



# 2023 Annual Policing Plan

## Quarter 3 Report



**Calgary Police Service**

## CALGARY POLICE SERVICE Annual Policing Plan Quarter 3 Report

**2023 Annual Policing Plan: Quarter 3 Report**

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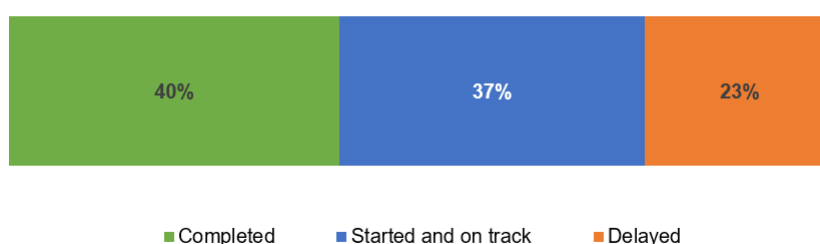
## CALGARY POLICE SERVICE Annual Policing Plan Quarter 3 Report

### Executive Summary

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

At the end of the third quarter (Q3), July to September, 40 per cent of the initiatives were reported completed, 37 per cent have been started and are on track for completion in the fourth quarter (Q4), and 23 per cent have been delayed to Q4 or 2024.

Q3 Status of 2023 APP Initiatives



This report focuses on the 31 initiatives that were completed or scheduled to be completed in Q3: 21 were completed and 10 have been delayed. Some of the activities that have not been completed to date have been delayed due to resource limitations or a shift in an external partner's timeline. The APP Q3 Addendum provides a status summary of all 107 initiatives.

#### Highlights of Q3 Completed Initiatives:

- The 24th World Petroleum Congress (WPC) was well planned and was executed seamlessly throughout the week of the event, Sept. 17-21, 2023. Collaboration with our mutual aid and City of Calgary partners ensured public safety for the delegates and Calgarians. Hosting a successful WPC placed Calgary in the spotlight internationally, contributing to the likelihood of our city being chosen for future large-scale events.
- The Government of Alberta has approved funding for additional Alberta Health Services (AHS) clinicians to expand the Police and Crisis Team (PACT). In Q4, two clinicians will be assigned to Arrest Processing, four clinicians to District 1 beat teams, and each district will be assigned a designated mental health clinician who will work in partnership with the Community Resource Officers (CROs).
- The City of Calgary and the CPS approved Community Safety Investment Framework (CSIF) funding for the United Way Calgary for \$290,420 to hire a co-ordinator for Situation Tables – a project co-led by the CPS, United Way Calgary, and The City of Calgary. The model convenes a cross-sector triage table to collaboratively develop

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immediate, co-ordinated, and integrated service delivery, mobilizing existing resources for people on the brink of crisis.

- The CPS has released 16 Indigenous e-learning modules with topics ranging from residential schools, the '60s Scoop, and the overrepresentation of Indigenous peoples in the Canadian criminal justice system (CJS).
- Changes have been implemented to the staff sergeant, sergeant, and detective promotions process. These changes specifically address member feedback obtained through engagement opportunities such as the Employee Survey and Pathways to Engagement initiative. Enhancements have been made within the pre-application stage, competencies, and interview to reduce pressure on candidates, encourage early engagement between candidates and supervisors, build efficiency, attract more members to the promotions process, and ensure that competencies are being assessed in alignment with the CPS core values.
- To sustain and strengthen relationships established with marginalized and Racialized communities, the sworn Outreach program team attended 74 events in Q3 including the Blood Tribe's Kainai Powwow and Celebration, the Calgary Japanese Festival "Omatsuri", and the Canadian Immigrant Women's Association Youth Leadership Development program.

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## Key Performance Indicators 2023-2026

