

ANNUAL POLICING PLAN 2025



CALGARY
POLICE
SERVICE

EXECUTIVE SUMMARY

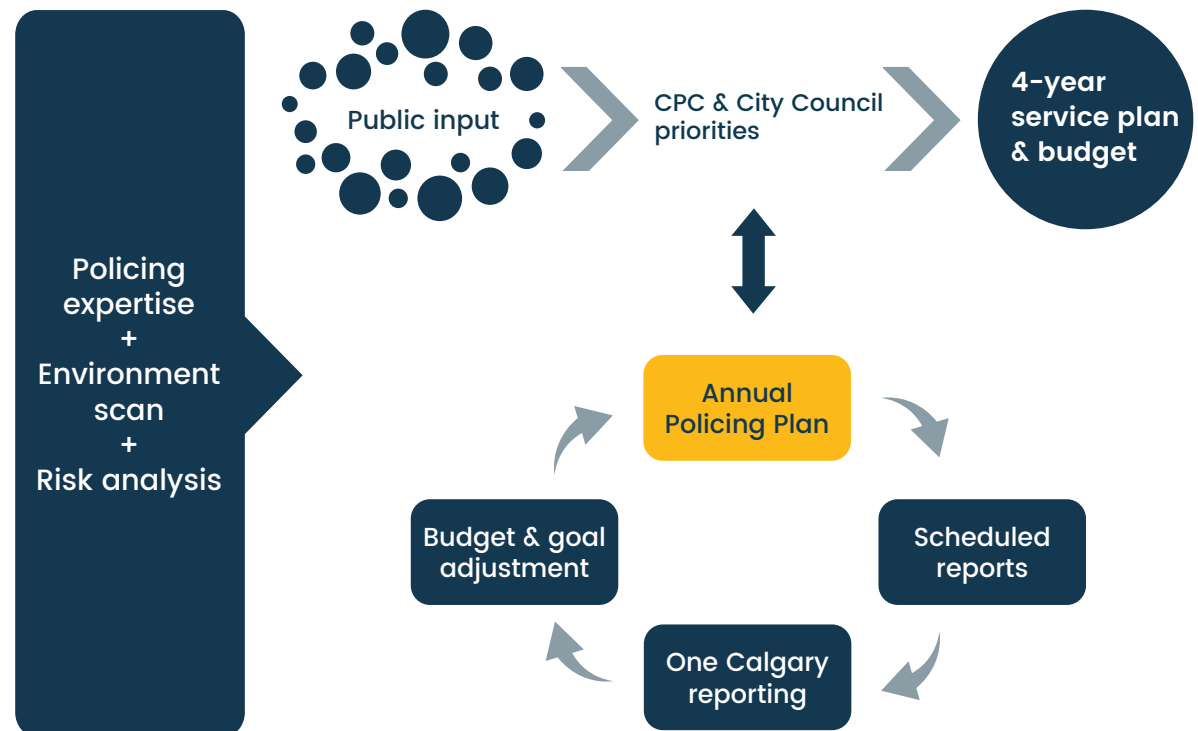
The 2025 Annual Policing Plan (APP) is aligned with Our Strategy and guides the Calgary Police Service (CPS) to ensure Calgary continues to be among the safest major cities in Canada. Calgarians value policing and want a police service that is properly staffed, committed to the community and able to evolve to meet their changing needs.

The Service is committed to continuous improvement, identifying and acting on opportunities to evaluate and adjust how we work with the public, and ensuring we support our members.

CPS PRIORITIES

The 2025 APP is informed by input from the public and builds on the four-year strategic direction of City Council, the priorities set by The Calgary Police Commission (CPC), the Government of Alberta, the Calgary Police Commission's community Calgary Policing Summit, and the CPS' Our Strategy. The Plan continues its focus on four strategic areas – Our People, Our Diversity, Our Community and Our Performance.

This strategic framework is supported by specific outcomes and actionable goals that are aligned with bureau-level workplans. The APP's outcomes, goals, KPIs and activities were cross-referenced with our corporate risk profile to ensure alignment. This cascading strategy captures the work accomplished 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.



