Joint Business Plan

Alberta RCMP / Alberta Justice and Solicitor General

Fact Sheet – Mandate and Structure

The Alberta Royal Canadian Mounted Police (RCMP) ensures the safety and well-being of all Albertans. Through the Provincial Police Service Agreement, the RCMP provides policing services as Alberta's Provincial Police Service. The Alberta RCMP is committed to upholding the law so that all residents can feel safe in their communities. The 2022/23-2024/25 Joint Business Plan supports the 2021-2024 Alberta Justice and Solicitor General's Business Plan outcome that *Albertans are safe and protected*. This will be achieved through priorities that have been developed in consultation and collaboration with JSG and with input from Rural Municipalities of Alberta and Alberta Municipalities. The development of this plan has also taken into consideration input from communities as reflected in the Interim Police Advisory Board (PAB) report.

Over the next three years, the Alberta RCMP pledges to enhance engagement and communication with communities and stakeholders, and work collectively through consultation and collaboration to develop policing priorities that reflect their needs. The first step of this was initiated in the creation of this plan by making a conscious effort to ensure that JSG, Rural Municipalities of Alberta (RMA), and Alberta Municipalities (AM) were involved in the creation of priorities that serve our communities. Moving forward, the RCMP will work at local levels to ensure all Albertans are informed about and included in setting the policing priorities for their communities.

As an innovative organization, the RCMP understands that in order to create and maintain safe communities, policing needs to be proactive and disrupt the cycle of crime. We must understand the drivers of crime and focus on priority offences to increase community safety. In order to do this efficiently we must use all resources available, including intelligence, analytics, and partnerships to ensure that all parts of the crime cycle are addressed. By working collaboratively with partners we are able to effectively utilize police resources and services within the community safety ecosystem.

We understand that communities have different needs and that in order to be effective we must be responsive to those needs. By strengthening relationships, working together in support of Reconciliation, and responding to the needs of Indigenous communities we can ensure safety for all. Promoting inclusion and building trust with diverse communities is paramount, and we must address the behaviours that threaten their sense of safety and belonging. We must listen to the concerns of diverse and vulnerable communities in order to respond effectively and promote their inclusion. In so doing, we can ensure that service delivery models and strategies effectively meet the policing needs of all our communities.

The 2022-25 Alberta Justice and Solicitor General/Alberta RCMP Joint Business Plan supports the 2021-2024 JSG Business Plan's outcome that Albertans are safe and protected. This will be achieved through the following priorities that are being proposed for Minister's consideration following a series of joint planning meetings between AJSG and AB RCMP.

Priority 1: Enhancing Engagement and Communication with Communities and Stakeholders

Engaging with our communities to collectively develop policing priorities that are community-led and enhancing communication about matters related to local policing services.

Objectives

1.1 Work collectively through consultation and collaboration to develop policing priorities that are community-led.

1.2 Develop communications in a manner that improves community knowledge and understanding about matters related to local policing services.

Activities

1.1.a Engage with key stakeholders to enhance reporting and to better understand the needs of our communities and how the RCMP can best meet those needs.

1.1.b Hold Initial town-hall style meetings to solicit input on community policing priorities and concerns, which will inform the APP. These results will be reported in follow-up town-hall meetings, and on an ongoing basis through Quarterly Community Reports.

1.2.a Enhance timely communications with communities using existing and new tools.

1.2.b Pursue opportunities to proactively and creatively increase knowledge about Alberta RCMP programs and services that keep Albertans safe.

1.2.c Enhance engagement and information sharing with communities around service delivery, contract and financial issues.

1.2.d Continue to implement the roll-out of detachment-managed social media accounts.

Performance Measurements

Short Term Outcomes:

1.1
- Key stakeholders report:
  - Increased opportunities to provide feedback
  - RCMP are more accessible
  - Being heard
  - Increased awareness of crime prevention strategies
- Number of priorities identified through consultations and town halls

1.2
- Albertans report increased awareness about incidents and events in their communities
- Albertans report increased awareness about Alberta RCMP programs and services
- Communities report increased levels of engagement, increased availability of information
- Number of social media followers
- Increased number of interactions with posts (e.g., likes, shares, comments)
- Stakeholders, partners, and Albertans report increased availability of information through social media channels

Medium Term Outcomes:

1.1
- Key stakeholders report increased levels of satisfaction
- Increased satisfaction with detachment/community relationships among partners
- Increased number of policing priorities communicated
- Increased levels of satisfaction reported among Albertans
- Number of priorities actioned

1.2
- Albertans report increased levels of satisfaction and trust and confidence in the RCMP
- Communities report increased levels of satisfaction and trust and confidence in the RCMP
- Increased levels of satisfaction reported among partners, stakeholders, Albertans
- Stakeholders and partners are satisfied with dissemination

Priority 2: Community Safety and Well-Being

Working with partners in an integrated, multi-faceted manner to interrupt the cycle of crime and victimization.

