

Calgary Police Service Annual Report

RECOMMENDATION:

That the Standing Policy Committee on Community and Protective Services recommend that Council receive this report for the Corporate Record as an update from the Calgary Police Commission (CPC) on the Calgary Police Service (CPS) for the 2020 calendar year.

PREVIOUS COUNCIL DIRECTION / POLICY

OVERVIEW

- The Calgary Police Commission (CPC) and the Calgary Police Service (CPS) provide an annual report to the Standing Policy Committee on Community & Protective Services. This report provides information on the CPS' activities for the 2020 calendar year.
- *What does this mean to Calgarians?* The CPS Annual Report is an opportunity for members of Council and citizens to learn about the CPS' major initiatives and understand the challenges and opportunities facing policing in our city.
- *Why does it matter?* Together with our partners and community, the CPS remains committed to engagement, prevention and education, investigative excellence, and enforcement to keep our community safe. It is important that the CPS is accountable to citizens in these activities.
- In 2020, the CPS experienced significant business and operational impacts as a result of the COVID-19 pandemic and associated public health orders.
- Overall violence and property crime decreased in 2020. However, the number of homicides and calls for service relating to non-criminal domestic conflict and disorder increased.
- Through its September 2020 report, *The Calgary Police Service Commitment to Anti-Racism, Equity & Inclusion*, the CPS committed to addressing systemic racism and being relentless in the pursuit of equity, diversity, and inclusion.
- Through *Shaping Our Future*, the portfolio of work dedicated to the short-, medium-, and long-term strategic direction for the Service, organizational reviews were completed to improve business and front-line operations, including the Service Optimization Review of patrol officers and infrastructure planning, and the Functional Review on organizational realignment of resources.
- Strategic Alignment to Council's Citizen Priorities: A city of safe and inspiring neighbourhoods.
- Previous Council Direction: At the 2003 November 26 Special Meeting of Council to review budgets, Council approved a motion requesting that the Calgary Police Commission, with the Calgary Police Service, provide at the least an annual update to the Standing Policy Committee on Community & Protective Services.

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DISCUSSION

The CPS experienced a number of opportunities and challenges in 2020. The declaration of the COVID-19 pandemic and resultant public health orders impacted crime trends, operations, and employee health and wellness. The pandemic resulted in a number of innovations in service provision. Trust and confidence in policing was shaken by several high-profile incidents of police misconduct in North America and the worldwide protests against police brutality and systemic racism that followed, leading to significant commitments by the CPS to anti-racism, equity, diversity, and inclusion. The following sections summarize these challenges and opportunities, as well as the actions undertaken by the CPS in 2020.

Crime & Safety Trends

The immediate and sudden changes brought on by the declaration of the COVID-19 pandemic and resultant public health orders had a significant short-term impact on crime and disorder. These restrictions resulted in fewer people in public spaces, limitations on gatherings, periodic closures of bars, shops and restaurants, increased guardianship across residential areas, and reduced overall opportunity for crime. Calls for service and crime volumes decreased overall, but increases were observed in public-reported disorderly behaviour, non-criminal domestic conflict, and some violent crime indicators, including shooting incidents and homicides. Crime and disorder began to return to pre-pandemic levels toward the end of 2020. The CPS anticipates that a persistent downturn in the economy will increase stressors for Calgarians, which may result in increased demand for police responding to incidents of people in crisis, domestics, violence and acquisitive¹ crime.

The public made 384,711 **calls for service** (CFS) in 2020, representing an eight percent decrease from 2019. The most common CFS attended by police officers were traffic stops, suspicious persons, check on welfare, theft, unwanted guests, and domestic-related calls. The expansion of online reporting in response to enhanced public health measures resulted in a thirty percent increase in online reports. Officers responded to seventy four percent of calls for service, an increase of three percent from the previous year. It is expected that calls responded to by officers will continue to increase, as call diversion to online reporting and other alternatives allow more time for officers to respond to calls requiring a more complex response.

