



Q2

2021

Annual Policing Plan Quarterly Report

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



CALGARY
POLICE
SERVICE

ISC: Unclassified



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

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

Planned Milestones Achieved in Q2

- **GOAL 1: INCREASED COMMUNITY SAFETY & WELL-BEING:** Completed activities related to the Crime and Community Safety System, offender management program, gun violence and gang suppression, the District Operations Teams, Crime Prevention Plan, victims of crime, and domestic violence.
- **GOAL 2: INCREASED PUBLIC TRUST & CONFIDENCE:** Achieved project milestones for the 2018 Wittmann Use of Force recommendations, crime prevention through partnerships, business intelligence, social media strategy.
- **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 School Resource Officer program evaluation.
- **GOAL 4: INCREASED EFFICIENCY & EFFECTIVENESS:** Improved the programs related to Integrated Risk Management, Driving Penalties and Traffic Tickets, and Fleet Management.
- **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 Q2 Milestones

- **Cancelled:** Unified Computer Assisted Dispatch (CAD) has been cancelled. CPS will continue to work with partners with a vision for an innovative product that will meet the needs of all stakeholders.
- **Moved to Q4:** The work to “Incorporate the Sexual Assault Investigation Questionnaire into the CPS records management system” has been rescheduled to Q4 (originally Q1 2021).
- **Moved to Q3:** The work to “Hire an Anti-racism consultant” has been moved to Q3 due to unsuccessful procurement and change in scope (originally Q2 2021).

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 Q2 2020	Change since Last Quarter
IND1.7 Number of shooting events	↓ 44% 32 to 18	→ 0% 18 to 18
IND1.8 Number of drug seizures	↓ 4% 662 to 637	↑ 20% 533 to 637
IND1.9 Number of break and enter incidents	↓ 25% 1,941 to 1,457	↑ 1% 1445 to 1457
IND1.15 Number of Form 10 Apprehensions	↑ 2% 1,075 to 1,094	↓ 3% 1,123 to 1,094
IND1.21 Number of reportable fatal collisions	↓ 50% 6 to 3	↓ 25% 4 to 3

Violent crime has been trending above the five-year average range since March and was higher than the same period last year. This trend was driven by an increase in other higher volume violent crime including uttering threats and harassing communications offences. While common assaults were at average levels, more serious assaults increased in the second quarter of 2021. The increase was offset by fewer homicides (including attempts) and robberies. Reported domestic violence, as well as non-criminal domestic disputes, were also lower than both last year and the five-year average. Property crime is trending far lower than pre-pandemic levels, led by reductions in residential and commercial break and enters, thefts (including shoplifting and from vehicles), vehicle thefts and fraud. Drug offences are at a five-year low. Disorder Calls for Service have been trending above average throughout the pandemic. In the first half of 2021 social disorder increased from average by three per cent, led by reported ‘disturbances’, mental health concern and threats.

District resources have addressed several issues related to property crime, drug-related harm, and vulnerable persons during Q2. Focused crime reduction and prevention initiatives city-wide were addressed through dedicated task forces and District Crime Reduction Strategies. Decentralizing the District Operation Teams has had the benefit of providing direct resources to district-specific issues, which addresses local community safety and wellbeing. Each district has made traffic safety a priority to ensure that traffic safety is the responsibility of every officer, on every shift. There has been an overall decrease in summons, however, for the month of April there was a sixty-three per cent

increase in officer issued summonses, compared to April 2020. As COVID-19 restrictions ease, there is an increase in vehicles on the road, and traffic safety education and continued Provincial Traffic Safety Calendar initiatives will be prioritized again.

Research and best practices for sexual assault investigations continue to evolve and as a result, the CPS continues to make adjustments to the way CPS members interact with victims and speak about sexual assaults both within the organization and in public awareness and education efforts. Following extensive engagement with victim resource and research organizations, the “Sex Crimes Unit” will now be renamed the Sexual Assault Investigative Unit (SAIU). Similarly, a “Sex Kit”, used to gather forensic evidence, will now be known as a Sexual Assault Evidence Kit (SAEK). The word ‘sex’ in the former nomenclature implies consent, which are at odds with victims’ experiences. These name changes reflect our dedication, professionalism, and respect for victims while being responsive to evolving community expectations. The CPS is also introducing mandatory training for all sworn members entitled “Introduction to Trauma and Sexual Assault Investigations”. This eLearning module developed by a sub-committee of the Alberta Justice and Solicitor General Sexual Violence Police Advisory Committee (SVPAC) aims to educate police on the impacts of trauma and inform officer’s interaction and response to victims of sexual violence. These efforts are just the beginning of how the CPS will focus on trauma-informed sexual violence investigations and to ensure the language and approach used demonstrates victim care and respect.

