



2022 ANNUAL POLICING PLAN



SUMMARY

This Annual Policing Plan (APP) presents the yearly priorities and strategies of the Calgary Police Service (CPS). The APP supports effective decision-making, investment decisions, improvements to organizational performance, and efficiency and effectiveness of the CPS.

Subjects/Keywords:

Police, Annual Policing Plan, Service Plan, Work Plan, Business Plan, Action Plan, Performance Measures, Projects, Strategic Plan, Priorities

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OUR STRATEGY



OUR PROMISE

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



MESSAGE FROM THE CALGARY POLICE COMMISSION

The past two years have been incredibly challenging for the Calgary Police Service. The loss of Sergeant Andrew Harnett, pandemic stresses, understaffing and the increased focus on needed police reforms have all taken a toll on officers and civilian staff. As the Calgary Police Commission looks forward to 2022, we do so with a deep gratitude for all the hard work and dedication shown by members of the Service through what has been an exceptionally difficult period.

Both the Commission and Calgary Police Service (CPS) pledged that policing in Calgary would become more modern, inclusive, accountable and anti-racist. This coming year is an opportunity to continue building on the work of the last two years with community partners and citizens to advance an agenda focused on innovation, modernization, diversity, equity and building trust.

Moving forward together, we expect to see a continued focus on public safety through crime prevention and education, strong investigations, youth programs, partnerships with community agencies, and making sure CPS members have the training, equipment, and culture to effectively serve the community.

Alongside and supporting these priorities, the Commission expects the CPS to implement the following commitments:

- To counter the long history of systemic racism in policing, the CPS must prioritize implementing the actions needed to remove systemic barriers by continuing and building on work already underway to address the root causes of inequities and embedding anti-racism, equity, inclusion, and diversity into the core of the organization. This will require a comprehensive strategy and implementation plan based on evidence, developed in consultation with experts and affected groups, and driven by measurable goals and outcomes that are reported publicly.
- Calgary has always been a leader in community policing – a model built on the principles of service, cooperation, and strong community relationships. Continue exploring service delivery models that look at the role of police and other health and social service providers when it comes to both prevention and response. Continuing and accelerating this work to leverage strategic investments and partnerships will support a coordinated evolution of public safety and achieve the best outcomes for all Calgarians.
- It will be important to capture the vision for public safety into the future and the extensive work required to achieve that vision. In 2022, CPS will work with the Commission and the City of Calgary to complete the Calgary Police Service 2023-2026 business plan and budget with special attention to providing more clear and transparent public reporting to help Calgarians better understand how CPS allocates its budget. Include goals and targets that are both challenging and achievable as well as context or benchmarking, where possible, to give a clear understanding about how CPS is performing.
- With 3000 employees, whose compensation accounts for more than 80% of the CPS budget, safety, wellness, and engagement must remain a priority. Continue supporting employee safety and wellness through high quality, accessible wellness, and psychological supports and by proceeding with the HR modernization reforms (an evolution of the Commission's 7-point plan) underway aimed at fulfilling the anti-racism action plan and to create a fair, respectful, and inclusive workplace.



- Public trust and confidence that policy and processes are fair and consistent is required for police to operate effectively. Continue modernization of internal professional standards processes and working with the Province on reforming the *Police Act* to establish a complaint system that reduces the length of the process, addresses the community's concerns about officer accountability. Continue implementation of recommendations from the Wittmann report to reduce use of force incidents and ensure officers are sufficiently trained and equipped to face the challenges of the job.
- Provide careful stewardship of resources by implementing recommendations of the service optimization review, the functional review, and internal audits to ensure responsible, evidence based decisions around resource allocation and risk management.
- Proactively communicate with Calgarians on the progress the CPS is making toward priorities and consider opportunities to engage the community on topics that directly affect them.

We are hopeful for what this coming year will bring and know that the Service will continue to be guided by the values of respect, honesty, fairness, integrity, accountability, compassion and courage.

A handwritten signature in black ink that reads 'Shawn Cornett'.

Chair Shawn Cornett
On behalf of the Calgary Police Commission

The Calgary Police Commission is a body of community members appointed by City Council to provide independent citizen governance and oversight of the Calgary Police Service on behalf of all Calgarians. To protect the political neutrality of the police, Calgary's police chief reports directly to us and we give direction to the Service through the chief, police policies, monitoring of the complaints process, and approval of how the police budget is spent.



MESSAGE FROM THE CHIEF AND EXECUTIVE TEAM

We have experienced many changes and challenges in society over the past two years. As your police service, it is important that we continue to evolve to meet these challenges, adapting as necessary to meet the contemporary needs of the communities we are so privileged to serve.