Disorder can lead to increased fear of crime. Disorder is often highly visible and public calls for service relate to suspicious activity, noise complaints, disturbances, mental health concerns and other urban incivilities. In 2020, the CPS received over 100,000 disorder calls for service, an increase of four percent from the previous year and five percent compared to the five-year average. In other words, the public called on average 280 times a day to report a disorder-related event. In July, the volume peaked at 330 calls per day.

Violent crime was six percent higher in 2020 than the five-year average but was down eleven percent from 2019. Violent crime had hit a ten year high in 2019 and the early months of 2020 appeared to be following the same trajectory. However, the anomalous conditions of the pandemic resulted in an ebb and flow of violent activity throughout the year. Some of the peak periods of violence followed the lifting of restrictions between June and August. Much of the additional activity was influenced by an increase in threats to cause harm or death, as well as

¹ Acquisitive crimes are defined as those where the offender derives material gain from the crime (e.g., theft, fraud, robbery).

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harassing communications. Rather than being domestic in nature, increases were seen in threats from strangers, neighbours, business relationships and casual acquaintances.

Assaults accounted for two-thirds of all violent crimes, with common assaults (Level 1) making up the majority of all assaults (sixty five percent). When compared to 2019, common assaults were down by fifteen percent. The volume of more serious assaults, those with a weapon or causing bodily harm, were also down from recent years, although they accounted for a slightly higher percentage of total assaults than seen in previous years.

Domestic violence support groups and academics were quick to highlight their concerns for the potential increase in domestic violence during the pandemic. The CPS continued to engage with our community partners to monitor this risk. There was a marked increase in the public calling the police to attend non-criminal domestic conflict calls; however, Calgary did not see an increase in domestic violence situations that warranted a criminal investigation.

Gun and gang related crime was of particular concern to citizens and the CPS in 2020. There were 112 shooting events, representing a forty percent increase over the five-year average. The CPS is an active member of the Community Based Public Safety Task Force, formed to address the increase in gun and gang-related violence. In April 2020, the Firearms Investigative Team (FIT) was created in response to the increase in firearm activity to track, trace, and investigate every crime gun² seized by the CPS. There were 1191 guns seized by CPS in 2020 and of those, 507 were deemed to be crime guns. Long guns account for most crime guns seized; however, handguns are predominantly used in shooting events. FIT investigations indicated that handguns are the most common gun to be smuggled and trafficked.

To further address the growing concern about violence in our city, the CPS implemented the Gang Strategy, a long-term initiative that seeks to “*reduce the threat and impact of gang crime and to reduce vulnerabilities to gang crime in Calgary.*” The Strategy guides the CPS’ organizational response to crime perpetrated by the range of highly organized criminal networks (e.g., Hell’s Angels) to less organized criminal groups or gangs (e.g., youth street gangs). The Strategy relies on work through four interconnected priority streams – PREDICT; PREVENT; PROTECT and PURSUE. In the first year of implementation, the CPS established the Organized Crime and Offender Management Section to better coordinate and align gang suppression and offender management resources across the Service, made significant improvements to intelligence gathering and information sharing, and enhanced prevention and victim support.

Property crime activity in 2020 was suppressed under the public health restrictions, remaining well below 2019 levels from April through the end of the year. Reductions were recorded in most categories, resulting in an overall reduction of 16 percent in 2020 from 2019, and a six percent decrease from the benchmark five-year average. Enhanced guardianship of property, greater proactive work (e.g., directed patrols) by police, combined with a reduction of vehicles and property in public spaces largely accounted for these reductions.

Traffic collision rates dropped by thirty seven percent between 2019 and 2020, likely due to fewer vehicles on Calgary roads. Despite the decrease in overall road traffic, the number of reportable³

² A ‘crime gun’ is a firearm that is lawfully seized in a criminal investigation, that is found or that is unlawfully used, possessed, or stored.

