



CALGARY POLICE SERVICE  
**2019-2022**  
SERVICE ACTION PLANS



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## Message from the Calgary Police Commission

The 2019–2022 Calgary Police Service Business Plan would not be possible without the enthusiastic feedback the Calgary Police Commission receives from the people of Calgary and the women and men of the Calgary Police Service.

The citizens we hear from are community-minded, passionate, and forward-thinking. These characteristics are also reflected within the Calgary Police Service where thousands of employees are committed to openness, accountability, and continuous improvement. Holding true to those community values has enabled CPS to accomplish the goals set out in the 2015–2018 business plan and fills me with optimism about the achievements we will see over the next four years.

This made-in-Calgary business plan is tailored to the needs and values of our community. As we move forward together, you will continue to see great importance placed on public safety, partnerships with social agencies to address mental health and addiction challenges, building investigative strength to solve crimes, and making sure CPS members have the training and equipment to do their jobs well. Crime prevention and youth programs will remain a priority, as will our efforts to improve diversity and inclusion within the organization.

This plan sets high standards at a time when policing is facing significant challenges, increasing complexity, and increasing costs. The Commission is confident that the Calgary Police Service can fulfill this ambitious plan with integrity and professionalism.

The Commission will continue to oversee these commitments to ensure the Calgary Police Service continues to efficiently and effectively keep our city safe and to ensure the relationship Calgarians have with police today will only get stronger in the future.

Brian Thiessen  
Chair, Calgary Police Commission



### Members of the CPC, 2019



**Brian Thiessen**  
**Chair**

**Bonita Croft**  
**Member**

**Amira Dassouki**  
**Member**

**Jennifer Forrest**  
**Member**

**Jyoti Gondek**  
**Councillor**

**Roy Goodall**  
**Member**

**Marilyn North Peigan**  
**Member**

**Richard Sigurdson**  
**Member**

**Ward Sutherland**  
**Councillor**

**TJ Zhang**  
**Member**

## Message from the Chief Constable

Now more than ever, our shared vision of a safe and vibrant city for all, requires a comprehensive plan that recognizes and addresses the challenges of today and the future. This four-year business plan provides the community and our members the understanding of how and what the Calgary Police Service will do to ensure our city is a place where children, adults and families thrive.

In everything we do, the Calgary Police Service has no greater priority than ensuring the safety of our community and our members. This is only achievable through a clear set of strategic priorities and action plans, supported by the relentless dedication of our members and collaboration with our community partners.

Managing today's public safety concerns requires this collaborative approach. We rely on community members and organizations so that we can not only deal with the concerns in front of us, but plan for and anticipate the challenges that lie ahead. We have a duty to create a healthy environment for all. This includes some of our most vulnerable and marginalized populations as well as those suffering with mental health and addictions issues. These are issues we cannot arrest our way out of and rely on a community-based policing model to address.

We know that the demands of this profession are increasing, and we also know that the health of our members directly impacts the health of our

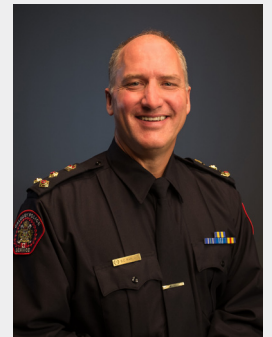
organization and in turn our service to the community. Providing a workplace that members are proud of, that is responsive to their needs, aware of their challenges and recognizing of their successes, is an important focus of this plan.

Fiscal responsibility is part of our public mandate and we will continue to adhere to it. To achieve this, our increasing workload must be evaluated on an ongoing basis to ensure we are operating efficiently while meeting public needs and expectations.

I am immensely proud of the women and men that serve as members of the Calgary Police Service. Each one of them come to work and contribute to the safety and vibrancy of our great city. We are a team and we recognize that our individual strengths contribute to our collective purpose of striving to create a community that is safe, diverse inclusive and inspired.

We are honoured to serve.

