



Alberta Community Partnership 2015/16 Application

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INSTRUCTIONS: This form is for applicants to the Alberta Community Partnership (ACP) program. By checking the box next to the component you wish to apply for below, the form will only show the application questions relevant to that component. Applicants should first familiarize themselves with the ACP guidelines, available [here](#).

Applicant Information

Legal Name of Entity:

Calgary, City of

Contact Name, Title:

Magni Magnason, Manager of Systems Support, Calgary 911

Mailing Address (street address, city, province, postal code):

PO Box 2100, Stn. M, Calgary, AB, T2P 2M5

E-mail Address:

magni.magnason@calgary.ca

Phone Number:

4035386160

Grant Component

Select one funding component for your project application. Refer to the ACP Guidelines for eligibility details.

Regional Collaboration

- ☒ Intermunicipal Collaboration
☐ Municipal Restructuring

Capacity Building

- ☐ Mediation and Cooperative Processes
☐ Municipal Internship

Project Title

Choose a concise title for your project.

(maximum 30 characters)

Emergency Fire Dispatch (EFD)

Project Time Line

Project Start Date:

Feb 22, 2016

or

☐

Project will commence upon receipt of ACP funding.

Project Completion Date:

Nov 30, 2016



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Intermunicipal Collaboration

*** Note: The evaluation of your application for funding will be based on the information submitted on this form only. Supplementary documentation will not be reviewed and will not impact the application evaluation and ranking.**

Partners

All municipalities in the partnership, including the managing partner, must pass resolutions supporting their involvement in the project prior to applying for funds. See Schedule 1A of the ACP program guidelines: Component Conditions.

Use the table below to list all municipalities participating in the project.

Managing Partner
Calgary, City of
Partner Municipality
Cochrane, Town of

☐ I certify, as the managing partner, that all participating municipalities have passed resolutions supporting participation in the project.

* An application form may still be submitted by the deadline of February 5, 2016 if council resolutions are not yet in place. In this case, the partnership has until February 29, 2016 to obtain resolutions and send a confirmation email to acp.grants@gov.ab.ca in order for the grant application to be considered for funding.

Project Overview

1. This project is for:

- ☐ A new regional municipal service.
- ☒ Expanding an existing regional municipal service.
- ☐ Continued operation, maintenance, or scheduled upgrades of an existing regional service.

2. Provide a description of the project.

- What is the purpose of the project?
- What activities will the partnership undertake to complete the project?
- What are the project's expected concrete results (e.g., a regional planning document, an asset, a shared delivery pilot)?

(Limit 4000 characters)

The complexity of fire emergency response has identified the need to provide a high level granularity and consistency in 9-1-1 fire call-evaluation. Calgary 9-1-1 serves The City of Calgary and several surrounding communities through partnership agreements. Currently, Emergency Communication Officers (ECOs) who evaluate Fire and Medical 9-1-1 calls utilize two different protocol systems: CALCOM for fire events and Emergency Medical Dispatch (EMD) for medical events.

This project is to replace CALCOM, a manually printed card set, with Emergency Fire Dispatch (EFD) which will harmonize 9-1-1 call evaluation for fire and medical events for Calgary and its regional municipal partners. This will provide a consistent and structured approach to ensure calls are appropriately prioritized and resourced, while providing detailed pre-arrival instructions for callers while they await emergency responders. CALCOM has 33 different protocols that produce a maximum of 55 unique fire event types. CALCOM was developed in-house in the 1980's to address the need for consistent evaluation. CALCOM does not sufficiently address the complexity 9-1-1 calls for fire service. The EFD protocol system allows for over 1200 event types, which enables each municipal partner fire



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department to configure pre-determined deployment rules to ensure the optimum type of emergency response (e.g. number and type of responders). It also provides ECOs with clear pre-arrival instructions to provide to callers to improve their safety while they await arrival of emergency responders. EFD is a software solution that is fully integrated with Computer Aided Dispatch (CAD) systems, compared to the current paper based CALCOM cards. This will result in more efficient call evaluation and reduced response times.

The City of Calgary has used the Emergency Medical Dispatch (EMD) tool for evaluating medical events for over 20 years. Moving to Emergency Fire Dispatch (EFD) fire call evaluation will improve consistency for fire event evaluation and better integrated emergency response.

