

CALGARY FIRE DEPARTMENT



2014 ANNUAL REPORT

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Onward! Creating a sustainable fire service through the ongoing development of our programs, people and places to meet the growing needs of Calgarians.







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Message from the Chief

Our experiences in 2014 shaped our knowledge and expertise.



The Fire Department's 2014 Annual Report is organized using our six sustainability priorities:

1. Managing growth
2. Ensuring safe communities
3. Leading in service to citizens
4. Elevating our environmental stewardship
5. Valuing and empowering our workforce
6. Building service resiliency through emergency management

On January 1, 2015, I became The City of Calgary Fire Department's new Fire Chief. I cannot tell you how honoured I am to have been selected for this position, and how pleased I am to step into a role that I consider both challenging and rewarding. Leading a

business unit within Community and Services and Protective Services (CS&PS) and working with talented employees throughout the City of Calgary enables me to better position the Fire Department's work within the broader goals and vision of The City and further understand the needs of those we serve.

This report highlights the Fire Department's achievements over the past year. Our experiences in 2014 shaped our knowledge and expertise, and enabled us to rise above the many challenges we were faced with and come out stronger and more efficient than before.

In 2011, the Calgary Fire Department introduced our 10-year Sustainability Plan to guide our actions and help determine the goals and objectives we set in our business plan each year. Throughout our Sustainability Plan and this Annual Report, we share with you our vision for fire and community safety service in 2021. Achieving our 2021 vision is focused on the efforts and talents of our staff highlighted in this report; efforts that advance our social, economic and environmental performance every day.

Along with our colleagues in CS&PS, we are dedicated to the health, safety and vitality of Calgarians, and deliver our services through an integrated program of emergency fire and medical response, fire prevention, education and enforcement. We also work with other agencies to support emergency and disaster management planning, preparedness and response.

Each day, the Fire Department's front line members provide competent and compassionate service to citizens who are experiencing some of the worst moments of their lives. The work we do is meaningful and has a direct impact on the life of Calgarians. Thanks to the dedication of all our members, the Calgary Fire Department is well on its way to becoming an international fire service leader.

In 2014, we:

- Responded to 3,100 service calls in 36 hours during the September Snowstorm—a call volume unprecedented in the City's history.
- Officially opened three new fire stations, enhancing our ability to serve Calgarians in the communities they call home.
- Met our goal of connecting with one in ten Calgarians to provide them with fire safety education and exceptional customer service.

I thank all my colleagues for their contributions, and am honoured to present this report on their behalf.

Steve Dongworth

Message from the General Manager

In Community Services & Protective Services (CS&PS), our vision is centred on making Calgary a great place to make a life. We do this by providing valuable programs and services that help create and sustain a vibrant, safe and caring community for 1.2 million citizens.

The Calgary Fire Department (CFD) contributes to this vision by ensuring Calgarians have access to critical fire and emergency services 24 hours a day, seven days a week, that protect their lives and properties.

Teams were put to the test during two large scale emergency events– the September snowstorm and the October power outage – and their consequential community impacts. Along with staff from across the Corporation and external partners, the Calgary Emergency Management Agency (CEMA), which comprised part of the CFD, led during challenging conditions to ensure the safety and protection of citizens. Both events showcased the effectiveness of our emergency management function and leadership capability in responding to emergency situations.

Recognizing the evolving role of emergency management in our city, in the fall we announced that CEMA would transition from a division of Fire to a business unit within CS&PS. The strong foundation for CEMA built by the Fire Department will be leveraged as we progress ahead, with our Fire team continuing to play a key partnership role in The City's emergency response efforts.

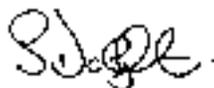
2014 was also a year of change and opportunity as we worked to set the stage for the future.

The Corporation concluded its 2012–2014 business cycle and embarked on planning for the next four years through the Action Plan process. The CFD's business plan is guided by citizen and Council priorities as well as strategies outlined in the 10-Year Fire Sustainability Plan. The plan is thoughtful and responsive to the needs of our growing city, and includes both a capital and operating plan for 2015-2018, including resources for several new fire stations.

Every second counts in providing the highest level of service. To that end, the Fire department implemented initiatives, which measurably improved response times in 2014, and the Corporation initiated a zero-based review which will seek efficiency and effectiveness improvements, and build on Fire's solid foundation and successes.

There were also changes in the Fire Department's leadership. Following former Fire Chief Bruce Burrell's retirement, a North America-wide search was initiated for a new Fire Chief. In 2014 December, it was announced that Council had appointed Steve Dongworth as Calgary's new Fire Chief, effective 2015 January 01. I look forward to working with Chief Dongworth and the leadership he will bring to this role.

Our Fire service is strong, resilient and well-positioned for the future. I want to commend and thank the women and men in our CFD for their many accomplishments in 2014, and the tremendous job they do serving our citizens and contributing to a safe Calgary.



Stuart Dalglish



Snapshot

The Calgary Fire Department's five lines of service

The Calgary Fire Department is a business unit within the Community Services & Protective Services Department of The City of Calgary. Our mission is to serve the community through excellence in fire prevention, education, protection and safety. Together with other business units in The City of Calgary's Community Services & Protective Services Department, we are committed to improving the quality of life in Calgary communities.

We are proud to contribute to the safety of communities through the following services.

Emergency response and firefighting

Four platoons of firefighters located in 39 fire stations across Calgary provide a range of emergency and non-emergency services to 1.2 million citizens. Emergency services include response to fires, emergency medical incidents, chemical and hazardous materials releases, and motor vehicle collisions. In addition, our firefighters provide specialized rescue services in high or collapsed structures, confined spaces, on our waterways or in situations caused by weather events. We protect the safety of our employees and citizens and adherence with applicable legislation by ensuring our members receive specialized training in emergency response and community safety throughout their careers.

Fire trucks, equipment and resource management

Reliable emergency response requires timely and appropriate support for emergency vehicles, stations and equipment. We regularly inspect our stations for safety and maintain our emergency response vehicles to ensure optimum performance under any conditions. All our protective safety and communications equipment is regularly tested and repaired, and we provide dedicated technology support for the systems our frontline members need.

Disaster planning and preparedness

Our emergency and disaster management activities include planning and working with the Calgary Emergency Management Agency during large-scale events. We also develop our own policies, strategies and practices so we can maintain service to Calgarians during any major incident. We instituted strong supply chain and workforce management policies to ensure business continuity through any emergency.



The Fire Department reaches more than one in ten Calgarians annually through our community safety programs and education, including initiatives targeted at groups most at risk and vulnerable to injury, including children, disabled persons, low-income households, immigrant populations and seniors.

Prevention and investigations

We work with building and property owners across Calgary to protect citizens' safety by monitoring and enforcing compliance with the fire safety code. Working at municipal, provincial and federal levels, we provide input into the development of new and revision of existing codes and standards to improve safety. Our investigations program identifies the causes of fires and provides vital information that shapes the outreach and education initiatives we provide to our communities.

Planning, risk analysis and performance management

The Fire Department continuously monitors and analyzes our performance to ensure we are delivering quality services in the most effective, sustainable and innovative manner possible. This work includes: business and budget planning; capital planning and development; urban planning; fire-based research and development; environmental monitoring and compliance; occupational health, safety and wellness; policy development; and statistics, performance management and reporting.



“Our fire crews work very hard both proactively and reactively to keep the citizens of Calgary safe. We strive to ensure Calgarians have all the tools and information necessary to be fire safe in their own homes. This includes installing smoke alarms for those who are unable to do so.” *Carol Henke, Public Information Officer*

Service in profile – Top events of 2014

Large residential building fires kept Calgary firefighters busy in 2014

January 10: Panorama Hills

Crews were called to a fire at a townhouse complex in the northwest community of Panorama Hills. When we arrived, the units were fully engulfed in flames. The fire destroyed one complex, while another townhouse complex next door was heavily damaged. We successfully evacuated all residents, though 12 additional homes suffered heat damage.

May 13: Coventry Hills

We were called for reports of a residential garage fire in the northeast community of Coventry Hills. On arrival, fire crews found two neighbouring garages fully engulfed in flames, while the fire's intense heat threatened nearby homes. Firefighters first evacuated all residents and protected surrounding buildings. We used large volume hoses to bring the fire under control and minimize damage to the exposed structures. In the end, two garages were totally destroyed, one home suffered moderate damage, and another four houses sustained minor damage.

June 20: Evanston

The Fire Department was called to a multiple house fire in the northwest community of Evanston. As a precaution, a number of homes around the fire scene were evacuated. Two homes were destroyed and three homes suffered heat damage.

July 28: Kincora

We responded to a house fire in the northwest community of Kincora, where flames were coming from two homes. Firefighters initiated an aggressive exterior attack with elevated aerial water towers. We used high volume fans to pressurize adjacent homes and minimize possible smoke damage. One house was destroyed, one had significant damage and two suffered thermal damage to their exteriors.

July 29: New Brighton

We responded to a multiple house fire in the southeast community of New Brighton. Nine houses were involved, and three suffered extensive damage. A total of 16 homes were evacuated due to smoke and air quality concerns.

August 27: Lake Bonavista

Crews arrived at a house fire in the southeast community of Lake Bonavista, where they were met with smoke and visible flames from the front of a house and a vehicle in the driveway. Firefighters initiated an aggressive exterior attack and quickly extinguished the fire. Seeing exterior fire damage to an adjacent house's roof, we opened part of the roof to ensure there was no further fire spread. Firefighters also used high capacity fans to pressurize both adjacent residences and minimize further smoke damage. After the fire crews were finished, our hazardous materials technical team neutralized and disposed of toxic materials found in the garage of the house of fire origin.

Snowtember in YYC

Following a balmy Labour Day long weekend, when temperatures reached over 20 degrees, many Calgarians were surprised to see a blanket of snow covering their neighbourhoods when they awoke on September 8. Although the forecast warned of more snow—lots of it—few Calgarians were prepared for what was to come.

According to Environment Canada, 28.2 cm of snow fell at the airport from September 8 to 10, with even more falling in the western part of the city. This snowfall was the highest snowfall prior to the autumn equinox in 130 years.

This snowfall occurred prior to a killing frost, which meant that leaves were still on the trees, catching snow and causing more damage than had the tree branches been bare of leaves. Trees fell all over the city, blocking roadways and damaging property. About 74,000 people lost power due to damaged electrical lines.

At noon the next day, just as the Fire Department's Fallen Firefighters Memorial ceremony was about to begin, The City activated the Emergency Operations Centre.

In 36 hours, The City's 3-1-1 Call Centre received over 15,500 calls and 9-1-1 processed over 6,300 police and fire events related to the snowfall. The Fire Department responded to over 3,100 service requests received between noon on September 9 and midnight on September 10. This call volume level is unprecedented in the City's history—even higher than the floods of 2013.

Thanks to the outstanding dedication and hard work of our members and other City staff, we weathered the storm, showing once again that no challenge is too big for the Calgary Fire Department to handle.

- ⊕ 3,100 snow-related incidents responded to in 36 hours—more than for the whole 2013 flood!
- ⊕ 2,537 incidents responded to in one day, 15 times the number of incidents on the same day in 2013, and the greatest number of calls responded to in one day ever.
- ⊕ Damaged power lines resulted in power outages for up to 74,000 people.





- ⦿ 30 units responded to the event.
- ⦿ 112 buildings in a 20-block area of downtown without electrical power.
- ⦿ Approximately 5,000 displaced Calgarians and many businesses.

Lights out!

On the evening of October 11, an underground electrical vault caught fire in downtown Calgary. The resulting electrical fire caused extensive power loss that impacted over 110 buildings within a 20-block area, displacing nearly 5,000 residents.

As family and friends gathered to celebrate Thanksgiving that weekend, many of our members, and those working at the Emergency Operations Centre, sacrificed their own time with loved ones to put the needs and safety of our citizens first.

The power outage lasted for five days. We responded to 46 incidents related to the fire, including elevator rescues and citizen evacuations. We also visited homes and checked on the welfare of vulnerable people. Our members made Calgarians feel safe and secure during a time when many felt scared and alone—an example of our unwavering commitment to those we serve.

