



**20  
23**

# Annual Policing Plan



**Calgary Police Service**

# 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



# Message from the Calgary Police Commission

Calgarians value policing and want a police service that is properly staffed, committed to the community, and able to transform to meet evolving expectations. The 2023 Annual Policing Plan builds on the four-year strategic direction of City Council and the priorities set by our Commission to show how the Calgary Police Service will deliver these things.

Our Commission's top priority is always ensuring public safety. As life has returned to a new normal following the COVID-19 pandemic, Calgarians have noticed increased crime and social disorder. Addressing these issues through increased staffing and innovative approaches with partner agencies remains a key focus for the next year.

We also remain committed, with the Service, to completing the police reforms and transformations that Calgarians were promised. In addition to improving public safety, we have directed the Service to:

- Embed anti-racism and EDI (equity, diversity and inclusion) into the core of business
- Continue exploring different service delivery models to transform how people in crisis are helped
- Continue improving public reporting
- Improve public trust and confidence
- Finish implementing recommendations from the 2020 Service Optimization Review (a zero-based budget review of resource needs)
- Improve communication with citizens

Significant work has been done within the Service and community towards these goals and we are proud of the people that have worked hard to create meaningful changes in these areas. Over the next year, we want to continue this momentum.

Finally, we have clearly seen the impact that staffing shortages, the pandemic, and other pressures have had on those who serve. Calgary is fortunate to have more than 3,000 police officers and civilian staff who work tirelessly every day to keep our city safe. We need to make sure we are also taking care of them.

Improving the engagement of those who work at the Service and better supporting their well-being are key priorities for the next four years. Addressing staffing shortages will strongly support this goal, but the Service leadership also needs to fully implement their plan that was created in 2022 to address employees' concerns.

Our Commission is grateful to all those who serve in the Calgary Police Service. Your work makes a big difference in our community. Both our Commission and Calgarians notice it, and we are deeply appreciative of all you do.

Thank you!

Chair, Calgary Police Commission



The Calgary Police Commission is a body of 10 community members and two city councillors appointed by City Council to provide independent citizen governance and oversight of Calgary's police. Calgary's police chief reports directly to our Commission and we, instead of City Council, provide direction to the Calgary Police Service through the chief, police policies, monitoring of the police conduct complaints process, and approval of how the police budget is spent.



# Message from the Chief and Executive Leadership Team



We are proud to present our 2023 Annual Policing Plan; a document to guide the Calgary Police Service to ensure ours is among the safest major cities in Canada.

The Service recognizes the importance of our role in protecting Calgarians, and we continue to work diligently to maintain public trust, respect and confidence. We also prioritize the health and well-being of our members.

We are undergoing a transformation. Calgarians have made it clear they want a modernized police service that delivers innovative approaches to public safety and protecting our most vulnerable. While meaningful, thoughtful transformation takes time. The Service is committed to the process and is continuously seeking opportunities to evaluate and adjust how we work with the public, our internal procedures and the way we support its members.

This transformation process does not impact the delivery of our main priority: ensuring public safety. In fact, our approach ensures that public safety is continuously enhanced throughout this process. With the introduction of new innovative technologies, like body-worn cameras, and increased training for frontline members, like anti-racism, reconciliation and equity, diversity and inclusivity training, the Service enacts its transformation daily. Every day, through this process, we are better able to deliver the services Calgarians deserve and need.

As we continue this process, we recognize the burden this puts on our members. Policing is a challenging profession, and the health and well-being of our people directly impacts the services we deliver. As part of our transformation, we are striving to bring services and supports to our team that reflect the modernization of the role. This includes providing members with regular training on the best ways to do their job, supports to protect their safety, and the tools to ensure the safety and well-being of those we interact with.

We are the frontline in protecting and ensuring public safety for all, and our members are dedicated and proud to provide this integral service to the city.

Chief Constable Mark Neufeld and the Executive Leadership Team.

Chief  
Mark Neufeld

Deputy Chief  
Paul Cook

Deputy Chief  
Chad Tawfik

Deputy Chief  
Katie McLellan

Deputy Chief  
Raj Gill

# 2022 Achievements

The 2023 Annual Policing Plan is evolving from previous initiatives and continuous operational work. The following are key achievements and improvements to our Service that took place in 2022.

