



2022 ANNUAL POLICING PLAN

QUARTER 1



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



EXECUTIVE SUMMARY

In the 2022 Annual Policing Plan, a total of 129 planned activities and 58 performance measures are being tracked to advance the corporate goals of the organization. As of the first quarter, five per cent of planned activities were completed, 67 per cent were in-progress, 7 per cent were modified (delayed or cancelled), and 20 per cent had not started (see Table 1).

The following seven activities were **completed**:

- Developed the psycho-educational training and supervisor training on the Psychological Well-Being Strategy (outcome 1.1)
- Commenced the COVID-19 Return to the Office Plan (outcome 1.2)
- Started the Inspector/Director Leadership Development Program (outcome 2.2)
- Developed an Employee Engagement Plan, which will inform an Action Plan to improve employee morale (outcome 3.1)
- Established a targeted operational team to address online buy-and-sell robberies (outcome 5.2)
- Established a planning team to work with the Canadian National Committee of the World Petroleum Council (WPC) (outcome 9.2)
- Trained Forensic Crime Scenes Unit (FCSU) members in the use of the Rapid DNA technology. (outcome 17.1)

The following seven activities were **delayed** because they were not completed as planned in the first quarter:

- The implementation of the Service Vehicle Operations Policy has been delayed until the second quarter. (outcome 1.3)
- The Health Information Management application is delayed due to technology shortcomings which are the responsibility of the vendor. (outcome 7.1)
- The implementation of the Pay Duty Management System is delayed until the fourth quarter of 2022 to better align with testing, training, and capacity of the work area. (outcome 9.1)
- The expansion of the officer exchange program with local Indigenous police services is delayed. (outcome 10.1)
- Two activities related to the street check legislation were delayed to the second quarter, pending final direction from the Government of Alberta. The CPS continues to participate in the provincial working group and is waiting for the government to finalise the interpretation guide that will assist in implementing the legislation. (Two activities under outcome 12.2)
- Development the Office of Respect & Inclusion communication strategy and communicate Service-wide has been delayed until the second quarter. (outcome 13.5)
- A committee to review response time and priority levels for calls for service was convened, however, due to a freeze in changes to the existing Computer-Aided Dispatch (CAD) software, this work has been delayed. (outcome 15.1)

One activity was **cancelled**:

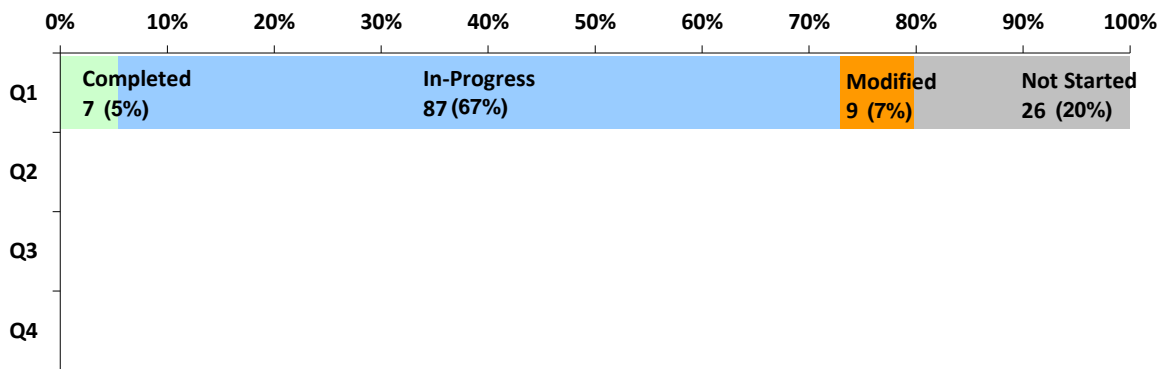
- In March 2022, the Government of Alberta paused indefinitely the implementation of The Provincial Administrative Penalties Act (Bill 21). (outcome 8.1)

INTRODUCTION

The Quarterly Annual Policing Plan (APP) Report provides an update on the progress made by the Calgary Police Service (CPS) on the priorities that were set in the 2022 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 2022 are presented in this report with a focus on the first quarter (Q1) activities which includes the months of January to March. A total of 129 planned activities and 58 performance measures are being tracked to advance the corporate goals of the organization. As of the first quarter, five per cent of planned activities were completed, 67 per cent were in-progress, 7 per cent were modified (delayed or cancelled), and 20 per cent had not started (see Table 1).

Table 1: Progress Status of 2022 Annual Policing Plan Activities





INCREASED EMPLOYEE SATISFACTION AND ENGAGEMENT

Focus on the modernization of employee services and improve employee wellness.

