



# 2020 CPS Response to Wittmann Report

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## PURPOSE

The purpose of this report is to provide a snapshot in time account of the implementation effort that the Calgary Police Service (CPS) has undertaken since receiving the independent review, 'Use of Force in the Calgary Police Service' completed by The Honourable Neil Wittmann, QC. Additional information is available in appendices.

## EXECUTIVE SUMMARY

### ***Purpose of the Wittmann Report***

- The report was commissioned in 2017 – after a two-year increase had been seen in police involved shootings – to examine and make recommendations on policies, procedures, practices, training, equipment, supervision, and culture as related to use of force.

- At the time, former CPS Chief Roger Chaffin noted that,

The purpose of directing a systemic review is not to assign individual fault, or to concentrate on the examination of any one particular shooting, but rather to determine whether systemic drivers, gaps or opportunities can be identified that may increase public and officer safety, and enhance public confidence in the Calgary Police Service (CPS). We also hope that although the review will focus on shootings in particular, some of the results may provide ideas and guidance that assists us in ensuring we have the best possible practices in respect of the use of force generally.<sup>1</sup>

- Ret. Chief Justice Wittmann presented the report to the CPS April 30, 2018, noting that,

At the end of this Review, I am convinced that the goal related to police use of force should be to at best eliminate or at least reduce the situations that cause officers to use lethal force. This requires focus on training, critical thinking skills, strategic planning and appropriate tools and equipment. It requires a more earnest attempt at collaboration between agencies within law enforcement and the health system, to address gaps related to police encounters with persons in crisis. It also requires the development and application of consistent, current and comprehensive guidelines and procedures for policing.<sup>2</sup>

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<sup>1</sup> Wittmann Independent Review of Use of Force, p. xviii

<sup>2</sup> Wittmann, Independent Review of Use of Force, p xxiii

***What has been done in the time since the Service received the report? How has CPS changed for the better?***

- It has reformed at a foundational level the approach to Use of Force at the CPS. There is no single solution to this issue, therefore the foundational shift brings together areas such as policy, legislation, training, recruitment and relationships with external partners to ultimately improve our interactions with the public. The 65 recommendations are interconnected and were not reviewed in isolation, but rather as a collective set of actions that will result in a positive sustained impact on the community and our officers.
- Through implementation of these recommendations, CPS has:
  - conducted research to ensure that we are adhering to best practices in policy, procedure, equipment, training, supervision and accountability. While this applies to many recommendations overall, an excellent example of this has been the improvements to our Vehicle Based Tactics (VBT) policy and training (see recommendations 18, 24 and 25).
  - advocated alongside the Alberta Association of Chiefs of Police to work toward positively affecting change at a provincial level around improvements to the Police Act, Fatality Inquiries Act and Mental Health Act (see recommendations 1-3, 33-34).
  - strengthened our commitment to be a learning organization, where training is prioritized throughout the course of an officer's career. Not only have we elevated our Chief Crowfoot Learning Centre to a division (see recommendation 9), but we have made major improvements to training from the recruit level, through the Patrol Training Officer phase, to the District Training Officer program (see recommendations 11, 12, 14).
  - purposefully weaved critical thinking, decision-making and de-escalation at multiple levels throughout every officer's training (see recommendations 17, 29-30, 46).
  - worked towards training our officers to better serve vulnerable members of our community. We are working to improve our training around how we deal with people in crisis and mental health overall (see recommendation 37) as well as making sure officers are aware of community mental health supports that are available (see recommendation 40).
  - developed a long-term strategic plan and have rooted both this and our daily work in our core values of respect, honesty, integrity, compassion, fairness, courage and accountability (see recommendations 47-48 and 62-65).

- continued to strengthen relationships with our partners at Calgary 9-1-1, Alberta Health Services and local organizations. We are actively working to continually improve programs such as PACT (Police and Crisis Teams), MRT (Mobile Response Team) and looking at ways to improve police interaction with individuals at health facilities (see recommendations 38-45).
- examined ways to offer better support to our frontline officers, from recruitment throughout their careers. These include improvements to the recruiting process, psychological services and Peer Support, to improved Early Intervention and Reintegration Programs and awards for outstanding service (see recommendations 4-8, 31, 49-50, 55-61).

### ***Next Steps?***

- With 88 per cent of recommendations implemented or in progress, we know that future work to monitor and evaluate the impact of these implementations is required. The project team will continue to align with the broader strategic goals of CPS to meet community expectations and understanding related to use of force.
- In the short term, we will continue to push forward the work on recommendations in progress and to create an evaluation plan for the recently implemented programs and training. We will assess whether the changes are having the desired effect and if the programs are functioning as intended. We will need to revisit actions undertaken from this review at regular intervals ensuring our work is keeping in the spirit of the Wittmann Report's recommendations as well as aligning with best practices, current law and community expectations.
- Though not specifically Wittmann recommendations, the CPS has committed to continued engagement with Calgary's diverse communities as well as to work with citizens and our service partners in examining the types of calls to which our officers respond, and how best to provide the most efficient and appropriate response.
- The Wittmann Portfolio Team, engaged originally to prioritize and lead implementation of the Report's recommendations, will continue to be a point of contact for ongoing inquiries and ensuring work is transitioned appropriately.
- In the long term, the Wittmann Report will be one in a number of factors that may contribute addressing trends in our use of force, as well as overall public confidence in CPS, and public and officer safety.

## Appendix 1

### STATUS OF RECOMMENDATIONS

**It is important to note that all information contained in this document should be understood as a ‘snapshot in time’, therefore the decision to Accept or Accept or in Principle may be somewhat fluid as a reflection of the ever-evolving nature of policing and community expectations in Calgary.**

There are 65 recommendations in this report. The CPS accepts or accepts in principle all recommendations. 88 per cent of the recommendations at the time of writing have either been implemented or are in the process of implementation.

#### **Key**

##### **CPS Response:**

**Accept** (38 per cent, or 25 of 65) – CPS accepts the recommendation as written.

**Accept in Principle** (62 per cent, or 40 of 65) – CPS accepts the spirit of this recommendation but may need to consider it further or approach it in a different manner than the way it is written.

**Reject** (0 per cent, or 0 of 65) – CPS does not accept this recommendation.

##### **Recommendation Status:**

**Implemented** (57 per cent, or 37 of 65) – The recommendation is considered completed or part of ongoing business practice at CPS.

**Implementation in Progress** (31 per cent, or 20 of 65) – Work is ongoing at the time of writing to implement the recommendation.

**Outstanding** (3 per cent, or 2 of 65) – Efforts are being considered but have not yet begun, are on hold, or are under review at the time of writing.

**Closed** (9 per cent, or 6 of 65) – CPS accepts the recommendation in principle, but no further work is continuing or currently being planned at the time of writing. This may be due to budgetary constraints, or there may be considerations toward a recommendation but no actions available to be taken at the time.

