



2022 ANNUAL POLICING PLAN

QUARTER 3



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 third quarter, 20 per cent of planned activities were completed, 67 per cent were in-progress, 8 per cent were modified (delayed or cancelled), and 5 per cent had not started (see Table 1).

In the third quarter, seven activities were **completed**.

- Early Intervention Program integrated within the Career Management Program. (Outcome 2.1)
- Accommodations Framework and Policy is developed, implemented, and communicated. (Outcome 4.1)
- Recommendations on Expression of Interest and competitions processes are reviewed and implemented. (Outcome 4.1)
- Deliver expanded officer exchange program with local Indigenous police services. (Outcome 10.1)
- Training and development provided to reduce the impacts of bias and systemic discrimination in recruitment and curriculum development. (Outcome 13.2)
- Deliver an organizational design for employee use of space in CPS facilities post COVID-19. (Outcome 16.1)
- Complete training for Forensic Crime Scene Unit on RapidDNA technology (Outcome 17.1)
- Implement the Technology Ethics Steering Committee. (Outcome 17.2)

The organization faced some challenges causing some projects to be modified in their planned timeframe. One activity was **cancelled** in the third quarter:

- As a result of consultations with the Indigenous Advisory Circle, community members, Traditional Knowledge Keepers and Elders, the Indigenous Relations Team has been directed to focus on reconciliation work. The Team will not be proceeding with an Elders' Circle at this time. (Outcome 10.1)

One activity was **delayed** to Q4:

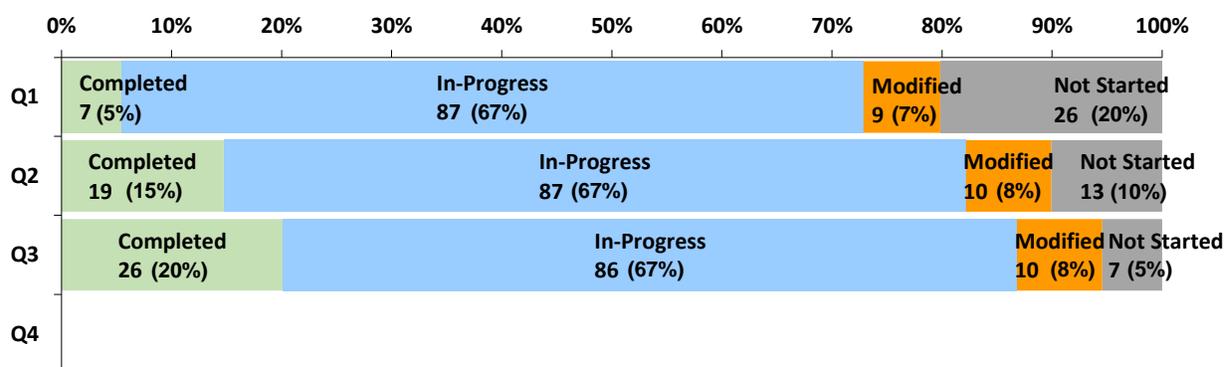
- Adapt recruit class training and in-Service training with new policy for Patrol Training Officers. (Outcome 1.3)