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

Key Performance Measures	Target	2019	2020	2021	2022	2023
Goal 1: Increase Community Safety and Well-Being						
M1. Percentage of Calgarians who feel safe (Council KPI 4)	Increase to above 80% (5-year average)	82%	79%	79%	78%	TBD Q4
M2. Crime Severity Index (Council KPI 1) <sup>1</sup>	Maintain below 83.92 (5-year average)	95.84	81.32	74.21	77.63	TBD 2024
M3. Weighted Clearance Rate (Council KPI 8) <sup>1</sup>	Increase to above 30 (pre-2021 levels)	26.57	28.15	29.95	30.83	TBD 2024
Goal 2: Increase Trust and Confidence						
M4. Percentage of Calgarians who have confidence in CPS (Council KPI 5)	Increase to 90 (pre-2020 levels)	NA	94%	NA	86%	NA <sup>2</sup>
M5. Percentage of Calgarians who agree that CPS is a police service they trust (Council KPI 6)	Increase to above 80 (2020 level)	NA	86%	NA	77%	NA <sup>2</sup>
Goal 3: Increase Effectiveness and Efficiency						
M6. Operating cost per capita (Operating Dollars Only) (Council KPI 7)	Maintain	393	394	390	405	TBD 2024
Goal 4: Increase Employee Satisfaction and Engagement						

<sup>1</sup> Statistics Canada: Table 35-10-0190-01 Crime severity index and weighted clearance rates, police services in Alberta  
DOI: <https://doi.org/10.25318/3510019001-eng>

<sup>2</sup> Biannual Calgary Police Commission (CPC) Citizen Satisfaction Survey

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M7. Employee Engagement Index (Council KPI 10)	Increase to above 70 (pre-2015 levels)	62	55	46	42	TBD Q4
Goal 5: Increase Equity, Diversity, and Inclusion						
M8. Percentage of Calgarians who agree that officers respond in a fair way when dealing with all segments of the Calgary community (Council KPI 11)	Increase to above 80% (pre-2015 levels)	NA	70%	NA	61%	NA <sup>3</sup>

## Planned Initiatives

The following section highlights the activities that were completed in Q3 and the initiatives that have been delayed. The initiatives are categorized reflecting the phase of each activity (e.g., completed, delayed,) and the performance measures are labelled based on the target status (e.g., on target, off target). The supporting performance measures are tracked quarterly and/or annually to demonstrate change. Some measures are new to 2023 and do not have 2022 data. Occasionally, the definition of a measurement may be amended to better reflect the data.

### Goal 1: Increase Community Safety and Well-Being

#### Sub-Goal A: Respond to Crime and Public Safety

Planned Initiatives	Status
<p>6. World Petroleum Congress (WPC) safety plan operationalized, intelligence support and investigative resources by Q3.</p> <p><b>Update:</b> The 24<sup>th</sup> World Petroleum Congress (WPC) was well planned and was executed seamlessly throughout the week of the event, Sept. 17-21. Collaboration with our mutual aid and City of Calgary partners ensured public safety for the delegates and Calgarians. Hosting a successful WPC placed Calgary in the spotlight internationally, contributing to the likelihood of our city being chosen for future large-scale events.</p>	<p>✓ Completed</p>

<sup>3</sup> Biannual Calgary Police Commission (CPC) Citizen Satisfaction Survey

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**Sub-Goal C: Improve Traffic Safety**

Planned Initiatives	Status
<p>16. Deliver traffic safety education, partnership and enforcement inclusive of work within Traffic and Arrest Processing Section as well as the districts within the Bureau of Community Policing, in alignment with the Alberta Traffic Safety Calendar.</p> <p><b>Update:</b> The Traffic Section co-ordinated public messaging and provided resources to the district offices regarding Alberta's Traffic Safety Calendar that encompassed impaired driving, new drivers and back-to-school safety, including a focused education and enforcement blitz in school zones for Q3.</p>	✓ Completed
<p>➤ M24. Reduce number of fatal and major injury vehicle collisions</p>	NA <sup>4</sup>
<p>➤ M25. Reduce rate of pedestrian collisions (per 100,000 population)</p>	NA <sup>4</sup>
<p>17. Train frontline officers and ticket control members on the provincial Administrative Penalty Information System (APIS) and new work processes as part of the Alberta Justice's Transformation Initiatives to maximize administrative improvements on traffic summons by Q3.</p> <p><b>Update:</b> Ticket Control members were trained in Q1 and APIS e-learning was released to frontline officers in Q3. Dedicated computer terminals were set up in key locations such as the district offices to provide an opportunity for members to practice in a test environment. Online resources are also available.</p>	✓ Completed
<p>18. Implement the Administrative Penalties Information System (APIS) electronic ticketing for Traffic Safety Act offences (automated enforcement and officer issued) by Q1.</p> <p><b>Update:</b> Due to delays in the provincial launch of APIS as well as the staged rollout to ensure successful deployment, APIS is scheduled to launch in October and is anticipated to be Service-wide by November 2023. <b>Revised timeline:</b> Q4</p>	❖ Delayed

<sup>4</sup> Collision data was not available at the time of report submission. Collision data is available six (6) weeks after the end of each quarter.

