

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 SPC on Community and Protective Services recommend 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 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.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Stakeholder Engagement, Research and Communication

The CPS and the Calgary Police Commission (CPC) regularly engages with citizens on issues of importance in both formal and informal ways. Examples of the informal ways include School Resource Officers, Community Resources Officers, Diversity Unit activities, community traffic meetings, Chief's community presentations and social media. The primary formal avenues of engagement are the CPC Citizen Survey and the community dinner.

Calgary Police Service Strategic Communications

The CPS Strategic Communications Section is very active in promoting a strong and positive communications presence for the Service in the community and with employees. The CPS adds approximately 5,400 followers to social media channels per month. We continue to look into new ways to enhance communication with the public via social media and have recently launched our newest platform Instagram. In 2016, the CPS engaged the public and employees on several campaigns including the Get Framed for Kids Fundraising Campaign, drug and public health information announcements in partnership with Alberta Health Services (AHS), #CrotchesKill distracted driving and the Bell Let's Talk Day. We are also exploring opportunities to expand our social media presence to other areas of the Service. Policy and training is

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currently being developed to ensure the appropriate checks and balances are in place for this expansion. The key communication challenge moving forward is the ever increasing and changing social platforms can create issues for us in relation to monitoring and engaging the public on the most appropriate platforms in a timely manner.

The Calgary Police Commission

As part of its governance role, the CPC 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 2016 citizen survey show that citizen perceptions about the safety of the city remain strong:

- 95% of citizens agree that Calgary is a safe place to live.
- 94% of citizens are satisfied with the Calgary Police Service.
- 95% of citizens have confidence in the Calgary Police Service.

Also noteworthy:

- Perceptions remain strong that the CPS is 'there when needed,' 'dedicated to reducing crime', and 'respond quickly when needed.'
- Half of citizens believe the crime rate is increasing, with break and enters, illegal drugs, and gang crime noted as the greatest concerns.
- When it comes to traffic safety, more than 75 per cent of citizens feel safe in their neighbourhoods and are satisfied with traffic safety in their area. Speeding is the biggest concern noted followed by school zone safety, and police presence.
- Whether citizens agreed that the CPS is adequately staffed received the lowest score this year.
- Most citizens agree that the CPS has a good understanding of their community and its concerns.

The CPC also engaged the community through its annual community dinner on June 8, 2016. The 325 guests in attendance represented community associations, diversity groups, the Calgary Police Service, the City of Calgary, CPC Members, and Encana, the event sponsor. Youth and auxiliary cadets were invited to the dinner for the first time so we could include their unique perspectives in the discussion.

The round table discussion portion of the dinner invited guests to provide their thoughts on issues, challenges, and priorities. From this discussion common themes and practical suggestions emerged:

- Early intervention and community partnership programs have earned the confidence of the community. Participants indicated that the financial cost of current programs such as YARD, MASST, SROs, and CROs is worth the

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investment. The payoff can be measured in community respect, engagement, and feelings of trust and safety.

- Participants felt that current programs for youth are having significant traction and will ultimately lead to lower crime and more involved citizens.
- Programs that foster positive relationships with new Canadians who may not have had positive experiences with police. Encouraging officers to be approachable and accessible to youth and newcomers also helps reduce isolation, improve engagement, and build trust.
- A number of discussion participants noted that the CPS needs to improve the diversity of its members so kids can see officers that reflect their community, and may speak their language and understand their culture. There is room to improve the cultural awareness/competency throughout CPS.

The City of Calgary

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 2016, participants identified identified "crime, safety and policing" as one of the top three mentions in response to a question about the most important issue facing their community.

The perception of safety question "how safe do you feel or would you feel walking alone in your neighbourhood after dark?" has consistently yielded positive responses. In 2016, 84% said they feel "very" and "reasonably safe". Overall, citizens ranked "crime, safety and policing" in their top three issues of importance.

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.

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Social, Environmental, Economic (External)

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 in 2016.

SOCIAL

By the end of 2016, CPS received a total of 559,594 calls for service, a 1.5% increase compared to 2015 and 10.4% above the 5 year average. CPS members attended just over half (56.7%) of calls for service in 2016, very similar to the attendance rate in 2015 (57.4%), with the top 5 dispatched event types being 'Check on Welfare', 'Suspicious Person', 'Unwanted Guest', 'Domestic' and 'Theft'.

