

ORGANIZATIONAL  
RISKS FACING THE  
CALGARY POLICE  
SERVICE

*2016*



## **The External Environment**

### **Crime, Safety and Security**

The CPS is responding to increased acquisitive crime, gang activity and drugs in the community. Increased crime brings a number of issues/risks for CPS and the community which include but are not limited to: a deepening of criminal networks; increased supply of drugs accompanied by increased adverse outcomes for both the individual and the community; increased CPS workload; and possible decreased citizen satisfaction.

### **Austerity in Policing**

The economic downturn and the discussion around the financial sustainability of policing in Canada have resulted in calls for austerity. While crime rates are declining in the face of increasing law enforcement budgets, the discussion does not reflect the costs of meeting the expectations of the community – that police are front-line workers in responding not only to crime and social disorder, but also to distress stemming from mental health issues, drug and alcohol addiction, homelessness, abuse and anti-social behavior. Focusing on crime rates and police budgets prevents an exploration of how resources are allocated to proactive/preventative policing activities and the requirements of the justice system.

The economic downturn brings with it a number of issues/risks for CPS and the community: it may impact budgetary funds available; financial stress in both the community and CPS workforce; and increased crime as opportunities for legitimate employment decrease.

### **Accountability and Transparency: Dealing With People in Crisis**

The outcomes of police encounters with people in crisis are subject to increased scrutiny. The CPS understands the community's expectations and their role in protecting people suffering from addictions/drug and alcohol abuse, homelessness, joblessness, mental illness, domestic violence and abuse, as well as financial stress. The CPS understands how important their role is in an environment where there are limited resources available for: addiction detox and treatment; mental health assessment and treatment; shelter and low income housing options. Limited resources in the face of mounting concerns may contribute to less desirable outcomes for affected people.

### **The Administration of Justice**

Globalization and the speed and depth of technological innovation pose challenges and introduce complexities into investigations and the court process. These include but are not limited to: the number of, and the time dedicated to seeking judicial authorization for the collection of evidence; the time and resources dedicated to their execution; the required improvements in investigative techniques; and disclosure.

The consequences associated with these increasing complexities are substantial; the collection of

evidence is more onerous, some conventional investigative avenues are no longer fruitful; and technology enables criminals to erect barriers to protect their identity and escape prosecution. This presents a significant future issue/risk that the complexity of crime in the future will create challenges in investigation and disclosure.

## **The Internal Environment**

### **Performance Measurement**

Outside of performance metrics associated with the business plan, metrics evaluating performance are aligned with traditional measures of police performance which have limited focus on: community outcomes associated with proactive and preventative policing; and outcomes associated with partnerships.

The risks for the organization include but are not limited to: a limited understanding of which programs or activities produce the best impacts and outcomes for the community; and the ability to compare efficiencies of programs or activities.

### **Information Management**

In an increasingly volatile, unpredictable, complex and ambiguous world we are adjusting to a new normal every day. The speed and depth of technological innovation, coupled with increasingly large volumes of data poses challenges for the organization on both the investigative and business side. The Calgary Police Service understands that getting the right information, at the right time, to the right people is mission critical.

The growth in data available for analysis in both investigation and to support business decision making poses risks for the organization that include but are not limited to: technological limitations in data storage; analytical and business intelligence capabilities that do not meet the needs of the organization; and limitations in the ability to get the information to the people who need it.

### **Organizational Agility & Employee Diversity**

Organizational flexibility and agility are key characteristics in any organization's ability to respond and be successful. As providers and protectors of society's safety and security, law enforcement is tasked with responding to issues and risks in a dynamic, fast paced and sometimes volatile environment. Sworn and civilian members are the foundation of that response. Their skills, education, training and experience are significant determinants of the organization's success.

As the range of issues that police respond to continues to widen and deepen there are HR issues and risks facing the CPS that include but are not limited to: future challenges in matching required and available skill sets; required investments in specialized skills versus the individual's need for variety in job assignments; and quickly evolving investigative skill requirements.

## **Top Three Risks for the City: Public Trust and Confidence**

### **1) Crime, Safety and Security**

To best tackle current challenges, the CPS has developed and is implementing specific crime and safety strategies dealing with:

- break and enters (residential and commercial)
- drugs
- gangs
- offender management
- traffic safety

### **2) Dealing with People in Crisis**

Calgary is faced with a growing number of complex social issues that need a multi-agency approach to address. Without a comprehensive multi-agency strategy the volume and complexity of these social issues will continue to exceed police capacity and ability to respond. In response CPS will continue to:

- allocate resources to the Police and Crisis Team (PACT) in partnership with Alberta Health Service.
- work with government partners to support and identify relevant social and public health services for people in need.
- work in partnership on day-to-day issues of mental health and addictions, homelessness, domestic violence and other risk factors that are a concern for the community.

### **3) Expectations of Austerity**

In response to the economic downturn the CPS is:

- repurposing positions to the frontline to strengthen call response.
- utilizing cost avoidance strategies that include but are not limited to: employing intelligence led policing principles to aid in providing real time intelligence to decrease resource needs; the creation of the Strategic Intelligence Group (within the RTOC) to effectively and efficiently deploy resources in real time; and finally the Ballistics and DNA labs to increase efficiency and effectiveness.
- leveraging capital investments to create operational efficiencies and enable re-investment opportunities. This strategy includes but is not limited to: using fuel efficient vehicles to decrease fuel consumption costs; operating a police car wash to create savings relative to the market; building an Evidence and Property Warehouse to decrease lease costs in the future.