Q2 2021 INITIATIVES

1.1 Crime and Community Safety System (A1)

- **Establish structure, sequencing, terms of reference and decision-making methodology**

An action plan was established to address one of the priority crimes in the APP: Gun Violence. This proof of concept is known as The Gun Violence Prevention Action Plan, which demonstrates how the Crime and Community Safety System (CCSS) can be operationalized through inter-bureau collaboration, structure, and enhanced accountability.

1.2 Integrated Offender Management (A1)

- **Explore firearms and gun crime action plan**

The Gun Violence Prevention Action Plan, and associated Strategic Communications Plan, have been developed in collaboration with stakeholders from across the Service. The Action Plan will deliver focused and purposeful coordination of existing CPS resources to address gun violence, reduce victimisation and enhance community safety. The Action Plan is founded on extensive, established efforts from across the Service that support ongoing commitment to reducing gun violence and victimisation and responding to gun incidents and concerns in Calgary. The Action Plan will supplement these established ongoing and intensive activities with twelve weeks of targeted focus during Q3 2021 under a framework consisting of four pillars: Prevent, Protect, Predict, Pursue.

- **Contribute to a Provincial Threat Assessment tool**

The commitment to the 2021 Criminal Intelligence Service Alberta (CISA) Provincial Threat Assessment (PTA) was completed, with Criminal Intelligence Unit and Money Laundering Asset Forfeiture Team analysts submitting intelligence analysis on criminal networks and their associated Persons of Intelligence Interest (PII) and businesses. The Provincial Threat Assessment outlines low, medium and high-threat organized crime groups operating in the province and identifies individual Persons of Intelligence Interest who may be influencing crime trends. The PTA gives analysts and

investigators a better understanding of the organized crime landscape and potential conflicts within the province and the effects and influence this may have on organized crime networks in Calgary.

1.3 District Operations Teams (DOTs) (A1)

- **Provide training and deploy teams based upon organizational capacity**

The expansion of DOTs to all districts was completed in April 2021. All teams received training and teams were deployed at full strength. Since deployment, the DOTs have supported ongoing and emergent operations city-wide, focusing on district specific issues. Drug-related crime operations and crime trends and series, such as break and enters, have been the primary focus of their work. Collaboration with Calgary Transit to focus on public safety on the Light Rail Transit (LRT) has shown improvements in public safety.

1.4 Crime Prevention Plan (A1)

- **Supplement enforcement efforts with crime prevention tactics**

As part of the Provincial Crime Prevention week in May, the CPS ran a three-pronged campaign targeting break and enters, car prowling, online classified robberies (Kijiji), and bike theft. The “9pm Routine” was adapted to include an education campaign aimed at mitigating thefts of and from vehicles. The “Safe Buy and Sell Zone” campaign provided advice to buyers and sellers around how to carry out safe online transactions. Parking lots outside District offices were identified as safe transaction zones. The Bike Index application helped the CPS improve its ability to return recovered bicycles to their owners.

At the end of Q2, the Crime Prevention Unit took on the work of the Community Safety Response Team (CSRT), initially coordinated by a two-member team in District 2. The CSRT is a partnership with Calgary Community Standards (Bylaw, Business Licencing), Calgary Fire Department, Occupational Health & Safety Alberta, Alberta Law Enforcement Response Teams (ALERT), and Alberta Health Services. This collaborative focuses on derelict, abandoned, vacant and poorly maintained properties that are targets for crime, social disorder, drugs, or unsafe conditions. The CSRT ensures that these properties are demolished or brought up to standard, including pursuing enforcement towards property owners, as appropriate.