Objectives

2.1 Work in a multi-faceted, collaborative manner with partners to achieve common goals that support community safety, reduce vulnerabilities that contribute to victimization, and that effectively use police resources within the entire safety ecosystem.

2.2 Provide timely and meaningful information to the public, which increases public engagement, trust and confidence with the RCMP.

Activities

2.1.a Collaborate with community partners to facilitate initiatives (e.g., Crime Stoppers, Rural Crime Watch, Citizens on Patrol) that improve or address vulnerable populations in Alberta, then share information about these initiatives for replication by other communities.

2.1.b Deliver programs related to community wellbeing, including Rural Police and Crisis Teams and Referral-based programs.

2.1.c Research and deliver training to police on intervention/de-escalation techniques

2.2.a Develop and improve communication platforms, including:
   o Crime Mapping and RCMP app
   o Strong social media campaigns in specific areas for unfolding issues
   o Improve call management communication
   o Build Crime Prevention Toolkit stakeholders

Performance Measurements

Short Term Outcomes:

2.1
- Number of crime impacted community initiatives
- Number of community member/volunteers participating in the shared initiatives
- Number of people referred to services provided by partners, and/or community agencies within the safety ecosystem
- Number of front-line members trained in de-escalation techniques

Medium Term Outcomes:

2.1
- Reduced repeat victimization
- Reduction of crime in vulnerable communities
- Stakeholders express confidence in the RCMP
- Increase in referrals to agencies within the safety ecosystem
- Reduction in number of intervention options used during mental health calls

2.2

- Number of site hits
- Number of media messages
- Increase in reporting using online reporting
- Number and results learned from use of crime prevention tools

2.2

- Albertans express satisfaction with provided RCMP information
- Increased public engagement and participation through social media accounts

Priority 3: Indigenous Communities

Strengthening relationships, working together in support of Reconciliation, and responding to the needs of Indigenous communities in Alberta.

Objectives

3.1 Consult with Indigenous communities in order to effectively respond to the needs of Indigenous communities.

3.2 Strengthen positive relationships with Indigenous communities in Alberta.

3.3 Work together with Indigenous communities in support of Reconciliation.

Activities

3.1.a Work with community partners to ensure culturally sensitive supports are in place for victims, witnesses, offenders, and police officers.

3.2.a Increase efforts focused on Indigenous Community Engagement.

3.2.b Increase the representation of Indigenous people in Alberta RCMP.

3.3.a Enhance awareness and education opportunities to support Reconciliation.

Performance Measurements

Short Term Outcomes:

3.1

- Number and type of Restorative Justice Practice (RJP) training opportunities available
- Number of community partnerships developed

Medium Term Outcomes:

3.1

- Frequency of use of RJP by type of practice and offense
- Number of pre-charge referrals
- Staff report implementing community advice and guidance in policing practice

3.2

- Number of events attended
- Number of First Nation Communities reported on the Annual Performance Planning (APP) platform
- Number of recommendations from Commanding Officer's Indigenous Advisory Committee (COIAC) actioned
- Number of recruitment activities specifically targeting Indigenous people

3.2

- Staff report improvements in workplace culture
- Indigenous stakeholders' express confidence in the RCMP
- Number of actions implemented
- Staff report changes in policing practices based on COIAC recommendations
- Number of Indigenous recruits attending Depot (training academy)
- Increase in the percent of RCMP that self identifies as First Nations, Metis, or Inuit

3.3

- Number and type of training opportunities hosted in Indigenous communities
- Number of staff participating in training opportunities

3.3

- Staff report changes in policing practices due to knowledge gained from training opportunities in Indigenous communities

Priority 4: Equity, Diversity, and Inclusion (EDI)

Promoting inclusion and building trust with diverse communities by addressing the behaviours that threaten their sense of safety and belonging.

