

## Calgary Police Service Annual Report

---

### EXECUTIVE SUMMARY

This report to the Standing Policy Committee on Community & Protective Services is for information only and to provide Council with an update from the Calgary Police Commission on the Calgary Police Service.

### ADMINISTRATION RECOMMENDATION(S)

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

### PREVIOUS COUNCIL DIRECTION / POLICY

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 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

The CPS and the Calgary Police Commission regularly engage with citizens on issues of importance in both formal and informal ways. That includes using School Resource Officers, Community Resources Officers, the Diversity Unit, community traffic meetings, Chief's community presentations and social media. The Commission also hosts an annual community dinner as well as citizen survey and employee surveys.

#### *Strategic Communications*

The CPS Strategic Communications Section continued to look for ways to enhance communication efforts with the community and CPS employees in 2017. As well as continuing to work with the traditional media, the work area committed to pushing more engaging, interactive and informative content on social media. This included Ask Me Anything (AMA) sessions, infographics, crime prevention campaigns, as well as the

## **Calgary Police Service Annual Report**

---

Cost of Crime video series aimed at educating the public about some of the challenges faced by the Service. In 2017, twitter followers increased from 166k to 196k and Facebook likes have increased from 85k to 98k. Several members of the Diversity Resource Unit were also trained on social media and were given Facebook accounts to build stronger relations with the community as well as to monitor any issues or concerns.

In an effort to improve internal communications, TV displays were installed in four CPS facility locations providing corporate and area specific information direct to members. This pilot will be expanded in 2018 with TV displays in all CPS locations. Email to staff was changed to include more targeted and direct communication, simplified emails with summary bullet points, and the provision of briefing notes and information sessions for supervisors. Finally, CPS developed a new simplified intranet site that will launch in early 2018.

### ***Calgary Police Commission & City of Calgary Engagement***

As part of its governance role, the CPC annually solicits citizen feedback from Calgarians about their satisfaction with the police service, and the safety issues of greatest concern.

In 2017, the Calgary Police Commission conducted online community consultations with a cross-section of Calgary citizens. The online community consultation allowed participants to communicate their feelings about safety, crime, and the Calgary Police Service, and to explain why they hold particular views.

Citizen surveys conducted annually by the Commission from 2008 to 2016 showed that citizens felt the city is a safe place to live and that confidence in the Calgary Police Service was high. However, those feelings have been declining over recent years and the Commission wanted to dig deeper to understand *why*.

The results of the 2017 citizen consultation found the following insights:

- A visible police presence is one of five factors that impacts feelings of safety. The others are: familiarity with neighbours, being with a group, well-cared for and well-lit areas, and feeling in control of the environment.
- The perception that Calgary is a safe place to live is eroding based on a perceived increase in crime, the economic downturn, changing demographics, media coverage, and the growth of the city.
- There is uncertainty among many participants that CPS has the resources necessary to meet increasing demands.
- Gangs, drugs, and violent crime are priorities for participants, along with community programs aimed at prevention.

### **Calgary Police Service Annual Report**

---

- Many participants believe that more officers with increased visibility in the community will make Calgary safer.
- Participants want more police engagement with the community to build relationships and break down barriers.
- Most participants hold CPS in high regard and are empathetic to their work challenges.
- Some participants indicate there is room for officers to improve when it comes to being more polite, helpful, patient, respectful and approachable.
- Media stories can play a role in how safe participants feel. Many participants value direct communication from CPS to better understand police actions and to get a complete and balanced perspective.
- There is a lack of awareness about the Calgary Police Commission.

This research is one tool, among many, that the Commission and Calgary Police Service use to inform decision-making about budget and strategic priorities.

The Commission also engages the community through its annual community dinner. The 375 guests in attendance represent community associations, diversity groups, community agencies, the Calgary Police Service, and award winners

Roundtable discussions offer guests an opportunity to share their perspectives at a grassroots level. In 2017, the theme was ‘public engagement’ and we heard participants express support and appreciation to CPS for being a reliable and accessible partner and resource. Many people also commented that the dinner itself is an important way to bridge the gap in communications between CPS and the community.

