

Calgary Police Service Performance Measures 2015-2018

Council Priority #1: A Prosperous City.

CPS COMMITMENT: Strengthen Community Policing. We continue to recognize the need for community partnerships and strive to enhance those relationships to make Calgary an even safer place to live, work and raise a family.

Strategies & Actions

1.1 Work collaboratively with internal and external partners to address crime and public safety needs.

- Continue to work together with community partners on a comprehensive youth strategy focused on prevention, education and early intervention.
- Work with social agencies, justice and community partners to better address policing needs of vulnerable populations.
- Increase supports to victims of crime and their families' through comprehensive, coordinated services.
- Coordinate strategies with the Crown, Alberta Justice and Corrections Canada to manage repeat offenders.
- Foster relationships with corporate partners to address economic cyber-crime.
- Collaborate with Public Safety Communications to monitor service level agreements.
- Increase interoperability with CEMA and other key partner agencies to ensure a seamless response to major incidents and natural disasters.

Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Percentage of CPS partners reporting that the collaborative approach to crime prevention and reduction is positively impacting social issues in the community			Qualitative based survey was administered to partners in 2014, no metrics were derived.	Baseline to be established through partner survey	TBD		
Implementation of Integrated School Support Program			Pilot project initiated in two schools,	Interim evaluation report	Evaluation report complete	Tentative expansion to two	

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Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
			Fall 2014			more schools, pending funding	
Percent of ISSP parents who “strongly agree or agree” that “my neighbourhood is a safe place to live in”			52%	60%	60%	60%	60%
Percent of ISSP children who are at grade level for reading			58%	60%	65%	70%	75%
Number of youth with none or fewer than two new charges, 12 months after participation in the Youth at Risk Development (YARD) Program		27 out of 31 (87%)	50 out of 73 (68%)	75%	75%	75%	75%
Percentage of children in the Multi-Agency School Support Team (MASST) program who report a positive change in their “constructive use of time” <i>Constructive use of time defined as involved in</i>		46%	22.5%	30%	30%	30%	30%

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Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
supervised extracurricular activity.							
Percent of parents who access one new social service within one year of enrollment in MASST Improved use of social services defined as access to at least one new social service on behalf of child/family.		52 out of 62 (84%)	11 out of 16 (69%)	70%	70%	70%	70%
Interoperability with CEMA and other key partner agencies for response to major incidents and natural disasters	Liaised with key partners. Developed business processes.	Conducted lessons learned from Flood.	Business continuity with key partners.	Completion of Coordination Strategy	Implementation of Coordination Strategy with partner agencies		

Council Priority #2: City of Inspiring Neighbourhoods

CPS COMMITMENT: Strengthen Community Policing. The Calgary Police Service plays a key role in addressing community safety, as well as ensuring all citizens feel safe.

Strategies & Actions

2.1 Confront crime and improve community safety.

- Further develop methods to identify and investigate hate crimes.
- Concentrate investigative efforts on child exploitation, human trafficking, and vice offences.
- Increase emphasis on a wide range of economic crimes.
- Develop, implement and sustain a self-registry database for persons with disabilities to provide critical information to emergency workers.
- Utilize and refine large scale data analytics such as Intelligence Led Policing-Palantir, Facial Recognition Software, Body Worn Camera and In-car Digital Video.

2.2 Deliver timely and quality investigations to ensure investigative excellence.

- Strengthen the CPS criminal intelligence model.
- Conduct a feasibility study for a DNA lab in Calgary.
- Establish investigative best practices and maintain these through quality assurance processes.

2.3 Ensure policing practices respond to the needs of an increasingly diverse community.

- Identify and address gaps within our diversity initiatives, focusing on frontline response, youth crime prevention, intervention and education, and community engagement.
- Develop and sustain a pool of certified interpreters and translators to be utilized by police and other local and provincial governmental agencies.

2.4 Enhance communication with citizens to link community needs to police response.

- Expand the Service's digital presence and communication with the public. Enhance the Police and Community Awareness Programme.

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- Increase citizen use and awareness of the CPS online reporting option and continue to research alternative methods, including social media.

