

CALGARY POLICE SERVICE

2012 – 2014 BUSINESS PLAN



Calgary Police Service

2012-2014 Business Plan



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OUR MISSION

To maximize public safety in Calgary

OUR VISION

Working together for a safe community

OUR VALUES

*Respect, honesty, integrity, fairness,
compassion and courage*

With a mission to “maximize public safety in Calgary,” the Calgary Police Service is committed to working with the community to maintain this city as a safe place to live, work and visit.

As we continue to utilize community policing, in which collaboration and co-operation with partners is essential to public safety, we remain focused on our vision of “working together for a safe community”. We are committed to doing this by remaining true to our core values of respect, honesty, integrity, fairness, compassion and courage.

We work to provide the best quality of service paired with cost effectiveness. We also strive to ensure that the type of policing, and the services we provide, reflect what the community needs. Because these needs can shift as the community evolves, we consistently review and evolve our policing methods. Ongoing review of workload and deployment is required to meet the changing face of our city, in order to ensure modern, effective and efficient policing.

STRATEGIC GOAL #1 STRENGTHEN COMMUNITY POLICING

Objective 1.1 Confront crime and enhance citizen safety.

<i>Action Plans:</i>		<i>Action Plan Leads:</i>
1.1-01	Continue to develop CPS organized crime strategies for gang, gun, drug and vice offences.	<i>Criminal Operations Division Superintendent</i>
1.1-02	Collaborate with Public Safety Communications to monitor the effectiveness of response protocols.	<i>Bureau of Community Policing Deputy Chief</i>
1.1-03	Strengthen CPS intelligence coordination in conjunction with Provincial partners.	<i>Criminal Operations Division Superintendent</i>
1.1-04	Implement the enhanced CPS missing persons response protocol.	<i>Special Investigations Division Superintendent</i>
1.1-05	Communicate timely, accurate police information to front-line officers through the Real Time Operations Centre.	<i>Real Time Operations Centre Superintendent</i>
1.1-06	Further develop methods to identify and investigate hate crimes.	<i>Field Support Division Superintendent</i>
1.1-07	Refine and implement the city-wide graffiti strategy.	<i>Field Support Division Superintendent</i>
1.1-08	Continue to develop CPS business processes and protocols for in-house criminal ballistic and firearm examinations.	<i>Special Investigations Division Superintendent</i>

Objective 1.2 Enhance communication with citizens to link community needs to police response.

<i>Action Plans:</i>		<i>Action Plan Leads:</i>
1.2-01	Ensure citizen input received by Community Liaison, School Resources and Diversity Resources officers is incorporated into the Crime Management Strategy priorities.	<i>Field Support Division Superintendent</i>
1.2-02	Enhance the Police & Community Awareness Program (PCAP) through telephone, emails, and text messaging.	<i>Field Support Division Superintendent</i>
1.2-03	Increase citizen use and awareness of the CPS online reporting option.	<i>Information & Technology Division Superintendent</i>
1.2-04	Actively explore issues and concerns raised by citizens in the annual Calgary Police Commission Citizen Survey.	<i>Strategic Services Division Manager</i>

STRATEGIC GOAL #1 STRENGTHEN COMMUNITY POLICING

Objective: 1.3 Continue to work with related community and city agencies to address crime and public safety needs.

Action Plans:

Action Plan Leads:

1.3-01	Work with social agencies, justice and community partners to provide an integrated approach to policing and crime issues related to mental illness, homelessness and addictions.	<i>Field Support Division Superintendent</i>
1.3-02	Coordinate strategies with the Crown, Alberta Justice and Corrections Canada to target repeat offenders.	<i>Special Investigations Division Superintendent</i>
1.3-03	Work together with community partners on a comprehensive youth strategy focused on prevention, education and early intervention.	<i>Field Support Division Superintendent</i>
1.3-04	Work with partners to enhance community response to elder abuse.	<i>Special Investigations Division Superintendent</i>
1.3-05	Implement the Traffic Safety Plan in collaboration with our partnering agencies.	<i>Field Operations Division Superintendent</i>
1.3-06	Collaborate in the development of a child advocacy centre that will offer victims and their families comprehensive and coordinated services in a safe environment.	<i>Chief of Police</i>
1.3-07	Continue working with provincial and federal prosecutors to develop timely and effective disclosure processes. (DELETED APRIL 10, 2012)	<i>Investigative Support Inspector</i>
1.3-08	Secure permanent funding for short-term and pilot community-based programs.	<i>Field Support Division Superintendent</i>
1.3-09	Implement working protocols with Provincial Sheriffs to collect Court mandated offender DNA samples at the courthouse.	<i>Special Investigations Division Superintendent</i>

STRATEGIC GOAL #1 STRENGTHEN COMMUNITY POLICING

Objective: 1.4 Respect diversity by building lasting relationships in our community.

Action Plans:

- 1.4-01 Identify and address gaps within our diversity initiatives, focusing on front-line response, recruiting and community engagement.
- 1.4-02 Build trust by encouraging personal contact and dialogue with people from diverse communities.
- 1.4-03 Work together with diverse communities on youth crime education and prevention strategies.

