



# Q3

# 2021

## Annual Policing Plan Quarterly Report

RESPECT • HONESTY • COMPASSION • COURAGE • FAIRNESS • ACCOUNTABILITY • INTEGRITY



CALGARY  
POLICE  
SERVICE



# CALGARY POLICE SERVICE

## OUR STRATEGY

SERVICE THROUGH VALUES

### OUR PROMISE

*We strive to create an organization & community that is safe, diverse, inclusive & inspired.  
We are honoured to serve.*



#### OUR MISSION

As One Team we build community safety & well-being through engagement, education, prevention, investigation, & enforcement.

#### OUR STORY OUR VALUES

- Respect
- Honesty
- Compassion
- Courage
- Fairness
- Accountability
- Integrity

#### OUR GOALS

- Increased community safety & well-being
- Increased public trust & confidence
- Increased equity, diversity & inclusion
- Increased efficiency & effectiveness
- Increased employee satisfaction & engagement

#### OUR RESOURCES

- Our People
- Infrastructure & Technology
- Finances
- Information, Intelligence, Evidence
- Community
- Partners

#### OUR APPROACH

- *One Team* service delivery
- Continuous commitment to anti-racism, equity, diversity & inclusion
- Clear roles & priorities driven by Our Goals
- Consistent organizational leadership and decision-making
- Prevention as a service-wide priority to address crime & victimization
- Problem-solving & investigative excellence
- Strong community engagement, allyship & results-oriented partnerships
- Continuous improvement through learning & innovation
- Optimize employee safety, wellness, & development



#### OUR VISION

- Calgary is the safest major city in Canada
- We are connected with, committed to, & representative of, all our communities
- We are police leaders in equity, diversity & inclusion
- We are the police employer of choice in Canada



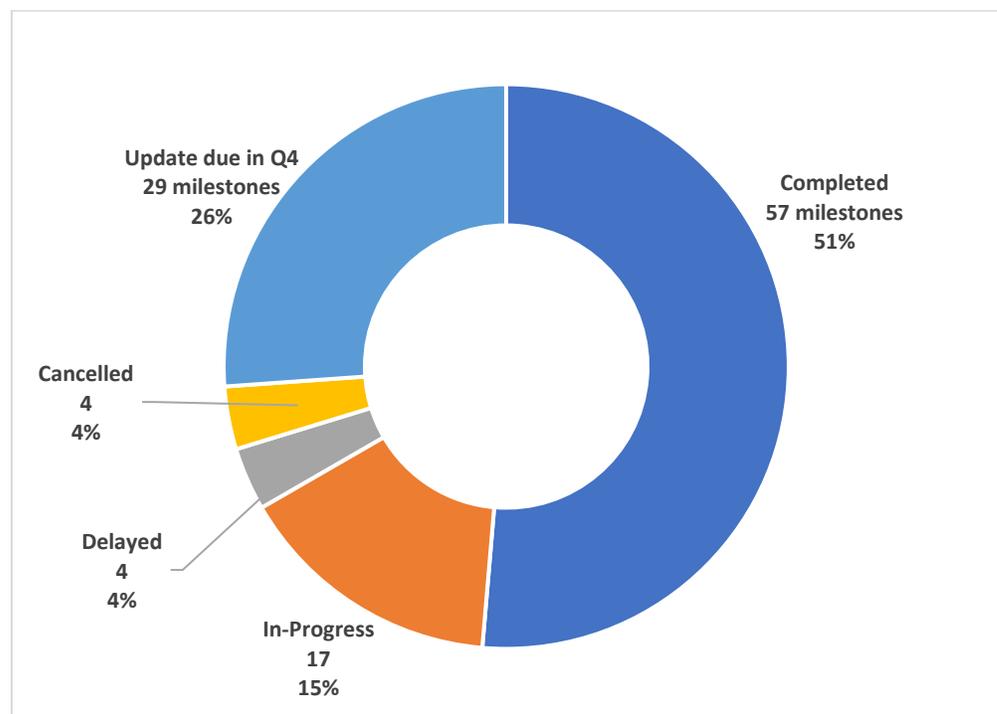
## Introduction

The Annual Policing Plan (APP) Quarterly Report provides an update on the progress made by the Calgary Police Service (CPS) on the priorities that were set for the 2021 APP. The activities included in the APP are planned work that are aligned to the five long-term goals described in Our Strategy. The APP supports effective decision-making, investment decisions, improvements to organizational performance, and organizational efficiency and effectiveness.

The planned activities for 2021 are presented in this report with a focus on the third quarter (Q3) milestones. As of Q3, the CPS completed fifty-one per cent of 111 APP milestones (Figure 1). The CPS made progress on Integrated Offender Management, Wittmann Use of Force Recommendations, Anti-Racism Strategy, School Resource Officer Evaluation, Equity, Diversity, Inclusion (EDI) Tool, Service Optimization Review reporting, Leveraging Technology to Improve Operations, Driving Penalties and Traffic Tickets, Wellness Support and Internal Communications.

Delays were found in the implementation of the sexual assault questionnaire with the records management system, developing supervisor training on Occupational Health and Safety, hiring at the Professional Standards Section, public engagement on the Anti-Racism Strategy, and the development of the Social Media Strategy.

