



ANNUAL POLICING PLAN 2024



CALGARY
POLICE
SERVICE

EXECUTIVE SUMMARY

The Annual Policing Plan (APP) guides the Calgary Police Service (CPS) to ensure Calgary is among the safest major cities in Canada. Calgarians have made it clear they want a modernized police service that delivers innovative approaches to public safety and community well-being. The Service is committed to continuous improvement, seeking opportunities to evaluate and adjust how we work with the public, our internal procedures, and the way we support our members.

CPS PRIORITIES

The 2024 APP outlines four high-level focus areas that will direct priorities from the public, City Council (as part of the 2023–2026 Service Plans and Budget), the Calgary Police Commission (CPC), and CPS' Our Strategy. Each focus area is further defined by specific outcomes, broken down into actionable goals that are aligned with bureau-level workplans. This cascading strategy is a new approach that better captures the work across the organization, enables our people to see how their work contributes to Our Strategy, and allows the Service to pivot in response to emerging issues and trends.

COMMUNITY ENGAGEMENT

On September 8, 2023, the CPC held the Calgary Policing Summit for community members to provide input on long-term plans and priorities for policing, including the 2024 APP. Community members provided feedback on each focus area and outcome, identifying the issues that matter most. This builds on the spring Community Perceptions Survey which focused on understanding how Calgarians wanted the CPS to communicate with them to improve trust. These community priorities are highlighted in the following detailed APP pages where relevant.



PERFORMANCE MEASUREMENT AND REPORTING

The 2024 APP includes measures for the CPS to assess our progress towards each goal. Monitoring and analysis of our performance will take place throughout the year, with a mid-year progress report in June and an update in Fall 2024. Organizational progress and performance will be evaluated at the end of 2024 and will assist in determining the priorities and activities for the 2025 APP.

We will rely on a mix of qualitative and quantitative indicators including public trust and satisfaction with police services indicated through the Citizen Satisfaction Survey, ongoing dialogue and feedback from employees including through the annual Employee Survey and various CPS crime statistics reports, operational and organizational data.

2024 ANNUAL POLICING PLAN

FOCUS AREA	OUTCOME	GOAL
OUR PEOPLE	Continue to create and sustain workplaces where people are healthy, safe, and engaged	Advance psychological health and well-being among members
		Provide adequate training and equipment to support members in their roles
		Advance HR service delivery through improved and consistent application of processes, as well as technology systems
	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
OUR DIVERSITY	Advance anti-racism Commitments	Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation
		Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community
	Progress a culture of accessibility, inclusion and belonging	Embed equity in our systems and services
OUR COMMUNITY	Foster community safety and well-being	Identify, respond, and investigate trends in crime and social disorder to improve community safety
		Continue collaboration with partners to improve service delivery
		Deliver education and programming on public safety and crime prevention
	Build public trust and confidence	Through our actions, guided by training, policy, and standards, deliver professional service to the community and victims of crime
OUR PERFORMANCE	Achieve excellence in service delivery	Continuously improve timely and meaningful communication with the public
		Work effectively with orders of government and the justice system
	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
	Provide efficient and accessible data (for decision-making and transparency)	Provide timely, valid, and consumable data to support operations and decision-making

FOCUS AREA

OUR PEOPLE

We rely on an integrated, co-ordinated, and comprehensive approach for engaging a diverse workforce in developing and implementing policies and programs that are fair, inclusive, and responsive to the needs of our employees. Our members trust that they will be treated with respect, integrity, and compassion, are engaged, and committed to our shared organizational goals and values.

CPS GOALS INCLUDE:



Advance psychological health and well-being among members



Provide adequate training and equipment to support members in their roles



Advance HR service delivery through improved and consistent application of processes, as well as technology systems

2024 ACTIVITIES INCLUDE:

- Expand trauma-informed education and awareness of supports for members and their families.
- Build and implement a governance framework to ensure adherence to the standards of practice for the Psychological Therapies Section.

- Provide consistent and sustained leadership development programs to ensure leadership skills and abilities align with Service values and Our Strategy.
- Implement first phase of MyLearning which will include the new learning management system and external learning library.

- Procure and implement technology to support professional development and organizational succession planning functions.
- Develop a comprehensive respectful workplace program, which will include updated policy on bullying/harassment, Code of Conduct, and communication plan to members.

