



2023 Annual Policing Plan

Quarter 4 Report



Calgary Police Service

CALGARY POLICE SERVICE Annual Policing Plan Quarter 4 Report

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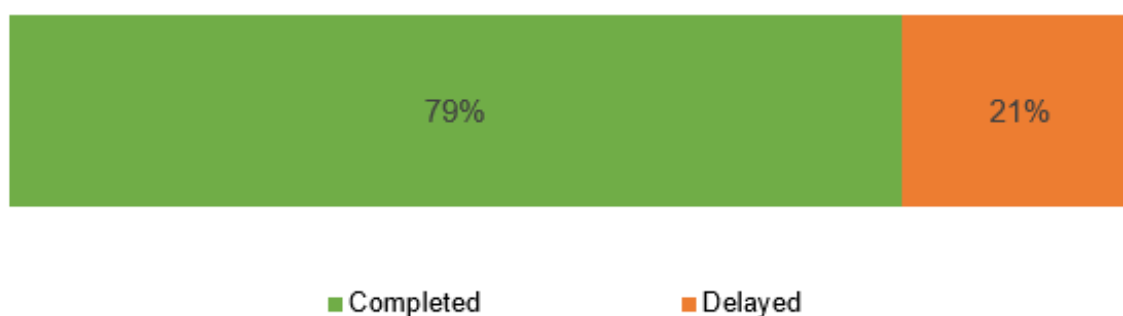
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Executive Summary

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

At the end of the fourth quarter (Q4), October to December, 79 per cent of the 107 initiatives were reported completed, and 21 per cent have been delayed to 2024.

Q4 Status of 2023 APP Initiatives



This report focuses on the 46 initiatives scheduled to be completed in Q4: 43 were completed and three (3) have been delayed. The APP Q4 Addendum provides a status summary of all 107 initiatives: 84 initiatives completed throughout 2023 and the 23 initiatives that are delayed. Some of the activities that have not been completed to date have been delayed due to resource limitations or a shift in an external partner's timeline.

Highlights of Q4 Completed Initiatives:

- As a result of the Service's collective effort to target gun violence in Calgary, for the first time in six years, a decrease was reported in the presence, or perceived presence, of firearms used in the commission of other crimes. In comparison to 2022, the Service also recorded a decrease in shootings and seized crime guns, further confirming that efforts to reduce gun violence are making an impact.
- The Professional Standards Section (PSS) released a new e-learning module titled *Understanding the PSS Process*, available on Training Partner in December 2023. The PSS Liaison Officer position was also created to support members and their supervisors, and the discipline matrix was published in 2023 to give members a better sense of the outcome of the PSS process.
- In 2023, 138 police officers were hired, exceeding the annual recruitment target of 135, to assist in addressing staffing needs and workload concerns.

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- The Organized Crime and Offender Management Section prioritizes offenders to ensure that the offenders posing the greatest risk to public and police safety are identified and dealt with in a manner that prioritizes risk, safety, and accountability. In 2024, the Service's offender management strategy will be augmented at the district level with the addition of provincially funded officers who will have a proactive focus on high system users that are responsible for a disproportionate number of calls for service in public spaces and transit areas. Specifically, a High Systems User Coordinator will be assigned to each district, and these sworn officers will contribute to addressing top harm offenders at the district level.
- One full-time investigator has been assigned to the Indigenous Missing Persons portfolio. Community Safety Investment Framework (CSIF) funding has been secured for an Indigenous Navigator/Liaison position that will partner with the investigator to help navigate the specific needs of Indigenous communities.
- The Administrative Penalties Information System (APIS) electronic ticketing for Traffic Safety Act offences was launched in Q4.
- To ensure our officers are well trained and equipped to perform their duties, pistol optics, the Axon T7 Taser, and C8 with suppressors were rolled out this year. A less-lethal baton launcher (40mm Cougar) and tire deflation devices were also procured with implementation scheduled for 2024. This progressive equipment allows extra time for de-escalation techniques to be deployed and increases officer engagement through training.

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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.

Planned Initiatives

The following section highlights the activities that were completed in Q4 and the initiatives that have been delayed. The initiatives are categorized reflecting the phase of each activity (e.g., completed, delayed,) and the performance measures are labeled based on the target status (e.g., on target, off target). The supporting performance measures are tracked quarterly and/or annually to demonstrate change. Some measures are new to 2023 and do not have 2022 data. Occasionally, the definition of a measurement may be amended to better reflect the data.