**Figure 1: Status on Annual Policing Plan Milestones**



## Community Safety Updates

Over the summer, patrol and district resources were prioritized in the following operations:

- Investigation of violent robberies associated with online buy and sell events (Kijiji and Facebook Marketplace). Many sellers reported being assaulted either physically, with bear spray or firearms when meeting buyers. Incidents have been reported city-wide, but the majority occurred in Districts 5 (in the Northeast) and 8 (in the South). District personnel coordinated their efforts to target prolific offenders, which were predominantly male youth (ages 15-17). A

prevention campaign was launched to encourage citizens to meet in a safe, public location such as a school or community center.

- Event management associated with the return of the Calgary Stampede and an increasing number of protests in the downtown core related to public health restrictions, residential school awareness, and systemic racism.
- Investigation of arson and vandalism at places of worship that were targeted following the mass graves found at residential schools. One individual was arrested in connection with four of the occurrences and additional suspects have been identified.
- Arrests of suspects in relation to pharmacy robberies city-wide.

The Criminal Intelligence Unit (CIU) now has the capability to search OSINT (an open source intelligence framework) and engage in the virtual space when developing intelligence and progressing investigations. CIU received the necessary equipment and specialised cybercrime training on the legislative, procedural, technical, investigative, and evidentiary requirement for effective online investigations.

There has been an increase in the uptake of youth diversion by officers. Approximately 52 per cent of all youth files have been diverted away from the court process, which includes Gateway program referrals and extra judicial sanctions applications. The CPS Diversion Team received the Community Partner Award from the Calgary Youth Justice Society.

Indigenous reconciliation and relationship building were of focus in Q3. Orange ribbon vehicle decals were placed on CPS marked vehicles from Treaty Day (Sept. 22<sup>nd</sup>) to the day after the National Day for Truth and Reconciliation (Sept. 30<sup>th</sup>). CPS members participated in the Pokaiks Orange Shirt Day Event (Sept. 25<sup>th</sup>) to bring awareness about Residential Schools, a Fort Calgary event in honor of the National Day of Truth and Reconciliation, and joined the march from Piikani Nation to Calgary in support of the 18<sup>th</sup> Annual Sisters in Spirit vigil.

An in-house benchmarking was conducted with other police agencies that found the CPS spending per person (\$390) was fifth highest among major Western cities. The comparison considered net internal recoveries, cost structures encompassing support services including human resources, information technology, fleet, and facilities. A deeper analysis would be required to assess differences in service delivery (prevention and youth programs) and infrastructure maintenance (firearm laboratory, helicopter).

## Goal 1: Increased Community Safety and Wellbeing

### 2021 ANNUAL POLICING PLAN COMMITMENT

The CPS engages in prevention, intervention, enforcement, investigation, and suppression activities to address crime, social disorder, and traffic safety in our city. Building on the previous Crime Reduction Strategy, the CPS determines crime and community safety priorities based on citizen engagement, community feedback, policing expertise, and analysis of crime trends, and aligns resources to address these priorities. Under the Crime and Community Safety System, the CPS will provide a unified “One Team” approach to community safety, focusing on the following priorities for 2021:

- reducing gun violence;
- addressing drug-related harm;
- reducing property crimes, such as break and enter;
- protecting vulnerable people; and
- increasing road safety.

SELECTED INDICATORS	CHANGE SINCE Q3 2020	CHANGE SINCE LAST QUARTER
IND1.7 Number of shooting events	↑ 13% 31 to 35	↑ 94% 18 to 35
IND1.8 Number of drug seizures	↑ 10% 579 to 636	↓ 4% 662 to 636
IND1.9 Number of break and enter incidents	↓ 22% 2,404 to 1,870	↑ 28% 1,457 to 1,870
IND1.15 Number of Form 10 Apprehensions	↓ 3% 1,086 to 1,050	↓ 4% 1,094 to 1,050
IND1.21 Number of reportable fatal collisions	↓ 56% 9 to 4	↑ 33% 3 to 4

INITIATIVES	STATUS
<b>1.1 Crime and Community Safety System (A1)</b> Establish an internal business process to increase collaboration and coordination amongst all areas of the Service with prioritization of work, resourcing, and evaluation of community safety efforts.	
Q2   Establish structure, sequencing, terms of reference and decision-making methodology.	Completed
Q2   Establish action plan to address priority crimes.	Completed
Q4   Standardize reporting across all areas to enable effective prioritization and coordination.	Q4

