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Annual Policing Plan

Quarter 1 Report



Calgary Police Service

CALGARY POLICE SERVICE Annual Policing Plan Quarter 1 Report

2023 Annual Policing Plan: Quarter 1 Report

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Our Story

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



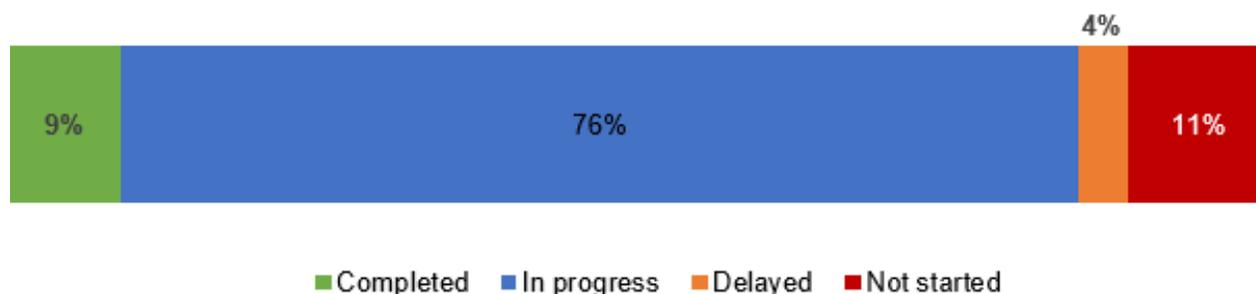
CALGARY POLICE SERVICE
OUR STRATEGY
 SERVICE THROUGH VALUES

Executive Summary

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

At the end of the first quarter (Q1), January to March, nine (9) percent of the initiatives were completed, 76 percent were reported in progress, four (4) percent have been delayed, and 11 percent of the activities have not been initiated because the indicator's outputs and/or outcomes are projected for Q4. Some activities were delayed this quarter due to resource limitations or a shift in an external partner's timeline. For example, the schedule to implement the Administrative Penalty Information System (APIS) for Traffic Safety Act offences was amended due to a delay with the Government of Alberta.

Q1 Status of 2023 APP Initiatives



Highlights of Q1 Completed Initiatives:

- An analysis of unsolved homicides for the period of 2005-2021 was completed and the results will be used to improve communication with families of homicide victims, to ensure their needs are taken into consideration when providing them with case updates.
- The Traffic Section coordinated messaging to the district offices regarding Alberta's Traffic Safety Calendar that encompassed a focus on intersection safety, distracted driving, and seatbelt compliance.
- The Indigenous Relations Team facilitated discussions between the Missing Persons Team and the community resulting in recommendations to revise the Missing Persons Policy.

- A strategic and streamlined civilian recruitment approach has been actioned through a Talent Acquisition Team that conducts targeted talent sourcing of qualified candidates and provides fulsome hiring support to CPS leaders.
- Commencing in 2023, all recruit classes will be enrolled in the new Canadian Police Knowledge Network (CPKN) cyber security e-learning module 'Building Cyber Awareness'.
- The Professional Services Section (PSS) rolled out a Discipline Matrix for consistency in disciplinary decision making and to provide clarity to CPS members on penalties for “non-serious” misconduct.

Key Performance Indicators 2023-2026

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

Key Performance Measures	Target	2019	2020	2021	2022	2023
Goal 1: Increase Community Safety and Well-Being						
M1. Percentage of Calgarians who feel safe (Council KPI 4)	Increase to above 80 (5-year average)	82	79	79	78	TBD Q4
M2. Crime Severity Index (Council KPI 1)	Maintain below the 5-year average of 83.58	93.5	79.2	72.3	TBD Q3	TBD 2024
M3. Weighted Clearance Rate (Council KPI 8)	Increase to above 30 (pre-2021 levels)	27.2	28.7	29.5	TBD Q3	TBD 2024
Goal 2: Increase Trust and Confidence						
M4. Percentage of Calgarians who have confidence in CPS (Council KPI 5)	Increase to 90 (pre-2020 levels)	NA	94	NA	86	NA
M5. Percentage of Calgarians who agree that CPS is a police service they trust (Council KPI 6)	Increase to above 80 (2020 level)	NA	86	NA	77	NA
Goal 3: Increase Effectiveness and Efficiency						
M6. Operating cost per capita (Operating Dollars Only) (Council KPI 7)	Maintain	393	394	390	405	TBD 2024
Goal 4: Increase Employee Satisfaction and Engagement						
M7. Employee Engagement Index (Council KPI 10)	Increase to above 70 (pre-2015 levels)	62	55	46	42	TBD Q4

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

Planned Initiatives

The following section outlines the 2023 initiatives that will contribute to achieving the Service's goals and KPIs. The initiatives are categorized reflecting the phase of each activity (e.g., completed, in progress, delayed, not started) and the performance measures are labeled based on the target status (e.g., on target, off target). The supporting performance measures are tracked quarterly and/or annually to demonstrate change. Some measures are new to 2023 and do not have 2022 data and occasionally the definition of a measurement may be amended to better reflect the data.

