

Calgary Police Service 2021 Annual Report

RECOMMENDATION:

That the Community Development Committee recommend that Council receive this annual update from the Calgary Police Commission (CPC) on the Calgary Police Service (CPS) for the 2021 calendar year for the Corporate Record

HIGHLIGHTS

- The Calgary Police Commission (CPC) and Calgary Police Service (CPS) provide an annual report to the Community Development Committee of Council (formerly Standing Policy Committee on Community & Protective Services). This report provides information on the CPS' service to Calgarians for the 2021 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' priorities and understand the challenges and opportunities facing policing in our city.
- *Why does it matter?* The CPS' vision is for Calgary the safest major city in Canada, and to be connected with, committed to, and representative of all our communities. The CPS strives to be police leaders in equity, diversity, and inclusion and the police employer of choice in all of Canada. It is important that the CPC and CPS be accountable to citizens in how it strives to achieve this vision.
- The CPS is committed to providing police services that meet needs of our growing and diverse city. The CPS continued to advance anti-racism and equity, diversity and inclusion in 2021.
- The CPS is an active partner in transforming Calgary's crisis response system to ensure Calgarians get the right supports by the right service provider at the right time. The CPS allocated \$8 million to these efforts, alongside Council's \$8 million commitment.
- Employee morale and engagement declined significantly in 2021 as a result of staffing issues, high workloads, lack of connection to senior leadership, and public criticism of police.
- Crime and calls for service continued to trend below the five-year average in Calgary, however, notable increases occurred in firearm-related crimes, citizen reports of disorder, and non-criminal domestic conflict.
- 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.

DISCUSSION

In 2020, the CPS implemented *Our Strategy*, the Service's long-term commitment to Calgarians. *Our Promise* is to create an organization and community that is safe, diverse, inclusive and inspired. Guided by *Our Goals*, the Service's mission is to build community safety and well-being through engagement, education, prevention, investigation, and enforcement. Our 2021 commitments to citizens are detailed in the 2021 CPS Annual Policing Plan (APP) (see

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Attachment 1) and reported regularly through the APP Quarterly Report (see Attachment 2: 2021 Q4 APP Quarterly Report).

OUR GOAL: Community Safety & Well-being

Calls for service and crime in Calgary trended up from the previous year to more typical volumes, particularly when the COVID-19 restrictions were lifted. The volume and severity of violence showed notable increases, driven by assaults and robberies. Property crime volume continued to trend below typical levels as the opportunities for these crimes were still diminished; residents continued to work from home and provided guardianship to their property and vehicles. Overall calls for service were still below the five-year average; however, the latter half of the year showed notable increases in the number of calls attended by police officers compared to the previous year. Officer workload statistics indicate that officers have far less time available to dedicate to proactive work. This is due to staffing challenges and increased administrative duties, such as body worn camera video processing and report writing.

Gun crime remained a top public safety concern in our city. In 2021, there were increases in firearm-involved violence – including robberies, assault with a weapon, extortion, and uttering threats to cause death or bodily harm. To address firearms-related violence, in the latter part of 2021, the CPS initiated *Operation Ceasefire*, a targeted 12-week Gun Violence Prevention Action Plan. *Ceasefire* worked to reduce gun violence and victimization and enhance community safety in our city through the coordination of detection, enforcement, suppression, and prevention resources. Overall, reports of discharged firearms, “shootings”, decreased by 15 per cent from the previous year. Organized crime was implicated in only a small proportion of these events as most incidents were driven by personal grievances.

Calls for service relating to disorder (i.e., people sleeping in stations) and crime in the downtown core and on Calgary Transit Light-Rail Transit (LRT) stations and trains were of particular concern in 2021. To address the immediate safety concerns, the CPS partnered with Calgary Transit and Calgary Community Standards to focus on crime and disorderly behaviour. The Stephen Avenue Safety Hub (SASH) provided opportunities for proactive work, collaboration, and information sharing. The CPS continues to explore possible strategies to address downtown and LRT-related crime and work with community partners to find solutions to improve citizens’ safety concerns.

Commercial robberies reached a six-year high in 2021, with pharmacies, cannabis stores, and telecommunications stores and online buy-sell being notable targets. These incidents were of particular concern as the volume, frequency, and level of violence increased. In response, the CPS created a task force which identified over 75 offenders (average age of 14-16 years old) for investigation and intervention work, engaging schools, and communities to provide education, awareness, and support. Advice on preventative measures was provided to robbery locations via Crime Prevention Through Environmental Design (CPTED), as well as through consultations with the Alberta College of Pharmacy and the Alberta Pharmacists Association to shift business practices to include safe timers and fully enclosed pharmacy counters.

