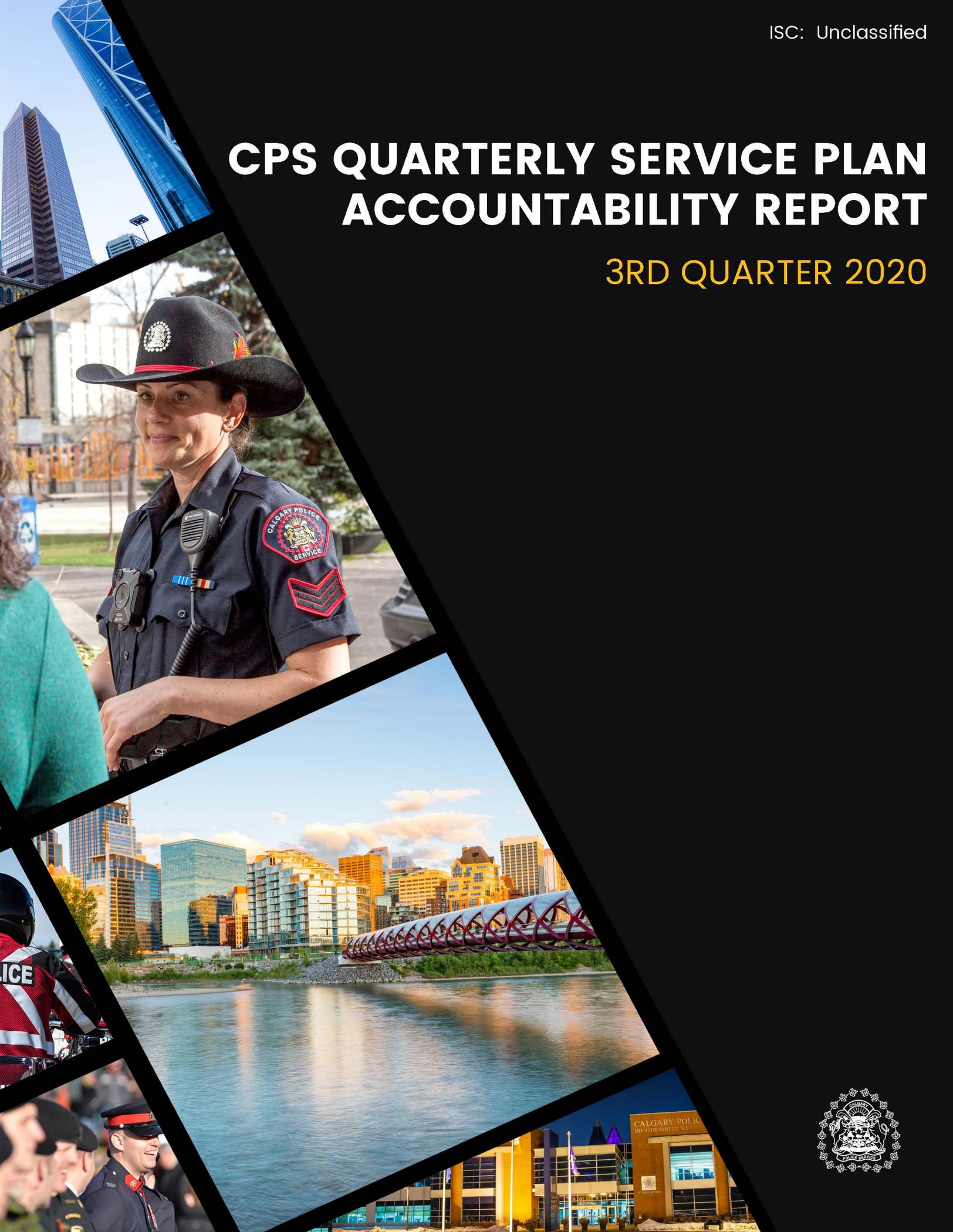


CPS QUARTERLY SERVICE PLAN ACCOUNTABILITY REPORT

3RD 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

- To address violent crime in the downtown core, the Violent Crime Investigative Team (VCIT) was introduced to increase investigative capacity for patrol in October 2019. After one year, the VCIT has taken on 175 files, and laid 220 charges. The clearance rate of non-domestic assaults has improved to 65% from 47.9%. (A1.1)
- Operation Troubleshoot targeted a residential apartment building that was a major community safety concern for drug trafficking, violent crimes, and property offences in the community of Sunalta. The investigation resulted in 45 criminal charges, 135 warrants being executed, 201 information posts, and 80 summonses. Six weeks after the operation, calls for service maintained a 77% decline in calls for service in the area. (A1.2)
- Operation Boysenberry focused covert and overt enforcement on a downtown hotel that resulted in one trafficker and three dealers being identified. The operation resulted in six Controlled Drugs and Substances Act charges, 27 Criminal Code charges, 81 warrants, 23 summonses, one child apprehension, and two vehicles towed. Additionally, 38.4g Fentanyl (\$7620), 4.8g meth (\$490), 3g cocaine (\$300) and 18g GHB (\$90) was seized. Community Resource Officers are assisting with an application to City licensing to close the hotel. (A1.2)
- Operation MUTT CUTTS focused on drug activity and social disorder around the Rundle Plaza. The area was known for high intensity drug trafficking that resulted in three home invasions in the area. Search warrants resulted in the seizure of fentanyl and methamphetamine and allowed for collaborative firearms investigations across Alberta. (A1.2)
- With the decrease in calls for service in the months following the start of the pandemic, an effort was made to standardize officer proactive time across the eight Districts. A mandate was given to focus on addressing crime and traffic concerns on a specific shift rotation. Checkstops to address impaired driving and speed violations were implemented and successful in educating citizens when appropriate. (A1.2)
- The Calgary Police Service (CPS) Human Trafficking Working Group have developed policy, training, officer reference guides, forms, and a communications plan for operationalizing Bill 8 (Protecting Survivors of Human Trafficking Act), which came into effect on July 1, 2020. (A1.4)



