

Calgary 9-1-1

Led by: Director of Emergency Management & Community Safety

Service Description

Calgary 9-1-1 connects Calgarians with the emergency services they require by evaluating and dispatching 9-1-1 and non-emergency calls from within Calgary and for client agencies located outside of the city. We coordinate with our partners to deliver accurate and timely information to first responders.

Service Updates

Key Service Results

Awards

Technologist of the Year

Calgary 9-1-1 has made significant strides in enhancing its service delivery. The service onboarded a net of 18 new hires to bolster its capacity to respond to police calls. It also expanded employee skillset development and training opportunities, supporting its commitment to the public and first responders. (Initiatives 1,3)

The service has renewed its Regional Fire contracts and initiated a Regional Partners Service program to strengthen and enhance relationships and service delivery with regional partners. (Initiative 7)

To provide public education and awareness of 9-1-1 services, the service has initiated an external communications plan including public engagement, community involvement, and social media posts. This will improve citizen satisfaction, call re-allocation initiatives, and facilitate move from analog 9-1-1 service to the digital Next Generation 9-1-1 (NG9-1-1) network. (Initiative 2)

The services dedication to continuous improvement has been recognized by the Association of Public-Safety Communications Officials, which awarded Calgary 9-1-1 the Technologist of the Year national award. This underscores the service's contribution to public safety across Canada.

Service Challenges

Calgary 9-1-1 has been addressing staffing challenges due to attrition, retirements, and a competitive hiring market through expanded community outreach, recruiting 33 staff, enhanced psychological health programs, and continued staff engagement.

A surge in unintentional 9-1-1 calls has increased call volume. Successful corrective actions involve short-term staffing increases, with technical, procedural, regulatory, and staffing analysis for long-term effectiveness have led the service to recover from this challenge with continued monitoring and an external audit of information security underway.

The complexity and workload of dispatch positions have risen, along with increased partner agency requests, prompting collaborative efforts for mitigation strategies.

Nationwide, the transition to NG9-1-1 in Canada has faced delays, impacting capital spending projections. Prolonged RFP processes for an internal system replacement project have shifted much of capital spend to 2024 and 2025.

Trends & Potential Uncertainties

Calgary 9-1-1 is facing staffing challenges due to high recruitment standards, a competitive job market, and lengthy training periods.

Elevated social unrest, protests, and mental health challenges affect 911 call volume and complexity. The service's support of other jurisdictions in emergency situations has grown, resulting in uncertainties on operational demands.

The NG9-1-1 network will enhance the capabilities of 9-1-1 systems and support continued technology evolution required to meet the changing customer expectations of 911 service across Canada. The service is expected to move to the NG9-1-1 network in 2024. However, some elements of NG9-1-1 are still being discussed within the Canadian Radio-television and Telecommunications Commission that may impact the transition.



Measuring Our Performance

Legend

— Actuals

■ Expected Future Performance

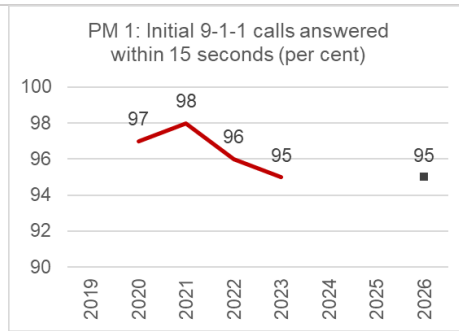
➔ Progressing as planned

⊖ Not progressing as planned

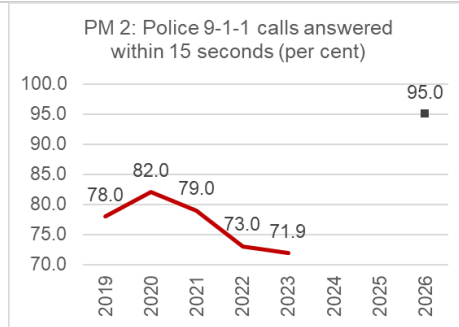
Performance Measures

Story behind the numbers

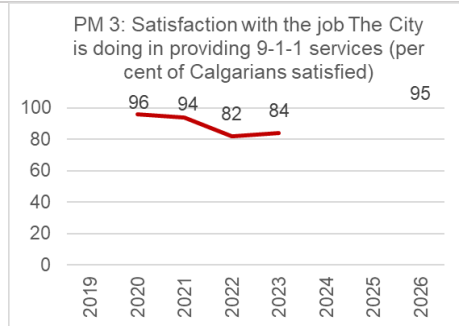
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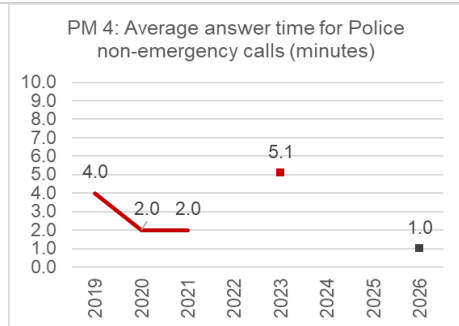
Calgary 9-1-1 strives to continuously improve this metric through training and technology and policy enhancements. This metric stems from the Alberta 9-1-1 Standard to provide prompt and reliable answering of emergency calls to benefit customers and resolve their emergency situations as promptly as possible.