Action Plan Leads:

- Bureau of Community Policing Deputy Chief*
- Bureau of Community Policing Deputy Chief*
- Bureau of Community Policing Deputy Chief*

Objective 1.5 Continue to refine the Service-wide Crime Management Strategy.

Action Plans:

- 1.5-01 Integrate the Service-wide Crime Management Strategy to address community concerns and priorities.
- 1.5-02 Complete the CPS Analytical Function Review and implement recommendations in conjunction with the Service-wide Crime Management Strategy.
- 1.5-03 Implement the Offender Crime Prioritization Committee and continue development of the Offender Management Strategy.

Action Plan Leads:

- Chief of Police*
- Strategic Services Division Manager*
- Real Time Operations Centre Superintendent*

Strategic Goal #1: Performance Measures	2010 Actual	2011	2012	2013	2014
Percentage of citizens who strongly or somewhat agree that "Calgary is a safe city to live in."	91%	95% Actual	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Percentage of citizens who are "very satisfied" or "satisfied" with CPS services.	94%	95% Actual	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Percentage of citizen confident that "the CPS can deliver the services needed to make sure Calgary is a safe place to live."	94%	95% Actual	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Rating of citizens' level of agreement with the statement: "The Calgary Police Service responds in a fair way when dealing with all segments of the Calgary community." (rating of 7-10 out of 10)	78%	79% Actual	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Rating of citizens' level of agreement with the statement: "The Calgary Police Service maintains appropriate visibility in the community." (rating of 7-10 out of 10)	76%	76% Actual	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Rating of citizens' level of agreement with the statement: "The Calgary Police Service uses its authority and force appropriately." (rating of 7-10 out of 10)	78%	79% Actual	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Rating of citizens' level of agreement with the statement: "The Calgary Police Service adequately communicates crime issues and trends to the community." (rating of 7-10 out of 10)	76%	77% Actual	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Citizens per CPS employee (sworn and civilian)	420	414 Actual	Decrease	Decrease	Decrease
Average response time for Priority 1 calls (minutes) Target = 7 minutes	6.9	N/A	Maintain/ Decrease	Maintain/ Decrease	Maintain/ Decrease
Number of attended calls (workload indicator)	297,849	N/A	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Percentage of officers' time available for targeted crime management	40%	N/A	Maintain	Maintain	Maintain
Rate of reportable fatal traffic collisions per 100,000 people	2.1	N/A	Decrease	Decrease	Decrease
Rate of reportable non-fatal injury traffic collisions per 100,000 people	219.3	N/A	Decrease	Decrease	Decrease
Number of citizen compliments	345	N/A	Increase	Increase	Increase

Strategic Goal #1: Performance Measures (cont'd)	2010 Actual	2011	2012	2013	2014
Number of suspected elder abuse/neglect reported	N/A	N/A	Increase	Increase	Increase
Number of youth participating in the CPS Cadet Program	N/A	41 estimate	Increase	Increase	Increase
Number of youth participating in the YARD Program	93	93 estimate	Maintain	Maintain	
Number of youth participating in the MASST program	62	62 estimate	Maintain		
Amount of third-party funding for community based programs	\$2.6M	N/A	Maintain	Maintain	Maintain
PACT (statistics to be further developed)	N/A	N/A	TBD	TBD	TBD
Diversity strategy indicators (to be further developed)	N/A	N/A	TBD	TBD	TBD
Completion of the Service-wide Crime Management Strategy	N/A	33% estimate	66%	100%	
Completion of the Analytical Function Review	N/A	50% estimate	100%		
Development and completion of the Offender Crime Prioritization Committee	N/A	40% estimate	100%		
Number of people registered to receive police alerts through the new PCAP system	N/A	TBD	Increase	Increase	Increase

STRATEGIC GOAL #2 FOSTER A STRONG WORKPLACE COMMUNITY

Objective 2.1 Provide a healthy, safe and respectful work environment for all our employees.

<i>Action Plans:</i>		<i>Action Plan Leads:</i>
2.1-01	Develop and implement an employee health, wellness and safety strategy.	Employee Services Division Superintendent
2.1-02	Create an onsite health and wellness centre that will offer employees and their families a full range of services including immediate medical treatment and proactive care.	Employee Services Division Superintendent
2.1-03	Continue to provide mental health services that complement the employee health, wellness and safety strategy.	Psychological Services Division Manager
2.1-04	Meet or exceed Occupational Health & Safety regulations, industry standards, and environmental requirements.	Infrastructure Services Division Manager
2.1-05	Develop and implement strategies to assist supervisors and employees in promoting a respectful workplace.	Employee Services Division Superintendent
2.1-06	Further develop and implement CPS environmental initiatives.	Infrastructure Services Division Manager

Objective 2.2 Recruit and retain people to support service delivery.