³ A reportable collision is a vehicle collision resulting in death, injury, or property damage greater than \$2,000. It excludes private property and parking lots. Other exclusions include fatal collisions resulting from trains, medical conditions, suicides, and worksite/industrial incidents.

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fatal collisions increased by twenty-six percent compared to 2019, and fifty percent compared to 2018. About half of the fatal collisions involved vulnerable road users (pedestrians, bicyclists, motorcyclists) and unsafe speed was a factor in seventy one percent of fatal collisions.

The CPS received 1,925 Traffic Service Requests in 2020, a twenty seven percent increase from 2019 and the highest volume in the past five years. Traffic Service Request applications are submitted by citizens who witness traffic-related concerns in their communities. There was an unprecedented increase in complaints regarding street racing and noisy vehicles, vehicle speed and excessively high speeds. Other behavioural changes associated with the pandemic, including increased presence of residents in residential neighborhoods, increased volumes of pedestrians, cyclists, and a general increase in outdoor users, likely contributed to the heightened visibility of traffic concerns on roadways.

On December 1, 2020, the Government of Alberta introduced new legislation that streamlined and simplified existing impaired driving programs and strengthened impaired driving laws by incorporating a full spectrum of proven deterrents and adopting an escalating approach to repeat offenders. Impaired drivers now receive immediate and significant penalties at roadside that include escalating driver's licence suspensions, fines, vehicle seizure, mandatory education programs and an expanded ignition interlock program. A new administrative penalty for commercial drivers was also introduced which has a zero-tolerance approach to drugs and alcohol.

Responding to the Evolving Needs of the Community

Persons experiencing vulnerabilities require a special duty of care and often, wrap-around services that fall outside of policing. The CPS continued to work extensively with City partners and community groups to enhance our ability to respond to people in crisis. The Safe Communities Opportunity and Resource Centre (SORCe) played a critical role in providing vulnerable persons with support and programming. SORCe and its partners worked together to support clients of the Indigenous Hub at the Aboriginal Friendship Centre with food hampers, assistance with tax returns and subsidy applications, and coordinated housing supports for the homeless. In December 2020, SORCe re-opened after establishing COVID-19 protocols.

The Police and Crisis Team (PACT) is a partnership of a Constable and mental health clinician that respond to mental health and suicide-related situations. The PACT teams attended nearly 1,500 calls in 2020. They average twenty phone call referrals per shift. The Mobile Response Team (MRT), which provides mental health consultation to CPS officers dealing with people in crisis situations, was accessed 1,334 times in 2020.

The CPS Restorative Justice portfolio includes the Calgary Indigenous Court (CIC), Calgary Drug Treatment Court (CDTC) and Youth Diversion. The CIC and CDTC worked with the Indigenous community, community partners, social agencies, and the judicial system in a collaborative effort to provide wrap around supports to individuals to ensure their success. Youth Diversion is coordinated with the Calgary Youth Justice Society and Gateway programs to ensure youth are referred to the diversion programs.

Trust and confidence in policing was shaken by several high-profile incidents of police misconduct in North America and the worldwide protests against police brutality and systemic racism that followed. Black, Indigenous and People of Colour shared their lived experiences of racism and inequity at the July 2020 public consultations at City Council. In response, the *Calgary*

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Police Service Commitment to Anti-Racism, Equity and Inclusion was released in September 2020 as a step toward addressing systemic racism, in which the CPS committed to developing an anti-racism strategy leveraging dedicated CPS resources. Through this work, the CPS continued its commitments to Reconciliation with Indigenous peoples, conducting an independent review of the School Resource Office (SRO) program, and allocating funds to improving call response for citizens in crisis, among other commitments. As a first step, the CPS created two advisory committees on anti-racism. The first committee is comprised of fifty CPS employees, both sworn and civilian, representative of all ranks and work areas. The purpose of the Internal ARAC is to advise the Executive Leadership Team (ELT) and Senior Leadership Team (SLT) on the development of the CPS Anti-Racism Strategy by providing recommendations through the ARAC leads and by participating in self and collective education on anti-racism.

