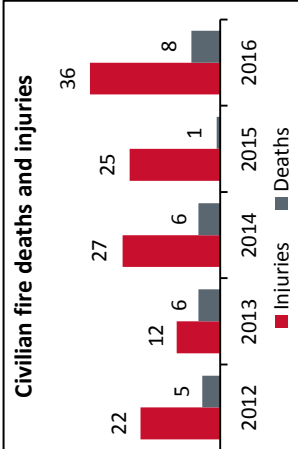
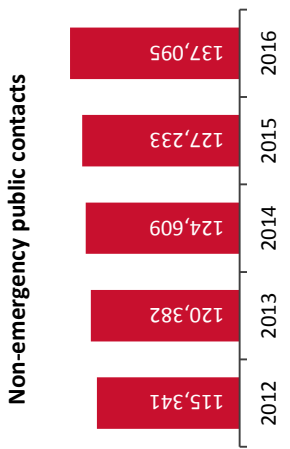
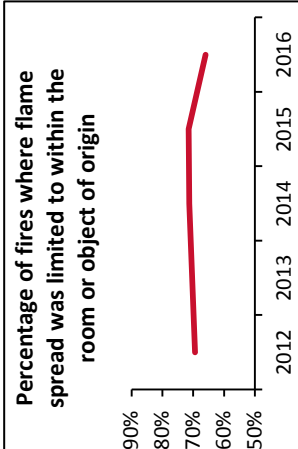


MANAGING GROWTH																																																								
Vision: <i>In 2021, we will effectively and efficiently balance the fire and community safety service requirements presented by growth. Every Calgarian will have equitable access to appropriate, affordable and acceptable fire and community safety services. Sustainable, predictable funding allows us to maintain safe equipment, apparatus and facilities to support our service to citizens.</i>																																																								
2021 Target	Our Story in 2016	Emergency response performance is maintained or improved, user fees and revenue is increased, and capital lifecycle guidelines are in place.																																																						
Strategies		Adopt technology, explore alternate service models, and develop asset management strategies to demonstrate value to citizens.																																																						
	How Are We Doing? Net operating budget<table border="1"><caption>Net operating budget (Millions \$)</caption><thead><tr><th>Year</th><th>Before efficiency gains in Action Plan</th><th>Action Plan</th><th>After ZBR efficiency gains</th></tr></thead><tbody><tr><td>2014</td><td>235</td><td>230</td><td>225</td></tr><tr><td>2015</td><td>225</td><td>220</td><td>215</td></tr><tr><td>2016</td><td>220</td><td>215</td><td>210</td></tr><tr><td>2017</td><td>215</td><td>210</td><td>205</td></tr><tr><td>2018</td><td>210</td><td>205</td><td>200</td></tr></tbody></table> Incidents and apparatus responses<table border="1"><caption>Incidents and apparatus responses</caption><thead><tr><th>Year</th><th>Incidents and apparatus responses</th></tr></thead><tbody><tr><td>2012</td><td>105,000</td></tr><tr><td>2013</td><td>100,000</td></tr><tr><td>2014</td><td>95,000</td></tr><tr><td>2015</td><td>90,000</td></tr><tr><td>2016</td><td>85,000</td></tr></tbody></table> First-in unit and effective response force assignment<table border="1"><caption>First-in unit and effective response force assignment</caption><thead><tr><th>Year</th><th>First-in unit emergency response with 7 minutes at fire incidents</th><th>Effective response force assignment response within 11 minutes at high-risk fires</th></tr></thead><tbody><tr><td>2012</td><td>65%</td><td>75%</td></tr><tr><td>2013</td><td>70%</td><td>78%</td></tr><tr><td>2014</td><td>75%</td><td>80%</td></tr><tr><td>2015</td><td>78%</td><td>82%</td></tr><tr><td>2016</td><td>80%</td><td>85%</td></tr></tbody></table>	Year	Before efficiency gains in Action Plan	Action Plan	After ZBR efficiency gains	2014	235	230	225	2015	225	220	215	2016	220	215	210	2017	215	210	205	2018	210	205	200	Year	Incidents and apparatus responses	2012	105,000	2013	100,000	2014	95,000	2015	90,000	2016	85,000	Year	First-in unit emergency response with 7 minutes at fire incidents	Effective response force assignment response within 11 minutes at high-risk fires	2012	65%	75%	2013	70%	78%	2014	75%	80%	2015	78%	82%	2016	80%	85%	In 2016, as part of our commitment to provide new and renewed fire services to communities, we opened the Royal Vista Multi-Services station, continued construction on the replacement Mount Pleasant station, and officially broke ground on the Tuscany station. We also initiated a review of core downtown fire station locations using a Corporate Value Management approach, the findings of which will be used to develop our Downtown Master Plan. In 2016, we spent \$45 million on capital development, renewing and strengthening our infrastructure and contributing to City Council’s direction to stimulate the economy and accelerate growth. Throughout 2016, we took steps to move to a deployment and growth management model which optimized resource deployment through a stronger focus on risks, and by emphasizing outcomes in determining and evaluating service levels. Guided by the results of our Zero-Based Review, this work contributed to a reduction in the annual operating budget allocated to meet the demands of growth of \$3.1 million. To manage resources more efficiently, we piloted two Medical Response Units (MRUs), which resulted in improved response times to life-threatening medical incidents and made our engines more available to respond to fires and other emergency calls. With City Council approval, the pilot MRUs were made permanent, with further analysis continuing to determine optimal locations for potential future MRUs. In 2016, our apparatus made over 118,000 responses to over 57,000 calls from citizens, consistent with 2015 responses. While making efficiency gains, we continued to maintain our response time performance, and reduce dollar loss due to fire. It remains a challenge to close the gap on the long-term goal for the arrival of an effective response force within 11 minutes 90 percent of the time, with the goal met 76 percent of the time in 2016 (or 13:11 at the 90th percentile).
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● Complete/Continuing ○ In Progress ★ Significant Achievement

