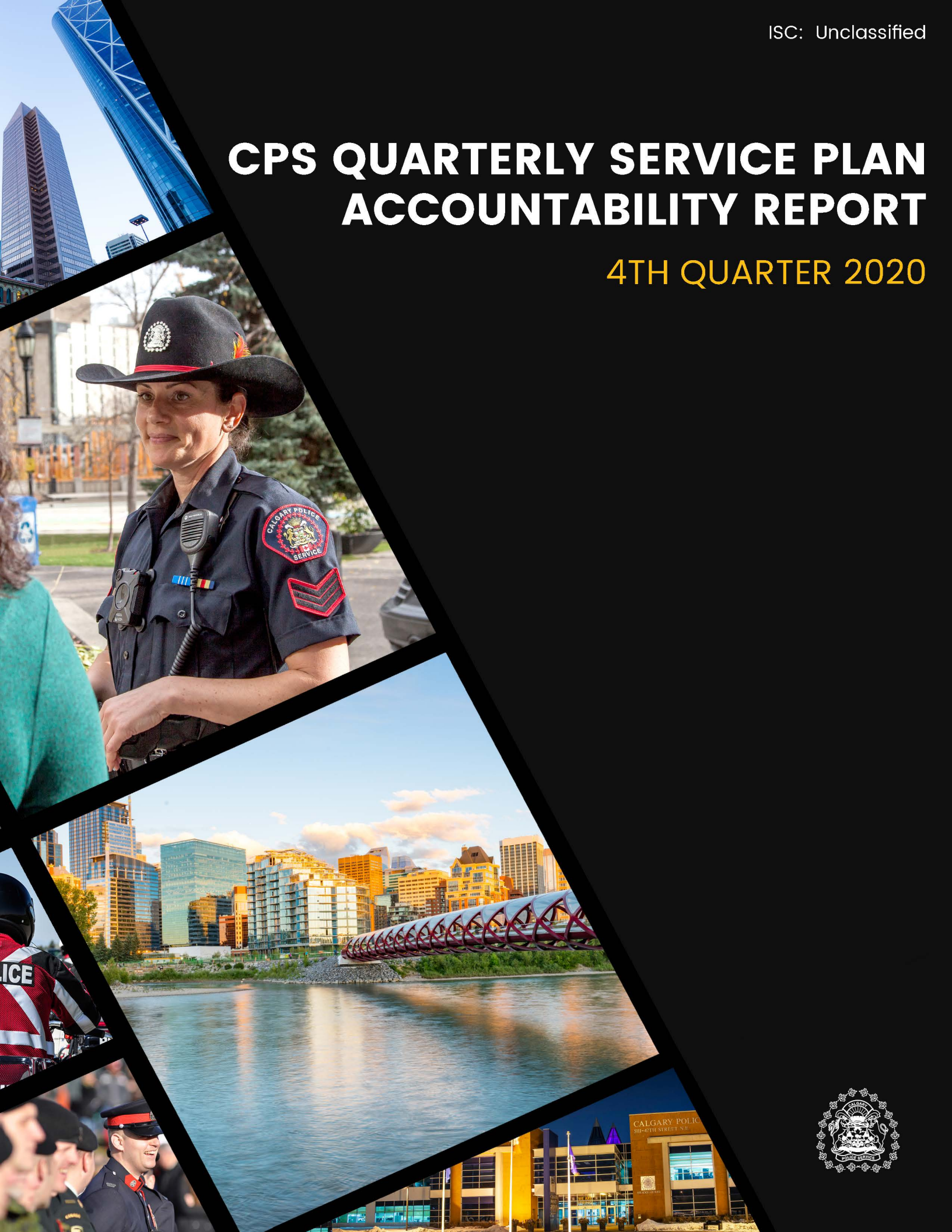


CPS QUARTERLY SERVICE PLAN ACCOUNTABILITY REPORT

4TH QUARTER 2020





CRIME & SAFETY

Maintain a safe city in partnership with our communities in a way that promotes public trust and confidence.