PERFORMANCE GOAL	Target	2020	2021	2022
M1 Increase employees who have moderate or high engagement by 10%	54	55	46	TBD in Q4
M2 Increase employees who agree that morale at CPS is good by 15%	30	36	18	TBD in Q4

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
1.1 Psychological Well-Being Strategy	Q1: Psycho-educational training and supervisor training on Psychological Well-Being Strategy developed.	● Completed
	Q2: Implement Outcome Based Questionnaire, designed for ongoing measurement of client progress throughout therapy. Will allow clinicians to review client-reported data and adjust ongoing treatment for faster, more quantifiable results.	■ In-Progress
	<p>TARGET M1.1 Maintain 2021 levels for psychological disability claims.</p> <p>COMMENTARY Psycho-educational training and supervisor training on the Psychological Well-Being Strategy has been developed. This training meets legislative compliance for psychological health and safety in the workplace, promotes psychological safety and enables supervisors to acquire more awareness and mental health literacy to address psychological well-being with their employees.</p> <p>The Psychological Therapies Section is using OQ45 (Outcome Based Questionnaire) with all consenting therapy and health check clients. This evidence-based practice-informed outcome measure will enable therapists to monitor symptom distress, determine therapy plans and mitigate risk.</p>	✓ On track
1.2 COVID-19 Return to the Workplace Plan	Q1: Deliver the COVID-19 Return to the Workplace Plan.	● Completed
	Q4: Integrate COVID-19 hazard assessments into the Safety Data Management System (SDMS).	■ In-Progress
	<p>TARGET M1.2 Policy and guidelines completed and communicated</p> <p>COMMENTARY The COVID-19 Return to the Office Plan has commenced post-pandemic, including:</p> <ul style="list-style-type: none"> • Safe return to the office with protocols in place to minimize risk to employees and members of the public; • Development of a hybrid policy that allows eligible positions to work up to 50% of their workweek remotely; • Collaboration with The City of Calgary and Unions/Associations; and, • Considerations for IT equipment and office space. 	✓ On track
1.3 Driver Safety & Compliance	Q1: Implement the Service Vehicle Operations Policy.	▲ Modified (Delayed to Q2)
	Q3: Adapt recruit class training and in-Service training with new policy for Patrol Training Officers.	◆ Not started
	<p>TARGET M1.3 Reduce the number of preventable Service vehicle collisions year over year.</p>	✓ On track

2.1 Career Management Program Development	Q2: Career Management Program developed.	◆ Not started
	Q3: Early Intervention Program integrated within the Career Management Program.	◆ Not started
	Q4: Career Management Program implemented and communicated Service-wide.	◆ Not started
	TARGET M2.1 New career management program is implemented Service-wide.	TBD in Q4
2.2 Leadership Development Program	Q1: Inspector/Director Leadership Development Program implemented.	● Completed
	Q3: Sergeant Leadership Development Program developed.	◆ Not started
	Q4: Leadership Development Strategy developed for all levels of the Service.	■ In-Progress
	TARGET M2.2 90% of eligible Inspectors and Directors have completed the Leadership Development Program.	✓ On track
COMMENTARY	The Inspector/Director Leadership Development Program will assist to increase member morale and retention and ensure that leadership skills and abilities align with Service Values.	
2.3 In-Service Training Program	Q2: Redesign and deliver an enhanced In-Service Training Program.	■ In-Progress
	Q2: Complete the integration of the use of force and de-escalation policy into training programs.	■ In-Progress
	Q2: Implement Equity, Diversity, Inclusion (EDI) and anti-racism topics into the In-Service Training Program.	■ In-Progress
	TARGET M2.3 60% of employees agree that they are provided with adequate training to perform their job.	TBD in Q4
3.1 Employee Engagement Plan	Q1: Develop and implement employee engagement plan.	● Completed
	Q2: Develop targeted action plan to improve employee morale.	■ In-Progress
	TARGET M3.1 Increase employee engagement activities.	✓ On track
COMMENTARY	The final report is expected at the end of April, which will inform the targeted action plan to improve employee morale in the second quarter.	
4.1 Human Resources Policy and Process Improvement	Q3: Accommodations Framework and Policy is developed, implemented, and communicated.	■ In-Progress
	Q3: Recommendations on Expression of Interest and competitions processes are reviewed and implemented.	◆ Not started
	Q4: Disability Management Software is implemented, which will enhance claims management, including improved reporting and progress monitoring.	◆ Not started
	TARGET M4.1 Review and implement recommendations of three Human Resources processes related to accommodations, expression of interest, and disability management.	✓ On track

B

INCREASED COMMUNITY SAFETY AND WELLBEING

Through dialogue with Calgarians, we will direct community policing and investigative resources to address social disorder, violent crime, and road safety.

PERFORMANCE GOAL	Target	2020	2021	2022
M3 Maintain total crime rate per 100,000 at or below the five-year average.	At or below 6,255	5,945	5,707	TBD in Q4
M4 Maintain violent crime rate per 100,000 at or below the five-year average.	At or below 1,023	972	1,045	TBD in Q4
M5 Maintain property crime rate per 100,000 at or below the five-year average.	At or Below 4,254	4,001	3,523	TBD in Q4
M6 Reduce social disorder calls for service to the five-year average.	At or below 99,828	105,849	103,051	TBD in Q4
M7 25% reduction of fatal & major injury collisions as per Calgary's 2019-2023 Safer Mobility Plan.	25% reduction	TBD	TBD	TBD in Q4