The CPS has been working with District personnel and various community partners on responses to the following additional areas of concern:

- Catalytic converter theft: Working with the Alberta Law Enforcement Response Team (ALERT) to build a better understanding of this offence and provide better guidance to investigators and the community alike.
- Construction site and lumber thefts: Working with District Community Resource Officers (CRO) and the Building Industry Land Development Association Alberta (BILD Alberta) to develop a coordinated response and methods to prevent future thefts.
- Pharmacy robbery series through dedicated task forces: Working with the Alberta College of Pharmacists and local businesses to provide crime prevention guidance.

1.6 Victims of Crime (A1)

- **Develop a comprehensive response to human trafficking and counter exploitation with our provincial partners**

The CPS is actively supporting the provincial Human Trafficking Action Plan, through collaboration with the Alberta Human Trafficking Task Force, law enforcement partners including ALERT, and the community at large, including not-for-profit organizations. The province is focused on a holistic, victim-centered and trauma informed approach to Human Trafficking and Counter Exploitation. The CPS secured funding through the Community Safety Investment Framework (CSIF) to create a position to embed a civilian social worker in the ALERT Human Trafficking Unit (who are the primary investigators for cases involving victims over the age of 18). This function aims to provide real-time wrap-around services to victims. This position will also lend to the provision of increased awareness and education for officers involved in the initial response or investigations related to Human Trafficking. The CPS Child Abuse Unit is working with community partners and stakeholders to form a Human Trafficking and Sexual Exploitation Team. The new team will specialize in investigations with victims under the age of 18; a three-month pilot is underway to determine the scope of work in this area. Human trafficking is a growing trend provincially, nationally, and internationally. The Alberta Human Trafficking Task Force continues to develop recommendations that will help Alberta better address this issue locally and support anti-trafficking efforts nationally.

- **Explore the establishment of a review committee for child abuse files which are closed without charges**

The CPS is exploring the formation of a review committee for child abuse files which are closed without charge. The most viable option is to formalize in 2022 the review of sexual offence files which are closed without charge where the victim is aged 16-18. The Child Abuse Unit (CAU) will also explore options to build formalized quality assurance processes for all child abuse files. In line with trauma-informed and victim-centered approaches, the focus will be on ensuring that children and their families are connected with support services and that the best interest of the child is considered in all steps of the investigation.

1.7 Domestic Violence (A1)

- **Monitor workload impact on the staff of the Domestic Conflict Unit following system implementation on April 1, 2021**

Since the start of Clare's Law application process on April 1st, 2021, the CPS has completed thirty-nine "Right to Ask" requests for the Government of Alberta and one "Right to Know" application. On average, it takes six hours to complete a single application request. The CPS has also processed one request from the Saskatoon Police Service for a background check on one of their Person's of Disclosure (POD). While complying with COVID-19 restrictions, the Domestic Conflict Unit (DCU) has been utilizing MS TEAMS recordings to conduct disclosure interviews and/or telephone interviews with a majority of the applicants.

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
IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	↓ 3% 92 to 89
IND2.10 Number of reported incidents involving use of force	↓ 10% 939 to 843

As part of the Professional Standards Modernization, the CPS hired two civilian investigators to examine internal and external complaints. A CPS webpage dedicated to the Professional Standards Section (PSS) was established to enhance transparency with the public. Averaging about 1,600 visitors per day, the site presents upcoming disciplinary hearings and the results of completed formal investigations, including disciplinary decisions. The CPS has made compelling submissions to the Minister of Justice on the Alberta Police Act reform which were lauded by Minister Kaycee Madu when he visited CPS recently. The PSS Distributed Responsibility (DR) model, a guided process to help Commanders navigate misconduct conversations with members to increase ownership of problems, was expanded to the Court & Disclosure Unit and Anti-Corruption Unit.

The Police (Street Checks and Carding) Amendment Act (Bill 63) was released on June 30 to provide a clear definition of carding, prohibit this practice, and put the authority of conducting a street check into law. The CPS has reviewed and assessed the organizational position in relation to this Act and participated in a provincial working group to inform the regulation. Law enforcement agencies are required to establish a standardised training program within one year of the regulation coming into force. This will require collaboration across multiple work areas to provide training and make changes, if required, to policy, records management, and police operations.