Goal 1: Increase Community Safety and Well-Being

Sub-Goal A: Respond to Crime and Public Safety

Planned Initiatives	Status
<p>1. Establish city-wide and district-specific priorities through the monthly Crime Reduction Strategy by Q4.</p> <p>Update: A data driven approach to identify city-wide and district specific priorities have been incorporated into the City and District Crime Trends and Proactive Opportunities report and includes issues such as break and enters and prolific offenders moving between districts.</p>	<p>✓ Completed</p>
<p>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.</p> <p>Update: As a result of the Service's collective effort to target gun violence in Calgary, for the first time in six years, a decrease was reported in the presence or perceived presence, of firearms used in the commission of other crimes. In comparison to 2022, the Service also recorded a decrease in shootings and seized crime guns, further confirming that efforts to reduce gun violence are making an impact.</p>	<p>✓ Completed</p>

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<p>3. Identify top harm offenders and address offender management priorities at a Service and district level with initiatives such as the intelligence-driven prosecutions model working group by Q1 and district level offender management by Q4.</p> <p>Update: The Organized Crime and Offender Management Section prioritizes offenders to ensure that the offenders posing the greatest risk to public and police safety are identified and are dealt with in a manner that prioritizes risk, safety, and accountability. In 2024, the Service's offender management strategy will be augmented at the district level with the addition of provincially funded officers who will have a proactive focus on high system users that are responsible for a disproportionate number of calls for service in public spaces and transit areas. Specifically, a High Systems User Coordinator will be assigned to each district, and these sworn officers will contribute to addressing top harm offenders at the district level. Deployment of half of the 50 provincially funded officers to this initiative is planned for Q1 2024.</p>	<p>✓ Completed</p>
<p>4. Reduce crime and disorder in the downtown with partners and support agencies by Q4.</p> <p>Update: The CPS collaborated with enforcement and social agency partners to conduct several operations in the downtown area. The Service saw a five per cent reduction in social disorder, 59 per cent reduction in car prowling, and 33 per cent decline in vehicle thefts in the city centre. The Service also had representation on the Downtown Safety Leadership Table which, in Q1 2024, will provide a series of strategic recommendations, informed by the community to improve safety and inclusion for all downtown.</p>	<p>✓ Completed</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 Public Transit Safety Strategy was presented by Transit in October 2023 and received unanimous support from City Council. CPS</p>	<p>✓ Completed</p>

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<p>leadership attended to address any questions as we navigate a collaborative approach to addressing crime and social disorder on transit lines and surrounding communities.</p>	
<p>7. Prepare safety plans for events, protests, and parades and review operational planning for public safety events to incorporate Community Impact Assessments by Q4.</p> <p>Update: Community impact assessments are completed for all planned events/demonstrations to ensure that public safety and community concerns are highlighted and resourced appropriately.</p>	<p>✓ Completed</p>

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

Planned Initiatives	Status
<p>8. Support victims through trauma-informed investigations with core business relating to missing persons, homicide, child abuse, sexual assault investigations, human trafficking, etc.</p> <p>Update: In Q4 2023, the Major Crimes Section hosted a series of online seminars for patrol members to share case studies that demonstrate the positive outcomes that can result when attending police officers utilize a trauma-informed approach. The seminars augment the mandatory Canadian Police Knowledge Network <i>Introduction to Trauma and Sexual Assault Investigations</i> e-learning module.</p>	<p>✓ Completed</p>
<p>9. Implement revisions to the missing person response by Q2.</p> <p>Update: One full-time investigator has been assigned to the Indigenous Missing Persons portfolio. Community Safety Investment Framework (CSIF) funding has been secured for an Indigenous Navigator/Liaison position that will partner with the investigator to help navigate the specific needs of Indigenous communities.</p>	<p>✓ Completed</p>

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<p>11. Advance technical investigations including digital forensics investigations, cyber capabilities, firearms tracing, and 3D scanner by Q4.</p> <p>Update:</p> <ul style="list-style-type: none"> • The Service has enhanced its capacity to advance investigation through digital forensic analysis by investing in technology and staffing. Additionally, investigators from other areas of the Service are now able to initiate analysis of digital evidence to support their investigations; this allows Digital Forensic Team members to focus on the most complex cases. • The CPS hired 3D Scanner Technicians to optimize the use of 3D Scanner technology; the technology is being used in support of homicide and shooting investigations to reconstruct scenes and produce best evidence for court. • A dedicated Crime Gun Intelligence Group, with a mandate of tracing the origins all crime guns, was established. This is the first dedicated crime-gun intelligence group for any municipal police agency in Canada. 	<p>✓ Completed</p>
<p>13. Pilot a research and development initiative on cybercrime investigation (cyber range) with the University of Calgary and the private sector by Q4.</p> <p>Update: The partnership between the CPS, the University of Calgary, and Enfocom has proved successful. It will equip the Cybercrimes Team in the development of practice in future online undercover operations.</p>	<p>✓ Completed</p>

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14. Develop crypto currency tracing training with a private sector partner by Q4.

Update: Two training sessions on cryptocurrency investigations were delivered in partnership with Chainalysis. By training approximately 50 officers from various law enforcement agencies in Western Canada, the CPS continues to contribute to the development of law enforcement capacity to conduct cryptocurrency related investigations and better serve their communities. Furthermore, the CPS plans to train another 50 to 75 law enforcement members in 2024. Cybercrimes Team members have become certified trainers and collaborate on instruction with Chainalysis.

✓ Completed

Sub-Goal C: Improve Traffic Safety

Planned Initiatives

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.

