

Strategic Plan 2024-2029



Halifax Regional Fire & Emergency

HALIFAX

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Message from the Chief

I'm excited to share the new strategic plan outlining the future priorities and goals for HRFE. To develop this plan, we engaged in multiple rounds of consultation, despite the challenges posed by COVID-19. We gathered feedback through internal surveys, external stakeholder sessions, an online survey, as well as from the feedback received from Council and residents alike. This input helped us identify common themes and set our department's priorities and goals.

The overarching themes of the document are listed as Strategic Priorities – these are not listed in order of importance, as each one is crucial for our organization's success.

Strategic Priority One: Supporting Our People Our top priority is ensuring that HRFE has a well-planned, healthy, and safe workforce. Our people are the foundation of our success.

Strategic Priority Two: Engaging Our Community Understanding the unique characteristics of HRM's diverse communities is essential. We aim to ensure that our programs, services, and responses meet their and address the risks across HRM.

Strategic Priority Three: Respond Diligently Improving our emergency response times and the effectiveness of our response teams. Additionally, we'll revitalize our specialty response and rescue programs, equipment, tools, and operational resources.

Strategic Priority Four: Build System Capacity and Resilience Moving beyond basic resiliency, so we can adapt when unexpected events occur. By reducing points where failure could happen, we build ability to handle more, becoming ready to face the unexpected.

Strategic Priority Five: Quality and Innovation Proactive community risk reduction, updating essential assets, building strong partnerships, and finding new ways to innovate for the fire service, so we can adapt to all types of hazards and situations.

This strategic plan is a living document. It will be reviewed and updated as we achieve our objectives or new challenges, and updated versions will be published every five years.

Thank you for your continued support.

Sincerely,



Ken Stuebing



Halifax Regional Municipality

Halifax Regional Municipality (HRM), known as Halifax, is the capital city of the province of Nova Scotia, Canada with a population of approximately 500,000. HRM covers 5475.57 square kilometres with an urban area of 238.29 km². Halifax accounts for almost half of the provincial population and over half of Nova Scotia's GDP. What is Halifax today? The Halifax Regional Municipality was established in 1996 when Halifax, Dartmouth, Bedford and the County of Halifax were amalgamated. The amalgamation included around 200 communities and a total of 38 fire departments to become Halifax Regional Fire & Emergency.

Halifax is located within the Sipekni'katik and Eskikewa'kik districts of Mi'kma'ki the traditional ancestral lands of the Mi'kmaq people. The Mi'kmaq have resided in Nova Scotia, New Brunswick, and Prince Edward Island since prior to European settlement in North America in the 1400 and 1500's. The Mi'kmaq name for Halifax is Kjiptuk which means "Great Harbour" in the Mi'kmaq language.

HRM is the major economic centre in Atlantic Canada, and a major metropolitan community within Canada. HRM is actively developing the urban centre in accordance with Regional Council's approved "Centre Plan" which came into effect November 27, 2021.

HRM is home to a large concentration of provincial and federal government services and major private sector employers including the Department of National Defence, Shipbuilding, Port of Halifax, and Technology. The broader HRM includes fishing, mining, forestry, and natural gas.

In addition, HRM is home to a robust academic system including Dalhousie University, Saint Mary's University, Mount Saint Vincent University, Nova Scotia Community College, and the major health care hub for Nova Scotia and the Atlantic provinces with the Nova Scotia Health Authority.

HRM encompasses many distinct and well-established communities that are recognized in the HRM planning areas for services, infrastructure, and development. Many of the HRM communities have unique cultural significance including the African-Nova Scotian community which is the oldest and largest indigenous Black community in both Nova Scotia and in Canada. HRM is also experiencing a significant influx of immigration and new settlers to our region.

Municipal Growth

HRM is experiencing growth in the urban core but also in its rural and suburban areas. The Centre Plan was approved by Regional Council outlines the strategic growth plans for the fastest urban growing centre in Canada.

The HRM Charter provides Council with the power to establish planning policy with respect to a broad range of activities including future development, land use, public lands, transportation, municipal services, coordination of public programs, and any other matters related to the physical, social, or economic development of the Municipality. The Regional Municipal Planning Strategy (RMPS or Regional Plan) identifies the Regional Centre as a desirable location for future growth at an appropriate density and scale.