2015-2016 Person and Property Crime Indicators

Occurrence Type		2015	2016	% change
Person	Homicide	36	30	↓ -16.7%
	Sex Offences	446	539	↑ 20.9%
	Robbery	941	804	↓ -14.6%
	Assault	2732	2857	→ 4.6%
	Domestic-Violence	3288	3709	↑ 12.8%
Property	Residential Break and Enter	5397	4791	↓ -11.2%
	Commercial Break and Enter	3560	3541	→ -0.5%
	Theft of Vehicle	5371	5616	→ 4.6%
	Theft from Vehicle	12858	13445	→ 4.6%

Source: Volume Crime and Disorder Monthly, January 2017. Unit of count: Occurrence, most serious violation.

In 2015 Calgary experienced significant increases across all crime indicators, except homicide and assault. In 2016 the sex assault and domestic violence categories had continued increases, residential break and enter and robbery saw some improvement - while assault and the remainder of the property crime indicators remained stable in

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comparison to 2015. When considering the deepening economic pressures impacting Calgary it is not surprising the past two years experienced similar crime volumes and call for service volumes.

Focused efforts on prolific, higher risk offenders and crime types, especially in the latter half of 2016 is showing positive results in the noticeable shift away from high risk acquisitive crime. Although still very early in the year, 2017 has seen continuing reductions in the higher risk acquisitive crime categories through efforts to identify and manage higher risk, prolific offenders.

Sex offences and domestic violence continued to climb in 2016. In the case of sex offences a few factors have likely resulted in a reporting increase of sex assault, which is traditionally one of the most under reported crimes. These include significant efforts to elicit reporting including the province-wide 'I Believe You Campaign', as well as strengthening the CPS relationships with community partners such as Calgary Communities Against Sexual Abuse. The national awareness of sexual assault issues was heightened by the significant media coverage of the Jian Ghomeshi case, as well as coverage of the Justice Robin Camp story.

Domestic violence rates have been steadily rising over the last few years and 2016 has experienced the largest increase in recent years. The increases are largely represented by cases involving common assault. While domestic violence rates do correlate with Calgary's economy and unemployment rates, this is not a cause of this increase. Healthy families can weather economic troubles without having violence become part of their lives. The Domestic Conflict Unit (DCU) has maintained the approach of responding to families at risk of domestic violence with appropriate prevention/intervention strategies, in addition to investigating cases and responding to victims experiencing domestic violence. The DCU will also continue its efforts to increase domestic violence reporting and increase coordination with community and government agencies in responding to and preventing domestic violence.

Drug enforcement efforts throughout 2016 confirmed the shift away from cocaine and cannabis to methamphetamines and opioids seen in 2015. Both drugs have appeal to the supply and demand side of the drug market due to the higher profit margins and a stronger high. In addition, opioids such as fentanyl appeal to a wider demographic due to their similarities with other prescription pain medication. Methamphetamines on the other hand, result in a powerful high often associated with an increase in risk taking behaviors and have been strongly correlated in arrests of prolific, high risk offenders.

In partnership with other agencies the CPS hosted the "An Alberta Perspective: What We Know Now" conference in the fall of 2016 to bring together organizations seeking to better address the opioid crisis and the employee safety issues involved. The

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conference featured speakers from organizations such as Health Canada, Office of the Medical Examiner, Alberta Health Services and the Canada Border Services Agency etc. The Service is also developing a comprehensive CPS drug strategy with a focus on reducing demand and limiting the supply of illicit drugs in Calgary. This strategy will strengthen our current approach that involves officer safety, early intervention, prevention, education, investigation, enforcement and research.

