



2023 Annual Policing Plan

Quarter 2 Report



Calgary Police Service

CALGARY POLICE SERVICE Annual Policing Plan Quarter 2 Report

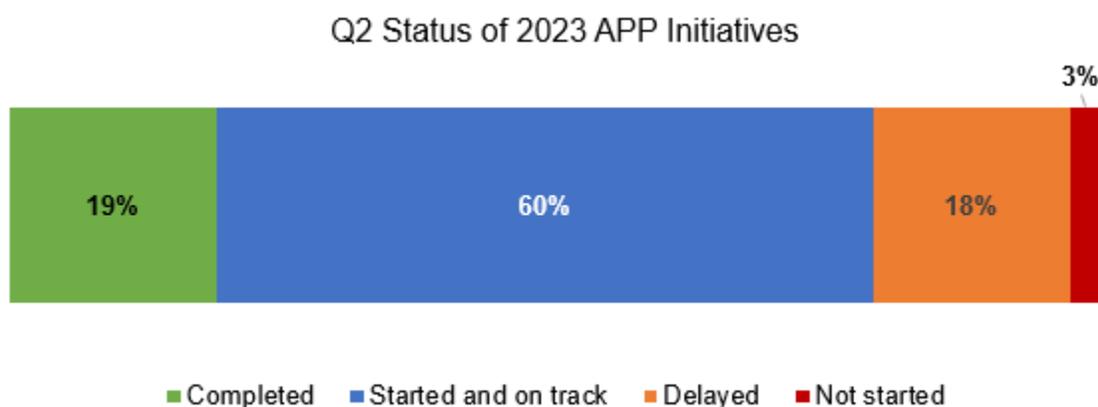
2023 Annual Policing Plan: Quarter 2 Report

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Executive Summary

The 2023 Annual Policing Plan (APP) consists of 107 initiatives and 75 performance measures that support the Calgary Police Service's (CPS) corporate goals and key performance indicators (KPIs). The activities align with the five (5) long-term goals outlined in the Service's Strategy and the 12 commitments identified in the 2023-2026 Service Plans and Budget.

Three quarters (74%) of the initiatives in the 2023 APP are scheduled to be completed in Q3 and Q4. At the end of the second quarter (Q2), April to June, 19% of the scheduled initiatives were reported completed, 60% have been started and are on track for completion, 18% have been delayed, and 3% of the activities have not started but are expected to begin in Q3 and Q4.



This report focuses on 25 initiatives that were completed or scheduled to be completed in Q2; 12 were completed and 13 have been delayed. Some of the 13 activities that have not been completed to date have been delayed due to resource limitations or a shift in an external partner's timeline. More than half (54%) of the delayed initiatives are projected to be completed in Q3.

Highlights of Q2 Completed Initiatives:

- The Traffic Section coordinated public messaging and provided resources to the district offices regarding Alberta's Traffic Safety Calendar that encompassed speed, motorcycle safety, and commercial vehicle safety.
- The CPS hosted the Trauma Informed Best Practices and Interagency Collaboration Conference in May 2023 as part of the National Victims and Survivors of Crime Week. The conference was attended by 30 CPS members and 65 delegates from partner agencies including Luna Child and Youth Advocacy Centre, Calgary Communities Against Sexual Abuse (CCASA), the Royal Canadian Mounted Police (RCMP), Stoney Nakoda Child and Family Services, Pacific Assistance Dogs (PADS) Training

Centre, Calgary Drop-In Center, Airdrie and District Victims Services, Vulcan Regional Victims Services, Strathmore Victims Services, Foothills Regional Victims Services, Cochrane and Area Victims Services, Alberta Health Service's Indigenous Mental Health program, Calgary Sexual Assault Response Team (CSART), and representatives from local school boards.

- The Civilian Recruitment, Interview, and Selection (RIS) course has been delivered to 45 CPS leaders focused on best practices. Training sessions will continue to be offered quarterly ensuring that newly hired and promoted leaders understand civilian hiring concepts such as mitigating unconscious bias and standardizing processes for equity and effective interviewing skills.
- An Equity Lens is complete and being applied by the Office of Respect and Inclusion at workshops and consultations. For example, the lens was utilized at the mobilizer inclusive language workshop and applied at the community roundtable session to reimagine how police engage with youth in schools (PEYS).

