

Calgary



2020 ANNUAL REPORT



CALGARY FIRE DEPARTMENT

Hello, Tawnshi, Oki, Danit'ada, Aba Wathec

The Calgary area, where the Bow and Elbow rivers meet, is a place of confluence where the sharing of ideas and opportunities have naturally come together. Whether you call this place Otokwunee like the Métis; Moh'kinsstis like the Blackfoot; Wicispa Oyade as the Stoney Nakoda Nation; Guts'ists'i like the Tsuut'ina; or Calgary as the western settlers named it, we are all community.

We would like to take this opportunity to acknowledge that we are gathered on the traditional territories of the people of the Treaty 7 region in Southern Alberta. This includes the Blackfoot Confederacy, made up of the Siksika, Piikani, and Kainai First Nations, the Stoney Nakoda First Nations, comprised of the Chiniki, Bearspaw, and Wesley First Nations, and the Tsuut'ina First Nation. The city of Calgary is also homeland to the historic Northwest Métis and to the Métis Nation of Alberta, Region 3.

We acknowledge and welcome all Indigenous urban Calgarians who have made Calgary their home. As participants in the heart of this Treaty 7 territory, we recognize that we have ongoing responsibilities to protect and honour all of life within our shared reality as treaty people.

Our Mission

To serve the community through excellence in fire prevention, education, protection and safety

Our Vision

To be the international fire service leader

Our Values

Pride, professionalism, teamwork and respect guide our actions and guide how we work with the communities we serve



**Commission on
Fire Accreditation
International**

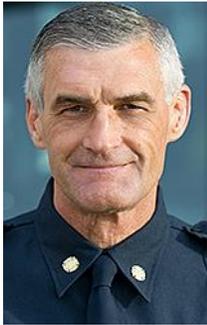
Centre for Public Safety Excellence

In 1999 the Calgary Fire Department (CFD) became the first Canadian fire service to receive accredited agency status with CFAI, and today is the sixth largest fire service in the world to be accredited, and one of nine Canadian fire services to have received this prestigious designation. Of more than 30,000 fire agencies in North America, only 270 have achieved this status so far. The accreditation process has helped the CFD continue to identify and develop best practices, review its current practices, assess hazards and risks, understand the fire safety needs of citizens, promote excellence in the fire service, and strive for continuous improvement.

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MESSAGE FROM THE FIRE CHIEF



The year 2020 will be remembered as a year unlike any other as the world faced the COVID-19 pandemic. The incredible response that followed from our organization has been the longest duration of any emergency event in our city's history. The past year required tremendous sacrifice and hardship for many. Through it all, our members kept showing up every day to make a difference in the lives of those we serve.

Overall, in 2020 our firefighters responded to 60,949 incidents where citizens needed help, involving 107,267 apparatus. Our crews responded to 33 potential COVID-19 related calls per week. Along with response challenges faced with the pandemic, our crews were busy as fires were up around 12 per cent compared to 2019. Nineteen of the 323 building fires were greater alarm incidents (two alarm or higher) due to their size and complexity. Sadly, there were five civilian deaths due to fire in 2020 – all in separate fire incidents.

The CFD saved 95 per cent of the value of properties in fire incidents we attended. This equates to over \$701 million not impacted by fire loss for citizens. Critical medical intervention calls, as part of the Medical First Responder program, represented approximately 49 per cent of our calls while fire and fire-related calls, investigations, and ruptures/explosions made up approximately 39 per cent of our calls. Motor vehicle collisions decreased by 30 per cent due to the impacts by COVID-19.

Despite significant redeployment of apparatus and strains on our service delivery capacity, our response times and commitment to training remain very strong with little deviation from long-standing performance targets. There is recognition, however, that with very delicate balance, we are operating on all cylinders, and there is limited reserve capacity in our response system.

The Fire Inspections Section is making significant headway dealing with growing areas where increase risk to fire and explosion has been identified. The Risk-Based Inspections team completed all higher-risk residential building inspections to ensure all are compliant with the current fire code. Our technical services staff reviewed and evaluated 1,127 plans to ensure facilities and life safety systems were designed and installed in accordance with Alberta building and fire codes and the referenced documents within those codes. The team has experienced a 10 per cent decrease in services due to the COVID-19 pandemic and the decrease in the number of projected community developments. Our processes will continue to ensure all applications and plans requiring Fire approval are reviewed and various plans review criteria align with Fire Department requirements, supporting safety business growth, urban planning, safety codes and emergency planning considerations.

Over the year, we implemented numerous respect and inclusion initiatives as part of our ongoing strategy to increase understanding of responsibilities, expectations and resources as they relate to a respectful and psychologically safe workplace. To this end, 95 per cent of our employees have completed the e-course and we held 14 sessions of our Inclusive Person Workshops. This program will help increase Leadership's self awareness of their own unconscious bias and the systemic bias occurring in the organization and how to minimize bias for personal development and organizational betterment.

This annual report provides an overview of the Calgary Fire Department's activities and finances for the year 2020. It is written to align with The City of Calgary service plans and budget (City of Calgary Business Plan) 2019-2022, which can be found on the City of Calgary website.