Crime Prevention and Intervention Programs

Vulnerable Persons

- The **Calgary Drug Treatment Court (CDTC)** is in its 10th year of operation. The model is based on core legal, law enforcement and treatment partners. The CDTC serves a high-risk/high-needs target population. It is intended to provide an alternative approach to working with non-violent offenders charged with offences that are directly or indirectly related to drug addiction. Eligible individuals are offered an intensive and judicially supervised addiction recovery program. This drug treatment court program is the only pre-sentence justice program that provides a wrap-around approach integrating justice, law enforcement, health services, housing, employment, treatment and rehabilitation services. The CPS's primary role in the Court is to conduct initial risk assessment and monitoring of participants. The 2015 CPS data shows that 75.5% of program graduates have 3 or fewer contacts with police following graduation, compared with an average of 20.7 contacts by participants prior to program participation. The program is currently exploring expansion opportunities due to limited capacity. However, the expansion faces several challenges including access to sober housing, as well as funding of partners and the program itself.
- In June 2016 an Alberta Health Services (AHS) **mental health clinicians** have been assigned within the Districts as education, consultative resources to police officers. The clinicians will also work with individuals in the community, providing interim case management services and linkages to appropriate community supports. This is a new program to supplement the five Police and Crisis Team (PACT) teams that have been providing a joint CPS and AHS crisis response throughout the City of Calgary since 2010.
- The CPS leveraged a federal grant to **support victims of sexual exploitation** exit the sex trade. The Exit Fund provides immediate financial support for instrumental needs, officer training and education and awareness. For example, over 4 days in October 2016 teams of police (CPS and RCMP) identified 257 online sex workers, with a response of 48 sex workers where exiting conversations and options were discussed. After these meetings two women are engaged in full time community-based programming (CPS referral). The Exit Fund directly supports the Counter Exploitation strategy and performance measurement plan developed and implemented by the CPS in 2016. In addition, through partnerships with community businesses such as hotels we have

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provided education and awareness related to sex trade implications for their businesses.

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 2016, with significant efforts being placed on program evaluations and working with the Calgary Police Foundation (CPF) to ensure funding. Some highlights from 2016 include:

- The Integrated Partnership Division received **funding from the CPF** in 2016 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 **MASST and YARD** programs now have four fulltime mental health clinicians providing direct mental health intervention and support for health system navigation. In 2016 132 MASST and YARD children were assisted with an average of 247 days of clinical time. Of children who completed mental health intervention with AHS Clinicians, there was significant improvement with respect to emotional & behavioural functioning (based on the standardized Children's Global Assessment Scale). An average score at intake indicated children experienced moderate impairment in most areas (or severe in one area). Once intervention was completed, average scores showed significant improvement (categorized as showing only some problems in only one area). Anecdotally, both the MASST and YARD programs have reported an increase in complexity and intensity of child and family needs in the community, this includes issues related to mental health, basic needs and family crisis. For example, MASST reported an increase in referrals related to family therapy. There was also a addictions counsellor for YARD piloted in 2016.
- The **Indigenous YARD** pilot initiative was completed with an evaluation forthcoming in 2017. Moving forward Calgary Neighbourhoods and the Service are committed to maintaining the team consisting of one social worker and police officer. Initial evaluation findings demonstrate that the development of the Indigenous team has enhanced 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.
- Funding was secured from the CPF and the Calgary Foundation to expand the **Power Play** program in 2016 which will include year-round programming, family engagement activities and expanded bus routes. The expansion of Power Play will provide an increased opportunity for officers to foster a relationship with

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diverse and marginalized communities by building trust and confidence through sports and structured activities.

- Ongoing work with the Sheldon Kennedy Child Advocacy Centre identified an opportunity for **school resource officers** to work with elementary grades in areas of risk and protective factors, communication and assertiveness, identifying and labeling emotions, appropriate boundaries and touching, as well as healthy relationships.
- Elementary **school resource officers** developed and delivered a 1 hour strengths-based bike and pedestrian safety lesson that is available to all Calgary Board of Education and Calgary Catholic School District schools along with the other variety of educational lessons included in the Start Smart Stay Safe Program (S4).

Traffic Safety

As part of the Calgary Traffic Safety Plan 2014-2017, a Residential Traffic Safety Strategy was completed in May 2016. This strategy was developed in consultation with the City's multi-disciplinary Safer Mobility Operations Team. Additional stakeholders were City Councillors, Community Associations, Citizens and Animal & Bylaw Services. Several key initiatives were implemented as a result of the Strategy:

- Initiated and participated in Traffic Safety Town Hall Forums that were held in each of Calgary's 14 Wards at least once per year. These Forums facilitated two-way communication to effectively educate all involved as to what issues matter most and how to best address them.
- Formed a team that combines automated and manned enforcement dedicated exclusively to residential traffic enforcement. This team focuses its enforcement and education efforts based on information from Traffic Service Requests, Traffic Safety Forums, 311, Councillor Offices and traffic data analysis.
- Utilized a variety of mediums including school resources officers, social media, web, print, radio and television to create public awareness about traffic safety.
- Continue to communicate directly with City Councillors on important traffic safety issues.

