

Fire & Emergency Response

Led by: Calgary Fire Department

Description:

Serviced by 41 fire stations and 1,298 firefighters, this service provides life-saving emergency assistance to 1.26 million Calgarians and visitors across 848 square kilometres. Service encompasses responding to fire and fire-related incidents, critical medical interventions, motor vehicle collisions, hazardous conditions, specialized technical rescues including water rescues, calls for public service assistance, and need for community risk reduction through fire prevention activities.

Customers:

Individuals facing an imminent threat to their life or injury, confronting major property damage or loss, or are in need of emergency or related non-emergency public services.

What is delivered to customers:

We provide life-saving and protection services to victims of emergency incidents. This includes: basic life support, fire suppression, and specialized rescues including rope/high-angle, aquatic, heavy/structural, hazardous materials, and technical. We also deliver large-scale emergency response and non-emergency public service.

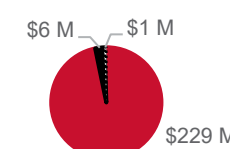

Partners:

Fire & Emergency Response works closely with other City services including: Fire Inspections & Enforcement and Fire Safety Education, Police, Emergency Management & Business Continuity, 9-1-1, Water Treatment & Supply, and external partners including Alberta Health Services, Alberta Emergency Management Agency, other municipalities when needed on large-scale emergencies, and public utilities.

Service need (value proposition):

Fire & Emergency Response is provided to citizens, businesses and institutions, and delivers on expectations including: response to public safety and addressing medical risks; protecting and reducing damage to property and the environment through responsive emergency services; providing a foundation for a safe community paramount to a resilient, prosperous city and safe neighbourhoods; adapting to changing community needs and risks; and being positively evaluated for insurance purposes, as insurance rates are determined by the level of municipal fire protection and water supply.

Current state service value

<p>62,764 Emergency responses in 2017</p> <p>77% 12 Firefighters on scene in 11 minutes</p>	<p>82% First vehicle on fire scene within 7 min</p> <p>\$743,000,000 Estimated value saved from fire in 2017</p>	<p>2018 Budgeted Gross Operating Expenditures Funding Breakdown (\$ Millions)*</p> <p>\$180 Emergency Response Annual Operating Cost Per Resident</p>  <p>* Gross operating budget and the service cost ratio may include internal recoveries that are also included in other services gross operating budget.</p>
<p>Connections to Citizen Priorities</p> 		<p>What the service includes</p> <p>This service has no sub-services.</p> <p>Key Capital Investments</p> <p>Key capital investment provides for new and existing CFD facilities, equipment, apparatus, and technology to ensure our firefighters can respond to emergencies effectively and safely.</p>



What we've heard and service outlook

What we heard: Research & Engagement Results

Fire & Emergency Response engages citizens annually. Calgarians want safe public spaces and neighbourhoods, and support maintaining or increasing current investment levels in Fire & Emergency Response. When an emergency does occur, they stated that 7.6 minutes is a reasonable time to respond. Most Calgarians consider Calgary Fire to be important (98 per cent) and feel that they receive good value for their tax dollars (86 per cent) for this service. Most citizens who had contact with Calgary Fire report that we are courteous, professional, trustworthy and knowledgeable. Most importantly, 94 per cent of citizens reported that contact with Calgary Fire made them feel safe.

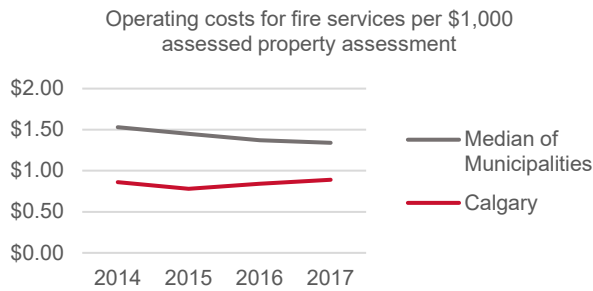
What Council has directed

Fire and Emergency Response supports Council's priorities of A City of Safe & Inspiring Neighbourhoods, A Well-Run City and A Prosperous City. Specific directives related to this service: reduce risk to improve the safety of Calgarians (including seniors and the disabled), improve the protection and enhancement of heritage assets, work with partners to address social issues impacting older Calgarians, ensure all communities are complete, shift our understanding and focus from how services are delivered to why services are delivered, and provide equitable access to services for all Calgarians. Emergency response time targets for Calgary Fire were approved by Council and reaffirmed in 2018 under The Calgary Fire Department's Service Level Response time Target plan, CPS2008-03. Calgary Fire's long-term priorities were approved by Council under its 2011-2021 Sustainability Plan.

What are we watching?

