



2022 ANNUAL POLICING PLAN

QUARTER 2



CALGARY
POLICE
SERVICE



CALGARY POLICE SERVICE

OUR STRATEGY

SERVICE THROUGH VALUES

OUR PROMISE

*We strive to create an organization & community that is safe, diverse, inclusive & inspired.
We are honoured to serve.*



OUR MISSION

As One Team we build community safety & well-being through engagement, education, prevention, investigation, & enforcement.

OUR STORY OUR VALUES

- Respect
- Honesty
- Compassion
- Courage
- Fairness
- Accountability
- Integrity

OUR GOALS

- Increased community safety & well-being
- Increased public trust & confidence
- Increased equity, diversity & inclusion
- Increased efficiency & effectiveness
- Increased employee satisfaction & engagement

OUR RESOURCES

- Our People
- Infrastructure & Technology
- Finances
- Information, Intelligence, Evidence
- Community
- Partners

OUR APPROACH

- *One Team* service delivery
- Continuous commitment to anti-racism, equity, diversity & inclusion
- Clear roles & priorities driven by Our Goals
- Consistent organizational leadership and decision-making
- Prevention as a service-wide priority to address crime & victimization
- Problem-solving & investigative excellence
- Strong community engagement, allyship & results-oriented partnerships
- Continuous improvement through learning & innovation
- Optimize employee safety, wellness, & development



OUR VISION

- Calgary is the safest major city in Canada
- We are connected with, committed to, & representative of, all our communities
- We are police leaders in equity, diversity & inclusion
- We are the police employer of choice in Canada



EXECUTIVE SUMMARY

In the 2022 Annual Policing Plan, a total of 129 planned activities and 58 performance measures are being tracked to advance the corporate goals of the organization. As of the second quarter, 15 per cent of planned activities were completed, 67 per cent were in-progress, 8 per cent were modified (delayed or cancelled), and 10 per cent had not started (see Table 1).

In the second quarter, eleven activities were **completed**.

- Implementation of the Outcome Based Questionnaire, enabling therapists to monitor client symptoms distress, determine therapy plans and mitigate risk. (Outcome 1.1)
- All three activities to advance the In-Service Training Program. (Outcome 2.3)
- Implementation of Mandatory Alcohol Screening. (Outcome 8.1)
- Engagement with partners to support Congress security and coordinate resources for the Safety Planning for the 2023 World Petroleum Congress. (Outcome 9.2)
- Establishment of the Indigenous Relations Team. (Outcome 10.1)
- Implementation of recommendations from the University of Calgary to address equity and inclusion barriers within the sworn recruitment process. (Outcome 13.1)
- In collaboration with the Alberta Association of Chiefs of Police, formalized recommendations for enhancements to reduce applicant barriers within the provincial recruitment process have been made and are being reviewed by the Alberta Solicitor General. (Outcome 13.3)
- Completion of two infrastructure plans. (Outcomes 16.1)
- Delivery of the Connect Frontline Program Plan. (Outcome 17.2)

The organization faced some challenges causing projects to be delayed in their planned timeframe. One activity was cancelled in the second quarter.

- Currently, the Indigenous Resource Team does not have the necessary personnel, time, and resources to logistically organize and establish a meaningful Members' Circle. (Outcome 10.1)

Three activities were delayed:

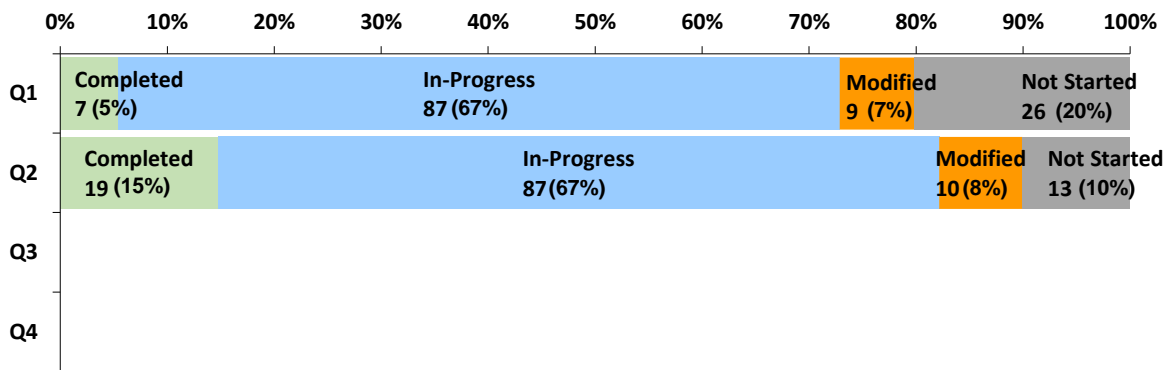
- The Career Management Program is under development and hiring of key positions is underway. (Outcome 2.1)
- The action plan related to the School Resource Officer program was delayed pending completion of engagement with students. (Outcome 11.1)
- The University of Calgary is meeting with all members of the CPS Employee Advisory Committee to formulate recommendations that will reduce barriers to reporting workplace sexual harassment. (Outcome 13.4)

INTRODUCTION

The Quarterly Annual Policing Plan (APP) Report provides a progress update on the priorities that were set in the 2022 APP. The planned activities within the APP are aligned to the five long-term goals described in Our Strategy. The APP supports effective decision-making, investment decisions, improvements to organizational performance, and organizational efficiency and effectiveness.