A second (external) committee, comprised of fifteen representatives from community will provide guidance and input into the anti-racism strategy and other associated activities. The Committee's key responsibilities are:

- Advising on the development of the Anti-Racism Strategy;
- Identifying systemic barriers to accessing police programs and services;
- Identifying language barriers in accessing information regarding police programs and services;
- Identifying opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level; and,
- Engaging with community stakeholders on systemic racism and consulting on actions that could be implemented and/or improved.

The Diversity Resource Team (DRT) plays a key role in the Service's commitment to anti-racism, equity, diversity, and inclusion, by building relationships with Calgary's diverse communities. The DRT engaged with diverse communities by delivering the "You and the Law" presentations and coordinating Police and Community Engagement (PACE), a program in which trained sworn and civilian volunteers attend community events and engage citizens on behalf of the CPS. The Diversity Liaison Team (DLT) built and maintained impartial relationships with advocacy groups such as Black Lives Matter (BLM) and Walk for Freedom to promote peaceful and constructive interactions in the community.

A central function of the DRT is stewardship and provision of support to the Diversity Advisory Boards. The CPS ***Diversity Advisory Boards*** are composed of community members with cultural knowledge, lived experience, and relationships who assist the CPS in improving the service delivered to all Calgarians. Advisory Boards perform an independent advisory function to the CPS membership on community needs, communicating back to the community on progress. They work with the CPS to ensure they are serving all members of the community equitably and help to change policing culture to value diversity through community-driven solutions. In 2020 the Advisory Board portfolios include: Asian, African, Caribbean/Latin American, Gender and Sexual Diversity, Indigenous, Middle East/Europe/Russia, Persons with Disabilities, and South Asian. The CPS is looking to expand the Advisory Boards in 2021 with the addition of a Youth Advisory Board.

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The ***Indigenous Roadmap*** is integral to the CPS' equity and inclusion work as well as commitments to the Truth and Reconciliation Commission (TRC) Calls to Action and the Murdered and Missing Indigenous Women and Girls (MMIWG) Calls for Justice. The CPS worked to address eleven TRC Calls to Action and eleven MMIWG Calls for Justice through a series of practical and purposeful deliverables, with support of the Indigenous community and direct partnerships with Indigenous groups. In 2020:

- A Sacred Space was designated at CPS headquarters. The first Smudge ceremony inside a CPS facility with the Indigenous Advisory Board took place in December 2020. The Smudge ceremony was also introduced at the graduation ceremony of police recruits, as well as after Indigenous training.
- A permanent police officer position was created at the Calgary Indigenous Court to support Indigenous Justice initiatives that foster healing through traditional ways of knowing, thinking and being.
- The CPS joined a multi-agency community partnership, Safety of Indigenous Women in Urban Settings. The CPS is currently assisting in developing organizational mandates, terms of reference and strategic planning with this group.
- The CPS worked with the Bear Clan, a grass roots Indigenous organization that patrols Calgary streets supporting vulnerable Calgarians to locate missing Indigenous persons.
- Interagency partnerships were leveraged to develop a list of resources that all officers can readily access on their phones to connect Indigenous people, persons with disabilities and LGBTQ2S persons to community agencies.
- The CPS collaborated with the Circle of Wisdom organization to help ensure Elders are being vaccinated for COVID-19.
- The CPS Indigenous Portfolio collaborated with multiple agencies that provide mental health, housing, land-based teachings, cultural knowledge, and various skills to support Indigenous youth, participating in the walk from Piikani to Calgary for the Sisters in Spirit vigil to recognize and draw attention to Murdered and Missing Indigenous Women and Girls.