EFD and EMD are products of the International Academy of Emergency Dispatch (IAED). The IAED solutions were developed with the sole purpose of getting the right resource to the right place at the right time, while providing specific industry standard pre-arrival safety instructions. EFD provides Calgary 9-1-1 an opportunity for a standardized process for fire calls to align with their already established medical call taking evaluation. The additional EFD event types provide better specific resourced responses to fire events due to the extra level of event type granularity.

EFD will come with IAED certification adding value to Calgary 9-1-1 which is already recognized internationally as a "Centre of Excellence" for EMD. Calgary 9-1-1 will pursue IAED accreditation for EFD evaluation as it is already accredited for EMD. This accreditation brings recognition for being a leading international public safety agency, thereby building trust within our community while setting standards for citizens and partner agencies.

The partnership will build a coalition between Calgary and its partner municipalities. Project key results include: enabling as many event types as needed/possible to provide a higher level of event type determination that will better serve both our citizens and fire responders //electronic integration with computer aided dispatch system//trained staff from Calgary 9-1-1, and all participating municipal fire departments on EFD protocols// call information delivered in a standardized format for all fire event types, pushed to mobile applications at the fire departments// pre-arrival instructions for callers; and //confidence and trust in 9-1-1 evaluation and dispatch services. Services will be evaluated and delivered consistently across municipal boundaries supporting a common language when integrated response is required.

Project Impact

3a. How will the project impact the level of regional municipal service delivery?

- ☒ The project results in a new service that was not previously offered to the community.
- ☐ One or more municipalities will be added to an existing intermunicipal arrangement.
- ☐ The project will expand service delivery to more people or increase the capacity of an existing service.
- ☒ Reach of service will remain the same, but the project will increase efficiency of service delivery (e.g. cost savings).
- ☐ The project produces new or updated regional planning documents.
- ☐ Other. Explain:

3b. Why is the project needed? What direct benefits will be realized by the project participants? What gaps in current service delivery will the project resolve? How will communities in your region be affected if the project does not proceed? Be specific and, if available, provide facts or statistical data in support of your answer.

(Limit 4000 characters)

To manage fire calls effectively, fire protocols must be expanded to evaluate more event types than feasible with CALCOM. EFD has direct benefits including standardized call evaluation protocols using industry standard practices, over 1200 event types allowing fire departments to pre-determine level of response for each contingency that meets their municipality's needs. The system provides detailed pre-arrival instructions to improve safety to callers and victims while they await responders, as well as quality assurance systems and opportunities for certification and accreditation. The system is fully integrated with the Computer Aided Dispatch (CAD) system allowing for responses to be documented in the event on the CAD system, and shared with responders through mobile applications. It is also fully



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Integrated with the quality assurance system allowing for improved performance and training.

CALCOM requires in-house resources both at Calgary 9-1-1 and its municipal partner fire agencies to provide ad-hoc maintenance. The lack of complexity of CALCOM limits regional fire department's ability to pre-determine responses to specific event types. As a significant number of fire agency responses are to medical events, both Calgary 9-1-1 and its partner fire agencies are already comfortable with the EMD protocol for medical events, minimizing need for significant training for EFD. The EFD system is regularly updated based on evidence based research, and those changes are easily adapted into the system.

Not implementing EFD will limit partner fire agencies' ability to appropriately prioritize and resource emergency calls for fire service. While the current CALCOM system allows for this, EFD allows for significantly more detail, better prioritization, pre-arrival instructions and better integration to existing systems, which is all expected to reduce response times.

4. Explain how the project will benefit other organizations and *non-partnering* municipalities beyond the partnership. Are formal service agreements in place? Provide details of agreements, consultations, or other means, if applicable.
(Limit 2000 characters)

Calgary 9-1-1 is formally partnering with the Town of Cochrane on this initiative. The City of Calgary additionally has Dispatch Services Agreements (DSAs) in place providing 9-1-1 call-taking and all fire evaluation and dispatch services for the following communities: Crossfield, MD of Bighorn, Kananaskis Improvement District, Redwood Meadows, Beiseker, Chestermere and Rocky View County. The benefits listed in Section 3 will apply to all municipalities partnering with Calgary 9-1-1 for dispatch services.

This initiative will enable partnering fire departments the opportunity to more effectively prioritize and resource responses to events, based on its own municipal needs.

