



Q1

2021

Annual Policing Plan Quarterly Report

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



CALGARY
POLICE
SERVICE

ISC: Unclassified

Executive Summary

This report presents the quarterly milestones for the priorities set in the 2021 Calgary Police Service (CPS) Annual Policing Plan (APP). The APP supports effective decision-making, investments, improvements to organizational performance, and organizational efficiency and effectiveness.

COVID-19 Pandemic

Since the start of the pandemic, an Incident Management Team was established to provide a coordinated response with operational and investigative support, monitoring, planning, and communication, promoting the long-term goal of transition to recovery and normalization of operations post COVID-19. The impact of COVID-19 on internal business operations include limited access to District offices that provide walk-in services to citizens, limited access to investigative resources, capacity restrictions in the arrest processing area, and modified service delivery from the Victims Assistance Support Team.

Police will continue to be called upon to enforce COVID-19 restrictions pertaining to face covering bylaws and Public Health Act orders, and will respond to all protests to ensure peace and order are maintained. As with other protest enforcement efforts, our priority is to ensure the safety of the public, attendees, and our officers. The success of these efforts hinges on a new enforcement protocol and authority given to police that target noncompliance of those who continue to flout the law.

Approximately eighteen percent of CPS employees continue to work remotely. Police officer recruit class sizes were reduced to twelve persons per class, doubling the training resource requirements. Restrictions have also created challenges for recruit fitness testing and mandatory requalification training for police personnel. Mental health supports were and are available to all CPS employees to address anxiety, relationships issues, child, and financial stresses that are compounded by COVID-19 and isolation restrictions.

Milestones Achieved in Q1

- **GOAL 1: INCREASED COMMUNITY SAFETY & WELL-BEING:** Achieved the milestones set for the offender management program, the District Operations Teams, Crime Prevention Plan, Youth program, and domestic violence.
- **GOAL 2: INCREASED PUBLIC TRUST & CONFIDENCE:** Achieved the milestones set regarding crime prevention through partnerships and the establishment of the Youth Advisory Board.
- **GOAL 3: INCREASED EQUITY, DIVERSITY & INCLUSION:** Made advances in the development of a CPS Anti-Racism Strategy, Equity, Diversity, and Inclusion (EDI) Tool, budget reallocation project, race-based data collection, and community partnerships.
- **GOAL 4: INCREASED EFFICIENCY & EFFECTIVENESS:** Continued to advance the work on the Service Optimization Review, Unified Computer Assisted Dispatch, Alarm Bylaw project, and the evaluation of the Body-Worn Camera and In-Car Digital Video.
- **GOAL 5: INCREASED EMPLOYEE SATISFACTION & ENGAGEMENT:** Advanced the human resource modernization project, the employee wellness support program, and the recruitment and recruit training plan.

Amendments to Q1 Milestones

- Moved to Q3: Integrated Focused Offender Management deliverable moved to Q3 to align with Crime and Community Safety System (CCSS) project timelines. (Initiative 1.2)
- Moved to Q3: The incorporation of the Sexual Assault Investigation Questionnaire into the CPS records management system was reprioritized by the Sentry Team. It is recommended to be rescheduled for Q3, in conjunction with other strategic initiatives that support enhancements to sexual assault investigations. (Initiative 1.6)
- Moved to Q2: The mental health strategy is in its final stages of development and will be completed and communicated to all members in Q2. (Initiative 5.3)

Goal 1: Increased Community Safety and Wellbeing

2021 ANNUAL POLICING PLAN COMMITMENT

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

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

SELECTED INDICATORS	Change since Q1 2020 ¹	Change since Last Quarter
IND1.7 Number of shooting events	↓	↓
IND1.8 Number of drug seizures	↓	↓
IND1.9 Number of break and enter incidents	↓	↓
IND1.15 Number of Form 10 Apprehensions	→	↑
IND1.21 Number of reportable fatal collisions	↓	→

Most crime and disorder indicators tracked by the Annual Policing Plan were in decline in quarter one of 2021, compared to the first quarter of 2020. COVID-19 impacted the property crime, which is twenty-seven percent below the same period in 2020, and nineteen percent below the five-year average. Unfortunately, COVID-19 had less of an impact on violent crime, which is five percent below last year, and remains comparable to the five-year average.