Goal 1: Increase Community Safety and Well-Being

Sub-Goal A: Respond to Crime and Public Safety

Planned Initiatives	Status
1. Establish city-wide and district-specific priorities through the monthly Crime Reduction Strategy by Q4 Update: The Community Policing Analytic Unit has revised the city-wide and district crime trends and proactive opportunities monthly document to align with the strategy and goals of the APP. The aim is to appropriately prioritize our data driven response to various types of crime.	■ In progress
➤ M9. Reduce number of property crime incidents	On target
2. Reduce violent crime through focused investigation, enforcement, and offender management in core business relating to firearms violence, robberies, homicide, and other crimes against persons by Q4	■ In progress
➤ M10. Reduce number of violent crime victims	On target
➤ M11. Increase violent crime clearance rate	Annual
3. Identify top harm offenders and address offender management priorities at a Service and district level with initiatives such as the intelligence-led	✓ Completed (Q1)

<p>prosecutions working group by Q1 and district level offender management by Q4</p> <p>Update: The CPS is working with law enforcement partners across the province to establish an Intelligence-Driven Prosecution Model. The aim is to reduce crime through evidence-based strategies focused on people, places, and problems, driving crime in specific neighborhoods and facilitate improved prosecutorial decision-making through enhanced information gathering and close coordination with local law enforcement and community. Currently work is focused on establishing a provincially agreed methodology for identification of offenders with the potential to cause the greatest harm in Alberta's communities.</p>	<p>■ In progress (Q4)</p>
<p>➤ M12. Maintain number of higher harm offenders monitored</p>	<p>TBD Q2</p>
<p>4. Reduce crime and disorder in the downtown with partners and support agencies by Q4</p>	<p>■ In progress</p>
<p>➤ M13. Reduce number of violent crime occurrences in downtown</p>	<p>NA</p>
<p>5. Develop a police-focused Public Transit Safety and Security Plan with Calgary Transit to provide prevention and intervention approaches at transit stations and surrounding communities, that may incorporate private security, peace officers and police roles and responsibilities by Q4</p> <p>Update: The Bureau of Community Policing (BCP) has created a SAFE PUBLIC SPACES ACTION PLAN which will lead with compassion and follow-up with enforcement when required. This plan is not solely focused on transit but all City of Calgary public spaces. The BCP is also working closely with the Transit Strategic Planning Team to coordinate transit peace officers and CPS sworn members to ensure that resources are appropriately responsive.</p>	<p>■ In progress</p>
<p>➤ M14. Reduce number of crime occurrences at LRT stations</p>	<p>NA</p>
<p>6. World Petroleum Congress (WPC) safety plan operationalized, intelligence support and investigative resources by Q3</p> <p>Update: The project team has developed plans to support and coordinate the Integrated Security Unit (ISU) during the WPC. The ISU will provide the operational security response. Additionally, the Criminal Networks Section is</p>	<p>■ In progress</p>

supporting intelligence gathering in preparation for the WPC by loaning two (2) analysts (part-time) to support the work.	
7. Prepare safety plans for events, protests, and parades and review operational planning for public safety events to incorporate Community Impact Assessments by Q4	■ In progress
➤ MI5. Increase number of Community Impact Assessments	Annual

Sub-Goal B: Provide support to victims through investigative excellence

Planned Initiatives	Target	Status
8. Support victims through trauma-informed investigations with core business relating to missing persons, homicide, child abuse, sexual assault investigations, human trafficking, etc.		■ In progress
9. Implement revisions to the missing person response by Q2		■ In progress
10. Complete unsolved homicide report by Q1 Update: An analysis of unsolved homicides for the period of 2005–2021 was completed and results will be presented to the Calgary Police Commission (CPC) in May 2023. Results of this analysis will be used to improve communication with families of homicide victims to ensure their needs are taken into consideration when providing them with case updates.		✓ Completed
11. Advance technical investigations including digital forensics investigations, cyber capabilities, firearms tracing, and 3D scanner by Q4		■ In progress
12. Introduce recruit cybersecurity e-learning from the Canadian Police Knowledge Network (CPKN) in Q1 Update: Beginning in 2023, all recruit classes will be enrolled in the new CPKN cyber security e-learning module 'Building Cyber Awareness'. The module was developed in consultation with police services across Canada, including the CPS, and emphasizes practices to guard devices		✓ Completed

and accounts for the protection of information. CPKN has partnered with a private security organization to support ongoing curriculum updates. Previously police services were challenged to keep curriculum content current with the speed of technological advancements.	
13. Pilot a research and development initiative on cybercrime investigation (cyber range) with the University of Calgary and the private sector by Q4	■ In progress
14. Develop crypto currency tracing training with a private sector partner by Q4	■ In progress
➤ M16. Increase number of trauma-informed training opportunities	On target
➤ M17. Reduce number of unsolved historical missing person investigations	Annual
➤ M18. Increase number of unsolved homicide files	Annual
➤ M19. Reduce percentage of devices in the Digital Forensics Team (DFT) queue	TBD Q2
➤ M20. Monitor number of investigations started from crime gun tracing	On target
➤ M21. Increase number of investigations using 3D scanner	TBD Q2
➤ M22. Increase number of investigations supported by the Cyber Team	On target
➤ M23. Increase number of courses delivered on crypto currency	On target

Sub-Goal C: Improve Traffic Safety

Planned Initiatives	Target	Status
15. Follow through with components of evaluation, community engagement, engineering, education, and enforcement aimed at safer mobility in Calgary in the Interim Traffic Safety Plan (2022-2023) by Q4		■ In progress
16. Deliver traffic safety education, partnership, and enforcement inclusive of work within Arrest Processing and Traffic Section as well as the Districts within Community Policing Bureau in alignment with the Alberta Traffic Safety Calendar Update: The Traffic Section coordinated messaging to the district offices regarding Alberta's Traffic Safety Calendar that encompassed a focus on intersection safety, distracted driving, and seatbelt compliance for Q1		✓ Completed (Q1) ■ In progress (Q2-4)