2.5 Refine the Service-wide Crime Management Strategy to ensure maximum coordination of police resources.

- Develop a coordinated service-wide offender management strategy to be embedded in the Crime Management Strategy.
- Incorporate intelligence and threat assessment priorities into the Crime Management Strategy.

Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Violent Crime Severity Index *Municipal	61.7	63.7	Not available until June from Statistics Canada	Below national index	Below national index	Below national index	Below national index
National Violent Crime Severity Index	81.4	73.7	Not available until June from Statistics Canada				
Non-Violent Crime Severity Index *Municipal	58.6	58.4	Not available until June from Statistics Canada	Below National Index	Below National Index	Below National Index	Below National Index
National Non-Violent Crime Severity Index	72.5	66.8	Not available until June from Statistics Canada				
Average Priority 1 call response time in minutes	6.7	6.9	6.9	7.0	7.0	7.0	7.0
Report on the top citizen crime concerns in the city from the annual Calgary Police Commission Citizen Survey.	Illegal gang activities, House B & E's, Illegal	Illegal gang activities, House B & E's, Illegal	House B & E's, Illegal gang activities, Assault	Reported quarterly	Reported quarterly	Reported quarterly	Reported quarterly

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Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
	drug activity, Assault causing injury	drug activity, Traffic violations	causing injury, Drug law enforcement				
Percentage of citizens who believe that crime rates in Calgary have “decreased” or “stayed the same” over the last twelve months	74%	77%	63%	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Percentage of citizens who “strongly” or “somewhat agree” that “Calgary is a safe city to live in”	95%	96%	97%	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Percentage of citizens with moderate to high agreement with the statement CPS “adequately communicates crime issues and trends to the community”	76%	78%	81%	Increase	Maintain/ Increase	Maintain/ Increase	Maintain/ Increase
Website visits to online reporting (Report A Crime) page		15,172	19,789	23,000	28,000	36,000	44,000
Number of Twitter Followers	16,271	53,140	76,386	100,000	116,000	126,000	132,000
Number of CPS Facebook page “Likes”	4,097	15,641	37,955	48,000	56,000	62,000	66,000
The number of Police and Community Awareness Program subscribers		4,204	4,632	8,500	20,000	32,500	55,000

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Council Priority #3: A City that Moves

CPS COMMITMENT: Strengthen Community Policing. The Calgary Police Service provides support to maximize traffic safety in communities and on major roadways.

Strategies & Actions

3.1 Promote the safe mobility of all road users by implementing the CPS Traffic Safety Plan.

- Reduce injury and fatal collisions involving vehicles, pedestrians and cyclists, through education and targeted enforcement.
- Continue to coordinate strategies in partnership with City departments and community based groups to achieve a common goal of traffic safety through the Calgary Safer Mobility Plan.
- Respond and address community traffic concerns through the Traffic Service Requests.

Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Number of fatal traffic collisions	31	38	28	Reduce			
Rate of fatal traffic collisions per 100,000 population	2.8	3.3	2.3	Reduce			
Number of non-fatal traffic collisions	31,634	36,119	38,452	Reduce			
Rate of non-fatal traffic collisions per 100,000 population	2,823.9	3,142.0	3,217.2	Reduce			
Number of Criminal Code impaired offences	3,332	2,813	2,550	Reduce			
Rate of Criminal Code impaired offences per 100,000 population	297.4	244.7	213.4	Reduce			
Number of fatal collisions: Impaired by alcohol/drugs	15	18	7	Reduce			

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Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Rate of fatal collisions: Impaired by alcohol/drugs per 100,000 population	1.3	1.6	0.6	Reduce			
Number of non-fatal collisions: Impaired by alcohol/drugs	993	963	976	Reduce			
Rate of non-fatal collisions per 100,000 population: Impaired by alcohol/drugs	88.6	83.3	81.7	Reduce			
Number of collision involving vulnerable road users (pedestrians, cyclists, motorcyclists)	1055	1039	1047	Reduce			
Rate of collisions involving vulnerable road users per 100,000 population (pedestrians, cyclists, motorcyclists)	94.2	90.4	87.6	Reduce			
Number of reportable collisions at intersections using automated enforcement measures (speed-on-green, red light cameras)	1,656	1,770	1,681	Reduce			
Rate of collisions at intersections using automated enforcement per 100,000 population	147.9	153.9	140.1	Reduce			
Percentage of assigned Traffic Service Requests (TSRs) handled by the Traffic Section	93% (246 out of 265)	85% (677 out of 797)	74% (1300 out of 1757)	85%	85%	85%	85%
Citizen satisfaction with Traffic Service Requests (TSRs)				Establish Baseline	80%	80%	80%

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Council Priority #4: A Healthy and Green City

CPS COMMITMENT: The Calgary Police Service is committed to environmental leadership to conserve, protect and improve the environment.

