

# 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

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### Highlights

Calgary 9-1-1 has onboarded 25 new hires year-to-date and has expanded existing employee skillset development and training opportunities, supporting Calgary 9-1-1's commitment to the public and first responders.

Regional Fire contracts have been renewed and a Regional Partners Service program initiated to strengthen and enhance the relationships and service delivery with regional partners.

An external communications plan has been initiated to provide public education and awareness regarding 9-1-1 services. This includes outward facing public engagement, community involvement, and social media posts. This will lay a foundation for many of the initiatives and performance measures, including the citizen satisfaction survey, call re-allocation initiatives, and the move from analog 9-1-1 service to the digital Next Generation 9-1-1 network.

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### Challenges

Staffing challenges continue due to attrition and a competitive hiring market. Key employee initiatives are underway including reviewing the master shift schedule for 9-1-1 employees, enhanced psychological health and safety programs and continued staff engagement.

An increase in unintentional 9-1-1 calls, due to cell phone vendor emergency feature upgrades and international telemarketing robocalls, has contributed to a higher call volume. Corrective actions are in place including increasing staffing to combat the issue in the short term, and continued analysis of technical, procedural, regulatory and staffing solutions for the long-term.

The complexity and workload of individual dispatch positions at Calgary 9-1-1 has increased, placing increased demand on Fire and Police dispatchers. Partner agency requests for dispatch resources have also increased. Efforts are underway, with partner agencies to conduct internal reviews to identify mitigation strategies to manage this challenge.





# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

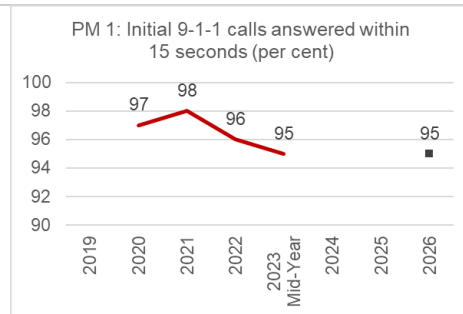
➔ Progressing as planned

⊖ Not progressing as planned

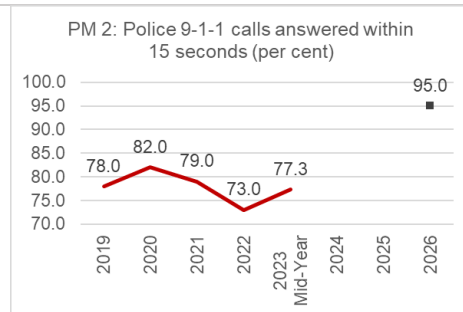
## Performance Measures

## Story behind the numbers

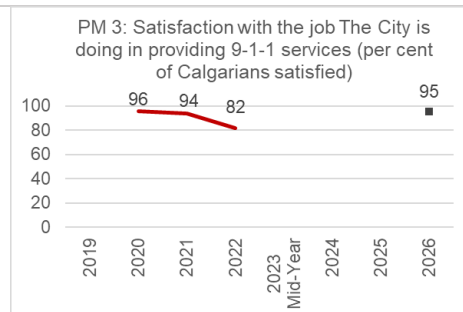
## Status



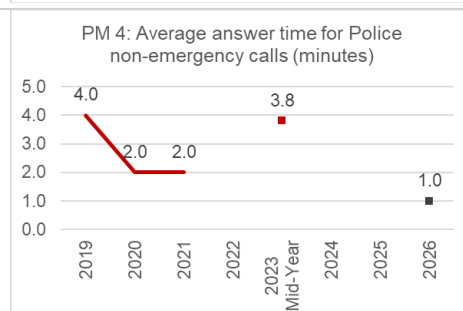
Results are on par with previous years and Calgary 9-1-1 strives to continuously improve this metric through training, and technology and policy enhancements. This metric stems from the Alberta 9-1-1 Standard to provide prompt and reliable answering of emergency calls to benefit customers and resolve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



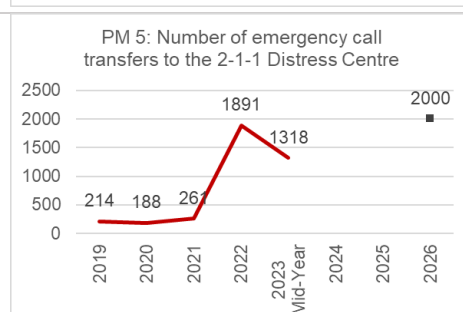
Citizens calling 9-1-1 with a police emergency are waiting on the line longer than should be expected. Calgary 9-1-1 is committed to improvement of this performance measure and is actively working through strategic initiatives focused on police call answer time, including recruitment of new police call taking staff as approved in new 2023-2026 budget, cross-training of existing staff, and continuous improvement of internal policies and practices.



2022 result: 82% (2023 result not yet available). Staffing challenges, increased call complexity, and wait times impact this metric. The restructuring of Emergency Medical Services (EMS) dispatching to Provincial jurisdiction also presents challenges as citizens may not realize the distinction between 9-1-1 and EMS. Planning is underway to improve this metric, such as reduction of wait times (See PM #2), and distinction around Calgary 9-1-1 and provincial EMS dispatch service.



Citizens expect prompt service for both emergency and non-emergency calls. To improve this grade of service, Calgary 9-1-1 is focused on recruitment, staff training, continuous improvement of processes and technology, and exploration of municipal benchmarking of like centres.



The goal is to reach 2000 calls transferred by 2026; it is expected that this will be achieved ahead of 2023-year end. This level of performance is highly impactful to the population experiencing vulnerabilities and callers in crisis, who will benefit from being connected to the right resource and service.

