



REPORT TO CALGARY POLICE COMMISSION



2024 Annual Policing Plan Fall Report

Date

2024 10 22

Commission Role

- Information only Approval

Type of Meeting

- Full Commission meeting
 Governance and Personnel (G&P) Sub-Committee
 Finance and Audit (F&A) Sub-Committee
 Complaint Oversight (COC) Sub-Committee
 Anti-Racism Committee

Purpose

- Obligation under the *Police Act*
 Update on progress
 Other: (x)

Recommendations

1. It is recommended that the Calgary Police Commission (CPC) receives the 2024 Annual Policing Plan (APP) fall report for information.

Background / Issue

The mid-year report is presented to the CPC as an update on the priorities outlined in the 2024 APP. The 2024 APP consists of four (4) focus areas, nine (9) outcomes, 15 goals and 42 performance measures that support the Calgary Police Service's (CPS) corporate goals and key performance indicators (KPIs). The activities align with the five (5) long-term goals outlined in the Service's Strategy and the 12 commitments identified in the 2023-2026 Service Plans and Budget.

The APP was produced to comply with the requirement in Section 29(1) of the *Police Act* that prescribes that the "commission, in consultation with the chief of police, shall cause to be prepared ... (b) a yearly plan specifying the level of police service and programs to be provided in respect of the municipality."

The Annual Policing Plan (APP) Mid-Year report provides an update on progress towards the priorities outlined in the 2024 APP. In 2024 we are taking a new approach to reporting, altering both the frequency and structure. Quarterly updates have been supplemented by a mid-year and

a fall report. Presented in an interactive dashboard, this report card offers multiple views with increasing levels of detail. This dashboard provides a comprehensive overview of our progress, with the option for readers to delve into specific areas of interest.

The dashboard has been reviewed and approved by all CPC sub-committees and will be live effective the date of the October CPC Meeting and can be viewed through this link: [2024 APP Fall Report Card](#).

Discussion / Analysis

Overall, the 2024 Fall report finds that CPS is steadily advancing towards its annual goals. Among the 42 performance indicators tracked¹, 25 are on track, 13 are progressing, and four (4) are off-track.

The report has been presented to all four (4) Calgary Police Commission subcommittees for review and feedback. Based on their valuable comments, we have made adjustments to improve the clarity and consistency of progress statuses throughout the report.

Measures reported as 'progressing' are either not progressing as expected or have incomplete data at the time of reporting. Details on underperforming measures can be found in the narrative update for each KPI. Common causes include internal factors such as data delays, increased workloads, and shifting project timelines, as well as external factors such as changes in applicant pools, call volumes, and crime rates/trends.

All performance measures reported as 'off track' pertain to satisfaction measures from the Calgary Police Commission's biennial Citizen Survey. While these satisfaction targets have not been met, the results remain stable compared to 2022, and tracking in the right direction. We continue to prioritize the necessary work required to drive improvements. These insights help us to better understand citizens' needs and expectations, guiding our efforts to improve services. The upcoming 2025 CPC Community Summit will provide an opportunity to explore citizen concerns further and examine the factors shaping their perceptions.

Here are key highlights from each focus area of the APP thus far:

Our People

- Notable progress has been made towards expanding learning and development opportunities for members including the launch of a new Learning Management System (LMS) and the procurement of LinkedIn Learning Library. These new systems will give members' more personal ownership over mandatory training compliance and expand learning and training opportunities.
- CPS continues to invest in the development of present and future leadership. Since our last update, the Executive Leadership Team has identified six (6) leadership competencies

¹ Data for some performance indicators is collected annually and therefore may not be available at the time of the report. These measures will be presumed to be 'progressing' until updated data becomes available.

relevant to all ranks/levels of the CPS membership with the intent of embedding consistent skills that align with CPS Our Values into the employee lifecycle. These competencies are:

1. Demonstrates Emotional Intelligence
2. Creates and Sustains Safe, Respectful and Inclusive Workplaces
3. Promotes Supportive, Balanced and Professional Accountability
4. Establishes and maintains collaborative and supportive relationships and engagement within and outside of CPS.
5. Develops Self and Others
6. Strives for Results

Our Diversity

- The Indigenous Relations Team (IRT) continues to engage with the community and incorporate Cultural practices into the Calgary Police Service. Over the summer, with the Indigenous Culture on the Pow Wow Trail, the IRT has had a busy season. They have been actively involved in numerous events and ceremonies, including ten days at River Camp during the Calgary Stampede. Despite this peak in community engagement, the IRT has maintained the delivery of internal training to sections of the Calgary Police including the Chief Crowfoot Learning Centre, Major Crimes, Professional Standards, Domestic Conflict and ALERT.
- The CPS is preparing for its inaugural Inclusion Summit in October. This event will honour our commitment to create a workplace where employees are included and feel they belong. It will provide a platform to share stories and promote a culture of recognition, where members can celebrate accomplishments and engage in meaningful conversations.

Our Community

- The Calgary Police Service is a key partner in Action Table Calgary (ATC), a collaborative initiative with United Way Calgary and the City of Calgary. Since its launch in January, this weekly forum continues to unite over 50 community partners to connect at-risk individuals and families with essential services. To date, Action Table Calgary has supported 71 cases, 36 of which were referred to the table by CPS officers. Additionally, ATC leads have trained approximately 170 professionals on table participation.
- By mid-year, the CPS Youth Services Section has already surpassed their annual target for youth initiative participants, reaching double the goal. From May – August alone, programming was provided to 979 participants.
- The CPS recently participated in the Downtown Safety Leadership Table, a group of leaders working to identify barriers, opportunities, solutions, and strategies to address safety issues. Of the 28 recommendations, many emphasized the need to deliver coordinated and deliberate responses from organizations and communities to achieve better outcomes. The CPS is partnering with the City of Calgary and social agencies to implement these recommendations and fully realize our potential in this area.

Our Performance

- The Bureau of Organizational Performance continues to work with all areas of the Service as well as external agencies to advance advocacy efforts in priority areas. A theme across recent efforts is a push for greater collaboration with the City, social services, and other law enforcement agencies (both provincial and national). These efforts aim to increase safety and identify opportunities for joint advocacy. Considerable work has been completed to ensure the public release of two race data reports on September 25th, 2024.