The Regional Plan's vision is that of a prosperous and resilient community that supports the needs, health, and well-being of a diverse and growing population.

Halifax Regional Fire & Emergency

Halifax Regional Fire & Emergency (HRFE) is the oldest fire department in Canada. Since 1754, HRFE has been dedicated to enhancing and preserving the quality of life and property. HRFE provides a full range of community risk reduction, fire and emergency services including:

- Fire prevention & Community Risk Reduction (fire inspections and code enforcement, fire investigations and public safety education)
- Fire suppression and Rescue
- Technical Rescue (auto extrication, machinery, ice rescue, fresh and salt surface water rescue, high-angle rope, trench, collapse and confined space rescue)
- Hazardous Materials response including chemical, biological, radioactive, nuclear, and explosive
- Pre-hospital emergency medical and health services
- Urban Search and Rescue (Can TF-5) Heavy classification

HRFE uses an escalated approach to community safety called Community Risk Reduction, where first and foremost the best opportunity to save lives and property is through education and prevention. The best emergency response is no emergency response at all, because the hazard or risk was eliminated, prevented, or addressed early. If the hazard or risk cannot be prevented or reduced prior to an emergency, the next layer of protection is our emergency response to deal with a wide range of hazards and risks in the community.



Mission, Values, Cornerstone Principles

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.

Halifax Regional Municipality Values

As a department and business unit of HRM, HRFE shares in the overall [municipal values](#) of our organization in our day-to-day operations, people, and planning; while also incorporating the departmental values arising from our members that are **SHARED** (in bold), and values that *COMPLIMENT* (in italics) one another.

HRFE Values (Shared & Complimented with HRM)

We value Safety, Pride, Integrity & Accountability, Respect, Innovation, and Teamwork. (SPIRIT)

SAFETY: Commitment to a safe community and workplace. (*Diversity & Inclusion*)

PRIDE: In our performance, the service we provide and the communities we serve. (*D&I*)

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. (*Evidence-Based Decision Making*)

TEAMWORK and **COMMUNICATION:** Together we are better. Open, honest, timely and respectful communications are always welcome. (*Collaboration*)

HRFE Cornerstones

1. Public Safety and Trust
2. Workplace Safety
3. Performance and Brand Integrity
4. Teamwork and Leadership



Halifax Regional Municipality's Strategic Priorities Plan for 2021-2025

HRFE's strategic plan and planning process is informed by the HRM Strategic Priorities Plan. As a municipal department an instrumental aspect of the capacity and resilience of our department is through the tightly integrated work across the entirety of the municipality and the departments that work together to provide services to the community. HRFE's Strategic Priorities, Goals, and Objectives are meant to align.

HRM Strategic Priorities

Prosperous Economy

- Economic Growth: Initiatives include the African Nova Scotian Road to Economic Prosperity Action Plan, the 2022-2027 Inclusive Economic Strategy, and the Cogswell District Project.
- Holistic Planning: Focuses on increasing housing supply, fast residential permitting and approvals, and maintaining a sufficient supply of industrial lands.
- Talent Attraction, Retention & Development: Aims to create a global and welcoming community that attracts, retains, and develops talent.

HRFE

- ✓ Data driven and risk-based community analysis to plan future resources to be in alignment with growth plans.
- ✓ Enhanced integration and collaboration between HRFE Community Risk Reduction Programs and HRM Planning and Development.
- ✓ Well defined staffing models with focus on recruitment, retention, career development, succession planning.

Communities

- Safe Communities: Ensures residents and visitors feel safe through initiatives like the Public Safety Strategy 2023-2026 and culturally sensitive policing.
- Involved Communities: Encourages active community participation and volunteerism.
- Inclusive Communities: Works to remove systemic barriers and empower residents.
- Affordable Communities: Demonstrates leadership in providing affordable housing options.

HRFE

- ✓ Focus on evidence based All-hazards response capabilities to meet the needs of the community and sufficient capacity for major emergencies.
- ✓ Further build HRFE internal and external diversity and inclusion programs.
- ✓ Financially responsible, data driven, recognized approach to system improvements.