<i>Action Plans:</i>		<i>Action Plan Leads:</i>
2.2-01	Review and better align CPS recruitment and retention strategies to address upcoming workforce trends.	Employee Services Division Superintendent
2.2-02	Develop strategies to attract recruits from diverse communities.	Bureau of Organizational Support Deputy Chief
2.2-03	Build partnerships with organizations supporting diversity in the workplace to strengthen civilian diversity in the Service.	Bureau of Organizational Support Deputy Chief

STRATEGIC GOAL #2 FOSTER A STRONG WORKPLACE COMMUNITY

Objective 2.3 Provide training and education that develop and support our employees.

Action Plans:

Action Plan Leads:

2.3-01	Develop and offer courses on community-based policing to front line officers.	Employee Services Division Superintendent
2.3-02	Enhance investigative capacity by increasing training opportunities across the Service.	Employee Services Division Superintendent
2.3-03	Update behavioural competencies through a review of the Police Sector Council competencies.	Employee Services Division Superintendent

Objective 2.4 Continue to build an environment that strengthens and develops leadership abilities in all our employees.

Action Plans:

Action Plan Leads:

2.4-01	Develop a leadership program for all employees.	Employee Services Division Superintendent
2.4-02	Develop training for frontline supervisors to enhance their leadership and managerial skills.	Employee Services Division Superintendent
2.4-03	Improve performance management processes and systems.	Employee Services Division Superintendent
2.4-04	Enhance the capacity to provide incident command training to the Service.	Chief of Police
2.4-05	Construct an employee development and retention program for civilian members.	Employee Services Division Superintendent
2.4-06	Deliver an Executive Development Leadership Program for senior officers and civilian managers.	Employee Services Division Superintendent

Strategic Goal #2: Performance Measures	2010 Actual	2011	2012	2013	2014
Level of employee agreement with the statement: "CPS accommodates the needs of employees who are trying to balance multiple commitments."	79%	73% Actual	Increase	Maintain/ Increase	Maintain/ Increase
Level of employee agreement with the statement: "Overall, I am generally satisfied with my current job."	85%	78% Actual	Increase	Maintain/ Increase	Maintain/ Increase
Employee Engagement Index score	76%	73% Actual	Increase	Increase	Increase
Completion of the health and wellness centre	N/A	N/A	50%	75%	100%
Number of employees accessing health and wellness centre services	N/A	N/A	TBD	TBD	TBD
Number of Go Green environmental objectives met	N/A	N/A	TBD	TBD	TBD
Number of CPS employees	2551	2587 estimate	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Number of CPS sworn members	1870	1904	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Number of civilian members	681	683	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Employee attrition number (resignations, retirements, terminations)	N/A	N/A	Decrease	Decrease	Decrease
Number of employees attended Chief Crowfoot Learning Centre training courses	N/A	N/A	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Development & implementation of Leadership program	N/A	N/A	50%	75%	100%
Number of officers completed incident command training	N/A	N/A	Increase	Increase	Increase
Development of Frontline supervisory course	N/A	N/A	100%		
Number of courses offered through Psychological Services Division	N/A	N/A	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Number of people attended Psychological Services Division courses	N/A	N/A	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase

STRATEGIC GOAL #3 OPTIMIZE EFFICIENCIES WHILE FOCUSING ON INFORMATION, TECHNOLOGY AND INFRASTRUCTURE

Objective 3.1 Comprehensively review frontline and investigative workload and deployment models.

Action Plans:

3.1-01 Modify the frontline deployment model to account for increasing workload demands, supervisory requirements, city growth, and financial sustainability.

3.1-02 Develop and implement a staffing plan to reflect a modified service delivery model.

3.1-03 Identify performance measures and workload indicators for investigative units.

Action Plan Leads:

*Field Operations Division
Superintendent*

*Field Operations Division
Superintendent*

*Bureau of Specialized Investigations
Deputy Chief*

Objective 3.2 Ensure the effective implementation of the provincial records management system (API3).

Action Plans:

3.2-01 Deliver Service-wide API3 training to ensure employees are prepared for the new system.

3.2-02 Provide technical implementation and rollout of API3 applications.

3.2-03 Implement business continuity plans so that business functions are minimally disrupted.

Action Plan Leads:

*Information & Technology Division
Superintendent*

*Information & Technology Division
Superintendent*

*Information & Technology Division
Superintendent*

Objective 3.3 Improve the radio system to meet CPS' needs and integrate with the provincial radio system.

Action Plan

3.3-01 Migrate to the new provincial radio system infrastructure.

Action Plan Lead:

*Information & Technology Division
Superintendent*

STRATEGIC GOAL #3 OPTIMIZE EFFICIENCIES WHILE FOCUSING ON INFORMATION, TECHNOLOGY AND INFRASTRUCTURE

Objective 3.4 Effectively implement technologies to enhance policing operations.

