CALGARY POLICE SERVICE Annual Policing Plan Quarter 4 Report

Status Summary of the 2023 Annual Policing Plan Planned Initiatives

Goal 1: Increase Community Safety and Well-Being

Sub-Goal A: Respond to Crime and Public Safety

Planned Initiatives	Status
1. Establish city-wide and district-specific priorities through the monthly Crime Reduction Strategy by Q4.	✓ Completed (Q4)
2. Reduce violent crime through focused investigation, enforcement, and offender management in core business relating to firearms violence, robberies, homicide, and other crimes against persons by Q4.	✓ Completed (Q4)
3. Identify top harm offenders and address offender management priorities at a Service and district level with initiatives such as the intelligence-driven prosecutions model working group by Q1 and district level offender management by Q4.	✓ Completed (Q1 & Q4)
4. Reduce crime and disorder in the downtown with partners and support agencies by Q4.	✓ Completed (Q4)
5. Develop a police-focused Public Transit Safety and Security Plan with Calgary Transit to provide prevention and intervention approaches at transit stations and surrounding communities, that may incorporate private security, peace officers and police roles and responsibilities by Q4.	✓ Completed (Q4)
6. World Petroleum Congress (WPC) safety plan operationalized, intelligence support and investigative resources by Q3.	✓ Completed (Q3)
7. Prepare safety plans for events, protests, and parades and review operational planning for public safety events to incorporate Community Impact Assessments by Q4.	✓ Completed (Q4)

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

Planned Initiatives	Status
8. Support victims through trauma-informed investigations with core business relating to missing persons, homicide, child abuse, sexual assault investigations, human trafficking, etc.	✓ Completed (Q4)
9. Implement revisions to the missing person response by Q2.	✓ Completed (Q4)
10. Complete unsolved homicide report by Q1.	✓ Completed (Q1)
11. Advance technical investigations including digital forensics investigations, cyber capabilities, firearms tracing, and 3D scanner by Q4.	✓ Completed (Q4)
12. Introduce recruit cybersecurity e-learning from the Canadian Police Knowledge Network (CPKN) in Q1.	✓ Completed (Q1)
13. Pilot a research and development initiative on cybercrime investigation (cyber range) with the University of Calgary and the private sector by Q4.	✓ Completed (Q4)
14. Develop crypto currency tracing training with a private sector partner by Q4.	✓ Completed (Q4)

Sub-Goal C: Improve Traffic Safety

Planned Initiatives	Status
15. Follow through with components of evaluation, community engagement, engineering, education, and enforcement aimed at safer mobility in Calgary in the Interim Traffic Safety Plan (2022-2023) by Q4.	✓ Completed (Q4)
16. Deliver traffic safety education, partnership, and enforcement inclusive of work within Arrest Processing and Traffic Section as well as the Districts within Community Policing Bureau in alignment with the Alberta Traffic Safety Calendar.	✓ Completed (Q1-4)
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	✓ Completed (Q3)

administrative improvements on traffic summons by Q3.	
18. Implement the Administrative Penalties Information System (APIS) electronic ticketing for Traffic Safety Act offences (automated enforcement and officer issued) by Q1.	✓ Completed (Q4)
19. Develop a 2024-2026 Joint Safety Traffic Plan with The City of Calgary on the Safer Mobility Plan 2024-2026 by Q4.	✓ Completed (Q4)

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

Planned Initiatives	Status
20. Establish a working group for the Patrol Call Assessment Project (EMS assistance, traffic-related complaints, bylaw-related complaints) with partners, to clarify mandate and roles by Q1.	✓ Completed (Q1)
21. Advance geographic ownership and model of community policing by Q4.	✓ Completed (Q4)
22. Continue to fund the Community Safety Investment Framework (CSIF) to transform crisis response through call diversion to alternate service providers by Q4.	✓ Completed (Q4)
23. Establish a governance framework (accountable entity) for all crisis transformation initiatives by Q1.	✓ Completed (Q2)
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.	✓ Completed (Q3)
25. Operationalize Community Mobile Crisis Response Teams (CMCR) with community partners by Q1.	✓ Completed (Q1)
26. Explore, conceive, and execute on the creation of a Real Time Integrated Mental Health and Addictions Centre with community and civic partners by Q4.	✓ Completed (Q4)