Integrated Mobility

- Transportation Network Expansion: Projects include the Windsor Street Exchange Redevelopment and the Rapid Transit Strategy.
- Active Transportation: Encourages the use of public transit and safer options for active transportation.



HRFE

- ✓ Actively work with municipal departments in planning and development of infrastructure programs to ensure an active and mobile community while maintaining emergency response time targets.

Environment

- Climate Action: Implementation of the HalifACT climate action plan, transitioning municipal vehicles to electric, and retrofitting municipal buildings
- Sustainable Development: Promotes environmental sustainability through various initiatives and policies.

HRFE

- ✓ Collaborate on departmental infrastructure and fleet planning to maintain, plan, build emergency response resources in a sustainable and environmentally positive manner.

HRM Administrative Priorities

Responsible Administration

- Ensures fiscal stability, good value to the public, and sound investments for the future.

HRFE

- ✓ Embarking on Fire Service Accreditation to engage deep internal systemic learning, assess and analyse gaps, and institute plans for data driven continuous improvement.

Our People

- Focuses on employee development, health and wellness, and organizational excellence.

HRFE

- ✓ Our strategic priority and significant goals and objectives are based on supporting our people, ensuring health and wellness, and instilling organizational excellence. Healthy and well supported people make a bigger difference in delivering community service.

Service Excellence

- Aims to exceed expectations in the delivery of programs and services.

HRFE

- ✓ Instituting continuous improvement methodology and culture to better define plans, expectations, performance indicators, and deliver excellence in service.



Halifax Regional Fire & Emergency by the Numbers

Our service area: 5, 577 square kilometres.

Residents: 500,000 and counting.

Locations: 51 stations, as well as Headquarters, Logistics, Training and Fire Prevention locations.

Team: 532 career firefighters, 547 volunteer firefighters, 28 administration and support positions, 9 logistics positions, and 15 fire prevention positions.

Operating Budget: \$93,168,200 (Approved 2024/25).

HRFE responded to 16,684 incidents in 2023, with 33,637 apparatus responses and 184 structure fires.

There were 476 customer fire inspection requests, 611 general customer service requests, in addition to many community events, station tours.



Organizational Strategic Priorities

Strategic Priority 1 – Supporting our People

HRFE is committed to supporting our people by fostering an organizational culture that creates a positive and inclusive work environment that supports the development and success of our people; to focus on providing excellent services to the people in our community.

Strategic Goal 1A: Recruit, Retain, and Effectively Operationalize Staff

Ensure operationally appropriate staffing levels reflective of the community development and growth in HRM, as outlined in HRFE's Emergency Response Time Targets, fire service standards of cover, and community risk profiles; approved by the CAO, and departmental budget and business plan approved by HRM Council.

1A: Strategic Objectives

1. HRFE will continue volunteer recruitment efforts placing emphasis on areas with low or declining membership and by developing a retention strategy to support those efforts by Q1 2027.
2. HRFE, in collaboration with HRM Planning and Development, IT – GIS, and government relations, will implement a process to assess economic and residential growth within HRM to annually forecast effective response resources and staffing by Q2 2026.
3. HRFE will work with IT to implement the new rostering and scheduling solution by Q3 2025.
4. HRFE will consult with its Human Resources Business Partner in developing and implementing a comprehensive recruitment program to meet determined growth needs and reflect the communities we live within in HRM, by Q2 2025.



Strategic Goal 1B: Diversity, Equity, & Inclusion

HRFE will continue to build Diversity, Equity, and Inclusion within our organization, including partners, allies, and champions. Ongoing work by HRFE's Outreach Cultural Inclusion Committee with designated groups in the municipality, participation in national/international fire & emergency service associations and DEI centres of expertise will help shape the organisational culture of HRFE.

1B: Strategic Objectives

1. HRFE will collaborate with key external stakeholders, with specific focus on underrepresented groups, to deepen relationships and build a stronger, more diverse organization by Q4 2029.
2. The HRFE Outreach and Cultural Inclusion Committee will build two direct connections between members and community groups and associations annually, to foster deeper mutual education and awareness.
3. The Division of Workplace Culture will work to improve organizational cultural competency by delivering annual education and workshops with support from the HRM Office of Diversity & Inclusion to members by Q2 2026.
4. HRFE will maintain inclusive hiring practices by offering information sessions, external stakeholder engagement, workforce self-identification and surveys which support a more diverse, equitable, inclusive and competent workforce by Q4 2029.

