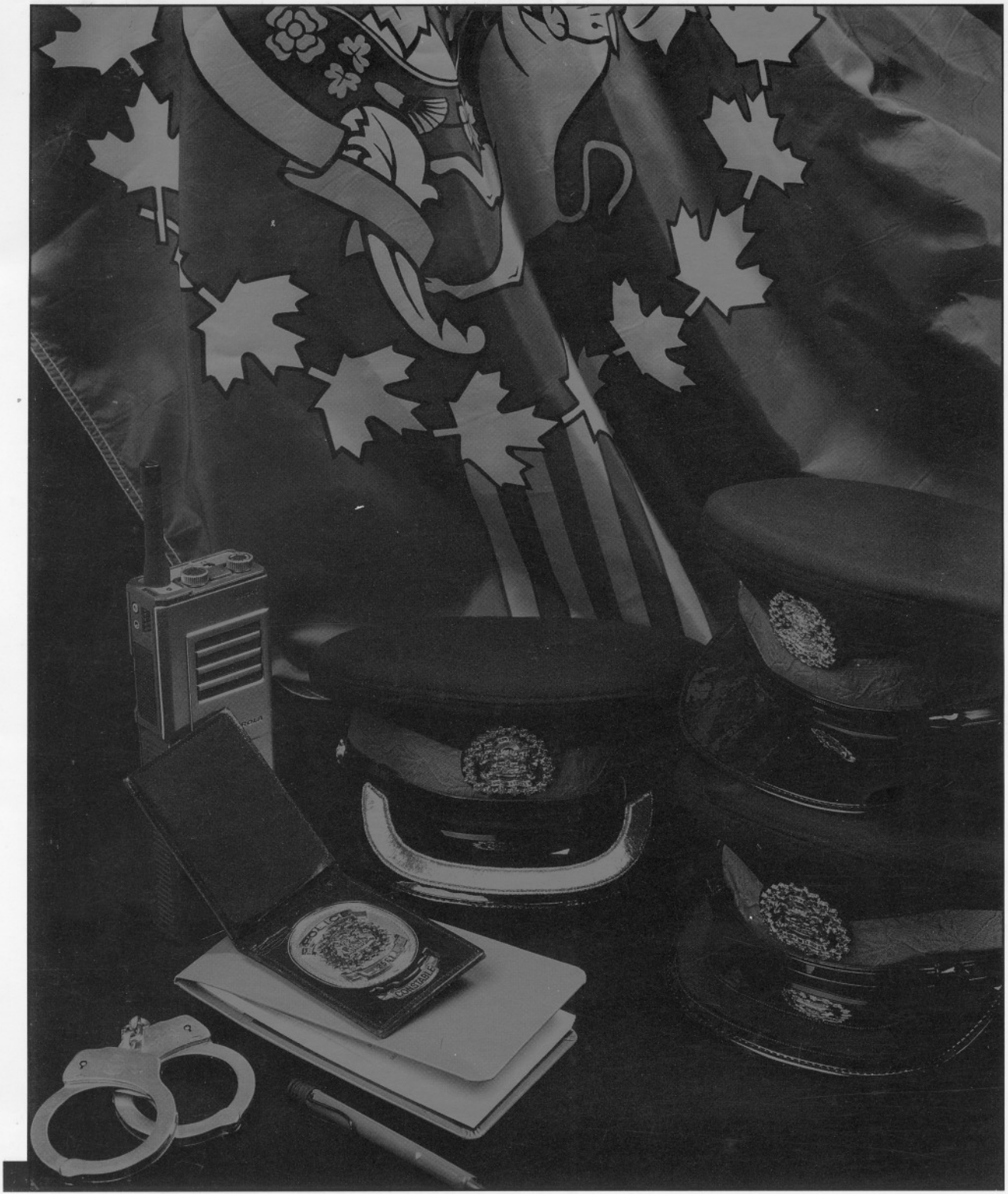


CALGARY POLICE SERVICE



STRATEGIC

PLAN

1991 - 1992



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Mission Statement

“To optimize public safety in the City of Calgary”

The Police Service, in concert with other agencies and the citizens of Calgary, is instrumental in preserving quality of life in our community by maintaining Calgary as a secure place in which to live. In so doing, we are dedicated philosophically and operationally to the concept of community based policing. Our primary focus is on crime prevention, crime detection and apprehension, and traffic safety, and our most effective tools are positive community relations, education, problem-solving and use of current technology to analyze conditions, project trends and deploy resources.