Key Performance Indicators 2023-2026

There are several performance indicators that are tracked and reported on by the Service in alignment with the APP. The KPIs align with the CPS commitments to City Council as part of the 2023-2026 Service Plan and Budget. These measures are cascaded and operationalized through the activities and priorities outlined in the APP. KPIs move beyond a simple yes or no answer and require data analysis to gauge performance.

Key Performance Measures	Target	2019	2020	2021	2022	2023
Goal 1: Increase Community Safety and Well-Being						
M1. Percentage of Calgarians who feel safe (Council KPI 4)	Increase to above 80% (5-year average)	82%	79%	79%	78%	TBD Q4
M2. Crime Severity Index (Council KPI 1) ¹	Maintain below 83.92 (5-year average)	95.84	81.32	74.21	77.63	TBD 2024
M3. Weighted Clearance Rate (Council KPI 8) ¹	Increase to above 30 (pre-2021 levels)	26.57	28.15	29.95	30.83	TBD 2024
Goal 2: Increase Trust and Confidence						
M4. Percentage of Calgarians who have confidence in CPS (Council KPI 5)	Increase to 90 (pre-2020 levels)	NA	94%	NA	86%	NA
M5. Percentage of Calgarians who agree that CPS is a police service they trust (Council KPI 6)	Increase to above 80 (2020 level)	NA	86%	NA	77%	NA
Goal 3: Increase Effectiveness and Efficiency						
M6. Operating cost per capita (Operating Dollars Only) (Council KPI 7)	Maintain	393	394	390	405	TBD 2024
Goal 4: Increase Employee Satisfaction and Engagement						

¹ Statistics Canada: Table 35-10-0190-01 Crime severity index and weighted clearance rates, police services in Alberta
DOI: <https://doi.org/10.25318/3510019001-eng>

M7. Employee Engagement Index (Council KPI 10)	Increase to above 70 (pre-2015 levels)	62	55	46	42	TBD Q4
Goal 5: Increase Equity, Diversity, and Inclusion						
M8. Percentage of Calgarians who agree that officers respond in a fair way when dealing with all segments of the Calgary community (Council KPI 11)	Increase to above 80% (pre-2015 levels)	NA	70%	NA	61%	NA

Planned Initiatives

The following section highlights the activities that were completed in Q2 and the initiatives that have been delayed. The initiatives are categorized reflecting the phase of each activity (e.g., completed, delayed, not started) and the performance measures are labeled based on the target status (e.g., on target, off target). The supporting performance measures are tracked quarterly and/or annually to demonstrate change. Some measures are new to 2023 and do not have 2022 data. Occasionally, the definition of a measurement may be amended to better reflect the data.

Goal 1: Increase Community Safety and Well-Being

Sub-Goal B: Provide Support to Victims Through Investigative Excellence

Planned Initiatives	Status
<p>9. Implement revisions to the missing person response by Q2</p> <p>Update: Timelines have been revised to allow for fulsome community collaboration in relation to the proposed Indigenous portfolio which has resulted in an enhanced proposal to partner an Indigenous social worker with an investigator. Revised timeline: TBD based on approval of recommendation and accompanying position posting.</p>	❖ Delayed
<p>➤ M17. Reduce number of unsolved historical missing person investigations</p>	TBD Q4

Sub-Goal C: Improve Traffic Safety

Planned Initiatives	Status
<p>16. Deliver traffic safety education, partnership, and enforcement inclusive of work within Traffic and Arrest Processing Section as well as the Districts within the Community Policing Bureau in alignment with the Alberta Traffic Safety Calendar</p> <p>Update: The Traffic Section coordinated public messaging and provided resources to the district offices regarding Alberta's Traffic Safety Calendar that encompassed speed, motorcycle safety, and commercial vehicle safety for Q2.</p>	<p>✓ Completed</p>
<p>➤ M24. Reduce number of fatal and major injury vehicle collisions</p>	<p>Off target</p>
<p>➤ M25. Reduce rate of pedestrian collisions (per 100,000 population)</p>	<p>Off target</p>
<p>➤ M26. Increase number of violation tickets written by patrol and traffic</p>	<p>On target</p>
<p>18. Implement the Administrative Penalties Information System (APIS) for Traffic Safety Act offences (automated enforcement and officer issued) by Q1</p> <p>Update: The timeline has been extended due to a delay in approval by the Justice Online Information Network (JOIN) to access APIS backend data. Revised timeline: Q3</p>	<p>❖ Delayed</p>