- Tackled the increase in firearm-related violence through offender management and increased resources in the Firearms Investigative Unit.
- Supported businesses to reduce commercial robberies especially those targeting pharmacies and cannabis stores; proactively deployed district officers and analytical resources to reduce auto theft and minimize residential break and enters.
- Invested in the Community Safety Investment Framework (CSIF) to fund existing crisis response programs and build evidence-based system integration and transformation to better serve people in crisis.
- Partnered with downtown organizations to target safety issues and increase visibility of uniformed officers, with initiatives such as major event planning, Stephen Avenue Safety Hub and East Village Safety Hub.
- Continued work on the Indigenous Road Map, outreach programs to Racialized communities, review of the School Resource Officer program, innovations in the Professional Standards process to improve how complaints against police are handled, compliance with new requirements on street checks, review of existing race-based data, deployment of additional body-worn camera and in-car video, and recruitment of a Social Media Strategist.
- Advanced Equity, Diversity and Inclusion (EDI) efforts within the Service with the development of an EDI lens and resources to reduce barriers for citizens to access police services and improve workplace inclusion for employees. This work includes resourcing the Office of Respect and Inclusion, increasing recruitment outreach programs for under-represented groups, and developing a CPS Anti-Racism Strategic Road Map.
- In terms of employee services and wellness, we developed a training curriculum on the Psychological Well-Being Strategy, integrated the Early Intervention Program within the Career Management Program, implemented the Inspector and Director Leadership Development Program, redesigned an enhanced In-Service Training Program that incorporates de-escalation and use of force policy, Equity, Diversity, Inclusion (EDI) and anti-racism topics, and developed an employee engagement plan that led to the Pathways to Engagement program.
- In terms of efficiency and effectiveness, the CPS made advancements on the recommendations of the Service Optimization Review for patrol deployment and infrastructure planning, the Technological Road Map and training on Rapid DNA.

# How we serve Calgarians – in numbers



**1,343,500**  
Population of Calgary



**3,006**  
Total CPS employees



**71 per cent (2,133)**  
Police officers



**29 per cent (873)**  
Civilian employees



**376,183**  
Calls for service  
from the public



**141,384**  
Officer-generated  
calls for service



**95,455**  
Police information checks  
completed to support  
Calgarians applying for  
employment and  
volunteering opportunities



**75,539**  
Total criminal code  
events



# What we plan to do in 2023

Our vision is to ensure that Calgary is the safest major city in Canada. We will connect with and be representative of all aspects of our community, and be police leaders in equity, diversity and inclusion. We will be the police employer of choice in Canada. We will do this as One Team working together to build community safety and well-being through engagement, education, prevention, investigation and enforcement.

We will be a resilient organization. We will transform crisis response, create efficiencies through technology, and build trust with our partners and employees. We will measure our success by increasing community safety and well-being, increasing public trust and confidence, increasing effectiveness and efficiency, increasing employee satisfaction and engagement, and increasing equity, diversity, and inclusion within our organization.

The work presented in this Annual Policing Plan will advance the 12 commitments that the CPS made to City Council as part of the 2023-2026 Service Plans and Budgets.

1. Address the recruiting and staffing issues impacting the services we provide and the workload of employees.
2. Continue pursuing the Community Safety Investment Framework and other alternative call response models.
3. Develop a Joint Safety Traffic Plan with The City of Calgary.
4. Implement recommendations from the review of the body-worn and in-car camera programs.
5. Apply an equity, diversity and inclusion lens to our organization and its programs.
6. Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit.
7. Implement the Anti-Racism Strategic Road Map with support from the Anti-Racism Action Committee.
8. Implement the Indigenous Reconciliation Road Map under the guidance of local Elders and nations.
9. Implement race-based data collection in more areas and improve collection where it is happening.
10. Build a new indoor firearms range to improve employee safety and allow more officers to be trained.
11. Implement the internal Pathways to Engagement plan to improve employee engagement.
12. Implement various technological solutions to improve data reporting and organizational efficiency.

In addition, the CPS will work collaboratively with its partners and with the Government of Alberta to implement the amendments to the Police Act (Bill 6) as they are brought into force, adapting our Annual Policing Plan as necessary.



# Who are our partners that will contribute to success?

We work closely with various partners to address crime and safety and help people in crisis due to challenges with homelessness, mental health, and addictions.

- The City of Calgary business units (for example, Calgary Transit, Calgary Fire Department, Community Strategies, Emergency Management & Community Safety)
- Community organizations and associations (for example, Calgary Downtown Association, Building Owners and Managers Association (BOMA), Calgary Centre for Newcomers, ActionDignity)
- Social service organizations (for example, Calgary Drop-In Centre, Alpha House, The Alex, Calgary Distress Centre, Luna Child & Youth Advocacy Centre)
- Local, provincial and federal government departments (for example, Alberta Health Services, Public Safety Canada)
- School boards
- Calgary Airport Authority
- Other law enforcement agencies





# How we measure performance

The success of the Calgary Police Service is demonstrated through measuring and reporting on our performance. We strive towards always improving our processes and realizing efficiencies that translate into tangible customer and citizen benefits.