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Planned Initiatives	Status
➤ M26. Increase number of violation tickets written by patrol and traffic	NA. <sup>5</sup>

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

Planned Initiatives	Status
<p>24. Review Police and Crisis Team (PACT) evaluation and work with Alberta Health Services (AHS) partners to reimagine Police and Crisis Teams vis-à-vis other crisis transformation initiatives by Q2.</p> <p><b>Update:</b> The evaluation of PACT is complete with 12 recommendations.</p>	✓ Completed

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

Planned Initiatives	Status
<p>29. Leverage newly established outreach and marketing data to inform effective recruitment strategies by Q3.</p> <p><b>Update:</b> Outreach and marketing data analysis was completed to provide information on which sworn recruitment outreach events are most effective in attracting successful applicants. In response, the CPS has adjusted its recruitment approach to be more proactive and engaging to reach a broader pool of applicants. For example, the outreach team attended numerous Calgary Stampede events throughout the city as opposed to operating a stationary recruiting tent on the grounds of the Calgary Stampede. This work is part of ongoing continuous improvement.</p>	✓ Completed
<p>30. Influence provincial standards by providing leadership on the Alberta Association of Chiefs of Police's (AACP) committee on recruitment by Q3.</p> <p><b>Update:</b> Members of the AACP recruitment committee submitted a request to the Government of Alberta, Minister of Public Safety and Emergency Services to dedicate funding for a review of the provincial recruiting standards to ensure they are relevant, fair, and equitable. The</p>	✓ Completed

<sup>5</sup> Summons data is available 45 days past the reporting period due to data entry delays.



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committee has committed to biannual meetings to assess interagency alignment in the interpretation of recruitment standards.	
➤ M35. Increase percentage of annual officer applicants that represent the diversity of the community	NA. <sup>6</sup>
➤ M36. Increase percentage of officer recruitment outreach events with Racialized and marginalized communities	Establishing Baseline
➤ M37. Meet 100 per cent of annual sworn recruiting target	On target

## Goal 2: Increase Public Trust and Confidence

### Sub-Goal F: Increase Accountability and Transparency

Planned Initiatives	Status
<p>34. Develop and launch a suite of resource and training supports for members regarding the disciplinary process by Q3.</p> <p><b>Update:</b> The Professional Standards Section (PSS) Quality Assurance Unit continues to collaborate with the Chief Crowfoot Learning Centre (CCLC) to develop the training modules. In July, a PSS FAQ webpage was created for membership as part of this suite of resources. <b>Revised timeline:</b> Q4</p>	❖ Delayed
<p>40. Create a social media strategy to communicate with Calgarians more effectively through increased reach and engagement to improve public trust, confidence, and public safety by Q1.</p> <p><b>Update:</b> A Social Media Strategy and policy have been developed and are in the final internal approval phase. Some elements of the strategy have been successfully implemented such as improving Equity, Diversity, Inclusion, and Belonging (EDI-B) by ensuring diverse representation of content and standardization of days of recognition and holidays.</p>	✓ Completed

<sup>6</sup> Data is not available due to the transition from the Alberta Police Applicant Tracking System (APATS) to IAPro.

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- M45. Increase number of news releases on arrests and charges, investigative appeal to the public, and positive stories (such as crisis response and anti-racism initiatives)

Off target<sup>7</sup>**Sub-Goal G: Strengthen Relationships**

Planned Initiatives	Status
<p>41. Work through community partnerships to identify viable candidates for the mobilizer program, including hiring, onboarding, and deployment of new civilian ambassadors by Q2.</p> <p><b>Update:</b> Nine (9) community mobilizers were hired representing Indigenous, African, Latin, Asian, Gender and Sexually Diverse communities.</p>	✓ Completed
<p>42. Identify synergies in community to deliver youth-based intervention and prevention programs (e.g., recreation or mentorship programs) by Q2.</p> <p><b>Revised timeline:</b> The CPS partnered with YouthLink to secure funding from the City of Calgary's Building Safer Communities Fund (BSCF) for an outreach position to develop and deliver gang awareness and prevention presentations to youth and parents.</p>	✓ Completed
<p>45. Evaluate the School Resource Officer program by Q3.</p> <p><b>Update:</b> The Police Engaging Youth in Schools (PEYS): Reimagining the School Resource Officer Program at CPS final report was presented to the CPC Anti-Racism Committee on Sept. 11, 2023. The report will be presented to the full CPC on Nov. 29, 2023. A project team has been established to manage the implementation of the 46 recommendations in the report.</p>	✓ Completed
<ul style="list-style-type: none"> <li>➤ M46. Hire eight civilian mobilizers</li> </ul>	On target
<ul style="list-style-type: none"> <li>➤ M47. Increase number of youth participants</li> </ul>	On target

