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# Who we are

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## Message from the General Manager

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**Stuart Dagleish**  
**General Manager**  
*Community Services  
& Protective Services*

I am pleased to present the Community Services & Protective Services (CS&PS) 2013 Year in Review.

I want to begin by expressing my appreciation to Dr. Erika Hargesheimer, former CS&PS General Manager, who led CS&PS for 11 years, retired in early 2013, and left us with many strong and enduring legacies. I also want to thank Kurt Hanson, who admirably performed CS&PS acting General Manager duties for six months during 2013, including during the June flood.

CS&PS is The City of Calgary's largest department, encompassing Animal & Bylaw Services, Calgary Emergency Management Agency (CEMA), Calgary Fire Department, Community & Neighbourhood Services, Parks, Public Safety Communications, and Recreation. While the work we do across our teams is diverse, we share a common vision of making Calgary a great place to make a life. Central to achieving this vision, are CS&PS employees, as well as numerous community organizations, working together to deliver valuable programs and services to communities and citizens.

2013 was an impressive year for CS&PS. We continued to provide and improve our services in areas such as art, sport and leisure activities that support citizen well-being, healthy parks to play in, afterschool programs, and critical safety services. We implemented changes to improve our effectiveness with initiatives such as integrating Development & Building Approvals' and Animal & Bylaw Services' bylaw functions, streamlining how we work with our valued civic partners, and continuing to implement the area-based service delivery model in Recreation.

And we continued to build the infrastructure needed for our growing city including new recreation centres, libraries, parks and fire stations.

Of course, the story of 2013 was the June flood. At the year's mid-point, we responded effectively and quickly to Canada's most costly natural disaster. The City of Calgary's emergency response efforts were led by CEMA and its director, Bruce Burrell. CS&PS performed vital functions as part of The City's response efforts. To mention but a few, our firefighters rescued citizens from rising floodwaters, bylaw officers provided safety services, our recreation centres housed Calgarians who had to abandon their homes, social workers provided support to citizens in need, parks crews worked to re-open river edge parks, and our public safety communications team handled extremely high call volumes while still maintaining service levels. Simply put – our department and employees went above and beyond – during the time our citizens needed us most.

Our work in 2013, highlights of which are reflected in this report, presents a compelling picture of the accomplishments and value CS&PS provides to our citizens, communities and city.

CS&PS is a department and team I am proud to have joined, and I look forward to continuing the work we do together to provide valued, effective and efficiently operated services to Calgary's citizens and communities.

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## Chief and Directors

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**Community Services & Protective Services (CS&PS) includes Animal & Bylaw Services, Calgary Emergency Management Agency, the Calgary Fire Department, Community & Neighbourhood Services, Parks, Public Safety Communications (9-1-1) and Recreation.**

**Collectively, we contribute to Calgarians' well-being and quality of life by providing sport, art, culture, leisure activities and parks; strong communities through social connectivity and good neighbour policies; and safety by providing reliable emergency and disaster response systems.**



**Tracy Bertsch, Director**  
Animal & Bylaw Services



**W. (Bruce) Burrell, Chief**  
Calgary Fire Department  
& Calgary Emergency  
Management Agency



**Karen Young, Director**  
Community &  
Neighbourhood Services



**Anne Charlton, Director**  
Parks



**Steve Dongworth,  
Commander**  
Public Safety  
Communications



**Kurt Hanson, Director**  
Recreation

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## Employees

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**Almost 3,300 full-time equivalent employees work together throughout 199 different locations to create and sustain healthy, safe, caring and socially inclusive communities that people want to call home.**

**Our people are key to our success. They take great pride in responding to the needs of citizens; and we take pride in supporting them so they can safely and effectively deliver quality service.**

**1,430** FIRE  
EMPLOYEES IN 45 LOCATIONS

**285** COMMUNITY & NEIGHBOURHOOD SERVICES  
EMPLOYEES IN 14 LOCATIONS

**160** ANIMAL & BYLAW SERVICES  
EMPLOYEES IN 7 LOCATIONS

**570** PARKS  
EMPLOYEES IN 85 LOCATIONS

**285** PUBLIC SAFETY COMMUNICATIONS  
EMPLOYEES IN 1 LOCATION

**560** RECREATION  
EMPLOYEES IN 47 LOCATIONS

# What we do

## Public safety



Safety is a fundamental need shared by all individuals. In order to thrive, Calgarians need to feel safe in their homes, communities and city. We provide this assurance in various ways.

In an emergency, 9-1-1 is the first point of contact and where we coordinate our first-response teams. It's the backbone of all emergency services and the safety net for all Calgarians.

We protect citizens with our response to fire, accidents, hazardous materials releases and assistance with emergency medical incidents. And in the event of a disaster, we coordinate resources and response with multiple members and partners.

Citizens can sleep well knowing our services are the result of evidence-based and current best practices. Our services keep pace with citizen demand through use of new technology and innovation that reduces risk to lives and property, and supports efficient operations.

We carry forward our best practices by providing input into the development of new codes and standards that improve safety for Calgarians.

While it is not always possible to avoid emergencies, we can be prepared. We start with education to prevent and minimize potential harm to lives and property.

CS&PS staff work with building and property owners through education, inspections and enforcement to ensure compliance with fire codes, safety codes, and City bylaws.

## Community standards



Citizens want to live where community values are respected and upheld and where community pride is evident.

Research has shown that community standards directly contribute to citizens' perception of public safety and that this perception influences behaviours.

We help to promote, support and involve citizens in being good neighbours through educational outreach and programs, and by enforcing City bylaws when necessary.

Programs we administer that provide a lasting sense of community pride and safety include the Graffiti Abatement Program, Community Cleanups and the Street Safe Needle Program.

We uphold responsible pet ownership through education, dog and cat licensing, the Off-Leash Ambassador program and our P.U.P.P.Y. (Pick Up Pooch's Poop Yourself) events. To help ensure public safety, all reported aggressive dog incidents undergo comprehensive investigations.

Other initiatives encourage citizen advocacy and community contributions. Snow Angels and the annual Pathway and River Cleanup are well received by citizens.

Our work encourages neighbourly behaviours, community values and respectfully dwelling together as a society.