➤ M24. Reduce number of fatal and major injury vehicle collisions	Off target
➤ M25. Reduce rate of pedestrian collisions per 100,000 population	Off target
17. Train frontline officers and Ticket Control members on the provincial Administrative Penalty Information System (APIS) and new work processes as part of the Alberta Justice's Transformation Initiatives to maximize administrative improvements on traffic summons by Q3 Update: Ticket Control members have been trained and learning materials to support officer training are in the final phase of development.	■ In progress
➤ M26. Increase number of violation tickets written by patrol and traffic	On target
18. Implement APIS for Traffic Safety Act offences (automated enforcement and officer issued) by Q1 Update: The timeline for this initiative has been extended due to a delay with the Government of Alberta's sandbox environment. The working team gained access to the environment in April and is in the process of testing the software.	❖ Delayed
19. Develop a 2024-2026 Joint Safety Traffic Plan with The City of Calgary on the Safer Mobility Plan 2024-2026 by Q4	* Not started

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

Planned Initiatives	Target	Status
20. Establish a working group for the Patrol Call Assessment Project (EMS assistance, traffic-related complaints, bylaw-related complaints) with partners, to clarify mandate and roles by Q1 Update: In January of 2022, the Call Assessment Project established the Public Safety Working Group made up of all Calgary Community Standard Agencies along with their leadership teams. This group was created to ensure decisions made by police to redirect calls for service to the appropriate agency, would be made in collaboration and not isolation.		✓ Completed
21. Advance geographic ownership and model of community policing by Q4		* Not started
➤ M27. Increase percentage of calls for service attended to by officers		NA

➤ M28. Reduce patrol response time	
➤ M29. Increase percentage of Priority 1 calls responded to within seven (7) minutes	NA
➤ M30. Increase percentage of time patrol spends on proactive activities (traffic safety, offender management, crime reduction strategies and relationship building within the community)	NA
22. Continue to fund the Community Safety Investment Framework (CSIF) to transform crisis response through call diversion to alternate service providers by Q4 Update: The CSIF call for proposals closed March 1, 2023, and the applications are under review.	■ In progress
23. Establish a governance framework (accountable entity) for all crisis transformation initiatives by Q1	■ In progress
24. Review Police and Crisis Team (PACT) evaluation and work with Alberta Health Services (AHS) partners to reimagine Police and Crisis Teams vis-à-vis other crisis transformation initiatives by Q2	■ In progress
25. Operationalize Community Mobile Crisis Response Teams (CMCR) with community partners by Q1 Update: The CMCR teams were operationalized in February 2023 and The Alex Community Health Centre (The Alex) was selected to deliver the CMCR pilot program until December 2023.	■ In progress
26. Explore, conceive, and execute on the creation of a Real Time Integrated Mental Health and Addictions Centre with community and civic partners by Q4	■ In progress
➤ M31. Allocate 100 per cent of funds earmarked for the Community Safety Investment Framework	On target
➤ M32. Increase percentage of public calls for service resulting in a report (measure of diversion & alternative call response)	NA
➤ M33. Increase number of unique clients from crisis response initiatives	TBD Q2
➤ M34. Increase number of contacts from crisis response initiatives	TBD Q2

Sub-Goal E: Address the Recruiting and Staffing Issues Impacting the Services We Provide

Planned Initiatives	Target	Status
27. Deliver on the objectives of the 2023–2026 Sworn Recruitment Plan and enhance commitments to equity, diversity, and inclusion		■ In progress
28. Sustain and strengthen relationships established with marginalized and racialized communities by Q4 Update: The outreach team attended 93 events including an Akram Jomaa recruiting event and the Aboriginal Futures Job Fair.		■ In progress
29. Leverage newly established outreach and marketing data to inform effective recruitment strategies by Q3 Update: A data rubric has been established to provide information on what sworn recruitment outreach events are most effective in attracting successful applicants.		■ In progress
30. Influence provincial standards by providing leadership on the Alberta Association of Chiefs of Police’s committee on recruitment by Q3 Update: The Director of Recruitment and Learning has been appointed as the Co-Chair for the Alberta Association of Chiefs of Police recruiting committee. This role will provide the CPS with the opportunity to continue the Service’s advocacy efforts aimed at reducing applicant barriers and increasing the number of diverse applications received.		■ In progress
➤ M35. Increase percentage of annual officer applicants that represent the diversity of the community		On target
➤ M36. Increase percentage of officer recruitment outreach events with racialized and marginalized communities		On target
➤ M37. Meet 100 percent of annual sworn recruiting target		On target
31. Refine CPS corporate branding to support civilian recruitment by Q2 Update: Full-service and strategic civilian talent sourcing is being delivered through: <ul style="list-style-type: none"> Enhanced leadership support from the hiring process initiation 		✓ Completed

<p>through to employee start date,</p> <ul style="list-style-type: none"> • The provision of CPS Civilian Talent Acquisition Marketing Reports • Expanded and targeted recruitment outreach efforts that leverage social media as well as internal/ external partnerships, and • Sharing of civilian opportunities with strategic community partners where there is a focus on reflecting the communities we serve. <p>For 2023 YTD there have been 64 civilian job postings resulting in a 97% (d=3,549) increase in external civilian applications and 156% (d=42) civilian hires compared with the first three (3) months of last year.</p>	
<p>32. Conduct training sessions for CPS leaders on recruitment, interviewing, and selection to enhance civilian hiring approach by Q3</p>	<p>■ In progress</p>
<p>33. Increase civilian recruitment capacity and recruitment support to hiring leaders by Q2</p> <p>Update: A strategic and streamlined civilian recruitment approach has been actioned through a Talent Acquisition Team that conducts targeted talent sourcing of qualified candidates and provides fulsome hiring support to CPS leaders.</p>	<p>✓ Completed</p>
<p>➤ M38. Increase number of contacts from crisis response initiatives</p>	<p>On target</p>
<p>➤ M39. Increase percentage of civilian growth positions filled</p>	<p>On target</p>