Q2 2021 INITIATIVES

2.2 2018 Wittmann Use of Force in the Calgary Police Service Report (B2)

- **Re-establish a Use of Force Committee with finalized Terms of Reference**

The De-escalation and Use of Force Committee will research, review, and discuss use of force topics and provide guidance to the CPS Executive Leadership Team based on best practice to inform decision-making. It will review Service policies and standard operating procedures regarding use of force and/or de-escalation, provide guidance, recommendations, and advice, and report to internal and external stakeholders. The first steps for the Committee will be to work to improve the Recruit

Training Program, strengthen critical/tactical decision-making throughout scenarios and course training standards, and begin planning for cohort-based training.

- **Enhance the Early Intervention Program and develop outcome-based metrics**

The Early Intervention Program provides an avenue to pro-actively provide officers and supervisors a means of identifying issues and behaviours that may lead to detrimental personal and/or professional consequences. The previously vacant Early Intervention Sergeant position was filled, and it is expected that a number of pieces of work that had been paused will now move forward. The program's benefits will include increased access to wellness supports for CPS members; improved supervisor accountability and engagement; improved overall employee wellness and professional satisfaction; decreased organizational risk; decreased complaints; and maintained professional service delivery to Calgarians.

- **Establish the new De-escalation and Use of Force Policy**

The CPS Use of Force policy was reviewed and updated to ensure adherence to best practice, and ensure alignment with the current training, technology, tools, and tactics. The new version of the policy has an emphasis on de-escalation, updated reporting procedures, less-lethal use of force options, and alignment to Code 700 vehicle-based tactics and training policy. It also tasks the new De-escalation and Use of Force Committee (DUFC) with ensuring regular review. The DUFC provides regular reviews to ensure that new data collection methods are being followed, and that data input is providing useful reporting. The revised policy considered the Wittmann Use of Force Report recommendations, anti-racism/inclusion, recommendations from the International Association of Chiefs of Police (IACP), Police Executive Resource Forum (PERF), 8 Can't Wait (open-source database of police use of force policies for the 100 largest U.S. city police departments), and benchmarking with other agencies.

- **Devote resources to expand the Police and Crisis Team (PACT) program**

The Police and Crisis Team (PACT) was doubled in Q2. New PACT and PACT-CTO (Community Treatment Order) officers and clinicians received four days of training co-facilitated by CPS and Alberta Health Services (AHS). By doubling the PACT program, police officers are able to leverage the relationship with clinicians in making sound decisions during calls while advancing integrated case management when interacting with people in crisis.

2.3 Prevention Partnerships (A3)

- **Enhance partnership with Calgary Youth Justice Society to increase diversion opportunities for young persons involved in the judicial system**

The CPS worked with the Calgary Youth Justice Society (CYJS) on developing and delivering training materials to officers on extrajudicial measures and extrajudicial sanctions as part of diverting youth from the judicial process. In Q2, all frontline members of the CPS received training in diversionary programs and a specially created smartphone application guides officers through the appropriate diversionary options.

2.4 Business Intelligence (C1)

- **Complete finance and scheduling system updates and integration**

In-Time, the CPS time and attendance software, was improved with the launch of court-time processes "self-service", which allows members and supervisors to manage the officer court time requests and payments. This change streamlined court time management by eliminating paper documentation.

2.5 Social Media Expansion Strategy (C2)

- **Complete Social Media Expansion Strategy**

There has been a delay in completing the social media expansion strategy due to workload capacity issues. However, benchmarking has been conducted with other key agencies including the national New Zealand Police service who are seen as a leader in this field. The CPS continues to review any potential opportunities to expand our social presence in a way that is strategic and sustainable.

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 Q2 2020	Change since Last Quarter
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)	New in 2021	↑ 102% \$420K to \$850K

In response to the unmarked graves discovered on residential school sites, the CPS sought out ways to pay tribute to the missing children. Following significant consultation with the Indigenous Advisory board members, a member of the Calgary Police Commission, members of the Alberta Association of Chiefs of Police (AACP) Police Working with Indigenous People sub-committee, and a Treaty Seven Elder, the CPS commissioned an “Orange Ribbon Campaign”. Approximately 1,200 hand crafted ribbons have been blessed by an Elder, distributed to members and will be worn on their uniforms until the end of October 2021. The Police Working with Indigenous People sub-committee invited the CPS to present the Indigenous Roadmap to their members and as a result, the AACP is looking to develop a similar roadmap on a province-wide scale.