## Vibrant and strong communities



Complete communities help to bring people together. We celebrate our diverse cultural character and heritage, and actively promote Calgary's economic and business environment.

We support a wide range of festivals and events throughout the year. Our public art programs and civic art collections help enrich the city. And we partner with others to host national and international competitions, trials and events.

Working with citizens, we help invest in our communities and support the people in them. CS&PS offers funding to help invest in communities through community associations and social organizations.

Strong communities engage and mobilize residents to take collective action.

We assist residents with helping their neighbourhoods become stronger by involving them in decision-making and we support residents in transforming their ideas into actions that benefit their neighbourhoods.

Where we live matters to people. CS&PS works to create and sustain neighbourhoods where people want to live and raise their families. Neighbourhoods we are proud to call home and feel a sense of belonging.

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## Great public spaces and healthy natural environment

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Citizens want an environment that's healthy today and for future generations. We manage and maintain the city's diverse parks and open spaces in ways that support wildlife and plant life.

Our practices protect the environment and we work to maintain a healthy biodiversity in both our built and natural landscapes. We keep pests under control through scientific Integrated Pest Management (IPM) principles. We use water management techniques that promote water and soil conservation.

To protect our urban forest and keep it safe, we administer and enforce compliance for City bylaws such as the Tree Protection Bylaw. Our urban forest has approximately half a million public trees.

We promote environmental awareness and teach youth about stewardship through education, special events and programs. Better understanding and appreciation for our surroundings helps encourage active environmental stewardship.

We work with citizens so they have a hand in shaping and maintaining their city's environment. Community gardens and community orchards are growing in numbers. Also, cultural landscapes allow Calgarians to connect with their communities, nature and our city's history.

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## Citizen well-being and health

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We take a holistic approach to citizen well-being and health. Physical, mental, social and emotional needs collectively contribute to satisfied individuals leading fulfilled lives.

We help Calgarians of all ages, abilities and lifestyles pursue active and healthy lives. It's done by delivering thousands of recreational, social and community programs and services.

Our public facilities provide social connectedness. They're gathering places for families and where new friends are made.

Our accessible, open spaces make people happier, healthier and less stressed. People exercise, socialize, enjoy nature and play sports.

We invest in the future of our youth. Programs such as Calgary AfterSchool, youth crime prevention and early intervention, the Multi-Agency School Support Team (MASST) and our Youth Employment Centre annual hiring fair serve a variety of needs.

The most vulnerable need our help. Equitable and accessible services are available to low-income families guided by the Calgary Poverty Reduction Initiative, the implementation of the Fair Calgary Policy and our Fee Assistance Program.

We support the homeless with transition into permanent housing and access other programs and social agencies for further support.

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## Leveraging partnerships to achieve common goals

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We can't do everything on our own. To offer all the things that enrich Calgarians' lives and make complete communities is a collective effort.

Through partnership, we make an important contribution to the community and the life of Calgarians.

CS&PS works with hundreds of partners including community agencies, community associations and social/recreation groups, private industry, and a network of provincial and federal emergency management agencies.

Our partnerships help build community leadership, contribute to The City reaching its strategic goals, and provide a way for Calgarians to shape programs and services that reflect emerging needs and desires.

Partnerships allow us to leverage financial and in-kind support. Initiatives such as the Crime Prevention Investment Plan and Family & Community Support Services (FCSS) see various grants leveraged with matching dollars. This increases our capacity to deliver more programs and more services.

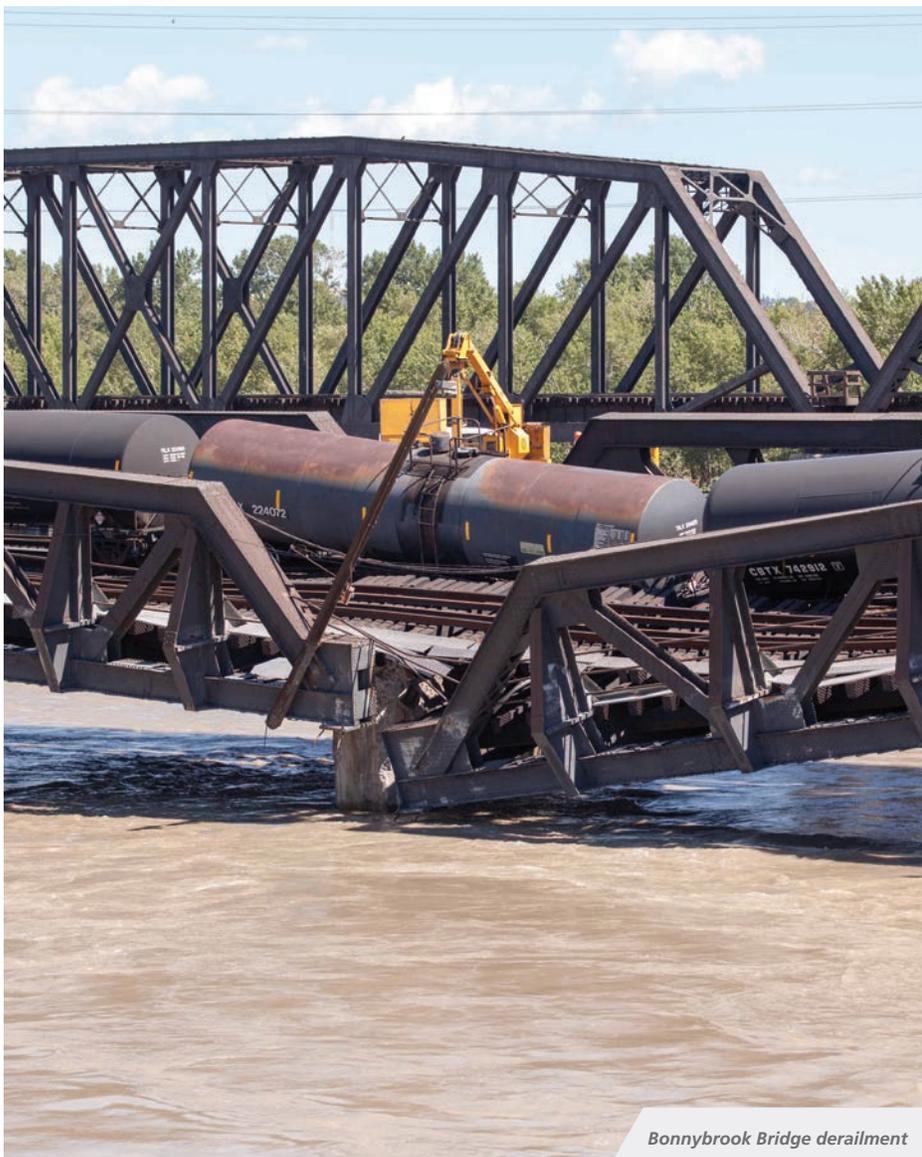
We also provide liaison support and funding to The City's Civic Partners including the Calgary Zoo, Calgary Public Library, Fort Calgary, Heritage Park, Calgary Telus Convention Centre and TELUS Spark, as well as FCSS agencies.

