

Calgary Police Service Annual Report

EXECUTIVE SUMMARY

This report to the Standing Policy Committee on Community & Protective Services is for information only and to provide Council with an update from the Calgary Police Commission on the Calgary Police Service (CPS).

ADMINISTRATION RECOMMENDATION(S)

That the SPC on Community and Protective Services recommends that Council receive this report for information.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2003 November 26 Special Meeting of Council to review budgets, Council approved a motion requesting that the Calgary Police Commission, with the CPS, provide at the least an annual update to the Standing Policy Committee on Community & Protective Services.

BACKGROUND

This report is for information purposes only and provides an overview of CPS' activities for the 2018 calendar year.

STAKEHOLDER ENGAGEMENT, RESEARCH AND COMMUNICATION

The CPS and the Calgary Police Commission regularly engage citizens on issues of importance in both formal and informal ways to ensure our services are reflective of community needs and priorities. This includes leveraging School Resource Officers, Community Resources Officers, and the Diversity Unit, community traffic meetings, Chief's community presentations and social media. The Commission also holds multiple public meetings, as well as hosts an annual community dinner and partners with an independent research firm to conduct citizen research and employee surveys.

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Strategic Communications

In 2018, the Calgary Police Service Strategic Communications Section continued to look at ways to enhance communication with the community as well as its employees.

The section responded to approximately 4,000 media enquiries and issued almost 700 news releases and advisories as they continued to push pertinent information to the community while supporting investigations. This was supplemented with a significant drive on social media platforms including Facebook, Twitter, and Instagram. Followers on all three social platforms increased in 2018 by approximately 15,000 people. Content pushed on these platforms included proactive crime prevention measures (cyber security, holiday safety, break and enter prevention), investigative support (wanted persons, appeals for information), success stories (arrests, charges, drug and weapon seizures), event promotion (recruiting, Coffee with a Cop, You and the Blue), and feelgood stories, including human-interest posts, charity support, and positive community interactions.

To further improve internal communications, and reduce spam email communication, a new and improved intranet site was developed ready for rollout in early 2019. A summary of governance meeting minutes is now posted on the Service Newsroom to improve transparency throughout the Service. Continued testing and development also occurred with four pilot static TV displays ready for expansion service-wide in 2019. These televisions bolster communication throughout all areas of the CPS, providing up-to-date information in real time on a continual basis, better connecting employees.

To further improve internal and external communication efforts moving forward, a four-year Service Communications Strategy was also developed in 2018 to align with the 2019-2022 CPS Service Action Plan.

Although the public have a high level of confidence in our ability to deliver the services required in Calgary (94% in 2018), scores relative to being 'trustworthy' range from between 73% and 87%. Both scores are on a downward trend when compared to previous years. We continue to bolster our engagement processes and work towards interacting with the public outside of when they call for assistance. An engagement plan for both social media and at the patrol level is being developed with rollout expected in 2019.

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Calgary Police Commission

The Commission conducted several public consultations over the past year as part of its annual activities and to support the search for a new Chief Constable:

Citizen Survey 2018: A 2018 survey of Calgarians gave insight into citizens' perspectives on policing and safety in Calgary. It also identified opportunities for the CPS to better serve Calgarians. Results showed the vast majority of citizens feel that Calgary is a safe place to live and have confidence that the CPS can deliver the services needed to keep Calgary safe. However, ratings have declined since 2014, with citizens concerned that the CPS does not have the resources or staffing required to keep the city safe. Citizens suggested the CPS could improve with a greater visible presence, improved officer training, and more officers overall. The CPS received the highest ratings from citizens who had in-person interactions with police. People who encountered police rated them highly as professional, courteous, respectful, and knowledgeable.

Community Consultation 2018: The roundtable discussion at the Commission's June 2018 community dinner invited more than 400 guests to provide their thoughts about crime prevention. Guests represented community associations, diversity groups, community agencies, elected officials, and CPS members. Feedback reflected a high level of awareness and experience with CPS crime prevention programs. The programs that participants highlighted most frequently as having a significant impact include: community resource officers, diversity resource officers, school resource officers, and youth engagement/intervention programs. Many guests noted the value of having CPS members engage at a community level outside of calls for service.

