



Q4

2021

Annual Policing Plan Quarterly Report

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



**CALGARY
POLICE
SERVICE**

ISC: Unclassified



CALGARY POLICE SERVICE

OUR STRATEGY

SERVICE THROUGH VALUES

OUR PROMISE

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



OUR MISSION

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

OUR STORY OUR VALUES

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

OUR GOALS

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

OUR RESOURCES

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

OUR APPROACH

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



OUR VISION

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

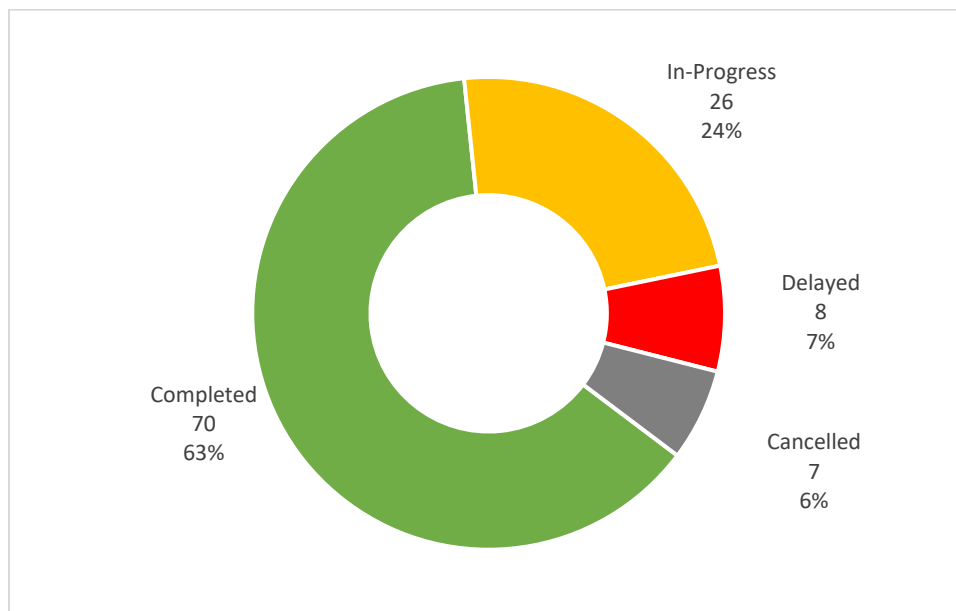


Introduction

The Annual Policing Plan (APP) Quarterly Report provides an update on the progress made by the Calgary Police Service (CPS) on the priorities that were set in the 2021 APP. The activities included in the APP are planned work that are aligned to the five long-term goals described in Our Strategy. The APP supports effective decision-making, investment decisions, improvements to organizational performance, and organizational efficiency and effectiveness.

The planned activities for 2021 are presented in this report with a focus on the fourth quarter (Q4) activities. As of Q4, the CPS completed sixty-three per cent of 111 APP activities, twenty-four per cent were in-progress, seven per cent were delayed, and six per cent were cancelled (Figure 1). The main reasons for delay or cancellation were: resource capacity limitations due to staff shortages; COVID-19 impact on operations (human resources and technology activities); difficulties with procurement (e.g., hiring an anti-racism consultant); or project-specific challenges (e.g., Unified CAD, Sexual Assault Investigation Questionnaire).

Figure 1: Status on Annual Policing Plan Activities



Community Safety Update

Policing efforts in the cyber realm are facing unprecedented challenges. However, as cyber criminals evolve, so do law enforcement and partners. Operation GoldDust is an excellent example of the importance of national and international partnerships and collaboration. Since January 2020, the Royal Canadian Mounted Police (RCMP) National Cybercrime Coordination Unit (NC3), RCMP Technical Operations and CPS Cybercrime Team led the Canadian investigation in Europol's Operation GoldDust, which targeted the REvil (also known as Sodinokibi) ransomware family. The prosecution of the individuals arrested is being led by several European countries and the United States. The individuals arrested are suspected of being responsible for 7,000 ransomware infections worldwide. Canadian investigators estimate approximately 600 infections occurred in Canada.

There were 15 per cent fewer shootings in 2021 than the previous year (95 incidents in 2021 compared to 112 incidents in 2020). Two of the shootings involved monitored offenders, but none were organized crime related.

The last quarter of 2021 showed an escalation of violence in several crime types, which have been addressed through coordinated response of operations and utilization of District Operating Teams (DOTs). Notably, a task force was created to combat the increase in violence and volume of online buy/sell robberies and successfully identified over 75 offenders (average age of 14-16 years old). Prolific offenders from this group have also been identified in the pharmacy/cannabis and convenience store robberies and other serious assaults across the city.

There was a spike in cannabis store robberies involving violence or threats with weapons, with 61 per cent of incidents for the year occurring in Q4. About 81 per cent of offenders were youth. The Robbery Unit and District General Investigations Unit (GIU) are both engaged to combat this spike in offences.

With respect to the increased violence and reported overdoses in the downtown core, District 1 has been involved in planning and strategic meetings with several community partners and business owners. On transit lines there has been a significant uptick in the number of violent assaults and overdoses, which has been addressed by the CPS through District Crime Reduction Strategies and proactive patrols, along with assisting Calgary Transit when train stations are locked overnight.

Frauds committed against seniors were identified city-wide, where victims ranging from 70-89 years old were targeted and contacted at their residence to release money to a person impersonating a family member or a loved one. After the CPS news release this quarter, there were no more reported frauds of this nature. The District GIU is working on identifying and ultimately charging the offenders.

Organizational Update

The CPS Employee COVID-19 Vaccination Policy and the recent Omicron variant has required the Service to continue pivoting and redeploying operational and support staff as required. It is critical for the CPS to not only provide a safe environment for our employees, but also for the community we serve. The Bureau of People & Organizational Development (BPOD) has led extensive consultation with members, unions/associations, and subject matter experts. The CPS approach to employee vaccination aligns closely with The City of Calgary policy and significant efforts to engage members on this important issue have been made. To provide direct response to member concerns, CPS leadership hosted a Livestream that included information from a medical expert. It is anticipated that monitoring compliance to the mandatory vaccination requirements, spread of the Omicron variant, as well as COVID-19 health measures will continue to significantly impact the BPOD resources in the coming months. We continue to develop associated business processes and metrics including managing compliance for rapid testing, vaccine exemption requests, information tracking, analysis and reporting, and planning for potential impacts to sworn and civilian staffing.