The CPS was also invited back to the Stampede to erect the tipi at Elbow River Camp. This was an opportunity to connect with the Indigenous community and members of the public to learn and share knowledge about Indigenous culture and protocols. Each day of the Stampede various members of the CPS stayed in the tipi overnight to gain an appreciation and understanding of Indigenous culture.

Q2 2021 INITIATIVES

3.1 Anti-Racism Strategy

- **Establish Community Engagement & Governance Model**

A draft of the CPS Engagement and Governance Model was drafted in January 2021 in discussions with the City to identify reporting structures. The CPS is working with the City of Calgary Anti-Racism Program Team to align our public consultation. Once confirmed, the engagement and governance model will be updated to reflect it.

- **Hire an Anti-Racism Consultant**

The initial request for proposal (RFP) to secure an anti-racism consultant was unsuccessful and the CPS will work with The City to re-scope the work related to community engagement. As the Service dives deeper into anti-racism work with our membership and communities it has become evident that authentic success needs to be rooted in grass roots engagement, community coalition building, and reconciliation.

3.2 Equity, Diversity & Inclusion Tool (B2)

- **Develop and apply an EDI Tool to selected pilot sites**

Facilitated sessions applying the EDI tool with the four pilot areas were held and training workshops were delivered to members in those areas, which involved reviewing topics such as bias, equity and how to conduct engagement to have more inclusive service delivery and decision making. Preliminary learnings from the EDI training, policy review and facilitated sessions have revealed opportunities such as the development of processes to increase the diversity of non-patrol unit members that have traditionally been homogenous; utilization of the tools to collect and analyze disaggregated race-based data, ensuring awareness across all communities and equitable access to the public complaints process; and selection of members in the training areas.

3.3 CPS Budget Reallocation

- **Select and prioritize initiatives that meet funding requirements**
- **Implement and monitor progress of initiatives**

As a result of the budget reallocation process, the CPS approved funding for twenty-six projects, representing a financial commitment of \$9.7 million (\$5.2 in 2021 and \$4.5 in 2022). Some of this funding will go to community organizations, including Alberta Health Services, YouthLink Calgary Police Interpretive Centre, United Way/SORCe, Alberta Law Enforcement Response Teams (ALERT), Calgary Police Youth Foundation, Calgary and Area Child Advocacy Centre, Calgary Youth Justice Society, Alpha House, Distress Centre, Kerby Centre. Funding was also allocated to some internal CPS initiatives to support transformational culture change to address systemic racism, discrimination and marginalization and advance equity, diversity, and inclusion.

- **Identify and stage funding to achieve outcomes under the Community Safety Investment Framework with The City of Calgary to better support all vulnerable persons experiencing crises**

In addition, a total of twenty-three community projects were approved for funding through the Community Safety Investment Fund (CSIF) to expand existing programs for crisis prevention. A research contract was also awarded to examine Calgary's crisis response system, understand gaps, and identify possible areas for transformation. This work will inform future investments in crisis response, which could include new programs and services. The CSIF Implementation Team consisting of both representatives from The City and the CPS ensures that any investment made under the CPS Budget Reallocation or the CSIF are aligned towards achieving the same outcomes.

- **Report to City Council's Priorities and Finance Committee**

On June 8, the CPS and The City gave a presentation on the Community Safety Investment Framework and the CPS Budget Reallocation to the Council's Priorities and Finance Committee. The committee recommended that Council:

1. Direct Administration to continue to work with the Calgary Police Service on the Community Safety Investment Framework with it being funded up to a total of \$8M for 2022 from Calgary Police Service with annual assessment of investment based on outcomes.
2. Request that Calgary Police Commission and Calgary Police Service report back to Council in conjunction with Administration on the investments and outcomes of the Community Safety Investment Framework annually through the Calgary Police Service annual report.

3.3 Race-based Data

- **Incorporate race-based data into monthly and annual reports**

Statistics Canada provided a draft engagement document for review by all police jurisdictions and community groups, including the CPS. Statistics Canada is delayed on achieving the timelines established for this work; concrete direction on race categorization, collection and SENTRY system data capacity will not manifest until well into 2022.