Working with community partners on ***prevention and early intervention*** programs continued to be an important focus for the CPS, despite service limitations and the suspension of some programs due to pandemic restrictions. Key highlights include:

- Funding was secured from the Calgary Police Youth Foundation to continue supporting 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 Program (ISSP).
- YARD and MASST continued to serve youth in the community despite school closures and redeployment of sworn officers to patrol. Service delivery models were adapted to offer online engagement combined with in-person consultations when restrictions were lifted. Although there was a slight drop in referrals due to school closures, the program continued to see positive results due to adapted client services.
- The CPS continued to partner with YouthLink Calgary Police Interpretive Centre on crime prevention and community policing initiatives. Demand for YouthLink school programs increased by nearly 300%. In May, COVID-19 restrictions lead to the modification of

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programming to virtual and live-stream delivery models. As a result, YouthLink increased the capacity of crime prevention programs delivered in the areas of gangs, drugs, bullying, healthy relationships, and cyber safety from 8,000 to nearly 24,000 students.

- The Calgary Police Cadet Corps program was suspended in March. Online delivery of the program was developed for implementation in 2021. Enrollment in the program at all levels has remained at capacity, and youth are still very much engaged and eager to resume the program.
- In March, in-school programming and support provided by SROs and the ISSP was impacted by school closures. Sworn officers were redeployed to the district offices. As schools re-opened in the fall, SROs resumed work with students, but regular programming continued to be suspended for the remainder of the year.
- Power Play was suspended for the 2020 year. In November 2020, the program was able to conduct two skating events but was then suspended again. The level of interest in the program has not declined and kids are eager to get back on the ice.

The CPS' commitment to allocate funds to improve call response for people in crisis was advanced through the co-development of the Community Safety Investment Framework (CSIF) with The City of Calgary. CSIF is a funding framework that addresses gaps in crisis services for individuals, their families and support networks, outreach services, and the emergency response system in Calgary. This includes examining any gaps in racially and culturally appropriate services. The CPS committed to working with the City of Calgary to implement this framework in 2021. The CPS will work with its partners to explore how to invest the \$8 million in reallocated CPS funds committed in the November 2020 budget adjustments to achieve the most positive outcomes for Calgarians in crisis, and investigate potential models of system integration involving health, social services, justice and police. Investments aim to align the CPS' Anti-Racism Action Committee (ARAC) in enhancing service delivery to those from racialized or marginalized communities, while bolstering deliberate equity, diversity and inclusionary work internally.

Our People

As a people-driven organization, staff are the main resource toward achieving a high level of service to the community, with eighty six percent of the budget dedicated to the salary and wages of employees. The CPS's authorized strength has maintained the same level since 2018 with 2,873 employees, of which 2,113 are police officers and 760 are civilian employees. Maintaining existing staffing levels allowed the CPS to respond to Calgarians when required.

2020 was a challenging year on many fronts, however, it culminated with the unexpected and tragic death of Sergeant Andrew Harnett on December 31st. Sergeant Harnett was murdered in the line of duty following a traffic stop. Sergeant Harnett became the 12th CPS officer to lose his life in the line of duty, and the first in the last twenty years. The impact of this incident on our members was profound and immeasurable.

Health and wellness remain an important focus for the CPS. A number of key changes were made by the CPS to ensure effective support for employees, including the integration of health and wellness services, the implementation of the Safeguard Program offering annual wellness checks to all CPS employees, and the availability of a Health Check Clinic. Improvements were also made to internal communication with employees with the introduction of livestreaming. This

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helped to provide timely, critical information to members throughout the organization and give them a chance to ask questions in real time or following the broadcast.

The COVID pandemic, public health restrictions, and budget uncertainty in 2020 had a significant impact on the Service's ability to recruit, train and hire new officers. Hiring was far below attrition; by the end of 2020 there were over 100 sworn vacancies resulting in increased workload for existing officers. However, following confirmation of the CPS budget in November 2020, recruiting became a key focus for the Service and will continue into 2021.