Since the COVID-19 pandemic was declared, there was an initial decline in Criminal Code charges in domestic violence, but over time there has been a return to more typical levels. The non-criminal domestic calls for service increased during the COVID-19 pandemic, which implied that citizens may be calling before things escalate. Domestic homicides also decreased in the past five years; in 2021, four of Calgary’s 21 homicides were domestic in nature. In 2021 the CPS operationalized the Disclosure to Protect Against Domestic Violence Act (“Clare’s Law”), which allows individuals to make application to the Government of Alberta (through police agencies) for

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information on an intimate partners' previous history of domestic violence or other acts, potentially preventing future victimization. The CPS averaged eight applications per month in the first year of implementation.

Methamphetamine and fentanyl continue to be the most prevalent drugs seized in Calgary in 2021. Both these drugs have implications for policing resources and public safety, as the former is cheap to produce, highly addictive and drives much of our acquisitive crimes, such as car prowlings, thefts of vehicles, and break and enters. Fentanyl is particularly concerning because as little as two milligrams can be lethal; it is associated to most overdoses in Calgary.

Like other jurisdictions, Calgary saw increases in the number of protests and public demonstrations in 2021. COVID-19 health restrictions, anti-racism in policing, and social inequity were the primary protest drivers. These events required considerable police resources to ensure public safety and manage counter protests. In addition, the CPS provided support to 600 large events, including concerts, sporting events, and conferences (for additional information on 2021 Calgary crime trends, see Attachment 3: 4th Quarter 2021 Statistical Report).

Crisis Response Transformation

The CPS advanced its commitment to the Community Safety Investment Framework (CSIF) by providing \$8 million to strengthening existing partnerships, advancing anti-racism, equity, diversity & inclusion, and reducing demand for front-line officers. In addition, the CPS and City Administration, through Council's \$8 million allocation from the Fiscal Sustainability Reserve, worked to strengthen existing crisis response services and examine opportunities for transforming the crisis response system. At the 8 June 2021 meeting of Priorities and Finance Committee of Council, the CPS committed to reporting back on CSIF through its Annual Report to the Community Development Committee. Attachment 4 provides the update for the 2021 calendar year.

A vital component of strengthening existing services for the CPS was the commitment to expanding the Police and Crisis Teams (PACT) and the Mobile Response Team (MRT). With funding from the CPS budget and in partnership with Alberta Health Services, PACT expanded its capacity to provide 22 hour/day, seven days/week service and MRT to 24 hours/day, seven days/week. PACT provided support to 2,296 Calgarians, diverting individuals in crises due to mental health and addictions to the supports they needed. MRT was called 1,664 times by patrol members in situations where information and advice were required to support citizens struggling with mental health or addiction challenges.

OUR GOAL: Public Trust and Confidence

In 2021, there was a 9.2 per cent increase in reports of use of force incidents by police (referred to as Subject Behaviour/Officer Response (SBOR) reports) over the five-year average. SBORs document interactions where force is used. Decreases were observed for most use of force methods, except for the deployment of Conducted Energy Weapon (CEW) which increased by 22 per cent compared to the five-year average.

The CPS continued to address the recommendations from the 2018 Wittmann Use of Force Report. Notably, a new De-escalation and Use of Force policy was developed in anticipation of Service-wide roll-out in early 2022. The Early Intervention Program was established as a non-punitive support to help supervisors identify problematic behaviour and performance issues early, with the goal of correction over discipline. A total of 116 officers were involved in the program in 2021. The Patrol Training Officer (PTO) program was also established to ensure robust training

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and continuous performance improvement for patrol members, reinforcing skills learned along with the application of organizational values in the approach to service delivery. The PTO successfully trained 47 new recruits in 2021, with 44 additional recruits in the field.

The CPS continued to advance the modernization of Professional Standards Section (PSS), following recommendations from the Arkinstall Inquiry (2018). In 2021, PSS made changes to its organizational structure to support timely and effective investigations, file continuity, and added new civilian investigators. The CPS also made recommendations to the Government of Alberta on *Police Act* reform.

OUR GOAL: Equity, Diversity & Inclusion

The CPS remained steadfast in its commitments to anti-racism, equity, diversity, and inclusion made in September 2020. Attachment 5 – Addressing Systemic Racism at the Calgary Police Service – Year One December 2020-2021 – details the progress made by the Service with its partners in 2021. The CPS dedicated over \$4.2M in cash and in-kind salary in 2021 and participated in 129 hours of dedicated anti-racism in policing work to create safe spaces to discuss concerns and solutions. The CPC and the CPS commissioned research studies to better understand experiences of racism and systemic racism in policing and partnered with the City of Calgary on community engagement. This research and engagement, as well as lessons learned from our work with the internal and external Anti-racism Action Committees (ARACs), will help inform the development of the CPS anti-racism strategic roadmap.