Objectives

4.1 Listen to and understand the safety concerns of diverse communities to promote inclusion, promote inclusion of diverse communities by addressing behaviours that threaten their sense of safety and belonging, and build trust and strengthen positive relationships with diverse communities in Alberta.

Activities

4.1.a Enhance awareness of hate crimes/incidents and provide education on importance of reporting such incidents and what to do if you are involved as a victim or bystander.

4.1.b Introduce/profile RCMP Alberta's diverse employees and share their stories

4.1.c Internal EDI dashboard/newsletter developed.

4.1.d Review and align Commanding Officer's Diversity Advisory Committee (CODAC) findings with EDI initiatives.

4.1.e Set up Diversity Committees/Councils at detachments throughout Alberta and meet proactively with leaders of communities.

4.1.f Work with community partners to ensure supports are in place for victims and witnesses who experience hate crimes.

Performance Measurements

Short Term Outcome:

4.1
- Staff report increased awareness of hate crimes/incidents
- Increased awareness of Alberta's diverse populations
- Number of newsletter items included by diversity topic
- Number of CODAC recommendations provided
- Number of diverse community events attended by RCMP representatives
- Number of Diversity Council meetings
- Number of media releases, interviews, and videos disseminated
- Number of media articles/posts that promote awareness of hate crimes/incidents, the impact it has on communities, and how to report incidents

Medium Term Outcome:

4.1
- Staff report changes in policing practices based on education and training in hate crimes/incidents
- Increased understanding of Alberta's diverse populations
- Increased staff satisfaction with workplace inclusion and culture
- Number of CODAC recommendations actioned
- Communities/Councils provide recommendations; recommendations are implemented
- Increased reporting of hate crimes/incidents

Priority 5: Crime Reduction

Understanding the drivers of crime and focusing on priority offences to increase community safety.

Objectives

5.1 Increase community safety and reduce crime by focusing on priority offenders.

5.2 Led by analytics evidence and community partner input, identify and address the drivers of crime and emerging crime trends.

5.3 Be proactive in identifying and prioritizing crime to reduce unreported crimes that contribute to community safety concerns.

Activities

5.1.a Expand and adopt Integrated Offender Management Initiative (IOMI).

5.2.a Expand Data 2 Action (D2A) initiative.

5.2.b Educate and engage with frontline members to improve understanding and use of data and intelligence to initiate proactive initiatives ("Hot Spot" patrols, property/persons crime data, gun violence, Project Lock Up, Crime Prevention Through Environmental Design (CPTED)).

5.2.c Use Crime Reduction Unit (CRU) teams to address specific drivers and types of crime.

5.3.a Expand partnerships to address crime trends.

5.3.b Develop and deliver the Community Engagement Unit as a support for the frontline effort to address community safety concerns.

Performance Measurements

Short Term Outcome:

5.1
- Number of agencies providing supports to offenders through IOMI
- Reduction in number of negative contacts in IOMI participants
- Reduction in harm score of IOMI participants

5.2
- Proportion of detachments with D2A implemented
- Improved access to data and intelligence products
- Improved understanding of data and intelligence among frontline members

5.3
- Partner awareness of policing and crime prevention strategies
- Number of collaborative crime prevention initiatives started as a result of identified community safety concerns

Medium Term Outcome:

5.1
- Rate of offender graduation from IOMI
- Reduction in recidivism (3 to 5 years post graduation from IOMI)

5.2
- In D2A communities, prevalent crime types targeted (reduction in crime reporting, increased clearance rates)
- Frontline members report changes in policing practices because of improved understanding of data and intelligence
- Target crime reduced
- Targeted victimization reduced

5.3
- Partnership satisfaction with police collaboration
- Partner satisfaction with policing and crime prevention strategies
- Decrease in proportion of unreported crime by crime type

- Number of communities requesting consultation/presentations by the Community Engagement Unit

- Partner satisfaction with policing and crime prevention strategies

Priority 6: Enhancing Service Delivery

Ensuring service delivery models and strategies effectively meet the policing needs of our communities.

Objectives

6.1 Increase public trust and confidence in the police through the development and delivery of innovative and continuously improving police services that are responsive to the concerns of our communities and the needs of individuals impacted by crime.

Activities

6.1.a Continued exploration of service delivery strategies to improve frontline ability to focus on community-level, ongoing, and emerging police concerns, such as visibility, response times, vacancy management, and coverage.