Goal 1: Increased Community Safety and Wellbeing

2021 ANNUAL POLICING PLAN COMMITMENT

The CPS engages in prevention, intervention, enforcement, investigation, and suppression activities to address crime, social disorder, and traffic safety in our city. Building on the previous Crime Reduction Strategy, the CPS determines crime and community safety priorities based on citizen engagement, community feedback, policing expertise, and analysis of crime trends, and aligns resources to address these priorities. Under the Crime and Community Safety System, the CPS will provide a unified “One Team” approach to community safety, focusing on the following priorities for 2021:

- reducing gun violence;
- addressing drug-related harm;
- reducing property crimes, such as break and enter;
- protecting vulnerable people; and
- increasing road safety.

SELECTED INDICATORS	CHANGE Q4 2020 TO Q4 2021	CHANGE YEAR-TO-DATE 2020 TO 2021
IND1.7 Number of shooting events	→ 0% From 24 to 24	↓ 15% From 112 to 95
IND1.8 Number of drug seizures	↑ 9% From 608 to 665	↑ 7% From 2346 to 2514
IND1.9 Number of break and enter incidents	↓ 6% From 1886 to 1767	↓ 24% From 8606 to 6539
IND1.15 Number of Form 10 Apprehensions	↑ 11% From 1043 to 1153	↑ 3% From 4306 to 4420

INITIATIVES	STATUS
1.1 Crime and Community Safety System (A1) Establish an internal business process to increase collaboration and coordination amongst all areas of the Service with prioritization of work, resourcing, and evaluation of community safety efforts.	
Q2 Establish structure, sequencing, terms of reference and decision-making methodology.	Completed
Q2 Establish action plan to address priority crimes.	Completed
Q4 Standardize reporting across all areas to enable effective prioritization and coordination.	Delayed
1.2 Integrated Offender Management (A1) Maintain centralized intelligence-led, offender management approach with support at the district level to reduce violence, including gun and gang related crimes.	

INITIATIVES		STATUS
Q1	Evaluate the Firearms Investigative Team.	Completed
Q2	Explore firearms and gun crime action plan.	Completed
Q2	Contribute to a Provincial Threat Assessment tool.	Completed
Q3	Integrate focused offender management into the Crime and Community Safety System.	Completed
1.3 District Operations Teams (A1) Expansion of District Operations Teams (DOT) across all patrol districts to increase investigative capacity, mentorship, and skill development.		
Q1	Establish mandate and function of the DOT.	Completed
Q2	Provide training and deploy teams based upon organizational capacity.	Completed
Q4	Complete the deployment and integration of all eight DOT within districts.	Completed
1.4 Crime Prevention Plan (A1) As a part of the Crime and Community Safety System, develop and implement a Crime Prevention Plan with our partners to coordinate, integrate, and align crime prevention resources.		
Q1	Complete and approve Crime Prevention Plan.	Completed
Q2	Supplement enforcement efforts with crime prevention tactics.	Completed
1.5 Youth Programs (A3) Enhance and deliver youth-centric prevention and early intervention programs.		
Q1	Implement Youth Diversion smartphone decision-making app for officers.	Completed
Q4	Complete Youth Diversion training with all patrol members.	Completed
Q4	Complete evaluations of all existing youth programs to assess for viability and opportunities for enhancement.	Completed
1.6 Victims of Crime (A1) Maintain trauma-informed approach to support victims of crime.		
Q1	Incorporate the Sexual Assault Investigation Questionnaire into the CPS records management system to assist officers in gathering pertinent and relevant information to support victims and investigations.	In-Progress
Q2	Develop a comprehensive response to human trafficking and counter exploitation with our provincial partners.	Completed
Q2	Explore the establishment of a review committee for child abuse files closed without charges.	Completed
1.7 Domestic Violence (A1) Implement requirements of Clare's Law (Bill 17), which provides those potentially at risk of domestic violence the option to request information about an intimate partner's violent past.		
Q1	Develop internal processes for tracking information requests under Clare's Law.	Completed

INITIATIVES		STATUS
Q1	Deliver training to officers, develop policy and communication plan, and put resources in place for operationalization in the Domestic Conflict Unit (DCU).	Completed
Q2	Monitor workload impact on staff of DCU following system implementation on April 1, 2021.	Completed

Q4 Highlights

1.1 Crime and Community Safety System

Conceptually, the Crime and Community Safety System (CCSS) is a stable framework to guide prioritization of focused work and increased collaboration amongst business units. However, this initiative was not fully operationalized due to a lack of a dedicated project team assigned to this work and the amount of change management required. The Bureaus of Investigative Support and Community Policing will re-visit this concept and may attempt to overlay it at the district level first in 2022.

1.3 District Operations Teams

The integration and deployment of the DOTs is complete. A product of the Functional Review (2020), the DOTs have increased available resources throughout the city for district-focused initiatives, and support for the frontline and specialty units for surveillance requests. The agility of these teams to investigate community issues and augment resources for the Bureau of Investigative Support has been beneficial. Due to resource shortages in patrol, it is likely that these teams will provide short-term support for the frontline until Q2 2022, when recruit graduations will bolster staffing.

1.5 Youth Programs

The MASST and YARD annual evaluations were completed and released in April 2021. Due to COVID-19 health restrictions, the Calgary Police Cadet Corps was suspended in 2020 and was online from January to March 2021. The formal evaluation was not conducted during this period but will resume for 2022. Power Play was not operational for most of 2021 so there was no evaluation conducted. The Integrated School Support Program (ISSP) is undergoing an internal review of the existing evaluation framework, and a report with recommendations will be delivered in Q1 2022.

1.7 Domestic Violence

A growth position for a Domestic Violence Risk Assessment Specialist has been secured to fulfill the new requirements of Clare's Law and to conduct risk assessments for applicants under the Right to Know and Right to Ask regulations.

