

# Police Services

Led by: Calgary Police Service / Calgary Police Commission

## Description

As the third largest municipal police service in Canada, the Calgary Police Service strives to create a community that is safe, diverse, inclusive, and inspired. Police officers and civilian staff support public safety every hour of every day by responding to emergencies, enforcing laws, investigating crimes and traffic collisions, providing support to victims of crime and trauma, ensuring large events and protests remain peaceful, and promoting safe driving. We also work closely with various partners to prevent crime and help people in crisis due to challenges with homelessness, mental health and addictions.

## Value and benefits

Proper policing contributes to a socially and economically resilient city. Modern democracies are built on the rule of law and police officers that independently investigate and enforce laws are a critical part of protecting peace and order. Calgary police officers are also equipped and trained to protect the safety of Calgarians by responding when a person poses a threat to others or themselves, and to promote the safe use of Calgary's roadways.

The police are often one of the first organizations to encounter vulnerable people and victims of crime and trauma. Guided by the values of respect, honesty, integrity, fairness, courage, compassion and accountability, the police work with numerous specialized partner agencies to connect people with the supports they need when they are affected by violence, crime, addiction, or a mental health crisis. The Service also actively works to prevent crime, educate youth on staying safe, and intervene in the lives of youth and families on a path to violence or criminality.

## Key assets

The Calgary Police Service operates from 42 buildings, including the Westwinds Campus, eight District offices, the North Services Centre, and the Spy Hill Service Centre. The Service also maintains a fleet of 1,200 vehicles used for patrol, investigations and traffic control, as well as two helicopters.

Other assets include communication and information systems and specialized equipment that support operations.

## Partners

The Service has over 600 partners, including City of Calgary business units (like Calgary Transit and 9-1-1), community organizations (like the Centre for Newcomers and Action Dignity), social service organizations (like the Distress Centre, Luna, and the Youth Advocacy Centre), school boards, the Calgary Airport Authority, government departments (like Alberta Health Services and Public Safety Canada), and other law enforcement agencies.

## How we are different than other City business units

Police in democracies need to be both free from political interference and accountable to the public. To balance these needs, Alberta's *Police Act* requires that City Council appoint an independent police commission for the police to report to, instead of reporting directly to Council. Council still approves the total police budget, but only the Calgary Police Commission can direct how the budget is spent. The Commission also supervises the police chief, sets police policies, and monitors the police conduct complaint process.

## What we deliver

- Respond to emergency and non-emergency calls
- Investigate crimes to find those responsible, seize dangerous items and recover stolen property
- Proactively patrol and engage the community
- Promote traffic safety through education, enforcement and collision investigations
- Ensure public safety during protests and events
- Provide criminal history background checks
- Connect victims of crime and trauma to supports
- Deliver crime prevention, education, and early intervention initiatives

## Customers

The Calgary Police Service's customers include all of Calgary's 1.3 million residents and 8.6 million annual visitors. Calgarians call the police for help over 1,500 times each day and over 34,000 victims of crime are helped each year. Over 23,000 youth are educated on crime prevention and safety annually.

## What we have heard & what we are watching

### What we have heard

The 2022 City of Calgary Spring Pulse Survey showed Calgarians rank crime, safety and policing as their second most important issue. Ninety-seven per cent of citizens surveyed rated policing as important and 52 per cent believe that more should be invested in it.

During the 2022 Calgary Police Commission Citizen Satisfaction Survey, 10 per cent fewer Calgarians believed Calgary is a safe place to live than in 2020 and both satisfaction with and confidence in the police showed declines. Calgarians ranked drug activity, violence, gang activity, theft and break and enters as their top policing concerns, with social disorder and transit safety being growing concerns. Fifty-six per cent of respondents did not agree that the police were adequately staffed.

Calgarians also expressed that they want the police to focus on reforming how misconduct is addressed, developing an alternative call response model, implementing EDI (equity, diversity and inclusion) into the organizational culture, and diversifying the police service's workforce. Much of this work is already underway in the Service.