In addition to this work, a Race Data Strategy has also been developed. This work and the learnings gleaned will assist in the development of a race data policy. As well, work has continued on the public facing Community Safety Dashboard which is set to be launched at the October CPC meeting to increase transparency around police crime and disorder data in Calgary.

Conclusion

Overall, the 2024 Mid-Year report finds that CPS is steadily advancing towards its annual goals. Among the 42 performance indicators tracked, 25 are on track, 13 are progressing, and four (4) are off-track.

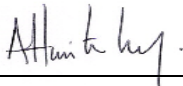
The report demonstrates the CPS' accountability to Calgarians and will be made available to the public and employees on the CPS website. The report also provides the information necessary for the CPC to meet its role of oversight and governance.

Attachments (if any)

- 1. 2024 Annual Policing Plan Mid-Year KPI overview.docx
- 2. 2024 Annual Policing Plan Mid Year overview.pptx

Approval signatures

AUTHOR signature: Jodi Jimenez 2024-10-22
 Jodi Jimenez, Business Strategist Date
 Strategic Planning and Evaluation Unit Strategic Services Division

REVIEWED BY signature:  2024-10-22
 Amory Hamilton-Henry, Manager Date
 Strategic Planning and Evaluation Unit Strategic Services Division

REVIEWED BY signature: Beverly L. Voros 2024-10-22
 Bev Voros, Inspector Date
 Strategic Services Division

EXECUTIVE SPONSOR signature:



2024-10-22

Chad Tawfik, Deputy Chief

Date



Bureau of Organizational Performance




CHIEF OF POLICE signature:


Mark Neufeld, Chief of Police




Date




Office of the Chief



Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
OUR PEOPLE						
Continue to create and sustain workplaces where people are healthy, safe, and engaged: Advance psychological health and well-being among members						
Percentage of members surveyed who are satisfied that the CPS offers a sufficient array of health and wellness services and supports.	69%	79%	-	Progressing 	<p>The Employee Engagement Survey is conducted annually. Until updated data becomes available, the metric is presumed to be 'progressing.' Other activities will influence this metric. Recent examples include:</p> <ol style="list-style-type: none"> 1. A project plan for the Psychological Therapies Governance Framework has been completed. The Framework will provide a foundation to ensure quality service delivery, modernization, improvement, and risk mitigation through the establishment of professional practices (i.e., establish roles, processes, and professional responsibilities) to ensure regulatory compliance and delivery of client-centred psychological support services for our members. Project completion is anticipated by the end of 2024. 2. To improve service, the Abilities Management Program is updating the current Abilities Management software and leveraging existing CPS software for electronic file management. This will address inefficiencies in task management, ensuring appropriate member engagement, while addressing gaps left by the City's cancellation of occupational health suite implementation in CORITY software implementation. 3. The Psychological Therapies Section (PTS) External Provider Portal will be launched in August. It will provide detailed external provider information and PTS will use the system to refer employees to the best provider for their needs. 	Annual Measure
Number of trauma-informed educational/awareness opportunities provided to members and their families.	102	≥ 112	64	On track 	As of Q2 2024, there have been 64 trauma-informed educational/awareness opportunities provided to members and their families, representing 57% of the 2024 annual target (112), and comparable to the same timeframe last year (62). Examples include Wellness Debrief Sessions, Resource Presentations, Training and Education Sessions, and Critical Incident Supports.	



Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
Percentage of supervisors engaged with the Early Intervention Program (EIP) that felt the Program supported them to provide employees with appropriate assistance and guidance.	84%	≥ 85%	-	Progressing 	This measure is reported annually, and until updated data becomes available, it will be presumed to be 'progressing.'	Annual Measure
Continue to create and sustain workplaces where people are healthy, safe, and engaged: Provide adequate training and equipment to support members in their roles						
Percentage of leaders who have completed the Called to Lead 200 Program.	NEW	≥ 90%	72%	On track 	As of Q2 2024, 72% (78 of 108 eligible Staff Sergeants and Managers) have completed the Called to Lead 200 Program. This four-day leadership development program focuses on fundamental leadership skills aligned with the CPS Our Values and CPS Our Strategy, and addresses some of the unique challenges faced by middle management. Four (4) cohorts have been completed and there is one more scheduled in Q4 with capacity for 25 participants, which is enough space to meet the target if all seats are filled. The class is not mandatory which may impact the number of leaders who register.	
Percentage of members surveyed who agree they are provided with adequate training to perform their job.	51%	≥ 55%	-	Progressing 	The Employee Engagement Survey is conducted annually. Until updated data becomes available, the metric is presumed to be 'progressing.' Other activities will influence this metric. Recent progress includes: <ul style="list-style-type: none"> MyLearning, the new Learning Management System (LMS) was successfully launched, promoting training compliance through direct member access to internal eLearnings and monitoring. To help members navigate the new software, CPS intranet posts, troubleshooting emails/hotlines, and virtual information sessions were provided. Additional MyLearning features will become functional as the phased rollout continues, including access to The City of Calgary training portal, which will further expand training offerings. The implementation of MyLearning seeks to further engage the membership in their career development by providing an updated system to access training opportunities. In alignment with member feedback, the LinkedIn Learning Library was procured to provide additional training and career development opportunities. This Library offers thousands of online courses with a wide range of topics so users can follow self- 	Annual Measure


Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<p>directed, individualized learning paths that correspond to their role, stage of career and training goals. The pilot evaluation of the system yielded positive feedback surrounding the quality and breadth of training options. The platform will be rolled out to all members in Q3 2024.</p> <ul style="list-style-type: none"> • To provide members with safe and effective equipment and promote public safety, a vendor has been selected for new Tire Deflation Devices, with ongoing training and an equipment rollout planned for Q4 2024. • The Influential Leadership Program was piloted and launched for members that perform leadership functions but do not formally supervise employees. Moving forward, this course will be available Service-wide and is part of a continued effort to address member concerns surrounding lack of training opportunities in addition to supporting the leadership pipeline. 	
<p>Maintain the current percentage of Subject Behavior/Officer Response (SBOR) reports that are formally reviewed to ensure policy compliance, training, feedback/improvement.</p>	<p>95%</p>	<p>≥ 95%</p>	<p>72%</p>	<p>On track </p>	<p>As of August 2024, 72% of Subject Behaviour / Officer Response (SBOR) reports have been formally reviewed by a Force Review Officer. While all reports will eventually undergo formal review, the process takes time to ensure all necessary data is accurately captured before submission. Typically, reports from a given year will all be reviewed by the first few months of the following year.</p>	<p>A SBOR report (Subject Behaviour / Officer Response) is a form used to report officer use of force (reportable use of force, that is, per De-Escalation and Use of Force policy). It captures officer and subject data, data on the type(s) of force used, and certain additional data related to each individual event.</p> <p>All completed SBOR reports are reviewed</p>


Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
						by Force Review Officers to: <ul style="list-style-type: none"> ensure policy and training compliance, capture feedback that could inform policy/SOPs/training/equipment/other matters.
Continue to create and sustain workplaces where people are healthy, safe, and engaged: Advance HR service delivery through improved consistent application of processes, and technology						
Percentage of members who feel that the promotion process has improved.	NEW	≥ 25%	-	Progressing 	The Employee Engagement Survey is conducted annually. Until updated data becomes available, the metric is presumed to be 'progressing.' Other activities will influence this metric.	Annual Measure
Percentage of members surveyed who agree that CPS practices are applied equitably and fairly to all members.	28%	≥ 38%	-	Progressing 	The Employee Engagement Survey is conducted annually. Until updated data becomes available, the metric is presumed to be 'progressing.' Other activities will influence this metric.	Annual Measure
Talent Management software tool implemented in partnership with The City of Calgary.	NEW	100%	-	On track 	<p>With the intent of embedding consistent skills that align with CPS Our Values into the employee lifecycle (including the new Talent Performance Management System), the Executive Leadership Team has identified six (6) leadership competencies and work is underway to define behaviours that successfully demonstrate these competencies at each rank/level of the CPS membership.</p> <p>The contract has been finalized for the new Talent Performance Management software. In alignment with the Service's new leadership competencies, it will provide a mechanism for structured and consistent performance development across all ranks. This software will be implemented in partnership with The City of Calgary, a current software client, providing an efficient option that integrates with Peoplesoft Human Capital Management system and MyLearning.</p>	Milestone


Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
Resource the Service to maximize organizational performance and employee well-being: Strive for high quality service to the community and support member wellness through recruitment, retention, and prioritization of resources.						
Meet annual sworn recruiting target.	102%	100%	56%	On track 	<p>As of Q2 2024, sworn hiring is at 56% (71) of the 2024 annual target (127) and there are 60 additional recruits scheduled to begin prior to year end. Sworn hiring is comparable to this time last year (72) and the Service successfully met the 2023 sworn hiring target (135).</p> <p>So far this year, in a voluntary survey, 20% (14) of sworn hires self-identified as female and 15% (11) self-identified as belonging to a racialized/marginalized community. The number of sworn female hires is the same, while the proportion of hires that self-identified as belonging to a racialized/marginalized community has decreased.</p> <p>Recruiting efforts continue to be challenging as the CPS works to ensure provincial recruitment standards are aligned with the needs of modern policing. Improvements to the recruitment process are ongoing, with the inclusion of an assessment to ensure communication competencies in applicants.</p>	
Percentage of civilian positions filled within 2 months of posting date.	39%	≥ 50%	-	Progressing 	As of Q2 2024, 30% (27) of the of the 89 civilian postings were filled within 2 months of the posting date, a decrease of 11% compared to the same timeframe last year. Future success will depend on the volume of postings, the applicant pool, and the capacity of civilian hiring staff.	
Career Advisor Program for sworn and civilians implemented.	New	100%	-	On track 	The building of the Career Advisement Program has been focused on supporting members at various stages of their career, which included the creation and delivery of the Career Expo, as well as several lunch and learns profiling Units across the Service to highlight opportunities. In addition, specific supports for members transitioning into retirement was launched, which includes a Life after CPS course offered in partnership with the Wellness and Resiliency Division. The focus for the remainder of 2024 will be on developing and delivering specific learning opportunities that provide members with a Career Planning toolkit for exploring and advancing their careers.	Milestone







Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
OUR DIVERSITY						
Advance anti-racism commitments: Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation						
Indigenous Advisory Circle re-established, and Elder Advisory Circle created.	1	2	-	On track 	The Indigenous Relations Team (IRT) is revising the Indigenous Roadmap to communicate the CPS commitments to Truth and Reconciliation and is currently re-establishing the Indigenous Advisory Circle. The IRT has created a survey for previous Indigenous Advisory Circle members to gather feedback on what has worked in the past and how it can be improved moving forward. The IRT originally planned to create two Circles: an Advisory Circle and an Elders Council. After research and discussions, it was determined that a separate Elders Council was not practical. Instead, the Advisory Circle would be created with membership that includes Elders. The Indigenous Advisory Circle is expected to be completed in Q4 2024.	
Number of events with Indigenous experiential learning for CPS members (for example, ceremonies, blessings, and Indigenous events).	15	≥ 15	36	On track 	<p>The Indigenous Relations Team (IRT) continues to organize and incorporate cultural practices into the Calgary Police Service which include Sweat Ceremonies, Cleansing Ceremonies, and Pipe Ceremonies. During Q2 2024, two Sweat Ceremonies were conducted with a combined total of 42 CPS officers in attendance. IRT continues with the mandate to educate and bring cultural awareness to the traditions of Indigenous Culture. One Sweat was a Dene Sweat on Tsuut 'Ina First Nation and the second was a Nakoda Sweat on Mini Thni First Nation (Morley). In this quarter there were two Recruit Graduations that received a Blessing from a Blackfoot Elder and Metis Elder and one Direct Entry Graduation that received a Blessing from a Blackfoot Elder.</p> <p>This quarter entered into the summer months where the Indigenous Culture was on the Pow Wow Trail. The IRT worked ten days at River Camp during Stampede and were part of opening and closing Ceremonies as well as several grand Entries. IRT also participated in the 2024 Tsuut 'Ina Pow Wow where the CPS colours and IRT were part of the Grand Entry. IRT Sergeant Julian Klyne was specially requested to be a judge in the Junior Males/Females Dance Categories and assist in handing out prize winnings. IRT continues to conduct internal training with sections of the Calgary</p>	


Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					Police including the Chief Crowfoot Learning Centre, Major Crimes, Professional Standards, Domestic Conflict and ALERT.	
Number of interactions with the Indigenous community using culturally appropriate engagement (external individuals and organizations).	50	≥ 50	131	On track 	<p>Indigenous Community Mobilizers have attended approximately 131 events and interactions from January until August far exceeding their annual target of 50 interactions. This includes, Events, Investigation Support, Ceremonies, Awareness Campaigns, Educational engagements.</p> <p>In July 2024, CPS ran its inaugural Indigenous Junior Police Academy, where 22 Indigenous youth aged 12-16 from Treaty 7 Territory and surrounding areas immersed themselves in the world of the CPS and gained insight into the role of a Calgary police officer. The program evaluation revealed that 84% of both families and youth participants agreed or strongly agreed that their perceptions of CPS had improved after completing the IJPA program. Additionally, 83% of respondents indicated that they felt more comfortable interacting with the police after completing the program. 100% of participants and their families agreed or strongly agreed that they were treated with respect during the program. The Service recognizes that there is much work to do to continue to build trust with communities and our activities planned for 2024 are on track. The road to truth and reconciliation is one that requires ongoing commitment and attention.</p>	
Advance anti-racism commitments: Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community						
Percentage implementation of Strategic Anti-Racism Roadmap.	59%	≥ 79%	59%	Progressing 	<p>The Racial Equity Office (REO) continues to make progress towards meeting the deliverables outlined in the Anti-Racism Strategic Roadmap. As of August 2024, the number of completed items remains at 59% (16 in total). While no additional activities have been completed, progress continues with the remaining activities. The current status of all activities is as follows:</p> <ul style="list-style-type: none"> • 16 completed (59%) • 9 in-progress (33%) • 2 not started (7%) <p>Between May and August, the REO continued to provide in-service training to members through the Anti-Racism Training Series and Cultural Humility lessons. With ongoing and continuous engagement identified as a priority</p>	



Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<p>area for the Service, the REO engagement plan was presented to Internal ARAC for review and has now been approved for roll-out this fall.</p> <p>The Community Mobilizers continue to participate in community events and use these interactions to address the needs arising in the community from a Service standpoint. They have evolved their work by helping community members navigate our services, providing training and education internally and externally, and providing consultation to various units within the Service.</p> <p>The Indigenous Relations Team (IRT) continues to work with the Racial Equity office as the IRT Community Mobilizer Teams provide insight from an Indigenous lens for the purpose of engagement in developing a detailed and comprehensive plan for future activities.</p>	
<p>Percentage of citizens who believe officers respond in a fair way when dealing with all segments of the Calgary community (by Indigenous, Black, and Diverse Racialized groups).</p>	<p>61% in 2022</p>	<p>≥ 75%</p>	<p>64%</p>	<p>Off track </p>	<p>The Calgary Police Commission’s survey measures how many Calgarians’ believe that officers respond in a fair way when dealing with all segments of the Calgary community. Although this target is off track, it is tracking in the right direction. The 2024 survey results indicate that the measure remains relatively stable at 64%, with no significant change from 2022. Community feedback suggests room for improvement in dealing with segments experiencing homelessness, mental health issues, or addictions. To improve this position, the CPS will continue to focus on achieving equity in service delivery through enhanced partnerships, improved communications, and officer training. Recent efforts include participating in the Community Safety Investment Framework (CSIF), a funding partnership with The City of Calgary to reallocate resources to community agencies and organizations focusing on alternative ways of responding to Calgarians in crisis. During this period, CPS has supported the open call process for 2025-26 funding that saw 83 applications from community organizations, many with a focus on addressing the unique needs of Indigenous, Black, and diverse Racialized Calgarians. The robust review process is in progress, with decisions expected in the fall. CPS is also working on a communications campaign called Crisis Response: Answering the Call.</p>	

Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<p>Other initiatives include publicly sharing the 2023 Race-Based Data report with a commitment to annual updates, including Use of Force data, alongside the annual De-escalation and Use of Force Report. Professional Standards Business Improvements have reduced the time to address complaints and focused on better serving diverse communities. Community Engagement Response Teams (CERT) have expanded to all eight districts, engaging high system users, and connecting them with resources to address social issues, leading to increased referrals to Community Court. The Social, Mental Health, and Addictions Referral Team (SMART) at APS provides support for individuals in CPS custody, focusing on addiction and mental health needs. The Police Liaison Team (PLT) collaborates with the Diversity Resources Team to engage with community members and organizers of demonstrations and protests, ensuring an understanding of rights and limitations. Continued efforts on the implementation of the Indigenous Roadmap and IRT Work include investment in an Indigenous navigator position within the Missing Persons Unit. These initiatives highlight CPS's ongoing efforts to address key performance indicators and improve service delivery.</p>	
Progress a culture of accessibility, inclusion and belonging: Embed equity in our systems and services						
<p>A: Percentage of annual officer applicants from racialized and/or marginalized communities. B: Percentage of annual female officer applicants.</p>	56%	≥ 60%	38%	Progressing 	<p>A: As of Q2 2024, 38% (127) of officer applicants self-identified as belonging to a racialized and/or marginalized community. In the 2021 Statistics Canada Census, 44% of the total population of Calgary belonged to a racialized/marginalized community.</p> <p>B: As of Q2 2024, 17% (58) of completed sworn applications (332) were from applicants who self-identified as female, compared to 20% (112) at this time last year. The proportion of female applicants in 2024 has declined slightly. This measure does not currently have a target; however, increasing the percentage of female officer applicants is desirable.</p> <p>To foster a diverse sworn applicant pool:</p>	<p>Due to a systems changeover, 332 of 357 sworn applicants had the opportunity to answer diversity identity questions in the new CPS application portal.</p>



Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<ul style="list-style-type: none"> Regular podcasts are being created which highlight the roles of police officers in our Service. Women’s Recruitment Boot Camps were held with positive feedback about improvements to physical fitness and readiness after completion. The Indigenous Pathway to Policing weekend took place in July, where the Indigenous Relations Team engaged and supported participants to be successful in the police application process. There is an Equity, Diversity, Inclusion, and Belonging (EDIB) marketing campaign planned for the Fall. 	
Strengthen and implement Equity, Diversity & Inclusion (EDI) tools.	NEW	1	-	Progressing 	<p>Since elevating the Culture, Inclusion and Belonging Section, several initiatives have been advanced such as:</p> <ul style="list-style-type: none"> Adopted the Behaviours Zone Continuum from the City of Calgary which defines conduct on an escalating scale: Positive, Concerning, Offensive, and Serious. Offensive and serious behaviours require immediate action, constitute egregious violations of policy, and require an investigation. The Continuum was soft launched on the Workplace Investigation Team site and will be used to update the Respectful Workplace and Violence in the Workplace policies. Contracted a vendor to complete an Equity, Diversity, Inclusion, and Belonging (EDIB) Maturity Assessment for the Service. The assessment measures progress towards our EDIB goals/priorities using the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB), a tool used to measure an organization's EDIB maturity level and provide actions to guide strategic planning. The assessment and final report will be used to inform future priorities and to operationalize the Inclusion and Belonging Framework and Strategy. Planning the CPS’ first Experience Inclusion and Belonging event for the fall of 2024. The event will honour our commitment to create a workplace where employees are included and feel they belong. It will provide a platform to share stories and promote a culture of recognition, where members can celebrate accomplishments and engage in meaningful conversations. 	Milestone


Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
Support the creation of two new employee resource groups and sustain the two existing employee resource groups.	2	4	-	Progressing 	The Office of Culture, Inclusion, and Belonging (OCIB) is providing help and system navigation support to employees who are leading the development of a new Employee Resource Group (ERG) for Neurodivergent employees.	Milestone
OUR COMMUNITY						
Foster community safety and wellbeing: Identify, respond, and investigate trends in crime and social disorder to improve community safety						
Reduction in violent crime in public spaces.	7,574	≤ 7,195 (≥ 5% decrease)	4,865	On track 	The methodology for this measure has been refined to reflect specific violent violations (assaults, robberies as the most serious violation). There has been a 12% decrease in violent crime incidents from January to August compared to the same time last year.	
A: Reduction in number of shooting incidents. B: Number of crime guns seized.	100	≤ 95 (≥ 5% decrease)	A: 56 B: 338	On track 	A: A total of 56 shooting incidents occurred between January and August 2024. This compared to 70 from same period last year. B: A total of 338 guns were seized between January to August 2024. This compares to 308 from the same period last year.	Quarterly Crime Updates are available at https://www.calgary.ca/cps . Please be advised these reports are not available until six to eight weeks after the quarter - this is due to report coding requirements.
Reduction in social disorder calls in public spaces.	90,258	≤ 85,745 (≥ 5% decrease)	51,359	On track 	The disorder statistics from January to August in Centre City communities registered a 9% decrease of disorder calls compared to the same time last year and a 16% decrease compared to the 5-year average.	
Foster community safety and wellbeing: Continue collaboration with partners to improve service delivery						
Percentage of youth diverted vs youth charged (EJS, Referral to Community Program, EJS pre-charge, EJS post charge, Warning YCJA, Other means YCJA).	55%	≤ 60%	55%	On track 	The ratio of youth charged to diverted continues to favour diversion, with the percentage of youth charged remaining well below 60%.	
Percentage of calls that result in an occurrence report.	23%	≥ 25%	18%	On track 	This metric was designed to assess call diversion success. There is a minor increase in the number of calls for service resulting in an occurrence	



Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					report, with a half percentage point rise when comparing 2023 to YTD 2024 (January - August).	
Number of participants in CPS youth initiatives.	700	700	1,403	On track 	<p>The Multi-Agency School Support Team (MASST) averaged 133 participants per month between May and July 2024 totalling 399. The unit is fully staffed to 12 teams which has allowed for the increase in number of clients.</p> <p>The Youth at Risk Development Program (YARD) averaged 66 participants per month between May and July totalling 197. YARD currently has a wait list for clients that fluctuates between 30-34.</p> <p>REDIRECT transitioned from the Community Services Section to the Youth Services Section. This team is comprised of one CPS Constable and one Social Worker. REDIRECT is re-defining their mandate to adjust to the current geopolitical climate. The monthly participant average for May to July is 8 with a total of 24.</p> <p>Calgary Police Cadet Corps currently has 97 participants taking part in weekly learning and skills classes, along with community events. Police members are continuing to volunteer their time to interact with and teach lessons to cadets. The program runs from September to May each year.</p> <p>Powerplay is a free program where CPS engages with youth ages 6-17 through hockey and soccer programs. Between May and August 2024 there were a total of 190 participants, Powerplay hockey wrapped up with over 90 youth and parents celebrating the hockey season while soccer had 100 participants.</p> <p>The Youth Advisory Board is accepting applications from passionate and engaged young individuals between the ages of 14 and 18 to join the board. The youth commitment and fresh perspectives will contribute significantly to our collective efforts within the CPS. The deadline for application is October 31, 2024.</p>	




Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					The Junior Police Academy held three camps between May and August 2024, for youth aged 12 to 16. The week-long program involved a look into the life of a Calgary police officer with demonstrations from the Victim Assistance Support Team (VAST), the Tactical Unit, Canine Unit, Mounted Unit, Air Support, and Recruitment. This year, the program also incorporated a crime to solve during the week with participants collecting evidence with supporting patrol and specialty unit members. There were 72 total participants.	
Foster community safety and wellbeing: Deliver education and programming on public safety and crime prevention						
Percentage of time patrol spends on proactive activities.	18% in 2022	≥ 23%	18%	On track 	This metric is reflective of January to August and only reflects patrol officers. The metric is under revision as it does not capture the work the CPS recently launched Community Engagement Response Teams (CERT), funded through the Government of Alberta's Safe Street's Action Plan. These teams are tasked with creating safe public spaces by proactively engaging with community and reducing crime and social disorder through focused, collaborative enforcement, and compassionate support. Future measures will include CERT, Beats and Bikes and Community Resources Officers that play a critical role in working proactively with the community.	
Percentage citizens who believe CPS prevents crime by partnering with community agencies to address issues such as mental health, homelessness, and substance abuse.	52% in 2022	≥ 57%	55%	Off track 	The Calgary Police Commission's survey measures how many Calgarians' believe CPS prevents crime by partnering with community agencies to address issues such as mental health, homelessness, and substance abuse. Although this target falls short of our goal, we are tracking in the right direction. While Calgarians have relatively low agreement that CPS partners with community agencies to address issues such as mental health, homelessness, and substance use, the 2024 survey results indicate that the measure remains relatively stable at 55%, with no significant change from 2022. To improve this position, the Calgary Police Service will continue to focus on enhancing partnerships with community agencies. Recent efforts include: <ul style="list-style-type: none"> Supporting the Government of Alberta's Navigation Centre, an integrated service provision location in the East Village. The Navigation Centre provides services such as government issued 	

Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<p>identification, medical, mental health, recovery coaching, housing, and income supports.</p> <ul style="list-style-type: none"> • The Calgary Police Service is a key partner in Action Table Calgary (ATC), a collaborative initiative with United Way Calgary and the City of Calgary. Since its launch in January, this weekly forum continues to unite over 50 community partners to connect at-risk individuals and families with essential services. To date, Action Table Calgary has supported 71 cases, 36 of which were referred to the table by CPS officers. Additionally, ATC leads have trained approximately 170 professionals on table participation. • The CPS participated in the Downtown Safety Leadership Table, a group of leaders working to identify barriers, opportunities, solutions, and strategies to address safety issues. Of the 28 recommendations, many emphasized the need to deliver coordinated and deliberate responses from organizations and communities to achieve better outcomes. The CPS is partnering with the City of Calgary and social agencies to implement these recommendations and fully realize our potential in this area. • The CPS has also recently launched the Community Engagement Response Teams (CERT), funded through the Government of Alberta's Safe Street's Action Plan. These teams deployed citywide are tasked with creating safe public spaces by engaging with community and reducing crime and social disorder through focused, collaborative enforcement, and compassionate support. • Each year, over 11,000 individuals are arrested for violating the Criminal Code or other Legislative Acts and are required by law to be transported to the Arrest Processing Section. The Calgary Police Service recognizes that many of these individuals are experiencing mental health, addictions and social issues and need support. The CPS has partnered with Alberta Health Services through the Government of Alberta's Urban Strategies Grant to create the Social, Mental Health, and Addictions Referral Team (SMART). This team operates out of the Arrest Processing Section and gives individuals in custody the opportunity to meet with a SMART 	




Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					clinician to explore their circumstances and discuss the referrals/resources they would benefit from.	
A: Reduce the number of fatal vehicle collisions. B: Reduce number of major injury vehicle collisions.	24	≤ 18 (≥ 25% decrease)	A: 15 B: 331	Progressing 	Fatal collisions are tracked in real time as they are investigated internally by Traffic Section. However, data on major injury collisions may be delayed due to dependence on reports from an external system. As a result, the major injury count may be incomplete and may not accurately reflect year-to-date- figures.	
Foster community safety and wellbeing: Through our actions, guided by training, policy, and standards, deliver professional service to the community and victims of crime						
Percentage citizens who believe CPS is a police service I trust.	77% in 2022	≥ 82%	77%	Off track 	<p>The Calgary Police Commission’s survey measures how many Calgarians agree that CPS is a police service they trust. The 2024 survey results indicate that the measure remains relatively stable at 77%, with no significant change from 2022. When this question was first asked in 2020, 85% expressed moderate to high trust. The 2022 survey saw this measure decline to 77%. Since then, the goal has been to regain higher levels of public trust and confidence through increased transparency and accountability.</p> <p>Some of the ongoing efforts to address this key performance indicator include race-based data analysis and reporting, showcasing transparency and accountability, and professional standards improvements, enhancing processes and performance outcomes, including reduced timelines. CPS has implemented a strategic communications plan to engage communities and communicate CPS activities and achievements through various methods, such as the Nextdoor App. They focus on continuous improvement in clearance rates to support better outcomes and increase public confidence in the police. Transparency and accountability are further emphasized by sharing information about disciplinary processes and outcomes, collecting demographic data of complainants, and ensuring best practices in investigations of discrimination or racism. Equity, Diversity, and Inclusion (EDI) efforts include providing EDI training, incorporating EDI into policy processes, and implementing an anti-racism</p>	




Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<p>strategy. Community engagement also involves working with protest and rally organizers to increase public safety, collaborating with diversity boards, and hosting community coffee events with CPS officers. The Community/Indigenous Mobilizers aim to engage with community populations that have lower levels of trust in the police, working directly with these communities to foster trust, relationships, and access to services by breaking down barriers and changing perceptions.</p> <p>The Hate Crime Prevention Team has delivered 149 presentations. The Diversity Resource Team has attended 107 events to promote CPS values and the importance of diversity, equity, and inclusion, including notable events like the Akram Jomma Youth Summit and MAC Islamic School Career Day. They have also organized events such as the Latin America Community Leaders Forum and the Caribbean Youth Summit. Key programs and initiatives include Operation Tee Time, a week-long golf program for 48 kids and their parents, and “You and the Law” presentations, which reached approximately 1,860 newcomers. Other presentations on cyber safety, fraud, Black History Month, and hate bias were attended by 3,171 people. Special events like the CPS Diversity Fair, held at CPS Headquarters, showcased cultural traditions to CPS members. Training initiatives include Diversity Level I and Diversity Level II. The launch of the Connection Initiative, a pilot project, aims to build stronger connections between diverse communities and CPS officers, involving an initial nine refugee families, 16 volunteers, and 14 officers.</p>	
Percentage of complaints resolved within 12 months.	70.5% (2023) 52% (2022)	≥ 50%	91%	On track 	<p>The Professional Standards Section (PSS) is above target thus far in achieving file closure rates under 12 months and will continue to meet this goal as the year progresses.</p> <p>Between May and August 2024, PSS received a total of 390 complaints, comprised of 298 citizen contacts and 92 external complaints. 91% of complaints closed between May and August have been resolved in under 12 months.</p>	

Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
Number of public complaints (contacts) and number of compliments to Professional Standards Section.	Complaints : 1160 (5-year avg) Compliments: 306 (5-year avg)	Maintain 5-year average	Complaints: 741 (5-year avg) Compliments: 181 (5-year avg)	Progressing 	Between May and August 2024, the Professional Standards Section (PSS) received a total of 390 complaints, comprised of 298 citizen contacts and 92 external complaints. Compliment numbers vary on a monthly basis, however, as of August 2024 we are trending towards not meeting the five-year average. The five-year average is expected to be maintained for the number of complaints. As of 2024 August, PSS received 85 compliments.	
OUR PERFORMANCE						
Achieve excellence in service delivery: Continuously improve timely and meaningful communication with the public						
Percentage citizens who agree CPS keeps Calgarians informed about safety, crimes, and police actions.	68% in 2022	≥ 70%	66%	Off track 	In response to community feedback, the CPS has made concerted efforts to enhance communications to meet the needs of different audiences. Key initiatives include a growing presence on the Nextdoor App, where tailored content is delivered to specific communities in collaboration with Community Resource Officers to address crime trends and prevention needs. In terms of external communication, CPS has launched a podcast series called “Called to Serve, The Podcast” on Apple and Spotify, exploring the characters behind the police uniform. They have also focused on recruitment marketing, targeting Indigenous community applicants and experienced officers, and have implemented a policy change to no longer provide surnames in media releases to protect privacy. Additionally, CPS respects families by avoiding specifics in cases of suicide or non-criminal death and removing related social media posts. Partnerships with The City of Calgary focus on transit and public spaces safety. To address public demand for more crime prevention material, CPS shared 258 social media posts from January to June 2024, achieving 875,006 impressions and 19,462 engagements, with a 3.82% engagement rate. The Chief has also participated in approximately 18 media appearances in 2024, addressing strategic topics and responding to newsworthy questions. The Service has plans to launch the Community Safety Dashboard which will provide access to crime and disorder data within their communities. These efforts aim to	

Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					improve communication, increase access to information of interest, and address the slight drop in satisfaction noted in the 2024 survey.	
Number of media mentions.	17,398	≥ 18,094 (≥ 4% increase)	37,000 (YTD)	On track 	As well as taking steps to improve our storytelling through social media and other channels, we also know that the public still rates traditional media as a trusted source over direct communications from an organization. As such, we continue to foster strong relationships with the media in order to obtain fair and balanced coverage.	
Social media engagement rate.	5%	≥ 6%	6%	On track 	This KPI is now back on track following the successful hiring of a Social Media Communications Specialist.	
Achieve excellence in service delivery: Work effectively with orders of government and the justice system						
Favorable legislation/reform measures passed related to advocacy efforts.	Narrative	Narrative	Narrative	On track 	<p>The Bureau of Organizational Performance has continued to work with all areas of the Service to advance advocacy efforts across a variety of high priority areas. This includes but is not limited to:</p> <ul style="list-style-type: none"> Engagement of the Federal and Provincial Government on the Guns and Gangs Violence Enforcement Funds to support internal initiatives aimed at reducing violence in our community. Working in partnership with the Alberta Association of Chiefs of Police, the CPS has managed to fund 5 different initiatives to support this work. The CPS continued its work with the municipal and provincial government to establish Calgary's Navigation and Support Centre aimed at supporting vulnerable people getting access to support. The Navigation Centre opened in July of 2024. This initiative is one that the Service has been working toward over the last several years. The Provincial Recruitment Support Grant which has provided an additional 50 officers in 2024 to address crime and social disorder in public spaces in Calgary is being implemented with the first phase completed. Establishment of the Community Engagement Response Teams (CERT) in 4 districts as well as two members focused on addressing encampments have been deployed to 	

Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<p>address areas of crime and social disorder and those who are categorized as high system users, addressing them with appropriate supports and intervention.</p> <ul style="list-style-type: none"> • The CPS has been advocating with the province regarding the role of automated traffic enforcement (ATE) in the spectrum of activities aimed at increasing traffic safety. The freeze in ATE activities by the province has been followed with an engagement session where the CPS and City of Calgary participated to provide perspectives on its value and role in driving down serious injury and fatal collisions by reducing speeds and high-risk driver behaviours. This work is ongoing in anticipation of further deliberations by the province. • The CPS has worked with the Provincial Sheriffs Branch in establishing a Memorandum of Understanding and interagency procedures in relation to the South Fugitive Apprehension Sheriffs Support Team (FASST). This program is a joint effort to address those who are wanted on outstanding warrants and pose a risk to community. The collaboration between agencies has been important in ensuring diligence in supporting public and officer safety. • Recidivism and offender management. The CPS has continued to supply information and data to demonstrate the impacts of offenders who reoffend while released causing further victimization. This information has been shared with the Ministry of Public Safety and Emergency Services to support decisions pertaining to the effectiveness of law enforcement and the judicial system. • Supporting the enforcement of Noisy Vehicles as per Council's Notice of Motion in relation to the Proposed Amendments to the Calgary Traffic Bylaw (26M96). The CPS has played an integral role in supporting City of Calgary Peace Officers in establishing their Traffic Safety Team who will be piloting the enforcement of noisy vehicles which continues to be a public health issue for Canadian municipalities. This work has been inclusive of input on the bylaw, provision of training to the newly established team, and clarifying 	

Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
					<p>roles and responsibilities in a new area of work within the City. The CPS continues to collaborate with the City of Calgary Emergency Services and Community Safety area on this initiative.</p> <ul style="list-style-type: none"> The CPS continues to work with the Alberta Association of Chiefs of Police and through the Canadian Association of Chiefs of Police on several other advocacy items provincially to support common interests across law enforcement agencies in the province and nationally. Additionally, the Bureau of Organizational Performance is continuing the work of engaging the City of Calgary's Government Relations area to identify common areas for joint advocacy. 	
Organizational readiness for Police Act reform, including strong engagement with Ministry.	Internal project working group: CPS member serves full time as a Senior Police Advisor on Police Act Reform	Monthly Police Act reform meetings with GoA: Member of AACP Police Act reform sub-committee	Narrative	On track 	Monthly meetings with the GoA continue to be a priority to ensure organizational readiness and engagement. Member has attended 100% of Police Act Reform meetings with the GoA as part of the AACP Police Act Reform subcommittee.	
Be fiscally responsible while delivering quality service: Optimize investments and efforts to continuously monitor, control, and improve information sharing, processes, facilities, and technology across the Service						
Percentage completion of major IT initiatives (SENTRY Enhancement, CAD Implementation).	15%	≥ 50%	25%	On track 	All the major initiatives from Information Technology, Infrastructure and Fleet are progressing as expected.	
Percentage of capital spend for infrastructure, IT, and Fleet.	60%	≥ 65%	49%	On Track 	The percentage spend is on track as of the end of July 2024.	