Goal 2: Increased Public Trust and Confidence

2021 ANNUAL POLICING PLAN COMMITMENT

Building strong relationships with our community is a priority for all areas of the CPS. We will continue working with partners to explore ways to improve the service we provide to Calgarians and respond to the public's concerns related to crime, public safety, police conduct, and systemic racism. In 2021, we will continue to follow through with our commitments to:

- respond to the recommendations of the 2018 Use of Force Review;
- improve our communication to citizens; and
- support community programs that build strong relationships and provide positive outcomes for citizens.

SELECTED INDICATORS	CHANGE YEAR-TO-DATE 2020 TO 2021
IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	↓ 1% 89 (2020) to 88 (2021)

INITIATIVES	STATUS
2.1 Professional Standards Modernization (B2) Establish new Professional Standards Section (PSS) organizational structure to support timely and effective investigations, file continuity, and addition of civilian members.	
Q3 Complete PSS reorganization	In-Progress
2.2 2018 Wittmann Use of Force in the Calgary Police Service Report (B2) Complete selected recommendations from the 2018 Wittmann Use of Force in the Calgary Police Service Report.	
Q2 A Use of Force Committee has been established with finalized Terms of Reference.	Completed
Q2 Enhance the Early Intervention Program and develop outcome-based metrics. The Early Intervention Program is a non-punitive, voluntary program established to enhance employee wellness and performance by supporting supervisors in managing risk and improve performance to achieve individual and organizational success.	In-Progress
Q2 Establish the new De-escalation and Use of Force Policy.	In-Progress
Q2 Devote resources to expand the Police and Crisis Team (PACT).	Completed
Q3 Implement improvements to training related to de-escalation and use of force.	Completed
Q4 Resource and implement a re-design of the Patrol Training Officer (PTO) Program to ensure robust training and continuous performance improvement of patrol members.	Completed
2.3 Prevention Partnerships (A3) Build positive relationships between police and young people, toward the prevention of future offending.	
Q1 Establish a Youth Advisory Board with terms of reference, expected outcomes and evaluation.	Completed

INITIATIVES		STATUS
Q2	Enhance partnership with Calgary Youth Justice Society to increase diversion opportunities for young persons involved in the judicial system.	Completed
2.4 Business Intelligence (C1) Integrate financial, time, and attendance information into business intelligence system toward elevating financial acumen for the Service.		
Q2	Complete finance and scheduling system updates and integration.	In-Progress
2.5 Social Media Expansion Strategy (C2) Strategically improve the CPS use of social media to enhance open and transparent communication with the public.		
Q2	Complete Social Media Expansion Strategy.	Delayed

Q4 Highlights

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

A permanent Sergeant position has been secured to ensure sustainment and longevity of the Early Intervention Program - a key recommendation of the 2018 Use of Force in the CPS (Wittman) Report. The Program is a non-punitive support that works with supervisors by identifying problematic behaviour and performance issues early, through a series of metrics, with the goal of correction over discipline. Since February 2021, a total of 116 officers were involved within the Early Intervention Program resulting in proactive peer support and Human Resources services support. Outcome-based metrics to measure program success are currently being developed.

E-Learning modules have been updated in alignment with the new De-escalation and Use of Force Policy and Service-wide roll-out is anticipated for Q1 2022. Improvements in training related to de-escalation and use of force include the following:

- Recruit Skills & Procedures training revised from four 8-hour sessions to eight 4-hour sessions, spreading learning out over the length of the Recruit Training Program. This is consistent with the latest science around learning, utilizing the concepts of spaced learning, interleaving, mixed instead of mass practice (theory mixed with practical exercises), generative learning (experiential), retrieval practice (opportunities for review) and peer-to-peer learning (observing peers working through scenarios); and,
- De-escalation and decision-making scenarios developed, as well as learning related to *Mental Health Act* amendments, enabling a timely and applicable response to societal events. It is also important to ensure officers feel competent in their actions including decision-making and use of communication skills and de-escalation principles to assess and diffuse or resolve volatile situations.

As the Service transitions into the continuous improvement and monitoring phase of work related to the Wittmann Report, there will be a specific focus on continuously improving its approach to training delivery as well as ensuring content aligns with best practices.

The Patrol Training Officer (PTO) Program successfully trained 47 new recruits (with 44 additional recruits mid-PTO process in the field). The PTO Program is a crucial point for recruits where the CPS reinforces skills learned in training along with organizational values in the approach to service delivery.

Goal 3: Increased Equity, Diversity, and Inclusion

2021 ANNUAL POLICING PLAN COMMITMENT

In September 2020, the CPS made a commitment to Calgarians to address systemic racism. Our vision today is to lead all police services in dismantling systems of inequity by working to eliminate systemic racism and achieve equity, diversity, and inclusion (EDI) in our organization. In 2021, we will:

- action our commitments to anti-racism, equity, diversity, and inclusion through an integrated, service-wide approach.

SELECTED INDICATORS	CHANGE Q4 2020 TO Q4 2021	CHANGE YEAR-TO-DATE 2020 TO 2021
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)	(New in 2021) \$2.4M in Q4	(New in 2021) \$5.5M YTD

INITIATIVE	STATUS
3.1 Anti-Racism Strategy Deliver a Community Engagement and Governance Model and an Anti-Racism Strategy.	
Q1 Establish the Anti-Racism Action Committee (ARAC).	Completed
Q2 Establish Community Engagement & Governance Model.	Completed
Q2 Hire an Anti-Racism Consultant.	Delayed
Q3 Complete Anti-Racism Benchmark Report.	Completed
3.2 Equity, Diversity & Inclusion Tool (B2) Develop and implement EDI tool that can be applied to all CPS policy, procedures, and programs.	
Q2 Develop and apply an EDI Tool to selected pilot sites.	Completed
Q3 Finalize and report on the EDI Tool application in the selected pilot sites.	Completed
Q4 Deliver a long-term plan for the Service-wide use of the EDI Tool.	In Progress
3.3 CPS Budget Reallocation Reallocate \$8 million from the CPS budget for internal and external investments in enhancing partnership and service delivery, as part of our commitment to anti-racism.	
Q1 Establish a Reallocation Committee to oversee the intake and selection of projects.	Completed
Q2 Select and prioritize initiatives that meet funding requirements.	Completed
Q2 Implement and monitor progress of initiatives.	Completed
Q2 Report to City Council's Priorities and Finance Committee.	Completed
Q2 Identify and stage funding to achieve outcomes under the Community Safety Investment Framework with The City of Calgary to better support all vulnerable persons experiencing crises.	Completed
Q4 Report on the outcomes of the funded initiatives.	Completed
3.4 Race-based Data Collect disaggregated race-based data.	
Q1 Review public complaints related to allegations of racism/discrimination received.	Completed