OUTCOME

Continue to create and sustain workplaces where people are healthy, safe, and engaged.

Community Feedback – Related Priorities:

- Improving morale and helping officers feel valued is a critical component.
- The impacts of 24-7 shiftwork are a concern for employees and can lead to officers having poor interactions with the public.

OUTCOME

Resource the Service to maximize organizational performance and employee well-being.

Our organization requires staff who are reflective of our community, skilled, experienced, and equipped to be responsive to the diverse needs of all citizens.

Community Feedback – Related Priorities:

- In addition to increased recruitment, retention of experienced officers is important, so critical skills are not being lost.
- There are concerns in the community around CPS staffing levels. Some community associations are hiring private security to support the police because of short staffing.

CPS GOAL INCLUDES:

Strive for high quality service to the community and support member wellness through recruitment, retention, and prioritization of resources

2024 ACTIVITIES INCLUDE:

- Continue efforts to meet the 2024 sworn recruitment target.
- Develop and implement the sworn and civilian Career Advisor Program.
- Resource the GOA-funded 50 officer initiative.

FOCUS AREA OUR PEOPLE



FOCUS AREA

OUR DIVERSITY

OUTCOME

Advance anti-racism commitments.

We commit to being relentless in our pursuit of dismantling systemic racism and being an anti-racist, equitable and inclusive police service.

Community Feedback – Related Priorities:

- All levels of the organization need to be part of the efforts around anti-racism work.

CPS GOALS INCLUDE:

Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation

Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community

2024 ACTIVITIES INCLUDE:

The Indigenous Roadmap identifies the following priorities:

- Respond to the Truth and Reconciliation Calls to Action and the Missing and Murdered Indigenous Women and Girls Calls for Justice.
- Review CPS policies and procedures through the interpretation of two worldviews that integrate traditional knowledge, case law, and inquest recommendations.
- Build relationships with the community, honour youth and Elders, and foster an overall environment conducive to relationship building, healing and reconciliation.

Through the Anti-Racism Strategic Roadmap, the CPS will:

- Embed racial equity in service design and delivery.
- Empower employees to become anti-racist leaders.
- Optimize joint accountability through partnerships.



OUTCOME

Progress a culture of accessibility, inclusion, and belonging.

Ensure our Service is rooted in respectful, accessible, equitable, diverse and inclusive practices where everyone feels they belong.

Community Feedback – Related Priorities:

- All levels of the organization need to be part of equity, diversity, inclusion and belonging.
- More diversity in police leadership would be welcome.

CPS GOAL INCLUDES:



Embed equity in our systems and services

2024 ACTIVITIES INCLUDE:

Implement the Equity Framework, which includes:

- Apply the equity lens to identify and address barriers to continually improve our practices.
- Develop continuous learning and engagement opportunities.
- Strengthen inclusive communication by actively sharing and listening to diverse stories, experiences and perspectives.
- Value the lived experience of our members and actively support and advocate for equity-deserving groups.
- Attract and retain diverse talent.

FOCUS AREA OUR DIVERSITY



FOCUS AREA **OUR COMMUNITY**

We work to prevent and reduce crime, apprehend criminals using investigative excellence, support those who have been victimized or suffered loss, and contribute to safer roads and public spaces for all citizens.

Community Feedback – Related Priorities:

- Collaborate with mental health and crisis intervention partners.
- Educate the community on crime prevention, including giving community associations and cultural groups the information they need to be part of the solution to crime and disorder in their areas.
- Increase feelings of safety by addressing open-air drug use, social disorder, property crime and the reports of random violence in public spaces.

CPS GOALS INCLUDE:



Identify, respond and investigate trends in crime and social disorder to improve community safety



Continue collaboration with partners to improve service delivery



Deliver education and programming on public safety and crime prevention

OUTCOME

Foster community safety and well-being.

2024 ACTIVITIES INCLUDE:

- Focus on violent crime through the District Crime Reduction Strategy and identify trends and offenders across district boundaries.
- Reduce violent crime through focused investigation, enforcement and offender management relating to firearms violence, robberies, homicide, etc.
- Transform Calgary's crisis response system and ensure equitable and sustainable crisis response.
- Ongoing partnerships with Transit, Bylaw Services, and Corporate Security to create safe public spaces.
- Partner with Alberta Justice to divert individuals from the criminal justice system and to connect them to social supports.
- Refine the mandate of the Community Resource Officers to connect with community on identified issues.
- Support Alberta's Traffic Safety Plan, The City of Calgary's Traffic Safety Plan, and the Road Safety Strategy 2025 through education and enforcement.
- Deliver public education and communication on crisis response.
- Deliver youth-based programs on crime prevention, education, and early intervention.

