



REPORT TO CALGARY POLICE COMMISSION



2025 Annual Policing Plan - Fall Update

ISC: ☒ Unclassified ☐ Protected A ☐ Protected B

Date | 2025 10 15

Submitted for

☒ Information only ☐ Discussion ☐ Decision / Approval

Type of Meeting

- | | |
|---|--|
| ☐ Executive Committee | ☒ Commission Regular Meeting |
| ☐ Finance, Audit, & Infrastructure Committee | ☒ Public Session |
| ☐ Police Personnel & Culture Committee | ☐ In-camera with CPS |
| ☐ Policing Services Committee | |
| ☐ 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
☐ Other:

Recommendations

1. It is recommended that the Calgary Police Commission (CPC) receives the 2025 Annual Policing Plan (APP) fall report for information.

Background / Analysis / Considerations / Next Steps

The fall update report is presented to the CPC as an update on the priorities outlined in the 2025 Annual Policing Plan (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 fall update report provides an update on progress towards the priorities outlined in the 2025 APP. Overall, the 2025 fall report finds that CPS is steadily advancing towards its annual goals. Among the 44 performance indicators tracked¹, 24 are on track, 17 are progressing, and five (5) are off-track. Measures reported as 'progressing' are either not progressing as expected or have incomplete data at the time of reporting. Details on underperforming measures can be found in the narrative update for each KPI. Common causes include internal factors such as data delays, increased workloads, and shifting project timelines, as well as external factors such as changes in applicant pools, call volumes, and crime rates/trends. We continue to prioritize the necessary work required to drive improvements. These insights help us to better understand citizens' needs and expectations, guiding our efforts to improve services.

Key highlights from each focus area of the APP thus far:

Our People

- Health Checks up 71% – strong member engagement.
- Leadership Competencies are being embedded in performance assessments and promotions.
- 100% of HR processes mapped for automation.
- New performance assessment system launched October 2025.
- Civilian hiring on track – 92% filled within 4 months.
- 85% of Subject Behaviour/ Officer Response (SBOR) reports have been formally reviewed.

Our Diversity

- 85% of Anti-Racism Roadmap action items completed or in-progress.
- 47% of officer applicants from racialized and/or marginalized communities.
- Two new Employee Resource Groups (ERGs) launched (Military & Accessibility/Neurodiversity).
- Culture, Inclusion, and Community Framework and Strategy development underway.

Our Community

- Shooting incidents down 39%; 243 crime guns seized.
- Operation CERTainty yielded thousands of enforcement actions.
- Community Safety Investment Fund (CSIF) 75% allocated to impactful programs.
- School Resource Officer (SRO) program received 71% satisfaction by school administrators.
- Crime prevention presentations had 100% satisfaction.
- Youth program participation exceeded target (747+ youth engaged).
- Complaints resolution timelines improved such that 82% were closed within 12 months.

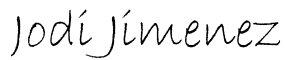
Our Performance

- Social media engagement at 7.08% – above target.
- Organizational readiness for Police Act reform on track.
- Major IT projects 60% complete.
- Operating budget is on track.

¹ Data for some performance indicators is collected annually and therefore may not be available at the time of the report. These measures will be presumed to be 'progressing' until updated data becomes available. Two of the KPIs were tracking two measurements, making the final count 46.

Attachments (if any)

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1. 2025 Annual Policing Plan Fall Update.docx
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Approval signatures**AUTHOR signature:**

2025-10-15

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Strategic Planning and Evaluation Unit
Strategic Services Section

Date

REVIEWED BY signature:

2025-10-15

Sandra Jacobi, Director
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Date

EXECUTIVE SPONSOR signature:

2025-10-15

Katherine Murphy, Chief Strategy Officer
Bureau of Organizational Performance

Date

CHIEF OF POLICE signature:

2025-10-21

Katie McLellan, Chief Constable

Date

Calgary Police Service
Annual Policing Plan 2025: Fall Update

2025 Performance Indicator	2024	2025 Target	Mid Year Update	Fall 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	183	On Track 	In 2025 Q2 YTD, 183 Health Checks were delivered to 173 members (6% of active strength), an increase of 71% (d=76) compared to 2024 June YTD (107). This increase reflects members’ interest in proactive wellness resource supports and the impact of increased engagement through Wellness Road Shows and other proactive efforts.	
2. Number of trauma-informed educational/awareness opportunities provided to members and their families.	153	≥ 112	34	46	Off Track 	- In 2025 Q2 YTD, CPS provided 46 educational/awareness opportunities for members and their families (reaching 41% of the annual target), representing a 44% decrease (d=36) in opportunities delivered compared to the same timeframe last year (82). - In 2024, significant efforts were made to engage broadly with each area of the membership and build awareness of wellness services available. As such, the 44% (d=36) decline could indicate a stabilization in member awareness. In 2025, the CPS has strategically prioritized high-impact, targeted programming that has so far reached over 1113 attendees through training, wellness sessions, and resource presentations. Collaboration with specific work areas (e.g., CPS G7 Team) has also increased awareness of wellness supports available.	
3. Percentage of active members who have completed mandatory Respectful Workplace training.	New	100%	N/A (Annual EE Survey)	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)	N/A (Annual EE Survey)	Progressing 	-	Annual Measure, not reported Quarterly.