Through monthly accountability meetings with the Calgary Police Commission, the four-year Service Plan and the Annual Policing Plan, we monitor a series of performance measures. The headline measures that best align with the five corporate goals are presented below. Among these metrics, there are five Council measures that will be reported to City Council annually as part of the 2023–2026 Service Plans and budgets accountability reporting.

## Key Performance Measures

Goal 1: Increase Community Safety and Well-Being

Target

<b>M1</b>	<p>Percentage of Calgarians who feel safe (Council)</p> <p>Citizens' perception of safety impacts satisfaction with policing, economic and social activities, and Calgary's ability to attract new residents and visitors. The percentage of Calgarians who feel safe is measured using The City of Calgary's Survey of Calgarians' question: How safe do you feel or would you feel walking alone in your neighbourhood after dark? The value in 2022 (78) is the lowest point since 2013 (85). The target is to restore it to, or above, the five-year average (81).</p>	<p>Increase to five-year average</p>
<b>M2</b>	<p>Crime Severity Index (Council)</p> <p>The Crime Severity Index (CSI) measures changes in the amount and severity of crime in the city. The CSI is calculated by Statistics Canada and is a standardized way to compare crime levels between different cities and regions. Calgary saw an increase between 2013 and 2019, followed by a three-year decrease. The city's CSI was 72 in 2021, which is at the same level as the national average. The target is to keep the CSI below the five-year average (85).</p>	<p>Reduce below the five-year average</p>

## Target

M3

## Weighted Clearance Rate (Council)

A crime clearance rate is an indicator of success for police investigations. Clearing a crime means that police have identified an individual and there is sufficient evidence to charge the individual with the offence. The incident may be 'cleared by charge' if charges are laid, or 'cleared otherwise' if charges are not laid, such as in the situation of death of the accused or complainant/witness, offender under 12 years old, etc. The weighted clearance rate gives a higher weight to serious crimes (homicides, robberies, sexual assaults, etc.). Calgary's weighted clearance rate has been below the Canadian average since 2006. The target is to increase the weighted clearance rate above 30, which will bring it closer to the national average of 36.

Increase to above 30 (pre-2021 levels)



## Goal 2: Increase Public Trust and Confidence

Target

<b>M4</b>	<p>Percentage of Calgarians who have confidence in CPS</p> <p>This measure represents the percentage of Calgarians who are confident that CPS can deliver the services needed to make Calgary a safe place to live. Available from the Calgary Police Commission Citizen Satisfaction Survey, the level of confidence has been over 94 since the question was asked in 2010 (as high as 97 in 2013 and 2015). However, in 2022, the level of confidence dropped to 86. The goal is to reverse this trend to return to above 90.</p>	<p>Increase to 90 (pre-2020 level)</p>
<b>M5</b>	<p>Percentage of Calgarians who agree that CPS is a police service they trust</p> <p>Trust is the foundation of a meaningful relationship between the community and the police. Available from the Calgary Police Commission Citizen Satisfaction Survey, this measure shows how many Calgarians agree that CPS is a police service they trust. This measure declined from 85 in 2020 (first time the question was asked) to 77 in 2022. The target is to increase to above 80.</p>	<p>Increase to above 80 (2020 level)</p>





## Goal 3: Increase Effectiveness and Efficiency

Target

**M6**

Operating cost per capita (Operating Dollars Only)

This measure is an indicator of efficient use of resources and level of service to the community. Operating cost per capita includes operating budget expenditure (net recoveries) relative to the city's population. The target is to maintain the current cost per capita level, which is fifth among major Canadian cities.

**Maintain  
same  
level**

## Goal 4: Increase Employee Satisfaction and Engagement

Target

**M7**

Employee Engagement Index (Council)

Employee morale and engagement impacts the quality of policing services that Calgarians receive and hurts the health and wellness of those who serve. The Employee Engagement Index is calculated using the results of an annual employee survey. The index has been below 70 since 2016, reaching its lowest level in 2022 (42). Through a targeted internal engagement strategy and the easing of staffing shortages, the target is to return engagement to pre-2015 levels (above 70).

**Increase to  
above 70  
(pre-2015  
levels)**

## Goal 5: Increase Equity, Diversity and Inclusion

Target

**M8**

Percentage of Calgarians who agree that officers respond in a fair way when dealing with all segments of the Calgary community (Council)

The percentage of Calgarians who agree that officers respond in a fair way when dealing with all segments of the Calgary community is one measure used to monitor progress towards equity, diversity and inclusion in service delivery. It is reported in the Calgary Police Commission's Citizen Satisfaction Survey. The historical trend ranges from a high of 84 (2015) to a low of 61 (2022). The target is to increase the level to above 80 (pre-2015 levels).

