CALGARY POLICE SERVICE Annual Policing Plan

2021

SUMMARY

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

Subjects/Keywords:

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

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A message from the Chief and Executive Leadership Team



We are pleased to present the Calgary Police Service (CPS) Annual Policing Plan for 2021. The Plan outlines the main activities the CPS will undertake over the year to address the priorities identified in the Council-approved One Calgary: 2019-2022 Service Plans and Budgets and the goals of Our Strategy, the Service's long-term strategic plan. It will outline how the CPS will prioritize its resources to meet the expectations of Calgary's 1.3 million residents.

Together with our partners and community, we remain committed to early intervention, prevention and education, investigative excellence and enforcement to keep our community safe. The crime and call demands shifted in 2020, and many of these changes were directly related to COVID-19. Property crimes targeting people's homes and vehicles have dropped dramatically as residents were home more often. Calls related to non-violent domestic situations and disorder events have increased. The number of homicides and shootings have also increased.

This year promises to be a transformative one for the CPS. In 2020, we heard from our members that we must explore alternatives to the way we currently deploy our resources to address the demand on patrol. In our conversations with the community about systemic racism and equity, we heard that we must explore new and more effective ways to respond to Calgarians in crisis. With our partners, we have committed to the Community Safety Investment Framework, which will fund initiatives that better address crisis prevention and response in our city. Citizens expect us to find efficiencies while maintaining a high standard of service to address what Calgarians have voiced as their top concerns; drug-related offences, break and enter incidents, gang violence, theft (including theft of vehicles), and traffic violations.



The CPS has reported high levels of support from the community for many years; in 2020, 89 per cent of Calgarians were satisfied with the CPS. Despite the high satisfaction rate, the CPS cannot ignore the voices of those who do not feel we provide adequate policing. Trust and confidence in policing has been shaken by several high-profile incidents of police misconduct in North America and the worldwide protests against police brutality and systemic racism that followed. Black, Indigenous and People of Colour shared their lived experiences of racism and inequity at the July 2020 public consultations at City Council. We take these experiences seriously and have committed to working with our diverse communities on anti-racism, equity and inclusion to ensure we provide equitable service to all Calgarians. Every interaction we have with one another and with those we serve must be rooted in our values of respect, compassion, honesty, integrity, courage, fairness and accountability.

Our members are our most valued resource. With dedication and professionalism, CPS members continue to face challenges resulting from the COVID-19 pandemic, changing crime trends in our city, and evolving public expectations. The CPS Executive Leadership Team has heard calls to better engage with membership in the work that lies ahead. We are committed to the health and wellness of our employees by providing a safe, supportive work environment. We sincerely thank our members for their continued service to our community.

Chief
Mark Neufeld

Deputy Chief
Paul Cook

Deputy Chief
Chad Tawfik

Deputy Chief
Katie McLellan

Deputy Chief
Raj Gill

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CPS Governance and Leadership



The Calgary Police Commission (CPC) provides civilian oversight and governance to the CPS. Members of the CPC are citizen volunteers, appointed by Calgary City Council in accordance with the Alberta Police Act. There are ten citizen members and two City Councillors.

The Executive Leadership Team (ELT) is composed of the Chief Constable and four Deputy Chiefs. They are responsible for leadership on the strategic plan, delivery of the strategic goals, implementation of the Service Plan, and management of corporate risks. The ELT oversees decision-making for capital and operating expenditures, human resource planning, project prioritization, and allocation of resources. The ELT reports progress on the strategic and business plans to the CPC.

The Senior Leadership Team (SLT) is composed of division-level management, including Superintendents and Executive Directors. This cross-functional committee oversees work across Divisions, while ensuring alignment and deconfliction with other areas of the Service. They provide oversight to all corporate initiatives including strategies, programs, projects and audit recommendations. They are responsible for managing risks and issues that may affect CPS operations.

Through the "One Team" Charter, ELT and SLT members made a collective commitment towards building and maintaining a healthy, competent, professional, high performing Service. They are responsible for overall Service-wide leadership, business and operational results, and communicating clear and consistent strategic focus to employees and stakeholders.