OUTCOME

Build public trust and confidence.



FOCUS AREA OUR COMMUNITY

Our work engages strong and sustainable partnerships and contributes to safety for citizens, increased trust, confidence in policing and improved service delivery.

Community Feedback – Related Priorities:

- Equitable distribution of resources and representation at decision-making tables.
- Police representation in community spaces, beyond enforcement.

CPS GOAL INCLUDES:



Through our actions, guided by training, policy, and standards, deliver professional service to the community and victims of crime

2024 ACTIVITIES INCLUDE:

Implement the Equity Framework, which includes:

- Support victims through trauma-informed investigations.
- Develop an internal controls framework, methodology and tools that will enable the Service to better manage compliance with policies and legislations, mitigate risks, and achieve objectives.
- Continue to incorporate efficiencies and modernization in the complaints process while increasing transparency and meaningful interactions with citizens and CPS members.

FOCUS AREA

OUR PERFORMANCE

We assess, understand, and respond effectively to the needs and expectations of the citizens we serve contributing to improved public safety and well-being.

Community Feedback – Related Priorities:

- Share crime and neighbourhood data/information in real time.
- Update complainants on the outcomes of police response.
- Respond to community concerns about local crime.
- Bail reform is needed to stop the 'catch and release' that is occurring with many chronic and violent offenders. The community wants to help advocate for needed changes.

CPS GOALS INCLUDE:

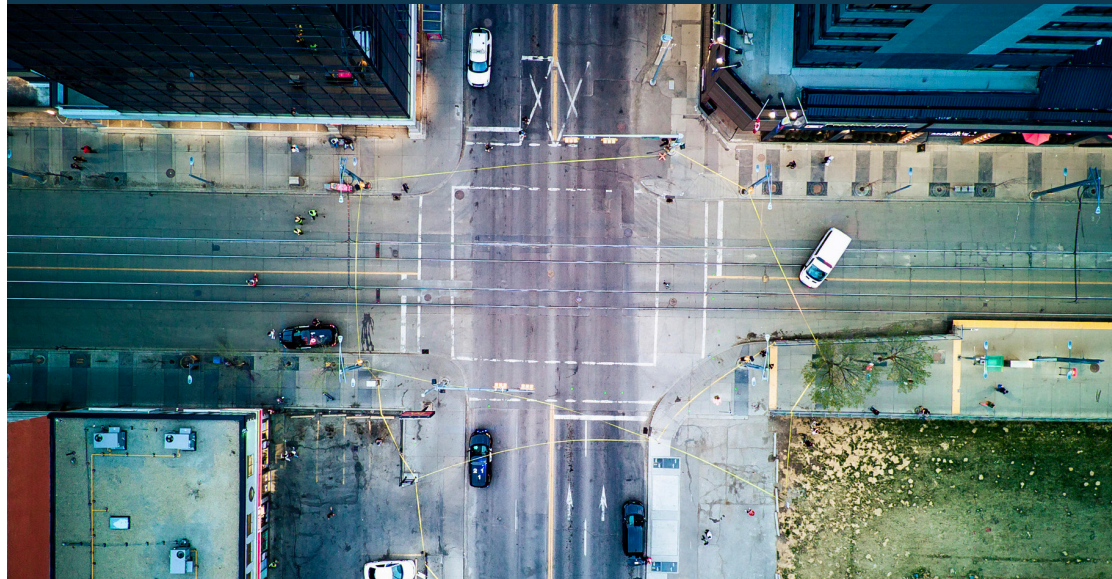
2024 ACTIVITIES INCLUDE:

Continuously improve timely and meaningful communication with the public

- Constantly review communication tools to ensure consistency and timeliness in reaching target audiences.
- Work with Community Resource Officers to improve community relevant communication.
- Develop accessible formats for presenting relevant crime data and information to the public.

OUTCOME

Achieve excellence in service delivery.



OUTCOME

Be fiscally responsible while delivering quality service.

