

# Police Services

Led by: Calgary Police Service / Calgary Police Commission

## Service Description

As the third largest municipal police service in Canada, the Calgary Police Service strives to create a community that is safe, diverse, inclusive, and inspired. Police officers and civilian staff support public safety every hour of every day by responding to emergencies, enforcing laws, investigating crimes and traffic collisions, providing support to victims of crime and trauma, ensuring large events and protests remain peaceful, and promoting safe driving. We also work closely with various partners to prevent crime and help people in crisis due to challenges with homelessness, mental health and addictions.

## Service Updates

### Key Service Results

#### Awards

- Award for Outstanding Service
- Award for Crime Prevention and Community Policing Initiatives
- He for She Award
- Top 5 under 5
- Deb Jolly Leadership Award
- Civilian of the Year Award
- Community Leadership Award
- Lifetime of Distinguished Service Award
- Order of Merit of the Police Forces

- Property-related crimes continue to decline, but violent crimes have increased, driven by non-domestic assaults and street robberies. Publicly generated calls for service remain stable, whereas officer-generated calls for service are above the five-year average driven by the proactive work officers have been conducting at LRTs and other public spaces.
- Collaborated with mutual aid and City of Calgary partners to ensure public safety for delegates and Calgarians during the 24th World Petroleum Congress.
- Reviewed the School Resource Officer program in collaboration with Argyle, ActionDignity and The City of Calgary Engage. Confirmed SROs are an asset to schools, however, some individuals are afraid, uncomfortable, or anxious in the presence of police. The team is working through recommendations to improve the program.
- Collaborated with crisis response and transformation partners to implement the Community Safety Investment Framework, the Community Mobile Crisis Response team, Calgary Urban Strategy, expand the Police and Crisis Team and define the scope of Reach Up. In call diversion work, 7,827 calls were diverted from 911 to 211, for interventions by phone or in person.

### Service Challenges

•Disorder and crime rates, particularly within the city's core, are an increasing concern. Disorder is often highly visible and has a disproportionate impact on public perception of safety. In December 2023, the Government of Alberta announced funding for 50 officers to support the implementation of the City of Calgary's Transit Safety Strategy and address crime and social disorder across the city, with focus on downtown and public spaces.

•The Calgary Police Commission in conjunction with the CPS are reviewing traffic fine revenues. This comes following increasing instability with fine revenues and its impact on the budget as well as the provincial freeze on automated traffic enforcement. There is a growing perception that traffic enforcement goals are driven by the need to meet fine revenue targets rather than achieving traffic safety objectives and Commission is concerned about a potential conflict of interest with fine revenues feeding directly into the police budget

### Trends & Potential Uncertainties

•Bill C-48 comes into effect in January 2024 to strengthen the bail system. It will address the enhanced risks posed by intimate partner violence and serious repeat violent offenders involving the use of firearms, knives, bear spray and other weapons.

•The Police Amendment Act proclaimed changes to ministerial authority to set provincial policing priorities, administrative changes to the Law Enforcement Review Board, and provincial appointments to the Police Commission. In 2024, additional requirements for the Police Review Commission and Police Service Regulations should be announced.

•The CPS is prepared to explore increasing its physical presence downtown, and it could eventually expand into a front counter service once again.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