Long Range Objectives

1. To promote an understanding that the true measure of police effectiveness is the absence of crime and disorder, not the visible evidence of police action in dealing with them.

2. To secure the cooperation of the public in voluntary observance of laws by encouraging understanding and communication between the citizens of Calgary and their Police Service.

3. To maximize individual and collective skills within the Service in terms of crime prevention, crime detection and traffic safety.

4. To promote a professional police image by demonstrating impartial service to the law, and by offering service and friendship to all members of the public without regard to gender, race, religious beliefs, colour, ancestry or place of origin.

5. To use only the minimum force required on any particular occasion, and only when persuasion, advice, and warning is found to be insufficient to obtain public observance of the law.

6. To recruit qualified candidates who reflect the diversity of the community.

7. To provide training, education and developmental capability within the Service that maximizes the potential of all members.

8. To achieve the foregoing within an acceptable cost framework.

What Does The Strategic Plan Mean to The Officer on The Street?

While the 1991-92 Strategic Plan has a number of intended audiences — citizens, Police Commission, City Council, other police agencies — perhaps the most important audience is the officers on the street.

Why?

First, the Strategic Plan is built around many of the concerns you told management were important — increasing workloads, how we deliver service to the public, career planning and development for police members. Don't let the technical discussions of goals, objectives and strategies put you off. The concerns you expressed to us are the backbone of the Plan.

Second, many of the strategies being implemented to address your concerns were also developed with your input. For example, instituting forms of differential response to alleviate some of the growing workload at the street level, enhancing problem solving training for all police members, streamlining internal communication procedures, and so forth, are strategies developed from your input and ideas.

Third, the Strategic Plan commits the Service to an ongoing process of **planned** changes. Instead of instituting changes on a piece-meal basis, the Service has long term objectives it wants to meet. Further, your involvement in defining these changes is central to the process.

The Strategic Plan is a Service-wide blueprint for change.

The Calgary Police Service is established under the authority of the Alberta *Police Act* (1988; Section 27).

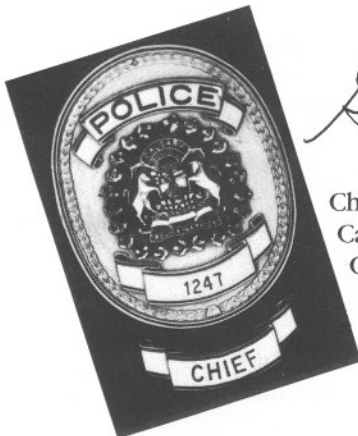
The Calgary Police Commission, under Section 31(1) of the Alberta *Police Act*, is responsible to "oversee the Calgary Police Service" by allocating funds provided by City Council, establishing policies, issuing instructions to the Chief of Police and ensuring sufficient personnel are employed by the Police Service to carry out its functions.

In 1990, a total of 774,509 calls for service were received by the Calgary Police Service Communications Centre. These do not include calls made to other work areas in the Service. Calls in 1990 have increased by 15% over the same period last year.

207,676 of these calls for service were dispatched in 1990 (i.e., a police car was dispatched to the scene), an increase of 4.5% over 1989. This increase is expected to continue through 1991.

Over 35% of all offense reports in 1990 were taken by the Communications Section.

The authorized strength of the Service as of 31 December 1990 was: 1166 officers, 19 additional sworn members and 441 civilian members. At a ratio of one police member (sworn and civilian) for every 426 citizens, Calgary has the third lowest proportion of police members to population of nine urban centres (e.g., Vancouver, Edmonton, Regina, Winnipeg, Ottawa, Toronto, Montreal).



A handwritten signature in cursive script, reading "G. Borbridge".

Chief Constable G. Borbridge
Calgary Police Service
Calgary, Alberta, Canada
September 1991

Projected Personnel

The City of Calgary's Corporate Resources Department routinely issues short term population projections for Calgary, using low, medium, and high population growth scenarios. Corporate Resources recommends the medium population growth scenario on which to base future projections.