Project Priority

5. Was the project established as a priority under a formal strategic plan (e.g. a regional service delivery plan)? If so, explain.
(Limit 1500 characters)

The Calgary 9-1-1 Mission is to "Meet or exceed Canadian industry standards in public safety communications while balancing the needs of our partners and stakeholders in surrounding communities". Council and Business Unit goals to achieve that end include:

- Programs, services and facilities are accessible, affordable and inclusive
- Public safety services are responsive and proactive.
- Programs, services and assets contribute to an improvement in quality of life.
- Workforce is sustainable through improved employee satisfaction, safety and retention.
- Management of programs, services and assets is effective, efficient, innovative and reflective of citizens' values.

- 6a. Does the project address a significant public health and safety concern?

- ☐ No / not applicable.
- ☐ The project has an indirect or minor impact on health and safety.
- ☒ The project's activities are directly required to resolve a health and safety concern.
- ☐ The project addresses an immediate, life threatening situation (e.g., providing safe drinking water).

- 6b. Explain how the project addresses a significant health and safety concern (e.g. the project will help the municipalities meet safety codes or compliance requirements). Provide supporting facts or statistics if available.

(Limit 2000 characters)

Implementation of EFD directly supports effective Fire Fighting Force (EFF) to fire event types to meet National Fire Protection Association (NFPA) standards, as well as Commission on Fire Accreditation International (CFAI) performance standards. The Calgary Fire Department is an accredited department by the Commission. The IAED is a non-profit standard-setting organization promoting safe and effective emergency dispatch services world-wide. Comprised of three allied Academies for medical, fire and police dispatching, the IAED supports first-responder related research, unified protocol application, legislation for emergency call center regulation, and strengthening the emergency dispatch community through education, certification, and accreditation. This system is expected to reduce call-evaluation times and thus response times for affected regional fire departments, as well as to provide pre-arrival instructions to callers as they await arrival of responders. This program additionally positions call evaluation processes to be compliant with upcoming Provincial call taking standards.

Partnership Readiness

7. How will each participating municipality be involved in the project planning and administration?
Provide a brief description of the project roles and responsibilities for each partner.

(Limit 2000 characters)

City of Calgary

Provide training and firehall engagement sessions and training sessions to include FDs using Volunteers
Leads project planning; manages and executes the project.
Ensures project outcomes and deliverables are met;
Leads the project team, including consultants and contractors;
Is first point of contact for project inquiries;
Assists in managing the relationships with stakeholders
Provides input into the risk management plan, including ongoing monitoring of risk events that could adversely affect project deliverables and progress;
Change management

Partner Stakeholders

Determine for their municipality the specific resources and response plans for each of the 1200 fire event types;
Visibly support the change throughout the entire process;
Provide focused training to include FDs using volunteers;
Align leadership and manage resistance. Willingness to deal with resistant managers and stay the course if resistance surfaces. Help manage key resistance points;
Be active with the project team throughout the project. Spend appropriate time to keep project on track and with the project team to overcome obstacles;
Identify and validate constraints;
Make timely and informed decisions;
Identify organizational capacity barriers;
Participate in steering committee;
Provide communication advice and influences selection of channel / vehicles based on communication objectives for the areas they represent;
Write communications for respective area.;
Advise Project Managers of best communication strategy;



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Change Management.

8a. Is the project operationally sustainable beyond the term of grant funding?

- ☐ N/A. Project scope does not exceed the term of funding.
- ☐ The partnership has not yet completed business plans for the project beyond the grant funding term.
- ☐ Business plans are in place to address the immediate (e.g., 2 years) operational needs of the project after the grant term has ended.
- ☒ Business plans are in place which address costs and considerations associated with the project's future sustainability.
- ☐ This project contributes to the development of a regional plan or study. Next steps will be identified based on project results.

8b. Explain the partnership's plans to ensure operational sustainability of the project beyond the term of grant funding. If the project is a plan or study, how will the guiding document be used?

(Limit 2000 characters)

Calgary 911 has ongoing liaison and partnering processes with the regional municipalities that will ensure operational sustainability.

Licensing costs will be built into the existing Calgary 9-1-1 operating budget and will follow the model as it exists for our EMD product from the same vendor. Ongoing training and certification will follow currently implemented Calgary 9-1-1 and partner agency processes.

9a. Have project risks been identified and is a strategy in place to mitigate the risks?

- ☐ The partnership has not yet completed a project risk assessment.
- ☒ The partnership has identified some project risks and is currently planning a mitigation strategy.
- ☐ A project risk assessment has been completed and mitigation plans are in place.

