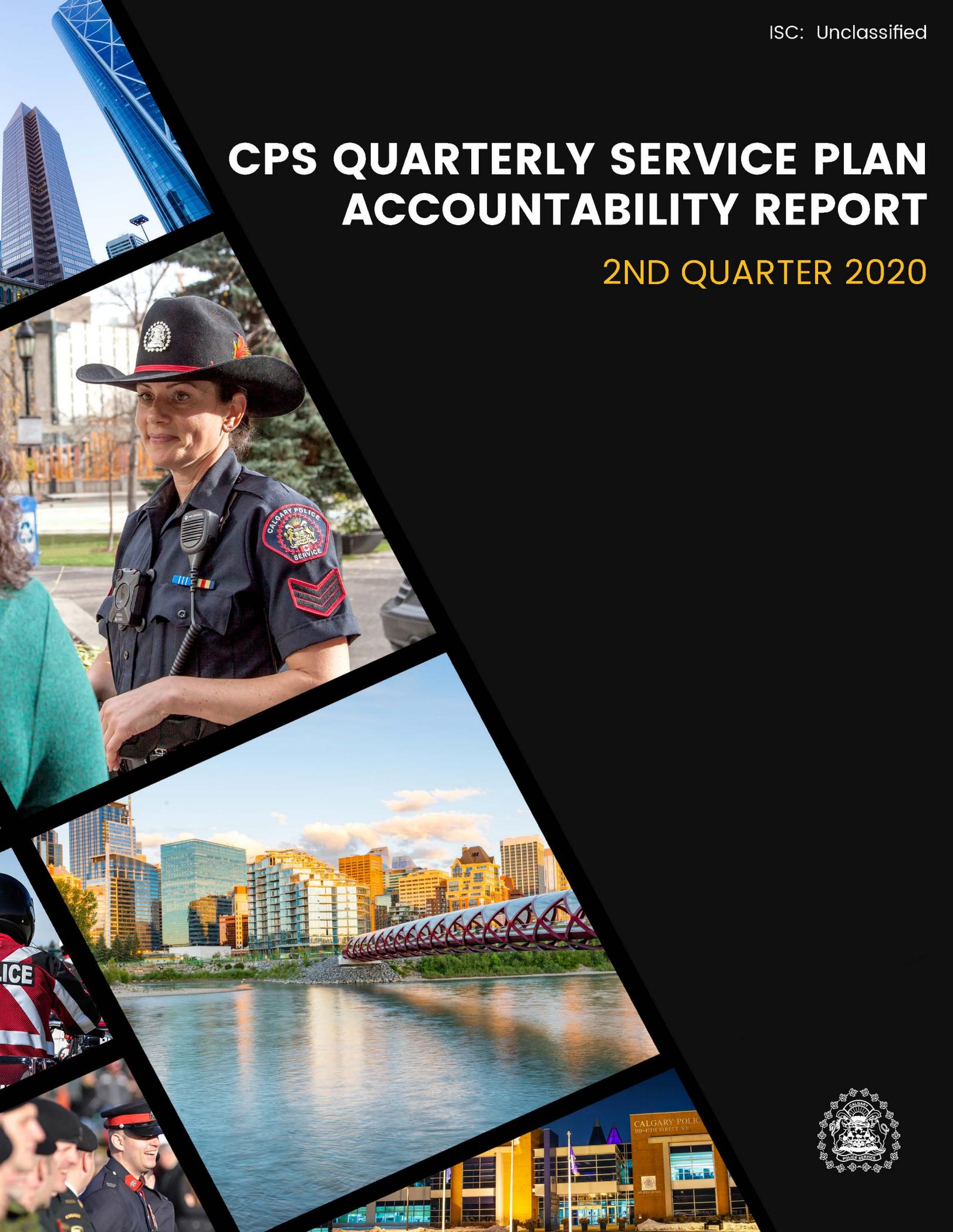


CPS QUARTERLY SERVICE PLAN ACCOUNTABILITY REPORT

2ND QUARTER 2020





CRIME & SAFETY

Maintain a safe city in partnership with our communities in a way that promotes public trust and confidence.