Goal 2: Increase Public Trust and Confidence

Sub-Goal F: Increase Accountability and Transparency

Planned Initiatives	Target	Status
<p>34. Develop and launch a suite of resource and training supports for members regarding the disciplinary process by Q3</p> <p>Update: The PSS Quality Assurance Team is collaborating with the Chief Crowfoot Learning Centre (CCLC) to develop the training modules.</p>		<p>■ In progress</p>
<p>35. Implement a Discipline Matrix for members by Q1</p>		<p>✓ Completed</p>

<p>Update: The PSS rolled out a Discipline Matrix for consistency in disciplinary decision making and to provide clarity to CPS members on penalties for “non-serious” misconduct. The matrix was communicated to the membership in APM #025 on March 9, 2023.</p>	
<p>36. Analyze and action advice to collect demographic data (including race-based data), and data on experience with the professional standards process from complainants by Q4</p>	<p>■ In progress</p>
<p>37. Convert two (2) additional sworn investigator positions to civilian investigator positions by Q3</p> <p>Update: Job postings for the civilian investigator positions were completed in Q1.</p>	<p>■ In progress</p>
<p>38. Acquire and implement technology add-ons to enable a public portal for complaints, and an internal portal for supervisors by Q4</p> <p>Update: The public portal went live on March 23, 2023.</p>	<p>■ In progress</p>
<p>➤ M40. Increase number of public compliments</p>	<p>Off target</p>
<p>➤ M41. Reduce number of public complaints (contacts) to Professional Standards Section</p>	<p>On target</p>
<p>➤ M42. Increase percentage of complaints resolved within 12 months</p>	<p>On target</p>
<p>➤ M43. Increase percentage of complaints addressed through Alternative Dispute Resolution</p>	<p>On target</p>
<p>39. Create a Service Communication Strategy connected to the objectives within Our Strategy, the 2023-2026 Service Plan, 2023 Annual Policing Plan, Pathways to Engagement, and communications survey by Q1</p> <p>Update: The Strategy has been created, presented, and approved by the Executive and Senior Leadership Teams and will be presented to the CPC Governance and Personnel Committee on May 11, 2023.</p>	<p>✓ Completed</p>
<p>40. Create a social media strategy to communicate with Calgarians more effectively through increased reach and engagement to improve public trust, confidence, and public safety by Q1</p> <p>Update: Recruitment is underway to secure a civilian position to support</p>	<p>❖ Delayed</p>

the work.	
➤ M44. Increase percentage of Calgarians who agree that CPS keeps them informed about safety, crimes, and police	TBD 2024
➤ M45. Increase number of news releases on arrests and charges, investigative appeal to the public, and positive stories (such as crisis response and anti-racism initiatives)	Off target

Sub-Goal G: Strengthen relationships

Planned Initiatives	Target	Status
41. Work through community partnerships to identify viable candidates for the “Mobilizer” program, including hiring, onboarding, and deployment of new civilian ambassadors by Q2		■ In progress
42. Identify synergies in community to deliver youth-based intervention and prevention programs (e.g., recreation or mentorship programs) by Q2		■ In progress
43. Work with the Calgary Police Youth Foundation (CPYF) and YouthLink to generate ideas and proactively deliver on “Bridges for Brighter Futures” youth programming by Q1		■ In progress
44. Develop Action Plan for Youth Advisory Board (YAB) by Q2		■ In progress
45. Evaluate the School Resource Officer program by Q3 Update: The final phase to reimagine how police engage with youth in schools (PEYS) will be a community roundtable session that will be hosted in June 2023. This work combined with the findings of previous engagement efforts from ActionDignity and The City of Calgary Engage Resource Unit will form the final report to be delivered to CPC in Q3.		■ In progress
➤ M46. Hire eight civilian mobilizers		On target
➤ M47. Increase number of youth participants		On target
➤ M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth		TBD 2024
46. Collaborate with the public, industry, and academia to help guide technology and data choices as part of the Technology Ethics Committee		❖ Delayed

by Q1	
➤ M49. Increase number of projects that receive Ethics Committee input	Annual

Sub-Goal H: Improve Professionalism

Planned Initiatives	Target	Status
47. Rollout and train members on Pistol Optics, Axon T7 Taser, C8 Rifle with Suppressor, and other less-lethal equipment by Q4 Update: Working with the CPS procurement team to source and secure the new equipment. Implementation plans and policy are being developed to ensure members receive adequate training.		■ In progress
48. Conduct research and engagement to continually improve de-escalation approaches and strategic communication skills in the In-Service and Recruit Training Programs (RTP) by Q4		■ In progress
49. Deliver training to members in line with new Driver Safety & Compliance Policy in both Recruit Training Program (RTP) and In-Service by Q3 Update: Training on the new Driver Safety and Compliance Policy is in development with plans to launch e-learning in Q2 followed by in-person practical training in Q3.		■ In progress
➤ M50. Increase percentage of Subject Behaviour/Officer Response (SBOR) reports that are formally reviewed to ensure policy compliance and training feedback/improvement		On target
➤ M51. Increase percentage of officers completing mandatory In-service Training		TBD Q2
➤ M52. Measure and report on de-escalation and use of force twice a year through regular reporting		On target
➤ M53. Reduce number of preventable collisions by officers		On target
50. Communicate updated policies for body-worn and in-car camera programs by Q2 Update: The body-worn camera policy was reviewed and updated March 14, 2023.		■ In progress

51. Develop transparency and accountability mechanisms to ensure the CPS is achieving equitable outcomes for all citizens in the use of body-worn camera program by Q3	■ In progress
➤ M54. Increase percentage of public complaints resolved using body-worn camera	On target
52. Enhance, analyse, monitor, and report on use of body worn camera in the processing of complaints by Q4	■ In progress