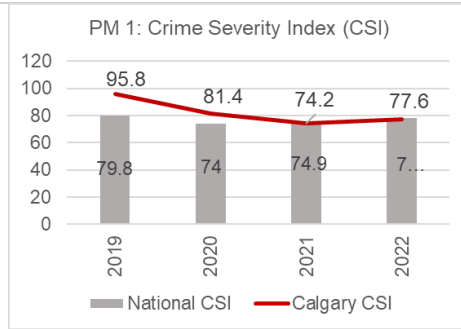
➔ Progressing as planned

⊖ Not progressing as planned

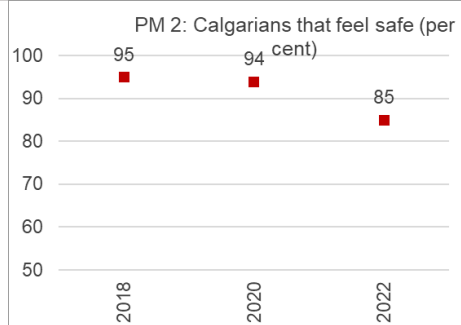
## Performance Measures

## Story behind the numbers

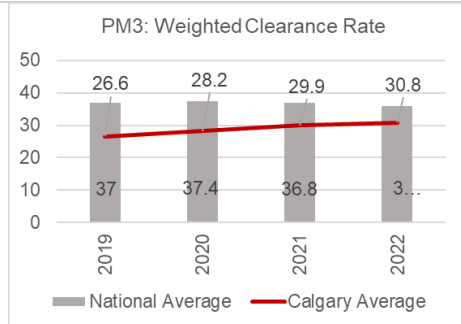
## Status



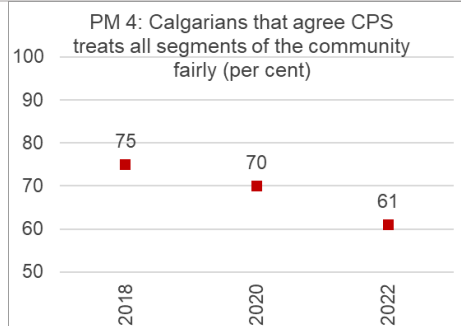
The Crime Severity Index (CSI) is calculated by Statistics Canada and measures changes in the volume and severity of crime in the city. While crime rates have limitations as a performance measure because they are impacted by many variables other than the police, they reflect the impact of the crime prevention and intervention efforts of CPS and its social service partners. Calgary's violent CSI was 79.7 in 2022, a decrease of 8.1 from 2021 and remained below the national index of 97.7. Calgary's overall CSI increased by less than 5 over 2021 to 77.6, with increases in property crimes such as vehicle theft influencing the final index.



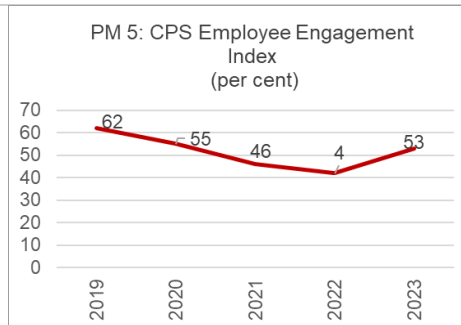
Calgarians' perception of safety impacts their satisfaction with policing, socio-economic activities, and Calgary's ability to attract new residents and visitors. The percentage of Calgarians who feel safe is measured through a statistically valid survey where residents are asked to rate their level of agreement with the statement, "Calgary is a safe place to live." In 2022, while the crime severity index, which measures changes in the volume and severity of crime, fell by 4 points to 77.6, 85 per cent of Calgarians agreed that Calgary is safe. This metric is particularly pertinent to the collaborative initiatives to address safety concerns.



Clearing a crime means that police have identified a suspect and there is sufficient evidence to charge the individual with the offence. The incident may be 'cleared by charge' if charges are laid, or 'cleared otherwise' if charges are not laid. The Weighted Clearance Rate is calculated by Statistics Canada and gives a higher weight to serious crimes. Calgary's weighted clearance rate remained below the national average in 2022, though the rate continued its upward trajectory. The volume of property crimes coupled with limited forensic capacity means CPS prioritizes resources to investigate violent crimes.

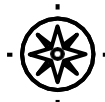


The Calgary Police Commission asks in its survey whether Calgarians agree that officers respond in a fair way when dealing with all segments of the community. Key areas of work in 2023 included the review of the School Resource Officer program, the creation of a Youth Advisory Board, ongoing work on race-based data, in-Service anti-racism and Indigenous education, ongoing dialogue to better understand community's perspectives about improving policing service delivery to Indigenous, Black and diverse Racialized communities and employed 9 mobilizers to support relationship building, engagement and planning with community.