Chief Constable Steve Barlow  
Calgary Police Service



## Members of the CPS Executive, 2019



**Steve Barlow**  
**Chief Constable**

**Paul Cook**  
**Deputy Chief**

**Sat Parhar**  
**Deputy Chief**

**Ray Robitaille**  
**Deputy Chief**

**Ryan Ayliffe**  
**Acting Deputy Chief**

**Lana-Hohn Martens**  
**Acting Senior Manager**

**Blaine Hutchins**  
**Senior Manager**

**Stephanie Morson**  
**General Counsel**

**Ryan Jepson**  
**Acting Superintendent**

**Mike Worden**  
**Superintendent**

# Our Promise .....

We strive to create a community that is safe, diverse, inclusive and inspired. We are honoured to serve. Together we are the Calgary Police Service.

Our **respect** for the values, beliefs, thoughts and ideas of others is the foundation upon which we build trust with one another and the community. **Honesty** and **integrity** guide our actions. We have a duty to care with **compassion** and **fairness**, ensuring impartial and just treatment to all. We show **courage** while we face adversity and stand up for what is right. We are always **accountable** to those we serve and to each other.



## Police Services Overview

### Description:

The Calgary Police Service strives to create a community that is safe, diverse, inclusive and inspired. Working in partnership with our communities, we provide police services such as crime prevention and education initiatives, early intervention programs, law enforcement and criminal investigations.

### Our services include:

- Community presence and engagement
- Response to calls for service
- Crime prevention, education and early intervention
- Criminal investigations and intelligence-led policing
- Traffic safety and education
- Major events management

# Our Commitment to the Citizen Priorities .....



The CPS strategies and objectives align with The City of Calgary’s 2019–2022 Citizen Priorities which were set to realize the 100-year vision of “Calgary: A great place to make a living, a great place to make a life.”

## 2019–2022 Citizen Priorities

### A Prosperous City

Calgary continues to grow as a magnet for talent, a place where there is opportunity for all, and strives to be the best place in Canada to start and grow a business.

### A City of Safe and Inspiring Neighbourhoods

Every Calgarian lives in a safe, mixed and inclusive neighbourhood, and has the right and opportunity to participate in civic life. All neighbourhoods are desirable and have equitable public investments.

### A City That Moves

Calgary’s transportation network offers a variety of convenient, affordable, accessible and efficient transportation choices. It supports the safe and quick movement of people and goods throughout the city, and provides services enabling Calgarians and businesses to benefit from connectivity within the city, throughout the region, and around the globe.

### A Healthy and Green City

Calgary is a leader in caring about the health of the environment and promotes resilient neighbourhoods where residents connect with one another and can live active, healthy lifestyles.

### A Well-Run City

Calgary has a modern and efficient municipal government that is focused on resilience and continuous improvement to make life better every day for Calgarians by learning from citizens, partners, and others.

# Our Principles .....



Our promise, combined with our principles, provide the foundation for everything we do. They support and guide not only our day-to-day work, but also the strategic priorities and action plans outlined in this document.

Our community is one that believes its police service must always be at the forefront of progress and innovation — trying new ideas and technologies, creating partnerships, thinking ahead — all of which prepare us to better respond to the needs of the city.

The Calgary Police Service is defined not only by our ability to keep people safe in the moment, and our respect for the sanctity of life, but also how we work towards finding meaningful, long-term solutions to the challenges faced by all community members. In all that we do, on the front-line, at our desks, in our discussions and decisions, we are guided by the following principles.

## 1. Commit to our community

Both inside and outside of CPS, we are part of the community. It is a community that embraces what we all have in common as well as what makes us all unique. It is a community that has our unwavering commitment to ensure that it is safe, welcoming, vibrant and prosperous.