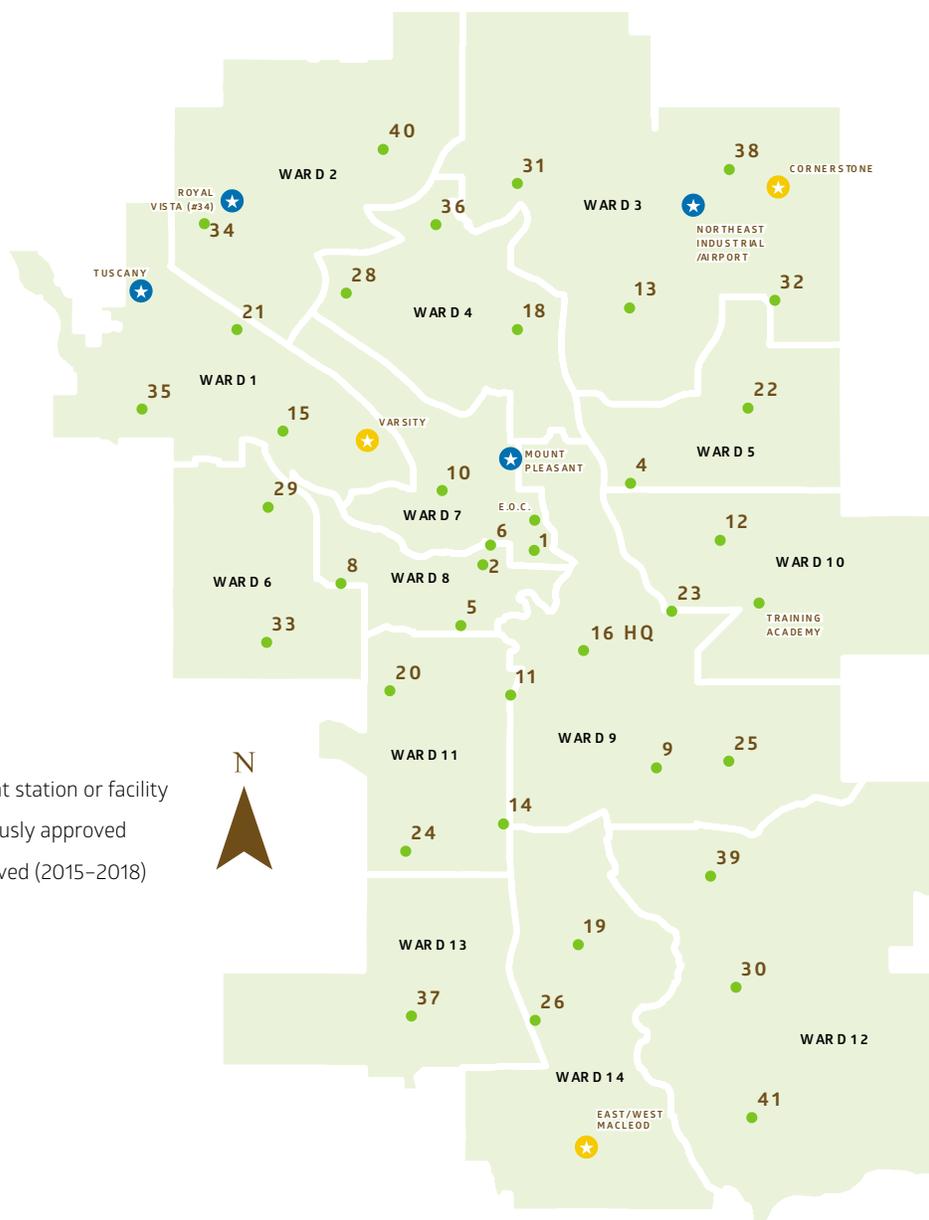


The vision for 2021: In 2021, we will effectively and efficiently balance the fire and public safety service requirements presented by growth. Every Calgarian will have equitable access to appropriate, affordable and acceptable fire and community safety services. Sustainable, predictable funding allows us to maintain safe equipment, apparatus and facilities to support our service to citizens.

Managing growth

Committed to communities: fire and community safety services

We operate out of 46 buildings, including 39 fire stations that provide both emergency and non-emergency services to residents.



One of our key challenges is to keep pace with growth in Calgary by providing fire service to new communities and realigning service in older communities where populations have intensified.

Enhancing response and service to communities

In 2014, we officially opened one new and two replacement fire stations, and began the planning process for more stations in the coming years.

Evergreen Fire Station 37

In February we officially opened Evergreen Station 37. This station was designed to accommodate the increasing service demands in the growing communities of Bridlewood, Evergreen, Millrise, Shawnee Slopes, Shawnessy and Somerset and replaced a temporary two-bay station which had served the community since 2003. Built to Leadership in Energy & Environmental Design (LEED) Gold Certification standards, the new three-bay station provides emergency response services, community-focused safety programs, and includes an open space near the entrance for community and school groups to gather.

We are continually analyzing the emergency services needs of Calgary's communities, both in new areas and in older communities undergoing densification, to ensure our station and staffing configurations change to support our changing communities.

Seton Fire Station 41

Officially opened to the public in March, this new station serves the southern communities of Seton, Auburn Bay, Cranston and Mahogany. Seton Fire Station 41 will help us better meet the emergency response demands of growing communities and the new South Calgary Health Campus. Built to LEED Gold Certification standards, this multi-services facility also houses the Calgary Police Service, Animal & Bylaw Services and the Parks Department.

Windsor Park Fire Station 11

In December, we celebrated the opening of the new Windsor Park Station 11, replacing a 50-year-old station that was too small to

accommodate modern firefighting vehicles and equipment. With three large bays and LEED Gold features, the new station provides emergency services to more than 14 inner-city communities. The upgraded Station 11 allows us to serve current and future generations with excellent fire and emergency response, while reducing our environmental footprint.

Future fire stations

Our next new station, Royal Vista Station 34, will be located in northwest Calgary and replace the temporary Royal Oak fire house. Expected to open by the end of 2016, this new multi-use facility will be built to LEED Gold Certification standards and will be shared with Animal & Bylaw Services. It will also have community meeting rooms and space to accommodate The City's Tomorrow's Workplace initiative.

Responding to citizen emergencies

In 2008, Council approved 18 long-term performance benchmarks for the Fire Department, which are outlined in our *Service Levels and Response Time Targets Plan*. For emergency response, our long-term goals are:

- To have a first engine company on scene:
 - » Within six minutes and 30 seconds at life-threatening emergency medical incidents, 90 per cent of the time.
 - » Within seven minutes at fire rescue incidents, 90 per cent of the time.
- To assemble an effective response force (all the resources needed to manage a fire suppression event) within 11 minutes, 90 per cent of the time.

These targets are key drivers in our station planning process as we work to strike a balance between stations that address new community growth and those that help manage increasing densification in older communities.

Cooperating, collaborating and partnering to secure public and private resources for capital investment, service provision and education

Leveraging the support of the private sector

We value the support of our private sector partners who have made a commitment to the safety of Calgarians:

- Encana Corporation provides support for our canine accelerant detection teams, including a natural-gas fuelled truck, and annual recertification and equipment costs.
- State Farm sponsors the cost of training the canine accelerant teams, including a five-week training program before the dogs are sent home with their handlers to the Calgary Fire Department. Ongoing vet and grooming care, food and supplies for the dogs is supplied by Calgary Animal & Bylaw Services.
- Conoco Phillips supports our Youth Firesetter Intervention Referral and Education Service (Y-FIRES) Program that assists youth at high risk of arson-related activity. Conoco Philips also provides funding for “trauma pups,” stuffed Dalmatians given by firefighters to children involved in an emergency situation, and colouring books that help educate children about injury and fire prevention.
- In partnership with the Calgary Board of Education and Calgary Separate School District, ATCO sponsors the youth Fire Cadet Program. The 18-month program teaches high school students about firefighting and our values. Cadets learn basic firefighter skills, including vehicle extrication, search and rescue and CPR.

- Canada Safeway supports Fire Prevention Week, which includes station open houses attended by citizens to learn more about fire and life safety.
- Emerson Clarke funds the printing of our home safety brochure that is distributed at events throughout the year to teach Calgarians how to protect their homes and families from fire.

Securing funding from other levels of government

We rely heavily on grants for capital funding. These grants are key to funding our current infrastructure projects; however, we continue to seek out more sustainable forms of capital funds to help support our long-term planning ability and sustainability.

Our 2014 capital budget of \$68.4 million includes funding from grants and other levels of government, including 38 per cent from the Government of Alberta’s Municipal Sustainability Initiative (MSI) and 14 per cent from the Alberta Municipal Infrastructure Program. The planned discontinuation of the MSI by 2018 will have capital planning implications including investments in infrastructure, equipment and technology used in the delivery of emergency and non-emergency services by frontline staff.

Ensuring long-term funding sufficiency and optimal use of our assets

Managing operational spending

We employ strong financial management practices to ensure efficient use of funding and alignment with our annual operating budget.

Our 2014 Council-approved operating budget was \$211.4 million, which was 10 per cent higher than in 2013. Our actual operating expenditures were \$211.8 million. Our

higher than budgeted expenditure of \$470,000 in 2014 was driven by the September snow event and the response to the downtown electrical fire in October.

Revenues were similar to the previous year and included services provided to the Calgary

Airport Authority, sponsorship revenues, out-of-town responses, inspections and fines/penalties. Salary and wage expenses increased, mainly due to unionized wage increases and additional firefighters necessary to staff new stations.

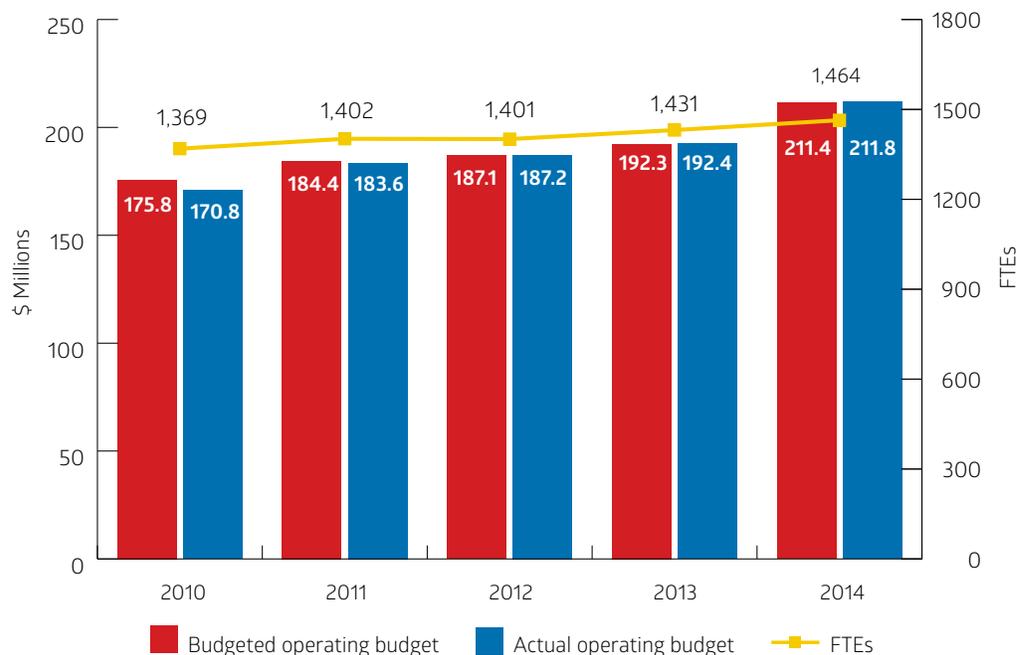
Maximizing capital budgets

Calgary's population is predicted to grow and become increasingly diverse with additional new immigrants, seniors and low-income families. To accommodate this growth and address changing demographics, we will work with the Community Services & Protective Services Department to create sustainable long-term capital plans and ensure alignment with the corporate growth management framework so we can optimize our resources and balance growth and maintenance requirements.

Our capital budget provides for the lifecycle maintenance of facilities and related equipment, new and replacement apparatus and equipment, retrofits of existing facilities and new station construction. Our budget also serves to

The Fire Department is committed to balancing cost effectiveness with the demands of growing populations, increasing community density and changing urban landscapes.

Operating budget versus actual and full-time employees (FTEs), 2010 – 2014



maintain and protect the investment in approximately \$263.6 million worth of physical assets held, including buildings, land, machinery, equipment and vehicles.

Our 2014 total Council-approved capital budget was \$68.4 million.

In 2014, we spent \$25.2 million, or 37 per cent, of the \$68.4 million capital budget. In addition to new and replacement fire stations, other major projects addressed growth and the revitalization of aging infrastructure. Major categories are presented in the pie chart below.