EXECUTIVE SUMMARY

PERFORMANCE MEASUREMENT AND REPORTING

Monitoring and analysis of how we perform in achieving the goals outlined in the APP will take place throughout the year, with a mid-year progress report in June 2025 and an update in October 2025.

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.
- Various CPS crime statistics reports, operational and organizational data.

Organizational progress and performance will be evaluated at the end of 2025 and will assist in determining the priorities and activities for the 2026 APP.



2025 ANNUAL POLICING PLAN

FOCUS AREA	OUTCOME	GOAL
OUR PEOPLE	Continue to create and sustain workplaces where people are healthy, safe and engaged.	Advance psychological and physical health, safety, and well-being among members and foster a respectful workplace culture.
		Provide appropriate training, education, development and equipment to support members in their roles.
	Resource the Service to maximize organizational performance and employee well-being.	Advance HR service delivery through improved and consistent application of processes, as well as technology systems.
		Provide 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.	Integrate equity, diversity, inclusion and belonging (EDIB) principles and practices into workplace culture and service delivery.
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, compassionate 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.
		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 they will be treated with respect, integrity and compassion, are engaged, and committed to our shared organizational goals and values.

OUTCOME

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

CPS GOALS INCLUDE:

Advance psychological and physical health, safety and well-being among members and foster a respectful workplace culture.

Provide appropriate training, education, development and equipment to support members in their roles.

2025 ACTIVITIES INCLUDE:

- Create and sustain awareness of the Safe Disclosure Office and intake process.
- Implement and promote workplace restoration support that facilitates supports for navigating workplace conflict.
- Increase health checks and proactive debriefing.
- Enhance the effectiveness and efficiency of the Rewards and Recognition Program.
- Implement and integrate the Leadership Competency Framework in the employee life cycle.
- Deliver Rescue Task Force into the recruit and in-service training.
- Sustain the recently implemented leadership development programs with a focus on offerings to support emerging and influential leaders.



2025 KPIS INCLUDE:

PERFORMANCE INDICATORS, BASELINES & TARGETS

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 1: Advance psychological and physical health, safety and well-being among members to foster a respectful workplace culture.			
1. Increase the number of health checks annually.	232	15% Increase	BPOD
2. Number of trauma-informed educational/awareness opportunities provided to members and their families.	153	≥ 112	BPOD
3. Percentage of active members who have completed mandatory Respectful Workplace training.	New	100%	BPOD
4. Percentage of employees who agree they experienced inappropriate conduct, but did not report it.	16% (276 employees)	10%	BPOD
Goal 2: Provide appropriate training, education, development and equipment to support members in their roles.			
5. Embed leadership competencies into performance assessment and promotion processes.	New	100%	BPOD
6. Percentage of members surveyed who agree they are provided with adequate training to perform their job.	53%	≥ 55%	BPOD
7. Maintain the current percentage of SBOR reports that are formally reviewed to ensure policy compliance, training, feedback and improvement.	95% (2023)	≥ 95%	BOP

FOCUS AREA

OUR PEOPLE

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

CPS GOALS INCLUDE:



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

2025 ACTIVITIES INCLUDE:

- Procure and configure a new HR service system.
- Redesign high-priority HR processes requiring modernization and automation.
- Select a new sworn applicant tracking system and begin implementation.