Employee Survey 2018: The Commission partners with an independent research firm to conduct a survey of CPS employees. The Commission uses the candid, anonymous feedback to understand concerns and trends over time, and to evaluate the Chief's performance. Feedback was incorporated into the Chief search process and used to establish evaluation and selection criteria. Results showed that morale and satisfaction with the promotion process received the lowest ratings. Many employees wanted a Chief hired externally. That said, more than half of respondents were positive about their workplace, saying they liked their job and enjoyed the work. Many of the key initiatives underway at the CPS, such as the rollout of body worn cameras and workplace wellness programs, are having a strong positive impact.

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Chief Search Consultation 2018: A period of engagement with employees, citizens and partners took place soon after former Chief Chaffin retired. This enabled the Commission to understand the priorities and qualities desired in Calgary's next Chief Constable. It became clear that Calgarians are passionate about their city and care deeply about the CPS as a vital element of what makes this such a great place to live and work. The feedback the Commission received was incorporated into the position profile as well as the interview and selection process.

City of Calgary Engagement

The City of Calgary conducts an annual Quality of Life and Citizen Satisfaction Survey. In 2018, Calgarians ranked "crime, safety and policing" as one of the top three issues of importance. Citizens ranked the CPS as one of the top four most important City programs and services. Overall satisfaction with the CPS remains high at 92 per cent, up by 1 per cent from the previous year. The CPS is also one of the top four services where Calgarians would like to invest more funds, with 56% of those surveyed supporting more investment. Roughly 40% of those surveyed wanted investments to remain the same.

STRATEGIC ALIGNMENT

The CPS aligns with the five Council Priorities through the 2015-2018 Business Plan and has identified a commitment to each of the Priorities:

A Prosperous City: Strengthen community policing, recognizing the need for community partnerships and strive to enhance those relationships.

A City of Inspiring Neighbourhoods: The CPS plays a key role in addressing community safety and ensuring all citizens feel safe.

A City that Moves: The CPS provides support to maximize traffic safety.

A Healthy and Green City: The CPS is committed to environmental leadership to conserve, protect and improve the environment.

A Well Run City: The CPS is committed to fostering a strong workplace community, providing members with a variety of services for well-being, professionalism and career development; maintaining citizen satisfaction and confidence by delivering quality service; and, effectively utilizing of information, technology and infrastructure.

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RISK ASSESSMENT

Policing across the globe is becoming increasingly complex due to a variety of external factors impacting service delivery. Mental health issues and drug addictions are significant contributors to crime and disorder in Calgary. These social issues require strong community partnerships to address needs that go beyond the first response provided by frontline police personnel.

Changes to legislation and significant court decisions are an important component of the environment in which policing operates. These changes require that police agencies respond quickly with new policy, business processes and operational tactics.

Trends in workplace/employee relations are placing greater responsibility on employers to address the mental wellbeing and morale of employees, to increase workforce diversity and inclusion, and to provide a respectful work environment. This includes reforms to Alberta's *Occupational Health and Safety Act*, which have brought about significant changes in workplace practices.

The CPS recognizes the risk of possible budget reductions due the lower than expected municipal tax revenue and change in provincial government that may impact the status of provincial grants available for policing.

Police services are reliant on technology to assist in managing both the operational and business side of work. Rapid advancements in technology will require that CPS makes balanced decisions that consider the crime fighting value, privacy and security, as well as cost of acquisition and maintenance.

SOCIAL, ENVIRONMENTAL, ECONOMIC

Based on the factors of the Triple Bottom Line, the significant CPS programs, initiatives and partnership efforts are highlighted below.

SOCIAL

CPS continually monitors the city's current and emerging crime and disorder environment, as well as other provincial, national and international crime trends that may impact the city. Crime Reduction strategies are implemented to address priority concerns, where CPS employs a combination of tactical enforcement, investigative techniques, and longer-term strategic approaches.

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The response to citizen calls for service continues to be a central component of the service delivery provided by the CPS to ensure community safety. There were 584,792 calls for service in 2018, a 2.6% increase compared to 2017 and 9.1% above the 5-year average. This increase was driven by officer generated calls for service resulting from targeted patrols relating to District crime priorities, traffic stops, and a more accurate reflection of airport and support (k-9) unit activity. CPS attended 56% of all CFS; the remaining 44% were walk-in inquiries handled by front-counter staff, online submissions that are reviewed by office staff, and some requests that are addressed by the Calgary 9-1-1 call-taker. There was a shift in the top 5 received attended/dispatched event types to 'Non-Injury Collisions', 'Check on Welfare', 'Theft', 'Miscellaneous' & 'Suspicious Person'.