A1. Deliver police services to keep our communities safe

- Calgary Police Service (CPS) District Offices 5, 7 and 8 reopened to the public on Tuesday October 13, 2020 after closing due to Covid-19. Barriers were installed at front counters for public and officer safety, and new sanitization processes were implemented. (A1.1)
- The E-Ticketing/AP-ISSUE Project, legislated through Bill 21, was initiated by the Government of Alberta. The project will see all police agencies in Alberta issuing moving violations via a printer in police vehicles. Moving violations will be processed by Safe Roads Alberta through their Administrative Penalty Information System (APIS), instead of through the courts. The change will be fully implemented by Dec 1, 2021. (A1.1)
- Social media campaigns were delivered to address vehicle theft resulting from unoccupied running vehicles (Operation Cold Start) and to reduce vulnerability to robbery through safe buying and selling of cell phones. (A1.1)
- Operation Bloodline, a five-month operation led by District 1, culminated on November 4, 2020 with several arrests and search warrants executed on four residences and two vehicles resulting in the seizure of drugs and drug paraphernalia, cash, and weapons. The operation was initiated as a result of known drug trafficking and other criminal activity by the offenders, who targeted vulnerable people and youth around the drug trade and sex trafficking. On take-down day, the operation was supported by an integrated communications plan, resulting in significant media coverage of the investigation and the wrap-around support provided to vulnerable community members. The operation resulted in significant disruption to the distribution of drugs in the downtown core and is expected to have a strong positive impact on social disorder and violence. (A1.2)
- The CPS Domestic Conflict and Violence Policy was updated to align with Alberta Provincial Policing Standards, the Alberta Solicitor General Guidelines and other CPS policies. The updated policy will ensure that the CPS is using modern best practices that are aligned with the community's expectations, and better reflects the work being done by our members, partners and the community to address the issue. (A 1.4)
- A unified Hate and Extremism Team was created, integrating the Hate Crimes Coordinator and ReDirect Program to more effectively align resources. A dedicated Hate Crimes Crown prosecutor was assigned to prosecute such offences. (A1.4)



CRIME & SAFETY

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A2. Keep our roads safe through education and enforcement

- The CPS conducted proactive traditional and social media campaigns on impaired driving that brought together information on changes in legislation (Bill 21) with the holiday Check Stop campaign. (A2.1)
- The Traffic Response Unit deployed officers at locations throughout the city over ten dates, resulting in over 1500 driver contacts. While the primary focus was education and awareness, four warnings were issued, and eight vehicles were towed and impounded. (A2.2)

A3. Strengthen partnerships to prevent crime, disorder and victimization

- The Critical Incident Command Program was utilized on 9 occasions to resolve high risk situations. Certified Critical Incident Command Officers are called upon to lead situations that are elevated to Level II responses due to the threshold of complexity and potential risk to public and officer safety. (A3.1)
- The CPS established and resourced the Anti-Racism Action Committee, with the mandate to reimagine policing in Calgary through the co-development and delivery of the CPS Anti-Racism Strategy, with our community members. (A3.1)
- The Community Safety Investment Framework (CSIF) was developed in partnership with the City of Calgary to guide the City of Calgary and CPS investment in crisis prevention and response to improve service delivery to Calgarians in crisis. Through these investments, the framework is intended to address issues of inequity and racism, invest in appropriate programs and services that address community need, and support alternatives to police response. (A3.1)
- A Strategy Day was held in November 2020 with the CPS Diversity Resource Team and Advisory Boards, yielding collective goals and action plans for 2021. (A3.1)
- In collaboration with the Calgary Youth Justice Society, a smartphone app and related training and awareness module was implemented to assist frontline officers to better navigate youth diversion options legislated under the Youth Criminal Justice Act. (A3.2)
- The CPS created a Strategic Indigenous Liaison Officer position to assist in the implementation of the Indigenous Road Map. (A3.3)



CRIME & SAFETY

Maintain a safe city in partnership with our communities in a way that promotes public trust and confidence.