Fires today spread faster, burn hotter, cause more damage to property, and consequently pose a higher risk to firefighters and public due in part to changes in building design and construction. We watch several trends, including our response performance, technology opportunities, risk levels, growth (vertical and greenfield) areas, population increases, demographics, weather, and construction types. Call volume is increasing for fires, medical calls, motor vehicle collisions and public assistance. In the core and East Corridor, incidents have increased 10–35 per cent (20 per cent of all fires occur in these areas). While we are close to meeting our targets for the first emergency unit to arrive, we are not meeting our target of 11 minutes (by almost 3 minutes) when multiple resources are required for fire suppression incidents, as we must draw resources from other stations.

Benchmarking



Source: Municipal Benchmarking Network Canada

The latest MBNCanada survey results indicate Calgary is performing at the same level or better than comparative municipalities at outcome measures such as rate of residential fire injuries and residential fires with losses. At the same time, our fire service operating costs per assessed value of property was \$0.89 per \$1,000, significantly lower than the comparative municipalities' median of \$1.34. As a value assessment measure, this demonstrates the kind of insurance value Calgary Fire offers as compared to other municipalities.

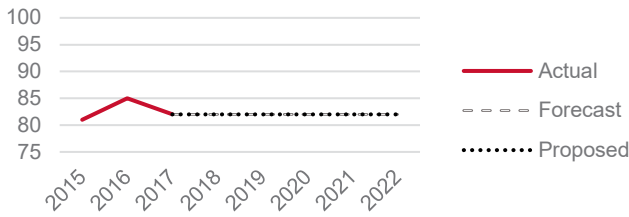
What matters to Calgarians

VALUE DIMENSION	DESCRIPTION
Responsiveness	We will respond to your call for service promptly.
Availability	We will be ready with the right equipment, staffed by competent, polite and caring people.
Reliability	Effective incident response program, plans and incident command system are in place to manage all-hazard incidents.
Provides Hope	We will stay with you until we have done everything we can to help with your emergency.
Safety	We will do everything we can to keep you and your family safe, and feel safe, both inside and beyond your home.

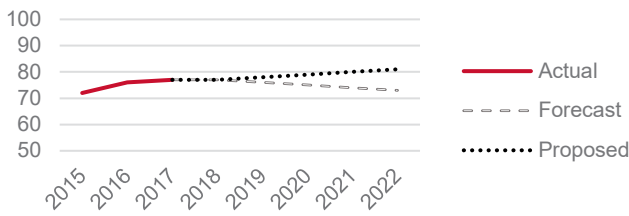


How is the Service performing? Where we are headed and where do we want to go?

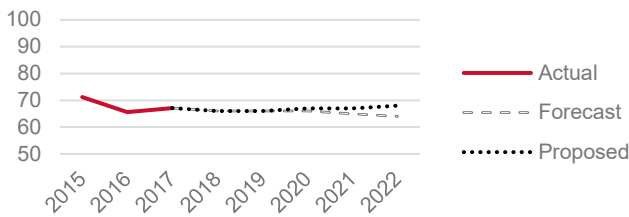
First-in unit emergency response within seven minutes to fire incidents (Per cent time achieved)



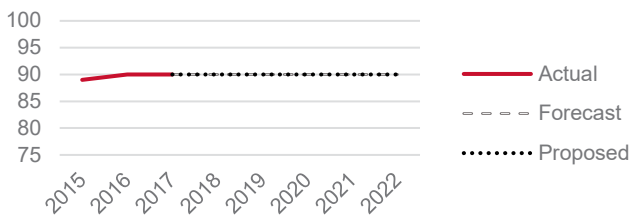
Arrival of 12 firefighters and necessary equipment within 11 minutes at serious and escalating fires (Per cent time achieved)



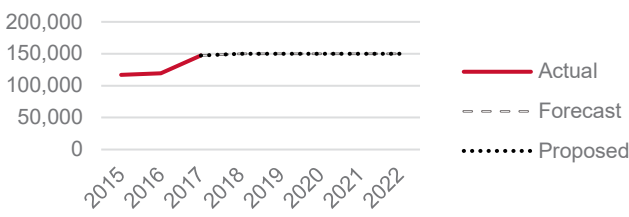
Flame spread limited to within the room or object of origin (Per cent time achieved)



First-in unit emergency response within seven minutes at critical medical incidents (Per cent time achieved)



Fire prevention engagements by firefighters (Number of face to face citizen engagements)



Story behind the curve

As Calgary grows and demographics evolve, the number, size and severity of incidents is increasing, resulting in more emergency calls, escalating busyness and limiting the availability of fire apparatus. We are able to meet our minimum response targets for the first apparatus on scene in seven minutes for both fire and medical response.

For serious and escalating fires that require additional firefighters, equipment and apparatus from across the city, we met the target of 11 minutes, 77 per cent of the time, which equates to over 2:30 slower than the target. Our target is to achieve it 90 per cent of the time.