Over the last year, the prevalence of methamphetamines in Calgary continued to grow, which had significant implications for crime, safety, and officer workload. Criminal incidents involving a methamphetamine offence as the most serious violation increased significantly. A recent Statistics Canada report identified Calgary as one of the four Census Metropolitan Areas (CMAs) in Canada with the largest increase in methamphetamine offences; Lethbridge, Hamilton and Montreal were the other jurisdictions. Calls for Service involving methamphetamine have also increased and our methamphetamine seizures both in number and volume continued to rise.

Methamphetamine is highly addictive, resulting in people seizing opportunities to commit acquisitive crimes such as vehicle thefts, car prowlings, and thefts to support their drug habits. Methamphetamine is also associated with volatile and unpredictable behaviours which has led to increased incidents of random violence and disorder. This behaviour is evidenced throughout the city and most acutely in the downtown core.

In response to these trends, the CPS undertook both tactical and strategic approaches. Tactical responses involved police operations targeting drug trafficking and identifying and shutting down drug houses across the city. These operations resulted in arrests as well as seizures of drugs and weapons. Strategically, the CPS continued its work with multiple levels of government and community partners to support people and communities impacted by drugs, while seeking more sustainable approaches to addressing addictions.

Calgary had fewer homicide and aggravated assaults in 2018 but the number of sex offences, robberies, assaults with weapons and against police officers all increased. As a result, the person crime rate in Calgary increased by 10.5% in 2018, the second year in a row that Calgary recorded a double-digit violent crime rate increase.

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A continued rate increase for sex offences and the related crime categories of domestic violence and child abuse was to be expected. This was in large part due to the casefile coding review undertaken by the CPS and most Canadian law enforcement agencies in response to Uniform Crime Reporting (UCR) Survey changes in 2018, aimed at ensuring sexual assaults were not being mislabeled as unfounded. The CPS specifically has undertaken several initiatives towards victim advocacy over the past several years to encourage reporting of sexual assaults and invite oversight to the investigative process. This includes implementing the Philadelphia Model for citizen oversight of sexual assault investigations, working with Statistics Canada and law enforcement across Canada to improve national reporting of sexual assault, ensuring specialized investigative resources via the Sex Crimes Unit, strengthening partnerships with relevant community partners such as Calgary Communities Against Sexual Abuse and supporting provincial campaigns aimed at increasing reporting.

The increase in robberies was driven exclusively by person robberies, partially attributed to a rash of swarming/intimidation robberies throughout 2018 and into 2019, perpetrated primarily by young offenders targeting cell phones. These robberies were particularly violent, involving weapons (not firearms). These offenders were active in communities surrounding Calgary, not just within the City itself. Police operations responded to these incidents and these young offenders have transitioned to CPS offender management programming. Robbery numbers were further influenced by an increase in carjacking robberies in 2018, up roughly 50% over 2017.

Since 2017, Calgary has seen increases in assault with weapon/causing bodily harm and assaults against police officers. Increasingly firearms, club/blunt objects and other weapons are used in these incidents, while the number of incidents involving edged weapons went down slightly.

The property crime rate remained relatively stable over 2018; however, the volume of incidents remains high. Calgary registered a 6% increase in the break and enter (B&E) rate, outpacing the B&E rate increase for both the province and the country. Concerted efforts by the CPS starting in 2016 have kept the residential B&E rate at the five-year average, however the commercial B&E rate has continued to increase since 2015. Vehicle and storage lockers in underground parkades of condominium and apartment buildings were particularly targeted in the downtown core, accounting for about a quarter of citywide commercial B&Es.

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Vehicle theft continued to increase. These crimes are often opportunistic where cars have been left running in driveways and outside of businesses. Vehicle theft is also increasingly associated with other crimes such as break and enters and frauds (stolen credit cards). In response to the high crime rate, an operational team was created to focus on vehicle theft exclusively by identifying and acting on identified vehicle theft hotspots and offenders.

Shoplifting registered a nearly 30% increase driven by a surge in liquor thefts. In response to this trend, and other identified shoplifting series with an organized crime aspect, the CPS' Organized Retail Crime Unit established an online reporting process and training for businesses and loss prevention officers. As the process and training rolls out in 2019, the impact of improved reporting on the Calgary shoplifting crime rate is expected to continue.