- A “Sacred Space” for smudging and other traditional Indigenous ceremonies was established at West Winds Police Campus, supported by the CPS Indigenous Advisory Board. (A3.3)
- A Strategy Day was held in October 2020 with CPS and its partner agencies to discuss prevention and early intervention for children and youth. Collective priorities and actions for 2021 were identified. (A 3.4)
- The CPS launched the Positive Ticketing program in partnership with Circle K convenience stores to promote pro-social behaviours among youth and build trusting relationships between police officers and members of the public. (A3.4)

A4. Apply innovative approaches to maintain investigative excellence


- To increase capacity for timely analysis of cellular devices, the Digital Forensics Team have established tiered service levels to adapt to the varied requirements of all investigations. This will provide full forensic analysis and other adaptable services based on each unique investigation and decrease turnaround time. (A4.1)




CRIME & SAFETY

KEY PERFORMANCE INDICATORS

Response Times to Priority 1 Calls

	Target	4 th Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019 ¹	2020	2019	2020	
# of Attended Priority 1 Calls	Measure	8,231	6,522	34,783	29,159	-16.2%
% of Priority 1 Calls responded to within 7 min	50%	51.4%	54.7%	53.0%	56.0%	5.7%
Average Response Time to Priority 1 Calls	7 min	8.9	8.1	8.7	8.0	-7.2%

Attended Calls for Service

	Target	4 th Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
Public generated (dispatched calls)	Maintain	58,568	54,478	246,973	235,902	-4.5%
Police generated (on-view calls)	Maintain	13,929	14,390	57,796	63,418	9.7%
Traffic (Traffic stops & TSTAT) ²	Maintain	23,684	19,246	91,311	77,054	-15.6%
Total Attended Calls	Maintain	96,181	88,114	396,080	376,374	-5.0%

Crime and Clearance Rates³

	Target	4 th Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
Violent Crime Victims	Reduce	3,622	2,963	14,042	12,534	-10.7%
Violent Crime Clearance Rate	70%	50.0%	50.5%	47.7%	52.0%	9.1%
Property Crime Incidents	Reduce	14,679	11,792	61,708	51,773	-16.1%
Property Crime Clearance Rate	20%	12.5%	9.9%	12.4%	11.1%	-10.5%
Impaired Driving Charges (alcohol or drug)	Increase	510	280	1824	1443	-20.9%
Pedestrian Collisions	Reduce	191	155	502	383	-23.7%

Source: Strategic Planning, Research & Analysis Section, January 2021

¹ As result of Service-wide system changes statistical modelling adjustments were made; as such, direct comparisons to previous reports should not be made.

² Traffic events have been added to attended calls for service, given the large volume of officer-generated events they generate.

³ Clearance Rate represents the number of cases cleared by charge or cleared otherwise during the specified period, as a proportion of the total crime incidents for the same period. Of note, cases are often cleared months and sometimes years later. Consequently, clearance rates for previous years may appear to be much higher than those of the present year.



OUR PEOPLE

Enhance service to the public by investing in our employees to ensure a positive workplace experience for all.

B1. Provide training and professional development

- In December 2020 the CPS implemented the Protecting Survivors of Human Trafficking Act e-learning course. The course is mandatory for all sworn members, and covers new officer authorities, and limits to those authorities, under the Human Trafficking Act. The course also discusses the warning signs of human trafficking that CPS officers should be mindful of in the execution of their duties. (B1.1)
- In November 2020 the Tactical Unit commenced its annual Basic Tactical Operators Course (BTOC) with five new candidates. The training will continue until the end of April 2021 at which time all candidates should be certified. (B1.2)
- Following a recommendation from the Wittman Use of Force Report, the CPS re-established the Use of Force Committee. The committee meets regularly and are currently reviewing the CPS Use of Force Policy. (B1.3)