Steve Dongworth
Fire Chief

2020, BY THE NUMBERS

| Fire & Emergency Response | | | Fire Inspections & Enforcement | | Fire Safety Education | | |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| 41 fire stations (1 temporary station added) | 1,492 employees (1,474 in 2019) | 1.28 million citizens protected (no census in 2020) | 996 charges for code infractions (many still pending trial) (147 in 2019) | 122 structure fires commercial/ industrial/ multi-family occupancies | 5 reported fire-related deaths (6 in 2019) | 36 reported fire-related injuries (24 in 2019) | |
| 60,949 emergency responses (62,904 in 2019) | | | 16,505 Fire inspections and responses (16,489 in 2019) | | 4,511 vulnerable Calgarians from higher risk neighbourhoods engaged in fire safety education (64,423 in 2019) | | |
| 29.3% (17,859) fire and fire-related responses (17,757 in 2019) | 83% 12 firefighters on scene in 11 minutes to multi-alarm fires (79% in 2019) | \$701.2 million est. value saved from fire (\$396M in 2019) | 2,825 Fire Safety Reports by fire crews (Postponed in March due to pandemic) (13,877 in 2019) | | 59,071 Calgarians contacted annually about safety through non-emergency initiatives (176,866 in 2019) | 0 home safety visits by crews (postponed in 2020) (26,021 in 2019) | 3,764 higher risk Calgarians receiving fire safety lessons (46,767 in 2019) |
| | | | 338 high risk occupancy inspections (new) | 1,127 Fire plans reviewed (1246 in 2019) | | | |
| 66.2% flame spread limited to room or part of room/area of origin (71.4% in 2019) | | \$33.4 million est. loss from fire (\$34M in 2019) | 11 special event inspections (13,686 patrons) (151 in 2019) | 173 patio and tent inspections due to COVID | 300,725 social media reach during Fire Prevention Week (new measure) | | |
| 1,420 fire incidents with 1.6 significant fire calls per week (total loss >\$100,000) | | 95.4% save rate (92% in 2019) | 5 locations visited by Public Safety Task Force (1208 patrons) (Pandemic-related) | | 43 school fire drills (pre-pandemic) (204 in 2019) | 2,402 school-based education high risk areas (26,309 in 2019) | |
| 49.2% (29,996) Critical medical responses (29,607 in 2019) | 1,719 number of potential COVID-19 calls (0 in 2019) | 84.5% first vehicle on scene to fire/fire-related within 7 min. (85% in 2019) | 96% 311 customer service requests completed on time (98% in 2019) | | 15 Youth Firesetter Intervention Referral and Education Service (Y-FIRES) clients (20 in 2019) | | |
| | | | \$19,965 fines collected (\$89,010 in 2019) | | 8,676 drive-by birthday greetings (April 8- May 31) | | |
| 610 rescues (584 in 2019) | 4,755 hazardous conditions responses (5,799 in 2019) | 4,106 public assistance calls (4,042 in 2019) | 99% citizens who agree "I am satisfied with the service provided by the Calgary Fire Department" (98% in 2019) | | 100% citizens who agree "The Calgary Fire Department's programs and services are important" (100% in 2019) | | |

Source: CFD FireHub / Strategic Services

EMPLOYEE RECRUITMENT AND RETENTION

In 2020, our 1,492 employees delivered fire and community services to close to 1.28 million Calgarians. About ninety-four per cent of our employees are uniformed staff, and of the total workforce, 88 per cent provide front line emergency services to citizens. The ratio of frontline firefighters to citizens was 1:983 in 2020, an increase of seven per cent since 2014.

The Calgary Fire Department has a mandatory retirement age for its uniformed non-management employees at age 60. Our retirement rate in 2020 was 1.4 per cent, a decrease of just under one per cent compared to 2019.

As part of recruitment, the Calgary Fire Department conducts active recruitment outreach in various diverse communities in and around Calgary. In 2020, 24 new recruits completed modified training with COVID-19 protocols in place.

CFD has a strong track record for recruitment and talent retention demonstrated by the relatively low employee turnover rate of three per cent in 2020.

| Employment Rates (HR, December 31, 2020) | 2018 | 2019 | 2020 |
|------------------------------------------|-------|-------|-------|
| Total Employees | 1,517 | 1,474 | 1,492 |
| % Frontline Firefighters | 87% | 87% | 88% |
| % Management & Day Staff | 13% | 13% | 12% |
| Retirement Rate | 2.3% | 2.2% | 1.4% |

Source: CFD Human Resources



OPERATING AND CAPITAL BUDGET

The vast majority of the Calgary Fire Department's budget is a relatively fixed cost. Salaries and wages account for 95 per cent of the total budget. Next are the costs of apparatus and equipment, including operation and maintenance. The remainder of the budget covers programs and services, one-time costs, and non-fixed cost spending.

Our operating funds are planned, budgeted and approved as part of The City's multi-year business planning and budgeting process. In 2020, our adjusted Council-approved operating budget was \$228.8 million. As part of the planned budget process CFD had an increase of 20 budgeted full-time employees to invest in Effective Response Force (ERF).

In 2020, our Council-approved capital budget allocation was \$35.7 million. Our capital budget provides for the maintenance of our physical assets, for life-cycling of our facilities and equipment, and for needed apparatus, equipment, technology, and new station construction.

| Operating & Employees | 2018 | 2019 | 2020 |
|-----------------------|----------|---------|----------|
| Operating Budget | \$234.3M | \$224M | \$228.8M |
| Capital Budget | \$52M | \$27.7M | \$35.7M |
| Capital Expenditures | \$21.1M | \$19.5M | \$8.9M |

Source: CFD Finance Section

New Temporary Fire Station Added in Walden

CFD opened Station 43, a new temporary fire station in Walden to provide much-needed service to the S.E. community. The station is an economical, new format, transportable structure that can be moved to a new location once the permanent station is built. Cost for the building was \$3.5 million including site work and equipment.