The 2022 planned activities presented in this report focus on the second quarter (Q2, April to June). A total of 129 planned activities and 58 performance measures are being tracked to advance the corporate goals of the organization. As of the second quarter, 15 per cent of planned activities were completed, 67 per cent were in-progress, 8 per cent were modified (delayed or cancelled), and 10 per cent had not started (see Table 1).

Table 1: Progress Status of 2022 Annual Policing Plan Activities





INCREASED EMPLOYEE SATISFACTION AND ENGAGEMENT

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

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

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
1.1 Psychological Well-Being Strategy	Q1: Psycho-educational training curriculum and supervisor training curriculum on Psychological Well-Being Strategy developed.	● Completed in Q1
	Q2: Implement Outcome Based Questionnaire, designed for ongoing measurement of client progress throughout therapy. Will allow clinicians to review client-reported data and adjust ongoing treatment for faster, more quantifiable results.	● Completed in Q2
	<p>TARGET M1.1 Maintain 2021 levels for psychological disability claims.</p> <p>COMMENTARY Implementation of the OQ45 (Outcome Based Questionnaire) is enabling therapists to monitor client progress throughout therapy and mitigate risk. As data collection continues, further automation is being explored to build efficiency and add analytical value.</p>	Off-target
1.2 COVID-19 Return to the Workplace Plan	Q1: Deliver the COVID-19 Return to the Workplace Plan.	● Completed in Q1
	Q4: Integrate COVID-19 hazard assessments into the Safety Data Management System (SDMS).	■ In-Progress
	<p>TARGET M1.2 Policy and guidelines completed and communicated</p>	On track
1.3 Driver Safety & Compliance	Q1: Implement the Service Vehicle Operations Policy.	▲ Modified (Delayed to Q3)
	Q3: Adapt recruit class training and in-Service training with new policy for Patrol Training Officers.	◆ Not started
	<p>TARGET M1.3 Reduce the number of preventable Service vehicle collisions year over year.</p> <p>COMMENTARY The Service Vehicle Operations Policy is currently within the approval process.</p>	Off-target
2.1 Career Management Program Development	Q2: Career Management Program developed.	▲ Modified (Delayed to Q4)
	Q3: Early Intervention Program integrated within the Career Management Program.	■ In-Progress
	Q4: Career Management Program implemented and communicated Service-wide.	◆ Not started
	<p>TARGET M2.1 Career Management Program implemented Service-wide.</p> <p>COMMENTARY The Career Management Program is under development, with the Career Management Section structure established and hiring of key positions underway.</p>	Off-target

2.2 Leadership Development Program	<p>Q1: Inspector/Director Leadership Development Program implemented.</p> <p>Q3: Sergeant Leadership Development Program developed.</p> <p>Q4: Leadership Development Strategy developed for all levels of the Service.</p>	<p>● Completed in Q1</p> <p>◆ Not started</p> <p>■ In-Progress</p>
TARGET	M2.2 90% of eligible Inspectors and Directors have completed the Leadership Development Program.	On track
2.3 In-Service Training Program	<p>Q2: Redesign and deliver an enhanced In-Service Training Program.</p> <p>Q2: Complete the integration of the use of force and de-escalation policy into training programs.</p> <p>Q2: Implement Equity, Diversity, Inclusion (EDI) and anti-racism topics into the In-Service Training Program.</p>	<p>● Completed in Q2</p> <p>● Completed in Q2</p> <p>● Completed in Q2</p>
TARGET	M2.3 60% of employees agree that they are provided with adequate training to perform their job.	TBD in Q4
COMMENTARY	<p>The Learning Hub has been launched, providing members with access to training resources including job aids, training videos and external education opportunities. Micro-learnings have been leveraged to deliver short-duration trainings more frequently, in line with adult learning principles. In addition, the 30-Week Patrol Block Training Calendar is being utilized Service-wide to ensure frontline officers meet annual qualifications.</p> <p>Existing training standards have been reviewed and are in alignment with the changes in the De-escalation and Use of Force Policy. Processes have been established to ensure that all new training content will be aligned with this policy.</p> <p>An Anti-Racism Webinar and Indigenous e-Learning was rolled out Service-wide, which will be followed by a United Against Racism and a LGBTQ2s+ course by end of Q3.</p>	
3.1 Employee Engagement Plan	<p>Q1: Develop and implement employee engagement plan.</p> <p>Q2: Develop targeted action plan to improve employee morale.</p>	<p>● Completed in Q1</p> <p>■ In-Progress</p>
TARGET	M3.1 Increase employee engagement activities.	On track
COMMENTARY	The Engagement Action Plan has been created. The implementation will be starting in Q3.	
4.1 Human Resources Policy and Process Improvement	<p>Q3: Accommodations Framework and Policy is developed, implemented, and communicated.</p> <p>Q3: Recommendations on Expression of Interest and competitions processes are reviewed and implemented.</p> <p>Q4: Disability Management Software is implemented, which will enhance claims management, including improved reporting and progress monitoring.</p>	<p>■ In-Progress</p> <p>■ In-Progress</p> <p>■ In-Progress</p>
TARGET	M4.1 Review and implement recommendations of three Human Resources processes related to accommodations, expression of interest, and disability management.	On track