A1. Deliver police services to keep our communities safe

- Public health orders related to COVID-19 lead to several service delivery modifications and enhancements to ensure the CPS continued to keep communities safe through the pandemic, including:
 - To ensure safe physical distancing measures, the CPS expanded the types of reports that can be completed online, such as attempted stolen vehicles, break and enter into unlocked or open premises such as garages, theft from a parkade (no forced entry), theft of mail and stolen property for sale online. Sworn members were redeployed to the Centralized Patrol Support Team to evaluate and respond to online reports. The expansion of online reporting is being evaluated to inform future use. (A1.1)
 - Given the quantity of commercial premises that were closed and the number of people working remotely, the CPS actively monitored commercial break and enters during the COVID-19 isolation period through a citywide coordinated plan. By working with commercial partners, analyzing and predicting trends, and focused redeployment of patrol units, the number of commercial break and enters was significantly reduced during the Q2, down 33% from Q2 2019 with 468 fewer incidents reported. (A1.1)
 - The Fraud Team connected with key organizations by sharing information specifically related to COVID-19 scams, including attempts to fraudulently sell COVID-19 cures or face masks, requests for investment dollars to fund the development of COVID-19 vaccines, requests for cryptocurrency donations to fake charities, teleworking scams, disseminating disinformation or hoaxes via traditional media or online media, increasingly aggressive governmental directives (i.e. CRA scam), robot-calls to fast track EI and other benefits, and “PHISHING” attacks by scammers trying to obtain personal information to sell on the Dark Web. (A1.4)
 - The CPS worked closely with agencies in the domestic violence sector to address concerns about increased vulnerability of victims as a result of COVID-19 self isolation restrictions and used social and traditional media to raise awareness of the issue and the supports available and encourage citizens to report. Although domestic conflict calls (non-criminal) increased by 25% between April and June (+841), domestic violence (criminal) reports dropped by 21% (313 fewer victims) from last year during the same period, suggesting that the police were engaged before situations escalated into violence. (A1.4)
 - To support the Royal Canadian Mounted Police’s (RCMP) COVID-19 health measures monitoring, members of the CPS Gang Suppression Team conducted licensed premise checks in Cochrane, Airdrie, Chestermere and Okotoks where bars, pubs, and restaurants reopened ahead of those in Calgary.



CRIME & SAFETY

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- The CPS key performance indicators (below) showed a decrease in call volume for Q2. The most frequent calls to police changed due to the COVID-19 self isolation restrictions, with the CPS responding to more assist, check on welfare, unwanted guest and non-criminal domestic conflict calls while crimes of opportunity (break & enters, stolen autos) and violent crimes decreased. The decrease in calls for service allowed officers time to focus on their efforts on district issues, hot-spots, and offenders, and pursue other initiatives to combat crime, resulting in a 21.6% increase in on-view calls. (A1.2)
- The CPS completed a one-year pilot project for online reporting of shoplifting incidents in retail stores. The objective of the pilot was to divert calls that would otherwise be attended by frontline officers. The pilot established a strong partnership with a number of businesses (e.g., Alcanna, the JTX Companies, and Real Canadian Superstore). (A1.1)
- The CPS implemented the CODE 700 (Vehicle-Based Tactics) policy, which provides guidelines for preventative measures and intervention tactics that officers can use to deal with offenders who are posing high risks to public safety due to their driving behaviour. All front-line officers will be trained in basic vehicle-based tactics and a select group of officers will be trained in advanced vehicle-based tactics. To the end of Q2, 11 incidents were reported to have been safely resolved, reducing potential harm to the public and officers. (A1.1)
- The Spyhill Services Centre opened in May 2020 with a ceremony attended by Elder GoodEagle, who offered a blessing and a drum song. The new detention facility, located next to the Calgary Remand Centre, Calgary Correctional Centre and Calgary Young Offender Centre, replaces the 59-year-old arrest processing centre in downtown Calgary. (A1.6)
- Calgary 911 implemented the Police Protocol system. The intent of this system is to provide clear and more timely information to responding officers. This initiative was a partnership between Calgary 911 and the CPS and was implemented seamlessly due to the planning and pre-deployed online training for all members. (A1.1)
- A number of social media campaigns were launched to improve public safety including: water safety, with a video featuring rescue on the Bow; post storm damage consumer protection alerts; Crime Prevention Week posts in conjunction with crime prevention for businesses during COVID-19 pandemic; COVID-19 mass marketing schemes; and bike theft prevention tips through social media to launch the Bike Index partnership program. (A1.1)