INITIATIVE		STATUS
Q1	Develop standard operation procedures for CPS race data collection and reporting.	In-Progress
Q2	Incorporate race-based data into monthly and annual reports.	In-Progress
Q3	Engage Statistics Canada for alignment of race data collection and reporting.	In-Progress
3.5 Community Partnerships (A3) Deliver community initiatives to address equity, diversity, and inclusion together with partners.		
Q1	Implement the Police and Community Engagement (PACE) program, a voluntary employee program to assist the Diversity Resource Team in attending community events throughout the city.	Completed
Q4	Develop revised Diversity Training Program for recruits and members.	In-Progress
Q4	Advance the Indigenous Roadmap and engagement by completing the Indigenous Sacred Space project.	In-Progress
3.6 School Resource Officer (SRO) Program (A3) Evaluate the School Resource Officer (SRO) Program using an independent external evaluator.		
Q2	Deliver evaluation report.	Completed
Q3	Develop action plan in response to evaluation recommendations.	In-Progress

Q4 Highlights

3.2 Equity, Diversity & Inclusion Tool

The Service is currently building Equity, Diversity, and Inclusion (EDI) capacity through staffing the Office of Respect and Inclusion (ORI). A Manager was hired in December and will concentrate on mandate and functions development to ensure member awareness, accessibility, safe reporting of workplace concerns/harassment, and alignment to anti-racism. This Office will focus on strategy for organizational culture, including offering member supports to address conflict and advancing inclusion within the Service, so all members feel safe and valued within the workplace. Once hired, the new EDI Advisors will initially be focused on addressing recommendations of the four EDI tool pilot areas, as well as supporting the Human Resources policy review. The latter will ensure that Human Resources Modernization integrates EDI into its deliverables and outcomes.

3.3 CPS Budget Reallocation

An interim evaluation report was produced to provide an update on the Community Safety Investment Framework (CSIF), including progress, outputs of funded programs, and learnings to date. The \$16 million allocation from The City of Calgary and the CPS enabled 52 programs to increase their resources to better serve people in crisis. The report found that many CPS funded programs had delayed starts due to staffing and pandemic-related challenges. From May through September 2021, the CSIF funded programs supported 4,712 individuals and completed over 29,000 contacts (information sessions, events, workshops, telephone inquiries, etc.). The CSIF evaluation team will continue to monitor programs monthly and develop outcome indicators and baseline data to measure outcomes and impact for the final report in Q3 2022.

3.5 Community Partnerships

The Indigenous Relations Team is working with the Chief Crowfoot Learning Centre to develop a training plan and curriculum for an Indigenous awareness course and benchmark existing training in

the province. Additionally, the Gender & Sexual Diversity (GSD) Advisory Board will support the development of a GSD awareness training. There will be community consultation involved to ensure the courses capture true and meaningful messaging in a policing context. The Anti-Racism Action Committee have produced a speaker's series on anti-racism concepts and privilege, unconscious bias, cultural awareness, the journey of becoming an anti-racism leader, residential schools, co-creating an anti-racism culture.

COVID-19 restrictions affected the completion of some of the Indigenous Roadmap activities. However, engagement with the Indigenous Advisory Circle helped direct the creation of the Sacred Space, which has moved forward with local artists contracted to design the space. The Urban Society for Aboriginal Youth (USAY) and Indigenous artist Kalum Teke Dan created beautiful, powerful murals that depict Indigenous history and utilize QR code technology in the form of augmented reality, which makes the mural 'come to life to tell a story.' The CPS continues to consult with Traditional Knowledge Keepers and community Elders to provide advice and recommendations on blessing and naming this space, which will most likely occur in 2022 once health restrictions have been lifted and the community is ready to move forward.

3.6 School Resource Officer (SRO) Program

Based on feedback from ten internal and external stakeholder groups including the CPC, the CPS committed to developing a design plan that consists of three steps: 1) Re-engage with students who have experienced inequitable outcomes; 2) Host a round-table session with all stakeholders to build a collaborative action plan to transform the SRO program; 3) Implement the design plan with oversight provided by a special advisory board. These actions are to take place over 2022.

Goal 4: Increased Efficiency and Effectiveness

2021 ANNUAL POLICING PLAN COMMITMENT

We will continue to explore ways to ensure the most effective and efficient use of our resources using an evidence-informed approach, aligning them with priorities that are important to Calgarians based on citizen and employee engagement and our long-term strategic goals. As One Team we will ensure that the right people are doing the right tasks, properly led, equipped, and supported. In 2021, we will focus on:

- implementing prioritized recommendations from existing reviews (e.g., Service Optimization Review (SOR), Functional Review) and audits;
- exploring, implementing, and evaluating innovations in technology to improve operations; and
- systematically addressing organizational risk.

SELECTED INDICATORS	CHANGE Q4 2020 TO Q4 2021	CHANGE YEAR-TO-DATE 2020 TO 2021
IND1.4 Percent of calls for service attended by officers	↓ 4% From 70% to 66%	↓ 3% From 71% to 68%
IND4.4 Percent of Priority 1 calls responded within 7 minutes	↓ 4% From 55% to 51%	↓ 3% From 56% to 53%
IND4.9 Percent of online citizen reports	↑ 0.1% From 3.5% to 3.6%	↑ 0.4% From 3.0% to 3.4%