B

INCREASED COMMUNITY SAFETY AND WELLBEING

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

PERFORMANCE GOAL	Target	2020	2021	2022
M3 Maintain total crime rate per 100,000 at or below the five-year average.	At or below 6,255	5,945	5,707	TBD in Q4
M4 Maintain violent crime rate per 100,000 at or below the five-year average.	At or below 1,023	972	1,045	TBD in Q4
M5 Maintain property crime rate per 100,000 at or below the five-year average.	At or Below 4,254	4,001	3,523	TBD in Q4
M6 Reduce social disorder calls for service to the five-year average.	At or below 99,828	105,849	103,051	On track
M7 25% reduction of fatal & major injury collisions as per Calgary's 2019-2023 Safer Mobility Plan.	Below 419 by 2023	494	465	On track

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
5.1 Firearm-related Violence	<ul style="list-style-type: none"> Prioritize investigative and offender management resources on the most violent prolific and persistent offenders. 	■ In-Progress
	<ul style="list-style-type: none"> Continue the work of the Firearms Investigative Unit (FIU) in the identification, tracing, and investigation of crime guns. 	■ In-Progress
	<ul style="list-style-type: none"> Continue to partner with ALERT and other law enforcement agencies to conduct intelligence-led operations targeting individuals posing greatest risk to public safety. 	■ In-Progress
	<ul style="list-style-type: none"> Partner with community agencies to implement recommendations from the Public Safety Task Force (PSTF). 	■ In-Progress
	<ul style="list-style-type: none"> Provide information regarding gun safety and storage to legal gun owners/ suppliers, and public awareness and education around the risks associated with replica/airsoft guns. 	■ In-Progress
	<ul style="list-style-type: none"> Leverage the Gang Exit and Community Outreach (GECO) program. 	■ In-Progress
	<p>TARGET M5.11 Reduce shootings year over year</p> <p>M5.12 Reduce violent incidents where a firearm or suspected firearm is present below the five-year average</p>	<p>Off-target</p> <p>Off-target</p>
<p>COMMENTARY</p> <p>The Integrated Ballistics Identification System (IBIS) database reporting led to targeted operations and intelligence development on crime guns and casing investigations.</p> <p>The CPS Organized Crime Coordination Team are working with the Alberta Law Enforcement Response Team on gun investigations and enforcement.</p> <p>Partnered with the Calgary Police Youth Foundation to conceive and fund dedicated sports and recreational programs for youth from racialized communities to foster positive relationships with police while reducing the propensity of victimization and criminality in youth populations (Bridges for Brighter Futures).</p>		

Continued to work with partner police agencies and provincial bodies to inform and support the expansion of the Integrated School Support Program (ISSP) in other jurisdictions, in response to one of the recommendations from the Public Safety Task Force that considered expanding youth prevention and intervention programs.

Fostered a working relationship with the John Howards Society to explore opportunities for enhancing CPS referrals to the Gang Exit and Community Outreach (GECO).

5.2 Robberies	<ul style="list-style-type: none"> • Increase citizen awareness of commercial robberies through Crime Reduction Communication Strategy. ■ In-Progress • Focus investigation, prevention, and enforcement of trending robberies (e.g., pharmacies, cannabis stores). ■ In-Progress • Establish a targeted operational team to address online buy-and-sell (e.g., Kijiji) robberies. ● Completed in Q1 • Work with regulatory bodies and business owners to establish practices to prevent robberies (pharmacy, liquor store). ■ In-Progress • Apply Crime Prevention Through Environmental Design (CPTED) concepts to ensure target hardening of businesses experiencing crime. ■ In-Progress
TARGET	M5.2 Decrease robberies below the five-year average On track
COMMENTARY	<p>Multiple commercial break and enter crime series were identified which resulted in a significant number of arrests made and recovery of stolen property. Some series involved smashed glass entry and forcible entry through doorways.</p> <p>At the request of parents from newcomers and racialized communities, the Diversity Resources Team Education Coordinator is partnering with the Centre for Newcomers and YouthLink to provide information sessions to families recognize warning signs of crime and violence. Messaging include how to access resources available to families from CPS, social services, and health providers.</p>
6.1 Residential Break and Enter	<ul style="list-style-type: none"> • Manage prolific property offenders who pose the most risk of harm. ■ In-Progress • Continue monitoring and analysis of break and enter trends specific to modus operandi (pattern of crimes), location, property stolen, and escalation of risk. ■ In-Progress • District personnel (including Community Resource Officers) partner with Crime Prevention and Strategic Communications to provide timely awareness on break and enter trends and target hardening strategies. ■ In-Progress • Ensure bail packages are completed for top prolific property offenders for consideration in court proceedings. ■ In-Progress • Continue to work with builders and contractors to develop communities reflecting Crime Prevention Through Environmental Design (CPTED) principles. ■ In-Progress • Continue public education on securing homes and private property through the Crime Reduction Communication Strategy. ■ In-Progress