Strategies & Actions

4.1 Demonstrate leadership in responsible environmental management practices and energy use.

- Further develop and implement environmental initiatives and programs including green programs and recycling. (Infrastructure Services Division)
- Continue to implement Leadership in Energy and Environmental Design projects. (Infrastructure Services Division)
- Continue commitment to ISO 14001 environmental management certification. (Infrastructure Services Division)

4.2 Enforce and/or assist in the enforcement of federal and provincial environmental laws and regulations, and the City of Calgary environmental policy.

Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Percentage of change in Energy Consumption Target to reduce by 1% in comparison to previous year. Baseline in 2011: 9960 kwhe/m ² By 2018 reduce by 498 kwhe/m ²	Increased by 8.6%	Decreased by 5.2%	Increased by 5.9%	1% Reduction from previous year			
Percentage of reduction in water usage				Baseline to be established			
Percentage of waste diversion Comprehensive recycling program Baseline was 0% in 2009	70.1%	69.7%	69.5%	72.0%	74.7%	77.2%	79.7%

Council Priority #5: A Well Run City

CPS COMMITMENT: Foster a Strong Workplace Community. The Calgary Police Service strives to be an employer of choice, through providing members with a variety of services that encourage well-being and ensure professionalism. We also assist our members in career development through ongoing mentorship, training and education.

Strategies & Actions

5.1 Retain and recruit quality people.

- Implement and sustain diverse avenues for the recruitment of members.
- Develop retention and engagement strategies that includes members at all stages in their careers.
- Develop an integrated Human Resources Information System.

5.2 Train and educate all members to support the delivery of exceptional service.

- Implement an integrated learning strategy that aligns with CPS organizational goals.
- Continue to advance the use of technology enhanced learning to provide accessible and affordable training for members.
- Enhance leadership learning opportunities for all members.
- Expand the District Training Officer curriculum in the areas of criminal procedure, investigative processes, and engagement with diverse communities.
- Utilize Westwinds lecture hall for internal and partner training opportunities, as well as a staging area for emergency events.

5.3 Align member development activities with the current vision of policing.

- Implement a revised sworn member performance management system.

5.4 Provide a supportive, healthy and professional work environment for all members.

- Improve awareness and understanding of Health and Wellness services to members within all areas of the Service.
- Implement practices and programs that foster a supportive and professional work environment for all members.

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- Continue to work in partnership with University of Calgary around gender diversity.

Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Percentage of employees with moderate to high agreement with the statement "Overall, I am satisfied with my workplace environment"	71%	74%	76%	Increase	Increase	Increase	Increase
Percentage of employees who reported with moderate to high engagement on the Employee Engagement Index	72%	76%	75%	Increase	Increase	Increase	Increase
Number of employees who have attended one or more elective Chief Crowfoot Learning Centre training courses	315	475	484	Increase	Increase	Increase	Increase
Percentage of employees with moderate to high agreement with the statement "I am satisfied with the training available to do my job"	57%	64%	67%	72%	77%	82%	87%
Percentage of employees who have reported an improvement in their overall wellness after participating in the CPS wellness programs and supports				Baseline to be established	70%	75%	80%

Council Priority #5: A Well Run City

CPS COMMITMENT: Maintain citizen satisfaction and confidence by delivering quality service. How the Calgary Police Service makes decisions, invests, and engages with Calgarians is key to ensuring a safe community. We promote organizational changes that embrace innovation and efficiency, while maintaining fiscal responsibility.

Strategies & Actions

5.5 Demonstrate the accountable use of financial resources.

- Provide timely and relevant financial reporting that demonstrates accountable and transparent use of public funds.

