

# 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

### Highlights

- The Calgary Police Service continues to address crime and safety concerns in the city, using innovative approaches, focused investigative and operational resources, collaboration, and increased frontline capacity. In 2023, the city continues to experience noted reductions in certain incidents including domestic violence, break and enters and vehicle crime. The Calgary Police Service continues to prioritize gun crime investigations, seizing over 400 weapons and making 45 arrests in a recent cross jurisdiction operation.
- We remain committed to building and sustaining positive relationships with Calgarians. In 2023 the Calgary Police Service has employed 12 civilian Community Mobilizers to support ongoing work on building relationships between police and community.
- We continue to collaborate with our crisis response and transformation partners. We have partnered with The City of Calgary, the Alex, and the Distress Centre to launch the pilot of the Community Mobile Crisis Response team to deliver person-centered services to persons in crisis. We have also begun the implementation of the Calgary Urban Strategy in collaboration with the Distress Centre, Calgary 911, Alberta Health Services, The Alex and Alpha House and funding through the province. This initiative seeks to provide addiction and mental health supports to individuals that have interactions with the police and may be detained for low-risk issues such as public intoxication.
- The Service continues to work through the Pathways to Engagement initiative to support improved employee morale and engagement. The Service has created a comprehensive communications strategy, introduced opportunities for proactive engagement and outreach and identified 514 items for action based on employee feedback.

### Challenges

- Efforts are continuing to lobby the federal government to introduce targeted changes to the Criminal Code's bail regime. The inherent risk of failures within the bail system increases the potential for the release of persons accused of violent offences back into the community, with implications for officer safety and safety of the public. There is also an associated need with these premature releases, for police to allocate additional resources to monitor these offenders to minimize potential for their involvement in further offending.
- Disorder and crime rates have rebounded since Covid to more typical levels. The highest concentration of disorder is located within the city's core, radiating outwards through the inner-city neighborhoods. Disorder is often highly visible and can have a disproportionate impact on public perceptions of safety. The Calgary Police Service has been working with our community safety partners to address concerns in public spaces and on transit. This work involves tactical operations but also strategic approaches to address issues around mental health and addictions.
- The Service continues to address staffing shortages which continue to have significant impacts on the workload of officers and their capacity to respond to calls for service.