A commonly used measure for the effectiveness of fire-related response times is containing the fire spread to room or object of origin. As shown, overall fire spread is increasing. Over the course of the next four years, we will strive to reduce the response time gaps at high risk emergencies through changes to our deployment strategies.

We recognize that the best strategy is to reduce fires from occurring in the first place. We will continue to enhance our fire prevention efforts over the next four years through face to face engagements by our firefighters, at the community level.



What do we propose to do?

What we propose to continue doing

STRATEGY
Be increasingly innovative, flexible and proactive in the way we plan for and respond to community risk and emergencies.
Provide a consistent level of response coverage and performance that adequately meets the needs of communities.
Ensure citizens receive quality service by maintaining high standards of firefighter safety, training and wellness.
Reflect and represent the diversity of the communities we serve.
Improve response time performance and efficacy through the effective placement of personnel.
Reprioritize resources to maximize efficiencies, manage emerging needs while improving customer outcomes.

Why?

Citizens expect professional, equitable and responsive service. Providing our staff with appropriate safety practices, training, and health (mental and physical) programs, increases the safety of our firefighters and enables them to provide quality service to Calgarians. Reflecting the communities we serve helps connect us with citizens, while building a stronger, more innovative team. Data driven decision-making maximizes efficiencies and helps manage emerging needs.

What we propose to do less of

STRATEGY
Frontline ancillary resources (to lower operating costs for 2019).
Hiring personnel (postpone addition of 20 new firefighters until 2020).

Why?

To meet the budget in 2019, we are adjusting service delivery by removing one ancillary apparatus from existing fleet and deferring the hiring of 20 additional firefighters for new growth stations to 2020. The CFD is using the least harm approach, and will dynamically deploy our fire resources to best reduce risk in the interim.

What we propose to do more of or include as a new offering

STRATEGY
Support Council approved growth in new communities with the addition of necessary fire stations, personnel, vehicles and equipment.
Provide resources needed to reduce the gap on response time targets at high-risk fire suppression incidents.

Why?

As communities continue to develop, we will ensure adequate emergency response coverage is available to meet citizen needs supported in our Council approved targets and The City's growth management plan. Reducing the gap on our response time targets will mean faster and more effective fire suppression at large-scale fire incidents, reducing loss to life, property and the environment.



What Operating Budget do we need to achieve these results and strategies?

For Council Approval

SERVICE PERFORMANCE RESULTS FOR 2019-2022	CURRENT	TREND
First-in unit emergency response within seven minutes to fire incidents (Per cent time achieved)	82	↔
Arrival of 12 firefighters and necessary equipment within 11 minutes at serious and escalating fires (Per cent time achieved)	77	↔
Flame spread limited to within the room or object of origin (Per cent time achieved)	66	↔
First-in unit emergency response within seven minutes at critical medical incidents (Per cent time achieved)	90	↔
Fire prevention engagements by firefighters (Number of face-to-face citizen engagements)	150,000	↔

Breakdown of net operating budget (\$000s)

	2019	2020	2021	2022
Previous Year's Budget	228,796	219,393	226,420	236,729
Less Previous Year one Time	-	(386)	(472)	(540)
Base	228,796	219,007	225,948	236,189
Revenue Changes	2,689	-	-	-
Internal Recovery Changes	630	-	-	-
Inflation	466	466	466	466
Operating Impact of Previously Approved Capital	-	-	-	-
Operating Impact of New Capital (Incremental)	-	3,400	10,200	-
Efficiencies	-	-	-	-
Service Reductions	(7,244)	(425)	(425)	(425)
Service Increases	-	3,500	-	-
One Time	386	472	540	714
Realignments	(6,330)	-	-	-
Total	219,393	226,420	236,729	236,944

Total Operating Budget (\$000s) for Approval

	2018 Budget	2019			2020			2021			2022		
	At Mar 31	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditure	236,433	223,326	386	223,712	230,267	472	230,739	240,508	540	241,048	240,549	714	241,263
Recoveries	(1,410)	(780)	-	(780)	(780)	-	(780)	(780)	-	(780)	(780)	-	(780)
Revenue	(6,227)	(3,538)	-	(3,538)	(3,538)	-	(3,538)	(3,538)	-	(3,538)	(3,538)	-	(3,538)
Net	228,796	219,007	386	219,393	225,948	472	226,420	236,189	540	236,729	236,230	714	236,944