# Highlights

2013 was a busy year for CS&PS – with a wide variety of activities and accomplishments. The June 2013 flood also saw staff working all hours to respond to the emergency and start the recovery process.

## Public Safety

### HIGHLIGHTS



Bonnybrook Bridge derailment

### Train Derailments

Two train derailments occurred within city limits in 2013, prompting emergency responses which included road closures, and temporary evacuations to numerous businesses and residents. Thankfully, there were no injuries or environmental damage from these events and the product was contained.

Both incidents left residents concerned about the safety of goods hauled through urban communities, calling for better regulation on the movement of trains through cities.

The Calgary Fire Department continues to work with Council, Transport Canada and the Transportation Safety Board on regulations that will ensure public safety when trains travel through the city.

**Bonnybrook Bridge Derailment:** The structural failure of the Bonnybrook bridge in June involved the derailment of six cars, five of which contained petroleum-based products. This incident occurred during the height of the flood over raging flood waters – further stretching our resources. The Calgary Fire Department worked tirelessly to find a creative and low-risk solution to successfully secure, empty and remove the unstable cars in less than 24 hours.

**Alyth Yard Derailment:** A train derailment in September near Alyth Yard saw eight cars derailed, six that contained a

*"I am thrilled that the residents of these growing communities will continue to have exceptional fire protection. A permanent fire station is essential in meeting the needs of vibrant, active and safe communities."*

– Mayor Naheed Nenshi

volatile hydrocarbon used as a diluting agent in pipelines. To secure the area, 142 residences and 12 businesses were temporarily evacuated. Over two days, product was removed from unstable cars while other cars were uprighted and placed back on the rail tracks.

### Alberta Fire Code Violations

A number of Alberta Fire Code violation charges were laid by Calgary Fire Department safety code officers in 2012 and were heard in Provincial Court in 2013. Three cases resulted in a landlord and business owners being fined for breaching fire safety requirements. Fire code violations represent a serious risk to life and property, and can lead to heavy fines and or imprisonment.

**Case #1.** A ruling by Court of Queen's Bench resulted in \$105,000 in fines related to a rooming house fire that resulted in one death. Smoke alarms were not installed or maintained in each bedroom, fire extinguishers were not present on each level and there was no interconnected smoke alarm system.

**Case #2.** A hotel owner was prosecuted and found guilty as a result of failing to maintain fire escape doors allowing smoke to fill the building hallways and preventing patrons from escaping. The owner was fined \$30,000.

**Case #3.** A court ruling found several companies failed to immediately notify the fire department about a diesel spill on the roof of Fifth Avenue Place. The trial judge noted that had the spilled fuel entered the roof drainage system or ignited, the consequences could have been catastrophic. One of the companies was fined \$30,000.



*Symons Valley Fire Station. The new northwest fire hall opened in May to serve the fast-growing residential areas of Evanston, Kincora, Sherwood, Sage Hill and Nolan Hill. The area's population had grown 50 per cent in two years and was served by a temporary station since 2010. The two-storey station has three bays and space to accommodate modern firefighting apparatus. The building meets Leadership in Energy & Environmental Design (LEED) Gold standards as part of our mandate to elevate environmental stewardship.*

### Disaster Alley

This annual partnership event is about helping Calgarians understand what they can do to stay safe. More than 4,700 people attended this family-friendly, hands-on event now in its fourth year.

As part of National Emergency Preparedness Week, Calgarians learned about the first 72 hours being the most critical time in an emergency and how to be prepared with a 72-hour emergency kit. Knowing how to take care of themselves and their families frees up emergency responders to assist those who do need help.

### Safety Expo

The Municipal Building Atrium bustled with activity in March as more than 3,000 students from Grades 4 through 7 attended Safety Expo. This year's 10th annual event consisted of interactive displays and workshops designed to engage students and educate them about safety, injury prevention and emergency preparation.

Hosted by Animal & Bylaw Services, Safety Expo is a collaborative event with both external and internal partners. Over 50 City employee volunteers helped make this event a success. The event was free of charge and, as a sponsor, ENMAX provided free busing to all pre-registered students who attended.



*The Fire Department's last line of public safety defence resides with its Investigations Team. Gibbs joined Honey in 2013 to help sniff out substances that may have been used to start or promote a fire.*



Tom Campbell's Hill Natural Park

### Aggressive Dog Incidents

In 2013, Animal & Bylaw Services began proactively communicating aggressive dog incidents and prosecutions to the media to remind all dog owners they will be held accountable under the Responsible Pet Ownership Bylaw. There were 198 dog bites reported to Animal & Bylaw Services, a three per cent decrease from 2012. Of those 198 dog bites reported, 162 charges were laid demonstrating our commitment to public safety.

### Off-leash Ambassador Pilot Program

In 2013, Animal & Bylaw Services piloted the Off-leash Ambassador Program in two northwest Calgary off-leash areas. It was a success. More than 20 people volunteered their time to promote responsible pet ownership by talking to dog owners, sharing information and demonstrating pet etiquette. Planning is now underway to expand the program into the city's other three quadrants.

The City had  
**105,120**  
licensed  
dogs and  
**45,241**  
licensed cats  
in 2013.



Community Cleanup

## Snow Angels

In December, Snow Angels kicked off its 10th year and encouraged Calgarians to help their neighbours keep sidewalks clear of dangerous ice and snow. Citizens are asked to adopt a sidewalk for someone in the neighbourhood who is unable to shovel. Snow Angels were also asked this year to clear the sidewalks of homes that might be empty due to flood damage. Since 2004, 6,403 Snow Angels have been recognized for their efforts.



