

ANNUAL UPDATE ON THE CALGARY POLICE SERVICE

EXECUTIVE SUMMARY

This report, to S.P.C. on Community & Protective Services, is for information only to provide Council with an update from the Calgary Police Commission (CPC) on the Calgary Police Service (CPS).

ADMINISTRATION RECOMMENDATION(S)

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

RECOMMENDATION OF THE SPC ON COMMUNITY AND PROTECTIVE SERVICES, DATED 2016 MAY 04:

That the Administration Recommendation contained in Report CPS2016-0394 be approved.

PREVIOUS COUNCIL DIRECTION / POLICY

At the 2003 November 26 Special Meeting of Council to review budgets, Council approved Alderman Danielson's Motion Arising, requesting that the Calgary Police Commission, with the Calgary Police Service, provide at the least an annual update to the S.P.C. on Community and Protective Services.

BACKGROUND

This report is for information purposes only and provides an overview of the Calgary Police Service activities for the last year.

STAKEHOLDER ENGAGEMENT, RESEARCH AND COMMUNICATION

Calgary Police Service Strategic Communications Section

The CPS Strategic Communications Section is very active in creating and promoting a strong and positive media presence for the Service, both internally and externally. In 2015, they engaged the public and internal members in a number of ways, notably: by developing a public CPS mobile app, by completing over 50 digital products for Youthlink, and launching a new HR website. Also in 2015, the number of Twitter followers increased from 109,083 to 115,957 and Facebook likes from 58,140 to 62,571, through continuous distribution of engaging content as well as interaction with the community. Of note is that the CPS now has the highest following on branded social media accounts per capita than any other major policing agency in Canada.

The key challenges moving forward will be keeping updated on rapidly changing technologies and innovations, addressing the ever-growing demand for digital commodities from members of the CPS as well as the technological and financial implications in working with our IT and facilities staff to integrate communications-based technology into our building operations service-wide.

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The Calgary Police Commission

As part of its oversight role, the Calgary Police Commission conducts an annual citizen survey to gather feedback from Calgarians about their satisfaction with the police service, and the safety issues of greatest concern.

The results of the 2015 citizen survey show that citizen perceptions about the safety of the city remain strong:

- 95 per cent of citizens agree that Calgary is a safe place to live
- 95 per cent of citizens are satisfied with the Calgary Police Service
- 97 per cent of citizens have confidence in the Calgary Police Service

Also noteworthy:

- Citizens who had contact with officers gave them high scores for professionalism, respectfulness, courtesy, and communicating information clearly.
- Officers also received the highest scores since 2009 for being ethical, competent, responding in a fair way, and understanding the safety needs and concerns of citizens.
- There are steady improvements in the perception that CPS provides an adequate level of service and are 'there when needed.'
- Most citizens are aware that the CPS provides school programs and early intervention and prevention programs to help reduce youth involvement in crime and gang activities.

While half of Calgarians feel that crime has stayed the same over the last 12 months, 37 per cent of Calgarians feel that crime has increased during that time. Concerns about gang and drug crime have increased since 2014. The safety issues of greatest concern are house break-ins, illegal gang activity, and illegal drug activities.

The Commission also engaged the community through its eighth annual community dinner and community policing awards. The dinner brings together leaders from Calgary's community associations and cultural/diversity groups, as well as City Councillors, Commissioners and police service members of all ranks to discuss community policing.

Held in June 2015, the round table discussion portion of the dinner invited guests to provide their thoughts on the issues, challenges, and priorities the next chief of police may face, and to identify the policing priorities in their communities. The most prevalent theme that appeared in response to all questions was the importance of maintaining and building relationships, through outreach and engagement, with diverse community groups.

The Commission also completed an extensive engagement process in 2015 to inform the selection of a new chief of police. The engagement involved CPS staff, city council members, other policing organizations, the provincial government, media, community organizations, and representatives from the health and education sectors. Four public townhall meetings were also held to offer Calgarians the opportunity to share their thoughts about the issues facing the community and the qualities they want to see in the next chief. These community engagement activities were consistent with the engagement that occurred during the 2007 search process. Through this process, the Commission learned that Calgarians are satisfied with the police and the direction they've adopted. As a civilian oversight body, the Commission valued the

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opportunity to understand the needs of citizens and to make sure their perspective was reflected in the process and the selection.

