



REPORT TO CALGARY POLICE COMMISSION



2025 Annual Policing Plan Mid-Year Update

ISC: ☒ Unclassified ☐ Protected A ☐ Protected B

Date 2025 06 12

Submitted for

☐ Information only ☒ Discussion ☐ Decision / Approval

Type of Meeting

- | | |
|---|--|
| <input checked="" type="checkbox"/> Executive Committee | <input checked="" type="checkbox"/> Commission Regular Meeting |
| <input type="checkbox"/> Finance, Audit, & Infrastructure Committee | <input checked="" type="checkbox"/> Public Session |
| <input type="checkbox"/> Police Personnel & Culture Committee | <input type="checkbox"/> In-camera with CPS |
| <input type="checkbox"/> Policing Services Committee | |
| <input type="checkbox"/> Workplace Review Steering Committee | |

Reason for Report

- ☒ Obligation under the *Police Act* or *Police Service Regulation*
- ☐ Obligation under Commission Policy
- ☒ Report on program and/or update on progress
- ☒ Response to Motion or Commission Inquiry
- MOVED and SECONDED to direct the Service to include in the presentation on the 2025 Mid-Year Annual Policing Plan at Calgary Police Commission June meeting information on the promotion process improvements and the trauma informed education outcomes.*
- ☐ Other:

Recommendation

It is recommended that the Calgary Police Commission (CPC) receives the 2025 Annual Policing Plan (APP) mid-year report and response to the motion raised at the Executive Committee for information.

Background / Analysis / Considerations / Next Steps

The mid-year report is presented to the CPC as an update on the priorities outlined in the 2025 APP. The 2025 APP consists of four (4) focus areas, nine (9) outcomes, 15 goals and 44 performance measures that support the Calgary Police Service's (CPS) corporate goals and key

performance indicators (KPIs). The activities align with the five (5) long-term goals outlined in the Service's Strategy and the 12 commitments identified in the 2023-2026 Service Plans and Budget.

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

This report includes an update on implementation of the 2025 APP and a response to questions raised by members of the Executive Committee specific to promotions process improvements and trauma informed education outcomes.

The 2025 Annual Policing Plan

The 2025 Mid-Year report provides first-quarter updates for all measures, with additional data available through April 2025 for selected indicators. The findings show that CPS is making consistent progress toward its annual goals. Of the 44 performance indicators monitored, 22 are on track, 22 are progressing, and none are off track.

Key highlights from each focus area in the 2025 APP include:

Our People:

CPS made significant strides in fostering member wellness and a well-equipped workforce this quarter, with key achievements including:

- Improving Health Support – We're expanding access to wellness programs, including mental health resources and Wellness Road Shows, to help more people stay healthy.
- Trauma-Informed Education – Key programs like The Working Mind and Suicide Intervention continue, along with new family-focused initiatives to support well-being.
- Stronger Leadership Skills – Leadership training is now part of performance reviews, and a new tool launching this year will help leaders grow and improve.
- Enhanced Promotion Process – Changes to the scoring matrices in relation to conduct and performance are being implemented, along with other continuous improvement modifications. A communications strategy has been developed and will be used to support members in understanding the changes.
- Modernizing HR Systems – We're automating more HR processes, making hiring and onboarding smoother and more efficient.
- Ongoing Recruitment Efforts – Outreach events and media campaigns are helping attract new hires while keeping civilian hiring timelines competitive.
- Keeping Members Engaged – New strategies, including leadership development, improved HR policies, and the Safe Disclosure Office, are strengthening support and engagement.

Our Diversity:

CPS continued to strengthen its diversity and inclusion efforts through key initiatives focused on cultural education, community engagement, and organizational alignment:

- Improving Organizational Structure – Internal equity efforts are now part of the Culture, Inclusion, and Belonging Section, while community-focused programs remain with Indigenous and Diversity teams.
- Inclusive Hiring Practices – Recruitment efforts ensured strong representation from racialized and marginalized communities through targeted campaigns and events.
- Shaping Future Inclusion Efforts – A new Culture, Inclusion, and Community Framework and Strategy is being developed, guided by global best practices and member input.
- Growing Employee Support Groups – Two new employee resource groups (ERGs) were introduced, adding to the ongoing work of existing groups that promote inclusion and belonging.

Our Community:

CPS continues to enhance community safety through key initiatives focused on proactive policing, partnerships, and outreach:

- Increased Officer Presence and Patrols – Uniformed officers are increasing their presence downtown to respond to rising assaults. Specialized teams like CERT and DSET are actively working to address crime and disorder.
- Helping At-Risk Youth – Stronger diversion programs are ensuring early support for young people who need help.
- Funding for Safety Programs – The Community Safety Investment Framework is supporting key initiatives like HELP, PACT, and Indigenous Navigator.
- Focus on Traffic Safety – Efforts continue with local plans and public education to improve road safety.
- Improving Staffing and Service – Focus on filling job gaps is contributing to better service and alignment with performance goals.

Our Performance:

CPS continues to advance its performance goals through strategic planning, project oversight, and resource management.

- The Professional Standards Section (PSS) is working with the Police Review Commission (PRC) Liaison to create a transition plan. A draft process map for complex complaints is completed, and standard procedures are being developed.
- While G7 preparations have affected some timelines, project priorities are regularly reviewed to minimize delays.
- Key initiatives like the SENTRY system remain on track for year-end implementation, and updates to the CAD project timeline are forthcoming. Other projects are progressing as planned or have been rescheduled for future budget cycles.
- Capital expenditures are being closely monitored, with G7-related costs tracked separately.

