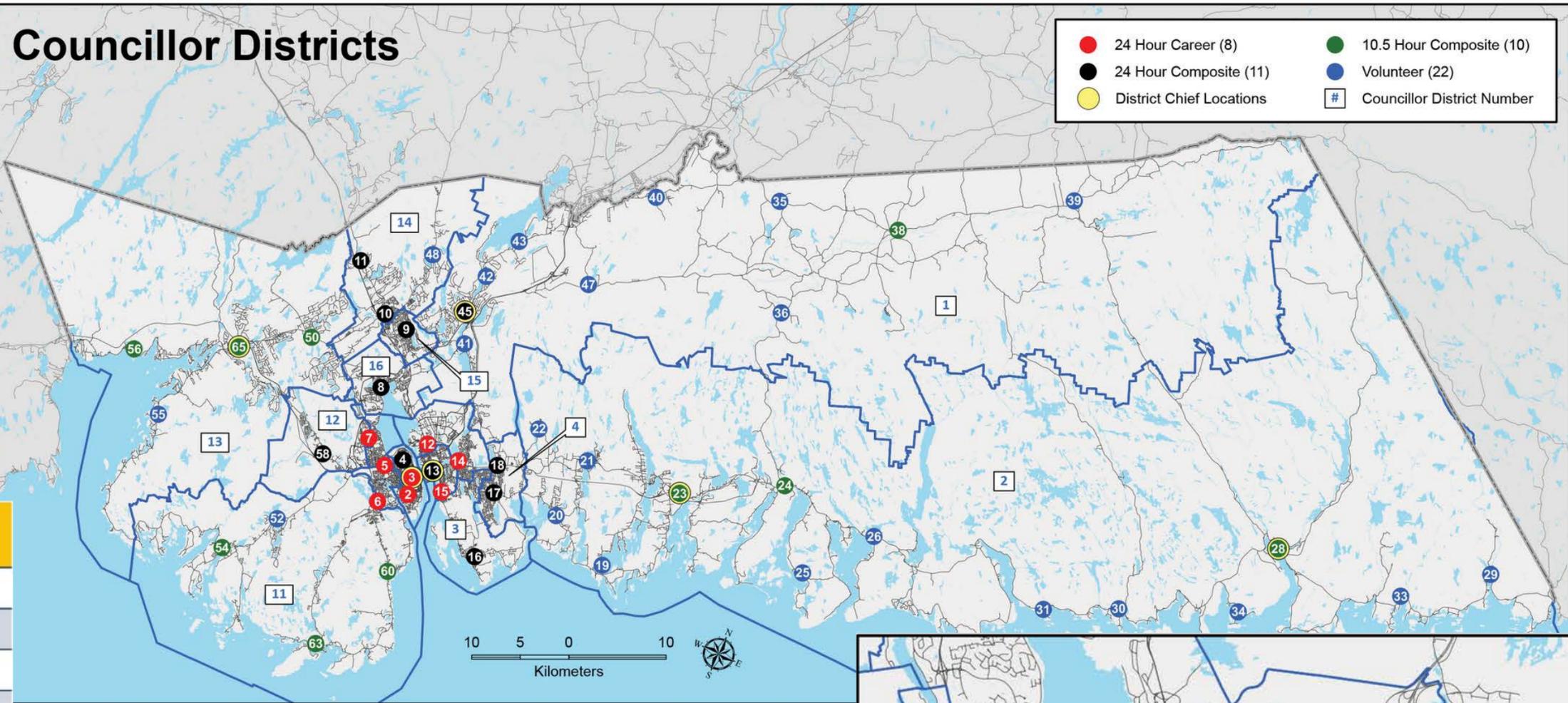


EXPENDITURES SUMMARY		
EXPENDITURES	2019/20	2020/21
Building Costs	\$171,600	\$171,600
Compensation and Benefits	\$69,233,900	\$68,806,600
Debt Service	\$400,900	\$0.00
Equipment & Communications	\$408,300	\$387,100
External Services	\$262,500	\$299,400
Office	\$252,100	\$212,100
Other Fiscal	\$185,300	\$160,300
Other Goods & Services	\$954,900	\$722,900
Supplies	\$596,200	\$608,700