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
5.1 Firearm-related Violence	<ul style="list-style-type: none"> Prioritize investigative and offender management resources on the most violent prolific and persistent offenders. 	■ In-Progress
	<ul style="list-style-type: none"> Continue the work of the Firearms Investigative Unit (FIU) in the identification, tracing, and investigation of crime guns. 	■ In-Progress
	<ul style="list-style-type: none"> Continue to partner with ALERT and other law enforcement agencies to conduct intelligence-led operations targeting individuals posing greatest risk to public safety. 	■ In-Progress
	<ul style="list-style-type: none"> Partner with community agencies to implement recommendations from the Public Safety Task Force (PSTF). 	■ In-Progress
	<ul style="list-style-type: none"> Provide information regarding gun safety and storage to legal gun owners/ suppliers, and public awareness and education around the risks associated with replica/airsoft guns. 	◆ Not started
	<ul style="list-style-type: none"> Leverage the Gang Exit and Community Outreach (GECO) program. 	◆ Not started
	TARGET	M5.11 Reduce shootings year over year
	M5.12 Reduce violent incidents where a firearm or suspected firearm is present below the five-year average	X Off-target
COMMENTARY	<p>A permanent Firearms Investigative Unit will be created with eight members. Hiring has started in the first quarter.</p> <p>The CPS reorganized criminal operations and intelligence resources to better address violent incidents occurring in Calgary. New teams were formed combining previously separate intelligence and enforcement positions with clear mandates. Under the new structure, intelligence and enforcement are embedded together; this structure change allows for better sharing of information so that our enforcement efforts can more proactively address violent crime in Calgary.</p>	

5.2 Robberies	<ul style="list-style-type: none"> • Increase citizen awareness of commercial robberies through Crime Reduction Communication Strategy. ■ In-Progress • Focus investigation, prevention, and enforcement of trending robberies (e.g., pharmacies, cannabis stores). ■ In-Progress • Establish a targeted operational team to address online buy-and-sell (e.g., Kijiji) robberies. ● Completed • Work with regulatory bodies and business owners to establish practices to prevent robberies (pharmacy, liquor store). ■ In-Progress • Apply Crime Prevention Through Environmental Design (CPTED) concepts to ensure target hardening of businesses experiencing crime. ■ In-Progress
TARGET	M5.2 Decrease robberies below the five-year average X Off-target
COMMENTARY	<p>The buy-and-sell task force was created in the first quarter to investigate prolific offenders and laid charges. The task force will continue into the second quarter under the Robbery Unit.</p> <p>Operation Remedy, lead by the Robbery Unit, resulted in offenders being charged with a number of offences (Robbery with a Firearm, Disguise with Intent, Carry a Concealed Weapon, Possession of a Firearm, and Possession of a Weapon for Dangerous Purpose). The Robbery Team have been working with stakeholders to enhance the security of their premises (target hardening), such as timed safes in pharmacies, removing window coverings from cannabis stores, locking doors at telecommunication stores, and only allowing people in once they confirm what they need.</p> <p>The Diversity Resources Team and Community Support Unit have reached out to the parents of young offenders to connect them with social and family resources and assist in navigating the justice system. The Crime Prevention Team continued to work with store owners promoting the use of a safety group chat among them and ID scanning at entrances, embed a Community Resource Officer with investigative team, work with Alberta Gaming, Liquor & Cannabis (AGLC) to change the rule requiring window coverings, issue monthly crime prevention tips to all businesses, and provide risk assessments at a property following Crime Prevention Through Environmental Design (CPTED) concepts.</p>
6.1 Residential Break and Enter	<ul style="list-style-type: none"> • Manage prolific property offenders who pose the most risk of harm. ■ In-Progress • Continue monitoring and analysis of break and enter trends specific to modus operandi (pattern of crimes), location, property stolen, and escalation of risk. ■ In-Progress • District personnel (including Community Resource Officers) partner with Crime Prevention and Strategic Communications to provide timely awareness on break and enter trends and target hardening strategies. ◆ Not started • Ensure bail packages are completed for top prolific property offenders for consideration in court proceedings. ◆ Not started

	<ul style="list-style-type: none"> Continue to work with builders and contractors to develop communities reflecting Crime Prevention Through Environmental Design (CPTED) principles. ■ In-Progress Continue public education on securing homes and private property through the Crime Reduction Communication Strategy. ■ In-Progress
TARGET	M6.1 Decrease residential break and enters below the five-year average ✓ On track
COMMENTARY	<p>Each District has committed to reviewing and monitoring prolific offenders, break and enters and crime series in their geographic area and create operational plans. With many Calgarians returning to the office, it is likely that break and enter incidents will increase; commercial "smash and grab" events have already increased.</p> <p>The CPS continued working with each district, The City of Calgary (Planning), community associations and other referrals to conduct detailed Crime Prevention Through Environmental Design (CPTED) analyses. Examples include: Battalion Park, Glenmore Athletic Park, Glenbow Museum, and HIV Community Link/Circle of Wisdom. The Crime Prevention Team supported the "9 PM Routine" with tips for home and business owners to keep their property secure.</p>
6.2 Auto Theft	<ul style="list-style-type: none"> Offender management of prolific offenders who pose the most risk to public safety. ■ In-Progress Continued monitoring and analysis of stolen auto trends specific to modus operandi (pattern of crimes), location, related crimes, and escalation of risk. ■ In-Progress District personnel partner with Crime Prevention and Strategic Communications to provide timely awareness on vehicle theft trends. ■ In-Progress Work with police jurisdictions in the surrounding area to identify auto theft patterns, trends, and offenders as well as chop shops. ■ In-Progress Ensure bail packages are completed for top prolific offenders for consideration in court proceedings. ■ In-Progress Continue public education on securing vehicles, such as Operation Coldstart. ■ In-Progress
TARGET	M6.2 Reduce theft of motor vehicles below the five-year average X Off-target
COMMENTARY	The Crime Prevention Team developed a proposal to the Provincial Scrap Metal Intelligence Unit for an administrative process aimed at reducing the sale of stolen catalytic converters and continued its support and messaging around Operation Coldstart to prevent vehicle thefts.
7.1 Crisis Response	<ul style="list-style-type: none"> Work with Calgary 911 and other community partners to increase the diversion of calls that do not require a police response (including unwanted guests, mental health, and others) ■ In-Progress Change the Mental Health Policy to better integrate Police and Crisis Team (PACT) and Mobile Response Team (MRT) as front-line resources. Provide education and awareness about PACT and MRT to frontline officers. ■ In-Progress