Recommendation	Status
1. The CPS, through the Alberta Association of Chiefs of Police (AACP), or otherwise, urge the province of Alberta to review the Police Act and the way oversight and policing standards are developed and if it is desirable to continue to issue standards other than through Orders in Council or Regulations, that the Police Act be amended to indicate the clear powers and mandate of a Director of	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- The Government of Alberta has been undertaking high level consultations to understand the need for potential changes to the Alberta Police Act since 2018. CPS has participated both directly and via the AACP and submitted a position paper containing our</li> </ul>

Recommendation	Status
<p>Policing or Law Enforcement, including their functions and ability to develop, publish and enforce compliance with the standards, directions or guidelines.</p>	<p>recommendations.</p> <ul style="list-style-type: none"> <li>- As of June 2020, the Justice Minister has vowed to expedite modernization of the Police Act saying he is planning to meet with chiefs of police and others in this effort. As of the time of writing, the provincial government has not yet provided a timeline when this will occur, but the CPS is fully committed to engaging in this review process.</li> </ul>
<p>2. The CPS work with the AACP and renew efforts urging the province to adopt the recommendations contained in the AACP’s proposal to amend the Police Act and Regulations.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- See status for Recommendation #1, above.</li> </ul>
<p>3. The CPS review the Ontario Police Service Act, 2018 with a view to working with the AACP to further refine recommendations for an amended Police Act in Alberta.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- See status for Recommendation #1, above.</li> </ul>
<p>4. The CPS ensure that file managers do not maintain sole responsibility for any one recruit file, to enhance the objectivity of their input during the officer recruitment process.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- This reflects current practice of the Recruiting Unit. File managers are the coordinating hub of the information which has the involvement of several tests and independent reviewers.</li> </ul>
<p>5. The CPS review and implement additional avenues for the engagement of psychological services in the design, implementation and review of the officer recruitment process.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- While the officer recruitment process is mandated by the Solicitor General and consequently any changes would have to go before the Province, the Manager of Psychological Services at CPS is responsible for reviewing material</li> </ul>

Recommendation	Status
	related to the issue and engages in discussions with Human Resources.
<p>6. The CPS, in conjunction with the AACP, conduct an independent evaluation of the suitability of the Minnesota Multiphasic Personality Inventory -2 (MMPI-2) as a psychometric test for recruit selection.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- Based on a recommendation from the Service’s Consulting Psychologist and with the support of AACP, the Psychological Services Section resumed the implementation of the MMPI-2-RF for pre-employment psychological testing for recruits.</li> <li>- Whereas the MMPI-2 attempted to focus on diagnosing complex psychiatric syndromes such as Schizophrenia, the MMPI-2-RF is a stream-lined testing protocol which focuses on core issues that fall on the spectrum of illness/wellness such as depression and anxiety while also providing information on health concerns, substance abuse, stress, aggression, anger management, etc.</li> </ul>
<p>7. The CPS evaluate the efficacy of the Implicit Association Test, in terms of whether it would be useful in identifying implicit and explicit bias among applicants, particularly with regard to use of force or for that matter, whether it could be administered to new recruit classes for teaching purposes focused on bias.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- The officer recruitment process has been evaluated by CPS Human Resources and is currently mandated by the Solicitor General. Any changes must be approved at the provincial level. Because of this, CPS is not able to include the Implicit Association Test at the applicant level.</li> <li>- However, fair and impartial policing is a topic that is taught in the Recruit Training Program along with de-escalation, communication and responding to the diverse needs of</li> </ul>

Recommendation	Status
	<p>Calgarians. Three-hour refresher courses on these same topics are available to members throughout their careers. Fair and impartial policing training recognizes that all humans have biases (especially subconscious) and assists officers to recognize this evidence-based reality and then take proactive measures to address those biases so that policing is done in a fair and impartial manner as required by law, i.e., the Alberta Human Rights Act and the Charter of Rights and Freedoms.</p> <ul style="list-style-type: none"> <li>- Various other courses are offered to members that teach different aspects about diverse communities, including awareness, history, unique needs, culture and ideas of justice.</li> </ul>
<p>8. The CPS inform all candidates to be deferred for between one and five years, of the reasons for the deferment, at least verbally. In that way, a candidate can decide whether they believe they can be successful on reapplication or whether they should abandon their aspiration to become a CPS officer.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- This practice was implemented in 2017 and the current protocol is that applicants facing a deferral should now:</li> <li>- Be told verbally by their file manager the reasons the deferral is being sought and are given advice on how to improve in order to become a more competitive applicant. The name of the applicant is then given to a Sergeant who reviews the file and either accepts the deferral request – at which time the applicant receives a letter advising when they can reapply – or, the Sergeant overturns the request and the applicant is contacted by their file manager, usually by telephone,</li> </ul>

Recommendation	Status
	<p>and advised they will no longer be seeking deferral. (Note that this is a rare occurrence as the Recruiting Unit is seeing very few unjustified deferral requests.)</p> <ul style="list-style-type: none"> <li>- Random, informal audits of the online application system are completed to monitor and enhance compliance.</li> </ul>
<p>9. The CPS elevate the Chief Crowfoot Learning Centre (CCLC) to a Division with specific responsibility for all aspects of recruit and in-service education and training for members. The CCLC Division should have responsibility for:</p> <p>a) Ensuring education and training aligns with the needs of the organisation and consistently reflect the philosophy and tone of policies and legislation.</p> <p>b) Facilitating the periodic review and amendment of existing courses, as well as the development of new courses, as required, to augment the training and education programming.</p> <p>c) The development and implementation of requirements for the certification, assessment and continued development of instructors.</p> <p>d) Ongoing review of emerging practices and relevant research by other law enforcement agencies, academia and institutions such as, the Police Executive Research Forum (PERF), Force Science Institute, International Association of Chiefs of Police (IACP) and facilitate the application of relevant findings to training and education programming.</p> <p>e) Advocate for and manage resources to</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- In July 2020, the CPS initiated an organizational re-structuring that followed an extensive functional review process. The Learning and Recruitment Division was created in the new Bureau of People and Organizational Development with the goal of making learning an organizational focus.</li> <li>- The Division incorporates the CCLC with Recruiting &amp; Selection, Learning Development and the Library.</li> <li>- A new civilian employee position is being considered to lead the Division. The Learning and Recruitment Executive Director would be responsible for ensuring recruit training, ongoing in-service training, skills training and academic learning objectives are achieved to the highest standards.</li> <li>- A priority has been made to align organizational learning with CPS strategic goals. Planning and support resources have been added to the Bureau to devise a new CPS Educational Plan and integrate new</li> </ul>

Recommendation	Status
<p>support quality training and education for recruit and in-service training. This should include financial support, maintaining an efficient training schedule and the maintenance or replacement of training facilities as required (e.g. shooting ranges, driving track).</p>	<p>research into tactics and training.</p> <ul style="list-style-type: none"> <li>- CPS is engaged in monitoring and evaluating best practices, especially as relates to use of force in the context of Canadian policing. (For example, Force Science Institute (FSI) materials are U.S. focused and may contrast Canadian best practices found in PERF or IACP materials.)</li> </ul>
<p>10. The CPS allocate an annual budget to the CCLC to include amounts designated for quality training and education for new and existing officers and members, with provisions for the shooting ranges, driving track, training materials and personnel.</p>	<p><b>Accept in Principle – Closed</b></p> <ul style="list-style-type: none"> <li>- The overall CPS budget is set by Calgary Police Commission and approved by Council, considering the various needs of the Service at that time. A portion of the CPS annual budget is then allocated to the CCLC and the area commander has the authority and discretion to prioritize expenditures.</li> <li>- Funding related to the firearms range and the driving track falls under the purview of the Facility Management Section, not the CCLC budget.</li> <li>- For the next year, \$700,000 that was previously allocated for track upgrades has been reallocated: \$300,000 has been allocated for upgrades to the track (a new track would cost between \$7-10 million), the remainder has been allocated to update the targeting system and bullet traps at the indoor ranges (these upgrades do not address the sound attenuation that is required). These funds are a carry-over from the last budget cycle – there are no new funds in the next four-year</li> </ul>