### ***The City of Calgary Citizen Research***

The City of Calgary also conducts an annual citizen satisfaction survey. While the CPC Survey and the City’s surveys are not directly comparable, there are a number of similarities in the general intent to understand the quality of life in Calgary and the perceptions of City Services. In 2017, citizens ranked “crime, safety and policing” in their top three issues of importance. Participants also identified the Calgary Police Service as one of four “most desired areas for increased investment.”

Calgary Police Service overall satisfaction remains high, however it has gone down by 3 percentage points (91% vs. 94%) while ‘very satisfied’ ratings have dropped 7 percentage points (55% vs. 62%).

## Calgary Police Service Annual Report

---

### STRATEGIC ALIGNMENT

The CPS aligns with the five Council Priorities through the 2015-2018 Business Plan and 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

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

#### SOCIAL

In 2017, CPS received a total of 570,109 calls for service, representing an increase of 1.5% compared to 2016 and 9.6% calls more than the 5-year average. CPS members attended 57% of these calls, which is consistent with 2016 and 2015 levels of attendance. The top 5 dispatched calls remained stable: "Check on Welfare"; "Suspicious Person", "Unwanted Guest", "Domestic", and "Theft". While there were increases in each of these dispatched call types, "Check on Welfare" and "Theft" had the most significant volume increases and the greatest increase in the proportion of total dispatched calls.

Calgary Police Service Annual Report

**2016-2017 Selected Person and Property Crime Indicators**

Selected Crimes		2016	2017	% Change
Person	Homicide	30	29	-3.3% 
	Sex Offences	929	1,134	22.1% 
	Robbery	820	962	17.3% 
	Assault	6,838	7,906	15.6% 
	Domestic Violence*	4,286	4,971	16.0% 
Property	Residential Break & Enter	2,703	2,390	-11.6% 
	Commercial Break & Enter	3,602	4,591	27.5% 
	Theft of Vehicle	5,806	6,861	18.2% 
	Theft From Vehicle	13,850	14,820	7.0% 

Source: 2017 data sourced from the Violent Crime & Disorder Monthly. Unit of Count: Occurrence, most serious violation.

\*These selected person crimes represent a subset of total person/violence crimes. Domestic Violence is a further subset of total person crime.

Over the last year, Calgary experienced increases in both the volume and severity of person crimes. The number of non-domestic related assaults increased by 15.6% and there were more aggravated and weapon-involved incidents as the proportion of these more serious crimes has grown from 27% of total assaults to 41% over the past 5 years. While the number of homicides has decreased slightly, almost 90% of the incidents involved either a gun or edged weapon. Almost 80% of all homicides were cleared in 2017 and investigations continue on the remaining cases. Calgary also experienced the highest number of shooting events in 2017 registering 94 compared to 61 in 2016. The majority of these events were targeted involving ongoing gang conflicts. CPS responded to these events with dedicated operational, investigative, and analytical resources to identify, arrest, and charge offenders.

Sex offences continued to climb in 2017. There was an increase of 22.1% more incidents in 2017 compared to 2016 and 30.6% over 2015. Sex offences are traditionally one of the most under-reported crimes. The #Metoo and #TimesUp Movements have resulted in far more global awareness of the serious crime of sexual violence. In addition, in 2017 Calgary has had a number of high-profile sexual violence investigations cases in the media. It is suspected that greater awareness of this issue

### **Calgary Police Service Annual Report**

---

has led to increased reporting. CPS has also worked in partnership with the community to ensure that incidents are adequately investigated, to create more awareness, to facilitate reporting, and to ensure victims are supported.

There was a 16% increase in domestic violence incidents in 2017. CPS continues to focus considerable resources in responding to and supporting families involved in domestic violence situations. CPS works extensively with community partners to ensure families at risk of domestic violence receive appropriate prevention/intervention strategies. Considerable efforts around improved reporting of incidents have been undertaken with the goal to mitigate some of the risk around these types of calls.

Residential Break and Enters were the only property crime to register a decrease in volume. The Residential Break and Enter Strategy was implemented in 2015 with the goal to decrease the number of incidents. Over the last year, concerted efforts by frontline patrol, investigative teams, and analysts targeted residential break and enters by increasing patrols in hotspot areas, identifying known offenders, and initiating investigative operations. These efforts resulted in more arrests, charges laid, stolen property recovered and an almost 12% decrease in the number of incidents.