The City of Calgary

The City of Calgary also conducts an annual citizen satisfaction survey. While the two surveys are not directly comparable, there are a number of similarities in the types of questions asked and the general intent of the research. The City survey asks about all of the services delivered to citizens, including police. In 2015, the question about the most important issue facing their community, identified crime, safety and policing as one of the top four mentions.

The perception of safety question “how safe do you feel or would you feel walking alone in your neighbourhood after dark?” has consistently yielded very positive responses: in 2015, 83% said they feel “very” and “reasonably safe”. In 2014 this response was 84%, in 2013 85%. Overall, citizens say policing is important and they are very satisfied with the CPS.

STRATEGIC ALIGNMENT

In the 2015-2018 Business Plan, the CPS aligns with the five Council Priorities. The CPS has outlined 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: This priority is addressed by three CPS commitments: Foster a strong workplace community, providing members with a variety of services for well-being, professionalism and career development; maintain citizen satisfaction and confidence by delivering quality service; effective utilization of information, technology and infrastructure.

SOCIAL, ENVIRONMENTAL, ECONOMIC (EXTERNAL)

Based on the factors of the triple bottom line, the CPS would like to highlight the significant programs, initiatives and efforts that have been undertaken or have continued in 2015.

SOCIAL

In 2015, total calls for service increased by 7.7% over the previous year. The call rate (number of calls per 100,000 population) also increased; 44,787/100,000 in 2015 compared to 42,845/100,000 in 2014, showing that population growth was not the only factor in the larger number of calls for service. The frequency of suspicious person, suspicious vehicles, property damage, drug and disturbance calls all increased in 2015.

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The number of person and property crimes also shows an upward trend as illustrated in the table below, with a corresponding increase in crime rates per 100,000 in 2015 over 2014. Most concerning is the increased level of violence associated with person crimes. There were 95 shootings in 2015, more than double that of 2014. Over half (n=51) of the shootings were confirmed to be gang or organized crime related; 15 of the shootings resulted in homicides, 9 of which were confirmed to be gang-related homicides to date. The number of domestic violence criminal offences also increased as did the number of weapons used in domestic assaults.

Over the last year, there has been a notable increase in the level of risk that offenders are willing to incur to acquire property and money. This trend is illustrated by the significant increases in high-risk crimes, such as financial and commercial robberies, and home invasions. The economic downturn may have contributed to the frequency of these crimes as more people are drawn to illicit means of making a living.

In 2015, there was a significant rise in the number of acquisitive crimes defined as break and enters, theft of and theft from vehicles and robberies; this increase directly correlates with the number of drug seizures. This signals a shift to more commodity-driven crime to support the supply and demand of drugs at the individual and organized crime network levels. The highly addictive nature of fentanyl and its higher profit margins have contributed to it gaining a strong foothold in Calgary. We still continue to see a high presence of drugs such as methamphetamine, cocaine and heroin that are known drivers of violence and property crimes. The connection between these drugs and crime are more frequent and complex in nature and challenge both call response and investigative resources.

To address these concerning and complex crime issues, the CPS has initiated criminal investigations and comprehensive operations to apprehend and deter criminal activity. The CPS is also continually monitoring intelligence to identify emerging threats and risk and harm to citizens, in order to mitigate future public safety concerns. Long-term strategies involving areas from across the Service and community partners have been developed to address the broader social and economic crime drivers and public safety concerns.

2014-2015 Person and Property Crime Indicators

		2014	2015	% change
Person	Homicide	32	34	6.2%
	Sex Offences	375	448	19.5%
	Robbery	792	944	19.2%
	Assault	2,736	2,743	0.3%
	Domestic-Violence	2,979	3,282	10.2%

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Property	Residential Break and Enters	3,702	5,337	44.2%
	Commercial Break and Enter	1,996	3,490	74.8%
	Theft OF Vehicle	3,339	5,316	59.2%
	Theft FROM Vehicle	7,940	12,584	58.5%

CRIME PREVENTION AND INTERVENTION PROGRAMS

The Calgary Police Foundation

The Calgary Police Foundation (CPF) was established to partner exclusively with the CPS to fund community initiatives that reduce youth victimization and criminal activity by focusing on education, prevention and early intervention. The Calgary Police Foundation targets areas where the need is greatest and implements programs that will have the most impact on our children, youth and families. CPF funded programs help ensure Calgary is a safe place to live and raise our families.