Sub-Goal D: Improve Call Management, Diversion, and Crisis Response

Planned Initiatives	Status
<p>23. Establish a governance framework (accountable entity) for all crisis transformation initiatives by Q1</p> <p>Update: The City of Calgary and the CPS have committed to taking the lead as the accountable entity for this work.</p>	<p>✓ Completed</p>

<p>24. Review Police and Crisis Team (PACT) evaluation and work with Alberta Health Services (AHS) partners to reimagine Police and Crisis Teams vis-à-vis other crisis transformation initiatives by Q2</p> <p>Update: Delayed due to scheduling conflicts. Revised timeline: Q3</p>	 Delayed
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Sub-Goal E: Address the Recruiting and Staffing Issues Impacting the Services We Provide

Planned Initiatives	Status
<p>32. Conduct training sessions for CPS leaders on recruitment, interviewing, and selection to enhance civilian hiring approach by Q3</p> <p>Update: The Civilian Recruitment, Interview, and Selection (RIS) course has been delivered to 45 CPS leaders focused on best practices. Training sessions will continue to be offered quarterly ensuring that newly hired and promoted leaders understand civilian hiring concepts such as mitigating unconscious bias and standardizing processes for equity and effective interviewing skills.</p>	 Completed
<p>➤ M38. Increase percentage of civilian vacant positions filled</p>	Establishing Baseline
<p>➤ M39. Increase percentage of civilian growth positions filled</p>	Establishing Baseline

Goal 2: Increase Public Trust and Confidence

Sub-Goal F: Increase Accountability and Transparency

Planned Initiatives	Status
<p>37. Convert two (2) additional sworn investigator positions to civilian investigator positions by Q3</p> <p>Update: One (1) civilian investigator role was filled on the Investigative Team, and the other position was filled on the Intake Team.</p>	 Completed

<p>40. Create a social media strategy to communicate with Calgarians more effectively through increased reach and engagement to improve public trust, confidence, and public safety by Q1</p> <p>Update: Delayed due to staffing shortages. Vacancies have now been filled to create capacity for the strategy to be complete in Q3. Revised timeline: Q3</p>	❖ Delayed
<p>➤ M45. Increase number of news releases on arrests and charges, investigative appeal to the public, and positive stories (such as crisis response and anti-racism initiatives)</p>	Off target

Sub-Goal G: Strengthen Relationships

Planned Initiatives	Status
<p>41. Work through community partnerships to identify viable candidates for the “Mobilizer” program, including hiring, onboarding, and deployment of new civilian ambassadors by Q2</p> <p>Update: In Q2, five (5) community mobilizers were hired representing African, Latin, Asian, Gender and Sexually Diverse communities. Revised timeline: Q3</p>	❖ Delayed
<p>42. Identify synergies in community to deliver youth-based intervention and prevention programs (e.g., recreation or mentorship programs) by Q2</p> <p>Revised timeline: Q3 due to personnel changes and a delay in external funding</p>	❖ Delayed

<p>43. Work with the Calgary Police Youth Foundation (CPYF) and YouthLink to generate ideas and proactively deliver on “Bridges for Brighter Futures” youth programming by Q1</p> <p>Update: The CPYF’s Bridges to Brighter Futures is a child and youth crime prevention, education, and intervention program. In collaboration with the CPYF each police district has led a targeted community engagement initiative aimed at addressing the specific needs of the communities they serve. For example, District 2 hosted a “Wheel into Summer” event where youth learned about bike safety and were provided with bikes and safety gear.</p>	<p>✓ Completed</p>
<p>44. Develop Action Plan for Youth Advisory Board (YAB) by Q2</p>	<p>✓ Completed</p>
<p>➤ M47. Increase number of youth participants</p>	<p>On target</p>
<p>➤ M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth</p>	<p>TBD 2024</p>
<p>46. Collaborate with the public, industry, and academia to help guide technology and data choices as part of the Technology Ethics Steering Committee (TESC) by Q1</p> <p>Revised timeline: TBD based on conflicting priorities and capacity</p>	<p>❖ Delayed</p>
<p>➤ M49. Increase number of projects that receive Ethics Committee input</p>	<p>TBD Q4</p>