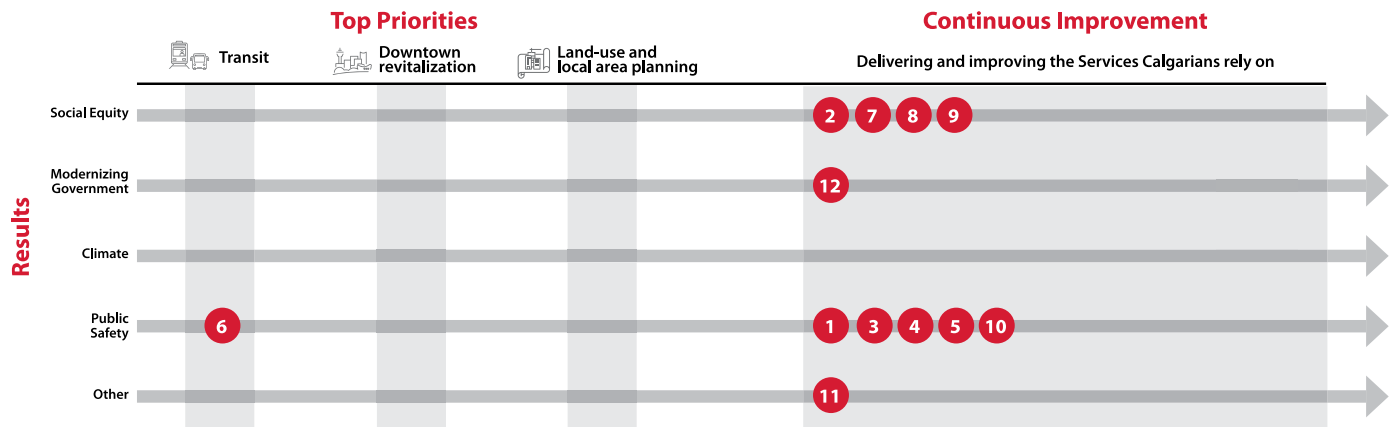
Employee morale and engagement impact the quality of policing services that Calgarians receive and the health and wellness of those who serve. The Commission conducts an annual survey of CPS employees to ask about their perceptions, wellness, workloads, work environment and morale. In 2023, the CPS achieved the first increase in the employee engagement index (EEI) since 2020, moving from 42 in 2022 to 53 in 2023. Sworn EEI improved 9 points from 34 to 43 and civilian EEI improved 11 points from 62 to 73. Survey completion rate also increased to 1625; the highest number since 2019.





# Progress on Service Delivery

## Alignment with Council Refined Priorities and Result Areas



- Legend**
- Completed
  - Progressing as planned
  - Not progressing as planned
  - Not started
  - Initiative number