There has been an increase in harassing communication, cyber-related offences, and threats. The CPS is working with partners to address potential victim isolation issues. Incidents of hate crime have also been on the rise, of which the majority are motivated by race.

Demand for police response to people with mental disorders has remained relatively stable in Q1 2021. Under the Mental Health Act, police may apprehend a person when specific conditions are present. The number of Form 10 Apprehensions increased by two percent compared to the first quarter of 2020.

¹ ↑: trending up, ↓: trending down, →: no change (less than a five percent change)

Q1 2021 INITIATIVES

1.2 Integrated Offender Management (A1)

- Evaluate the Firearms Investigative Team.

An evaluation of the Firearms Investigative Team (FIT) was completed in February 2021, concluding that FIT adds value to the Service and citizens by expanding firearms-related intelligence and investigations into trafficking and tracing of firearms. The evaluation recommended that FIT be established as a permanent team.

1.3 District Operations Teams (A1)

- Establish mandate and function of the DOT.

The development of the mandate and function of the District Operations Teams (DOTs) has been completed. The Team will focus on district-specific concerns to prevent and reduce crime throughout the city. These Teams are an additional investigative resource to patrol officers and will be available to the Real Time Operation Centre (RTOC) to respond to exigent criminal activity.

1.4 Crime Prevention Plan (A1)

- Complete and approve Crime Prevention Plan.

The Crime Prevention Unit (CPU) delivered the annual Crime Prevention Plan. The CPU advanced three significant initiatives during the first quarter:

- 1) Worked with the Alberta College of Pharmacists to identify strategies to reduce robberies of pharmacies, including mandating time-lock safes;
- 2) Worked with Alcanna, a retailer of wine, spirits, and beer, to reduce liquor store thefts and robberies by implementing the use of identification scanners; and
- 3) Promoted the Bike Index which allows citizens to register their bike to facilitate a quick return to the owner if it is stolen and then found.

1.5 Youth Programs (A3)

- Implement Youth Diversion smartphone decision making app for officers.

The Youth Diversion (YD) Tool became available on all CPS smartphones. The YD Tool educates and guides officers on diversion options and partnerships, ensuring that youth involved in an offence are presented with opportunities for alternatives to criminal prosecution.

1.7 Domestic Violence (A1)

- Develop internal processes for tracking information requests under Clare's Law.
- Deliver training to officers, develop policy and communication plan on Clare's Law, and put resources in place for operationalization in the Domestic Conflict Unit (DCU).

Effective April 1st, 2021, the Disclosure to Protect Against Domestic Violence (Clare's Law) Act allows Albertans to make application to [Alberta.ca/claresslaw](https://alberta.ca/claresslaw) to learn whether their intimate partner has a history of domestic violence. In preparation for the provincial launch, the CPS established staffing infrastructure, policy and procedures, and communication and training plans. Members of the Domestic Conflict Unit received training delivered by the Ministries of Justice and Solicitor General and Community and Social Services and the Sagesse, a community agency involved with domestic violence prevention, on the history, process, and police role in implementing this legislation.

Goal 2: Increased Public Trust and Confidence

2021 ANNUAL POLICING PLAN COMMITMENT

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

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

SELECTED INDICATORS	Annual Change 2019-2020 ²
IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	→
IND2.10 Number of reported incidents involving use of force	↓

In 2020, the most recent data available, approximately eighty-nine percent of citizens were satisfied with the services provided by the CPS, a decrease of three percent from 2019.