<sup>7</sup> Focus has been on quality of releases more likely to be covered by media, as well as a shift to social media to control the narrative and tell our own story. This is part of the Strategic Communications Section drive toward measuring impact over output.

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➤ M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth	TBD 2024. <sup>8</sup>
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**Sub-Goal H: Improve Professionalism**

Planned Initiatives	Status
<p>49. Deliver training to members in line with new Driver Safety and Compliance Policy in both Recruit Training Program (RTP) and In-Service by Q3.</p> <p><b>Update:</b> Recent changes in the Driver Safety and Compliance Policy due to new equipment being rolled out are in the process of being reflected in the associated e-learning, with a relaunch date of Q4. In-person practical training is scheduled for Q2 2024. <b>Revised timeline:</b> Q2 2024</p>	❖ Delayed
<p>50. Communicate updated policies for body-worn and in-car camera programs by Q2.</p> <p><b>Update:</b> The body-worn camera (BWC) policy is complete and has been communicated internally, and it is projected that the in-car video policy will be finalized in Q4. <b>Revised timeline:</b> Q4</p>	❖ Delayed
<p>➤ M51. Increase percentage of officers completing mandatory in-service training</p>	TBD Q4
<p>51. Develop transparency and accountability mechanisms to ensure the CPS is achieving equitable outcomes for all citizens in the use of body-worn camera (BWC) program by Q3.</p> <p><b>Update:</b> Documentation to update the external BWC webpage is complete and includes information about citizen rights, how police use BWCs, procedure for requesting BWC videos, and the PSS complaint process.</p>	✓ Completed
<p>➤ M54. Increase percentage of public complaints resolved using body-worn camera</p>	Establishing Baseline

<sup>8</sup> Biannual Calgary Police Commission (CPC) Citizen Satisfaction Survey

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**Goal 3: Increase Effectiveness and Efficiency****Sub-Goal J: Creating Efficiencies Through Technology**

Planned Initiatives	Status
<p>61. Complete a Request for Proposal to upgrade the CPS investigative toolset by Q3 (implementation in 2024).</p> <p><b>Update:</b> The RFP is complete and has been submitted to The City of Calgary Supply Management for posting with vendor selection scheduled in 2024.</p>	✓ Completed
<p>62. Complete a Request for Proposal to upgrade the Computer Assisted Dispatch (CAD) by Q2.</p> <p><b>Update:</b> The RFP closed in Q2 with vendor selection scheduled in Q1 2024 with proof of concept in Q2 2024.</p>	✓ Completed
<p>66. Advance the Connected Officer Program to improve digital experience for officers through technology in vehicles and mobile devices by Q3.</p> <p><b>Update:</b> KITT 03 is being tested and incorporates feedback from frontline officers with the latest law enforcement technology. The rollout of the new mobile devices to frontline officers is complete. The new phones have the capability to run the new DEX software which is currently being tested in the KITT prototype vehicle platform. A DEX trial is underway at the airport with CPS members utilizing a fully equipped DEX workstation along with the KITT prototype vehicle platform.</p>	✓ Completed
<p>➤ M56. Commit 90% of capital budget for information technology</p>	TBD Q4

**Sub-Goal K: Contribute to Climate Resilience**

Planned Initiatives	Status
<p>68. Replace 25 administrative and investigative vehicles with hybrid cars by Q4.</p> <p><b>Update:</b> 25 FORD hybrid vehicles have been received.</p>	✓ Completed
<p>➤ M57. GHG reduction that contributes to The City of Calgary's GHG reduction target of 60% by 2030</p>	TBD Q4

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**Goal 4: Increase Employee Satisfaction and Engagement****Sub-Goal L: Improve Wellness and Resiliency**