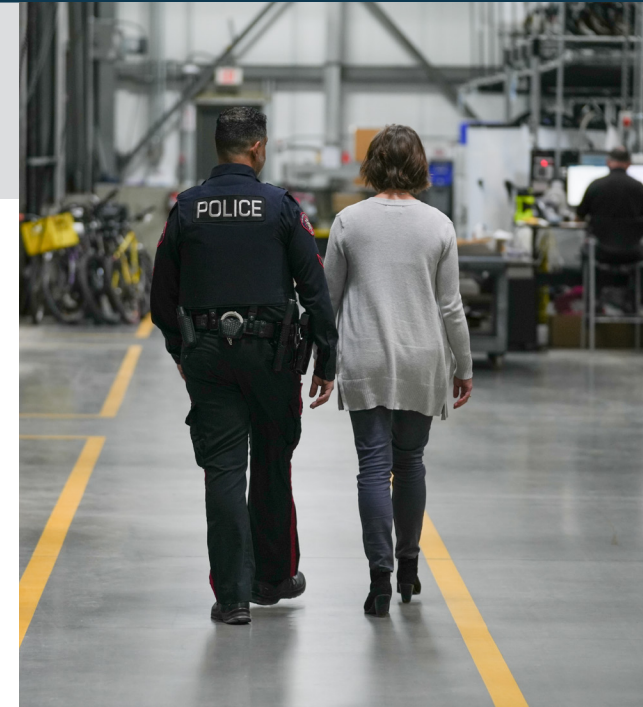
OUTCOME

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



Provide high-quality service to the community and support member wellness through recruitment, retention and prioritization of resources.

- Continue to advance Pathways to Engagement and communicate actions taken to employees.
- Participate in the Solicitor General recruitment standard review.
- Incorporate additional focus on retention of members who are in the early stages of their career.



2025 KPIS INCLUDE:**PERFORMANCE INDICATORS, BASELINES & TARGETS**

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 3: Advance HR service delivery through improved and consistent application of processes, as well as technology systems.			
8. Percentage of identified manual HR processes documented and ready for automation.	New	100%	BPOD
9. Percentage of members surveyed who agree that the CPS' practices are applied equitably and fairly to all members.	28%	35%	BPOD
10. Performance assessment software tool launched alongside enhanced supports for supporting members and supervisors through assessment processes. (In alignment with leadership competencies).	New	100%	BPOD
Goal 4: Provide high-quality service to the community and support member wellness through recruitment, retention and prioritization of resources.			
11. Meet annual sworn recruiting target.	80%	100%	BPOD
12. Percentage of civilian positions filled within four months of posting date.	95%	95%	BPOD
13. Proportion of sworn and civilian exits that were by members with less than five years of service.	21% sworn 31% civilian	< 10% sworn < 35% civilian	BPOD

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.

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.

2025 ACTIVITIES INCLUDE:

The Indigenous Roadmap continues to work toward the following priorities:

- Respond to the Truth and Reconciliation Calls to Action and the Missing and Murdered Indigenous Women and Girls Calls for Justice.
- Continue to review the CPS' policies 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.

The CPS has completed a four-year Anti-Racism Strategic Roadmap. The CPS commits to:

- Continuing to embed racial equity in service design and delivery.
- Empowering employees to become anti-racist leaders with ongoing anti-racism training.
- Optimizing joint accountability through partnerships.

2025 KPIS INCLUDE:**PERFORMANCE INDICATORS, BASELINES & TARGETS**

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 5: Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation.			
14. Percentage of the participants (IRT led sessions) that report increased knowledge of Indigenous people and culture.	-	70%	BSCS
Goal 6: Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community.			
15. Percentage of the Anti-Racism Strategic Roadmap implemented.	67%	≥ 80%	BSCS
16. 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)	64%	≥ 75%	BSCS



FOCUS AREA

OUR DIVERSITY

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

CPS GOALS INCLUDE:

Integrate equity, diversity, inclusion and belonging (EDIB) principles and practices into workplace culture and service delivery.

2025 ACTIVITIES INCLUDE:

- Integrate EDIB principles into HR processes and policies.
- Host annual Inclusion Summit.
- Conduct pulse check to determine a baseline, then measure and track progress.
- Develop and launch the CPS' Disaggregated Diversity Data Strategy.

OUTCOME

Progress a culture of accessibility, inclusion and belonging.



2025 KPIS INCLUDE:

PERFORMANCE INDICATORS, BASELINES & TARGETS

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 7: Integrate equity, diversity, inclusion and belonging (EDIB) principles and practices into workplace culture and service delivery.			
17. Percentage of annual officer applicants from Racialized and/or marginalized communities. (Council KPI #12).	38%	≥ 40%	BPOD
18. Develop and implement the Culture and Inclusion Framework and Strategy.	New	100%	BPOD
19. Support the creation of two employee resource groups and sustain the existing employee resource groups.	New	100%	BPOD



FOCUS AREA

OUR COMMUNITY

OUTCOME

Foster community safety and well-being.