CRIME & SAFETY

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- The Fraud Team has partnered with local businesses that host Bitcoin ATMs to prevent fraud victimization. Stickers have been placed on the ATMs alerting customers of the various Bitcoin fraud schemes. (A1.4)
- In October 2020, the Victim Assistance Support Team (VAST) introduced the CPS Mobile Police Station Trailer (MPST), allowing the team to deploy to communities to offer timely support to individuals impacted by crime. (A1.4)
- VAST is actively recruiting members from Indigenous communities to provide culturally relevant support to Indigenous victims experiencing crisis. Tsuu Tina Police has been engaged for support with culturally relevant victim assistance and potential volunteers for CPS VAST. (A1.4)
- In preparation for Bill 17 (Mental Health Act Reform), the CPS Mental Health Committee provided communication and education, and worked with Alberta Health Services to ensure that frontline officers were prepared for the changes. (A1.6)

A2. Keep our roads safe through education and enforcement

- The Traffic Section began the Safer Vehicle Initiative in August 2020. This program targeted non-compliant noisy vehicles through equipment compliance checks at daily checkstop deployments. Traffic members have also been conducting daily overall mechanical fitness checks to ensure vehicles are meeting safety and equipment requirements, deploying in locations identified through citizen feedback. The Safer Vehicle Initiative was supported (A2.1)
- During September 2020, the Residential Traffic Safety Unit conducted their Back to School Blitz, during which they attended 165 different schools in Calgary and had 266 deployments. In total, 414 summonses and 96 warnings were issued. The highest speed recorded in a school/playground zone during the blitz was 59 km/hr. (A2.1)
- In addition to ongoing initiatives by the Traffic Section, district patrol members conducted checkstops resulting in interactions with over 900 vehicle operators and over 260 warnings, promoting education, and awareness among drivers. (A2.1)
- Conducted educational communication and social media campaigns related to impaired and aggressive driving, and in support of Rail Safety Week – Operation Clear Track. (A2.2)