Planned Initiatives	Status
<p>71. Establish a Continuum of Care communication tool that enables clear points of access for members to CPS wellness supports by Q3.</p> <p><b>Update:</b> Draft standard operating procedures and process mapping for intake and triage member requests for supports have been developed. These will be finalized along with the external service provider portal, which directly supports the triaging process for members accessing supports. The work is foundational in ensuring appropriate and effective referrals, so members are getting the support that they need. <b>Revised timeline:</b> Q2 2024</p>	❖ Delayed

**Sub-Goal M: Support Employee Development Opportunities**

Planned Initiatives	Status
<p>82. Identify the critical/vulnerable roles within the CPS and develop a succession planning approach by Q3.</p> <p><b>Update:</b> In 2024, leadership competencies will be developed along with associated personal development plans, which will include succession planning from an HR staffing perspective. <b>Revised timeline:</b> TBD 2024</p>	❖ Delayed
<p>83. Build a CPS Performance Development Tool by Q3.</p> <p><b>Update:</b> User requirements for the Performance Development Tool have been identified. However, this item is delayed, as the CPS explores technology efficiencies for this alongside The City of Calgary. <b>Revised timeline:</b> Q1 2024</p>	❖ Delayed
<p>➤ M66. Increase percentage of supervisors who have completed the Employee Annual Assessment</p>	TBD Q4
<p>➤ M67. Increase percentage of employees surveyed who agree that they receive performance development feedback from their supervisor at least once per year</p>	TBD Q4

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

Planned Initiatives	Status
<p>85. Implement recommendations and refine specific components of the promotional process including exams, training, scoring, and interviews by Q3.</p> <p><b>Update:</b> Changes have been implemented to the staff sergeant, sergeant, and detective promotions process. These changes specifically address member feedback obtained through engagement opportunities such as the Employee Survey and Pathways to Engagement initiative. Enhancements have been made within the pre-application stage, competencies, and interview to reduce pressure on candidates, encourage early engagement between candidates and supervisors, build efficiency, attract more members to the promotions process, and ensure that competencies are being assessed in alignment with the CPS core values.</p>	<p>✓ Completed</p>
<p>86. Review the Tenure Policy to assess whether it should be applied to sergeant and detective ranks by Q3.</p> <p><b>Update:</b> Review of the Tenure Policy to assess whether it should be applied to sergeant and detective ranks has been delayed until 2024 due to resourcing issues. The focus for 2023 has been on enhancing the supports and communication with constables about the tenure process.</p> <p><b>Revised timeline:</b> TBD 2024</p>	<p>❖ Delayed</p>
<p>➤ M68. Increase percentage of employees surveyed who agree that CPS practices are applied equitably and fairly to all employees</p>	<p>TBD Q4</p>

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

Planned Initiatives	Status
<p>89. Develop and apply an Equity, Diversity, and Inclusion (EDI) Framework to policies, training, and processes to address systemic barriers and foster inclusion.</p> <p><b>Update:</b> An EDI Framework has been developed, piloted, and is in the process of being shared across the Service as part of integrating EDI into everyday work at the CPS.</p>	<p>✓ Completed</p>
<p>91. Build and share employee resource guides to increase EDI understanding and capacity across the Service.</p> <p><b>Update:</b> The Office of Respect and Inclusion (ORI) currently has nine (9) resource guides on topics such as inclusive language and pronoun usage on the intranet site available to all members. These resources and supports will continue to grow as tangible information for our members to incorporate inclusive behaviours and language into their everyday interactions.</p>	<p>✓ Completed</p>
<p>94. Advance knowledge, understanding and application of anti-racism, as well as EDI principles through training and development by Q3.</p> <p><b>Update:</b> The ORI has completed the development of multiple resources and continues to offer EDI workshops and support on embedding the EDI framework.</p>	<p>✓ Completed</p>
<p>➤ M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives</p>	<p>Establishing Baseline</p>
<p>➤ M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components</p>	<p>TBD Q4</p>
<p>96. Build an informal conflict management program through mentorship, training, and mediation supports by Q2.</p>	<p>✓ Completed</p>

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<p><b>Update:</b> All ORI employees have completed a Conflict Resolution Certificate through the Canadian Institute of Conflict Resolution allowing the office to ensure their informal conflict services are aligned with best practices.</p>	
<p>97. Revamp respectful workplace training and integrate developmental resources to proactively address bullying, harassment, and discrimination by Q3.</p> <p><b>Update:</b> Respectful workplace training will continue to be provided by an outside contractor until SumTotal is operational in Q2 2024, at which point the contract will end, and the ORI will provide training using City of Calgary courses. <b>Revised timeline:</b> Q2 2024</p>	❖ Delayed