	<p>TARGET M6.1 Decrease residential break and enters below the five-year average</p>	<p>Off-target</p>
	<p>COMMENTARY To address property crime and prolific offenders, each District has dedicated at least one member to work on residential and break and enters. This concentrated effort will focus on trends, identification of offenders, and charging of individuals responsible.</p> <p>During "Crime Prevention Week" in May, the CPS safety programs were promoted through social and traditional media, and websites, including 9PM Routine, the Bike Index, safe zones for buy and sell transactions, and support a community event "YYC Kids Ride".</p>	
<p>6.2 Auto Theft</p>	<ul style="list-style-type: none"> • Offender management of prolific offenders who pose the most risk to public safety. ■ In-Progress • Continued monitoring and analysis of stolen auto trends specific to modus operandi (pattern of crimes), location, related crimes, and escalation of risk. ■ In-Progress • District personnel partner with Crime Prevention and Strategic Communications to provide timely awareness on vehicle theft trends. ■ In-Progress • Work with police jurisdictions in the surrounding area to identify auto theft patterns, trends, and offenders as well as chop shops. ■ In-Progress • Ensure bail packages are completed for top prolific offenders for consideration in court proceedings. ■ In-Progress • Continue public education on securing vehicles, such as Operation Coldstart. ■ In-Progress 	
	<p>TARGET M6.2 Reduce theft of motor vehicles below the five-year average</p>	<p>Off-target</p>
	<p>COMMENTARY Vehicle-Based Tactics (VBT) training was offered to patrol officers. VBT refers to a range of measures officers can employ to safely apprehend the driver of a stolen motor vehicle.</p>	
<p>7.1 Crisis Response</p>	<ul style="list-style-type: none"> • Work with Calgary 911 and other community partners to increase the diversion of calls that do not require a police response (including unwanted guests, mental health, and others) ■ In-Progress • Change the Mental Health Policy to better integrate Police and Crisis Team (PACT) and Mobile Response Team (MRT) as front-line resources. Provide education and awareness about PACT and MRT to frontline officers. ■ In-Progress • Evaluate Community Safety Investment Framework (CSIF) investments, including the PACT and MRT expansion, to inform future investments. Renew effective programs and initiatives in partnership with the City of Calgary and deliver crisis response system transformation and funding plan. ■ In-Progress • Complete CPS Roadmap for Mental Health Crisis Response. ■ In-Progress • Implement Health Information Management (Health IM) application for patrol officers. ▲ Modified (Delayed) 	

	<ul style="list-style-type: none"> Continue participation in initiatives with other stakeholders to ensure supports and services meet the needs of Calgarians (e.g., Calgary’s Mental Health and Addiction Strategy, Calgary Drug Court, National Online Illicit Cannabis Sales Advisory Board, Canadian Association of Chief of Police’s Drug Advisory Committee, Alberta Virtual Opioid Dependency Program (VODP), provincial (Western Canada) opioid and methamphetamine strategy). 	■ In-Progress
	<p>TARGET M7.11 Increase calls to Mobile Response Team (MRT) by 10%</p> <p>M7.12 Increase dispatched calls to Police and Crisis Team (PACT) by 5%</p> <p>M7.13 Decrease Form 10 apprehensions by 5%</p>	<p>On track</p> <p>On track</p> <p>On track</p>
	<p>COMMENTARY The CPS received a provincial grant for the purposes related to Addiction Focused Health Staff in Arrest Processing. The funding will allow the hiring of on-site staff to provide counseling, coaching, and support to people with addiction who are in police custody.</p> <p>The Call Assessment Project ("Not a Patrol Matter") is reviewing calls coming into Calgary 9-1-1 to make recommendations for diversion of calls to more appropriate agencies, such as Bylaw or Animal Services.</p>	
7.2 Downtown Safety	<ul style="list-style-type: none"> Increase call diversion opportunities in the downtown core through referrals to the Downtown Outreach Addictions Partnership (DOAP) Teams, Safe Communities Opportunity and Resource Centre (SORCe), and Police and Crisis Team (PACT). Continue to identify location, day/time and disorder hotspots and focus police proactive efforts accordingly. Partner with Stephen Avenue Safety Hub (SASH) agencies to target problem areas and increase visibility of uniform officers and marked vehicles (police, by-law, transit officers). 	<p>■ In-Progress</p> <p>■ In-Progress</p> <p>■ In-Progress</p>
	<p>TARGET M7.2 Increase perception of safety in the downtown core (Stephen Avenue Safety Hub Survey)</p>	TBD in Q4
	<p>COMMENTARY The Stephen Avenue Safety Hub (SASH) partnership between Calgary Police Service, Community Standards (bylaw), Transit, and the Downtown Ambassador hosted a workshop on downtown safety with private security companies and Building Owners & Managers Association of Calgary (BOMA).</p> <p>Collaboration is underway to establish a second safety hub in the East Village in partnership with the City of Calgary, Calgary Municipal Land Corporation, and Alpha House, with expected opening in Q3.</p>	
8.1 Increase Road Safety	<ul style="list-style-type: none"> Increase enforcement of speeding, distracted driving, and impaired driving. Implement Mandatory Alcohol Screening. Deliver a Traffic Safety Communications Strategy. Improve efficiencies and monitoring by implementing electronic ticketing for violation tickets to comply with changes to the Traffic Safety Act (Bill 21). 	<p>■ In-Progress</p> <p>● Completed in Q2</p> <p>■ In-Progress</p> <p>▲ Modified (Cancelled in Q1)</p>