Update: An interim safety report has been completed summarizing initiatives aimed at safer mobility. For example, the Traffic Section collected and analyzed collision and enforcement statistics to inform our operational deployment including operations targeting school safety, street racing, impaired driving, and commercial vehicle safety. Community engagement and education activities included attending community events, and an increased presence in traditional and social media.

✓ Completed

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Planned Initiatives	Status
<p>16. Deliver traffic safety education, partnership, and enforcement inclusive of work within Traffic and Arrest Processing Section as well as the Districts within the Bureau of Community Policing, in alignment with the Alberta Traffic Safety Calendar.</p> <p>Update: The Traffic Section coordinated messaging to the district offices regarding Alberta's Traffic Safety Calendar that encompassed a focus on pedestrian safety, child safety seats, and impaired driving for Q4.</p>	✓ Completed
<p>18. Implement the Administrative Penalties Information System (APIS) electronic ticketing for Traffic Safety Act offences (automated enforcement and officer issued) by Q1.</p> <p>Update: APIS was launched on Nov. 13, 2023. A total of 8,434 e-tickets were issued by the end of December 2023.</p>	✓ Completed
<p>19. Develop a 2024–2026 Joint Safety Traffic Plan with The City of Calgary on the Safer Mobility Plan 2024–2026 by Q4.</p> <p>Update: The City of Calgary and the CPS drafted a Joint Safety Traffic Plan which is scheduled to be presented to City Council in 2024 Q1 for approval and to the Calgary Police Commission (CPC) in March 2024.</p>	✓ Completed

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

Planned Initiatives	Status
<p>21. Advance geographic ownership and model of community policing by Q4.</p> <p>Update: The CPS has committed to geographic deployment of sworn members in the downtown core to address crime and social disorder. The tenets of community policing will be enacted through a defined Community Resource Officer (CRO) mandate in collaboration with the work of the Community Engagement Response Teams (CERT) in Q1 2024.</p>	✓ Completed

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<p>22. Continue to fund the Community Safety Investment Framework (CSIF) to transform crisis response through call diversion to alternate service providers by Q4.</p> <p>Update: \$10.6M was allocated and spent by 2023 year-end aimed to transform crisis response through call diversion. For example, \$6.4 million was allocated to community organizations doing work around crisis transformation. These organizations included: Carya Society of Calgary (Older Adult Crisis Stabilization Outreach Team), Centre for Suicide Prevention (Suicide Prevention Respite Care in Calgary), Immigrant Outreach Society (Immigrant Outreach Crisis Response), Kindred Connections Society (Community Connect YYC - Crisis Response and Coordination), and the Children's Cottage Society (Heartstrings - Family Mental Health Crisis Support. The CSIF 2023 budget was \$12M and \$1.4 million will be carried forward into 2024.</p>	<p>✓ Completed</p>
<p>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.</p> <p>Update: Parsons Dialogue has been secured as a consultant for this initiative, titled REACH Up Calgary. Parson's Dialogue facilitated seven strategic planning sessions with core project partners resulting in a jointly defined vision, mission, and target population, terms of reference, and an interim governance model. REACH Up partners continue to explore potential locations as they are identified by the City's Real Estate and Development Services (REDS) team. Pursuing a building is contingent on finalizing partner needs assessments to ensure that it meets the needs of all core partners and service offerings. The final needs assessment report is expected to be completed in February 2024.</p>	<p>✓ Completed</p>

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

Planned Initiatives	Status
<p>27. Deliver on the objectives of the 2023–2026 Sworn Recruitment Plan and enhance commitments to equity, diversity and inclusion.</p> <p>Update: Continued efforts to highlight the Calgary Advantage to recruit applicants from across the country have assisted us in exceeding our goal of hiring 135 sworn members in 2023. Due to an outdated applicant system, an interim software system was implemented to mitigate risk in 2024, prior to the procurement of a long-term solution. The Recruiting Unit sustained the implementation of equity and inclusion recommendations from the University of Calgary along with delivering programs such as the Run with a Recruiter and the Women’s Bootcamp programs.</p>	✓ Completed
<p>28. Sustain and strengthen relationships established with marginalized and Racialized communities by Q4.</p> <p>Update: The Outreach team attended 73 events in Q4, including an open testing event in British Columbia, which allowed potential applicants to start the hiring process immediately. The team has also partnered with Community Mobilizers who are taking the lead to forge and strengthen relationships with marginalized and Racialized communities in Calgary.</p>	✓ Completed

Goal 2: Increase Public Trust and Confidence**Sub-Goal F: Increase Accountability and Transparency**

Planned Initiatives	Status
<p>34. Develop and launch a suite of resource and training supports for members regarding the disciplinary process by Q3.</p> <p>Update: PSS released a new e-learning module titled <i>Understanding the PSS Process</i>, available on Training Partner in 2023 December. The PSS Liaison Officer position was also created to support members and their</p>	✓ Completed

