

# Calgary 9-1-1

Led by: Director of Emergency Management & Community Safety

## 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.

## Value and benefits

Our service fulfills the need for Calgarians and visitors to have access to reliable 9-1-1 services that they depend on in their time of need. Prompt and professional response to emergency calls ensures delivery of critical support by first responders. We prioritize equitable access to emergency assistance to Calgarians, by offering support in 200 different languages. Effective coordination with our partners promotes efficient dispatch to emergency events that require multi-agency response. We further provide contracted service to 20 regional partners and nine rural fire departments outside of Calgary, including Rocky View County, the Municipal District of Big Horn, Kananaskis, Chestermere, Cochrane, Crossfield, the Tsuu T'ina Fire Department and the Canmore Fire Department.

## Customers

Our customers include: Calgarians and visitors calling 9-1-1 for Police, Fire and EMS emergencies; Calgarians and visitors with non-emergency requests; first-responder agencies (Police, Fire and EMS); secondary response agencies including Bylaw Education & Compliance and Public Transit; 20 regional partners; and nine rural fire departments.

## What we deliver

We deliver prompt response to 9-1-1 calls, handled professionally in alignment with industry standards. We meet call dispatch time targets and prioritize the communication of accurate and timely information to first responders. Strategic coordination with partnering agencies ensures that we respond to emergencies efficiently and effectively. Quality life-saving directions provided over the phone.

## Partners

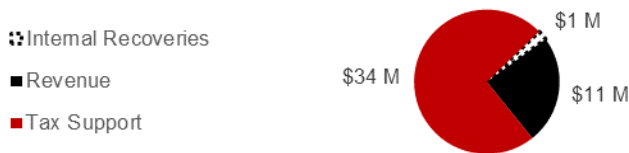
Our service relies on partnerships with: Alberta Health Services; regional partners; rural fire departments; The Royal Canadian Mounted Police; the 2-1-1 Distress Centre; and internal lines of service (Bylaw Education & Compliance, Calgary Police Service, Emergency Management & Business Continuity, Fire & Emergency Response, Pet Ownership & Licensing and Public Transit).

1 million	Calls answered in 2021
100%	Calgarians that consider 9-1-1 important
100%	Citizen support for service investment
20	Regional partners serviced

## Key assets

Whitehorn Multi Service Centre; Secondary site at Emergency Operations Centre; IP telephone system; Computer Aided Dispatch systems for Fire and Police; and the Gateway link from Fire to Alberta Health Services.

Calgary 9-1-1  
2022 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)\*



\* Gross operating budget may include internal recoveries that are also included in other services' gross operating cost.

Note: Internal recoveries is how The City accounts for the costs of goods or services between services

## What we have heard & what we are watching

### What we have heard

Calgary 9-1-1 strategic actions are informed by ongoing engagement with Calgarians and our partners. Calgarians identified responsiveness and reliability as key service values, followed by safety and quality. Public education and awareness of when to call 9-1-1 compared to other services was also considered important. The 2021 Fall Quality of Life and Citizen Satisfaction survey indicated:

- 100 per cent of Calgarians want more or the same investment in service.
- 100 per cent of Calgarians consider 9-1-1 services important.
- 94 per cent are satisfied with Calgary 9-1-1 services.

### What Council has directed

We promote social equity by contributing to a safe, vibrant and secure place to live for all Calgarians. We consistently work to improve accessibility, offering 200 different languages to assist Calgarians seeking emergency support. Collaborating with Calgary Police Service and the 2-1-1 Distress Centre offers care to callers and considers root causes to help identify alternative response options. Our service contributes to downtown revitalization with fast and reliable dispatch of emergency services to meet the needs of Calgarians, businesses and visitors in the core. Our commitment to modernize government is accomplished by investing in technology to optimize service delivery and support network enhancements that expand how Calgarians can communicate with Calgary 9-1-1. We continue to prioritize service improvements to ensure that we respond to the evolving needs of Calgarians and can deliver contracted 9-1-1 and Fire dispatch services to regional partners and rural fire departments.

### What we are watching

Calgary's population is growing and becoming more diverse, which will influence call volume and complexity. Calgary 9-1-1 will continue to evolve with emerging needs and will manage how resources are deployed. Our service must undertake multiple strategic projects to advance the critical technology and infrastructure that supports emergency response. Continuing to advance the Unified Computer Aided Dispatch project will support digital recording and storage system upgrades and offer interoperability with Fire and the Calgary Police Service. Enabling these service improvements will be dependent on staff resiliency and capacity to learn and adapt to new emergency communications processes and protocols. The provincial decision to transfer EMS dispatch services to Alberta Health Services in 2021 will require that we continue to seek collaborative solutions to mitigate the impact on service delivery and coordinate multi-agency response in the interest of public safety.

