

 **REPORT TO CALGARY POLICE COMMISSION** 

2025 CPS Annual Policing Plan (APP)

Date

2024 11 27

Commission Role

- Information only
- Approval

Type of Meeting

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

Purpose

- Obligation under the Police Act
- Update
- Other:

Recommendations

1. It is recommended that the Calgary Police Commission (CPC) receives the 2025 Annual Policing Plan.

Background / Issue

The 2025 APP outlines four (4) 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), the Provincial Policing Priorities, and the CPC Community Summit. The APP was produced to comply with the requirement in Section 29(1) of the Police Act that prescribes that the “commission, in consultation with the chief of police, shall cause to be prepared ... (b) a yearly plan specifying the level of police service and programs to be provided in respect of the municipality.” Also, Sections 31(e) and 31(f) that prescribes to (e) develop a community safety plan in conjunction with the police service that includes a plan for collaboration with community agencies, and report annually to the Minister on the implementation of and any updates to the plan; and (f) develop a diversity and inclusion plan in conjunction with the police service.

The APP guides the 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.

Discussion / Analysis

The 2025 APP was validated through consultation with all bureaus of the CPS, the Bureau Resource Teams, and the Strategic Planning and Evaluation Unit. This consultation ensured alignment of initiatives and operational work with annual priorities set by the Executive Leadership Team (ELT). The draft was also presented to all CPC sub-committees and feedback received has been considered and incorporated where applicable.

Planned updates:

- Mid-year update: June 2025 – will include performance of activities.
- Fall update: October 2025 – will include performance of activities.
- Annual report: February 2026 – will include KPI performance.

Once finalized with full CPC, we will move to professional design of the plan for distribution.

Conclusion

The Annual Policing Plan (APP) represents the yearly operationalization of *Our Strategy*, the Calgary Police Service's long-term strategic framework. It articulates the targets and initiatives that will advance *Our Goals* in 2025.

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

Attachments (if any)

1. 2025 Annual Policing Plan
2. 2024 Annual Policing Plan to 2025 Annual Policing Plan

Approval signatures

AUTHOR signature:

Jodi Jimenez

2024 -11-19

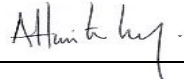
Jodi Jimenez, Business Strategist

Date

Strategic Planning and Evaluation Unit

Strategic Services Section


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Amory Hamilton-Henry, A/Director
Strategic Services Section

2024-11-19
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Mark Neufeld, Chief of Police
Office of the Chief