CAPITAL EXPENDITURES AND FIRE STATION DEVELOPMENT TIMELINES

| CFD Capital Expenditures ('000) as of End of 2020 | Total 2019-2020 Budget Approved | Actual Spend End of 2020 | Remaining |
|------------------------------------------------------|---------------------------------------|-----------------------------|---------------|
| CFD Equipment | 1,350 | 1,350 | - |
| CFD Fleet 2019-2022 | 7,700 | - | 7,700 |
| CFD Protective Equipment Lifecycle | 18,534 | 1,149 | 17,385 |
| CFD Technology Lifecycle | 7,549 | 1,245 | 6,304 |
| Fleet Lifecycle | 12,319 | 5,691 | 6,628 |
| Downtown Core Fire Station Replacement | 27,308 | 51 | 27,257 |
| Motorola Upgrade | 777 | 754 | 23 |
| Privacy Renovations of Facilities | 3,000 | 1,193 | 1,807 |
| Total | 78,537 | 11,433 | 67,103 |

Source: CFD Finance Section

| Fire Station Development Timelines 2019-2024 as of End of 2020 | Station Number | Requested Delivery Date | Updated Delivery Date |
|--------------------------------------------------------------------------------|-------------------|----------------------------|-----------------------------|
| Belvedere (New temp.) 55 East Hills Blvd. SE | 45 | 2019 Q3 | 2022 Q3 |
| Cornerstone (New perm.) Cornerstone Hts. & Cornerstone St. NE | 38 | 2020 Q2 | 2023 Q1 |
| Bridgeland Downtown (Replaces #1) 15 4 Street NE | 01 | 2020 Q3 | 2022 Q3 |
| NE Industrial (Stonegate) (Replaces temp. #27) Bay 110, 11358 Barlow Tr. NE | 27 | 2020 Q3 | 2025 Q1 |
| Walden (Temp.) Walden (Perm.) Waldon Dr. & Waldon Common SE | 43 | 2020 Q3 2024 Q4 | 2020 Q3 2025 Q1 |
| West Macleod (New temp.) 572 Belmont Heath SE | 46 | 2021 Q4 | TBD |
| Varsity (Multi-Service) (Replaces perm. #17) 3740 32 Ave. NW | 17 | 2022 Q1 | 2022 Q4 |
| Inglewood DT (Multi-Service) (Replaces #1) 1216 11 Ave SE | 03 | 2024 Q4 | 2025 Q1 |
| South Shepard (Hotchkiss) (New) | 47 | 2022 Q4 | 2023 Q3 |

Source: Facility Operations

Maps on page 7

FIRE STATION DEVELOPMENT

As communities continue to develop, we are working to ensure adequate emergency response coverage is available to meet citizen needs supported in our Council-approved targets and The City's Growth Management Plan.

The Calgary Fire Department has a target response time of seven minutes, 90 per cent of the time for all 911 calls we receive. This means that for 9 out of 10 calls, we aim to arrive within seven minutes. The 90th percentile is used instead of an average because it more closely reflects what citizens can realistically, reliably expect from CFD in terms of response time.

The map in figure 1 reflects 11,434 validated CFD response times to calls they received, within the City of Calgary, from July 01 to September 30, 2020. Overall, the map shows areas where we cannot respond reliably within target levels.

Total response times under seven minutes are shown in yellow and those greater than 10 minutes are in dark blue. The remaining response times are divided into 30-second intervals, using a gradient of colours, as indicated in the legend. This map represents a three-month period and some communities may have had only one call during that time period, with a response time that may not reflect what community members can expect over a longer period or different period of time.

Those communities with no incidents during the three-month period have a white with hash mark overlay to identify no data.

The map in figure 2 shows existing, replacement and planned new fire stations needed to meet target response times. All stations are approved by City Council as part of the Growth Management Plan for Calgary. Station development can change over time based on actual population growth and budget.

