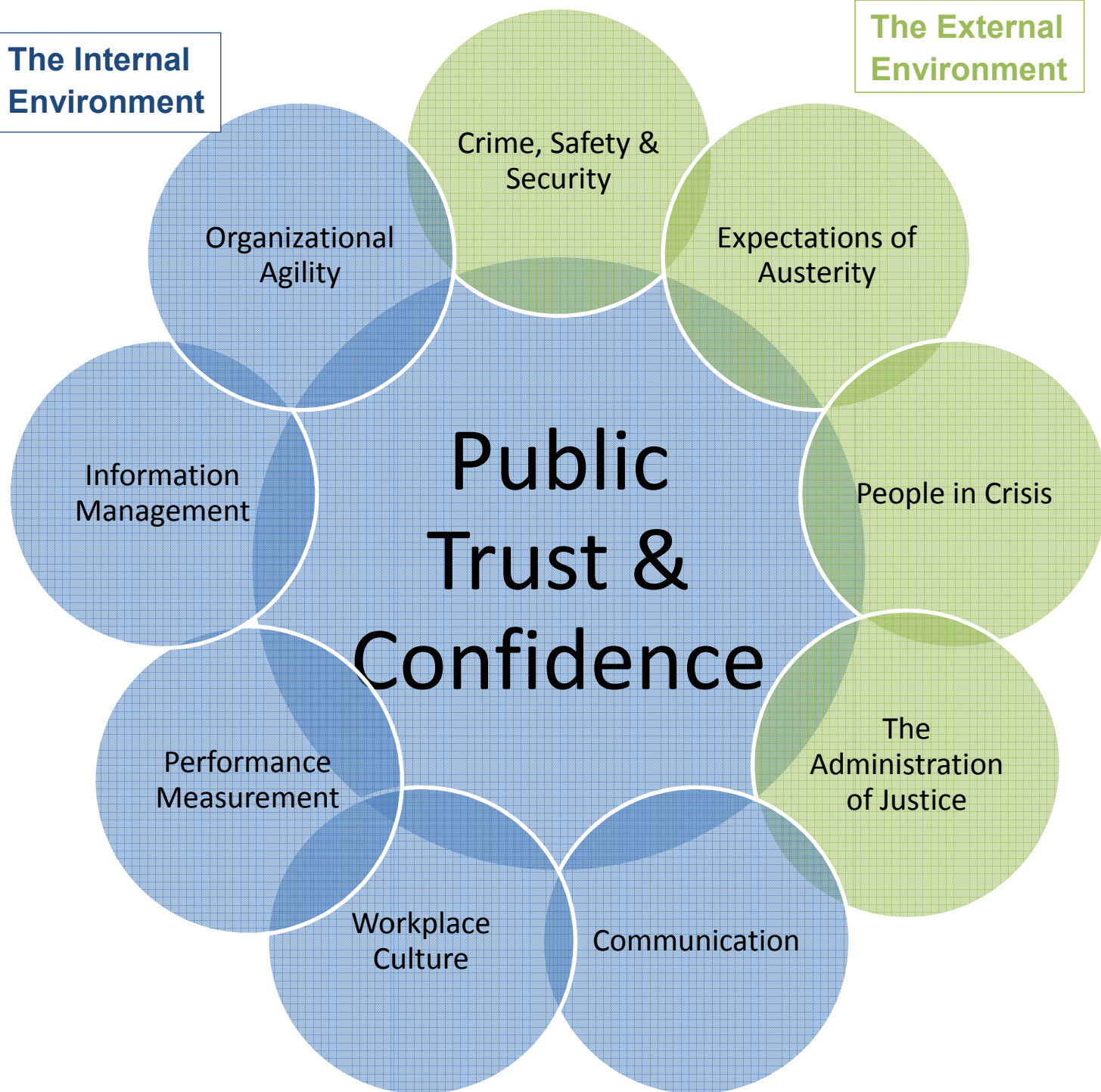


ORGANIZATIONAL RISKS FACING THE CALGARY POLICE SERVICE

2017

**The Internal
Environment**

**The External
Environment**



The External Environment

Crime, Safety and Security

The CPS is responding to increased acquisitive crime¹ as well as encountering high risk criminal behavior on the street. Much of the increased crime and dangerous behavior have been attributed to the increase in highly addictive and deadly drugs on the street. Increased crime and high risk criminal behavior on the street brings a number of issues/risks for CPS and the community that 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; erratic and dangerous behavior on the street; increased CPS workload; and possible decreased citizen satisfaction.