INITIATIVE	STATUS
4.1 SOR Patrol Recommendations (A1) Prioritize and implement patrol recommendations from the SOR.	
Q1 Present recommendations from the SOR that will be implemented in 2021.	Completed
Q3 Report on SOR to the CPC.	Completed
4.2 SOR Infrastructure Recommendations (C3) Prioritize and implement the infrastructure recommendations of the Service Optimization Review (SOR).	
Q3 Complete governance framework.	In-Progress
Q3 Complete Facility Maintenance Plan.	In-Progress
Q3 Develop partnership process.	In-Progress
Q3 Complete acquisition and implementation plan for facility and space management software.	Delayed
Q3 Report on SOR to the CPC.	Completed
Q4 Deliver optimized space planning report.	In-Progress
4.3 Unified Computer Assisted Dispatch (C2) Continue the Unified Computer Assisted Dispatch (U-CAD) project to expand mobile capability, support officer safety and improve interoperability with other agencies.	
Q1 Complete User Acceptance Test.	Cancelled

INITIATIVE		STATUS
Q2	Complete governance framework, training, and communication plan.	Cancelled
Q3	Implement new CAD software and hardware infrastructure for all members.	Cancelled
Q4	Set up stabilization plan to support members using the new CAD system.	Cancelled
4.4 Integrated Risk Management (C1) Implement Integrated Risk Management in the CPS.		
Q2	Deliver the annual CPS Risk Profile.	Completed
Q4	Risk tools and practices are applied in strategic plans and business decisions.	In-Progress
4.5 Alarm Bylaw Review Project (C2) Launch an online alarm management system and reduce alarm calls for service.		
Q1	Launch customer online platform.	Completed
Q4	Provide Calgary 9-1-1 with access to the alarm management system to reduce attendance to alarm calls.	In-Progress
4.6 Provincial Policing Standards Audit (C1) Complete the Provincial Policing Standards Audit to ensure compliance.		
Q4	Complete audit and action plan to implement recommendations.	Completed
4.7 Body-Worn Camera and In-Car Video (C2) Evaluate the effectiveness of body-worn camera and in-car video and implement recommendations.		
Q1	Deliver evaluation reports and develop action plan to implement recommendations.	Completed
Q4	Develop implementation plan to address high- and medium-risk recommendations.	In-Progress
4.8 Digital Evidence Management (DEM) (C2) Explore and improve DEM.		
Q4	Complete gap assessment and solution analysis and plan for 2022 implementation.	Delayed
4.9 E-Notebooks (C2) Improve the management of electronic notebooks.		
Q4	Complete gap assessment and solution analysis and plan for 2022 implementation.	Delayed
4.10 Driving Penalties and Traffic Tickets (A2) Reduce patrol administrative demands and increase capacity by implementing changes to driving penalties and handling of traffic ticket disputes (Bill-21) in conjunction with the provincial Justice Transformation Initiative and Administrative Penalty Information System (APIS).		
Q2	Acquire hardware to enable printing in patrol vehicles.	Completed
Q3	Install printers in all patrol vehicles.	Completed
Q4	Develop e-learning for officers on the use of APIS.	Completed
Q4	Implement APIS for all Traffic Safety Act.	In-Progress

INITIATIVE		STATUS
4.11 Leverage Technology to Improve Operations (C2) Use technology to create added value to policing operations.		
Q2	Implementation of the SENTRY Universal App. The Universal App will replace the desktop and mobile applications, allowing for more streamlined maintenance processes and an improved user interface.	In-Progress
Q3	Complete upgrade to the CPS radio network.	In-Progress
Q3	Implement Direct Data Entry (DDE) with investigative units.	In-Progress
Q4	Procure Automated Fingerprint Information System (AFIS) as part of its lifecycle replacement.	In-Progress
4.12 Fleet Review (C3) Review fleet utilisation and validation of operational requirements to optimize fleet composition and provide clear governance rules over vehicle requests and inventory management for future efficiencies.		
Q2	Complete Fleet Review.	Completed
Q4	Complete long-term Fleet Strategy and implementation plan.	Completed

Q4 Highlights

4.2 SOR Infrastructure Recommendations

Activities that are In-Progress will continue into 2022. The facility and space management software procurements are delayed indefinitely due to software costs, procurement challenges, and shifting priorities.

4.4 Integrated Risk Management

Key achievements include the establishment of Integrated Risk Management directions, the development of a risk management framework and risk management process, identification of risk appetite/tolerance levels, templates for identifying, assessing, and monitoring risks, risk management awareness training, Corporate Risk Profile (June Annual Risk Report), and risk mitigation responses.

4.5 Alarm Bylaw Review Project

The CPS launched the online portal for all alarm bylaw matters. The software was upgraded to include nine additional languages to increase access to this service for racialized groups. The final stage of the project will be to provide data to Calgary 911 in order to reduce calls for service.

4.6 Provincial Policing Standards Audit

The provincial auditor confirmed that the CPS is in compliance with the Provincial Policing Standards; the final audit report will be released Q1 of 2022. The audit had two objectives: a) Evaluate the adequacy and effectiveness of policing provided by the agency; and b) Evaluate the agency's compliance with the *Alberta Policing Standards* (2018) in accordance with Section 3.1 of the *Alberta Police Act*.

4.7 Body-Worn Camera and In-Car Video

The Body-Worn Camera / In-Car Video Team has updated the 2022 action plan to address high- and medium- risk recommendations from the 2020 evaluation. The team will continue to update the action plan and reprioritize as needed based on resourcing and service priorities.

4.8 Digital Evidence Management (DEM)

This activity was put on hold due to capacity limitations. A new project manager has been assigned to carry forward the work in 2022.

4.9 E-Notebooks

Due to capacity and availability of resources, the project has been delayed. However, the project will be renewed for 2022.

4.10 Driving Penalties and Traffic Tickets

A printer paper contract was established with a long-term supplier and a new internal system to send Automated Traffic Enforcement (ATE) tickets to SafeRoads was built. *Traffic Safety Act* tickets will be electronically submitted to SafeRoads Alberta starting Feb. 1, 2022. Remaining work, including officer training, will be completed in January 2022.

4.11 Leverage Technology to Improve Operations

The vendor for the Automated Fingerprint Identification System (AFIS) has been selected and the contract will be finalized in Q1 2022. The AFIS, which is a shared resource between the Calgary Police Service, Edmonton Police Service, and Regina Police Service, will be upgraded throughout 2022.

The Service's policy documentation system has been successfully transitioned from the on-premise solution to a cloud solution. The transition will better integrate user management with existing internal processes as well as shift software support and maintenance to the vendor.