The COVID-19 pandemic also had immediate, significant impacts to CPS operations and employees. In the weeks following the declaration of the pandemic, an Incident Management Team (IMT) was established to support business continuity, streamline decision-making around the pandemic and ensure the safety of our front-line members. Non-operational staff were converted to teleworking. To ensure business continuity for the front-line, police officers were redeployed from non-patrol units to support district operations. In total, fifty-seven employees tested positive for COVID-19.

The Professional Standards Section (PSS) continued efforts to make process and efficiency improvements, increase transparency, and educate its stakeholders, toward ensuring officers serve the community in a safe, professional, and respectful manner. The CPS saw positive results from these changes in 2020. Despite receiving more citizen complaints and opening more complaint files in 2020, PSS concluded more files (twenty percent more), and more aging files, than it did in 2019 – without additional resources. PSS also received over 300 written compliments for officers, an increase over 2019. Compliments ranged from citizens thanking officers for the everyday things they do on and off the job, to supporting citizens during specific incidents of trauma and crisis.

Employee Survey

The Calgary Police Commission partnered with an independent research firm to conduct a survey of CPS employees. This report provides valuable information for both CPS leadership and the Commission. The results are factored into decision-making throughout the year.

The CPS saw improvements in most areas including satisfaction with safety and service delivery, internal communication, respectful relationships, respectful culture and feeling valued, managing workload and work-related stress, fair treatment, and commitment to CPS values. The 2019 survey showed an improvement in morale, four times higher than the previous year. In 2020, engagement among sworn members declined, while civilian engagement remained the same.

Employees highlighted that some of the best aspects of working at the CPS include coworkers/teamwork, meaningful work, cohesive executive leadership team, seeing changes start to take effect and improved internal communications.

The survey also gathered information about wellness priorities and access to wellness supports. Employee health and wellness are of critical importance to the CPS leadership and to the Commission. The information gathered will allow leaders to better provide the services employees need to stay healthy and manage stress.

The CPC, CPS leadership and the Calgary Police Association board met in December 2020 to assess these results and come up with additional actions that can be taken to address the concerns employees have shared. The results are used as part of a continuous improvement approach to make sure employees have the tools, resources and leadership needed to support the community.

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Our Organization

The CPS continued in its efforts to improve the effectiveness, efficiency, and strategic direction of the service through the *Shaping Our Future* portfolio. The CPS conducted a functional review, which examined the current state of the Service including structure, processes, mandates, and resources. This review yielded an organizational restructuring to ensure resources are placed appropriately for the best results, yielding over \$1 million in efficiencies. The Service Optimization Review, modeled after the zero-based review, was completed with recommendations to address patrol workload demand and staffing issues, and improve long-term infrastructure and maintenance planning. Finally, with the CPC, the CPS continued work on *Our Strategy*, the Service's long-term strategic plan.

Multiple changes to federal and provincial legislation in 2020 placed significant demand on the CPS resources. These changes include the Disclosure to Protect Against Domestic Violence Act, the Protecting Survivors of Human Trafficking Act (Bill 8), the Mental Health Amendment Act (Bill 17), and the Provincial Administrative Penalties Act.

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. In 2020, the Service continued to find ways to reduce costs and create efficiencies. However, the Service was also faced with absorbing the financial impacts of the pandemic, which include losses in revenue, decreased traffic fines, and additional expenses for Personal Protective Equipment (PPE) and nursing staff. The capital budget spent was lower in 2020 as a result of the closure of the economy due to COVID-19. The capital budget will carry forward into 2021, with the expectation that the economy will begin to stabilize and return to pre-pandemic levels.

STAKEHOLDER ENGAGEMENT AND COMMUNICATION (EXTERNAL)

- Public Engagement was undertaken
- Public Communication or Engagement was not required
- Public/Stakeholders were informed
- Stakeholder dialogue/relations were undertaken

The CPS and the CPC are committed to engaging citizens on issues of policing and community safety in both formal and informal ways to ensure our services are reflective of community needs and priorities.