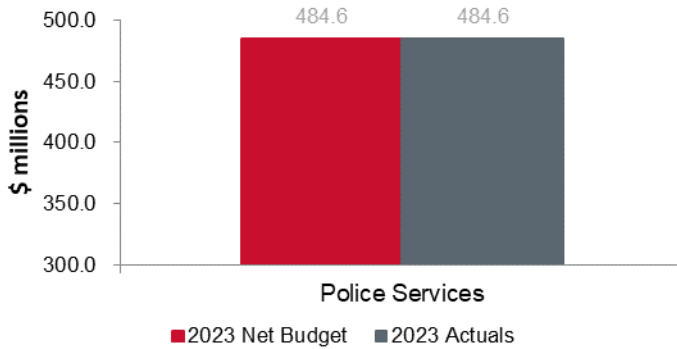
Initiative	Initiative Update	Status
1 Address the recruiting and staffing issues impacting the services we provide.	The CPS is committed to recruiting members that reflect the community we serve and demonstrate our core values. We are working to recruit and fully staff open civilian positions, prioritizing those that support our core business commitments. Sworn recruitment outreach events have increased 28% over 2022 (Jan - Nov) and we have 580 active candidates in the application process. In 2023, we hired 115 new recruits and 21 Direct Entry Officers that will start their careers with CPS by reinforcing the frontlines, exceeding our goal to recruit 135 sworn members this year.	
2 Continue pursuing the Community Safety Investment Framework and other alternative call response models.	CPS streamlined its CSIF strategy to invest \$5 million into the Mobile Response Team, Police and Crisis Team expansion, Distress Centre Calgary (211/911 co-location), Alexandra Health Centre Community Mobile Crisis Response and Alpha House (HELP team sustenance and expansion). The Service continued to work with partners in developing the strategic direction for REACH Up Calgary, which stands for Recovery, Empowerment, Advocacy, Compassion and Healing (formerly referred to as the Real Time Integrated Mental Health and Addictions Centre (RIMHAC).	
3 Develop a Joint Safety Traffic Plan with The City of Calgary.	CPS is partnering with the City of Calgary to develop and implement the Calgary Safety Mobility Plan; a 5 year plan to improve the safety of our transportation network. The key target for this plan is to achieve a 25% reduction in the number of major injury and fatality collisions. Work in 2023 was guided by the 2022-2023 Interim Traffic Safety Plan. The CPS and the City are finalizing the development of a comprehensive plan, considering changes to processes and policies as well as confirming performance measurement and identifying key partners to support the roll out of the joint plan.	
4 Implement recommendations from the review of the body-worn and in-car camera programs.	Body worn cameras provide an unbiased, independent account of police/community interactions and serve as an investment in CPS's commitment to deliver accountable and transparent services. In 2023, the CPS procured an additional 250 cameras to accommodate new hires and the expansion of the program to uniformed officers in specialty units, completed the new BWC policy, trained all law enforcement mutual aid partners involved in the World Petroleum Congress on BWC and In Car Video operations, and 3 additional members of the team became certified BWC instructors.	
5 Apply an equity, diversity and inclusion lens to our organization and its programs.	Reviewed Workplace Impairment, Flexible Work Options, Workplace Harassment & Violence Prevention, Dress Standards, HAWCS Deployment, Sworn Promotions, Child Forensic Interview, Building Access and Security, social media, Religion in the workplace and Sexual Assault Investigations policies with equity lens. Supported work including School Resource Officer program review, developed EDI calendar to acknowledge days of significance, created guides for inclusive language and pronouns and created a framework for establishing employee resource groups at CPS.	