CRIME & SAFETY

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

A3. Strengthen partnerships to prevent crime, disorder and victimization

- The Police and Community Engagement (PACE) program was initiated in September 2020. This program aims to establish a diverse group of volunteer, trained sworn and civilian members able to attend community events and engage citizens on behalf of CPS. (A3.1)
- In September 2020, the Diversity Resource Team (DRT) unveiled the Community Urban Resource Bus (CURB). The DRT will bring CURB to community events to increase engagement with community members and enhance proactive police visibility. It will also be utilized by DRT to promote and encourage recruitment for the CPS. (A3.1)
- In September 2020, a Memorandum of Understanding was established between the CPS and the Calgary Youth Justice Society to support one another in youth crime prevention or diversion initiatives, toward reducing the recidivism rate of youth involved in crime. This includes mutual support to the delivery of programs, building relationships, training for CPS officers on youth diversion options, support to investigations, and collaborative working relationships on ongoing initiatives. Officers in Districts 4 and 8 have already received training. (A3.2)
- In September 2020, the Calgary Indigenous Court (CIC) had its first Peace Making Ceremony. This ceremony was attended by the offender, victims, elders, CIC officers and the arresting officers. The CIC also held its inaugural Blanket Ceremony, in which the offender was wrapped in a blanket to show respect, honour, and admiration and for protection by ancestors. (A3.2)
- In July 2020 the Chief's Tipi was raised at CPS Headquarters in honour of our commitment to reconciliation. The Honour Drum Song was played at the tipi raising. (A3.3)
- The CPS assisted the Calgary Police Foundation in their CP24 fundraising campaign by supporting the creation of nine videos that highlighted our prevention and intervention programs. (B3.4)

A4. Apply innovative approaches to maintain investigative excellence

- The Cyber Crimes Team have increased online investigations into Darkmarket drug sites. One investigation resulted in the seizure of a domain/website, the dismantling a lab, and seizure of 750K in narcotics and cash in collaboration with the Substance and Fentanyl Evaluation (SAFE) Team. (A4.2)



CRIME & SAFETY

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

- The National Cybercrime Coordination Unit (NC3) recently supplied the CPS with software for investigating criminal cryptocurrency complaints. The CPS now has one of two federally certified subject matter experts in this field and is a regular point of contact and support to western Canadian agencies. (A4.2)
- The Fraud Unit has been working with the Canada Revenue Agency to investigate Canada Emergency Response Benefits Frauds. (A4.2)



CRIME & SAFETY

KEY PERFORMANCE INDICATORS

Response Times to Priority 1 Calls

	Target	3 rd Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019 ¹	2020	2019	2020	
# of Attended Priority 1 Calls	Measure	9,394	7,708	26,552	22,637	-14.7%
% of Priority 1 Calls responded to within 7 min	50%	54.0%	55.5%	53.5%	56.4%	5.4%
Average Response Time to Priority 1 Calls	7 min	8.7	8.0	8.6	8.0	-6.6%

Attended Calls for Service

	Target	3 rd Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
Public generated (dispatched calls)	Maintain	68,565	65,151	190,306	183,292	-3.7%
Police generated (on-view calls)	Maintain	16,228	15,340	44,440	49,602	11.6%
Traffic (Traffic stops & TSTAT) ²	Maintain	21,341	17,926	68,107	58,246	-14.5%
Total Attended Calls	Maintain	106,134	98,417	302,853	291,140	-3.9%

Crime and Clearance Rates³

	Target	3 rd Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
Violent Crime Victims	Reduce	3,578	3,568	10,419	9,444	-9.4%
Violent Crime Clearance Rate	70%	46.5%	50.1%	46.9%	52.3%	11.5%
Property Crime Incidents	Reduce	18,255	14,245	47,029	39,578	-15.8%
Property Crime Clearance Rate	Increase	10.9%	9.6%	12.4%	11.3%	-8.9%
Impaired Driving Charges (alcohol or drug)	Increase	424	334	1,327	1,115	-16%
Pedestrian Collisions	Reduce	145	68	366	257	-30%

Source: CPS Centralized Analytical Unit, October 2020

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

¹ As result of Service-wide system changes 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