B2. Provide a safe, supportive and professional work environment

- Mindfulness workshops were delivered to help employees increase their self-awareness, improve their ability to regulate emotions and decrease stress, anxiety and depression. (B2.2)
- The Psychological Therapies Section and Digital Services Unit collaborated to create a video for members about navigating the holidays and COVID-19 and reminding them of the support resources available. The video was also shared with Legacy Place and Beyond the Blue. (B2.2)
- The CPS created a Community Accountability page on www.calgarypolice.ca where citizens can access information on officer contacts, police accountability, and decisions on officer misconduct. (B2.4)
- A new Wellness & Resiliency Division was created that brought all CPS mental health, wellness, and health and safety supports together, promoting collaboration and proactive wellness strategy development. A new Executive Director for the division was hired with the experience to advance our commitments to the mental health and wellness of our members. (B2.5)
- In December 2020, a call to CPS members was made for participants for the internal Anti-racism Advisory Committee. This committee will guide and inform the CPS Anti-Racism Action Committee work in 2021. (B2.6)



OUR PEOPLE

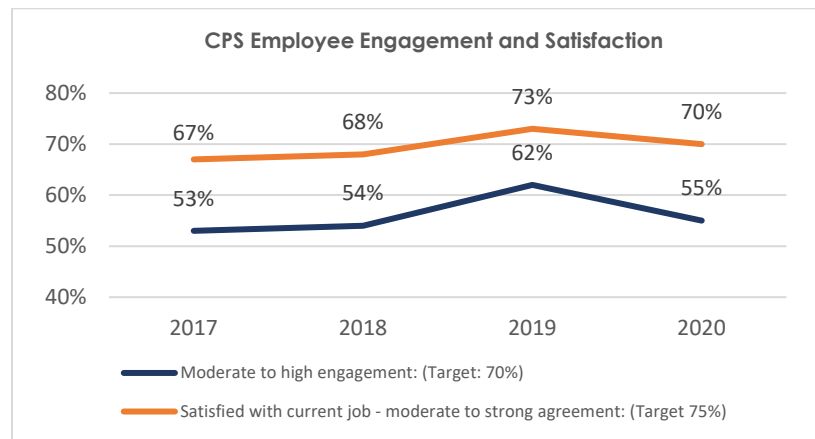
Enhance service to the public by investing in our employees to ensure a positive workplace experience for all.

- The CPS Gender and Sexual Diversity Advisory Board reviewed and provided recommendations to the CCLC on the CPS' current diversity training. (B2.6)




OUR PEOPLE

KEY PERFORMANCE INDICATORS



Source: Calgary Police Commission Annual Employee Engagement Survey Reports: 2017, 2018, 2019, 2020

Police Officers Hired

	Target	4 th Quarter		Year to Date		% Change YTD 2020 vs. 2019
		2019	2020	2019	2020	
 Police Officers Hired	84/year	20	36	112	67	-40%

Source: CPS Recruiting Unit, January 2021

Authorized Strength

Year	Authorized Strength			Citizens Served per CPS Employee ⁴	Calgary Population ⁵
	Sworn	Civilian	TOTAL		
2020	2,113	760	2,873	454.8	1,303,700
2019	2,113	760	2,873	447.5	1,285,711
2018	2,113	760	2,873	441.1	1,267,344

Source: CPS Finance Division, January 2021

⁴ CPS Employee includes sworn (police officer) and civilian positions

⁵ Sources: Calgary and Region Economic Outlook 2019 – 2024; The City of Calgary Civic Census



ORGANIZATIONAL PERFORMANCE

Plan and manage for long term organizational success.

