

## 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 (CPC) on the Calgary Police Service (CPS).

#### **ADMINISTRATION RECOMMENDATION(S)**

That the Standing Policy Committee on Community and Protective Services recommends that Council receive this report for the Corporate Record.

### 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 2019 calendar year.

### STAKEHOLDER ENGAGEMENT, RESEARCH AND COMMUNICATION

The CPS and the CPC regularly engage citizens on issues of community safety in both formal and informal ways to ensure our services are reflective of community needs and priorities. This includes leveraging School Resource Officers, Community Resource Officers, the Diversity Unit, community traffic meetings, community presentations, as well as traditional and social media.

#### ***Communicating with our Community***

Working with many areas of the Service, it is the responsibility of the CPS Strategic Communications Section to provide timely, relevant, transparent communication with the community and CPS employees. In 2019, they continued to work with media and

## **Calgary Police Service Annual Report**

---

community partners, and leveraged social media, to connect with a wide and diverse external audience.

Through the creation of informative and engaging content, they expanded their social reach by approximately 44,000 followers across Facebook, Twitter and Instagram. By the end of the year CPS had a total of 368,567 followers across the three main platforms on their branded accounts. In addition, CPS expanded the number of individual accounts to reach different audiences with relevant content. These include Diversity Resource Officers, Canine Unit, Community Resource Officers, District Commanders and Frontline Patrol.

The CPS continued to work with traditional media partners to support investigations, increase public safety, reduce victimization, manage issues and enhance the reputation of the Service. Over 330 news releases were issued and they responded to nearly 3,500 media calls. The Chief Constable also conducted monthly live media interviews with various larger media outlets. He and other CPS members reached out to diverse communities with several interviews, including with Red FM, and attended the Centre for Newcomers annual suit drive.

Numerous communications strategies were implemented to address crime and safety in the community. These campaigns included Porch Pirate to address package thefts, Operation Cold Start to reduce vehicle thefts, and Don't Sweat Christmas to raise awareness of seasonal crime. To support those impacted by domestic violence, the Connect Line app was launched to give people easy access to CPS and community support services. To improve road safety, the CPS ran various education campaigns as part of Canada Road Safety Week and Motorcycle Awareness Month. The CPS also co-coordinated the national launch of the Missing Children Society 'Rescu App' to safeguard missing children who are at risk, but do not meet the threshold for an Amber alert. An advertising and communication campaign was launched to promote the Re-Direct program, which assists those at risk for being radicalized to violence. The campaign aimed to reach people in need of support who were previously not aware of the program. Following the campaign, the number of referrals to the program doubled.

The CPS continued to engage and raise awareness in the community through numerous public events and other opportunities. The CPS continued Coffee with a Cop, held Fraud Prevention month events, and worked with the CPC to coordinate the first public swearing-in of the new Chief Constable. The CPS also created and implemented a communication strategy to support recruitment efforts. Specific focus was given to reach and attract diverse audiences. As part of the overall communication strategy to tackle an increase in violent crime, numerous presentations and events were held, some in conjunction with YouthLink and other partners, to reach target audiences and diverse communities. YouthLink, with support from CPS members, delivered its gang

## **Calgary Police Service Annual Report**

---

prevention program in person and online, and CPS members volunteered their time to continue offering this program upon request, delivering it to a diverse group of over 2,000 community members. CPS members, including Patrol and Community Resource Officers, regularly engage citizens and community leaders to address their concerns.

### ***Calgary Police Commission Public Consultations***

The Commission conducted several public consultations over the past year as part of its annual activities:

**Citizen Consultation 2019:** The CPC contracted an independent research firm to conduct a consultation project to support the recruitment efforts at the CPS. The CPS is expected to hire dozens of new police constables in the coming years and needed community input to make sure recruitment and hiring activities are reaching the right people and to understand any barriers job seekers may face when considering policing as a career. The feedback from this research is being used by the CPS to develop a recruitment plan.