Calgary Police Commission Citizen Consultation 2020

The CPC contracted an independent research firm to conduct comprehensive research to understand how citizens feel, and to identify opportunities to better serve the community. Citizen feedback is an essential part of keeping police responsive and accountable to the community, especially at such an important time for the CPS.

In 2020, more than 1000 Calgarians took time to share their candid feelings about crime and safety. Highlights include:

- The vast majority of citizens feel that Calgary is a safe place to live (ninety four percent), are satisfied with services provided by the CPS (ninety three percent) and have confidence that the CPS can deliver the services needed to keep Calgary safe (ninety four percent).

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- Calgarians gave the highest rating for trust and the lowest rating when asked if CPS is adequately staffed.
- Illegal drugs and home break-ins are the top crime and safety concerns in 2020. Concerns about violent crimes, including domestic violence, have increased significantly this year.
- Compared to past years, perceptions are declining when it comes to the CPS responding in a fair way to all segments of the community and using authority or force appropriately.
- Perceptions have significantly declined since 2018 when it comes to agreement that the CPS prevents crime by working with at-risk youth and by partnering with community agencies to address issues such as mental health, homelessness, and substance use.
- Ninety-five percent of citizens support the use of body worn cameras to record officer and citizen conduct.
- Nearly nine out of ten Calgarians agree that the CPS has a good understanding of their community and its concerns.
- Most citizens are satisfied with how the CPS responded during the pandemic and ninety four percent are confident that CPS can continue to meet the evolving needs of citizens as the pandemic continues.
- The report shows significant declines in trust and perceptions that police are ethical, fair and handle people in crisis effectively after the rise of a social justice movement beginning around May 25, 2020.
- Analysis of the results show that Indigenous and Black Calgarians have lower perceptions of the CPS than other groups.

High rates of confidence and trust suggests that, despite the challenges the CPS faces, many Calgarians still support the CPS and believe they can respond to meet the needs of the community. While the positive results will help the CPS understand what is working, the critical feedback is also an important part of evolving the organization to better meet citizen needs.

Public Commission Meetings

In 2020, the Commission held eight public meetings. Advance notice of upcoming meetings is provided through media and on the Commission's website. Agendas, reports, and minutes of those meetings are also on the Commission's website. The Commission welcomes both media and public guests to attend meetings to show accountability to the community and to be fully transparent about its oversight activities. Presentations and reports are given by the CPS on various aspects of police operations, priorities, accomplishments, and challenges. In 2020, topics included updates regarding operational and financial pressures from COVID-19, anti-racism action plan updates, the CPS response to the independent review of police use of force report – Wittmann recommendations, relief from duty without pay process, Indigenous strategy update, crime trend updates, Gang Strategy, the CPS public communications & engagement strategy and the CPS approach to 'street checks.' The Commission invites citizen commentary and factors feedback into its governance and oversight role.

The City of Calgary Citizen Satisfaction Survey

Overall satisfaction with the CPS decreased from ninety two percent to eighty nine percent between 2019 and 2020. This could be attributed to a number of high-profile cases of police brutality in North America and community conversations about racism, systemic racism, and equity in policing.

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IMPLICATIONS

Social, Environmental and Economic Implications

Social

Citizen and employee engagement, crime trends, and environmental factors in 2020 have informed the CPS Annual Policing Plan, which sets the priorities and key areas of focus for the Service in 2021.

To enhance the CPS response to crime and increase community safety, the Crime and Community Safety System⁴ will provide a unified “One Team” approach to prevention, investigation, and enforcement, focusing on the following priorities for 2021:

- Reducing gun violence;
- Addressing drug-related harm;
- Reducing property crimes, such as break and enter;
- Protecting vulnerable people; and,
- Increasing road safety.