Snow Angel at work

# 92 Community Cleanups in 2013.

## Community Cleanups

Ninety-two communities partnered with The City to support safe neighbourhoods through Community Cleanups. Participation increased 18 per cent over 2012. Cleanups are a partnership between Animal & Bylaw Services, Waste & Recycling and community associations that provide the necessary volunteers. The annual program takes place Saturdays and Sundays in spring and fall.

## Graffiti Abatement Program

Statistics show that if graffiti is removed in a timely manner the chances of it re-occurring are greatly reduced. With this goal in mind, staff proactively reached out and increased messaging through the Graffiti Abatement Program. The program provided education on the harm graffiti can do and new electronic ways to report it. Funding also aided homeowners and small businesses in removing graffiti.

## River and Pathway Cleanup

For 47 years, this annual event has brought together thousands of volunteers to remove litter that accumulates along the riverbanks over the winter season. The May event was supported by several event sponsors and Parks staff and attracted 2,325 volunteers. Citizens removed about 3,900 kg of garbage, including mattresses, shopping carts, hypodermic needles and some peculiar items, including a fur coat, clown horn, and a large travel trunk.

*“When I was younger I used to volunteer to help others clear walks. Now, because Snow Angels help me with my walks, it has meant that I’m able to remain independent and living in my own home.”*

– Ray Aldred, senior citizen

# Vibrant and strong communities

## HIGHLIGHTS



Canada Day Living Flag

### Strong Neighbourhood Initiative

In 2013, 258 residents became leaders and organizers through the Strong Neighbourhoods Initiative while undertaking 115 neighbourhood projects. Resident projects in eight neighbourhoods received almost \$54,500 in grants during 2013. These funds then leveraged \$45,405 from other sources to support community projects. Results show that communities are becoming energized and people are connecting with each other.

### Inspiring Strong Neighbourhoods

An additional 12 communities were targeted through 2013's Inspiring Strong Neighbourhoods pilot project. Teams of staff from business units across CS&PS worked together to support citizens to make changes that help them build the kind of community they want to live in. It empowered residents in participating communities to identify opportunities and make recommendations to The City about municipal programs and services that directly affect their neighbourhood.

### Cultural Capital of Canada

Calgary's designation as the Cultural Capital of Canada concluded in March. The \$2 million grant leveraged \$3.8 million from the private sector and provincial/federal governments, funding many public events that culminated in the publication of 5,000 stories and counting.

### Canada Day

On July 1, The City encouraged Calgarians to "take back our city" and join in Canada Day celebrations. In the flood's aftermath, citizens needed a break from ongoing cleanup efforts. Our main event was moved from flood damaged Prince's Island Park to Shaw Millennium Park and then wove its way down Eighth Avenue to Olympic Plaza. An exciting finale to the festivities was a spectacular fireworks show from the Centre Street Bridge.

Participants were asked to take transit or bike paths, and "pack in and pack out" their garbage and recyclables as the downtown core was still under repair.

**8,222** community residents participated through the Strong Neighbourhood Initiative.

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## New Year's Eve

On December 31, Calgarians flocked downtown for a New Year's Eve dance party. The Municipal Atrium became a giant dance floor of people glowing in neon and white. The traditional countdown to midnight by Mayor Naheed Nenshi and was shared with as many as 4,000 young Calgarians. Games, crafts, living statues and fire dances rounded out this free, family-friendly celebration.

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## Public Art Program

Through the Public Art Policy, eight public art concepts were unveiled this year. This included *River Passage Park* and *Parkdale Plaza*, where both projects will help give Calgarians another view into the Bow River and its watershed.

Several artworks were also unveiled this year. *Luminous Crossings* was installed at the City Hall and West Kerby LRT stations, marking the downtown free fare zone and heralding the arrival and departure of CTrains through the changing colours.



*Festivals and events.* In 2013, The City supported 270 festivals and events. These experiences are a vital ingredient in Calgary's on-going development as an active and creative city and valued by citizens and visitors alike.



*Luminous Crossings at West Kerby LRT station*

# Great public spaces and healthy natural environment

## HIGHLIGHTS



More than  
**1,500**  
downloads.

### Parks App for Kids

Calgary youth are exploring local parks through fun, interactive nature challenges available on a free mobile app. The Order of Inter-Species Explorers Adventurers & Ubernaturalists (OISEAU): Agents of Nature app was launched in June. Since the app's launch, it has been downloaded more than 1,500 times and has over 1,100 profile users.

Kids join the fictitious secret nature intelligence agency, select a participating City park as their "mission site" and become agents who must solve nature-related mysteries. They unlock site-specific challenges by locating and scanning QR codes. Seven City parks are part of the project: Devonian Gardens, Bowmont Park, Nose Hill Park, Prairie Winds Park, Ralph Klein Park, Sandy Beach Park and Sue Higgins Park. Other sites may be added in the future.

### School Programs

Our Environmental and Education Initiatives school programs reached more than 35,000 school children, teachers and parent volunteers. We offered 1,126 programs for students in pre-school through Grade 12.

Rosedale Elementary worked with its community association to raise money and provide every kindergarten through Grade six student with a Seasonal Nature Study program experience. Kids learned about the local ecology, the value of parks, and enjoyed a hands-on learning experience that increased their connection to their community.

The Caring for Our Watersheds program provided a contest for Grade seven to 12 students who were asked to find ways to improve their watershed. Funding was available to help students put their words into action. Prizes were awarded and students found ways they could make a difference to improve their environment.

**8,500**  
hours of  
Environmental  
and Education  
Initiative  
programs.

Students at Ralph Klein Park





Confederation Park

### Pathways

Citizens consistently give high marks to The City for providing and maintaining almost 800 km of pathway, used year round for cycling, walking and jogging. Parks works each year to improve The City's pathway system, including adding in missing links and extending the network. With funding from Calgary City Council, Parks cleared 300 kms of snow on priority route pathways after every snowfall in 2013 to provide year-round use of this popular public amenity.

### Playgrounds

The work that began in 2012 to upgrade playgrounds situated throughout Calgary continued in 2013. There were six new playgrounds added and 20 new playgrounds removed and replaced as part of The City's commitment to create a safe play environment for our children. To ensure these playgrounds stay safe, City staff inspect each playground seven times a year.