The project set out to hear from anyone interested in participating, including those who tend to find policing to be an appealing career, as well as young adults, parents, and career counsellors. Extra effort was made to gather feedback from groups underrepresented in CPS including women, gender and sexually diverse individuals, visible minorities, and Indigenous peoples.

The desire to serve the community stood out as a key motivator for many individuals who may consider a career in policing. The perception of policing as an unsafe career is the greatest barrier preventing individuals from applying to become a police officer. This includes physical safety, exposure to violent situations or life-threatening events, as well as concerns about threats to mental health and overall wellbeing. Most participants believe it is important for the police service to reflect the diverse composition of the city. Individuals from underrepresented groups noted it was important to see diverse officers on the job so they can imagine themselves working for the CPS.

The CPS is using the results to target the strongest candidates the city has to offer by:

1. Increasing exposure to police work through in-person and online experiences,
2. Increasing CPS visibility in the community, through advertising and recruiter participation at community events, and
3. Expanding use of communication tools, such as social media and radio announcements.

## Calgary Police Service Annual Report

---

**Community Engagement 2019:** The roundtable discussion at the Commission's June 2019 community dinner invited more than 400 guests to provide their thoughts about trust between the CPS and the community. Guests represented community associations, diversity groups, community agencies, elected officials, and CPS members.

Most guests expressed high levels of trust with the CPS for reasons including: good response times, helpful and engaged Community Resource and Diversity Unit officers, being accessible and responsive to concerns, being solution-oriented and focusing on prevention, education, and community partnerships. Many noted that CPS is doing the best it can with limited time and money available. Tools like social media and body worn cameras, and events like CopShop and Coffee with a Cop were highlighted as successful ways CPS is building trust.

Others noted that although the CPS has improved significantly in recent years in its approach and interactions, trust takes time to build and ongoing work is still required, especially with Indigenous, LGBTQ2S+, sex workers, newcomers, ethnic groups, and other marginalized groups.

Discussion participants offered many suggestions for ways the CPS could be more responsive to communities and to strengthen trust. Two topics emerged as priorities. The first was the need to remain committed to a community policing model that focuses on prevention, especially youth programs. Face-to-face, positive interactions such as attending community events (youth sports, round dance, community association meetings) and being involved/visible in positive ways (not just when called) are key to building trust. The community values School Resource Officers (SROs) and many feel that more SROs are needed.

The other priority was the need to improve cultural training for officers, and diversity within the CPS. Guests emphasized that better representation will prepare the CPS to more effectively understand, communicate, and serve increasingly diverse citizens. Creating a sense of trust requires a commitment to greater diversity, and more education on diverse communities.

The Commission uses this feedback in strategic planning and priority setting alongside results from citizen and employee research.

**Employee Survey 2019:** The CPC partners with an independent research firm to conduct a survey of CPS employees each year. The goal is to give all employees an opportunity to provide candid, anonymous feedback about working at the CPS. The Commission uses the results to understand trends over time, to evaluate the health of

## **Calgary Police Service Annual Report**

---

the organization and the Chief's action plan for maintaining and improving employee engagement.

The 2019 survey reached the highest response rate, with 60 per cent of employees sharing their views. In 2019, many of the results have improved – some quite significantly. For example, the proportion who strongly agree that 'morale at CPS is good' was more than four times higher than it was in 2018. Many employees noted that they like working at the CPS because of the engaging workplace, the camaraderie among colleagues, and the ability to help the community. Employees feel that the CPS health and wellness programs and hiring a new Chief Constable have had the greatest positive impact on workplace satisfaction over the past year. Suggestions for improvement include better support from management and better accountability.

In 2019, the use of Leger's 'happiness index' allowed us to see how CPS employees compare to workers throughout Canada. We learned that the happiness of CPS employees is similar to the happiness of Canadian workers overall.