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<p>supervisors, and the discipline matrix was published in 2023 to give members a better sense of the outcome of the PSS process.</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>Update: PSS launched an anonymous external email survey in November to seek feedback from citizens who have made complaints or compliments about police officer conduct between 2020 and 2023. The survey results will assist the CPS to improve and ensure our complaint and compliment processes are efficient, responsive, transparent, and respectful.</p>	<p>✓ Completed</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 supervisor dashboard was launched in Fall 2023 as part of a pilot project, and Service-wide rollout will continue in 2024. It will provide supervisors and leaders better insight into what their members are dealing with, and a better understanding of the PSS process so they can support their members.</p>	<p>✓ Completed</p>

Sub-Goal H: Improve Professionalism

Planned Initiatives	Status
<p>47. Roll out and train members on Pistol Optics, Axon T7 Taser, C8 Rifle with Suppressor, and other less-lethal equipment by Q4.</p> <p>Update: To ensure our officers are well trained and equipped to perform their duties, pistol optics, the Axon T7 Taser, and C8 with suppressors were rolled out this year. A less-lethal baton launcher (40mm Cougar) and tire deflation devices were also procured with implementation scheduled for 2024. This progressive equipment allows extra time for de-escalation techniques to be deployed and increases officer engagement through training.</p>	<p>✓ Completed</p>

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Planned Initiatives	Status
<p>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.</p> <p>Update: Several areas of research and training improvements were advanced in 2023, with the most significant highlight being the delivery of the newly redeveloped Subject Control Tactics training to 1,249 members to improve our approaches to dealing with resistance on the ground, officer intervention, and self regulation. In addition, to ensure continuous improvement of de-escalation approaches by incorporating recommendations from use of force debriefs, a portal will be set up on the intranet, so all members have access to lessons learned. This portal is anticipated to be available to the membership in Q2 2024.</p>	<p>✓ Completed</p>
<p>50. Communicate updated policies for body-worn and in-car camera programs by Q2.</p> <p>Update: The body-worn camera (BWC) policy is complete and has been communicated internally. The in-car video policy has been finalized with internal communication scheduled for 2024.</p>	<p>✓ Completed</p>
<p>52. Enhance, analyze, monitor, and report on use of body-worn camera (BWC) in the processing of complaints by Q4.</p> <p>Update: A review of the BWC evaluation was completed in 2023 and learnings included that complaints with good BWC are resolved two to three months faster than complaints that do not have good BWC. Complaints are also likely to be informally resolved or dismissed due to the quality of the BWC evidence. BWC evaluation remains a priority in PSS.</p>	<p>✓ Completed</p>

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Goal 3: Increase Effectiveness and Efficiency**Sub-Goal I: Improve Long-Term Capital Infrastructure Planning**

Planned Initiatives	Status
<p>54. Undertake a needs assessment for future facilities (new district office or downtown) by Q4.</p> <p>Update: Needs assessment is complete. Work is progressing to identify potential locations.</p>	✓ Completed
<p>55. Develop scope and procurement documents for a new indoor firearms range to allow more officers to be trained by Q4.</p> <p>Update: The CPS has contracted the City to project manage, engage consultants, and perform pre-design services for the new range development at the North Service Centre. This project phase is expected to be completed in Q1 2024. Construction delivery is currently estimated at three to five years.</p>	✓ Completed

Sub-Goal J: Creating Efficiencies Through Technology

Planned Initiatives	Status
<p>57. Procure and implement a Learning Management System (LMS) by Q4.</p> <p>Update: A 2024 Q1 launch date has been set for the new Learning Management System, named MyLearning. Change management has begun and communication about timelines for functionality that will be available at launch and in future phases is in progress. This system will replace the current aging software, Training Partner.</p>	✓ Completed
<p>63. Implement modules for Digital Evidence Management System (DEMS) by Q4.</p> <p>Update: For the seven user groups in scope for DEMS Phase II, the following has been finalized: number of E.com licences required, size of monthly storage required to support operations, and the size of storage currently available in E.com to support these user groups. Four of the</p>	✓ Completed

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Planned Initiatives	Status
<p>seven user groups have started to load digital evidence into E.com, with Calgary 911 audio calls being the most recently added at the end of Q4. The lessons learned from the initial user groups will be used to develop training materials to support the implementation of the remaining user groups in Q1 and Q2 2024. The project team is anticipating completion of a full set of updated training materials by the end of September 2024.</p>	

Goal 4: Increase Employee Satisfaction and Engagement

Sub-Goal L: Improve Wellness and Resiliency

Planned Initiatives	Status
<p>70. Implement the internal Pathways to Engagement plan to improve employee engagement through regular communication of action plan.</p> <p>Update: Pathways to Engagement is moving towards a robust strategy to guide the work forward in 2024. A report summarizing the 514 tracked and actioned items will be communicated in a final report in 2024.</p>	<p>✓ Completed</p>
<p>72. Provide self-service resources and training for members through the CPS Wellness Portal by Q4.</p> <p>Update: Creation of individual webpages with access to training and resources for all 14 factors of the Mental Health Standard is complete. Beginning January 2024, content on each factor will be featured on myCPS each month. This will allow us to highlight each factor individually and promote the resources associated with each to all employees.</p>	<p>✓ Completed</p>
<p>75. Enhance hazard assessment and mitigation strategies by delivering safety training, digitizing health files for monitoring by Q4.</p> <p>Update: Digitizing health files was not completed, as it is dependent on the last phase of Cority implementation which was delayed by The City of Calgary.</p>	<p>❖ Delayed</p>