Among the specific commitments actioned in 2021 was the evaluation of the School Resource Officer (SRO) program, which revealed that although the majority of students experience positive outcomes from the program, some children and youth express fear, distrust, or unequal treatment. As a result, the CPS committed to transforming the way that police engage with youth in schools, with additional student engagement and a community roundtable to inform transformation planned for 2022.

Building and maintaining relationships with the community played a vital role in building trust in and advancing our commitments. The Diversity Resource Team (DRT) continued to work closely with its 10 advisory committees, composed of diverse Calgarians representing several communities: Indigenous, African, Caribbean and Latin Americas, Middle Eastern, South Asian, Asian, Persons with Disabilities, and Gender and Sexual Diversity (GSD), as well as the newly formed Youth Advisory Board and Super Board (comprised of representatives from each advisory committees). Consultation with our Advisory Boards helped to inform important changes to Service delivery, including the development of GSD and Indigenous awareness training to be implemented in 2022.

Importantly, the CPS continued its work on Reconciliation with the Indigenous Community through the Indigenous Road Map. A Sacred Space was established on the CPS Westwinds Campus as an ethical space that members of the Indigenous community can access when involved in the justice system, ensuring culturally appropriate, respectful, and equitable service delivery. The space was created in partnership with the Urban Society for Aboriginal Youth, displaying a mural by an Indigenous artist that incorporates interactive “augmented reality” technology that makes it “come to life” and tell its story. The CPS worked to establish an Indigenous Relations Team at the end of 2021 to ensure sustainable resources are dedicated to Reconciliation and continued progress on the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls to Justice and the Truth and Reconciliation Commission’s Calls to Action.

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The Service worked toward building Equity, Diversity, and Inclusion (EDI) capacity in 2021 by staffing the Office of Respect and Inclusion (ORI), the mandate of which is to ensure member awareness, accessibility, and safe reporting of workplace concerns/harassment, and alignment to anti-racism. This Office will focus on strategy for organizational culture, including offering member supports to address conflict and advancing inclusion within the Service, so all members feel safe and valued within the workplace. In addition, the CPS developed and piloted an EDI “tool” to apply to policies, practices, and services. EDI Advisors will be added to the ORI in 2022, focused on addressing the recommendations from the EDI tool pilot, and supporting the review of Human Resources policy. The latter will ensure that Human Resources Modernization integrates EDI into its deliverables and outcomes.

Increasing the diversity of our workforce is instrumental to promoting equitable and inclusive service delivery. The Service leveraged community partners to deliver EDI-specific recruitment events, targeted to include only participants from diverse and racialized groups; these groups made up 33 per cent of all 2021 recruitment events. These efforts, combined with the modernization of recruitment through social media (such as LinkedIn), assisted to generate a 9 per cent increase in applicants over last year.

OUR GOAL: Employee Satisfaction & Engagement

The 2021 CPS Employee Survey revealed a significant decrease in employee engagement due to staffing shortages and workload, poor public image of police, and a perceived lack of support by the Executive Leadership Team. The COVID-19 pandemic health restrictions combined with budget uncertainty over the last four years and higher than expected attrition lead to a significant increase in sworn and civilian vacancies in 2021. The CPS significantly increased its recruiting and hiring efforts following the relaxation of public health restrictions, hiring 110 sworn and 68 civilian members.

The CPS developed and delivered the People Plan in 2021, which comprehensively addresses commitments to supporting and training our people to deliver service to the community. Employee health and wellness are key priorities in the People Plan, particularly as members struggle in the current internal and environment. A new Health Surveillance Program was developed, and a health check clinic introduced as a preventative tool, to address health and wellness issues early before they intensify.

To further address employee engagement, the CPS continued with its Human Resources Modernization efforts. Processes such as workplace investigation, conflict management, and promotions were reviewed and improved to ensure they are fair, transparent, and accessible for all members.

OUR GOAL: Effectiveness and Efficiency

The COVID-19 pandemic health restrictions continued to impact how the CPS provided service to the community in 2021. In some cases, it provided opportunities for the CPS to explore additional efficiencies, such as online reporting. The CPS expanded online reporting to include additional charges, with ten types of crime now being reportable online. In 2021, the CPS responded to 535,915 calls for service, averaging just over one call per minute. On average, 50 reports were submitted online daily, representing a 13 per cent increase in online reporting in 2021.

After completing the Service Optimization Review (also known as Zero-Based Review) in 2020, the CPS is working to implement the recommendations for both patrol deployment and

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infrastructure planning. The CPS also conducted a fleet review, which yielded a long-term strategy to optimize and reduce the fleet. Hybrid vehicles will be introduced as a pilot in 2022.