Response to Executive Committee Motion

1. Information on the changes to the promotions process, they are also interested in the measures BPOD will be using to evaluate the impact of the changes?

Highlights of changes to the sworn promotions process include:

- Improved consistency and transparency in how applicants are assessed by introducing standardized performance rubrics based in the newly developed Leadership Competencies to assess readiness and merit, instead of supervisor assessments which can be inconsistent.

- All leadership competencies will now be deemed critical for applicants to move forward with promotion to the ranks of Inspector and above.
- Launched an interpretive guide to assist applicants as they develop and prepare for promotions with concrete examples.
- A change management plan is being applied to help members and leaders navigate this evolution. The new changes will be evaluated in late 2025 with a survey for all promotions applicants, supervisors and boards involved in the newly implemented processes at each rank.

2. Trauma-informed education and outcomes – types of response, for whom, and impact?

- The CPS provided 34 wellness educational and awareness opportunities for members and their families, reaching 30% of the annual target, including training and education, resource presentations, critical incident support, and wellness debriefs. The opportunities reached 833 CPS members and their families (267 individuals reached through training or wellness sessions, and 566 individuals engaged at wellness resource presentations). These opportunities foster resilience, reduce stigma, and raise awareness about available wellness resources at the CPS.
- Courses including *The Working Mind First Responders*, *Suicide Intervention*, *Trauma-Informed Leadership*, and the *Early Intervention Program* continue to offer crucial mental health training specific to the exposures faced by sworn and civilian members. In addition, initiatives such as *Self-Care Workshops* and *Recruit Family Night* help strengthen well-being for both members and their families.
 - The Trauma Informed Leadership program is specifically designed for leaders within Public Safety Organizations by Wayfound Mental Health Group to help manage the pressures of both operational stressors and organization stressors unique to a public safety organization. Wayfound will report on the program evaluations later this year and will be included in future reporting. This evaluation includes participants in the Program and their direct reports.
- The Wellness & Resiliency Division also worked with the CPS G7 team to highlight wellness resources, including Health Checks.
- The Service is applying resources to transition to outcome-based wellness measures for the 2026 APP. As an example, longitudinal assessments of Early Intervention Program effectiveness for members are being developed for year-end 2025 reporting, as well as exploring what other policing agencies are utilizing to enhance and evaluate the outcomes of our wellness programs. Currently, the Service's data collection on wellness programs is largely limited to participation in programs, number of offerings, individual program surveys, in addition to the Annual Employee Engagement Survey question in which 70% of respondents in 2024 agreed that CPS offers sufficient health and wellness services and supports.

Examples of information currently available:

- In 2024, 33 sworn members completed the CPS Reintegration Program compared to 26 in 2023. The Program is partnering with the Abilities Management Unit to focus on supporting members for a successful return to work. In the CPS Reintegration Program Feedback Survey in 2024, 100% (n=8) respondents were satisfied with the Program, noting it as a key component in supporting their mental health. The survey also reported preliminary large effects in work-related anxiety reduction (-66%) and improved their ability to manage work-related triggers (+63%) following completion of the program.
- The Working Mind of First Responders (The Mental Health Commission) receives program-survey data and evaluations directly. We requested CPS specific data and 89 % of respondents stated it increased their understanding of mental health and wellbeing.

- For all internal therapeutic sessions, we use the OQ 45 outcome-based measurements to ensure progress is being made for the individual. We are currently looking how we could use this data in an aggregate way to identify broader outcome-based measurement.
- The Wellness and Resiliency Division has also received anecdotal qualitative feedback directly from participants about offerings that enhance social connection and mental wellbeing, such as Family Night at the Museum:
 - *“Good morning, I just wanted to extend a heartfelt thank you for organizing the “Night at the Museum” event. As always, the staff and volunteers were incredibly friendly and helpful. Our kids had a fantastic time, especially enjoying the scavenger hunt and the “drunk goggles” games. The snacks—especially the candy—were a big hit as well! Overall, it was a fun and informative evening that brought our families together in such a meaningful way.”*
- Anecdotally the Peer Support Program also receives feedback from individuals about how Peer Support has been a key barrier free way for people to access services.

3. Interest in the Abilities Advisors (referred to as Abilities Coordinator) and how that role was working and if there has been any evaluation of the efficacy of the program?

Our Abilities Management Program is designed to support members in their safe and timely return to work. There are currently five CPS Abilities Advisors and they are part of the Health, Safety and Abilities Section within the Human Resources Division. The Abilities Advisors coordinate internal and external supports, ensure appropriate medical documentation is completed for leaves and accommodations and frequently communicate with members and insurance providers to streamline the process. In addition, the Abilities Advisors:

- Ensure that individual and organizational internal standards and external legal obligations are met through the collection, interpretation, and communication of case information.
- Collect, review, and interpret claims information including functional restrictions, prognosis, Job Demands Analysis, and medical assessments.
- Assess accommodated members restrictions, work areas and operational need to determine appropriate placement and accommodation of members. Working with CPS supervisors to ensure appropriate work is available for an accommodated member.
- Liaise and facilitate communication related to specific claims between members, CPS supervisors, CPS Placement Unit, health and safety team, Chief Crowfoot Learning Centre, medical professionals, and insurers (WCB, Homewood Health, Canada Life).
- Actively communicate with members on medical leave to ensure that CPS has access to current medical information including medical restrictions, accommodations and return to work plans. When required, advise and provide members with information related to internal CPS and external resources (e.g. psychological supports, EFAP, etc.).
- For complex cases, determine if additional referrals or assessments (e.g. health partner review and Independent Medical Exams) are required to be completed; facilitate the completion, and communicate the results to the member and leader.
- Complete and submit claims related forms including work area assessments, fitness for work assessments, return to work plans, WCB and other insurer documentation.
- Retain and update claims information within the CPS medical records retention system, this includes WCB, S&A and LTD documentation, medical documentation, accommodation and restriction information/history and other case notes.
- Provide training and education to CPS members and employees regarding abilities management, insurance and return to work processes.
- In addition, the Return to Work (RTW) program was redesigned recently to ensure a strengthened and consistent process to support members returning from leave. As part of this process improvement a RTW Facilitator has been recently hired to coordinate all steps returning members need to complete before returning including ensuring the appropriate training is completed for those returning to operational roles. This includes ensuring members