Recommendation	Status
	cycle. The next budget cycle begins in 2023.
<p>11. The CPS strengthen the existing Police Training Officer (PTO) program to ensure continued capacity development for PTOs and alignment with the Recruit Training Program (RTP) by:</p> <p>a) Introducing mandatory certification for all current PTOs, to ensure they have the capacity to effectively perform the required mentorship and evaluation of new officers.</p> <p>b) Subsequently introducing mandatory, annual re-certification of all PTOs. This one-day course should ensure PTOs are aware of new and emerging areas covered in the RTP.</p> <p>c) Instituting an evaluation of PTOs, with specific consideration of the implementation of an anonymous mechanism for new officers to provide feedback on the quality of mentorship and training received from their individual PTO. Implement remedial training for PTOs as required following evaluation.</p> <p>d) Rescinding the designation and replacing those PTOs who fail to achieve the program's objectives.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- The Wittmann Portfolio Team is currently leading a project to address this recommendation and expects to have a new program in place by the end of 2020.</li> <li>- A new PTO course has been developed and was offered for the first time in November 2019. As part of the current project, work is underway on a requalification process for existing PTOs as well as annual requalification going forward.</li> <li>- A new evaluation form for PTOs has been piloted. It is not reasonable for the process to be anonymous given the relatively low number of trainees per PTO in a given year. Remedial training / professional development for PTOs is being considered as part of the PTO Project.</li> <li>- All aspects of the PTO Program are being examined and addressed by the current project team, including: job descriptions and qualifications for PTOs; program roles and responsibilities; overall training; tracking and record keeping; evaluation and assessment of both trainees and PTOs; accountability structures; allocation of recruits to the Districts; assessment and extension processes; policy and Standard Operating Procedure (SOP) updates.</li> </ul>

Recommendation	Status
	<ul style="list-style-type: none"> <li>- A new PTO Sergeant has been hired with an expected start date in August 2020. While this is not a new position at CPS, it has not been filled for some time. This position will be responsible for overseeing the program and liaising between the CCLC, recruits, District PTO Coordinators and District management teams.</li> <li>- An evaluation of the new program will be planned for 2022.</li> </ul>
<p>12. The CPS provide additional support to the existing District Training Officers (DTO) program to improve in-service training by:</p> <p>a) Identifying areas of training that should be mandatory (in addition to scheduled re-qualifications), such as training related to use of force and DTO facilitated training in de-escalation.</p> <p>b) Establishing the level of proficiency that must be attained by each officer upon completion of the training.</p> <p>c) Outlining the expectations for remedial work for officers not attaining desired proficiency in training.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- A budget for the DTOs has been provided from within the CCLC budget. A new program that includes the creation of an annual syllabus and mandatory training for front line officers has been approved as of Sept 17<sup>th</sup>, 2019.</li> <li>- The Frontline Training Program has been implemented and will be phased in throughout 2020 to enhance professional development for frontline officers.</li> <li>- Mandatory training days will occur on the 0800 blocks of officers' schedules. The standard program will run from September through to June. Summer 0800 blocks will not be included to assist with operational needs and summer vacation. Make-up sessions will be offered throughout July and August, as well as December. (Note that there was a need to either cancel or reschedule some training in 2020 due to COVID-19).</li> </ul>

Recommendation	Status
	<ul style="list-style-type: none"> <li>- Minimum standards have been established with training focusing on the areas of skills / operations, investigations, and legislation / policy / technology / administration.</li> <li>- A Training Prioritization Committee is being established and expected to launch in late 2020. The mandate of this committee will be to monitor the content of the training syllabus and adjust in response to organizational priorities.</li> </ul>
<p>13. The CPS ensure that the deployment and scheduling models utilised within the Districts provide the capacity for mandatory training and re-qualifications while minimising impact on service delivery to the citizens of Calgary.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- Mandatory training has been approved through the Frontline Training Program. (See Recommendation #12.)</li> <li>- There is currently a Service Optimization Review focusing on patrol deployment and infrastructure, that will provide additional context to ensuring the training requirements are supported by appropriate staffing and facilities.</li> </ul>
<p>14. The CPS develop a comprehensive annual DTO training agenda outlining the key areas of focus for training, targets, resources, schedule and assessment processes.</p> <p>a) While DTOs must be required to conform to an established training agenda, the CPS should provide scope for DTOs to develop and implement training in line with identified needs within their respective Districts, albeit in consultation with and the approval of the CCLC. Where applicable, this training must be</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- See status for Recommendation #12, above.</li> </ul>

Recommendation	Status
<p>shared across all DTOs.</p> <p>b) The CCLC work with the DTOs to develop an annual training schedule for each District, with focus on the most efficient use of training facilities and officers' time.</p>	
<p>15. The CPS develop and implement different approaches to training that emphasise use of shorter periods, to highlight and reinforce key learning.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- In keeping with principles of adult learning, the CCLC has begun a complete review of the Recruit Training Program (RTP) syllabus. Efforts are ongoing to ensure content is current and better sequenced to improve learning and retention.</li> <li>- There is ongoing work to examine the appropriate placement of training content in a member's career. At the time of writing this is serving to reduce the length of the RTP by bolstering the training provided to in-service personnel via the PTO and Frontline Training (formerly DTO) programs.</li> </ul>
<p>16. The CPS consider the implementation of cohort-based Reclassification Training for new officers to align with their progression from 5th to 1st class constable.</p> <p>a) The CPS evaluate and report on the impact of Reclassification Training on officers' skill perishability.</p>	<p><b>Accept in Principle – Outstanding</b></p> <ul style="list-style-type: none"> <li>- This recommendation has been examined in relation to the work done on the Frontline Training Program (see Recommendation #12) but has not yet been assigned a project team. There are several interrelated pieces of work that were sequenced first, such as the Frontline Training Program looking at mandatory training, the Service Optimization Review looking at schedules and deployment, and not</li> </ul>

Recommendation	Status
	<p>least the overall organizational re-structure. This will be brought to the new Training Prioritization Committee to move forward.</p>
<p>17. The CPS emphasise and balance critical decision-making skills in use of force education and training.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- Nearly all training at CPS emphasizes critical thinking as a part of decision-making, and the principles of de-escalation training are being woven through the Recruit Training Program and all use of force training.</li> <li>- A project team in place and is in the process of formalizing values-informed decision-making as part of the Course Training Standard (CTS) at the recruit level.</li> <li>- The project team is also looking to weave ‘Tactical Decision Scenarios’ throughout the Recruit Training Program, which are a series of decision-making exercises that ask recruits to analyze different situations and make the best decision possible.</li> <li>- CPS is in the process of joining an organization called ADAPT, which is a worldwide initiative funded by the US Department of Justice for law enforcement agencies to explore better ways to teach decision-making in use of force interactions.</li> <li>- We are also changing the way we evaluate recruits by promoting the blend of their decision-making abilities with their tactical use of force skills.</li> </ul>

Recommendation	Status
<p>18. The CPS review its Use of Force and Code 600 (pursuit) policies to inject provisions relating to critical decision-making in appropriate sections.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- The review of the Use of Force Policy in relation the report recommendations has been underway for some time. In light of recent events and issues raised in the community around systemic racism, further review is being undertaken to ensure that the Use of Force Policy overall is in line with current best practices and legal requirements. (See Recommendation #28.)</li> <li>- Code 600 policy was updated and published to CPS members in November 2019 with some adjustments made in 2020 to align with the new Code 700 (or Vehicle Based Tactics) policy. The Code 600 policy requires any members involved in pursuits to make risk-effective decisions based on the nature of the offence, the information available, the environment and roadway conditions at the time of the incident, available resources and other ongoing priority calls.</li> </ul>
<p>19. The CCLC review all education and training curricula and procedures to ensure core values are integrated and reinforced.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- The CCLC ensures the content of the training material is in alignment with and promotes the core values of the Service.</li> <li>- Recruits receive 2 hours of core values training in week 5. The ‘Ethos Project’ has been completed and all employees have received the Our Story core values book.</li> </ul>