INTRODUCTION

The Quarterly Annual Policing Plan (APP) Report provides a progress update on the priorities that were set in the 2022 APP. The planned activities within the APP 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 2022 planned activities presented in this report focus on the third quarter (Q3, July to September). A total of 129 planned activities and 58 performance measures are being tracked to advance the corporate goals of the organization. As of the third quarter, 20 per cent of planned activities were completed, 67 per cent were in-progress, 8 per cent were modified (delayed or cancelled), and 5 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 curriculum and supervisor training curriculum on Psychological Well-Being Strategy developed.	● Completed in Q1
	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.	● Completed in Q2
	TARGET M1.1 Maintain 2021 levels for psychological disability claims.	Off-target
1.2 COVID-19 Return to the Workplace Plan	Q1: Deliver the COVID-19 Return to the Workplace Plan.	● Completed in Q1
	Q4: Integrate COVID-19 hazard assessments into the Safety Data Management System (SDMS).	■ In-Progress
	TARGET M1.2 Policy and guidelines completed and communicated	On track
1.3 Driver Safety & Compliance	Q1: Implement the Service Vehicle Operations Policy.	▲ Modified (Delayed to Q4)
	Q3: Adapt recruit class training and in-Service training with new policy for Patrol Training Officers.	▲ Modified (Delayed to Q4)
	TARGET M1.3 Reduce the number of preventable Service vehicle collisions year over year.	On track
	COMMENTARY The Service Vehicle Operations Policy has been completed that outlines member responsibilities in promoting safe, professional, and responsible driving which maximizes road safety for members and all Calgarians. The policy is awaiting final approval prior to release in the fourth quarter.	
2.1 Career Management Program Development	Q2: Career Management Program developed.	■ In-Progress
	Q3: Early Intervention Program integrated within the Career Management Program.	● Completed in Q3
	Q4: Career Management Program implemented and communicated Service-wide.	◆ Not started
	TARGET M2.1 Career Management Program implemented Service-wide.	Off-target
COMMENTARY The Early Intervention Program has been enhanced from its previous model to better serve members. It has been integrated within the Career Management Section to align work areas with similar functions, leverage expertise, build efficiency and increase member awareness of the supports available.		
2.2 Leadership Development Program	Q1: Inspector/Director Leadership Development Program implemented.	● Completed in Q1
	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
2.3 In-Service Training Program	Q2: Redesign and deliver an enhanced In-Service Training Program.	● Completed in Q2
	Q2: Complete the integration of the use of force and de-escalation policy into training programs.	● Completed in Q2
	Q2: Implement Equity, Diversity, Inclusion (EDI) and anti-racism topics into the In-Service Training Program.	● Completed in Q2
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 in Q1
	Q2: Develop targeted action plan to improve employee morale.	■ In-Progress
TARGET	M3.1 Increase employee engagement activities.	On track
COMMENTARY	Launched an internal webpage for the Pathways to Engagement program, with welcome email sent to all members to explain the six categories of engagement with dozens of updates on engagement actions.	
4.1 Human Resources Policy and Process Improvement	Q3: Accommodations Framework, Standard Operation Procedures (SOP) are developed, implemented, and communicated.	● Completed in Q3
	Q3: Recommendations on Expression of Interest and competitions processes are reviewed and implemented.	● Completed in Q3
	Q4: Disability Management Software is implemented, which will enhance claims management, including improved reporting and progress monitoring.	■ In-Progress
TARGET	M4.1 Review and implement recommendations of three Human Resources processes related to accommodations, expression of interest, and disability management.	On track
COMMENTARY	To best support our membership while ensuring fairness and alignment with best practices, the Accommodations Framework and Standard Operating Procedure (SOP) have been developed, implemented, and communicated Service-wide. To ensure HR practices align with organizational commitments to remove systemic barriers, processes for Expressions of Interest have been improved to focus on competencies and training, and promotion processes enhanced to address member engagement and incorporate an equity lens stemming from our partnership with the University of Calgary.	

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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	On track
M7 25% reduction of fatal & major injury collisions as per Calgary's 2019-2023 Safer Mobility Plan.	Below 419 by 2023	494	465	On track

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. 	■ In-Progress
	<ul style="list-style-type: none"> Leverage the Gang Exit and Community Outreach (GECO) program. 	■ In-Progress
	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	Off-target
COMMENTARY	<p>In Q1 2022, the CPS reorganized criminal operations and intelligence resources to better address violent incidents occurring in Calgary. Since then, the Organised Crime and Offender Management Section has initiated 14 operations to investigate and suppress further violence among organised crime groups, resulting in people been charged with drug and firearm offences and firearms been seized. Close partnerships with both Specialized and Federal Prosecutions are expected to result in a higher likelihood of the successful prosecution of charged offenders.</p> <p>With vacant positions filled, a Communications Strategist has now been assigned to develop a tactical plan to raise awareness around gun safety and storage.</p>	