Recommended Capital Investment to Support Service Delivery

For Council Approval

Capital Budget for Council Approval

ACTIVITY	DESCRIPTION	2019 REQUEST (\$000s)	2020 REQUEST (\$000s)	2021 REQUEST (\$000s)	2022 REQUEST (\$000s)	2023+ REQUEST (\$000s)	Total REQUEST (\$000s)
Annual Investment Program(s)		10,056	8,179	12,015	10,280	-	40,529
413020	Replace Emergency Units	3,080	3,080	3,080	3,080	-	12,319
413040	Fire Equipment Lifecycle	5,515	2,369	6,000	6,000	-	19,884
480500	CFD Technology Lifecycle	684	2,730	2,935	1,200	-	7,549
480503	Motorola Upgrade	777	-	-	-	-	777
Project(s)		8,550	7,650	7,750	22,253	-	46,203
411588	West Macleod Emerg Resp Stn	-	-	1,000	1,000	-	2,000
480501	ICFP Dwtm Core FireStn Repl	1,000	2,000	6,000	18,503	-	27,503
480502	Facilities Privacy Renos	750	750	750	750	-	3,000
480504	CFD Fleet 2019-2022	4,800	2,900	-	-	-	7,700
480505	Livingston Emerg Resp Stn	1,000	-	-	1,000	-	2,000
480506	Belvedere Emerg Resp Stn	1,000	-	-	1,000	-	2,000
480507	SouthShepard Emerg Resp Stn	-	2,000	-	-	-	2,000
Program(s)		-	-	-	-	-	-
Sub-Total (New Budget Requests)		18,606	15,829	19,765	32,532	-	86,732
Previously Approved Budget Remaining		17,148	43,450	-	-	-	60,598
Total Capital Investment		35,754	59,279	19,765	32,532	-	147,330



Recommended Capital Investment to Support Service Delivery

For Council Approval

Explanation of Capital Budget Requests

Annual Investment Program(s)

Activity 413020: Replace Emergency Units

New Budget Request of \$12,319 thousand for the lifecycle of Calgary Fire's fleet to lifecycle vehicles before the maintenance costs rise above acceptable levels or service levels are affected.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: This request requires \$386 thousand one-time funding of operating costs in 2019, \$472 thousand one-time funding of operating costs in 2020, \$540 thousand one-time funding of operating costs in 2021 and \$714 thousand one-time funding of operating costs in 2022.

Activity 413040: Fire Equipment Lifecycle

New Budget Request of \$19,884 thousand for life cycling of personal protective equipment, fire and training equipment such as medical, extrication and other specialized equipment.

Funding from Capital Reserves (\$12,000 thousand) and Lifecycle Maintenance & Upgrade Reserve (\$7,884 thousand)

Operating Impact of Capital: None

Activity 480500: CFD Technology Lifecycle

New Budget Request of \$7,549 thousand for the life cycling of Calgary Fire's information technology assets including fire station alerting systems, mobile computer aided design systems, radio communications and post-event records management.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Activity 480503: Motorola Upgrade

New Budget Request of \$777 thousand for a multi-business unit Motorola upgrade. This is the maintenance cost to maintain the operational integrity of the Motorola Calgary Municipal Radio Network.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Project(s)

Activity 411588: West Macleod Emerg Resp Stn

New Budget Request of \$2,000 thousand for the temporary West Macleod Station is required to provide fire and emergency response services in the area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2021.

Activity 480501: ICFP Dwtm Core FireStn Repl

New Budget Request of \$27,503 thousand to replace downtown station 1 due to aging infrastructure and significant maintenance required to maintain acceptable service levels.

Phase 1 of the project is the construction of two 2-bay stations.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Activity 480502: Facilities Privacy Renos

New Budget Request of \$3,000 thousand to upgrade facilities to provide service, as well as address health, safety, code compliance, operational need, physical integrity and general efficiency issues.

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None

Activity 480504: CFD Fleet 2019-2022

New Budget Request of \$7,700 thousand for apparatus for new stations. As part of our ongoing commitment to Calgarians this request is based on growth stations and ERF (Emergency Response Force.)

Funding from Lifecycle Maintenance & Upgrade Reserve

Operating Impact of Capital: None



Recommended Capital Investment to Support Service Delivery

For Council Approval

Activity 480505: Livingston Emerg Resp Stn

New Budget Request of \$2,000 thousand for a temporary Livingston Station is required to provide fire and emergency response services area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2020.

Activity 480506: Belvedere Emerg Resp Stn

New Budget Request of \$2,000 thousand for the temporary Belvedere Station is required to provide fire and emergency response services in the area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2021.

Activity 480507: SouthShepard Emerg Resp Stn

New Budget Request of \$2,000 thousand for a temporary South Shepard Station is required to provide fire and emergency response services in the area.

Funding from Developer & Other Contributions

Operating Impact of Capital: This request requires \$3,400 thousand base funding of operating costs starting in 2021.

Notes

New Budget Requests that incorporate Actively Developing and New Communities:

Activity 411588: West Macleod Emerg Resp Stn

Activity 480505: Livingston Emerg Resp Stn

Activity 480506: Belvedere Emerg Resp Stn

Activity 480507: SouthShepard Emerg Resp Stn