Austerity in Policing

The role of police in society has grown broader in scope to meet the needs of the community over time. Law enforcement 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. The discussion around the sustainability of the policing model in Canada rests on the declining crime rates in the face of increasing law enforcement budgets. While strictly speaking this is true, there has been little exploration of the resources allocated to proactive/preventative policing and the changing 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.

While the economy is slowly improving and expected to grow in 2017, the significant and sustained decreases in the price of oil have impacted the local, national and international economy. Forecasted improvements may not significantly impact key economic indicators in the short term, or significantly impact government revenues.

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.

¹ Acquisitive Crime: A crime committed to gain cash or possessions. Some examples include but are not limited to: theft of vehicle, residential or commercial break and enter, robbery etc.

The Administration of Justice

The Administration of Justice is a costly societal function. Globalization and the speed and depth of technological innovation continue to change the face and scope of crime that police investigate, as well as introduce complexities into investigation and the court process. These complexities strain scarce resources for police, the courts and community supports, and have the potential to impact justice sought for victims.

The complexities include the resources dedicated to obtaining judicial authorization in the collection of evidence; the time and resources dedicated to their execution; and the required improvements in investigational techniques and disclosure. The consequences are substantial. Due to more rigorous evidence collection it often takes more time to bring a file before a judge or jury.

The R vs Jordan decision to impose presumptive ceilings around time in the midst of these significant challenges within the criminal justice system are likely to have a number of impacts that include but are not limited to: when charges are brought forth during an investigation and timelines around evidence collection and analysis. Court delays may now pose a threat to public safety and the delivery of justice for victims.

The Internal Environment

Communication

The CPS is policing during a very difficult and challenging time. Highly addictive and deadly drugs on the street, alongside high rates of unemployment are driving crime and disorder in the community. The ability of police to communicate with the workforce and the community around challenges is a significant determinant of the organization's success.

The risks facing CPS include but are not limited to: communicating to the public about the role of police in the community, as well as the pertinent aspects of crime and safety to increase the community's awareness. These risks extend internally to include communicating with the workforce about the direction the organization is taking in dealing with the issues and challenges in the environment.

Workplace Culture

Police use of force and workplace culture in the U.S., Europe and other Canadian jurisdictions have been widely documented through traditional and social media. 2016 was a challenging year for CPS. The CPS led the country with the most officer involved shootings; and leads the province as the most ASIRT investigated police service in 2016. Officer involved shootings and accusations of excessive use of force have been coupled with allegations of a toxic, punitive and non-inclusive workplace. Workplace culture that does not align with the public's or employees' expectations may impact organizational productivity as well as public trust and confidence.

Performance Measurement

Outside of performance metrics associated with the business plan, metrics evaluating performance are aligned with traditional measures of police performance. Some examples of traditional measures include calls for service, response times and crime statistics. These measures have limited focus on: community outcomes associated with proactive and preventative policing; and outcomes associated with partnerships which are important for program and financial decision making.

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. Data is a valuable strategic and corporate asset to optimize community safety and well-being by supporting operational and business decision making.

The growth in data available for analysis in both investigations 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 in a timely manner.

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 the issues/risks 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 of Calgary Audit Committee: Public Trust and Confidence

1) Crime, Safety and Security

To best tackle current challenges, the CPS is actively engaged in a crime reduction strategy to

ensure Service-wide efforts to comprehensively address interdependent crime issues facing the community. The following strategies are the basis of the crime reduction strategy:

- Break and Enters (residential and commercial)
- Drugs
- Gangs
- Cyber-crime
- 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 fiscal constraints 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 Real Time Operations Division to oversee the effective and efficient deployment of resources in real time; and
 - continue to invest in capital for operational efficiencies – for example Body Worn Cameras and the DNA & Cyber Crime Lab.