In 2021, we felt a deep sense of personal loss resulting from the murder of our colleague and friend Sgt. Andrew Harnett. We also experienced changes to legislation, fluctuating crime patterns and call volumes, protests and demonstrations, calls to defund or abolish police, further public health restrictions, staffing shortages, as well as changes in the political landscape. Our members have responded exceptionally well to these challenges and have continued to provide professional, compassionate service to Calgarians.

With every challenge comes opportunity, and our Service has chosen not to simply ‘weather the storm’, but rather to engage proactively and meaningfully with our communities to improve upon the services we provide, and to create a safer and more inclusive Calgary. Our sworn and civilian members do important, meaningful work every single day that makes a positive difference in the lives of Calgarians. This is not just in operations, but also investigations, prevention, early intervention, and administratively. They have worked hard to enable reductions in most crime categories including shootings and homicides. Their work led to the people we serve being safer in 2021 compared to previous years and we commit to doing everything in our power to continue this trend into 2022 and beyond.

We also kept our promise to explore alternative crisis response models with increased capacity added to the Police and Crisis Team (PACT), Downtown Outreach Addictions Partnership (DOAP) and Mobile Response Team (MRT). We’ve made strides in Human Resources (HR) modernization as well as advancements in various audits, internal investigative files and implementing recommendations from reports such as Wittmann and Arkininstall – and we continue to advocate for changes to modernize Alberta’s *Police Act*.



We know that for all this progress, there remains more to do. Our efforts to evolve our Service and profession are continuous and require a steadfast commitment to adaptation for the betterment of our members and the community we serve:

- From our most recent survey we know a critical focus area for us is to restore pride in policing and to help improve the morale of our members. With 86 per cent of our budget allocated to people, we need to ensure they continue to be supported through a variety of initiatives in this Annual Policing Plan.
- We continue our efforts to maximize efficiency and effectiveness. Not only to ensure the community realizes best return and value for their investment, but to also set a strong foundation for a solid future, including the best use of technology to achieve positive outcomes for Calgarians.
- Robberies, firearms offences, house break and enters, drug-related violence and death, and traffic offences all remain concerns for our citizens. This includes downtown safety and a focus on reducing crime, disorder and improving perceptions of safety in our core.
- Engagement with our community must be strengthened, especially those with diverse backgrounds, as we strengthen our commitment to being open, transparent, and accountable to the community we serve.
- Our commitment to anti-racism, equity, diversity, and inclusion remains pivotal. Our \$8 million diverted to the Community Safety Investment Framework is just one small part of that work.

Amid change, we must not lose sight of one clear constant; each member of our Service contributes towards making Calgary a safer, more inclusive and inspired place. Our collective success relies on the continued commitment of our members, strong partnerships, and the ongoing support from Calgarians.

Thank you for your trust and confidence in CPS – it is very well-placed.



Chief
Mark Neufeld



Deputy Chief
Paul Cook



Deputy Chief
Raj Gill



Deputy Chief
Katie McLellan



Deputy Chief
Chad Tawfik

OUR SERVICES TO THE COMMUNITY

Calgarians can rely on nearly 3,000 dedicated employees to deliver a variety of police services.



Responding to calls for service

Our police officers respond to 565,000 calls for service per year, 24 hours a day, seven days a week.



Investigation and intelligence-led policing

Police officers and civilian employees are called upon to investigate a variety of crimes.



Traffic safety and education

Road safety and education is the responsibility of all patrol officers and support areas.



Prevention, education, and early intervention

The CPS works with many partners to provide resources to youth, vulnerable populations, and diverse communities.



Major events management

Police officers ensure public safety at more than 600 events per year through extensive risk assessment, planning, and collaboration with event organizers.



Community presence and engagement

The CPS engages with Calgarians through daily interactions by our members in the community and various outreach programs, including crime awareness campaigns, Coffee with a Cop, and public events attended by the Canine Teams and Diversity Resource Team.



Enabling services and volunteers


Police officers are supported by more than 750 civilian employees that provide enabling services. In addition, many more Calgarians donate their time to support victims of crime and other outreach programs.

OUR FOCUS FOR 2022



INCREASED EMPLOYEE SATISFACTION AND ENGAGEMENT

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



 Performance Goal	Increase employees who have moderate or high engagement by 10% Increase employees who agree that morale at CPS is good by 15%
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1. Improve Employee Wellness and Resiliency

The COVID-19 pandemic, combined with workload and external pressures on policing, has resulted in a 32 per cent increase in members seeking psychological support. Ensuring the safety and well-being of our members is of the utmost importance in 2022.