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.

CPS GOALS INCLUDE:

Identify, respond to 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.

2025 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.
- Advance technical investigations, including digital forensic and cybercrime capabilities.

- Collaborate and enhance partnerships with Calgary Transit, Bylaw Services and Corporate Security to create safe public spaces.
- Partner with Alberta Justice to divert individuals from the criminal justice system and connect them to social supports.
- Initiate work on the development of a comprehensive service-delivery model that addresses critical staffing challenges, optimizes patrol deployment and shift schedules, enhances online reporting and virtual policing capabilities, and improves customer service and call diversion strategies.
- Support the G7 Summit in Kananaskis in June 2025 by establishing a dedicated team to co-ordinate and manage these efforts.

- Deliver public education and communication on crisis response.
- Continue to deliver youth-based programs on crime prevention, education and early intervention.
- Implementation of the recommendations of the School Resource Officer (SRO) Reimagination Project.
- Pilot the Senior Constable in Service Program to enhance youth programs in elementary schools.

2025 KPIS INCLUDE:

PERFORMANCE INDICATORS, BASELINES & TARGETS

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 8: Identify, respond to and investigate trends in crime and social disorder to improve community safety.			
20. Reduction in violent crime in public spaces.	7,574 (2023)	≥ 10% decrease	BCP, BIS
21. Reduction in number of shooting incidents.	100 (2023)	≤ 2024 Total	BCP, BIS
22. Reduce crime and social disorder by collaborating with the community and partners.	90,258 (2023)	≥ 5% decrease	BCP, BIS, BSCS
23. Number of hours spent on officer-initiated activities by frontline officers in the Bureau of Community Policing (this includes Patrol, CERT, DSET, PRT and CAMP). <i>Notes: Officer-initiated time includes on-view, traffic safety and officer-generated investigative/follow-up.</i>	-	≥ 235,000 (3-year average)	BCP
Goal 9: Continue collaboration with partners to improve service delivery.			
24. Percentage of youth diverted vs. youth charged (EJS, referral to community program, EJS pre-charge, EJS post charge, warning Youth Criminal Justice Act (YCJA), other means YCJA).	55% (2023)	≥ 60%	BCP, BSCS
25. CSIF funding allocation from CPS budget.	\$10.6M (2023)	Allocate 100% of available CSIF funding to approved projects	BSCS
26. Percentage of school administrators who are satisfied with the SRO program.	New	Setting baseline	BSCS
Goal 10: Deliver education and programming on public safety and crime prevention.			
27. Percentage of citizens who believe the CPS prevents crime by partnering with community agencies to address issues such as mental health, homelessness and substance abuse.	55%	≥ 57%	BCP, BSCS
28. Reduce the number of fatal vehicle collisions.	24 (2023)	≥ 25% decrease	BCP
29. Percentage of participants in crime prevention presentations satisfied with the quality of presentations (CSS).	-	90%	BSCS
30. Number of participants in the CPS' youth-related initiatives.	700 (2023)	≥ 700	BSCS

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.

CPS GOALS INCLUDE:

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

2025 ACTIVITIES INCLUDE:

Continued application of the Equity Framework, which includes:

- Supporting victims through trauma-informed investigations.
- Developing 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.
- Continuing to incorporate efficiencies and modernization in the complaints process while increasing transparency and meaningful interaction with citizens and CPS members.

OUTCOME

Build public trust and confidence.



- Prepare for, and ensure, an effective and efficient transition of complaint investigations to the new Police Review Commission (Legal & Regulatory).

2025 KPIS INCLUDE:

PERFORMANCE INDICATORS, BASELINES & TARGETS

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 11: Through our actions, guided by training, policy and standards, deliver professional, compassionate service to the community and victims of crime.			
31. Percentage of citizens who believe the CPS is a police service to trust. (Council KPI #6)	77%	≥ 80%	OC
32. Number of public complaints (contacts) and number of compliments to the Professional Standards Section.	Complaints: TBD Compliments: TBD	Maintain 5-year average	OC
33. Percentage of complaints resolved within 12 months.	TBD	≥ 70%	OC
34. Supports provided to victims of crime by the Victim Assistance Support Team.	43,926 (2023) 35,411 (2024 YTD)	≥45,000	BSCS



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.