5.2 Robberies	<ul style="list-style-type: none"> • Increase citizen awareness of commercial robberies through Crime Reduction Communication Strategy. • Focus investigation, prevention, and enforcement of trending robberies (e.g., pharmacies, cannabis stores). • Establish a targeted operational team to address online buy-and-sell (e.g., Kijiji) robberies. • Work with regulatory bodies and business owners to establish practices to prevent robberies (pharmacy, liquor store). • Apply Crime Prevention Through Environmental Design (CPTED) concepts to ensure target hardening of businesses experiencing crime. 	<ul style="list-style-type: none"> ■ In-Progress ■ In-Progress ● Completed in Q1 ■ In-Progress ■ In-Progress
	TARGET M5.2 Decrease robberies below the five-year average	On track
	<p>COMMENTARY In June, The Alberta College of Pharmacy together with the Calgary Police Service, Edmonton Police Service and Royal Canadian Mounted Police hosted a media conference to announce the requirement for all community pharmacies to store narcotics and other high-risk drugs in time-delay safes as part of efforts to reduce pharmacy robberies in Alberta. Members from the CPS Robbery Unit have been working with businesses that have been victimized to ensure compliance and have been making recommendations on individualized target hardening measures.</p> <p>In August, Alberta Gaming, Liquor and Cannabis Commission allowed cannabis shops to remove outdoor window coverings. There were no cannabis store robberies reported to CPS in Q3.</p> <p>The CPS Crime Prevention Team offered two CPTED courses in the summer: one for city Bylaw Officers as per training, and one for police Community Resource Officers from all districts.</p>	
6.1 Residential Break and Enter	<ul style="list-style-type: none"> • Manage prolific property offenders who pose the most risk of harm. • Continue monitoring and analysis of break and enter trends specific to modus operandi (pattern of crimes), location, property stolen, and escalation of risk. • 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. • Ensure bail packages are completed for top prolific property offenders for consideration in court proceedings. • Continue to work with builders and contractors to develop communities reflecting Crime Prevention Through Environmental Design (CPTED) principles. • Continue public education on securing homes and private property through the Crime Reduction Communication Strategy. 	<ul style="list-style-type: none"> ■ In-Progress ■ In-Progress ■ In-Progress ■ In-Progress ■ In-Progress ■ In-Progress
	TARGET M6.1 Decrease residential break and enters below the five-year average	On track
	<p>COMMENTARY The CPS hosted a townhall with the Business Advisory Committee, a City of Calgary committee led by Councillor Sharp, to further strengthen relationships, gain insights on issues and crime prevention strategies.</p> <p>Several break and enter (B&E) crime series were concluded by way of charges for the prolific offenders responsible for these</p>	

events. There is a direct correlation between when prolific offenders are in custody and lower B&E events. We continue to work with partners in the justice system to advocate for more serious penalties and bail conditions for repeat offenders.

District officers conducted neighbourhood campaigns to increase residential safety and continue to promote the 9pm Routine.

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 On track
COMMENTARY	ALERT and CPS continue to coordinate efforts to recover vehicles with altered manufacturer's Vehicle Identification Number (VIN). This year alone, about 21 per cent of known vehicles have been recovered. This will help to reduce auto-theft and insurance fraud.
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 Three initiatives are in place to increase calls diversion away from police. First, Calgary 9-1-1 and Distress Centre 2-1-1 Co-location project is now operating 24/7 since July 1st to transfer non-emergency mental health calls to the Distress Centre.

Second, a District 1 pilot project was started in August with Calgary 9-1-1, Distress Centre 2-1-1 and Alpha House's Downtown Outreach and Addiction Partnership (DOAP) to change how to respond to check on welfare and unwanted guest calls within the homeless and vulnerable populations. The types of calls are being diverted away from police unless there's an indication of violence.

Third, the Distress Centre is working on a "Make the Right Call Campaign" to promote the types of calls most appropriate for 9-1-1 and 2-1-1, and other helplines.

The Province of Alberta launched several initiatives aimed at addressing the current opioid crisis. As part of the Virtual Opioid Dependency Program / Digital Overdose Response System (VODP/DORS) program, the CPS received 500 Naloxone kits and pamphlets. These kits and information were distributed in May to frontline responders to distribute to members of the public who are at risk of experiencing or witnessing an overdose. These include officers at districts offices who respond to calls for service, specialised teams who engage with groups facing vulnerabilities, and at Arrest Processing. Based on a survey and feedback from CPS members, the availability of kits has been well received and some areas would like to continue to have them available.

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- 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 The CPS continues to explore opportunities to collaborate with city partners and reduce social disorder around train stations and surrounding neighbourhoods. Operation Clean-up took place leading up to Stampede and feedback from citizens was positive in relation to joint efforts helping to create a safer space. The East Village Safety Hub opened to address safety within the community by increasing uniformed presence as part of a crime suppression tactic and includes social serving agencies as partners. This collaborative is similar to the Stephen Avenue Safety Hub (SASH) model.