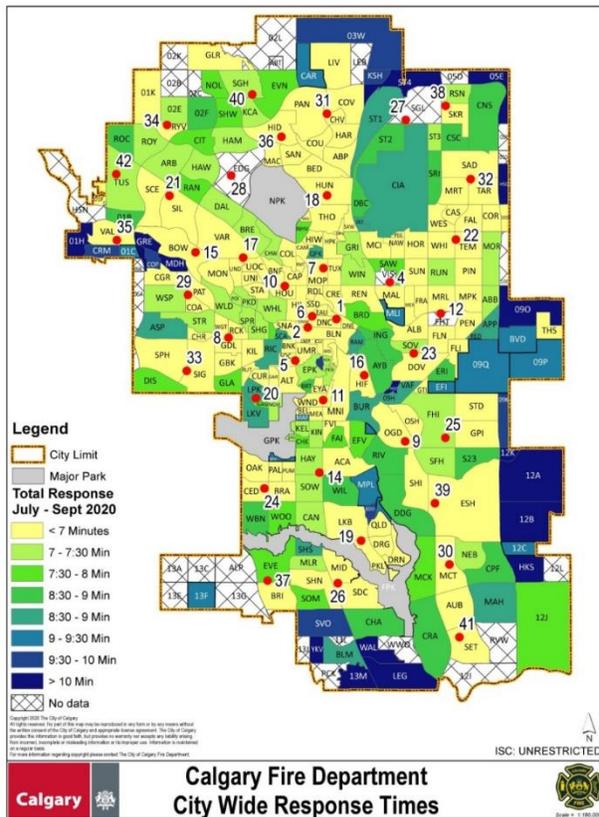


Figure 1: Calgary Fire Department City Wide Response Times

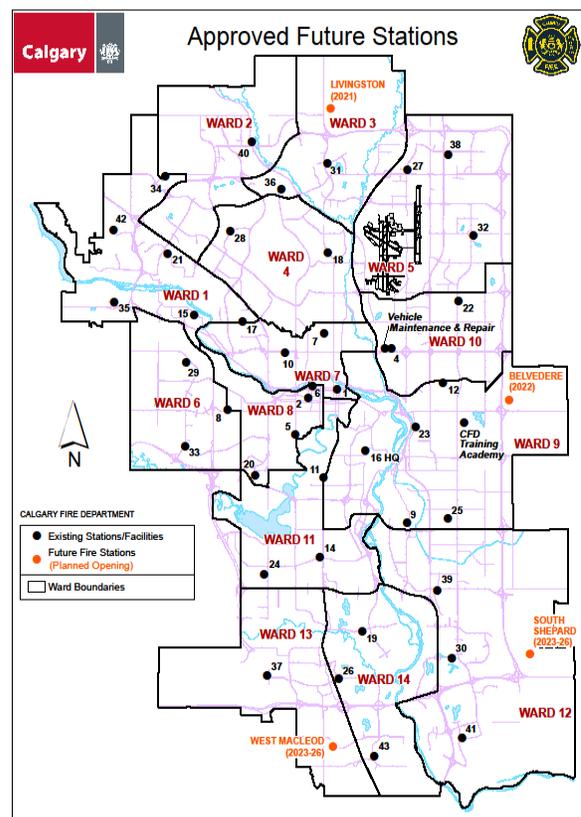


Figure 2: Calgary Fire Department Existing and Council-Approved Fire Stations to 2024

FIRE & EMERGENCY RESPONSE PERFORMANCE

| Incident Responses | 2019 (Jan. – Dec.) | 2020 (Jan.-Dec.) |
|-------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|
| Fires (All) | 1,264 | 1,420 ↑ |
| Structure Fires | 672 | 696 ↑ |
| Single-family residential | 245 | 239 ↓ |
| Apartment and multi-family residential | 188 | 187 ↓ |
| Commercial/industrial | 24 | 23 ↓ |
| Other structures | 215 | 247 ↑ |
| Critical Medical Interventions | 29,608 | 29,996 ↑ |
| Motor Vehicle Collisions | 5,028 | 3,497 ↓ |
| False Alarms | 11,774 | 11,067 ↓ |
| Other (incl. hazardous conditions, investigations, rescues, public service assist, ruptures/explosions, severe weather) | 15,229 | 14,969 ↓ |
| Total Incidents | 62,903 | 60,949 ↓ |
| Number of Apparatus Responses | 113,393 | 107,267 ↓ |
| Incident rate per 1,000 population | 48.9 | 47.4 ↓ |

Source: CFD FireHub

What we are watching

Call volume is increasing for significant fires, medical calls, rescues and public assistance. While we are close to meeting our response targets for the first emergency unit to arrive, we are challenged to meet our target when multiple resources are required for large-scale fire suppression incidents.

How is the Service performing?

| Calgary Priority Incident Responses | Number of Incidents (2020) |
|-----------------------------------------|----------------------------|
| Incident responses within 7-minute goal | 37,831 |
| Incident responses over 7-minute goal | 5,112 |
| Total | 42,943 |
| Per cent of responses within 7 minutes | 88.1% |

Source: CFD FireHub

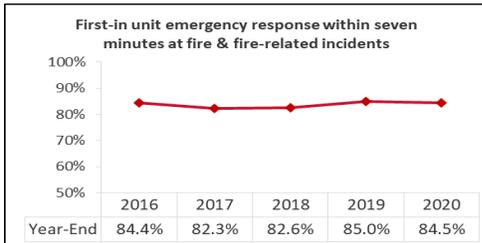
Note: Priority responses in this analysis include all priority (i.e. hot) first-arriving unit responses responding to incidents within city limits.

Our long-term performance benchmark is for 90 per cent of first-in unit priority responses to arrive on scene within six minutes and thirty seconds for medical incidents and 7 minutes for all other incidents.

In 2020, 90 per cent of responses in Calgary arrived on scene within seven minutes and 15 seconds.

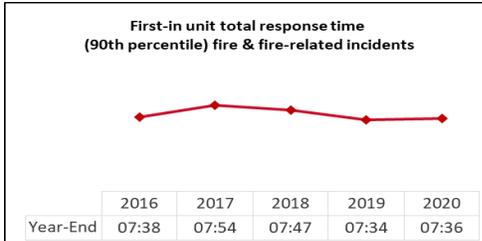
In the *Fire & Fire Related* incident category, we're getting closer to our long-term benchmark of arriving within seven minutes 90 percent of the time. As shown in charts on the next page, a first in unit arrived within seven minutes 84.5 per cent of the time, exceeding our Council approved, 2020 response-time target of 82 per cent. Our performance at the 90th percentile in 2020 is sitting at seven minutes and 36 seconds (two seconds slower than the same period in 2019).

FIRE & EMERGENCY RESPONSE PERFORMANCE

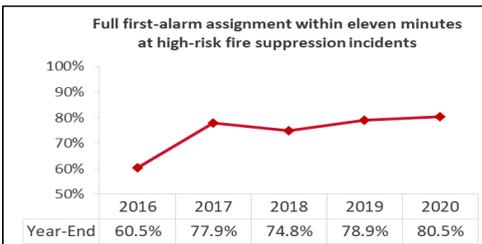


Story behind the curve

Our first-in unit responses are improving due to concerted efforts to leverage new technology and data-driven decisions. These efforts were complemented by pandemic conditions, including COVID-19 safety protocols like the cancellation of multi-station training and closure of the Wellness clinic, which minimized the need to redeploy apparatus and improved crew availability. While these improvements are unlikely to be sustained beyond the pandemic era, CFD continues to focus on performance elements within its control, including technology solutions and apparatus placements to continue advancing towards the long-term forecast of 90%.