6.1.b Implementation of alternate methods of responding to calls for service involving those in mental heath crisis. Increase frontline access to training and tools to assist with assessment and de-escalation during calls for service involving those in mental health crisis.

6.1.c Trauma-informed, victim-centered investigation training, advice, guidance, and investigational review for frontline members.

6.1.d Cybercrime Unit and Division Cybercrime working group to provide expertise, advice, and guidance in the investigation of cybercrime.

Performance Measurements

Short Term Outcomes:

6.1
- Number and type of service delivery models explored
- Number and type of collaborations
- Number of occurrences where Rural Policing and Crisis Team (RPACT) provided assistance
- Number of mental health transports to designated facilities
- Staff access of Health IM applications

Medium Term Outcomes:

6.1
- Percentage of priority one calls for service with involvement/oversight from Real-time Operations Centre (RTOC)
- Increase in communication with other police services, law enforcement partners, and Justice and Solicitor general regarding cross-jurisdictional and unfolding serious incidents

- Percentage of employees who have completed required courses in trauma-informed investigations
- Percent of sexual assault incorrectly files scored as unfounded
- Number of interviews completed at Child Advocacy Centres
- Percent of sexual assault files scored as cleared by charge
- Number of cybercrime investigations
- Percentage of employees who have completed required training in cybercrime investigations

- Increase in real-time tactical intelligence products supporting frontline operations
- Research on service delivery strategies and implementation of selected evidence-based service delivery strategies
- Increase partner and stakeholder trust and confidence in the RCMP
- Estimated time savings from decrease in health transports to designated facilities
- Increased successful use of de-escalation techniques
- Staff perception of Health IM application
- Staff perceptions of trauma-informed approaches
- Percentage pre-charge approval for sexual assault cases by detachment
- Number and type of Sexual Assault Review Coordinator (SARC) recommendations implemented
- Staff perceptions of cybercrime investigation training and support
- Percentage pre-charge approval for cyber crime
- Clearance rate

Performance Measurement Frameworks

Enhancing Engagement and Communication with Communities and Stakeholders

Objectives	Activities	Indicator - Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
To work collectively through consultation and collaboration to develop policing priorities that are community-led.	Engage with key stakeholders (i.e., Interim Police Advisory Board, RMA, AM, Métis Settlements, First Nations communities, etc.) to collaborate with them to enhance our reporting and work with them to better understand the needs of our communities and how the RCMP can best meet those needs	Number of engagements held with key stakeholders Number of activities, ideas, best practices implemented as a result of engagement and collaboration	Key stakeholders report: • increased opportunities to provide feedback	Overall, I am satisfied with the RCMP's delivery of its programs and services: 55% (CLIPS)*	Key stakeholders report increased levels of satisfaction Increased satisfaction with detachment/community relationships among partners Increased number of policing priorities communicated	Overall, I am satisfied with the RCMP's delivery of its programs and services: 55% (CLIPS) Overall, I am satisfied with the RCMP's delivery of its programs and services: 55% (CLIPS) The RCMP has a motivated workforce: 60% (CLIPS) The RCMP provides appropriate consultation on decisions and actions that have an impact on my organization: 57% (CLIPS) The RCMP provides its clients with useful
			• RCMP are more accessible	RCMP personnel are responsive to my needs: 70% (CLIPS)		
			• being heard	My organization and the RCMP collaborate in the development of community plans, e.g. detachment/unit performance plan: 66% (CLIPS)		
			• increased awareness of crime prevention strategies	The RCMP communicates effectively about its actions: 59% (CLIPS) The RCMP provides its clients with useful information about its work: 68% (CLIPS Overall, I am satisfied with the information the RCMP		