ENSURING SAFE COMMUNITIES	
Vision: <i>In 2021, every Calgarian will live in a safe community. Our programs and services will reflect the growing and changing community safety demands of our citizens, and will be tailored to the risk, diversity and needs of each community. Stations and firefighters are core to our communities and are key to delivering programs, services, and education that enhance the health, safety, and preparedness of our citizens. We support business in our city by ensuring safe facilities and practices that mitigate risk to their employees and our citizens.</i>	2021 Target Fire stations are community hubs, our staff enhance and ensure the safety of citizens, and Calgarians are satisfied with our services.
Strategies Engage citizens, deliver community safety prevention and education initiatives, and balance public safety demands.	Status ★● We provide services fundamental to the quality of life of citizens by managing changing and growing demand for community safety services. ● Emergency response stations and firefighters are vital elements of our neighbourhoods and contribute to the vibrant urban fabric of our communities. ● We are an essential element of complete communities.
Sustainability Plan Visions ● Maintain emergency medical incident response delivery.	
	

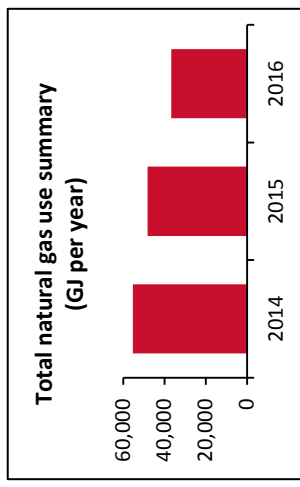
Our Story in 2016 We strive to anticipate and respond to the changing needs of our community. As a result of the growing Fentanyl crisis, we obtained the nasal spray naloxone and trained our fire crews to administer it to opioid overdose patients. Our prevention and safety education programs continued to reduce fires. In 2016, we responded to 21 per cent fewer fires, and we continued to encourage Calgarians to adopt safer, more responsible fire safety behaviours. • We met our goal of reaching one in nine Calgarians in a non-emergency setting, connecting with over 137,000 Calgarians. • During Fire Prevention Week, we engaged the public using a variety of methods including a targeted smoke alarm blitz. Targeted communities were chosen by identifying areas with older homes where it is more likely that the smoke alarms may have expired. Combined with population data, this type of analysis allows us to target the right neighbourhoods for maximum risk mitigation. New partnership initiatives in 2016 to keep citizens safe included: • Conoco Phillips provided support for a mobile fire safety classroom and education program. The new fire safety trailer has been visited by over 25,000 people, and has become an integral part of our outreach to vulnerable groups such as lower income families and seniors. • In partnership with the Calgary Public Library, an interactive exhibit called “The New Adventures of Engine 23” was installed in the downtown Central library, helping children learn life-saving fire safety tips, while promoting literacy. Fire crews visited 28,729 homes during the annual Home Safety Program, and performed compliance and hazard audits at 22,189 businesses. To make buildings safer, our Fire Safety Codes Officers provided 10,579 inspections and responses to business complaints or inquiries, our technical services staff reviewed and evaluated 564 plans to ensure compliance with the Alberta Building Code and Alberta Fire Code, and 11 orders were issued to Calgary property owners for non-compliance.	How Are We Doing? Civilian fire deaths and injuries  <table><caption>Civilian fire deaths and injuries</caption><thead><tr><th>Year</th><th>Deaths</th><th>Injuries</th></tr></thead><tbody><tr><td>2012</td><td>22</td><td>5</td></tr><tr><td>2013</td><td>12</td><td>6</td></tr><tr><td>2014</td><td>27</td><td>6</td></tr><tr><td>2015</td><td>25</td><td>1</td></tr><tr><td>2016</td><td>36</td><td>8</td></tr></tbody></table> Non-emergency public contacts  <table><caption>Non-emergency public contacts</caption><thead><tr><th>Year</th><th>Contacts</th></tr></thead><tbody><tr><td>2012</td><td>115,341</td></tr><tr><td>2013</td><td>120,382</td></tr><tr><td>2014</td><td>124,609</td></tr><tr><td>2015</td><td>127,233</td></tr><tr><td>2016</td><td>137,095</td></tr></tbody></table> Percentage of fires where flame spread was limited to within the room or object of origin  <table><caption>Percentage of fires where flame spread was limited to within the room or object of origin</caption><thead><tr><th>Year</th><th>Percentage</th></tr></thead><tbody><tr><td>2012</td><td>70%</td></tr><tr><td>2013</td><td>70%</td></tr><tr><td>2014</td><td>70%</td></tr><tr><td>2015</td><td>70%</td></tr><tr><td>2016</td><td>70%</td></tr></tbody></table>	Year	Deaths	Injuries	2012	22	5	2013	12	6	2014	27	6	2015	25	1	2016	36	8	Year	Contacts	2012	115,341	2013	120,382	2014	124,609	2015	127,233	2016	137,095	Year	Percentage	2012	70%	2013	70%	2014	70%	2015	70%	2016	70%
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LEADING IN SERVICE TO CITIZENS																																																					