Action Plans:

Action Plan Leads:

3.4-01	Enhance IT business development to meet the goals of the Service.	Information & Technology Division Superintendent
3.4-02	Continue to develop our IT infrastructure to address CPS needs.	Information & Technology Division Superintendent
3.4-03	Improve mobility solutions to enhance communication for the Service.	Information & Technology Division Superintendent
3.4-04	Establish digital asset management and storage to meet CPS needs and the 2013 Solicitor General's policing standards.	Information & Technology Division Superintendent
3.4-05	Facilitate data exchange with Alberta Justice through API3 and CCM2 technology.	Information & Technology Division Superintendent
3.4-06	Implement electronic disclosure across all areas of the Service.	Field Support Division Superintendent
3.4-07	Implement a new time, attendance and payroll system that is integrated with Alberta Justice and API3.	Information & Technology Division Superintendent
3.4-08	Construct technical platforms to support the internal and external web and social media strategies.	Information & Technology Division Superintendent
3.4-09	Implement Livelink records management Service-wide.	Information & Technology Division Superintendent
3.4-10	Utilize and evaluate electronic monitoring technology for high-risk offenders.	Special Investigations Division Superintendent
3.4-11	Partner with National Police Services and RCMP to implement real-time identification technology.	Special Investigations Division Superintendent
3.4-12	Work towards a more efficient decentralized process for fingerprint and mug shot collection.	Special Investigations Division Superintendent

STRATEGIC GOAL #3 OPTIMIZE EFFICIENCIES WHILE FOCUSING ON INFORMATION, TECHNOLOGY AND INFRASTRUCTURE

Objective: 3.5 Develop and manage the CPS web and social media strategies.

Action Plans:

3.5-01 Enhance the Service's digital presence (web, social media, extranet) to improve the quality of communication and interaction with the public and CPS employees.

Action Plan Leads:

*Office of the Chief Division
Superintendent*

3.5-02 Implement Section intranet sites on SharePoint to support internal information sharing and the external website.

*Office of the Chief Division
Superintendent*

Objective: 3.6 Continue life-cycle management of fleet & facilities.

Action Plans:

3.6-01 Continue developing the North Service Centre Development project to provide stables and indoor and outdoor shooting facilities.

Action Plan Leads:

*Bureau of Organizational Support
Deputy Chief*

3.6-02 Explore options and relocate the Court Services Centre.

*Bureau of Organizational Support
Deputy Chief*

3.6-03 Pursue land acquisition and development for a new driving training track.

*Bureau of Organizational Support
Deputy Chief*

3.6-04 Relocate the Interpretive Centre to the Westwinds campus.

*Bureau of Organizational Support
Deputy Chief*

Strategic Goal #3: Performance Measures	2010 Actual	2011	2012	2013	2014
Number of on-line (web-based) reports submitted (COPLOGIC)	11,919	12,500 estimate	Increase	Increase	Increase
Social media analytics (to be determined)	N/A	N/A	TBD	TBD	TBD
Completion of the North Services Centre project by providing stables and shooting facilities	N/A	N/A	25%	50%	100%
Relocation of the Interpretive Centre	N/A	50% estimate	100%		
Completion of the Court Services Centre project	N/A	N/A	TBD	TBD	TBD

Budget & Business Plan Highlights

Operating Budget 2012-2014

In 2012, we identified \$2 million in efficiencies due to the Westwinds campus consolidation, airtime contract savings, reduced security service coverage in the Administration building, and retirement incentives for senior officers.

To fully offset the 2012 inflationary increase, we also revised our vehicle replacement schedule and reduced its contribution to the vehicle reserve. This is in addition to the \$4 million in savings in the 2011 budget.

We review our operations in detail on an ongoing basis for efficiency and effectiveness. Over the years we have been able to achieve efficiency savings in numerous areas, which have been re-invested to further our operations within the existing budget funding. In 2013 and 2014, the City budget allocation challenges the Service to identify a further \$3.4 million and \$4.5 million respectively, in productivity gains. These savings, if achieved, would be reinvested in our operations.

Additional funding was approved to keep up with a growing city and address pressures such as youth crime prevention, and increases in child abuse, elder abuse and major fraud cases - \$4.8 million and 32 positions in 2012, \$6 million and 40 positions in 2013 and \$5 million and 50 positions in 2014.

The Calgary Police Service's operating budget makes up approximately 14% of the city's total operating budget.

OPERATING BUDGET SUMMARY 2012 TO 2014

	\$'000s		
	2012	2013	2014
Net Budget	300,289	308,947	319,104
Authorized Positions	2,668	2,708	2,758

Capital Budget 2012-2014

Major projects in progress, \$31 million, include a driver training track, an indoor and outdoor range and upgrades to police facilities.

New 2012 projects, \$21 million, include critical police equipment, red light camera program upgrades, lifecycle maintenance and upgrades to facilities, purchase of land for two customer service centres, telecommunication and information technology equipment, and replacement of police vehicles.