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Sub-Goal M: Support Employee Development Opportunities

Planned Initiatives	Status
<p>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.</p> <p>Update: Called to Lead 100 has been rolled out to 128 Leaders and Sergeants in the Service being trained through eight cohorts. Called to Lead 200 is continuing with 38 Staff Sergeants and Managers trained in two cohorts. The completion of 100 and 200 level training, delivery of relevant sustainment classes for all Called to Lead graduates and refresher courses for 300 and 400 levels will be the focus of 2024.</p>	<p>✓ Completed</p>

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

Planned Initiatives	Status
<p>87. Develop human resources (HR) information management business processes to support data integrity and technology transformation by Q4.</p> <p>Update: Business processes have been established and approved by the Executive Leadership Team, which will ensure consistent use of PeopleSoft and enable stronger staffing analytics and reporting. However, the Service-wide implementation of these processes and the change management efforts will continue into Q1 of 2024. The Service has successfully partnered with The City of Calgary to more efficiently leverage PeopleSoft as our Human Resources (HR) Information Management system that will support technology developments in talent and learning management.</p>	<p>❖ Delayed</p>

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Goal 5: Increase Equity, Diversity, and Inclusion**Sub-Goal O: Empower Workforce to Apply an Anti-Racism and Equity, Diversity, and Inclusion (EDI) Lens**

Planned Initiatives	Status
<p>92. Advance the multi-year University of Calgary Partnership on Cultural Social Norm Initiatives across four work areas to support understanding of equity and address cultural barriers by Q4.</p> <p>Update: To date, the University of Calgary (Art of the Nudge) has engaged with four work areas within the Service and will expand to engage additional work areas in the upcoming year to support the Cultural Social Norm Initiative. The project's goal is the development and evaluation of a model to shift organizational culture, producing a more equitable, inclusive, and psychologically safe workplace. Federal funding for this project will continue until March 2026.</p>	<p>✓ Completed</p>
<p>93. Formalize the process for the development of employee resource groups (ERG) to ensure sustainability by Q4.</p> <p>Update: An ERG Development Guide has been created to ensure the sustainment of the CPS Employee Resource Groups which provide members with a safe place to share experiences, network about personal and professional growth, and strategize about workplace-related challenges.</p>	<p>✓ Completed</p>
<p>95. Implement recommendations from the Sexual Harassment Initiative through training, proactive resources, and refining processes that ensure concerns are appropriately addressed by Q4.</p> <p>Update: With the goal of addressing and eliminating harassment, bullying, and discrimination in the workplace, recommendations from the Sexual Harassment Initiative have been implemented through workshops on Preventing and Addressing Sexual and Gender Harassment (attended by 35 Sergeants to date). In 2024 the workshops will be expanded to Staff Sergeants and Civilian Managers. However, the Workplace Violence and Prevention policy, which will include updated processes and resources for reporting, is still under development. The delay was a result of taking the</p>	<p>❖ Delayed</p>

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time to engage with additional interested parties and new leadership in the Bureau of People and Organizational Development (BPOD). The new target date for the policy is Q1 2024.

Sub-Goal P: Provide Inclusive and Equitable Service

Planned Initiatives	Status
<p>99. Mature current practices in the collection of demographic data in professional standards section by Q4.</p> <p>Update: Data collection remains a priority in PSS and will carry over into 2024. PSS was successful in launching an external survey in 2023. This data will be analyzed with next steps identified and actioned with recommendations based on the survey findings.</p>	<p>✓ Completed</p>

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

Planned Initiatives	Status
<p>102. Revisit, review, and revise the Indigenous Roadmap to reflect community requests, priorities, and willingness to support the work by Q4.</p> <p>Update: The Indigenous Relations Team (IRT) has revised the Indigenous Roadmap and updated the Truth and Reconciliation Canada (TRC) and the Missing and Murdered Indigenous Women and Girls (MMIWG) calls and associated activities based on four themes: custody and jail, police culture, policing resources, and criminal investigations.</p>	<p>✓ Completed</p>