Managing and maintaining our assets

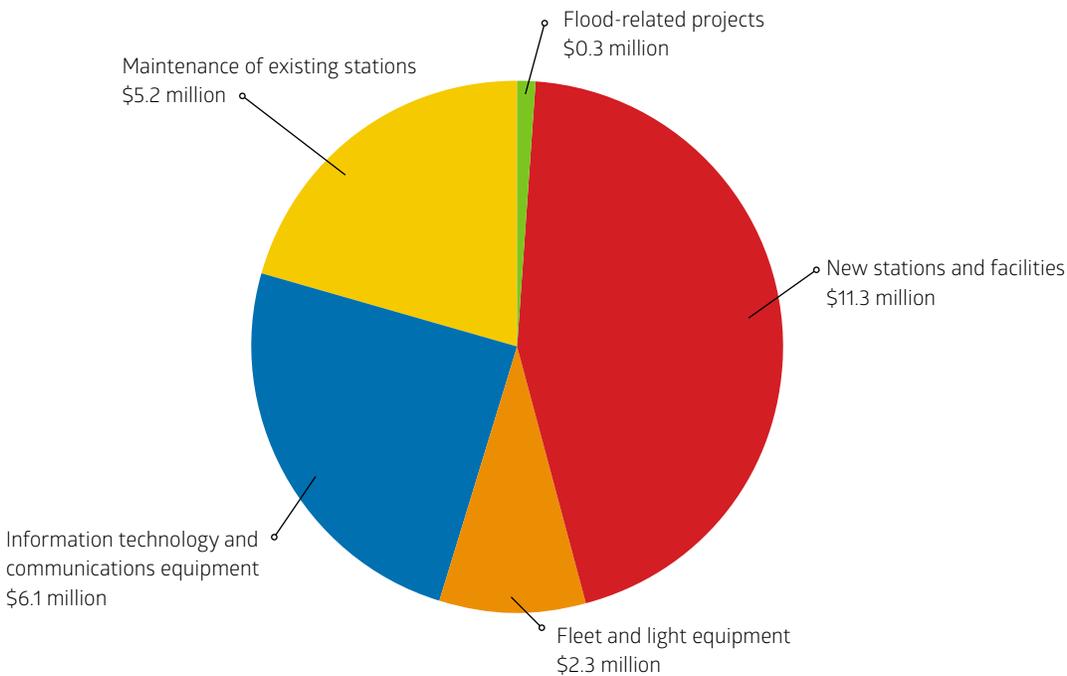
We created a comprehensive asset management strategy based on best practices within and outside the fire industry. This strategy will enable us to manage our infrastructure the best possible way. In 2014,

we reviewed our asset level of service, decision and business processes, and information systems as part of our continued evolution towards excellence in asset management.

In partnership with Corporate Asset Management and an external consultant, we developed and implemented a star-quality rating framework for our fire stations. Similar to the five-star rating system used by facilities such as hotels, this star-quality rating system will allow us to provide a more objective and quantifiable assessment of our fire stations and help to improve and prioritize plans for their maintenance, repair, upgrade and replacement.

We continued to optimize our fleet by developing sustainable replacement plans, improving overall use and decreasing total cost of ownership, while focussing on ultimately reducing our environmental footprint.

Actual capital expenditures, 2014





The vision for 2021: 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.

Ensuring safe communities

Providing services fundamental to the quality of life of citizens

New growth, urban densification, evolving demographics and changing community needs collectively influence call volume, types of calls, response performance, fire and life safety education and enforcement initiatives.

Improving performance

We continue to focus on performance improvement initiatives in support of achieving our long-term response time goals.

During 2014, we implemented initiatives to improve response times in new and existing communities, including a revised incident

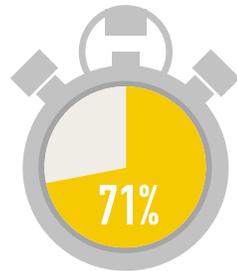
pre-alert system, additional specialized response units automatically attached to scene command, upgraded fire station alerting, improved call and turnout processes, and an innovative deployment model.

These initiatives have resulted in increases in effectiveness across the board: fire rescue total response time performance improved by 5 per cent over 2013, life-threatening emergency medical performance improved by 2 per cent and response to a full first alarm improved by 3 per cent.

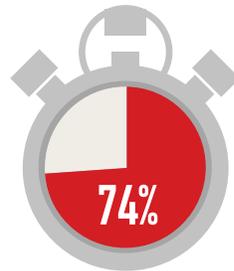


Response times

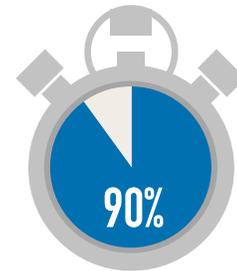
Per cent of first-in engine responses within **7 minutes** total response time at **fire rescue** incidents.



2014 Actual

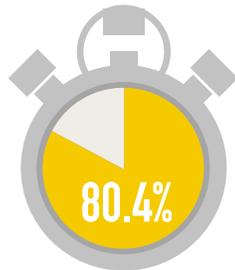


2014 Target

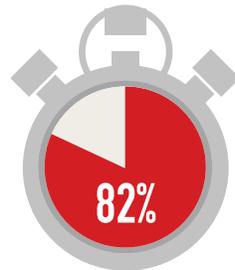


Long-term benchmark

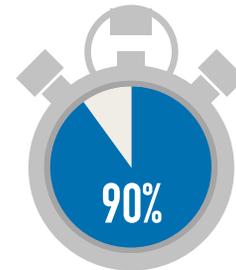
Per cent of first-in engine emergency responses within **6 minutes 30 seconds** total response time at **life-threatening emergency medical** incidents.



2014 Actual

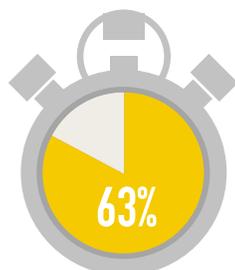


2014 Target

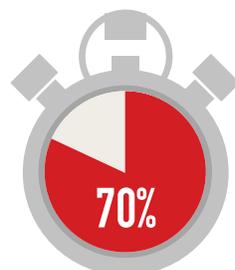


Long-term benchmark

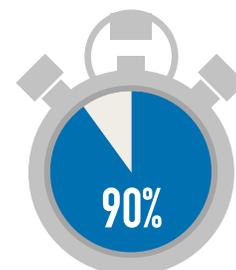
Per cent of full first alarm assignment within **11 minutes** total response time at **fire suppression** incidents.



2014 Actual



2014 Target



Long-term benchmark

Council approved long-term benchmark	2014 comparative cities benchmark survey results	Fire Department 2014 results
Number of fire stations per capita at or near comparable Canadian cities	An average of 30,575 persons protected per station	An average of 30,646 persons protected per station
Number of fire suppression personnel per capita at or near comparable Canadian cities	One firefighter for every 937 persons	One firefighter for every 954 persons
Average service area covered per fire station at or near comparable Canadian cities	An average service coverage area of 19.91 km ²	An average service coverage area of 21.74 km ²
Fire suppression cost per capita at or near comparable Canadian cities	Average of \$140.64 per capita	\$145.08 per capita

Council approved long-term benchmark	Fire Department 2014 performance			
	2014 target	2014 result	Time achieved 90 per cent of the time	Comparison to previous years
First-in engine emergency response within 7 minutes at fire rescue incidents, 90 per cent of the time.	74 per cent of first-in engines arrive within 7 minutes.	71 per cent of first-in engines arrived within 7 minutes.	8 minutes and 53 seconds or less.	Best performance since 2005. 21 seconds faster than 2013.
First-in engine emergency response within 6 minutes and 30 seconds at life threatening emergency medical incidents, 90 per cent of the time.	82 per cent of first-in engines arrive within 6 minutes and 30 seconds.	80 per cent of first-in engines arrived within 6 minutes and 30 seconds.	7 minutes and 30 seconds or less.	Best performance since 2005. 11 seconds faster than 2013.
90 seconds or less turnout for the preparation of the first engine company at fire rescue incidents, 90 per cent of the time.	Maintain	64 per cent of first-in engine turnout times were within 90 seconds.	2 minutes and 5 seconds or less	Best performance since 2005. 3 seconds faster than 2013.
60 seconds or less turnout for the preparation of the first engine company at life-threatening emergency medical incidents, 90 per cent of the time.	Maintain	33 per cent of first-in engine turnout times were within 60 seconds.	2 minutes or less.	Best performance since 2005. 3 seconds faster than 2013.
4 minutes and 30 seconds or less travel time for the arrival of the first engine company at fire rescue incidents, 90 per cent of the time.	Maintain	71 per cent of first-in engine travel times were within 4 minutes and 30 seconds.	6 minutes and 10 seconds or less.	6 seconds faster than 2013.
4 minutes and 30 seconds or less travel time for the arrival of the first engine company at life-threatening emergency medical incidents, 90 per cent of the time.	Maintain	79 per cent of first-in engine travel times were within 4 minutes and 30 seconds.	5 minutes and 26 seconds or less.	Best performance since 2009. 11 seconds faster than 2013.
Full first alarm assignment at fire suppression incidents within 11 minutes, 90 per cent of the time.	70 per cent of full first alarm assignments arrive within 11 minutes.	63 per cent of full first alarm assignment total response times were within 11 minutes.	14 minutes and 13 seconds or less.	25 seconds faster than 2013.
8 minute and 30 seconds or less travel response time for the deployment of a full first alarm assignment at a fire suppression incident, 90 per cent of the time.	Maintain	64 per cent of full first alarm assignment travel times were within 8 minutes and 30 seconds.	11 minutes and 44 seconds or less.	4 seconds slower than 2013.
Flame spread limited to within the room or object of origin in 65 per cent of building and structure fire suppressions.	Flame spread limited 71 per cent of the time.	Flame spread was limited to within the room of origin or object of origin in 71 per cent of building/structure fires.	N/A	1 per cent improvement from 2013.
Apparatus that meet minimum staffing requirements (4 fire fighters for each engine, and 20 for rescue units, aerial units, tankers, and hazardous material units).	Maintain	All apparatus provided sufficient staffing to meet its requirements.	N/A	Performance same as 2013.
Percentage of fleet beyond recommended lifecycle replacement	Maintain	An estimated 19 per cent of fleet are beyond recommended life cycle replacement guidelines.	N/A	Increase of 13 per cent over 2013 results for fleet beyond recommended guidelines

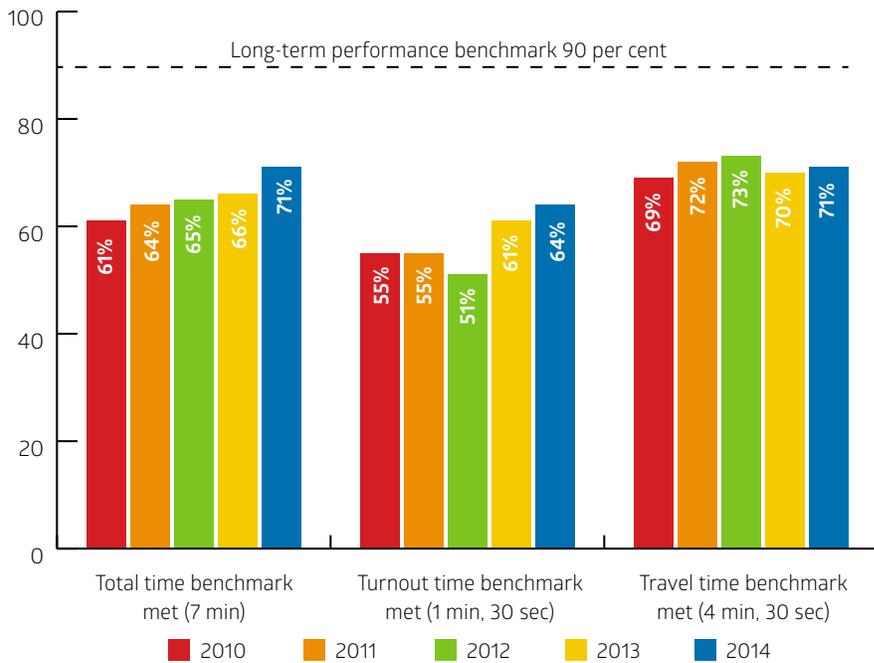
Response times to fire rescue incidents are key markers of performance. The fast arrival of staff and equipment on scene are essential to assess the situation and prepare for a fire attack to reduce property damage, protect the environment and save lives.

Fire rescue incident response

In 2014, first-in engines responding to fire rescue incidents achieved the total response time goal of seven minutes or less 71 per cent of the time. Our long-term performance benchmark is for 90 per cent of responses to arrive on scene within seven minutes. In 2014, 90 per cent of responses arrived on scene within eight minutes and 53 seconds.