Vision: <i>In 2021, we have clearly demonstrated the life and safety outcomes, value and efficiency of our service. The means by which fire and community safety service is evaluated reflects the difference we have made in the quality of our citizens' lives, our communities and the social fabric of our city. Our commitment to sound science and research will help reduce fire and community safety risks in Calgary. It will also empower us to effectively advocate for changes to legislation and practices that result in safer infrastructure and buildings in our city.</i>	2021 Target Performance against comparable municipalities is met or exceeded, financial proxies are submitted and formal relations are established.	Performance against comparable municipalities is met or exceeded, financial proxies are submitted and formal relations are established.																																																			
Strategies Lead advocacy efforts, integrate outcome and efficiency-based measures, leverage science and research to reduce fire risks, and measure social contribution.																																																					
Our Story in 2016 We continued to create value for our citizens and ensure efficient operations. Our efforts were reflected in strong results from the 2016 Citizen Satisfaction Survey and in the 2015 MBNCanada which showed our fire service operating costs per assessed value of the property we protect was \$0.78 per \$1,000, significantly lower than the comparative municipalities' average of \$1.45. To reduce risks and improve outcomes, we reviewed the steps taken in response to the recommendations of the 2007 Provincial High-Intensity Residential Fires (HIRF) Working Group to determine possible next steps to reduce the risk of such fires. The findings of the review will be used to develop a strategy in 2017. We partnered with Alberta Health Services, Business Licensing, and Plumbing and Gas Safety Code Officers to organize an inspection of more than 100 food trucks and trailers. The program is now a provincially recognized safety initiative, with other Canadian cities adopting our guidelines. We worked with Calgary 9-1-1 to replace the call evaluation process with the same decision-tree process used for evaluating medical calls. This will result in a standardized format for gathering information from a 9-1-1 caller, and allow for a more accurate deployment of resources and refinement of our deployment plans. In partnership with Planning & Development, CEMA, Law, and Real Estate and Development Services, we contributed to a Rail Policy Terms of Reference, part of a long-term strategy for approving development in proximity to the railway corridor. Within the Progressing Community Services regional model, we helped build a citizen-focused network where concerns can be raised and resolved efficiently. Examples included clean up of the Bow River islands, conducting a full search of the Bow River, and working with internal partners and the "This Is My Neighbourhood" program to address issues such as poverty, gangs, food security, and housing.																																																					
How Are We Doing? Operating costs for fire services per \$1,000 property assessment (MBNCanada) <table><thead><tr><th>Year</th><th>Calgary</th><th>Average of Municipalities</th></tr></thead><tbody><tr><td>2011</td><td>~\$0.78</td><td>~\$1.45</td></tr><tr><td>2012</td><td>~\$0.78</td><td>~\$1.45</td></tr><tr><td>2013</td><td>~\$0.78</td><td>~\$1.45</td></tr><tr><td>2014</td><td>~\$0.78</td><td>~\$1.45</td></tr><tr><td>2015</td><td>~\$0.78</td><td>~\$1.45</td></tr><tr><td>2016</td><td>~\$0.78</td><td>~\$1.45</td></tr></tbody></table> Citizen satisfaction scores <table><thead><tr><th>Year</th><th>Satisfaction</th><th>Importance</th></tr></thead><tbody><tr><td>2012</td><td>~98.5%</td><td>~94.5%</td></tr><tr><td>2013</td><td>~98.5%</td><td>~94.5%</td></tr><tr><td>2014</td><td>~98.5%</td><td>~94.5%</td></tr><tr><td>2015</td><td>~98.5%</td><td>~94.5%</td></tr><tr><td>2016</td><td>~98.5%</td><td>~94.5%</td></tr></tbody></table> Number of persons protected per firefighter <table><thead><tr><th>Year</th><th>Persons Protected</th></tr></thead><tbody><tr><td>2012</td><td>937</td></tr><tr><td>2013</td><td>874</td></tr><tr><td>2014</td><td>954</td></tr><tr><td>2015</td><td>962</td></tr><tr><td>2016</td><td>963</td></tr></tbody></table>			Year	Calgary	Average of Municipalities	2011	~\$0.78	~\$1.45	2012	~\$0.78	~\$1.45	2013	~\$0.78	~\$1.45	2014	~\$0.78	~\$1.45	2015	~\$0.78	~\$1.45	2016	~\$0.78	~\$1.45	Year	Satisfaction	Importance	2012	~98.5%	~94.5%	2013	~98.5%	~94.5%	2014	~98.5%	~94.5%	2015	~98.5%	~94.5%	2016	~98.5%	~94.5%	Year	Persons Protected	2012	937	2013	874	2014	954	2015	962	2016	963
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Status ★●	Sustainability Plan Visions We leverage our experience and share our achievements and leading practices to drive the standards and measures of success for fire and community safety services. We measure our social return on investment to understand and optimize our impact and create more value for citizens and communities.	Status ●																																																			
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	Develop a revised performance measurement approach to focus evaluation and service standards on outcomes.																																																				