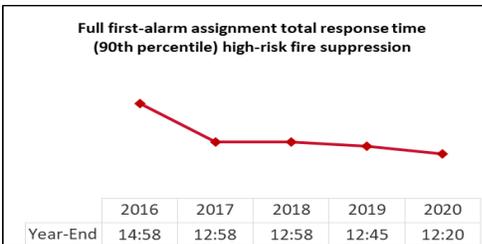


Despite significant redeployment of apparatus and strains on our service delivery capacity, our response times and commitment to training remain very strong with little deviation from long-standing performance targets. There is recognition, however, that with very delicate balance, we are operating on all cylinders, and there is no reserve capacity in our response system.



Effective Response Force (ERF) Performance

In establishing a full first alarm assignment (or effective response force) at high-risk fire suppression calls our performance up to the end of 2020 is 80.5 per cent – which exceeds our Council approved 2020 target of 79 per cent and closer to our long-term benchmark of 90 per cent. To date, performance at the 90th percentile is 12 minutes and 20 seconds (twenty five seconds faster than the same period in 2019).



Source: CFD FireHub

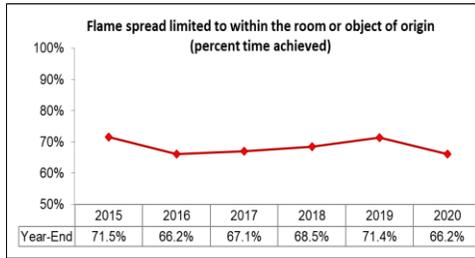
Home Safety Program

The best strategy for fighting fires is education that can prevent them from occurring in homes. Unfortunately, the home safety visits for fire prevention usually conducted by fire crews were postponed in keeping with COVID-19 health safety protocols. As a result, the number of face-to-face contacts with citizens were reduced by over 70% during the year. Our Community Safety Section is using more social media to promote fire safety awareness across the city.

This represents a three per cent improvement in the effective response force (ERF) performance forecast of 11 minutes, 90 per cent of the time for serious and escalating fires, compared to 2019. As mentioned, the improvement is most likely due to the compounding conditions resulting from the pandemic, including less road congestion and better than expected staffing levels which allowed the staffing of two additional engines for deployment, it is unlikely that this will be sustainable in the longer term. Historic trends, including resource and apparatus staffing constraints, increasing call volumes, and incident density are likely to factor heavily on performance in the future. The CFD will continue to monitor ERF performance as conditions stabilize.

FIRE & EMERGENCY RESPONSE PERFORMANCE

Flame Spread



Source: CFD FireHub

Our current public safety outcome is to contain 67 per cent of fires to the room or object of origin. In 2020, we limited fire spread in 66.2 per cent of building and structure fires. This is a decrease from 71 per cent fire spread limited in 2019.

This represents a slight decrease in the percentage of time flame spread was contained to room or object of origin. Possible explanations include structural design considerations, and the increase in serious fire incidents in 2020 as risks shifted increasingly to communities and neighbourhoods.

Initial Positive Action

In February 2017, the Calgary Fire Department instituted a new benchmark to identify when fire crews start their initial tactical action to directly affect the impact of an emergency situation. Essentially, Initial Positive Action (IPA) is the first action undertaken by the first responder to address or minimize the impact of an incident. The IPA measure is currently collected for medical calls, motor vehicle collisions and fire calls. This data also assists in resource planning, station planning, and crew training including district familiarization and situational awareness, as well as help plan reliable and responsive deployment strategies.

At fire incidents, time to IPA decreased by one minute eighteen seconds over 2019 which means on average firefighters began tactical response faster. At motor vehicle collisions, time to IPA was 24 seconds faster in 2020 over 2019.

Capturing time to IPA demonstrates the challenges and impact on response time performance that crews experience including responses to multi-building condo units and institutions, address delay and errors when responding to incidents, and the increase in densification in high-rise, multi-family and multi-building complexes within the inner city and along transportation corridors.

| IPA at Fire Incidents (2019) | |
|------------------------------|---------------------|
| # of Incidents | Time to IPA (mm:ss) |
| 169 | 04:34 |

| IPA at Fire Incidents (2020) | |
|------------------------------|---------------------|
| # of Incidents | Time to IPA (mm:ss) |
| 100 | 03:16 |

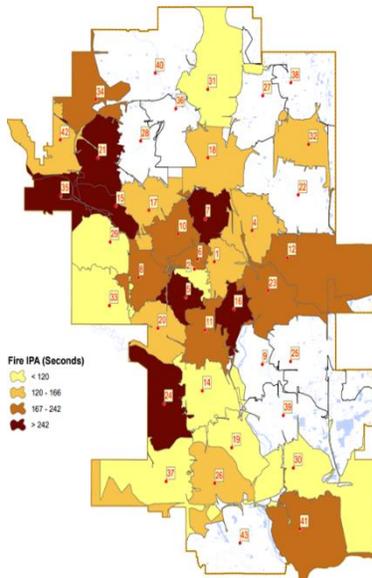


Figure 3: IPA Results: Fire Incidents 2020

Source: CFD FireHub

| IPA at MVC Incidents 2019 | |
|---------------------------|---------------------|
| # of Incidents | Time to IPA (mm:ss) |
| 474 | 02:22 |

| IPA at MVC Incidents 2020 | |
|---------------------------|---------------------|
| # of Incidents | Time to IPA (mm:ss) |
| 302 | 01:58 |