A2. Keep our roads safe through education and enforcement

- The CPS carried out Operation Speed Runner to target excessive speeding on Calgary roadways. High speed hotspots were identified for deployment of enforcement personnel. The CPS issued over 1900 speeding violations and over 300 additional road safety charges (aggressive driving, distracted driving, impaired driving and other provincial violations). (A2.1)



CRIME & SAFETY

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- The CPS participated in the Canada Road Safety Week led by the Canadian Association of Chiefs of Police's (CACP) Traffic Safety Committee. This year's theme, "Shifting Gears", was designed to increase public compliance with safe driving measures in order to save lives and reduce injuries on our roads. The CPS issued 576 summonses during this operation, which included joint deployment with the RCMP and Alberta Sheriff. There was also a focus on driver education using social media platforms. (A2.2)

A3. Strengthen partnerships to prevent crime, disorder and victimization

- With school closures due to COVID-19, the CPS worked closely with school boards to provide support to disadvantaged students, families with domestic violence history, and youth at-risk of gang activity. (A3.4)
- Operation Springtime directed Community Resource Officers to work together with Transit Peace Officers to discourage social and physical disorder, drug trafficking, and other criminal activities around LRT stations that saw lower ridership due to COVID-19 restrictions. (A3.1)
- The Diversity Team delivers the You and the Law presentation over 100 times per year to new Canadians. The presentation was updated with information on how to report and obtain resources related to domestic conflicts. (A3.1)
- The CPS joined the City of Calgary's Partner Agency Liaison (PAL) to monitor illegal encampments and address safety concerns. PAL works to connect homeless people with social services. (A3.1)
- Officers trained through the Critical Incident Command program de-escalated and safely resolved six high risk situations involving people in crisis. These specialized officers are trained to effectively apply procedures and practices to a crisis event, such as a hostage taking, barricaded person, or workplace violence, and minimize any safety risk to the public. (A3.1)

A4. Apply innovative approaches to maintain investigative excellence

- The electronic 3D scanner purchased by Forensic Crime Scenes in 2019 to provide precise and technically detailed analysis of crime scenes has been effectively utilized at multiple crime scenes, and the evidence has now been successfully presented and accepted in Court. (A4.1)
- The Firearms Investigative Team is operational with the mandate to investigate firearms trafficking and sourcing all firearm/casings seized by the CPS. Collaborative relationships have been established with several external partners including the United States Bureau of Alcohol, Tobacco, Firearms, and Explosives, Provincial Firearms Crown, Royal Canadian Mounted Police, and Canada Customs. (A4.1)



CRIME & SAFETY

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- The CPS Cyber Crimes Team assisted Interpol in an investigation involving members of an Eastern Block Organized Crime Group. The CPS is representing Canada as one of the 12 different countries involved in the investigation. (A4.2)
- The CPS Cyber Crimes Team worked in partnership with the National Cybercrime Coordination Unit (NC3) to initiate an investigation into a data breach of a large Calgary based accounting firm. (A4.2)



CRIME & SAFETY

KEY PERFORMANCE INDICATORS

Response Times to Priority 1 Calls

	Target	1 st Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019 ¹	2020	2019	2020	
# of Attended Priority 1 Calls	Measure	9,033	6,971	16,905	14,687	-13.1%
% of Priority 1 Calls responded to within 7 min	50%	54.1%	60.5%	53.1%	56.7%	6.7%
Average Response Time to Priority 1 Calls	7 min	8.4	7.7	8.6	8.0	-6.1%

Attended Calls for Service

	Target	1 st Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
Public generated (dispatched calls)	Maintain	64,284	59,307	120,539	116,960	-3.0%
Police generated (on-view calls)	Maintain	14,609	19,513	27,867	33,877	21.6%
Traffic (Traffic stops & TSTAT) ²	Maintain	22,601	17,859	46,463	40,025	-13.9%
Total Attended Calls	Maintain	101,494	96,679	194,869	190,862	-2.1%

Crime and Clearance Rates³

	Target	1 st Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
Violent Crime Victims	Reduce	1,188	988	6,810	5,661	-16.9%
Violent Crime Clearance Rate	70%	47.1%	54.3%	47.0%	53.2%	13.0%
Property Crime Incidents	Reduce	5,186	6,504	28,658	24,877	-13.2%
Property Crime Clearance Rate	20%	12.8%	10.2%	13.2%	11.5%	-12.9%
Impaired Driving Charges (alcohol or drug)	Increase	440	359	902	760	-15.7%

Source: CPS Centralized Analytical Unit, July 2020

*Note: Due to system changes patrol officer time allocation is not available this quarter.