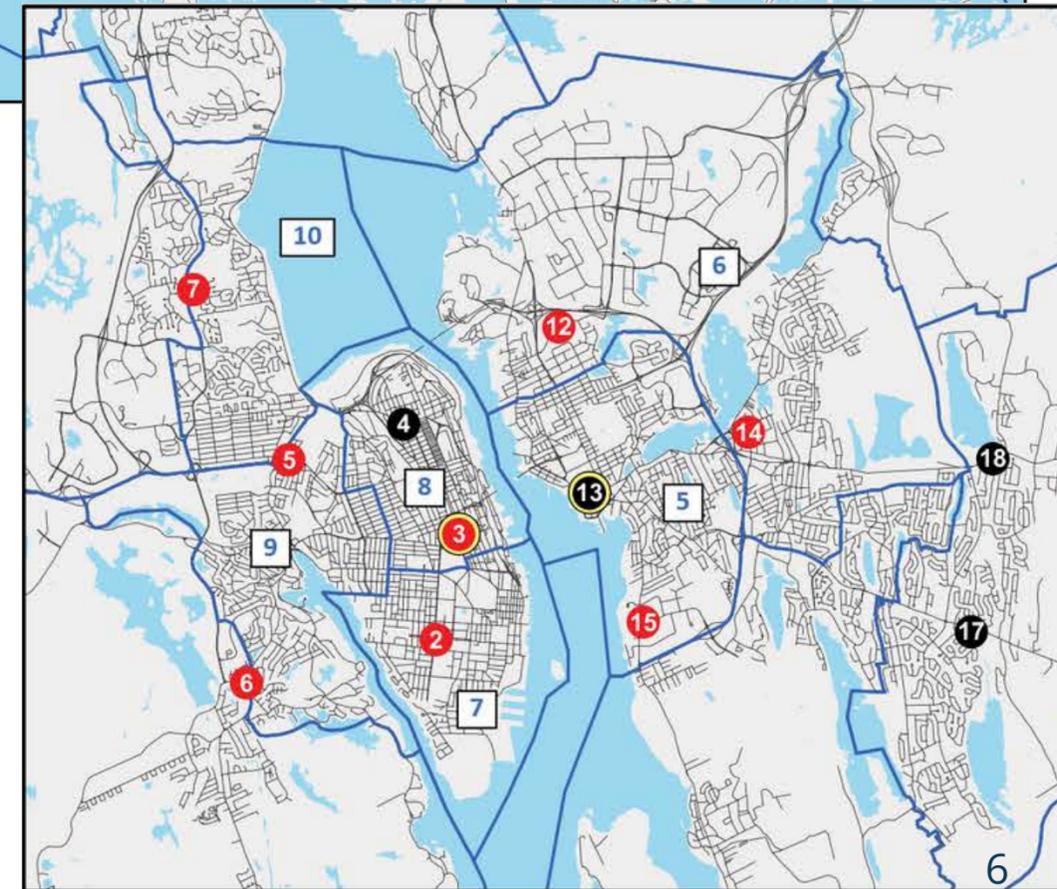
# RESPONSE AREAS

## Incidents By District

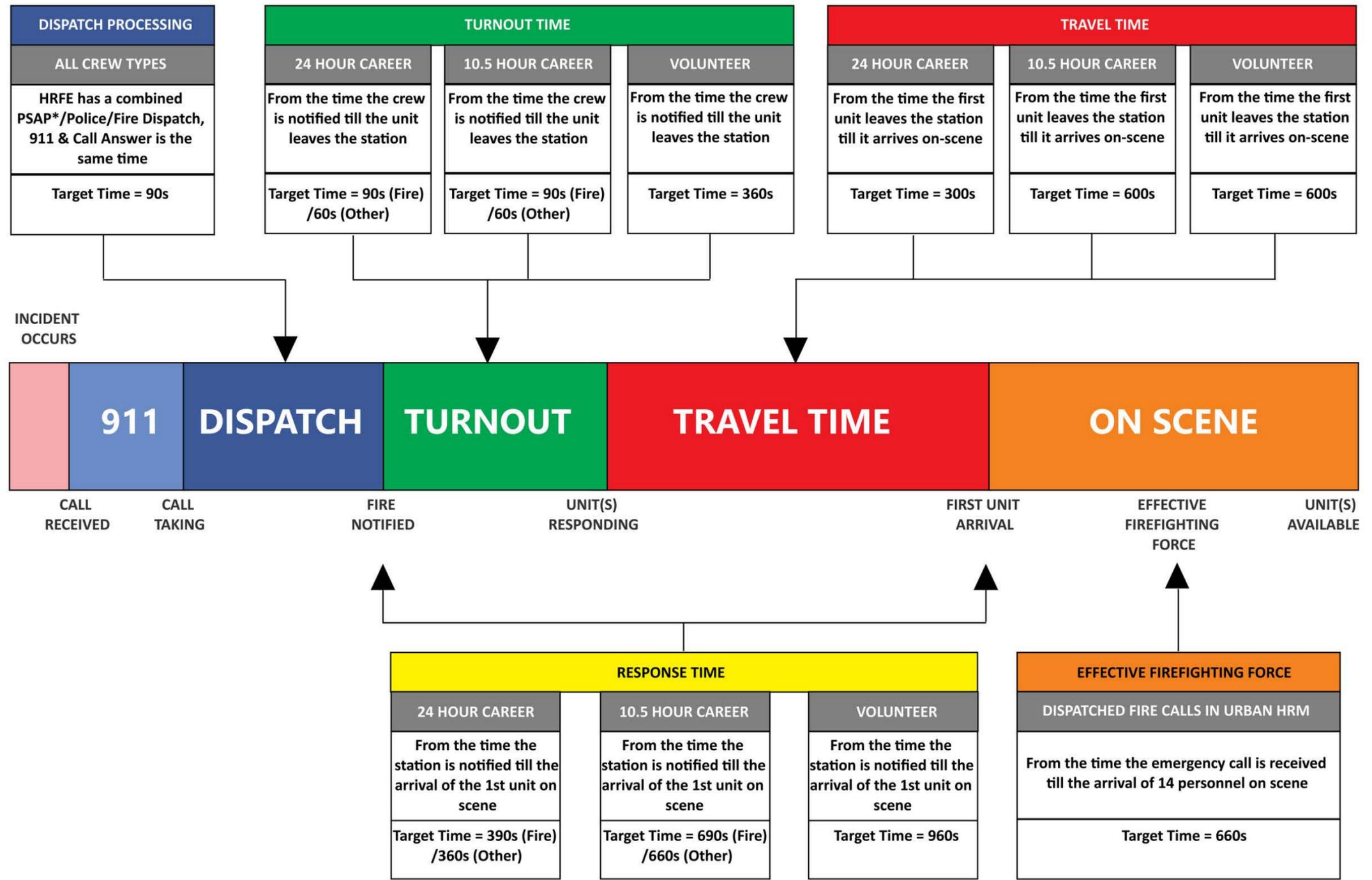
DISTRICT ID	FIRE STATIONS WITHIN DISTRICT	# OF INCIDENTS
1	10	499
2	14	568
3	1	386
4	2	334
5	2	591
6	2	835
7	1	942
8	2	640
9	1	500
10	1	472
11	5	562
12	1	461
13	4	434
14	3	295
15	1	393
16	1	569



- |                      |                                  |                          |
|----------------------|----------------------------------|--------------------------|
| #1 Dartmouth (HQ)    | #19 East Lawrencetown            | #40 Dutch Settlement     |
| #2 Halifax           | #20 Lawrencetown                 | #41 Waverley             |
| #3 Halifax           | #21 Lake Echo                    | #42 Wellington           |
| #4 Halifax           | #22 North Preston                | #43 Grand Lake           |
| #5 Halifax           | #23 Chezzetcook                  | #45 Fall River           |
| #6 Halifax           | #24 Musquodoboit Harbour         | #47 Goffs                |
| #7 Halifax           | #25 Ostrea Lake                  | #48 Beaver Bank          |
| #8 Bedford           | #26 Oyster Pond                  | #50 Hammonds Plains      |
| #9 Lower Sackville   | #28 Sheet Harbour                | #52 Hatchet Lake         |
| #10 Middle Sackville | #29 Moser River                  | #54 Shad Bay             |
| #11 Upper Sackville  | #30 Tangier                      | #55 Seabright            |
| #12 Dartmouth        | #31 East Ship Harbour            | #56 Black Point          |
| #13 Dartmouth        | #33 West Quoddy (Three Harbours) | #58 Timberlea (Lakeside) |
| #14 Dartmouth        | #34 Mushaboom                    | #60 Herring Cove         |
| #15 Dartmouth        | #35 Cooks Brook                  | #63 Sambro               |
| #16 Eastern Passage  | #36 Meaghers Grant               | #65 Upper Tantallon      |
| #17 Cole Harbour     | #38 Middle Musquodoboit          |                          |
| #18 Westphal         | #39 Upper Musquodoboit           |                          |



# EMERGENCY RESPONSE TIME TARGETS



## Did you know

During our service review, Regional Council approved these emergency response time targets. This illustration shows how they are connected and calculated.

\*PSAP refers to "Public Safety Answering Point".



## **COVID – 19 PANDEMIC RESPONSE**

The sudden emergence of a global pandemic this year meant embracing change and adapting to new and shifting public health guidance and science throughout the year. Some of the initiatives that we implemented in response to the pandemic include: →



### **Activation of the Emergency Operations Centre:**

during a typical emergency, our EOC opens with one of the key benefits being that key stakeholders from multiple agencies and jurisdictions can be centralized in one spot. Because of the transmissibility of COVID-19, this was done virtually for a full six months into the pandemic.



### **Development of a COVID-19 task force:**

in collaboration with our corporate safety team, we developed a COVID-19 task force to provide subject matter expertise for development of a Return To Work Program for all of HRM and the restart of municipal services.



### **Uninterrupted service to community throughout the pandemic:**

our crews did everything they could to remain healthy and suspended shift changes to ensure that everyone's "work bubble" kept as tight as possible. HRFE partnered with EHS to create a training program for all first responders in Nova Scotia. Our firefighters were the first in Nova Scotia to complete the training required to resume responding to life threatening medical emergencies in their communities.

HRFE has been using eLearning for over five years now, allowing us to meet our training requirements and weather COVID-19 restrictions without skipping a beat.

Our Training Division was able to adapt quickly to provide firefighters and staff crews with virtual classrooms and eLearning on COVID-19 from the beginning of the pandemic. This training strategy was adopted for all HRM staff as part of the Return to Work program.





## OPERATIONS

Operations supports council priorities and is the last line of defense, through the provision of emergency response by firefighters, to every part of the municipality operating out of 51 fire stations. They also support the first two lines of defense, through public education and Fire Safety Maintenance Inspections (FSMI).

On January 3 2021, we saw the conversion of Station #28 from a weekday service by career firefighters to a 24 hour service by career and volunteer firefighters (24/7 composite model). This change was made to address increasing community risk along the Eastern Shore due to changing demographics, growth within the Sheet Harbour area and the challenges of the road network and physical distance between stations.