Sub-Goal H: Improve Professionalism

Planned Initiatives	Status
<p>50. Communicate updated policies for body-worn and in-car camera programs by Q2</p> <p>Update: The body-worn camera (BWC) policy is complete, and it is projected that the in-car video policy will be finalized in Q3. Work is continuing on updating the external BWC webpage which will include information about citizen rights, how police use BWCs, procedure for requesting BWC videos, and the Professional Standards Section complaint process. Revised timeline: Q3</p>	❖ Delayed
<p>➤ M54. Increase percentage of public complaints resolved using body-worn camera</p>	Establishing Baseline

Goal 3: Increase Effectiveness and Efficiency**Sub-Goal J: Creating Efficiencies Through Technology**

Planned Initiatives	Status
<p>56. Initiate the multi-year implementation plan for the Sentry Task Force recommendations by Q1</p> <p>Update: The plan has been initiated and ten (10) of the 46 task force recommendations have been implemented with four (4) of the recommendations completed in Q2. The team is in the process of testing and installing an upgraded version of Sentry which is required for the Niche Universal App (UA) upgrade.</p>	✓ Completed
<p>58. Evaluate current technology to develop business requirements for a Human Resources Information System (HRIS) by Q3</p> <p>Update: Current technology has been evaluated and business requirements developed for a new Human Resources Information System (HRIS). Negotiations are in motion with The City to determine whether they will be able to meet the business requirements.</p>	✓ Completed

Planned Initiatives	Status
<p>60. Complete a Request for Proposal (RFP) to install HAWCS helicopter technology by Q3 (implementation in 2024)</p> <p>Update: The capital request has been supported by the Service for mid-cycle budget adjustment in November 2023 and the RFP has been drafted.</p>	<p>✓ Completed</p>
<p>62. Complete a Request for Proposal to upgrade the Computer Assisted Dispatch (CAD) by Q2</p> <p>Update: The RFP closed in Q2 with vendor selection scheduled for Q3. Revised timeline: Q3</p>	<p>❖ Delayed</p>
<p>64. Complete the implementation of Occupational Health and Safety Software in partnership with The City of Calgary by Q1</p> <p>Revised timeline: TBD based on resourcing</p>	<p>❖ Delayed</p>
<p>➤ M56. Commit 90% of capital budget for information technology</p>	<p>TBD Q4</p>

Goal 4: Increase Employee Satisfaction and Engagement

Sub-Goal M: Support Employee Development Opportunities

Planned Initiatives	Status
<p>76. Build out the training strategy for non-patrol areas that align with the existing frontline training approach by Q2</p> <p>Update: To address the COVID-19 training deficit, 96 members with three (3) to five (5) years of experience have been trained on confidential informants, search warrant drafting, and interviewing skills through the 300 level Investigative Skills Education Program (ISEP). Customized courses were also delivered to groups such as the Child at Risk Response Team, Arrest Processing Section, and General Investigations Units.</p>	<p>✓ Completed</p>

Planned Initiatives	Status
<p>77. Procure and implement external learning library (e.g., LinkedIn Learning) to support and enhance professional development within the Service by Q2</p> <p>Update: The Request for Proposals (RFP) closed with proposal assessments and vendor selection occurring in Q3. Revised timeline: Q4.</p>	❖ Delayed
<p>84. Identify business requirements for technology to support the Performance Development Tool to inform the replacement of current aging technology by Q4</p> <p>Update: Business requirements for technology to support the Performance Development Tool have been identified. Next steps include building out the competency models within the technology to enable effective performance conversations.</p>	✓ Completed
<p>➤ M66. Increase percentage of supervisors who have completed the Employee Annual Assessment</p>	TBD Q4
<p>➤ M67. Increase percentage of employees surveyed who agree that they receive performance development feedback from their supervisor at least once per year</p>	TBD Q4

Goal 5: Increase Equity, Diversity, and Inclusion

Sub-Goal O: Empower Workforce to Apply an Anti-Racism and Equity, Diversity, and Inclusion (EDI) Lens