	<ul style="list-style-type: none"> Implement the enforcement targets and report back in the City's Safer Mobility Plan Annual Report 2022. Collaborate with City partners (Transportation and Roads) to coordinate community response. 	■ In-Progress
TARGET	M8.11 Reduce number of pedestrian collisions	On track
	M8.12 Reduce traffic collisions at intersection safety camera locations	On track
COMMENTARY	<p>Approved messaging regarding Mandatory Alcohol Screening (MAS) was shared to frontline patrol to be utilized during traffic enforcement to prevent impaired driving.</p> <p>Pedestrian and traffic collisions are being monitored as Q2 numbers are higher than the same period last year.</p>	
9.1 Major Event Planning	<ul style="list-style-type: none"> Continue delivering training on Incident Command for major events. Enable district Community Resource Officers to monitor minor events (geographic responsibility) based on Major Event & Emergency Management Section (MEEMS) risk triage. Continue to evaluate staffing model for all events. Maintain Public Safety Unit guiding principles for de-escalation at protests and "talk vs action" approach. Deliver ongoing training to officers to produce debriefing and after-action reports for critical incidents. Finalize the new Pay Duty Management System. 	<p>■ In-Progress</p> <p>■ In-Progress</p> <p>■ In-Progress</p> <p>■ In-Progress</p> <p>■ In-Progress</p> <p>▲ Modified (Delayed to Q4)</p>
TARGET	M9.1 Complete risk assessments for all major events and festivals	On track
9.2 Safety Planning for the 2023 World Petroleum Congress	<p>Q1: Establish planning team to work with the Canadian National Committee of the World Petroleum Council (WPC).</p> <p>Q2: Engage with partners to support Congress security and coordinate resources with the Calgary Emergency Operations Centre.</p>	<p>● Completed in Q1</p> <p>● Completed in Q2</p>
TARGET	M9.2 Develop event safety plan and budget	On track
COMMENTARY	Multiple City of Calgary business units, Emergency Medical Services (EMS), Royal Canadian Mounted Police (RCMP), Canada Border Services Agency (CBSA), and the World Petroleum Congress Committee were identified as partners to design and implement the safety plan.	



INCREASED PUBLIC TRUST AND CONFIDENCE

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

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

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
10.1 Indigenous Roadmap	Q1: Establish Indigenous Relations Team.	● Completed
	Q1: Establish Elders' circle.	◆ Not started
	Q1: Develop Indigenous Education Strategy for members.	■ In-Progress
	Q2: Establish members' circle.	▲ Modified (Cancelled for 2022)
	Q2: Deliver expanded officer exchange program with local Indigenous police services.	■ In-Progress
	Q2: Open the Sacred Space at the CPS headquarter building.	■ In-Progress
TARGET	M10.1 50% of police related TRC Calls to Action and MMIWG Calls to Justice are being addressed.	On track
COMMENTARY	<p>Currently the Indigenous Resource Team does not have the necessary personnel, time and resources to logistically organize and establish a meaningful Members' Circle.</p> <p>Recently re-ratified the Memorandum of Understanding with Tsuut'ina Nation Police Service in order to have their members at Stampede and CPS members to attend Tsuut'ina Pow Wow on July 22-23. Officers from recruiting attended Kainai Days (Pow Wow on July 15-17).</p> <p>It is anticipated that the Sacred Space will be formally opened in October.</p>	
10.2 Outreach to racialized communities	Q3: Participate in and support to the resettlement of Afghan refugees in Calgary.	■ In-Progress
	Q4: Host workshops related to police recruit entrance exams for racialized communities.	■ In-Progress
	Q4: Host Diversity Summit.	◆ Not started
	Q4: Deliver "You and the Law" presentations to immigrants about the Canadian legal system, how police in Calgary operate and the rights newcomers can enjoy as residents of Canada.	■ In-Progress
	TARGET	M10.2 Increase deployment of Diversity Resource Team to community events by 5%
COMMENTARY	The recruit entrance exam workshops are continuing with more community awareness. Enrollment has slightly increased. The Recruiting Unit has been invited to appropriate community events that Diversity Resources attends and diversity members continue to be recruit ambassadors at "Coffee with a Cop" sessions with the Southeast Asian Communities.	

11.1 School Resource Officer Program	Q1: Re-engage with students and conduct roundtable session with partners and stakeholders.	■ In-Progress
	Q2: Deliver an action plan for police engagement with youth through a collaborative design with stakeholders.	▲ Modified (Delayed Q4)
	Q3: Implement action plan for transformation.	◆ Not started
	TARGET M11.1 Deliver the three-point design plan for transformation: student re-engagement, roundtable session to build a collaborative action plan, and oversight board to guide the implementation of the action plan.	TBD in Q4
COMMENTARY	Action plan delayed pending completion of engagement with students in Q3 for the first round, and Q4 for the second round. Engagement materials were finalized with Action Dignity, The City of Calgary Engage Team, and racial trauma support input.	
12.1 Professional Standards Process Innovation	Q4: Civilianize select investigative positions, implement process innovation and expedited triage workflow, and implement quality assurance file reconciliation and review process.	■ In-Progress
	Q4: Empower and train commanders and supervisors to address issues at the district and section level to provide more timely and effective response to complaints by citizens (Alternative Dispute Resolution (ADR) within the police complaint process).	■ In-Progress
	TARGET M12.11 15% of formal PSS investigations are closed within 12 months	On track
	M12.12 Reduce public complaints by 5%	Off-target
12.2 Street Checks	Q1: Continue to work with the Government of Alberta and other provincial law enforcement agencies on a provincial implementation plan.	■ In-Progress
	Q1: Implement policy changes.	■ In-Progress
	Q2: Deliver training on Street Checks.	■ In-Progress
	Q2: Complete public engagement on Street Checks.	■ In-Progress
	Q4: Establish Business Intelligence (BI) reporting.	■ In-Progress
	TARGET M12.2 100% of officers are trained on the new legislation on street checks and carding	On track
	COMMENTARY	The Government of Alberta released an interpretation guide to accompany the Street Check regulations in June 2022. The Provincial Working Group will reconvene in September 2022 to explore opportunities for consistent public-facing messaging across Alberta.
	E-learning has been developed, approved, and released to the membership. Completion is mandatory for sworn members and select civilian members. The Government of Alberta extended the deadline for compliance with training completion from 29 June 2022 to 31 August 2022. As of 30 June 2022, approximately 1300 sworn and civilian members have completed the course.	
12.3 Race-based Data Collection	Q2: Community engagement regarding the collection of race-based data completed.	■ In-Progress
	Q4: Documentation for training and standard operating procedures completed.	■ In-Progress