### Comparing our service

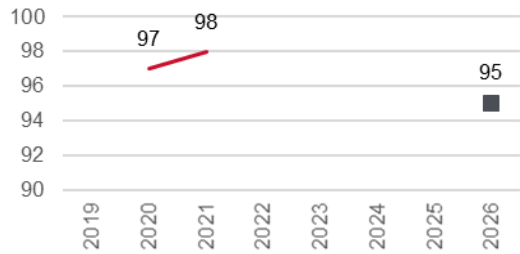
Calgary 9-1-1 is not benchmarked against other municipalities as historical reporting measures are not widely shared across Public Safety Answering Points. A Police Dispatch Benchmarking Report in 2021 used qualitative indicators to highlight strong performance in categories of operations, technology and governance models that Calgary 9-1-1 strives to maintain and continuously improve. Opportunities to define a benchmarking process for the service will be explored over the next business cycle to create a consistent and comparable metric that can accurately reflect service delivery.

# Measuring performance & where we want to go

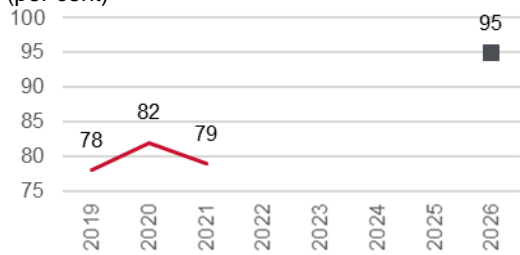
For Council Approval

— Actuals      ■ Expected Future Performance

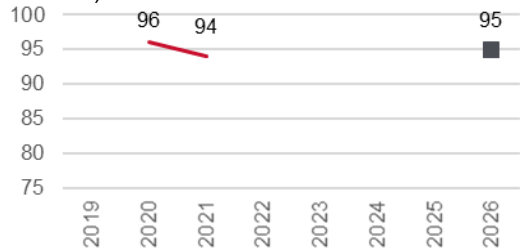
**PM1: Initial 9-1-1 calls answered within 15 seconds (per cent)**



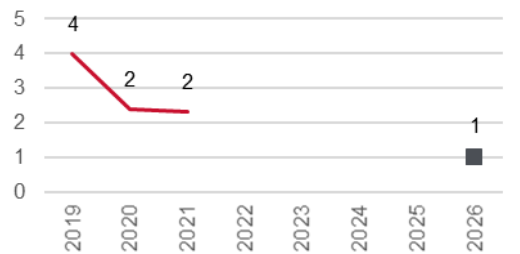
**PM2: Police 9-1-1 calls answered within 15 seconds (per cent)**



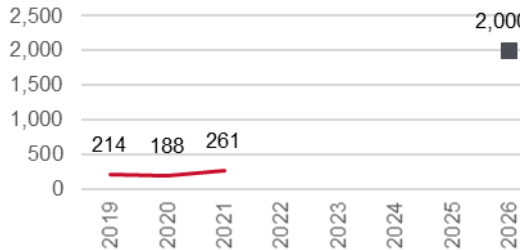
**PM3: Satisfaction with the job The City is doing in providing 9-1-1 services (per cent of Calgarians satisfied)**



**PM4: Average answer time for Police non-emergency calls (minutes)**



**PM5: Number of emergency call transfers to the 2-1-1 Distress Centre**



## Story behind the curve

Expected future performance for 2026 is set based on the provincial 9-1-1 standard to answer 95 per cent of all 9-1-1 calls within 15 seconds. Historically we have met the provincial standard but will be challenged to maintain our rate of responsiveness with projected increases to call volume, complexity and duration that is increasing following declines during the COVID-19 pandemic. We will continue to maintain our performance through technology and process improvements, targeted recruitment, enhanced psychological staff supports and delivery of unified training for employees.

Expected future performance for 2026 is set based on the Provincial 9-1-1 standard to answer 95 per cent of Police 9-1-1 calls within 15 seconds. We do not currently meet the standard due to staffing constraints along with increasing service demands. We seek to meet the standard through technology and process improvements, targeted recruitment, enhanced psychological staff supports and delivery of unified training for employees.

Timely and efficient response to Calgarians in their time of need has a significant influence on rates of citizen satisfaction with service delivery. Calgary's demographics are diverse and becoming more complex, but technology and service improvements will enhance how Calgarians connect with Calgary 9-1-1, effectively reducing call transfers and wait times. We anticipate increasing demand for service which will require modernization of our service delivery model to improve our grade of service and will enable Calgary 9-1-1 to engage with Calgarians and connect them with the right resources.

We strive to offer timely and efficient response to Calgarians with non-urgent Police concerns. In recent years we have observed a lower volume of Police non-emergency calls due to the COVID-19 pandemic, which are now rising to pre-pandemic levels. Expected future performance in 2026 is set based on expectations to implement technology and process improvements, targeted recruitment, enhanced psychological staff supports and delivery of unified training for employees.

Collaborating with the 2-1-1 Distress Centre offers care to callers and considers root causes to help identify alternative crisis response options for non-criminal and non-emergency issues. Improved training and collaboration will enhance evaluation and identification of circumstances where callers will benefit from being connected to the right resource and service. We project that by 2026 we can increase the number of emergency call transfers to the 2-1-1 Distress Centre through implementation of a long-term call diversion strategy that connects callers with social support services.