Strategic Goal 1C: Foster Health & Wellbeing

HRFE will work to foster the physical and mental health and well-being of all HRFE members.

1C: Strategic Objectives

1. HRFE will deliver a support program to members that introduces resiliency training and provides the resources to promote wellness by Q1 2027.
2. HRFE will improve the internal leadership development by offering leadership development opportunities that include philosophies and principles of psychological safety and human factors by Q4 2026.
3. HRFE will evaluate internal health & safety policies, programs and best practices against the benchmarks described in National Fire Protection Association Standard 1500 "Standard on Fire Department Occupational Safety, Health, and Wellness Program" by Q4 2024.
4. HRFE will research centre of excellence models and consult with HRFE members on a comprehensive firefighter physical health, wellness, screening, and rehabilitation centre program; and evaluate opportunities for integrated clinicians and a health trending program for firefighter specific longitudinal healthcare and wellness by Q4 2026.



Strategic Goal 1D: Enhance Professional Development

Design and implement a career development plan that establishes clear requirements and pathways for each position in the department. Determine pre-requisite and post-requisite developmental programs that facilitate competency and success in staff career progression.

1D: Strategic Objectives

1. HRFE's Professional Development, Performance & Safety Pillar (PDPS) will develop a leadership training program in consultation with HRFE Divisions to develop pre-hiring requirements and post hiring training for District/Division Chiefs, Assistant Chiefs and Deputy Chiefs by Q1 2027.
2. PDPS, in collaboration with the Nova Scotia Fire Service Professional Qualification Board, the Pro Board, IAFF Local 268 and HRFE Operations will design and implement a process for all firefighters and officers to attain professional certification by Q1 2027.
3. The Office of Fire Chief will research and design leadership and mentorship frameworks for all HRFE programs by Q1 2028.

Strategic Goal 1E: Foster Labour-Management Relations

Strengthening our labour-management relations to continue to build and enhance a collaborative and productive working relationship that best services our communities.

1E: Strategic Objectives

1. HRFE will collaborate with IAFF local 268 to foster harmonious relations and increase understanding and implementation of workplace practices and conduct which are respectful, and encourage diversity, equity and inclusion.
2. The Office of the Fire Chief will build improved internal communication pathways to better distribute information with HRFE members and foster open and transparent channels of information flow by Q1 2025.
3. The Office of the Fire Chief will continuously foster a team and community environment that builds a culture of safety from the HRFE organizational values.



Strategic Priority 2: Engaging our community

HRFE is committed to taking actions that help to build and strengthen our involvement and service to HRM communities through partnerships with a variety of community members and organizations that can synergistically live up to our values and cornerstones to strengthen prevention, resiliency, and response across HRM.

Strategic Goal 2A: Build Partnerships and Collaboration

HRFE is committed to building partnerships such as mutual and automatic aid agreements and collaborating with external organizations, and the provincial and federal orders of government to enhance the service delivery to our communities.

2A: Strategic Objectives

1. Annually, HRFE will investigate avenues to enhance engagement with community associations, specialty groups, and other community partners.
2. The Office of the Fire Chief will collaborate with the Halifax Port Authority (HPA) to conduct a Risk Assessment and address identified risks in the harbour and on HPA property by Q2 2024.
3. The Office of the Fire Chief will continue to build internal collaboration and partnership between HRFE and HRM partner business units.

Strategic Goal 2B: Enhance a foundation of Community Risk Reduction

Increase community outreach programs that build positive partnerships with varied community groups to enhance our understanding of community needs and services that we deliver.