The CPS will continue working with partners to explore ways to improve the service provided to Calgarians and respond to the public’s concerns related to crime, public safety, police conduct, and systemic racism. In 2021, the CPS will follow through with commitments to:

- Respond to the recommendations of the 2018 Use of Force Review;
- Improve communication to citizens;
- Support community programs that build strong relationships and provide positive outcomes for citizens; and,
- Continue actioning our commitments to anti-racism, equity, diversity, and inclusion through an integrated, service-wide approach.

The CPS will support and develop our members to ensure they work in a positive and inclusive environment, in which they can deliver high quality service to the community. In 2021, the CPS commits to:

- Ensuring fairness, accessibility, inclusion, and transparency for our members;
- Ensuring our policies and practices are rooted in our values and that all employees feel safe and appreciated for their contributions to the CPS; and,
- Maintaining consistency in process, which will increase trust and confidence in our workplace and within the community.

Environmental

Not applicable.

Economic

The CPS will continue to explore ways to ensure the most effective and efficient use of our resources using an evidence-informed approach, aligning them with priorities that are important to Calgarians based on citizen and employee engagement and our long-term strategic goals. As

⁴ The Crime and Community Safety System is the work to establish an internal business process to increase collaboration and coordination amongst all areas of the Service with prioritization of work, resourcing, and evaluation of community safety efforts.

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One Team, the CPS will ensure that the right people are doing the right tasks, properly led, equipped, and supported. In 2021, the CPS will focus on:

- Implementing prioritized recommendations from existing reviews and audits;
- Exploring, implementing, and evaluating innovations in technology to improve operations; and,
- Systematically addressing organizational risk.

Service and Financial Implications

Existing operating funding – base

The CPS will continue to respond to the financial impacts of COVID-19. However, the changes with respect to timelines in court fine payments, closed or delayed court hearings, people's ability to pay fines, and less traffic volume will continue to be impact CPS revenue in 2021 and 2022. The long-term impact is unknown and will largely hinge on the ability of the economy to recover after the pandemic.

RISK

The global outbreak of COVID-19 pandemic radically altered our priorities, expectations, and systems for law enforcement. In response to COVID-19, the CPS made major changes in policy and practice, including new or altered service models, new working practices (teleworking), and intensive efforts to secure personal protective equipment (PPE). The sustained impact of the pandemic will continue to challenge the CPS with respect to training, workplace needs, service delivery, and public interactions.

Budget cuts and revenue reductions due to ongoing pressures from the economic downturn and COVID-19 will result in insufficient allocation of budget for some work areas within the CPS, limiting the capacity to fulfill specific mandates.

Heightened community tensions and widespread public protests relating to racial inequity and public health restrictions world-wide have also been present in Calgary. The global demonstrations against police brutality and police misconduct (bias, excessive use of force) had a profound impact on the CPS' reputation and requires a CPS response that will include training, oversight and accountability.

Increased public scrutiny combined with the toll of the pandemic and the inherent nature of police work has resulted in increased policing stressors and an elevated risk of compromised physical and psychological wellness and resiliency of the CPS members.

Technological acceleration, such as artificial intelligence and cyber-physical systems challenges the CPS to keep pace with new forms of crime. Keeping up with current technologies internally is also resource intensive.

The widespread and pervasive nature of social media increases production, sharing and access to information quickly and broadly. There is an inherent risk of deliberate viral dissemination of misinformation to damage the reputation of the CPS and legitimacy of policing.

In this challenging time with rapid changes in demand models of service delivery and societal expectations the CPS must strategically prioritize resources to support the most critical initiatives contributing to long-term goals while meeting day-to-day operational and community needs.

**Calgary Police Commission Report to
SPC on Community and Protective Services
2021 June 9**

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ATTACHMENTS

1. 2020 4th Quarter CPS Service Plan Accountability Report
2. 2020 CPS 4th Quarter Statistical Report
3. 2020 Calgary Police Commission Annual Report to the Community