- Evaluate Community Safety Investment Framework (CSIF) investments, including the PACT and MRT expansion, to inform future investments. Renew effective programs and initiatives in partnership with the City of Calgary and deliver crisis response system transformation and funding plan. ■ In-Progress
- Complete CPS Roadmap for Mental Health Crisis Response. ■ In-Progress
- Implement Health Information Management (Health IM) application for patrol officers. ▲ Modified (Delayed)
- Continue participation in initiatives with other stakeholders to ensure supports and services meet the needs of Calgarians (e.g., Calgary’s Mental Health and Addiction Strategy, Calgary Drug Court, National Online Illicit Cannabis Sales Advisory Board, Canadian Association of Chief of Police’s Drug Advisory Committee, Alberta Virtual Opioid Dependency Program (VODP), provincial (Western Canada) opioid and methamphetamine strategy). ■ In-Progress

- TARGET**
- M7.11 Increase calls to Mobile Response Team (MRT) by 10% ✓ On track
 - M7.12 Increase dispatched calls to Police and Crisis Team (PACT) by 5% ✓ On track
 - M7.13 Decrease Form 10 apprehensions by 5% ✓ On track

COMMENTARY In February 2022, the CPS worked with Calgary 911 and 211 on a co-location project. The top three calls referred or conferenced to 211 for support were check on welfare, mental health, and domestic-related concerns.

Edmonton Police Service is the pilot agency for the Health Information Management application. The pilot has been delayed due to technology challenges.

7.2 Downtown Safety

- Increase call diversion opportunities in the downtown core through referrals to the Downtown Outreach Addictions Partnership (DOAP) Teams, Safe Communities Opportunity and Resource Centre (SORCe), and Police and Crisis Team (PACT). ■ In-Progress
- Continue to identify location, day/time and disorder hotspots and focus police proactive efforts accordingly. ■ In-Progress
- Partner with Stephen Avenue Safety Hub (SASH) agencies to target problem areas and increase visibility of uniform officers and marked vehicles (police, by-law, transit officers). ■ In-Progress

TARGET M7.2 Increase perception of safety in the downtown core (Stephen Avenue Safety Hub Survey) TBD in Q4

COMMENTARY Operation Eastside, a coordinated initiative between the CPS, Bylaw, Transit, and other city departments, was successful in clearing unauthorized tents from Dermott Baldwin Way. This made the location safer for residents and employees of the Drop-In Centre, significantly reducing violence and drug activity. The CPS also partnered with Transit to address social disorder on the C-train.

The Stephen Avenue Safety Hub (SASH) will be completing a resident/business owner survey on perceptions of safety in the core. The Downtown Ambassadors and uniformed members of CPS, Bylaw and Transit held a session to discuss opportunities for collaboration.

8.1 Increase Road Safety	<ul style="list-style-type: none"> • Increase enforcement of speeding, distracted driving, and impaired driving. ■ In-Progress • Implement Mandatory Alcohol Screening. ■ In-Progress • Deliver a Traffic Safety Communications Strategy. ■ In-Progress • Improve efficiencies and monitoring by implementing electronic ticketing for violation tickets to comply with changes to the Traffic Safety Act (Bill 21). ▲ Modified (Cancelled) • Implement the enforcement targets and report back in the City's Safer Mobility Plan Annual Report 2022. Collaborate with City partners (Transportation and Roads) to coordinate community response. ■ In-Progress
	<p>TARGET M8.11 Reduce rate of pedestrian collisions per 100,000 population TBD in Q4</p> <p>M8.12 Reduce traffic collisions at high volume collision areas TBD in Q4</p>
	<p>COMMENTARY In March 2022, the province indefinitely paused the implementation of The Provincial Administrative Penalties Act (Bill 21), postponing changes to e-ticketing, traffic court procedures, and wildlife, fisheries, and bylaw offences.</p>
9.1 Major Event Planning	<ul style="list-style-type: none"> • Continue delivering training on Incident Command for major events. ■ In-Progress • Enable district Community Resource Officers to monitor minor events (geographic responsibility) based on Major Event & Emergency Management Section (MEEMS) risk triage. ■ In-Progress • Continue to evaluate staffing model for all events. ■ In-Progress • Maintain Public Safety Unit guiding principles for de-escalation at protests and "talk vs action" approach. ■ In-Progress • Deliver ongoing training to officers to produce debriefing and after-action reports for critical incidents. ■ In-Progress • Finalize the new Pay Duty Management System. ▲ Modified (Delayed to Q4)
	<p>TARGET M9.1 Complete risk assessments for all major events and festivals ✓ On track</p>
	<p>COMMENTARY The Incident Command Training 100, 200 and 300 levels are being delivered throughout the year. The creation of the Police Liaison Team and involvement of the Community Resource Officers to work with protest organizers has shown benefits to manage protests.</p> <p>The implementation of this Pay Duty Management System will be delayed until the fourth quarter of 2022 to better align with testing, training, and capacity of the work area.</p>
9.2 Safety Planning for the 2023 World Petroleum Congress	<p>Q1: Establish planning team to work with the Canadian National Committee of the World Petroleum Council (WPC). ● Completed</p> <p>Q2: Engage with partners to support Congress security and coordinate resources with the Calgary Emergency Operations Centre. ■ In-Progress</p>
	<p>TARGET M9.2 Develop event safety plan and budget TBD in Q4</p>
	<p>COMMENTARY The CPS created a core project team which includes a Calgary Emergency Management Agency (CEMA) representative.</p>