4.12 Fleet Review

The CPS fleet review was completed resulting in a long-term fleet management strategy. This includes reducing the fleet by building a pool of usable vehicles, new processes to procure new vehicles, and controlling annual spending on vehicles. Hybrid vehicles will be introduced as a pilot project for 2022. In addition, a telematics system will be explored to assist with vehicle tracking, mileage, maintenance, collision response and anti-idling, which will have a positive impact on the operating cost of the fleet.

Goal 5: Increased Employee Satisfaction and Engagement

2021 ANNUAL POLICING PLAN COMMITMENT

We are dedicated to supporting and developing our members throughout the course of their career to ensure they work in a positive and inclusive environment, in which they can deliver high quality service to the community. In 2021, we commit to:

- ensuring fairness, accessibility, inclusion, and transparency for our members;
- ensuring our policies and practices are rooted in our values and that all employees feel safe and appreciated for their contributions to the CPS; and
- maintaining consistency in process, which will increase trust and confidence in our workplace and within the community.

SELECTED INDICATORS	CHANGE YEAR-TO-DATE 2020 TO 2021
IND5.1 Percent of employees with moderate to high Employee Engagement Index	↓ 9% From 55% to 46%
IND5.12 Number of applicants in the sworn recruitment process	↑ 9% From 628 to 683

INITIATIVE	STATUS
5.1 People Plan (B2) Develop a People Plan that comprehensively addresses commitments to supporting and training our people to deliver service to the community	
Q2 Develop and communicate the CPS People Plan.	Completed
5.2 Human Resources Modernization (B2) Improve Human Resource processes, practices, and policies to ensure high quality member services that are consistent and transparent.	
Q1 Refine workplace investigation and conflict management processes to reflect best practices and better integrate Police Act requirements.	Completed
Q1 Finalize and implement the Re-integration Program, which supports members re-entry into the workplace after leaves or traumatic incidents.	Completed
Q2 Fully implement the HR Business Partner model, which strengthens HR expertise and support to all areas of the Service.	Completed
Q2 Solidify and strengthen the Senior Leadership Team by hiring specialized and experienced civilian Executive Directors in the Bureau of People and Organizational Development. In alignment with the CPS Functional Review, these positions will support the advancement of member wellness, learning and human resource services.	Completed
Q4 Review and advance improvements to the promotional process to identify and address barriers, while also incorporating industry best practice research.	Completed
Q4 Develop and build capacity for a Disability Management Program that refines claim management, reporting and support to members to successfully return to work.	Completed

INITIATIVE		STATUS
Q4	Develop a HR Data Management Strategy to improve efficiency and effectiveness of HR service delivery. The strategy would include data governance, transparent Standard Operating Procedures, digitization, and automation.	Cancelled
5.3 Occupational Health and Safety (B2) Complete the implementation of requirements of the Alberta Occupational Health and Safety (OH&S) legislation through the delivery of a comprehensive OH&S program.		
Q1	Complete the Mental Health Strategy (renamed Psychological Well-Being Strategy)	Completed
Q2	Finalize and communicate the new CPS OH&S Policy.	Completed
Q3	Deliver mandatory OH&S supervisor training.	In-Progress
Q4	Implement a Safety Management System Program with updated processes and procedures.	Completed
5.4 Wellness Support (B2) Continue to develop and deliver innovative and evidence-based wellness supports that meet the needs of our members and ensure legislative compliance		
Q1	Launch monthly wellness livestreams accessible to all members with mental health and wellness subject matter experts.	Completed
Q2	Develop and deliver the new Health Surveillance Program.	Completed
Q3	Refine and deliver the health checks clinic model.	Completed
Q3	Rebrand the Respectful Workplace Office to focus on the supports available for conflict prevention and management to ensure member awareness and accessibility.	In-Progress
5.5 Training and Innovation (B1) Increase investigative knowledge and expertise through training and innovation.		
Q4	Deliver training to enhance cybercrime investigative capacity to members throughout the CPS.	Completed
Q4	Reinstate the Investigative Development Program 100 Level that matches officers with experienced investigative mentors.	Cancelled
5.6 Patrol Engagement (B1) Provide role clarity for patrol and identify opportunities for investigative development as outlined in the Service Optimization Review.		
Q2	Define mandate and structure of District Operations Teams, as well as General Investigative Units, Community Resource Officers, BEAT units, and Mountain Bike Unit Teams.	Completed
Q4	Establish performance measures for patrol operations.	Delayed
Q4	Evaluate and improve the Executive Liaison Officer (ELO) secondment position to share experiences and perspectives from patrol and senior leadership.	Delayed

5.7 Recruitment Schedule (B1)		
Use inclusive and responsive approaches to hire and support the training of recruits.		
Q1	Develop a 2021 Recruiting & Marketing Plan.	Completed
Q4	Hire 132 new officers that will include up to 24 Direct Entry Officers as per the 2021 recruiting and recruit training schedule.	Completed
Q4	Implement software solutions to ensure the effectiveness and efficiency of training scheduling. This will also help address challenges of training during the COVID-19 pandemic.	Cancelled
5.8 Internal Communication (B2)		
Improve communication with members.		
Q3	Enhance livestream technology and recording studio.	Completed
Q3	Implement a CPS Branding Strategy.	Completed

Q4 Highlights

5.2 Human Resources Modernization

In alignment with industry best practices, the promotional process has been reviewed and improvements advanced to increase consistency, transparency and fairness, while also identifying and addressing barriers to member success.

To help members and supervisors understand the process when off work due to disability, Standard Operating Procedures and Disability Guidelines have been developed. Detailed return to work procedures have been documented to ensure consistency in case management, provide role clarity, and improve member support during some of their most vulnerable times.

A Disability Management Software was selected and is an add-on to the current system used to report Occupational Health & Safety injuries and incidents. Implementation should be complete by the end of 2022 and will assist to streamline work and provide proactive case management.

5.3 Occupational Health and Safety (OHS)

The mandatory Occupational Health & Safety (OH&S) Supervisor Training Program, in addition to other mandatory training such as the RESPECT training for new members, will help to address workplace harassment and bullying. Four training modules are currently being developed, including Supervisor's Role, Assessment & Control, Formal Workplace Inspections, and Accident/Incident Investigation.