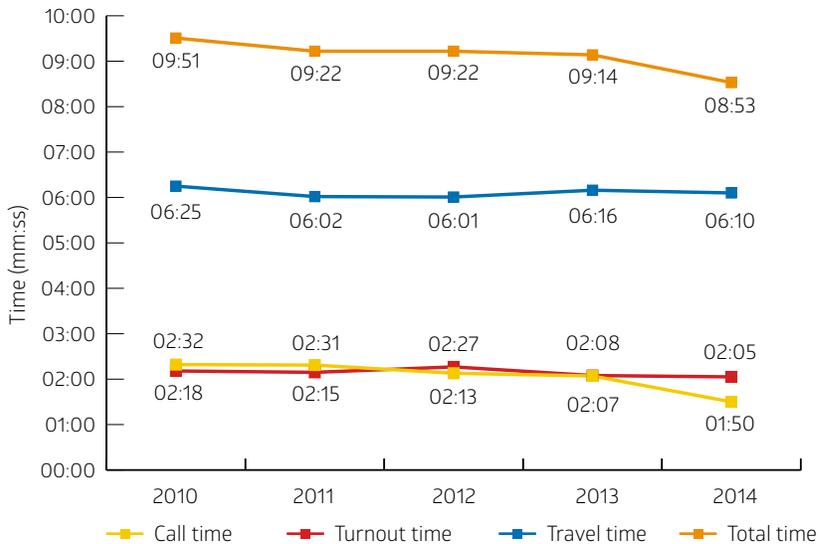
First-in engine response time performance

Fire rescue incidents, 2010 – 2014



First-in engine response times (90th percentile)

Fire rescue incidents, 2010 – 2014

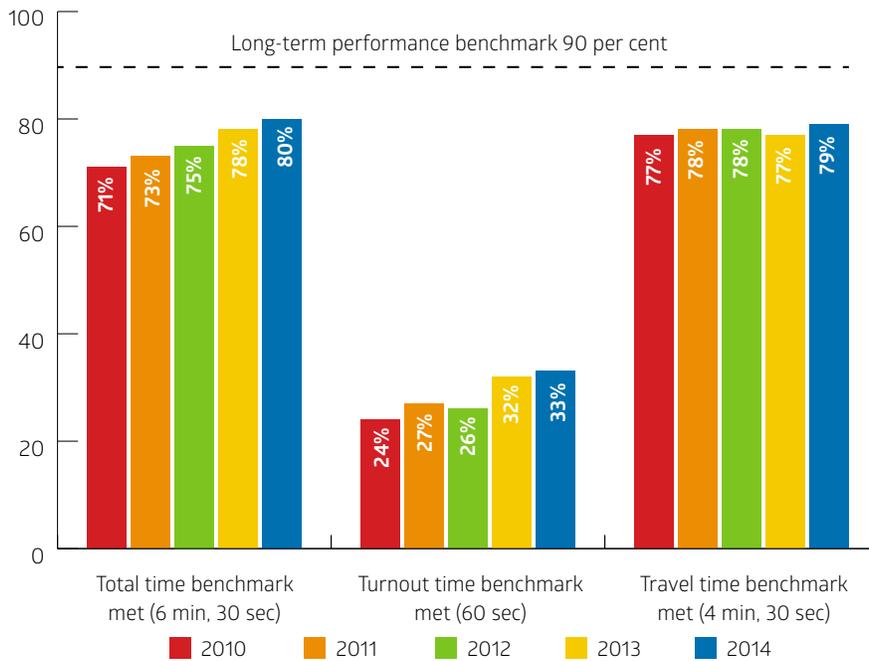


Life-threatening emergency medical incident response

In 2014, first-in engines responding to life-threatening emergency medical incidents achieved the total response time goal of six minutes and 30 seconds or less 80 per cent of the time. Our long-term performance benchmark is for 90 per cent of responses to arrive on scene within six minutes and 30 seconds. In 2014, 90 per cent of responses arrived on scene within seven minutes and 30 seconds.

First-in engine response time performance

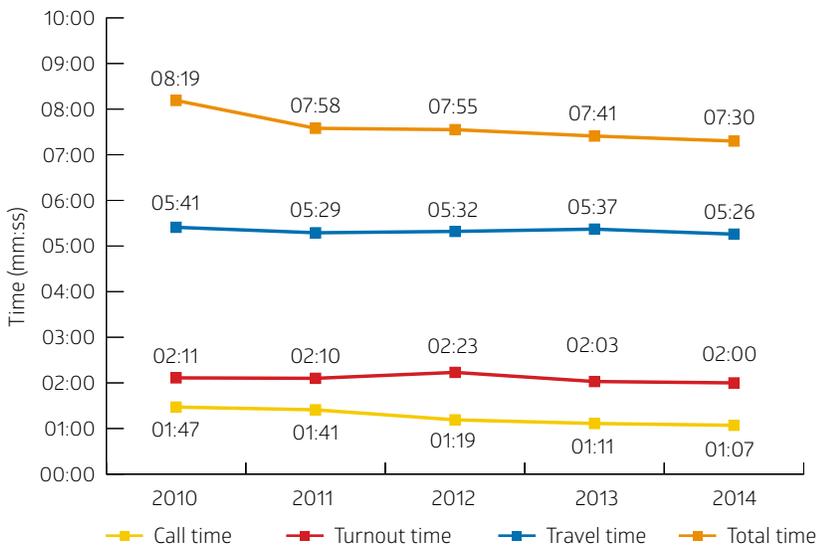
Life threatening emergency medical incidents, 2010 – 2014



Response times to life-threatening emergency medical calls are key markers of performance. The success of defibrillation decreases seven to 10 per cent every minute following the onset of a heart attack.

First-in engine response times (90th percentile)

Life threatening emergency medical incidents, 2010 – 2014



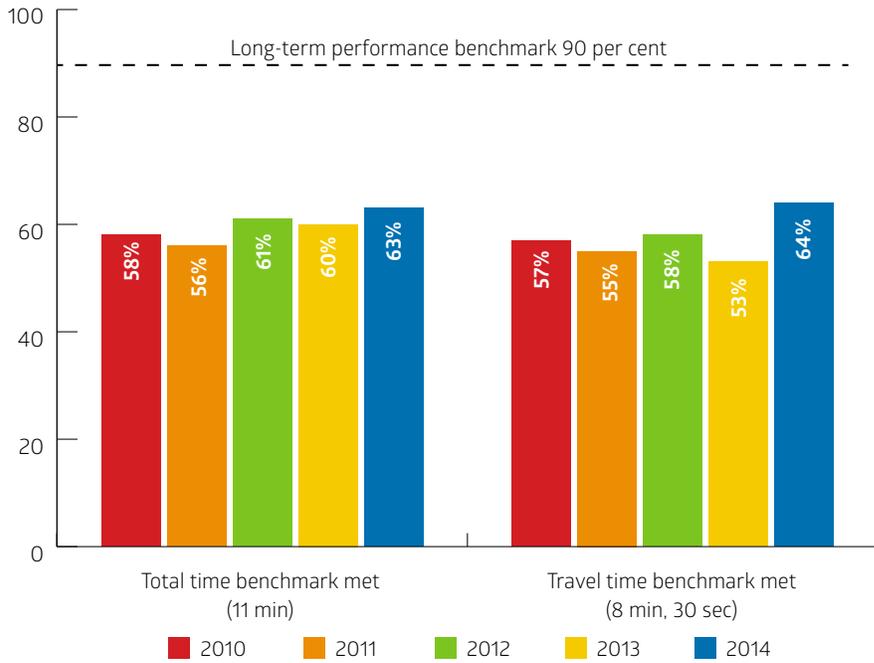
Full first alarm response refers to the Fire Department's ability to amass the appropriate number of firefighters on scene to perform all the tasks necessary to safely perform citizen rescues, control and limit a fire and protect property and the environment.

Full first alarm response

In 2014, we achieved a full first alarm assignment total response time goal of eleven minutes or less 63 per cent of the time. Our long-term performance benchmark is for 90 per cent of responses to arrive on scene within eleven minutes. In 2014, 90 per cent of full alarm responses arrived on scene within 14 minutes and 13 seconds.

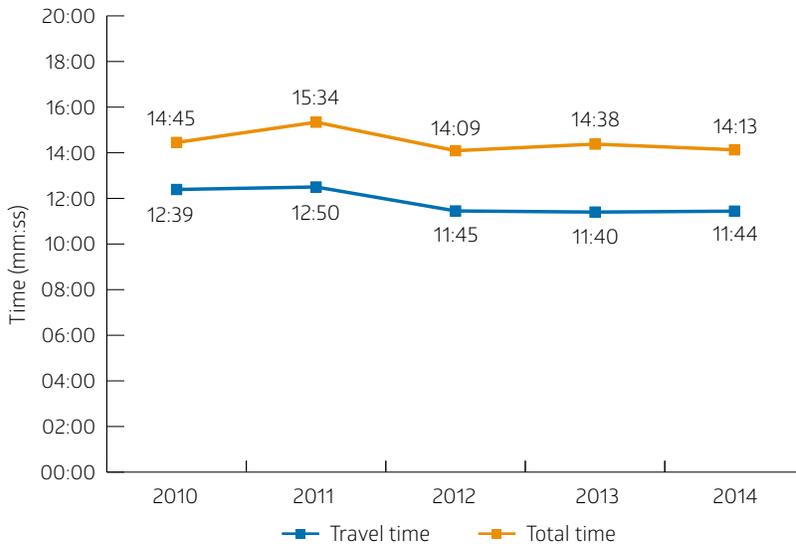
Full first alarm assignment response time performance

Fire suppression incidents, 2010 – 2014



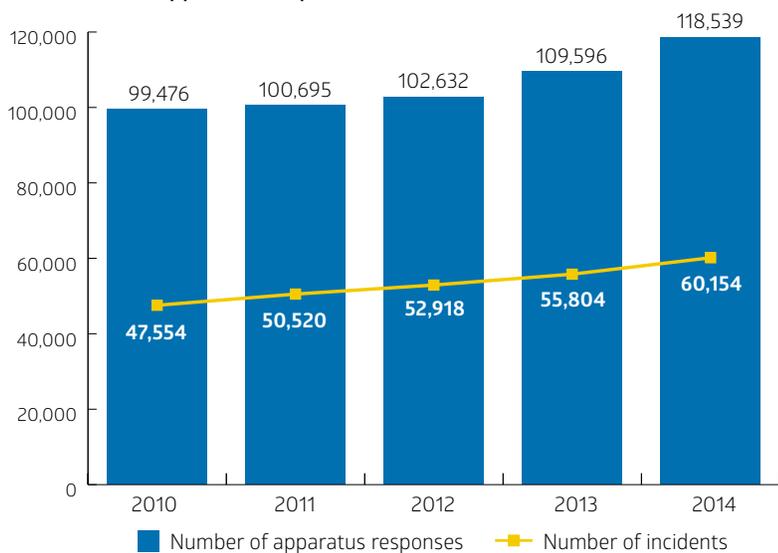
Full first alarm assignment response times (90th percentile)

Fire suppression incidents, 2010 – 2014



Demand for our services continues to increase as Calgary grows, with incident and response volumes steadily increasing over the past five years. In 2014, our apparatus made over 118,500 responses to 60,154 calls for help. Overall, both incident volume and apparatus responses increased by 8 per cent from 2013.

Incidents and apparatus responses, 2010 – 2014



In 2014, medical assist calls accounted for 48 per cent of all incidents to which we responded. We also saw an increase in our community safety activities, as evidenced by the number of public service assistance calls we responded to, including attending hazardous condition incidents, and responding to a record amount of severe weather-related events in 2014.

Although only 3 per cent of all incidents we attended were confirmed fires, 25 per cent of all calls firefighters responded to were for a fire alarm or other indication of a possible fire.

Incidents by major incident type, 2010-2014

	2010	2011	2012	2013	2014	Per cent of total	Per cent change 2013–2014
Fire related incidents	14,964	14,908	14,669	15,091	15,148	25%	0%
Fires	1,956	1,860	1,877	1,902	1,843	3%	-3%
Ruptures/explosions	23	14	26	33	32	0%	-3%
Investigations	4,818	4,622	4,438	4,526	4,746	8%	5%
False alarms	8,167	8,412	8,328	8,630	8,527	14%	-1%
Medical assists	21,753	23,392	26,134	27,966	29,086	48%	4%
Rescues	444	522	579	711	584	1%	-18%
Hazardous conditions	7,181	7,965	8,033	8,023	9,852	16%	23%
Public service assistance	3,168	3,544	3,441	3,894	4,691	8%	20%
Severe weather	44	189	62	119	793	1%	566%
Total number of incidents	47,554	50,520	52,918	55,804	60,154		8%

More than half the fires we attended to in 2014 occurred in buildings and structures such as homes, garages and businesses. Outside fires and mobile property or vehicle fires accounted for 17 and 14 per cent, respectively.