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

Planned Initiatives	Status
<p>101. Complete the e-learning Indigenous courses by Q3.</p> <p><b>Update:</b> The CPS has released 16 Indigenous e-learning modules with topics ranging from residential schools, the '60s Scoop, and the overrepresentation of Indigenous peoples in the Canadian criminal justice system (CJS).</p>	✓ Completed
<p>107. Continue with extended community engagement to validate, refine, and prioritize the goals, strategies, and actions identified in the Strategic Roadmap by Q3.</p> <p><b>Update:</b> In partnership with Habitus and ActionDignity, the CPS has developed a Community Engagement Report in conjunction with the Strategic Road Map to capture the perspective of the community to guide the Service on actions required to address anti-racism within the Service and the community. <b>Revised timeline:</b> Q4</p>	❖ Delayed
<p>➤ M73. Complete all 16 e-learning courses</p>	On target
<p>➤ M75. Deliver three (3) anti-racism initiatives (School Resource Officer Trauma Engagement, ARAC Evaluation Report, ARAC Communication Plan)</p>	On target



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## Appendix 1: Performance Measures

Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M9. Reduce number of property crime incidents	Reduce	NA	13,820	NA <sup>9</sup>	41,843	NA	NA	52,486	TBD Q4
M10. Reduce number of violent crime victims	Reduce	NA	3,543	NA	10,372	NA	NA	13,359	TBD Q4
M11. Increase weighted violent crime clearance rate <sup>1</sup>	Increase	TBD 2024	Annual		47.65	TBD 2024	TBD 2024	47.65	TBD 2024
M12. Maintain number of higher harm offenders monitored	Maintain	On target	508	492	1,542	1,497	-2.9%	2,041	TBD Q4
M13. Reduce number of violent crime occurrences in downtown	Reduce	TBD Q4	Annual		New <sup>10</sup>	TBD Q4	New	New	TBD Q4
M14. Reduce number of crime occurrences at LRT stations	Reduce	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M15. Increase number of community impact assessments	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M16. Increase number of trauma-informed training opportunities	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M17. Reduce number of unsolved historical missing person investigations	Reduce	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4

<sup>9</sup> Performance measures relating to violent and property crimes rely on Uniform Crime Reporting (UCR) scoring. There is currently a six (6) to eight (8) week lag between when an occurrence report is submitted and when the UCR scoring is completed.

<sup>10</sup> Indicates a "New" performance measure for the 2023 Annual Policing Plan (APP)

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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M18. Increase number of unsolved homicide files	Increase to above 77 (5-year average)	TBD Q4	Annual		78	TBD Q4	TBD Q4	78	TBD Q4
M19. Reduce number of devices in the Digital Forensics Team (DFT) queue	Reduce	On target	New	New	NA	481	NA	414	TBD Q4
M20. Monitor number of investigations started from crime gun tracing	Monitor	On target	168	55	406	266	-34.5%	517	TBD Q4
M21. Increase number of investigations using 3D scanner	Increase >85 (2022)	On target	37	29	67	74	10.5%	85	TBD Q4
M22. Increase number of investigations supported by the Cyber Crime Team (CCT)	Increase	Establishing Baseline. <sup>11</sup>	New	60	New	175	New	New	TBD Q4
M23. Increase number of courses delivered on crypto currency	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M24. Reduce number of fatal and major injury vehicle collisions	Reduce	NA	168	NA <sup>12</sup>	368	NA	NA	488	TBD Q4
M25. Reduce rate of pedestrian collisions (per 100,000 population)	Reduce	NA	138	NA <sup>12</sup>	332	NA	NA	472	TBD Q4

<sup>11</sup> Represents a new performance measure with no past data. 2023 will be used to establish a baseline target.

<sup>12</sup> Collision data was not available at the time of report submission. Collision data is available six (6) weeks after the end of each quarter.