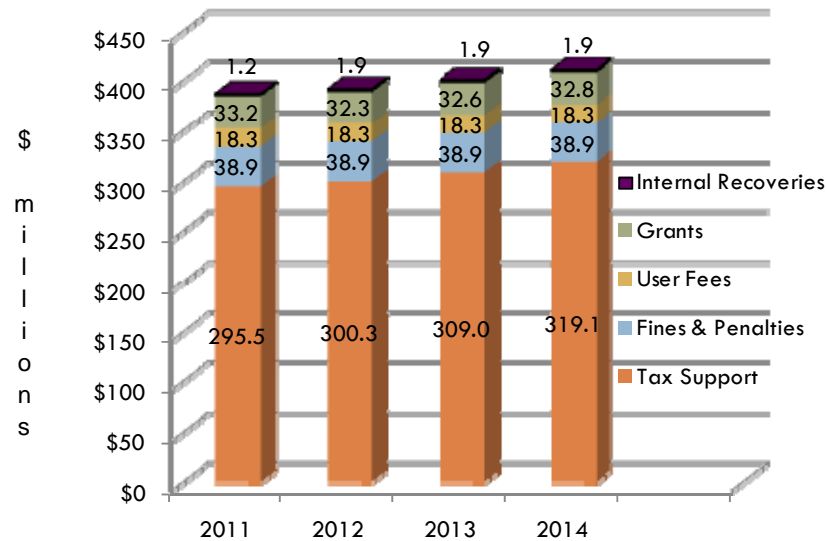
The 2013 to 2016 budgets are for information only as approval will occur at a future date.

CAPITAL BUDGET SUMMARY 2012 TO 2016

	\$'000s					
	2012	2013	2014	2015	2016	TOTAL
Capital Projects	51,938	17,244	15,510	13,910	15,560	114,162

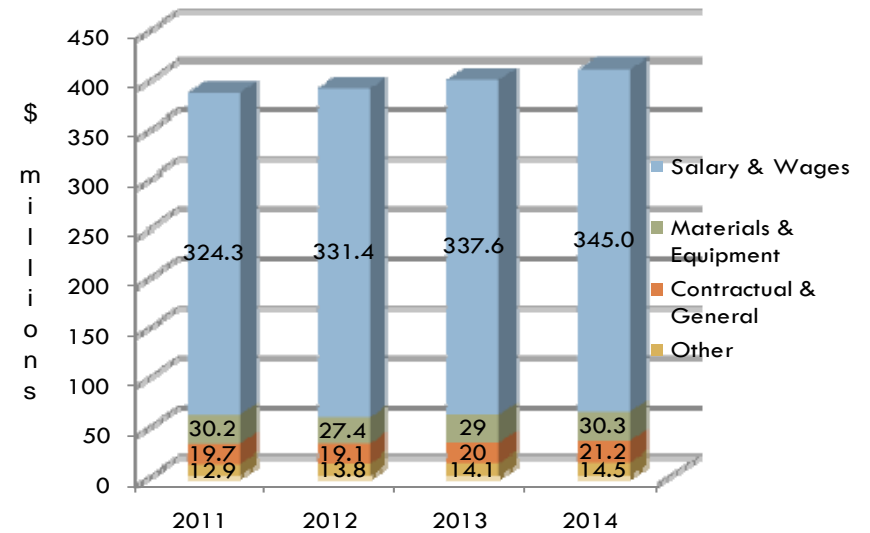
Budget & Business Plan Highlights

Funding Summary



Major revenue sources include: The provincial \$16 per capita municipal policing assistance grant (\$17.4 million) and the Police Officer New Hires grant (\$12.3 million), traffic enforcement (\$38 million), Safe Communities Initiatives and Alberta Law Enforcement Response Team (ALERT) (\$12 million)

Expenditure Summary



85% of the operating expenditures are salary related. The remainder covers the cost of equipment, training, vehicles, facilities and technology.

Key Trends & Emerging Issues

- Population growth remains a challenge. As Calgary's geographic footprint continues to expand, the CPS requires more resources to ensure consistent levels of service throughout the city. Calls for service are expected to increase as the population in Calgary grows. We are experiencing critical staffing shortages 32% of the time, in at least one District in the city.
- A city with more than one million citizens has complex crime challenges and policing needs. Growth in population also leads to increases in the number of vulnerable victims and motivated offenders. As well, we must continue to develop ways to reach out to all communities in an increasingly diverse population.
- According to the 2011 Calgary Police Commission Citizen Survey, the top three concerns are house break and enters, illegal gang activity and drug law enforcement. Analysis of emerging crime trends indicates an increase in domestic violence calls, home invasion robberies and crimes involving the elderly.
- Investigative units do not have sufficient capacity to address increasing workload, complexity and disclosure demands, given current staffing. For example, the Homicide Unit has 70 outstanding files, more than half of which occurred in the last five years. Many of these cases are solvable but require adequate resources to do so. Fraud cases have increased by 45% since 2009. In the Child Abuse Unit, increases in complexity and magnitude of cases are slowing completion times for investigations. Sixty-three child abuse files from 2010 are still under investigation. Case loads for the Sex Crimes Unit have increased more than 29% since 2008, with no increase in staffing.
- The use of technology to commit crime has increased the complexity of investigations. In turn, specialized investigative techniques and expensive technology are required for interception, forensics, ballistic and fingerprint identification, etc.
- Failure to meet staffing and workload demands for disclosure and records management will result in courts dismissing cases and the inability to prosecute offenders.
- The increasing use of technology, such as in-car video, will have additional impacts such as training, maintenance and data management requirements.