Recommendation	Status
	<p>(See Recommendation #47.) All area supervisors have been mandated to review the material with their members.</p>
<p>20. The CPS require all frontline patrol officers to carry a Conducted Energy Weapon (CEW) as well as a handgun, baton and Oleoresin Capsicum (OC) spray.</p>	<p><b>Accept in Principle – Closed</b></p> <ul style="list-style-type: none"> <li>- An audit completed by the Wittmann Portfolio Team found that the vast majority of frontline officers carry a CEW, however it is not mandatory in policy as it is not an issued piece of equipment but is signed out at the beginning of each shift. Handgun, baton and OC spray are all issued equipment and required for carry as mandated in policy. It is not cost-effective to issue each member a CEW. The sign-out process generally allows for officers to carry the CEW, but there may be occasions where there are more officers than CEWs, at which time they are prioritized.</li> <li>- All patrol members must qualify on CEW once every two years.</li> <li>- Members are strongly encouraged by the Skills and Procedures Unit and the District Training Officers to carry all use of force platforms with them while executing their operational duties.</li> </ul>
<p>21. The CPS establish a robust evaluation framework to monitor and report on the use, misuse, impact on levels of use of force and use of lethal force, once the ARWEN® is deployed.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- A CPS project team was tasked with introducing the ARWEN® impact munition weapon system in Fall 2019. The team was responsible for rolling out the equipment, training, establishing policy and Standard Operating Procedures (SOPs) for</li> </ul>

Recommendation	Status
	<p>this less lethal force option.</p> <ul style="list-style-type: none"> <li>- Policy, training, and SOPs clearly document the type of reporting required and the responsibilities for reporting at any time the Less Lethal Weapon System is deployed to a scene, pointed or launched.</li> <li>- The team also established a plan for the monitoring and evaluation on the use, misuse, and impact on levels of use of force. ARWEN® events are also included in the regular Subject Behaviour Officer Response (SBOR) reporting. Where necessary, event debriefs are conducted by the Incident Command Unit.</li> </ul>
<p>22. The CPS monitor and report on the number of body worn camera recordings; impact of body worn cameras on complaints against officers; availability of body worn camera recordings in use of force related incidents and use of force by and against officers with/without body worn cameras.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- We can monitor and report on number of Body Worn Camera (BWC) recordings and they are made available for use of force incidents.</li> <li>- An evaluation of the BWCs at CPS is ongoing at time of writing. Internal and external stakeholder engagement is expected to be completed by October 2020 with a final report to the Executive Leadership Team by the end of the year. The evaluation will be used in part to communicate BWC impacts and outcomes to the public, the CPS, the Calgary Police Commission and others as well as to identify a strategy to continuously monitor, report and improve on BWC operations on an ongoing</li> </ul>

Recommendation	Status
	basis.
<p>23. In addition to the existing policy for body worn cameras, the CPS consider having the Public Affairs and Media Relations Unit (PAMRU) publish or disseminate acts of police heroism and positive engagement with the community, where the same have been captured on body worn cameras</p>	<p><b>Accept in Principle – Closed</b></p> <ul style="list-style-type: none"> <li>- This recommendation was considered but there is currently uncertainty from a legal / privacy standpoint on what can or should be released from body worn cameras.</li> </ul>
<p>24. The CPS re-institute vehicle flight intervention tactics and training.</p> <p>a) The CPS train all frontline members to use vehicle intervention techniques in line with the Code 600 policy.</p> <p>b) The CPS amend existing policy to address vehicle flight intervention tactics related to larger vehicles.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- Following the updating of Code 600 policy, a committee was tasked with evaluating the tools, training, technology and tactics to deal with potential high-risk vehicle events. Vehicle Based Tactics (VBT, also known as ‘Code 700’) policy and training was approved by the Executive Leadership Team in Spring, 2020.</li> <li>- The new policy guides the Service’s response to all vehicle events including prevention of high-risk incidents as well as the authorization, use of and reporting of VBT.</li> <li>- Basic VBT Training is currently being rolled out to all frontline members, and it will subsequently be offered to select non-frontline units. Advanced VBT Training is being offered to a number of members of each District who meet documented criteria in a selection process. Incident Commanders are mandated to take VBT Training ensuring consistency in decision-making. Members will be required to recertify their VBT skills every two</li> </ul>

Recommendation	Status
	years.
<p>25. The CPS immediately introduce remote-controlled (deployable and retractable) spike systems (tire deflators) to be available for use by members who are authorised and trained to conduct vehicle flight interventions.</p>	<p><b>Accept in Principle – Outstanding</b></p> <ul style="list-style-type: none"> <li>- Tire deflation devices are currently available to members of the Tactical Unit only; they are the only members trained and authorized to use them.</li> <li>- The project team that created the Code 700 VBT program/policy (see Recommendation #24) continue to move forward on researching various types of preventative and reactionary tools to compliment the VBT training. These tools have potential use for frontline and/or specialty units and include types of tire deflation and vehicle demobilization devices. Decisions regarding future procurement may be dependent on budget and availability of training resources.</li> </ul>
<p>26. The CPS allocate additional resources to the Auto Theft Response Team (ATRT) to support a more robust response to the issue of auto thefts.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- In late 2017, the District Operations Team 10s were repurposed and piloted as a covert auto theft surveillance / investigative team (ATT, formerly ATRT). In late 2018, this pilot was transitioned to permanent status taking effect January 1, 2019.</li> <li>- As of the 2020 organizational restructuring of the CPS, the Auto Theft Operations Team falls under the Offender Management Section with a mandate to investigate auto thefts focusing on prolific offenders. The Auto Theft Investigative Team now falls under the Alberta Law</li> </ul>

Recommendation	Status
	<p>Enforcement Response Team (ALERT) with a mandate to focus on organized auto theft crime (illegal exports, chop shops, multi-provincial frauds, etc.)</p> <ul style="list-style-type: none"> <li>- Preventative measures to inform the public about auto thefts continue via Operation Cold Start and the 9pm Routine.</li> </ul>
<p>27. The CPS work in conjunction with the AACCP or directly with the province to suggest legislation preventing insurance companies from providing theft insurance on vehicles that are stolen while running with keys inside.</p>	<p><b>Accept in Principle – Closed</b></p> <ul style="list-style-type: none"> <li>- CPS participates in the Alberta Auto Theft Review Committee which sits in Edmonton and features stakeholders like the Insurance Bureau of Canada, Alberta Registries, Alberta Ministry of Transportation, Edmonton Police Service, and RCMP. Currently, there is little support from any conglomerate of insurance companies to deny people insurance on vehicles stolen while running.</li> </ul>
<p>28. The CPS amend its existing Use of Force policy, adding the words “and proportionate” to existing words “reasonably necessary to safely control the situation”. This aligns with case law on what is an appropriate use of force by police officers.</p>	<p><b>Accept – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- Both the Use of Force Policy and the Use of Force Training &amp; Qualifications Policy have been amended and are again under review to ensure they are in line with best practices and legal requirements. (See Recommendation #18.) The recommended wording is part of the amendments, and the test for ‘necessary, reasonable and proportionate’ has been incorporated throughout training.</li> <li>- A new section on de-escalation has</li> </ul>