In 2015, the Calgary Police Foundation funded six key programs impacting tens of thousands of children. These were YouthLink, ISSP, MASST, YARD, Calgary Police Cadet Corps and Power Play (see below). Mainly due to the downturn in the economy, the CPF is challenged to raise funds and meet the increasing number of youth that need access to the funded programs.

YouthLink

The new 26000 sq. ft. YouthLink facility was officially opened to the public on September 28, 2015. The Centre offers school and public programs which examine topics including gang life, bullying, drugs, online safety and healthy relationships. The overall goal of its programming is to prevent future victimization and criminal behaviours by showing students how to make smart choices in the face of life's tough questions. YouthLink is also home to Alberta's largest collection of publicly displayed policing artifacts.

Since its opening, the Centre has had 2073 visitors on public days (Fridays and Saturdays). A total of 1379 young persons, 247 parents and 286 teachers have participated in the Centre's public programs and 2265 Grade 6 students, 109 teachers and 329 parent volunteers have participated in the Centre's school programs (Mondays to Thursdays).

Available data indicates increasing satisfaction among parents, teachers and students with the quality and range of services offered through YouthLink.

Youthlink is currently working on addressing the currency and relevance of its curriculum and technology in light of users' responses as well as the downturn in the economy and the related possibility of decreased funding in the immediate future.

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Multi-Agency School Support Program (MASST)

MASST is a partnership between the CPS, Calgary Board of Education (CBE), Calgary Catholic School District (CCSD), Community Neighbours and Alberta Health Services (AHS). MASST works with children 5-12 years old and their families to reduce the risks for criminal involvement or victimization through early and individualized assessment of risks and to provide access to social support services. In 2015, MASST added 83 new cases to a pre-existing case load of 70 clients. There were 65 referrals to AHS psychologists, 39 were for direct services and 12 were for consult only (including consult with family, school or other service providers). Overall, analysis of the program's data suggest that MASST continues to have a positive effect on most outcomes, particularly constructive use of time, behaviour, school performance and attendance.

MASST notes increasing complexity in the cases being addressed, with severe behavioural, childhood mental health concerns, parental mental health concerns and addictions, poverty, neglect, job loss and family discord. In 2015, the program noted increasing reports of childhood suicide (ideation and completion) and problematic sexualized behaviours at an early age among participants.

Youth At Risk Development (YARD)

Launched in 2008 by the CPS and The City of Calgary, the YARD program is an evidence-based initiative that seeks to prevent or stop gang involvement and criminal behaviour among youth aged 10 to 17 years. In 2015, YARD had 104 clients with 17 on the waitlist at the end of December. YARD received funding of \$150,000 through the Alberta Native Friendship Centres Association (ANFCA) Urban Partnerships Program to enable work with Indigenous youth. A team of a Police Officer and a Registered Social Worker were engaged in March 2015 to support this specific area of the program. Also in 2015, indigenous youth in YARD have had the opportunity to experience various cultural experiences such as drum making and song teaching lead by an elder, culminating in a performance at the annual CUAJ Round Dance, a guided horse trail ride through Stoney Territory, a field trip to Head Smashed in Buffalo Jump, a behind the scenes tour of the Indigenous Exhibit at the Glenbow Museum, and tour of SAIT by the Aboriginal Liaison.

The program has noted increasing concerns with poverty, addictions, mental health and homelessness among the population being served.

Integrated School Support Program (ISSP)

The ISSP is an unparalleled pilot project in two underperforming elementary schools in Forest Lawn, impacting 340 students. Entering its second year of implementation, ISSP provides the following resources to the schools, which are uncommon at the elementary level, namely a full-time psychologist, full-time physical education teacher, MASST team to work with at-risk students and families, and an S4 Officer dedicated to classroom presentations and unstructured activities. As well, ISSP was able to overcome a shortage of after school activity (3:00pm to 6:00pm sometimes referred to as the "prime crime time") programs by creating 60 new

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afterschool placements in partnership with the YMCA and the Calgary Public Library and 10 additional placements at the Boys and Girls Club of Calgary – Forest Lawn Club.