are supported throughout the process and there is consistent coordination across the various partners including the supervisors, training, Abilities Advisors and Sworn Placements. The RTW Facilitator will be developing data tracking mechanisms to measure program success. This work will be reflected in the 2026 APP Performance Indicators.

Attachments (if any)

1. 2025 Annual Policing Plan Mid Year Report
2. BPOD Motion Response

Approval signatures

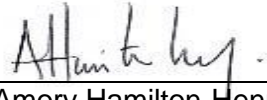
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Date

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Katherine Murphy, Chief Strategy Officer

Date

Bureau of Organizational Performance





CHIEF OF POLICE signature:

2025-06-18




Katie McLellan, Chief of Police

Date

Calgary Police Service
Annual Policing Plan 2025: Mid-Year Update




2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
OUR PEOPLE						
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	114	On Track 	114 health checks were completed in Q1. This significant growth is driven by several key factors: <ul style="list-style-type: none">• More people are engaging with wellness programs through Wellness Road Shows and outreach, leading to 25 Health Checks scheduled from late 2024 efforts. These events will continue into the fall.• Growing word-of-mouth and promotion have helped more people access CPS wellness resources.• Three new therapists have joined the team, making mental health services more accessible.• Early access to resources like sleep testing is helping members address concerns before they become more serious.	
2. Number of trauma-informed educational/awareness opportunities provided to members and their families.	153	≥ 112	34	On Track 	<ul style="list-style-type: none">• CPS provided 34 educational and awareness opportunities for members and their families, reaching 30% of the annual target.• Courses like The Working Mind First Responders and Suicide Intervention continued to offer crucial mental health training.• The Wellness & Resiliency Division worked with G7 event organizers to highlight wellness resources, including Health Checks.• Initiatives such as Self-Care Workshops and Recruit Family Night helped strengthen well-being for both members and their families.	
3. Percentage of active members who have completed mandatory Respectful Workplace training.	New	100%	N/A (Annual EE Survey)	Progressing 	-	Annual Measure not reported Quarterly.
4. Percentage of employees who agree they experienced inappropriate conduct but did not report it.	16% (276 employees)	10%	N/A (Annual EE Survey)	Progressing 	-	Annual Measure, not reported Quarterly.

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
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%	50%	On Track 	<ul style="list-style-type: none">Performance Assessments: Leadership competencies are now integrated into semi-annual performance assessments, including probationary assessments. A new system for performance assessments will launch in Fall 2025, making the process more efficient. The mid-year assessment rollout is planned for 2026, ensuring leadership growth remains a focus across all ranks.Promotions Processes: The new sworn promotion rubrics, guiding principles and member guide are finalized, ensuring alignment with updated leadership competencies. A change management plan has been introduced to help members and leaders understand how the rubrics and competencies apply to promotions at all ranks.	
6. Percentage of members surveyed who agree they are provided with adequate training to perform their job.	53%	≥ 55%	N/A (Annual EE Survey)	Progressing 	-	Annual Measure, not reported Quarterly.
7. Maintain the current percentage of SBOR ¹ reports that are formally reviewed to ensure policy compliance, training, feedback/improvement.	90%	≥ 95%	59%	On Track 	<ul style="list-style-type: none">The Q1 KPI value of 59% is typical for the first part of any year. This value fluctuates throughout the year but increases over time. Towards year-end, it normally sits at ~80% and in the weeks following year-end increases to over 95%. The review process ensures every occurrence where any force was used is examined.	

¹ An SBOR report (Subject Behaviour / Officer Response) is a standardized form used to document reportable officer use of force, in accordance with the De-Escalation and Use of Force policy. It records key details, including officer and subject data, the type(s) of force applied, and additional relevant information specific to each incident. Once completed, SBOR reports are reviewed by Force Review Officers to ensure compliance with policy and training standards. These evaluations gather feedback that may inform future policy updates, standard operating procedures, training enhancements, equipment improvements, and other operational considerations.



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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
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%	71%	On Track 	<ul style="list-style-type: none">By the end of Q1 2025, 36 of 46 HR processes (71%) have been mapped for automation, supporting CPS's commitment to modernize HR operations, enhance consistency, and improve efficiency. Priority processes documented include grievance process, tenure extensions, voluntary departures (resignations, retirements, exit interviews), workplace investigations, civilian hiring (talent acquisition) and outside business interests.Early results show improved onboarding and training for new HR staff is contributing to a more consistent service experience. This foundational work will support the next phase: automation, set to begin after the procurement of a new HR Service Delivery platform.	
9. Percentage of members surveyed who agree that CPS practices are applied equitably and fairly to all members.	28%	≥ 35%	N/A (Annual EE Survey)	Progressing 	-	Annual Measure, not reported Quarterly.
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%	50%	On Track 	<ul style="list-style-type: none">A new system is being introduced to support CPS members and supervisors in conducting meaningful performance assessments. The tool will be ready for the year-end assessments in October 2025, and will be guided by the newly launched leadership competencies to encourage professional growth. Members and supervisors will begin completing two assessments per year, ensuring continuous development and feedback.	