1.1 Psychological Well-Being Strategy

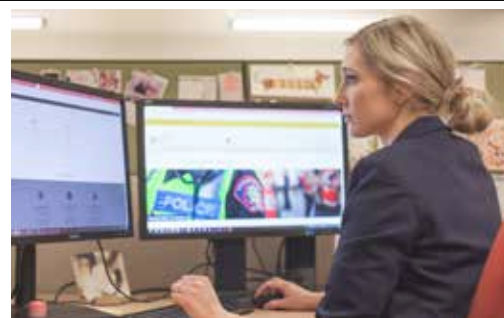
Implement and measure the Psychological Well-Being Strategy to inform organizational decision-making and mitigate risk.

 Performance Target	Maintain 2021 levels for psychological disability claims.
 Activities	Q1: Psycho-educational training and supervisor training on Psychological Well-Being Strategy developed. Q2: Implement Outcome Based Questionnaire, designed for ongoing measurement of client progress throughout therapy. Will allow clinicians to review client-reported data and adjust ongoing treatment for faster, more quantifiable results.

1.2 Return to the Workplace Plan


Formulate recommendations to guide the future of our workplace considering Occupational Health and Safety legal requirements.


 Performance Target	Policy and guidelines completed and communicated.
 Activities	Q1: Deliver the COVID-19 Return to the Workplace Plan. Q4: Integrate COVID-19 hazard assessments into the Safety Data Management System (SDMS).



1.3 Driver Safety & Compliance

Incorporate the updated driver safety policy into officer training programs.

 Performance Target	Reduce the number of preventable Service vehicle collisions year over year.
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 Activities	<p>Q1: Implement the Service Vehicle Operations Policy.</p> <p>Q3: Adapt recruit class training and in-Service training with new policy for Patrol Training Officers.</p>
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2. Improve Employee Development Opportunities

The CPS Employee Survey showed that the percentage of employees satisfied with professional development opportunities in the CPS declined in 2021, and just over half agree they have the training, tools, and equipment to do their jobs.

2.1 Career Management Program Development

Build and sustain career development support for members, increase employee engagement, satisfaction, and retention and address concerns around fairness and transparency in Human Resources processes such as promotions and tenure.

 Performance Target	New career management program is implemented Service-wide.
 Activities	<p>Q2: Career Management Program developed.</p> <p>Q3: Early Intervention Program integrated within the Career Management Program.</p> <p>Q4: Career Management Program implemented and communicated Service-wide.</p>



2.2 Leadership Development Program

Develop and implement a Leadership Development Strategy by rank/level to increase employee morale and retention, as well as ensure that leadership skills and abilities align with Service values and Our Strategy.

 Performance Target	90% of eligible Inspectors and Directors have completed the Leadership Development Program.
 Activities	<p>Q1: Inspector/Director Leadership Development Program implemented.</p> <p>Q3: Sergeant Leadership Development Program developed.</p> <p>Q4: Leadership Development Strategy developed for all levels of the Service.</p>

2.3 In-Service Training Program

Redesign the In-Service Training Program to ensure members are up to date with the latest law enforcement techniques, tactics, and policies, as well as continue to reinforce recommendations from the Wittmann Use of Force Review.



 Performance Target	60% of employees agree that they are provided with adequate training to perform their job.
 Activities	<p>Q2: Redesign and deliver an enhanced In-Service Training Program.</p> <p>Q2: Complete the integration of the use of force and de-escalation policy into training programs.</p> <p>Q2: Implement Equity, Diversity, Inclusion (EDI) and anti-racism topics into the In-Service Training Program.</p>

3. Improve Employee Engagement

The 2021 CPS employee survey revealed a noticeable decrease in employee engagement and morale. Ensuring we are engaging our employees in thoughtful and meaningful ways is an important area of focus in 2022.

3.1 Employee Engagement Plan

Build and sustain career development support for members, increase employee engagement, satisfaction, and retention and address concerns around fairness and transparency in Human Resources processes such as promotions and tenure.

 Performance Target	Increase employee engagement activities.
 Activities	Q1: Develop and implement employee engagement plan. Q2: Develop targeted action plan to improve employee morale.





4. Improve Human Resources Service Delivery

The CPS is committed to enhancing Human Resources practices and policies to achieve exceptional customer service and ensure best practices are consistently applied.

4.1 Human Resources Policy and Process Improvement


Review and document Human Resources policies and processes to ensure fairness, transparency, and alignment with best practices.

 Performance Target	Review and implement recommendations of three Human Resources processes related to accommodations, expression of interest, and disability management.
 Activities	Q3: Accommodations Framework and Policy is developed, implemented, and communicated. Q3: Recommendations on Expression of Interest and competitions processes are reviewed and implemented. Q4: Disability Management Software is implemented, which will enhance claims management, including improved reporting and progress monitoring.