### What Council has directed

Council has directed that the 2023 – 2026 Service Plan and Budget provide for Calgary's economic, social and climate resilience.

All aspects of the municipal government, including the Calgary Police Service, were asked to build plans around strengthening relationships with Calgarians, investing in infrastructure, delivering the right services, financing the future of the city and building strong communities.

Finally, Council identified focus areas of which five can be supported through policing:

- Downtown revitalization
- Social equity
- Transit
- Hosting and hospitality
- Modernizing government

### What the Commission has directed

In addition to the high-level direction Council provided to the entire City of Calgary, the Calgary Police Commission has provided specific direction to the Calgary Police Service as part of its police governance and oversight role:

- Embed anti-racism and EDI (equity, diversity and inclusion) into the core of business
- Continue exploring different service delivery models to transform how people in crisis are helped
- Continue improving public reporting
- Prioritize member engagement and wellbeing
- Improve public trust and confidence
- Finish implementing recommendations from the 2020 Service Optimization Review (a zero-based budget review of resource needs)
- Improve communication with citizens

### What we are watching

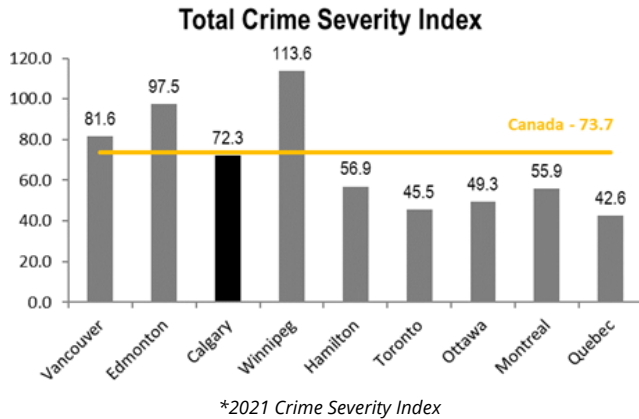
There are several issues that have shaped the Calgary Police Service's 2023 – 2026 Service Plan and Budget:

- Violence in our city has intensified and there was a 106 per cent increase in shootings in the first six months of 2022 as compared to the same period in 2021.
- Public concerns around safety in the downtown core and on public transit are negatively impacting Calgarians and require a coordinated response from various municipal agencies, including the police.
- Increasing expectations placed on officers by legislation, case law and policy have increased the time officers spend resolving many call types. Certain calls also require more officers now to contain situations where a weapon is suspected or time for de-escalation is needed.
- Staffing challenges have resulted in the Service meeting the target response time of seven minutes for emergency calls around 50 per cent of the time and patrol officers only spend around eight per cent of their time doing proactive policing. This is well below the Service's targets.
- Public trust and confidence in the police are declining and need to be earned back.
- Low morale and unmanageable workplace stress are impacting employee wellness and resulting in higher mental healthcare needs and medical leaves.
- Expected changes to Alberta's *Police Act* could drastically impact police conduct investigations, police governance and funding models. Resources have been allocated to support needed change management.