# Measuring Our Performance

## Legend

— Actuals

■ Expected Future Performance

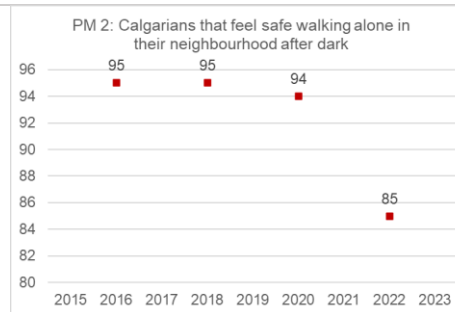
➔ Progressing as planned

⊖ Not progressing as planned

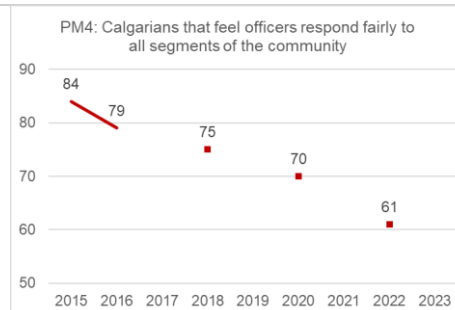
## Performance Measures

## Story behind the numbers

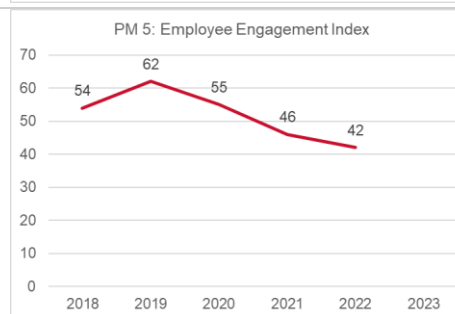
## Status



In 2023, the city continues to experience noted reductions in certain incidents including domestic violence, break and enters and vehicle crime. Disorder and crime rates have rebounded since Covid to more typical levels. The highest concentration of disorder is located within the city's core. Disorder is often highly visible and can have a disproportionate impact on public perceptions of safety. The Calgary Police Service has been working with our community safety partners to address concerns in public spaces and on transit. This work involves tactical operations as well as strategic approaches to address issues around mental health and addictions.



The Calgary Police Commission (CPC) ran a qualitative Community Perceptions Survey in Spring to identify how Calgarians wanted the Calgary Police Service to communicate with them to improve trust. Listening to both those who have high trust in police and those with lower trust, improves our ability to tailor communications and create a greater understanding of how we are serving our communities. Respondents identified five key areas that the Calgary Police Service can provide information with community to improve trust – what Calgary Police Service is doing to address crime, crime prevention efforts, relevant community-based information, opportunities for citizens to help and the Service's efforts to collaborate with the community.



Pathways to Engagement achieved the following in 2023:

1. Identified 514 items for action based on employee feedback. To date, work has started on 358 (69.6 per cent) items and a plan is in place to initiate action on the remaining items in 2023.
2. Launched a communications strategy with engagement being approached through a dedicated website, monthly features, channels for anonymous feedback through the website and direct feedback through dedicated email.
3. Enhanced opportunities for proactive engagement and outreach, including Chief Town Halls, 'Coffee with the Chief', Quarterly Commander meetings, Executive Liaison Officer outreach, and Patrol Advisory Committee monthly meetings.
4. The revamped Employee Survey will be launched in July



Note: Not all performance measures were reported on for this report. To see the 2022 data for performance measures, please visit [Service plans and budgets \(calgary.ca\)](https://www.calgary.ca/service-plans-and-budgets). Additional measures that will be included in the 2023 year-end performance report include:

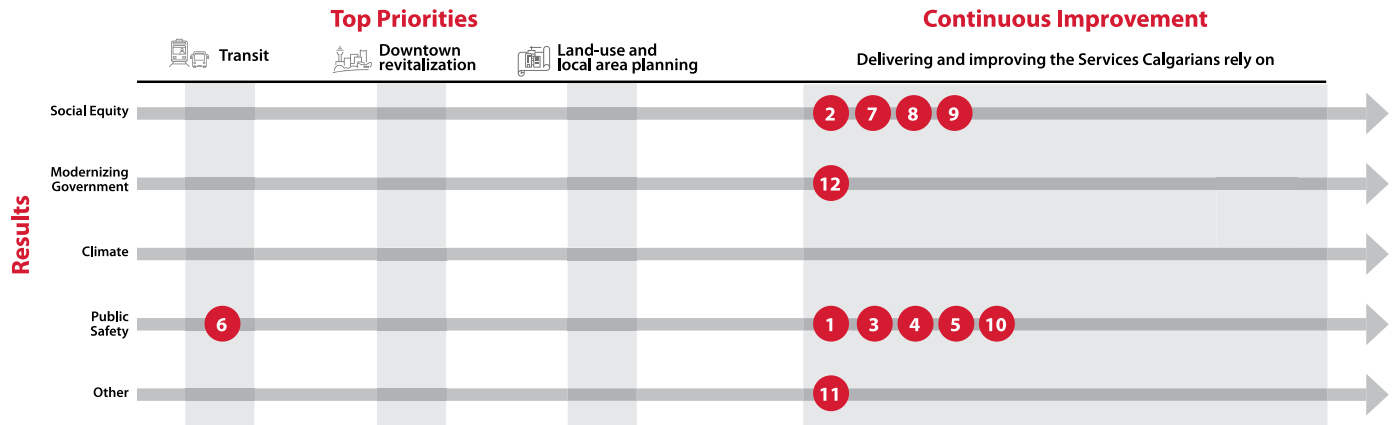
PM1: Crime Severity Index

PM3: Weighted clearance rate



## Progress on Service Delivery

### Alignment with Council Refined Priorities and Result Areas



#### Legend



Completed



Progressing as planned











Not progressing as planned



Initiative number

Initiative	Initiative Update	Status
1 Address the recruiting and staffing issues impacting the services we provide.	Outreach event data is essential for identifying opportunities that optimize recruitment resources and reach candidates that reflect the community. As of May 31, the Calgary Police Service has hired 50 sworn officers and 116 civilians. A workshop to address communication challenges for English as a second language (ESL) candidates is in development. The Outreach Team has had the opportunity to participate in several events this year including, Dashmesh, information sessions through the Centre for Newcomers and virtual job fairs through Immigration Refugees and Citizenship Canada, towards strengthening relationships and featuring policing as a professional option.	
2 Continue pursuing the Community Safety Investment Framework and other alternative call response models.	An open call for proposals in 2023 provided a fair and transparent opportunity for organizations to apply for CSIF funding. Through a rigorous review process, led by members of City Administration and the Calgary Police Service, \$9.1 million will be invested into 26 strongly aligned community initiatives.	
3 Develop a Joint Safety Traffic Plan with The City of Calgary.	The Calgary Police Service and City of Calgary Mobility have been meeting monthly to implement the 2022-2023 Interim Traffic Safety Plan and to develop the new plan. <ul style="list-style-type: none"> <li>Developing a 'systems approach' to the plan with work to identify how all Calgary Police Service &amp; City of Calgary processes, policies and work contribute to traffic safety.</li> <li>Reviewing approach to evaluation with the development of robust performance measures, the identification of alternate sources of data, sourcing technology that is consistent, reliable, and timely and which can assist in accurately capture and report on the work being done in support of our traffic safety goals.</li> <li>Work will continue on the engagement of internal and external community traffic safety partners.</li> </ul>	
4 Implement recommendations from the review of the body-worn and in-car camera programs.	In 2023 procured an additional 250 camera to accommodate new hires and expansion of the program to uniformed officers in specialty units; completed the new body worn camera policy, and three additional members of the team became certified body worn camera instructors. Work is continuing with the following areas: <ul style="list-style-type: none"> <li>updates to the external body worn camera webpage which will include information about citizen rights, how police use body worn cameras, procedure for requesting body worn camera videos, the Professional Standards complaint process, etc.</li> <li>joint evaluation with Professional Standards and Records Management to evaluate the use of body worn cameras and specifically its use in processing of complaints</li> <li>collaborating with the Government of Alberta on its efforts to expand the use of body worn cameras to all police services in Alberta •training all law enforcement mutual aid partners involved in the upcoming World Petroleum Congress on body worn camera-in car video operations.</li> </ul>	