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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
Goal 4: Provide high-quality service to the community and support member wellness though recruitment, retention, and prioritization of resources.						
11. Meet annual sworn recruiting target.	101	100%	25%	On Track 	<ul style="list-style-type: none">• In Q1 2025, CPS hired 25 sworn members, reaching 25% of the annual target of 101 hires. In Q1 2024, there were 24 sworn hires.• The Recruiting & Selection Unit promoted CPS careers through Career fairs at post-secondary institutions in Calgary and Southern Alberta, Recruitment Road trips to Ontario and Saskatchewan, the launch of Season 2 of the Called to Serve podcast and the second annual Indigenous Pathways to Policing event, in partnership with the CPS Indigenous Relations Team.	
12. Percentage of civilian positions filled within four months of posting date.	95%	≥ 95%	90%	On Track 	<ul style="list-style-type: none">• In early 2025, 90% of the 58 civilian positions were filled within four months of posting, slightly lower than 93% of 41 positions in early 2024.• The team continues to manage the high volume of postings while leveraging LinkedIn to attract more qualified candidates.	
13. Proportion of sworn and civilian exits that were by members with less than 5 years of service.	21% Sworn 40% Civilian	<10% Sworn <35% Civilian	12% Sworn 22% Civilian	On Track 	<ul style="list-style-type: none">• In early 2025, 12% (3) of sworn departures was among members with less than five years of service, similar to early 2024 figures. Two members left before completing all recruit training phases.• 22%(2) of civilian departures came from members with less than five years of service, down from 54%(7) in early 2024.• CPS is actively addressing retention through initiatives like the Safe Disclosure Office, leadership development courses, an Employee Advisory Committee, Exit Interviews, HR policy improvements, and the Members Senior in Service program.	



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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
OUR DIVERSITY						
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%	-	Progressing 	<ul style="list-style-type: none">The Indigenous Relations Team hosted Dene and Blackfoot language courses, a bi-weekly Creative Pause at the library, and a spring equinox potluck for Indigenous employees. Sacred Eagle Feathers were also made available at district offices. Participants in the Dene language course reported increased knowledge of residential schools, Indigenous communities, and cultural traditions.The team is collaborating with the City’s Indigenous Relations Office to plan events for National Indigenous History Month in June and National Indigenous Peoples Day on June 21.	In development. Not enough data collected to report in Q1.
Goal 6: Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community.						
15. Percentage implementation of Anti-Racism Strategic Roadmap.	67%	≥ 80%	85%	Progressing 	<ul style="list-style-type: none">In February, the Racial Equity Office (REO) organized CPS Community Connect: Experience the Diaspora to honor and highlight Black history and culture.To improve coordination, REO has moved to the Culture, Inclusion, and Belonging Section (CIBS).Internally focused equity and inclusion initiatives will be managed by CIBS, while external community programs will be led by the Indigenous Relations Team (IRT) and Diversity Resource Team (DRT) under the Community Services Section (CSS). Breakdown of roadmap action items: 17 completed (63%), 6 in-progress (22%), and 4 not started (15%).	85% are complete or in-progress

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
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%	NA in 2025	Progressing 	<ul style="list-style-type: none">• The Strategic Partnership Division continues to lead several outreach initiatives to strengthen relationships with diverse communities. These include training and programs provided by the Diversity Resource Team, Indigenous Relations Team, and the Community Mobilizers team.• At the district level, Community Resource Officers (CROs) maintain strong ties with local communities and businesses through initiatives such as Agent Status agreements, Crime Prevention Through Environmental Design (CPTED) assessments, and identifying and reporting social disorder and criminal activity.	64% in 2024. No Community Perception Report in 2025.
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). <i>See “Details” section for: Percentage of annual female officer applicants.</i>	38%	≥ 40%	43%	On Track 	<ul style="list-style-type: none">• In early 2025, 43% of sworn applicants who completed the diversity survey identified as being from racialized or marginalized communities, and 25% were female—consistent with early 2024 figures.• CPS connected with communities through events like <i>Experience the Diaspora</i> and <i>Indigenous Pathways to Policing</i>.• In Q2, CPS will relaunch the <i>Windspeaker Radio</i> campaign and participate in women-focused recruitment events, including the <i>National Women’s Show</i>, <i>Blue Line Fitness Female First Responder Day</i>, and a women’s fitness bootcamp.• A national multilingual recruitment campaign launched in late 2024 is expected to influence 2025 applications.	*Note: In 2025, only January and February data was available due to a loss of sworn applicant diversity data in March (during an update to the applicant portal).

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
18. Develop and implement the Culture and Inclusion Framework and Strategy.	New	100%	40%	On Track 	<ul style="list-style-type: none">• CPS is developing a new <i>Culture, Inclusion, and Community Framework and Strategy</i>, set to launch in October 2025. This plan is informed by recommendations from the <i>2024 Global Diversity, Equity, and Inclusion Benchmark</i> assessment.• CPS will gather input from May to July 2025 to help shape the final plan.• Key Components of the plan:<ul style="list-style-type: none">• Framework – Establishes core principles to integrate inclusion into service delivery, align with CPS values, and create a shared understanding across the organization.• Strategy – Uses global best practices to develop leading Equity, Diversity, Inclusion, and Belonging (EDIB) programs and initiatives.	
19. Support the creation of two (2) employee resource groups and sustain the existing employee resource groups.	New	100%	100%	On Track 	<ul style="list-style-type: none">• In March 2025, two new employee resource groups (ERGs) were introduced—the Military ERG and the Accessibility/Neurodiversity ERG—bringing additional support and representation to CPS members.• The Gender and Sexual Diversity ERG and the Calgary Women in Policing ERG continue to be actively engaged, collaborating with the Office of Culture, Inclusion, and Belonging on initiatives such as International Women’s Day.	