The Professional Standards Section (PSS) continues to experience success with the complainant race self-identification data collection. 2021 year-to-date race-based complainant data (external complaints) shows that 48 percent of complainants identify as White and 33 per cent self-identify as Black, Aboriginal/Metis, South Asian/East Indian, Asian, Middle Eastern and Other Non-White. Three per cent chose not to identify a race, and sixteen per cent are “unknown”, often due to the loss of contact with the complainant after initial contact with PSS (e.g. phone calls and emails unanswered). As of end of Q2, PSS has received sixteen complaints containing allegations of Differentially Applying the Law (based on race/colour, physical/mental ability, gender, etc.). This year is a starting point for PSS in gathering this information and will help develop trends and statistics as a baseline for future comparison.

3.6 School Resource Officer (SRO) Program (A3)

- **Deliver evaluation report**

Findings will be presented internally in September, and publicly in November 2021.

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 Q2 2020	Change since Last Quarter
IND1.4 Percent of calls for service attended by officers	↓ 7% 74 to 69	↓ 1% 70 to 69
IND4.4 Percent of Priority 1 calls responded within 7 minutes	↓ 9% 61 to 55	↑ 6% 52 to 55
IND4.9 Percent of online citizen reports	↑ 21% 2,8% to 3.4%	↑ 6% 3.2% to 3.4%
IND4.19 Percent of projects on schedule	No data for Q2 2020	↑ 14% 56 to 63

The Unified Computer Assisted Dispatch (UCAD) project has been cancelled. After considerable research and testing, the CPS has withdrawn from the project. Significant efforts were invested in ensuring officer and public safety were paramount to the project, however, there were too many technical hurdles to overcome for the project to meet the needs of the CPS. Despite this setback, the Service and the Calgary 911 Board of Governors remain committed to the unified vision for 911. The Service will continue to work with our partners to obtain and implement an innovative product that will meet the needs of all stakeholders.

The CPS is collecting feedback and input from frontline officers on areas of improvement for CPS technology. The feedback will be used in developing a new strategic vision of the Connected Frontline and future CPS Technology Roadmaps.

Q2 2021 INITIATIVES

4.4 Integrated Risk Management (IRM) (C1)

- **Deliver annual CPS Risk Profile**

The first CPS Risk Report using an integrated risk management approach was delivered. In this first phase of the project, risk identification, assessment, and prioritization were achieved. In the next phase, CPS will focus on alignment and integration of IRM into core decision-making processes, conducting a gap analysis for risk strategies and treatments, developing risk treatments at the section-level, and continuing the education and training for IRM within the organization.

4.10 Driving Penalties and Traffic Tickets (A2)

- **Acquire hardware to enable printing in patrol vehicles**

The Request for Quote (RFQ) for printers and paper was completed. The CPS defined and submitted a warning request feature to the Government of Alberta for the new online Administrative Penalty Information System (APIS) system launched by SafeRoads Alberta. Deliverable timelines were established with the equipment mount vendor.

4.11 Leverage Technology to Improve Operations (C2)

- **Implementation of the SENTRY Universal App. The Universal App will replace the desktop and mobile applications, allowing for more streamlined maintenance processes and an improved user interface**

Errors and issues that were introduced in SENTRY software update (Fall 2020) continue to be addressed. The vendor continues to provide updates that are being tested by the CPS and other police agencies. As a result, several projects and other records management system upgrades have been delayed.

4.12 Fleet Review (C3)

- **Complete Fleet Review**

The CPS completed an accurate inventory of all CPS vehicles and developed recommendations for the logical deployment of vehicles in line with the Service's operational needs. New standards for the management and use of vehicles were proposed, including redeploying of at least ten per cent of the existing inventory, measures to match vehicles to number of officers, establishing minimum required mileage on all assigned vehicles, and creating a standard process for requesting new vehicles.

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 ¹
IND5.1 Percent of employees with moderate to high Employee Engagement Index	↓ 1% 63 to 62
IND5.12 Number of applicants in the sworn recruitment process	↑ 17% 806 to 939

The Bureau of People and Organizational Development has been leading the planning to address evolving public health measures related to the pandemic on the workplace. This involves collaboration across activities involving occupational health and safety, communications, inclusion, infrastructure, labour relations, information technology, employee engagement, and collaboration with The City of Calgary.