The number of reported incidents involving use of force decreased by ten percent from 2019 to 2020. To enhance open and transparent communication with the public, a CPS Community Accountability webpage was created and is updated weekly. The site provides information on misconduct concerns, formal discipline, use of force and the collection of information on citizens through various means, including officer contacts (street checks).

Q1 2021 INITIATIVES

2.3 Prevention Partnerships (A3)

- Establish a Youth Advisory Board with terms of reference, expected outcomes and evaluation.

The CPS established a thirteen-member Youth Advisory Board (YAB). The mandate of the YAB is to increase the Service's awareness of youth issues and to discuss changes to CPS programs that will have positive benefits for Calgary youth. The Board is also tasked with communicating with Calgary youth about CPS initiatives.

² ↑: trending up, ↓: trending down, →: no change (less than a five percent change). This table is based on annual numbers because it relies on annual citizen surveys or data availability.

Goal 3: Increased Equity, Diversity, and Inclusion

2021 ANNUAL POLICING PLAN COMMITMENT

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

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

SELECTED INDICATORS	Change since Q1 2020 ³	Change since Last Quarter
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)	New in 2021	New in 2021

The CPS is acting with intention for change. During the quarter, the focus was on planning and development to ensure fiscal responsibility on our anti-racism commitments with 4,609 staff hours invested. Total investment of time and cash into anti-racism work was over \$421,000 during this quarter.

Advancing the development and implementation of an Equity, Diversity, and Inclusion (EDI) tool is a key component of the Service's commitment to anti-racism and Human Resources (HR) modernization. An EDI lens will enable the CPS to actively incorporate an intersectionality of perspectives to strengthen decision making and facilitate positive steps to address systemic barriers and foster inclusion. Canadian Equality Consulting was hired to guide the implementation of an EDI lens for CPS. They identified four pilot areas to test the EDI Tool, reviewed and provided recommendations on the CPS Strategy and selected policies, and delivered training to the Executive Leadership Team (ELT) and Senior Leadership Team (SLT) specifically on how the EDI Tool is used to ensure that our service delivery addresses the needs of all Calgarians and our members.

Q1 2021 INITIATIVES

3.1 Anti-Racism Strategy

- Establish the Anti-Racism Action Committee.

The CPS established two advisory committees on anti-racism that will provide guidance and input into the anti-racism strategy and other associated activities. The External Anti-Racism Action Committee (ARAC) is comprised of fifteen representatives from the community. The Internal Anti-Racism Action Committee is comprised of fifty-three CPS employees, both sworn and civilian, representative of all ranks and work areas. Each committee received a blessing and prayer from Elder Chief Vincent Yellow Old Woman and Elder Frank TurningRobe, respectively.

CPS investments in Anti-Racism, Equity, Diversity, and Inclusion allowed for the development and launch of an internal Anti-Racism Speaker Series in partnership with the University of Calgary and a contract with the Calgary Counselling Centre for the support of a therapist with experience in racial

³ ↑: trending up, ↓: trending down, →: no change (less than a five percent change)

trauma. The CPS ARAC engaged with community groups (Community Advisory Boards, The City of Calgary Anti-racism Action Committee and an ethnocultural community group) and is an active participant in The City of Calgary Anti-Racism Action Committee.

3.3 CPS Budget Reallocation

- Establish a Reallocation Committee to oversee the intake and selection of projects.

The CPS Reallocation Implementation Team was established to administer the intake process, devise a decision-making process, review and score proposals, make funding recommendations, and monitor and coordinate the implementation of approved initiatives.

3.4 Race-based Data

- Review public complaints related to allegations of racism/discrimination received.
- Develop standard operation procedures for CPS race data collection and reporting.

The CPS established a working committee with representatives from across the CPS to discuss race-based data and engaged the Edmonton Police Service to move toward greater consistency for provincial alignment. The CPS is also participating in a project led by Statistics Canada to establish disaggregated race-based data national collection and reporting standards. Engagement with police agencies, government stakeholders and community groups is underway.