INITIATIVES		STATUS
<b>1.2 Integrated Offender Management (A1)</b> Maintain centralized intelligence-led, offender management approach with support at the district level to reduce violence, including gun and gang related crimes.		
Q1	Evaluate the Firearms Investigative Team.	Completed
Q2	Explore firearms and gun crime action plan.	Completed
Q2	Contribute to a Provincial Threat Assessment tool.	Completed
Q3	Integrate focused offender management into the Crime and Community Safety System.	Completed
<b>1.3 District Operations Teams (A1)</b> Expansion of District Operations Teams (DOT) across all patrol districts to increase investigative capacity, mentorship, and skill development.		
Q1	Establish mandate and function of the DOT.	Completed
Q2	Provide training and deploy teams based upon organizational capacity.	Completed
Q4	Complete the deployment and integration of all eight DOT within districts.	Q4
<b>1.4 Crime Prevention Plan (A1)</b> As a part of the Crime and Community Safety System, develop and implement a Crime Prevention Plan with our partners to coordinate, integrate, and align crime prevention resources.		
Q1	Complete and approve Crime Prevention Plan.	Completed
Q2	Supplement enforcement efforts with crime prevention tactics.	Completed
<b>1.5 Youth Programs (A3)</b> Enhance and deliver youth-centric prevention and early intervention programs.		
Q1	Implement Youth Diversion smartphone decision-making app for officers.	Completed
Q4	Complete Youth Diversion training with all patrol members.	Completed
Q4	Complete evaluations of all existing youth programs to assess for viability and opportunities for enhancement.	Q4
<b>1.6 Victims of Crime (A1)</b> Maintain trauma-informed approach to support victims of crime.		
Q1	Incorporate the Sexual Assault Investigation Questionnaire into the CPS records management system to assist officers in gathering pertinent and relevant information to support victims and investigations.	In-Progress
Q2	Develop a comprehensive response to human trafficking and counter exploitation with our provincial partners.	Completed
Q2	Explore the establishment of a review committee for child abuse files closed without charges.	Completed
<b>1.7 Domestic Violence (A1)</b> Implement requirements of Clare's Law (Bill 17), which provides those potentially at risk of domestic violence the option to request information about an intimate partner's violent past.		

INITIATIVES		STATUS
Q1	Develop internal processes for tracking information requests under Clare's Law.	Completed
Q1	Deliver training to officers, develop policy and communication plan, and put resources in place for operationalization in the Domestic Conflict Unit (DCU).	Completed
Q2	Monitor workload impact on staff of DCU following system implementation on April 1, 2021.	In-Progress

### Q3 Highlights

#### 1.2 Integrated Offender Management

The Crime and Community Safety System (CCSS) proof of concept action plan, 'Ceasefire', leveraged existing offender management resources, processes, and principles in support of a reduction in firearms violence. Through weekly collaboration, the Organized Crime and Offender Management Section (OCOM) review intelligence, incidents, and opportunities to allocate resources to offenders deemed to be causing the greatest community harm. Offender management tenets are founded in the "4P" approach to ensure wrap around engagement across the spectrum of "prevent, protect, predict, and pursue". During Ceasefire, OCOM worked in tangent with areas across the Service, including the Criminal Networks Section, the Firearms Investigative Team and frontline patrol members, to act on opportunities to reduce violence in Calgary – successes include allocating resources in response to intelligence received on firearms activity that resulted in seizure of guns and other illicit commodities, and the laying of firearms related charges.

#### 1.6 Victims of Crime

The Sexual Assault Investigation Questionnaire (SAIQ) is critical to improving the CPS response to sexual assault offences. The requirements were documented over the summer. The implementation delay is due to the dependency on the release cycle of the Records Management System to ensure changes to the program and proper testing.

## Goal 2: Increased Public Trust and Confidence

### 2021 ANNUAL POLICING PLAN COMMITMENT

Building strong relationships with our community is a priority for all areas of the CPS. We will continue working with partners to explore ways to improve the service we provide to Calgarians and respond to the public's concerns related to crime, public safety, police conduct, and systemic racism. In 2021, we will continue to follow through with our commitments to:

- respond to the recommendations of the 2018 Use of Force Review;
- improve our communication to citizens; and
- support community programs that build strong relationships and provide positive outcomes for citizens.

SELECTED INDICATORS	ANNUAL CHANGE <sup>1</sup>
IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	↓ 1% 89 (2020) to 88 (2021)
IND2.10 Number of reported incidents involving use of force	↓ 10% 939 (2019) to 843 (2020)

INITIATIVES	STATUS
<b>2.1 Professional Standards Modernization (B2)</b> Establish new Professional Standards Section (PSS) organizational structure to support timely and effective investigations, file continuity, and addition of civilian members.	
Q3   Complete PSS reorganization	In-Progress
<b>2.2 2018 Wittmann Use of Force in the Calgary Police Service Report (B2)</b> Complete selected recommendations from the 2018 Wittmann Use of Force in the Calgary Police Service Report.	
Q2   A Use of Force Committee has been established with finalized Terms of Reference.	Completed
Q2   Enhance the Early Intervention Program and develop outcome-based metrics. The Early Intervention Program is a non-punitive, voluntary program established to enhance employee wellness and performance by supporting supervisors in managing risk and improve performance to achieve individual and organizational success.	Completed
Q2   Establish the new De-escalation and Use of Force Policy.	In-Progress
Q2   Devote resources to expand the Police and Crisis Team (PACT).	Completed
Q3   Implement improvements to training related to de-escalation and use of force.	In-Progress
Q4   Resource and implement a re-design of the Patrol Training Officer (PTO) Program to ensure robust training and continuous performance improvement of patrol members.	Q4

<sup>1</sup> This table is based on annual numbers because it relies on an annual survey or data availability.

INITIATIVES		STATUS
<b>2.3 Prevention Partnerships (A3)</b> Build positive relationships between police and young people, toward the prevention of future offending.		
Q1	Establish a Youth Advisory Board with terms of reference, expected outcomes and evaluation.	Completed
Q2	Enhance partnership with Calgary Youth Justice Society to increase diversion opportunities for young persons involved in the judicial system.	Completed
<b>2.4 Business Intelligence (C1)</b> Integrate financial, time, and attendance information into business intelligence system toward elevating financial acumen for the Service.		
Q2	Complete finance and scheduling system updates and integration.	In-Progress
<b>2.5 Social Media Expansion Strategy (C2)</b> Strategically improve the CPS use of social media to enhance open and transparent communication with the public.		
Q2	Complete Social Media Expansion Strategy.	Delayed until 2022

### Q3 Highlights

#### 2.1 Professional Standards Modernization

The CPS hired three limited term civilian investigators within the Professional Standards Section (PSS) to investigate public complaints of police misconduct. Other improvements to the complaint process include progress with the Distributed Responsibility Initiative (DRI) which reduces the investigation time and use of the Early Intervention Program to support officers. The PSS restructuring initiative will remain in-progress until a grievance on hiring civilian investigators is concluded.