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CPS Organizational Chart

- Calgary Police Commission
  - Chief of Police
    - The Office of the Chief
      - Executive Office
      - Legal & Regulatory Services Division
    - Bureau of Investigative Support
      - Resource Team
      - Criminal Investigations Division
      - Criminal Operations & Intelligence Division
    - Bureau of Community Policing
      - Resource Team
      - Community Policing South Division
      - Community Policing North Division
      - Operational Support Division
    - Bureau of Service & Community Support
      - Resource Team
        - Portfolio Management Office
      - Finance & Fleet Division
      - Information & Risk Management Division
      - Information Technology & Infrastructure Division
      - Strategic Planning & Partnerships Division
    - Bureau of People & Organizational Development
      - Resource Team
      - Learning & Recrutiment Division
      - Human Resources Division
      - Wellness & Resiliency Division

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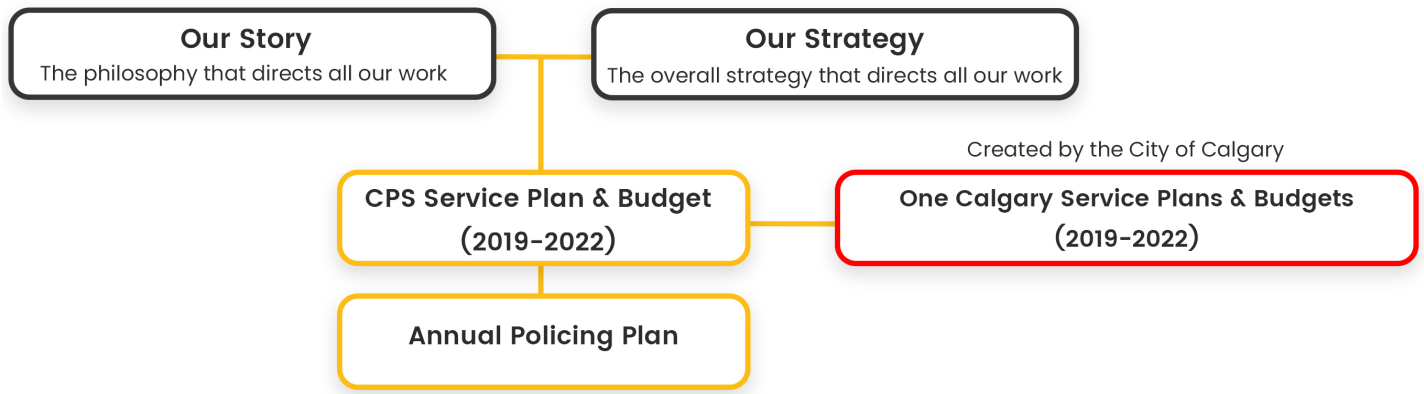
Strategic and Service Plan Alignment

The Annual Policing Plan is a one-year plan that operationalizes Our Strategy, the CPS' long-term strategic direction that articulates our mission, vision, values, approach, and our five equally important long-term goals:

- **GOAL 1: Increased community safety & well-being**
- **GOAL 2: Increased public trust & confidence**
- **GOAL 3: Increased equity, diversity, & inclusion**
- **GOAL 4: Increased efficiency & effectiveness**
- **GOAL 5: Increased employee satisfaction & engagement**

This plan is intended to provide clarity to our membership and the community on direction and priority initiatives for the CPS in 2021, and to support the oversight and governance role of the Calgary Police Commission. It shows a line of sight between our work and strategic goals, toward achieving quality policing services and maximum value to Calgarians.

The Annual Policing Plan is guided by our commitments to Calgarians through the One Calgary: 2019-2022 Service Plans and Budgets, the City of Calgary's four-year budget and business plan.



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Our Services to the Community

Calgarians rely on a workforce of nearly 3,000 dedicated members to provide a variety of police services, for example:

Responding to calls for service



Patrol officers receive approximately 565,000 calls for service per year, responding to them 24 hours a day, seven days a week. Police officers respond to safety concerns ranging from violent crime and property crime, domestic disputes, disorder events, and traffic offences. They carry out many policing functions, including investigations, traffic enforcement, offender management, crime prevention and community engagement.