Fires by major fire category, 2010-2014

Major fire category	2010		2011		2012		2013		2014	
	#	%	#	%	#	%	#	%	#	%
Building/structure	1,037	53	943	51	986	52	1,001	53	994	54
Mobile property/vehicle	223	11	258	14	253	14	243	13	262	14
Vegetation	213	11	188	10	211	11	181	9	128	7
Outside (rubbish, storage, equipment)	363	19	336	18	311	17	322	17	318	17
Other	120	6	135	7	116	6	155	8	141	8
Total	1,956	100	1,860	100	1,877	100	1,902	100	1,843	100

Stations and firefighters are vital elements of neighbourhoods

Public engagement and ingraining firefighters and safety into our communities

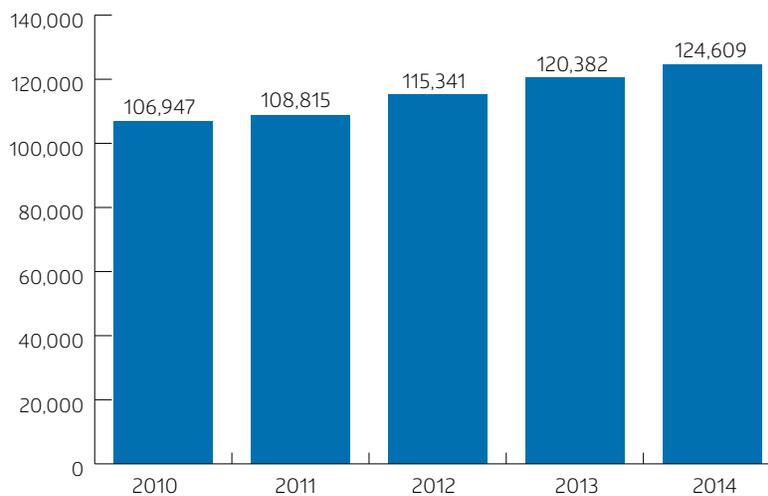
We monitor best practice in research in order to determine the relationship between fire prevention education and the reduction in frequency and severity of fires. A number of studies have shown that people who received fire safety education experienced fewer fires, and when they did have a fire, they were better

prepared to respond and confine it. People who have received fire safety education are three times less likely to experience a fire.

In 2014, we met our goal of reaching one in ten Calgarians in a non-emergency setting.

We connected with almost 125,000 Calgarians, providing fire safety information through station visits, educational programs and fire safety campaigns, and community events.

Non-emergency public contacts, 2010 – 2014





IN THEIR WORDS

"I wanted to pass along a big thank you from a citizen who felt that her dwelling was unsafe and that the fire department crew saved her life by replacing her alarms for her. She stated that she has a disability and could not do the work herself. She was thrilled that the fire department came and not only installed her alarm, but told her about CO detectors and about issues with her fireplace. Good job!" ~ *Emergency Communications Officer*

"A few weeks ago, a City of Calgary firefighter came to our house as he was canvassing the neighbourhood regarding smoke detectors. I wanted to say thank you for this visit and the program in general. By just visiting our house and talking about this important topic, I discovered that one of my detectors wasn't working properly and the rest were too old. I might not have thought about it if the firefighter hadn't come to our door and given us a sense of urgency. Thank you for potentially saving a life!! Education like this can be the 'ignition' needed to get us thinking about detectors." ~ *Calgary citizen*

Our non-emergency activities included:

Education and public assistance	2014
After the Emergency Community Support Program: Providing caring support to citizens affected by crisis.	853 residences visited by firefighters.
Home Safety Program: Bringing safe practices and fire prevention education to citizens in their homes.	15,526 persons visited by firefighters. 987 smoke alarms installed or replaced.
Youth Firesetter Intervention Referral and Education Service (Y-FIRES) Program: Assisting youth at high-risk of arson-related activity.	23 youth clients participated.
School visits: Providing fire safety education to children in a classroom setting.	2,629 persons visited by firefighters. 1,569 persons visited by Community Safety Officers.
Public fire station educational tours: Firefighters providing fire safety education in a fire station.	615 tours given by firefighters.
Disaster Alley: A free family event designed to bring awareness to emergency preparedness and showcase first responders and other agencies who respond in an emergency or disaster.	Over 1,800 Calgarians attended.
Targeted education: Educating the public on fire safety information.	21,300 persons attended targeted education initiatives.
Doors Open YYC (DOYYC): Behind-the-scenes look at the Fire Training Academy, including demonstrations for the public such as vehicle extrication techniques and fire suppression tools.	Approximately 1,000 Calgarians attended.
Neighbour Day: All residential fire stations were a pick up point for The Litter Cleanup (TLC) kits to support citizens' efforts with their planned activities.	Approximately 1,440 kits were distributed to citizens during the initiative.
Meet an Innovator Event: A day-long event at Telus SPARK which showcased the risks and challenges of firefighting and how investigators use innovative methods to determine the origin and cause of a fire.	Approximately 1,000 people attended, doubling average one-day attendance.
Fire Prevention Week: Each October we coordinate fire safety lectures and presentations, fire station open houses, select a Junior Fire Chief, conduct a community smoke alarm blitz, and lead several community-oriented events to showcase the essential services we provide to the citizens of Calgary.	Close to 8,000 people attended events.
Prevention and inspections	2014
River patrols: Promoting water safety with boaters and rafters.	Over 12,700 people counted and monitored for water safety compliance during 2014 boat patrols.
Fire hydrant inspections and testing: Ensuring an appropriate water supply is available for fire suppression activity.	Fire crews conducted close to 30,700 inspections and testings.
Building plan examinations: Reviewing plans to ensure applicable fire and building codes are in place.	1,153 plans examined.
Codes Officer inspections and firefighter life safety audits: Completed for businesses and facilities to ensure occupant and property safety.	11,561 Safety Codes Officer inspections. 27,584 firefighter inspections.



An essential element of complete communities

We are continuing to develop sustainable infrastructure that will meet Calgary's current needs and support the future growth of our city.

Managing changing and growing demand for community safety services

Our Community Safety section works with The City's Community & Neighbourhood Services business unit to reach out to citizens in areas of the city that have higher rates of residential fires. In 2014, we continued to team with local organizations, like Meals on Wheels, and visited residents to discuss fire safety, and, where required, replace smoke alarm batteries or replace and install combination smoke and carbon monoxide alarms.

Influencing safe communities and ensuring sustainable infrastructure

Throughout 2014, we collaborated with corporate planning teams to ensure emergency response considerations and safety issues are considered and addressed at the earliest possible stages of community and infrastructure planning.

We also contributed to the Corporate Growth Management Team, a cross-departmental team within The City that is responsible for creating the Framework for Growth and Change and developing strategies that align urban development with the goals of the Municipal Development Plan. As a member



of the Growth Management Committee, we reviewed developer-submitted funding and financing proposals for several new suburban communities. We assessed proposals for adequate fire coverage using Council-approved standards and a multi-lens risk analysis.

Ensuring safe businesses and facilities in our neighbourhoods

Each year firefighters perform safety checks at businesses registered in The City of Calgary. In 2014, fire crews visited and audited 27,584 businesses to ensure fire and life safety systems in buildings were properly operating and functioning in accordance with the Alberta Fire Code. In addition, Fire Safety Codes Officers provided 11,561 fire inspections and responses to business complaints or inquiries. In 2014, Technical Services staff reviewed and evaluated 1,153 building plans to ensure facilities and life safety systems were designed and installed in

accordance with the Alberta Building Code and Alberta Fire Code.

Enforcing fire codes to protect citizens

We believe every citizen has a right to live in a safe dwelling within a fire safe community. We work with building owners, managers and operators to ensure they uphold their legal duty to comply with the Alberta Safety Codes Act.

In 2014, the Alberta Court of Queen's Bench upheld a ruling finding Calgary property owners and managers liable for damages resulting from their failure to immediately notify the Fire Department of a diesel spill at their downtown apartment building in June 2011. This decision resulted in \$30,000 in fines, reinforcing that Alberta building owners and their employees or contractors are responsible to know the Alberta Fire Code, and in this case, are required to call 911 in the case of a significant fuel spill.

Supporting safe, healthy communities

Fire Department community support, 2014	
Canadian Blood Services Sirens for Life	Our staff rolled up their sleeves to donate blood during the Sirens for Life Blood Donor Campaign, helping to meet Alberta's goal of receiving 12,000 units of blood.
Calgary Firefighters Toy Association	With the help of Calgary's two public school boards and the Salvation Army, firefighters collected toys and hosted more than 1,700 families at a Christmas party where over 4,000 children received gifts, a meal and a visit from Santa. Hundreds of fire personnel and retired firefighters volunteer their time to organize the event, including gathering and wrapping donated gifts.
UNICEF	Firefighters worked hand-in-hand with UNICEF arranging school pickups and sorting money collected during the annual Halloween orange box campaign. To celebrate our 50-year partnership, current and retired members were honoured for their volunteer recruitment and coordination of the coin collection at schools across the city year after year.
Project Red Ribbon	In conjunction with the Calgary Police Service, Alberta Health Services, and Calgary Transit, we supported the Project Red Ribbon campaign and attached red ribbons to our vehicles to remind people not to drink and drive, and to use designated drivers, to make our roadways safer during the holiday season.
United Way of Calgary	Staff made pledges as part of the annual City of Calgary campaign and volunteered their time with the organization.
Calgary Firefighters Benevolent Fund	Staff volunteered and donated to the Calgary Firefighters Benevolent Fund, which supports firefighters, retirees, and their immediate families in times of distress.
Project Warmth and Jacket Racket	We continued our 23-year partnership with the Project Warmth Society of Alberta to help those in need during the winter months. Our stations served as drop-off centres for donations. In 2014, approximately 70,000 articles of clothing were collected and distributed to families and individuals in need.
Big Brothers & Sisters Big Firehall Fun Night	We entered into an exciting partnership with Big Brothers Big Sisters of Calgary and Area (BBBS) to present the "Big Firehall Fun Night (BFF Night)" in the Station 16 gymnasium on the last Wednesday of each month. The event provides both mentors and mentees an opportunity to connect and play sports in a fun and engaging environment, while encouraging an active lifestyle.
Bucket Brigades Grant a Wish	A group of firefighters participated in the Children's Wish Foundations Exile Island event helping to raise a record \$345,000—enough to grant 34 children their wishes.
Calgary Pride Parade	Calgary Firefighters drove a truck and attended festivities to support Pride Calgary, a not-for-profit organization that exists to promote equality and acceptance of Calgary's LGBTQA community and create a city free from discrimination against gender identity and sexual orientation.
YWCA Walk a Mile in Her Shoes	Several male firefighters joined men from across the city at the YWCA's Walk a Mile in Her Shoes event to help raise awareness and over \$169,000 for victims of domestic abuse. Suited up in their duty gear and some fancy footwear, the firefighters got in touch with their feminine sides by walking a high-heeled mile in downtown Calgary to show their support for this important cause.
Partners for Safety Program	The Fire Department helped keep the streets safe for Calgary's children on Halloween night. Crews participated in roving deployment of apparatus and fire stations maintained an open door policy, allowing children to visit stations and receive fire prevention and safety information.



The vision for 2021: 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 services are evaluated reflects the differences 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 change to legislation and practices that result in safer infrastructure and buildings in our city.

Leading in service to citizens

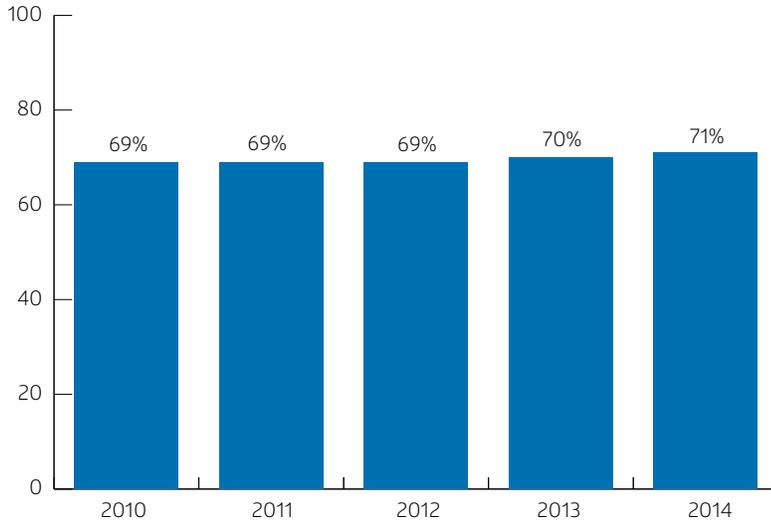
Leveraging experience and sharing practices to drive standards and measures of success for fire and community safety services

As a leader in our industry, it is our responsibility to ensure we are operating as efficiently and as effectively as possible while maintaining what is most important—the safety of citizens and firefighters. To deliver on these objectives, we strive to leverage leading-edge knowledge and practices as well as the resources available within our communities.