Performance indicator	2023	2024 Target	Fall Update	Status	Narrative	Data Notes
A: Meet Operating budget through effective projections and spending. B: Meet Capital budget through effective projections and spending.	Within budget	Within budget	Within budget	Progressing 	A: The Operating Budget is currently on track and aligns with the approved budget. B: The approved 2024 planned Capital Budget is on track. It should be noted that the escalating costs associated with construction of the shooting range have caused the Capital Budget to exceed its initial projections by 13M, thus, moving this target to progressing. Work is underway to address the cost escalation on this capital project through the Mid-cycle budget adjustment process.	
Provide efficient and accessible data for decision-making and transparency: Provide timely, valid, and consumable data to support operations and decision-making						
Dashboards developed to share relevant information in accessible formats with the public.	Narrative	Narrative	-	On track 	There are several dashboards that have been developed for the public. Two dashboards are in the final stages of the technical testing and should be released within the next quarter.	
Policy developed to guide work on race-based data.	NEW	1	-	On track 	Considerable work has been completed to ensure the public release of two race data reports on September 25 th , 2024. In addition to this work, a Race Data Strategy has also been developed. This work and the learnings gleaned will assist in the development of a race data policy.	



ISC: Unclassified

2024 Annual Policing Plan Fall Report

Presenter: Beverly Voros, Inspector
Strategic Services

2024 10 30





The 2024 APP consists of:




- 4 focus areas
- 9 outcomes
- 15 goals
- 42 performance measures



Overview

ISC: Unclassified

The Calgary Police Service continues to advance towards its annual goals. Among the 42 performance indicators tracked:

- 25 are on track 
- 13 are progressing 
- 4 are off-track 



Highlights – *Our People*

ISC: Unclassified

Learning and Development

- Launch of a new Learning Management System (LMS).
- Procurement of LinkedIn Learning Library.
- Increased personal ownership over mandatory training compliance.
- Expanded learning and training opportunities.

Leadership Development

Identification of six leadership competencies:

1. Demonstrates Emotional Intelligence.
2. Creates and Sustains Safe, Respectful, and Inclusive Workplaces.
3. Promotes Supportive, Balanced, and Professional Accountability.
4. Establishes and Maintains Collaborative and Supportive Relationships.
5. Develops Self and Others.
6. Strives for Results.



Highlights – *Our Diversity*

ISC: Unclassified

Indigenous Relations Team (IRT) Engagements

- Active involvement in community events and ceremonies.
- Busy season with Indigenous Culture on the Pow Wow Trail.
- Ten days at River Camp during the Calgary Stampede.
- Continued internal training delivery to various CPS sections.

Inaugural Inclusion Summit

- Scheduled for October.
- Focus on creating an inclusive workplace.
- Platform for sharing stories and promoting recognition.
- Celebration of accomplishments and meaningful conversations.



Highlights – *Our Community*

ISC: Unclassified

Action Table Calgary (ATC) Partnership:

- Key partners: Calgary Police Service (CPS), United Way Calgary, City of Calgary.
- Weekly forum uniting over 50 community partners.
- Supported 71 cases, 36 referred by CPS officers.
- Trained 170 professionals on table participation.

Youth Services Section Achievements:

- Surpassed annual target for youth initiative participants.
- May-August: 979 participants in programming.

Downtown Safety Leadership Table:

- CPS participation in identifying safety barriers and solutions.
- 28 recommendations for coordinated responses.
- Collaboration with City of Calgary and social agencies for implementation.



Highlights – *Our Performance*

ISC: Unclassified

Bureau of Organizational Performance:

- Ongoing collaboration with all Service areas and external agencies.
- Focus on advocacy in priority areas.
- Emphasis on greater collaboration with the City, social services, and law enforcement agencies.
- Efforts aimed at increasing safety and identifying joint advocacy opportunities.
- Continued work toward the public facing Community Safety Dashboard enabling community visibility into crime and disorder data.



Off Track Performance Measure Summary

Off Track Measures

- All pertain to satisfaction measures from the Calgary Police Commission's biennial Citizen Survey.
- Satisfaction targets not met but results stable compared to 2022.

Improvement Efforts

- Prioritizing work to drive improvements.
- Insights guide understanding of citizens' needs and expectations.

2025 CPC Community Summit

- Opportunity to explore citizen concerns.
- Examine factors shaping perceptions.



Off Track Performance Measure ●

Percentage of citizens who believe officers respond in a fair way when dealing with all segments of the Calgary community (by Indigenous, Black, and Diverse Racialized groups).

Ongoing Efforts to Address This Key Performance Indicator:

- Race-Based Data
- Professional Standards Business Improvements
- CERT Teams
- SMART Initiative in APS
- Police Liaison Team (PLT)
- Indigenous Roadmap and Indigenous Relations Teams (IRT) Work



Off Track Performance Measure ●

ISC: Unclassified

Percentage citizens who believe CPS prevents crime by partnering with community agencies to address issues such as mental health, homelessness, and substance abuse.

Ongoing Efforts to Address This Key Performance Indicator:

- Navigation Centre
- Action Table Calgary (ATC)
- Downtown Safety Leadership Table
- Community Engagement Response Teams (CERT)
- SMART Initiative
- Collaborations with City Partners
- Community Court Initiative



Off Track Performance Measure

ISC: Unclassified

Percentage citizens who agree CPS keeps Calgarians informed about safety, crimes, and police actions.

Ongoing Efforts to Address This Key Performance Indicator:

- **Next Door APP**
- **External Communication**
 - Podcast: *Called to Serve*
 - Modernized recruitment marketing
 - Policy: No surnames in media releases; no specifics in suicides or non-criminal deaths
- **Collaboration**
 - Partnering with The City of Calgary on transit and public spaces safety
- **Crime Prevention**
 - Actively sharing advice and warnings via traditional and social media
- **Chief Media Interviews**
 - Monthly appearances



Off Track Performance Measure



ISC: Unclassified

Percentage of citizens who believe CPS is a police service I trust.

Ongoing Efforts to Address This Key Performance Indicator:

- Race-Based Data Work
- Professional Standards Improvements
- Strategic Communications Plan
- Focus on Clearance Rates
- Transparency and Accountability
- Equity, Diversity, and Inclusion (EDI):
- Community Engagement
- Community Mobilizers and Indigenous Mobilizers
- Annual Policing Plan dashboard



Off Track Performance Measure Continued

Hate Crime Prevention Team

- Delivered 149 presentations

Diversity Resource Team and Initiatives

- Attended 107 events
- Operation Tee Time
- The You and the Law: 48 presentations
- Other presentations: 20 sessions on cyber safety, fraud, Black History Month, and hate bias

Events and Training:

- Diversity Fair
- Diversity Level 1 & Level 2 training
- The Connection Initiative
- Indigenous Junior Police Academy



ISC: Unclassified

QUESTIONS?