The evaluation of this unique project found some promising results, including:

- more students were identified and receiving support in school (11 times more students received psycho-educational assessments than a year prior to ISSP and 6 times more students were accepted into the MASST program);
- about 40% of students utilised the Meals on Wheels hot lunch and hot soup program “often and regularly” (that is over 40% of the time);
- improved minimum standard of fitness and increased scores in language arts;
- acknowledgment of the heavier police presence in the neighbourhood, including officers visiting the school and patrolling 17th Avenue SE.

The sustainability for continuing and expanding this initiative is a constant concern because funds are heavily dependent on the private donations received through the Calgary Police Foundation.

Auxiliary Cadets

The Auxiliary Cadet program continues its focus on the provision of learning and employment opportunities to augment the skills, knowledge and experience of young people interested in a law enforcement career and who want to make a difference in their community. In 2015, the program received 320 applications for Class 003 and 22 cadets (7 females/15 males) were selected. This brings the total number of active Auxiliary Cadets to 45. In 2015, three Auxiliary Cadets became Police Officers. At present, one cadet is completing recruit training and an additional nine Auxiliary Cadets have submitted their application packages to CPS Recruiting. The group completed a total of 2115 volunteer hours in 2015.

Police in Schools Programming

The CPS continues to provide services to schools in Calgary through the Start Smart Stay Safe (S4), Youth Resource Officer (YRO) and School Resource Officer (SRO) programs.

- Start Smart Stay Safe (S4) operates in elementary schools. In 2015, 38 additional schools joined the program bringing the total number to 163 out of a total of 273 schools in both school boards. S4 also supported the implementation of the School Patroller Program in 130 schools in Calgary providing training, assessments and event organization. S4 led 17 facilitated sessions with families and 1050 in-school sessions with students during the year.
- The Junior High Resource Officer program currently serves 100 schools in Calgary. The team has focused on the implementation of key lessons from the 2015 pilot including improving communication with school administration and better understanding of schools’ needs in order to deliver effective programming. The program is also concentrating on drug

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education with a specialized module that can be delivered to parents and students within the school and community settings.

- The Senior High School program currently operates in 34 high schools. This includes three outreach programs, and the National Sports school. The program also conducts safety planning and support in faith based and private schools in the Calgary area. The program initiated the implementation of the Drug Education Strategy in the last quarter of 2015, to improve awareness among students about drugs and their effects. A total of 24 sessions have been completed, engaging 1660 grade 10 students and another 63 sessions have been scheduled.

The Service has begun a review of the role of police in schools with focus on:

- the scope of police services which can be provided to new and emerging charter, private and faith-based schools;
- consideration of police response with a predicted 5 year growth within CBE and CCSD school boards;
- funding for police in school programming; and alignment of deliverables across S4, junior and senior high school youth education programs.

PARTNERSHIP INITIATIVES

Domestic Conflict Response Team (DCRT)

The DCRT consists of a partnership between the CPS, HomeFront, and Calgary Area Child and Family Services. This unique partnership between a uniformed officer and a case manager intervenes in chronic or high-risk domestic conflict cases and offers assistance before situations escalate to serious violence. In 2015, 784 files were referred to DCRT. Securing sustainable funding for the domestic violence case managers continues to be a significant challenge and strain.

Police And Crisis Team (PACT)

PACT consists of five Police Constables and five AHS mental health clinicians, who provide assistance to frontline police officers in effectively addressing the needs of persons with serious mental health issues. PACT is supported by a PACT-Community Treatment Orders (CTO) team that provides additional support to address escalation in dangerous behaviours as well as for after-hours and weekend support visits. PACT currently has 221 individuals registered in the program (98 females/123 males). Over 50% of referrals emanate from calls from frontline officers for support, with 20% each from homeless shelters and mental health programs. Thirty percent of PACT clients have Schizophrenia or other psychotic disorders, 15% percent present with some type of delusional disorder, 11% had a primary diagnosis of substance abuse or addiction, 11% have income related problems and 12% are homeless.