Minimizing harm to lives and property

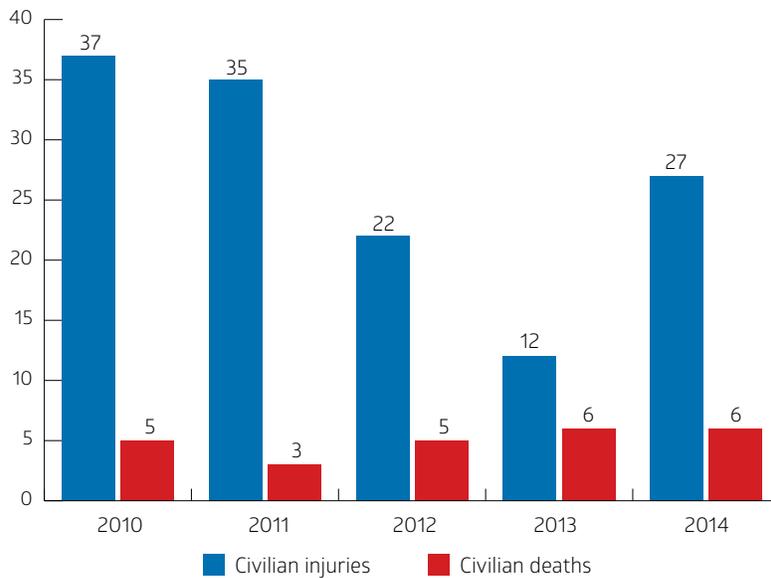
We continually implement new techniques in our fire suppression operations. In 2014, we continued to make gains toward our annual target to confine flame spread to the room or object of origin, and limited spread in 71 per cent of building/structure fires.

Percentage of building/structure fires where flame spread was limited to within the room or object of origin, 2010 – 2014



Every program and initiative of the Fire Department is directed towards protecting the safety of citizens. Fire-related injuries have significantly declined since 2005, with a downward trend seen in the last five years. Despite our efforts, there were six civilian deaths and 27 fire-related injuries in 2014. To combat this, we continue to look for ways to reduce injuries and fatalities through our inspection, prevention, public education, and targeted community safety initiatives.

Civilian fire injuries and deaths, 2010 – 2014



Although the population increased by 12 per cent over the past five years, the number of fires declined by 6 per cent, representing the lowest rates of fire since 2005.



Minimizing property loss to citizens

Our prevention and community fire safety education programs, including the Annual Home Safety Campaign and initiatives targeted to groups most at risk, have been a significant contributor to a reduction in the rate of fire incidents in Calgary over the past five years.

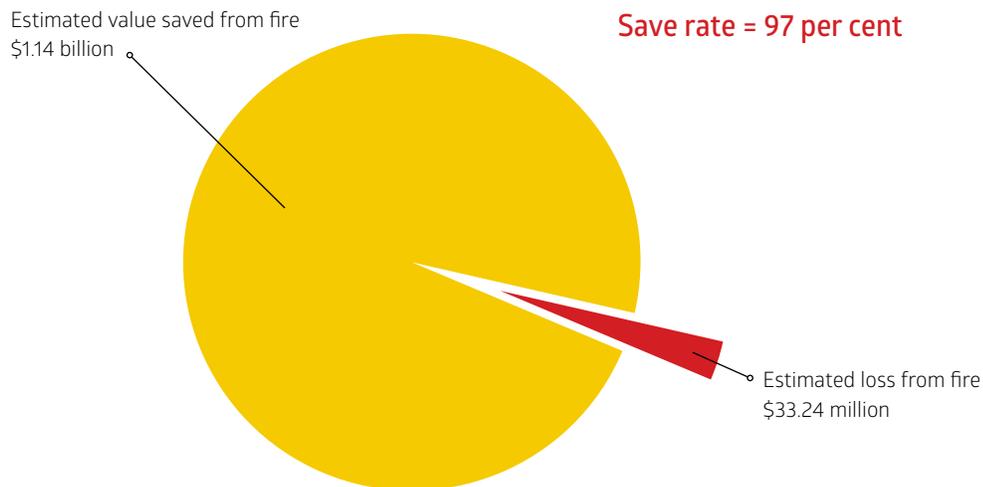
Estimated save rates and fire loss, 2010-2014

	2010	2011	2012	2013	2014
Number of fire incidents	1,956	1,860	1,877	1,902	1,843
Estimated loss from fires	\$42,126,848	\$24,151,683	\$46,003,046	\$39,954,859	\$33,241,618
Total population	1,071,515	1,090,936	1,120,225	1,149,552	1,195,194
Fire incident rate per 1,000 population	1.83	1.70	1.68	1.65	1.54
Fire loss per capita	\$39.32	\$22.14	\$41.07	\$34.76	\$27.81
Estimated value of property affected by fire	\$1,200,203,064	\$1,041,447,739	\$1,267,528,603	\$1,213,721,595	\$1,171,751,328
Estimated value saved from fire	\$1,158,076,216	\$1,017,296,056	\$1,221,525,557	\$1,173,766,736	\$1,138,509,710
Percentage of value saved	96%	98%	96%	97%	97%

We limited losses due to fire to an estimated \$33.24 million, out of the total estimated property and content value of \$1.17 billion affected by fire.

We also achieved a return on investment on an estimated \$1.14 billion, representing a save rate of 97 per cent.

Estimated fire loss, value saved and save rate, 2014



Demonstrating excellence in the fire industry

Accredited agency status maintained

In 2014, we were awarded reaccredited agency status from the Commission on Fire Accreditation International (CFAI) for the fourth consecutive time. To maintain our accreditation, we must complete an evaluation every five years. We underwent a rigorous independent review and assessment of our programs and services against core competency fire protection practices and performance activities.

Accreditation is about striving for excellence. Aside from demonstrating our ongoing commitment to citizen safety and service

quality, the accreditation process helps us identify and develop best practices and assess the fire risks and safety needs of the city. In 1999, we became the

first Canadian fire service agency to receive accredited status with the CFAI. Today, we are one of only seven Canadian fire services who have received this prestigious designation. Of more than 33,000 fire agencies across North America, only 201 have achieved this status, and we are one of only two fire service agencies to be accredited for the fourth consecutive time.

Since first achieving accreditation, we have continually demonstrated we provide outstanding service to citizens.

Partnering to enhance public and firefighter safety

Partnering with Shell Canada Ltd. and Ferus Natural Gas Fuels, we delivered a comprehensive liquid natural gas (LNG) training program to learn about the chemical composition and physical fire behaviour of LNG, and practice techniques for suppressing a fire or spill. This two-day event included our hazardous materials response team and select fire crews, along with neighbouring fire departments, as well as related provincial regulatory agencies.

Partnering with TELUS Spark, we hosted the "Meet an Innovator" event for the public to learn about the risks and challenges of firefighting and how investigators use innovative methods to determine the origin and cause of a fire. The day included hands-on workshops, vehicle extrication and accelerant detection demonstrations, and information for families on fire safety. Events like this help to show that our members are not only innovators, but leaders in the fire service, and allow us to showcase the wide range of services we provide to our citizens.

Established as a part of the Aboriginal Recruitment Initiative to create fire safe communities, our Aboriginal Firefighter Program was named as a finalist for the Alberta Business Awards in the Aboriginal Awards – Best Practice Category.

Measuring our social return on investment to understand and optimize our impact and create more value for citizens and communities

Once again, we have demonstrated we meet Calgarians' expectations. Based on 2014 citizen surveys, we ranked the highest among City of Calgary services with a citizen satisfaction rating of 99 per cent. This speaks to the dedication and professionalism of our staff, and the exceptional customer service we provide in both emergency and non-emergency settings.

Measuring our social return on investment

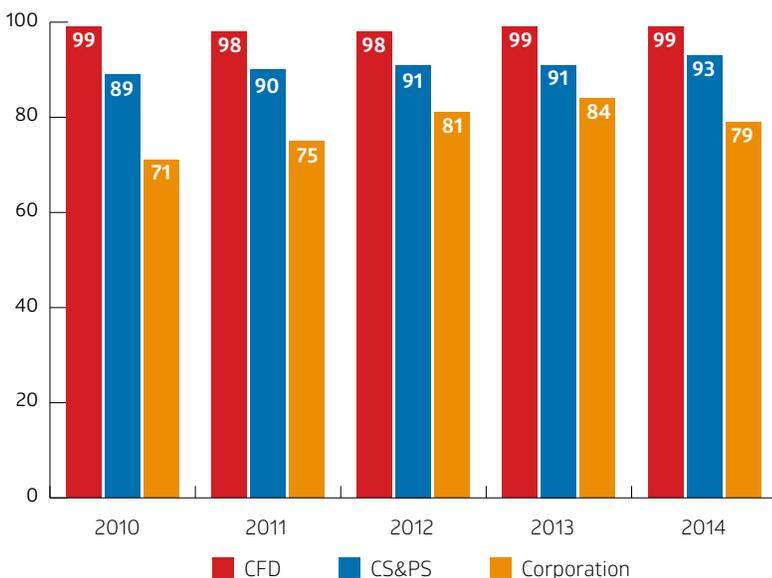
We are using the Social Return on Investment (SROI) methodology to assess the value created by our fire safety programs using the cost-benefit ratio. SROI investigates how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. While the analysis is still in the exploratory

phase, the preliminary results indicate that significant value is created through fire safety programming.

Recognizing our staff

2014 marked the launch of "Beyond the Call," a new formalized recognition program to thank and celebrate exceptional individuals for their actions at emergency scenes. Twelve citizens and four of our firefighters were honoured during the Fire Chief's Recognition Awards event. This public event is held to recognize the exceptional efforts of citizens and firefighters for their outstanding contribution to the safety, well-being and vibrancy of Calgarians. All of the individuals honoured were nominated by fire department members, and recipients were recognized in one of three categories: appreciation, recognition or commendation.

Citizen Satisfaction Survey, 2010 – 2014
Percentage of citizens responding somewhat or very satisfied



- 👉 100 per cent of citizens surveyed report that the Calgary Fire Department is important.
- 👉 99 per cent of citizens surveyed are satisfied with the programs and services provided by the Calgary Fire Department.
- 👉 92 per cent of citizens surveyed believe it is important for firefighters to be involved in the community, through safety education and fire prevention awareness.
- 👉 84 per cent of citizens surveyed said that the work we do around community safety and prevention is as important as the work we do at emergencies.

We also introduced a new way for our members to recognize their colleagues for actions that exemplify our values in day-to-day activities. Our members can nominate their peers for a “Tip of the Helmet,” which acknowledges those who go above and beyond on the job. Tip of the Helmet is exclusively for our members and differs from our other awards in that it is not limited to actions performed at emergency scenes.

Exhibiting personal excellence

We are proud of the work of our members. In 2014, a number of our employees were recognized for their outstanding commitment to community safety and service:

- Training Coordinator Scott Cowan won the Intercultural Dialogue Institute of Calgary’s (IDIC) Public Hero award in recognition of his work in Africa, as well as his outstanding work within our training section. Each year IDIC selects a public hero from each of Calgary’s emergency services.
- To show appreciation and gratitude, four of our members were chosen to ride in the Calgary Stampede parade. Nominated by their peers, each member represented our core values of pride, professionalism, teamwork and respect.
- Senior Firefighter Rod Swanson and firefighters Bruce Southworth and Jeff Mortlock were honoured with the Award of Exceptional Recognition at the Calgary Police Service (CPS) Chief’s Awards Gala on May 28. They were recognized, along with two Calgary Police Service members, for their involvement in transporting a patient in life-threatening condition up a 40-foot embankment.
- In October, 68 members were awarded Alberta Emergency Services Medals for their dedication and commitment to emergency services. The medals, awarded by the Office of the Fire Commissioner, pay tribute to members who have committed 12 or more years to emergency services in Alberta.
- In May, 11 Calgary firefighters were awarded with exemplary service medals for their outstanding fire service by the Provincial Fire Commissioner and Alberta’s Lieutenant Governor. The ceremony is held to recognize professional and volunteer fire personnel for their commitment to the fire service with 20, 30 and 40 years of service. The Fire Services Exemplary Service Medal acknowledges Alberta firefighters for their outstanding contribution to public safety.





Driving innovation that reduces risk to lives and property and supports efficient operations

Critical technology services initiatives and projects

We improved our information and knowledge management systems and processes to increase organizational efficiency and effectiveness. This included developing a strategic roadmap that incorporates best practices, and implementing a number of information technologies and tools to improve the delivery of services and enhance citizen and firefighter safety. Some of our work included:

- Lifecycle replacement of communication equipment.
- Continued installation of the traffic prioritization system (allows fire apparatus to cross intersections more safely and improve response time).
- Increasing the number of fire stations that are fibre-connected to The Corporate IT network.
- Piloting an enhanced Locution Alerting System in one of our fire stations.
- Deploying an incident command radio interface box in our district chief vehicles.
- Developing a new enterprise records management system, FireHub, to replace our existing system. This new system will improve functionality and mobility, integrate better with existing City systems, and support more effective analysis, reporting, and decision-making.