We invest in infrastructure and technology that support our service delivery and apply modern and efficient fiscal practices to enable resilience and continuous improvement.

Community Feedback – Related Priorities:

Although there were no specific priorities identified for this focus area at the CPC Summit, we know it is the community expectation that as a publicly funded organization, we demonstrate effective stewardship of resources and are fiscally responsible.

CPS GOAL INCLUDES:

2024 ACTIVITIES INCLUDE:

FOCUS AREA

OUR PERFORMANCE

Optimize investments and efforts to continuously monitor, control, and improve information sharing, processes, facilities, and technology across the Service

- Technology investments to support efficient, effective, quality service, including:
 - The SENTRY (Records Management System) Enhancement Project, Computer Aided Dispatch (CAD) implementation
 - Connected officer initiatives, etc.
- Update the CPS Long-Term Facility Master Plan.
- Develop the Fleet Transformation Program.
- Establish and align a specific bureau focused on organizational performance.



FOCUS AREA

OUR PERFORMANCE

Our people, systems and processes ensure required data is collected, available and integrated to support data-driven decision-making, optimized resource allocation and improved performance assessments.

Community Feedback – Related Priorities:

- Better public access to data is needed, including data collection and race-based data.
- Data collection and accessibility needs to be improved, so work with the community is informed by meaningful and disaggregated data. The CPS also needs to be clear with people how their data is being used.

CPS GOALS INCLUDE:

Provide timely, valid, and consumable data to support operations and decision-making.

2024 ACTIVITIES INCLUDE:

- Continue to develop and enhance dashboards that support investigations and operations.
- Develop a data access framework for internal and external use.
- Take a leadership role in working with Statistics Canada, other police agencies, and the community to inform the implementation of a national race-based data framework and data collection, analysis, and reporting at a national, provincial and local level.

OUTCOME

Provide efficient & accessible data (for decision-making & transparency).





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POLICE INTERVENTION

VICIANCE STORAGE

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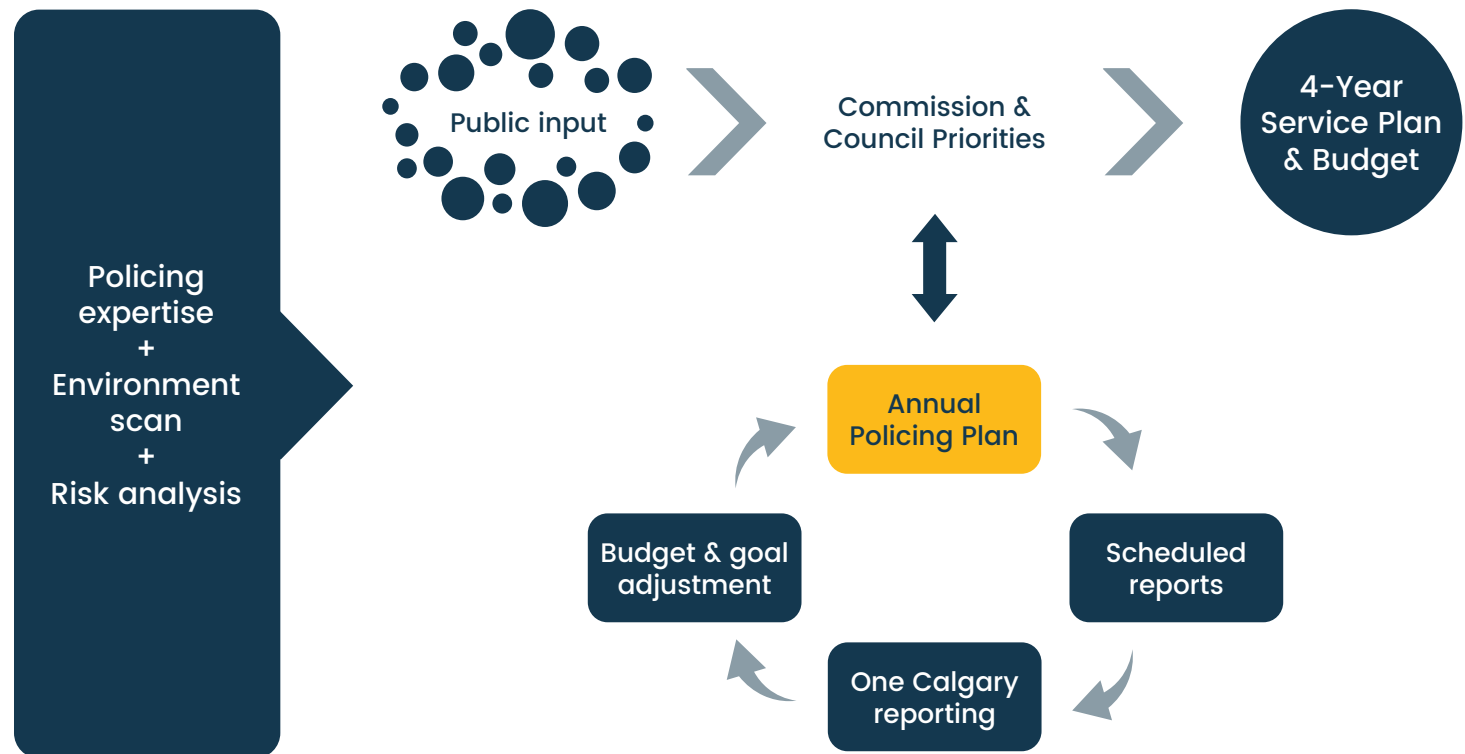