INCREASED PUBLIC TRUST AND CONFIDENCE

Communicate with Calgarians and take actions to improve police accountability and transparency.

PERFORMANCE GOAL	Target	2020	2021	2022
M8 90% of citizens are satisfied with the services provided by CPS	90	89	88	TBD in Q4
M9 85% of citizens agree that CPS is a police service they trust	85	86	n/a	TBD in Q4

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
10.1 Indigenous Roadmap	Q1: Establish Indigenous Relations Team.	■ In-Progress
	Q1: Establish Elders' circle.	■ In-Progress
	Q1: Develop Indigenous Education Strategy for members.	■ In-Progress
	Q2: Establish members' circle.	■ In-Progress
	Q2: Deliver expanded officer exchange program with local Indigenous police services.	▲ Modified (Delayed)
	Q2: Open the Sacred Space at the CPS headquarter building.	■ In-Progress
TARGET	M10.1 50% of police related TRC Calls to Action and MMIWG Calls to Justice are being addressed.	TBD in Q4
COMMENTARY	<p>The Indigenous Relations Team (IRT) was established, consisting of police officers and civilian members as well as an Indigenous consultant to assist with community engagement. The goal of the IRT is to centralize and consolidate all Indigenous related work and programs within the Service. The Team will focus on moving forward the Indigenous Roadmap, developing education for CPS members, engaging with the community for outreach and consultation and working towards reconciliation. The IRT will be available to assist all CPS Bureaus in integrating traditional Indigenous ways of knowing, thinking, and being, into CPS service delivery, education, processes, and practice.</p> <p>In meaningful consultation with the Indigenous Advisory Circle, community members, Traditional Knowledge Keepers and Elders current and future educational modules are being developed and mandatory Indigenous specific education focused on Truth has been implemented for delivery to members of the Service. These modules will run from April 2022 to June 2023 and upon completion, members can apply to attend a voluntary 20-hour in person course instructed by IRT members.</p> <p>As a result of consultations with the Indigenous Advisory Circle, community members, Traditional Knowledge Keepers and Elders, the IRT has been directed to focus on reconciliation work and will not be proceeding with an Elders' Circle at this time.</p>	
10.2 Outreach to racialized communities	Q3: Participate in and support to the resettlement of Afghan refugees in Calgary.	■ In-Progress
	Q4: Host workshops related to police recruit entrance exams for racialized communities.	■ In-Progress
	Q4: Host Diversity Summit.	◆ Not started

	Q4: Deliver “You and the Law” presentations to immigrants about the Canadian legal system, how police in Calgary operate and the rights newcomers can enjoy as residents of Canada.	■ In-Progress
TARGET	M10.2 Increase deployment of Diversity Resource Team to community events by 5%	TBD in Q4
COMMENTARY	The Diversity Resources Team continues to work with the Centre for Newcomers and Calgary Catholic Immigration Society to provide “You and the Law” lectures. Working in partnership with the Recruiting Unit, the Diversity Resources Team members held a recruitment support meeting with community members, then two subsequent workshops with potential diverse applicants to explain the police recruitment exam.	
11.1 School Resource Officer Program	Q1: Re-engage with students and conduct roundtable session with partners and stakeholders.	■ In-Progress
	Q2: Deliver an action plan for police engagement with youth through a collaborative design with stakeholders.	■ In-Progress
	Q3: Implement action plan for transformation.	◆ Not started
TARGET	M11.1 Deliver the three-point design plan for transformation: student re-engagement, roundtable session to build a collaborative action plan, and oversight board to guide the implementation of the action plan.	TBD in Q3
COMMENTARY	The first quarter was used for project planning and consultant contract setup. Engagement planning and re-engagement sessions will take place in second and third quarters.	
12.1 Professional Standards Process Innovation	Q4: Civilianize select investigative positions, implement process innovation and expedited triage workflow, and implement quality assurance file reconciliation and review process.	■ In-Progress
	Q4: Empower and train commanders and supervisors to address issues at the district and section level to provide more timely and effective response to complaints by citizens (Alternative Dispute Resolution (ADR) within the police complaint process).	■ In-Progress
TARGET	M12.11 15% of formal PSS investigations are closed within 12 months	TBD in Q4
	M12.12 Reduce public complaints by 5%	X Off-target
12.2 Street Checks	Q1: Continue to work with the Government of Alberta and other provincial law enforcement agencies on a provincial implementation plan.	▲ Modified (Delayed)
	Q1: Implement policy changes.	▲ Modified (Delayed)
	Q2: Deliver training on Street Checks.	■ In-Progress
	Q2: Complete public engagement on Street Checks.	◆ Not started
	Q4: Establish Business Intelligence (BI) reporting	◆ Not started
TARGET	M12.2 100% of officers are trained on the new legislation on street checks and carding	TBD in Q4
COMMENTARY	The implementation of the street checks policy has been delayed to the second quarter, pending final direction from the government of Alberta. The CPS continues to participate in the provincial	