### Poppy Plaza

Poppy Plaza opened with a ceremony to honour the men and women who have served to protect our freedom and security. The Plaza is the second phase of the Landscape of Memory project along Memorial Drive.

This new plaza improves the public open space along this central, riverside corridor. Representatives from the military, the veterans association, adjacent communities and pathway user groups were consulted on the design of the 86,100 square-foot plaza. Poppy Plaza won the Canadian Architect Award of Merit as well as the Alberta Recreation and Parks Association Parks Excellence Award.

**7,822** hectares of managed parkland and natural areas.

# Citizen well-being & health

## HIGHLIGHTS



Quarry Park groundbreaking

**1,941,914**  
drop-in visits to  
our recreation  
facilities.

### New Recreation Facilities

In December 2013, The City celebrated the start of construction to both the new Quarry Park and Great Plains recreation facilities. These southeast facilities will provide residents with amenities for all ages and abilities. The new facilities are two of four in development to meet our growing city's need for convenient access to recreation opportunities. Each facility is being designed with the specific needs of each community in mind. The proposed amenities are determined through extensive engagement with Calgarians, community leaders and numerous sports and cultural advisory groups to help determine the vision for each centre.

### Ernie Star Arena

Ernie Starr Arena is one of Calgary's busiest arenas with 600 bookings per

year. A \$5.4-million upgrade to the 40-year-old facility means it can now meet the demands of users today and in future. Each year, 1,800 hours of hockey are played at the southeast arena. Upgrades included larger change rooms, adding a female change room, new washrooms, lobby and office space. The entire ice arena bowl was refurbished and the original sand floor replaced with concrete to allow for summer use when the ice is taken out.

### Acadia Aquatic and Fitness Centre

Acadia celebrated its reopening in January following a \$283,000 upgrade that ensures the facility continues to be safe and healthy for all Calgarians to enjoy. Renovations to the 52-year-old facility included lobby and front desk area updates, new pool lighting and bleachers, and a new multi-purpose floor.



Calgary AfterSchool

## Calgary Poverty Reduction Initiative

This strategic plan to reduce poverty in Calgary was unanimously approved by City Council and the Board of the United Way and Area in June. The plan, which aims to cut Calgary's poverty rate in half within 10 years, resulted from more than 15,000 hours of consultation, several dozen community workshops and submissions from invested Calgary organizations. This community-based initiative began in partnership with United Way Calgary and Area and was supported with financial and organizational resources. It's estimated that 114,000 Calgarians live below the poverty line and many more are vulnerable and at risk of falling into poverty.

Over  
**25,000**  
 Calgarians  
 helped through  
 Recreation's  
 Fee Assistance  
 Program.

## Calgary AfterSchool

In 2013, we offered more than 100 AfterSchool programs to children and youth, ages six to 16, between the critical hours of 3 p.m. and 6 p.m. Launched in 2009, this is a joint initiative with the United Way Calgary and Area's UpStart with the goal to foster self-esteem, develop positive relationships and assist youth in gaining necessary skills to be successful adults. Programs are available at nine City Recreation sites and through 17 not-for-profit agencies all across Calgary.

## Multi-Agency School Support Teams (MASST)

We continue to expand our focus on at-risk and vulnerable youth. In 2013, MASST grew to 12 teams from six, and offered help to 223 at-risk children, their families and the schools they attended. MASST, in partnership with the Calgary Police Service, is an early intervention initiative. It supports children, ages five to 12, who exhibit high-risk behaviour, or who are at increased risk of victimization. In

November, MASST received a Minister's Award for Municipal Excellence by demonstrating best practice in the area of addressing root causes and providing learning opportunities to high-risk groups.

## Youth Hiring Fair

Our 15th annual summer fair attracted 4,700 youth, a 35 per cent increase from 2012. This initiative, through the Youth Employment Centre, is Calgary's only hiring fair exclusively for young people, ages 15 to 24. About 80 employers offered more than 5,000 full-time, part-time, seasonal and career opportunities. Employers interviewed about 2,600 youth and hired approximately 1,200 of them through the fair.

*"This is the best opportunity for us to recruit for the multiple positions we have. We fill most of the positions from this event."*

– Chantelle Pinder, Calgary Winter Club



Youth Hiring Fair

# Leveraging partnerships to achieve common goals

## HIGHLIGHTS



Nose Hill Park

### Parks Foundation Calgary

Our Parks team works closely with Parks Foundation Calgary on many initiatives to enhance our public green spaces and improve the lives of citizens. The partnership between the foundation, The City and other individuals, organizations and communities delivers a variety of benefits, including leveraging private donations and volunteers. Projects range from major infrastructure improvements to smaller park enhancements.

In 2013, progress continued on a major Parks Foundation Calgary initiative, the Rotary/Mattamay Greenway, a 138-km pathway around the city's edges. The project will connect communities and citizens year-round with wetlands, playgrounds, off-leash areas, running tracks and all-ages fitness parks.

### Meals On Wheels

Calgary Fire Department community safety officers have been partnering with Meals on Wheels' volunteers to visit clients' homes to discuss fire safety. The program, which began in late July, addresses the need for fire protection in a specific group of individuals and families. Due to physical restrictions, age, or financial means, clients may not have adequate fire protection. If required, the officer will install a combination alarm consisting of both smoke and carbon monoxide detection. To date officers have met 180 clients and installed 112 alarms.

*"The partnership is a wonderful example of how we deliver "more than a meal." The time spent with each individual client shows sincere compassion and concern, and our clients greatly appreciate the peace of mind this program brings."*

*– Janice Curtis, Executive Director, Calgary Meals on Wheels*

### Calgary Humane Society

As part of the Off-Leash Ambassador Program, Animal & Bylaw Services partnered with the Calgary Humane Society to offer free dog recall training for owners who needed help to control their dogs. The lessons were given by certified professional dog trainers from the Calgary Humane Society.

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## Working With Others

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The City has more than 600 partner relationships, ranging from informal to highly structured. We partner with not-for-profit organizations for the common goal of providing recreation, entertainment, arts and culture, heritage and history, and educational opportunities – things that contribute to making a great city.