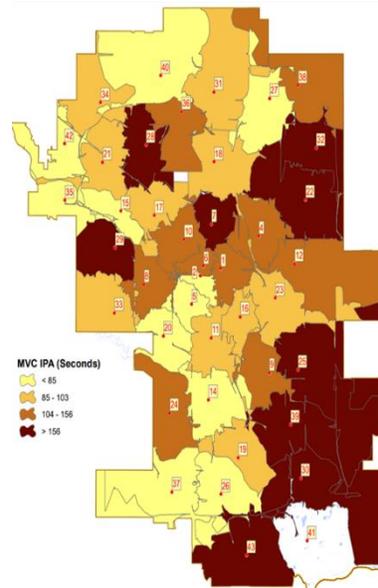
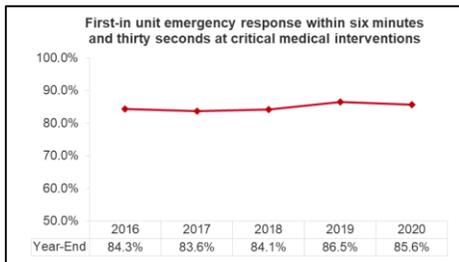
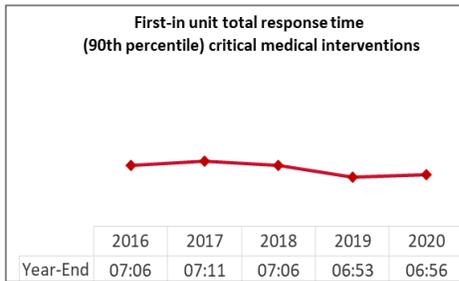


Figure 4: IPA Results: Motor Vehicle Collision Incidents 2020

FIRE & EMERGENCY RESPONSE PERFORMANCE

Critical Medical Interventions



Source: CFD FireHub

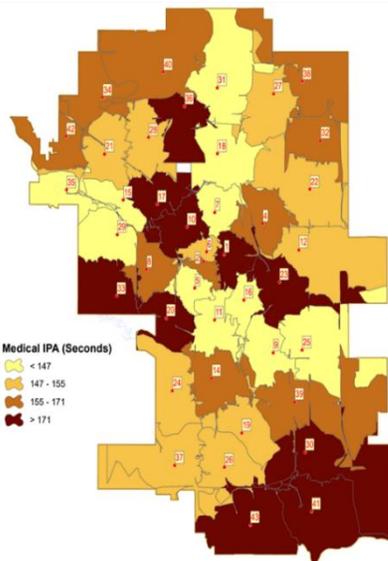


Figure 5: IPA Results: Critical Medical Incidents 2020

Source: CFD FireHub

| IPA at Medical Incidents 2019 | |
|-------------------------------|---------------------|
| # of Incidents | Time to IPA (mm:ss) |
| 13,312 | 02:18 |

| IPA at Medical Incidents 2020 | |
|-------------------------------|---------------------|
| # of Incidents | Time to IPA (mm:ss) |
| 8,318 | 02:39 |

The year 2020 was unprecedented with COVID-19 and the new risks presented to the department. The Calgary Fire Department increased its safety protocols for first responders and continued to respond to critical medical interventions, including over 1,700 potential COVID-19 related calls and 600 calls where COVID-19 was present.

With Critical Medical Interventions, we are shy of achieving our long-term benchmark of arriving within six minutes and thirty seconds. Our performance at the 90th percentile in 2020 is sitting at six minutes and 56 seconds (five seconds slower than the same period in 2019). In 2020, the benchmark was reduced from 7:00 to 6:30 to reflect the portion of call answering time that is unavailable from Alberta Health Services. Initial positive action increased 21 seconds over 2019.

This represents a slight decrease in medical response time but an increase of 21 seconds for initial positive action. This change is due to a more accurate measure of performance stemming from the methodology change, and safety protocols and PPE precautions taken when responding to medical incidents during the pandemic.

| Critical Medical Response | 2019 | 2020 |
|---------------------------------------------------|--------|----------|
| Number of critical medical interventions attended | 29,608 | 29,996 ↑ |
| COVID-related calls | 0 | 1719 ↑ |
| COVID-confirmed calls | 0 | 618 ↑ |
| Number of responses to overdose calls | 1,452 | 2,443 ↑ |
| Number of times AED administered | 150 | 200 ↑ |
| Number of times Naloxone administered | 133 | 268 ↑ |

People who use drugs, particularly opioids, are a group that has been disproportionately impacted by the COVID-19 pandemic. Safe consumption sites and homeless shelters have been, in some cases, temporarily closed. Because of a number of related factors, the CFD has seen an increase in drug-related incidents over the last year.

FIRE INSPECTIONS & ENFORCEMENT PERFORMANCE

What we are watching

We are watching fire-related trends and risks across Calgary. These include fire in buildings, code compliance and community risk levels. Risk is increasing due to several factors including more people staying and working from home, neglected maintenance on building life safety systems, the increased vacancy rate in commercial buildings, aging infrastructure, fire-prone business activities (such as paint booths), and careless behaviours that increase the risk of fire. Of the 500,000 buildings in Calgary, about 20,000 are considered high risk.

How is the Service performing?