The CPS partners with many agencies to deliver adequate response to safety concerns in the community. One example is the Police and Crisis Team (PACT), established in 2009 as a collaboration between the CPS and Alberta Health Services (AHS) to provide joint outreach to address incidents involving individuals or families experiencing a mental health, addiction or psychosocial crisis.

Investigation and intelligence-led policing



Police officers and civilian employees across the Service are called upon to investigate a variety of crime events. We deliver criminal investigations, support victims of crime and their families, provide technical expertise, champion intelligence-led policing practices, and drive proactive policing initiatives.

Investigative capacity is supported by access to technology and resources such as the Forensic Firearms Lab that provides investigators access to firearms related intelligence within hours or days of an incident.

The Real Time Operations Centre (RTOC) is a 24/7 real-time command-based unit to mobilize and coordinate patrol and investigative police resources using the principles of operational command and control, intelligence-led policing, collaborative information sharing and timely communication flow.

Traffic safety and education



Road safety and education is the responsibility of all Patrol officers and supporting areas. Members from the Residential Traffic Safety Unit engage with schools to educate on traffic and pedestrian safety, and deploy the Checkstop vehicle to address impaired driving. The unit engages with City departments, Alberta Infrastructure and other partners to proactively address traffic concerns utilizing collaborative problem-solving approaches.

The Alberta Motor Association (AMA) School Safety Patroller program introduces students to school zone and pedestrian safety. Every school year, more than 6,000 students participate in a fall training session delivered by the CPS in schools.

Prevention, education and early intervention



The CPS works with many partners to provide resources to youth, vulnerable populations, and diverse communities. One example is the School Resource Officer (SRO) program. In operation since 1976, the program assists 450 Calgary schools by delivering youth mentorship and support to students who may be involved in conflict or are being victimized by their peers.

Together with its partners, the CPS also delivers several targeted prevention programs for vulnerable children and youth, including the Multi-Agency School Support Team (MASST), Youth at Risk Development (YARD) Program, Integrated School Support Program (ISSP), Start Smart Stay Safe (S4), and Powerplay.

Major events management



The Major Events and Emergency Management Section (MEEMS) ensures public safety at more than 600 events per year through extensive risk assessment, planning, and collaboration with organizers. Events include small community gatherings, protests, and large-scale events such as the Calgary Stampede.

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Community presence and engagement



Patrol officers, Community Resource Officers, BEAT Officers, and Mountain Bike Unit Teams focus on community engagement and crime prevention.

The Diversity Resources Team (DRT) liaises with community members from culturally, racially, geographically, religious, sexually diverse, and varied ability/disability backgrounds. Their work is informed by the expertise of eight volunteer community-based Diversity Advisory Boards.

Police officers are supported by more than 750 civilian employees and volunteers that provide enabling services such as business operations, front counter services, fleet, facilities and infrastructure, information technology, human resources, legal services, crime analysis, strategic planning, and finance.



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GOAL 1

Increased Community Safety and Wellbeing

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

- **Reducing gun violence**
- **Addressing drug-related harm**
- **Reducing property crimes, such as break and enter**
- **Protecting vulnerable people**
- **Increasing road safety**

Goal 1 Initiatives

1.1 Crime and Community Safety System (A1)
Establish an internal business process to increase collaboration and coordination amongst all areas of the Service with prioritization of work, resourcing and evaluation of community safety efforts.

Q2
Establish structure, sequencing, terms of reference and decision-making methodology.

Establish action plan to address priority crimes.

Q4
Standardize reporting across all areas to enable effective prioritization and coordination.

Accountable

Bureau of Community Policing

Bureau of Investigative Support

Bureau of Service and Community Support

Accountable

1.2 Integrated Offender Management (A1)

Maintain centralized intelligence-led, offender management approach with support at the district level to reduce violence, including gun and gang related crimes.

Criminal Operations & Intelligence Division

Q1
Evaluate the Firearms Investigative Team.

Q2
Explore firearms and gun crime action plan.

Contribute to a Provincial Threat Assessment.

Q3
Integrate focused offender management into the Crime and Community Safety System.

1.3 District Operations Teams (A1)

Expansion of District Operations Teams (DOT) across all patrol districts to increase investigative capacity, mentorship and skill development.

Bureau of Community Policing

Q1
Establish mandate and function of the DOT.