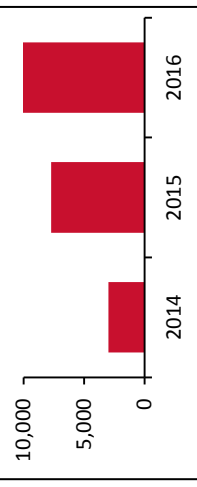
ELEVATING OUR ENVIRONMENTAL STEWARDSHIP

Vision: In 2021, we meet or exceed global benchmarks for environmental management in the fire services and have minimized our environmental footprint through innovative practices and collaboration. From a community perspective, we reduce risks to the health, safety and protection of our waterways, land and air by pioneering safe management practices for hazardous materials in our homes and businesses. Our environmental leadership role is the result of pursuing opportunities that demonstrate a sound balance between environmental benefit and economic sensibility.

How Are We Doing?



**Total use of solar PV
(KWH per year)**



Our Story in 2016

We continued best practices in health, safety and environmental practices. Both Environmental and Safety Management and Price Waterhouse Coopers conducted an audit of our environmental and safety management systems to confirm compliance with ISO 14001 registration and Certificate of Recognition (COR) certification which enables us to work towards City Council's priority of A Healthy and Green City.

We continued working with developers to encourage them to construct new builds with fire sprinkler systems to reduce the risk of loss of life and property due to fire.