Recommendation	Status
	also been added to the Use of Force Policy.
<p>29. The CPS develop and implement scenario-based training for recruits as well as in-service training, that is consistent with the CPS De-escalation Policy and statement of principles, that train officers to conduct threat assessments, including the primary decision to engage or not to engage.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- The CPS currently utilizes scenario-based training in the Recruit Training Program and with frontline officers to assess their decision-making, use of force application and knowledge of pertinent legislation.</li> <li>- In 2018 through to January 2019, all officers received Strategic Communications and De-escalation Training. The CCLC is in the process of modernizing scenarios in the Recruit Training Program to challenge recruits with current issues while utilizing more current techniques (de-escalation, use of force options). The CCLC continues to capitalize on the use of the judgement simulator to provide scenario-based training with fewer resources.</li> </ul>
<p>30. The CPS develop and institute ongoing in-service training on Strategic Communication and De-escalation to be completed by all frontline officers annually.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- In 2018, uniformed officers and recruits were provided with Strategic Communication and De-escalation Training. From December 2018 to January 2019, all plainclothes officers were provided with plainclothes Strategic Communication and De-escalation Training. From 2019 forward, Strategic Communication and De-escalation Training will be layered into other training, such as annual mandatory Subject Control Techniques training.</li> </ul>

Recommendation	Status
<p>31. The CPS review the Peer Support Program’s resources and consider re-establishing the psychiatric nurse position.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- At this time, there are no plans to re-establish the psychiatric nurse position as it previously existed. However, CPS hired a Corporate Health Consultant (CHC) in September 2020. The new CHC is registered with the College of Registered Psychiatric Nurses of Alberta. The role and job functions of the CHC are broader than the previous psychiatric nurse position and are expected to encourage beneficial collaboration between Occupational Health, Peer Support and Psychological Services in support of employee well-being.</li> </ul>
<p>32. The CPS improve communication to members about the achievements and value of the Peer Support Program.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- Public Affairs/Media Relations Unit (PAMRU) is extensively engaged in this effort; specifically, on the new intranet, there is a Peer Support link that can be accessed by any member of the Service.</li> </ul>
<p>33. The CPS, on its own or through the AACP, should urge the province to amend the Fatality Inquiries Act, when a peace officer allegedly causes a death:</p> <p>a) As it pertains to the requirement that there is a Fatality Inquiry so as to streamline the process, possibly eliminating a review by the Board.</p> <p>b) To introduce time deadlines for a medical examiner to complete a report.</p> <p>c) To introduce time deadlines for a Fatality Inquiry to be heard, once ordered.</p> <p>d) With a view to changing the requirement for the Minister to make a</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- A document summarizing recommendations 33 and 34 have been submitted to the Calgary Police Commission to be considered as part of what the CPC advocates to the Province through the Alberta Association of Police Governance.</li> <li>- In addition, CPS brought recommendations 33 and 34 to the Standing Committee of Prosecution and Enforcement (SCOPE) to discuss whether the committee will consider advocating for the changes within the recommendations.</li> </ul>

Recommendation	Status
<p>written report available to the public in a form and manner the Minister considers appropriate, and instead compel the release of the report by the Provincial Court of Alberta to the public upon completion.</p>	
<p>34. The CPS, either alone, or through the AACP, work with the provincial government to secure additional resources for Alberta Serious Incident Response Team (ASIRT) and the Office of the Chief Medical Examiner for the investigation of officer-involved shootings and serious incidents.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- See status for Recommendation #33, above.</li> </ul>
<p>35. The CPS create a searchable, user-friendly platform for Subject Behaviour Officer Response (SBOR) forms to support analysis and training.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- SBORs have been integrated into a software called Blue Team, which is an easy to use, more searchable database accessible to frontline officers, supervisors and trainers. Blue Team was implemented Service-wide on July 1, 2019.</li> <li>- Several improvements have been made to make the SBOR process more efficient. DTOs are now the final checkpoint for all data elements with direct involvement from the frontline supervisor.</li> </ul>
<p>36. The CPS adjust the SBOR debrief process to include a mandatory discussion about the officer’s decision-making process to use or not use less lethal and/or lethal options.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- A formalized process for Operational Reviews was approved in Fall, 2019.</li> <li>- The process focuses on how the Service can learn relevant lessons after events, specifically with an eye that is limited to policy and procedures, training and equipment.</li> </ul>

Recommendation	Status
	<p>It is independent of firsthand accounts from officers involved in order to maintain the integrity of the officers and any ongoing investigation by ASIRT.</p>
<p>37. The CPS develop and implement crisis intervention training for a cross-section of frontline officers to ensure capacity to provide first-response support when required.</p> <p>a) Develop and implement stringent criteria for the selection of officers to receive crisis intervention training.</p> <p>b) Implement requirement for annual re-certification and training for officers to maintain Crisis Intervention Team (CIT) designation.</p> <p>c) Monitor and report on the engagement of officers with CIT in calls for service responses related to persons in crisis and the outcomes of these calls.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- In March 2020, after benchmarking and research, a tiered training model was approved by the Executive Leadership Team and a project team has been appointed to implement enhanced crisis intervention training.</li> <li>- The tiered approach will build on existing training and will enhance training at multiple levels and will be designed to be appropriate to the member’s career stage. (100 = Recruits, 200 = Frontline, 300 = Incident Command, 400 = Advanced Crisis Intervention).</li> <li>- A project team is in place and expects to have enhanced training in place in 2021.</li> <li>- As part of the Service-wide effort to improve in our efforts around dealing with persons in crisis, CPS is also exploring ways to improve the collection of data that allows us to monitor and report on our call response. This will also help us to track and evaluate our training effectiveness.</li> </ul>
<p>38. The CPS provide additional resources to the Police and Crisis Team (PACT) to</p>	<p><b>Accept in Principle – Implementation in Progress</b></p>

Recommendation	Status
<p>increase its capacity to fulfill the program's mandate.</p>	<ul style="list-style-type: none"> <li>- The CPS PACT Program consists of four PACT teams and two PACT CTO (Community Treatment Order) teams. A team consists of a sworn officer and an Alberta Health Services (AHS) clinician. AHS funds the salaries of the clinicians and the four PACT CPS members.</li> <li>- A decision request was submitted in July 2020 to expand the PACT Program to eight teams, with CPS funding the four extra sworn positions. Due to budget considerations and constraints, a team is examining if there are other ways (for example, through reallocation of resources) to implement this recommendation.</li> </ul>
<p>39. The CPS strengthen collaboration with Alberta Health Services (AHS) to ensure continued cooperation in the implementation of the PACT program.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- Collaboration between CPS and AHS has been strengthened and is improving. For example, the achievements of the Form 10 Project (see recommendations #42-44) in reducing hospital wait times, and the Mobile Response Team (MRT) Consult Line, which is now available via phone or email for officers seeking support on mental health related calls for service.</li> </ul>
<p>40. The CPS implement targeted initiatives to ensure frontline officers are aware of mental health supports, such as PACT, Safe Communities Opportunity Resource Centre (SORCe), Mental Health Diversion and the Vulnerable Persons Registry and track and report on the levels of awareness and use of these initiatives.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- Presentations about SORCe and the correlation between homelessness and mental illness have been provided to the frontline and are available via the Vulnerable Persons Unit.</li> <li>- Statistics tracking via Computer</li> </ul>