The 2016 Non-Violent Crime Severity Index (CSI) identified Calgary as having the highest rate of vehicle theft<sup>1</sup> in Canada; the Calgary rate is 535 vehicles per 100,000 population as compared to 483/100,000 in Edmonton. Vehicle thefts continued to increase in 2017, registering an 18.2% increase over the previous year. Many of these thefts are crimes of opportunity often peaking in colder months where vehicles have been unattended while warming-up on driveways and other parking spots. Stolen vehicles are often used by offenders as convenient transportation; however, there are many stolen vehicles being used to commit other crimes including break and enters, thefts, and commercial robberies.

Police continue to respond to drug-related overdoses and crimes fueled by drugs. CPS works extensively with Alberta Health and other partners to monitor overdose trends and respond to suspected overdose incidents<sup>2</sup>. First responders carrying anti-opioid treatment (naloxone) is common practice. CPS deployed 825 treatment kits between March 2017 and January 2018; administering them to the public on 36 encounters in 2017. CPS statistics indicate that there has been a levelling-off in suspected opioid drug-related overdoses. With the exception of methamphetamine, drug seizures were down in 2017 compared to 2016.

---

<sup>1</sup> Juristat Crime Statistics in Canada, 2016.

<sup>2</sup> Official statistics on drug overdoses are provided by the Medical Examiners Office.

## **Calgary Police Service Annual Report**

---

Methamphetamine continues to gain a foothold in Calgary; this drug is relatively cheap to buy and the high it provides has contributed to its prevalence on the street. Meth is often the drug of choice for many of Calgary's prolific offenders. Meth is a stimulant that reduces inhibitions and makes users feel more energized, more awake and it is highly addictive. Users are known to engage in risk-taking behaviour that is particularly evident in our vehicle crime. Offenders who consume Meth drive erratically and at very high speeds at any time of the day. This driving behaviour is not precipitated by a visible police presence; rather, offenders have no regard for the law or for the public. CPS continues to message to Calgarians that if your car is stolen do not engage in trying to pursue the offenders – it is only a car and if offenders know they are being engaged the likelihood of them driving even more erratically is very likely. These crime trends are not unique to Calgary, and CPS has engaged with law enforcement and provincial partners, such as Services Alberta, Insurance Bureau of Canada and other stakeholders to identify strategies to address these crimes.

### ***Crime Prevention and Intervention Programs***

#### ***Vulnerable Persons***

- The **Community Justice Collaborative: Calgary (CJCC)** was initiated in October 2015 by CPS and Safe Communities Opportunity and Resource Centre (SORCe) to bring a community court to Calgary. CJCC consists of 11 municipal and provincial stakeholders representing the health, social, and justice sectors. It sought to help vulnerable Calgarians charged with social disorder offences gain access to integrated support services to address underlying issues of marginalization, addiction, mental health and/or homelessness. The Collaborative's work to date has resulted in the creation of a concept paper which is a blueprint for a Calgary Community Court. CJCC is currently building a strategy to engage all levels of government for support and resources to begin implementation of the new court.
- The first **Supervised Consumption Services** opened in Calgary in 2018. The CPS Drugs and Opioids Strategic Enforcement (DOSE) committee was critical in coordinating a Service-wide approach to support this initiative. The DOSE committee was created to provide improved service delivery to the public on drug-related disorder, crime and other related concerns through increased efficiencies and leveraged capacity. The committee coordinated and supported the development of a CPS response to a variety of prioritized drug-related issues, including the opioid crisis, the establishment of Supervised Consumption Services, the pending legalization of marijuana, and others.
- The CPS partnered with five external agencies to form an **Unfounded Sexual Offences Case Review Committee** that will review all sexual offence cases that are determined to be unfounded (a model commonly known as the Philadelphia

## Calgary Police Service Annual Report

---

Model). The new Case Review Committee is a way for CPS to take a second look at closed unfounded cases to monitor investigation quality. The committee members will also be able to suggest ways our training, policies and procedures can be improved to help us better serve victims of sexual offences.

- The **Cross Roads Centre** brings together four distinctive entities: Indigenous Hub, SORCe, AHS Mental Health and Addiction Service Centre, and the Inn from the Cold Child and Family Hub. The Centre provides services in social services, cultural supports, health care, justice, and a center for learning in a single location in the downtown core, where vulnerable street populations are known to congregate. Co-location is not the ultimate goal, but rather a critical first step to building a future of co-creation. The Centre will explore new ways of designing and delivering services in the community and across sectors, to a very vulnerable population with complex needs that aligns the right client, in the right place, with the right services, delivered by the right provider and at the right cost.