Date

**2025 Annual Policing Plan
Calgary Police Service**

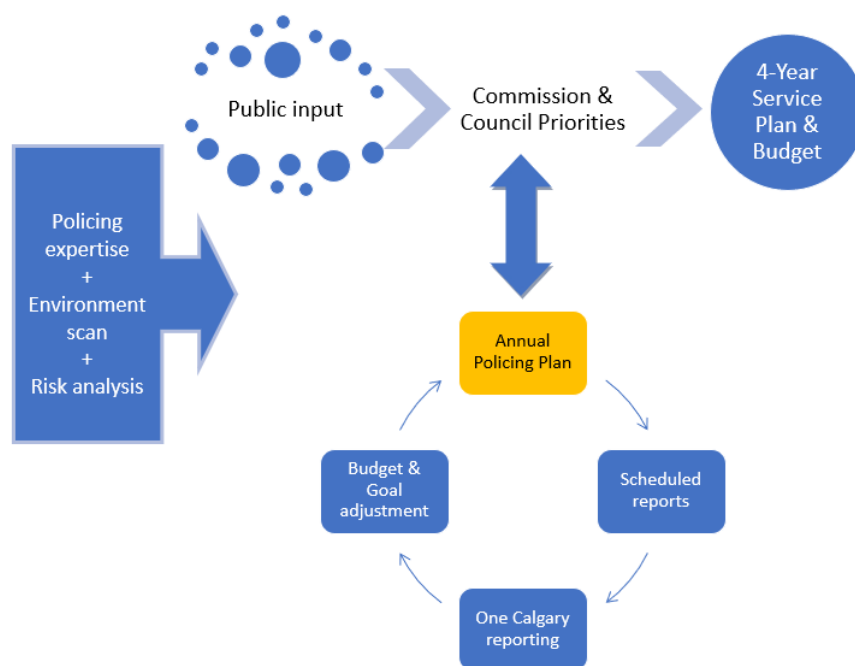
EXECUTIVE SUMMARY

The 2025 Annual Policing Plan (APP) is aligned with Our Strategy and guides the Calgary Police Service (CPS) to ensure Calgary is 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 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 Annual Policing Plan is informed by input from the public, builds on the four-year strategic direction of City Council, the priorities set by our Commission, the Government of Alberta, CPC Community Summit, and 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 Annual Policing Plan's outcomes, goals, KPIs and activities were also cross-referenced with our corporate risk profile to ensure alignment. This cascading strategy 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.

Performance Measurement and Reporting

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 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, and
- 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 Annual Policing Plan.

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 wellbeing.	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	Outcome	Goal
Focus Area OUR PEOPLE		Outcome Continue to create and sustain workplaces where people are healthy, safe, and engaged.

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 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.
- Incorporate anti-racism support within peer support and psychological services.
- 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.
- Continue to sustain the recently implemented leadership development programs with a focus on offerings to support emerging and influential leaders.

2025 KPIs Include:

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.	107 (June 2024 YTD)	15% Increase	BPOD
2. Number of trauma-informed educational/awareness opportunities provided to members and their families.	102 (2023)	≥ 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.	284 employees (24%)		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.	51% (2023)	≥ 55%	BPOD
7. Maintain the current percentage of SBOR reports that are formally reviewed to ensure policy compliance, training, feedback/improvement.	95% (2023)	≥ 95%	BOP

Focus Area
OUR PEOPLE**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.

CPS Goals Include:

- 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.

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.
- 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:

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 CPS practices are applied equitably and fairly to all members.	28% (2023)	35%	BPOD
10. Performance assessment software tool launched alongside enhanced supports for supporting members and supervisors through assessment processes. <i>(In alignment with leadership competencies).</i>	New	100%	BPOD
Goal 4: Strive for high quality service to the community and support member wellness through recruitment, retention, and prioritization of resources.			
11. Meet annual sworn recruiting target.	102% (2023)	100%	BPOD
12. Percentage of civilian positions filled within 2 months of posting date.	39% (2023)	≥ 55%	BPOD
13. Proportion of sworn and civilian exits that were by members with less than 5 years of service.	New	≤ 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 towards 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 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. 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:

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 new or amended policies approved in 2025 that include consultations with the Indigenous Relations Team and other Indigenous groups.	New	100%	BSCS, BOP
15. 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.			
16. Percentage implementation of Anti-Racism Strategic Roadmap.	67%	≥ 80%	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)	64%	≥ 75%	BSCS

Focus Area
OUR DIVERSITY

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.

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 baseline, measure, and track progress.
- Develop and launch the CPS Disaggregated Diversity Data Strategy.

2025 KPIs Include:

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.			
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>	38% (2024 mid year)	≥ 40%	BPOD
19. Develop and implement the Inclusion and Belonging Framework and Strategy.	New	100%	BPOD
20. Support the creation of two (2) employee resource groups and sustain the existing employee resource groups.	New	100%	BPOD

Focus Area
OUR COMMUNITY

Outcome
Foster community safety and wellbeing.

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, 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 cyber crime capabilities.
- Collaborate and enhance 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.
- Supporting the G7 Summit in Kananaskis in June 2025 by establishing a dedicated team to coordinate and manage these efforts.
- 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.
- 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 Senior Constable in Service program to enhance youth program in elementary school.