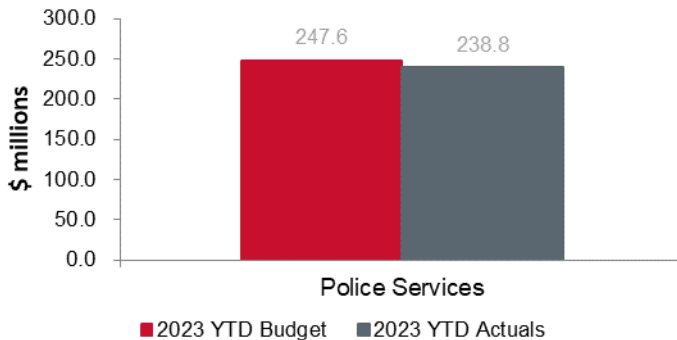
Initiative	Initiative Update	Status
5 Apply an equity, diversity and inclusion lens to our organization and its programs.	<p>The launch of the Equity Lens for the Service is currently underway. This lens will help enhance our capacity to assess and address equity, diversity, and inclusion considerations in our routine work and practices.</p> <ul style="list-style-type: none"> <li>• As part of our commitment to inclusivity and collaboration, the Office of Respect and Inclusion has actively engaged with various units across each bureau, seeking valuable input and feedback on the Equity Lens. This iterative process ensures the relevant application of the lens for our Service and incorporates the diverse perspectives and needs of our entire organization.</li> <li>• The Office of Respect and Inclusion is now a part of the newly named Wellness and Culture Division.</li> </ul>	
6 Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit.	<p>A multi-disciplinary transit safety strategy and implementation plan are under development. They aim to improve the safety of customers on the transit system. Involved business units include Emergency Management &amp; Community Safety, Calgary Transit, and Corporate Security, as well as the Calgary Police Service and external parties. The development of the strategy will ensure that partners and stewards of areas of public safety are engaged and have a clear understanding of roles and responsibilities in both it's creation and implementation. Administration will report to Council in 2023 Q3 on the strategy and plan for increased transit safety staff and associated infrastructure.</p>	
7 Implement the Anti-Racism Strategic Roadmap from the Anti-Racism Action Committee	<ul style="list-style-type: none"> <li>• Six of 12 recommendations provided to the Service by the external Anti-Racism Action Committee (ARAC), have been implemented with ongoing commitments including language and communication, training, and race-based data.</li> <li>• The Service completed work on six of 13 commitments in the Anti-Racism Strategic RoadMap: <ol style="list-style-type: none"> <li>1. Partner with Mount Royal University to create a website designed to be an interface between the community and the Calgary Police Service for updates, resources, and a calendar of events.</li> <li>2. Invest in an Indigenous Investigator for the Missing Persons Team.</li> <li>3. Modernize Advisory Boards/Circles and offer active opportunities for involvement of the Advisory Boards/Circle and ARAC to provide actionable direction and create a reporting mechanism on progress made.</li> <li>4. Conduct a thorough review of the School Resources Officer Program.</li> <li>5. Establish a Youth Advisory Board.</li> <li>6. Continue engagement with the public through the website, email and in person to share regular updates to community organizations, grassroots groups, ARAC and external committees or boards relevant to this work.</li> </ol> </li> </ul>	
8 Implement the Indigenous reconciliation road map under the guidance of local Elders and Nations.	<p>The team accomplished the following:</p> <ul style="list-style-type: none"> <li>• Permanently raised the Treaty 7 and Metis Nation flags at the Calgary Police Service Westwinds Campus.</li> <li>• Developed mandatory e-learning modules to enhance the knowledge of Calgary Police Service members about the colonialization of Indigenous peoples, and subsequent efforts to reconcile and restore relationships with these communities. At present, 15 of 16 modules are available for the membership to complete.</li> <li>• Four Indigenous Community Mobilizers have been hired by Calgary Police Service.</li> <li>• Introduced an Eagle Feather for ceremony and special events including for use by new and current officers to affirm their oath. The incorporation of this traditional ceremony also involves the inclusion of an Elder as part of the Calgary Police Service Recruit Grad Inspection Parties.</li> <li>• Installation of the retired Calgary Police Service tipi outside the Chief Crowfoot Learning Centre Work continues to develop the Sacred Space as a safe, culturally, and ethically appropriate environment to speak their truth with respect to interactions involving police.</li> </ul>	