Internally, the CPS Professional Standards Section (PSS) created a structure and processes for race data collection and reporting on public complaints. PSS presented its first report that included race-based data at the January CPC Complaint Oversight Committee and provided a detailed overview of how the data is collected and how it will be used and reported at the aggregate level.

3.5 Community Partnerships (A3)

- Implement the Police and Community Engagement (PACE) program, a voluntary employee program to assist the Diversity Resource Team in attending community events throughout the city.

The PACE Program was created in August 2020 but due to COVID-19 public health restrictions much of the implementation was postponed to 2021. In Q1 2021, training was implemented for PACE members, including The Brain Story and mental health awareness, Indigenous history and contemporary issues, and gender-based analysis (GBA+). The CPS deployed sworn PACE members for protest liaison work, recruit interviews and training, and sworn and civilian members for cultural events, celebrations, and community-led projects.

Goal 4: Increased Efficiency and Effectiveness

2021 ANNUAL POLICING PLAN COMMITMENT

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

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

SELECTED INDICATORS	Change since Q1 2020 ⁴	Change since Last Quarter
IND1.4 Percent of calls for service attended by officers	→	→
IND4.4 Percent of Priority 1 calls responded within 7 minutes	→	→
IND4.9 Percent of online citizen reports	↑	↓
IND4.19 Percent of projects on schedule	New in 2021	New in 2021

The CPS received ten percent fewer calls for service in Q1 2021, as compared to the same quarter in 2020. This enabled police officers to maintain the same level of attendance and response time for emergency Priority 1 calls. With COVID-19 restrictions in place, the CPS expanded the options for online reporting, which contributed to an increase in online citizen reports (representing three percent of total calls for service received).

Progress on Major Projects for this quarter report indicates fifty-six percent of projects are on schedule, which is below the Portfolio Management Office's seventy percent target. The primary area of concern for Major Projects is resourcing and this may impact a project's schedule. The Portfolio Management Office's strategy is to work with CPS leadership and supporting business units to communicate and secure forecasted resource requirements for all projects.

Q1 2021 INITIATIVES

4.1 SOR Patrol Recommendations (A1)

- Present recommendations from the SOR that will be implemented in 2021.

The *Optimization Review: Patrol Deployment and Shift Scheduling* report was presented to CPC Finance and Audit (F&A) Sub-Committee, and updates were provided on the progress of implementing the SOR Patrol Deployment and Shift Scheduling recommendations. The goal of the review was to strive to ensure the most efficient deployment of patrol resources possible and offset anticipated requirements for growth as outlined in the initial Service Optimization Review.

⁴ ↑: trending up, ↓: trending down, →: no change (less than a five percent change)

4.3 Unified Computer Assisted Dispatch (CAD) (C2)

- Complete User Acceptance Test.

The Unified CAD Project involves Calgary 9-1-1, Police, Fire, and Calgary Community Standards (Bylaw) to upgrade to a new CAD system. User Acceptance Test resumed in Q1. A decision to continue this work is pending in Q2.

4.5 Alarm Bylaw Review Project (C2)

- Launch customer online platform.

A new [online alarm bylaw](#) application was implemented to allow customers to make online payments, reduce administrative redundancy and accelerate processing of alarm permit applications and renewals.

4.7 Body-Worn Camera and In-Car Digital Video (C2)

- Deliver evaluation reports and develop action plan to implement recommendations. (BWC)

The evaluations of the Body-Worn Camera and In-Car Digital Video Programs were completed, and all recommendations were approved by the CPS Executive/Senior Leadership Team. An action plan for all recommendations will be delivered in Q2. The evaluation found:

- All internal and external stakeholders support BWCs;
- BWCs improved perceptions of public trust and confidence in CPS;
- Reductions in the number of use of force incidents;
- Although the number of complaints increased slightly, the time it took to resolve complaints was cut in half;
- Significant evidentiary benefits for Crown Prosecutors and ASIRT (Alberta Serious Incident Response Team); and,
- Improved officer professionalism, communication, and de-escalation.