### ***The City of Calgary Citizen Satisfaction Survey***

The City of Calgary conducts an annual Quality of Life and Citizen Satisfaction Survey, which provides insights on Calgarians' perception on safety and the CPS. In 2019, Calgarians ranked "crime, safety and policing" as one of the top three issues of importance facing the community (15 per cent of Calgarians). Eight-in-ten (82 per cent) Calgarians say they do or would feel safe walking alone in their neighbourhood after dark (consistent over the past five years).

Citizens ranked the CPS as one of the top four most important City programs and services (99 per cent of Calgarians). Overall satisfaction with the CPS remains high at 92 per cent, unchanged from the previous year. The CPS is also one of the top-ranking services for increased investment, with 54 per cent of those surveyed supporting more investment. Roughly 42 per cent of those surveyed wanted investments to remain the same.

## **STRATEGIC ALIGNMENT**

The CPS' Service Action Plan strategies and objectives align with the 2019-2022 Citizen Priorities, which are set to realize the 100-year vision of "Calgary: A great place to make a living, a great place to make a life." The CPS provides a wide variety of services to the community, all of which contribute to the following Citizen Priorities and Council Directives:

## Calgary Police Service Annual Report

---

**A City of Safe and Inspiring Neighbourhoods:** Calgarians want neighbourhoods and public spaces that are safe.

**A City That Moves:** All modes of transportation must be safe.

**A Well-Run City:** Engage with residents to fully understand and respond to their service needs. Develop a positive, strong and enduring relationship with Treaty 7 First Nations, Métis Nation of Alberta Region 3, and all urban Indigenous Calgarians.

### RISK ASSESSMENT

Policing across the globe is becoming increasingly complex due to a variety of external factors impacting service delivery. In 2019, organized crime and drug activities were significant contributors to crime and disorder in Calgary. As a result, the community saw a significant increase in firearm-related calls for services and gang-related violence, which 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, such as Bill C-75, *An Act to amend the Criminal Code, the Youth Criminal Justice Act and other Acts and to make consequential amendments to other Acts*, require that police agencies respond quickly with new policy, business processes and operational tactics.

The CPS recognizes the risk of funding instability due the lower than expected municipal tax revenue and change in status of provincial funds available for policing.

The CPS continues to improve workplace satisfaction and engagement. Based on the 2019 CPC survey, many indicators trended in a positive direction.

### SOCIAL, ENVIRONMENTAL, ECONOMIC

The CPS strives to align with The City of Calgary's Triple Bottom Line, an approach that considers the economic, social, and environmental factors in decision-making, policies, and practices. The following highlights CPS programs, initiatives and partnership efforts relative to these factors.

## Calgary Police Service Annual Report

---

### SOCIAL

#### *Call for Service*

Responding to public calls for service (CFS) is a central component of the service delivery provided by the CPS. In 2019, the total number of CFS generated by the public was 560,604 representing a 4.1 per cent decrease from 2018. The most common CFS attended by CPS officers were traffic stops, suspicious persons, check on welfare, theft, unwanted guests, and domestic violence incidents.

Seven minutes is the set target for responding to emergency (priority 1) calls. In 2019, officers met this target 46 per cent of the time. The average response time in 2019 was 8.5 minutes. The top events related to priority 1 calls were serious injury collision, home invasion in progress, house break and enter in progress, and 9-11 hang-up.

#### *Crime and Safety*

The CPS continually monitors the city's 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 the CPS employs a combination of proactive patrols, tactical enforcement, investigative techniques, and longer-term strategic approaches.

**Violent Crime** was 29 per cent higher in 2019 than the five-year average but was similar in volume to 2018. The trend was driven by assaults and sexual offences. Assaults accounted for 7 in 10 violent incidents, which was 31 per cent higher than the five-year average. These included domestic assaults, which made up half of all assaults. Higher-severity assaults outpaced common assaults, with increases in incidents with firearms and edged weapons. CPS has reported an increase in domestic violence since the downturn in the economy. The Domestic Conflict Unit works extensively with our community partners to address the immediate violence and support programming to support those in domestic conflict situations.