Objectives	Activities	Indicator - Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
				provides to my community/province/ territory: 71% (CLIPS)		information about its work: 68% (CLIPS)
	Initial town hall-style meeting(to focus on soliciting input on community policing priorities/concerns)	Number first meetings held Number issues/concerns raised at 1st meeting	Number of priorities identified through consultations/town halls	*To be established*	Increased levels of satisfaction reported among Albertans	*To be established*
	Second town hall-style meeting (to share the APP, which will be informed by input received at first town hall and results will be reported ongoing basis through Quarterly Community Reports)	Number of second (follow up) meetings held Number attendees Number follow up items shared at second meeting			Number of priorities actioned	*To be established*
To develop communications in a manner that improve community knowledge and understanding about matters related to local policing services	Enhance timely communications with communities using existing and new tools (i.e., Mass Notification System (MNS), RCMP app, social media, etc.)	Number of times MNS is used Number of downloads of RCMP app Usage metrics (e.g., clicks, downloads)	Albertans report increased awareness about incidents and events in their communities	RCMP information is timely: 54% (CLIPS)	Albertans report increased levels of satisfaction and trust and confidence in the RCMP	I have trust and confidence in the RCMP: 88% (CLIPS)
	Pursue opportunities to proactively and creatively increase knowledge about Alberta RCMP programs and services that keep Albertans safe	Number of proactive communications products (i.e., videos, interactive story telling)	Albertans report increased awareness about Alberta RCMP programs and services	The RCMP communicates effectively about its actions: 59% (CLIPS)	Albertans report increased levels of satisfaction and trust and confidence in RCMP	I have trust and confidence in the RCMP: 88% (CLIPS)

Objectives	Activities	Indicator - Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
	Enhance engagement and information-sharing with communities around service delivery, contract and financial issues	Number of engagements and information-sharing	Communities report increased levels of engagement, increased availability of information	RCMP personnel are responsive to my needs: 70% (CLIPS) RCMP information is timely: 54% (CLIPS)	Communities report increased levels of satisfaction and trust and confidence in the RCMP	I have trust and confidence in the RCMP: 88% (CLIPS) Overall, I am satisfied with the RCMP's delivery of its programs and services: 55% (CLIPS)
	Continue to implement the roll-out of detachment-managed social media accounts	Number social media accounts created Number social media content posted Usage metrics (e.g., clicks, downloads)	Number of social media followers Increased number of interactions with posts (e.g., likes, shares, comments)	4 detachments • Banff (930 followers) • Grande Prairie (200 followers) • Lloydminster (741 followers) • Wetaskiwin (895 followers)	Increased levels of satisfaction reported among partners, stakeholders, Albertans	Overall, I am satisfied with the RCMP's delivery of its programs and services: 55% (CLIPS)
			Stakeholders, partners, and Albertans report increased availability of information through social media channels	The RCMP provides timely information through the web and social media, such as Twitter and Facebook: 48% (CLIPS)	Stakeholders and partners are satisfied with dissemination	I am satisfied with the information the RCMP provides my organization: 71 % (CLIPS)

*Client and Partner Survey (CLIPS)

Community Safety and Well-Being

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure	Indicator – Medium Term Outcome Baseline (2021)
Work in a multi-faceted, collaborative manner with partners to achieve common goals that support community safety, reduce vulnerabilities that contribute to victimization and that effectively use police resources within the entire safety ecosystem.	Collaborate with community partners to facilitate initiatives that improve or address vulnerable populations in Alberta and then share information about these initiatives for replication by other communities. Examples of partners and initiatives: • Crime stoppers, Rural Crime Watch (RCW), and Citizens on Patrol (COP) • Wetaskiwin Group • Siksika or other First Nation/Metis community on victims/offenders or education. • Repeat Victimization: Brain Story Program	Community partnerships using RCMP intelligence and data to address shared concerns established. Multi-agency initiatives in crime affected communities established. Successful initiatives replicated in new communities.	Number of crime impacted community initiatives Number of community member/volunteers participating in shared initiatives	*To be established* *To be established*	Reduced repeat victimization Reduction of crime in vulnerable communities Stakeholders express confidence in the RCMP Increase in referrals to agencies within the safety ecosystem.	*To be established* *To be established* I have trust and confidence in the RCMP: 88% (CLIPS)* *To be established*
	Deliver programs related to community wellbeing, including: • Rural Police and Crisis Teams (RPACT) • Referral-based programs Research and Deliver training to police on intervention/de-escalation techniques.	Participated in community wellbeing programs delivered through collaborative partnerships. Implementation of training plan.	Number of people referred to services provided by partners, and/or community agencies within the safety ecosystem.	*To be established*	Reduction in number of intervention options used during mental health calls.	*To be established*