OUTCOME

Achieve excellence in service delivery.

CPS GOALS INCLUDE:



Continuously improve timely and meaningful communication with the public.

2025 ACTIVITIES INCLUDE:

- Constantly review communication tools to ensure consistency and timeliness in reaching target audiences.
- Continue to develop accessible formats for presenting relevant crime data and information to the public.



Work effectively with all levels of government and the justice system.

- Continue to work effectively with all levels of government and the justice system.
- Work with the Crown on issues such as pre-charge authorization, bail reform and new technologies.
- Automate court disclosure process with the Crown.
- Lead the initiative to establish provincial standardization for body-worn camera disclosure.
- Increase resources and capabilities of intergovernmental affairs within the Executive Officer Division.

2025 KPIS INCLUDE:

PERFORMANCE INDICATORS, BASELINES & TARGETS

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 12: Continuously improve timely and meaningful communication with the public.			
35. Percentage of citizens who agree CPS keeps Calgarians informed about safety, crimes and police actions.	66%	≥ 68% increase	BOP
36. Media engagement (total number of media calls, press releases, interviews, statements and inquiries (calls and emails)).	-	In development	BOP
37. Social media engagement rate.	≥ 6%	≥ 6%	BOP
Goal 13: Work effectively with orders of government and the justice system.			
38. Favourable legislation/reform measures passed related to advocacy efforts.	Narrative	Narrative	BOP
39. Organizational readiness for Police Act reform, including strong engagement with Ministry.	Monthly Police Act reform meetings with GoA. Member of AACP Police Act reform sub-committee.	Narrative	OC

FOCUS AREA

OUR PERFORMANCE

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

CPS GOALS INCLUDE:

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

2025 ACTIVITIES INCLUDE:

Progress funded major capital construction projects:

- Belvedere Station
- Indoor firearms range and training facility

Progress the Fleet Transformation Program:

- Fleet software management improvements
- Fleet process review
- Fleet management strategy
- Fleet telematics pilot

OUTCOME

Be fiscally responsible while delivering quality service.



- Technology investments to support efficient, effective, quality service including Sentry (RMS) Enhancement Project and CAD implementation, for example.
- Enhance Digital Evidence Management System.
- Progress artificial intelligence governance and standards.
- Improve service delivery through alignment of key strategic functions across the organization.
- Implement controls and efficiencies from the Overtime/Call-out Review to better align with related budget allocations.

2025 KPIS INCLUDE:

PERFORMANCE INDICATORS, BASELINES & TARGETS

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 14: Optimize investments and efforts to continuously monitor, control and improve information sharing, processes, facilities and technology across the Service.			
40. Percentage of the completion of major IT initiatives (SENTRY enhancement, CAD implementation, for example).	>50% (2024 Target) >25% (August 2024 "Actual")	≥ 65%	BSCS
41. Percentage of capital spend for infrastructure, IT and fleet.	> 65%	≥ 65%	BSCS, BOP
42. Meet operating budget through effective projections and spending.	Within budget	Within budget	BOP
43. Meet capital budget through effective projections and spending.	Within budget	Within budget	BOP



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.

OUTCOME

Provide efficient and accessible data for decision making and transparency.

CPS GOALS INCLUDE:

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

2025 ACTIVITIES INCLUDE:

- Develop and enhance dashboards that support investigations and operations.
- Develop a data access framework for internal and external use.
- Continue to develop data asset catalogue and data dictionary.
- 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.

2025 KPIS INCLUDE:

PERFORMANCE INDICATORS, BASELINES & TARGETS

2025 PERFORMANCE INDICATOR	2024	2025 TARGET	PRIMARY OWNER
Goal 15: Provide timely, valid and consumable data to support operations and decision-making.			
44. Dashboards developed to share relevant information in accessible formats with the public.	Narrative	Narrative	BOP

For more information regarding Council KPIs, visit: <https://www.calgary.ca/our-finance/performance-report.html?redirect=/progressupdate>



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