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INCREASED COMMUNITY SAFETY AND WELLBEING

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

 Performance Goal	Maintain total crime rate per 100,000 at or below the five-year average.
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5. Decrease Violent Crime by Targeting Firearm-Related Violence & Robberies

 Performance Indicator	Maintain violent crime rate per 100,000 at or below the five-year average.
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5.1 Firearm-related Violence

Shootings decreased in 2021 and the seizure of crime guns has kept on pace to the previous year. However, calls for service involving a weapon continue to increase as does the proportion of criminal incidents involving a firearm or suspected firearm. Over the last six months of 2021, violence steadily increased in the downtown core.


 Operational Targets	<ul style="list-style-type: none"> • Reduce shootings year over year. • Reduce violent incidents where a firearm or suspected firearm is present below the five-year average.
 Activities	<p>Prevention & intervention opportunities:</p> <ul style="list-style-type: none"> • Prioritize investigative and offender management resources on the most violent prolific and persistent offenders. • Continue the work of the Firearms Investigative Unit (FIU) in the identification, tracing, and investigation of crime guns. • Continue to partner with ALERT and other law enforcement agencies to conduct intelligence-led operations targeting individuals posing greatest risk to public safety. • Partner with community agencies to implement recommendations from the Public Safety Task Force (PSTF). • Provide information regarding gun safety and storage to legal gun owners/ suppliers, and public awareness and education around the risks associated with replica/airsoft guns. • Leverage the Gang Exit and Community Outreach (GECO) program.

5.2 Robberies

While there was an initial decrease at the beginning of COVID-19 pandemic, robberies have since rebounded. Pharmacy, cannabis store and Kijiji-related robberies have shown increases in the volume, frequency, and severity of victimization.



 Operational Targets	<ul style="list-style-type: none"> • Decrease robberies below the five-year average.
 Activities	<p>Prevention & intervention opportunities:</p> <ul style="list-style-type: none"> • Increase citizen awareness of commercial robberies through Crime Reduction Communication Strategy. • Focus investigation, prevention, and enforcement of trending robberies (e.g., pharmacies, cannabis stores). • Establish a targeted operational team to address online buy-and-sell (e.g., Kijiji) robberies. • Work with regulatory bodies and business owners to establish practices to prevent robberies. • Apply Crime Prevention Through Environmental Design (CPTED) concepts to ensure target hardening of businesses experiencing crime.

6. Decrease Property Crime by Targeting Residential Break & Enter and Auto-Theft

 Performance Indicator	Maintain property crime rate per 100,000 at or below the five-year average.
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6.1 Residential Break and Enter

Residential break and enters is consistently identified as a safety concern for Calgarians and Calgary’s break and enter volume is one of the highest in the country. While break and enter decreased during COVID-19 as citizens were working and studying from home, this crime of opportunity is expected to rise as people return to work and other routines.

 Operational Targets	<ul style="list-style-type: none"> • Decrease residential break and enters below the five-year average.
 Activities	<p>Prevention & intervention opportunities:</p> <ul style="list-style-type: none"> • Manage prolific property offenders who pose the most risk of harm. • Continue monitoring and analysis of break and enter trends specific to modus operandi, location, property stolen, and escalation of risk. • District personnel (including Community Resource Officers) partner with Crime Prevention and Strategic Communications to provide timely awareness on break and enter trends and target hardening strategies. • Ensure bail packages are completed for top prolific property offenders for consideration in court proceedings. • Continue to work with builders and contractors to develop communities reflecting Crime Prevention Through Environmental Design (CPTED) principles. • Continue public education on securing homes and private property through the Crime Reduction Communication Strategy.

6.2 Auto Theft

In 2019, Calgary led the country with the highest rate of vehicle theft. COVID-19 health restrictions helped curb the rate in 2020 and 2021, however it is anticipated that vehicle thefts will rebound as life returns to pre-pandemic. This crime of opportunity occurs mainly in parking lots, around LRT stations, and in driveways when vehicles are left unattended during cold weather. While approximately 90 per cent of vehicles are recovered within days of being stolen, they are often used to commit other crimes and are driven recklessly and at high speeds, putting citizens at considerable risk.

 Operational Targets	<ul style="list-style-type: none"> • Reduce theft of motor vehicles below the five-year average.
 Activities	<p>Prevention & intervention opportunities:</p> <ul style="list-style-type: none"> • Offender management of prolific offenders who pose the most risk to public safety. • Continued monitoring and analysis of stolen auto trends specific to modus operandi, location, related crimes, and escalation of risk. • District personnel partner with Crime Prevention and Strategic Communications to provide timely awareness on vehicle theft trends.

- Work with police jurisdictions in the surrounding area to identify auto theft patterns, trends, and offenders as well as chop shops.
- Ensure bail packages are completed for top prolific offenders for consideration in court proceedings.
- Continue public education on securing vehicles, such as Operation Coldstart.

