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# Shaping Our Future

## Update to Calgary Police Commission

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2020 05 26





# The Need for a Strategic Plan

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## 2019-2022 Service Action Plans

C1.1: Increases the ability to identify, prioritize and complete initiatives based on current resources

C1.2: Establish relevant program evaluation and performance measures for all initiatives

## 2018 Independent Use of Force Review, Recommendation 62:

“The CPS create a comprehensive strategic plan to support the prioritization and scheduling of initiatives and the allocation of resources to ensure implementation.”



# Shaping Our Future

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Strategic  
Foresight



Our Story



Functional  
Review



Service  
Optimization  
Review



Strategic  
Planning

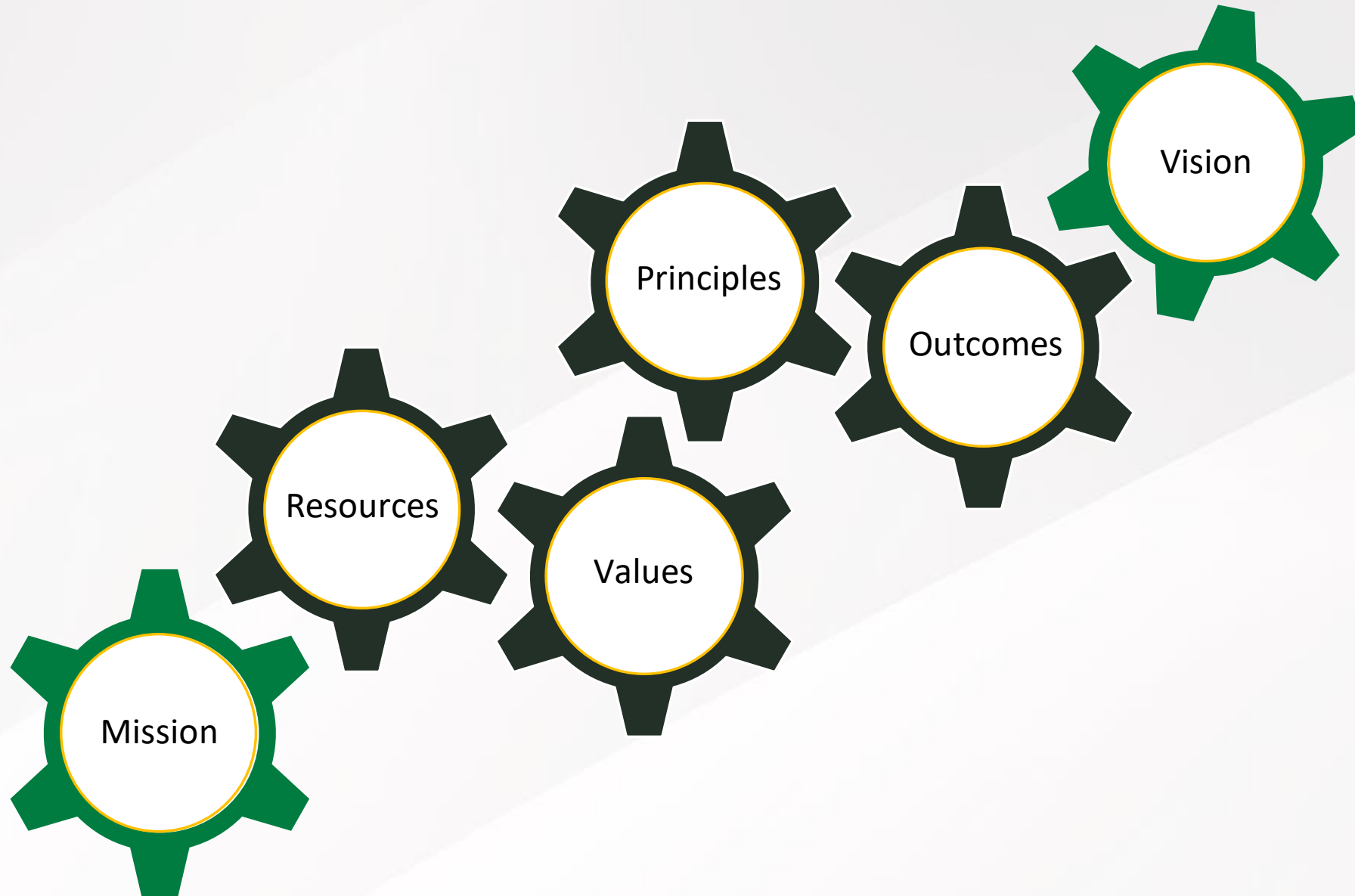


Short and Long-term Strategic Direction



# Strategy Map

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# Long-Term Planning

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## City Council

- Quality of Life indicators
- Citizen Priorities
- Council Directives

## Calgary Police Commission

- Oversight
- Approval of budget and Service Plan

## Strategic Plan

- Long-term organizational goals and priorities

## One Calgary 2019-2022

- 4-year Service Plan
- Service Action Plans

## Annual Work Plans & Projects

- Activities to achieve Service Plan
- Master Project List



# 2020 CPS Functional Review

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**Purpose:** Intended to engage the organization in obtaining a current state inventory and analysis of CPS work area structures, mandates, resources, and evaluation/outcome measures.

**Ultimate goal:** Gather information and identify findings and recommendations aimed at optimizing efficiency and effectiveness.

- Increased strategic focus and alignment
- Efficiency – “doing things right”
- Effectiveness – “doing the right things”





# 2020 CPS Functional Review

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## Recommendations aimed at:

- Understanding critical success factors of CPS service lines - crime, social disorder, and public safety
- Identifying potential efficiencies
- Assessing current organizational structure meeting expectations
- Identifying opportunities for demand management, efficiencies, and alternative service delivery







# 2020 CPS Functional Review

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## Process:

- Led by Deputy Chief Chad Tawfik
- Review of prior related organizational documents
- Focus groups involving civilian and sworn members from a variety of levels/ranks
- Command Team consultation meetings
- Identification of themes
- Report on findings and recommendations for the Executive Leadership Team consideration







# Next Steps:

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## INTEGRATING

Functional  
Review, Service  
Optimization  
Review, Strategy



## IMPLEMENTING

Embedding the  
Strategy in our  
business



## MAXIMIZING

Our efforts to  
achieve  
outcomes for  
the citizens for  
Calgary



# Questions?

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