Goal 5: Increased Employee Satisfaction and Engagement

2021 ANNUAL POLICING PLAN COMMITMENT

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

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

SELECTED INDICATORS	Change between 2019-2020 ⁵
IND5.1 Percent of employees with moderate to high Employee Engagement Index	→
IND5.12 Number of applicants in the recruitment process	↑

According to the 2020 Employee Satisfaction Survey, the Employee Engagement Index has remained the same from 2019.

In 2021, the CPS is planning to hire 132 police officers to fill vacancies left by retirements. The number of police officer applicants is expected to rise as 2021 recruiting campaigns are unveiled.

The Employee Connection Committee (ECC) was created to help improve morale and operationally innovate the Bureau of Service & Community Support. The ECC works collaboratively with members of the Bureau, Deputy Chief, Bureau of Service & Community Support and the other Bureaus from the Service. The ECC is proactive in identifying any issues and opportunities related to training, operations, mentorship, moral boosting, etc. The ECC has members that are represented from each area of the Bureau of Service & Community Support. Members are at the Constable rank and non-management civilian members. The ECC provides a forum to all sworn and civilian members to bring forth concerns and suggestions to the ECC that will directly communicate with the Deputy Chief, Bureau of Service and Community Support.

Q1 2021 INITIATIVES

5.2 Human Resources Modernization (B2)

- Refine workplace investigation and conflict management processes to reflect best practices and better integrate Police Act requirements.
- Finalize and implement the Re-integration Program, which supports members re-entry into the workplace after leaves or traumatic incidents.

As part of the continuous improvement of workplace investigations, documentation and process changes were implemented, as well as role clarity between Human Resources and the Respectful Workplace Office to reinforce consistency and timely resolution of files.

⁵ ↑: trending up, ↓: trending down, →: no change (less than a five percent change)/ This table is based on annual numbers because it relies on an annual survey or data availability.

The Re-integration Program was launched and there are increasing referrals from peers to support members with their return to work. Twenty-two officers completed a training program from the Edmonton Police Service in order to assist and support the re-integration of members, including those impacted by traumatic events. The development of this program follows the recommendations from the Wittmann Use of Force report.

5.4 Wellness Support (B2)

- Launch monthly wellness livestreams accessible to all members with mental health and wellness subject matter experts.
- Refine and deliver the health checks clinic model. (Completed ahead of schedule, as it was earmarked for Q3)

Wellness livestreams were initiated in Q1. Three sessions were held since the beginning of the year and will continue monthly to support member's wellbeing during COVID-19.

The Health Check Model (HCM) was implemented ahead of schedule. The HCM is a preventative tool designed to address health and wellness issues early before they intensify. The implementation of early detection software to assist Psychological Therapies Section ensures employees are receiving the right services at the right time.

5.7 Recruitment and Recruit Training (B1)

- Develop a 2021 Recruiting & Marketing Plan.

The Recruiting Unit worked with the University of Calgary's The Art of the Nudge Program to identify ways to change the look and feel of the CPS recruitment website to advance equity, diversity, and inclusion goals. New resources were secured to support recruitment, including a) a Digital Content Assistant to update the recruitment website, develop content for social media delivery, and support the update of recruitment materials to ensure an EDI lens is applied, and b) filling the Marketing Analyst position to support the work outlined in the social media, outreach and communications plan.