C1. Demonstrate accountable and transparent use of public funds

- At the end of the 2020, CPS revenues were below target budget. This was mainly the result of sales of goods and services and court fines, which were impacted due to COVID-19. Recoveries were favorable from the Motorola radio cost sharing program, and timing of insurance claim recoveries. Expenditures for the year were less than the allocated budget. Salaries and wages were favorable due to sworn and civilian vacancies, the continued civilian hiring freeze and higher sickness and accident recoveries. Overtime was favorable as a result of strong management oversight throughout the year. Further, savings in training, legal, fuel and uniform expenses were realized, which was a direct result of COVID-19. (C1.2)
- In 2020, contributions were made to the HAWC Reserve, Red Light Camera Reserve, Vehicle Reserve and the Capital Reserve. During the year, capital procurement activity slowed due to COVID-19. The capital budget spend rate at year-end was 54%. (C1.2)

C2. Leverage information and technology to move further towards a knowledge-based organization

- 2020 saw the development of a series of interactive business intelligence dashboards, supporting the efficient delivery of information to members. These include: GangWATCH, designed to provide information on individuals with ties to organized crime; OffenderWATCH, providing information on offenders being managed or monitored by the CPS; and CrimeWATCH, designed to give a visual overview of crime in Calgary. (C2.1)
- SENTRY, the Service's records management system, underwent a major upgrade. In 2021, regular maintenance and bug fixes will continue along with a stabilization plan to ensure the application is ready to support future upgrades and initiatives. (C2.2)

C3. Meet or exceed the infrastructure requirements

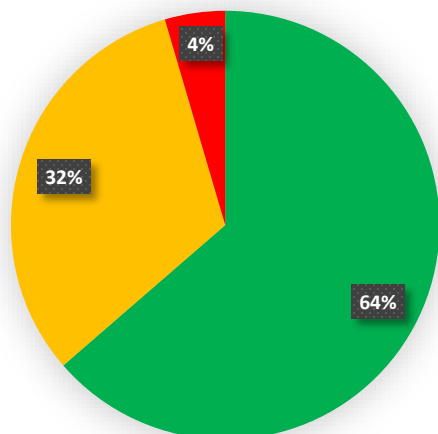
- The Fleet Rationalization and Optimization Study was initiated to determine current vehicle usage and future requirements. This review will support future procurement plans and is anticipated to reduce fleet size and improve fuel expenditures. (C3.1)



ORGANIZATIONAL PERFORMANCE

KEY PERFORMANCE INDICATORS

Portfolio Management Office Project Progress: Q4 2020



Green

The project is performing well, and although there may be issues, they are being managed by the team. Project is Green if budget, scope, and schedule are on target (70%). The CPS is currently below the target by 2%.

Yellow

There are risks and issues being experienced that may impact the ability of the project to deliver. A corrective action plan is required. Yellow projects may indicate a project is on 'Hold' as resources are re-assigned to priority projects.

Red

There are serious resource constraints impacting project delivery. Project is Red if any assessment category is reported as Red.

Financial Summary

	2018	2019	2020
Cost per capita of policing in Calgary ⁶	\$402	\$393	\$394
Dollars received for policing from the Provincial Government ⁷	\$33.5 m	\$33.5 m	\$33.5 m
Grants and donations to support community-based programs and partnerships ⁷	\$1.0 m	\$0.8 m	\$0.6 m

2020 Operating Budget Executive Summary

(Year to Date as of December 31, 2020)

	Total Budget (\$000)	Budget to Date (\$000)	Actual to Date (\$000)	Variance to Date (\$000)	Variance (%)
Revenue	(\$100,618)	(\$100,618)	(\$95,600)	(\$5,018)	(5.2%)
Expenditure	\$514,971	\$514,971	\$509,953	\$5,018	1.0%
Net Program	\$414,353	\$414,353	\$414,353	-	-

2020 Capital Budget Executive Summary

(Year to Date as of December 31, 2020)

	Total Budget (\$000)	Expenditures to Date (\$000)	Commitments to Date (\$000)	Balance Remaining (\$000)
Total Capital Programs	\$35,726	\$19,307	\$1,302	\$15,117

Capital spend rate = 54% excluding commitments up to December 31, 2020.

Source: CPS Finance Division, January 2021

⁶ The cost per capita formulation is appropriately aligned to benchmarking of other Canadian police agencies.

⁷ As at December 31.