2025 KPIs Include:

2025 Performance Indicator	2024	2025 Target	Primary Owner
Goal 8: Identify, respond, and investigate trends in crime and social disorder to improve community safety.			
21. Reduction in violent crime in public spaces.	7,574 (2023)	≥ 10% decrease	BCP, BIS
22. Reduction in number of shooting incidents. <i>See "Details" section for: Number of crime guns seized.</i>	100 (2023)	≤ 2024 Total	BCP, BIS
23. Reduce crime and social disorder by collaborating with the community and partners.	90,258 (2023)	≥ 5% decrease	BCP, BIS, BSCS
24. Number of hours spent on officer-initiated activities by frontline officers in the Bureau of Community Policing (this includes Patrol, CERT, Beats & Bikes, 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.			
25. Percentage of youth diverted vs youth charged (EJS, Referral to Community Program, EJS pre-charge, EJS post charge, Warning YCJA, Other means YCJA).	55% (2023)	≥ 60%	BCP, BSCS
26. CSIF funding allocation from CPS budget.	Option 1 (\$): \$6.6M allocated (2023)/ Option 2 (%): 83% allocated (2023)	Allocate 100% of available CSIF funding to approved projects	BSCS
27. 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.			
28. Percentage citizens who believe CPS prevents crime by partnering with community agencies to address issues such as mental health, homelessness, and substance abuse.	55%	≥ 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 (2023)	≥ 25% decrease	BCP
30. Percentage of the participants in crime prevention presentations satisfied with the quality of presentations (CSS).	-	In development	BSCS
31. Number of participants in CPS youth initiatives.	700 (2023)	≥700	BSCS

Focus Area
OUR COMMUNITY**Outcome**
Build public trust and confidence.

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

2025 KPIs Include:

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.			
32. Percentage citizens who believe CPS is a police service I trust. (Council KPI #6)	77%	≥ 80%	OC
33. Number of public complaints (contacts) and number of compliments to Professional Standards Section.	Complaints: TBD Compliments: TBD	A: Maintain 5-year average	OC
34. Percentage of complaints resolved within 12 months.	TBD	B: ≥ 70%	OC
35. 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

Outcome
Achieve excellence in service delivery.

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

CPS Goals Include:

- Continuously improve timely and meaningful communication with the public.
- Work effectively with orders of government and the justice system.

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.
- 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:

2025 Performance Indicator	2024	2025 Target	Primary Owner
Goal 12: Continuously improve timely and meaningful communication with the public.			
36. Percentage of citizens who agree CPS keeps Calgarians informed about safety, crimes, and police actions.	66%	≥ 68% increase	BOP
37. Media Engagement (Total number of media calls, press releases, interviews, statements, and inquiries (calls and emails)).	-	In development	BOP
38. Social media engagement rate.	≥ 6%	≥ 6%	BOP
Goal 13: Work effectively with orders of government and the justice system.			
39. Favourable legislation/reform measures passed related to advocacy efforts.	Narrative	Narrative	BOP
40. 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**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.

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:

- Technology investments to support efficient, effective, quality service including Sentry (RMS) Enhancement Project and CAD Implementation, for example.
- Progress funded major capital construction projects:
 - Belvedere Station
 - Indoor Firearms Range (funding dependant)
- Progress the Fleet Transformation Program.
 - Fleet software management improvements.
 - Fleet process review
 - Fleet management strategy
 - Fleet telematics pilot
- 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 /Callout Review to better align with related budget allocations.

2025 KPIs Include:

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.			
41. Percentage completion of major IT initiatives (SENTRY Enhancement, CAD Implementation for example).	>50% (2024 Target) >25% (August 2024 "Actual")	≥ 65%	BSCS
42. Percentage of capital spend for infrastructure, IT, and Fleet.	> 65%	≥ 65%	BSCS, BOP
43. Meet Operating budget through effective projections and spending.	Within budget	Within budget	BOP
44. Meet Capital budget through effective projections and spending.	Within budget	Within budget	BOP

Focus Area
OUR PERFORMANCE

Outcome

Provide efficient and accessible data for decision making and transparency.