Goal 3: Increase Effectiveness and Efficiency

Sub-Goal I: Improve Long-Term Capital Infrastructure Planning

Planned Initiatives	Target	Status
53. Continue to implement Service Optimization Review (SOR) infrastructure recommendations by developing preventative programs for infrastructure, including Facility Priority Index, and Deferred Maintenance Replacement Plan by Q4 Update: Implementing software to support the Facility Priority Index.		■ In progress
54. Undertake a needs assessment for future facilities (new district office or downtown) by Q4		■ In progress
55. Develop scope and procurement documents for a new indoor firearms range to allow more officers to be trained by Q4		■ In progress
➤ M55. Spend 25% of \$6.5M on critical deferred maintenance		Annual

Sub-Goal J: Creating efficiencies through technology

Planned Initiatives	Target	Status
56. Initiate the multi-year implementation plan for the Sentry Task Force recommendations by Q1		■ In progress
57. Procure and implement a Learning Management System (LMS) by Q4 Update: Collaborating with The City of Calgary and vendor for a Learning		■ In progress

Management System (LMS) is complete. The competition for a Business Owner has closed and the project launch is scheduled for Q2.	
58. Evaluate current technology to develop business requirements for a Human Resources Information System (HRIS) by Q3	■ In progress
59. Implement the HealthIM software to support officers at mental health calls by Q4	■ In progress
60. Complete a Request for Proposal to install HAWCS helicopter technology by Q3 (implementation in 2024)	■ In progress
61. Complete a Request for Proposal to upgrade the CPS investigative toolset by Q3 (implementation in 2024)	■ In progress
62. Complete a Request for Proposal to upgrade the Computer Assisted Dispatch (CAD) by Q2 Update: The CAD Request for Proposal was posted on March 9 and will close May 3, 2023.	■ In progress
63. Implement modules for Digital Evidence Management System (DEMS) by Q4	✘ Not started
64. Complete the implementation of Occupational Health and Safety Software in partnership with The City of Calgary by Q1	❖ Delayed
65. Implement a facility management system, known as a computerized maintenance management system (CMMS) by Q4	✘ Not started
66. Advance the Connected Officer Program to improve digital experience for officers through technology in vehicles and mobile devices by Q3 Update: The initiative is progressing quicker than planned with an estimated rollout of the new mobile device in Q2.	■ In progress
67. Complete upgrade of automated fingerprint information system and go-live by Q4	■ In progress
➤ M56. Commit 90% of capital budget for information technology	Annual

Sub-Goal K: Contribute to Climate Resilience

Planned Initiatives	Target	Status
68. Replace 25 administrative and investigative vehicles with hybrid cars by Q4 Update: Two (2) hybrid units have been delivered and are in service and the CPS is awaiting delivery of additional units. Ford Canada has advised the CPS that only four (4) units have been allocated to the CPS for 2023 and in response older C-Max vehicles from within our current fleet are being redeployed to address the shortfall.		■ In progress
69. Document the CPS's strategy to contribute to The City of Calgary's GHG reduction target of 60% by 2030 (Facilities Sustainability Strategy and Facilities GHG Plan) by Q4		■ In progress
➤ M57. GHG reduction that contributes to The City of Calgary's GHG reduction target of 60% by 2030		Annual

Goal 4: Increase Employee Satisfaction and Engagement

Sub-Goal L: Improve Wellness and Resiliency

Planned Initiatives	Target	Status
70. Implement the internal Pathways to Engagement plan to improve employee engagement through regular communication of action plan		■ In progress
➤ M58. Increase number of comments received through the Pathways to Engagement webpage and email		TBD Q2
➤ M59. Monitor the number of Pathways to Engagement items actioned, tracked, and reported to CPS staff		On target
71. Establish a Continuum of Care communication tool that enables clear points of access for members to CPS wellness supports by Q3		■ In progress
72. Provide self-service resources and training for members through the CPS Wellness Portal by Q4		■ In progress

<p>Update: A workgroup has been created to build an online hub of tools and resources that can be utilized by employees to learn how the pillars of the Psychological Well-being Strategy (PWS) can be applied to their work.</p>	
<p>73. Establish a governance framework for the Psychological Therapy Program to clearly outline standards and quality of practice within a law enforcement environment by 2024</p>	<p>■ In progress</p>
<p>74. Evaluate the reintegration program processes and clinical oversight by Q4</p> <p>Update: A review is being conducted through a risk lens to ensure that the Reintegration Program is providing the high-quality service that meets clinical standards. Once complete this work will help to identify opportunities for efficiencies and improvements.</p>	<p>■ In progress</p>
<p>➤ M60. Increase percentage of employees surveyed who are satisfied that the Service offers a sufficient array of health and wellness services and support</p>	<p>Annual</p>
<p>➤ M61. Increase percentage of CPS work areas that have integrated the Psychological Wellness Strategy tools and resources Alternative Dispute Resolution</p>	<p>Annual</p>
<p>75. Enhance hazard assessment and mitigation strategies by delivering safety training, digitizing health files for monitoring by Q4</p>	<p>■ In progress</p>
<p>➤ M62. Reduce number of Occupational Health and Safety incidents</p>	<p>Off target</p>

Sub-Goal M: Support Employee Development Opportunities

Planned Initiatives	Target	Status
<p>76. Build out the training strategy for non-patrol areas that align with the existing frontline training approach by Q2</p>		<p>■ In progress</p>
<p>77. Procure and implement external learning library (e.g., LinkedIn Learning) to support and enhance professional development within the Service by Q2</p> <p>Update: The Request for proposal is being finalized and will be posted in Q2.</p>		<p>■ In progress</p>