## 2. Foster collaboration

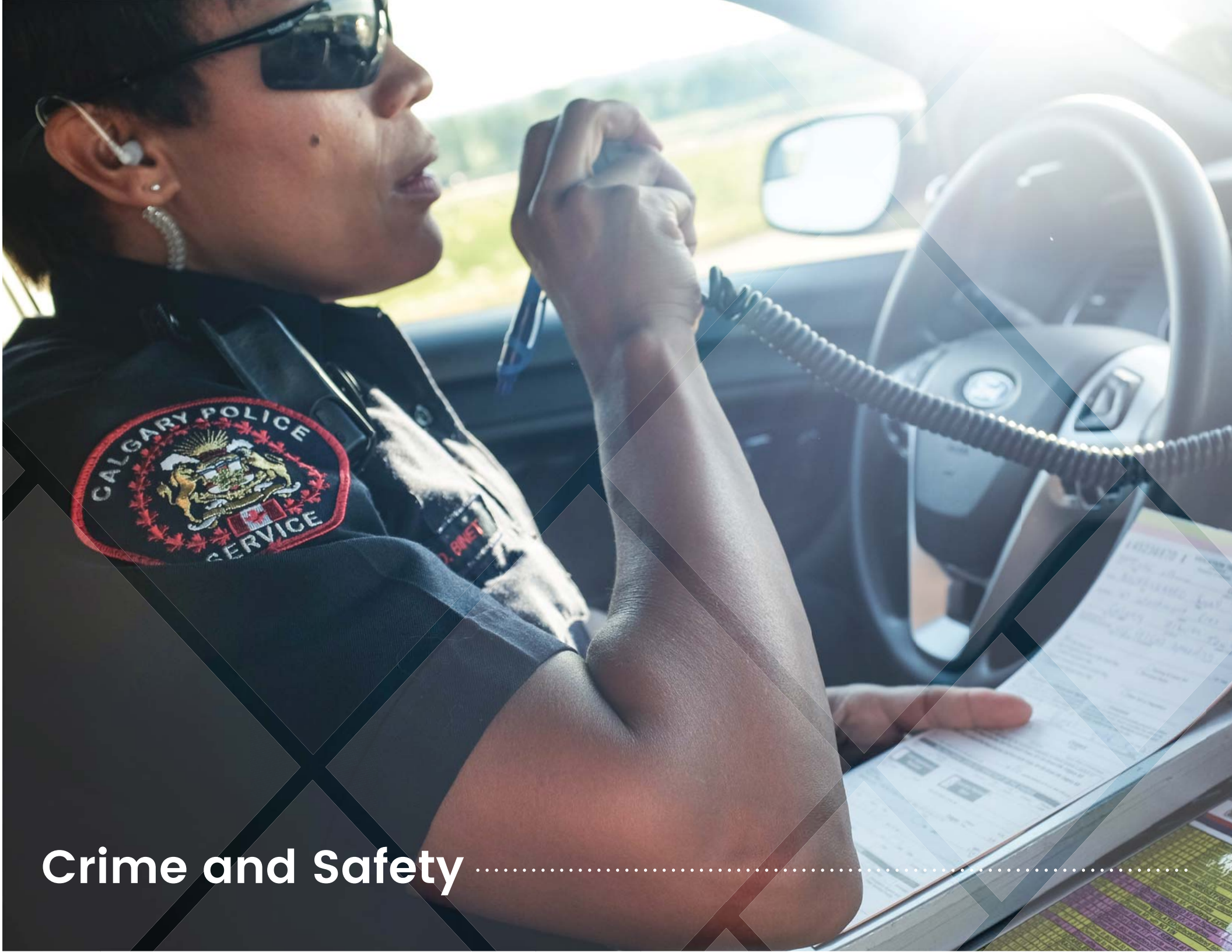
We recognize that today's world has complex issues. We each have a role to play; sometimes we lead, other times we follow and support our community partners and each other in reaching a collective goal that serves the community. Through the collective approach of many, the best ideas and solutions are found.

## 3. Nurture trust

Trust, within CPS and with members of our community must constantly be strengthened. Every interaction is founded on the principle that we trust one another to be truthful and respectful. In everything we do, we recognize trust is the currency upon which we measure our success.

## 4. Drive innovation

In all that we do, innovation not only through technology but also through thought; fuels us. We know that by exploring new approaches to systemic issues, we make progress. Change is necessary; it makes us grow. We are lifelong learners.