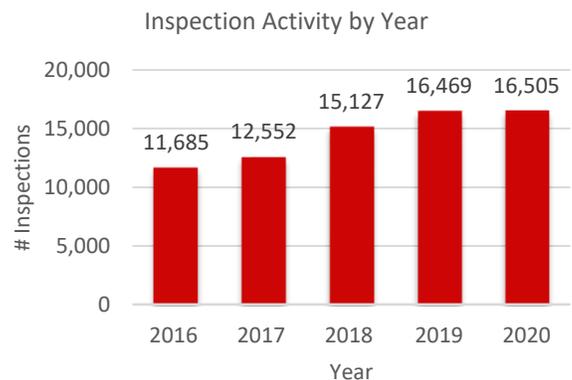
In 2020, fire inspectors undertook 16,505 inspections in addition to regular permit and compliance monitoring services to meet legislated obligations under The City's Quality Management Plan.

The risk-based inspections pilot continues to advance with 204 high-residential building inspections and another 389 re-inspections completed on those buildings to ensure all are compliant with the current fire code. In addition, with the decreased 311 service requests, district fire safety codes officers were utilized to complete unscheduled inspections in all the remaining high risk residential buildings.

District fire safety codes officers' on-time completion rate for request and complaint inspections remained consistent at 97 per cent.

Even as the COVID-19 pandemic forced many businesses to suspend regular operations, inspectors worked with City of Calgary stakeholders and the business community to maintain safety code compliance as many operations pivoted to different models. The service also worked with Alberta Gaming and Liquor Corporation and Alberta Health Services to rapidly approve permits for outdoor spaces, including patios, during the pandemic.

To limit interactions with the public to prevent transmission of COVID-19, no fire safety reports were completed by firefighters in 2020. Fire safety codes officers continued to find avenues to address public concerns. Crews plan to resume inspections in 2021 and complete paperless fire safety reports for all buildings where an approved business license holder exists when increased public contact is deemed safe as per COVID-19 restrictions.



Source: CFD Risk Management Section

FIRE INSPECTIONS & ENFORCEMENT PERFORMANCE

Story behind the curve

While demand for Fire Inspections and Enforcement (FIE) services has increased over the past few years, the service experienced a slowing of this trend in 2020 due to COVID-19 impacts. The number of inspections performed still increased year-over-year, although 3-1-1 Customer Service Requests (CSRs) decreased by 17%. As more commercial spaces remain closed or unoccupied, Fire Inspections and Enforcement will face challenges on multiple fronts. A decline in the number of new or existing businesses will lower demand for services that generate funding for vital positions within Fire Inspections and Enforcement. Many property and business owners are also allowing inspections and maintenance of life safety systems to lapse. Aside from the increased safety risk, there may be an overwhelming demand for inspection services once pandemic restrictions are lifted.

In an effort to gain compliance with outstanding infractions, 996 charges were processed by the Fire Enforcement and Compliance Team in 2020. Many of these are still pending trial. Fines collected totaled \$19,965. (\$89,010 in 2019).

A re-inspection fee was implemented to deter multiple re-inspections, but the percent of occupancies requiring re-inspection is now trending upward. The consequences of this trend include decreased capacity to inspect more properties, potentially lower completion rates for 3-1-1 CSRs and fewer proactive risk-based inspections. In 2020, there were more inspections performed on higher risk properties that had not been inspected in a long time, and these occupancies tend to have a higher rate of re-inspection to achieve compliance. There is also concern that in some cases, the re-inspection fee is not an effective deterrent, particularly if the cost of resolving code issues is substantially higher than the fee for multiple re-inspections. FIE is currently investigating options for rectifying this situation.



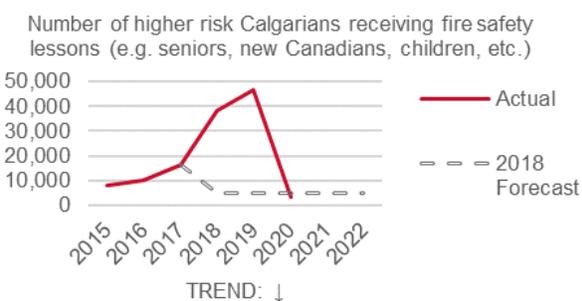
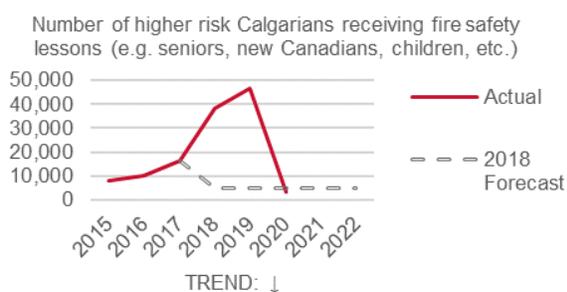
The Fire Department's fire prevention and inspection activities have been a significant contributor to the reduction in the number of fire incidences in buildings that are to be inspected by a Fire Safety Codes Officer.

FIRE SAFETY EDUCATION PERFORMANCE

What we are watching

The needs of communities are evolving as evidenced by the number and types of emergency incidents. Demographic shifts show the need to educate more seniors and their support network, so they can remain safe in their homes. Fire and life safety preparedness is more important now than ever before for all age groups. While home is our safe haven, this is also where most structure fires result in injury or death.

How is the Service performing?



| Vulnerable Groups | 2019 | 2020 |
|-------------------------------------------------------------------------|---------------|--------------|
| Seniors | 4,755 | 355 |
| ESL / New Canadians | 5,977 | 443 |
| Low Income | 7,383 | 194 |
| People w/Disability | 2,486 | 104 |
| Youth Fire Setters Intervention Referral & Education Services (Y-FIRES) | 15 | 20 |
| Total | 20,601 | 1,096 |

Source: Community Safety Section



In one of several fire safety videos produced by the section for Fire Safety Week, Fire Chief Steve Dongworth demonstrates kitchen fire safety with local chef Barbara Spain.