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
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OUR COMMUNITY

Goal 8: Identify, respond, and investigate trends in crime and social disorder to improve community safety.



20. Reduction in violent crime in public spaces.	7599	≥ 10% decrease	1664	Progressing 	<ul style="list-style-type: none">• Reports of non-domestic assaults in the downtown core affecting security staff, shelter workers, hospital employees, and vulnerable individuals, have increased.• CPS is increasing uniformed presence in key locations through proactive hotspot patrols to improve safety and prevent incidents.	Q1 2025
21. Reduction in number of shooting incidents. <i>See “Details” section for: Number of crime guns seized.</i>	78 (2024)	≤ 2024 Total	9 shooting incidents 89 crime guns seized	On Track 	<ul style="list-style-type: none">• There has been a 50% reduction in number of shootings in Calgary (YTD 2024: 18). This is a trend seen by other cities including Toronto and Edmonton.	Reporting Q1
22. Reduce crime and social disorder by collaborating with the community and partners.	77,851	≥ 5% decrease	18323	Progressing 	<ul style="list-style-type: none">• A rise in reported social disorder is linked to a stronger focus on safety and an expanded uniformed presence in the downtown core.• The <i>Community Engagement Response Teams (CERT)</i> have partnered with Calgary Transit and Community Standards as part of the Safer Calgary initiative to address social disorder and open-air drug use in public spaces. So far, the initiative has recorded 3,478 calls for service, executed 2,500 warrants, and issued 2,000 summonses.• Officers generated 75% of these calls, reducing the need for Calgarians to contact police or social agencies as many issues are being addressed before they escalate.²	

² Note: 2024 and 2025 mid-year update counts include only public-generated disorder calls for service.

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
23. 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)	263,009	On Track 	<ul style="list-style-type: none">The <i>Community Engagement Response Teams (CERT)</i>, introduced in 2024, focus on addressing crime and disorder in hotspot areas through targeted strategic deployments.The <i>Downtown Street Engagement Team (DSET)</i>—formerly known as Beats and Bikes—operates in key areas like the Beltline and Stephen Avenue, prioritizing both geographic coverage and community interaction.Patrol teams continue to focus on traffic safety through education and enforcement, while also providing high-visibility patrols when possible.	
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 YCJA, Other means YCJA).	54% (2024)	≥ 60%	52%	Progressing 	<ul style="list-style-type: none">The Youth Diversion Team has engaged a limited term constable to review all youth files with the goal of referring clients to community programs and extra-judicial sanctions earlier. In the first quarter, the number of referrals to extra-judicial sanctions and to the community program is higher than the same period last year.	
25. CSIF funding allocation from CPS budget.	\$9.4M	Allocate 100% of available CSIF funding to approved projects.	\$4M allocated (50%)	Progressing 	<ul style="list-style-type: none">Half of the \$8 million <i>Community Safety Investment Framework (CSIF)</i> funds has been allocated to essential initiatives, including the <i>HELP</i> team, <i>PACT</i>, <i>MRT</i>, <i>911/211 Colocation</i>, and the <i>Indigenous Navigator</i> position with the <i>Missing Persons Team</i>.Following last year’s expansion of the <i>HELP</i> program from downtown to District 4, Alpha House is now using additional funding to extend services into District 2.CPS is developing a targeted spending plan for these investments, with an updated <i>terms of reference</i> set to be presented at City Council in June for approval.	
26. Percentage of school administrators who are satisfied with the SRO program.	New	In development	-	Progressing 	<ul style="list-style-type: none">A satisfaction survey has been distributed to the Calgary Board of Education (CBE), Calgary Catholic School District (CCSD), Palliser, and FrancoSud school boards to establish a baseline for school administrator satisfaction with the School Resource Officer program. The survey will close in June 2025.	Not available until June 2025.

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Annual Policing Plan 2025: Mid-Year Update



2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
Goal 10: Deliver education and programming on public safety and crime prevention.						
27. 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%	The CPS is currently advancing a series of programs and initiatives to address crime prevention and promote public awareness.	Progressing 	<ul style="list-style-type: none">CPS is actively involved in various programs to support individuals and improve public safety. These include Action Table Calgary (ATC), the Calgary Navigation and Support Centre in the East Village, and the Urban Crime Initiative, which focuses on downtown and transit safety. Additional initiatives include the High System Users Program and the Social, Mental Health and Addiction Referral Team (SMART) at the Arrest Processing Unit to connect individuals with the help they need.As part of the Safer Calgary Initiative, CPS facilitated 3,094 referrals to social service agencies and judicial programs, including Community Courts, Calgary Indigenous Court, and the Calgary Drug Treatment Court, to support individuals in the downtown core.CPS is re-launching the Crisis Response Transformation campaign across social media and digital platforms like television, YouTube, Twitch, and Spotify. The campaign will be available in Calgary’s most widely spoken languages to ensure broad community engagement.	55% in 2024; no interim data available before the next Community Perception Report.
28. Reduce the number of fatal vehicle collisions. <i>See “Details” section for: Reduce number of major injury vehicle collisions.</i>	29 (2024)	≥ 25% decrease	7	On Track 	<p>The Safer Mobility Plan is a collaboration between the CPS and the City of Calgary, is focused on reducing collisions and fatalities across the city:</p> <ul style="list-style-type: none">There is recognition that public awareness of reduction in Automated Traffic Enforcement (ATE) may have desensitized drivers to the dangers of high-speed travel. Each District has submitted a coordinated annual Traffic Safety Plan, which highlights traffic hot spots, and plans to address them systematically.CPS continues to highlight the Alberta Traffic Safety Calendar.	Q1 2025