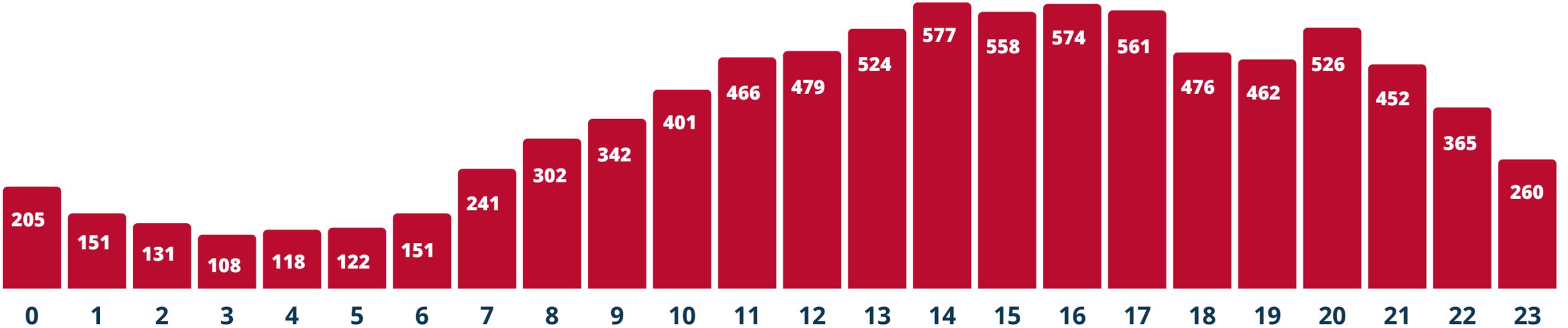
# OPERATIONS - INCIDENT STATISTICS



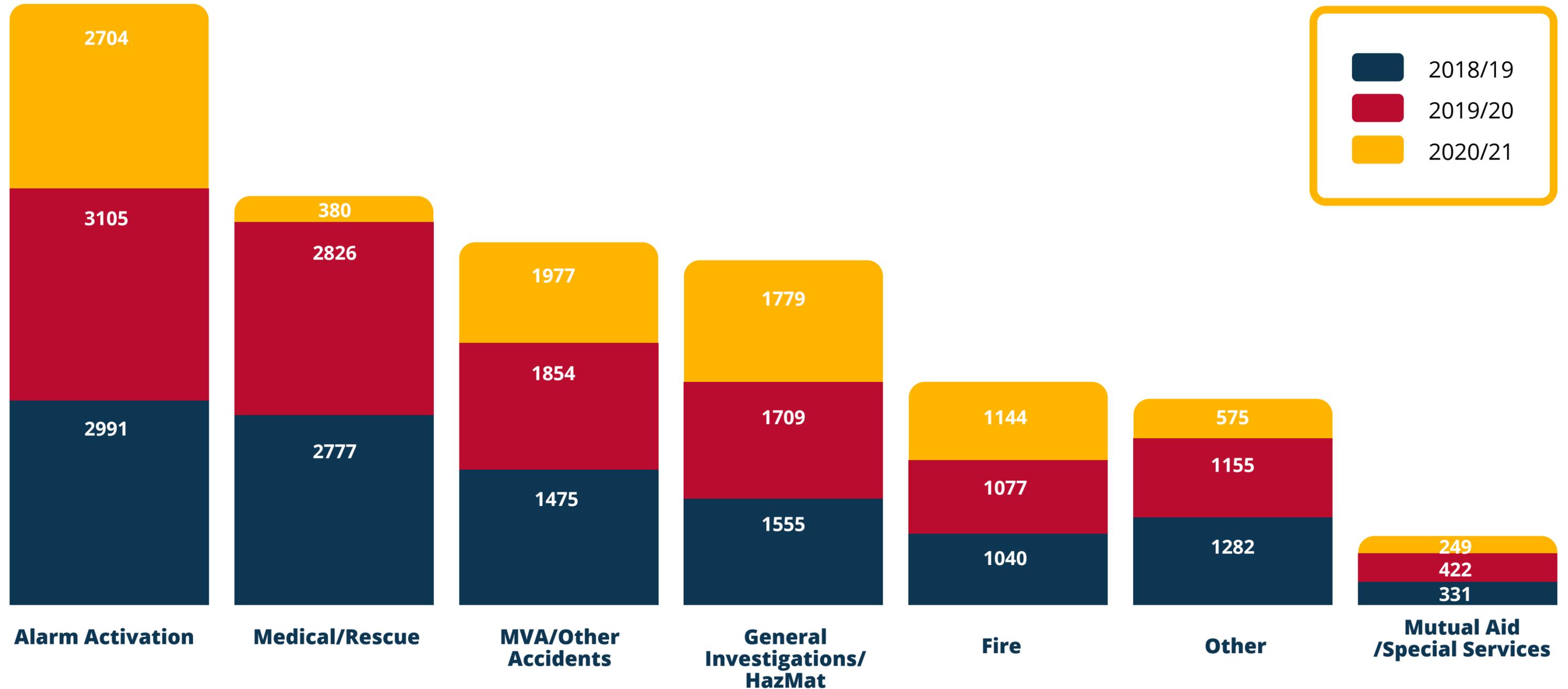
Incidents by month



Incidents by hour



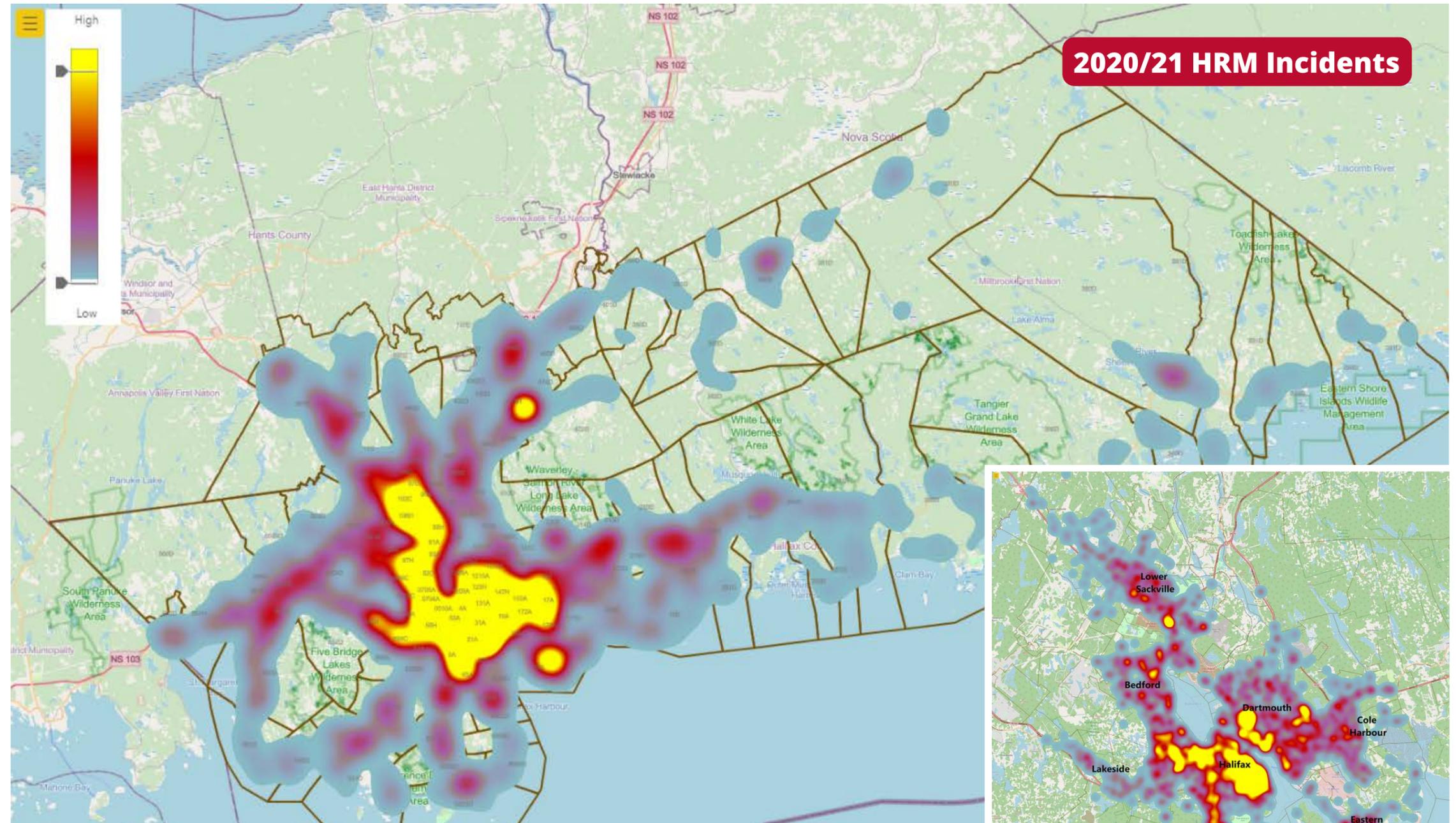
# INCIDENTS BY TYPE / CATEGORY



# INCIDENT HEAT MAP

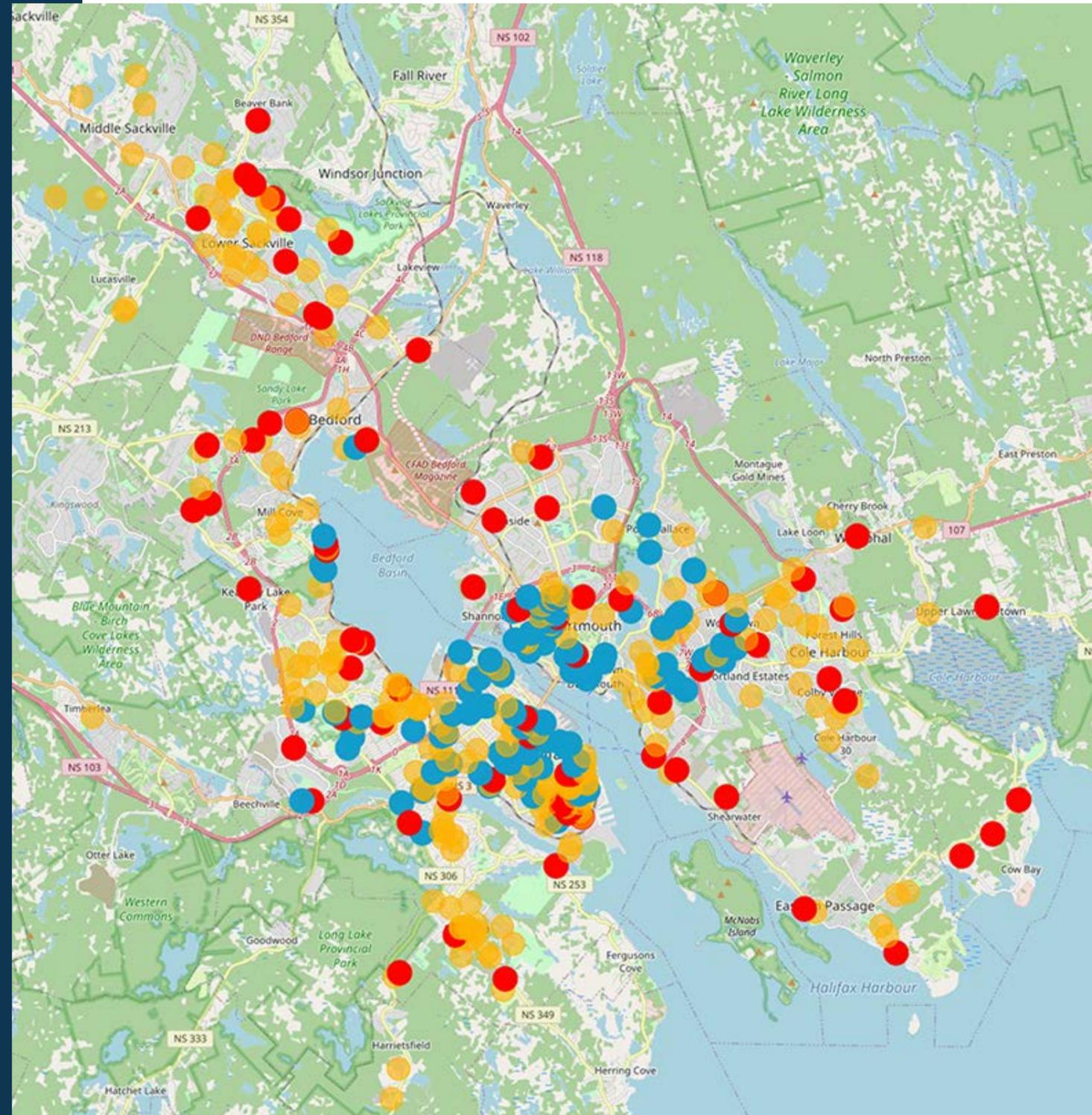
STATION NUMBER	# OF INCIDENTS
02	785
03	557
04	300
05	459
06	491
07	603
08	483
09	391
10	209
11	60
12	647
13	312
14	364