The number of sexual offences reported to CPS started to rise in 2015 in part due to increased reporting brought about by growing media coverage on high profile cases, support for victims of sexual crimes and reviews undertaken by many law enforcement agencies on unfounded sexual assaults. CPS implemented the Sexual Violence Review Advocacy Committee that involves community partners to assist in case review and ensure cases are investigated thoroughly.

Violent crimes also include robberies, which were 20 per cent higher than the five-year average and driven in particular by incidents on commercial premises. Liquor stores

## Calgary Police Service Annual Report

---

were increasingly targeted, where many of these incidents began as a theft but escalated to a robbery (which includes violence or the threat of violence). Crime in liquor stores has been seen throughout Western Canada and many stores have implemented target hardening practices, such as security guards and controlling entry into the store.

**Property Crime** continued to rise in 2019, with Calgary having one of the highest rates of vehicle theft and break and enters of any major city in Canada. Theft, including thefts of and from vehicles, accounted for 64 per cent of all property crimes, followed by break and enters (17 per cent), and fraud (10 per cent). Property crime was 22 per cent higher than the five-year average. In particular, many incidents in this category involved shoplifting in liquor stores, stealing vehicle keys from attached garages or homes, and breaking into storage lockers in underground parkades. CPS's Break and Enter Detail and district personnel have identified some prolific offenders involved in these crimes and offender management practices have been implemented to address these crimes of opportunity. In addition, media awareness campaigns to prevent these crimes were initiated, as well as engagement with property owners to better target harden their premises.

Drugs, specifically methamphetamine, continue to be a driver of crime and disorder. Numerous operations targeting drug supply and trafficking have resulted in seizures of weapons and drugs. Crimes of opportunity gave rise to a high volume of vehicle thefts, robberies and break and enters.

**Social and Physical Disorder** has a negative impact on citizens' perceptions of safety, particularly in public places. Calls about suspicious persons, suspicious vehicles, unwanted guests and disturbances made up the largest portion of complaints received about disorderly behaviours. The number of disorders jumped by seven per cent between 2014 and 2015 and coincides with the year of the economic downturn in Alberta. In 2019, CPS received 97,919 disorder-related calls for service, representing a 1.5 per cent increase over the previous year. In other words, the public calls on average 268 times a day to raise a concern about their community and/or their safety.

**Traffic** collision rates remained stable over the last decade until 2017 and 2018, where the number of reportable collisions increased. In 2019, the total number of reportable collisions was 37,655, decreasing by about 10 per cent from the previous year. The number of fatal collisions was 19 compared to 16 in 2018. The Residential Traffic Safety Unit works with community associations and residents to address specific traffic concerns in residential areas, engages with parents, children and school staff in school zones, manages the Traffic Service Request program, attends special community events (Samaritans purse, Mom and Tots motorcycle show, Red Ribbon Campaign), and participates on numerous committees including LRT Crossing Review Committee,



## **Calgary Police Service Annual Report**

---

Calgary Board of Education Traffic Safety Committee, Calgary Truck Route Committee, Residential Speed Limit Core Team Committee.

### ***Community Partnerships and Crime Prevention***

#### ***Persons in Positions of Vulnerability***

Persons in positions of vulnerability need special care and often require wrap-around services that fall outside of policing. In 2019, the CPS continued to work extensively with City partners and community groups to enhance our ability to respond to people in crisis.