	working group and is waiting for the government to finalise the interpretation guide that will assist in implementing the legislation.	
12.3 Race-based Data Collection	Q2: Community engagement regarding the collection of race-based data completed.	■ In-Progress
	Q4: Documentation for training and standard operating procedures completed.	■ In-Progress
	Q4: Internal and external reporting schedule completed.	■ In-Progress
	Q4: Communication strategy on race-based data completed.	■ In-Progress
TARGET	M12.3 Foundational work for race-based data collection completed	TBD in Q4
12.4 Body-Worn Camera and In-Car Video	Q4: Expand deployment of BWC technology.	■ In-Progress
	Q4: Complete 12 recommendations from BWC and ICV evaluations.	■ In-Progress
	Q4: Install ICV systems into existing vehicle fleet.	■ In-Progress
TARGET	M12.41 Increase the number of officers with BWC by 200	✓ On track
	M12.42 100% of eligible vehicles have ICV upgrade by the end of 2022	✓ On track
12.5 Social Media Strategy	Q2: Deliver Social Media Strategy.	◆ Not started
TARGET	M12.5 Increase number of social media followers by 5% (Twitter, Facebook, Instagram)	✓ On track

D INCREASED EQUITY, DIVERSITY, AND INCLUSION

Reduce barriers for citizens to access police services, improve citizen experiences with the CPS, addressing systemic racism, and enhancing Equity, Diversity, and Inclusion (EDI).

PERFORMANCE GOAL	Target	2020	2021	2022
M10 70% of citizens surveyed agree that officers respond in a fair way when dealing with all communities in Calgary	70	70	n/a	TBD in Q4
M11 Increase employees who agree that CPS practices are applied equitably and fairly to all employees by 10%	10% increase	36	27	TBD in Q4

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
13.1 Equity, Diversity, Inclusion (EDI) Tool	Q3: EDI Tool applied to analyze CPS Human Resources policies.	◆ Not started
	Q4: EDI Tool applied, and training delivered to selected areas within the Service.	◆ Not started
	TARGET M13.1 25 Human Resources policies are reviewed with the EDI Tool	TBD in Q4
13.2 Workplace Inclusion	Q2: Equity and inclusion barriers identified and changes to policies, practices, and marketing efforts within the sworn and civilian recruitment processes implemented.	■ In-Progress
	Q3: Training and development provided to reduce the impacts of bias and systemic discrimination in recruitment and curriculum development.	■ In-Progress
	TARGET M13.2 65% of recommended culture and social norm recommendations (“nudges”) implemented	TBD in Q4
13.3 Sworn Recruitment Outreach and Marketing	Q3: Recommendations made to the Alberta Solicitor General, in collaboration with the Alberta Association of Chiefs of Police, to reduce applicant barriers within the provincial recruitment process guidelines.	◆ Not started
	Q4: Monitor and evolve the current Recruiting, Marketing, and Outreach Plan.	■ In-Progress
	TARGET M13.31 Hire 135 sworn members, with a focus on recruitment of a diverse group of qualified candidates	✓ On track
	M13.32 15% increase in outreach events with an EDI component	✓ On track
13.4 Workplace Sexual Harassment Initiative	Q2: Deliver organizational recommendations to mitigate key barriers to reporting sexual harassment in partnership with the University of Calgary.	■ In-Progress
	Q4: Leadership training developed to enhance response and reduce barriers to reporting.	■ In-Progress
	TARGET M13.4 Ten University of Calgary recommendations actioned	TBD in Q4
13.5 Office of Respect & Inclusion Communication Strategy	Q1: Develop the Office of Respect & Inclusion communication strategy and communicate Service-wide.	▲ Modified (Delayed to Q2)
	TARGET M13.5 10% increase in the number of employees accessing proactive Alternative Dispute Services	TBD in Q4
	COMMENTARY The Manager of the Office of Respect and Inclusion (ORI) started in February and has been developing the ORI mandate and	

coordinating with the CPS Anti-Racism Action Committee (ARAC) to ensure alignment and specify goals and objectives.