Key Trends & Emerging Issues

- API3 is the new province-wide records management system which will replace the current, outdated system. This will have a major impact on police operations, from frontline officers to civilian analysts. Extensive training will be required for most CPS employees, depending on the nature of their interaction with the Computer Assisted Dispatch or Records Management System software.
- We are engaged in a number of pilot projects focused on youth, elder abuse and people with mental health and addictions, which are currently funded through external sources and scheduled to end within the next business cycle. Permanent, city-wide expansion of these initiatives will require sustainable funding.
- Community policing is reliant upon effective communication and response to citizens' safety concerns and needs. Technological advances in communication and social media are changing the way society communicates, congregates and co-operates. We need to understand how social media impacts our employees and our interactions with citizens.
- CPS workload and deployment are regularly reviewed. Analysis of the current frontline deployment model shows a substantial increase in officers is needed to sustain current service level targets. Changes to deployment are required to address issues of current and anticipated workload, supervision, accountability and training.
- More than one-third of CPS officers have less than five years on the job. Training demands are high. It is a legal requirement that police officers are continuously and adequately trained to meet changes in criminal procedures. In a city of boom and bust, creating a stable pool of qualified recruits remains challenging.



Listening & Responding to Citizens' Concerns

Understanding the needs of the community is an essential part of community policing. This is achieved mainly through the district and city-wide Crime Management Strategy, whereby community leaders, Community Liaison Officers, front-line officers and citizens work together to address community crime and safety concerns.

In addition, the CPS and the Calgary Police Commission have conducted regular citizen surveys since the start of the 1990s. For the last two business plan and budget cycles, specific citizen engagement activities were undertaken to obtain feedback on citizens' concerns regarding safety and the CPS.

As part of the 2012-2014 Business Plan and Budget preparation process, City Council engaged all Calgarians for their opinions about city services and asked that this feedback be addressed in city departmental business plans.

This six-month process was concluded with the final report released June 28, 2011.

While there were a range of opinions and concerns, four main themes were identified in the report. Citizens who participated wanted the police to:

1. Build relationships
2. Increase presence in the community
3. Improve tolerance and cultural awareness of officers, and
4. Improve accountability and document performance.

We have taken these themes into consideration when creating this business plan. This is reflected in the strategic goals, objectives and action plans.



The CPS Crime Prevention and Reduction Continuum

We believe crime reduction can only be achieved by working with community partners to develop comprehensive strategies, including education, early intervention, treatment and enforcement.

The overall goal of the continuum is to keep individuals out of the formal justice system by addressing the underlying causes of their criminal behaviour. This is done by providing appropriate intervention at the right time. Prevention is preferable to enforcement as a long-term, anti-crime strategy.