#### 2.2 2018 Wittmann Use of Force in the Calgary Police Service Report

The Police Training Officer (PTO) Program has been revamped to ensure alignment to the Wittmann Use of Force Review recommendations. Effective field training prepares officers for success during their career and is key to promoting positive culture change at the Service around topics such as use of force, ethics, decision-making, and Equity, Diversity, and Inclusion.

#### 2.4 Business Intelligence

The deadline for finance and scheduling has shifted to Q1 2022 to change the processes around the new system. This will ensure that the system is user friendly and training is done to its fullest extent.

## Goal 3: Increased Equity, Diversity, and Inclusion

### 2021 ANNUAL POLICING PLAN COMMITMENT

In September 2020, the CPS made a commitment to Calgarians to address systemic racism. Our vision today is to lead all police services in dismantling systems of inequity by working to eliminate systemic racism and achieve equity, diversity, and inclusion (EDI) in our organization. In 2021, we will:

- action our commitments to anti-racism, equity, diversity, and inclusion through an integrated, service-wide approach.

SELECTED INDICATORS	CHANGE SINCE Q3 2020	CHANGE SINCE LAST QUARTER
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)	New in 2021	↑ <b>118%</b> \$850K to \$1.8M

INITIATIVE	STATUS
<b>3.1 Anti-Racism Strategy</b> Deliver a Community Engagement and Governance Model and an Anti-Racism Strategy.	
Q1   Establish the Anti-Racism Action Committee (ARAC).	Completed
Q2   Establish Community Engagement & Governance Model.	Completed
Q2   Hire an Anti-Racism Consultant.	Delayed
Q3   Complete Anti-Racism Benchmark Report.	Completed
<b>3.2 Equity, Diversity &amp; Inclusion Tool (B2)</b> Develop and implement EDI tool that can be applied to all CPS policy, procedures, and programs.	
Q2   Develop and apply an EDI Tool to selected pilot sites.	Completed
Q3   Finalize and report on the EDI Tool application in the selected pilot sites.	Completed
Q4   Deliver a long-term plan for the Service-wide use of the EDI Tool.	Q4
<b>3.3 CPS Reallocation</b> Reallocate \$8 million from the CPS budget for internal and external investments in enhancing partnership and service delivery, as part of our commitment to anti-racism.	
Q1   Establish a Reallocation Committee to oversee the intake and selection of projects.	Completed
Q2   Select and prioritize initiatives that meet funding requirements.	Completed
Q2   Implement and monitor progress of initiatives.	Completed
Q2   Report to City Council's Priorities and Finance Committee.	Completed
Q2   Identify and stage funding to achieve outcomes under the Community Safety Investment Framework with The City of Calgary to better support all vulnerable persons experiencing crises.	Completed
Q4   Report on the outcomes of the funded initiatives.	Q4
<b>3.4 Race-based Data</b> Collect disaggregated race-based data.	
Q1   Review public complaints related to allegations of racism/discrimination received.	Completed

INITIATIVE		STATUS
Q1	Develop standard operation procedures for CPS race data collection and reporting.	In-Progress
Q2	Incorporate race-based data into monthly and annual reports.	Completed
Q3	Engage Statistics Canada for alignment of race data collection and reporting.	In-Progress
<b>3.5 Community Partnerships (A3)</b> Deliver community initiatives to address equity, diversity, and inclusion together with partners.		
Q1	Implement the Police and Community Engagement (PACE) program, a voluntary employee program to assist the Diversity Resource Team in attending community events throughout the city.	Completed
Q4	Develop revised Diversity Training Program for recruits and members.	Q4
Q4	Advance the Indigenous Roadmap and engagement by completing the Indigenous Sacred Space project.	Q4
<b>3.6 School Resource Officer (SRO) Program (A3)</b> Evaluate the School Resource Officer (SRO) Program using an independent external evaluator.		
Q2	Deliver evaluation report.	Completed
Q3	Develop action plan in response to evaluation recommendations.	In-Progress

### Q3 Highlights

#### 3.1 Anti-Racism Strategy

The CPS is working with The City of Calgary Procurement and the Anti-Racism Program Team to amend the scope of the City's Anti-Racism Action Committee consultants.

The CPS contracted Dr. Patrina Duhaney of the University of Calgary to conduct an Anti-Racism, Equity, Diversity, and Inclusion environmental scan and literature review. The researcher examined over 100 police agencies in five countries (Canada, the United States, New Zealand, the United Kingdom and Australia). The research found that the CPS is one of four police agencies in these five countries actively using anti-racism language and working toward a corporate anti-racism strategy. The CPS also compiled a list of 173 anti-racism recommendations from municipal, provincial, federal, and international bodies to see what can be incorporated into the CPS.