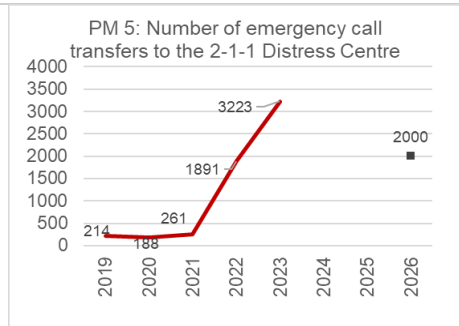
Calgary 9-1-1 has been working to improve its performance on police call answer time, as citizens calling 9-1-1 with a police emergency are waiting on the line longer than expected. To address this issue, the service has recruited 18 new staff answering police calls. These initiatives include recruitment of new police call taking staff as approved in the new 2023-2026 budget, cross-training of existing staff, and continuous improvement of internal policies and practices.



The challenges that impact this metric include staffing issues, increased call complexity, and wait times. The restructuring of Emergency Medical Services (EMS) dispatching to Provincial jurisdiction also presents challenges. Citizens may not realize the distinction between 9-1-1 and EMS, which can lead to confusion. To improve this metric, the service has planned to reduce wait times (See PM #2) and create awareness of the distinction between Calgary 9-1-1 and provincial EMS dispatch service through corporate communication and community outreach efforts.



Calgary 9-1-1 is committed to providing timely service for both emergency and non-emergency calls. To enhance the quality of service, Calgary 9-1-1 is focusing on recruiting qualified staff and continuously improving processes and technology. Furthermore, a benchmarking initiative is planned in Q1 2024 to assess the need to adjust the future expected performance of call answer time through Mid-cycle Adjustment.



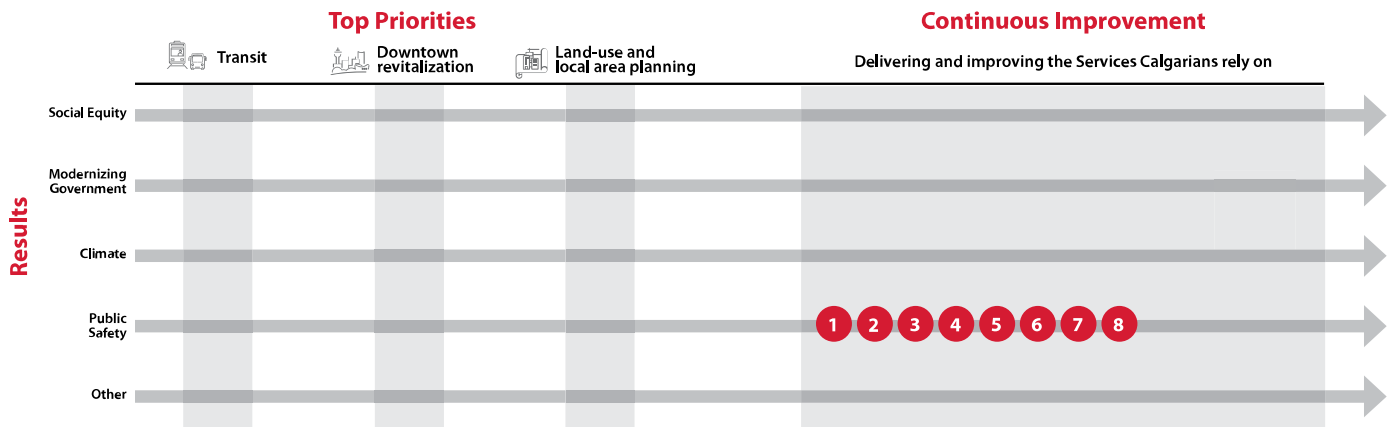
In 2023, Calgary 9-1-1 successfully transferred 3223 emergency calls to the 2-1-1 Distress Centre. The reallocation of 211 to the 911 call center has enhanced collaboration among communication officers and accelerated call transfers. This achievement is highly impactful to the population experiencing vulnerabilities and callers in crisis, who will benefit from being connected to the right resource and service.