KEY PERFORMANCE INDICATORS

B1. Provide training and professional development

- In support of diversity awareness, the Diversity Resource Team has secured funding to provide 30 members with Diversity Liaison training, a program offered by the Ontario Provincial Police. (B1.1)
- Community Resource Officers (CROs) attended the Safe Community Design course, which provides training on Crime Prevention Through Environmental Design. This allows our CROs to provide safety advice to business owners and community members through the design, build, and renovation phases of specific sites. (B1.1)
- The Incident Command Unit facilitated Code 700 (Vehicle-based Tactics) training for 83 Real Time Operations Centre Inspectors and Staff Sergeants. An additional 13 Incident Command members were also trained. (B1.1)
- The CPS launched the Respect in the Workplace training in August. The one-and-a-half hour online training covered topics related to power dynamics in the workplace, bullying, abuse, harassment and discrimination, empowering bystanders, managing emotions, understanding mental health outcomes due to maltreatment, and responsibilities as team members. The training was mandatory for all CPS members, and there has been 99% compliance. (B1.2)
- The Major Event & Emergency Management Team created a cross-jurisdictional, multi-agency counter terrorism national security-related exercise that included participation from the Vancouver Police Department, Montreal Police Service, Federal Police National Security Ottawa, and the Royal Canadian Mounted Police. (B1.2)

B2. Provide a safe, supportive and professional work environment

- Due to COVID-19 all fitness facilities were shut down before a staggered reopening according to Public Health Guidelines. To address the gap in wellness services, the Fitness Unit implemented an online app to provide fitness training and instruction. (B2.2)
- In lieu of the First Responders Suicide Awareness Conference, a livestream was offered to help promote the supports we have for our members. (B2.2)
- Protective barriers were installed in public areas of CPS facilities to allow for the re-opening of front counters. (B2.2)



OUR PEOPLE

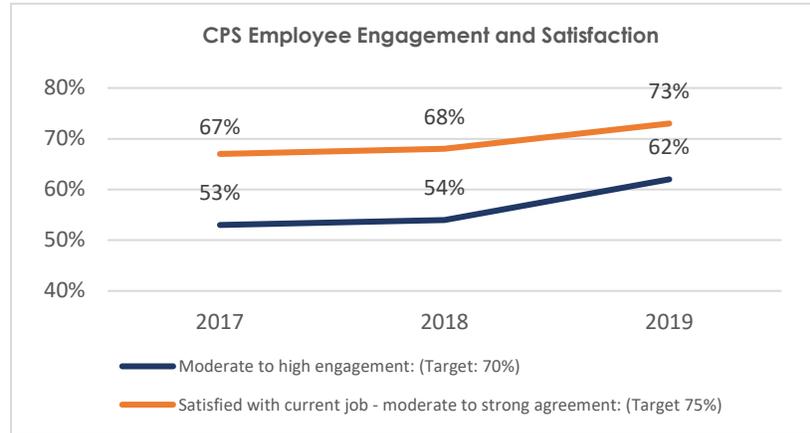
KEY PERFORMANCE INDICATORS

- Strategic Communications recorded several videos to support our diversity recruitment strategy in place of in-person information sessions. (B2.2)
- The CPS piloted a Transition Program for Senior Leaders moving into new positions. Participants were provided with tools to help onboard them to their new role, understand the requirements, and connect them with resources. (B2.3)
- The Professional Standards Section (PSS) participated in a series of consultations with the Government of Alberta on the Police Act, sharing its recommendations on reform. (B2.4)
- A 10-hour e-learning product was launched for all new and existing PSS employees to provide a deeper understanding of police conduct and investigative procedures. The e-learning will be rolled out to a wider audience 2021. (B2.5)
- An audit of the Respectful Workplace Office was completed, and implementation of the recommendations has begun. The Respectful Workplace Office now reports to the Deputy Chief of the Bureau of People and Organizational Development. (B2.5)
- The CPS presented its response to Calgary City Council's Anti-Racism Notice of Motion, making long-term commitments to anti-racism, equity, and inclusion. (B2.6)
- The CPS introduced a social media campaign for Calgary Pride that highlighted members of the Gender and Sexually Diverse Advisory Board to showcase inclusion, diversity, and engagement between the CPS and members of the LGBTQ2S+ community. (B2.6)



OUR PEOPLE

KEY PERFORMANCE INDICATORS



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

Police Officers Hired



	Target	3 rd Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
Police Officers Hired	84/year	22	8	92	31	-66.3%

Source: CPS Recruiting Unit, October 2020

Authorized Strength

Year	Authorized Strength			Citizens Served per CPS Employee ⁴	Calgary Population ⁵
	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, October 2020

⁴ CPS Employee includes sworn (police officer) and civilian positions.