#### 3.2 Equity, Diversity & Inclusion Tool

The Equity, Diversity, Inclusion (EDI) tool was piloted in four areas of the CPS. The pilot has been completed and a post pilot survey conducted to ensure that lessons learned can be leveraged for a 2022 Service-wide roll-out of the EDI tool. In addition, each of the four pilot areas engaged with the internal and external Anti-Racism Action Committees (ARAC) to discuss learnings and receive input on barriers related to equity and inclusion. Next steps include the hiring of EDI Advisors and further development of the Tool and training for Service-wide roll-out.

#### 3.4 Race-based Data

The CPS continues to participate in the Statistics Canada engagement to standardize race-based data collection for police agencies. Internal stakeholders continue to work on identifying and addressing current gaps in race-based data collection and categorization.

### **3.6 School Resource Officer (SRO) Program**

Argyle Public Relations completed the evaluation of the SRO program and delivered its report with recommendations. Consultation is underway with stakeholders to discuss the actions to implement recommendations. The CPS is committed to the transformation of the program to ensure equitable outcomes for all students.

## Goal 4: Increased Efficiency and Effectiveness

### 2021 ANNUAL POLICING PLAN COMMITMENT

We will continue to explore ways to ensure the most effective and efficient use of our resources using an evidence-informed approach, aligning them with priorities that are important to Calgarians based on citizen and employee engagement and our long-term strategic goals. As One Team we will ensure that the right people are doing the right tasks, properly led, equipped, and supported. In 2021, we will focus on:

- implementing prioritized recommendations from existing reviews (e.g., Service Optimization Review (SOR), Functional Review) and audits;
- exploring, implementing, and evaluating innovations in technology to improve operations; and
- systematically addressing organizational risk.

SELECTED INDICATORS	CHANGE SINCE Q3 2020	CHANGE SINCE LAST QUARTER
IND1.4 Percent of calls for service attended by officers	↓ 1% 69 to 68	↓ 1% 69 to 68
IND4.4 Percent of Priority 1 calls responded within 7 minutes	↓ 4% 56 to 54	↓ 3% 55 to 54
IND4.9 Percent of online citizen reports	↓ 5% 3.7% to 3.5%	↑ 3% 3.4% to 3.5%
IND4.19 Percent of projects on schedule	New in 2021	↑ 27% 63% to 80%

INITIATIVE	STATUS
<b>4.1 SOR Patrol Recommendations (A1)</b> Prioritize and implement patrol recommendations from the SOR.	
Q1 Present recommendations from the SOR that will be implemented in 2021.	Completed
Q3 Report on SOR to the CPC.	Completed
<b>4.2 SOR Infrastructure Recommendations (C3)</b> Prioritize and implement the infrastructure recommendations of the Service Optimization Review (SOR).	
Q3 Complete governance framework.	In-Progress
Q3 Complete Facility Maintenance Plan.	In-Progress
Q3 Develop partnership process.	In-Progress
Q3 Complete acquisition and implementation plan for facility and space management software.	Delayed
Q3 Report on SOR to the CPC.	Completed
Q4 Deliver optimized space planning report.	Q4

INITIATIVE		STATUS
<b>4.3 Unified Computer Assisted Dispatch (C2)</b> Continue the Unified Computer Assisted Dispatch (U-CAD) project to expand mobile capability, support officer safety and improve interoperability with other agencies.		
Q1	Complete User Acceptance Test.	Cancelled
Q2	Complete governance framework, training, and communication plan.	Cancelled
Q3	Implement new CAD software and hardware infrastructure for all members.	Cancelled
Q4	Set up stabilization plan to support members using the new CAD system.	Cancelled
<b>4.4 Integrated Risk Management (C1)</b> Implement Integrated Risk Management in the CPS.		
Q2	Deliver the annual CPS Risk Profile.	Completed
Q4	Risk tools and practices are applied in strategic plans and business decisions.	Q4
<b>4.5 Alarm Bylaw Review Project (C2)</b> Launch an online alarm management system and reduce alarm calls for service.		
Q1	Launch customer online platform.	Completed
Q4	Provide Calgary 9-1-1 with access to the alarm management system to reduce attendance to alarm calls.	Q4
<b>4.6 Provincial Policing Standards Audit (C1)</b> Complete the Provincial Policing Standards Audit to ensure compliance.		
Q4	Complete audit and action plan to implement recommendations.	Q4
<b>4.7 Body-Worn Camera and In-Car Digital Video (C2)</b> Evaluate the effectiveness of body-worn camera and in-car digital video and implement recommendations.		
Q1	Deliver evaluation reports and develop action plan to implement recommendations.	Completed
Q4	Develop implementation plan to address high- and medium-risk recommendations.	Q4
<b>4.8 Digital Evidence Management (DEM) (C2)</b> Explore and improve DEM.		
Q4	Complete gap assessment and solution analysis and plan for 2022 implementation.	Q4
<b>4.9 E-Notebooks (C2)</b> Improve the management of electronic notebooks.		
Q4	Complete gap assessment and solution analysis and plan for 2022 implementation.	Q4
<b>4.10 Driving Penalties and Traffic Tickets (A2)</b> Reduce patrol administrative demands and increase capacity by implementing changes to driving penalties and handling of traffic ticket disputes (Bill-21) in conjunction with the provincial Justice Transformation Initiative and Administrative Penalty Information System (APIS).		
Q2	Acquire hardware to enable printing in patrol vehicles.	Completed