Q2 2021 INITIATIVES

5.1 People Plan (B2)

- **Develop and communicate the CPS People Plan**

Key areas of focus were developed and engagement was conducted for the “People Plan”. This Plan builds on the APP to articulate the specific commitments to supporting and developing our members. The “People Plan” has been drafted and is currently under final review. The next step is to build a communication plan.

5.2 Human Resources Modernization (B2)

- **Fully implement the HR Business Partner model, which strengthens HR expertise and support to all areas of the Service**

The CPS began mapping the business process for HR Business Partner service delivery, including HR Investigations. A Disability Manager was hired and onboarded to develop a Disability Management Framework.

- **Solidify and strengthen the Senior Leadership Team by hiring specialized and experienced civilian Executive Directors in the Bureau of People and Organizational Development**

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

After a comprehensive external search, an Executive Director for the Learning and Recruitment Division has been selected and onboarded. This position is part of a new leadership team within the Bureau of People and Organizational Development that is bringing significant expertise and experience to how we lead, support, and deliver human resources service to the CPS. All three Executive Directors in the Bureau of People and Organizational Development have been onboarded.

5.3 Occupational Health and Safety (B2)

- **Finalize and communicate the new CPS OH&S Policy**

The Occupational Health & Safety (OH&S) Policy is complete. Canadian workplaces are required to have health and safety policies to demonstrate the organizational commitment to keeping their workers healthy and safe. Previously, the CPS was limited to the Safety Directive only. The OH&S Policy supports our compliance with minimum legislated safety standards, outlines member roles and responsibilities, objectives, and targets, and how performance will be measured.

5.4 Wellness Support (B2)

- **Develop and deliver the new Health Surveillance Program**

The CPS Health Surveillance is composed of various programs within occupational health, including blood and body fluid exposure, communicable disease surveillance, hearing conservation, lead monitoring, and heavy metal monitoring. This is a multi-year project driven by several factors, the most important being flagging hazards that are brought forward by the safety team and then developing and implementing interventions. The programs under the health surveillance are constantly ongoing, being developed and adapted for implementation.

5.6 Patrol Engagement (B1)

- **Define mandate and structure of District Operations Teams (DOTs), as well as General Investigative Units, Community Resource Officers, BEAT units, and Mountain Bike Unit Teams**

The mandate for district teams are currently being reviewed and are expected to be finalized in Q3.

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	Q2		% Change Q2 2020- 2021	% 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)	Reported annually				94%
*IND1.2 Crime Severity Index	Reported annually				79.96
IND1.3 Number of calls for service attended by police	93,054	96,674	-4%	9%	376,374
IND1.4 Percent of calls for services attended by officers	69%	74%	-7%	-1%	71%
IND1.5 Number of homicides	3	8	-63%	0%	34
Gun violence indicators					
IND1.6 Number of seized firearms	273	223	22%	-37%	1,191
IND1.7 Number of shooting events	18	32	-44%	0%	112
Drug-related and property crime indicators					
IND1.8 Number of drug seizures	637	662	-4%	20%	2,346
IND1.9 Number of break and enter incidents	1,457	1,941	-25%	1%	8,606
Protecting vulnerable people					
IND1.10 Number of domestic conflict incidents	3,929	4,328	-9%	5%	15,985
IND1.11 Number of domestic violence victims	1,224	1,220	0%	4%	5,065
IND1.12 Number of child abuse casefiles	325	151	115%	29%	717
IND1.13 Number of sexual assault victims	198	152	30%	-15%	824
IND1.14 Number of persons supported by Police and Crisis Team (PACT)	New in 2021				
IND1.15 Number of Form 10 Apprehensions	1,094	1,075	2%	-3%	4,306
IND1.16 Number of individuals supported by Victims Assistance Support Unit	8,841	7,198	23%	18%	32,621
IND1.17 Number of Clare's Law applications (domestic partner violence history)	40	New in 2021			
IND1.18 Percent of Clare's Law disclosures where risk factors present (application and proactive notifications)	85%	New in 2021			
IND1.19 Number of offenders managed	480	New in 2021		0%	
Traffic					
IND1.20 Number of Immediate Roadside Sanctions (IRS) Fail	231	New in 2021		44%	
IND1.21 Number of reportable fatal collisions	3	6	-50%	-25%	24
*IND1.22 Rate of reportable injury collisions per 100,000 population	Reported annually				139.3