Recommendation	Status
	<p>Aided Dispatch (CAD) to assist with monitoring referrals to SORCe has been proposed.</p> <ul style="list-style-type: none"> <li>- Mental Health Diversion referral has been incorporated into the information management system (SENTRY) as a drop-down tab.</li> <li>- Updates on PACT and the MRT Consult Line are available to members on the intranet.</li> <li>- A not for profit company called Medic Alert has taken over the management and control of the Vulnerable Persons Registry.</li> </ul>
<p>41. The CPS, in conjunction with the province, work to address inconsistencies in policy and legislation related to expectations for police officers to wait with persons in crisis apprehended pursuant to the Mental Health Act, once they have been conveyed to a hospital.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- The CPS is currently working with the AACCP to raise our issues and concerns related to the revised Mental Health Act (MHA). For example, the revised legislation requires peace officers to do transports of subjects post-conveyance to hospital, lengthening their interaction with law enforcement. No changes will be made until March 2021.</li> <li>- A working group has been created at CPS to address the MHA revisions and their impacts across the Service.</li> <li>- The CPS has worked with AHS on initiatives related to wait times (see Recommendation #42); working to address inconsistencies in policy and legislation aligns with this work.</li> </ul>

Recommendation	Status
<p>42. The CPS support ongoing work with partners on the development of solutions to reduce officer wait-times with persons in crisis at health facilities.</p> <p>a) This process should consider the merits of protocols between Hamilton Police and St. Joseph’s Healthcare as well as the example provided through Mt. Sinai Hospital, Toronto.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- A joint project team consisting of members of CPS and AHS (Form 10 Project) was established in March, 2018 to address multiple issues related to form 10s, including reducing wait times and putting in place measures designed to reduce the overall number of Form 10s (thus reducing the amount of time officers are waiting in hospitals).</li> <li>- The “60/90” Project is being piloted at Rockyview General Hospital (RGH). The Hamilton checkbox form was modified to include terms that would never place an officer in the role of making a diagnosis but would have clinical meaning to AHS.</li> <li>- The CPS checkbox was based on officers’ observations and was used as a base for the provincial form, later adapted by the RCMP and AHS.</li> <li>- An electronic Form 10 checklist has been developed based on the example from Hamilton Police.</li> <li>- There may need to be changes to some of the projects above due to the revisions to the MHA. CPS will be working with the AACCP to address our concerns with the revisions, some of which are counter to the Wittmann recommendations. Changes to the MHA are expected to take place in March 2021.</li> </ul>
<p>43. The CPS work with AHS in providing appropriate holding areas and adequate</p>	<p><b>Accept in Principle – In Progress</b></p> <ul style="list-style-type: none"> <li>- The Form 10 Project explored</li> </ul>

Recommendation	Status
<p>security, in hospitals, as a fundamental step in eliminating the need for officers to remain with persons in crisis after they have been conveyed to hospitals.</p>	<p>various initiatives that could reduce officer wait time. While the concept of having AHS build holding areas was beyond the influence of CPS, the '60/90' working group (see Recommendation #42) collaborated with AHS Protective Services to implement better communication between CPS and the Emergency Department, looking to have an eventual transition from CPS to AHS Protective Services in the hallways after the 90-minute mark. CPS continues to be open to exploring this further with AHS.</p> <ul style="list-style-type: none"> <li>- A working group is in place to address revisions to the Mental Health Act regarding legal clarifications on the conveyance of persons in crisis from CPS to AHS. (See Recommendation #41.)</li> </ul>
<p>44. The CPS, pursuant to the authority of Section 37.3(1) of the Health Information Act, work with AHS in the creation of a protocol to support the sharing of relevant information with officers about the mental health of persons in crisis, when that information could facilitate a more effective response.</p> <p>a) The CPS work with AHS to support the development and implementation of joint training opportunities for frontline health staff and police officers, to facilitate the sharing of health information about the mental health of persons in crisis.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- Amending the Health Information Act (HIA) is in line with work that the Form 10 Project has been working on, particularly in relation to the Mobile Response Team (MRT) consultation line that was rolled out as a pilot with promising initial feedback in the Districts. The MRT Consultation Line incorporates the HIA to permit the sharing of information, so long as it occurs “in the moment”.</li> <li>- MRT is now city-wide and confirmed by AHS as remaining in place.</li> <li>- Currently, MRT is only available for twelve hours per day, every day of the year. A work request to</li> </ul>

Recommendation	Status
	<p>authorize the expansion options of MRT to a 24-hour service was submitted to AHS in December 2019. There is no budget currently to expand the service.</p> <ul style="list-style-type: none"> <li>- Joint training opportunities between CPS and AHS are being explored as part of the efforts to improve crisis intervention training. (See Recommendation #37.)</li> </ul>
<p>45. The CPS continue its work with Calgary 911 on policies and training for call evaluation and dispatch processes, in order to ensure responding officers are provided with thorough information.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- This work is continuous, with the end goal being the effective dissemination of information to enhance public and officer safety.</li> <li>- Calgary 9-1-1 has an Operational Effectiveness Team that conducts weekly Policy Review meetings in collaboration with the CPS liaison officer. A wide range of policies, training practices and evaluation processes are covered. The Operational Effectiveness Team is at times asked for input on policy from a CPS Policy Coordinator.</li> <li>- Calgary 9-1-1 policy mirrors that of CPS. They are often consulted by specialty units to ensure that policy changes will complement the ongoing workflow.</li> <li>- As of June 2020, Calgary 9-1-1 and CPS together implemented the Emergency Dispatch Using the Police Protocol System (PPS). PPS is designed to optimize the pace and format of information, increasing data integrity and enhancing officer safety.</li> </ul>

Recommendation	Status
<p>46. The CPS recruit and in-service training and education on use of force begin with critical decision-making and threat assessment, not whether use of force is “justified” under the Criminal Code.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- In Canada, since 2010, the law has been that police use of force is constrained by the principles of necessity, reasonableness, and proportionality. Necessity and the availability of de-escalation are intertwined and not merely optional. In Canada, critical decision-making and threat assessment are very important, but they are best viewed as mechanisms to assist in the lawfulness and defendability of police use of force – not as alternatives.</li> <li>- This is incorporated into de-escalation training. Recruit and in-service training programs are working continually to design new scenarios for training that are designed to train officers to deal with persons in crisis with a focus on decision-making and de-escalation. This is in addition to the new de-escalation e-learning that includes review of threat assessment.</li> </ul>
<p>47. The CPS develop a comprehensive code of ethics for the organisation.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- The Ethos Project created and launched ‘Our Story’ in Fall, 2019, which included both books distributed across the organisation as well as an online presence on the employee intranet.</li> <li>- ‘Our Story’ sets out the CPS values of respect, honesty, integrity, fairness accountability, compassion and courage. Organisational principles are also set forth: Commit to our community; Foster</li> </ul>

Recommendation	Status
	collaboration; Nurture trust; and Drive innovation.
48. The CPS prominently display the organisation's mission and vision statements across the organisation.	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- 'Our Story' has been distributed to all employees (see Recommendation #47) and materials have been displayed across the organisation, physically and online.</li> </ul>
49. The CPS require greater accountability from supervisors to identify issues/officers at-risk, so the organisation can design and implement targeted efforts rather than generalised, cross-service interventions that are less effective and can demotivate officers who are already operating within approved guidelines.	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- An Early Intervention (EI) Program that addresses the identified shortcomings has been approved with implementation anticipated in Fall, 2020. The program is designed to be non-punitive and to focus on improving employee wellness and performance.</li> <li>- The EI Sergeant will directly contact the supervisors of members who have been identified as being at risk and will work with the supervisor and the member on an individualized Action Plan that may include training and/or support and wellness services. Supervisors will also be involved in follow-up activities with the EI Sergeant to ensure compliance and effectiveness.</li> </ul>
50. The CPS create and introduce measures to recognise the achievement of officers who implement approaches designed to reduce use of force.	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- CPS has initiated a Chief's Award for Excellence in Mental Health Intervention recognizing exemplary de-escalation techniques, compassion, respect or critical</li> </ul>