Based on the medium population growth scenario reported in Corporate Resources, City of Calgary Information Bulletin (June, 1990), it is possible to estimate the manpower requirements of the Service to 1995. These estimates are based on the assumption that the level of service offered by the Calgary Police Service and the total population to police employee ratio remains the same.

Projected Population/Authorized Personnel 1991-1995

Year	Police Personnel*	Projected Population
1991	1,663	708,600
1992	1,710	728,300
1993	1,752	746,400
1994	1,796	765,200
1995	1,841	784,200

*Represents both sworn and civilian personnel.

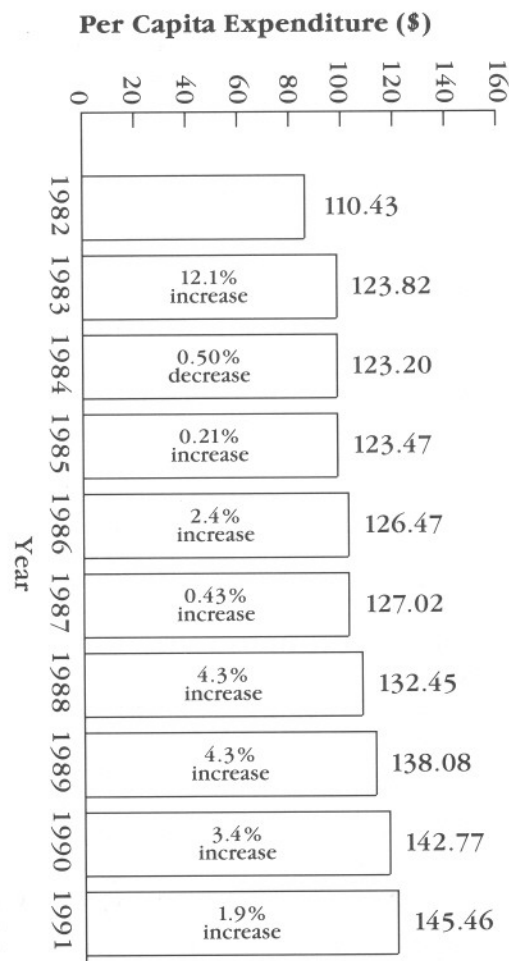
Note: The 1990 Police Service Budget, approved by City Council, provided for a total population to police employee ratio of 426 to 1 and a population to sworn member ratio of 594 to 1.¹

¹ Based on population projections from Corporate Resources, City of Calgary, 15 June 1990.

Budget

The Calgary Police Service's gross expenditure budget for 1991 (excluding debt charges and net of internal recoveries) was \$103,184,000.00.

Per Capita Cost of Policing 1982 - 1991



The Calgary Police Service is committed to working with the community it serves to resolve problems. To understand the community better, the Service is cognizant of trends that affect how the Police Service does business. Those trends include demographic, economic, social, technological and political conditions that change over time.

Trends can be grouped under two headings — external and internal.

External Factors

• Population Growth

Calgary's population grew from 692,885 in April 1990 to 708,593 in April 1991 (9,400 through natural increase, i.e., births and 6,000 through net migration). Over the past five years, 64% of the city's total population growth has been due to natural increase. Research indicates that demand for police service is assumed to increase proportionally with population increases.

• Changing Demographics

In Calgary, the number of persons in the 65+ year age group has increased by 12% between 1989 and 1991. This increase is expected to continue as the post Second World War "boom" children are now reaching their mid-forties.

Personal and home security is an issue for many seniors with the increased availability of home care allowing more seniors the choice to remain in their homes. Research indicates that fear of crime will result in an increased demand for Police service.

The number of young adults is decreasing. With the Canada-wide decrease in the birth rate, the 15-24 year age group in Calgary has decreased from 23% of the total population in 1981 to 14% in 1991. Research indicates that a relative decrease in the numbers of young adults may result in a decrease in calls for service as they relate to criminal activities. Also, males in this age group have traditionally been the pool from which sworn police members are recruited. The Police Service will have to draw more heavily on other segments of society.

Changes in demographics in the Calgary community result in changes in policing.