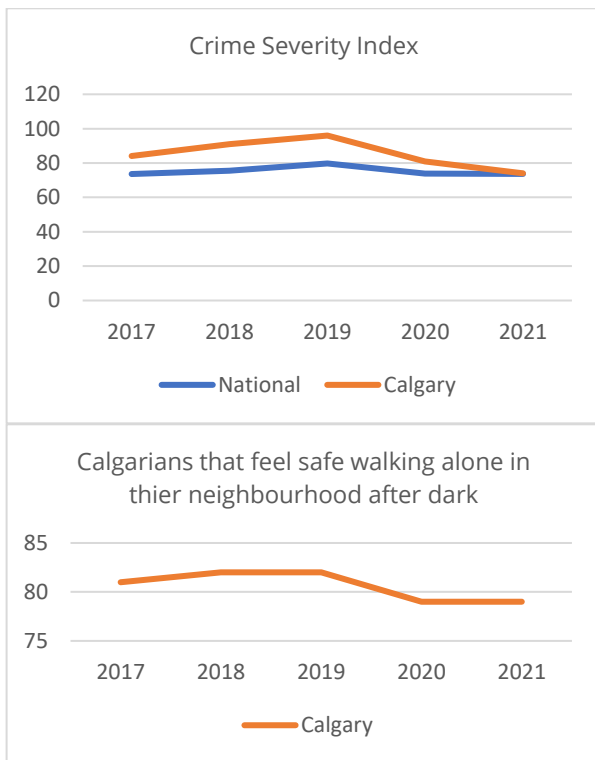
## Comparing our service

When the cost per capita of policing in Calgary is compared nationally, Calgarians pay less than the national average. The 2023 – 2026 Service Plan and Budget is expected to maintain this relative cost efficiency as Calgary's cost per capita will drop by five per cent, making the per capita cost in 2026 the same as it was in 2016. This is despite a more complex policing environment and high inflation.

The Crime Severity Index measures changes in the amount and severity of crime in the city. The Crime Severity Index in Calgary was 72.3 in 2021. Calgary was the fourth highest among major Canadian cities but was close to average when compared to the entire country.



## Measuring performance & where we want to go



### Crime Severity Index

The Crime Severity Index is calculated by Statistics Canada and is a standardized way to compare crime levels between different cities and regions.

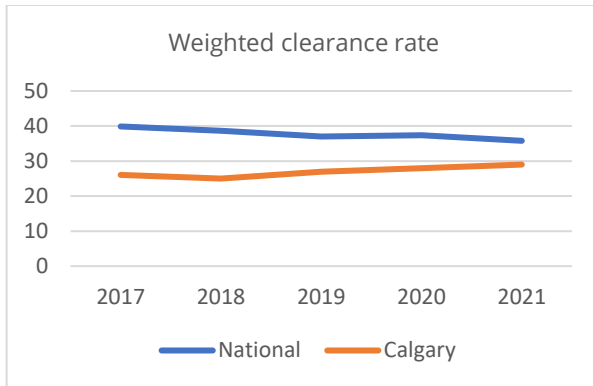
Calgary has seen an upward trend in this index since 2013 and then the pandemic brought it back down to just below the national average.

A goal of the next budget cycle is to keep the Crime Severity Index at or below the current five-year average.

### Perception of safety

Citizen's perception of safety impacts satisfaction with policing, economic and social activity, and Calgary's ability to attract new residents and tourists.

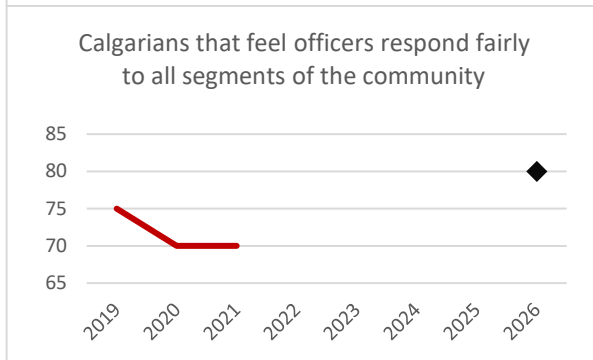
The perception of safety in The City of Calgary's Citizen Satisfaction Survey has dropped in recent years and a goal of the next budget cycle is to restore it to previous levels or above.



### Weighted clearance rate

The weighted clearance rate gives a higher weight to investigations involving serious crimes (homicides, robberies, sexual assaults, etc.). It measures how successful the Calgary Police Service is at conducting investigations by measuring how many come to a successful conclusion.

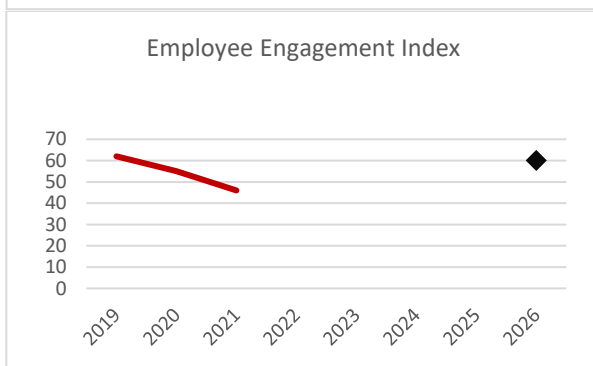
A goal of the next budget cycle is to increase the weighted clearance rate.