7. Support Vulnerable Persons & Improve Call Diversion



Performance Indicator

Reduce social disorder calls for service to the five-year average.

7.1 Crisis Response

Individuals experiencing mental health and addiction issues are frequent users of police and other emergency resources. Police officers are often dispatched to attend situations where no crime has occurred, but citizens are feeling unsafe. Many of these calls are related to social disorder in the downtown core. Strengthening partnerships to improve access to mental health and addiction services that divert calls from police is a priority.



Operational Targets

- Increase calls to Mobile Response Team (MRT) by 10%
- Increase dispatched calls to Police and Crisis Team (PACT) by 5%
- Decrease Form 10 apprehensions by 5%



Activities

Prevention & intervention opportunities:

- Work with Calgary 911 and other community partners to increase the diversion of unwanted guests, mental health, and other calls that do not require a police response.
- Change the Mental Health Policy to better integrate PACT and MRT as front-line resources. Provide education and awareness about PACT and MRT to frontline officers.
- Evaluate Community Safety Investment Framework (CSIF) investments, including the PACT and MRT expansion, to inform future investments. Renew effective programs and initiatives in partnership with the City of Calgary and deliver crisis response system transformation and funding plan.
- Complete CPS Roadmap for Mental Health Crisis Response.
- Implement Health Information Management (Health IM) application for patrol officers.
- Continue participation in initiatives with other stakeholders to ensure supports and services meet the needs of Calgarians (e.g., Calgary's Mental Health and Addiction Strategy, Calgary Drug Court, National Online Illicit Cannabis Sales Advisory Board, Canadian Association of Chief of Police's Drug Advisory Committee, Alberta Virtual Opioid Dependency Program (VOPD), provincial (Western Canada) opioid and methamphetamine strategy).

7.2 Downtown Safety

Calgarians are not feeling safe in the downtown. The economic downturn and recession in 2015 and COVID-19 restrictions have led to a high rates of building vacancy in the City Centre and a reduction in the working population. Despite lower calls for service, there has been an increase in violent and property crimes.



Operational Targets

- Increase perception of safety in the downtown core (Stephen Avenue Safety Hub Survey).



Activities



Prevention & intervention opportunities:

- Increase call diversion opportunities in the downtown core through referrals to the Downtown Outreach Addictions Partnership (DOAP) Teams, Safe Communities Opportunity and Resource Centre (SORCe), and Police and Crisis Team (PACT).
- Continue to identify location, day/time and disorder hotspots and focus police proactive efforts accordingly.
- Partner with Stephen Avenue Safety Hub (SASH) agencies to target problem areas and increase visibility of uniform officers and marked vehicles (police, by-law, transit officers).

8. Increase Road Safety

Traffic safety is one of the top safety concerns for Calgarians. Prior to COVID-19 health restrictions, reportable fatal collisions had been on the rise since 2018. This trend is expected to return as COVID-19 restrictions are reduced and normal driving patterns return.



Performance Indicator

- 25% reduction in the rate of fatality & serious injury collisions as per Calgary's 2019-2023 Safer Mobility Plan.

8.1 Increase Road Safety



Operational Targets

- Reduce rate of pedestrian collisions per 100,000 population.
- Reduce traffic collisions at high volume collision areas.



Activities

Prevention & intervention opportunities:

- Increase enforcement of speeding, distracted driving, and impaired driving.
- Implement Mandatory Alcohol Screening.
- Deliver a Traffic Safety Communications Strategy.
- Improve efficiencies and monitoring by implementing electronic ticketing for violation tickets to comply with changes to the *Traffic Safety Act* (Bill 21).

- Implement the enforcement targets and report back in the City's Safer Mobility Plan Annual Report 2022. Collaborate with City partners (Transportation and Roads) to coordinate community response.

9. Increase Capacity to Support Major Events

With the increase in protests and demonstrations, and the World Petroleum Congress coming to Calgary in 2023, the CPS must ensure there are effective plans and capacity to keep Calgarians safe.

9.1 Major Event Planning

Evaluate risk and resourcing requirements for protests and events management.



Operational Targets

- Complete risk assessments for all major events and festivals.



Activities

Prevention & intervention opportunities:

- Continue delivering training on Incident Command for major events.
- Enable district Community Resource Officers to monitor minor events (geographic responsibility) based on MEEMS risk triage.
- Continue to evaluate staffing model for all events.
- Maintain Public Safety Unit guiding principles for de-escalation at protests and "talk vs action" approach.
- Deliver ongoing training to officers to produce debriefing and after-action reports for critical incidents.
- Finalize the new Pay Duty Management System.