Q2
Provide training and deploy teams based upon organizational capacity.

Q4
Complete the deployment and integration of all eight DOT within districts.

1.4 Crime Prevention Plan (A1)

As a part of the Crime and Community Safety System, develop and implement a Crime Prevention Plan with our partners to coordinate, integrate, and align crime prevention resources.

Strategic Planning & Partnerships Division

Q1
Complete and approve Crime Prevention Plan.

Q2
Supplement enforcement efforts with crime prevention tactics.

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1.5 Youth Programs (A3)

Enhance and deliver youth-centric prevention and early intervention programs.

Q1
Implement Youth Diversion smartphone decision-making app for officers.

Q4
Complete Youth Diversion training with all patrol members.

Complete evaluations of all existing youth programs to assess for viability and opportunities for enhancement.

Accountable

Strategic Planning & Partnerships Division

1.6 Victims of Crime (A1)

Maintain trauma-informed approach to support victims of crime.

Q1
Incorporate the Sexual Assault Investigation Questionnaire into the CPS records management system to assist officers in gathering pertinent and relevant information to support victims and investigations.

Q2
Develop a comprehensive response to human trafficking and counter exploitation with our provincial partners.

Explore the establishment of a review committee for child abuse files closed without charges.

Bureau of Investigative Support



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1.7 Domestic Violence (A1)

Implement requirements of Clare's Law (Bill 17), which provides those potentially at risk of domestic violence the option to request information about an intimate partner's violent past.

Q1
Develop internal processes for tracking information requests under Clare's Law.

Deliver training to officers, develop policy and communication plan, and put resources in place for operationalization in the Domestic Conflict Unit (DCU).

Q2
Monitor workload impact on staff of DCU following system implementation on April 1, 2021.

Accountable

Criminal Investigations Division

Goal 1 Indicators	Target	Current
IND1.1 Per cent of citizens who agree that "Calgary is a safe place to live" (Somewhat to Strongly)	Maintain	95%
IND1.2 Crime Severity Index	Maintain	95.4
IND1.3 Number of calls for service attended by police	Maintain	376,374
IND1.4 Per cent of calls for services attended by officers	Maintain	71%
IND1.5 Number of homicides		
Gun violence indicators		
IND1.6 Number of seized firearms		
IND1.7 Number of shooting events		
Drug-related and property crime indicators		
IND1.8 Number of drug seizures		
IND1.9 Number of break and enter incidents		

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	Target	Current
Protecting vulnerable people		
IND1.10 Number of domestic conflict incidents		
IND1.11 Number of domestic violence victims		
IND1.12 Number of child abuse casefiles		
IND1.13 Number of sexual assault victims		
IND1.14 Number of persons supported by Police and Crisis Team (PACT)		
IND1.15 Number of Form 10 Apprehensions		
IND1.16 Number of individuals supported by Victims		
Assistance Support Unit		
IND1.17 Number of Clare's Law applications (domestic partner violence history)		
IND1.18 Per cent of Clare's Law disclosures where risk factors present (application and proactive notifications)		
IND1.19 Number of offenders managed		
Traffic		
IND1.20 Number of Immediate Roadside Sanctions (IRS) Fail		
IND1.21 Number of reportable fatal collisions		
IND1.22 Rate of reportable injury collisions per 100,000 population		
IND1.23 Rate of total pedestrian collisions per 100,000 population		
IND1.24 Number of Traffic Service Requests		



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GOAL 2

Increased Public Trust and Confidence

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

- **Respond to the recommendations of the 2018 Use of Force Review**
- **Improve our communication to citizens**
- **Support community programs that build strong relationships and provide positive outcomes for citizens**

Goal 2 Initiatives

2.1 Professional Standards Modernization (B2)
Establish new Professional Standards Section (PSS) organizational structure to support timely and effective investigations, file continuity, and addition of civilian members.

Q3
Complete PSS reorganization.

Accountable

Professional Standards Section

Accountable

2.2 2018 Wittmann Use of Force in the Calgary Police Service Report (B2)

Bureau of People & Organizational Development

Complete selected recommendations from the 2018 Wittmann Use of Force in the Calgary Police Service Report.