### Equitable policing

Addressing systemic racism, changing how our city responds to vulnerable populations, and integrating equity, diversity and inclusion into policing are all priorities of Calgarians. One key way to measure progress towards these is by asking Calgarians during the Commission's Citizen Satisfaction Survey if officers respond fairly to all segments of the community.

A goal of the next budget cycle is to increase the number of Calgarians who answer positively to 80 per cent.



### Employee Engagement Index

Employee morale and engagement at the Calgary Police Service impacts the quality of policing that Calgarians receive and hurts the health and wellness of those who serve. The Employee Engagement Index is calculated using the results of an annual employee survey.

Through a targeted internal strategy and the easing of staffing shortages, a goal of the next budget cycle is to return engagement to pre-pandemic levels or better.

## What we plan to do

### Result for 2023-2026

Our vision is to ensure that Calgary is among the safest major cities in Canada. We will connect with, equitably serve and represent all aspects of our community, and be police leaders in equity, diversity and inclusion. We will be the police employer of choice in Canada. We will do this as one team working together to build community safety and well-being through engagement, education, prevention, investigation, and enforcement.

We will be a resilient organization. We will transform crisis response, create efficiencies through technology, and build trust with our partners, stakeholders and employees. We will measure our success by increasing community safety and wellbeing, increasing public trust and confidence, increasing effectiveness and efficiency, increasing employee satisfaction and engagement, and increasing equity, diversity, and inclusion within our organization.

### How we are going to get there

The Service organized all the directions from Council and the Commission into four strategic pillars: ensuring a resilient organization, transforming crisis response, efficiency through technology, and building trust. The Service will:

1. Address the recruiting and staffing issues impacting the services we provide
2. Continue pursuing the Community Safety Investment Framework and other alternative call response models
3. Develop a Joint Safety Traffic Plan with The City of Calgary
4. Implement recommendations from the review of the body-worn and in-car camera programs
5. Apply an equity, diversity and inclusion lens to our organization and its programs
6. Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit
7. Implement the anti-racism strategic roadmap with support from the Anti-Racism Action Committee
8. Implement the Indigenous reconciliation road map under the guidance of local Elders and nations
9. Implement race-based data collection in more areas and improve collection where it is happening
10. Build a new indoor firearms range to improve employee safety and allow more officers to be trained
11. Implement the internal Pathways to Engagement plan to improve employee engagement
12. Implement various technological solutions to improve data reporting and organizational efficiency

## Operating budget needed to achieve results

### Breakdown of net operating budget (\$000s) – Police services

	2023		2024		2025		2026	
	Base	One-time	Base	One-time	Base	One-time	Base	One-time
Previous Year's Net Budget	433,606		451,509		457,559		463,039	
Previously approved One-time budget		-		-		-		-
2022 One-time carry forward		4,000		-		-		-
Revenue Changes	(109)		(245)		(223)		(225)	
Internal Recoveries Changes	(1,250)	-	-	-	-	-	-	-
Inflation	1,359		245		223		225	
Operating Impact of Previously Approved Capital	-	-	-	-	-	-	-	-
Operating Impact of New Capital (Incremental)	-	-	-	-	-	-	-	-
Service Reductions	-	-	-	-	-	-	-	-
Service Increases	17,903	1,600	6,050		5,480	(1,600)	4,520	
Transfer to/(from) reserves	-	(4,000)	-	-	-	-	-	-
<b>Total net budget</b>	<b>451,509</b>	<b>1,600</b>	<b>457,559</b>	<b>-</b>	<b>463,039</b>	<b>(1,600)</b>	<b>467,559</b>	<b>-</b>