9.2 Safety Planning for the 2023 World Petroleum Congress

Calgary will host the 24th World Petroleum Congress from September 17-21, 2023. The oil and gas conference will welcome an estimated 15,000 visitors, delegates, exhibitors, and media from around the world.



Operational Targets

- Develop event safety plan and budget.



Activities


Prevention & intervention opportunities:

- Q1: Establish planning team to work with the Canadian National Committee of the World Petroleum Council (WPC).
- Q2: Engage with partners to support Congress security and coordinate resources with the Calgary Emergency Operations Centre.



INCREASED PUBLIC TRUST AND CONFIDENCE

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



 Performance Goal	90% of citizens are satisfied with the services provided by CPS. 85% of citizens agree that CPS is a police service they trust.
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10. Improve Relationships with Indigenous and Racialized Communities

The 2021 CPC Citizen Consultation Report revealed that black and indigenous citizens have the lowest perception of police of all segments of the Calgary community. The CPS has committed to reconciliation with Indigenous Peoples and better engagement with racialized citizens to build trust and confidence in their police service.



10.1 Indigenous Roadmap

Respond to the Truth and Reconciliation Commission (TRC) Calls to Action and the Murdered and Missing Indigenous Women and Girls (MMIWG) Calls for Justice.

 Performance Target	50% of police related TRC Calls to Action and MMIWG Calls to Justice are being addressed.
 Activities	Q1: Establish Indigenous Relations Team. Q1: Establish Elders' circle. Q1: Develop Indigenous Education Strategy for members. Q2: Establish members' circle. Q2: Deliver expanded officer exchange program with local Indigenous police services. Q2: Open the Sacred Space at the CPS headquarter building.

10.2 Outreach to Racialized Communities

Collaborate with the CPS Advisory Boards and Indigenous Advisory Circle to engage racialized communities.

 Performance Target	Increase deployment of Diversity Resource Team to community events by 5%
 Activities	Q3: Participate in and support the resettlement of Afghan refugees in Calgary. Q4: Host workshops related to police recruit entrance exams for racialized communities. Q4: Host Diversity Summit. Q4: Deliver "You and the Law" presentations to immigrants about the Canadian legal system, how police in Calgary operate and the rights newcomers can enjoy as residents of Canada.

11. Transform Police Engagement with Youth

During the 2020 citizen engagement on systemic racism by Calgary City Council, the CPS heard concerns over the presence of police officers in schools and interactions with youth. The CPS conducted an independent evaluation of its School Resource Officer (SRO) program in 2021 and committed to transforming the way police engage with students in schools and the community.

11.1 School Resource Officer Program

Engage stakeholders to explore and implement recommendations from the 2021 School Resource Officer (SRO) Program evaluation with an anti-racism and equity lens.



Performance Target

Deliver the three-point design plan for transformation: student re-engagement, roundtable session to build a collaborative action plan, and oversight board to guide the implementation of the action plan.



Activities

Q1: Re-engage with students and conduct roundtable session with partners and stakeholders.

Q2: Deliver an action plan for police engagement with youth through a collaborative design with stakeholders.

Q3: Implement action plan for transformation.

12. Increase Professionalism and Accountability

The CPS will continue to improve and modernize the complaints process and increase transparency regarding its processes and interactions with citizens.

12.1 Professional Standards Process Innovation

Improve processes to resolve complaints about police officers efficiently and effectively, share this information with stakeholders, and better support officers.



Performance Target

15% of formal PSS investigations are closed within 12 months.
Reduce public complaints by 5%.



Activities

Q4: Civilianize select investigative positions, implement process innovation and expedited triage workflow, and implement quality assurance file reconciliation and review process.

Q4: Empower and train commanders and supervisors to address issues at the district and section level to provide more timely and effective response to complaints by citizens (Alternative Dispute Resolution (ADR) within the police complaint process).


12.2 Street Checks

Implement requirements for compliance with Bill 63 - *Police (Street Checks and Carding) Amendment Act, 2021*.





Performance Target

100% of officers are trained on the new legislation on street checks and carding.

 Activities	<p>Q1: Continue to work with the Government of Alberta and other provincial law enforcement agencies on a provincial implementation plan.</p> <p>Q1: Implement policy changes.</p> <p>Q2: Deliver training on Street Checks.</p> <p>Q2: Complete public engagement on Street Checks.</p> <p>Q4: Establish Business Intelligence (BI) reporting.</p>
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12.3 Race-based Data Collection

Increase consistency of the collection of race data and how it is reported.