It is anticipated that the Program will be completed and rolled out Service-wide by the end of Q2 2022. This training was initially delayed due to organizational capacity limitations.

As of Q2, a Safety Management System Program was implemented with updated processes and procedures to serve as a single repository for all CPS safety information and allow for improved information management, analysis, and reporting. The Program ensures compliance to the Safety Management System, associated legislative requirements and audit standards.

5.5 Training and Innovation

In 2021, the Cybercrime Team provided 300 members with introductory training in conducting online investigations; the Cyber 100 course covers topics including established best-case practices, online evidence capture techniques, relevant case law, internal policy, and disclosure considerations. Additionally, the Team engaged law enforcement and external partners as well as private companies to provide training on online protection, critical infrastructure considerations, and cyber trends and

safety. Public presentations included a presentation on Internet Safety for Seniors in partnership with the Calgary Seniors Housing Forum Society.

During 2021, it was not viable to reinstate the Investigative Development Program due to the impact of COVID-19 on staffing levels. This work has been cancelled for 2021 and the CPS will re-evaluate the viability to reinstate this program in 2022.

5.6 Patrol Engagement

The Patrol Deployment Working Group has been reviewing the mandate of patrol, to establish performance measures. This work is delayed until Q1 2022.

The Executive Liaison Officer (ELO) position has proven valuable, not only for patrol, but for the member who is seconded. The ELO is provided with an organizational view of decision making that is not always easily translated to the general membership. The evaluation of this position will be done in 2022.

5.7 Recruitment Schedule

The Service has leveraged resources and relationships developed by Community Resource Officers and the Diversity Resource Team to reduce barriers, expand reach, and increase the diversity and volume of applicants. EDI-specific recruitment events, targeted to include only participants from diverse and racialized groups, made up 33 per cent (n=35) of all 2021 recruitment events. These efforts, combined with the modernization of recruitment through social media (such as LinkedIn), assisted to generate a 9 per cent (n=55) increase in applicants over last year. Despite staffing and COVID-19 challenges, 110 new police officers were hired in 2021. The CPS has set a goal of hiring 135 officers in 2022 with a focus on recruitment of a diverse group of qualified candidates.

The Training Scheduling Software project was cancelled due to resource challenges and impacts of COVID-19 on resources.

Appendix: Indicators

The CPS publishes Calgary Crime Statistical Reports monthly and quarterly on Calgary.ca. These statistical reports provide information on person and property crimes, disorder, traffic, domestic conflict, drugs, hate/bias crime, weapons, youth, and other Criminal Code incidents.

Indicators	Q4			Annual (Year-To-Date)		
	2020	2021	% Quarter Change	2020	2021	% Annual Change
Goal 1 Increased Community Safety and Wellbeing						
IND1.1 Percent of citizens who agree that "Calgary is a safe place to live" (Somewhat to Strongly)	Reported annually			94	Citizen survey done every two years. Most recent data available is 2018 and 2020; change by -1% from 95 to 94.	
IND1.2 Crime Severity Index	Reported annually			79.96	Most recent data available is 2019 and 2020; change by -16% from 95.42 to 79.96.	
IND1.3 Number of calls for service attended by police	88,114	89,700	2%	376,373	365,311	-3%
IND1.4 Percent of calls for services attended by officers	70%	66%	-4%	71%	68%	-3%
IND1.5 Number of homicides	8	7	-13%	34	20	-41%
Gun violence indicators						
IND1.6 Number of seized firearms	283	372	31%	1,191	1,215	2%
IND1.7 Number of shooting events	24	24	0%	112	95	-15%
Drug-related and property crime indicators						
IND1.8 Number of drug seizures	608	665	9%	2,346	2,514	7%
IND1.9 Number of break and enter incidents	1,886	1,767	-6%	8,606	6,539	-24%
Protecting vulnerable people						
IND1.10 Number of domestic conflict incidents	3,765	4,019	7%	15,985	15,905	-1%
IND1.11 Number of domestic violence victims	1,276	1,209	-5%	5,065	4,875	-4%
IND1.12 Number of child abuse casefiles	195	425	118%	717	1,418	98%
IND1.13 Number of sexual assault victims	171	270	58%	824	943	14%
IND1.14 Number of persons supported by Police and Crisis Team (PACT)	New in June 2021	656	New in June 2021	New in June 2021	2,296	New in June 2021
IND1.15 Number of Form 10 Apprehensions	1,043	1,153	11%	4,306	4,420	3%
IND1.16 Number of individuals supported by Victims Assistance Support Unit	7,340	7,918	8%	32,621	34,136	5%
IND1.17 Number of Clare's Law applications (domestic partner violence history)	New in 2021	24	New in 2021	New in 2021	84	New in 2021
IND1.18 Percent of Clare's Law disclosures where risk factors present (application and proactive notifications)	New in 2021	1	New in 2021	New in 2021	20	New in 2021
IND1.19 Number of offenders managed	New in	550	New in	New in 2021		