	Q4: Internal and external reporting schedule completed.	■ In-Progress
	Q4: Communication strategy on race-based data completed.	■ In-Progress
TARGET	M12.3 Foundational work for race-based data collection completed	On track
12.4 Body-Worn Camera and In-Car Video	Q4: Expand deployment of BWC technology.	■ In-Progress
	Q4: Complete 12 recommendations from BWC and ICV evaluations.	■ In-Progress
	Q4: Install ICV systems into existing vehicle fleet.	■ In-Progress
TARGET	M12.41 Increase the number of officers with BWC by 200	On track
	M12.42 100% of eligible vehicles have ICV upgrade by the end of 2022	On track
12.5 Social Media Strategy	Q2: Deliver Social Media Strategy.	■ In-Progress
TARGET	M12.5 Increase number of social media followers by 5% (Twitter, Facebook, Instagram)	On track
COMMENTARY	A new Social Media Communications Strategist position was created. The primary focus for this position will be to create a Service-wide social media strategy to enhance our communication with the public and reduce corporate risk.	

D INCREASED EQUITY, DIVERSITY, AND INCLUSION

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

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

SHORT-TERM OUTCOME	PLANNED ACTIVITIES	STATUS
13.1 Equity, Diversity, Inclusion (EDI) Tool	Q3: EDI Tool applied to analyze CPS Human Resources policies.	◆ Not started
	Q4: EDI Tool applied, and training delivered to selected areas within the Service.	◆ Not started
	TARGET M13.1 25 Human Resources policies are reviewed with the EDI Tool	Off-target
	COMMENTARY Off-target due to work not started.	
13.2 Workplace Inclusion	Q2: Equity and inclusion barriers identified and changes to policies, practices, and marketing efforts within the sworn and civilian recruitment processes implemented.	● Completed in Q2
	Q3: Training and development provided to reduce the impacts of bias and systemic discrimination in recruitment and curriculum development.	■ In-Progress
	TARGET M13.2 65% of recommended culture and social norm recommendations (“nudges”) implemented	On track
	COMMENTARY The University of Calgary recommendations to address equity and inclusion barriers within the sworn recruitment process have been implemented. Similar engagement for the civilian recruitment processes is not being explored at this time due to other internal efforts to align with The City processes and focus on current civilian recruitment needs.	
13.3 Sworn Recruitment Outreach and Marketing	Q3: Recommendations made to the Alberta Solicitor General, in collaboration with the Alberta Association of Chiefs of Police, to reduce applicant barriers within the provincial recruitment process guidelines.	● Completed in Q2
	Q4: Monitor and evolve the current Recruiting, Marketing, and Outreach Plan.	■ In-Progress
	TARGET M13.31 Hire 135 sworn members, with a focus on recruitment of a diverse group of qualified candidates	On track
	M13.32 15% increase in outreach events with an EDI component	On track
COMMENTARY	In collaboration with the Alberta Association of Chiefs of Police, recommendations were presented to the Alberta Solicitor General to reduce applicant barriers within the provincial recruitment process for police officers.	

13.4 Workplace Sexual Harassment Initiative	Q2: Deliver organizational recommendations to mitigate key barriers to reporting sexual harassment in partnership with the University of Calgary.	▲ Modified (Delayed to Q3)
	Q4: Leadership training developed to enhance response and reduce barriers to reporting.	■ In-Progress
	TARGET M13.4 Ten University of Calgary recommendations actioned	On track
	COMMENTARY The University of Calgary is meeting with all members of the CPS Employee Advisory Committee (including the Legal & Regulatory Services Division, Human Resources Division, Wellness & Resiliency Division, and Office of Respect and Inclusion) to formulate recommendations that will reduce barriers to reporting workplace sexual harassment. A Respectful Workplace Advisor is being hired to assist with this work.	
13.5 Office of Respect & Inclusion Communication Strategy	Q1: Develop the Office of Respect & Inclusion communication strategy and communicate Service-wide.	▲ Modified (Delayed to Q3)
	TARGET M13.5 10% increase in the number of employees accessing proactive Alternative Dispute Services	Off-target
14.1 CPS Anti-Racism Strategy	Q1: Anti-Racism Strategic Roadmap delivered.	■ In-Progress
	Q2: Conduct two-way participatory problem-solving sessions with police and community.	■ In-Progress
	Q3: Deliver CPS anti-racism gap analysis to selected policies.	◆ Not started
	Q4: Conduct an evaluation of the CPS Anti-Racism Strategy.	■ In-Progress
	TARGET M14.11 Increase to 85 per cent the proportion of equity seeking employees who report their colleagues know enough to engage in a discussion about racism and discrimination	TBD in Q4
	M14.12 Training plan developed	TBD in Q4
	COMMENTARY Anti-racism in policing conversations will be ongoing for the rest of the year with Habitus and Action Dignity delivering the community engagement.	
	Habitus and Action Dignity are building an evaluation framework for the Anti-Racism Strategic Roadmap.	



