

**Law and Legislative Services Report to  
Priorities and Finance Committee  
2019 April 02**

**ISC: UNRESTRICTED  
PFC2019-0361**

**The CPS Service Optimization Review and Use of Force Report**

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**EXECUTIVE SUMMARY**

The purpose of this report is to request approval from Council, through the Priorities and Finance Committee, to utilize funds from the Court Fine Revenue Operating Reserve.

This Reserve was established in 2012 by a one-time contribution from the Calgary Police Service (CPS), with the restriction that withdrawal requests must come in written form from the Calgary Police Commission (CPC). CPC, by motion dated March 19, 2019, approved this request.

This report provides a high level summary of the initiatives the CPS is undertaking, for which the requested funds will be used.

**ADMINISTRATION RECOMMENDATION:**

That the Priorities and Finance Committee receive this report and recommend to Council to approve the use of \$4 million of the Court Fine Revenue Operating Reserve funds for the below two initiatives. These funds will be used for temporary staffing and external consultants where required.

- The CPS Service Optimization Review that is aligned to the principles of the Zero-based Review process at the City of Calgary.
- The response to the Independent Review of Police Use of Force.

**PREVIOUS COUNCIL DIRECTION / POLICY**

In the first quarter of 2018, Council requested that the Calgary Police Commission (CPC) work with the CPS to consider undertaking a Zero-based Review (ZBR).

In 2017-18, the CPC has provided governance over the CPS to deliver on an Independent Use of Force Review to ensure employees have the correct leadership, policy, procedures and equipment, as well as training - to continue policing the community in the safest, most contemporary way possible.

**BACKGROUND**

**Service Optimization Review**

In 2018 the CPS and CPC agreed to undertake a Service Optimization Review, to ensure that there is continuous improvement to service delivery, while demonstrating fiscal responsibility and accountability. The first phase of the Review has been completed with the assistance of an independent consultant. In addition, ZBR-aligned decision-making criteria was utilized to choose the following two areas for more detailed focus area reviews:

- A comprehensive review of frontline deployment and shift scheduling, which will build evidence-based recommendations is grounded in considerations such as citizen perspectives, employees' safety, workload analytics, wellness and work/life balance. This focused review will ensure that the CPS is deploying in a way that effectively and efficiently responds to existing and emerging crime issues in Calgary.

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- Lifecycle asset planning, this work will involve a strategic process to support the CPS with the ongoing and integrated planning and management of its assets to ensure effective and efficient service delivery in a socially, environmentally and economically sustainable manner.

**Independent Review of Police use of Force**

In 2017, the CPS commissioned Ret. Chief Justice Neil Wittmann to provide a high-level review of the current CPS environment; to lay out recommendations that could be used as a blueprint for the CPS to reform policies, procedures, practices, training, equipment, and culture, related to use of force. Specifically, the mandate requested an independent and objective review of:

1. CPS policies, procedures, practices, equipment, and culture relating to the use of lethal force;
2. Training provided to CPS members both internally and by external partners / agencies; and
3. Current command, control and supervision models of personnel as it relates to the use of lethal force.

The report, which contained 65 recommendations, was presented to the CPS, Calgary Police Commission (CPC) and made available publicly in April / May 2018.

**INVESTIGATION: ALTERNATIVES AND ANALYSIS**

None

**Stakeholder Engagement, Research and Communication**

The Service Optimization Review will undertake significant internal and external engagement as it seeks to define improvements for the deployment of frontline resources in an evidence-based and efficient manner. Research will also be conducted to better understand the approaches of other similar-sized policing agencies.

Significant engagement has been conducted across the Service to determine an accurate current state in relation to the Use of Force recommendations and to strategize about the best approach to addressing the gaps identified. In addition, research around best practices is being conducted across the areas identified for improvement.

**Strategic Alignment**

This report is in alignment with the mandate of the Priorities and Finance Committee. The two initiatives are significantly aligned to the 2019-2022 CPS Service Plan and Budget that commits to maintaining a safe city in partnership with our communities in a way that promotes public trust and confidence.

**Social, Environmental, Economic (External)**

Undertaking the CPS Service Optimization Review and the formal response to the Independent Use of Force Review will provide the opportunity for:

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- Lifecycle asset planning that includes increased strategic collaboration between the CPS and other City departments where relevant.
- Continued emphasis on meeting and exceeding environmental standards for current and future infrastructure.
- Engagement with citizens on how they want to access and receive service from the CPS into the future.
- Demonstrating concrete improvements to the efficiency and effectiveness of frontline service delivery and ensuring citizens feel safe in their communities.

Continuous improvements to factors that relate to Use of Force, moving forward their will be a focus on:

- Training and Development – to ensure appropriate recruit and ongoing training for officers on all issues related to Use of Force.
- Mental Health – to ensure a comprehensive strategy exists to assist our officers in dealing with an increasing number of mental health calls, in collaboration with our partners.
- Early Intervention - to promote the well-being of employees by enabling supervisors to assist with potential career and life challenges before they negatively impact the employee and the CPS.
- Rewards and Recognition of Officers - to enhance support of officers and promote patrol as a rewarding and desirable place to work.
- Senior Officer Patrol Program - to assist in addressing the perceived gap in communication and engagement between patrol and the Executive.

**Financial Capacity**

***Current and Future Operating Budget:***

The CPS is committed to finding efficiencies and running the operations as effectively as possible while trying to maintain public safety. The various strategies, tactics, and initiatives that will be addressed in the Service Optimization Review and the implementation of the Use of Force will assist ensuring both citizen and public safety.

***Current and Future Capital Budget:***

There are no current capital budget implications, however, as the initiatives progress there may be Capital impacts.

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### **Risk Assessment**

No specific risks are associated with this report. Any risks associated with the specific initiatives are being documented and addressed through CPC governance.

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

This report assists the Priorities and Finance Committee to work with the CPC and the CPS in the budget planning and approval processes.

### **ATTACHMENT(S)**

None