• Increasing City Size

The size of the City of Calgary has increased. In 1989, Calgary increased its geographic size from 204 square miles to 265 square miles, an increase of 23% of area covered by the Calgary Police Service. An increase in resources will be required to meet the growing demands of the city as residential development continues in this newly annexed area.

• Multiculturalism

In 1986, 82% of Calgarians considered English their mother tongue, 1.4% French and the remainder "other". Prior to 1970, the majority of immigrants came from Great Britain, the United States, Italy, Portugal, Greece and India. Today, half of the 160,000 immigrants to Canada come from Asia. As our society reflects the changing mosaic of immigration, so too will the Calgary Police Service.

• Changing Role of Women

Canada-wide in 1986, 56% of working age women were employed outside the home. As women's entry in non-traditional occupations such as policing increases, career advancement to a greater degree than presently exists will result.

• Increasing Level of Wealth

Calgarians continue to enjoy the fourth highest personal disposal income of all major Canadian cities. Increasing spending/consumption habits may fuel increasing property crime rates although, perhaps, offset by the decrease in the 15-24 year age group.

• Increasing Number of Single Parent Families

The number of single-parent families is increasing. In 1988, almost 13% of Calgary families were headed by one parent, the majority by a female. The Police Service is working with the schools and community and social services to offset an increase in crime rates which may be associated with poverty and family breakdown.

• Federal/Provincial Legislation

Changes in federal legislation such as the *Charter of Rights and Freedoms* and the *Young Offenders Act* and provincial legislation (the *Alberta Police Act*) will continue to affect the work of police officers.

Internal Factors

• Career Advancement

Opportunities for career advancement have decreased markedly with the large number of promotions of young officers during the boom years of the early 1980's. This trend is expected to continue. In addition, since experience is one criteria for advancement, opportunities for promotion through the ranks for women and ethnic minorities will not increase substantially over the next 5-10 years. As a result of these trends, the Police Service must respond to the issue of "career plateauing". In particular, the Service must enhance its recognition of good performance in ways other than through the promotional process. Further, special attention will have to be given to the impact of quality of life and family issues on employee job satisfaction.

• Civilianization

Civilianization of support positions with the Service continues to be a controversial issue since positions formerly available to sworn members requiring "desk jobs" have been reduced. The Service must strike a balance between the ongoing needs of sworn members and the specialized requirements of an ever-increasing technological society. In addition, with the increasing number of civilian members, the Service must continue to address their specific needs such as role recognition.

• Technological Innovation

The Service must keep pace with the sophisticated criminal element and the demand of calls for service by employing the latest in communication and data collection, storage and retrieval technology. To meet the challenge, the Police Information Management System (P.I.M.S.) is being re-written and the Computer Aided Dispatch (CAD) system has been enhanced. In addition, the Service's Automated Fingerprint (A.F.I.S.) System will be enhanced over the next year.

In the future, networking of information bases with other agencies (internationally, within Canada and Alberta) may become a reality.

• Training

The 1990 *Police Service Regulation* sets out standards of competency for police officers. These standards of skill and knowledge are legislated and must be acceptable to the Solicitor General.

In addition to legislative necessity, training of police personnel will remain dynamic with the changing needs of the profession. The shift from law enforcement to problem solving, with its emphasis on arbitration and negotiation, is predicated on changes demanded by society.

The 1990-91 Calgary Police Service Strategic Plan was mailed, in December 1990, to police employees, volunteers, the Calgary Police Commission, the business community and other groups who participated in developing the Plan.

Since that time, Deputy Chief Esler has provided regular progress reports on the success the Service has achieved in meeting strategies.

In May 1991, the Executive Committee members, after consultation with personnel in their work areas, met to review and update the Strategic Plan. Consensus was reached and the following three issues were seen by the Police Service to be the major factors affecting the way we do business:

1. human resources;
2. level and quality of service; and
3. community based policing.

PROCESS

1

Issue

How can the Calgary Police Service continue to attract and retain qualified men and women to work in the Calgary Police Service?

Background

In 1991, the Service allocated 86% of its gross expenditure budget to salaries and benefits.² The importance of the effective management of human resources to the operation of the Police Service cannot be stressed strongly enough — for without highly trained and motivated members, the Service is unable to fulfill its mission.