Progress on Service Delivery

Alignment with Council Refined Priorities and Result Areas



- Legend**
- ✔ Completed
 - ➔ Progressing as planned
 - ⊖ Not progressing as planned
 - ⏻ Not started
 - 1 Initiative number

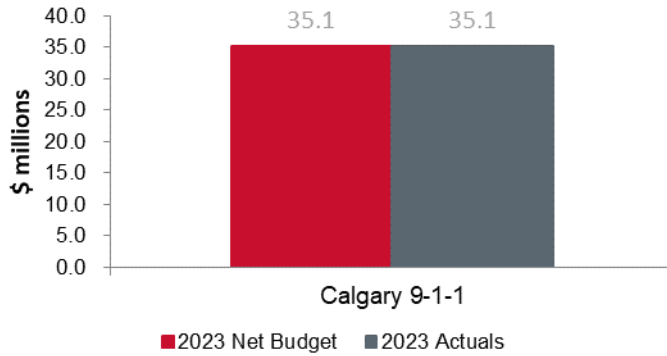
Initiative	Initiative Update	Status
1 Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.	Calgary 9-1-1 aims to improve emergency response coordination and reduce 9-1-1 processing times by streamlining technology and equipment across the 9-1-1 center and enhancing the coordination of Police and Fire incident management systems. The ongoing work is progressing as planned, which will improve service to citizens and the ability to respond to calls and create a more efficient support model. The service is looking to adjust the initiative in the adjustment process.	➔
2 Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.	Calgary 9-1-1 is well underway with its migration to the NG911 network, which will move all 9-1-1 calls within the service area from the existing analog to a new digital phone network. The migration to the NG9-1-1 network is planned for 2024	➔
3 Meet emerging and evolving expectations of Calgarians through ongoing staff training and development on systems and service changes.	Calgary 9-1-1 has a dedicated Learning and Wellness team that supports all 9-1-1 operational training initiatives and is working to enhance the training model across our agency. This includes a cross-training program, regular refresher training for 9-1-1 Emergency Communications Officers, ongoing training for new systems and policies, and a roadmap for modernizing and standardizing curriculum for all staff, which is currently underway.	➔
4 Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.	The service delivery model and continuous improvement opportunities, including leveraging ECOs trained in both Fire and Police call-taking functions, allow for staffing agility during call surges.	➔
5 Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.	Calgary 9-1-1 is working closely within the business unit to create proactive and risk-based plans. In 2023, updated Emergency Response Plans for all 9-1-1 staff locations have been created, coordinated mutual aid and interoperability exercises and training have been implemented, and the Tactical Dispatch Team with enhanced interoperability training has been improved. Work is underway to continue refinement of the strategic roadmap for long term planning around this initiative.	➔
6 Promote employee resilience, retention and a healthy work environment by strengthening psychological health and safety supports.	Calgary 9-1-1 is working to expand existing support services, develop new programs for staff, and contribute to the development of an overarching CoC psychological safety framework. This includes enhancement of an existing Peer Support team, additional counselling services for staff, strengthening of our Learning and Wellness team, enhanced training, and more. This work will be ongoing and will adapt to specific issues and needs necessary to support employee psychological health and safety.	➔
7 Improve interoperability with partnering agencies, regional municipalities and First Nations.	Calgary 9-1-1 has 12 Regional Partner contracts, including Tsuut'ina First Nation and Stoney Nation. These contracts include a fee for service for Calgary 9-1-1 to provide emergency call taking and Fire dispatch services for 11 regional fire agencies, as well as Peace Officer monitoring and dispatch services for Chestermere Municipal Enforcement. All 12 contracts were renewed in 2023.	➔

Initiative	Initiative Update	Status
8 Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.	This service initiative is well underway and is exceeding targets for call re-allocation. This service initiative has seen a growth in partnerships and support for vulnerable populations, including collaboration with the Calgary Alpha House and their Human-Centered Engagement Liaison Partnership (HELP) team (formerly DOAP), and the Community Mobile Crisis Response team (a partnership between Calgary Police Service and the Alex Community Health Centre). Continued strategic planning around enhancements and ongoing support for this service initiative are underway.	



Service Updates on Financial Performance

Net Operating Budget and Actuals as of December 31, 2023

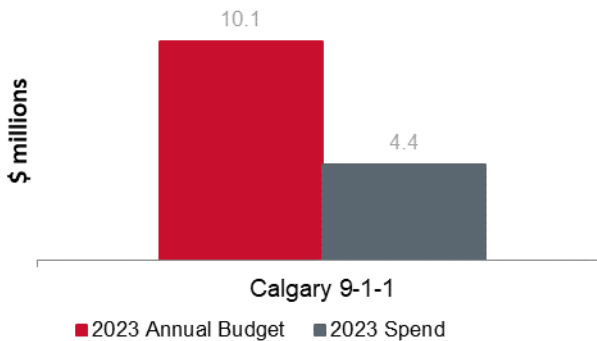


Operating Budget Updates - 2023 net operating budget vs actuals:

Calgary 911 Service has no operating variance for the reporting period.

Landline revenue and operating base budget for 911 operations were fully utilized on 2023 operating expenditures, and thus there was no contribution to the 911 capital reserve.

Capital Budget and Spend as of December 31, 2023



Capital Budget Updates - 2023 total capital budget vs 2023 spend:

Calgary 9-1-1 has spent 43.9 per cent of the 2023 approved capital budget. The underspend is mainly attributed to longer than anticipated timeline for vendor selection and the Request for Proposal (RFP) phase of the Computer Aided Dispatch system.

In 2023, the capital expenditures include continued progress on the migration to the Next Generation 9-1-1 network and subsequent upgrades that will follow (i.e. Real Time Text). Annual acquisition and life cycle of equipment required for emergency communication call taking and dispatching was completed as planned.