15	227
16	146
17	340
18	189
19	41
20	60
21	94
22	20
23	141
24	68
25	13
26	34
28	36

STATION NUMBER	# OF INCIDENTS
29	6
30	21
31	7
33	6
34	2
35	22
36	15
38	28
39	12
40	23
41	66
42	28
43	21
45	112
47	105
48	73
50	143
52	51
54	68
55	47
56	73
58	149
60	69
62	27
63	37
65	191
<b>TOTAL</b>	<b>8472</b>



2020/21 Division 2/3 Incidents ➤

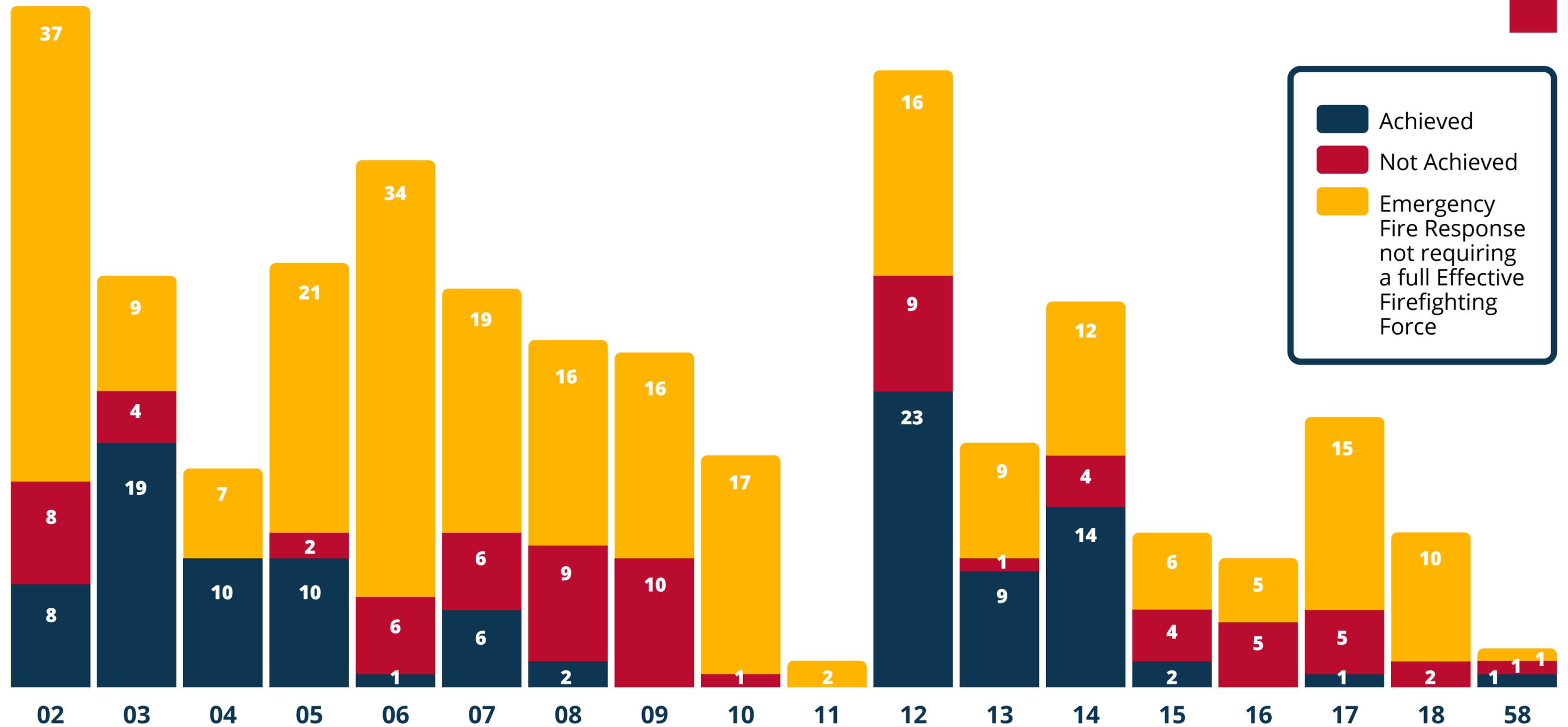
# EFFECTIVE FIREFIGHTING FORCE IN URBAN HRM