Goals

To recognize above standard performance of police members on a consistent and ongoing basis;

To enhance the current promotional process to make it less stressful to candidates;

To continue to promote the Calgary Police Service's reputation as an equal opportunity employer;

To increase the scope and quantity of training opportunities throughout members' careers;

To increase the level of career path counselling for all members;

To foster accountability of decision making at all levels of the Service.

Objectives

Review, on a regular basis, the career advancement process in the Service;

Expand opportunities for lateral transfer of sworn and civilian members within the Service;

Investigate the feasibility of limited term lateral transfers for sworn and civilian members to the City of Calgary;

Enhance training prior to members assuming supervisory positions;

Expand the orientation available to civilian members at the outset of employment;

Review recruitment criteria, while maintaining the high quality of the candidate pool, to take into account cultural differences of visible minority groups, aboriginal peoples and women.

²Source: Finance Branch, Calgary Police Service (includes salaries, allowances and training).

Strategies to be Enacted

Strategies	Completion Date
Establish a task group to review the current promotional process annually;	Ongoing
Implement changes to measurement/assessment forms as recommended by Community Based Policing Task Force;	1992 Jan 01
Implement an orientation package for civilians;	1992 Jun 01
Increase the number of aboriginal, visible minority and female members in the Calgary Police Service to more accurately reflect the community it serves;	Ongoing
Review detective classification system, with a view to recognizing expertise gained by training, working in various investigative units, and experience gained through time;	1992 Jun 01
Review staff sergeant and sergeant classification system, with a view to recognizing expertise gained by training, working in various supervisory positions, and experience gained through time;	1992 Jun 01
Review current recruitment and screening standards;	Ongoing
Continue to provide the three day multicultural course to all members of the Service.	Ongoing

Issue 2

How can the Calgary Police Service continue to maintain the level and quality of service demanded by citizens and outlined in the Mission Statement and its Long Range Objectives?

Background

The Calgary Police Service enjoys a reputation in the community as a professional and competent police service. It receives strong public support, both from the citizens and the three levels of government.

As the needs and priorities of Calgary citizens change due to geographic, economic and demographic factors, so too must the Service.

Goals

To facilitate the continued development of programs where the Service and the community work together to solve problems;

To communicate the Police Service's commitment to community based policing;

To work co-operatively with the citizens of Calgary to determine appropriate response levels to changing social and community needs;

To provide increased opportunities for police officers and the community to problem solve together;

To review levels of response to calls from the community on a continual and timely basis.

Objectives

To reduce, through technological innovation, the volume of written documentation;

To remain informed of changing community needs and expectations in order to determine priorities for the Service;

To encourage participatory management at all levels within the Service;

To encourage co-operative problem solving among work areas within the Service and with other agencies in the community.

Strategies to be Enacted

Strategies	Completion Date
Hold an annual retreat with the Calgary Police Commission and the Executive Committee of the Service to determine long range direction of the Service;	1992 Jul 01
Survey Calgary citizens every three years to determine whether needs and expectations have changed;	1992 Nov 01
Evaluate community operated police stations in two Calgary communities;	
1. Tuxedo	1991 Jul 01
2. Southland	1992 Jul 01
• Evaluate the Enhanced Visibility Patrol Unit in the downtown core;	1991 Dec 01
• To encourage senior officers to become more actively involved by regularly visiting all work areas of the Service.	Ongoing



Issue 3

How can the Calgary Police Service best meet the changing nature and needs of the citizens of Calgary to improve the quality of life by maintaining a secure place in which to live?

Background

The 1989-90 population increase in Calgary was the highest since 1981-82 due to natural growth (births over deaths), in-migration and the 1989 annexation of land to city boundaries. In addition, crime trends across North America have also seen an increase. As a result, during the past year, calls for service increased by 15%.

Funding increases in policing are not keeping pace with the increased demand for service made by the citizens of Calgary. Therefore, new ways must be found to meet the increased and changing demands made of the Calgary Police Service.

Goals

To work more intensely with communities to co-operatively define policing priorities and resolve problems.

To assume a greater problem solving approach to policing.

Objectives

To modify response in order to improve policing in the community.

To train all Calgary Police Service members in community policing.

To ensure management practices, policies and procedures are conducive to community policing.