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ReDirect Program

The ReDirect program was formally launched on September 15, 2015 following a community meeting on September 8. The program is focused on preventing the radicalization of youth and young adults toward violent extremism. Since September, the program engaged a team of a Registered Social Worker and a Police Officer with cultural awareness and subject matter expertise to support the program. ReDirect has received 12 referrals (11 males/1 female) so far. Of this number, four have been accepted into the program, one is being reviewed, five referrals were determined to be inappropriate for ReDirect (3 referred to other CPS programs, 1 to community based program and 2 dismissed as no cause for concern).

ReDirect continues its focus on community engagement and training with over 30 presentations/consultations completed in 2015. Key issues being explored by the program include sharing of information across relevant organisations to support work with adults and securing funding to support programming with clients, program marketing and the engagement of Family Liaison Officers to support program implementation.

Syrian refugees

Calgary Police Service, through its Community and Youth Services Section (CYSS), is providing support to the RCMP-led Canadian Police Newcomer Engagement Strategy to address the needs of Syrian refugees settling in Calgary. The Service's response includes two main components; the first focused on internal coordination, training and messaging focused on CPS members and the second on external partnerships. To date the Service has established an internal working group to support coordination and information dissemination among relevant CPS units and key external public safety partners. The Service has also initiated periodic updates to members through its Strategic Communications Section along with scheduled training sessions to support cultural awareness and sensitivity. Externally, the Service continues its engagement of the local Calgary-Syrian community through the Syrian Advisory Board.

ENVIRONMENTAL

The CPS continues to implement, track and monitor environmental initiatives such as:

- External CPS Safety Audit: the Service is implementing the recommendations from the 2015 audit. These include legal compliance with environmental and Occupational Health and Safety regulations that address inconsistency in standard operating procedures, training records and lack of emergency drills.
- Energy consumption reduction initiatives:
 - Currently, the CPS is working with the City of Calgary Energy Management Office to explore different avenues of energy reduction, including electricity and water usage.
 - The retrofit and upgrade of the LED exterior lighting system began in 2014,

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helping to reduce energy consumption and maintenance. In 2015, exterior LED retrofits were completed at Districts 4 and 6.

- When planning capital projects the CPS considers and incorporates environmental industry best practices and LEED standards. In 2015, these projects included the Evidence and Property warehouse, the external upgrades to the North Deerfoot campus and the new outdoor hand gun range.

ECONOMIC

The CPS continues to leverage partnerships, increasing our capacity to support youth programs. We have made investments in technology and infrastructure and have realized operational savings which have been re-invested into ongoing operations which would otherwise be unfunded. The police service is facing challenges currently and will continue over the next foreseeable future due to increasing population, changing demographics, economic downturn and the impacts of organized crime that will strain CPS resources.

The Commission stays apprised of these pressures and the financial risk management strategies in place to mitigate any issues and ensure resources are deployed efficiently and effectively.

Financial Capacity

The Calgary Police Commission approves and monitors the CPS Business Plan and Budget. Calgary City Council approves the CPS operating (Program #70) and capital budgets.

Current and Future Operating Budget:

CPS is attentive to potential changes of funding mechanisms which would have an impact to our sustainability. Potential reductions to grants and/or programs for the CPS or its partners would have a negative impact to existing operations.

Current and Future Capital Budget:

In 2015 CPS had capital expenditures in excess of 70% of the existing budget with a target of over 90% for 2016 and beyond. We will continue to leverage capital investments and reinvest into CPS operations.

RISK ASSESSMENT

Risk is an inherent aspect of taking responsibility for policing a complex population across a large geographic area.

The highest risks identified include:

- Loss of life, both citizen and officer;
- Loss of public trust and confidence in the CPS; and
- Reduction in the real and perceived levels of public safety in Calgary.

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The strategies to manage these risks include:

- A well-trained, well-staffed police service;
- Financial sustainability for both crime prevention and law enforcement; and
- A comprehensive community policing program that engages the public.

REASON(S) FOR RECOMMENDATION(S):

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

1. CPS2016-0394 - 2015 CPS 4th Quarter Update Quarterly Business Plan Report
2. CPS2016-0394 - 2015 CPS 4th Quarter Statistical Report
3. CPS2016-0394 - 2015 CPC Annual Report