¹ As result of a Service-wide system changes recent statistical modelling adjustments were made; as such, direct comparisons to previous reports should not be made.

² Traffic events have been added to attended calls for service, given the large volume of officer-generated events they account for.

³ Clearance Rate represents the number of cases cleared by charge or cleared otherwise during the specified period, as a proportion of the total crime incidents for the same period. Of note, cases are often cleared months and sometimes years later. Consequently, clearance rates for previous years may appear to be much higher than those of the present year.



OUR PEOPLE

Enhance service to the public by investing in our employees to ensure a positive workplace experience for all.

B1. Provide training and professional development

- Overall, due to the impacts of COVID-19 adjustments were made to training across the CPS. Some courses and training opportunities were cancelled, while others were changed to an online format allowing CPS members to attend virtually. Examples include:
 - The Digital Forensics Team has conducted virtual forensic training for Interpol, with the 150 attendees including law enforcement representatives from Brazil, Spain and Singapore. Participants attended several online discussion forums with North American forensic law enforcement specialists. (B1.1)
 - Due to travel restrictions, the Cyber Forensics Unit completed the FBI Law Enforcement Enterprise Portal (LEEP) certification and attended the Magnet Forensics Virtual Summit virtually, focusing on the latest trends in digital investigations. (B1.1)

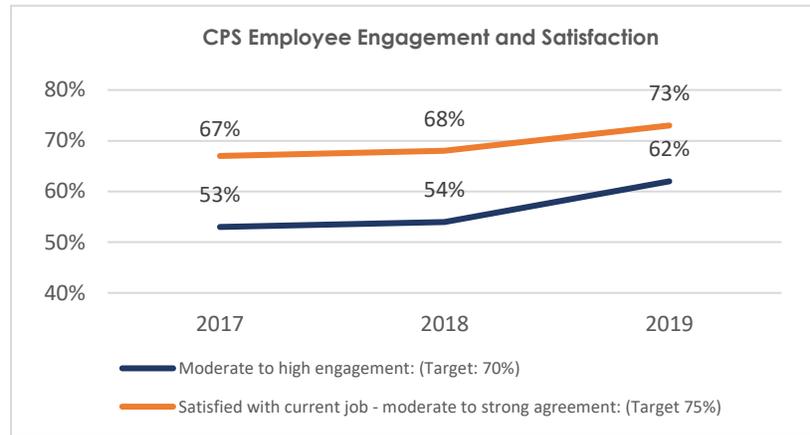
B2. Provide a safe, supportive and professional work environment

- The CPS leveraged livestream technology to update members on our response to COVID-19 and other key issues impacting members, often on a weekly basis. The membership is invited to submit questions, and the livestream may feature the Chief Constable, Deputy Chiefs, and relevant subject matter experts to respond. (B2.2)
- Weekly “Wellness Webinars” were offered to CPS members on a variety of health and wellness topics including physical health, psychological services and support, healthy eating and fitness. (B2.2)
- The CPS is modernizing its professional standards processes, which include recent changes to officer counselling and contact with members on leaves of absence. The Professional Standard Section (PSS) released its 2019 Annual Report, showing a four per cent reduction in public and internal concerns and complaints about the CPS, which could include conduct of police officers, violations of CPS policies, or service delivery complaints. (B2.4, B2.5)
- The CPS has been provided direct access to The City’s online Safety Data Management System (SDMS), which supports compliance to provincial requirements for workplace safety incident reporting and management. (B2.2)
- Psychological Services implemented the Patient Information Management System (PIMSY), a specially designed records management software for clients of mental health services. The CPS is the first agency in Canada to implement this software, which will improve referral record keeping, statistical analysis, accounts payable, and streamline approvals for further sessions with external therapists. (B2.2)



OUR PEOPLE

KEY PERFORMANCE INDICATORS



Source: Calgary Police Commission Annual Employee Engagement Survey Reports: 2017, 2018 & 2019

Police Officers Hired

	Target ⁴	2 nd Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
 Police Officers Hired	84/year	25	0 ⁵	70	23	-67%

Source: CPS Recruiting Unit, July 2020

Authorized Strength

Year	Authorized Strength			Citizens Served per CPS Employee ⁶	Calgary Population ⁷
	Sworn	Civilian	TOTAL		
2020	2,112	761	2,873	453.7	1,303,700
2019	2,113	760	2,873	447.5	1,285,711
2018	2,113	760	2,873	441.1	1,267,344

Source: CPS Finance Division, July 2020

⁴ In Q3 2019, the target for "Police Officers Hired" was adjusted from 144 to 120 officers due to budget reductions. In Q1 2020, the target was adjusted from 120 to 84 officers due to lower than expected retirements and resignations.