Indicators	Q2		% Change Q2 2020- 2021	% Change Since Last Quarter	Annual Value for 2020
	2021	2020			
*IND1.23 Rate of total pedestrian collisions per 100,000 population	Reported annually				29.8
IND1.24 Number of Traffic Service Requests	606	565	7%	75%	1,925
Goal 2 Increased Public Trust and Confidence					
*IND2.1 Percent of citizens that reported that the police treat people with respect	Reported annually				86%
*IND2.2 Percent of citizens that reported that the police in this city are doing a good job (excellent & good)	Reported annually				80%
*IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	Reported annually				89%
IND2.4 Number of social media accounts launched	0	0	Decrease from zero	Decrease from three	3
IND2.5 Percent of formal Professional Standards investigations open and closed within the same year	Reported annually				10%
IND2.6 Number of officer compliments received	80	93	-14%	-14%	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	196	0	Increase from zero	67%	178
IND2.9 Number of youths diverted from court by CPS members	174	74	135%	71%	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	6	New in 2021		50%	
IND2.13 Number of Officer Coaches under the new PTO Program	130	New in 2021		117%	
Goal 3 Increased Equity, Diversity, and Inclusion					
IND3.1 Percent of public complaints from racialized populations	28%	New in 2021		0%	23%
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)	850,879	New in 2021		102%	
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	Reported annually				394
*IND4.2 Population served per police officer	Reported annually				637
*IND4.3 Clearance rate (weighted total)	Reported annually				27.68
IND4.4 Percent of Priority 1 calls responded within 7 minutes (%)	55%	61%	-9%	6%	56%

Indicators	Q2		% Change Q2 2020- 2021	% Change Since Last Quarter	Annual Value for 2020
	2021	2020			
Operating Spent (\$000)					
IND4.5 Revenue (\$000)	-15,045	-15,047	0%	-35%	-95,600
IND4.6 Expenditure (\$000)	123,094	133,276	-8%	-6%	509,953
IND4.7 Net Program (\$000)	108,049	118,229	-9%	0%	414,353
IND4.8 Number of calls for service and online reports	134,814	131,282	3%	10%	532,372
IND4.9 Percent of online citizen reports	2.8%	3.4%	21%	6%	3.0%
IND4.10 Percent of walk-in reports	5.0%	3.4%	47%	-14%	5.1%
Patrol Officer Time Allocation					
IND4.11 Percent of Officer proactive time	18%	20%	-10%	-5%	19%
IND4.12 Percent of time responding to calls for service	59%	58%	2%	4%	59%
IND4.13 Percent of time on administrative duties	16%	13%	23%	0%	15%
Non-criminal Business Operations					
IND4.14 Number of Police Information Checks processed	39,818	13,637	192%	22%	169,258
IND4.15 Percent of false alarm calls for the service	In Development				48%
*IND4.16 Percent annual change in number of fleet vehicles	Reported annually				1,097
Major Projects					
IND4.17 Percent of projects in scope	83%	New in 2021		-6%	60%
IND4.18 Percent of projects with adequate resources	58%	New in 2021		-20%	33%
IND4.19 Percent of projects on schedule	63%	New in 2021		14%	7%
IND4.20 Number of Innovation Proposals	3	New in 2021		Increase from 1	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	27	0	Increase from zero	13%	67
IND5.5 Number of civilians hired	19	4	375%	36%	26
*IND5.6 Percent of CPS members that know how to access the different health and wellness services offered by the CPS.	Reported annually				61%
IND5.7 Percent of CPS supervisors that completed OHS training	New in 2021				
*IND5.8 Percent of employees satisfied with their current job (moderate to strong agreement)	Reported annually				71%
*IND5.9 Percent of employees satisfied with internal communication	Reported annually				54%

Indicators	Q2		% Change Q2 2020- 2021	% Change Since Last Quarter	Annual Value for 2020
	2021	2020			
*IND5.10 Completion rate of employee assessment PEAKS (Pathways Enhancing Assets Knowledge and Skills)	Reported annually				67%
*IND5.11 Diversity of applicants	Reported annually				Female: 20% Visible Minority: 23% Indigenous: 5% Sexual Minority: 5%
IND5.12 Number of applicants in the sworn recruitment process	204	New in 2021		15%	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)	2,233	2,209	1%	0.3%	2,224

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

* Reported annually.