Q2
A Use of Force Committee has been established with finalized terms of reference.

Enhance the Early Intervention Program and develop outcome based metrics. The Early Intervention Program is a non-punitive, voluntary program established to enhance employee wellness and performance by supporting supervisors in managing risk and improve performance to achieve individual and organizational success.

Strategic Planning & Partnerships Division

Establish the new De-escalation and Use of Force Policy.

Devote resources to expand the Police and Crisis Team (PACT) program.

Q3
Implement improvements to training related to de-escalation and use of force.

Q4
Resource and implement a re-design of the Patrol Training Officer (PTO) Program to ensure robust training and continuous performance improvement of patrol members.

2.3 Prevention Partnerships (A3)

Strategic Planning & Partnerships Division

Build positive relationships between police and young people, toward the prevention of future offending.

Q1
Establish a Youth Advisory Board with terms of reference, expected outcomes and evaluation.

Q2
Enhance partnership with Calgary Youth Justice Society to increase diversion opportunities for young persons involved in the judicial system.

2.4 Business Intelligence (C1)

Integrate financial, time, and attendance information into business intelligence system toward elevating financial acumen for the Service.

Q2
Complete finance and scheduling system updates and integration.

Accountable

Finance & Fleet Division

2.5 Social Media Expansion Strategy (C2)

Strategically improve Service's use of social media to enhance open and transparent communication with the public.

Q2
Complete Social Media Expansion Strategy.

Strategic Communications

Goal 2 Indicators	Target	Current
IND2.1 Per cent of citizens that reported the police treat people with respect	Maintain	86%
IND2.2 Per cent of citizens that reported the police in this city are doing a good job (excellent & good)	Maintain	80%
IND2.3 Per cent of citizens who are satisfied and very satisfied with the services provided by the CPS	Maintain	89%
IND2.4 Number of social media accounts launched		
IND2.5 Per cent of formal Professional Standards investigations open and closed within the same year		
IND2.6 Number of officer compliments received		
IND2.7 Per cent of external complaints processed to resolution or advanced to investigations within 60 days		
IND2.8 Number of officers trained in youth diversion options		
IND2.9 Number of youths diverted from court by CPS members		
IND2.10 Number of reported incidents involving use of force		
IND2.11 Number of officers requalified in de-escalation		
IND2.12 Number of Patrol Training Officer Courses		
IND2.13 Number of officer coaches under the new PTO Program		

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GOAL 3

Increased Equity, Diversity and Inclusion

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

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

Goal 3 Initiatives

3.1 Anti-Racism Strategy
Deliver a Community Engagement and Governance Model and an Anti-Racism Strategy.

Q1
Establish the Anti-Racism Action Committee.

Q2
Establish Community Engagement and Governance Model.

Hire an Anti-Racism Consultant.

Q3
Complete Anti-Racism Benchmark Report.

Accountable

Bureau of Service & Community Support

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Accountable

3.2 Equity, Diversity & Inclusion Tool (B2)

Develop and implement EDI Tool that can be applied to all CPS policy, procedures and programs.

Bureau of People and Organizational Development

Q2
Develop and apply EDI Tool to selected pilot sites.

Q3
Finalize and report on the EDI Tool application in the selected pilot sites.

Q4
Deliver a long-term plan for the Service-wide use of the EDI Tool.

3.3 CPS Reallocation

Reallocate $8 million from CPS' budget for internal and external investments in enhancing partnership and service delivery, as part of our commitment to the anti-racism.

Bureau of Service & Community Support

Q1
Establish a Reallocation Committee to oversee the intake and selection of projects.

Q2
Select and prioritize initiatives that meet funding requirements.

Implement and monitor progress of initiatives.

Report to City Council's Priorities and Finance Committee.

Identify and stage funding to achieve outcomes under the Community Safety Investment Framework with The City of Calgary to better support all vulnerable persons experiencing crises.

Q4
Report on the outcomes of the funded initiatives.

Accountable

3.4 Race-based Data

Collect disaggregated race-based data.

Bureau of Service & Community Support

Q1
Review public complaints related to allegations of racism/ discrimination received.

Develop standard operation procedures for CPS race data collection and reporting.