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- 8.1 Increase Road Safety
 - Increase enforcement of speeding, distracted driving, and impaired driving. ■ In-Progress

	<ul style="list-style-type: none"> Implement Mandatory Alcohol Screening. ● Completed in Q2 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 in Q1) 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
TARGET	<p>M8.11 Reduce number of pedestrian collisions On track</p> <p>M8.12 Reduce traffic collisions at intersection safety camera locations</p>
COMMENTARY	<p>As traffic patterns return to pre-pandemic levels, frontline officers have increased traffic safety and enforcement activities.</p> <p>Increase in social media posts about traffic safety and enforcement. As per the Alberta Traffic Safety calendar, communication priorities included Impaired Drivers, New Drivers, and Back to School safety.</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)
TARGET	M9.1 Complete risk assessments for all major events and festivals On track
COMMENTARY	<p>Operation Safety For All 2.0 concluded June 30 (initiated Feb 15). This operation had MEEMS supply officers to Transit to work collaboratively on social disorder along the light rail transit lines with education, enforcement, and presence.</p> <p>Command 200 was rolled out to patrol in September. This course discusses "Talk vs Action".</p> <p>The CPS planned and managed public safety at the following major events over the summer months: Canada Day celebrations, Calgary Stampede (1.2 million in attendance), Calgary Stampede Parade (300,000 in attendance), Global Fest, and Pride Parade.</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 in Q1</p> <p>Q2: Engage with partners to support Congress security and coordinate resources with the Calgary Emergency Operations Centre. ● Completed in Q2</p>
TARGET	M9.2 Develop event safety plan and budget On track



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	81
M9 85% of citizens agree that CPS is a police service they trust	85	85	n/a	77

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
10.1 Indigenous Roadmap	Q1: Establish Indigenous Relations Team.	■ In-Progress
	Q1: Establish Elders' circle.	▲ Modified (Cancelled for 2022)
	Q1: Develop Indigenous Education Strategy for members.	■ In-Progress
	Q2: Establish members' circle.	▲ Modified (Delayed until Q2 2023)
	Q2: Deliver expanded officer exchange program with local Indigenous police services.	● Completed in Q3
	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.	On track
	COMMENTARY In order to ensure sustainability, the IRT is looking towards being permanently staffed with a minimum of 6 sworn officers and 4 civilian positions, which is in line with the Indigenous Relations Office at the City of Calgary. Additionally, the Team looks to be established as a permanent business operation within CPS.	
	As a result of consultations with the Indigenous Advisory Circle, community members, Traditional Knowledge Keepers and Elders, the Indigenous Relations Team has been directed to focus on reconciliation work. The Team will not be proceeding with an Elders' Circle at this time.	
	Seven Indigenous e-learning modules have been delivered out of 16.	
	The Indigenous Relations Team is meeting with Elders, Traditional Knowledge Keepers and community members to develop a suitable, traditional basis for the Circle grounded in ceremony prior to proceeding.	
	Given the current limited resources, workload and competing priorities, of the Indigenous Relations Team and other Indigenous police services, formal officer exchange programs will be pursued next year. However, in the interim, the team is always willing to provide support to other policing services when asked.	
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%	On track
COMMENTARY	Camp Courage, organized by Calgary Police Youth Foundation, allowed girls aged 15-18 to learn from female police officers, paramedics, and firefighters. The primary purpose of the one-week camp held in July was to introduce young women to careers as first responders by providing information, inspiration, education, and empowerment.	
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.	▲ Modified (Delayed to Q1 2023)
	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 Q4
COMMENTARY	Engagement is on track to be completed in Q4. Action plan delayed pending completion of engagement.	
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	On track
	M12.12 Reduce public complaints by 5%	On track
COMMENTARY	Four Civilian Investigative Full-Time Equivalent positions were made permanent in July 2022.	
12.2 Street Checks	Q1: Continue to work with the Government of Alberta and other provincial law enforcement agencies on a provincial implementation plan.	■ In-Progress
	Q1: Implement policy changes.	■ In-Progress
	Q2: Deliver training on Street Checks.	■ In-Progress
	Q2: Complete public engagement on Street Checks.	■ In-Progress
	Q4: Establish Business Intelligence (BI) reporting.	■ In-Progress
TARGET	M12.2 100% of officers are trained on the new legislation on street checks and carding	On track
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	On track
COMMENTARY	The Calgary Police Service is reviewing Statistics Canada draft recommendations for the police racialized and indigenous data collection project for public feedback, released on September 1st.	
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.	■ In-Progress
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	61
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.	■ In-Progress
	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 lens	Off-target
	COMMENTARY The focus of the Office of Respect and Inclusion has been on building the mandate and conducting the hiring for permanent positions that will integrate the principles of EDI. The EDI lens will be further refined in Q4, building on the work from Canadian Equality Consulting and the University of Calgary research partnership. An HR Policy Consultant was hired in Q3. A project team was established to inventory and prioritize HR policies for review based on highest risk and impact to the service. This will ensure that HR policies adhere to EDI best practice and principles and comply with all applicable employment legislation, the Canadian Charter of Rights and Freedoms, and the Alberta Human Rights Act.	
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.	● Completed in Q2
	Q3: Training and development provided to reduce the impacts of bias and systemic discrimination in recruitment and curriculum development.	● Completed in Q3
	TARGET M13.2 65% of recommended culture and social norm recommendations (“nudges”) implemented	On track
	COMMENTARY An EDI developmental workshop was delivered for the CPS Curriculum Designers and was facilitated by the University of Calgary using resources they have developed to teach principles and strategies for integrating EDI-related content into training materials.	
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.	● Completed in Q2
	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
	COMMENTARY	The Recruiting, Marketing and Outreach Plan is currently being updated to ensure that the CPS is able to meet hiring and EDI objectives for 2023-2026.	
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.	▲ Modified (Delayed to Q4)
		Q4: Leadership training developed to enhance response and reduce barriers to reporting.	■ In-Progress
	TARGET	M13.4 Ten University of Calgary recommendations actioned	On track
	COMMENTARY	The University of Calgary has researched and developed recommendations to ensure that there is a trauma informed and EDI lens put on how the Service addresses member concerns through Human Resources, Office of Respect and Inclusion, as well as Professional Standards. Through this work, a sexual and gender harassment course for sergeants will also be developed and piloted to equipping them with the skills to deal with these issues when they arise.	
13.5 Office of Respect & Inclusion Communication Strategy		Q1: Develop the Office of Respect & Inclusion communication strategy and communicate Service-wide.	▲ Modified (Delayed to Q4)
	TARGET	M13.5 10% increase in the number of employees accessing proactive Alternative Dispute Services	Off-target
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.	■ In-Progress
		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