⁵ 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

- At the end of Q3, the CPS experienced COVID-19 related impacts on revenue and expense targets. It is anticipated that impacts of COVID-19 on revenues will continue into 2021. Strong oversight to budget continues, and resources are being dedicated to implement the recommendations from reforms and reviews having impact on organization efficiency. (C1.2)
- The capital budget spend to date is 37%. This spend progress will be monitored closely as year end approaches. (C1.2)
- Following the recommendations of the CPS Functional Review, the organization restructured, resulting in immediate efficiencies of \$1 million. The CPS will continue to work on the business process changes required as a result of the restructure. (C1.2)

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

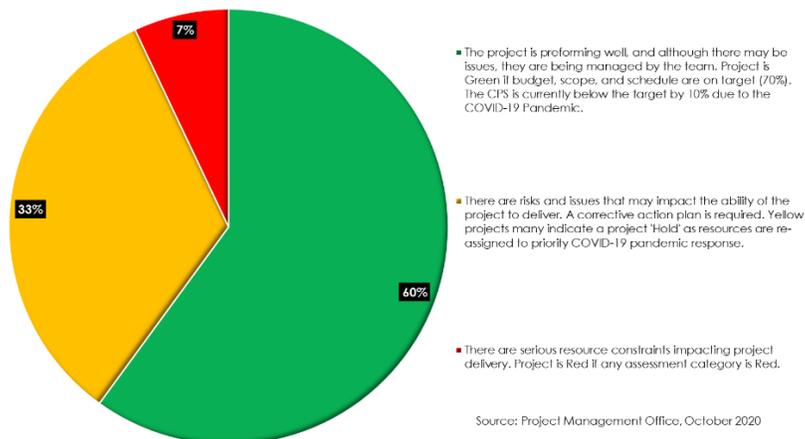
- The Power BI Business Intelligence Implementation project was completed. PowerBI dashboards (e.g., CityWatch, CrimeWatch, COVID Resourcing, Human Resources) have been introduced to further empower decision-making with real-time data. (C2.1)
- The CPS established an information sharing agreement with CARFAX to provide access to nation wide vehicle information. This information will be a valuable resource for vehicle theft, serious accident, child custody, missing persons, drug trafficking, and homicide investigations. (C2.2)
- The CPS established an MOU with the RCMP and C911 for shared radio talk groups on the Alberta First Responders Radio Communications System (AFRRCS) network. This will ensure interoperability between the agencies and timely exchange of information during mutual aid, planned joint operations, and/or emergency events. (C2.2)



ORGANIZATIONAL PERFORMANCE

KEY PERFORMANCE INDICATORS

CPS Priority Projects in Progress - Project Status
Year to Date (as of October 2020)



Financial Summary

	2018	2019	2020
Cost per capita of policing in Calgary ⁶	\$402	\$393	\$395
Dollars received for policing from the Provincial Government ⁷	\$24.7 m	\$25.1 m	\$25.1 m
Grants and donations to support community-based programs and partnerships ⁷	\$0.7 m	\$0.6 m	\$0.4 m

2020 Operating Budget Executive Summary

(Year to Date as of September 30, 2020)

	Total Budget (\$000)	Budget to Date (\$000)	Actual to Date (\$000)	Variance to Date (\$000)	Variance (%)
Revenue	(\$100,618)	(\$75,524)	(\$72,407)	(\$3,117)	(4.1%)
Expenditure	\$514,971	\$389,912	\$386,795	\$3,117	0.8%
Net Program	\$414,353	\$314,388	\$314,388	-	-

2020 Capital Budget Executive Summary

(Year to Date as of September 30, 2020)

	Total Budget (\$000)	Expenditures to Date (\$000)	Commitments to Date (\$000)	Balance Remaining (\$000)
Total Capital Programs	\$32,437	\$11,873	\$1,890	\$18,674

Capital spend rate = 37% excluding commitments up to September 30, 2020.

Source: CPS Finance Division, October 2020

⁶ The cost per capita formulation is appropriately aligned to benchmarking of other Canadian police agencies.

⁷ As at September 30.