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

Planned Initiatives	Status
27. Deliver on the objectives of the 2023–2026 Sworn Recruitment Plan and enhance commitments to equity, diversity, and inclusion.	✓ Completed (Q4)
28. Sustain and strengthen relationships established with marginalized and Racialized communities by Q4.	✓ Completed (Q4)
29. Leverage newly established outreach and marketing data to inform effective recruitment strategies by Q3.	✓ Completed (Q3)
30. Influence provincial standards by providing leadership on the Alberta Association of Chiefs of Police's committee on recruitment by Q3.	✓ Completed (Q3)
31. Refine CPS corporate branding to support civilian recruitment by Q2.	✓ Completed (Q1)
32. Conduct training sessions for CPS leaders on recruitment, interviewing, and selection to enhance civilian hiring approach by Q3.	✓ Completed (Q2)
33. Increase civilian recruitment capacity and recruitment support to hiring leaders by Q2.	✓ Completed (Q1)

Goal 2: Increase Public Trust and Confidence

Sub-Goal F: Increase Accountability and Transparency

Planned Initiatives	Status
34. Develop and launch a suite of resource and training supports for members regarding the disciplinary process by Q3.	✓ Completed (Q4)
35. Implement a Discipline Matrix for members by Q1.	✓ Completed (Q1)
36. Analyze and action advice to collect demographic data (including race-based data), and data on experience with the professional standards process from complainants by Q4.	✓ Completed (Q4)
37. Convert two (2) additional sworn investigator positions to civilian	✓ Completed

investigator positions by Q3.	(Q2)
38. Acquire and implement technology add-ons to enable a public portal for complaints, and an internal portal for supervisors by Q4.	✓ Completed (Q4)
39. Create a Service Communication Strategy connected to the objectives within Our Strategy, the 2023-2026 Service Plan, 2023 Annual Policing Plan, Pathways to Engagement, and communications survey by Q1.	✓ Completed (Q1)
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.	✓ Completed (Q3)

Sub-Goal G: Strengthen Relationships

Planned Initiatives	Status
41. Work through community partnerships to identify viable candidates for the "Mobilizer" program, including hiring, onboarding, and deployment of new civilian ambassadors by Q2.	✓ Completed (Q3)
42. Identify synergies in community to deliver youth-based intervention and prevention programs (e.g., recreation or mentorship programs) by Q2.	✓ Completed (Q3)
43. Work with the Calgary Police Youth Foundation (CPYF) and YouthLink to generate ideas and proactively deliver on "Bridges for Brighter Futures" youth programming by Q1.	✓ Completed (Q2)
44. Develop Action Plan for Youth Advisory Board (YAB) by Q2.	✓ Completed (Q2)
45. Evaluate the School Resource Officer program by Q3.	✓ Completed (Q3)
46. Collaborate with the public, industry, and academia to help guide technology and data choices as part of the Technology Ethics Committee by Q1.	❖ Delayed

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Sub-Goal H: Improve Professionalism

Planned Initiatives	Status
47. Rollout and train members on Pistol Optics, Axon T7 Taser, C8 Rifle with Suppressor, and other less-lethal equipment by Q4.	✓ Completed (Q4)
48. Conduct research and engagement to continually improve de-escalation approaches and strategic communication skills in the In-Service and Recruit Training Programs (RTP) by Q4.	✓ Completed (Q4)
49. Deliver training to members in line with new Driver Safety & Compliance Policy in both Recruit Training Program (RTP) and In-Service by Q3.	❖ Delayed
50. Communicate updated policies for body-worn and in-car camera programs by Q2.	✓ Completed (Q4)
51. Develop transparency and accountability mechanisms to ensure the CPS is achieving equitable outcomes for all citizens in the use of body-worn camera program by Q3.	✓ Completed (Q3)
52. Enhance, analyse, monitor, and report on use of body worn camera in the processing of complaints by Q4.	✓ Completed (Q4)