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).	■ In-Progress
	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).	■ In-Progress
	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).	■ In-Progress
TARGET	M15.11 70% of Service Optimization Review (SOR) Patrol Deployment recommendations are actioned	On track
	M15.12 5% increase in online reporting	On track
COMMENTARY	The CPS is taking into consideration the implications of five new communities on the city's outer edge approved by City Council in July. Three more communities will be discussed in the Fall.	

16.1 Infrastructure Plans		Q2: Deliver an organizational design for employee use of space in CPS facilities post COVID-19.	● Completed in Q3
		Q3: Establish a five-year operating and lifecycle management plan for existing facilities.	● Completed in Q2
		Q3: Establish a facility lifecycle replacement plan to ensure critical building systems and structural component remain functional.	● Completed in Q2
		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	On track
	COMMENTARY	The final Corporate Coordinated and Operations and Maintenance Program (CCOM) recommendations were received from The City of Calgary.	
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 in Q1
		Q2: Complete training for FCSU members (group 2).	● Completed in Q3
		Q3: Formal roll-out of instrument to specialty units.	■ In-Progress
		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.
17.2 Technological Roadmap		Q2: Complete Computer Assisted Dispatch (CAD) procurement.	■ In-Progress
		Q3: Implement the Technology Ethics Steering Committee.	● Completed in Q3
		Q4: Complete the Connected Frontline Program Plan to address frontline and investigative technological needs.	● Completed in Q2
		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	On track
	COMMENTARY	The CPS Technology Ethics Steering Committee's inaugural meeting was in July 2022. The committee is composed of seven external members and eight internal members. The Technology Ethics Steering Committee will guide the development of an ethical framework for policing technologies and personal data used by law enforcement.	
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	On track