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
29. Percentage of participants in crime prevention presentations satisfied with the quality of the presentations (CSS).	-	≥90%	-	On Track 	<ul style="list-style-type: none"> In Q1 the Crime Prevention Team (CPT) gave 35 presentations to over 1,400 individuals in senior homes, church groups, community agencies, and schools. Topics focused on scams and fraud targeting seniors, situational awareness, gangs, and cyber safety for kids. In the absence of surveys, the CPT has engaged in discussions with organizers and participants pre/post meetings to confirm participants' expectations and the efficiency of content. CPT also self audits their presentations with another presenter to offer feedback based on their experience. It should be noted that the demand for these presentations and repeat booking continues to increase because of the value identified by participants and organizers. 	
30. Number of participants in CPS youth initiatives.	700 (2023)	≥700	436	On Track 	<ul style="list-style-type: none"> The Service addressed a staffing shortage in the YARD program that has helped to address the program's waitlist. In Power Play, an initiative designed to foster trust and understanding between the police and youth of diverse and marginalized communities, additional ice time allowed advanced players to receive specialized training and deeper skill development, while beginners built confidence in a supportive environment. 	The seven programs include Multi Agency School Support Team, Youth at Risk Development Program, Cadet Corp, PowerPlay, Junior Police Academy, ReDirect and Youth Advisory Board.
Goal 11: Through our actions, guided by training, policy, and standards, deliver professional service to the community and victims of crime.						
31. Percentage citizens who believe CPS is a police service I trust. (Council KPI #6)	77%	≥ 80%	NA for 2025	Progressing 	-	No Community Perception Report in 2025.
32. Number of public complaints (contacts) and number of compliments to Professional Standards Section.	Complaints: 272 Compliments: 262	A: Maintain 5-year average	380 public contacts (Jan-Apr) 62 compliments (Jan-Apr)	Progressing 	<ul style="list-style-type: none"> Approximately 78% of all public contacts with PSS are classified as citizen contacts. These contacts do not meet the criteria of a complaint as classified under the Police Service Regulation (PSR) however, they serve as important feedback on officers' performance and are useful in providing information to citizens about police processes. These files are resolved by the Intake Investigative Team. For contacts that meet the criteria under the PSR, the file is classified as an external complaint. In 2024, PSS received 1146 public contacts, 272 of these were later classified as external complaints. 	


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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
33. Percentage of complaints resolved within 12 months.	79%	≥ 70%	64% (Jan-Apr)	Progressing 	<ul style="list-style-type: none">PSS will continue to evaluate our progress to ensure alignment with our year-end KPIs.During the first quarter, staffing shortages led to delays. With our team now fully staffed, we anticipate significant improvements in our timelines throughout the year.	
34. Supports provided to victims of crime by the Victim Assistance Support Team.	43,926 (2023) 35,411 (2024 YTD)	≥45,000	10855	On Track 	<ul style="list-style-type: none">In March 2025, the two VAST trauma dogs saw a significant increase in their work hours—doubling their monthly average—primarily due to higher court attendance.More than 77% of VAST support services are dedicated to crimes against a person, with additional assistance provided for property-related crimes and tragic events such as sudden deaths, notifications, and suicides. The primary forms of support include distributing informational materials on victims' rights, the Victim of Crime Assistance Program, the Victims of Crime Protocol, Victim Impact Statements, and Statements on Restitution. The team also connects clients with agencies specializing in support for victims of sexual assault, domestic violence, child abuse, and human trafficking.	

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
OUR PERFORMANCE						
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	NA for 2025	Progressing 	-	No Community Perception Report in 2025.
36. Media Engagement (Total number of media calls, press releases, interviews, statements, and inquiries (calls and emails)).	-	In development	1,196	Progressing 	<ul style="list-style-type: none">The Public Affairs / Media Relations Unit continues to work with the media to address issues, support investigations, provide pertinent public safety information and raise awareness of topical issues such as downtown public safety, traffic safety and other Service priorities. This new metric is focused on helping us determine the most accurate measure for work with traditional media in the absence of an accurate tool to measure sentiment.	
37. Social media engagement rate.	≥ 6%	≥ 6%	7.7%	On Track 	<ul style="list-style-type: none">There has been an increase in both follower count and post volume on CPS social media accounts. These factors typically reduce engagement rates. However, the average engagement rate has risen to 7.7%. This suggests that the content remains relevant and engaging, even as the audience and output continue to grow.Other social media measurements have also increased: Impressions - 36,743,404 (+32.6% increase) Reach - 17,456,959 (+33.1% increase) Followers - 618,858 (+3.8% increase) Posts - 1,953 (+3.7% increase)To build on this momentum, the next steps should focus on maintaining content quality, identifying the types of content that drive the highest engagement, optimizing post formats, and fostering deeper community interaction.	