Planned Initiatives	Status
<p>90. Leverage census data to inform employee supports and the application of the EDI lens by Q2</p> <p>Update: Equity Lens is complete and being applied by the Office of Respect and Inclusion at workshops and consultations. For example, the lens was utilized at the mobilizer inclusive language workshop and applied at the community roundtable session to reimagine how police engage with youth in schools (PEYS).</p>	✓ Completed

<ul style="list-style-type: none"> ➤ M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives 	Establishing Baseline
<ul style="list-style-type: none"> ➤ M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components 	TBD Q4
<p>96. Build an informal conflict management program through mentorship, training, and mediation supports by Q2</p> <p>Update: Office of Respect and Inclusion offers informal conflict management advice and support, however policy updates (e.g., Workplace Violence, Harassment Prevention, Code of Conduct) and process mapping have delayed the establishment of a fully service-wide coordinated process. Revised timeline: Q4</p>	❖ Delayed

Sub-Goal Q: Collaborate with Partners on a Shared Vision

Planned Initiatives	Status
<p>105. Develop an anti-racism and cultural competency education plan to empower employees as anti-racism leaders by Q2</p> <p>Update: A Racial Equity Office has been established and staffed with the Anti-Racism Manager and Strategic Advisor who will begin developing the cultural competency education plan in Q4. Revised timeline: 2024</p>	❖ Delayed
<ul style="list-style-type: none"> ➤ M75. Deliver three (3) anti-racism initiatives (School Resource Officer Trauma Engagement, ARAC Evaluation Report, ARAC Communication Plan) 	On target

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Appendix 1: Performance Measures

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M9. Reduce number of property crime incidents	Reduce	On target	14,187	12,669	26,894	25,862	-3.8%	52,486	TBD Q4
M10. Reduce number of violent crime victims	Reduce	Off target ²	3,381	3,908	6,499	7,385	13.6%	13,359	TBD Q4
M11. Increase weighted violent crime clearance rate ¹	Increase	TBD 2024	Annual		47.65	TBD 2024	TBD 2024	47.65	TBD 2024
M12. Maintain number of higher harm offenders monitored	Maintain	On target	513	495	1,034	1,005	-2.8%	2,041	TBD Q4
M13. Reduce number of violent crime occurrences in downtown	Reduce	TBD Q4	Annual		New ³	TBD Q4	New	New	TBD Q4
M14. Reduce number of crime occurrences at LRT stations	Reduce	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M15. Increase number of community impact assessments	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M16. Increase number of trauma-informed training opportunities	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4

² During the 2nd Quarter, the number of person robberies was 48% higher than average, and 66% higher than the same time last year. There was also a 10% increase in the number of assaults compared to the same quarter last year. While almost every category of assault increased, the largest change was a 34% increase of assault with a weapon/causing bodily harm.

³ Indicates a "New" performance measure for the 2023 Annual Policing Plan (APP)

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
MI7. Reduce number of unsolved historical missing person investigations	Reduce	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
MI8. Increase number of unsolved homicide files	Increase to above 77 (5-year average)	TBD Q4	Annual		78	TBD Q4	TBD Q4	78	TBD Q4
MI9. Reduce number of devices in the Digital Forensics Team (DFT) queue	Reduce	On target	New	New	427	393	-8%	414	TBD Q4
M20. Monitor number of investigations started from crime gun tracing	Monitor	On target	97	130	238	211	-11.3%	517	TBD Q4
M21. Increase number of investigations using 3D scanner	Increase >85 (2022)	On target	18	15	30	45	50%	85	TBD Q4
M22. Increase number of investigations supported by the Cyber Crime Team (CCT)	Increase	Establishing Baseline ⁴	New	45	New	115	New	New	TBD Q4
M23. Increase number of courses delivered on crypto currency	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M24. Reduce number of fatal and major injury vehicle collisions	Reduce	Off target ⁵	108	130	200	232	16%	488	TBD Q4

⁴ Represents a new performance measure with no past data. 2023 will be used to establish a baseline target.

⁵ Fatal and major injury collisions register an increase because 2022 falls into 'COVID years' which saw a significant reduction in overall collision totals.