5.6 Continue to explore innovative approaches to service delivery models.

- Evaluate the current crime scene investigative model.
- Develop and implement Service-wide Coordinated Operational Strategy Processes.
- Integrate the RTOC Service Delivery Model into all Divisions.
- Ensure effective Incident Command throughout the CPS.
- Modify the frontline deployment model to account for increasing workload demands, supervisory requirements, city growth and financial sustainability.

5.7 Strengthen the evaluation framework for programs in the Crime Prevention and Reduction Continuum.

- Continue to partner with external research consultants to apply an evaluative framework to the Crime Prevention and Reduction Continuum.

5.8 Explore relevant methodologies and metrics to establish a common understanding of the roles police play in community safety.

- Participate in the Sustainable Policing in Canada three-year research study involving academic partners and police agencies across Canada.
- Engage citizens to obtain feedback on services received.

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5.9 Utilize project management principles to ensure quality projects are completed on-time, in-scope and on-budget.

- Establish Service-wide project management coordination to facilitate and support the CPS project management framework.
- Set a standardized method to prioritize Service projects and workload.

Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Formalize processes and compliance measures for service-wide Coordinated Operational Strategy Processes				Complete Processes Development	Establish Compliance Measures	Monitor Compliance	TBD
Conduct gap analysis and development of processes to increase situational awareness and effective decision making of Incident Commanders				Complete gap analysis	Implement processes	Monitor Compliance	TBD
Create efficiencies by sharing facilities and technology between the Real Time Operations Centre and Major Events and Emergency Management Unit					Completion	TBD	TBD
Number of operational efficiencies obtained through expansion of roles and responsibilities of Auxiliary Cadets		Program began in July	Expanded program into additional Districts	Studying feasibility of increased roles of cadets	TBD-based on results of feasibility study	TBD	TBD

Council Priority #5: A Well Run City

CPS COMMITMENT: Effective utilization of information, technology and infrastructure. The Calgary Police Service aims to maximize efficiencies through increased use of smart technology and more efficient infrastructure.

Strategies & Actions

5.10 Enhance policing operations through the implementation of effective technologies.

- Establish and deliver a Service-wide technology roadmap.
- Leverage technology to further automate business processes and recognize efficiencies.
- Continue to utilize and evaluate electronic monitoring technology in the management of offenders.
- Partner with National Policing Services and RCMP to implement real-time identification technology for fingerprints and criminal record information.
- Maximize real time information access for officers through the Mobility strategy.
- Operationalize body-worn cameras.

5.11 Leverage data and information to inform organizational decisions and address community safety.

- Ensure effective implementation of the new records management system.
- Establish and implement an information management roadmap, with the support of external vendors.
- Assess privacy related risk and strengthen information privacy protection guidelines.

5.12 Develop and manage internal communications.

- Continue to improve the quality of communication and facilitate increased collaboration across the Service.

5.13 Continue to identify and fulfill the infrastructure requirements of the Service.

- Meet or exceed Occupational Health & Safety regulations, industry standards, and environmental requirements.
- Provide the infrastructure for a Forensics and Ballistics testing facility.
- Complete the Westwinds Evidence and Property Warehouse.
- Pursue land acquisition and development for a new driving training track.
- Sustain core IT infrastructure.
- Explore relocation alternatives of the Aero Centre and Court Services Centre.

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Measure	2012 Actual	2013 Actual	2014 Actual	2015 Target	2016 Target	2017 Target	2018 Target
Enhance and Upgrade Information Management Systems			Upgraded Dispatching System (CAD) – updated infrastructure and software.	Roll out Business Intelligence reporting tool – Enables us to analyze frontline and investigative workload.	Implement Phase 1 of Records Management System – Replacing outdated police information system.	TBD	TBD
Utilization of Palantir system Service-wide Provide timely information more efficiently and effectively to frontline and investigative services.		Software implemented – Provided backup information source for outdated systems	Trained Analysts Service-Wide Conducted Pilot for Mobile App	Increase Investigative use Launch Real Time geographic information dashboard	Expansion to increased use by frontline	TBD	TBD
Information Management Strategy Overarching strategy outlining how to capture, store, manage, and deliver information in a timely way.				Complete Service-wide consultation	Refine and implement strategy	TBD	TBD