 Performance Target	<p>Foundational work for race-based data collection completed.</p>
 Activities	<p>Q2: Community engagement regarding the collection of race-based data completed.</p> <p>Q4: Documentation for training and standard operating procedures completed.</p> <p>Q4: Internal and external reporting schedule completed.</p> <p>Q4: Communication strategy on race-based data completed.</p>



12.4 Body-Worn Camera and In-Car Video

Utilize Body-Worn Camera (BWC) and In-Car Video (ICV) system to monitor interactions between police and the public and support investigations.

 Performance Target	<p>Increase the number of officers with BWC by 200.</p> <p>100% of eligible vehicles have ICV upgrade by the end of 2022.</p>	
 Activities	<p>Q4: Expand deployment of BWC technology.</p> <p>Q4: Complete 12 recommendations from BWC and ICV evaluations.</p> <p>Q4: Install ICV systems into existing vehicle fleet.</p>	

12.5 Social Media Strategy


The CPS aims to improve citizen engagement, particularly with diverse communities. Through a targeted social media strategy, we will more effectively engage with the community while addressing our corporate risks.

 Performance Target	Increase number of social media followers by 5%
 Activities	Q2: Deliver Social Media Strategy.

D

INCREASED EQUITY, DIVERSITY, AND INCLUSION

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



 Performance Goal	70% of citizens surveyed agree that officers respond in a fair way when dealing with all segments of the Calgary community. Increase employees who agree that CPS practices are applied equitably and fairly to all employees by 10%.
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13. Improve Workplace Equity, Diversity, and Inclusion

Through its commitments to anti-racism and human resources modernization, the CPS will continue building the foundations for an equitable, inclusive, and diverse workplace.



13.1 Equity, Diversity, Inclusion (EDI) Tool

Implement the EDI Tool in a staged approach to all CPS policies, procedures, and programs and leverage academic partnerships to inform change.

 Performance Target	25 Human Resources policies are reviewed with the EDI Tool.
 Activities	Q3: EDI Tool applied to analyze CPS Human Resources policies. Q4: EDI Tool applied, and training delivered to selected areas within the Service.

13.2 Workplace Inclusion

Partner with the University of Calgary – Art of Nudge to apply an evidence-based approach to surface cultural dynamics, as well as identify changes to career development processes, policies, and practices to ensure equity and inclusion.

 Performance Target	65% of recommended culture and social norm recommendations (“nudges”) implemented.
 Activities	Q2: Equity and inclusion barriers identified and changes to policies, practices, and marketing efforts within the sworn and civilian recruitment processes implemented. Q3: Training and development provided to reduce the impacts of bias and systemic discrimination in recruitment and curriculum development.

13.3 Sworn Recruitment Outreach and Marketing



Maintain operational capability by hiring sworn officers with diverse experience and backgrounds and conducting continuous improvement from strategy implementation and lessons learned.



Performance Target

Hire 135 sworn members, with a focus on recruitment of a diverse group of qualified candidates.

15% increase in outreach events with an EDI component.



Activities

Q3: Recommendations made to the Alberta Solicitor General, in collaboration with the Alberta Association of Chiefs of Police, to reduce applicant barriers within the provincial recruitment process guidelines.

Q4: Monitor and evolve the current Recruiting, Marketing, and Outreach Plan.

13.4 Workplace Sexual Harassment Initiative

Develop and deliver the Workplace Sexual Harassment Initiative to identify barriers to reporting sexual harassment and provide proactive education and awareness to ensure a trauma-informed response.



Performance Target

Ten University of Calgary recommendations actioned.



Activities

Q2: Deliver organizational recommendations to mitigate key barriers to reporting sexual harassment in partnership with the University of Calgary.

Q4: Leadership training developed to enhance response and reduce barriers to reporting.

13.5 Office of Respect & Inclusion Communication Strategy

Develop a communication strategy defining the new Office of Respect & Inclusion mandate and functions to ensure member awareness, accessibility, and alignment to anti-racism.



Performance Target

10% increase in the number of employees accessing proactive Alternative Dispute Services.



Activities

Q1: Develop the Office of Respect & Inclusion communication strategy and communicate Service-wide.

14. Co-create an Anti-Racist Police Service and Address Systemic Racism

The CPS has committed to transformational culture change, toward becoming an anti-racist organization.

14.1 CPS Anti-Racism Strategy

Continue to implement the actions in the CPS Commitment to Anti-Racism, Equity & Inclusion Report (published September 2020).



Performance Target

Increase to 85 per cent the proportion of equity seeking employees who report their colleagues know enough to engage in a discussion about racism and discrimination.

Training plan developed.



Activities

Q1: Anti-Racism Strategy delivered.

Q2: Conduct two-way participatory problem-solving sessions with police and community.

Q3: Deliver CPS anti-racism gap analysis to selected policies.

Q4: Conduct an evaluation of the CPS Anti-Racism Strategy.