INITIATIVE		STATUS
Q3	Install printers in all patrol vehicles.	Completed
Q4	Develop e-learning for officers on the use of APIS.	Q4
Q4	Implement APIS for all Traffic Safety Act.	Q4
<b>4.11 Leverage Technology to Improve Operations (C2)</b> Use technology to create added value to policing operations.		
Q2	Implementation of the SENTRY Universal App. The Universal App will replace the desktop and mobile applications, allowing for more streamlined maintenance processes and an improved user interface.	In-Progress
Q3	Complete upgrade to the CPS radio network.	In-Progress
Q3	Implement Direct Data Entry (DDE) with investigative units.	In-Progress
Q4	Procure Automated Fingerprint Information System (AFIS) as part of its lifecycle replacement.	Q4
<b>4.12 Fleet Review (C3)</b> Review fleet utilisation and validation of operational requirements to optimize fleet composition and provide clear governance rules over vehicle requests and inventory management for future efficiencies.		
Q2	Complete Fleet Review.	Completed
Q4	Complete long-term Fleet Strategy and implementation plan.	Q4

### Q3 Highlights

#### 4.1 SOR Patrol Recommendations

The Calgary Police Commission received an updated project plan on the completion of the 21 recommendations from the Service Optimization Review Patrol Deployment. Recognizing there are significant interdependencies amongst the tasks, a Patrol Working Group has been convened to look at prioritizing and resourcing the recommendations in an appropriate sequence.

#### 4.2 SOR Infrastructure Recommendations

The Facility Maintenance Plan will be used to inform the 2023-2026 One Calgary Service Plan & Budgets.

#### 4.10 Driving Penalties and Traffic Tickets

The CPS received printers and printer mounts and started installation in frontline vehicles.

#### 4.11 Leverage Technology to Improve Operations

The completion of the radio system upgrade has been delayed to Q1 2022 to ensure system viability after implementation. Officers and recruit classes continue to be trained on the Direct Data Entry (DDE), as COVID-19 restrictions impacted the training schedule.

## Goal 5: Increased Employee Satisfaction and Engagement

### 2021 ANNUAL POLICING PLAN COMMITMENT

We are dedicated to supporting and developing our members throughout the course of their career to ensure they work in a positive and inclusive environment, in which they can deliver high quality service to the community. In 2021, we commit to:

- ensuring fairness, accessibility, inclusion, and transparency for our members;
- ensuring our policies and practices are rooted in our values and that all employees feel safe and appreciated for their contributions to the CPS; and
- maintaining consistency in process, which will increase trust and confidence in our workplace and within the community.

SELECTED INDICATORS	ANNUAL CHANGE <sup>2</sup>
IND5.1 Percent of employees with moderate to high Employee Engagement Index	↓ 16% 55% (2020) to 46% (2021)
IND5.12 Number of applicants in the sworn recruitment process	↑ 17% 806 to 939

INITIATIVE	STATUS
<b>5.1 People Plan (B2)</b> Develop a People Plan that comprehensively addresses commitments to supporting and training our people to deliver service to the community	
Q2   Develop and communicate the CPS People Plan.	In-Progress
<b>5.2 Human Resources Modernization (B2)</b> Improve Human Resource processes, practices, and policies to ensure high quality member services that are consistent and transparent.	
Q1   Refine workplace investigation and conflict management processes to reflect best practices and better integrate Police Act requirements.	Completed
Q1   Finalize and implement the Re-integration Program, which supports members re-entry into the workplace after leaves or traumatic incidents.	Completed
Q2   Fully implement the HR Business Partner model, which strengthens HR expertise and support to all areas of the Service.	Completed
Q2   Solidify and strengthen the Senior Leadership Team by hiring specialized and experienced civilian Executive Directors in the Bureau of People and Organizational Development. In alignment with the CPS Functional Review, these positions will support the advancement of member wellness, learning and human resource services.	Completed
Q4   Review and advance improvements to the promotional process to identify and address barriers, while also incorporating industry best practice research.	Q4
Q4   Develop and build capacity for a Disability Management Program that refines claim management, reporting and support to members to successfully return to work.	Q4

<sup>2</sup> This table is based on annual numbers because it relies on an annual survey or data availability.

INITIATIVE		STATUS
Q4	Develop a HR Data Management Strategy to improve efficiency and effectiveness of HR service delivery. The strategy would include data governance, transparent Standard Operating Procedures, digitization, and automation.	Q4
<b>5.3 Occupational Health and Safety (B2)</b> Complete the implementation of requirements of the Alberta Occupational Health and Safety (OH&S) legislation through the delivery of a comprehensive OH&S program.		
Q1	Complete the Mental Health Strategy.	Completed
Q2	Finalize and communicate the new CPS OH&S Policy.	Completed
Q3	Deliver mandatory OH&S supervisor training.	Delayed
Q4	Implement a Safety Management System Program with updated processes and procedures.	Q4
<b>5.4 Wellness Support (B2)</b> Continue to develop and deliver innovative and evidence-based wellness supports that meet the needs of our members and ensure legislative compliance		
Q1	Launch monthly wellness livestreams accessible to all members with mental health and wellness subject matter experts.	Completed
Q2	Develop and deliver the new Health Surveillance Program.	Completed
Q3	Refine and deliver the health checks clinic model.	Completed
Q3	Rebrand the Respectful Workplace Office to focus on the supports available for conflict prevention and management to ensure member awareness and accessibility.	In-Progress
<b>5.5 Training and Innovation (B1)</b> Increase investigative knowledge and expertise through training and innovation.		
Q4	Deliver training to enhance cybercrime investigative capacity to members throughout the CPS.	Q4
Q4	Reinstate the Investigative Development Program 100 Level that matches officers with experienced investigative mentors.	Q4
<b>5.6 Patrol Engagement (B1)</b> Provide role clarity for patrol and identify opportunities for investigative development as outlined in the Service Optimization Review.		
Q2	Define mandate and structure of District Operations Teams, as well as General Investigative Units, Community Resource Officers, BEAT units, and Mountain Bike Unit Teams.	Completed
Q4	Establish performance measures for patrol operations.	Q4
Q4	Evaluate and improve the Executive Liaison Officer (ELO) secondment position to share experiences and perspectives from patrol and senior leadership.	Q4