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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M26. Increase number of violation tickets written by patrol and traffic	Increase	NA. <sup>13</sup>	28,142	NA	78,154	NA	NA	105,104	TBD Q4
M27. Percentage of calls for service attended to by officers (Council KPI 3)	Monitor	On target	65.1%	64.2%	65.3%	65.3%	-0.05%	65.1%	TBD Q4
M28. Percentage of Calls Resulting in an Occurrence Report	Monitor	On target	22.2%	22.6%	23.2%	22.8%	-1.7%	22.8%	TBD Q4
M29. Average Drive Time to Emergency Calls (Priority 1 Calls)	< 7 minutes	Off target <sup>14</sup>	10.03	10.05	9.95	10.08	1.3%	10.1	TBD Q4
M30. Increase percentage of time patrol spends on proactive activities (traffic safety, offender management, crime reduction strategies and relationship building within the community) (Council KPI 9 – Proactive Patrol Time)	Increase	On target	17.5%	17.7%	17.6%	18.2%	3.5%	17.6%	TBD Q4
M31. Allocate 100 percent of funds earmarked for the Community Safety Investment Framework (CSIF)	100%	TBD Q4	Annual		New	TBD Q4	New	100%	TBD Q4
M34. Increase number of contacts from crisis response initiatives	Increase >15,000	On target	2,385	4,540	5,872	12,398	111%	8,885	TBD Q4

<sup>13</sup> Summons data is available 45 days past the reporting period due to data entry delays.

<sup>14</sup> Factors influencing this measurement include the policy definition of a 911 call and the shift from geographic to district-wide deployment. This metric is in the process of being redeveloped into a more meaningful measure.

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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M35. Increase percentage of annual officer applicants that represent the diversity of the community	increase	NA. <sup>15</sup>	50%	NA	48%	NA	NA	New	TBD Q4
M36. Increase percentage of officer recruitment outreach events with Racialized and marginalized communities	Increase	Establishing Baseline	New	12%	New	18%	New	New	TBD Q4
M37. Meet 100 percent of annual sworn recruiting target	100%	On target	27%	31%	76%	84%	11%	New	TBD Q4
M38. Increase percentage of civilian vacant positions filled	100%	Establishing Baseline	New	40%	New	115%	New	New	TBD Q4
M39. Increase percentage of civilian growth positions filled	100%	Establishing Baseline	New	26%	New	69%	New	New	TBD Q4
M40. Increase number of public compliments	Increase	Off target. <sup>16</sup>	71	69	229	200	-13%	306	TBD Q4
M41. Reduce number of public complaints (contacts) to Professional Standards Section. <sup>17</sup>	Reduce	Establishing Baseline	New	287	New	892	New	1,157	TBD Q4
M42. Increase percentage of complaints resolved within 12 months	Increase	TBD Q4	Annual		New	TBD Q4	New	52%	TBD Q4

<sup>15</sup> Data is not available due to the transition from the Alberta Police Applicant Tracking System (APATS) to IAPro.

<sup>16</sup> The number of compliments received by PSS has seen slight decreases since 2017. PSS cannot control the flow of compliments submitted by the public.

<sup>17</sup> Measure definition changed from 2022. 2023 includes contacts and externals.

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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M43. Increase percentage of complaints addressed through Alternative Dispute Resolution	Increase	Establishing Baseline	New	54%	New	48%	New	New	TBD Q4
M44. Increase percentage of Calgarians who agree that CPS keeps them informed about safety, crimes, and police actions <sup>18</sup>	Increase	TBD 2024	Biannual Survey		NA	TBD 2024	TBD 2024	67%	TBD 2024
M45. Increase number of news releases on arrests and charges, investigative appeal to the public, and positive stories (such as crisis response and anti-racism initiatives)	Increase	Off target <sup>19</sup>	116	126	368	359	-2.4%	485	TBD Q4
M46. Hire eight (8) civilian mobilizers	8	On target	Annual		New	9	New	New	TBD Q4
M47. Increase number of youth participants <sup>20</sup>	Increase	On target	356	365	985	1,152	17%	1,345	TBD Q4
M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth <sup>18</sup>	Increase	TBD 2024	Biannual Survey		NA	TBD 2024	TBD 2024	59%	TBD 2024

<sup>18</sup> Biannual Calgary Police Commission (CPC) Citizen Satisfaction Survey

<sup>19</sup> Focus has been on quality of releases more likely to be covered by media, as well as a shift to social media to control the narrative and tell our own story. This is part of the Strategic Communications Section drive toward measuring impact over output.