Goal 3: Increase Effectiveness and Efficiency

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

Planned Initiatives	Status
53. Continue to implement Service Optimization Review (SOR) Infrastructure Recommendations by developing preventative programs for infrastructure, including Facility Priority Index, and Deferred Maintenance Replacement Plan by Q4.	❖ Delayed
54. Undertake a needs assessment for future facilities (new district office or downtown) by Q4.	✓ Completed (Q4)
55. Develop scope and procurement documents for a new indoor firearms range to allow more officers to be trained by Q4.	✓ Completed (Q4)

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Sub-Goal J: Creating Efficiencies Through Technology

Planned Initiatives	Status
56. Initiate the multi-year implementation plan for the Sentry Task Force recommendations by Q1.	✓ Completed (Q2)
57. Procure and implement a Learning Management System (LMS) by Q4	✓ Completed (Q4)
58. Evaluate current technology to develop business requirements for a Human Resources Information System (HRIS) by Q3.	✓ Completed (Q2)
59. Implement the HealthIM software to support officers at mental health calls by Q4.	❖ Delayed
60. Complete a Request for Proposal (RFP) to install HAWCS helicopter technology by Q3 (implementation in 2024).	✓ Completed (Q2)
61. Complete a Request for Proposal to upgrade the CPS investigative toolset by Q3 (implementation in 2024).	✓ Completed (Q3)
62. Complete a Request for Proposal to upgrade the Computer Assisted Dispatch (CAD) by Q2.	✓ Completed (Q3)
63. Implement modules for Digital Evidence Management System (DEMS) by Q4.	✓ Completed (Q4)
64. Complete the implementation of Occupational Health and Safety Software in partnership with The City of Calgary by Q1.	❖ Delayed
65. Implement a facility management system, known as a computerized maintenance management system (CMMS) by Q4.	❖ Delayed
66. Advance the Connected Officer Program to improve digital experience for officers through technology in vehicles and mobile devices by Q3.	✓ Completed (Q3)
67. Complete upgrade of automated fingerprint information system (AFIS) and go-live by Q4.	❖ Delayed

Sub-Goal K: Contribute to Climate Resilience

Planned Initiatives	Status
68. Replace 25 administrative and investigative vehicles with hybrid cars by Q4.	✓ Completed (Q3)
69. Document the CPS's strategy to contribute to The City of Calgary's GHG reduction target of 60% by 2030 (Facilities Sustainability Strategy and Facilities GHG Plan) by Q4.	❖ Delayed

Goal 4: Increase Employee Satisfaction and Engagement

Sub-Goal L: Improve Wellness and Resiliency

Planned Initiatives	Status
70. Implement the internal Pathways to Engagement plan to improve employee engagement through regular communication of action plan.	✓ Completed (Q4)
71. Establish a Continuum of Care communication tool that enables clear points of access for members to CPS wellness supports by Q3.	❖ Delayed
72. Provide self-service resources and training for members through the CPS Wellness Portal by Q4.	✓ Completed (Q4)
73. Establish a governance framework for the Psychological Therapy Program to clearly outline standards and quality of practice within a law enforcement environment by 2024.	❖ Delayed
74. Evaluate the reintegration program processes and clinical oversight by Q4.	✓ Completed (Q3)
75. Enhance hazard assessment and mitigation strategies by delivering safety training, digitizing health files for monitoring by Q4.	❖ Delayed

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Sub-Goal M: Support Employee Development Opportunities