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<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>Update: In 2023, IRT members have assisted CPS units such as Missing Persons, Homicide, and Major Crimes with smudge and prayer for families of missing and murdered Indigenous peoples.</p> <p>IRT is also collaborating with numerous partners such as Awo Taan, Elbow River Healing Lodge, Heritage Park Historical Village, and the Circle of Wisdom Elders and Seniors Centre to host an Indigenous Junior Police Academy August 19 to 23, 2024.</p>	<p>✓ Completed</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>Update: The Racial Equity Office (REO) continues to work through the action items and the foundational pillars of the Anti-Racism Strategic Roadmap with the Advisory Boards/Circle and Anti-Racism Action Committees (ARAC).</p>	<p>✓ Completed</p>
<p>105. Develop an anti-racism and cultural competency education plan to empower employees as anti-racism leaders by Q2.</p> <p>Update: An anti-racism education plan has been completed and training is underway.</p>	<p>✓ Completed</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>Update: The REO is a member of the De-Escalation and Use of Force Committee and provides input through a racial equity lens to ensure policy and processes are fair, equitable, accountable, and aligned with current legislative requirements. The team has also collaborated with the Bureau of Investigative Support (BIS) to increase education and</p>	<p>✓ Completed</p>

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awareness to help identify barriers to delivering culturally competent services to Indigenous, Black, and diverse Racialized Calgarians.	
107. Continue with extended community engagement to validate, refine, and prioritize the goals, strategies, and actions identified in the Strategic Roadmap by Q3. Update: ActionDignity and Habitus Consulting Collective have completed the Calgary Police Anti-Racism Engagement Report which will be presented to the CPS leadership team in Q1 2024.	✓ Completed

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Appendix 1: Performance Measures

Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M9. Reduce number of property crime incidents	Reduce	On target	11,221	10,730	50,939	45,637	-10.4%	50,939	45,637
M10. Reduce number of violent crime victims	Reduce	Off target ¹	2,284	3,576	14,020	15,270	8.9%	14,020	15,270
M11. Increase weighted violent crime clearance rate ²	Increase	TBD 2024	Annual		47.65	TBD 2024	TBD 2024	47.65	TBD 2024
M12. Maintain number of higher harm offenders monitored	Maintain	On target	499	572	2,041	2,341	14.70%	2,041	2,341
M13. Reduce number of violent crime occurrences in downtown. ³	Reduce	Off target ⁴	309	343	1,251	1,459	16.63%	1,251	1,459
M14. Reduce number of crime occurrences at LRT stations ³	Reduce	Off target ⁴	89	76	357	404	13.17%	357	404
M15. Increase number of community impact assessments	Increase	Establishing Baseline. ⁵	New. ⁶	391. ⁷	New	391	New	New	391

¹ Proactive work by officers can contribute to increase in the number of incidents that are reported to police, because people tend to be more willing to report if police are visible as well as the number of incidents that are reported because they are witnessed by the police.

² Statistics Canada: Table 35-10-0190-01 Crime severity index and weighted clearance rates, police services in Alberta DOI: <https://doi.org/10.25318/3510019001-eng>

³ Domestic violence is not included in the downtown statistics.

⁴ The increases for violence are driven by the volume of assaults. There were increases in common assaults, assaults with weapon, as well as aggravated assaults and person robberies - these include incidents such as bar fights, disturbances, Loss Prevention Officers assaults, and other random assaults.

⁵ Represents a new performance measure with no past data. 2023 will be used to establish a baseline target.

⁶ Indicates a "New" performance measure for the 2023 APP.

⁷ Captures Q3 and Q4 data.

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
MI6. Increase the percentage of sworn members who have taken one or more trauma-informed training course ⁸	Increase	Establishing Baseline	Annual		New	80.2%	New	New	80.2%
MI7. Reduce number of unsolved historical missing person investigations	Reduce <1,028. ⁹	On target	Annual		489. ¹⁰	187. ¹¹	-81.8%	489	187
MI8. Reduce the number of unsolved historical homicide files	Reduce <96. ¹²	On target	Annual		NA	87	-9.4%	NA	87
MI9. Reduce number of devices in the Digital Forensics Team (DFT) queue	Reduce	Establishing Baseline	414	463	414	463	11.84%	414	463
M20. Monitor number of investigations started from crime gun tracing	Monitor	On target	111	41	517	481	-6.96%	517	481
M21. Increase number of investigations using 3D scanner	Increase >85	On target	18	26	85	100	17.65%	85	100
M22. Increase number of investigations supported by the Cyber Crime Team (CCT)	Increase	Establishing Baseline	New	70	New	245	New	New	245

⁸ For example, Trauma-informed block training with patrol, Indigenous People and Trauma.

⁹ Represents all unsolved legacy missing persons files during 1976-1979.

¹⁰ As of, 2023-03-13.

¹¹ As of, 2024-02-26.

¹² Represents all unsolved homicide files during 2005-2021 after an in-depth analysis of these files.