We have 15 Civic Partners that are large, complex and diverse organizations. Significant City resources are invested in, and managed by, Civic Partners, including operational and capital funding, land, buildings, artifacts and liaison support. These organizations provide great value to citizens by creating places to explore, enjoy, learn, experience, invest, connect and grow. Partnerships such as these create vibrant and strong communities, and allow Calgarians to experience all our city has to offer.



Calgary Zoo

Civic Partners  
given **\$75 million**  
in operating  
and **\$59 million**  
in capital.

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## New Central Library

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On February 25, Calgary City Council unanimously agreed to proceed with the New Central Library Project. Providing approximately 286,000 square feet of usable library space – 66 per cent more space than the current downtown library – this new library will connect people to ideas and their community through technology, innovations and interest.

Working with the Calgary Public Library and Calgary Municipal Land Corporation (CMLC), we moved planning forward on the New Central Library and on November 5, the project was officially handed over to CMLC as the developer. Public engagement has also been a core part of this project and feedback from Calgarians and library users will be taken into consideration as part of the design and development process. Over 16,500 Calgarians participated and their input has been shared with the architectural team to design spaces that are flexible, specialized and community oriented.

**16,500**  
citizens provide  
input.



New Central Library public engagement

# 2013 Flood



Calgary Fire Department members patrol evacuated neighbourhood



Reception centre workers

## Calgary Emergency Management Agency (CEMA)

CEMA is the coordinating agency for all emergencies. They managed the flood response through the coordination of 35 members and partners together at the Emergency Operations Centre – ensuring quick and effective decisions were made.

The flood's speed and magnitude was unprecedented. So was the response. We evacuated 80,000 people in 15 hours. As citizens left their homes, nine reception centres were set up and ready for evacuees. Our Emergency Social Services team was supported by additional City staff and community partners.

The Calgary Fire Department performed more than 400 rescues of citizens, who

could not safely escape from their home, within 24 hours of The City's flood evacuation notice

Our comprehensive emergency management model mandates that as soon as we start the response, we think about recovery. The goal is to get the community back on its feet quickly.

Recovery was swift. The vast majority of evacuees were allowed back into their homes within three days. We couldn't inspect every home due to the magnitude of the disaster, instead we empowered people to self-assess. To aid re-entry, we established nine community support centres. Here, residents had all the information they needed in one location.

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## Reception Centres

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Leisure centres, Max Bell Arena and other community buildings quickly became reception centres. We registered citizens, served food, ensured people had beds, blankets and medical supplies.

The number of evacuees in reception centres fell from a high of 1,930 on June 25 to 420 on July 4 (when Community & Neighbourhood Services took full responsibility for lodging evacuees), to zero on July 28 when the University of Calgary dormitory program closed on time and on schedule.

Our facilities were scrubbed top to bottom and reopened in time to provide summer day camp programs.



Reception centres sheltered 1,930 displaced residents



Reception centres provided shelter, food and social services support

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## Assisting Vulnerable Citizens

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When Alpha House's main facility in Victoria Park flooded, Community & Neighbourhood Services staff led the relocation to a temporary home. Alpha House runs programs and services for those whose lives are affected by alcohol and other drug dependencies.

The City and Province worked together in providing temporary housing at the former Centennial Planetarium building from July 15 to October 15. This allowed Alpha House to continue around-the-clock services to its clients.

Our crisis workers also followed up with about 50 flood evacuees. We did referral and advocacy work with citizens, many who were dislocated for extended periods. We provided basic needs referrals, listened, advocated with community partners, and gave struggling individuals a \$700 gift card from Place 2 Give.

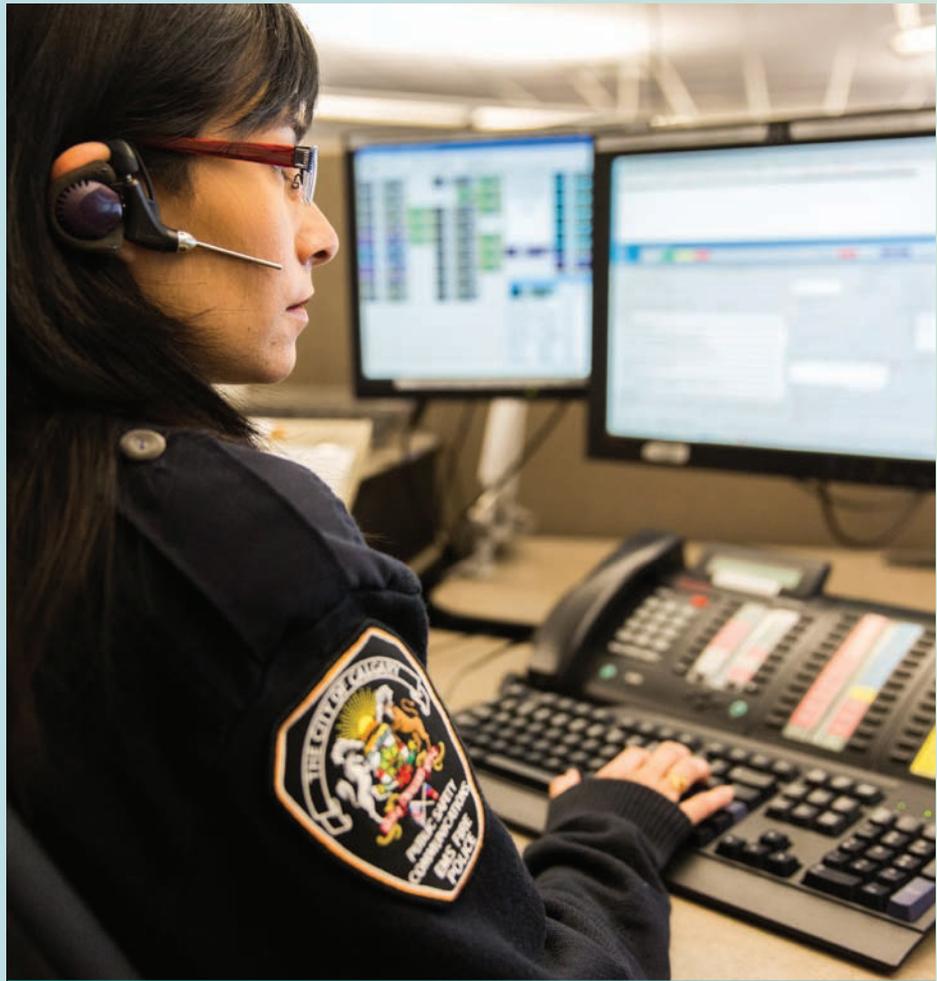
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## 9-1-1 Service

Throughout the flood, citizens needed help. Emergency-related calls to 9-1-1 spiked, with the biggest increase on June 21 when we received 85 per cent higher than expected call volumes.