<b>5.7 Recruitment Schedule (B1)</b>		
Use inclusive and responsive approaches to hire and support the training of recruits.		
Q1	Develop a 2021 Recruiting & Marketing Plan.	Completed
Q4	Hire 132 new officers that will include up to 24 Direct Entry Officers as per the 2021 recruiting and recruit training schedule.	Q4
Q4	Implement software solutions to ensure the effectiveness and efficiency of training scheduling. This will also help address challenges of training during the COVID-19 pandemic.	Q4
<b>5.8 Internal Communication (B2)</b>		
Improve communication with members.		
Q3	Enhance livestream technology and recording studio.	Completed
Q3	Implement a CPS Branding Strategy.	Completed

### Q3 Highlights

#### 5.3 Occupational Health and Safety (OHS)

There have been delays with the OHS Supervisor training development due to human resources availability. The development of the OHS Supervisor training will continue into Q4.

#### 5.4 Wellness Support

The Health Check Model (HCM) was implemented ahead of schedule (as reported in Q1). The Respectful Workplace Office (RWO) rebranding completion has been delayed until Q1 2022 in order to develop a communication strategy defining the new Office of Respect & Inclusion's mandate and functions to ensure member awareness, accessibility, and alignment to anti-racism.

#### 5.8 Internal Communication

Enhancement of livestream technology and recording studio is complete. The CPS branding guidelines are almost complete. This will require the development of an implementation strategy for the rest of the Service.

## Appendix: Indicators

The CPS publishes Calgary Crime Statistical Reports monthly and quarterly on [Calgary.ca](http://Calgary.ca). These statistical reports provide information on person and property crimes, disorder, traffic, domestic conflict, drugs, hate/bias crime, weapons, youth, and other Criminal Code incidents.

Indicators	Q3		% Change Q3 2020-2021	% Change Since Last Quarter	Annual Value for 2020
	2021	2020			
<b>Goal 1 Increased Community Safety and Wellbeing</b>					
IND1.1 Percent of citizens who agree that "Calgary is a safe place to live" (Somewhat to Strongly)	Reported annually				94%
IND1.2 Crime Severity Index	Reported annually				79.96
IND1.3 Number of calls for service attended by police	97,412	97,401	0%	5%	376,374
IND1.4 Percent of calls for services attended by officers	68	69	-1%	-1%	71%
IND1.5 Number of homicides	6	10	-40%	50%	34
Gun violence indicators					
IND1.6 Number of seized firearms	255	347	-27%	-7%	1,191
IND1.7 Number of shooting events	35	31	13%	94%	112
Drug-related and property crime indicators					
IND1.8 Number of drug seizures	636	579	10%	-4%	2,346
IND1.9 Number of break and enter incidents	1,870	2,404	-22%	28%	8,606
Protecting vulnerable people					
IND1.10 Number of domestic conflict incidents	4,210	4,202	0%	7%	15,985
IND1.11 Number of domestic violence victims	1,262	1,346	-6%	3%	5,065
IND1.12 Number of child abuse casefiles	417	183	128%	28%	717
IND1.13 Number of sexual assault victims	242	289	-16%	22%	824
IND1.14 Number of persons supported by Police and Crisis Team (PACT)	New in 2021				
IND1.15 Number of Form 10 Apprehensions	1,050	1,086	-3%	-4%	4,306
IND1.16 Number of individuals supported by Victims Assistance Support Unit	9,911	8,199	21%	12%	32,621
IND1.17 Number of Clare's Law applications (domestic partner violence history)	23	New in 2021			
IND1.18 Percent of Clare's Law disclosures where risk factors present (application and proactive notifications)	0%	New in 2021			
IND1.19 Number of offenders managed	543	New in 2021		13%	
Traffic					
IND1.20 Number of Immediate Roadside Sanctions (IRS) Fail	366	New in 2021		58%	
IND1.21 Number of reportable fatal collisions	4	9	-56%	33%	24