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M25. Reduce rate of pedestrian collisions (per 100,000 population)	Reduce	Off target ⁶	102	98	194	210	8.2%	472	TBD Q4
M26. Increase number of violation tickets written by patrol and traffic	Increase	On target	25,709	26,858	50,012	57,131	14.2%	105,104	TBD Q4
M27. Percentage of calls for service attended to by officers (Council KPI 3)	Monitor	On target	64.9%	65.5%	65.4%	65.8%	0.6%	65.1%	TBD Q4
M28. Percentage of Calls Resulting in an Occurrence Report	Monitor	On target	23.5%	22.6%	23.7%	22.7%	-4.2%	22.8%	TBD Q4
M29. Average Drive Time to Emergency Calls (Priority 1 Calls)	< 7 minutes	Off target ⁷	10.1	10	9.9	10.1	2%	10.1	TBD Q4
M30. Increase percentage of time patrol spends on proactive activities (traffic safety, offender management, crime reduction strategies and relationship building within the community) (Council KPI 9 – Proactive Patrol Time)	Increase	On target	17.1%	18.1%	17.6%	18.4%	4.5%	17.6%	TBD Q4
M31. Allocate 100 percent of funds earmarked for the Community Safety Investment Framework (CSIF)	100%	TBD Q4	Annual		New	TBD Q4	New	100%	TBD Q4

⁶ Pedestrian collisions register an increase because 2022 falls into 'COVID years' which saw a significant reduction in overall collision totals.

⁷ Factors influencing this measurement include the policy definition of a 911 call and the shift from geographic to district-wide deployment. This metric is in the process of being redeveloped into a more meaningful measure.

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M34. Increase number of contacts from crisis response initiatives	Increase >15,000	On target	1,901	4,229	3,287	7,858	139%	8,885	TBD Q4
M35. Increase percentage of annual officer applicants that represent the diversity of the community	increase	On target	50%	61%	46%	56%	22%	New	TBD Q4
M36. Increase percentage of officer recruitment outreach events with Racialized and marginalized communities	Increase	Establishing Baseline	New	18%	New	20%	New	New	TBD Q4
M37. Meet 100 percent of annual sworn recruiting target	100%	On target	34%	35%	50%	53%	6%	New	TBD Q4
M38. Increase percentage of civilian vacant positions filled	100%	Establishing Baseline	New	40%	New	75%	New	New	TBD Q4
M39. Increase percentage of civilian growth positions filled	100%	Establishing Baseline	New	34%	New	46%	New	New	TBD Q4
M40. Increase number of public compliments	Increase	Off target ⁸	71	54	158	131	-17.1%	306	TBD Q4
M41. Reduce number of public complaints (contacts) to Professional Standards Section ⁹	Reduce	Establishing Baseline	New	294	New	583	New	1,157	TBD Q4
M42. Increase percentage of complaints resolved within 12 months	Increase	TBD Q4	Annual		New	TBD Q4	New	52%	TBD Q4

⁸ The number of compliments received by PSS has seen slight decreases since 2017. PSS cannot control the flow of compliments submitted by the public.

⁹ Measure definition changed from 2022. 2023 includes contacts and externals

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M43. Increase percentage of complaints addressed through Alternative Dispute Resolution	Increase	Establishing Baseline	New	36%	New	45%	New	New	TBD Q4
M44. Increase percentage of Calgarians who agree that CPS keeps them informed about safety, crimes, and police actions	Increase	TBD 2024	Biannual Survey		NA	TBD 2024	TBD 2024	67%	TBD 2024
M45. Increase number of news releases on arrests and charges, investigative appeal to the public, and positive stories (such as crisis response and anti-racism initiatives)	Increase	Off target ¹⁰	125	125	252	233	-7.5%	485	TBD Q4
M46. Hire eight (8) civilian mobilizers	8	On target	Annual		New	TBD Q4	New	New	TBD Q4
M47. Increase number of youth participants	Increase	On target	332	408	629	797	26.7%	1,345	TBD Q4
M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth	Increase	TBD 2024	Biannual Survey		NA	TBD 2024	TBD 2024	59%	TBD 2024
M49. Increase number of projects that receive Ethics Committee input	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4

¹⁰ Focus has been on quality of releases more likely to be covered by media, as well as a shift to social media to control the narrative and tell our own story.