INCREASED EFFICIENCY AND EFFECTIVENESS

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



Performance Goal

Intentionally managing expenses to stay within existing budget.

15. Optimize Patrol Resources

The 2020 Service Optimization Review (SOR) delivered recommendations to improve the effectiveness and efficiency of patrol deployment at CPS. In 2021, an implementation plan for these recommendations was developed that will be actioned in 2022.

15.1 Service Optimization Review (SOR) Patrol Deployment

Implement the recommendations from the 2020 Service Optimization Review on Patrol Deployment and Shift Scheduling, including activities related to Service Delivery (Deployment, Demand Management, Continuous Improvement), HR Resourcing and Staffing (Structured processes, HR Analytics) and Monitoring and Evaluation (Performance Measures, Patrol Operations Analysis).



Performance Target

70% of Service Optimization Review (SOR) Patrol Deployment recommendations are actioned.

5% increase in online reporting.



Activities

Q1: Establish and communicate response time metrics for each priority level (recommendation 10).

Q2: Assess and implement additional avenues for public reporting and diversion through the Alternative Call Response Project (recommendation 12).

Q2: Continue to strengthen community partnerships and organizational collaboration to address prevention and intervention related activities (CRO mandate in Q2; Patrol mandate in Q4) (recommendation 14).



- Q3: Leverage research, analytics, and the use of big data solutions for predicting future workload. (recommendation 13).
- Q4: Evaluate the current approach to call prioritization to ensure effective response to public calls for service (recommendation 9).
- Q4: Evaluate and assess the schedule to enable more efficient use of patrol resources and safeguard officer wellness (recommendations 16 and 17).
- Q4: Adopt and deliver a consistent approach to geographic (zone) ownership across the Districts (recommendations 4 and 5) and introduce problem-solving.
- Q4: Monitor projections and changes in land use planning to allow for adjustments in deployment and collaborations with external service providers (recommendation 21).

16. Improve Long-term Capital Infrastructure Planning at CPS

The 2020 SOR delivered recommendations to improve the effectiveness and efficiency of capital infrastructure planning at CPS. In 2021, an implementation plan for these recommendations was developed that will be actioned in 2022.

16.1 Infrastructure Plans

Continue the implementation of the Service Optimization Review Infrastructure recommendations.


 Performance Target	Infrastructure plans are completed.
 Activities	<p>Q2: Deliver an organizational design for employee use of space in CPS facilities post COVID-19.</p> <p>Q3: Establish a five-year operating and lifecycle management plan for existing facilities.</p> <p>Q3: Establish a facility lifecycle replacement plan to ensure critical building systems and structural component remain functional.</p> <p>Q3: Deliver recommendations for alignment with The City of Calgary Facility Management, Corporate Coordinated and Operations and Maintenance Program (CCOM).</p> <p>Q4: Implement actions from the Security and Building Safety Plan.</p>


17. Create Efficiencies with Technology

As part of the One Calgary Service Plans & Budgets (2019-2022), the CPS committed to creating efficiencies for front-line operations, investigations, and other areas of the service by leveraging technology.

17.1 Rapid DNA Technology



Implement use of Rapid DNA technology to expediate investigative opportunities to solve crime, deliver operational efficiencies and identify offenders.

 Performance Target	Reduce investigation resources on files where Rapid DNA is used.
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 Activities	<p>Q1: Complete training for Forensic Crime Scene Unit (FCSU) members (group 1) and soft roll-out of instrument on major code events.</p> <p>Q2: Complete training for FCSU members (group 2).</p> <p>Q3: Formal roll-out of instrument to specialty units.</p> <p>Q4: Establish Memorandum of Understanding with Edmonton Police Service for a provincial DNA database.</p>
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17.2 Technological Roadmap

Building on our 2021 engagement with CPS members, we will address gaps, inefficiencies, and opportunities to improve employee experience and satisfaction regarding Information Technology (IT) systems.

 Performance Target	<p>80% of IT service requests resolved.</p> <p>Connected Officer Plan delivered.</p>
 Activities	<p>Q2: Complete Computer Assisted Dispatch (CAD) procurement.</p> <p>Q3: Implement the Technology Ethics Committee.</p> <p>Q4: Complete the Connected Officer Program Plan to address front-line and investigative technological needs.</p> <p>Q4: Complete network segmentation for system security compliance.</p> <p>Q4: Implement Records Management System Universal Client.</p>

17.3 Human Resources Information System (HRIS)

Leverage enterprise technology and improve business processes to transform and digitize HR data management and improve the employee experience through increased self-service options.

 Performance Target	<p>Plan for procurement of HRIS is delivered.</p>
 Activities	<p>Q3: Develop project and procurement plan.</p>



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