**Increase to  
above 80  
(pre-2015  
levels)**

Note: Council measures will be reported to City Council annually as part of the 2023-2026 Service Plans and Budgets accountability reporting.



The following section outlines the key activities that the Calgary Police Service will implement in 2023 to achieve these goals. The activities are supported by high-level performance measures that will be tracked by the Service and reported to the Calgary Police Commission each quarter.

# Goal 1 Increase Community Safety and Well-Being

## Sub-Goal A: Respond to crime and public safety

Initiatives	Owner	Performance Measure
1. Establish city-wide and district-specific priorities through the monthly Crime Reduction Strategy by Q4	<ul style="list-style-type: none"> <li>• Bureau of Community Policing</li> <li>• Bureau of Investigative Support</li> <li>• Bureau of Service and Community Support</li> </ul>	M9. Reduce number of property crime incidents
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	<ul style="list-style-type: none"> <li>• Bureau of Investigative Support</li> <li>• Bureau of Community Policing</li> </ul>	M10. Reduce number of violent crime victims  M11. Increase violent crime clearance rate

Initiatives	Owner	Performance Measure
3. Identify top harm offenders and address offender management priorities at a Service and district level with initiatives such as the intelligence-led prosecutions working group by Q1 and district level offender management by Q4	<ul style="list-style-type: none"> <li>• Bureau of Investigative Support</li> <li>• Bureau of Community Policing</li> </ul>	M12. Maintain number of higher harm offenders monitored
4. Reduce crime and disorder in the downtown with partners and support agencies by Q4	<ul style="list-style-type: none"> <li>• Bureau of Community Policing</li> </ul>	M13. Reduce number of violent crime occurrences in downtown
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	<ul style="list-style-type: none"> <li>• Bureau of Community Policing</li> </ul>	M14. Reduce number of crime occurrences at LRT stations
6. World Petroleum Congress safety plan operationalized, intelligence support and investigative resources by Q3	<ul style="list-style-type: none"> <li>• Operational Support</li> <li>• Bureau of Investigative Support</li> </ul>	

7. Prepare safety plans for events, protests and parades and review operational planning for public safety events to incorporate Community Impact Assessment by Q4

• **Operational Support**

M15. Increase number of community impact assessments

### Sub-Goal B: Provide support to victims through investigative excellence

Initiatives	Owner	Performance Measure
<p>8. Support victims through trauma-informed investigations with core business relating to missing persons, homicide, child abuse, sexual assault investigations, human trafficking, etc.</p> <p>9. Implement revisions to the missing person response by Q2</p> <p>10. Complete unsolved homicide report by Q1</p> <p>11. Advance technical investigations, including digital forensics investigations, cyber capabilities, firearms tracing and 3D scanner by Q4</p> <p>12. Introduce recruit cybersecurity e-learning from the Canadian Police Knowledge Network in Q1</p> <p>13. Pilot a research and development initiative on cybercrime investigation (cyber range) with the University of Calgary and the private sector by Q4</p> <p>14. Develop cryptocurrency tracing training with a private sector partner by Q4</p>	<p>• <b>Criminal Investigations</b></p>	<p>M16. Increase number of members trained in trauma-informed investigations</p> <p>M17. Reduce number of unsolved historical missing person investigations</p> <p>M18. Reduce number of unsolved homicide files</p> <p>M19. Increase number of digital forensics supported investigations</p> <p>M20. Increase number of investigations started from crime gun tracing</p> <p>M21. Increase number of investigations using 3D scanner</p> <p>M22. Increase number of investigations supported by the Cyber Team</p> <p>M23. Increase number of courses delivered on cryptocurrency</p>

## Sub-Goal C: Improve traffic safety

Initiatives	Owner	Performance Measure
<p>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</p>	<ul style="list-style-type: none"> <li>• Operational Support</li> <li>• Bureau of Community Policing</li> </ul>	<p>M24. Reduce number of fatal and major-injury vehicle collisions</p>
<p>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 Alberta Traffic Safety Calendar:</p> <p>Q1: Intersection safety, distracted driving, seatbelts;</p> <p>Q2: Speed, motorcycle safety, commercial vehicle safety;</p> <p>Q3: Impaired driving, new drivers, back to school;</p> <p>Q4: Pedestrian safety, child safety seats, impaired driving</p>	<ul style="list-style-type: none"> <li>• Operational Support</li> <li>• Bureau of Community Policing</li> </ul>	<p>M25. Reduce rate of pedestrian collisions per 100,000 population</p>
<p>17. Train frontline officers and Ticket Control members on the provincial Administrative Penalty Information System (APIS) and new work processes as part of Alberta Justice's Transformation Initiatives to maximize administrative improvements on traffic summons by Q3</p>	<ul style="list-style-type: none"> <li>• Bureau of Community Policing</li> <li>• Information and Risk Management</li> </ul>	<p>M26. Increase number of vehicle tickets written by patrol and traffic</p>