INCREASED EFFICIENCY AND EFFECTIVENESS

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

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

SHORT-TERM OUTCOME	ACTIVITIES	STATUS
15.1 Service Optimization Review (SOR) Patrol Deployment	Q1: Establish and communicate response time metrics for each priority level (recommendation 10).	▲ Modified (Delayed)
	Q2: Assess and implement additional avenues for public reporting and diversion through the Alternative Call Response Project (recommendation 12).	■ In-Progress
	Q2: Continue to strengthen community partnerships and organizational collaboration to address prevention and intervention related activities (CRO mandate in Q2; Patrol mandate in Q4) (recommendation 14).	■ In-Progress
	Q3: Leverage research, analytics, and the use of big data solutions for predicting future workload (recommendation 13).	◆ Not started
	Q4: Evaluate the current approach to call prioritization to ensure effective response to public calls for service (recommendation 9).	■ In-Progress
	Q4: Evaluate and assess the schedule to enable more efficient use of patrol resources and safeguard officer wellness (recommendations 16 and 17).	◆ Not started
	Q4: Adopt and deliver a consistent approach to geographic (zone) ownership across the Districts (recommendations 4 and 5) and introduce problem-solving.	■ In-Progress
	Q4: Monitor projections and changes in land use planning to allow for adjustments in deployment and collaborations with external service providers (recommendation 21).	◆ Not started
TARGET	M15.11 70% of Service Optimization Review (SOR) Patrol Deployment recommendations are actioned	On track
	M15.12 5% increase in online reporting	On track
COMMENTARY	Completed recommendations to apply shift relief factor to patrol, both constable and sergeant positions. Leveraged the scheduling dashboards to provide real-time data for all levels of management in the Districts. Created the function/role of a Patrol Analyst.	

16.1 Infrastructure Plans	Q2: Deliver an organizational design for employee use of space in CPS facilities post COVID-19.	■ In-Progress
	Q3: Establish a five-year operating and lifecycle management plan for existing facilities.	● Completed in Q2
	Q3: Establish a facility lifecycle replacement plan to ensure critical building systems and structural component remain functional.	● Completed in Q2
	Q3: Deliver recommendations for alignment with The City of Calgary Facility Management, Corporate Coordinated and Operations and Maintenance Program (CCOM).	■ In-Progress
	Q4: Implement actions from the Security and Building Safety Plan.	■ In-Progress
TARGET	M16.1 Infrastructure plans are completed	On track
COMMENTARY	Established new guidelines to inform a space management strategy to account for teleworking arrangements, growth in the number of work units, workspaces reconfiguration and maximisation of available spaces. Plans are complete and financial supports are reflected in the 2023-2026 budget request.	
17.1 Rapid DNA technology	Q1: Complete training for Forensic Crime Scene Unit (FCSU) members (group 1) and soft roll-out of instrument on major code events.	● Completed in Q1
	Q2: Complete training for FCSU members (group 2).	◆ Not started
	Q3: Formal roll-out of instrument to specialty units.	■ In-Progress
	Q4: Establish Memorandum of Understanding with Edmonton Police Service for a provincial DNA database.	■ In-Progress
	TARGET	M17.1 Reduce investigation resources on files where Rapid DNA is used.
COMMENTARY	Group two training has been delayed until Q3 due to summer scheduling challenges. An information session will be held at the Crown Prosecution and the Specialized Prosecutions offices. The Rapid DNA was rolled out to additional investigative units and was used at the request of the Office of the Chief Medical Examiner (OCME) to identify deceased persons. Work with Edmonton Police Service has formally started around provincial standards and guidelines to establish a Rapid DNA Working Group.	
17.2 Technological Roadmap	Q2: Complete Computer Assisted Dispatch (CAD) procurement.	■ In-Progress
	Q3: Implement the Technology Ethics Committee.	■ In-Progress
	Q4: Complete the Connected Frontline Program Plan to address frontline and investigative technological needs.	● Completed in Q2
	Q4: Complete network segmentation for system security compliance.	■ In-Progress
	Q4: Implement Records Management System Universal Client.	■ In-Progress

	TARGET	M17.21 80% of IT service requests resolved	On track
		M17.22 Connected Frontline Plan delivered	On track
	COMMENTARY	CAD Request for Proposals (RFP) undergoing legal review by The City of Calgary.	
		The Connect Frontline Program Plan was delivered, and foundational work is in progress.	
17.3 Human Resources Information System (HRIS)		Q3: Develop project and procurement plan.	■ In-Progress
	TARGET	M17.3 Plan for procurement of HRIS is delivered	On track