2B: Strategic Objectives

1. The HRFE Fire Prevention & Community Risk Reductions Division in collaboration with the Operations Division will increase the operational Fire Safety Maintenance Inspection program by 10 per cent by expanding program scope to include business, personal service and mercantile occupancies by Q4 2026.
2. The HRFE Fire Prevention & Community Risk Reduction Division will update Public Education curriculum and handouts by Q4 2025.
3. HRFE will define, compile, and better communicate all public HRFE services in an external communications plan by Q4 2026.
4. The HRFE Fire Prevention & Community Risk Reduction Division will work with IT partners to build a risk-based building inspection tool and conduct assessment to better identify local and specific community, and occupancy risks that can be proactively target inspections on a priority-risk basis by Q2 2025.



Strategic Goal 2C: Envision Community Health & Safety Programs

Assess, build, and maintain services and programs using data and evidence to provide proactive community services that reduce risk in the areas of community health and fire safety.

2C: Strategic Objectives

1. The Fire Prevention & Community Risk Reduction Division will build or partner on a vulnerability and at-risk screening tool to identify communities and neighbourhoods that can benefit from proactive community risk reduction services by Q4 2027.
2. The Fire Prevention Division will design public education and performance metrics for communities with elevated-risk and vulnerability and use the at-risk screening tool to proactively target areas that can most benefit by Q1 2028.



Strategic Priority 3: Respond Diligently

HRFE will respond to our community needs in emergency or non-emergency situations with diligence. We will strive for a response that consistently meets the standards our council and organization mandates with attention to detail and continuous improvement.

Strategic Goal 3A: Improve Response Time Performance

Evaluate and implement continuous improvement processes to meet the departments emergency response time targets and effective response force targets, and meet or exceed the service levels and standards outlined in the HRM HRFE Council Administrative Order.

3A: Strategic Objectives

1. HRFE PDPS will continually work with HRM IT, HRM P&D, local development companies to use analytic tools to gather data, assess the impact of community growth on emergency response performance and make recommendations to the Office of the Fire Chief regarding resource levels and deployment annually.
2. HRFE will review annually, and update as needed, all Emergency Response agreements with neighbouring fire departments and agencies to maintain seamless delivery of service throughout the municipality by Q1 2026.
3. HRFE PDPS, in consultation with HRM IT, Procurement and the vendor will procure and implement IP address-based station alerting technology in career staffed fire stations by Q3 2025.

Strategic Goal 3B: Excellence in Specialty and Response Programs

Though annual program appraisals including community risk analysis, gap assessment, program assessment, and recommendation from program improvement teams; improve HRFE specialty and response programs with internal subject matter expertise and develop a centre of excellence model.

3B: Strategic Objectives

1. HRFE Operations Division will build leadership and succession planning through an organized program improvement team model engaging front-line team leads, that develops technical subject matter experts and program leadership skills by Q1 2025.
2. HRFE will build an operational plan to implement and sustain resources and staffing to meet the community risk and operational needs of identified technical rescue risks across HRM by Q4 2025.
3. Collaborate provincially, nationally, and internationally to build a community of shared knowledge and expertise, amongst HRFE and emergency service collaborators by Q4 2025.



Strategic Goal 3C: Enhance Medical Response and Health Care Integration

HRFE will continue to provide and enhance the medical capabilities provided to the community in partnership with Nova Scotia Emergency Health Services, Nova Scotia Health Authority, Public Health Nova Scotia, and other healthcare partners.

3C: Strategic Objectives

1. HRFE Medical Division will deliver an Internal Medical First Responder initial education program and enhance the level of medical care provided by Q2 2024.
2. HRFE Medical Division will internally develop a Continuing Medical Education program to improve and upgrade medical training, skills, and services for emergency medical services by Q1 2025.
3. HRFE Medical Division will strengthen our partnership with Nova Scotia Emergency Health Services to deliver valuable medical response and community health programs, including a medical responder continuous quality improvement program by Q4 2025
4. HRFE Medical Division will collaborate with CAN-TF5 to lead the development and implementation of the USAR CAN-TF5 medical sector to meet the requirements of a deployable team by Q1 2026.

Strategic Goal 3D: Improve Operational Programs, Processes, and Equipment

HRFE will maintain, renew, innovate, and excel in operational standards and processes.