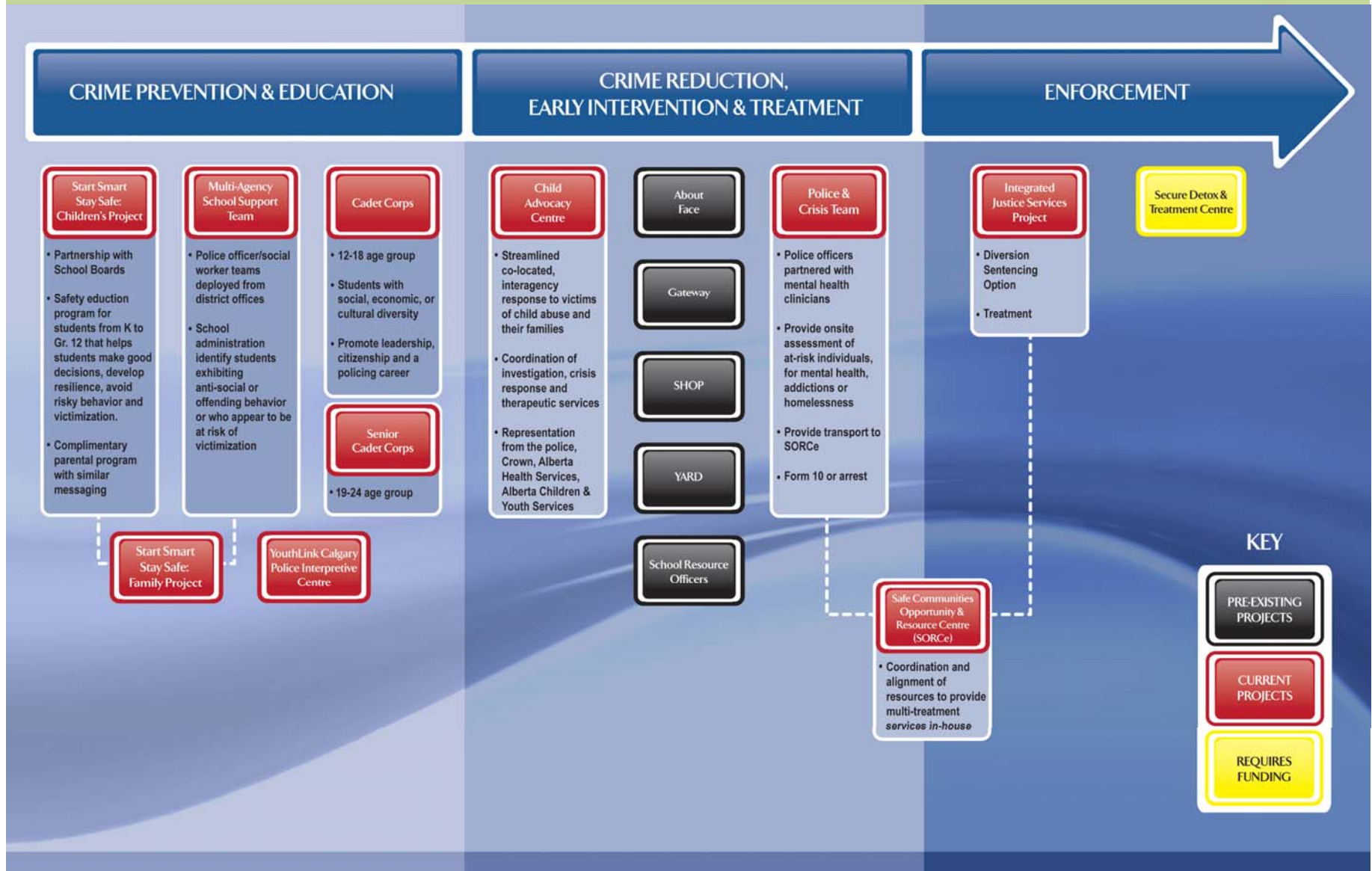
To achieve this, we are involved in a variety of initiatives, which includes providing safety and resilience-building education to all children, working to intervene with at-risk children and youth, providing comprehensive response to child and elder abuse and ensuring individuals with mental health and addictions get the help they need. Future benefits of this approach will be an increase in quality of life and social return on investment and, ultimately, a future reduction in crime.

The continuum provides an over-arching philosophical and strategic framework for all areas of the Service. Several specialized Units of CPS have, in the past, typically focussed on the investigative and enforcement aspects of responding to crime problems. The development of programs, partnerships and other offerings within the continuum has offered these areas of the Service additional avenues that address underlying root causes of criminal behaviour through education, intervention and treatment.

Programs within the continuum are illustrated on the next page, and program descriptions follow over the next few pages.



The CPS Crime Prevention and Reduction Continuum



The CPS Crime Prevention and Reduction Continuum

Crime Prevention and Education

Focus on crime prevention and education is key to addressing the root causes of criminal behaviour. The CPS has initiated several programs in collaboration with partner agencies with the aim of long-term reduction in crime and victimization.

Start Smart Stay Safe - Children's Project is a collaborative, two-year partnership with Mount Royal University, the Calgary Board of Education and the Calgary Catholic School District. Commenced in fall 2011, 15 elementary schools are piloting this educational programming designed for students from Kindergarten to Grade 12. The curriculum focuses on enhancing children's resiliency through lessons on staying safe, making good decisions, fostering healthy relationships, and promoting pro-social and positive behaviours.

Start Smart Stay Safe – Family Project will educate parents about the same issues addressed by the Children's Project, while at the same time promoting the importance of parental relationships, based on democratic principles that focus on the resilience of children.

Multi-Agency School Support Teams (MASST) consist of four, police officer/social worker teams, dedicated to facilitating the early identification and delivery of interventions to young people, aged five to 15, who are exhibiting high-risk behaviors and/or a risk of victimization. MASST works with the school, parents and child to help resolve problematic behaviours before they escalate. MASST is a partnership between the CPS, the Calgary Board of Education, the Calgary Catholic School District; and The City of Calgary Community and Neighbourhood Services.

The **CPS Cadet Corps** began in January 2011, in partnership with Cenovus Energy. This program is designed to engage youth aged 12 to 18, and promotes leadership, citizenship and potentially future interest in careers in policing. The five-year program focuses on conflict resolution, the law, physical fitness, crime scene investigation and air rifle training. Up to 200 youth from diverse social, economic and cultural backgrounds are expected to join the Corps over the next few years.

Crime Reduction, Early Intervention & Treatment

The CPS partners with a number of agencies to provide programming for youth who are involved with criminal activity or at risk of becoming involved. These programs include:

The **Youth at Risk Development Program (YARD)** was developed for youth, aged 12 to 17, who are particularly at risk of becoming involved, or are involved, in street gang activity. YARD is a comprehensive approach for early identification of these individuals. It provides resources to address specific needs and risk factors and offers ongoing support to both the youth and their families, with an ultimate goal of extricating the youth from the gang.