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M50. Increase percentage of Subject Behaviour/Officer Response (SBOR) reports that are formally reviewed to ensure policy compliance and training feedback/improvement	Increase	Establishing Baseline	New	87%	New	90%	New	New	TBD Q4
M51. Increase percentage of officers completing mandatory In-Service Training	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M52. Measure and report on de-escalation and use of force twice a year through regular reporting	2	On target	New	1	New	1	TBD Q4	New	TBD Q4
M53. Reduce number of preventable collisions by officers	Reduce <201	On target	55	45	102	91	-10.8%	201	TBD Q4
M54. Increase percentage of public complaints resolved using body-worn camera	Increase	Establishing Baseline	New	48%	New	50%	New	New	TBD Q4
M55. Spend 25% of \$6.5M on critical deferred infrastructure maintenance (or \$1.6M per year)	25%	TBD Q4	0%	0%	7%	7%	0%	New	TBD Q4
M56. Commit 90% of capital budget for information technology	90%	TBD Q4	10%	10%	63%	73%	15.9%	New	TBD Q4
M57. GHG reduction that contributes to The City of Calgary's GHG reduction target of 60% by 2030	Reduce 60% by 2030	TBD Q4	Annual		New	TBD Q4	TBD Q4	New	TBD Q4

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M58. Increase number of Pathways to Engagement updates to CPS employees using different communication channels including email and the CPS newsroom	Increase >100	On target	New	37	New	69	New	New	TBD Q4
M59. Monitor the number of Pathways to Engagement items actioned, tracked, and reported to CPS staff	514	On target	New	228	New	358	New	New	TBD Q4
M60. Increase percentage of employees surveyed who are satisfied that the Service offers a sufficient array of health and wellness services and support	Increase	TBD Q4	Annual Survey		New	TBD Q4	New	New	TBD Q4
M61. Increase percentage of CPS work areas that have integrated the Psychological Wellness Strategy tools and resources	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M62. Reduce number of Occupational Health and Safety incidents	Reduce < 738 (2022)	Off target ¹¹	155	214	342	440	28.7%	738	TBD Q4

¹¹ Factors influencing this measure include an increase in medical aid (e.g., injuries worsening gradually) and previously unreported and untreated incidents (e.g., ergonomic, custom equipment, and hearing loss assessments).

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M63. Ensure 90% of eligible leaders have completed the Called to Lead training	90%	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M64. Increase percentage of members who have received career advisory support ¹²	Increase	TBD 2024	NA	NA	NA	NA	NA	NA	TBD 2024
M65. Increase percentage of employees surveyed who agree they are provided with adequate training to perform their job	Increase >54% (2021)	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	47%	TBD Q4
M66. Increase percentage of supervisors who have completed the Employee Annual Assessment	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M67. Increase percentage of employees surveyed who agree that they receive performance development feedback from their supervisor at least once per year	Increase >70%	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	63%	TBD Q4
M68. Increase percentage of employees surveyed who agree that CPS practices are applied equitably and fairly to all employees	Increase >27% (2022)	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	27%	TBD Q4

¹² Planned initiative associated with this performance measure will not be completed until 2023 Q4

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives	Increase	Establishing Baseline	New	57%	New	57%	New	New	TBD Q4
M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components	Increase	TBD Q4	New	TBD Q3	New	TBD Q3	New	New	TBD Q4
M71. Increase percentage of employees surveyed who agree that the CPS takes appropriate action in response to incidents of harassment	Increase >46%	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	39%	TBD Q4
M72. Increase percentage of Calgarians who agree that the CPS provides the same quality of service to all citizens	Increase	TBD 2024	Biannual Survey		NA	TBD 2024	TBD 2024	64%	TBD 2024
M73. Complete all 16 e-learning courses	16	On target	Annual		New	TBD Q4	New	New	TBD Q4
M74. Complete three (3) activities under the Indigenous Roadmap (rename the Chief Crowfoot Learning Centre, create an investigator position for the Missing Persons Team, and hold a Sacred Space Round Dance)	3	On target	Annual		New	TBD Q4	New	New	TBD Q4

Performance Measures	Target	Target Status	Quarter 2		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M75. Deliver three (3) anti-racism initiatives (School Resource Officer Trauma Engagement, ARAC Evaluation Report, ARAC Communication Plan)	3	On target	Annual		New	TBD Q4	New	New	TBD Q4