Frauds continue to increase and those involving a cyber element increased substantially. Rapidly changing technologies, including blockchain, cryptocurrency, Internet-of-Things (IoT) and artificial intelligence (AI) create more opportunities for new crimes and add increased complexity to investigations.

Crime Prevention and Early Intervention Programs

Persons Facing Vulnerabilities

The CPS has been active partner in addressing community mental health and addiction issues, and has worked extensively with other City partners and community groups to identify high-risk areas and activities in the city. SORCe continues to play a critical role in providing vulnerable persons with support and programming to help them with their addictions. The CPS also worked with Alberta Health Services (AHS) to enhance our ability to respond to people in crisis. The Mobile Response Team (MRT) is an AHS unit comprised of nurses, social workers, and psychologists that specialize in mental health. The MRT has extended their consultation services to police officers, offering support and guidance when they are interacting with an individual with a mental health issue.

Persons facing vulnerabilities need a special duty of care and often require wrap-around services that fall outside of policing. As such, a Department of Justice Canada grant supported the establishment of a Victims of Sexual Exploitation Team (VSET). This collaborative team composed of a police officer, community outreach worker, and experiential speaker, increased awareness and decreased stigma amongst patrol officers about the complexities of the sex trade, provided tools to identify who is at risk and in need of intervention, and stressed the importance of connecting individuals with appropriate resources. VSET audiences included community organizations, police officers, and hotel/motel establishments.

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An Indigenous Liaison Chiefs Advisory Board was established, consisting of 13 community members representing First Nations, Metis Nation and Inuit. The Board provides Indigenous training to CPS Executive members with topics related to Indigenous issues within the community and ways to further build relationships and trust.

Youth Programs

The CPS remains committed to community-based crime intervention and prevention partnership programs. Many of the existing programs were sustained through 2018, with significant efforts placed on program evaluations and collaborating with the Calgary Police Foundation (CPF) to secure continued funding. Some highlights from 2018 include:

- Securing funding from the CPF to support the continued implementation of Multi-Agency School Support Team (MASST), Youth at Risk Development program (YARD), Power Play, Calgary Police Cadet Corps and the Integrated School Support Project (ISSP).
- MASST participants were connected to a mentor from Big Brothers Big Sisters of Calgary & Area. This partnership provided important transitional support to clients leaving our program, ensuring they are connected to positive adult role models and prosocial activities outside of school.
- Power Play was expanded to provide year-round programming and established a partnership with the Flames Foundation and Hockey Canada. Power Play engaged approximately 70-100 youth aged 6 to 17 from diverse and marginalized communities and gave participants an opportunity to learn how to skate and play hockey while fostering a positive relationship with officers in a safe and supportive environment.
- The Calgary Police Cadet Corps program was launched in 2011 and since its inception, 385 young people have been positively engaged through a focus on policing.
- Elizabeth Ly, Education Coordinator with Diversity Resources Team, was the recipient in the 2018 Inspiration Award in the Leadership and Bullying Prevention Category for her internationally recognized Hate Hurts program. Elizabeth has delivered over 3,500 presentations in junior and senior high schools, as well as numerous community organizations. The program offers a train-the-trainer handbook for policing agencies in the province.
- ReDirect is a prevention and early intervention initiative that aims to build resilience against the radicalization of youth and young adults (aged 12 to 28) towards violent extremism. A five-year grant from Public Safety Canada supported the hiring of a Community Outreach Worker. The first-ever “Youth

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Innovation Group” project took place with youth working together alongside the CPS and Calgary Neighbourhoods staff to create a community-based project on risk factors for violent radicalization. “YEET (Youth Education on Empathy and Togetherness) Fest” took place at Vivo for Healthier Generations Community Hub with over 100 participants attending.

ENVIRONMENTAL

The CPS is committed to responsible environmental management practices and energy use. Our Infrastructure Services Division is continually exploring initiatives to reduce the CPS’s footprint in support of the environmental strategy and in accordance to the City environmental policy.

- Energy consumption reduction: the CPS leveraged data trending analytics, implemented ongoing monitoring and energy modeling, retrofitted and upgraded the LED lighting system in several buildings, and upgraded rather than replaced generator controller units to gain 10-15 years on their lifecycle.
- Waste diversion: the CPS achieved its waste diversion goal of 50% (baseline 2010). The CPS also partnered with Waste Recycling Services on initiatives to further reduce waste generation, including the continuation of the composting program introduced in November 2017.
- The CPS incorporates and applies leading environmental industry practices in all its facilities, including constructing according to LEED® Canada silver rating.
- The CPS introduced strategies to replace pool vehicles with fuel efficient/hybrid technology, an idling reduction policy, carpooling programs and utilized alternative technologies. The objective is to focus on reducing emissions through a life-cycle approach to vehicle purchase.