Initiatives	Owner	Performance Measure
18. Implement APIS for Traffic Safety Act offences (automated enforcement and officer issued) by Q1	• Bureau of Community Policing	
19. Develop a 2024-2026 Joint Safety Traffic Plan with The City of Calgary on the Safer Mobility Plan 2024-2026 by Q4	• Operational Support	



## Sub-Goal D: Improve call management, diversion and crisis response

Initiatives	Owner	Performance Measure
<p>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</p> <p>21. Advance geographic ownership and model of community policing by Q4</p>	<ul style="list-style-type: none"> <li>• Bureau of Community Policing</li> </ul>	<p>M27. Increase percentage of calls for service attended to by officers</p> <p>M28. Reduce patrol response time</p> <p>M29. Increase percentage of Priority 1 calls responded to within Seven minutes</p> <p>M30. Increase percentage of time patrol spends on proactive activities (traffic safety, offender management, crime-reduction strategies and relationship building within the community)</p>
<p>22. Continue to fund the Community Safety Investment Framework to transform crisis response through call diversion to alternate service providers by Q4</p> <p>23. Establish a governance framework (accountable entity) for all crisis transformation initiatives by Q1</p>	<ul style="list-style-type: none"> <li>• Strategic Planning and Partnerships</li> </ul>	<p>M31. Allocate 100 per cent of funds earmarked for the Community Safety Investment Framework</p> <p>M32. Increase percentage of public calls for service resulting in a report (measure of diversion &amp; alternative call response)</p> <p>M33. Increase number of unique clients from crisis response initiatives</p> <p>M34. Increase number of contacts from crisis response initiatives</p>

Initiatives	Owner	Performance Measure
24. Review Police and Crisis Team (PACT) evaluation and work with AHS partners to reimagine Police and Crisis Teams vis-à-vis other crisis-transformation initiatives by Q2	<ul style="list-style-type: none"> <li>• Strategic Planning and Partnerships</li> </ul>	
25. Operationalize Community Mobile Crisis Response Teams (CMCR) with community partners by 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		





### Sub-Goal E: Address the recruiting and staffing issues impacting the services we provide

Initiatives	Owner	Performance Measure
27. Deliver on the objectives of the 2023-2026 Sworn Recruitment Plan and enhance commitments to equity, diversity, and inclusion	<ul style="list-style-type: none"> <li>• Learning and Recruitment</li> </ul>	M35. Increase percentage of annual officer applicants that represent the diversity of the community
28. Sustain and strengthen relationships established with marginalized and Racialized communities by Q4		M36. Increase percentage of officer recruitment outreach events with Racialized and marginalized communities
29. Leverage newly established outreach and marketing data to inform effective recruitment strategies by Q3		M37. Meet 100 per cent of annual sworn recruiting target
30. Influence provincial standards by providing leadership on the Alberta Association of Chiefs of Police committee on recruitment by Q3		
31. Refine CPS corporate branding to support civilian recruitment by Q2	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>	M38. Increase percentage of civilian vacant positions filled
32. Conduct training sessions for CPS leaders on recruitment, interviewing and selection to enhance civilian hiring approach by Q3		M39. Increase percentage of civilian growth positions filled
33. Increase civilian recruitment capacity and recruitment support to hiring leaders by Q2		



# Goal 2 Increase Public Trust and Confidence

## Sub-Goal F: Increase accountability and transparency

Initiatives	Owner	Performance Measure
<p>34. Develop and launch a suite of resource and training supports for members regarding the disciplinary process by Q3</p> <p>35. Implement a Discipline Matrix for members by Q1</p> <p>36. Analyze and action advice to collect demographic data (including race-based data), and data on experience with the professional standards process from complainants by Q4</p> <p>37. Convert two additional sworn investigator positions to civilian investigator positions by Q3</p> <p>38. Acquire and implement technology add-ons to enable a public portal for complaints, and an internal portal for supervisors by Q4</p>	<ul style="list-style-type: none"> <li>Professional Standards Section</li> </ul>	<p>M40. Increase number of public compliments</p> <p>M41. Reduce number of public complaints (contacts) to Professional Standards Section</p> <p>M42. Increase percentage of complaints resolved within 12 months</p> <p>M43. Increase percentage of complaints addressed through Alternative Dispute Resolution</p>