Q2
Incorporate race-based data into monthly and annual reports.

Q3
Engage Statistics Canada for alignment of race data collection and reporting.

3.5 Community Partnerships (A3)

Deliver community initiatives to address equity, diversity and inclusion together with partners.

Strategic Planning & Partnerships Division

Q1
Implement the Police and Community Engagement (PACE) program, a voluntary employee program to assist the Diversity Resource Team in attending community events throughout the city.

Q4
Develop revised Diversity Training Program for recruits and members.

Advance the Indigenous Roadmap and engagement by completing the Indigenous Sacred Space project.

3.6 School Resource Officer (SRO) Program (A3)

Evaluate the School Resource Officer (SRO) Program using an independent external evaluator.

Q2
Deliver evaluation report.

Q3
Develop action plan in response to evaluation recommendations.

Accountable

Strategic Planning & Partnerships Division

Goal 3 Indicators	Target	Current
IND3.1 Per cent of public complaints from racialized populations.	In development	In development
IND3.2 Total CPS investment in Anti-Racism, Equity, Diversity & Inclusion work (cash, time, in-kind investment).		
IND3.3 Number of CPS initiatives, policies and processes reviewed using the EDI Tool.		

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GOAL 4

Increased Efficiency and Effectiveness

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

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

Goal 4 Initiatives

Accountable

Bureau of Community Policing

4.1 SOR Patrol Recommendations (A1)
Prioritize and implement patrol recommendations from the SOR.

Q1
Present recommendations from the SOR that will be implemented in 2021.

Q3
Report on SOR to the CPC.

Accountable

4.2 SOR Infrastructure Recommendations (C3)

Prioritize and implement the infrastructure recommendations of the Service Optimization Review (SOR).

Information Technology & Infrastructure Division

Q3

Complete governance framework.

Complete Facility Maintenance Plan.

Develop partnership process.

Complete acquisition and implementation plan for facility and space management software.

Report on SOR to the CPC.

Q4

Deliver optimized space planning report.

4.3 Unified Computer Assisted Dispatch (C2)

Continue the Unified Computer Assisted Dispatch (U-CAD) project to expand mobile capability, support officer safety and improve interoperability with other agencies.

Information Technology & Infrastructure Division

Q1

Complete User Acceptance Test.

Q2

Complete governance framework, training and communication plan.

Q3

Implement new CAD software and hardware infrastructure for all members.

Q4

Set up stabilization plan to support members using the new CAD system.

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	Accountable
4.4 Integrated Risk Management (C1) Implement Integrated Risk Management in the CPS. Q2 Deliver annual CPS Risk Profile. Q4 Risk tools and practices are applied in strategic plans and business decisions.	Information & Risk Management Division
4.5 Alarm Bylaw Review Project (C2) Launch an online alarm management system and reduce alarm calls for service. Q1 Launch customer online platform. Q4 Provide Calgary 9-1-1 with access to the alarm management system to reduce attendance to alarm calls.	Information & Risk Management Division
4.6 Provincial Policing Standards Audit (C1) Complete the Provincial Policing Standards Audit to ensure compliance. Q4 Complete audit and action plan to implement recommendations.	Information & Risk Management Division
4.7 Body-Worn Camera and In-Car Digital Video (C2) Evaluate the effectiveness of body-worn camera and in-car digital video and implement recommendations. Q1 Deliver evaluation reports and develop action plan to implement recommendations. Q4 Develop implementation plan to address high- and medium-risk recommendations.	Information & Risk Management Division

Accountable

4.8 Digital Evidence Management (DEM) (C2)

Explore and improve DEM.

Q4
Complete gap assessment and solution analysis and plan for 2022 implementation.

Information & Risk Management Division

4.9 E-Notebooks (C2)

Improve the management of electronic notebooks.

Q4
Complete gap assessment and solution analysis and plan for 2022 implementation.

Information & Risk Management Division

4.10 Driving Penalties and Traffic Tickets (A2)

Reduce patrol administrative demands and increase capacity by implementing changes to driving penalties and handling of traffic ticket disputes (Bill-21) in conjunction with the provincial Justice Transformation Initiative and Administrative Penalty Information System (APIS).

Q2
Acquire hardware to enable printing in patrol vehicles.