Planned Initiatives	Status
76. Build out the training strategy for non-patrol areas that align with the existing frontline training approach by Q2.	✓ Completed (Q2)
77. Procure and implement external learning library (e.g., LinkedIn Learning) to support and enhance professional development within the Service by Q2.	❖ Delayed
78. Assess options for a civilian professional development strategy by Q4.	❖ Delayed
79. Provide consistent and sustained Leadership Development programs (by rank/level) to ensure leadership skills and abilities align with Service values and Our Strategy by Q4.	✓ Completed (Q4)
80. Develop and initiate a Career Advisor Program by Q4.	❖ Delayed
81. Develop sworn rank and civilian position profiles and align training, education, and experience requirements by Q4.	❖ Delayed
82. Identify the critical/vulnerable roles within the CPS and develop a succession planning approach by Q3.	❖ Delayed
83. Build a CPS Performance Development Tool by Q3.	❖ Delayed
84. Identify business requirements for technology to support the Performance Development Tool to inform the replacement of current aging technology by Q4.	✓ Completed (Q2)

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

Planned Initiatives	Status
85. Implement recommendations and refine specific components of the Promotional Process including Exams, Training, Scoring, and Interviews by Q3.	✓ Completed (Q3)
86. Review the Tenure Policy to assess whether it should be applied to Sergeant and Detective ranks by Q3.	❖ Delayed

87. Develop human resources (HR) information management business processes to support data integrity and technology transformation by Q4.	❖ Delayed
88. Enhance the disability claim management process to improve reporting and progress monitoring by Q3.	❖ Delayed

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
89. Develop and apply an Equity, Diversity, and Inclusion (EDI) Framework to policies, training, and processes to address systemic barriers and foster inclusion.	✓ Completed (Q3)
90. Leverage census data to inform employee supports and the application of the EDI lens by Q2.	✓ Completed (Q2)
91. Build and share employee resource guides to increase EDI understanding and capacity across the Service.	✓ Completed (Q3)
92. Advance the multi-year University of Calgary Partnership on Cultural Social Norm Initiatives across four (4) work areas to support understanding of equity and address cultural barriers by Q4.	✓ Completed (Q4)
93. Formalize the process for the development of employee resource groups to ensure sustainability by Q4.	✓ Completed (Q4)
94. Advance knowledge, understanding, and application of anti-racism, as well as EDI principles through training and development by Q3.	✓ Completed (Q3)
95. Implement recommendations from the Sexual Harassment Initiative through training, proactive resources, and refining processes that ensure concerns are appropriately addressed by Q4.	❖ Delayed
96. Build an informal conflict management program through mentorship, training, and mediation supports by Q2.	✓ Completed (Q3)

97. Revamp respectful workplace training and integrate developmental resources to proactively address bullying, harassment, and discrimination by Q3.	❖ Delayed

Sub-Goal P: Provide Inclusive and Equitable Service

Planned Initiatives	Status
98. Continue to work with Statistics Canada and local community to inform implementation of national race-based data framework by Q4.	❖ Delayed
99. Mature current practices in the collection of demographic data in professional standards section by Q4.	✓ Completed (Q4)

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

Planned Initiatives	Status
100. Consistently work with the Bureau of Investigative Support, in partnership with community representatives, to better inform policy, procedure, and investigative responses that are sensitive, inclusive, and respectful of Indigenous ways of knowing, thinking, and being by Q1.	✓ Completed (Q1)
101. Complete the e-learning Indigenous courses by Q3.	✓ Completed (Q3)
102. Revisit, review, and revise the Indigenous Roadmap to reflect community requests, priorities, and willingness to support the work by Q4.	✓ Completed (Q4)
103. Liaise, maintain, and continue building relationships by participating in community events, gatherings, memorial walks, knowledge transfer opportunities and youth outreach by Q4.	✓ Completed (Q4)
104. Implement the Anti-Racism Strategic Roadmap with support from the Anti-Racism Action Committee (ARAC) and Advisory Boards and Circle to support the co-creation of 2023 ARAC action items by Q4.	✓ Completed (Q4)
105. Develop an anti-racism and cultural competency education plan to empower employees as anti-racism leaders by Q2.	✓ Completed (Q4)

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106. Lead a transformational culture change by continuing to look at the de-escalation and use of force, body worn camera, and criminal investigations policies through a racial equity lens by Q4.	✓ Completed (Q4)
107. Continue with extended community engagement to validate, refine, and prioritize the goals, strategies, and actions identified in the Strategic Roadmap by Q3.	✓ Completed (Q4)