We opened the Royal Vista Multi-Service Station #34. Built to Leadership in Energy and Environmental Design (LEED) Gold certification, the new station has many environmental and sustainable features including a rain garden, solar panels, green roof and an innovative water management system.

In our commitment to improve the energy efficiency of our buildings and reduce greenhouse gas emissions, we earned compliance with the National Energy Code of Canada for Buildings which provides requirements for the design and construction of energy-efficient buildings. Our energy efficient buildings have allowed us to reduce our consumption of fossil fuels while increasing our use of renewable energy through the installation of photovoltaic cells (PVC) to collect solar energy.

In partnership with The City's Waste & Recycling Services, our designated Household Hazardous Waste program sites continued collected household hazardous waste from citizens, and our firefighters responded to almost 6,000 calls requiring management of hazardous materials.

2021 Target

Hazardous waste is diverted, greenhouse gas emissions are reduced, facilities have generated energy, and hazardous spills are prevented from entering our land and waterways.

Strategies

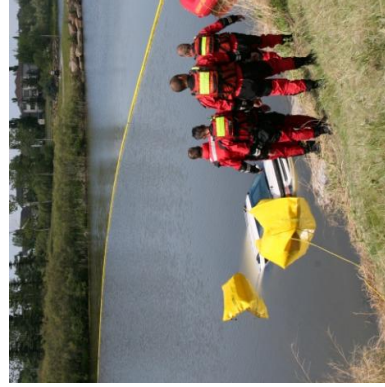
Develop an environmental sustainability plan, provide renewable resources, and devise strategies to address climate hazards and impact on the environment.