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure	Indicator – Medium Term Outcome Baseline (2021)
			Number of front-line members trained in intervention/de-escalation techniques.	*To be established*		
Provide timely and meaningful information to the public, which increases public engagement, trust and confidence with the RCMP	Develop and improve communication platforms, including: • Crime Mapping and RCMP app • Strong social media campaigns in specific areas for unfolding issues. • Improve call management communication, i.e. How to report … Online Crime Reporting • Build Crime Prevention Toolkit stakeholders.	Communicated information on a variety of media platforms Distributed Crime Prevention Toolkit	Number of site hits Number of media messages Increase in reporting using online reporting Number and results learned from use of crime prevention tools initiated.	*To be established* *To be established* *To be established* *To be established*	Albertans express satisfaction with provided RCMP information. Increased public engagement and participation through social media accounts.	*To be established* The RCMP provides timely information through the web and social media, such as Twitter and Facebook: 48% (CLIPS)

*Client and Partner Survey (CLIPS)

Indigenous Communities

Objectives	Initiatives	Activities	Indicator - Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline
To consult with Indigenous communities in order to effectively respond to the needs of Indigenous communities	Work with community partners to ensure culturally sensitive supports are in place for victims, witnesses, offenders, police officers	Increase Restorative Justice training and supports for employees and partners	Number and type of Restorative Justice Practice (RJP) training opportunities available	Staff are aware of RJP and when they should be used	*To be established*	Frequency of use of restorative justice practice by type of practice, offence	*To be established*
						Number of pre-charge referrals	*To be established*
		Increase partnerships with Indigenous communities/knowledge keepers	Number of community partnerships developed	Staff report soliciting cultural advice from community	*To be established*	Staff report implementing community advice and guidance in policing practice	*To be established*
To strengthen positive relationships with Indigenous communities in Alberta	Increase efforts focused on Indigenous Community Engagement	Participate in Indigenous events such as Indigenous week celebrations, awards, community events, presentations and ceremonies	Number of events attended	Staff report increased awareness of Indigenous culture, practice, beliefs	*To be established*	Staff report improvements in workplace culture	I think that my department or agency respects individual differences (e.g., culture, work styles, ideas, abilities): 67% (Alberta RCMP PSES)*
						Indigenous stakeholders express confidence in the RCMP	*To be established*
		Consult with First Nation Communities to create Annual Performance Plans (APP) that reflect mutual needs and goals	Number of First Nation Communities reported on the APP platform	100% Community Tripartite Agreement (CTA) First Nations are engaged in the APP platform	*To be established*	Number of actions implemented	*To be established*

Objectives	Initiatives	Activities	Indicator - Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline
	Increase the representation of Indigenous people in Alberta RCMP	Build upon the quarterly Commanding Officer's Indigenous Advisory Committee (COAIC) meetings to provide further guidance and support to issues that affect Indigenous people in Alberta	Number of recommendations from the COIAC actioned	Number of COIAC recommendations implemented	*To be established*	Staff report changes in policing practices based on COIAC recommendations	*To be established*
		Enhance the proactive recruitment of Indigenous people to join all ranks of RCMP	Number of recruitment activities specifically targeting Indigenous people	Number of Indigenous contacts during recruitment activities	*To be established*	Number of Indigenous recruits attending depot (training academy)	*To be established*
						Increase in the percentage of RCMP that self-identifies as First Nations, Metis, Inuit (annual)	*To be established*
To work together with Indigenous communities in support of Reconciliation	Enhance awareness and education opportunities to support Reconciliation	Cultural awareness training (specific to Treaty 6, 7, 8, the Metis and Inuit) hosted in various Indigenous communities Continue implementing the Alberta RCMP's Reconciliation Strategy	Number and type of training opportunities hosted in Indigenous communities	Staff report knowledge gains from training opportunities in Indigenous communities	*To be established*	Staff report changes in policing practices due to knowledge gained from training opportunities in Indigenous communities	*To be established*
			Number of staff participating by training opportunity				
			Regular reporting on the RCMP's Reconciliation Strategy and the four identified objectives				

*Alberta Royal Canadian Mounted Police Public Service Employee Survey; completed by Regular Members and Public Service employees

Equity, Diversity, and Inclusion (EDI)