### Total operating budget (\$000s) for approval – Police services

	2022 Budget	2023			2024			2025			2026		
	At Apr 30	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total	Base	One-Time	Total
Expenditures	546,524	560,786	5,600	566,386	567,081	-	567,081	572,784	(1,600)	572,784	577,529	-	577,529
Recoveries	(2,600)	(3,850)	-	(3,850)	(3,850)	-	(3,850)	(3,850)	-	(3,850)	(3,850)	-	(3,850)
Revenue	(110,318)	(105,427)	(4,000)	(109,427)	(105,672)	-	(105,672)	(105,895)	-	(105,895)	(106,120)	-	(106,120)
<b>Net</b>	<b>433,606</b>	<b>451,509</b>	<b>1,600</b>	<b>453,109</b>	<b>457,559</b>	<b>-</b>	<b>457,559</b>	<b>463,039</b>	<b>(1,600)</b>	<b>461,439</b>	<b>467,559</b>	<b>-</b>	<b>467,559</b>

Note: Figures may not add up due to rounding.

## Capital budget needed to deliver service

For Council Approval

Activity	Investment Name	2023 Request (\$000s)	2024 Request (\$000s)	2025 Request (\$000s)	2026 Request (\$000s)	2027+ Request (\$000s)	Total Request (\$000s)
<b>Annual Investment Program(s)</b>							
427300	Equipment	265	355	355	355	-	1,330
427603	Communication Systems	5,499	5,293	8,221	5,275	-	24,288
428304	Facilities	2,244	2,655	6,215	375	-	11,489
429406	Computer Systems	4,942	3,377	3,319	3,324	-	14,962
428000	Vehicle	-	-	7,000	7,000	-	14,000
427400	Red Light Camera	-	-	-	1,000	-	1,000
<b>Program(s)</b>							
		-	-	-	-	-	-
<b>Projects(s)</b>							
428303	Indoor Range	10,000	-	-	-	-	10,000
<b>Sub-Total (New Budget Requests)</b>		<b>22,950</b>	<b>11,680</b>	<b>25,110</b>	<b>17,329</b>	<b>-</b>	<b>77,069</b>
Previously Approved Budget Remaining		-	-	-	-	-	-
<b>Total Capital Investment</b>		<b>22,950</b>	<b>11,680</b>	<b>25,110</b>	<b>17,329</b>	<b>-</b>	<b>77,069</b>

### Explanation of capital budget requests

#### Annual Investment Program(s)

##### Activity 427300: Equipment

Upgrading standard issue police equipment due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$975 thousand) Capital Reserves (\$355 thousand)

Contributing Services: None

Operating Impact: None

##### Activity 427603: Communication Systems

Lifecycle replacement of existing communication systems, including portable radios, phones, and network infrastructure due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$18,995 thousand) Capital Reserves (\$5,293 thousand)

Contributing Services: None

Operating Impact: None

##### Activity 428304: Facilities

Lifecycle maintenance on all police facilities due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$8,834 thousand) Capital Reserves (\$2,655 thousand)

Contributing Services: None

Operating Impact: None

##### Activity 429406: Computer Systems

Lifecycle replacement of hardware and network infrastructure due to operational requirements for policing environment.

Funding From: Lifecycle Maintenance & Upgrade Reserve (\$11,585 thousand) Capital Reserves (\$3,377 thousand)

Contributing Services: None

Operating Impact: None

**Activity 428000: Vehicle**

Vehicle lifecycle replacements (includes hybrid vehicles) due to operating requirement for policing environment.

Funding From: Capital Reserves (\$14,000 thousand)

Contributing Services: None

Operating Impact: None

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**Activity 427400: Red Light Camera**

Red Light Camera equipment lifecycle replacements due to operating requirement for policing environment.

Funding From: Capital Reserves (\$1,000 thousand)

Contributing Services: None

Operating Impact: None

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**Project(s)**

**Activity 428303: Indoor Range**

New indoor firearms range due to operational requirement for policing environment.

Funding From: Municipal Sustainability Initiative (\$10,000 thousand)

Contributing Services: None

Operating Impact: None

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