Strategies to be Enacted

Strategies	Completion Date
Assist, facilitate and co-ordinate areas of command in an operational process which will empower members of the Calgary Police Service to implement community policing;	Ongoing
Introduce alternative methods to more effectively handle calls for service;	Ongoing
Train all Calgary Police Service members. — All Districts and CID complete initial training.	1992 Jun 01
— All Calgary Police Service members, sworn and civilian, complete initial training;	1994 Nov 01
Include community policing and problem solving in the Calgary Police Service assessment and promotional process;	1992 Jan 01
Evaluate the effectiveness of community policing;	Ongoing
Inform Calgary Police Service members, the Police Commission, City Council and the public of initiatives in community policing and the rationale for those initiatives.	Ongoing

Accomplished Strategies 1990-1991

Strategic Issues

Issue: How can the Calgary Police Service continue to attract and retain qualified men and women into the Service?

Strategy	Target Date	Results
Establish a task group to review the current promotional process annually;	1990 Oct 01	Report submitted to Executive Committee with recommendations. Reviews operational tactics only.
Review detective classification system, with a view to recognizing expertise gained by training, working in various investigative units, and experience gained through time;	1991 Sep 01	Proposal turned down at 1989-90 CPA-City negotiations.
Review sergeant classification system, with a view to recognizing expertise gained by training, working in various supervisory positions and experience gained through time;	1991 Sep 01	As above.
Review the staff complement in the Career Development Section and the Civilian Personnel Unit;	1991 Oct 01	Career Development Sgt. added. Budget approval for a civilian Career Development Officer received.
Review current recruitment and screening standards;	1991 Jan 01	Still under review. Final report to be presented to Commission 91-09-06.

Issue: How can the Calgary Police Service continue to maintain the level and quality of service demanded by citizens and outlined in the Mission Statement?

Strategy	Target Date	Results
Hold an annual retreat with the Calgary Police Commission and the Executive Committee of the Service to determine long range direction of the Service;	1991 Mar 01	Held on 22 Jun 1991.
Evaluate the use of phone-in reporting of criminal occurrences within District 4;	1991 Sep 01	Proved to be beneficial. Budget consideration for 1992.
Open and evaluate community operated police stations in two Calgary communities;	1991 Jun 01	Opened and evaluation forthcoming. More emphasis needed on which communities could utilize a COPS. Should not be a political decision but based on community needs.
Institute and evaluate the Enhanced Visibility Patrol Unit in the downtown core;	1990 Dec 01	Instituted but not evaluated due to lack of statistical information.

Issue: How can the Calgary Police Service ensure that its manpower is deployed in the most effective and efficient manner?

Strategy	Target Date	Results
Initiate an Hours of Work study as a joint venture between the Calgary Police Service and Calgary Police Association;	1990 Nov 01	Implementation to be evaluated following one year (4-10 hour shifts for all sworn positions below Inspector Level).
Strike an internal committee, with representation from all levels of the Service, to enhance the flow of communication within the Service;	1990 Sep 01	Recommendations received by Executive Committee for implementation.
Executive Committee to review the Mission Statement on a biennial basis;	1991 Jan 01	To be reviewed again in 1992.
Actively liaise with federal and provincial government agencies, civic departments and community services;	Ongoing	Part of community based policing.

Issue: How can the Calgary Police Service organization structure best reflect the priorities of the community it serves?

Strategy	Target Date	Results
To provide recommendations to the Chief Constable on re-organization of the Service;	1990 Jun 30	Input provided. Community based policing has been stressed.
Implement reorganization recommendations;	1999 Apr 01	Should be periodically reviewed. Experiencing some "growing pains".

FUTURE ACTION

Following approval by the Steering Committee, the following process will be adopted:

1. The Executive Committee will review the status of Service wide strategies quarterly;
2. Deputy Chiefs will meet with groups of Service members to answer questions arising from the Plan, to gauge members' understanding of the purpose of strategic planning, and to solicit information for the next update;
3. Division managers will ensure that Service wide goals and objectives are included in Division plans;
4. In May 1992, the status of strategies will be evaluated by the Executive Committee at a one day retreat. At that time, the issues, goals, objectives and timelines of the 1991-92 Plan will be updated.