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
To listen to and understand the safety concerns of diverse communities to promote inclusion To promote inclusion of diverse communities by addressing the behaviours that threaten their sense of safety and belonging To build trust and strengthen positive relationships with diverse communities in Alberta	Enhance awareness of hate crimes/incidents and provide education on importance of reporting such incidents and what to do if you are involved as a victim or bystander	Number training courses/modules reviewed and updated Number of education and training events Number of staff participating in education and training	Staff report increased awareness of hate crimes/incidents	*To be established*	Staff report changes in policing practices based on education and training in hate crimes/incidents	*To be established*
	Introduce/profile Alberta RCMP's diverse employees and share their stories	Number of profiles developed	Increased awareness of Alberta's diverse populations	*To be established*	Increased understanding of Alberta's diverse populations	The RCMP is sensitive to the needs of different cultures and groups: 66% (CLIPS)* The RCMP treats members of visible minority communities fairly: 68% (CLIPS) The RCMP treats members of the LGBTQ2S community fairly: 57% (CLIPS)

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
	Internal EDI dashboard/newsletter developed	EDI dashboard developed	Number of newsletter items included by diversity topic	*To be established*	Increased staff satisfaction with workplace inclusion and culture	In my work unit, every individual is accepted as an equal member of the team: 66% (Alberta RCMP PSES)** My department or agency implements activities and practices that support a diverse workplace: 66% (Alberta RCMP PSES) I think that my department or agency respects individual differences (e.g., culture, work styles, ideas, abilities): 67% (Alberta RCMP PSES)
	Review and align Commander Officer's Diversity Advisory Committee (CODAC) findings with EDI initiatives	Number meetings with diversity committee Increased number of CODAC advisors	Number of CODAC recommendations provided	*To be established*	Number of CODAC recommendations actioned	*To be established*

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
	Set-up Diversity Committees/Councils at detachments throughout Alberta and meet proactively with leaders of communities	Diversity Engagement toolkit (how to set up a diversity council; how to engage with diverse peoples)	Number of diverse community events attended by RCMP representatives Number of Diversity Council meetings	*To be established* *To be established*	Communities/Councils provide recommendations Recommendations are implemented	The RCMP fulfils the commitments it has made: 59% (CLIPS) RCMP personnel are responsive to my needs: 70% (CLIPS) Overall, I am satisfied with the RCMP's delivery of its programs and services: 55% (CLIPS)
	Work with community partners to ensure supports are in place for victims and witnesses who experience hate crimes	Communications strategy developed (promoting awareness of hate crimes/incidents, the impact it has on communities and how to report incidents)	Number of media releases, interviews, videos disseminated Number of media articles/posts that promote awareness of hate crimes/incidents, the impact it has on communities and how to report incidents	*To be established* *To be established*	Increased reporting of hate crimes/incidents	*To be established*

*Client and Partner Survey (CLIPS)

**Alberta Royal Canadian Mounted Police Public Service Employee Survey; completed by Regular Members and Public Service employees

Crime Reduction

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
To increase community safety and reduce crime by focusing on priority offenders	Integrated Offender Management Initiative (IOMI) expansion and adoption	Increase in the number of communities adopting IOMI Increase in the number of offenders participating in IOMI	Number of agencies providing supports to offenders through IOMI Reduction in number of negative contacts of IOMI participants Reduction in harm score of IOMI participants	*To be established* *To be established* *To be established*	Rate of offender graduation from IOMI Reduction in recidivism (3 to 5 years post graduation from IOMI)	*To be established* *To be established*
Led by analytics intelligence and community partner input, identify and address the drivers of crime and emerging crime trends.	Expand Data 2 Action (D2A) initiative		Proportion of detachments with D2A implemented	*To be established*	In D2A communities, for prevalent crime types targeted (Reduction in crime reporting, increased clearance rates)	*To be established*
	Educate and engage with Frontline members to improve understanding and use of data and intelligence to initiative proactive initiatives ("Hot Spot" Patrols; Property/Persons Crime data; Gun violence Lock Up, CPTED)	Number and type of intelligence products shared Participation in engagement/educational opportunities	Improved access to data and intelligence products Improved understanding of data and intelligence among Frontline members (annual)	*To be established* *To be established*	Frontline members report changes in policing practices because of improved understanding of data and intelligence	*To be established*

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
	Use Crime Reduction Unit (CRU) Team for specific drivers/crime types	Number and type of crime reduction initiatives			Targeted crime reduced Targeted victimization reduced	*To be established* *To be established*
Be proactive in identifying and prioritizing crime to reduce unreported crimes that contribute to community safety concerns.	Expand partnerships to address crime trends. Example: SARC	Number of multi-agency operations commenced Number and type of joint crime reduction initiatives	Partner awareness of policing and crime prevention strategies	*To be established*	Partnership satisfaction with police collaboration Partner satisfaction with policing and crime prevention strategies Decrease in proportion of unreported crime by crime type (GSS survey)	*To be established* *To be established* *To be established*
	Deliver and develop the Community Engagement Unit as a support for the frontlines effort to address community safety concerns	Number of consultations and presentations initiated by the Community Engagement Unit	Number of collaborative crime prevention initiatives started as a result identified community safety concerns	*To be established*	Partner satisfaction with policing and crime prevention strategies	RCMP information is timely: 54% (CLIPS)*