3D: Strategic Objectives

1. HRFE Operations Division will update the Rural Water Supply Program to include a GIS map of installed dry hydrants, cisterns and drive times for ongoing analysis and prioritization of new dry hydrant and cistern locations by Q2 2024.
2. HRFE will achieve Fire Underwriters Survey - Superior Tanker Shuttle Accreditation as part of rural water supply strategy Q1 2024
3. HRFE will inspect, repair, test and record the existing dry hydrant and cistern infrastructure on an annual basis.
4. HRFE Special Projects Division will procure and deploy next generation of SCBA packs and cylinders for operational firefighting by Q1 2025.



Strategic Priority 4: Build System Capacity and Resilience

Moving beyond resilience, a gracefully extensible system is one that extends capacity to adapt when events challenge its boundaries by managing risk, building networks of adaptive units, and overcoming system constraints.

Strategic Goal 4A: Improve Community Risk Reduction Programs

Improve pro-active community risk reduction programs through public education, inspection, and compliance; prepare and build capacity for wildfire in the wildland urban interface.

4A: Strategic Objectives

1. HRFE will implement the national Fire Smart Program to educate and prepare HRM residents for wildfire and wildland urban interface risks by Q4 2025.
2. Improve wildland firefighting skills, equipment, and resources as part of HRFE's Wildland Urban Interface Strategy by Q2 2025.
3. In partnership with IT and Corporate Communications, HRFE will develop an interactive educational webpage for residents, providing information pertaining to wildland fires as part of an overall wildland Urban Interface Strategy by Q4 2026.
4. Restructure and expand Fire Prevention & Community Risk Reduction Division to improve span of control, increase inspection capacity, align division tasks with subject matter expertise, and support quality and performance improvements by Q4 2025.

Strategic Goal 4B: Build Long-Term Plan for Infrastructure

Establish long-term sustainable, capital and operational infrastructure in partnership with HRM business units that supports HRFE's All-Hazards and major event response plan (MERP).

4B: Strategic Objectives

1. HRFE Operations Division will complete a collaborative review of HRFE heavy fleet with representatives from Property, Fleet and Environment, Emergency Fleet service to establish a life-cycled fleet renewal and asset management plan by Q1 2025.
2. HRFE Operations Divisions will assess and plan equipment standardization to establish consistency and capacity across the service and identify budget impact by Q4 2024.
3. Develop and plan HRFE response station and facility life cycles for all buildings in a long-term infrastructure plan in partnership with HRM Property, Fleet and Environment, and in alignment with HalifACT by Q1 2025.
4. Build a new HRFE operating station, logistics warehouse, and headquarters facility by Q4 2026.



Strategic Goal 4C: Sustain Effective Capacity for Large Scale Incidents

HRFE will establish improve major incident plans, processes, and capacity.

4C: Strategic Objectives

1. Develop, train, and update all HRFE staff in Incident Command System (ICS). Develop staff to fulfill all sections of a large Incident Management Team by Q4 2029
2. Annually, develop, train, or update staff members to plan and execute crisis communications for internal and external audiences.
3. HRFE will work with HRM's Property Fleet & Environment Business Unit to identify and improve HRFE critical infrastructure during large scale incidents to ensure continuous and sustained operations across HRM by Q4 2025.
4. HRFE Operations Division will improve emergency call out systems for staffing and establish its all-hazards major emergency response plan for sustained duration major incidents by Q1 2025.

Strategic Goal 4D: Develop Heavy Urban Search and Rescue (HUSAR) Capability

Continue to develop the Urban Search and Rescue (USAR) Program, Canada Task Force 5 (CAN-TF5) in partnership with Public Safety Canada to provide eastern Canada with a deployable, high quality, multi-jurisdictional USAR and all hazards emergency and rapid response agency.

4D: Strategic Objectives

1. HRFE will develop a plan and make application to Public Safety Canada for a renewed three-year contribution agreement for Heavy USAR capability by Q1 2024.
2. HRFE will establish a permanent CAN TF-5 warehouse and training site by Q4 2027.
3. HRFE will develop position specific team standards for Heavy USAR capability in alignment with Canada's HUSAR requirements by Q4 2024.
4. HRFE will update CAN TF-5 governance structure to facilitate the onboarding of civilian members and inter-jurisdictional response by Q2 2025.