PERFORMANCE MEASUREMENT & REPORTING

APP outcomes, goals, key performance indicators and activities were also cross-referenced with our corporate risk profile to ensure alignment.

We will rely on a mix of qualitative and quantitative indicators including:

- public trust and satisfaction with police services ascertained from the Citizen Satisfaction Survey,
- ongoing dialogue and feedback from employees, including through the annual Employee Survey, and
- various CPS crime statistics reports, operational and organizational data.



Monitoring and analysis of our performance will take place throughout the year, with a mid-year progress report in June and an update in Fall 2024. Organizational progress and performance will be evaluated at the end of 2024 and will assist in determining the priorities and activities for the 2025 APP.

REPORTING

The APP is not intended to replace other more comprehensive reporting already on the CPC reporting agenda for 2024. It is meant to complement other scheduled reporting.

The 2024 APP sets key performance indicators (KPIs) with baselines and targets to assess our progress towards each goal. Updates throughout the year will be provided in a report card format. (See Appendix A).

HOW TO READ THE REPORT CARD

- **Start with the one-page report card view:** Stoplights indicate progress for each goal.
- **Drill down:** Each goal has its own page showing its KPIs and their respective statuses.
- **Drill down further:** Each KPI has its own page showing:
 - Baselines and targets
 - Responsible area(s) / ownership
 - Narrative details, including context and supporting activities




DETERMINING STOPLIGHT STATUS VALUES AT THE KPI LEVEL

For the mid-year narrative update reports, status values will:

- Indicate progress of activities toward KPIs
- Consider data, if available

For the annual report, status values will:

- Indicate progress toward established targets
- Consider progress of activities where data is not available

	MID-YEAR NARRATIVE FALL NARRATIVE	ANNUAL REPORT
	KPI activities are on track	KPI targets were met or exceeded
	KPI activities are progressing	KPI targets are near but not met
	KPI activities are off track	KPI targets were not met

DETERMINING STOPLIGHT STATUS VALUES AT THE GOAL LEVEL

Goal status values will represent each of its related KPIs with a “slice” that corresponds to the value assigned at the KPI level.

- For example, if a goal has three KPIs – two green and one yellow – the goal status will show a circle with three slices: two green and one yellow.

APPENDIX A:

ONE-PAGE REPORT CARD

	OUTCOME	GOAL	
OUR PEOPLE	Continue to create and sustain workplaces where people are healthy, safe, and engaged	Advance psychological health and well-being among members	●
		Provide adequate training and equipment to support members in their roles	●
		Advance HR service delivery through improved and consistent application of processes, as well as technology systems	●
	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	●
OUR DIVERSITY	Advance anti-racism Commitments	Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation	●
		Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community	●
	Progress a culture of accessibility, inclusion and belonging	Embed equity in our systems and services	●
OUR COMMUNITY	Foster community safety and well-being	Identify, respond, and investigate trends in crime and social disorder to improve community safety	●
		Continue collaboration with partners to improve service delivery	●
		Deliver education and programming on public safety and crime prevention	●
	Build public trust and confidence	Through our actions, guided by training, policy, and standards, deliver professional service to the community and victims of crime	●
OUR PERFORMANCE	Achieve excellence in service delivery	Continuously improve timely and meaningful communication with the public	●
		Work effectively with orders of government and the justice system	●
	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	●
	Provide efficient and accessible data (for decision-making and transparency)	Provide timely, valid, and consumable data to support operations and decision-making	●