**Crime and Safety** .....

# Strategic Priority A: Crime and Safety

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

Objectives	Action Plans	Performance Measures		
A1. Deliver police services to keep our communities safe	A1.1 Monitor, review and implement best practices in relation to public and officer safety.		Current	Target
	A1.2 Prioritize and align operational resources by expanding the crime reduction framework.	Number of calls for service attended	327,143	Measure
	A1.3 Formalize the offender management strategy.	Proportion of Priority 1 calls responded within 7 minutes (%)	51%	50%
	A1.4 Continue to support victims of crime.	Average response time to Priority 1 calls (minutes)	8.3	Reduce
	A1.5 Establish evidence-based performance standards for the frontline, teams and operational units.	Officer Proactive Time	24%	25%
	A1.6 Provide professional care to offenders in police custody.	Violent crime per 100,000 population	936	Reduce
A2. Keep our roads safe through education and enforcement	A2.1 Update and improve the Traffic Safety Plan.	Violent crime clearance rate	47%	70%
	A2.2 Monitor the performance of traffic education and awareness programs.	Property crime per 100,000 population	4,371	Reduce
		Property crime clearance rate	13%	20%
		Number of offenders assessed	In Development	
A3. Strengthen partnerships to prevent crime, disorder and victimization	A3.1 Enhance our programs to meet the needs of diverse communities and Calgarians experiencing vulnerabilities.	Impaired driving (alcohol and drug)	1,744	Measure
	A3.2 Endorse the use of restorative justice and diversion programs.	Pedestrian collisions per 100,000 population	41.6	Reduce
	A3.3 Work with indigenous population to contribute actively to reconciliation efforts.	Number of students trained by School Resource Officers for the AMA Patrol Program	6,114	6,000
	A3.4 Support our community partners in providing services to youth focused on prevention, education and early intervention.	Number of participants in youth programs (MASST, YARD, ISSP, Cadets, Power Play)	1,254	1,250
A4. Apply innovative approaches to maintain investigative excellence	A4.1 Utilize best practices to establish standardized approaches to investigations.	Percentage of youth participants with no or decreased criminal involvement at least 6 months post YARD program	85%	75%
	A4.2 Advance investigative practices to deal with emerging threats and issues, including cybercrime and digital evidence.			

# Our People.....



## Strategic Priority B: Our People

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

### Objectives

### Action Plans

### Performance Measures

**B1. Provide training and professional development**

B1.1 Provide training to expand operational and investigative knowledge, skills and abilities.

B1.2 Enhanced training on safety, health and wellness.

B1.3 Review and reform the Chief Crowfoot Learning Centre.

		Current	Target
Authorized Strength	Sworn	2,113	2,193
	Civilian	760	800
Sworn hired annually		73	144 (168 in 2021)
Employees with moderate to high Employee Engagement Index		53	70
Employees satisfied with their current job (moderate to strong agreement)		67	75
Employees satisfied with training available to do job (moderate to strong agreement)		50	60
Employees trained		In Development	

**B2. Provide a safe, supportive and professional work environment**

B2.1 Reform Human Resources service delivery.

B2.2 Promote total health of employees by providing programs and processes that support physical and psychological safety, and social well-being.

B2.3 Develop work force planning and strategic programming for leadership, career development and performance support.

B2.4 Maintain public trust through demonstrated professionalism and accountability.

B2.5 Conduct functional reviews to enhance efficiency and effectiveness in training, employee services and professional standards.

B2.6 Promote diversity, inclusion, and gender equity throughout the organization.

# Organizational Performance .....



# Strategic Priority C: Organizational Performance

Plan and manage for long term organizational success.

## Objectives

## Action Plans

## Performance Measures

C1. Demonstrate accountable and transparent use of public funds

C1.1 Increase the ability to identify, prioritize, implement and complete initiatives based on current resources.

C1.2 Establish relevant program evaluation and performance measures for all initiatives.

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

C2.1 Deliver a Service-wide Information Management Strategy to provide actionable information to decision-makers.

C2.2 Provide real-time information access to officers through mobility solutions.

C2.3 Mature the use of digital evidence and technology to create added value to policing operations.

C3. Meet or exceed the infrastructure requirements

C3.1 Provide fleet, facilities and equipment that meet or exceed industry standards and regulations.

C3.2 Complete and implement the environmental strategy.

	Current	Target
Proportion of citizens who agree that "Calgary is a safe place to live" (Somewhat & Strongly)	95%	95%
Proportion of citizens who are satisfied and very satisfied "with the services provided by the CPS"	93%	95%
Priority projects on target	62%	70%
Cost per capita	\$413	Maintain
Operating budget	\$496,513,000	As budgeted
Capital budget	\$36,619,000	As budgeted