⁵ Final hires in Q2 were delayed due to impacts of the COVID-19 pandemic.

⁶ CPS Employee includes sworn (police officer) and civilian positions.

⁷ Sources: Calgary and Region Economic Outlook 2019 – 2024; The City of Calgary Civic Census



ORGANIZATIONAL PERFORMANCE

Plan and manage for long term organizational success.

C1. Demonstrate accountable and transparent use of public funds

- CPS revenues and expenses were within a reasonable target range of budget at the end of Q2. The COVID-19 pandemic is starting to influence some revenue and expense categories. Overtime expense continues to be favorable for the year, which is a direct result of strong management oversight. The capital budget spend to date is less than anticipated at 20%; CPS Finance continues to monitor progress. (C1.1)
- In response to recent discussions in the community regarding policing reform, the CPS communicated through social and traditional media platforms to bring context to use of force, information checks, and police reform while highlighting the CPS' ongoing support to the community. (C1.1)

C2. Leverage information and technology to move further towards a knowledge-based organization

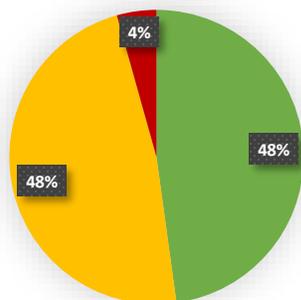
- The Livelink Upgrade was completed, allowing the CPS to create, provide, protect, and retain CPS records to meet national and international standards in records management. (C2.3)
- As one of the few police agencies in Canada to use body worn camera (BWC), the CPS has received many inquiries from across the country to share our expertise. A formal evaluation framework of BWC and in-car digital video was approved and will be completed by the end of 2020. (C2.3)
- The Infrastructure Services Division pandemic distribution warehouse was stood up in response to the COVID-19 pandemic. An application was developed to significantly improve ordering and distribution of rationed pandemic supplies. (C2.3)



ORGANIZATIONAL PERFORMANCE

KEY PERFORMANCE INDICATORS

CPS Priority Projects In Progress - Project Status Year to Date (as of June 30, 2020)



- The project is performing well, and although there may be issues, they are being managed by the team. Project is Green if budget, scope and schedule are on target. (Target: 70%) The CPS is currently below the target by 22% due to the COVID-19 Pandemic.
- There are risks and issues being experienced that may impact the ability of the project to deliver. A corrective action plan is required. Yellow Projects may indicate a project 'Hold' as resources are reassigned to priority COVID-19 Pandemic response.
- There are serious resource and scope constraints impacting project delivery.

Source: CPS Project Management Program, July 2020

Financial Summary

	2018	2019	2020
Cost per capita of policing in Calgary ⁸	\$402	\$399	\$395
Dollars received for policing from the Provincial Government ⁹	\$8.2 m	\$8.5 m	\$8.5 m
Grants and donations to support community-based programs and partnerships ⁹	\$0.7 m	\$0.4 m	\$0.3 m

2020 Operating Budget Executive Summary

(Year to Date as of June 30, 2020)

	Total Budget (\$000)	Budget to Date (\$000)	Actual to Date (\$000)	Variance to Date (\$000)	Variance (%)
Revenue	(\$100,618)	(\$42,430)	(\$41,348)	(\$1,082)	(2.6%)
Expenditure	\$514,971	\$264,087	\$263,005	\$1,082	0.4%
Net Program	\$414,353	\$221,657	\$221,657	-	-

2020 Capital Budget Executive Summary

(Year to Date as of June 30, 2020)

	Total Budget (\$000)	Expenditures to Date (\$000)	Commitments to Date (\$000)	Balance Remaining (\$000)
Total Capital Programs	\$32,437	\$6,330	\$5,836	\$20,271

Capital spend rate = 20% excluding commitments up to June 30, 2020.

Source: CPS Finance Division, July 2020

⁸ The cost per capita formulation is appropriately aligned to benchmarking of other Canadian police agencies.

⁹ As at June 30.