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M23. Increase number of courses delivered on crypto currency	Increase	On target	Annual		New	2 ¹³	New	New	2
M24. Reduce number of fatal and major injury vehicle collisions	Reduce	Off target ¹⁴	120	148	488	567	16.19%	488	567
M25. Reduce rate of pedestrian collisions (per 100,000 population)	Reduce	Off target ¹⁵	140	168	474	519	9.28%	474	519
M26. Increase number of violation tickets written by patrol and traffic	Increase	On target	26,950	25,739	105,104	109,334	3.96%	105,104	109,334
M27. Percentage of calls for service attended to by officers (Council KPI 3)	Monitor	On target	64.3%	64.7%	65.1%	65.2%	0.15%	65.1%	65.2%
M28. Percentage of Calls Resulting in an Occurrence Report	Monitor	On target	21.9%	23.1%	22.8%	23.0%	0.88%	22.8%	23.0%
M29. Average Drive Time to Emergency Calls (Priority 1 Calls)	< 7 minutes	Off target ¹⁶	10.39	9.8	10.1	10.0	-0.99%	10.1	10.0

¹³ Two (2) training sessions of the Cryptocurrency Investigations Course were delivered in partnership with Chainalysis in 2023.

¹⁴ Fatal and major injury vehicle collisions register an increase because 2022 falls into 'COVID years' which saw a significant reduction in overall collision totals.

¹⁵ Pedestrian collisions register an increase because 2022 falls into 'COVID years' which saw a significant reduction in overall collision totals.

¹⁶ Factors influencing this measurement include the policy definition of a 911 call and the shift from geographic to district-wide deployment. This metric is in the process of being redeveloped into a more meaningful measure.

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M30. Increase percentage of time patrol spends on proactive activities (traffic safety, offender management, crime reduction strategies and relationship building within the community) (Council KPI 9 – Proactive Patrol Time)	Increase	On target	17.9%	19.3%	17.6%	18.4%	4.55%	17.6%	18.4%
M31. Allocate 100 percent of funds earmarked for the Community Safety Investment Framework (CSIF)	100%	Off target ¹⁷	New	88%	New	88%	New	New	88%
M34. Increase number of contacts from crisis response initiatives	Increase >15,000	On target	3,213	8,885	8,885	16,599	86.82%	8,885	16,599
M35. Increase percentage of annual officer applicants that represent the diversity of the community	increase	On target	45%	56%	47%	56%	19%	47%	56%
M36. Increase percentage of officer recruitment outreach events with Racialized and marginalized communities	Increase	Establishing Baseline	New	10%	New	16%	New	New	16%
M37. Meet 100 percent of annual sworn recruiting target	100%	On target	33%	18%	101%	102%	1%	101%	102%

¹⁷ CSIF 2023 budget was \$12M and \$10.6M was allocated and spent by 2023 year-end. \$1.4 million will be carried forward into 2024.

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M38. Increase percentage of civilian vacant positions filled	100%	Establishing Baseline	New	20%	New	134%	New	New	134%
M39. Increase percentage of civilian growth positions filled	100%	Establishing Baseline	New	3%	New	74%	New	New	74%
M40. Increase number of public compliments	Increase	Off target ¹⁸	77	70	306	270	-12%	306	270
M41. Reduce number of public complaints (contacts) to Professional Standards Section. ¹⁹	Reduce	On target	New	264	1,157	1,131	-2%	1,157	1,131
M42. Increase percentage of complaints resolved within 12 months	Increase	On target	Annual		52%	70.5%	36%	52%	70.5%
M43. Increase percentage of complaints addressed through Alternative Dispute Resolution	Increase	Establishing Baseline	New	48%	New	48%	New	New	48%
M44. Increase percentage of Calgarians who agree that CPS keeps them informed about safety, crimes, and police actions	Increase	TBD 2024	Biannual Survey. ²⁰		NA	TBD 2024	TBD 2024	67%	TBD 2024

¹⁸ The number of compliments received by PSS has seen slight decreases since 2017. PSS cannot control the flow of compliments submitted by the public.

¹⁹ Measure definition changed from 2022. 2023 includes contacts and externals.

²⁰ Biannual Calgary Police Commission (CPC) Citizen Satisfaction Survey.

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Performance Measures	Target	YTD Target Status	Quarter 4		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	On target	117	176	485	535	10.3%	485	535
M46. Hire eight (8) civilian mobilizers	8	On target	Annual		New	9	New	New	9
M47. Increase number of youth participants. ²¹	Increase	On target	360	369	1,345	1,521	13%	1,345	1,521
M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth	Increase	TBD 2024	Biannual Survey ²⁰		NA	TBD 2024	TBD 2024	59%	TBD 2024
M49. Increase number of projects that receive Ethics Committee input	Increase	Off target. ²²	Annual		New	0	New	New	0
M50. Increase percentage of Subject Behaviour/Officer Response (SBOR) reports that are formally reviewed to ensure policy compliance and training feedback/improvement	Increase	Establishing Baseline	Annual		New	95%	New	New	95%

²¹ Not unique clients/participants.

²² Conflicting priorities and capacity have impacted this performance measure and APP initiative.