Q3
Install printers in all patrol vehicles.

Q4

Develop e-learning for officers on the use of APIS.

Implement APIS for all Traffic Safety Act.

Bureau of Community Policing

Bureau of Service & Community Support



Accountable

4.11 Leverage Technology to Improve Operations (C2)

Use technology to create added value to policing operations.

Information Technology & Infrastructure Division

Bureau of Service & Community Support

Bureau of Investigative Support

Q2
Implementation of the SENTRY Universal App. The Universal App will replace the desktop and mobile applications, allowing for more streamlined maintenance processes and an improved user interface.

Q3
Complete upgrade to CPS radio network.

Implement Direct Data Entry (DDE) with investigative units.

Q4
Procure Automated Fingerprint Information System (AFIS) as part of its lifecycle replacement.

4.12 Fleet Review (C3)

Review fleet utilisation and validation of operational requirements to optimize fleet composition and provide clear governance rules over vehicle requests and inventory management for future efficiencies.

Finance & Fleet Division

Q2
Complete Fleet Review.

Q4
Complete long-term Fleet Strategy and implementation plan.

Goal 4 Indicators	Target	Current
IND4.1 Cost per capita of policing in Calgary	budgeted	$393
IND4.2 Population served per police officer	Maintain	638
IND4.3 Clearance rate (weighted total)	Maintain	26.4
IND4.4 Per cent of Priority 1 calls responded within 7 minutes	Maintain	55%
Operating Spent		
IND4.5 Revenue		
IND4.6 Expenditure		
IND4.7 Net Program		
IND4.8 Number of calls for service and online reports		
IND4.9 Per cent of online citizen reports		
IND4.10 Per cent of walk-in reports		
Patrol Officer Time Allocation		
IND4.11 Per cent of officer proactive time		
IND4.12 Per cent of time responding to calls for service		
IND4.13 Per cent of time on administrative duties		
Non-criminal Business Operations		
IND4.14 Number of Police Information Checks processed		
IND4.15 Per cent of false alarm calls for service		
IND4.16 Per cent annual change in number of fleet vehicles		
Major Projects		
IND4.17 Per cent of projects on scope		
IND4.18 Per cent of projects with adequate resources		
IND4.19 Per cent of projects on schedule		
IND4.20 Number of Innovation Proposals		

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GOAL 5

Increased Employee Satisfaction and Engagement

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

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

Goal 5 Initiatives

Accountable

Bureau of People & Organizational Development

5.1 People Plan (B2)
Develop a People Plan that comprehensively addresses commitments to supporting and training our people to deliver service to the community.

Q2
Develop and communicate the CPS People Plan.

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5.2 Human Resources Modernization (B2)

Improve Human Resource processes, practices and policies to ensure high quality member services that are consistent and transparent.

Q1
Refine workplace investigation and conflict management processes to reflect best practices and better integrate Police Act requirements.

Finalize and implement the Re-integration Program, which supports members re-entry into the workplace after leaves or traumatic incidents.

Q2
Fully implement the HR Business Partner model, which strengthens HR expertise and support to all areas of the Service.

Solidify and strengthen the Senior Leadership Team by hiring specialized and experienced civilian Executive Director positions in the Bureau of People and Organizational Development. In alignment with the CPS Functional Review, these positions will support the advancement of member wellness, learning and human resource services.

Q4
Review and advance improvements to the promotional process to identify and address barriers, while also incorporating industry best practice research.

Develop and build capacity for a Disability Management Program that refines claim management, reporting and support to members to successfully return to work.

Develop a HR Data Management Strategy to improve efficiency and effectiveness of HR service delivery. The strategy would include data governance, transparent Standard Operating Procedures, digitization and automation.

5.3 Occupational Health and Safety (B2)

Complete the implementation of requirements of the Alberta Occupational Health and Safety (OH&S) legislation through the delivery of a comprehensive OH&S program.

Accountable

Human Resources Division

Wellness & Resiliency Division

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Accountable

Q1
Complete the Mental Health Strategy.

Q2
Finalize and communicate the new CPS OH&S Policy.

Q3
Deliver mandatory OH&S supervisor training.

Q4
Implement a Safety Management System Program with updated processes and procedures.