14.1 CPS Anti-Racism Strategy	Q1: Anti-Racism Strategic Roadmap delivered.	■ In-Progress
	Q2: Conduct two-way participatory problem-solving sessions with police and community.	■ In-Progress
	Q3: Deliver CPS anti-racism gap analysis to selected policies.	◆ Not started
	Q4: Conduct an evaluation of the CPS Anti-Racism Strategy.	■ In-Progress
TARGET	M14.11 Increase to 85 per cent the proportion of equity seeking employees who report their colleagues know enough to engage in a discussion about racism and discrimination	TBD in Q4
	M14.12 Training plan developed	TBD in Q4
COMMENTARY	The Anti-Racism Strategic Roadmap is under review by the CPS anti-racism governance, led by the Chief.	



INCREASED EFFICIENCY AND EFFECTIVENESS

Be responsible and accountable for public funds and continuously seek to find efficient ways to do business.

PERFORMANCE GOAL	2019	2020	2021	2022
M12 Intentionally managing expenses to stay within existing budget (Measured by all variances on the net budget)	\$0 variance on \$394.3 million	\$0 variance on \$414.4 million	\$0 variance on \$415.5 million	TBD in Q4

SHORT-TERM OUTCOME	ACTIVITIES	STATUS
15.1 Service Optimization Review (SOR) Patrol Deployment	Q1: Establish and communicate response time metrics for each priority level (recommendation 10).	▲ Modified (Delayed)
	Q2: Assess and implement additional avenues for public reporting and diversion through the Alternative Call Response Project (recommendation 12).	■ In-Progress
	Q2: Continue to strengthen community partnerships and organizational collaboration to address prevention and intervention related activities (CRO mandate in Q2; Patrol mandate in Q4) (recommendation 14).	◆ Not started
	Q3: Leverage research, analytics, and the use of big data solutions for predicting future workload. (recommendation 13).	◆ Not started
	Q4: Evaluate the current approach to call prioritization to ensure effective response to public calls for service (recommendation 9).	■ In-Progress
	Q4: Evaluate and assess the schedule to enable more efficient use of patrol resources and safeguard officer wellness (recommendations 16 and 17).	◆ Not started
	Q4: Adopt and deliver a consistent approach to geographic (zone) ownership across the Districts (recommendations 4 and 5) and introduce problem-solving.	■ In-Progress
	Q4: Monitor projections and changes in land use planning to allow for adjustments in deployment and collaborations with external service providers (recommendation 21).	◆ Not started
	TARGET M15.11 70% of Service Optimization Review (SOR) Patrol Deployment recommendations are actioned	TBD in Q4
	M15.12 5% increase in online reporting	✓ On track
COMMENTARY	A committee to review response time and priority levels for calls for service was convened, however, due to a freeze in changes to the existing Computer-Aided Dispatch (CAD) software, this work has been delayed.	
16.1 Infrastructure Plans	Q2: Deliver an organizational design for employee use of space in CPS facilities post COVID-19.	■ In-Progress
	Q3: Establish a five-year operating and lifecycle management plan for existing facilities.	■ In-Progress
	Q3: Establish a facility lifecycle replacement plan to ensure critical building systems and structural component remain functional.	■ In-Progress

	Q3: Deliver recommendations for alignment with The City of Calgary Facility Management, Corporate Coordinated and Operations and Maintenance Program (CCOM).	■ In-Progress
	Q4: Implement actions from the Security and Building Safety Plan.	■ In-Progress
TARGET	M16.1 Infrastructure plans are completed	TBD in Q4
17.1 Rapid DNA technology	Q1: Complete training for Forensic Crime Scene Unit (FCSU) members (group 1) and soft roll-out of instrument on major code events.	● Completed
	Q2: Complete training for FCSU members (group 2).	◆ Not started
	Q3: Formal roll-out of instrument to specialty units.	◆ Not started
	Q4: Establish Memorandum of Understanding with Edmonton Police Service for a provincial DNA database.	■ In-Progress
TARGET	M17.1 Reduce investigation resources on files where Rapid DNA is used.	TBD in Q4
COMMENTARY	In December 2021, five Forensic Crime Scenes Unit (FCSU) members were trained in the use of the Rapid DNA technology. During the first quarter 2022, the certified analysts presented training to each team in FCSU on use, limitations, restrictions, and standards for collection of evidence. FCSU presented to major investigative groups (including Sexual Assault Investigative Unit, Homicide Unit and General Investigations Unit) to introduce the tool, its capabilities, and explain how it can be used to support and expediate investigations. Notable successes include support to two homicide files.	
17.2 Technological Roadmap	Q2: Complete Computer Assisted Dispatch (CAD) procurement.	■ In-Progress
	Q3: Implement the Technology Ethics Committee.	■ In-Progress
	Q4: Complete the Connected Frontline Program Plan to address frontline and investigative technological needs.	■ In-Progress
	Q4: Complete network segmentation for system security compliance.	■ In-Progress
	Q4: Implement Records Management System Universal Client.	■ In-Progress
TARGET	M17.21 80% of IT service requests resolved	✓ On track
	M17.22 Connected Frontline Plan delivered	TBD in Q4
17.3 Human Resources Information System (HRIS)	Q3: Develop project and procurement plan.	■ In-Progress
TARGET	M17.3 Plan for procurement of HRIS is delivered	TBD in Q3