Recommendation	Status
	judgement in dealing with individual's experiencing a mental health crisis.
51. The CPS amend policies, education and training to ensure a focus on legal liability does not dominate or predominantly govern police conduct.	<p><b>Accept in Principle – Closed</b></p> <ul style="list-style-type: none"> <li>- The CCLC Legal Team was consulted for an opinion on this recommendation.</li> <li>- Policing is very complex and there are instances where it can seem that the police face “legal liability” if they do act and “legal liability” if they don't. Sometimes there are no easy answers and officers may have to choose from a range of imperfect solutions. Policy and training should ideally be constructed to assist them in these difficult endeavours. There are many types of liability – legal, social, public trust, etc. It is incumbent that the CPS and its officers understand this and take appropriate risk management steps to mitigate areas of potential liability.</li> </ul>
52. The CPS consider instituting a requirement for all senior officers (inspectors through to chief constable) to join frontline officers on patrol, with such frequency as may be reasonably practical.	<p><b>Accept – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- The Senior Officer Patrol Initiative was approved by the Executive Leadership Team in March 2020. All senior officers and senior civilian leaders will be required to join patrol at a minimum of two times per year.</li> <li>- The initiative is ready to be implemented and will roll out in conjunction with the CPS phased COVID-19 return-to-work plan.</li> </ul>
53. The CPS evaluate the tenure program, including its impact on officer morale, to ascertain whether its objectives can be	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- In 2018, an audit report was</li> </ul>

Recommendation	Status
<p>attained without adverse costs and effects on employee satisfaction and amend the program as required.</p>	<p>completed on the tenure program, though officer morale was not explicitly included. Human Resources is undertaking the recommendations of the audit.</p> <ul style="list-style-type: none"> <li>- PeopleSoft has now been modified so that tenure end dates can be better tracked. All employees in tenure positions have been updated in PeopleSoft. A request for a new report that allows us to track tenure end dates has been submitted to the City of Calgary PeopleSoft administrators. A new report that allows us to track tenure end dates has been created.</li> <li>- A plan is in place to identify and manage employees and units with employees that have passed tenure or are soon approaching tenure.</li> <li>- A reintegration program is being developed to support employees returning to patrol. (See Recommendation #54.)</li> <li>- A business case has been developed to implement SumTotal (a software package the City has purchased that is integrated with PeopleSoft and can replace Pathways Enhancing Assets Knowledge and Skills, or PEAKS). The project was placed on hold in 2019, due to budget constraints, and is now again under consideration in 2020.</li> </ul>
<p>54. The CPS mandate all officers returning to patrol to complete the Officer Reintegration Course.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- Human Resources oversees the re-</li> </ul>

Recommendation	Status
	<p>integration training. They are engaged in reviewing the course and are considering the need to mandate the re-integration training for affected members. Currently, the re-integration training is module based, and members can self-select the modules they require.</p> <ul style="list-style-type: none"> <li>- HR is in the process of working with CCLC to develop a more comprehensive Re-integration Training Program. The new program will run over four days and include exposure to hard &amp; soft skills, updating re-qualifications, investigative development and re-orientation to a variety of electronic databases. There will be four separate phases designed to accommodate different levels of re-integration; such as Officer Involved Shootings (OIS), tenure, short-term leaves and long-term leaves. A phased in approach has begun, with the final phase to be implemented by the first quarter of 2021.</li> </ul>
<p>55. The CPS devise and institute additional measures that recognise, value and reward the contribution of frontline patrol members on an ongoing basis.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- Several initiatives that address this recommendation are currently either under way or in the planning phase. For example: Human Resources is working on an upgrade to Pathways Enhancing Assets Knowledge and Skills (PEAKS) to make a more user-friendly and interactive interface which can capture the “good work officers do.”</li> <li>- A Medal Review Committee has been established. Previously, any</li> </ul>

Recommendation	Status
	<p>on-going Professional Standards Section (PSS) complaint (regardless of how minor) would prevent a medal from being awarded. The committee will now review and if the PSS complaint is not likely to result in a hearing, then the medal is awarded. If the complaint is serious in nature resulting in a hearing or criminal charge, then no medal. The committee has an appeal process in place.</p> <ul style="list-style-type: none"> <li>- A new mechanism to recognize frontline officers has been approved – the District Commanders Award of Excellence. This is an award that can be given to a top-performing member who meets the prescribed criteria.</li> </ul>
<p>56. The CPS examine existing models that provide additional incentives, including compensation, for frontline members and institute an appropriate option.</p>	<p><b>Accept in Principle – Closed</b></p> <ul style="list-style-type: none"> <li>- The CPS values and recognizes the importance of our frontline patrol members. The CPS has been engaged in various efforts to recognize and support patrol. While the CPS accepts this recommendation in principle, incentives such as compensation are part of the Collective Agreement between the City of Calgary and the Calgary Police Association (CPA) and must be addressed through that process.</li> <li>- The City of Calgary and the CPA have recently concluded negotiations and an updated collective agreement has been reached. No additional compensation will be available for</li> </ul>

Recommendation	Status
	frontline members.
57. The CPS provide additional resources to the office of the Early Intervention Program, including direct sworn oversight.	<p><b>Accept – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- The EI Program has been approved (see Recommendation #49), including the addition of two new positions – a Sergeant and a part-time clerk. An Analytical Technician is currently in place. The new positions are expected to be posted in Fall, 2020.</li> </ul>
58. The CPS implement a system for ongoing reports to the Executive on the range of issues being identified by the Early Intervention Program and the extent to which individuals and Districts are impacted.	<p><b>Accept – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- The EI project team has put in place an annual reporting mechanism that will be provided to both District management and the Executive Leadership Team. (Also see Recommendations 49, 57, and 59-61).</li> </ul>
59. The CPS implement additional resources to monitor and report on the outcome of reports produced by the Early Intervention Program.	<p><b>Accept - Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- In addition to yearly reporting to Districts and the Executive, the EI project team has put in place an evaluation plan to ensure the program is functioning as intended, that processes are working, and that compliance is monitored going forward. (Also see Recommendations 49, 57-58, and 60-61).</li> </ul>
60. The CPS ensure systems of accountability by frontline supervisors in responding to issues identified in Early Intervention reports, for e.g. mandating supervisors to have a conversation with the subject officer once a report is received.	<p><b>Accept in Principle - Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- The EI Sergeant will be able to use discretion on when and how to involve Team Sergeants in the EI process. In most cases, the Team Sergeant will be part of the discussion with the subject officer</li> </ul>

Recommendation	Status
	<p>and the EI Sergeant and in some cases will be involved in creating an Action Plan that may include training and/or wellness supports.</p> <ul style="list-style-type: none"> <li>- For individuals who require Action Plans, a 6-month follow-up will be in place to be tracked and documented by the EI Sergeant. Systems will be in place to escalate concerns up to Staff Sergeant and Inspector levels if required. (Also see Recommendations 49, 57-59, and 61).</li> </ul>
<p>61. The CPS explore additional avenues through which members may engage with the Early Intervention Program, for e.g. an officer may directly seek the assistance of the office in responding to an issue that is impacting or has the ability to impinge on his/her effective functioning.</p>	<p><b>Accept – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- This will be a central focus of the communication to members regarding the EI Program – that several avenues exist to access: by system-generated alerts vetted through the EI Analyst and Sergeant, by self-initiation, or by peer/supervisor initiation. We expect to see numbers of self/peer/supervisor initiations to increase as positive word of the program gets out. (Also see Recommendations 49, 57-60).</li> </ul>
<p>62. The CPS create a comprehensive strategic plan to support the prioritization and scheduling of initiatives and the allocation of resources to ensure implementation.</p>	<p><b>Accept – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- “Shaping Our Future” is the next step in determining the long-term strategic direction and vision for CPS. It is a long-term planning process that pulls previous and ongoing work together under one umbrella to provide the most informed direction moving forward with common goals and objectives. Along with the development of a strategic plan, “Shaping Our Future”</li> </ul>