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

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ENVIRONMENTAL

The CPS continues to implement, track and monitor environmental initiatives. The Service is implementing the recommendations from the 2016 audits done by the City of Calgary. 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.

Environmental initiatives undertaken include:

1. Reduction of impact on air quality, prevention of pollution, emission of diesel fumes and carbon dioxide. Significant efforts have been placed in leveraging analytics to significantly reduce idling time as well as improving driving performance. This is showing a reduction in fuel costs, reduced operating expenses and increased fleet safety & security.
2. Energy consumption reduction:
 - Enhanced building's automation systems such as the automatic centralized control of heating, ventilation and air conditioning, lighting and other systems.
 - Leveraged data trending analytics, and implemented ongoing monitoring and energy modeling.
 - The retrofit and upgrade of the LED exterior lighting system helping to reduce energy consumption and maintenance. Investigating interior LED lighting options/retrofits in long-term facilities
 - Lifecycle assessments, replacing existing boiler plant system with a High efficient option.
 - Window coverings/Film for high sun exposure areas.
3. Water consumption reduction:
 - Water usage metering.
 - Rain water re-use study.
 - Lifecycle assessment, use of gray water in design of new carwash.
4. Construction: CPS continues to incorporate and apply leading environmental industry practices, including LEED standards. In 2016, these projects included several warehouse projects at Westwinds Campus.

ECONOMIC

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

In 2016 the CPS implemented a new organizational structure, which allowed the service to maintain the current level of service without realizing growth. This required the centralization of some specialty areas and allowed the CPS to address increased calls for service and address emerging crime trends. We will continue to develop and

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implement strategies that will help align our response to the citizens knowing that growth if any will be limited.

As a result of provincial legislation changes the service was able to capitalize on some self-funded growth (50 sworn officers) which was approved by council in July. This growth is a net zero adjustment which allowed the service to increase authorized strength without impacting the tax rate. In addition, the service continued to review various functions of the area to realize opportunities to repurpose existing positions to address the support functions of the service again without negatively impacting the tax rate. All three classes were recruited and will begin in January and February of 2017 in order to have the sworn officers on the street by mid-year.

In 2016, we spent 82% of our existing capital with a target of 90% and we will continue to leverage capital investments into technology, facilities and specialized equipment to realize operational efficiencies.

Financial Capacity

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 2016, we spent 82% of our existing capital with a target of 90% and we will continue to leverage capital investments into technology, facilities and specialized equipment to realize operational efficiencies.

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 Service and Police Commission. Some of those risks include:

The risks and challenges facing the CPS in 2017 include:

- Increased crime and disorder in the community.
- Police incidents involving force may have an impact on public trust and confidence.
- Speeding and school zone safety is a concern for the community.
- Increasing domestic violence.
- Increasing criminal activity online.
- Dealing with people in crisis.

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- In the current economic climate, future potential decreases in financial resources allocated to policing.
- The complexity of investigations and the expectations of the court around judicial authorization, disclosure and timelines to ensure an accused charter rights (R v Jordan).
- Increasing employee satisfaction and engagement.

Some of the mitigation strategies to manage these challenges include:

- The Crime Reduction, Offender Engagement, Break & Enter and Drug Strategies.
- The External Use of Force Review.
- The Residential Traffic Safety Strategy.
- Continue to respond to families at risk.
- The Cyber Strategy.
- The Mental Health Strategy.
- Finding and realizing efficiencies.
- Continue to work with the Crown to identify strategies to expedite investigative processes.
- The Employee Engagement Strategy & the Human Resource Reform Action Plan.

REASON(S) FOR RECOMMENDATION(S):

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

1. 2015-2018 Business Plan Report – 2016 4th Quarter
2. 4th Quarter 2016 Statistical Report
3. 1st Quarter 2017 Statistical Report
4. Calgary Police Commission 2016 Annual Report to the Community