Objectives	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
			Number of communities requesting consultation/ presentations by the Community Engagement Unit	*To be established*		RCMP information and intelligence is of high quality: 67% (CLIPS)

*Client and Partner Survey (CLIPS)

Enhancing Service Delivery

Objectives (Expected Results)	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
Increasing public trust and confidence in the police through the development and delivery of innovative and continuously improving policing services that are responsive to the concerns of our communities and the needs of individuals impacted by crime.	Continued exploration of service delivery strategies to improve frontline ability to focus on community-level, ongoing and emerging policing concerns, such as visibility, response times, vacancy management, and coverage.	Establishment of Real Time Operations Centre (RTOC)

Research on models of organization that could improve frontline focus on community-level policing concerns, such as relief teams, hubbing, addition of frontline resources, and addition of specialized resources.

Research and collaborate with partners on alternate policing models and service delivery strategies that could improve frontline focus on community-level policing concerns. | Number and type of service delivery models explored

Number and type of collaborations | *To be established*

To be established | RTOC
Percentage of priority 1 calls for service with involvement/oversight from RTOC

Increase in operational communication with other police services, law enforcement partners, and Justice and Solicitor General regarding cross-jurisdictional and unfolding serious incidents.

Increase in real-time tactical intelligence products supporting frontline operations.

Research on service delivery strategies and implementation of selected evidence-based service delivery strategies

Increase partner and stakeholder trust and confidence in the RCMP | *To be established*

To be established

To be established

To be established

I have trust and confidence in the RCMP: 88% (CLIPS)* |

Objectives (Expected Results)	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
	Implementation of alternate methods of responding to calls for service involving those in mental health crisis. Increase frontline access to training and tools to assist with assessment and de-escalation during calls for service involving those in mental health crisis.	Continued establishment of Rural Police and Crisis Teams (RPACTs) Implementation of Health IM Application	Number of occurrences where RPACT provided assistance Number of mental health transports to designated facilities Staff access of Health IM Application	To be established To be established To be established	Estimated time savings from decrease in health transports to designated facilities (Calculated estimate per health transport) Increased successful use of de-escalation techniques Staff perceptions of Health IM Application	To be established To be established To be established
	Trauma-informed, victim-centered investigation training, advice, guidance and investigational review for frontline members	Continue establishment of the Sexual Assault Review Team (SART) Number of Sexual Assault Investigations Review Committee (SAIRC) meetings Number of files reviewed by SART	Percentage of employees who have completed required courses in trauma-informed investigations Percentage decrease of sexual assault files incorrectly scored as unfounded Number of interviews completed at Child Advocacy Centres	To be established To be established To be established	Staff perceptions of trauma-informed approaches Percentage of pre-charge approval for sexual assault cases – by detachment[1] Number and type of SAIRC recommendations implemented	To be established To be established To be established

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[1] Pre-charge approval targets determined by RCMP. Note: measure to include detachments with pre-charge approval processes and to be expanded as detachments with pre approval expands.

Objectives (Expected Results)	Activities	Indicator – Output (Measure)	Indicator – Short Term Outcome (Measure)	Indicator – Short Term Outcome Baseline (2021)	Indicator – Medium Term Outcome (Measure)	Indicator – Medium Term Outcome Baseline (2021)
			Percentage of sexual assault files scored as cleared by charge	*To be established*		
	Cybercrime Unit and Division Cybercrime working group – provide expertise, advice and guidance in the investigation of cybercrime	Establishment of Cybercrime Unit, Cybercrime working group Training and supports available to inform cybercrime investigation	Number of cybercrime investigations Percentage of employees who have completed required training in cybercrime investigations	RCMP effectively responding to cybercrime threats: 32% (CLIPS)* *To be established*	Staff perceptions of cybercrime investigation training and support Percentage of pre-charge approval for cybercrime Clearance rate	*To be established* *To be established* *To be established*

*Client and Partner Survey (CLIPS)