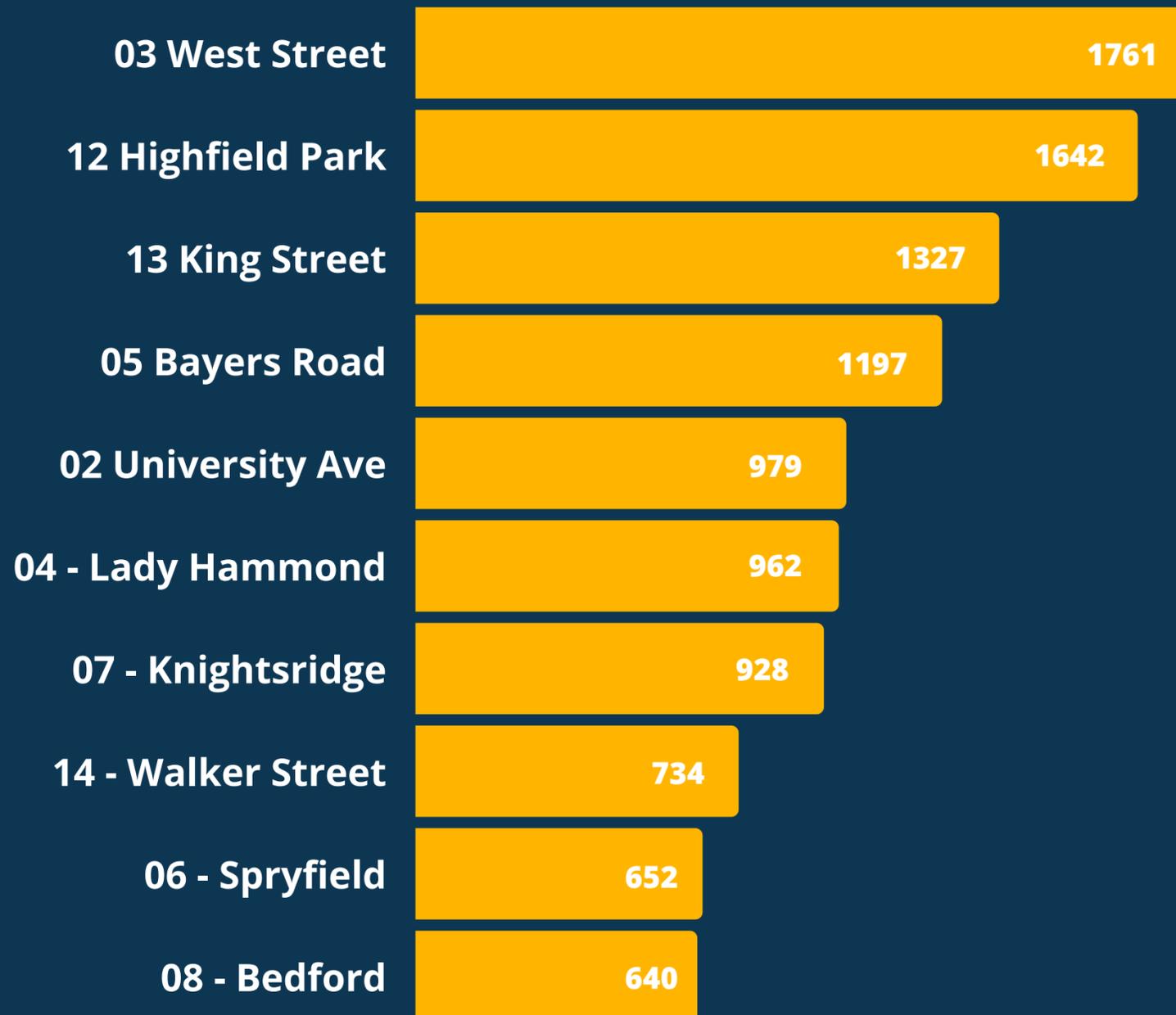
## Effective Firefighting Force Results

- Emergency Fire Response not requiring a full Effective Firefighting Force **252**
- Achieved **106** (57.9%)
- Not achieved **77** (42.1%)

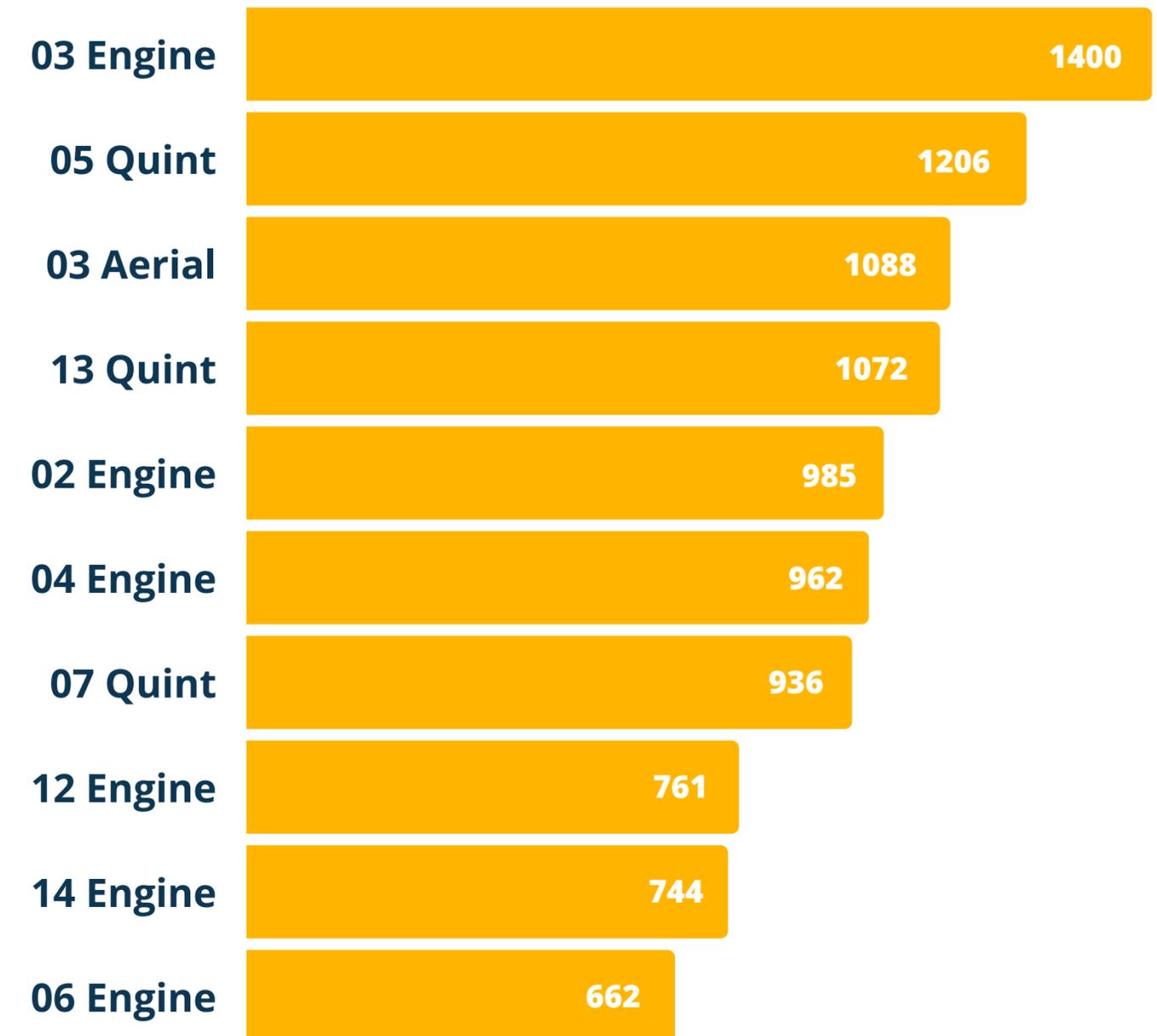
# EFFECTIVE FIREFIGHTING FORCE BY PRIMARY RESPONSE AREA IN URBAN HRM



## 2020/21 TOP 10 BUSIEST STATIONS



## 2020/21 TOP 10 BUSIEST UNITS



## **COMMUNITY RISK REDUCTION, PROFESSIONAL DEVELOPMENT, LOGISTICS, MEDICAL & RESEARCH**

Community Risk Reduction, Professional Development, Logistics, Medical & Research supports council priorities through the provision of fire and emergency management public safety education and information, Fire Code inspections and enforcement, professional development, fire and emergency medical training and logistical services in addition to supporting emergency management operations for all of HRM. The division operates from several satellite locations in HRM.

### **Emergency Management**

Emergency Management helps plan and coordinate multi-agency/multi-jurisdictional response and the municipality's response to large scale emergencies. This includes providing leadership and support to municipal Business Units and outside agencies in their preparations and readiness for a disaster or large-scale emergency.