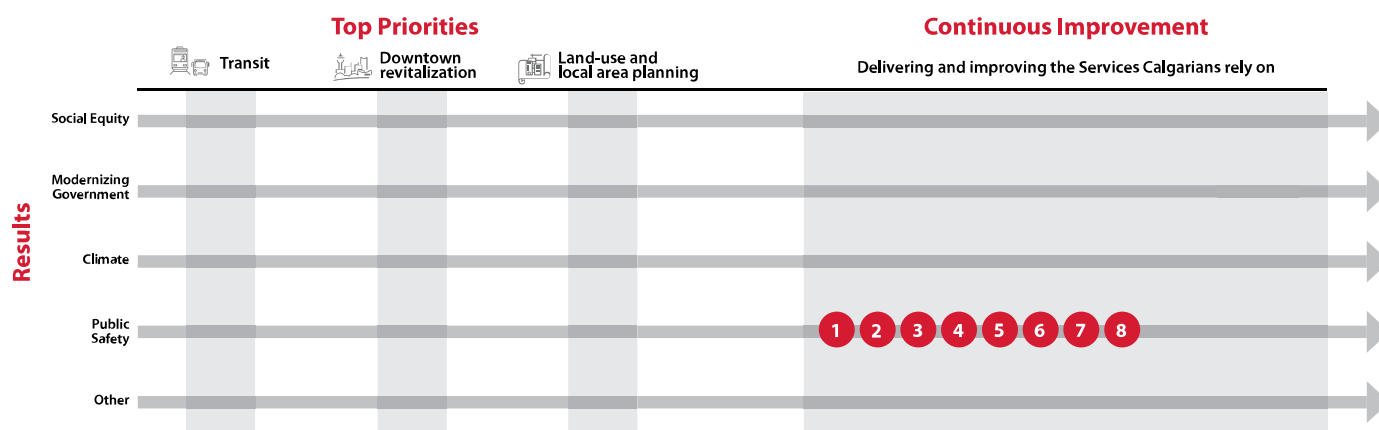






## Progress on Service Delivery

### Alignment with Council Refined Priorities and Result Areas



#### Legend



Completed



Progressing as planned





Not progressing as planned



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.	Coordinating Police and Fire incident management systems will allow for improved service to citizens and ability to respond to calls. It will also create a more efficient support model by streamlining technology and equipment across the 9-1-1 center.	
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.	
3 Meet emerging and evolving expectations of Calgarians through ongoing staff training and development on systems and service changes.	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.	Service delivery model and continuous improvement opportunities including leveraging ECOs trained in both Fire and Police call-taking functions allows 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. To date, 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 expansion of an existing Peer Support team, additional counselling services for staff, expansion of staff within our Learning and Wellness team, enhanced training programs for the peer support team and expanded training programs for employees on mental health and resiliency. This work will be ongoing and adapt to specific issues and needs necessary to support employee psychological health and safety.	



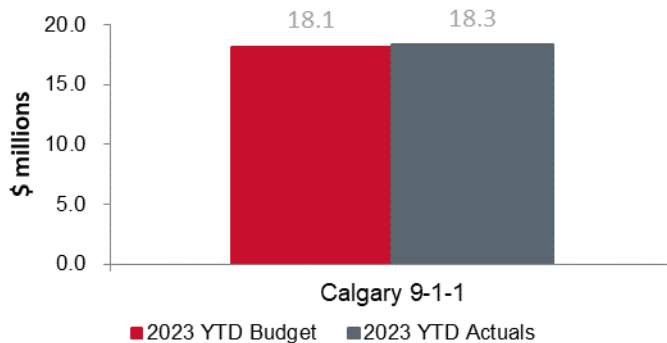
Initiative	Initiative Update	Status
7 Improve interoperability with partnering agencies, regional municipalities and First Nations.	Calgary 9-1-1 has 12 Regional Partner contracts, including Tsuut'ina First Nation and Stoney Nation. These contracts include a fee for service for Calgary 9-1-1 to provide 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. Eleven of these contracts were recently up for renewal, with all renewals slated to be finalized in June 2023.	
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

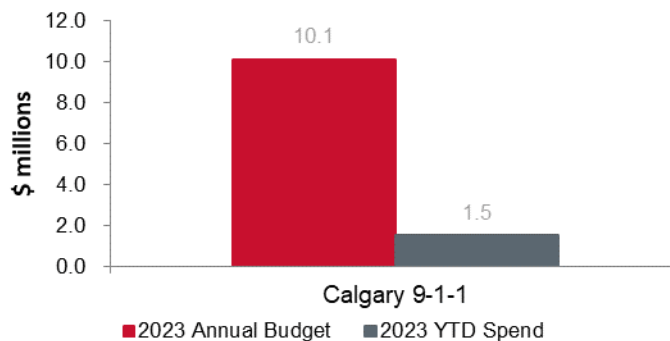
**Net Operating Budget and Actuals  
as of June 30, 2023**



### **Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

911 direct operational spending nets to zero through application of revenue against eligible expenditures, reserve for landline revenue and capital deposit for unallocated Provincial grant funds from 911 wireless levy. The overspend is due to budget timing on the allocated overhead support.

**Capital Budget and Spend as of June 30,  
2023**



### **Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

Calgary 9-1-1 has spent 15 per cent of the 2023 approved capital budget. Year-to-date, 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). The replacement of the Computer Aided Dispatch system is well into vendor selection, with spending delays into 2024 expected due to a longer than anticipated timeline during the Request for Proposal (RFP) phase. Annual acquisition and life cycle of equipment required for emergency communication call taking and dispatching proceeding as planned. Spending is expected to accelerate ahead of year end to approximately 75 per cent spend of 2023 budget.