Story behind the curve

In 2020, there was a 67 per cent decrease in the total number of citizen contacts and a 92 per cent decrease in the number of Calgarians who received targeted education from Community Safety Officers as a result of COVID-19 restrictions.

In response, the Community Safety Section staff delivered more programs virtually and communicated fire and life safety information through social media and the City website. In 2020, social media impressions during the Fire Prevention Week campaign surpassed 300,000 – a City of Calgary record.

CFD recognizes the value of fire safety education and plans to continue working with internal and external partners to engage more Calgarians and influence them to adopt safer and more responsible behaviours.

Combined with the increased focus on developing alternative methods of outreach and engagement through digital channels, Fire Safety education expects to see a return to upward trends in increased awareness about general fire safety preparedness.

Youth Fire Setters Intervention Referral & Education Services (Y-FIRES)

Community Safety Officers (CSOs) made the switch from home visits and face-to-face engagement to video and audio meetings to educate youth fire setters and their families.

Registered clients were slightly lower compared to 2019 but other variables also contributed to this factor. In 2020, CSO's educated a total of 15 clients whereas in 2019, CSO's educated 20 youth fire setters.

TOP ACCOMPLISHMENTS

Citizen Priority: A City of Safe and Inspiring Neighbourhoods

In April and May, fire crews completed 8,676 greetings for children aged four to 12 and citizens over the age of 75 to help them celebrate their special day while physical distancing during the height of the COVID-19 outbreak. The program helped reassure the public that emergency responders are there to support them. Fire crews participated wholeheartedly, decorating the fire trucks, singing and announcing who was celebrating their birthday over the loudspeakers.

Community Safety, with the financial support from Conoco Phillips, began work on an augmented reality (AR) education platform to educate children, seniors and those most vulnerable on how to deal with specific residential fire and life safety risks. AR is a type of virtual reality technology that blends what the user sees in their real surroundings with digital content generated by computer software.

At a time when more people are cooking their own meals and working from home, the risk of fire is greater. Our Community Safety Officers changed the delivery of many CFD fire safety education programs to virtual format. As a result, CFD surpassed previous City of Calgary social media performance measures.

We implemented enhanced station alerting for better response time in Stations 9, 19, 20, 22, 23, 43 and 44.

We opened a temporary, new-concept, re-usable fire station to provide much-needed service in the S.E. community of Walden and surrounding area.

With increasing number of Calgarians working from home, Safety Code Officers focused inspections on multi-family residential properties. The CFD also waived inspection fees for businesses extending their outdoor patio services during COVID-19.

CFD assigned a Fire Safety Codes Officer to join the Coordinated Safety Response Team (CSRT) which includes members from Calgary Police, Calgary Community Standards Bylaw Service, Calgary Building Services, and Alberta Health Services to address the increasing number of occupied or unoccupied derelict or problem properties across the city.

The CFD undertook the Fire Underwriters Survey (FUS) to help establish appropriate fire insurance rates for residential and commercial properties. The survey collects information about a community's fire-protection services and was last done for Calgary in 2009. The City's Public Fire Protection Classification and Dwelling Protection Grade remained unchanged from the last review in 2009. Fluctuation in FUS grading can impact insurance rates and underwriting capacities in Calgary.



TOP ACCOMPLISHMENTS

Citizen Priority: A Well-Run City

We struck a Covid-19 Task Force in January that evolved into the Fire Tactical Operations Centre opening as the pandemic progressed. March and April proved to be particularly challenging as information changed daily. For the most part, the CFD kept employee infections to minimum and was able to provide consistent service to citizens and ensure them that CFD was there to support them.

Pandemic protocols were implemented for areas including personal protective equipment, medical response, training, wellness and exposure reporting, personal and station hygiene, use of facilities and gyms, public interaction, virtual meetings, pandemic supplies, mask wearing, work arrangements, redeployment procedures and 60-series engines.

We quickly changed our training delivery methods after the successful launch of our webinar-based online learning studio. This allowed CFD training officers to run multiple training programs (Hazmat, Tech Teams, and Medical) while encouraging new course intakes despite challenges resulting from the ongoing pandemic.

Twenty-four recruits completed our recruit program with COVID-19 protocols in place.

We decommissioned CFDs learning management system and successfully transitioned to The City's new SumTotal Platform. The new system gives employees better access to a wide range of Calgary Fire Department, corporate and personal training while tracking employee progress and maintaining integrated records.

We successfully transferred the operation of our Stores to The City of Calgary Supply Management Section.

We identified variations in our city's water supply system and CFDs water delivery mechanisms. As a result, we have begun to standardize hose and appliance, and implement coloured hose for efficiency and safety at fire scenes.

Much work continued on our Respect and Inclusion initiatives with the launch of the Joint Human Relations Council with Local 255, the Inclusive Leadership Training program for Company Officers, and the Inclusive Person Workshops for Senior Leaders.

LOOKING FORWARD TO 2021

Our priorities for 2021 will continue to focus on the delivery of high-quality public safety services valued and expected by Calgarians and adapting our services and operations to meet the needs of citizens as the pandemic progresses. This involves constantly evaluating our service levels and using information and research to enhance service while protecting the health and safety of our members. We will continue to identify cost savings that benefit taxpayers and capitalize on opportunities for financial sustainability. To increase the positive impact we make in the community, the Calgary Fire Department will continue to explore partnership opportunities for service delivery. Internally, we will continue to support our employees by focusing on a respectful, inclusive and



2020 Fallen Firefighter Ceremony, Calgary

equitable work environment, training, leadership competency and capacity, and the physical and psychological safety of our members.