Status

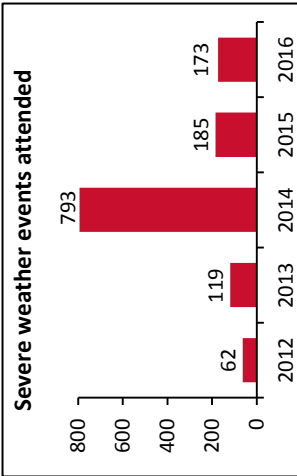
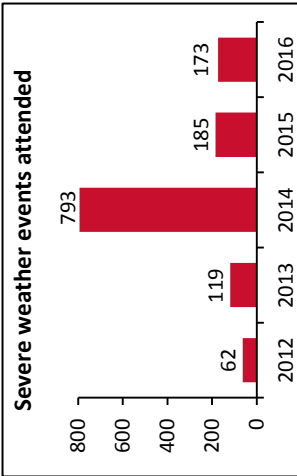
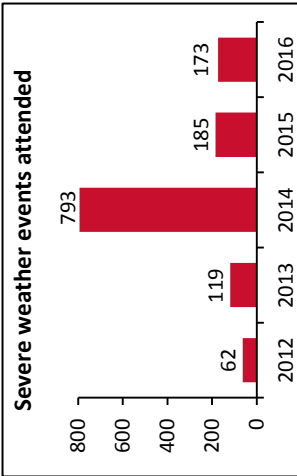
●	We measure, and seek to reduce whenever financially feasible, the carbon footprint, water use and waste of our operations and fires within our communities.
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●	We are an energy neutral organization.
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●	We develop partnerships for environmental safety to support a reduction in fire and hazardous materials risks and the impact of climate-related hazards and events.
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VALUING AND EMPOWERING OUR WORKFORCE																					
Vision: In 2021, our workforce has just-in-time access to the types of training and development that support our service to citizens. Our human resources management and programs align with our organizational goals and motivate and support staff in achieving our vision. We apply technology as a strategic tool and enabler for public service innovation, productivity growth and reduction of our environmental footprint. Working in concert with our unions, we create service delivery and workforce strategies that protect the safety of our citizens and reflect consideration for all of the factors impacting sustainability.	2021 Target	Human capital risk is quantified, successors are identified, employees are satisfied, technology is in place, revenue is generated, and an occupational injury index is established.																			
	Strategies	Provide recruitment and outreach, secure employee feedback, identify gaps in workforce training, evaluate technologies and integrate occupational health and safety strategies.																			
	Our Story in 2016 Eighty-seven per cent of our 1,478 employees provided frontline emergency services to citizens, while the remaining members supported firefighters through rescue services support, health and wellness services, training, public education and response and station planning. We initiated Progress Forum meetings bringing together CFD management and the Local 255 Executive. Employee satisfaction remains high, with a steady improvement of over 60 points since 2012. Our Wellness Section worked with Environmental Safety Management to access reserve funding to better manage traumatic psychological injuries, occupational illnesses and hearing loss. On the preventative side, we developed and began implementation of a psychological health and safety strategy, ensuring that our employees have the supports they need to be healthy and productive. CFD staff took part in training and events highlighting the rewards and challenges of an inclusive and diverse workplace. Cultural, inclusion and respectful workplace competencies are now integrated in recruit job postings and position and performance expectations. To ensure compliance with human rights legislation, we reviewed the accessibility and personal privacy provisions of our facilities. The recruit program was shortened and class sizes were smaller than in previous years, freeing up training officers’ time to focus on increased incumbent training including specialized skill courses and crew training days. Live streaming of monthly fire leadership meetings began in 2016. The meetings are accessible to all staff and include the Chief’s address, divisional updates, challenges in the workplace, and examples of leadership.																				
	Employee Satisfaction Index <table><caption>Employee Satisfaction Index Data</caption><thead><tr><th>Year</th><th>Index</th></tr></thead><tbody><tr><td>2012</td><td>100</td></tr><tr><td>2013</td><td>150</td></tr><tr><td>2014</td><td>175</td></tr><tr><td>2015</td><td>185</td></tr><tr><td>2016</td><td>190</td></tr></tbody></table> Employees <table><caption>Employee Distribution Data</caption><thead><tr><th>Category</th><th>Percentage</th></tr></thead><tbody><tr><td>Uniformed fire suppression staff</td><td>87%</td></tr><tr><td>Uniformed and non-uniformed support staff</td><td>13%</td></tr></tbody></table>		Year	Index	2012	100	2013	150	2014	175	2015	185	2016	190	Category	Percentage	Uniformed fire suppression staff	87%	Uniformed and non-uniformed support staff	13%	
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BUILDING SERVICE RESILIENCY THROUGH EMERGENCY MANAGEMENT																	
Vision: <i>In 2021, we have established relationships, planning and protocols critical to maintaining our service to citizens throughout the course of any large-scale disaster or emergency. By leveraging our stations and firefighters located throughout Calgary, we are a key partner in helping create resilient, self-activating communities. We are closely tied to forecasting emerging disaster and emergency events, and prepare our workforce and communities to respond safely, effectively and appropriately.</i>	2021 Target Formal agreements are established, staff receive training, staff are mobilized during large-scale disasters, and communities have demonstrated resiliency.	Formal agreements are established, staff receive training, staff are mobilized during large-scale disasters, and communities have demonstrated resiliency.															
	Strategies Identify emerging issues, conduct internal emergency management risk assessment, develop workforce strategies, and collaborate and define role in assisting communities.																
Our Story in 2016 In February, we partnered with the Calgary Emergency Management Agency (CEMA) and Calgary Police Service (CPS) to design a protocol for CPS frontline members to respond to rail incidents safely. We collaborated with CPS, CEMA and Alberta Health Services (AHS), to participate in a mock mass-casualty emergency at the University of Calgary. The purpose of the exercise was to help assess the institution’s emergency readiness plan. We supported the firefighting effort in Fort McMurray by protecting homes and infrastructure in Fort McMurray and the Regional Municipality of Wood Buffalo. The Fire Tactical Operations Centre was activated to manage logistics throughout the event. Following the devastating wildfire event, we updated our Remote Deployment Plan based on lessons learned from the Fort McMurray deployment. We responded to a number of severe weather events including the severe rain and hail storm on August 6. Severe weather incidents are expected to increase in the next decade and responding effectively and efficiently to these incidents ensures that citizens live in safe, inspiring neighbourhoods. Work commenced with CPS and AHS to develop protocols for responding to a Criminal Mass Casualty Incident (CMCI). Calgary is the first municipality in Canada to sign a tri-services agreement that includes tactics, safety equipment and associated training related to a CMCI. This protocol will assist all three agencies to ensure the safety of their members and the public through a common understanding of procedures and roles. To support the expanded Calgary International Airport terminal and prepare for its associated increase in traffic, fire crews situated at Airport Fire Station 13 developed an Aircraft Rescue Firefighting (ARFF) program with specialized training on the Aircraft Cabin Trainer for Airplane Search Teams. These unique hands-on training environments allow our fire crews prepare for real-life scenarios.																	
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