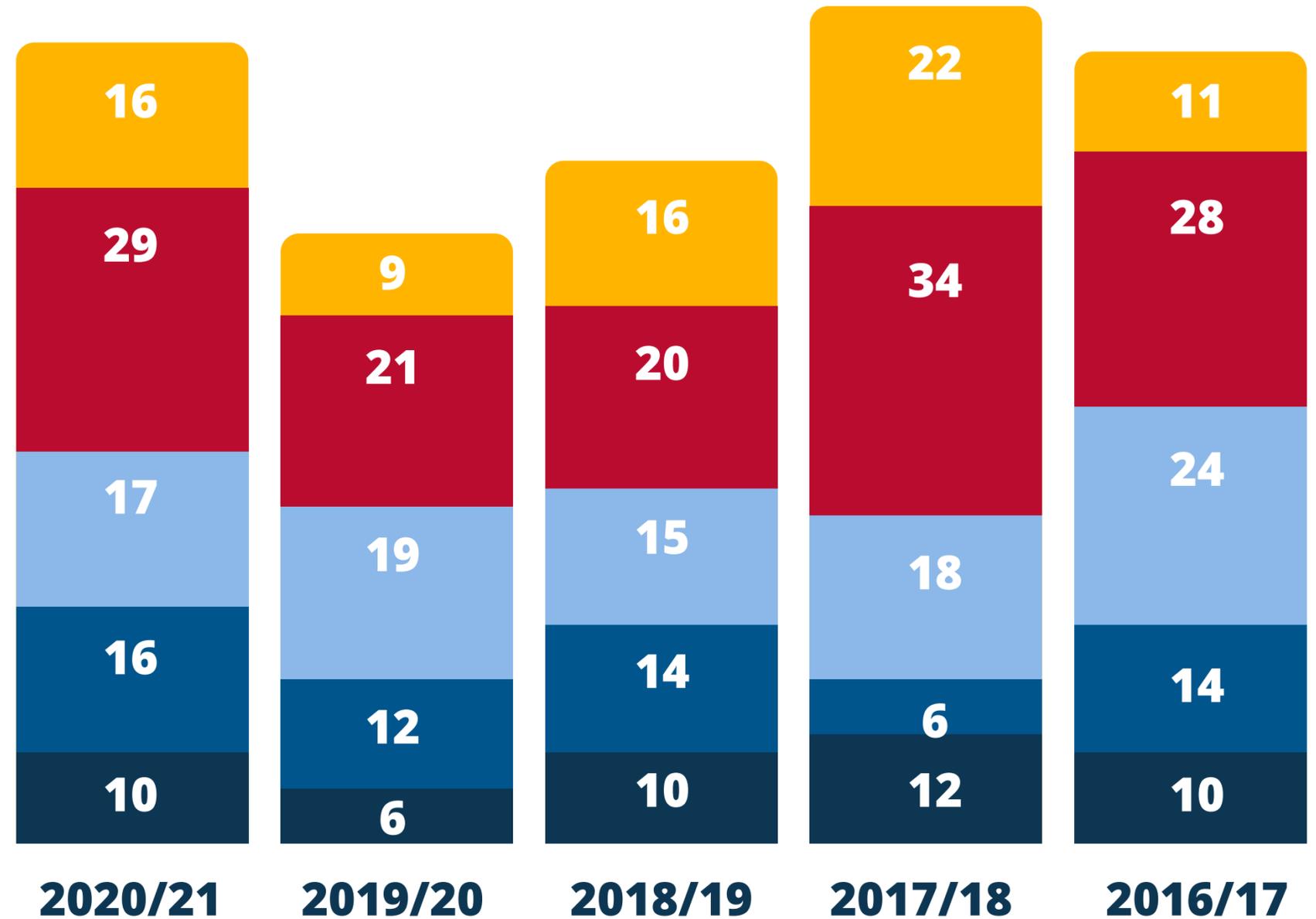
## OPENING OF NEW STATION 62

This year, under the leadership of Deputy Beals, a new Station 62 was built – on time, and within budget. This new facility will provide a safe, productive and effective work site for firefighting crews. During the design process, numerous stakeholder sessions were completed to help build a station that would reflect our values and support an inclusive environment, such as gender-inclusive living quarters, washrooms and showers. We are excited to incorporate many best-practice features to improve emergency response times for career and volunteer firefighters, reduce injuries and

create a healthy workspace for career and volunteer firefighters. Station 62 includes a new community and training room. Not only will HRFE crews use this room for our regular training, but the community can also book it for events and meetings (when COVID 19 restrictions allow). The room is designed to serve as an emergency comfort centre that can be available 24 hours a day during an emergency and provide not only a climate-controlled environment and gender-neutral washrooms but also self-sufficient emergency backup power supply.

# LEADING CAUSES OF STRUCTURE FIRES

Fire Prevention Division - In 2020/21 our Fire Investigators investigated 88 significant fires in buildings.



Improperly stored combustible materials



Arson



Electrical failure

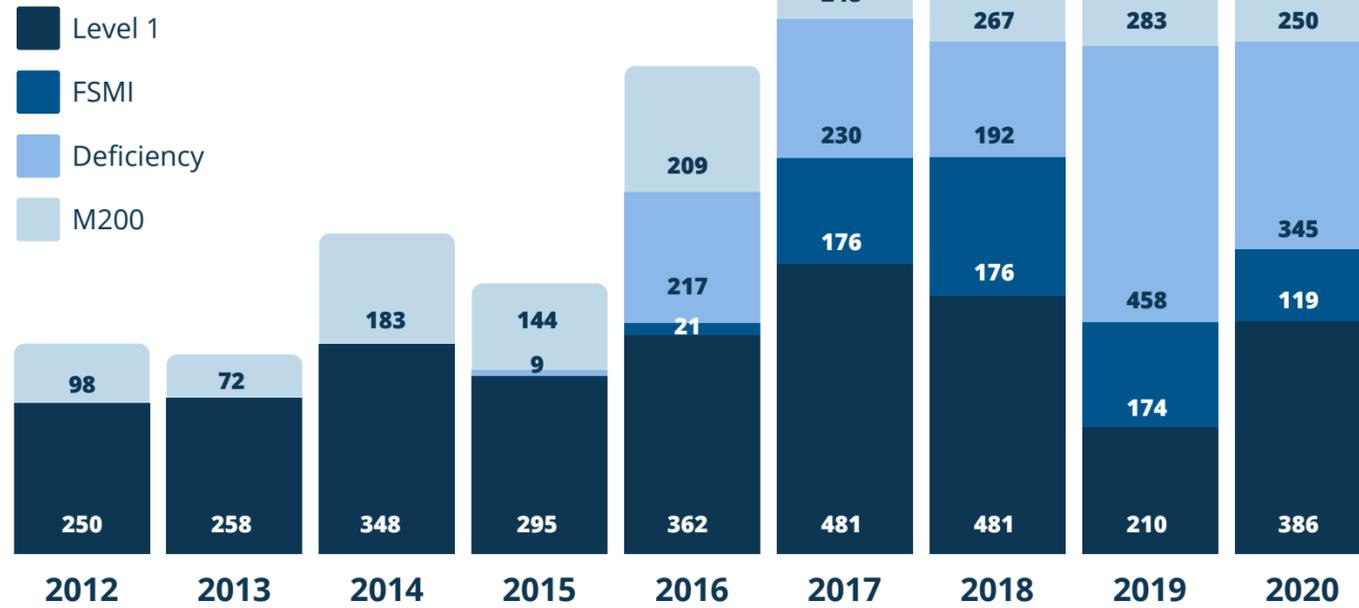


Improperly discarded materials, ie cigarettes

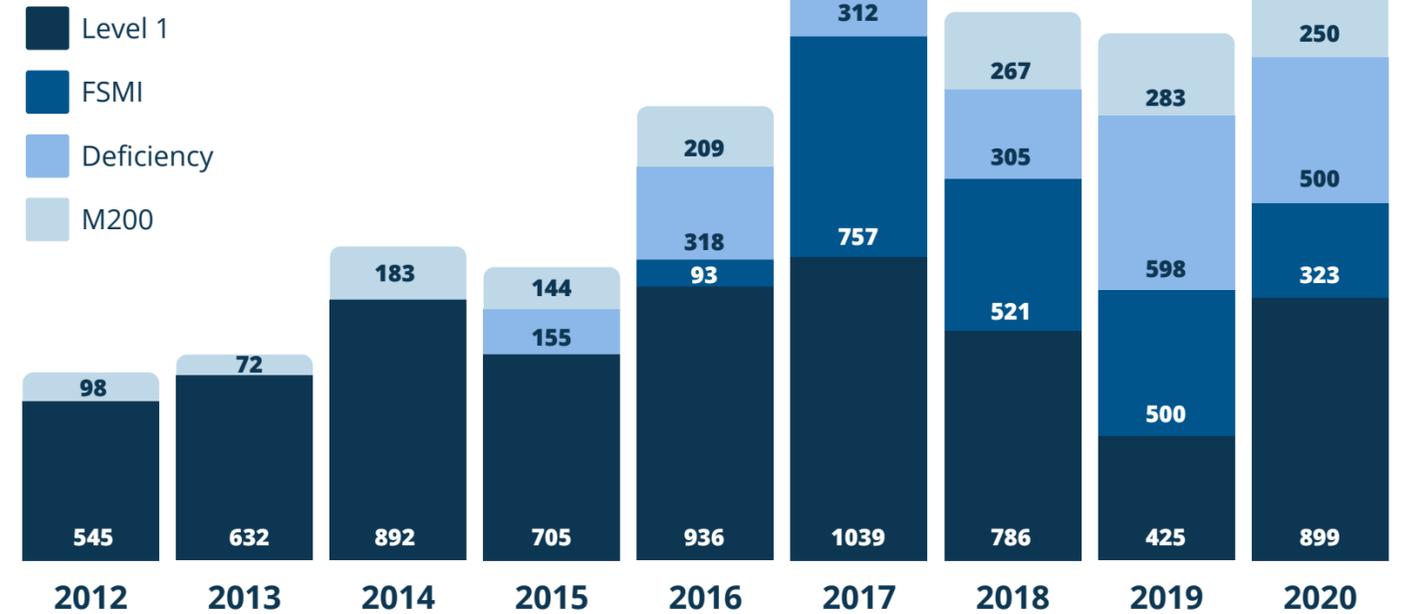


Unattended

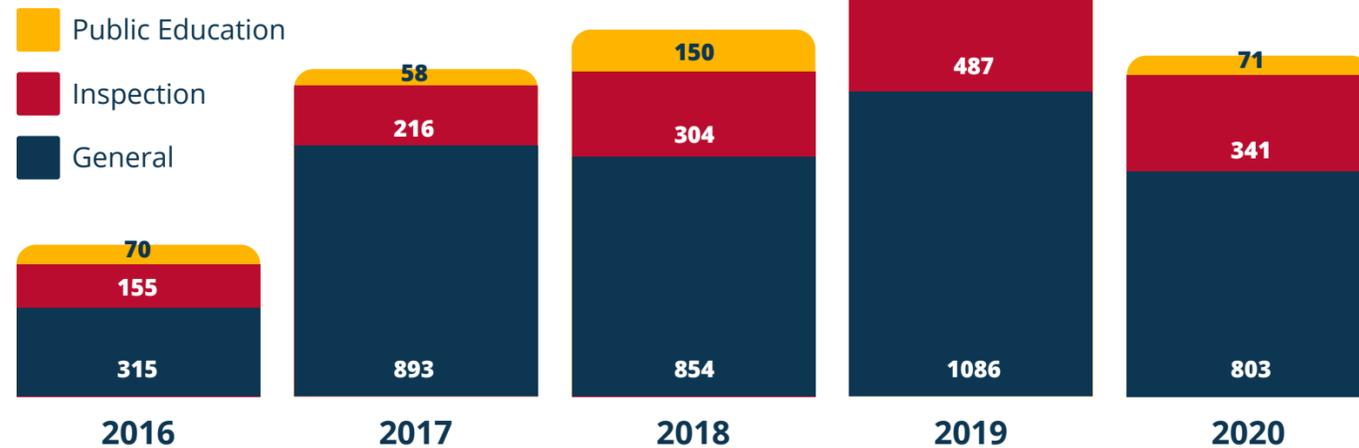
### COMPLETED INSPECTION FILES BY CALENDAR YEAR