The vision for 2021: In 2021, we meet or exceed global benchmarks for environmental management in 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.

Elevating our environmental stewardship

Measuring and reducing our carbon footprint, water use and waste

Reducing waste

In partnership with The City of Calgary's Environmental & Safety Management group, we expanded our desk-side and beverage recycling programs, and continued diverting waste from all new construction and demolition activities.

In partnership with The City's Waste & Recycling Services, we updated our household hazardous waste training course for our staff, and modified red spill bins to ensure we meet our legislated requirements.

Reaping the benefits of water conservation projects

We have reached our goal of reducing potable water consumption by 30 per cent from 2003 volumes for our measured facilities set in The City of Calgary's Water Efficiency Plan.

We partnered with the Parks Department to identify remote locations throughout the city that can be used for pump and aerial training. The resulting benefits include less fuel consumption and greenhouse gas emissions due to the proximity of these locations, as well as improved natural vegetation growth and reduced dryness, reducing the potential for grass fires and soil erosion.

Reducing energy use

We evaluated fuel efficiency as part of our specifications for new apparatus to include alternate power units which will engage when engines are idle for long periods of time to conserve fuel and reduce emissions. The overall size of new apparatus will now be smaller and engine displacement has downsized accordingly. With these changes we will see more efficient operation and fuel conservation.



Becoming an energy neutral organization

Creating energy efficient stations

We develop sustainable infrastructure that will meet Calgary's current needs and support the future growth of our city. All our new buildings are constructed to achieve the certification goals of LEED Gold standard. Through our

annual lifecycle in 2014, we completed a number of building envelope upgrades to our existing stations that will extend station life span and improve building efficiency of existing infrastructure.

Developing partnerships for environmental safety to support a reduction in fire and hazardous materials risks

Reducing environmental contaminants

Firefighters disposed of an estimated 36,217 litres of fluids from motor vehicle accidents and other emergency calls.

Waste diversion and reduction

Six fire stations and three landfill Throw & Go locations designated as Household Hazardous Waste program sites collected 962,543 kilograms of household hazardous waste chemicals from citizens.

Household Hazardous Waste program sites collected 161,651 kg of propane tanks, helium tanks and other cylinders from citizens.

Household Hazardous Waste program sites diverted 575,660 litres of waste oil and 23,985 litres of flammable liquids from Calgary landfills.

Household Hazardous Waste program sites diverted 1,801,929 litres of latex paint and waste oil paint liquids from Calgary landfills.

In partnership with Waste & Recycling Services, the Household Hazardous Waste program sites collected 3,327 metric tonnes of materials from citizens.





The vision for 2021: 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 our sustainability.

Valuing and empowering our workforce

Managing our human capital risk to ensure we meet the evolving service needs of our citizens

Our workforce is our most important asset and an essential element of our sustainability and success; close to 91 per cent of our operating expenditures is dedicated to salaries and wages.

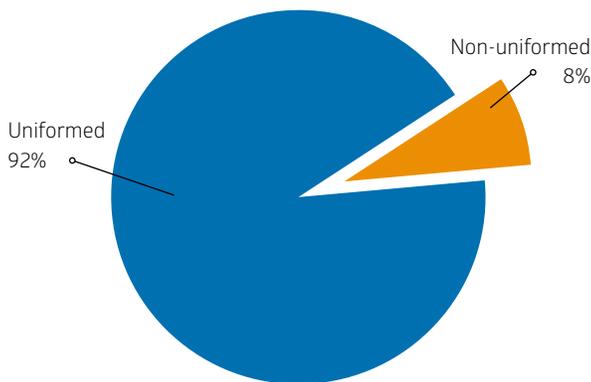
Understanding and managing our human capital risk

In 2014, 1,464 employees delivered fire and community safety services to over 1.2 million Calgarians.

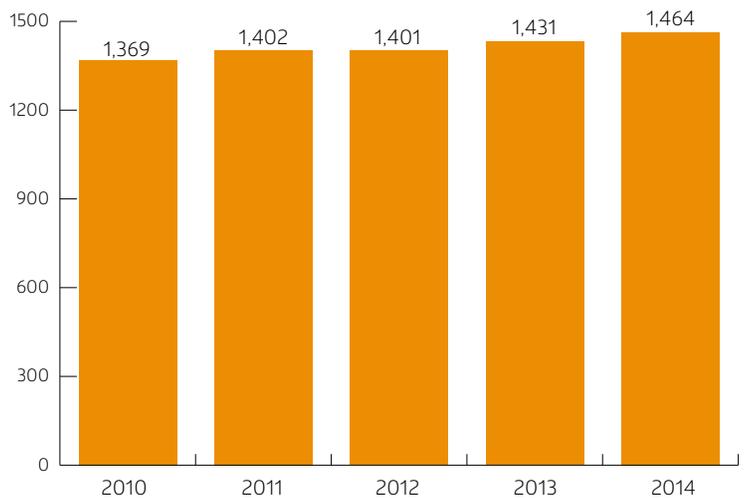
Close to 92 per cent of all Fire Department employees are uniformed staff. Of our total workforce, 86 per cent provide frontline emergency services to citizens while the remaining members support firefighters through health and wellness services, training and technology initiatives or citizen service program management, such as public education and response and station planning.

Our people are key to our success. They protect and safeguard citizens by delivering fire and community safety services to Calgarians living and working in communities across the city.

Uniformed and non-uniformed employees, 2014



Total CFD employees, 2010 – 2014



Giving our employees the skills and knowledge to deliver a breadth of fire and community safety service to citizens through world-class training, technology and innovation

Creating a workforce reflective of our community

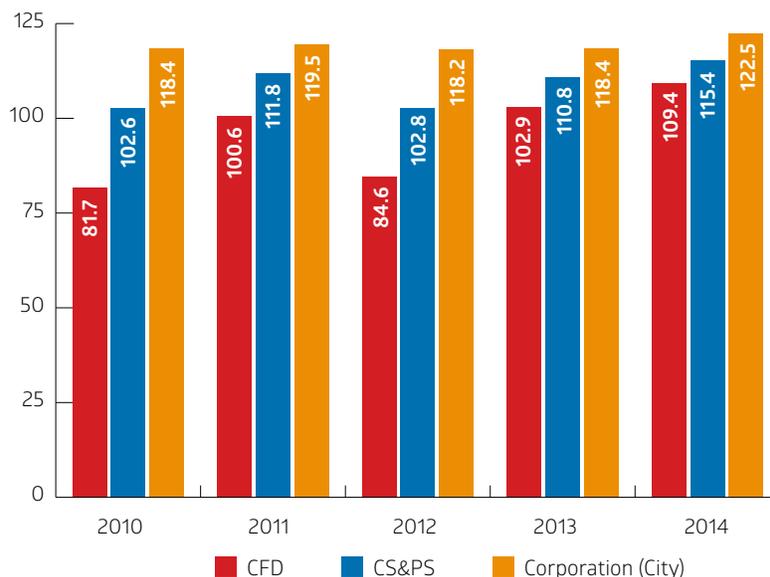
In 2014, we hosted 41 outreach recruitment events for people interested in a career in the fire service, and received 2,647 applications to become a firefighter.

Aboriginal Firefighter Program. The first members of our Aboriginal Firefighter Program graduated and they and their participating bands were recognized for their contribution to creating fire safe communities. Established as a part of the Aboriginal Recruitment Initiative, this program uses our members' expertise to help volunteer fire departments in Aboriginal communities and equip them with the tools and expertise to deliver fire prevention messaging to their people.

Training enhancements. We introduced several new training initiatives and techniques, including monthly drill programs to ensure that all of our members have the highest level of competency and proficiency in firefighting knowledge and skill—a combination of theory and practical skill exercises.

New recruit training program. We reviewed our recruit training program and updated it based on firefighter input. Enhancements included additional instruction to reinforce understanding of practical skills, a practicum, and scenarios that challenge recruits to use their learned skills.

Employee Satisfaction Survey index score, 2010 – 2014



Collaborating between management and labour to create a safe, engaged and sustainable workplace

Improving employee satisfaction

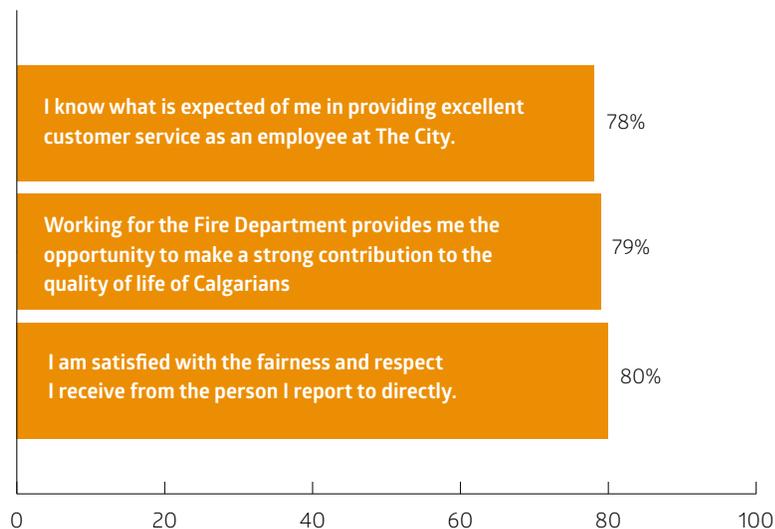
We support The City of Calgary's Leadership Strategic Plan and are committed to establishing a leadership culture that champions a respectful and collaborative workforce. In 2014, our employees indicated the highest level of job satisfaction to date. With a rating of 109.4, employee satisfaction results increased by 6.5 points over 2013 and demonstrated an overall upward trend over the past five years.

The greatest score improvements were in relation to employees feeling satisfied with the fairness and respect they receive from the person they report to, and feeling accepted and supported in the workplace.

Employees also indicated they know what is expected of them to deliver excellent customer service. The majority of employees stated that their work contributes to Calgarians' quality of life.

Action Plan Engagement Strategy. As part of the 2015–2018 Action Plan process, we launched an engagement strategy to capture feedback from our employees seeking input on areas such as operational efficiencies and changes to workplace processes in addition to garnering employees' perspective on what citizens want and need. Results of the engagement contributed to our business planning process and will assist in improving decision making around priorities and ultimately improve services to our citizens.

Employee Satisfaction results, 2014



Maintaining healthy and safe workplaces

To ensure safe work areas for all staff, we continued to maintain 100 per cent completion of our workplace inspections, completing 196 inspections in 2014.

To ensure our continued use of best practices in our health, safety and environmental programs, we participated in two internal audits: an internal environmental audit, combined with an internal safety management system assessment as part of The City of Calgary-wide Certificate of Recognition (COR) program; and an external audit of our environmental management system (EnviroSystem) to measure compliance with the ISO 14001 registration. These audits provide us with an opportunity to have an independent assessment of our environmental management system and provide valuable feedback on areas where we are performing well, and also help identify gaps or areas requiring further improvement.

Good management practices cited by the audits included our risk-based approach to audit planning and adherence to all legal, health and safety requirements; our continual review and update of our environmental policies and procedures; and verification of the effectiveness of metal recycling processes. We again received our ISO 14001 registration, which marks our thirteenth consecutive year of registration, as our health, safety and environmental practices exceeded requirements.

Protecting the safety of our firefighters

Six full time and two casual paramedics became the first members of our Fire Response Paramedic team, who support the medical needs of firefighters during high-risk training and while attending emergency events. These paramedics are provided with the necessary training required to work safely around fire ground and technical team operations and provide medical oversight for fire crews.

Supporting staff health

We are the only fire department in Canada that has a wellness centre dedicated to its members. In 2014, over 1,300 firefighters and civilian staff attended the Wellness Centre, a 12 per cent increase over 2013.

We use a progressive model for delivery of preventative and occupational health care services for firefighters, helping to ensure that fire personnel are healthy for the duration of their careers and subsequent retirement. We plan to expand our program and service offerings to accommodate the growth of the department, and have hired a new clinic manager to prepare for and manage this evolution.

To complement and expand our wellness services aimed at healthy lifestyle choices, we added nutrition consulting services to our Wellness Centre, offering nutrition assessments and meal planning based on individual needs and goals.