## What we plan to do

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### Result for 2023-2026

We will deliver reliable and resilient service through coordinated emergency response and improved interoperability. We will leverage technology and promote a healthy workplace to optimize service delivery and meet evolving citizen expectations.

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### How we are going to get there

Improve emergency response coordination and reduce 9-1-1 processing times by unifying Police and Fire incident management systems.

Enable ongoing adoption of the emerging capabilities of modern communication networks by deploying Next Generation 9-1-1 infrastructure.

Meet emerging and evolving expectations of Calgarians through ongoing staff training and development on systems and service changes.

Improve the caller experience by optimizing the Calgary 9-1-1 service delivery model and reducing call transfers.

Ensure resilience and continuity of 9-1-1 operations through proactive risk-based planning and mitigation for emerging and evolving threats.

Promote employee resilience, retention and a healthy work environment by strengthening psychological health and safety supports.

Improve interoperability with partnering agencies, regional municipalities and First Nations.

Better serve populations experiencing vulnerabilities by strengthening community partnerships and engagement.

## Operating budget needed to achieve results

**For Council Approval**

### Breakdown of net operating budget (\$000s)

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Budget	32,973	-	34,331	-	36,453	-	38,009	-
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		-		-		-		-
Revenue Changes	(1,100)	-	-	-	-	-	-	-
Internal Recoveries Changes	-	-	-	-	-	-	-	-
Inflation	33	-	80	-	91	-	84	-
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	2,425	-	2,042	-	1,465	-	1,806	-
<b>Total net budget*</b>	<b>34,331</b>	<b>-</b>	<b>36,453</b>	<b>-</b>	<b>38,009</b>	<b>-</b>	<b>39,899</b>	<b>-</b>

\*The previous year's One-Time Budget is not carried forward to the following year.

### Total Operating Budget (\$000s) for Approval

	2022 Budget	2023			2024			2025			2026		
	At April 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	45,712	47,535	-	47,535	49,657	-	49,657	51,213	-	51,213	53,103	-	53,103
Recoveries	(995)	(995)	-	(995)	(995)	-	(995)	(995)	-	(995)	(995)	-	(995)
Revenue	(11,109)	(12,209)	-	(12,209)	(12,209)	-	(12,209)	(12,209)	-	(12,209)	(12,209)	-	(12,209)
<b>Net</b>	<b>33,608</b>	<b>34,331</b>	<b>-</b>	<b>34,331</b>	<b>36,453</b>	<b>-</b>	<b>36,453</b>	<b>38,009</b>	<b>-</b>	<b>38,009</b>	<b>39,899</b>	<b>-</b>	<b>39,899</b>
Base	32,973												
One-Time	636												

Note: Figures may not add up due to rounding.

## Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
<b>Annual Investment Program(s)</b>							
440007	911 Critical Infrastructure	750	850	3,650	4,000	-	9,250
<b>Program(s)</b>							
440016	911 Facility Upgrades	400	1,400	2,200	400	-	4,400
440009	NG911 Infrastructure	7,800	14,300	8,800	6,700	-	37,600
<b>Projects(s)</b>							
		-	-	-	-	-	-
Sub-Total (New Budget Requests)		8,950	16,550	14,650	11,100	-	51,250
Previously Approved Budget Remaining		-	-	-	-	-	-
Total Capital Investment		8,950	16,550	14,650	11,100	-	51,250

### Explanation of capital budget requests

#### Annual Investment Program(s)

##### Activity 440007: 911 Critical Infrastructure

The replacement of aging equipment to reduce incidents/risk of failure and improve ability to respond to and dispatch calls for Calgary 911. To ensure continuous service to citizens and adhere to provincial standards, Calgary 911 must manage critical infrastructure needs closely.

Funding From: Municipal Sustainability Initiative (\$9,250 thousand)

Contributing Services: None

Operating Impact: None

#### Program(s)

##### Activity 440016: 911 Facility Upgrades

Facility and workstation upgrades at the Calgary 911 secondary site (EOC) to meet the needs of a 24/7 operation, as described by AB 911 Standards. The EOC is not optimized for staff working 12hrs in a 24/7 operation. Upgrades are needed to ensure long-term resilience of the centre.

Funding From: Municipal Sustainability Initiative (\$4,400 thousand)

Contributing Services: None

Operating Impact: None

##### Activity 440009: NG911 Infrastructure

Infrastructure to support the transition to the Next Generation 911 network and subsequent features and upgrades required to support the NG911 platform. Significant upgrades are needed for NG911. Regulated provincially and federally, NG911 is a requirement for all 911 centres.

Funding From: Municipal Sustainability Initiative (\$16,000 thousand), Capital Reserves (\$17,600 thousand), Pay-As-You-Go (\$4,000 thousand)

Contributing Services: None

Operating Impact: None