APPENDIX 1: PERFORMANCE MEASURES

MEASURES	Target	Q1			Annual		
	Status	2021	2022	% Change	2021	2022	% Change
M1.1 Maintain 2021 levels for psychological disability claims.	On track	n/a	21	n/a	96	TBD in Q4	
M1.2 Policy and guidelines completed and communicated.			Annual		New	TBD in Q4	New
M1.3 Reduce the number of preventable Service vehicle collisions year over year.	On track	65	52	-20%	226	TBD in Q4	
M2.1 New career management program is implemented Service-wide.			Annual		New	TBD in Q4	New
M2.2 90% of eligible Inspectors and Directors have completed the Leadership Development Program.	On track		Annual		New	TBD in Q4	New
M2.3 60% of employees agree that they are provided with adequate training to perform their job.			Annual		54	TBD in Q4	
M3.1 Increase employee engagement activities.	On track	New	207	New	New	TBD in Q4	New
M4.1 Review and implement recommendations of three Human Resources processes related to accommodations, expression of interest, and disability management.	On track	New	0	New	New	TBD in Q4	New
M5.11 Reduce shootings year over year	Off-target	18	36	100%	95	TBD in Q4	
M5.12 Reduce violent incidents where a firearm or suspected firearm is present below the five-year average	Off-target	105	129	23%	449	TBD in Q4	
M5.2 Decrease robberies below the five-year average	Off-target	220	260	18%	1001	TBD in Q4	
M6.1 Decrease residential break and enters below the five-year average	On track	628	877	40%	3347	TBD in Q4	
M6.2 Reduce theft of motor vehicles below the five-year average	Off-target	1246	1601	28%	4985	TBD in Q4	
M7.11 Increase calls to Mobile Response Team (MRT) by 10%	On track	339	665	96%	1664	TBD in Q4	
M7.12 Increase dispatched calls to Police and Crisis Team (PACT) by 5%	On track	450	609	35%	2296	TBD in Q4	
M7.13 Decrease Form 10 apprehensions by 5%	On track	1123	955	-15%	4463	TBD in Q4	
M7.2 Increase perception of safety in the downtown core (Stephen Avenue Safety Hub Survey)			Annual		22.4	TBD in Q4	
M8.11 Reduce number of pedestrian collisions			Annual		n/a	TBD in Q4	
M8.12 Reduce traffic collisions at intersection safety camera locations			Annual		n/a	TBD in Q4	
M9.1 Complete risk assessments for all major events and festivals	On track	22	16	-27%	104	TBD in Q4	
M9.2 Develop event safety plan and budget			Annual		New	TBD in Q4	New
M10.1 50% of police related TRC Calls to Action and MMIWG Calls to Justice are being addressed.			Annual		New	TBD in Q4	New
M10.2 Increase deployment of Diversity Resource Team to community events by 5%		New	52	New	New	TBD in Q4	New
M11.1 Deliver the three-point design plan for transformation: student re-engagement, roundtable session to build a collaborative action plan, and oversight board to guide the implementation of the action plan.			Annual		New	TBD in Q4	New

M12.11 15% of formal PSS investigations are closed within 12 months			Annual			36	TBD in Q4	
M12.12 Reduce police complaints by 5%	Off-target	95	105	11%		374	TBD in Q4	
M12.2 100% of officers are trained on the new legislation on street checks and carding			Annual			New	TBD in Q4	New
M12.3 Foundational work for race-based data collection completed		New	2	New		New	TBD in Q4	New
M12.41 Increase the number of officers with BWC by 200		New	12	New		New	TBD in Q4	New
M12.42 100% of eligible vehicles have ICV upgrade by the end of 2022	On track	New	2	New		New	TBD in Q4	New
M12.5 Increase number of social media followers by 5% (Twitter, Facebook, Instagram)	On track	418,899	443,115	6%		434,003	TBD in Q4	
M13.1 25 Human Resources policies are reviewed with the EDI Tool		New	0	New		New	TBD in Q4	New
M13.2 65% of recommended culture and social norm recommendations (“nudges”) implemented		New	0	New		New	TBD in Q4	New
M13.31 Hire 135 sworn members, with a focus on recruitment of a diverse group of qualified candidates	On track	24	43	79%		110	TBD in Q4	
M13.32 15% increase in outreach events with an EDI component	On track	5	13	160%		18	TBD in Q4	
M13.4 Ten University of Calgary recommendations actioned		New	0	New		New	TBD in Q4	New
M13.5 10% increase in the number of employees accessing proactive Alternative Dispute Services		New	0	New		87	TBD in Q4	
M14.11 Increase to 85 per cent the proportion of equity seeking employees who report their colleagues know enough to engage in a discussion about racism and discrimination			Annual			79	TBD in Q4	
M14.12 Training plan developed			Annual			New	TBD in Q4	New
M15.11 70% of Service Optimization Review (SOR) Patrol Deployment recommendations are actioned			Annual			5%	TBD in Q4	
M15.12 5% increase in online reporting	On track	3,922	5,043	29%		18,386	TBD in Q4	
M16.1 Infrastructure plans are completed			Annual			New	TBD in Q4	New
M17.1 Reduce investigation resources on files where Rapid DNA is used.			Annual			New	TBD in Q4	New
M17.21 80% of IT service requests resolved	On track	91	91	0%		88	TBD in Q4	
M17.22 Connected Frontline Plan delivered			Annual			New	TBD in Q4	New
M17.3 Plan for procurement of HRIS is delivered			Annual			New	TBD in Q4	New