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.

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.
- 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.
- Continue to develop data asset catalogue and data dictionary.

2025 KPIs Include:

2025 Performance Indicator	2024	2025 Target	Primary Owner
Goal 15: Provide timely, valid, and consumable data to support operations and decision making.			
45. Dashboards developed to share relevant information in accessible formats with the public.	Narrative	Narrative	BOP

**2024 Annual Policing Plan to 2025 Annual Policing Plan
Changes at the Outcome/Goal Levels**

2024	2025	RATIONALE
OUR PEOPLE		
Develop and implement proactive, trauma-informed member wellness programs.	Advance psychological and physical health, safety, and well-being among members and foster a respectful workplace culture.	The 2025 goal is broader, aiming to support physical health, improve mental health and create a supportive and respectful environment for all members.
Provide adequate training and equipment to support members in their roles.	Provide appropriate training, education, development, and equipment to support members in their roles.	The 2025 goal expands the scope to include not just training and equipment, but also education and development opportunities. This progression shows a shift from meeting immediate needs to fostering continuous professional development and growth.
Strive for high quality service to the community and support member wellness through recruitment, retention, and prioritization of resources.	Provide high quality service to the community and support member wellness through recruitment, retention, and prioritization of resources.	Reworded
OUR DIVERSITY		
Embed equity in our systems and services.	Integrate equity, diversity, inclusion, and belonging (EDIB) principles and practices into workplace culture and service delivery.	The progression towards the 2025 performance measure extends to workplace culture, suggesting a deeper integration of these principles into everyday interactions and organizational ethos. This progression shows a shift from focusing solely on equity to embracing a wider range of inclusive practices, aiming to create a more holistic and supportive environment.
OUR COMMUNITY		
Through our actions, guided by training, policy, and standards, deliver professional to the community and victims of crime.	Through our actions, guided by training, policy, and standards, deliver professional, compassionate service to the community and victims of crime.	Reworded
OUR PERFORMANCE		
Be fiscally responsible while delivering quality service	Achieve excellence in service delivery	The 2025 goal incorporates the focus on fiscal responsibility as a component of the broader Service's commitment to excellence in service delivery.

**2024 Annual Policing Plan to 2025 Annual Policing Plan
Changes at the Performance Measure Level**

2024	2025	Rationale
OUR PEOPLE		
Percentage of members surveyed who are satisfied that the CPS offers a sufficient array of health and wellness services and supports.	Increase the number of health checks annually.	The 2025 Performance Measure goal enhances health support by increasing the frequency of health checks, thereby providing more comprehensive health support to members.
Percentage of supervisors engaged with the Early Intervention Program (EIP) that felt the Program supported them to provide employees with appropriate assistance and guidance.	Percentage of active members who have completed mandatory Respectful Workplace training.	2025 Performance Measure ensures all employees are trained in maintaining a respectful workplace, which can contribute to a healthier work environment.
-	Percentage of employees who agree they experience inappropriate conduct but did not report.	NEW measure added to track experience of working environment, willingness to report (factors informing willingness to report) inappropriate conduct
Percentage of leaders who have completed the Called to Lead 200 Program.	Embed leadership competencies into performance assessment and promotion processes.	2025 Performance Measure seeks to create a culture where leadership competencies are a key factor in performance reviews and career advancement. focusing on the integration of leadership competencies.
Percentage of members who feel that the promotion process has improved.	Percentage of identified manual HR processes documented and ready for automation.	The 2025 Performance Measure focuses on operational efficiency and the readiness of the organization to implement automated solutions.
Talent Management software tool implemented in partnership with The City of Calgary.	Performance assessment software tool launched alongside enhanced supports for supporting members and supervisors through assessment processes. <i>(In alignment with leadership competencies).</i>	The 2025 Performance Measure focuses on performance assessment and support, specifically aligned with leadership competencies.
Career Advisor Program for sworn and civilians implemented.	Proportion of sworn and civilian exits that were by members with less than 5 years of service.	The 2025 Performance Measure tracks the turnover rate of employees with less than five years of service, emphasizing retention and the organization’s capacity to sustain its workforce, especially among newer staff members. The narrative will include links to lessons emerging from exit interviews and efforts by the Service to address these issues.