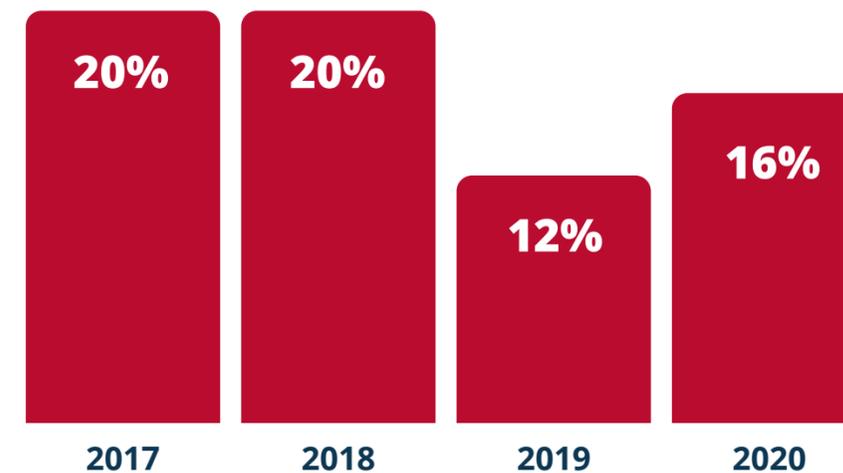
### INSPECTIONS PERFORMED BY CALENDAR YEAR



### CUSTOMER SERVICE REQUESTS BY CALENDAR YEAR



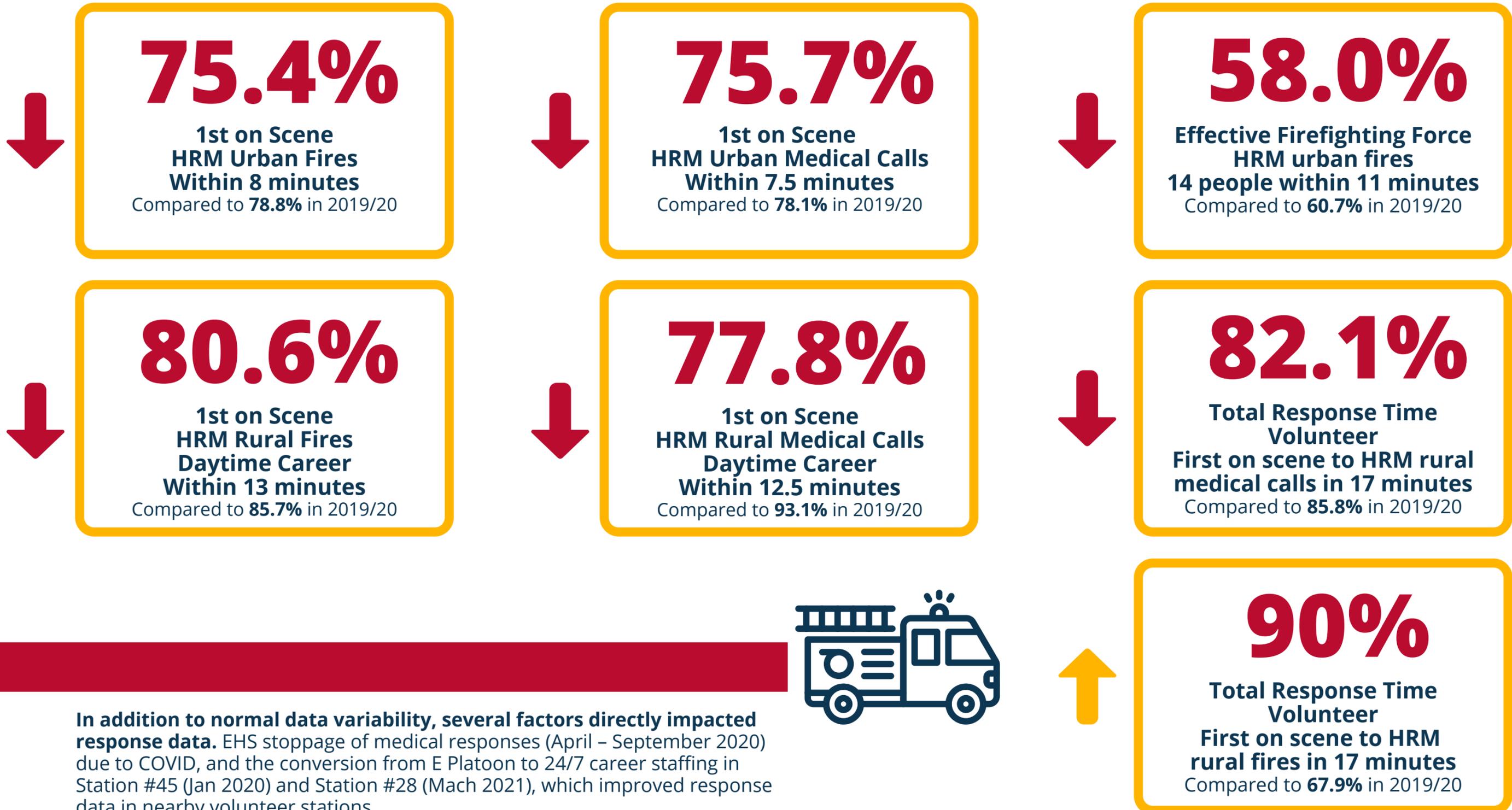
### % OF COMPLETED LEGISLATED INSPECTIONS BY CALENDAR YEAR



To improve inspection capacity, **HRFE will add 2 Fire Inspectors**, which was accommodated in the 2020/21 wage model, and will add an additional **8 new inspectors** in the 2022/23 wage model.

# PERFORMANCE HIGHLIGHTS

HRFE's target is to respond within these time targets, **90% of the time.**

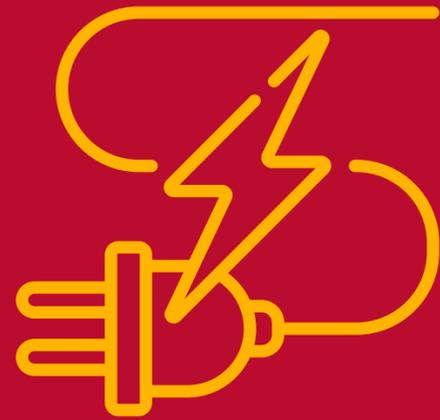


In addition to normal data variability, several factors directly impacted response data. EHS stoppage of medical responses (April – September 2020) due to COVID, and the conversion from E Platoon to 24/7 career staffing in Station #45 (Jan 2020) and Station #28 (Mach 2021), which improved response data in nearby volunteer stations.