Initiatives	Owner	Performance Measure
<p>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</p> <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>	<ul style="list-style-type: none"> <li>• Strategic Communications</li> </ul>	<p>M44. Increase percentage of Calgarians who agree that CPS keeps them informed about safety, crimes, and police actions</p> <p>M45. Increase number of news releases on arrests and charges, investigative appeals to the public, and positive stories (such as crisis-response and anti-racism initiatives)</p>

### Sub-Goal G: Strengthen relationships

<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>42. Identify synergies in community to deliver youth-based intervention and prevention programs (e.g., recreation or mentorship programs) by Q2</p> <p>43. Work with the Calgary Police Youth Foundation and YouthLink to generate ideas and proactively deliver on “Bridges for Brighter Futures” youth programming by Q1</p>	<ul style="list-style-type: none"> <li>• Strategic Planning and Community Support</li> </ul>	<p>M46. Hire eight civilian mobilizers</p> <p>M47. Increase number of youth participants</p> <p>M48. Increase percentage of Calgarians that agree that the CPS prevents crime by working with at-risk youth and community agencies</p>
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Initiatives	Owner	Performance Measure
44. Develop Action Plan for Youth Advisory Board (YAB) by Q2 45. Evaluate the School Resource Officer program by Q3	<ul style="list-style-type: none"> <li>• Strategic Planning and Community Support</li> </ul>	
46. Collaborate with the public, industry, and academia to help guide technology and data choices as part of the Technology Ethics Committee by Q1	<ul style="list-style-type: none"> <li>• Information Technology and Infrastructure</li> </ul>	M49. Increase number of projects that receive Ethics Committee input

#### Sub-Goal H: Improve professionalism

47. Rollout and train members on Pistol Optics, Axon T7 Taser, C8 Rifle with Suppressor, and other less-lethal equipment by Q4 48. Conduct research and engagement to continually improve de-escalation approaches and strategic communication skills in the In-Service and Recruit Training Programs by 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	<ul style="list-style-type: none"> <li>• Learning and Recruitment</li> </ul>	<p>M50. Increase percentage of Subject Behaviour/Officer Response (SBOR) reports that are formally reviewed to ensure policy compliance and training feedback/improvement</p> <p>M51. Increase percentage of officers completing mandatory In-Service Training</p> <p>M52. Measure and report on de-escalation and use of force twice a year through regular reporting</p> <p>M53. Reduce number of preventable collisions by officers</p>
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Initiatives	Owner	Performance Measure
<p>50. Communicate updated policies for body-worn and in-car camera programs by Q2</p> <p>51. Develop transparency and accountability mechanisms to ensure CPS is achieving equitable outcomes for all citizens in the use of body-worn camera program by Q3</p>	<ul style="list-style-type: none"> <li>• Information and Risk Management</li> </ul>	M54. Increase percentage of public complaints resolved using body-worn camera
<p>52. Enhance, analyze, monitor and report on use of body-worn camera in the processing of complaints by Q4</p>	<ul style="list-style-type: none"> <li>• Professional Standards Section</li> </ul>	

## Goal 3 Increase Effectiveness and Efficiency

### Sub-Goal I: Improve long-term capital infrastructure planning

<p>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</p> <p>54. Undertake a needs assessment for future facilities (new district office, or downtown) by Q4</p>	<ul style="list-style-type: none"> <li>• Information Technology and Infrastructure</li> </ul>	M55. Spend 25 per cent of \$6.5M on critical deferred maintenance (or \$1.6M)
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Initiatives	Owner	Performance Measure
55. Develop scope and procurement documents for a new indoor firearms range to allow more officers to be trained by Q4	<ul style="list-style-type: none"> <li>• Information Technology and Infrastructure</li> </ul>	
<b>Sub-Goal J: Creating efficiencies through technology</b>		
56. Initiate the multi-year implementation plan for the Sentry Task Force recommendations by Q1	<ul style="list-style-type: none"> <li>• Information Technology and Infrastructure</li> </ul>	M56. Commit 90 per cent of capital budget for information technology
57. Procure and implement a Learning Management System (LMS) by Q4	<ul style="list-style-type: none"> <li>• Learning and Recruitment</li> </ul>	
58. Evaluate current technology to develop business requirements for a Human Resources Information System (HRIS) by Q3	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>	
<p>59. Implement the HealthIM software to support officers at mental health calls by Q4</p> <p>60. Complete a Request for Proposal to install HAWCS helicopter technology by Q3 (implementation in 2024)</p> <p>61. Complete a Request for Proposal to upgrade the CPS investigative toolset by Q3 (implementation in 2024)</p> <p>62. Complete a Request for Proposal to upgrade the Computer Aided Dispatch (CAD) by Q2</p>	<ul style="list-style-type: none"> <li>• Information Technology and Infrastructure</li> </ul>	