9b. Describe the project risks and related mitigation strategies.

(Limit 2000 characters)

The largest identified risk is change management as challenges exist for the first responder agencies who will experience changes in how they are deployed to events. This will be addressed using The City of Calgary's formal Change Management program. The EMD protocol is currently used for medical evaluation and therefore the addition of EFD is not a significant change in process for Calgary 9-1-1, or its partner fire departments who respond to medical calls.

10. If the project involves acquisition/purchase of capital assets, who will own and maintain the resulting capital assets?

EFD will be a new tangible capital asset. It will consist of hardware and software licensed for use at Calgary 9-1-1 for our partner municipal agencies. In addition, there will be product documentation and training materials plus manual cards for backup purposes. Calgary 9-1-1 will be responsible to manage and maintain the asset after implementation.



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Intermunicipal Collaboration - Budget

11. List all estimated project costs in the table below. If you are applying for funding for a distinct portion or phase of a multi-phase, long-term project, then only list the project cost information associated with the activities relevant to the phase being carried out. Refer to the ACP Guidelines for information on eligible expenses.

Description		Capital Expenses	Operating Expenses	Total Line Item Expenses
License and Implementation Costs		\$400,000		\$400,000
Software Maintenance			\$45,000	\$45,000
Training		\$70,000	\$280,000	\$350,000
		Total Capital Expenses	Total Operating Expenses	Total Project Expenses
a	Section A totals	\$470,000	\$325,000	\$795,000

		Capital	Operating	Total
b	Total ineligible project costs (refer to section 7.4 of the ACP Guidelines)			
c	ACP eligible costs (a - b)	\$470,000	\$325,000	\$795,000
d	Other grant program funding applied towards eligible costs			
e	Municipal cash contribution towards eligible costs	\$120,000	\$325,000	\$445,000
f	Value of municipal asset contribution (identify asset(s))			
g	Total ACP funding request [c - (d + e + f)]	\$350,000	\$0	\$350,000
h	Municipal cost share [(d + e + f) / c] x 100	56%		

* Municipal cost share is not a requirement for project eligibility. However, projects which involve partnership cost share will be awarded points under criterion 8 of the ACP Intermunicipal Collaboration Ranking Criteria: "Regional partners are making monetary or capital asset contributions to the project". See the ACP Program Guidelines for further information.



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Application Certification

- ☒ I certify that all information contained within this application to the Alberta Community Partnership program is true and correct and that all program funds will be used in accordance with the program guidelines. I certify that the grant will be applied in the year(s) and manner described within this application should it be accepted by the Minister of Alberta Municipal Affairs.

Stuart Dalgleish, General Manager, Community Services, City of Calgary

Print Name, Title
Duly-Authorized Signing Officer

Signature
Duly-Authorized Signing Officer

Feb 5, 2016

Date

Application Checklist

I confirm that I have:

- ☒ Provided all partnership information and confirmed that council resolutions supporting the project are in place. If resolutions are not yet passed but are obtained by February 29, 2016, I will send a confirmation email to acp.grants@gov.ab.ca.
- ☒ Provided responses to all questions on the application form; and
- ☒ Provided a certification signature from a duly-authorized signing officer.

* Incomplete Intermunicipal Collaboration applications will not be reviewed.

Submission

Submit the completed grant application via mail, fax or email to one of the coordinates below. Please save a copy for your records.

Mailing Address:

Municipal Affairs
Grants and Education Property Tax
Grant Program Delivery Unit
17th Floor, 10155 - 102 Street
Edmonton AB T5J 4L4

Fax:

780-422-9133

E-mail:

acp.grants@gov.ab.ca

Print a Copy to Mail or Fax

Submit by Email

Save a Working Copy

Reset All Fields

Useful Resources

Alberta Community Partnership guidelines and application form:

Municipal Internship:

Collaborative Governance Initiative:

Mediation Services for Municipalities:

Municipal Grants Web Portal:

<http://www.municipalaffairs.alberta.ca/alberta-community-partnership>

<http://www.municipalaffairs.gov.ab.ca/ms/internship/>

http://www.municipalaffairs.alberta.ca/mdrs_collaboration

<http://www.municipalaffairs.alberta.ca/mdrs>

<http://www.municipalaffairs.alberta.ca/municipalgrants>

E-mail:

acp.grants@gov.ab.ca

Contact Phone:

780-427-2225 (dial 310-0000 first for toll-free calling).