The CPS developed and implemented its own Integrated Risk Management (IRM) program, which introduced a systematic risk management framework and process. Risk management and risk-based decision-making is being integrated across the Service.

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

Results from the 2021 Citizen Survey by The City of Calgary¹ showed the CPS as a “primary strength” among City services. The proportion of respondents indicating that there should be more investments in the CPS increased by 5 per cent from the previous year, to 46 per cent. Satisfaction with the CPS has remained relatively stable since fall of 2021, with 88 per cent indicating they are very or somewhat satisfied with the CPS; however, the proportion who are very satisfied decreased by 5 per cent and has been trending down in recent years. In addition, The City of Calgary’s research conducted with equity-seeking communities has shown differences in the experiences of visible minorities.²

- Among all services with significant differences in the desired level of investment, Police Services is the only service where visible minorities are less likely to say ‘invest more’ compared to not visible minorities.
- Immigrants who came to Canada as adults are more likely to be say ‘invest more’ compared to those who immigrated to Canada as children.
- Police Services is the only service among 44 rated services where females are less satisfied than males. However, females are more likely than males to say ‘invest more’ in Police Services.
- Households with lower incomes consistently want to see more investment in various City services.
- Older Calgarians are more satisfied with Police Services compared to other age groups and are more likely to say to “invest more”.

The top citizen safety concerns in 2021 included robbery, firearm offences, house break and enters, drug-related violence and death, and traffic offenses. In the 2020 CPS Citizen Survey, Black and Indigenous citizens were found to have the lowest perceptions of the CPS. In 2021 the CPC conducted consultations with Black and Indigenous citizens (15 and 12 participants, respectively). Ten key insights were uncovered by the research:

- CPS treat people differently based on skin colour;
- Indigenous and black citizens experience avoidance and fear of police;

¹ Source: 2021 Fall Quality of Life and Citizen Satisfaction Survey Final Report

² Source: The City of Calgary (2021) Equity-Seeking Communities Research: Analysis of Spring Pulse 2021 Survey Data

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- There is a perception that treatment by the CPS is influenced by stereotypes;
- There is a lack of trust in the CPS;
- Media influences perceptions of the CPS;
- There is a desire for better treatment by the CPS;
- There is support for alternative call response for persons in crisis;
- There is a need to address systemic racism within the CPS;
- There is a need for better accountability by the CPS; and
- Use of force should be used as a last resort.

IMPLICATIONS

Social

The CPS and its partners are committed to transforming crisis response to ensure those experiencing mental health or addictions crises receive the right services delivered by the right resource at the right time.

The CPS is committed to ensuring equitable service delivery to all. Through our commitments to addressing systemic racism and advancing equity, diversity, and inclusion, the CPS is working to create an organization and community that is safe, diverse, inclusive and inspired.

With the changing complexion of public demonstrations and protests in our city, the demand on police services is greater than ever to ensure Calgarians can exercise their freedom to assemble peacefully with ensuring public safety and well-being. The CPS will continue to work with the community to ensure all rights and freedoms are protected.

Violence in our community is intensifying, particularly firearms-related violence. Addressing violence is the responsibility of everyone, and the CPS will continue to work with partners on prevention and intervention measures.

Environmental

The CPS is committed to operating in an environmentally sustainable way, and to working with The City of Calgary to advance the Climate Resilience Strategy.

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 with priorities that are important to Calgarians based on citizen and employee engagement and our long-term strategic goals. The budget increase received during the 2021 adjustments will assist in supporting some of these key priorities and begin to stabilize the Service after a number of years of uncertainty. As One Team, the CPS will ensure that the right people are doing the right tasks, properly led, equipped, and supported.

Service and Financial Implications

Existing operating funding - base

The CPS will continue to manage the long-term 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 impact the CPS revenue in 2022. The CPS will continue to monitor economic recovery in Alberta and explore opportunities to leverage partners in service delivery.

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RISK

As a product of the recently solidified Integrated Risk Management (IRM) program at the CPS, the CPS is monitoring and mitigating risk in the following areas:

- Workplace risks
- Funding and resource prioritization
- Public trust – social inequities
- Management systems and controls
- Workforce accountability
- Security breaches
- Social media (reputation)
- Business continuity

ATTACHMENTS

1. 2021 CPS Annual Policing Plan
2. 2021 Q4 Annual Policing Plan Quarterly Report
3. 4th Quarter 2021 Statistical Report
4. Community Safety Investment Framework (CSIF) Update
5. Addressing Systemic Racism at the Calgary Police Service – Year One December 2020-2021

Department Circulation

General Manager/Director	Department	Approve/Consult/Inform
Mark Neufeld, Chief Constable	Calgary Police Service	Approve
Shawn Cornett, Chair	Calgary Police Commission	Approve