The target grade of service is to answer 95 per cent of 9-1-1 calls within 15 seconds and we maintained these service targets with very few exceptions. During this time, we increased staff levels during critical periods to ensure we were providing the help citizens needed to remain safe. Employees took on extra shifts, arrived early, stayed late and some who were affected by flooding moved into nearby accommodation, so they would be available for work.

We also responded to emergency calls from another 9-1-1 call centre in southern Alberta that was forced to evacuate its building due to flooding. Calgary's emergency communications officers demonstrated remarkable adaptability while answering and evaluating calls for this unfamiliar area.



*Emergency communications officer*



*Animal Service Centre employee*

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## Animal Shelters

When the flood occurred on June 20, Animal & Bylaw Services reacted quickly by offering all affected homeowners free safekeeping for their pets at the Animal Services Centre.

Four animal health technologists worked extra shifts to assist with the displaced visitors. In total, 26 dogs, 48 cats and two Vietnamese pot belly pigs from the Calgary Zoo were brought to the Centre, which remained open non-stop for the first four days of the flood.

Animal Service Centre staff saw how worried some of the pet owners were about being separated from their pets. To help, staff took pictures of the pets once they were settled and sent the pictures to owners' cell phones. Staff also remained in close contact with the owners regularly by phone, providing them with updates on how their pets were doing.



Prince's Island Park

## Parks Recovery

Parks staff were involved in sandbagging operations before the flood and in recovery operations afterwards.

At the flood's peak, 93 kms of pathways were closed due to unstable river banks or pathway erosion. In just over two months, 57 kms were ready and safe to use.

The remaining 36 kms of damaged pathway span 25 pathway sections. They require additional coordination due to loss of land, regulatory approvals for river work and third-party negotiations. Parks continues to work with Water Resources to complete this river bank restoration work.

By year's end we reopened all but two of the flood-damaged parks. Weaselhead Flats remained closed for public safety due to potentially unearthed military explosives and parts of Bowness Park were closed because of the park's scheduled redevelopment.

Other major open spaces that reopened included Baker Park, Carburn Park, Nose Hill Park, Pearce Estate Park, Poppy Plaza and Stanley Park. Ten of 11 affected playgrounds were resurfaced and cleaned.

Enormous efforts by staff and volunteers working seven days a week made it possible to hold the annual Calgary Folk Music Festival in July on Prince's Island Park. Just five weeks after the island was submerged, parts of the island reopened for the festival as well as other summer festivals that were scheduled to take place. In sections where the island grass was destroyed, wood chips from fallen tree debris were used as temporary ground covering until re-sodding could happen in the fall.



Memorial Drive pathway

# Preparing for tomorrow

Moving forward, CS&PS will continue to focus on citizens and communities and the programs and services we provide. With continuous improvement as our goal, we will be reviewing our work and focusing on the following areas:

- Working collaboratively in an integrated fashion to improve outcomes for citizens.
- Strengthening communities and serving as their voice.
- Ensuring the right balance between outcomes for citizens and process.
- Operating effectively and efficiently.
- Thinking about our services with an eye to the future and emerging trends – maximizing the impact and effect of our budgets.

## Some of the highlights for 2014 include:

### Golf Course Sustainability

The City's golf courses have been facing a number of challenges regarding financial sustainability and capital requirements. Recognizing these challenges, Golf Course Operations has been undertaking a comprehensive review of business operations to identify strategies for improving financial performance, meeting capital requirements and enhancing sustainability.

In 2014, this review will include completing a feasibility study of McCall Lake Golf Course and sharing with Council and citizens the outcomes of the study and future recommendations for the long-term sustainability of City-operated golf courses in Calgary.

### Enforcement Services Improvement Review

In 2013, Animal & Bylaw Services and Development & Building Approvals undertook an extensive review of their enforcement services to improve customer service, enhance organizational efficiencies and effectiveness, and provide a clear and consistent approach to enforcement.

Based on the findings in the review, 37 staff members from Development & Building Approvals Compliance Services will transfer to Animal & Bylaw Services on January 1, 2014. This new collaboration is expected to decrease repeat citizen service requests by 20 per cent and response times by 30 per cent.



McCall Lake Golf Course



*Park n' Play and Stay n' Play: Free summer community programs give children the opportunity to have fun, meet new friends and be active.*

## Neighbourhood Improvement Initiative

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With lessons learned from Supporting Partnerships for Urban Reinvestment (SPUR) and Inspiring Strong Neighbourhoods, we are investigating the development and implementation of the Neighbourhood Improvement Initiative for 2014.

This project aims to promote citizens and The City working together to:

- Improve the level of community engagement and decision making.
- Empower residents to influence city programs and services in their community.
- Connect people and build capacity to allow residents to lead change in their neighbourhoods and build solutions for themselves.

Listening and connecting with citizens is one of the most powerful ways in which we deliver the programs and services most important to Calgarians.

## Fair Calgary Single-Entry System

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Community & Neighbourhood Services is leading the way in making it easier for low-income Calgarians to access City programs and services. Navigating separate processes to access government services is challenging. Repeatedly having to prove one's eligibility can be demoralizing and time consuming. In 2014, work will continue on a "single-entry" system allowing citizens to prove their eligibility only once. More than 45,000 Calgarians access low-income programs and services provided by The City.

## Long-term Planning

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CS&PS is committed to addressing Council priority areas, sustainability priorities and long-term directional plans including imagineCALGARY, 2020 Sustainability Direction and Municipal Development Plan.

Departmental plans such as Recreation Master Plan, Calgary Fire Department 10-year Sustainability Plan, and Infrastructure Investment Plans for Culture, Parks, Recreation and Emergency Response support long-term corporate objectives.