APPENDIX 1: PERFORMANCE MEASURES

MEASURES	Target	Q2			Annual		
	Status	2021	2022	% Change	2021	2022 (Year-to-Date)	% Change
M1.1 Maintain 2021 levels for psychological disability claims.	Off-target	New	21	New	42	42	TBD in Q4
M1.2 Return to the Workplace policy and guidelines completed and communicated.	On track		Annual		New	Completed	New
M1.3 Reduce the number of preventable Service vehicle collisions year over year.	Off-target	54	65	20%	226	124	TBD in Q4
M2.1 Career Management Program implemented Service-wide.	Off-target		Annual		New	TBD in Q4	New
M2.2 90% of eligible Inspectors and Directors have completed the Leadership Development Program.	On track		Annual		New	TBD in Q4	New
M2.3 60% of employees agree that they are provided with adequate training to perform their job.			Annual		54	TBD in Q4	TBD in Q4
M3.1 Increase employee engagement activities.	On track	New	0	New	New	207	New
M4.1 Review and implement recommendations of three Human Resources processes related to accommodations, expression of interest, and disability management.	On track	New	0	New	New	0	New
M5.11 Reduce shootings year over year	Off-target	18	37	106%	95	73	TBD in Q4
M5.12 Reduce violent incidents where a firearm or suspected firearm is present below the five-year average	Off-target	100	133	33%	449	278	TBD in Q4
M5.2 Decrease robberies below the five-year average	On track	247	224	-9%	1,001	509	TBD in Q4
M6.1 Decrease residential break and enters below the five-year average	Off-target	755	994	32%	3,347	1,924	TBD in Q4
M6.2 Reduce theft of motor vehicles below the five-year average	Off-target	1,120	1,465	31%	4,985	3,084	TBD in Q4
M7.11 Increase calls to Mobile Response Team (MRT) by 10%	On track	397	1068	169%	1,664	1,733	TBD in Q4
M7.12 Increase dispatched calls to Police and Crisis Team (PACT) by 5%	On track	548	643	17%	2,296	1,252	TBD in Q4
M7.13 Decrease Form 10 apprehensions by 5%	On track	1,094	859	-21%	4,463	1,823	TBD in Q4
M7.2 Increase perception of safety in the downtown core (Stephen Avenue Safety Hub Survey)			Annual		22.4	TBD in Q4	TBD in Q4
M8.11 Reduce number of pedestrian collisions	On track	72	84	17%	407	173	TBD in Q4
M8.12 Reduce traffic collisions at intersection safety camera locations	On track	230	251	9%	1,268	524	TBD in Q4
M9.1 Complete risk assessments for all major events and festivals	On track	51	18	-65%	104	35	TBD in Q4
M9.2 Develop event safety plan and budget	On track		Annual		New	TBD in Q4	New
M10.1 50% of police related TRC Calls to Action and MMIWG Calls to Justice are being addressed.	On track		Annual		New	TBD in Q4	New
M10.2 Increase deployment of Diversity Resource Team to community events by 5%	On track	New	64	n/a	New	116	New
M11.1 Deliver the three-point design plan for transformation: student re-engagement, roundtable session to build a collaborative action plan, and oversight board to guide the implementation of the action plan.			Annual		New	TBD in Q4	New

MEASURES	Target	Q2			Annual		
	Status	2021	2022	% Change	2021	2022 (Year-to-Date)	% Change
M12.11 15% of formal PSS investigations are closed within 12 months	On track		Annual		36	TBD in Q4	TBD in Q4
M12.12 Reduce police complaints by 5%	Off-target	86	93	8%	374	198	TBD in Q4
M12.2 100% of officers are trained on the new legislation on street checks and carding	On track		Annual		New	TBD in Q4	New
M12.3 Foundational work for race-based data collection completed	On track	New		New	New	TBD in Q4	New
M12.41 Increase the number of officers with BWC by 200	On track	New	25	New	New	25	New
M12.42 100% of eligible vehicles have ICV upgrade by the end of 2022	On track	New	23%	New	New	23%	New
M12.5 Increase number of social media followers by 5% (Twitter, Facebook, Instagram)	On track	422,920	456,268	8%	434,003	456,268	TBD in Q4
M13.1 25 Human Resources policies are reviewed with the EDI Tool	Off-target	New	0	New	New	0	New
M13.2 65% of recommended culture and social norm recommendations (“nudges”) implemented	On track	New	0	New	New	0	New
M13.31 Hire 135 sworn members, with a focus on recruitment of a diverse group of qualified candidates	On track	27	42	56%	110	70	TBD in Q4
M13.32 15% increase in outreach events with an EDI component	On track	2	18	800%	18	31	TBD in Q4
M13.4 Ten University of Calgary recommendations actioned	On track	New	0	New	New	0	New
M13.5 10% increase in the number of employees accessing proactive Alternative Dispute Services	Off-target	New	4	New	87	11	TBD in Q4
M14.11 Increase to 85 per cent the proportion of equity seeking employees who report their colleagues know enough to engage in a discussion about racism and discrimination			Annual		79	TBD in Q4	TBD in Q4
M14.12 Training plan developed			Annual		New	TBD in Q4	New
M15.11 70% of Service Optimization Review (SOR) Patrol Deployment recommendations are actioned	On track	New	24%	New	5%	24%	TBD in Q4
M15.12 5% increase in online reporting	On track	4,600	5,705	24%	18,386	10,748	TBD in Q4
M16.1 Infrastructure plans are completed	On track		Annual		New	TBD in Q4	New
M17.1 Reduce investigation resources on files where Rapid DNA is used.			Annual		New	TBD in Q4	New
M17.21 80% of IT service requests resolved	On track	87	83	-5%	88	83	TBD in Q4
M17.22 Connected Frontline Plan delivered	On track		Annual		New	Completed	New
M17.3 Plan for procurement of HRIS is delivered	On track		Annual		New	TBD in Q4	New

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