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
Goal 13: Work effectively with orders of government and the justice system.						
38. Favourable legislation/reform measures passed related to advocacy efforts.	Narrative	Narrative		On Track 	<ul style="list-style-type: none">Following provincial adjustments to automated traffic enforcement, the Police Commission and the Service successfully advocated at the municipal level to mitigate an anticipated budget shortfall. As a result, in March, Calgary City Council approved up to \$28 million in additional operational funding for the Service in 2025. This funding will be drawn from the Financial Sustainability Reserve, ensuring continued support for law enforcement operations in the city.Calgary Police Service remains actively involved in the efforts of the Police Review Commission (PRC) as they work toward establishing a new public agency under the Police Act by the end of 2025. This agency will oversee police complaints, investigations, and the coordination of disciplinary hearings. The Service is focused on ensuring a smooth transition for identified complaint types while strategically planning any projected resource reallocation to ensure the Professional Standards processes continue to operate with integrity and regard for public accountability.Our continuing partnership with the City contributed to amendments to the Calgary Traffic and Street Bylaws in February. Under the updated regulations, tow service vehicles must remain at least 200 metres from a collision or incident unless specifically requested by emergency responders or the involved vehicle's owner or operator. These changes aim to curb the growing and unsafe practice of unsolicited tow truck arrivals, which have disrupted first responders, pressured accident victims, and led to excessive fees.The CPS remains actively engaged with the Alberta Association of Chiefs of Police and the Canadian Association of Chiefs of Police to advance shared priorities across law enforcement agencies. This includes ongoing discussions to identify feasible options to mitigate the financial impact of tariffs on police budgets, ensuring sustainable funding and operational effectiveness.	

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
39. Organizational readiness for Police Act reform, including strong engagement with Ministry.	<p>Monthly Police Act reform meetings with GoA.</p> <p>Member of AACP Police Act reform sub-committee.</p>	Narrative	Ongoing	Progressing 	<ul style="list-style-type: none"> Professional Standards Section continues to meet with the Police Review Commission Liaison on a transition strategy and process maps for the management of complaints that will be overseen by the police service once the Commission is established. 	
Goal 14: Optimize investments and efforts to continuously monitor, control, and improve information sharing, processes, facilities, and technology across the Service.						
40. Percentage completion of major IT initiatives (SENTRY Enhancement, CAD Implementation for example).	>50% (2024 Target) >25% (August 2024 "Actual")	≥ 65%	45%	Progressing 	<ul style="list-style-type: none"> G7 work has impacted several projects and timelines, but resource allocations are regularly reviewed and prioritised to ensure impacts to project timelines are minimised. SENTRY implementation is progressing and the end of year go-live is on track. CAD's timeline will be updated in coming weeks. Other projects are progressing as planned and some have been re-prioritised to next year or the next budget cycle. 	Average of the % of project completion for CAD, SENTRY, other IT projects, Fleet initiatives and Infrastructure initiatives.
41. Percentage of capital spend for infrastructure, IT, and Fleet.	>65%	≥ 65%	33%	Progressing 	<ul style="list-style-type: none"> Capital expenditures are monitored and are progressing as expected. In most cases, G7 expenditures have been excluded from these calculations and may be reported separately. 	Average of the % capital expenditures (actuals plus commitments) for IT, Infrastructure and Fleet.
42. Meet Operating budget through effective projections and spending.	Within budget	Within budget	Narrative	On Track 	<ul style="list-style-type: none"> The Service has largely mitigated anticipated revenue shortfalls from fines and penalties, with funding from the Financial Sustainability Reserve. 	
43. Meet Capital budget through effective projections and spending.	Within budget	Within budget	Narrative	Progressing 	<ul style="list-style-type: none"> At the end of the first quarter, the Service has spent 13% of its capital budget or 47% including outstanding commitments. 	
Goal 15: Provide timely, valid, and consumable data to support operations and decision-making.						

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Status	Narrative	Data Notes
44. Dashboards developed to share relevant information in accessible formats with the public.	Narrative	Narrative	Narrative	On Track 	<ul style="list-style-type: none">The Community Safety Dashboard was released to the public in October 2024. Between January and April 2025, there were 3900 hits on the dashboard. Work continues on the development of a Crime Severity Index dashboard for public release in 2025.	

CPC Motion (June 2025):

MOVED and SECONDED to direct the Service to include in the presentation on the 2025 Mid-Year Annual Policing Plan at Calgary Police Commission June meeting information on the **promotion process improvements** and the **trauma informed education outcomes**.

1. Information on the changes to the promotions process, they are also interested in the measures BPOD will be using to evaluate the impact of the changes?

CPS Response:

- Highlights of changes to the sworn promotions process include:
 - Improved consistency and transparency in how applicants are assessed by introducing standardized performance rubrics based in the newly developed Leadership Competencies to assess readiness and merit, instead of supervisor assessments which can be inconsistent.
 - All leadership competencies will now be deemed critical for applicants to move forward with promotion to the ranks of Inspector and above.
 - Launched an interpretive guide to assist applicants as they develop and prepare for promotions with concrete examples.
- A change management plan is being applied to help members and leaders navigate this evolution. The new changes will be evaluated in late 2025 with a survey for all promotions applicants, supervisors and boards involved in the newly implemented processes at each rank.