78. Assess options for a civilian professional development strategy by Q4	✘ Not started
79. Provide consistent and sustained Leadership Development programs (by rank/level) to ensure leadership skills and abilities align with Service values and Our Strategy by Q4 Update: Called to Lead 100 launched in Q1 with three (3) cohorts completing the program. Called to Lead 200 for Staff Sergeants and Managers is currently in development.	■ In progress
➤ M63. Ensure 90% of eligible leaders have completed the Called to Lead training	Annual
80. Develop and initiate a Career Advisor Program by Q4	✘ Not started
81. Develop sworn rank and civilian position profiles and align training, education, and experience requirements by Q4	✘ Not started
82. Identify the critical/vulnerable roles within the CPS and develop a succession planning approach by Q3	✘ Not started
➤ M64. Increase percentage of members who have received career advisory support	TBD 2024
➤ M65. Increase percentage of employees surveyed who agree they are provided with adequate training to perform their job	Annual
83. Build a CPS Performance Development Tool by Q3	■ In progress
84. Identify business requirements for technology to support the Performance Development Tool to inform the replacement of current aging technology by Q4	■ In progress
➤ M66. Increase percentage of supervisors who have completed the Employee Annual Assessment	Annual
➤ M67. Increase percentage of employees surveyed who agree that they receive performance development feedback from their supervisor at least once per year	Annual

Sub-Goal N: Implement Fair, Effective, and Efficient Human Resources Processes

Planned Initiatives	Target	Status
85. Implement recommendations and refine specific components of the Promotional Process including Exams, Training, Scoring, and Interviews by Q3		■ In progress
86. Review the Tenure Policy to assess whether it should be applied to Sergeant and Detective ranks by Q3.		✘ Not started
87. Develop human resources (HR) information management business processes to support data integrity and technology transformation by Q4		■ In progress
88. Enhance the disability claim management process to improve reporting and progress monitoring by Q4 Update: A project team is collaborating with The City of Calgary to support the implementation of this initiative. Implementation of myCORITY has commenced and is anticipated to be completed by the end of August 2023. This will improve member access to Occupational Health and Safety (OHS) information including incident/injury reporting and forms. Cority Health Suite implementation will commence in Q1 2024. Once implemented, the software will support member health and wellness through proactive disability claims management and enhanced employee medical absence reporting and monitoring. Following that the Cority Clinic Note implementation will allow for digital storage of health files and enhance the Service's occupational health programs.		■ In progress
➤ M68. Increase percentage of employees surveyed who agree that CPS practices are applied equitably and fairly to all employees		Annual

Goal 5: Increase Equity, Diversity, and Inclusion

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

Planned Initiatives	Target	Status
89. Develop and apply an Equity, Diversity, and Inclusion (EDI) Framework to policies, training, and processes to address systemic barriers and foster		■ In progress

inclusion	
90. Leverage census data to inform employee supports and the application of the EDI lens by Q2	■ In progress
91. Build and share employee resource guides to increase EDI understanding and capacity across the Service. Update: Resource guides are being developed to provide information to employees on topics such as the use of pronouns, Inclusive language, and respectful meetings. The topics selected for these resources are based on trends amongst employee requests. It is anticipated that these guides will be launched in Q2.	■ In progress
92. Advance the multi-year University of Calgary Partnership on Cultural Social Norm Initiatives across four (4) work areas to support understanding of equity and address cultural barriers by Q4	■ In progress
93. Formalize the process for the development of employee resource groups to ensure sustainability by Q4	✘ Not started
94. Advance knowledge, understanding, and application of anti-racism, as well as EDI principles through training and development by Q3 Update: Research, data gathering, and development of curriculum has commenced for the sexual and gender harassment training in partnership with the University of Calgary Art of the Nudge project team. The training will be piloted with two (2) cohorts in Q3.	■ In progress
➤ M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives	TBD Q2
➤ M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components	TBD Q2
95. Implement recommendations from the Sexual Harassment Initiative through training, proactive resources, and refining processes that ensure concerns are appropriately addressed by Q4 Update: A Service-wide proactive Sexual Harassment Awareness Campaign is being developed that will be shared through a variety of	■ In progress

communication media in Q2	
➤ M71. Increase percentage of employees surveyed who agree that the CPS takes appropriate action in response to incidents of harassment	Annual
96. Build an informal conflict management program through mentorship, training, and mediation supports by Q2	■ In progress
97. Revamp respectful workplace training and integrate developmental resources to proactively address bullying, harassment, and discrimination by Q3	✖ Not started

Sub-Goal P: Provide Inclusive and Equitable Service

Planned Initiatives	Target	Status
98. Continue to work with Statistics Canada and local community to inform implementation of national race-based data framework by Q4 Update: A Canadian Association of Chiefs of Police (CACP) Committee Terms of Reference has been crafted to solidify police involvement in Statistics Canada race-based data collection project. Additionally, the CPS has developed an engagement and education plan for ARAC that will provide a foundational understanding of data collection in policing.		■ In progress
99. Mature current practices in the collection of demographic data in professional standards section by Q4		■ In progress
➤ M72. Increase percentage of Calgarians who agree that the CPS provides the same quality of service to all citizens		TBD 2024

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

Planned Initiatives	Target	Status
100. Consistently work with the Bureau of Investigative Support, in partnership with community representatives, to better inform policy, procedure, and investigative responses that are sensitive, inclusive, and respectful of Indigenous ways of knowing, thinking, and being by Q1		✓ Completed