- The CPS Domestic Conflict Response Team is an active member of the Calgary Domestic Violence Collective. The Collective provides support to individuals and families impacted by domestic violence. The CPS launched the Connect Line app for domestic abuse support. The app helps victims access resources to support their safety and build healthier relationships.
- In partnership with MedicAlert, the CPS launched the MedicAlert Connect Protect database to give Emergency Communications Officers at Calgary 9-1-1 direct 24/7 access to MedicAlert's subscriber database. The database provides the person's identity, information on their condition, and caregiver contact information. This new database replaced the Vulnerable Persons Self-Registry.
- The Victims Assistance Unit developed and implemented a canine program. In partnership with the Calgary Sexual Assault Response Team (CSART) and Alberta Health Services, two CPS facility dogs - Hawk and Calibri - provide support to victims of sexual assault. The facility dogs can also partake in mass casualty response procedures to support victims of crime.
- The Victims of Sexual Exploitation Team educated over 1,000 CPS officers about human trafficking and sexual exploitation. The Team was recognized with a Community Policing Award by the Calgary Police Commission.
- Vulnerable pregnant women in police custody were referred to the Prenatal Outreach Support Team (POST) to receive support and reduce risks to their pregnancies.
- The Safe Communities Opportunity and Resource Centre (SORCe) continued to play a critical role in providing vulnerable persons with support and programming to help them with their addictions. In 2019, it introduced an addictions and mental health group therapy session and strengthened the formal process for 'warm-handoffs' with the Indigenous Hub. A warm-handoff occurs when a service provider transfers the care of a client to another service provider in person, building trust and emphasising the client's importance to the service provider.

## Calgary Police Service Annual Report

---

### *Youth Programs*

The CPS works with key community partners in providing services to youth focused on crime prevention, education and early interventions. Many of the existing programs were sustained through 2019. Key highlights include:

- Securing continued funding from the Calgary Police Foundation to support the delivery of the 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).
- The Multi-Agency School Support Team (MASST) offered a summer camp focusing on bike safety. Bikes were donated to the program so every child could learn to ride safely, and they were given the bike at the end of the camp.
- 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. ReDirect has evolved to include those with violent ideologies, socially isolated youth or new Canadians struggling to fit in. An advertising campaign in 2019 doubled the number of referrals.
- The CPS partnered with the Centre for Newcomers on their Real Me Program, a wrap-around service supporting immigrant and refugee youth age 12-24 and their families who are at risk of or involved in gangs. The CPS Diversity Resource Team also worked with the Centre to engage newcomer families in developing a positive relationship with CPS.
- School Resource Officers continue to train about 7,000 elementary students on the Alberta Motor Association's Patroller Program. Annually, the CPS, the Alberta Motor Association, and Heritage Park hold an Annual School Patroller Picnic to reward school patrollers for contributing to traffic safety in and around schools in Calgary.
- Over 7,000 students were registered for Youthlink's school crime prevention programs.

The CPS Auxiliary Program was decommissioned in April 2019 following the ratification of the CUPE Local 38 agreement, which did not include a renewal of the Letter of Understanding governing the program. The Auxiliary Program began in July 2013 to provide participants with a unique work and mentorship opportunity with the CPS.

### *Indigenous Initiatives*

In the spirit of reconciliation, the CPS embraces opportunities to work with Indigenous partners to recognize, promote, and integrate indigenous culture:

## **Calgary Police Service Annual Report**

---

- The CPS hosted the Urban Society for Aboriginal Youth (USAY) and the Chief was gifted a miniature tipi. Elders were commissioned to teach the USAY representatives and Youth At-Risk Development (YARD) clients to learn about and paint a tipi canvas.
- Elders and Knowledge Keepers from the Blackfoot confederacy and CPS Executives met to create understanding about historical actions related to policing and Indigenous communities.
- Indigenous cultural acknowledgement, smudging ceremony, and traditional drumming were incorporated into the CPS recruit graduation ceremony.
- In December, the CPS hosted the 9th annual Honouring Our Children Community Round Dance, which was an opportunity to connect with the Indigenous people of southern Alberta and our partner agencies. At the event, the Siksika Nation gifted a song to the CPS.
- The Diversity Resource Team established an officer exchange program with the Blood Tribe Police Service (BTPS). This program allows selected CPS officers to work on the Kainai First Nation during certain celebrations. In exchange, nominated BTPS members join the CPS to patrol the grounds at the Calgary Stampede.