2024 Performance Measure	2025 Performance Measure	Rationale
OUR DIVERSITY		
Indigenous Advisory Circle re-established, and Elder Advisory Circle created.	Percentage of new or amended policies approved in 2025 that include consultations with the Indigenous Relations Team and other Indigenous groups.	The 2025 progression lies in creating formal advisory structures versus embedding consultation practices into policymaking.
Number of events with Indigenous experiential learning for CPS members (for example, ceremonies, blessings, and Indigenous events).	Percentage of the participants (IRT led sessions) that report increased knowledge of Indigenous people and culture.	Improved KPI focused on impact of presentations rather than number of activities
Number of interactions with the Indigenous community using culturally appropriate engagement (external individuals and organizations).		
Strengthen and implement Equity, Diversity and Inclusion (EDI) tools.	Develop and implement the Inclusion and Belonging Framework and Strategy.	The 2025 performance measure continues to advance EDI efforts by adopting a broader, strategic approach to fostering inclusion and belonging.
Support the creation of two new employee resource groups and sustain the two existing employee resource groups.	Support the creation of two employee resource groups and sustain the existing employee resource groups.	Reworded. The Service currently has two employee resource groups - Calgary Women in Policing (CWIP) and The Gender and Sexual Diverse Employee Resource Group (GSD ERG). In 2025, focus will be on the Neurodiversity Group and a Racialized Group along with customised supports and a guidebook from the OCIB.
Percentage of annual officer applicants from racialized and/or marginalized communities. (Council KPI #12).	Percentage of annual officer applicants from racialized and/or marginalized communities. (Council KPI #12).	Reporting on this metric will partner with BPOD to ensure outcomes for racialized applicants is provided

2024 Performance Measure	2025 Performance Measure	Rationale
OUR COMMUNITY		
Percentage of calls that result in an occurrence report. (Council KPI #2) Percentage of time patrol spends on proactive activities (Council KPI #9)	Number of hours spent on officer-initiated activities by frontline officers in the Bureau of Community Policing (this includes Patrol, CERT, Beats & Bikes, PRT and CAMP). <i>Notes: Officer-initiated time includes On-View, Traffic Safety and Officer-Generated Investigative/Follow-Up.</i>	Will continue to track and report on Council KPI (2024) for the final report. New measure focused on work being done by officers in number of initiatives designed to support public safety.

Number of participants in CPS youth initiatives.	Number of participants in CPS youth initiatives.	Moved to Goal 9
-	CSIF funding allocation from CPS budget.	NEW
-	Percentage of school administrators who are satisfied with the SRO program.	NEW – Establishing a baseline in 2025. A survey will be conducted in 2025, with the results to be released in the fall update of that year. This aligns with the initiation of implementation of recommendations following the review of the SRO program.
Percentage citizens who believe CPS prevents crime by partnering with community agencies to address issues such as mental health, homelessness, and substance abuse.	-	Not reported in 2025 APP as data from citizens’ survey not available until 2026.
-	Percentage of the participants in crime prevention presentations satisfied with the quality of presentations (CSS).	NEW
-	Supports provided to victims of crime by the Victim Assistance Support Team.	NEW

2024 Performance Measure	2025 Performance Measure	Rationale
OUR PERFORMANCE		
-	Media Engagement (Total number of media calls, press releases, interviews, statements, and inquiries (calls and emails).	NEW – setting baseline in 2025.
Meet Operating budget through effective projections and spending	Meet Operating budget through effective projections and spending	Separated to reflect capital and operating budget performance
	Meet Capital budget through effective projections and spending	
Policy developed to guide work on race-based data.	-	removed