<p>Update: The Indigenous Relations Team facilitated discussions between the Missing Persons Team and the community resulting in recommendations to revise the Missing Persons Policy. Additionally, the team worked with the unit to ensure that the portfolio of Indigenous Missing Person Investigator position reflects an Indigenous lens.</p>	
<p>101. Complete the e-learning Indigenous courses by Q3</p>	<p>■ In progress</p>
<p>102. Revisit, review, and revise the Indigenous Roadmap to reflect community requests, priorities, and willingness to support the work by Q4</p>	<p>✘ Not started</p>
<p>103. Liaise, maintain, and continue building relationships by participating in community events, gatherings, memorial walks, knowledge transfer opportunities and youth outreach by Q4</p>	<p>■ In progress</p>
<p>➤ M73. Complete all 16 e-learning courses</p>	<p>On target</p>
<p>➤ M74. Complete three (3) activities under the Indigenous Roadmap (rename the Chief Crowfoot Learning Centre, create an investigator position for the Missing Persons Team, and hold a Sacred Space Round Dance)</p>	<p>On target</p>
<p>104. Implement the Anti-Racism Strategic Roadmap with support from the Anti-Racism Action Committee (ARAC) and Advisory Boards and Circle to support the co-creation of 2023 ARAC action items by Q4</p>	<p>■ In progress</p>
<p>105. Develop an anti-racism and cultural competency education plan to empower employees as anti-racism leaders by Q2</p>	<p>■ In progress</p>
<p>106. Lead a transformational culture change by continuing to look at the de-escalation and use of force, body worn camera, and criminal investigations policies through a racial equity lens by Q4</p>	<p>■ In progress</p>
<p>107. Continue with extended community engagement to validate, refine, and prioritize the goals, strategies, and actions identified in the Strategic Roadmap by Q3</p>	<p>■ In progress</p>
<p>➤ M75. Deliver three anti-racism initiatives (School Resource Officer Trauma Engagement, ARAC Evaluation Report, ARAC Communication Plan)</p>	<p>On target</p>

CALGARY POLICE SERVICE Annual Policing Plan Quarter 1 Report

Appendix 1: Performance Measures

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M9. Reduce number of property crime incidents	Reduce	On target	13,602	13,131	13,602	13,131	-3.5%	53,958	TBD Q4
M10. Reduce number of violent crime victims	Reduce	On target	3,417	3,398	3,417	3,398	-0.6%	13,862	TBD Q4
M11. Increase violent crime clearance rate (percentage)	Increase	NA	Annual		NA	NA	NA	54	TBD Q4
M12. Maintain number of higher harm offenders monitored	Maintain	TBD Q2	NA	TBD Q2	NA	TBD Q2	NA	NA	TBD Q4
M13. Reduce number of violent crime occurrences in downtown	Reduce	NA	NA	NA	NA	NA	NA	NA	TBD Q4
M14. Reduce number of crime occurrences at LRT stations	Reduce	NA	NA	NA	NA	NA	NA	NA	TBD Q4
M15. Increase number of community impact assessments	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M16. Increase number of trauma-informed training opportunities	Increase	On target	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M17. Reduce number of unsolved historical missing person investigations	Reduce	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M18. Increase number of unsolved homicide files	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	78	TBD Q4

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M19. Reduce percentage of devices in the Digital Forensics Team (DFT) queue	Reduce	NA	NA	NA	NA	NA	NA	NA	TBD Q4
M20. Monitor number of investigations started from crime gun tracing	Monitor	On target	141	82	141	82	-42%	517	TBD Q4
M21. Increase number of investigations using 3D scanner	Increase	TBD Q2	TBD Q2	TBD Q2	TBD Q2	TBD Q2	TBD Q2	TBD Q2	TBD Q4
M22. Increase number of investigations supported by the Cyber Team	Increase	On target	NA	33	NA	33	NA	NA	TBD Q4
M23. Increase number of courses delivered on crypto currency	Increase	On target	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M24. Reduce number of fatal and major injury vehicle collisions	Reduce	Off target	92	101	92	101	9.8%	488	TBD Q4
M25. Reduce rate of pedestrian collisions (per 100,000 population)	Reduce	Off target	92	105	92	105	14.1%	472	TBD Q4
M26. Increase number of violation tickets written by patrol and traffic	Increase	On target	24,312	29,958	24,312	29,958	23.2%	NA	TBD Q4
M27. Increase percentage of calls for service attended to by officers (Council KPI 3)	Increase	NA	NA	NA	NA	NA	NA	NA	TBD Q4
M28. Reduce patrol response time	Reduce	NA	NA	NA	NA	NA	NA	NA	TBD Q4
M29. Increase percentage of Priority 1 calls responded to within seven (7)	< 7 minutes	NA	NA	NA	NA	NA	NA	NA	TBD Q4

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
minutes									
M30. Increase percentage of time patrol spends on proactive activities (traffic safety, offender management, crime reduction strategies and relationship building within the community) (Council KPI 9 – Proactive Patrol Time)	Increase	NA	NA	NA	NA	NA	NA	NA	TBD Q4
M31. Allocate 100 percent of funds earmarked for the Community Safety Investment Framework (CSIF)	100%	On target	Annual		NA	TBD Q4	TBD Q4	100	TBD Q4
M32. Increase percentage of public calls for service resulting in a report (measure of diversion & alternative call response)	Increase	NA	NA	NA	NA	NA	NA	NA	TBD Q4
M33. Increase number of unique clients from crisis response initiatives	Increase	TBD Q2	NA	TBD Q2	NA	TBD Q2	NA	NA	TBD Q4
M34. Increase number of contacts from crisis response initiatives	Increase	TBD Q2	NA	TBD Q2	NA	TBD Q2	NA	NA	TBD Q4
M35. Increase percentage of annual officer applicants that represent the diversity of the community	Increase	On target	NA	51	NA	51	NA	NA	TBD Q4
M36. Increase percentage of officer recruitment outreach events with	Increase	On target	NA	19	NA	19	NA	NA	TBD Q4