2. Trauma-informed education and outcomes – types of response, for whom, and impact?

CPS Response:

- The CPS provided 34 wellness educational and awareness opportunities for members and their families, reaching 30% of the annual target, including training and education, resource presentations, critical incident support, and wellness debriefs. The opportunities reached 833 CPS members and their families (267 individuals reached through training or wellness sessions, and 566 individuals engaged at wellness resource presentations). These opportunities foster resilience, reduce stigma, and raise awareness about available wellness resources at the CPS.
- Courses like The Working Mind First Responders, Suicide Intervention, Trauma-Informed Leadership, and the Early Intervention Program continue to offer crucial mental health training specific to the exposures faced by our members both sworn and civilian. In addition, initiatives such as Self-Care Workshops and Recruit Family Night help strengthen well-being for both members and their families.
 - The Trauma Informed Leadership program is specifically designed for leaders within Public Safety Organizations by Wayfound Mental Health Group to help manage the pressures of both operational stressors and organization stressors unique to a public safety organization. Wayfound will report on the program evaluations later this year and will be included in future reporting. This evaluation includes participants in the Program and their direct reports.
- The Wellness & Resiliency Division also worked with the CPS G7 team to highlight wellness resources, including Health Checks.
- The Service is applying resources to transition to outcome-based wellness measures for the 2026 APP. As an example, longitudinal assessments of Early Intervention Program effectiveness for members are being developed for year-end 2025 reporting, as well as exploring what other policing agencies are utilizing to enhance and evaluate the outcomes of our wellness programs. Currently, the Service's data collection on wellness programs is largely limited to participation in programs, number of offerings, individual program surveys, in addition to the Annual Employee Engagement Survey question in which 70% of respondents in 2024 agreed that CPS offers sufficient health and wellness services and supports. Examples of information currently available:

- In 2024, 33 sworn members completed the CPS Reintegration Program compared to 26 in 2023. The Program is partnering with the Abilities Management Unit to focus on supporting members for a successful return to work. In the CPS Reintegration Program Feedback Survey in 2024, 100% (n=8) respondents were satisfied with the Program, noting it as a key component in supporting their mental health. The survey also reported preliminary large effects in work-related anxiety reduction (-66%) and improved their ability to manage work-related triggers (+63%) following completion of the program.
 - The Working Mind of First Responders (The Mental Health Commission) receives program-survey data and evaluations directly. We requested CPS specific data and 89 % of respondents stated it increased their understanding of mental health and wellbeing.
 - For all internal therapeutic sessions we use the OQ 45 outcome based measurements to ensure progress is being made for the individual. We are currently looking how we could use this data in an aggregate way to identify broader outcome-based measurement.
- The Wellness and Resiliency Division has also received anecdotal qualitative feedback directly from participants about offerings that enhance social connection and mental wellbeing, such as Family Night at the Museum:
 - *“Good morning, I just wanted to extend a heartfelt thank you for organizing the “Night at the Museum” event. As always, the staff and volunteers were incredibly friendly and helpful. Our kids had a fantastic time, especially enjoying the scavenger hunt and the “drunk goggles” games. The snacks—especially the candy—were a big hit as well! Overall, it was a fun and informative evening that brought our families together in such a meaningful way.”*
 - Anecdotally the Peer Support Program also receives feedback from individuals about how Peer Support has been a key barrier free way for people to access services.

3. Interest in the Abilities Advisors (referred to as Abilities Coordinator) and how that role was working and if there has been any evaluation of the efficacy of the program?

CPS Response:

- Our Abilities Management Program is designed to support members in their safe and timely return to work. There are currently five CPS Abilities Advisors and they are part of the Health, Safety and Abilities Section within the Human Resources Division. The Abilities Advisors coordinate internal and external supports, ensure appropriate medical documentation is completed for leaves and accommodations and frequently communicate with members and insurance providers to streamline the process. More specifically the Abilities Advisors:
 - Ensure that individual and organizational internal standards and external legal obligations are met through the collection, interpretation and communication of case information.
 - Collect, review, and interpret claims information including functional restrictions, prognosis, Job Demands Analysis and medical assessments.
 - Assess accommodated members restrictions, work areas and operational need to determine appropriate placement and accommodation of members. Working with CPS supervisors to ensure appropriate work is available for an accommodated member.
 - Liaise and facilitate communication related to specific claims between members, CPS supervisors, CPS Placement Unit, health and safety team, Chief Crowfoot Learning Centre, medical professionals, and insurers (WCB, Homewood Health, Canada Life).
 - Actively communicating with members on medical leave to ensure that CPS has access to current medical information including medical restrictions, accommodations and return to work plans. When required, advise and provide members with information related to internal CPS and external resources (e.g. psychological supports, EFAP, etc.).

- For complex cases, determine if additional referrals or assessments (e.g. health partner review and Independent Medical Exams) are required to be completed; facilitate the completion, and communicate the results to the member and leader.
 - Complete and submit claims related forms including work area assessments, fitness for work assessments, return to work plans, WCB and other insurer documentation.
 - Retain and update claims information within the CPS medical records retention system, this includes WCB, S&A and LTD documentation, medical documentation, accommodation and restriction information/history and other case notes.
 - Provide training and education to CPS members and employees regarding abilities management, insurance and return to work processes.
- In addition, the Return to Work (RTW) program was redesigned recently to ensure a strengthened and consistent process to support members returning from leave. As part of this process improvement a RTW Facilitator has been recently hired to coordinate all steps returning members need to complete before returning including ensuring the appropriate training is completed for those returning to operational roles. This includes ensuring members are supported throughout the process and there is consistent coordination across the various partners including the supervisors, training, Abilities Advisors and Sworn Placements. The RTW Facilitator will be developing data tracking mechanisms to measure program success. This work will be reflected in the 2026 APP Performance Indicators.