<b>VIOLATION TYPE</b>	<b>2020/21</b>	<b>2019/20</b>	<b>2018/19</b>
<b>Use and maintenance - electrical installations</b>	<b>542</b>	<b>528</b>	<b>426</b>
<b>Damage to fire separations</b>	<b>374</b>	<b>390</b>	<b>395</b>
<b>Administration - records made and retained</b>	<b>230</b>	<b>449</b>	<b>419</b>
<b>Maintenance - means of egress</b>	<b>201</b>	<b>208</b>	<b>168</b>
<b>Inspection, testing and maintenance - portable fire extinguishers</b>	<b>201</b>	<b>211</b>	<b>121</b>
<b>Inspection, testing and maintenance - water-based fire protection systems</b>	<b>195</b>	<b>149</b>	<b>217</b>
<b>Installation and maintenance - exit lighting, exit signs and emergency lighting</b>	<b>188</b>	<b>111</b>	<b>149</b>
<b>Application - fire emergency procedures provided for building containing an assembly, care, treatment or detention occupancy</b>	<b>187</b>	<b>305</b>	<b>147</b>
<b>Means of egress provided</b>	<b>182</b>	<b>165</b>	<b>142</b>
<b>Accumulation of combustible materials in any part of an elevator shaft, ventile shaft, means of egress, service room or service space</b>	<b>179</b>	<b>195</b>	<b>188</b>
<b>Inspection and testing of fire alarm systems</b>	<b>178</b>	<b>99</b>	<b>124</b>

# TOP 11 VIOLATIONS AGAINST NATIONAL FIRE CODE OF CANADA 2020/21



**Use and maintenance -  
electrical installations, 542**



**Damage to fire  
separations, 374**



Administration - records  
made and retained, 230



Maintenance - means  
of egress, 201



Inspection, testing and  
maintenance - portable  
fire extinguishers, 201



Inspection, testing and  
maintenance - water-based  
fire protection systems, 195



Application - fire emergency  
procedures provided for  
building containing and  
assembly, care, treatment or  
detention occupancy, 187



Accumulation of  
combustible  
materials in any part  
of an elevator shaft,  
ventile shaft, means  
of egress, service  
room or service  
space, 179



Installation and maintenance -  
exit lighting, exit signs and  
emergency lighting, 188



Means of egress provided, 182



Inspection and  
testing of fire alarm  
systems, 178

## **MEDICAL, RESEARCH & QUALITY DIVISION**

This year, a new position, Division Chief of Medical Quality and Research was added to HRFE. This position is implementing new ways to improve the MFR program within HRFE, primarily by moving to a "professional competency" model and away from a "recertification" model.

This means the program is being redesigned and delivered in a context that respects our crew's professional roles, experience and expertise; practicing continuing education instead of re-education; and focusing on a community of practice that learns from experiences and the sharing of knowledge on a continuous basis.





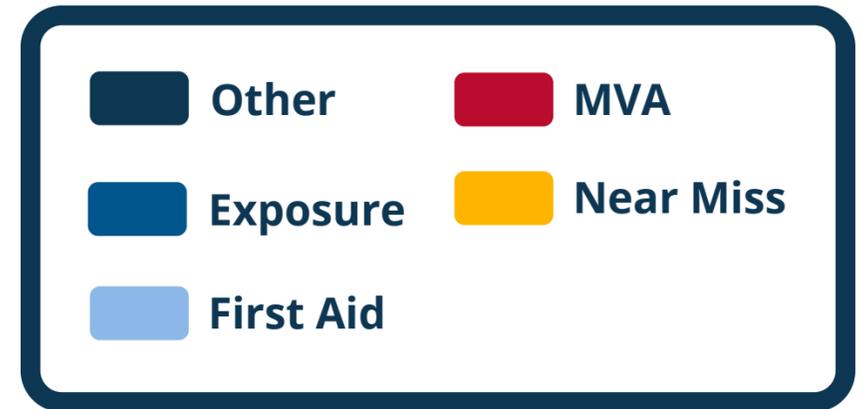
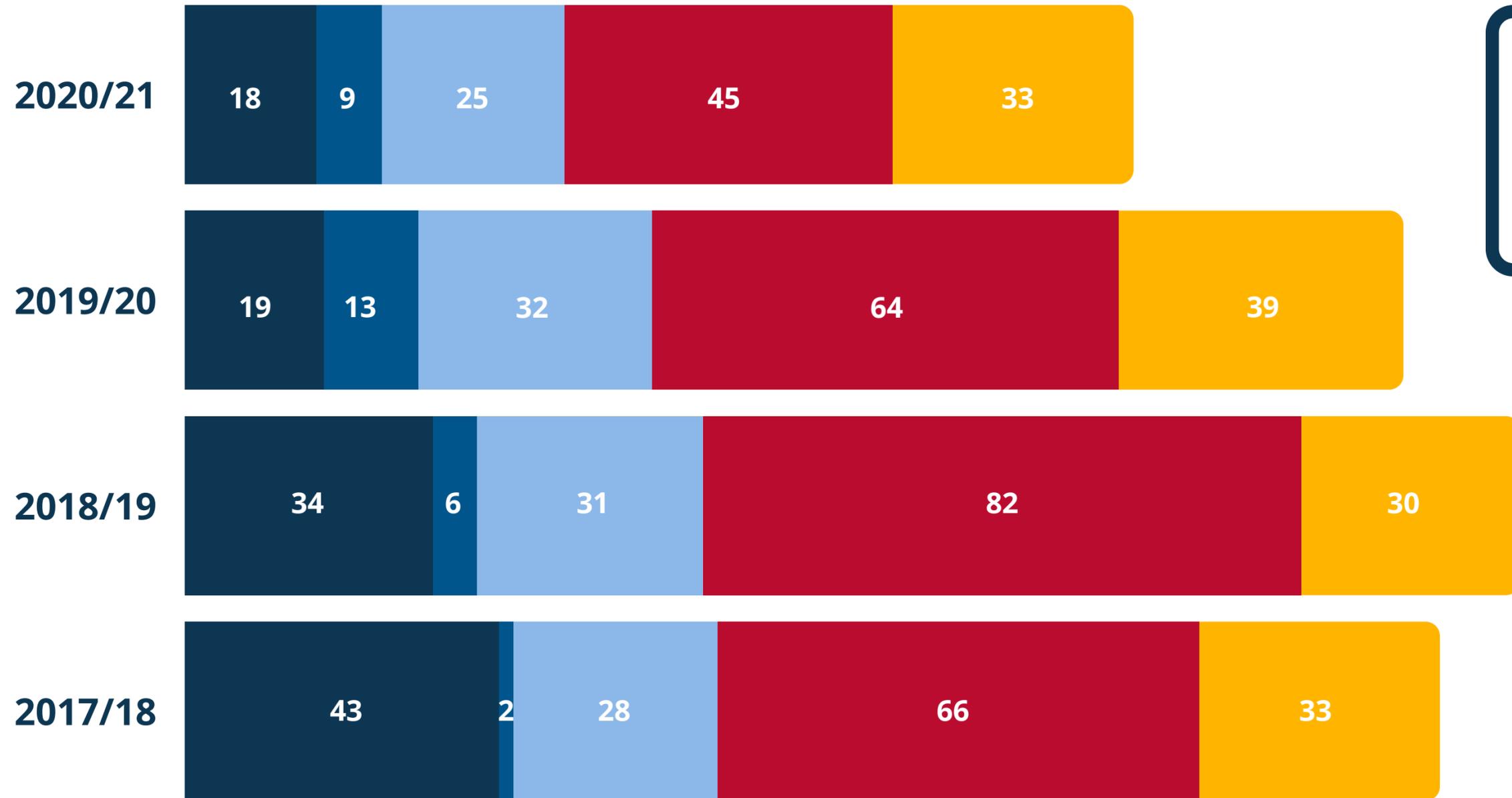
## **PERFORMANCE & SAFETY**

This division supports council priorities through innovative, safe and effective service performance measurement and delivery.

### **The Performance & Safety division has four key focus areas:**

- Health & Safety
- Technology & Innovation
- The Volunteer Program
- Diversity & Inclusion/Workplace Culture.

# HRFE WORKPLACE INCIDENT SUMMARY



Providing metrics and measurements to quantify our commitment to Diversity and Inclusion (D&I) is something that as we move along our five year action D&I plan, we have an opportunity to think more about evaluation and how best to quantify this important work. This year, we can provide the following metrics:



Engaged with **142** prospective job seekers from diverse communities during online information sessions.



Collaborated with **5** community partner organizations that support underrepresented communities.



Developed and released **4** new 'Building a Better Fire Service' virtual models for all staff, on accessibility, Indigenous history and gender inclusion and gender bias.



## **OUR PEOPLE, OUR COMMUNITIES**

In light of the unprecedented events of 2020: the global COVID-19 pandemic which disproportionately impacted many of our historically underserved and underrepresented communities, including the Black communities here in the HRM and the global movement against anti-Black racism and reaffirmation of Black Lives Matter, it was important for HRFE leaders and our members to come together and demonstrate their support for Black Lives Matter by making a stand against racism and taking a knee.



Would you like to learn more about who we are? Please visit our [website](#). There you can view our cornerstones and values document, as well as HRM's Administrative Order 2018 – 006 – OP Respecting HRFE.

**Follow Halifax Regional Fire & Emergency:**



**Regional Headquarters: 40 Alderney Drive, Suite 302, Dartmouth, N.S., B2Y 2N5**

**Mailing Address:** P.O. Box 1749, Halifax, N.S., B3J 3A5 | **Email:** hrmfire@halifax.ca

**Non-Emergency Phone:** 902.490.5530 or 311 | **Hours of Operation:** 8:30 a.m. – 4:30 p.m.