5.4 Wellness Support (B2)

Bureau of People & Organizational Development

Continue to develop and deliver innovative and evidence-based wellness supports that meet the needs of our members and ensure legislative compliance.

Q1
Launch monthly wellness livestreams accessible to all members with mental health and wellness subject matter experts.

Q2
Develop and deliver the new Health Surveillance Program.

Q3
Refine and deliver the health checks clinic model.

Rebrand the Respectful Workplace Office to focus on the supports available for conflict prevention and management to ensure member awareness and accessibility.

5.5 Training and Innovation (B1)

Bureau of Investigative Support

Increase investigative knowledge and expertise through training and innovation.

Q4
Deliver training to enhance cybercrime investigative capacity to members throughout CPS.

Reinstate the Investigative Development Program 100 Level that matches officers with experienced investigative mentors.

Accountable

5.6 Patrol Engagement (B1)

Provide role clarity for patrol and identify opportunities for investigative development as outlined in the Service Optimization Review.

Bureau of Community Policing

Q2
Define mandate and structure of District Operations Teams, as well as General Investigative Units, Community Resource Officers, BEAT units, and Mountain Bike Unit Teams.

Q4
Establish performance measures for patrol operations.

Evaluate and improve the Executive Liaison Officer (ELO) secondment position to share experiences and perspectives from patrol and senior leadership.

5.7 Recruitment and Recruit Training (B1)

Use inclusive and responsive approaches to hire and support the training of recruits.

Learning & Recruitment Division

Q1
Develop a 2021 Recruiting and Marketing Plan.

Q4
Hire 132 new officers that will include up to 24 Direct Entry officers as per the 2021 recruiting and recruit training schedule.

Implement software solutions to ensure the effectiveness and efficiency of training scheduling. This will also help address challenges of training during the COVID-19 pandemic.

5.8 Internal Communication (B2)

Improve communication with members.

Strategic Communications

Q3
Enhance livestream technology and recording studio.

Implement CPS Branding Strategy.

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Goal 5 Indicators	Target	Current
IND5.1 Per cent of employees with moderate to high Employee Engagement Index	Maintain	62%
IND5.2 Per cent of employees satisfied with the training available to do job (moderate to strong agreement)	Maintain	51%
IND5.3 Per cent of employees who agree that CPS practices are applied equally and fairly to all employees (moderate to strong agreement)	Increase	36%
IND5.4 Number of police officers hired		
IND5.5 Number of civilians hired		
IND5.6 Per cent of CPS members that know how to access the different health and wellness services offered by the CPS.		
IND5.7 Per cent of CPS supervisors that completed OH&S training		
IND5.8 Per cent of employees satisfied with their current job (moderate to strong agreement)		
IND5.9 Per cent of employees satisfied with internal communication		
IND5.10 Completion rate of employee assessment PEAKS (Pathways Enhancing Assets Knowledge and Skills)		
IND5.11 Diversity of applicants (in development)		
IND5.12 Number of applicants in the recruitment process		
IND5.13 Per cent of clients satisfied with HR Business Partner Model		
IND5.14 Number of sworn officers (authorized strength)		
IND5.15 Number of civilian employees (authorized strength)		
IND5.16 Total authorized strength		
IND5.17 Ratio of police officer actual to authorized strength		
IND5.18 Number of police officers (actual)		

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How We Monitor Progress

The CPS strives continuously to improve its operations to provide better value to Calgarians. We monitor indicators to assess our progress toward our goals and annual priorities. We use this data to inform changes to our operational and strategic priorities and mitigate risks. The indicators identified above will be reported to the CPC and the public. There is a combination of different types of indicators. Some are reported quarterly, such as the crime statistics, and others are reported annually, such as the population and employee survey results. Many of the headline indicators were approved by City Council from the One Calgary: 2019-2022 Service Plan and are highlighted in this document to ensure continuity of reporting and alignment with our Service Plan strategies.

The CPS publishes Calgary Crime Statistical Reports monthly and quarterly on Calgary.ca. These statistical reports provide information on person and property crimes, other Criminal Code incidents (including traffic), domestic-related conflict, drugs, weapons, youth, missing persons, disorder and calls for service.