## **ENVIRONMENTAL**

The CPS is committed to be a good steward of the environment by implementing programs and strategies to conserve resources and to continuously improve environmental performance. 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's environmental policy. Under the ISO 14001 Environmental Management Program, an annual internal audit was performed by The City of Calgary Environmental & Safety Management and Calgary Fire and found that the CPS has a robust environmental sustainability program. Key accomplishments in 2019 include:

- Ongoing monitoring and modeling to reduce energy consumption from our facilities, including studying Building Condition Assessments (BCA) that involve lifecycle planning of building components such as building envelope, mechanical and electrical systems. Activities also included LED lighting retro fit in several buildings and upgrading, rather than replacing, generator controller units to gain 10-15 years on their lifecycle.
- Continued to explore ways to reduce waste sent to the landfills. In 2019, we developed a program to donate surplus office supplies to schools and an annual stationary surplus giveaway and exchange program, which provided the additional benefit of reducing expenses.

## Calgary Police Service Annual Report

---

- Incorporated and applied leading environmental industry practices in all facilities, including construction standards according to LEED Canada silver rating. The largest construction projects included the Evidence and Property Warehouse (5,530 square metres) and the Spyhill Services Centre (4,560 square metres).
- Focused on reducing emissions from our fleet by maintaining a life-cycle approach to vehicle purchase, operating 14 hybrid vehicles as part of our day use pool and sustaining an anti-idling awareness program.

## ECONOMIC

The CPS is committed to good financial stewardship and is consistently finding ways to operate as a more efficient organization while providing the same high level of service that Calgarians expect. As a people-driven organization, staff are the main resource toward achieving this level of service, with 85 per cent of the budget dedicated to the salary and wages of employees.

### *Our People*

The CPS's authorized strength was maintained at the same level as 2018 with 2,873 employees, of which 2,113 were police officers and 760 were civilian employees. Maintaining current staffing levels allowed the CPS to respond to Calgarians when required. Five recruit classes began in 2019, resulting in 104 new police recruits hired. One class was cancelled due to the budget reduction to the Calgary Police Service.

The CPS continues to implement the Human Resource reforms identified in the Calgary Police Commission's 7-Point Plan and recruiting initiatives that will have an operational and organizational impact. The CPS fosters a strong workplace community and maintains the highest standard in professionalism and service to the public. The Service engaged in a number of initiatives and provided members with a variety of resources to support their safety, well-being and career development. The impact of these efforts is continuously monitored through the CPS Employee Survey, which showed notable improvements in employee engagement and workplace satisfaction measures in 2019.

An independent review on CPS use of force was delivered by retired Chief Justice Neil Wittmann in 2017. The report made 65 recommendations in categories including: 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 accepted, or accepted in principle, all 65 of the recommendations. Eighty-five per cent of the recommendations are either in progress or have been fully implemented, and the remaining 15 per cent are considered closed, meaning the Service accepts the recommendations in principle. Among other changes

## Calgary Police Service Annual Report

---

made in response to the recommendations, key improvements have been identified within five programs to address use of force including: training for frontline officers, an improved model for mental health training, an early intervention program, a new method for patrol rewards and recognition, and a senior officer patrol initiative.

### ***Organizational Performance***

To align with the City of Calgary's Zero-Based Review process, a Service Optimization Review is underway focusing on frontline deployment and infrastructure capital planning. The review examines how resources are used 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 2020.

With support from the City of Calgary, the CPS completed a Strategic Foresight study with its community partners, which allowed the Service to systematically look at the future of policing in preparation for the development of its long-term strategic plan.