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Fall 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%	50%	Progressing 	Performance Assessments: Leadership Competencies are now integrated into performance assessment process and policy. 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 member development 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. These changes will be applied in the upcoming Inspector and Staff Sergeant promotion processes starting in Q3. A change management plan with learning materials 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)	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%	85%	On track 	As of September 2025, 85% of Subject Behaviour/ Officer Response (SBOR) reports have been formally reviewed by a Force Review Officer. While all reports will eventually undergo formal review, the process takes time to ensure all necessary data is accurately captured before submission. Typically, reports from a given year will all be reviewed by the first few months of the following year.	

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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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%	100%	On Track 	By the end of Q2 2025, 54 of 54 HR processes (100%) have been mapped for automation, supporting CPS’s commitment to modernize HR operations, enhance consistency, and improve efficiency. New processes documented include the Code of Conduct, Performance and Probationary Assessments, Position Management, Redeployment, Return to Work, References, EAC Complaints, and References processes.	
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)	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%	50%	On Track 	Configuration of the new Performance Assessment System has been completed for the launch on October 1 st . Members will start with a self assessment based in the leadership competencies, and then supervisors will engage with members and complete the assessment including a developmental plan.	

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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%	49%	On Track 	In 2025 Q2 YTD, CPS hired 49 sworn members, reaching 49% of the annual target of 101 hires. This is a decrease of 31% (d=22) compared to 2024 Q2 YTD, when there were 71 sworn hires. There are currently 2 additional Recruit Training Program classes and 1 Direct Entry Officer class planned for 2025, which should add an additional 52 sworn hires in the second half of 2025.	
12. Percentage of civilian positions filled within four months of posting date.	95%	≥ 95%	90%	92%	On Track 	- In 2025 Q2 YTD, 92% (94) of 102 civilian positions were filled within four months of posting, slightly lower than during the first half of 2024, when 95% (85) of 89 positions were filled. - 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	25% Sworn 20% Civilian	Sworn Off Track  Civilian On Track 	- At the mid year point (2025 June 30), 25% (13) of sworn departures were by members with less than five years of service, which is similar to this time last year; and 6 members left before completing all recruit training phases. 20% (4) of civilian departures were by members with less than five years of service, down from 54% (16) in 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, focus on improving staffing challenges and the Members Senior in Service program.	

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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%	-	100%	On Track	• The feedback is based on a post-event survey with participants from the Indigenous language classes (Dene, Blackfoot, Nakota) for CPS members. 100% of respondent indicated that they increased their knowledge of Indigenous people and culture. • Over the summer, led four Indigenous ceremonial events: ○ Traditional blessing for 500 officers during G7 ○ Naming transfer for Chief Crowfoot Learning Centre ○ Eagle Feathers and Sacred Space Blessing ○ Mourning Ceremony for the Stoney Nakota Family with Homicide Detectives • Organized the blessing of the remaining Eagle Feathers and delivered them to Arrest Processing Section, Real-Time Operation Centre, Traffic Section, Professional Standards Section, and the Calgary Police Commission. • Delivered orange ribbons and Reconciliation education across all districts for the National Day for Truth and Reconciliation. • Delivered frontline insights at a multi-agency conference on Indigenous access to justice. • Facilitated two major youth and recruitment programs: Indigenous Pathways to Policing – career exploration for prospective Indigenous applicants and Indigenous Junior Police Academy – immersive law enforcement experience for youth aged 12–16. • Distributed backpacks to Indigenous students.	

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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%	85%	On Track 	To improve coordination, REO has moved to the Culture, Inclusion, and Belonging Section (CIBS). As a result of the strategic re-alignment in 2025 Q2, related deliverables of the Strategic Roadmap will be integrated into the Culture, Inclusion, and Community Strategy and Framework and completed as part of this new integrated approach. This will support the completion of the remaining outstanding items that require cross-Service collaboration.	85% measure is comprised of complete or in-progress roadmap action items: 17 completed (63%) 6 in-progress (22%) 4 not started (15%).
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	59%	Off Track 	- The Hate Crime Prevention Team continues leading proactive efforts and youth-focused training, responding to a doubling of hate-motivated files since 2019. - Participated in a multi-agency hate crime workshop hosted at Westwinds on September 23, 2025, led by the Organization for the Prevention of Violence (OPV), Canadian Race Relations Foundation, and the National Canadian Chiefs of Police – Hate Crime Task Force, supported by the Alberta Association of Chiefs of Police. The workshop focused on understanding hate crimes, their link to violent extremism, victim impact, and best practices for investigation.	