Recommendation	Status
	<p>will include outcomes from a broad Functional Review, the Strategic Foresight report looking at the management of external uncertainties, and the Service Optimization Review which examines infrastructure planning and patrol staffing.</p> <ul style="list-style-type: none"> <li>- A ten-year strategic plan, a standardized decision-making process and a performance management framework are being created. Pending approval by the Executive Leadership Team, launch to all members is expected in Fall, 2020.</li> </ul>
<p>63. The CPS create a Strategic Planning Committee that manages the development and administration of the CPS strategic plan, which should set short, medium and long-term goals, that is one, three and five years.</p> <p>a) The CPS should consider placing the Strategic Planning Committee in the hierarchy of the decision-making, above or in place of the Operations Council.</p> <p>b) The CPS should consider having the Chief Constable chair the Strategic Planning Committee.</p> <p>c) The CPS utilize internal employee surveys and consultation to identify issues of concern, which will assist Strategic Planning in identifying priorities.</p>	<p><b>Accept in Principle – Implementation in Progress</b></p> <ul style="list-style-type: none"> <li>- See status of Recommendation #62, above.</li> </ul>
<p>64. The CPS enhance its internal communications strategy to ensure members are informed of decisions or the progress of projects and initiatives and anticipated timelines to ensure expectations are realistic and informed.</p>	<p><b>Accept – Implemented</b></p> <ul style="list-style-type: none"> <li>- A four-year strategy has been developed in alignment with the overall Service Action Plan by the Public Affairs and Media Relations Unit (PAMRU.) In January 2019, a</li> </ul>

Recommendation	Status
	<p>new internal website, “MyCPS” was launched. Decisions and information from Operations Council, Executive meetings and Calgary Police Commission meetings are now available on the intranet / newsroom as well as information about ongoing projects. PAMRU is also regularly live-streaming Townhalls and increasing the use of static display monitors in Districts and internal social media. A live-stream video format has been increasingly used since COVID-19 to enhance communication between ELT and the entire Service.</p>
<p>65. The CPS engage external support from reputable business schools to support the development and alignment of its business management processes.</p>	<p><b>Accept in Principle – Implemented</b></p> <ul style="list-style-type: none"> <li>- This is being developed in line with the ‘Shaping Our Future’ work. (See Recommendations #62-63.)</li> <li>- A consultant has been engaged to create the strategic plan, a decision-making framework and a comprehensive performance management process.</li> </ul>

## Appendix 2

### SUMMARY OF RECOMMENDATIONS BY THEME

Summary of Recommendations by Theme	CPS Response	Status
<b>Training and CCLC</b>		
9. Elevate CCLC to a Division	Accept in Principle	Implemented
10. CCLC budget	Accept in Principle	Closed
11. PTO Program	Accept in Principle	In Progress
12. DTO Program – enhance program	Accept	Implemented
14. DTO Program – training agenda	Accept	Implemented
15. Approach to training	Accept in Principle	In Progress
16. Cohort-based reclassification training	Accept in Principle	Outstanding
17. Critical decision-making skills	Accept in Principle	In Progress
19. Training curricula and core values	Accept	Implemented
24. Vehicle flight intervention training	Accept in Principle	Implemented
29. Scenario-based training	Accept	Implemented
30. Strategic communication & de-escalation	Accept	Implemented
37. Crisis Intervention Training	Accept in Principle	In Progress
46. Recruit and in-service training	Accept in Principle	Implemented
51. Focus on legal liability	Accept in Principle	Closed
54. Officer Reintegration course	Accept in Principle	In Progress
<b>Communication (External &amp; Internal)</b>		
23. BWC & positive public engagement	Accept in Principle	Closed
32. Communication about Peer Support	Accept	Implemented
47. Code of Ethics	Accept	Implemented
48. Organisational display of vision/mission	Accept	Implemented
64. Internal communications strategy	Accept	Implemented
<b>Mental Health (External &amp; Internal)</b>		
31. Peer Support Program resources	Accept in Principle	Implemented
38. PACT resources	Accept in Principle	In Progress
39. Collaboration with AHS in PACT	Accept	Implemented
40. Officer awareness of supports	Accept in Principle	Implemented
41. Mental Health Act inconsistencies	Accept in Principle	In Progress
42. Officer wait times at health facilities	Accept in Principle	Implemented
43. Holding areas and security at hospitals	Accept in Principle	In Progress
44. Information sharing protocols	Accept in Principle	Implemented

<b>Monitoring Use of Force</b>		
49. Supervisor accountability for officers at risk	Accept in Principle	In Progress
50. Officer recognition	Accept in Principle	Implemented
57. Early Intervention Program resources	Accept	In Progress
58. Early Intervention reporting	Accept	In Progress
59. Early Intervention - monitoring outcomes	Accept	In Progress
60. Early Intervention - accountability	Accept in Principle	In Progress
61. Early Intervention - access	Accept	In Progress
<b>Tools &amp; Tactics</b>		
18. Code 600 (Pursuit) policy	Accept in Principle	In Progress
20. Requirement to carry CEW	Accept in Principle	Closed
21. ARWEN reporting and monitoring	Accept	Implemented
22. BWC reporting and monitoring	Accept	Implemented
25. Tire deflation systems	Accept in Principle	Outstanding
26. Auto Theft Response Team	Accept	Implemented
28. Use of Force policy	Accept	In Progress
35. SBOR forms	Accept	Implemented
36. Debrief process (Operational Reviews)	Accept in Principle	Implemented
<b>Deployment</b>		
13. Deployment, scheduling and training	Accept	Implemented
45. Collaboration with Calgary 9-1-1	Accept	Implemented
52. Senior Officer Patrol Initiative	Accept	In Progress
53. Tenure program evaluation	Accept in Principle	In Progress
55. Patrol reward and recognition	Accept in Principle	Implemented
56. Patrol incentives and compensation	Accept in Principle	Closed
<b>Strategic Planning</b>		
62. Strategic Plan creation	Accept	In Progress
63. Strategic Planning Committee	Accept in Principle	In Progress
65. External support engagement	Accept in Principle	Implemented
<b>Recruiting</b>		
4. File management process	Accept	Implemented
5. Engagement of Psychological Services	Accept in Principle	Implemented
7. Implicit Association Test	Accept in Principle	Implemented
8. Deferred candidates	Accept	Implemented

<b>Advocacy via AACP</b>		
1. Reviewing the Police Act	Accept in Principle	Implemented
2. Urge Province to adopt recommendations	Accept in Principle	Implemented
3. Review Ontario Police Service Act	Accept in Principle	Implemented
6. Evaluation of MMPI-2	Accept in Principle	Implemented
27. Insurance companies and auto theft	Accept in Principle	Closed
33. Fatality Inquiries Act	Accept in Principle	Implemented
34. Resourcing for ASIRT and Office of CME	Accept in Principle	Implemented