Work will also begin in earnest on our departmental Action Plan in 2014 which will provide clear direction on which "things" are most important and can be accomplished from 2015-18 within the funding envelope provided by Council. Guided by Council's priority areas, our Action Plan will take into consideration citizens' values, priorities and needs as well as trends that could impact our service delivery in coming years.

## Zero-based Reviews

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As part of our commitment to continuous improvement, we will continue to conduct zero-based reviews as directed by Council. These reviews examine all aspects of a business unit to ensure our work is being done efficiently and effectively, and that every dollar spent supports the creation and sustainment of a city that Calgarians want to live, work and play in.

Parks underwent a zero-based review in 2013 and will present the findings and recommendations to Council in 2014. Calgary Fire Department will begin work on their review in 2014.

## Complete Communities

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Investing in communities is an integral part of what makes a great city. With more than half of The City's community infrastructure 40 to 50 years old, reinvesting in established communities must continue to ensure safe, quality amenities.

Capital investments into new facilities, for example new recreation centres, libraries and fire stations, must also continue to keep pace with our rapidly growing city.

Recognizing that community infrastructure is not eligible for many of the provincial and federal funding streams available, and that the gap to address the need for new facilities continues to balloon, new strategies must be sought.

Strategic urban planning is essential as is growth management principles that take into consideration complete communities. CS&PS will continue to seek out innovative and creative strategies to ensure community infrastructure needs are met, and work collaboratively across The City to optimize how we build communities.

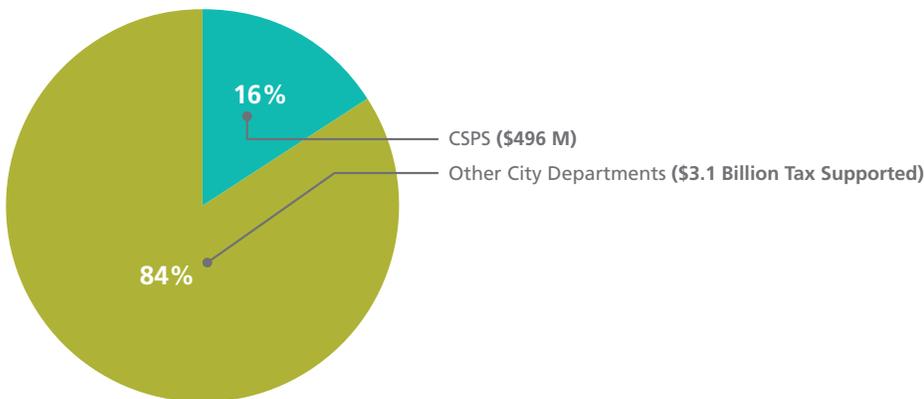
# Financials

## Operating Budget

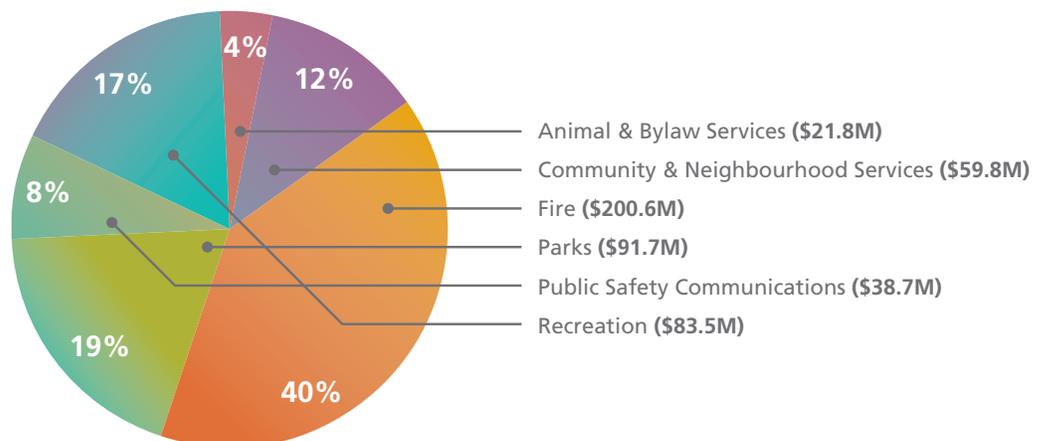
In 2013, CS&PS's budget was \$496 million (16 per cent) of The City's total 2013 gross operating budget. In the first two years of the three-year budget (2012 and 2013), CS&PS delivered \$8 million in productivity gains. These gains in efficiency and productivity resulted in CS&PS resources shifting to support protective services.

Even with population growth of 30,000 people in 2013, CS&PS managed to maintain services and high citizen satisfaction survey results.

### 2013 City Operating Budget (\$3.596 Billion)



### 2013 CS&PS Operating Budget (\$496 Million)

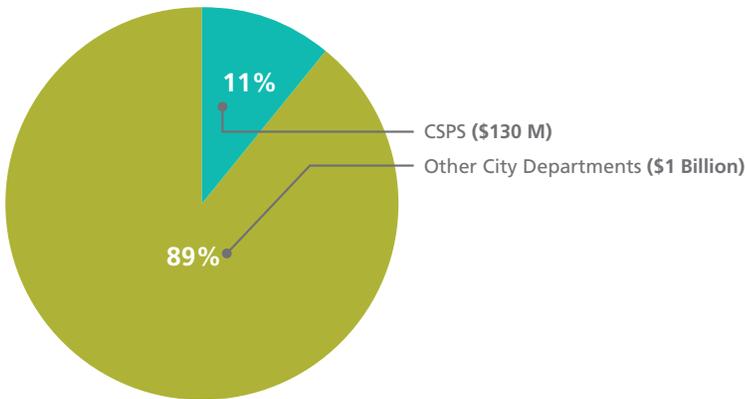


# Capital Expenditures

In 2013, CS&PS spent \$130 million (11 per cent) of The City's total 2013 capital expenditures.

Key capital projects accomplishments include three new fire stations (Seton, Evergreen and Symons Valley); Poppy Plaza, Ernie Starr arena and Acadia Aquatic Centre renovations. Work on major flood-related projects was also undertaken.

## 2013 City Capital Expenditures (\$1.13 Billion)



## 2013 CS&PS Capital Expenditures (\$130 Million)