Appendix: Indicators

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

Indicators	Target	Q1		% Change	% Change Since Last Quarter	Annual Value for 2020
		2021	2020			
Goal 1 Increased Community Safety and Wellbeing						
*IND1.1 Percent of citizens who agree that "Calgary is a safe place to live" (Somewhat to Strongly)	Maintain	Reported annually				94%
*IND1.2 Crime Severity Index	Maintain	Reported annually				95.4 (2019)
IND1.3 Number of calls for service attended by police	Maintain	85,147	94,183	-10%	-3%	376,374
IND1.4 Percent of calls for services attended by officers	Maintain	70%	70%	0%	0%	71%
IND1.5 Number of homicides		3	8	-63%	-63%	34
Gun violence indicators						
IND1.6 Number of seized firearms		434	338	28%	53%	1191
IND1.7 Number of shooting events		18	25	-28%	-25%	112
Drug-related and property crime indicators						
IND1.8 Number of drug seizures		551	568	-3%	-9%	2,346
IND1.9 Number of break and enter incidents		1,445	2,375	-39%	-23%	8,606
Protecting vulnerable people						
IND1.10 Number of domestic conflict incidents		3,747	3,690	2%	0%	15,985
IND1.11 Number of domestic violence victims		1,180	1,223	-4%	-8%	5,065
IND1.12 Number of child abuse casefiles		251	188	34%	29%	717
IND1.13 Number of sexual assault victims		233	212	10%	36%	824
IND1.14 Number of persons supported by Police and Crisis Team (PACT)		New in 2021				
IND1.15 Number of Form 10 Apprehensions		1,123	1,102	2%	8%	4,306
IND1.16 Number of individuals supported by Victims Assistance Support Unit		7,466	9,884	-24%	2%	32,621
IND1.17 Number of Clare's Law applications (domestic partner violence history)		New in 2021				
IND1.18 Percent of Clare's Law disclosures where risk factors present (application and proactive notifications)		New in 2021				
IND1.19 Number of offenders managed		480				N/A
Traffic						
IND1.20 Number of Immediate Roadside Sanctions (IRS) Fail		160	New in December 2020			
IND1.21 Number of reportable fatal collisions		4	5	-20%	0%	24

Indicators	Target	Q1		% Change	% Change Since Last Quarter	Annual Value for 2020
		2021	2020			
*IND1.22 Rate of reportable injury collisions per 100,000 population		Reported annually				139.3
*IND1.23 Rate of total pedestrian collisions per 100,000 population		Reported annually				29.8
IND1.24 Number of Traffic Service Requests		347	230	51%	10%	1,925
Goal 2 Increased Public Trust and Confidence						
*IND2.1 Percent of citizens that reported that the police treat people with respect	Maintain	Reported annually				86%
*IND2.2 Percent of citizens that reported that the police in this city are doing a good job (excellent & good)	Maintain	Reported annually				80%
*IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	Maintain	Reported annually				89%
IND2.4 Number of social media accounts launched		2	1	Increase from one	Increase from zero	1
IND2.5 Percent of formal Professional Standards investigations open and closed within the same year		Reported annually				10%
*IND2.6 Number of officer compliments received		Reported annually				326
*IND2.7 Percent of external complaints processed to resolution or advanced to investigations within 60 days		Reported annually				82%
IND2.8 Number of officers trained in youth diversion options		New in 2021				
IND2.9 Number of youths diverted from court by CPS members		102	206	-50%	-23%	550
IND2.10 Number of reported incidents involving use of force		Reported annually				843
IND2.11 Number of officers requalified in de-escalation		New in 2021				
IND2.12 Number of Patrol Training Officer Courses		New in 2021				
IND2.13 Number of Officer Coaches under the new PTO Program		New in 2021				
Goal 3 Increased Equity, Diversity, and Inclusion						
IND3.1 Percent of public complaints from racialized populations		28%	In Development			23%
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)		421,539	New in 2021			
IND3.3 Number of CPS initiatives, policies and processes reviewed using the EDI Tool		New in 2021				
Goal 4 Increased Efficiency and Effectiveness						
*IND4.1 Cost per capita of policing in Calgary	As budgeted	Reported annually				394
*IND4.2 Population served per police officer	Maintain	Reported annually				637
*IND4.3 Clearance rate (weighted total)	Maintain	Reported annually				26.4 (2019)
IND4.4 Percent of Priority 1 calls responded within 7 minutes (%)	Maintain	53%	52%	3%	-2%	58%