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M51. Increase percentage of officers completing mandatory In-Service Training	Increase	Establishing Baseline	Annual		New	98%. ²³	New	New	98%
M52. Measure and report on de-escalation and use of force twice a year through regular reporting	2	On target	New	2	New	2	New	New	2
M53. Reduce number of preventable collisions by officers	Reduce < 201	On target	57	48	201	182	-9.45%	201	182
M54. Increase percentage of public complaints resolved using body-worn camera	Increase	Establishing Baseline	New	46%	New	47%	New	New	47%
M55. Spend 25% of \$6.5M on critical deferred infrastructure maintenance (or \$1.6M per year)	25%	Off target ²⁴	New	10%	New	10%	New	New	10%
M56. Commit 90% of capital budget for information technology	90%	Off target ²⁵	New	72%	New	72%	New	New	72%
M57. GHG reduction that contributes to The City of Calgary's GHG reduction target of 60% by 2030	Reduce 60% by 2030	TBD 2024	Annual		New	TBD 2024	New	New	TBD 2024

²³ Due to current learning management technology limitations, this measure was calculated using the mandatory pistol requalification that is required by all sworn members.

²⁴ Planning costs for the new district and range have been deferred to the 2024 budget.

²⁵ Capital expenditure is lower because the capital associated with the Investigative Search Tool (IST) has been deferred to the 2024 budget.

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M58. Increase number of Pathways to Engagement updates to CPS employees using different communication channels including email and the CPS newsroom	Increase >100	On target	New	39	New	161	New	New	161
M59. Monitor the number of Pathways to Engagement items actioned, tracked, and reported to CPS staff. ²⁶	514	On target	New	64	New	514	New	New	514
M60. Increase percentage of employees surveyed who are satisfied that the Service offers a sufficient array of health and wellness services and support	Increase	Establishing Baseline	New	69%	New	69%	New	New	69%
M61. Increase percentage of CPS work areas that have integrated the Psychological Wellness Strategy tools and resources	Increase	Establishing Baseline	Annual		New	NA ²⁷	New	New	NA
M62. Reduce number of Occupational Health and Safety incidents	Reduce < 738 (2022)	Off target ²⁸	203	210	753	926	23%	738	926

²⁶ A report summarizing tracked and actioned items will be presented in a final report in 2024.

²⁷ Tools and Resources have been published to myCPS, however a measurement method was not yet established to understand usage due to capacity limitations.

²⁸ Factors influencing this measure include an increase in medical aid (e.g., injuries worsening gradually) and previously unreported and untreated incidents (e.g., ergonomic, custom equipment).

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M63. Ensure 90% of eligible leaders have completed the Called to Lead training	90%	Off target. ²⁹	Annual		New	41%	New	New	41%
M64. Increase percentage of members who have received career advisory support. ³⁰	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 >47% (2022)	On target	47%	51%	47%	51%	4%	47%	51%
M66. Increase percentage of supervisors who have completed the Employee Annual Assessment	Increase	Establishing Baseline	Annual		New	NA. ³¹	New	New	NA
M67. Increase percentage of employees surveyed who agree that they receive performance development feedback from their supervisor at least once per year	Increase >61% (2021)	No Notable Change	63%	61%	63%	61%	-3.2%	63%	61%

²⁹ Lower enrollment due to operational reasons (e.g., World Petroleum Congress) reduced class sizes and the number of classes.

³⁰ Planned initiative associated with this performance measure will not be completed until Q4 2023.

³¹ PEAKS, the current aging technology for performance development, does not have the capability to generate an accurate report that is required to produce the measure as it is currently worded.

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Performance Measures	Target	YTD Target Status	Quarter 4		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M68. Increase percentage of employees surveyed who agree that CPS practices are applied equitably and fairly to all employees	Increase >27% (2021)	On target	22%	29%	22%	29%	7%	22%	29%
M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives	Increase	Establishing Baseline	New	New	New	79%	New	New	79%
M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components	Increase	Establishing Baseline	New	New	New	NA ³²	New	New	NA
M71. Increase percentage of employees surveyed who agree that the CPS takes appropriate action in response to incidents of harassment	Increase >41% (2021)	No Notable Change	39%	41%	39%	41%	2%	39%	41%
M72. Increase percentage of Calgarians who agree that the CPS provides the same quality of service to all citizens	Increase	TBD 2024	Biannual Survey ²⁰		NA	TBD 2024	TBD 2024	64%	TBD 2024
M73. Complete all 16 e-learning courses	16	On target	New	16	New	16	New	New	16

³² This measure is not available, as the infrastructure is not yet in place to enable tracking. However, opportunities are currently being explored to monitor when curriculum changes are made to include anti-racism and EDI components and when new courses are introduced.

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Performance Measures	Target	YTD Target Status	Quarter 4		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 (CCLC), create an investigator position for the Missing Persons Team, and hold a Sacred Space Round Dance)	3	Off target ³³	New	2	New	2	New	New	2
M75. Deliver three (3) anti-racism initiatives (School Resource Officer Trauma Engagement, ARAC Evaluation Report, ARAC Communication Plan)	3	Off target ³⁴	New	2	New	2	New	New	2

³³ Staffing changes in the CCLC have postponed the naming and blessing ceremony and the Sacred Space Round Dance is anticipated for Q3 2024.

³⁴ ARAC Evaluation Report is underway and the ARAC Communication Plan (internal and external communications) is fluid.