ECONOMIC

Our People

In 2018, CPS’ authorized strength was 2,873 employees, of which 2,113 were sworn officers and 760 were civilian employees. Seventy new police officers were hired.

To continue fostering a strong workplace community and maintain the highest standard in professionalism and service to the public, the CPS engaged in a number of initiatives and provided members with a variety resources to support their safety, well-being and career development. These included:

- Training opportunities, including Cannabis and Workplace Policy Training, Standardized Field Sobriety Testing and Drug Recognition Expert Training, and Incident Command Training;

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- Personal protective equipment kits distributed to front-line officers containing respiratory masks, bio-hazard gloves and bags, protective suits, and eyewear;
- A Workplace Concern Advisor to support employees regarding workplace concerns, policy violations, and conflict resolution options;
- The modernization of the Employee Services Division which included the creation of a Chief HR Officer (CHRO) position that reports directly to the Chief, a structural re-organization to bring sworn and civilian HR support together and the introduction of an HR Business Partner model;
- Engagement with The City of Calgary on the Gender Equity Baseline Assessment Project and Diversity & Inclusion Advisory Committee; and
- Organizational changes in response to the Alberta *Occupational Health & Safety Act* reforms.

Organizational performance

The CPS embraces innovation and efficiency, while maintaining fiscal responsibility. Some innovative solutions explored in 2018 include:

- Direct Data Entry to decrease officer data entry time, improve the quality of their reports, and increase timeliness of information;
- Piloting Body Worn Cameras (BWC) to understand their impact on operations and workload, and software to capture information related to use of force incidents; and
- Refining the Project Management Program to improve prioritization of projects and evidence-based decision making.

A major infrastructure project that began in 2018 was the new Spyhill Services Centre that will host the Arrest Processing Unit. This multi-year construction project will last until 2020 and addresses the current building lifecycle challenges.

An independent review on CPS use of force was delivered by retired Chief Justice Neil Wittmann. The report made 65 recommendations in several categories: provincial oversight, officer recruitment, officer education and training, use of force, mental health, substance abuse and police interactions, police culture and strategic management. In response, the CPS identified six key programs to address use of force: strategic planning, development, mental health, early intervention, patrol rewards and recognition, and senior officer patrol. The CPS will be exploring the implementation of these programs through 2019.

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A Service Optimization Review was also initiated, focusing on frontline deployment and infrastructure capital planning. The purpose of the Review is to ensure the efficient and effective deployment of patrol resources and infrastructure planning to serve the needs of citizens, while safeguarding officer safety and wellness. The review will be completed and deliver tangible recommendations to improve the efficiency and effectiveness of service delivery by April 2020. This Review is intended to support the CPS in sustainably serving the community.

Funding

The City of Calgary has been faced with a slow economy over the past few years, which impacted the ability to increase and maintain funding to various departments, including the CPS. The CPS has taken this opportunity to ensure we are focused on results and are well positioned as a service to address emerging priorities.

Over the 2018 fiscal year, the CPS emphasized recruiting, training and implementing new technology for frontline officers and utilizing these tools to enhance transparency.

Furthermore, new legislation, both implemented and forthcoming, will require the CPS to find ways to address workload and prioritize core business requirements. Although the economy is showing signs of recovery, there is no expectation that it will return to pre-recession growth levels. The CPS is attuned to the risks of potential changes to the current funding model, which would have an impact to our sustainability. Reductions to grants and/or programs for the CPS or its partners will have a negative impact to the existing patrol response to the public's calls for service, investigative capacity, and offender management, and will reduce our ability to engage in crime prevention efforts.

The CPS will continue to develop and implement strategies that will align our response to the citizen's needs, increased calls for service and address emerging crime trends.

REASON(S) FOR RECOMMENDATION(S):

This is a report for information only.
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ATTACHMENT(S)

1. Attachment 1 – 2018 CPS 4th Quarter Business Plan Report
2. Attachment 2 – 2018 CPS 4th Quarter Statistical Report
3. Attachment 3 – 2018 Calgary Police Commission Annual Report to the Community