Indicators	Target	Q1		% Change	% Change Since Last Quarter	Annual Value for 2020
		2021	2020			
Operating Spent (\$000)						
IND4.5 Revenue (\$000)		-23,095	-26,301	-12%		-111,618
IND4.6 Expenditure (\$000)		131,215	129,729	1%		505,871
IND4.7 Net Program (\$000)		108,120	103,428	5%		394,253
IND4.8 Number of calls for service and online reports		122,139	134,216	-9%	-3%	532,372
IND4.9 Percent of online citizen reports		3.2%	2.1%	53%	-8%	3.0%
IND4.10 Percent of walk-in reports		5.8%	7.3%	-21%	6%	5.1%
Patrol Officer Time Allocation						
IND4.11 Percent of Officer proactive time		TBD	TBD	TBD	TBD	TBD
IND4.12 Percent of time responding to calls for service		TBD	TBD	TBD	TBD	TBD
IND4.13 Percent of time on administrative duties		TBD	TBD	TBD	TBD	TBD
Non-criminal Business Operations						
IND4.14 Number of Police Information Checks processed		32,609	35,535	-8%	-18%	169,258
IND4.15 Percent of false alarm calls for the service		In Development				48%
*IND4.16 Percent annual change in number of fleet vehicles		Reported annually				1,097
Major Projects						
IND4.17 Percent of projects on scope		89%	New in 2021			
IND4.18 Percent of projects with adequate resources		72%	New in 2021			
IND4.19 Percent of projects on schedule		56%	New in 2021			
IND4.20 Number of Innovation Proposals		1	New in 2021			36
Goal 5 Increased Employee Satisfaction and Engagement						
*IND5.1 Percent of employees with moderate to high Employee Engagement Index		Reported annually				62%
*IND5.2 Percent of employees satisfied with the training available to do job (moderate to strong agreement)		Reported annually				51%
*IND5.3 Percent of employees who agree that CPS practices are applied equally and fairly to all employees (moderate to strong agreement)		Reported annually				36%
IND5.4 Number of police officers hired		24	23	4%	-33%	67
IND5.5 Number of civilians hired		11	14	-21%	120%	24
*IND5.6 Percent of CPS members that know how to access the different health and wellness services offered by the CPS.		Reported annually				61%
IND5.7 Percent of CPS supervisors that completed OHS training		New in 2021				
*IND5.8 Percent of employees satisfied with their current job (moderate to strong agreement)		Reported annually				71%
*IND5.9 Percent of employees satisfied with internal communication		Reported annually				54%

Indicators	Target	Q1		% Change	% Change Since Last Quarter	Annual Value for 2020
		2021	2020			
*IND5.10 Completion rate of employee assessment PEAKS (Pathways Enhancing Assets Knowledge and Skills)		Reported annually				TBD
*IND5.11 Diversity of applicants		Reported annually				Female: 20% Visible Minority: 23% Indigenous: 5% Sexual Minority: 5%
IND5.12 Number of applicants in the recruitment process		177				939
*IND5.13 Percent of clients satisfied with HR Business Partner Model		Reported annually				In development
Staff Authorized Strength						
*IND5.14 Number of police officers (authorized strength)		Reported annually				2,113
*IND5.15 Number of civilian employees (authorized strength)		Reported annually				760
*IND5.16 Total authorized strength		Reported annually				2,873
IND5.17 Ratio of police officer actual to authorized strength		1.05	1.05	0%	0%	1.05
IND5.18 Number of police officers (actual)		2,227	2,217	1%	0%	2,224

Note: Shaded area are not available because the indicator is in development, waiting for a program to begin, or is reported annually. TBD (to be determined) means the data was unavailable at time of writing.

* Reported annually