### **Youth Programs**

The CPS remains committed to community based crime intervention and prevention partnership programs. Many of the programs were in the sustainment phase in 2017, with significant efforts being placed on program evaluations and working with the Calgary Police Foundation (CPF) to ensure funding. Some highlights from 2017 include:

- The Integrated Partnership Division received **funding from the CPF** in 2017 to support the continued implementation of Multi-Agency School Support Team (MASST), Youth at Risk Development program (YARD), Power Play, Calgary Police Cadet Corps and the Integrated School Support Project (ISSP).
- The sustainment of the **Indigenous YARD** team beyond the pilot phase consisting of one social worker and police officer continues to enhance the cultural competency of the YARD program overall, as they have heightened awareness of issues facing Indigenous youth across the teams. There has also been a ripple effect on other programs within the Calgary Police Service Community and Youth Services Section as they have benefitted from their cultural knowledge.
- The expansion of **Power Play** to year-round programming has been a tremendous success. This expansion supported by the CPF provides an increased opportunity for officers to foster a relationship with diverse and marginalized communities by building trust and confidence through sports and structured activities.
- The **Calgary Police Cadet Corps** program was launched in 2011 and since the program's inception, 349 young people have been positively impacted
- In 2017, the **School Resource Officer** program delivered Crowd Management training to directors, school administration and teachers of Calgary Board of

## Calgary Police Service Annual Report

---

Education and Calgary Catholic School District in response to the increased attendance to school sporting events as a proactive measure to ensure everyone's safety. In addition, lockdown/external threat training was developed to standardize what is being taught in schools and at CPS.

- The Education Coordinator on the Diversity Resource Team developed, facilitated and rolled-out a provincial train the trainer program for the newly updated and revitalized **Hate Hurts** program that is currently being delivered to junior and senior high schools, as well as community organizations in Calgary.
- **ReDirect** is a prevention and early intervention initiative that seeks to build resilience against the **radicalization** of youth and young adults (12-28 years) towards violent extremism. In the fall of 2017, funding was secured from Public Safety Canada for a five-year term. This funding will support the expansion of the program to include a Family Liaison Outreach Worker.
- Proceeds of Crime funding was secured to develop a **Drug Education Program** that will be delivered to grades 7 to 9 students and their parents aimed at increasing protective factors for youth around drug abuse.

### **Traffic Safety**

The CPS Traffic Section continued to implement action plans from the Calgary Traffic Safety Plan 2014-2017 and will update the Plan in 2018 to align with the City's Safer Mobility Plan and to follow the Vision Zero framework going forward. Traffic highlights from 2017 include:

- The lowest year-end reportable fatal collision total on record since 1996.
- The lowest year-end reportable pedestrian fatal collision total on record since 1996.
- A decrease in collisions involving alcohol/drugs from last year (-23%, as of Nov. 2017).
- Partnership with The City in improving the Traffic Service Request (TSR) program, working with community associations, supporting schools and engaging the public.
- Almost 3,500 hours of training were provided to CPS members as well as outside agencies and groups. With the legalization of cannabis to occur in 2018, the priority was to prepare frontline officers for both Standard Field Sobriety Testing and Drug Recognition Expert certification.
- Checkstop initiatives continued to focus on impaired driving, including enhanced Checkstop locations during the holiday season and a high profile visual campaign in December with MADD crash trailers and an EMS ambulance on site. The event garnered significant attention from both media and citizens.

An additional traffic safety risk identified is related to the legalization of marijuana, because the detection and prosecution of drug-impaired driving offences continues to

## **Calgary Police Service Annual Report**

---

be a major challenge. In addition, enhanced public education on the dangers of driving while drug-impaired will be required.

### ***Organizational Reforms***

In response to the Commission's 7-point plan that outlined a number of actions CPS should take to become a healthy, accountable, respectful, and inclusive environment, CPS has pursued significant reforms intended to create a workplace where employees feel:

- Safe and secure in the work environment,
- Trust and confidence in the service's supports and programs.
- Barriers to full participation are eliminated,
- Meaningful opportunities are accessible.