Initiatives	Owner	Performance Measure
63. Implement modules for Digital Evidence Management System (DEMS) by Q4 to allow more officers to be trained by Q4	<ul style="list-style-type: none"> <li>• Information Technology and Infrastructure</li> </ul>	
64. Complete the implementation of Occupational Health and Safety Software in partnership with The City of Calgary by Q1		
65. Implement a facility management system, known as a computerized maintenance management system (CMMS) by Q4		
66. Advance the Connected Officer Program to improve digital experience for officers through technology in vehicles and mobile devices by Q3		
67. Complete upgrade of automated fingerprint information system and go-live by Q4	<ul style="list-style-type: none"> <li>• Criminal Investigations</li> </ul>	

#### Sub-Goal K: Contribute to climate resilience

68. Replace 25 administrative and investigative vehicles with hybrid cars by Q4	<ul style="list-style-type: none"> <li>• Finance and Fleet</li> </ul>	M57. GHG reduction that contributes to The City of Calgary's GHG reduction target of 60 per cent by 2030
69. Document CPS's strategy to contribute to The City of Calgary's GHG reduction target of 60 per cent by 2030 (Facilities Sustainability Strategy and Facilities GHG Plan) by Q4		

# Goal 4 Employee Satisfaction and Engagement

## Sub-Goal L: Improve wellness and resiliency

Initiatives	Owner	Performance Measure
70. Implement the internal Pathways to Engagement plan to improve employee engagement through regular communication of action plan	<ul style="list-style-type: none"> <li>• Executive Leadership Team</li> </ul>	<p>M58. Increase number of comments received through the Pathways to Engagement webpage and email</p> <p>M59. Monitor the number of Pathways to Engagement items actioned, tracked and reported to CPS staff</p>
<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>72. Provide self-service resources and training for members through the CPS Wellness Portal by Q4</p> <p>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</p> <p>74. Evaluate the Reintegration Program processes and clinical oversight by Q4</p>	<ul style="list-style-type: none"> <li>• Wellness and Resiliency</li> <li>• Office of Respect and Inclusion</li> </ul>	<p>M60. Increase percentage of employees surveyed who are satisfied that the Service offers a sufficient array of health and wellness services and support</p> <p>M61. Increase percentage of CPS work areas that have integrated the Psychological Wellness Strategy tools and resources Alternative Dispute Resolution</p>
75. Enhance hazard assessment and mitigation strategies by delivering safety training, digitizing health files for monitoring by Q4	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>	<p>M62. Reduce number of Occupational Health and Safety incidents</p>

## Sub-Goal M: Support employee development opportunities

Initiatives	Owner	Performance Measure
<p>76. Build out the training strategy for non-patrol areas that align with the existing frontline training approach by Q2</p> <p>77. Procure and implement external learning library (e.g., LinkedIn Learning) to support and enhance professional development within the Service by Q2</p> <p>78. Assess options for a civilian professional development strategy by Q4</p> <p>79. Provide consistent and sustained Leadership Development programs (by rank/level) to ensure leadership skills and abilities align with Service values and Our Strategy by Q4</p>	<ul style="list-style-type: none"> <li>• Learning and Recruitment</li> </ul>	<p>M63. Ensure 90 per cent of eligible leaders have completed the Called to Lead training</p>
<p>80. Develop and initiate a Career Advisor Program by Q4</p> <p>81. Develop sworn rank and civilian position profiles and align training, education and experience requirements by Q4</p> <p>82. Identify the critical/vulnerable roles within the CPS and develop a succession planning approach by Q3</p>	<ul style="list-style-type: none"> <li>• Human Resources</li> </ul>	<p>M64. Increase percentage of members who have received career advisory support</p> <p>M65. Increase percentage of employees surveyed who agree they are provided with adequate training to perform their job</p>



Initiatives	Owner	Performance Measure
83. Build a CPS Performance Development Tool by Q3	• Human Resources	M66. Increase percentage of supervisors who have completed the Employee Annual Assessment
84. Identify business requirements for technology to support the Performance Development Tool to inform the replacement of current aging technology by Q4		M67. Increase percentage of employees surveyed who agree that they receive performance development feedback from their supervisor at least once per year
Sub-Goal N: Implement fair, effective and efficient human resources processes		
85. Implement recommendations and refine specific components of the Promotional Process including exams, training, scoring, and interviews by Q3	• Human Resources	M68. Increase percentage of employees surveyed who agree that CPS practices are applied equitably and fairly to all employees
86. Expand tenure policy to Staff Sergeant, Sergeant and Detective ranks by Q3		
87. Develop HR information management business processes to support data integrity and technology transformation by Q4		
88. Enhance the disability claim management process to improve reporting and progress monitoring by Q3		