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
racialized and marginalized communities									
M37. Meet 100 percent of annual sworn recruiting target	100%	On target	15	18	15	18	20%	98	TBD Q4
M38. Increase percentage of civilian vacant positions filled	100%	On target	NA	35	NA	35	NA	NA	TBD Q4
M39. Increase percentage of civilian growth positions filled	Increase	On target	NA	11	NA	11	NA	NA	TBD Q4
M40. Increase number of public compliments	Increase	Off target	87	77	87	77	-11.5%	306	TBD Q4
M41. Reduce number of public complaints (contacts) to Professional Standards Section. ¹	Reduce	On target	NA	311	NA	311	NA	1,157	TBD Q4
M42. Increase percentage of complaints resolved within 12 months	Increase	On target	Annual		NA	TBD Q4	TBD Q4	52	TBD Q4
M43. Increase percentage of complaints addressed through Alternative Dispute Resolution	Increase	On target	NA	53	NA	53	NA	NA	TBD Q4
M44. Increase percentage of Calgarians who agree that CPS keeps them informed about safety, crimes, and police actions	Increase	TBD 2024	Biannual		NA	TBD Q4	TBD Q4	67	TBD 2024

¹ Measure definition changed from 2022. 2023 includes contacts, external, internal, and criminal

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M45. Increase number of news releases on arrests and charges, investigative appeal to the public, and positive stories (such as crisis response and anti-racism initiatives)	Increase	Off target	127	108	127	108	-15%	485	TBD Q4
M46. Hire eight (8) civilian mobilizers	8	On target	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M47. Increase number of youth participants	Increase	On target	297	389	297	389	31%	1,345	TBD Q4
M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth	Increase	TBD 2024	Biannual		NA	TBD Q4	TBD Q4	59	TBD 2024
M49. Increase number of projects that receive Ethics Committee input	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M50. Increase percentage of Subject Behaviour/Officer Response (SBOR) reports that are formally reviewed to ensure policy compliance and training feedback/improvement	Increase	On target	NA	49	NA	49	NA	NA	TBD Q4
M51. Increase percentage of officers completing mandatory In-Service Training	Increase	TBD Q2	NA	TBD Q2	NA	TBD Q2	NA	NA	TBD Q4
M52. Measure and report on de-escalation and use of force twice a	2	On target	NA	1	NA	1	TBD Q4	NA	TBD Q4

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
year through regular reporting									
M53. Reduce number of preventable collisions by officers	Reduce	On target	47	45	47	45	-4.3%	201	TBD Q4
M54. Increase percentage of public complaints resolved using body-worn camera	Increase	On target	NA	52	NA	52	NA	NA	TBD Q4
M55. Spend 25% of \$6.5M on critical deferred infrastructure maintenance (or \$1.6M per year)	25%	TBD Q4	NA	NA	NA	NA	NA	NA	TBD Q4
M56. Commit 90% of capital budget for information technology	90%	TBD Q4	NA	10	NA	10	NA	NA	TBD Q4
M57. GHG reduction that contributes to The City of Calgary's GHG reduction target of 60% by 2030	Reduce	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M58. Increase number of comments received through the Pathways to Engagement webpage and email	Increase	TBD Q2	NA	TBD Q2	NA	TBD Q2	NA	TBD Q2	TBD Q4
M59. Monitor the number of Pathways to Engagement items actioned, tracked, and reported to CPS staff	514	On target	NA	130	NA	130	NA	NA	TBD Q4
M60. Increase percentage of employees surveyed who are satisfied that the Service offers a sufficient array of health and wellness services	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
and support									
M61. Increase percentage of CPS work areas that have integrated the Psychological Wellness Strategy tools and resources	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M62. Reduce number of Occupational Health and Safety incidents	Reduce	Off target	187	202	187	202	8%	738	TBD Q4
M63. Ensure 90% of eligible leaders have completed the Called to Lead training	90%	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M64. Increase percentage of members who have received career advisory support ²	Increase	TBD 2024	NA	NA	NA	NA	NA	NA	TBD 2024
M65. Increase percentage of employees surveyed who agree they are provided with adequate training to perform their job	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	54	TBD Q4
M66. Increase percentage of supervisors who have completed the Employee Annual Assessment	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M67. Increase percentage of employees surveyed who agree that	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4

² Planned initiative associated to this performance measure will not be completed until 2023 Q4

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
they receive performance development feedback from their supervisor at least once per year									
M68. Increase percentage of employees surveyed who agree that CPS practices are applied equitably and fairly to all employees	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives	Increase	TBD Q2	NA	TBD Q2	NA	TBD Q2	NA	TBD Q2	TBD Q4
M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components	Increase	TBD Q2	NA	TBD Q2	NA	TBD Q2	NA	TBD Q2	TBD Q4
M71. Increase percentage of employees surveyed who agree that the CPS takes appropriate action in response to incidents of harassment	Increase	TBD Q4	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M72. Increase percentage of Calgarians who agree that the CPS provides the same quality of service to all citizens	Increase	TBD 2024	Biannual		NA	TBD Q4	TBD Q4	64	TBD 2024
M73. Complete all 16 e-learning courses	16	On target	Annual		NA	TBD Q4	TBD Q4	9	TBD Q4

Performance Measures	Target	Target Status	Quarter 1		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M74. Complete three (3) activities under the Indigenous Roadmap (rename the Chief Crowfoot Learning Centre, create an investigator position for the Missing Persons Team, and hold a Sacred Space Round Dance)	3	On target	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4
M75. Deliver three (3) anti-racism initiatives (School Resource Officer Trauma Engagement, ARAC Evaluation Report, ARAC Communication Plan)	3	On target	Annual		NA	TBD Q4	TBD Q4	NA	TBD Q4