APPENDIX B:

PERFORMANCE INDICATORS, BASELINES & TARGETS

	OUTCOME	GOAL	PERFORMANCE INDICATOR	2023	2024 TARGET	PRIMARY OWNER ¹
OUR PEOPLE	Continue to create and sustain workplaces where people are healthy, safe and engaged	Advance psychological health and well-being among members	1. Percentage of members surveyed who are satisfied that the CPS offers a sufficient array of health and wellness services and supports.	69%	≥ 79%	BPOD
			2. Number of trauma-informed educational/awareness opportunities provided to members and their families.	102	≥ 112	BPOD
			3. 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%	BPOD
		Provide adequate training and equipment to support members in their roles	4. Percentage of leaders who have completed the Called to Lead 200 Program.	New	≥ 90%	BPOD
			5. Percentage of members surveyed who agree they are provided with adequate training to perform their job.	51%	≥ 55%	BPOD
			6. Maintain the current percentage of SBOR reports that are formally reviewed to ensure policy compliance, training, feedback/improvement.	95%	≥ 95%	BPOD
		Advance HR service delivery through improved and consistent application of processes, as well as technology systems	7. Percentage of members who feel the promotion process has improved.	New	≥ 25%	BPOD
			8. Percentage of members surveyed who agree that CPS practices are applied equitably and fairly to all members.	28%	≥ 38%	BPOD
			9. Talent Management software tool implemented in partnership with The City of Calgary.	New	100%	BPOD
	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	10. Meet annual sworn recruiting target.	102%	100%	BPOD
			11. Percentage of civilian positions filled within two months of posting date.	39%	≥ 50%	BPOD
			12. Career Advisement Program for sworn and civilian members implemented.	New	100%	BPOD

¹Primary ownership has been identified to assist with clarity around reporting. All areas of the Service contribute to key performance indicator results.

APPENDIX B:

PERFORMANCE INDICATORS, BASELINES & TARGETS

	OUTCOME	GOAL	PERFORMANCE INDICATOR	2023	2024 TARGET	PRIMARY OWNER
OUR DIVERSITY	Advance anti-racism commitments	Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation	13. Indigenous Advisory Circle re-established and Elder Advisory Circle created.	1	2	BSCS
			14. Number of events with Indigenous experiential learning for CPS members (for example, ceremonies, blessings and Indigenous events).	15	≥ 15	BSCS
			15. Number of interactions with the Indigenous community using culturally appropriate engagement (external individuals and organizations).	50	≥ 50	BSCS
		Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community	16. Percentage implementation of Strategic Anti-Racism Roadmap.	59%	≥ 79%	BSCS
			17. 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). (Council KPI #11)	61% in 2022	≥ 75%	BSCS
	Progress a culture of accessibility, inclusion and belonging	Embed equity in our systems and services	18. Percentage of annual officer applicants from Racialized and/or marginalized communities. (Council KPI #12) <i>See "Details" section for: Percentage of annual female officer applicants.</i>	56%	≥ 60%	BPOD
			19. Strengthen and implement Equity, Diversity and Inclusion (EDI) tools.	New	100%	BPOD
			20. Support the creation of two new employee resource groups and sustain the two existing employee resource groups.	2	4	BPOD

APPENDIX B:

PERFORMANCE INDICATORS, BASELINES & TARGETS

	OUTCOME	GOAL	PERFORMANCE INDICATOR	2023	2024 TARGET	PRIMARY OWNER
OUR COMMUNITY	Foster community safety and well-being	Identify, respond and investigate trends in crime and social disorder to improve community safety	21. Reduction in violent crime in public spaces.	7,574	≤ 7,195 (≥ 5% decrease)	BCP, BIS
			22. Reduction in number of shootings incidents. <i>See "Details" section for: Number of crime guns seized.</i>	100	≤ 95 (≥ 5% decrease)	BCP, BIS
			23. Reduction in social disorder calls in public spaces.	90,258	≤ 85,745 (≥ 5% decrease)	BCP, BIS BSCS
		Continue collaboration with partners to improve service delivery	24. Percentage of youth diverted vs youth charged (EJS, referral to community programs, EJS pre-charge, EJS post charge, Warning YCJA, Other means YCJA).	55%	≤ 60%	BCP, BSCS
			25. Percentage of calls that result in an occurrence report. (Council KPI #2)	23%	≥ 25%	BCP
			26. Number of participants in CPS youth initiatives.	700	700	BSCS
		Deliver education and programming on public safety and crime prevention	27. Percentage of time patrol spends on proactive activities. (Council KPI #9)	18% in 2022	≥ 23%	BCP
			28. 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%	BCP, BSCS
			29. Reduce the number of fatal vehicle collisions. <i>See "Details" section for: Reduce number of major injury vehicle collisions.</i>	24	≤ 18 (≥ 25% decrease)	BCP
	Build public trust and confidence	Through our actions, guided by training, policy, and standards, deliver professional service to the community and victims of crime	30. Percentage citizens who believe CPS is a police service I trust. (Council KPI #6)	77% in 2022	≥ 82%	OC
			31. Percentage of complaints resolved within 12 months.	70.5% (2023) 52% (2022)	≥ 50%	OC
			32. 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	OC

APPENDIX B:

PERFORMANCE INDICATORS, BASELINES & TARGETS

	OUTCOME	GOAL	PERFORMANCE INDICATOR	2023	2024 TARGET	PRIMARY OWNER
OUR PERFORMANCE	Achieve excellence in service delivery	Continuously improve timely and meaningful communication with the public	33. Percentage citizens who agree CPS keeps Calgarians informed about safety, crimes and police actions.	68% in 2022	≥ 70%	BOP
			34. Number of media mentions.	17,398	≥ 18,094 (≥ 4% increase)	BOP
			35. Social media engagement rate.	5.01%	≥ 6%	BOP
		Work effectively with orders of government and the justice system	36. Favourable legislation/reform measures passed related to advocacy efforts.	Narrative	Narrative	BOP
			37. 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 AACCP Police Act reform sub-committee	OC
	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	38. Percentage completion of major IT initiatives (SENTRY Enhancement, CAD Implementation).	15%	≥ 50%	BSCS
			39. Percentage of capital spend for infrastructure, IT, and Fleet.	60%	≥ 65%	BSCS, BOP
			40. Meet operating budget through effective projections and spending. <i>See "Details" section for: Meet capital budget through effective projections and spending.</i>	Within budget ¹	Within budget	BOP
			41. Dashboards developed to share relevant information in accessible formats with the public.	Narrative	Narrative	BOP
	Provide efficient and accessible data for decision-making and transparency	Provide timely, valid and consumable data to support operations and decision-making	42. Policy developed to guide work on race-based data.	New	100%	BOP, BSCS

¹Annual operational requirements were aligned with budget availability.

APPENDIX B:

COUNCIL'S 12 KPIS & THEIR CONNECTION TO OTHER REPORTS

KPIS REPORTED TO COUNCIL	REPORTS
1. Crime Severity Index (Council) – Annual	AR, CDC, OC, O
2. Percentage of calls that result in an occurrence report	APP #25
3. Average drive time to Priority 1 calls	O
4. Percentage of Calgarians who feel safe (Council) – Annual	APP-A, AR, CDC, OC, O
5. Percentage of Calgarians who have confidence in the CPS – Annual	O
6. Proportion of Calgarians that trust the CPS – Biannual	APP #30, O
7. Operating cost per capita (operating dollars Only)	APP-A, AR, CDC, OC, O
8. Weighted clearance rate (Council) – Annual	AR, CDC, OC, O
9. Percentage of time patrol spends on proactive activities	APP #27, AR, CDC, O
10. Employment Engagement Index (Council)	APP-A, AR, CDC, OC, O
11. Percentage of Calgarians who agree that officers respond in a fair way when dealing with all segments of the Calgary community (Council)	APP #17, AR, CDC, OC, O
12. Percentage of recruits who self-identify as Racialized and/or Indigenous.	APP #18, O
Legend: APP = Annual Policing Plan APP-A = APP-Aligned AR = CPC Annual Report CDC = Annual report to the CDC OC = One Calgary O = Other report to CPC	



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