Initiative	Initiative Update	Status
9 Implement race-based data collection in more areas and improve collection where it is happening.	<p>The Calgary Police Service continues to provide feedback to Statistics Canada on their six race-based data recommendations. This has led to the establishment of a CACP special committee to ensure data collection is aligned with operational needs.</p> <p>A Calgary Police Service employee has been appointed to this Committee. The Calgary Police Service has worked with the Anti-Racism Action Committees and Diversity Boards to provide training and updates on race-based data collection and to ascertain input into the Service's efforts to provide more inclusive reporting.</p> <p>The Professional Standards Section is evaluating the feedback from its pilot to collect self-identified race of complainants.</p> <p>The RCMP is planning for six jurisdictions to collect RBD, and the Calgary Police Service has been meeting regularly with the RCMP to share lessons learned for application in Calgary</p>	
10 Build a new indoor firearms range to improve employee safety and allow more officers to be trained.	Calgary Police Service has engaged City of Calgary's Infrastructure Project Management team to facilitate the design, bid and build process. Requirements for the 16-bay range are being collected from a variety of interested parties and will be validated in a chartering session.	
11 Implement the internal Pathways to Engagement plan to improve employee engagement.	<p>Pathways has achieved the following in 2023:</p> <ul style="list-style-type: none"> <li>• Identified 514 items for action based on employee feedback. To date, work has started on 358 (69.6 per cent) suggestions and a plan is in place to initiate work on the remaining items in 2023.</li> <li>• Created comprehensive communications strategy with engagement being approached through a dedicated website, monthly features, and channels for anonymous feedback through the website and direct feedback through a designated email.</li> <li>• Enhanced opportunities for proactive engagement and outreach, including Chief Town Halls, 'Coffee with the Chief', Quarterly Commander meetings, Executive Liaison Officer outreach, and Patrol Advisory Committee monthly meetings.</li> <li>• In July the revamped Employee Survey will be launched.</li> </ul>	
12 Implement various technological solutions to improve data reporting and organizational efficiency.	<p>The following key projects are currently being implemented by the Calgary Police Service:</p> <ul style="list-style-type: none"> <li>• Deploying new cell phones across the Service to enhance front line mobility</li> <li>• Procuring new CAD system – proposals being reviewed</li> <li>• Planning for new Learning Management System has started</li> <li>• Improvements to Sentry (Records Management System) in preparation for a new mobile-friendly version release</li> <li>• Work is also continuing with national partners on numerous data initiatives.</li> </ul>	



## Service Updates on Financial Performance

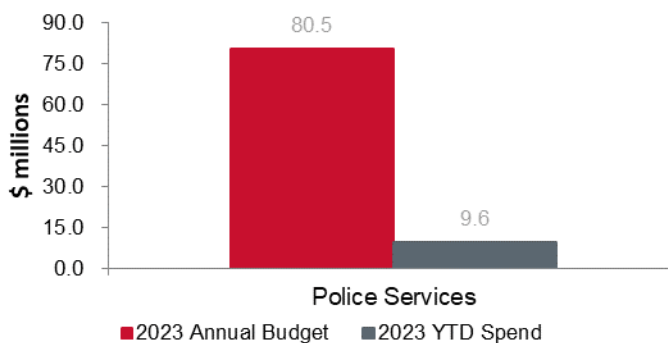
**Net Operating Budget and Actuals  
as of June 30, 2023**



**Operating Budget Updates - 2023 YTD net operating budget vs actuals:**

- Timing to filling sworn and civilian vacancies continues to ensue, resulting in mid-year salary favourable variance.
- Timing spend to Community Safety Investment Framework (CSIF) is also contributing to the favorable variance, particularly relating to the project RIMHAC (Real-Time Integrated Mental Health and Addiction Centre).
- The Calgary Police Service variance overall will continue to change through the remainder of the year.
- Please note the variance does not yet account for possible contributions to Calgary Police Service Reserves at year end.

**Capital Budget and Spend as of June 30,  
2023**



**Capital Budget Updates - 2023 total capital budget vs 2023 YTD spend:**

- 53 per cent of the 2023 capital budget is associated to Facility projects of a new district office and new indoor range. These projects are in early stages of planning hence the contribution to reason of low capital spend overall for Calgary Police Service.
- Effects of supply chain issues are having some impact to Vehicle spend.