APPENDIX 1: PERFORMANCE MEASURES

MEASURES	Target	Q3			Annual	
	Status	2021	2022	% Change	Target	2022 (Year-to-Date)
M1.1 Maintain 2021 levels for psychological disability claims.	Off-target	12	14	17%	42	54
M1.2 Return to the Workplace policy and guidelines completed and communicated.	On track		Annual		New	Completed
M1.3 Reduce the number of preventable Service vehicle collisions year over year.	On track	47	49	4%	226	175
M2.1 Career Management Program implemented Service-wide.	Off-target		Annual		New	Delayed
M2.2 90% of eligible Inspectors and Directors have completed the Leadership Development Program.	On track		Annual		New	TBD in Q4
M2.3 60% of employees agree that they are provided with adequate training to perform their job.	TBD in Q4		Annual		60	TBD in Q4
M3.1 Increase employee engagement activities.	On track	New	5328	New	New	5535
M4.1 Review and implement recommendations of three Human Resources processes related to accommodations, expression of interest, and disability management.	On track	New	2	New	New	2
M5.11 Reduce shootings year over year	Off-target	35	33	-6%	95	106
M5.12 Reduce violent incidents where a firearm or suspected firearm is present below the five-year average	Off-target	115	123	7%	384	406
M5.2 Decrease robberies below the five-year average	On track	271	254	-6%	1,013	768
M6.1 Decrease residential break and enters below the five-year average	On track	1,056	863	-18%	4,240	2,805
M6.2 Reduce theft of motor vehicles below the five-year average	On track	1,295	1,480	14%	6,201	4,566
M7.11 Increase calls to Mobile Response Team (MRT) by 10%	On track	471	985	109%	1,664	2,718
M7.12 Increase dispatched calls to Police and Crisis Team (PACT) by 5%	On track	642	575	-10%	2,296	1,827
M7.13 Decrease Form 10 apprehensions by 5%	On track	1,050	754	-28%	4,463	2,587
M7.2 Increase perception of safety in the downtown core (Stephen Avenue Safety Hub Survey)	TBD in Q4		Annual		22.4	TBD in Q4
M8.11 Reduce number of pedestrian collisions	On track	120	135	13%	407	336
M8.12 Reduce traffic collisions at intersection safety camera locations	On track	334	344	3%	1,268	868
M9.1 Complete risk assessments for all major events and festivals	On track	11	9	-18%	104	44
M9.2 Develop event safety plan and budget	On track		Annual		New	TBD in Q4
M10.1 50% of police related TRC Calls to Action and MMIWG Calls to Justice are being addressed.	On track		Annual		New	TBD in Q4
M10.2 Increase deployment of Diversity Resource Team to community events by 5%	On track	New	73	n/a	New	189
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 Q4		Annual		New	TBD in Q4

MEASURES	Target	Q3			Annual	
	Status	2021	2022	% Change	Target	2022 (Year-to-Date)
M12.11 15% of formal PSS investigations are closed within 12 months	On track		Annual		15%	TBD in Q4
M12.12 Reduce police complaints by 5%	On track	85	79	-7%	374	277
M12.2 100% of officers are trained on the new legislation on street checks and carding	On track	New	82%	New	New	82%
M12.3 Foundational work for race-based data collection completed	On track	New	N/A	New	New	2
M12.41 Increase the number of officers with BWC by 200	On track	New	43	New	New	75
M12.42 100% of eligible vehicles have ICV upgrade by the end of 2022	On track	New	69%	New	New	85%
M12.5 Increase number of social media followers by 5% (Twitter, Facebook, Instagram)	On track	426,626	462,447	8%	434,003	462,447
M13.1 25 Human Resources policies are reviewed with the EDI lens	Off-target	New	5	New	New	5
M13.2 65% of recommended culture and social norm recommendations ("nudges") implemented	On track	New	N/A	New	65%	N/A
M13.31 Hire 135 sworn members, with a focus on recruitment of a diverse group of qualified candidates	On track	37	51	38%	135	121
M13.32 15% increase in outreach events with an EDI component	On track	12	27	125%	43	78
M13.4 Ten University of Calgary recommendations actioned	On track	New	0	New	New	0
M13.5 10% increase in the number of employees accessing proactive Alternative Dispute Services	Off-target	New	5	New	87	16
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		Annual		85	TBD in Q4
M14.12 Training plan developed	TBD in Q4		Annual		New	TBD in Q4
M15.11 70% of Service Optimization Review (SOR) Patrol Deployment recommendations are actioned	On track	New	67%	New	70%	67%
M15.12 5% increase in online reporting	On track	5,064	5,634	11%	18,386	16,383
M16.1 Infrastructure plans are completed	On track		Annual		New	TBD in Q4
M17.1 Reduce investigation resources on files where Rapid DNA is used.			Annual		New	TBD in Q4
M17.21 80% of IT service requests resolved	On track	85	94	11%	80	94
M17.22 Connected Frontline Plan delivered	On track		Annual		New	Completed
M17.3 Plan for procurement of HRIS is delivered	On track		Annual		New	TBD in Q4

Note: "New" denotes a measure that was developed for 2022 and has no comparable data in 2021.