<sup>20</sup> Not unique clients/ participants

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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M49. Increase number of projects that receive Ethics Committee input	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M50. Increase percentage of Subject Behaviour/Officer Response (SBOR) reports that are formally reviewed to ensure policy compliance and training feedback/improvement	Increase	Establishing Baseline	New	56.1%	New	71.6%	New	New	TBD Q4
M51. Increase percentage of officers completing mandatory In-Service Training	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M52. Measure and report on de-escalation and use of force twice a year through regular reporting	2	On target	New	1	New	1	TBD Q4	New	TBD Q4
M53. Reduce number of preventable collisions by officers	Reduce < 201	On target	42	37	144	129	-10.4%	201	TBD Q4
M54. Increase percentage of public complaints resolved using body-worn camera	Increase	Establishing Baseline	New	43%	New	48%	New	New	TBD Q4
M55. Spend 25% of \$6.5M on critical deferred infrastructure maintenance (or \$1.6M per year)	25%	TBD Q4	New	8%	New	8%	New	New	TBD Q4
M56. Commit 90% of capital budget for information technology	90%	TBD Q4	New	96%	New	96%	New	New	TBD Q4

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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M57. GHG reduction that contributes to The City of Calgary's GHG reduction target of 60% by 2030	Reduce 60% by 2030	TBD Q4	Annual		New	TBD Q4	TBD Q4	New	TBD Q4
M58. Increase number of Pathways to Engagement updates to CPS employees using different communication channels including email and the CPS newsroom	Increase >100	On target	New	53	New	122	New	New	TBD Q4
M59. Monitor the number of Pathways to Engagement items actioned, tracked, and reported to CPS staff	514	On target	New	92	New	450	New	New	TBD Q4
M60. Increase percentage of employees surveyed who are satisfied that the Service offers a sufficient array of health and wellness services and support	Increase	TBD Q4	Annual Survey		New	TBD Q4	New	New	TBD Q4
M61. Increase percentage of CPS work areas that have integrated the Psychological Wellness Strategy tools and resources	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4

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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M62. Reduce number of Occupational Health and Safety incidents	Reduce < 738 (2022)	Off target. <sup>21</sup>	203	242	549	695	26.6%	738	TBD Q4
M63. Ensure 90% of eligible leaders have completed the Called to Lead training	90%	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M64. Increase percentage of members who have received career advisory support. <sup>22</sup>	Increase	TBD 2024	NA	NA	NA	NA	NA	NA	TBD 2024
M65. Increase percentage of employees surveyed who agree they are provided with adequate training to perform their job	Increase >54% (2021)	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	47%	TBD Q4
M66. Increase percentage of supervisors who have completed the Employee Annual Assessment	Increase	TBD Q4	Annual		New	TBD Q4	New	New	TBD Q4
M67. Increase percentage of employees surveyed who agree that they receive performance development feedback from their supervisor at least once per year	Increase >70%	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	63%	TBD Q4

<sup>21</sup> Factors influencing this measure include an increase in medical aid (e.g., injuries worsening gradually) and previously unreported and untreated incidents (e.g., ergonomic, custom equipment, and hearing loss assessments).

<sup>22</sup> Planned initiative associated with this performance measure will not be completed until Q4 2023.



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Performance Measures	Target	Target Status	Quarter 3		Year to Date		YTD % Change	Annual	
			2022	2023	2022	2023		2022	2023
M68. Increase percentage of employees surveyed who agree that CPS practices are applied equitably and fairly to all employees	Increase >27% (2022)	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	27%	TBD Q4
M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives	Increase	Establishing Baseline	New	0%	New	79%	New	New	TBD Q4
M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components	Increase	TBD Q4	New	TBD Q4	New	TBD Q4	New	New	TBD Q4
M71. Increase percentage of employees surveyed who agree that the CPS takes appropriate action in response to incidents of harassment	Increase >46%	TBD Q4	Annual Survey		NA	TBD Q4	TBD Q4	39%	TBD Q4
M72. Increase percentage of Calgarians who agree that the CPS provides the same quality of service to all citizens. <sup>23</sup>	Increase	TBD 2024	Biannual Survey		NA	TBD 2024	TBD 2024	64%	TBD 2024
M73. Complete all 16 e-learning courses	16	On target	Annual		New	16	New	New	TBD Q4

<sup>23</sup> Biannual Calgary Police Commission (CPC) Citizen Satisfaction Survey

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