Gateway is a program where youth charged with a criminal act for the first time can voluntarily choose to be diverted away from the formal justice process, using extrajudicial measures. The Gateway team provides case management for participants, including assessment of the individual's specific risk factors and application of appropriate intervention strategies to mitigate these issues.

About Face is a diversion program for youth aged 12 to 17, whose behaviour has brought them into conflict with authority figures like parents, teachers or the police. This police officer-delivered program educates youth about the consequences of crime and encourages them to take responsibility for their actions. It also provides them with tools to avoid future conflicts with the law.

The CPS Crime Prevention and Reduction Continuum

The **Serious Habitual Offender Program (SHOP)** is an intervention-based program for young people aged 12 to 21 who are prolific, chronic offenders, at high risk of re-offending. Intensive community supervision and reintegration strategies, designed to hold offenders accountable for their actions, are provided by police, who work closely with the youth and their families, and are supported by probation officers, educators and social workers. These individualized offender management strategies target the factors that led to the youth's criminality.

The **Child Advocacy Centre** will be a one-stop centre for victims of child abuse and their families. This streamlined co-located, inter-agency centre will partner the Calgary Police Service, Child and Family Services, Alberta Health Services and the Crown Prosecutor for coordination of investigation, crisis response and therapeutic services. The centre will focus on treatment, prevention, training and education, and provide 24-hour community access.

Police and Crisis Teams (PACT) address street level crime and social disorder. Low-level property crime like car prowlings, break and enters, theft, and social disorder, including aggressive panhandling, are generally being committed by individuals with substance abuse addictions, who are trying to support their habit through crime. Often, these individuals are mentally ill and self-medicating through alcohol or drug use. By not treating their underlying conditions, these individuals frequently become chronic, public nuisance offenders, regularly processed through the criminal justice system and the hospital emergency rooms.

Closely linked to social service providers, the five PACT teams consist of a police officer and a mental health clinician from Alberta Health Services. By working together, they proactively identify individuals on the streets who are in need of assistance from community-based social support systems. This non-punitive, treatment-based approach to addressing the root causes contributing to an individual's criminal or deviant behaviour results in greatly reducing the likelihood that individual will re-offend.

Enforcement

Enforcement and incarceration are the last recourse when addressing offences committed by young adults who abuse alcohol/drugs or suffer from an undiagnosed mental illness. Rather than a purely punitive approach, opportunities exist to provide treatment to these individuals.

The **Integrated Justice Services Project (IJSP)** is a problem-solving approach by a diverse coalition of government partners aligning health, social, community and justice services. The IJSP develops and implements processes for dealing with offenders entering or involved in the criminal justice system, by providing specialized treatment and targeted support services to reduce their chances of re-offending.

Under the IJSP, a **Safe Communities Opportunity and Resource Centre (SORCe)** is being created to act as a single, accessible, location where offenders can receive treatment, supervision and support services to address the underlying cause of their criminal behaviour. Housing these types of community and government services together at SORCe will provide a coordinated approach to address offender issues.

The concept of a **Secure Detox and Treatment Centre** in Alberta, administered as a secure addictions facility, would provide a place for motivated individuals with mental illness and addictions, who have been convicted of a crime, to serve their time, detoxify and receive treatment. The Safe Jail alternative would not be offered to high risk, violent or career criminals.

Aligning to Community Vision

Achieving Council's Fiscal Plan and Addressing Sustainability and Long-Term Plans

We support Calgarians' vision of living in peace, and being safe in their homes and throughout the city, as stated in the 100 year imagineCALGARY Plan. We recognize that police play a primary role in the achievement of safety and security goals in a number of long-term plans, such as the Calgary Plan and the Sustainability Direction. We also understand and support Council's decision to affect efficiencies and effectiveness without compromising quality of service.

The CPS 2012-2014 Business Plan has been developed with consideration of the above documents and it aligns with Council's Fiscal Plan (CFP) in particular with the following:

Ensuring every Calgarian lives in a safe community and has the opportunity to succeed:

- CFP- C1. Maintain current investment for the Calgary Police Service, while encouraging cost-efficiencies and recognizing Federal and Provincial funding obligations.*
- CFP-C2. Focus on community-based policing and crime prevention, in partnership with related community and city agencies, particularly around crime prevention and harm reduction strategies.*
- CFP-C3. Partner with CPS and related community agencies on the root causes of crime, through enhancement of social inclusion and crime prevention through environmental design (CPTED).*
- CFP-C4. Ensure people feel safe in public spaces and on public transit.*

Becoming a more effective and disciplined organization:

- CFP-Z3. The use of benchmarking, performance measures and best practices information to improve service effectiveness and efficiency.*
- CFP-Z5. Examine alternative mechanisms of service delivery, including the judicious use of technology.*
- CFP-Z6. Maintain The City of Calgary as an employer of choice, focusing on employee career development and wellness throughout the organization.*
- CFP-Z7. Continue to ensure that citizens are satisfied with the quality of the services they receive.*