# Goal 5 Increase Equity, Diversity, and Inclusion

Sub-Goal O: Empower workforce to apply an anti-racism and equity, diversity & inclusion (EDI) lens

Initiatives	Owner	Performance Measure	
<p>89. Develop and apply an Equity, Diversity and Inclusion Framework to policies, training, and processes to address systemic barriers and foster inclusion</p>	<ul style="list-style-type: none"> <li>• Office of Respect and Inclusion</li> </ul>	<p>M69. Increase percentage of CPS work areas that have integrated the EDI framework into core initiatives</p>	
<p>90. Leverage census data to inform employee supports and the application of the EDI lens by Q2</p>		<p>M70. Increase percentage of in-Service training courses with integrated anti-racism and EDI components</p>	
<p>91. Build and share employee resource guides to increase EDI understanding and capacity across the Service</p>			
<p>92. Advance the multi-year University of Calgary Partnership on Cultural Social Norm Initiatives across four work areas to support understanding of equity and address cultural barriers by Q4</p>			
<p>93. Formalize the process for the development of employee resource groups to ensure sustainability by Q4</p>			

Initiatives	Owner	Performance Measure
<p>94. Advance knowledge, understanding and application of anti-racism, as well as EDI principles through training and development by Q3</p>	<ul style="list-style-type: none"> <li>• Office of Respect and Inclusion</li> <li>• Strategic Planning and Partnerships</li> </ul>	
<p>95. Implement recommendations from the Sexual Harassment Initiative through training, proactive resources and refining processes that ensure concerns are appropriately addressed by Q4</p>	<ul style="list-style-type: none"> <li>• Office of Respect and Inclusion</li> </ul>	<p>M71. Increase percentage of employees surveyed who agree that the CPS takes appropriate action in response to incidents of harassment</p>
<p>96. Build an informal conflict management program through mentorship, training and mediation supports by Q2</p>		
<p>97. Revamp respectful workplace training and integrate developmental resources to proactively address bullying, harassment and discrimination by Q3</p>	<ul style="list-style-type: none"> <li>• Office of Respect and Inclusion</li> <li>• Human Resources</li> <li>• Legal Services</li> </ul>	



## Sub-Goal P: Provide inclusive and equitable service

Initiatives	Owner	Performance Measure
98. Continue to work with Statistics Canada and local community to inform implementation of national race-based data framework by Q4	<ul style="list-style-type: none"> <li>• Strategic Planning and Partnerships</li> </ul>	M72. Increase percentage of Calgarians who agree that the CPS provides the same quality of service to all citizens
99. Mature current practices in the collection of demographic data in professional standards section by Q4	<ul style="list-style-type: none"> <li>• Professional Standards Section</li> </ul>	

## Sub-Goal Q: Collaborate with partners on a shared vision

100. Consistently work with the Investigative Support Bureau, 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	<ul style="list-style-type: none"> <li>• Indigenous Relations Team</li> </ul>	M73. Complete all 16 e-learning courses
101. Complete the e-learning Indigenous courses by Q3		M74. Complete three activities under the Indigenous Road Map (rename the Chief Crowfoot Learning Centre, create an investigator position for the Missing Persons Team, and hold a Sacred Space Round Dance)
102. Revisit, review and revise the Indigenous Road Map to reflect community requests, priorities and willingness to support the work by Q4		
103. Liaise, maintain and continue building relationships by participating in community events, gatherings, memorial walks, knowledge transfer opportunities and youth outreach by Q4		



Initiatives	Owner	Performance Measure
<p>104. Implement the Anti-Racism Strategic Road Map with support from the Anti-Racism Action Committee and Advisory Boards and Circle to co-creation of 2023 ARAC action items by Q4</p> <p>105. Develop an anti-racism and cultural competency education plan to empower employees as anti-racism leaders by Q2</p> <p>106. Lead a transformational culture change by continuing to look at the de-escalation and use of force, body-worn camera, and criminal investigations policies through a racial equity lens by Q4</p> <p>107. Continue with extended community engagement to validate, refine and prioritize the goals, strategies, and actions identified in the Strategic Road Map by Q3</p>	<ul style="list-style-type: none"> <li>• Strategic Planning and Partnerships</li> </ul>	<p>M75. Deliver three anti-racism initiatives (School Resource Officer Trauma Engagement, ARAC Evaluation Report, ARAC Communication Plan)</p>





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