Strategic Goal 4E: Process and Systems Improvement

Improve internal processes and important support services to enhance operational readiness and capabilities.

4E: Strategic Objectives

1. HRFE will onboard the new position of Division Chief of Logistics and implement improved logistical processes and accountability to streamline workflows and distribution of resources by Q2 2025
2. HRFE Logistics in collaboration with HRFE PDPS and HRM IT will acquire and implement a digital asset and inventory system and achieve alignment with HRM corporate small equipment and asset management program by Q2 2026.
3. HRFE PDPS, in consultation with HRM IT, will select, procure and implement a new electronic records management system with improved capabilities to support all divisions of HRFE by Q4 2025
4. The Office of the Fire Chief will, in consultation with all divisions, define a new process and digital resources to ensure continuous and timely review, and improve accessibility to organizational policies and operating guidelines for our members by Q1 2025



Strategic Priority 5: Quality and Innovation

Establish HRFE as an industry innovator, invoke continuous quality improvement processes, and build a systematic method to embed fire service innovation as part of our mission and vision.

Strategic Goal 5A: Achieve Fire Service Accreditation

Achieve international fire service accreditation and instil continuous quality improvement as an organizational model.

5A: Strategic Objectives

1. HRFE will achieve CPSE International fire service accreditation by Q1 2025.
2. The HRFE Accreditation Manager will establish key performance indicators and metrics to measure and conduct system analytics as a tool for continuous quality improvement and maintenance of fire service accreditation by Q2 2025.
3. HRFE PSPD will implement “effective response force” performance reporting metrics for response type and risk-level system wide for HRFE’s standards of cover by Q3 2025.
4. Program and criterion leads will maintain annual accreditation program appraisals and annual compliance reporting to achieve CPSE annual compliance report requirements.

Strategic Goal 5B: Enhance Fire Service Technology Integration

Modernize fire service technology integration for innovative and efficient community risk reduction, response, resilience, and improvement.

5B: Strategic Objectives

1. HRFE will implement enhanced technology assisted intelligent dispatch systems by Q4 2026.
2. HRFE PDPS, in collaboration with HRP IES, HRM IT and the Province of Nova Scotia, will upgrade all portable and mobile radios with new hardware and fire service friendly design and channel encryption by Q3 2025.
3. HRFE PDPS, in collaboration with HRM IT will plan, evaluate, procure, and implement a new Fire Records Management System by Q4 2026.
4. HRFE PDPS will evaluate and recommend mobile technologies which will allow front line responders to gather and record in the field, retrieve and visualize data, including geographically based data, and communicate confidential information in writing and by voice with internal and external agencies by Q3 2025.



Strategic Goal 5C: Collaborate in Fire Service Innovation

Collaborate with Canadian fire services and academic partners in an innovation framework that encourages HRFE to dream, share, network, and conceptualize new and out of the box ideas or methods for HRFE and other fire services in Canada and world-wide.

5C: Strategic Objectives

1. Complete a research and development proposal to build emerging fire service technologies and create innovative solutions by Q1 2024.
2. HRFE will implement a pilot project of new artificial intelligence-based wildfire detection camera technologies and report on its value by Q3 2025.
3. Work in collaboration with provincial, national, and international fire services, and academic institutions to develop new approaches to collaborate on technologies and fire service innovation by Q3 2026.
4. Foster relationships with academic institutions and innovative business organizations to conduct fire service research and pilot prototype fire service tools that can improve safety and operations by Q3 2027.

Strategic Goal 5D: Imagine and Realize a Modern Collaborative Training Facility

Plan and design a modern, collaborative training and professional development facility.

5D: Strategic Objectives

1. HRFE PDPS, in consultation with HRM Property, Fleet and Environment, will select and procure a location for a multi-use training centre.
2. HRFE PDPS, in consultation with all HRFE divisions and member input, will conduct a needs and gaps assessment, and develop a future vision for an integrated and modern training facility to best suit the needs of HRFE by Q4 2027.
3. HRFE PDPS will annually assess current against new and emerging training tools and methods that offer benefits including reduced risk of injury, reduced exposure to contaminants, opportunity to simulate emergency conditions and increase accessibility for practice.