Initiative	Initiative Update	Status
6 Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit.	Central to the Public Transit Safety Strategy is a commitment from CPS to work together with Transit peace officers to address emerging issues on transit and to integrate with their new deployment model. This initiative will rely on the work of the Safe Public Spaces plan that focuses on the communities around transit locations that may see displacement of issues. The 50 funded officers from the Government of Alberta will also contribute to addressing transit issues within the Districts, as well as high systems users that strain resources from Transit and CPS.	
7 Implement the Anti-Racism Strategic Roadmap from the Anti-Racism Action Committee	Worked with Anti-Racism Action Committees, Habitus and ActionDignity to understand community's views about improving policing service delivery to Indigenous, Black, and diverse Racialized communities; reviewed School Resource Officer program; established Youth Advisory Board; partnered with Professional Standards and Strategic Services to explore the collection and use of race-based data and with The City of Calgary's Anti-Racism program to support improved alignment between The City's Anti-Racism Strategic Plan, Public Safety Plan and CPS' Anti-Racism Strategy; delivered in-Service training.	
8 Implement the Indigenous reconciliation road map under the guidance of local Elders and Nations.	Participated in a sweat lodge and medicine gathering event to understand the significance of ceremony, traditions, and customs. Collaborated with AWO TAAN Centre to support MMIWG and the Circle of Wisdom to support an Indigenous Older Adults Unit. Assisted Major Crimes, Missing Persons and Homicide with smudge for families of missing and murdered Indigenous people. Attended Tsuut'ina Police training on housing and matrimonial property, supported their Indigenous Anti-Gang Strategy, trained members of Transit and CPS Recruits, and partnered with Recruiting to recruit Indigenous applicants.	
9 Implement race-based data collection in more areas and improve collection where it is happening.	Despite the complexities associated with this work, the team conducted analysis on race data based on officer contacts, victims of violent crime, offenders of violent and property crime and use of force. Findings from these reviews have been presented at CPS leader updates, Calgary Police Commission as well as to the Community Mobilizers, the external Anti-Racism Action Committee, and the Diversity Superboard.	
10 Build a new indoor firearms range to improve employee safety and allow more officers to be trained.	Currently completing preliminary design and building location analysis work to submit a feasibility report and site master plan for the new 16 bay range in Q2 2024. Functional programming, consultation with gun range and acoustical experts, together with detailed analysis of technical systems, regulatory requirements and environmental assessments are underway. The feasibility report is anticipated to include a Class 4 cost estimate (accurate to -30% to +50%).	
11 Implement the internal Pathways to Engagement plan to improve employee engagement.	Pathways implemented purposeful action and communicated with employees. Efforts focused on updating employees about 6 key areas - improve resourcing workloads and resilience; build Executive and Senior Leadership Teams trust and support; implement fair, efficient and effective processes; improve communication and information sharing; support professional development; and clarify organizational identity and priorities. The Service launched an internal website to share updates, stories, and videos and, a confidential, permanent, easy to access channel for employees to provide ongoing feedback.	
12 Implement various technological solutions to improve data reporting and organizational efficiency.	Continued to progress the mobile strategy and completed the new cell phone roll-out and the transition to a new wireless provider; 23% of the recommendations developed by the taskforce working to improve efficiencies in record management have been completed; launched an additional KITT car; developed key operational dashboards; launched the eTicketing/Administrative Penalty Information System (APIS) and upgraded key systems (Content Server and InTime). In 2024, the Service will implement a new Computer Aided Dispatch system, Phase 1 of the Learning Management System and continue eTicketing.	



## Service Updates on Financial Performance

### Net Operating Budget and Actuals as of December 31, 2023

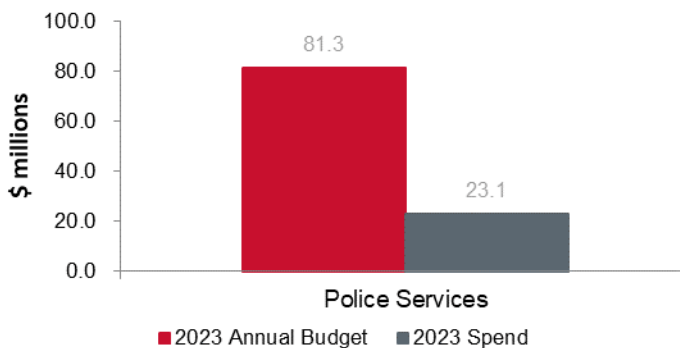


### Operating Budget Updates - 2023 net operating budget vs actuals:

The Calgary Police Service (CPS) has no operating budget variance for the reporting period.

In 2023, CPS was effective to revenue and expenditure management, in a year of increased operational demands. CPS continued its budget commitment to the Community Safety Investment Framework (CSIF), with partners, which included dedication to alternative call response strategies. Further, CPS was able to contribute to Reserves at year end.

### Capital Budget and Spend as of December 31, 2023



### Capital Budget Updates - 2023 total capital budget vs 2023 spend:

CPS has spent 28.4 per cent of the 2023 approved capital budget. The underspend is mainly attributed to the Facilities program, which envelopes budget for a new district office and indoor range. Planning is underway to these two larger initiatives.

In 2023, the capital expenditures have been primarily used to the life cycling of vehicles, communication and computer equipment.