For the fourth year in a row, the CPS joined The City of Calgary in reporting key performance indicators as part of the annual Municipal Benchmarking Network (MBN) Canada. This report allows the service to compare policing performance with 16 other police agencies across the country and identifies areas for improvement. Some key findings include:

- The number of Calgary police staff (officers and civilians) stands below the median of other MBN Canada municipalities,
- For the third year in a row, Calgary saw overall increases in crime indicators,
- With one of the highest rates of crime per officer, combined with the high volume in crime, CPS clearance rates remain low when compared with other municipalities.

The CPS embraces innovation and efficiency, while maintaining fiscal responsibility. Many technological solutions were leveraged in 2019 to improve police operations, including:

- Adoption of Power-BI as its new business intelligence software, which will improve access to data and reports for the Service.
- Completion of the Sentry Project to replace the old Police Information Management System. Officer Direct Data Entry was introduced and will continue into 2020 with a focus on deployment and adoption.
- The Body Worn Camera project was fully operationalized and is now being managed by the Court Disclosure Unit.

### Calgary Police Service Annual Report

---

- Geographic information systems and analytical software were incorporated to the Real Time Operations Centre (RTOC) to advance the crime reduction strategy and identify emerging crime trends. RTOC staff received cybercrime training to enhance their skill set in providing guidance and assistance to front line patrol. A temporary cyber specialist is in place to provide investigative guidance.
- At the conclusion of a drug file, the CPS Cyber Crime Support Team worked with the Civil Forfeiture Office and seized Bitcoin which was ultimately forfeited through the Courts. A process to convert the Bitcoin to a significant amount of Canadian currency has been provided to the Government of Alberta.
- The Forensic Crime Scenes Unit acquired an electronic 3D scanner to provide a precise and technically detailed analysis of crime scenes. This machine will increase efficiency and create professional presentations for court purposes.
- The Facial Recognition Software was updated, and staff completed required Federal Bureau of Investigation training to increase suspect identifications and solve criminal cases.

Among infrastructure projects, CPS notes the following:

- The Spyhill Services Centre, which will host the Arrest Processing Section, is a multi-year construction project and will be operational in mid-2020.
- The CPS Forensic Firearms and Toolmarks Lab officially opened. This fully functional forensic firearms lab co-locates firearms forensic services into one building, giving the Service the capability to conduct forensic examinations on firearms, casings and bullets and prioritize local firearms evidence collected at crime scenes to obtain forensic results quickly and efficiently.

### **Funding**

In July 2019, City Council reduced the operating budget of the CPS by \$7 million, as part of the overall \$60 million reduction. The CPS absorbed the reduction through least harm categories, while protecting occupied positions. In turn, the CPS has focused on managing cashflow by creating efficiencies and slowing general spending, while still focusing resources on the dedicated reforms and reviews having organizational impact. In addition, we had to prepare for the potential reduction scenarios in the November budget adjustment and prepare to address any funding shortfalls in 2020.

At the end of the 2019 fiscal year, CPS revenues were slightly below target budget. The spend rate at the end of the year was 70 per cent of the projected 90 per cent target. This could be attributed to savings in wages from vacancies and wage freezes, cancellation of one recruit class, savings in fuel expenses, recoveries from a radio cost-sharing program, and the Municipal Cannabis Transition Program. These savings were offset with unfavorable variances for overtime, professional services and building maintenance. Overtime is higher than expected as compared to the previous years due

**Calgary Police Service Annual Report**

---

to workload and ongoing operations, and is being monitored and managed to reduce and offset any unfavorable variances.

Capital investments into infrastructure, technology and equipment spend rate at the end of the year was 70 per cent, which is below the 90 per cent target due to delayed procurement of new equipment.

**REASON(S) FOR RECOMMENDATION(S):**

This is a report for information only.

**ATTACHMENT(S)**

1. Attachment 1 – 2019 CPS 4<sup>th</sup> Quarter Business Plan Report
2. Attachment 2 – 2019 CPS 4<sup>th</sup> Quarter Statistical Report
3. Attachment 3 – 2019 Calgary Police Commission Annual Report to the Community