To that end, in 2017, CPS hired a civilian Chief Human Resource Officer, contracted with an independent workplace concern advisor, enhanced the role and resources in the Respectful Workplace Office, started rolling-out service-wide training, redesigned the structure and function of human resources, and conducted an employee census.

## **ENVIRONMENTAL**

The CPS continues to implement, track and monitor environmental initiatives. These include legal compliance with environmental and Occupational Health and Safety regulations as well as City of Calgary guidelines and bylaws.

- Energy consumption reduction: Leveraged data trending analytics, and implemented ongoing monitoring and energy modeling; Retrofitting and upgrading LED lighting system; Educate building occupants on energy saving strategies, such as turning off lights, turning off computers and monitors when they leave for the day, and being cognisant of temperature settings within a space.
- Waste diversion: CPS achieved its waste diversion goal of 50% (baseline 2010) and has shifted focus to reducing waste generation by working with suppliers and other business units to improve systems at the source. In addition, the organics recycling program has been added and implemented which assists in reducing overall amount of waste going to the landfills.
- Infrastructure: Incorporate and apply leading environmental industry practices: Currently CPS is focused on building Spyhill Services Centre according to LEED standards, targeting LEED® Canada BD & C 2009 Silver Rating.

## **Calgary Police Service Annual Report**

---

- **Fleet:** Strategies to implement vehicle right sizing (replacing pool vehicles with fuel efficient/hybrid technology, or patrol vehicles from V8 to V6 engines), idling reduction policy, carpooling programs and utilizing alternative technologies. The objective is to focus on reducing emissions through a life-cycle approach to vehicle purchase. The Service is also looking into installing systems that could track and reduce idling time.
- **Emergency planning** to mitigate hazards/impacts based on events and the potential environmental threats and affected areas. Key environmental threats are wind events, tornadoes, heavy rain, snowstorms and ice storms. CPS will need to prepare business continuity plans for its facilities, scenario testing and aligning communications with other first responders.

## **ECONOMIC**

The CPC approves and monitors the CPS Business Plan and Budget. Calgary City Council approves the CPS operating and capital budgets.

The City of Calgary has been faced with an economic downturn over the past few years which impacted the ability to increase and maintain funding to various departments including the CPS. During the November 2018 budget adjustment process, the CPC submitted to Council the need for growth to meet operational demands and increased transparency requirements. The proposal was ultimately approved to allow for a growth of 55 sworn and civilian positions and increase technological capabilities for front line officers.

Although the economy is showing signs of recovery, there is no expectation that the economy will return to pre-recession growth levels. 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. Furthermore, the ever changing environment with respect to new legislation implemented and forthcoming will require CPS to find ways to address workload and prioritize core business requirements. CPS will continue to develop and implement strategies that will align our response to the citizen's needs, calls for service and emerging crime trends.

## **RISK ASSESSMENT**

Risk is an inherent aspect of taking responsibility for policing a complex population across a large geographic area. Risks are regularly assessed and discussed between the CPS and CPC. The risks and challenges in 2018 include:

**Calgary Police Service Annual Report**

---

- Increased volume of crime and disorder impacts the entire community and may erode public trust and confidence in the CPS's ability to address the safety concerns in the city. Public perception is also impacted by the way front line officers respond to people in distress for mental health issues, drug and alcohol addiction, homelessness, abuse and anti-social behaviours.
- Potential future budget challenges may impact the quality of service provided to the community.
- Increased complexities of investigations and the court process brought about by changes in the criminal code, changes to legislation and court decisions, impacts resource allocation and CPS's ability to meet the needs of the community.
- Employee engagement, job satisfaction, and morale recorded their lowest level according to the 2017 Employee Survey and have the potential to impact organizational effectiveness and efficiency. While many employees agree that the CPS is a diverse workplace, fewer agree it is an inclusive workplace.
- The speed and depth of technological innovation, coupled with increasingly large volumes of data poses challenges for the organization in both investigations and business decision making.

**REASON(S) FOR RECOMMENDATION(S):**

This is a report for information only.

**ATTACHMENT(S)**

1. Attachment 1 - 2017 CPS 4<sup>th</sup> Quarter Business Plan Report
2. Attachment 2 - 2017 CPS 4<sup>th</sup> Quarter Statistical Report
3. Attachment 3 - 2017 Calgary Police Commission Annual Report to the Community