Indicators	Q4			Annual (Year-To-Date)		
	2020	2021	% Quarter Change	2020	2021	% Annual Change
	2021		% 2021			
Traffic*						
IND1.20 Number of Immediate Roadside Sanctions (IRS) Fail	TBD	TBD	New in 2021	TBD	TBD	New in 2021
IND1.21 Number of reportable fatal collisions	TBD	TBD	TBD	TBD	TBD	TBD
IND1.22 Rate of reportable injury collisions per 100,000 population	Reported annually			TBD	TBD	TBD
IND1.23 Rate of total pedestrian collisions per 100,000 population	Reported annually			TBD	TBD	TBD
IND1.24 Number of Traffic Service Requests	TBD	TBD	TBD	TBD	TBD	TBD
Goal 2 Increased Public Trust and Confidence						
IND2.1 Percent of citizens that reported that the police treat people with respect	Reported annually			86%	Most recent data available is 2018 and 2020; change by 2% from 84 to 86	
IND2.2 Percent of citizens that reported that the police in this city are doing a good job (excellent & good)	Reported annually			80%	New question in 2020. Available every two years.	
IND2.3 Percent of citizens who are satisfied and very satisfied with the services provided by the CPS	Reported annually			89%	88%	-1%
IND2.4 Number of social media accounts launched	0	0	0%	3	3	0%
IND2.5 Percent of formal Professional Standards investigations closed within 12 months	Reported annually			33%	36%	3%
IND2.6 Number of officer compliments received	84	69	-18%	326	322	-1%
IND2.7 Percent of external complaints processed to resolution or advanced to investigations within 60 days	Reported annually			82%	83%	1%
IND2.8 Number of officers trained in youth diversion options	Training completed in Q2			178	787	342%
IND2.9 Number of youths diverted from court by CPS members	133	209	57%	550	675	23%
IND2.10 Number of reported incidents involving use of force	Reported annually			843	N/A	N/A
IND2.11 Number of officers requalified in de-escalation	New in 2021			1,962	2,073	6%
IND2.12 Number of Patrol Training Officer Courses	New in 2021			New in 2021	15	New in 2021
IND2.13 Number of Officer Coaches under the new PTO Program	New in 2021			New in 2021	524	New in 2021
Goal 3 Increased Equity, Diversity, and Inclusion						
IND3.1 Percent of public complaints from racialized populations	New in 2021			23%	25%	2%
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment)	New in 2021			New in 2021	\$5.5M	New in 2021
IND3.3 Number of CPS initiatives, policies and processes reviewed using the EDI Tool	New in 2021			N/A	N/A	N/A

Indicators	Q4			Annual (Year-To-Date)		
	2020	2021	% Quarter Change	2020	2021	% Annual Change
Goal 4 Increased Efficiency and Effectiveness						
IND4.1 Cost per capita of policing in Calgary	CPS is ranked 5 th out of 7 similar agencies.			394	390	-1%
IND4.2 Population served per police officer	Reported annually			637	647	2%
IND4.3 Clearance rate (weighted total)	Reported annually			27.68	Most recent data available is 2019 and 2020; change by 5% from 26.44 to 27.68	
IND4.4 Percent of Priority 1 calls responded within 7 minutes (%)	55%	51%	-4%	56%	53%	-3%
Operating Spent (\$000)						
IND4.5 Revenue (\$000)	-23,193	-41,325	78%	-95,600	-94,909	-1%
IND4.6 Expenditure (\$000)	123,158	127,552	4%	509,953	510,364	0.1%
IND4.7 Net Program (\$000)	99,965	86,227	-14%	414,353	415,455	0.3%
IND4.8 Number of calls for service and online reports	126,160	135,094	7%	532,373	535,914	1%
IND4.9 Percent of online citizen reports	3.5%	3.6%	0.1%	3.0%	3.4%	0.4%
IND4.10 Percent of walk-in reports	5.4%	6.5%	1.1%	5.1%	5.6%	0.5%
Patrol Officer Time Allocation						
IND4.11 Percent of Officer proactive time	21%	17%	-4%	19%	18%	-1%
IND4.12 Percent of time responding to calls for service	57%	60%	3%	59%	60%	1%
IND4.13 Percent of time on administrative duties	14%	17%	3%	15%	16%	1%
Non-criminal Business Operations						
IND4.14 Number of Police Information Checks processed	39,680	46,018	16%	169,258	163,767	-3%
IND4.15 Percent of false alarm calls for the service	Reported annually			48%	46%	-4%
IND4.16 Percent annual change in number of fleet vehicles	Reported annually			1,235	1,211	-2%
Major Projects						
IND4.17 Percent of projects in scope	New in 2021			60%	94%	34%
IND4.18 Percent of projects with adequate resources	New in 2021			33%	53%	20%
IND4.19 Percent of projects on schedule	New in 2021			7%	63%	56%
IND4.20 Number of Innovation Proposals	New in 2021			36	19	-47%
Goal 5 Increased Employee Satisfaction and Engagement						
IND5.1 Percent of employees with moderate to high Employee Engagement Index	Reported annually			55%	46%	-9%
IND5.2 Percent of employees satisfied with the training available to do job (moderate to strong agreement)	Reported annually			51%	Question removed from the Employee Survey	
IND5.3 Percent of employees who agree that CPS practices are applied equally and fairly to all employees (moderate to strong agreement)	Reported annually			36%	27%	-9%

Indicators	Q4			Annual (Year-To-Date)		
	2020	2021	% Quarter Change	2020	2021	% Annual Change
IND5.4 Number of police officers hired	36	22	-39%	67	110	64%
IND5.5 Number of civilians hired	5	18	260%	29	65	124%
IND5.6 Percent of CPS members that know how to access the different health and wellness services offered by the CPS.	Reported annually			61%	New question in 2020. Available every two years.	
IND5.7 Percent of CPS supervisors that completed OHS training	New in 2021			0	0	0%
IND5.8 Percent of employees satisfied with their current job (moderate to strong agreement)	Reported annually			71%	65%	-6%
IND5.9 Percent of employees satisfied with internal communication	Reported annually			54%	43%	-11%
IND5.10 Completion rate of employee assessment PEAKS (Pathways Enhancing Assets Knowledge and Skills)	Reported annually			67%	60%	-7%
IND5.11 Diversity of applicants						
Female:	Reported annually			20%	21%	1%
Visible Minority:	Reported annually			23%	33%	10%
Indigenous:	Reported annually			5%	3%	2%
Sexual Minority:	Reported annually			5%	6%	1%
IND5.12 Number of applicants in the sworn recruitment process	New in 2021			628	683	9%
IND5.13 Percent of clients satisfied with HR Business Partner Model	Reported annually			N/A	N/A	N/A
Staff Authorized Strength						
IND5.14 Number of police officers (authorized strength)	Reported annually			2,113	2,113	0%
IND5.15 Number of civilian employees (authorized strength)	Reported annually			760	760	0%
IND5.16 Total authorized strength	Reported annually			2,873	2,873	0%
IND5.17 Ratio of police officer actual to authorized strength	1.05	1.05	0%	1.05	1.05	0%
IND5.18 Number of police officers (actual)	2,224	2,219	0.2%	2,224	2,219	0.2%

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

*Traffic: Traffic data was not available at the time this report was prepared.