Wellness assessments, 2010-2014	2010	2011	2012	2013	2014
Employee wellness assessments completed	1,118	1,050	1,211	1,171	1,311
Pre-employment medicals conducted	43	163	98	86	49
External fire and police department assessments completed	38	18	57	63	47



Engaging our staff in decisions that affect their jobs

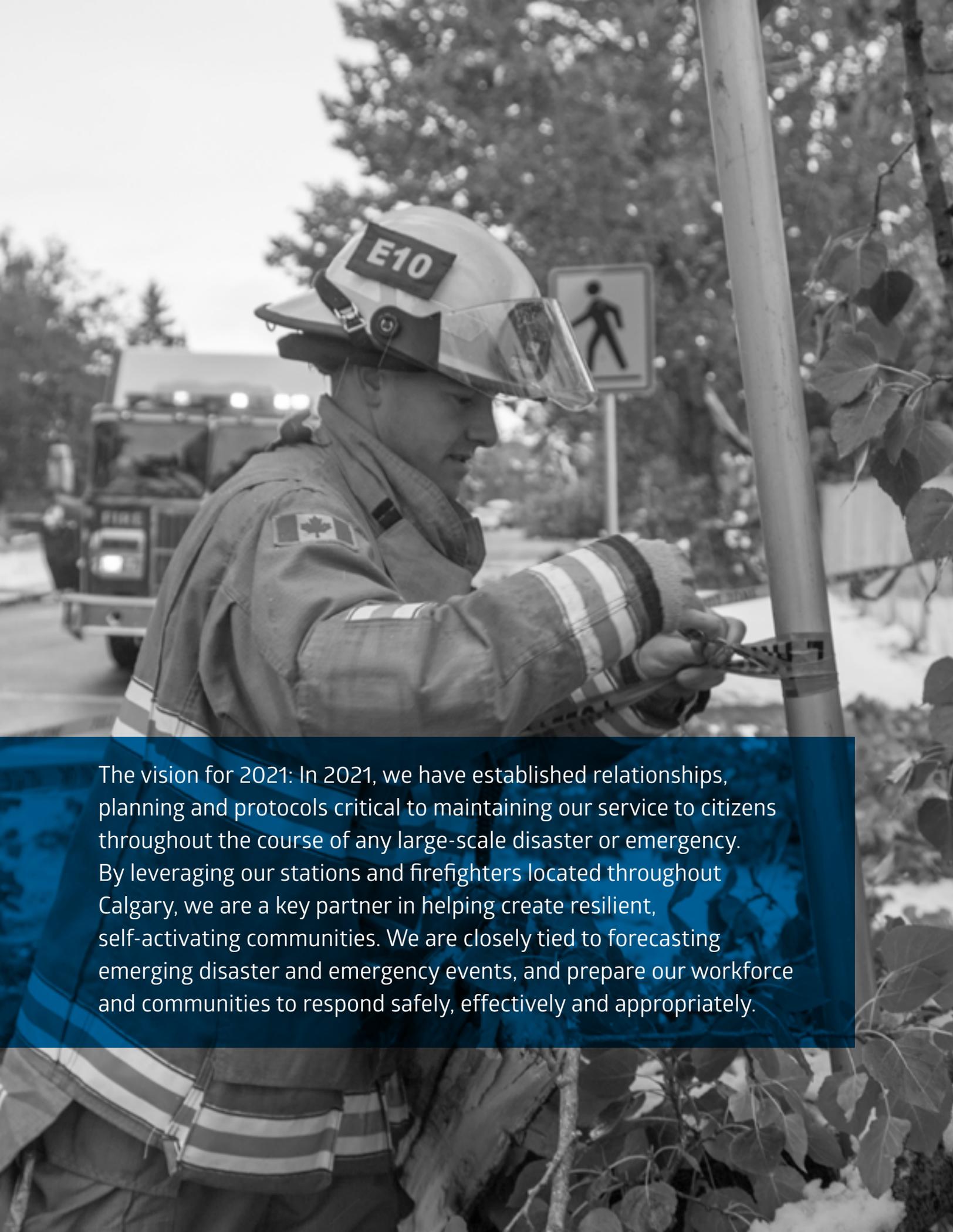
Our employees provide input into programs and projects that impact their jobs and safety through formal and informal working groups.

In 2014, some of the working groups at the Fire Department included:

- Deployment Working Group
- Training/Operations Working Group
- New Station Working Group
- Fire Station Star-Quality Rating Pilot Group
- Fire Engines Request for Proposals Group
- Self-contained Breathing Apparatus (SCBA) Replacement Project Team

To help us better meet the needs of our staff and their families, staff participated in a wellness survey providing input to help us improve our wellness model and build on the current services offered at the Centre.

As part of our self-contained breathing apparatus (SCBA) replacement program, we invited staff to participate in a survey where they could rank features, components and procedures of new SCBA, scheduled for deployment in 2016. The survey results will help to determine the best equipment that will meet the needs of our department and its members.



The vision for 2021: 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.

Building service resiliency through emergency management

Partnering to achieve public safety resiliency

In January 2015, the Calgary Emergency Management Agency (CEMA) transitioned from being a division of the Fire Department to a business unit within the Community Services & Protective Services Department. This transition of CEMA confirms the importance of emergency management and recognizes the unique partnerships and relationships CEMA has within The City and community.

In 2014, while CEMA was still a part of the Calgary Fire Department, the organization led us through our response to the September snow event and the downtown electrical fire. We look forward to partnering with CEMA in the future to achieve further success in emergency management and disaster recovery operations.

Assisting agencies with public safety management

We regularly partner with other departments and agencies within The City to collectively address matters of public safety. Last year, we worked with Calgary Police Service on

developing two joint training initiatives to support more efficient and coordinated efforts. We also worked with partners to ensure the safety of City events, including those held during the Calgary Stampede.

Learning from emergency response experiences

We routinely assess our performance at and following an incident. These lessons learned form the basis for change and inform new procedures during or after the next incident.

Many staff took the time to share their unique experiences of the June 2013 flood by completing a flood debrief survey. The information gathered provided some key insights into how we can be better prepared for future large-scale emergencies.

Developing a comprehensive emergency management program

As Calgary's population and infrastructure continues to grow, so do the demands for emergency preparedness, response coordination, recovery, business continuity and rehabilitation activities associated with disasters and large-scale emergencies.

Establishing business continuity plans

We created several specific emergency management plans to guide how we will continue to operate during a large-scale incident, as well as support recovery from a significant incident.

Managing large-scale emergencies

We activated our Fire Tactical Operations Centre (FTOC) to manage our response to the enormous call volume resulting from the September snow storm. To support FTOC activations, we created procedure manuals for the technology used and documented operational procedures, organization, checklists and forms for the FTOC. This documentation was used in November to support a table-top exercise with the Fire Executive Team simulating a disaster situation, and procedures and forms were refined based on the Team's recommendations.

Disasters of all types are increasing in frequency and severity due to climate change, increases in population, and increasing societal dependence on delicate technology. We strengthened our business continuity planning efforts to ensure operational effectiveness in the event of a disruption.





Contributing to preparedness in the community

Preparing individuals to help themselves

In May 2014, CEMA partnered with Calgary emergency agencies to host several events as part of National Emergency Preparedness Week and promote the use of 72-hour emergency kits and Household Emergency Action Plans. The week culminated in the fifth annual Disaster Alley, a free family event designed to bring awareness to emergency preparedness and showcase first responders and other agencies who respond in an emergency or disaster. In 2014, Disaster Alley saw a record number of exhibitors, and guests were treated to displays, demonstrations and exhibits from over 30 first and other responders. Over 1,800 Calgarians braved an unseasonably cold and snowy May day to attend.

The Fire Department and CEMA also participated in Safety Expo 2014, hosted by The City of Calgary and its corporate and community partners. A two-day event aimed at teaching students in Grades 4 to 7 about hazardous situations at home, school, and play, the expo consists of interactive displays and workshops designed to engage students and educate them about making responsible decisions about their personal safety. CEMA hosted a workshop about personal and family preparedness and we hosted sessions on fire safety. Over 3,300 children attended and learned about safety and injury prevention.



The Zero-Based Review and the CS&PS reviews will complement our existing improvement work and help us ensure we are providing affordable, acceptable and appropriate services to Calgarians. We will continue to hone our processes and encourage our members in our goal to become the international fire service leader.

Moving forward

The Calgary Fire Department experienced many changes in 2014. We have a new Fire Chief and have responded to Calgary's changing needs as the city grows and evolves. We have worked hard to maintain or exceed our service standards and will use the knowledge and experiences gained to move us through to the next budget and planning cycle.

Action Plan 2015-2018 illustrates how The City of Calgary will respond to the needs and aspirations of the citizens of Calgary over the next four years. It identifies priorities for the period and recommends the services and initiatives that will be provided, the performance results that Administration commits to accomplish, and the operating and capital budgets that will support the achievement of these outcomes. As a result, the goals and objectives established in the Fire Department's four-year business plan were developed to:

- Support citizen engagement results, which highlight the importance Calgarians place on community safety and community well-being and their desire to maintain current priorities and service levels.
- Advance Council Priorities for Calgary:
 - » A prosperous city
 - » A city of inspiring neighbourhoods
 - » A city that moves
 - » A healthy and green city
 - » A well-run city
- Focus on sustainability, including the vision and targets outlined in our 2011-2021 Sustainability Plan, as well as key corporate plans including The City of Calgary's 2020 Sustainability Direction, Municipal Development Plan, and imagineCALGARY.

- Address issues related to: maintaining pace with community intensification and expansion; changing and growing community safety needs; evolving demographics; increasing frequency and severity of climate related events; contributing to safe, complete communities; creating a resilient, adaptable workforce; considering the environmental impact of our operations; and improving the sustainability, availability and timing of funding.

Committed to continuous improvement

We are currently undergoing two reviews: a zero-based review of the Fire Department business unit, which will help us to determine the most appropriate way to deliver our services, including potential improvements to efficiency and effectiveness in how we deliver them; and a high-level review of the Community Services and Protective Services Department. These reviews will continue into 2015 and recommendations will be included in a report that year.

We will continue to leverage the expertise of our partners within The City, and through different levels of government and within the private sector, to ensure we maintain the highest standards of community safety in the most effective, efficient and sustainable manner. The downturn in the economy in the beginning of 2015 will create economic challenges for The City and may also impact the rate of growth. This may lead to delays in capital funding support to fire department from provincial sources.



Fallen (firefighter)

Lay soft your suffering back / Rest well and forever / Your memory shall not lack / Rest your tired hands / Wipe clean your weary brow / Rest with St. Florian / Your spirit now endowed / Rest here your breaking heart / We know you gave your all / Rest easy, you've done your part / You've answered your last call / Rest knowing that in god we sought / Oh lord, watch over another who just fell / Rest assured your troubled thought / As we ring the final bell.

Honouring our fallen

Firefighter Hugh McShane
(1923) Apparatus Accident

Captain Arthur Simmons
(1948) Union Packing Plant Fire

Firefighter Norman Cocks
(1962) Training Accident

Lieutenant Lloyd Dutnall
(1970) Calgary Stockyards Fire

Lieutenant Harold Smith
(1971) McTavish Block Fire

Firefighter Jerry Walter
(1972) Beachcomber Night Club Fire

Firefighter David Allan
(1976) Apparatus Accident

Firefighter George Look
(1981) Manchester Racquet Club Fire

Captain Art Scotten
(1985) Occupational Cancer

Firefighter Morley James
(1992) Forest Lawn Hotel Fire

District Chief Reuben Poffenroth
(1998) Occupational Cancer

Captain Ron Renard
(1998) Occupational Cancer

Division Chief Ken Moody
(1999) Occupational Cancer

District Chief Maurice Simonin
(2000) Occupational Cancer

Chief Training Officer George Heming
(2003) Occupational Cancer

Captain Edward Briggs
(2004) Occupational Cancer

Deputy Chief William Beattie
(2005) Occupational Cancer

Captain Alan Edwards
(2005) Occupational Cancer

Fire Chief Thomas Minhinnett
(2005) Occupational Cancer

Captain James Symon
(2005) Occupational Cancer

Firefighter Robert Elder
(2005) Occupational Cancer

Captain Bruce Dancy
(2006) Occupational Cancer

Captain James Keats
(2006) Occupational Cancer

District Chief Sidney Gilbert
(2007) Occupational Cancer

Firefighter Gord Paul
(2007) Occupational Cancer

Captain Olaf Wilson
(2007) Occupational Cancer

Division Chief Jim Carrington
(2008) Occupational Cancer

Captain Ron Lindberg
(2010) Occupational Cancer

Captain Bruce Seitz
(2010) Occupational Cancer

Captain Bob Derrheim
(2011) Occupational Cancer

Captain Rik Taylor
(2012) Occupational Cancer

Fire Chief Wayne Morris
(2012) Occupational Cancer

Captain Robert Moore
(2013) Occupational Cancer

Captain Allan Anderson
(2013) Occupational Cancer

District Chief Leslie Badry
(2013) Occupational Cancer

Captain William McCaw
(2013) Occupational Cancer

CALGARY FIRE DEPARTMENT