Indicators	Q3		% Change Q3 2020- 2021	% Change Since Last Quarter	Annual Value for 2020
	2021	2020			
IND1.22 Rate of reportable injury collisions per 100,000 population	Reported annually				139.3
IND1.23 Rate of total pedestrian collisions per 100,000 population	Reported annually				29.8
IND1.24 Number of Traffic Service Requests	571	815	-30%	-6%	1,925
<b>Goal 2 Increased Public Trust and Confidence</b>					
IND2.1 Percent of citizens that reported that the police treat people with respect	Reported annually				86%
IND2.2 Percent of citizens that reported that the police in this city are doing a good job (excellent & good)	Reported annually				80%
IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	Reported annually				89%
IND2.4 Number of social media accounts launched	0	0	Decrease from zero	Decrease from three	3
IND2.5 Percent of formal Professional Standards investigations open and closed within the same year	Reported annually				10%
IND2.6 Number of officer compliments received	77	78	-1%	-4%	326
IND2.7 Percent of external complaints processed to resolution or advanced to investigations within 60 days	Reported annually				82%
IND2.8 Number of officers trained in youth diversion options	Training completed in Q2				178
IND2.9 Number of youths diverted from court by CPS members	112	137	-18%	-36%	550
IND2.10 Number of reported incidents involving use of force	Reported annually				843
IND2.11 Number of officers requalified in de-escalation	New in 2021				
IND2.12 Number of Patrol Training Officer Courses	2	New in 2021		-67%	
IND2.13 Number of Officer Coaches under the new PTO Program	153	New in 2021		18%	
<b>Goal 3 Increased Equity, Diversity, and Inclusion</b>					
IND3.1 Percent of public complaints from racialized populations	23%	New in 2021		-18%	23%
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)	\$1,855,057	New in 2021		118%	
IND3.3 Number of CPS initiatives, policies and processes reviewed using the EDI Tool	New in 2021				
<b>Goal 4 Increased Efficiency and Effectiveness</b>					
IND4.1 Cost per capita of policing in Calgary	Reported annually				394
IND4.2 Population served per police officer	Reported annually				637
IND4.3 Clearance rate (weighted total)	Reported annually				27.68
IND4.4 Percent of Priority 1 calls responded within 7 minutes (%)	54%	56%	-4%	-3%	56%

Indicators	Q3		% Change Q3 2020-2021	% Change Since Last Quarter	Annual Value for 2020
	2021	2020			
Operating Spent (\$000)					
IND4.5 Revenue (\$000)	-15,444	-31,059	-50%	3%	-95,600
IND4.6 Expenditure (\$000)	128,503	123,790	4%	4%	509,953
IND4.7 Net Program (\$000)	113,059	92,731	22%	5%	414,353
IND4.8 Number of calls for service and online reports	143,867	140,715	2%	7%	532,372
IND4.9 Percent of online citizen reports	3.5%	3.7%	-5%	3%	3.0%
IND4.10 Percent of walk-in reports	5.2%	4.4%	18%	4%	5.1%
Patrol Officer Time Allocation					
IND4.11 Percent of Officer proactive time	17	18	-3%	-6%	19%
IND4.12 Percent of time responding to calls for service	63	62	1%	6%	59%
IND4.13 Percent of time on administrative duties	15	15	3%	-6%	15%
Non-criminal Business Operations					
IND4.14 Number of Police Information Checks processed	45,322	31,422	44%	14%	169,258
IND4.15 Percent of false alarm calls for the service	In Development				48%
IND4.16 Percent annual change in number of fleet vehicles	Reported annually				1,097
Major Projects					
IND4.17 Percent of projects in scope	93%	New in 2021		12%	60%
IND4.18 Percent of projects with adequate resources	67%	New in 2021		16%	33%
IND4.19 Percent of projects on schedule	80%	New in 2021		27%	7%
IND4.20 Number of Innovation Proposals	10	New in 2021		233%	36
<b>Goal 5 Increased Employee Satisfaction and Engagement</b>					
IND5.1 Percent of employees with moderate to high Employee Engagement Index	Reported annually				55%
IND5.2 Percent of employees satisfied with the training available to do job (moderate to strong agreement)	Reported annually				51%
IND5.3 Percent of employees who agree that CPS practices are applied equally and fairly to all employees (moderate to strong agreement)	Reported annually				36%
IND5.4 Number of police officers hired	37	8	363%	37%	67
IND5.5 Number of civilians hired	13	3	333%	-32%	26
IND5.6 Percent of CPS members that know how to access the different health and wellness services offered by the CPS.	Reported annually				61%
IND5.7 Percent of CPS supervisors that completed OHS training	New in 2021				
IND5.8 Percent of employees satisfied with their current job (moderate to strong agreement)	Reported annually				71%
IND5.9 Percent of employees satisfied with internal communication	Reported annually				54%

Indicators	Q3		% Change Q3 2020- 2021	% Change Since Last Quarter	Annual Value for 2020
	2021	2020			
IND5.10 Completion rate of employee assessment PEAKS (Pathways Enhancing Assets Knowledge and Skills)	Reported annually				67%
IND5.11 Diversity of applicants	Reported annually				Female: 20% Visible Minority: 23% Indigenous: 5% Sexual Minority: 5%
IND5.12 Number of applicants in the sworn recruitment process	166	New in 2021		-12%	939
IND5.13 Percent of clients satisfied with HR Business Partner Model	Reported annually				In development
Staff Authorized Strength					
IND5.14 Number of police officers (authorized strength)	Reported annually				2,113
IND5.15 Number of civilian employees (authorized strength)	Reported annually				760
IND5.16 Total authorized strength	Reported annually				2,873
IND5.17 Ratio of police officer actual to authorized strength	1.1	1.0	3%	1%	1.05
IND5.18 Number of police officers (actual)	2,250	2,204	2%	1%	2,224

Note: Shaded area are not available because the indicator is in development, waiting for a program to begin, or is reported annually.