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Fall Update	Status	Narrative	Data Notes
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%	47%	On Track 	- In 2025 Q2 YTD, 47% (178) of 369 sworn applicants who completed the diversity survey in the application portal identified as belonging to a diverse population group or community, and 21% (76) were female—comparable to the same timeframe in 2024. - In Q2 of 2025 the Windspeaker Radio marketing campaign was launched for the second year in the hopes of reaching potential recruits in Indigenous communities. A women’s recruiting bootcamp event was held at Westwinds and the Recruiting & Selection Unit promoted CPS careers through several events targeting women including the National Women’s Show, Blue Line Female First Responder Day, Canadian Women in Policing (CWIP)/Employee Resource Group Summer BBQ, World Police and Fire Games (WPFG).	
18. Develop and implement the Culture and Inclusion Framework and Strategy.	New	100%	40%	40%	Progressing 	- CPS is finalizing a new <i>Culture, Inclusion, and Community Framework and Strategy</i>. This framework and strategy are informed by recommendations from the <i>2024 Global Diversity, Equity, and Inclusion Benchmark</i> assessment. - Positions CPS as a leader in inclusive service, community engagement, and fostering a workplace culture where members feel valued and empowered. Ensures lasting impact aligned with our values. - CPS gathered input from members in 2025 Q2 to help shape the document. - Key Components of the strategy and framework: Framework: Provides a clear scope for all inclusion initiatives across the Service by aligning our internal culture with the principles of inclusion. Guides how CPS designs policies, delivers services, and engages our members and community. Strategy: Ensures our efforts are strategic, measurable, and future-focused by being aligned with global, evidence-based standards.	

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19. Support the creation of two (2) employee resource groups and sustain the existing employee resource groups.	New	100%	100%	100%	On Track 	• 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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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	6098	Progressing 	Violent crime has been steadily increasing since the pandemic. Common assaults in the downtown core and increases in assaults on peace officers and security personnel have been reported. CPS will continue to work with community, social serving agencies and business owners to be vigilant and report suspicious activity.	
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	34 shooting incidents 243 crime guns seized	On track 	34 shooting incidents reflects a 39% decrease from the same time in 2024 (n=56).	
22. Reduce crime and social disorder by collaborating with the community and partners.	77,851	≥ 5% decrease	18323	56,197	Progressing 	Operation CERTainty focused on connecting with community in the core, specifically the 8 th avenue corridor. Community Engagement Response Teams (CERT) were deployed from the 8 Districts to work downtown. There was an increase in the number of reports and officer-initiated calls during this time (February-June) There were 3478 calls for service generated, 2,480 warrants executed, 1967 summonses issued, and 65 CDSA 4(1) charges laid (simple possession). This was supplemented by a High Intensity Drug Trafficking Area (HIDTA) operation for eight days targeting LRT and geographic hotspots, resulting in 124 criminal charges laid on 28 individuals. CPS will continue to work with community, Community Standards (Bylaw) and Transit Public Safety to address criminality and social disorder in downtown core.	

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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>	263,009	≥ 235,000 (3-year average)	91,513.3 (Jan-Apr)	178350.8 (Jan- Aug)	On track 	Officer proactive time is trending to be on par with 2024. Operation CERTainty provided more opportunity for officers to increase proactive time, however, with shortages on patrol teams across the city, the opportunities to engage in proactive activities is limited. G7 resourcing may also impact the year end totals for proactive time for officers.	
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%	50%	Progressing 	- The Youth Diversion Team and the Calgary Youth Justice Society held the Youth Diversion Summit on September 17, 2025. It was an opportunity to exchange ideas about youth diversion concepts and meet professionals from across Alberta. - Resources were allocated to review youth files to identify opportunities for youth diversion. This has resulted in improved coding of warnings.	
25. CSIF funding allocation from CPS budget.	\$9.4M	Allocate 100% of available CSIF funding to approved projects.	\$4M allocated (50%)	\$6M allocated (75%)	Progressing 	- CSIF Terms of Reference ratified by Council in June 4 programs extended until Dec 2026 based on their progress reports: Community Connect YYC (Kindred), Heartstrings Family Mental Health Crisis Support (Children’s Cottage), Older Adult Stabilization Crisis Outreach Team (Carya), and Immigrant Outreach Crisis Response (Immigrant Outreach Society). - Final 25% of allocation plan to be completed in October. CPS’ approach for the remainder of 2025 to 2026 has been to be purposeful in targeting allocations to extend proven initiatives, as well as internal and external programs that will directly impact police response to people in crisis.	

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26. Percentage of school administrators who are satisfied with the SRO program.	New	In development	-	71%	On Track 	71% of school administrators are satisfied with the activities of the SRO program in their school. 95% of school administrators are satisfied with SRO attending their school for a lockdown. - The School Administration Survey was completed by 239 principals, assistant principals, teachers, and other staff members.	
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%	NA	53%	Progressing 	- Action Table Calgary (ATC) has grown to include 56 partner agencies and has had interest from Edmonton Police and United Way Edmonton to replicate the program there. - The crisis response transformation awareness campaign was launched in May-June on social and traditional media networks and garnered 2.6 million impressions. The campaign was translated into multiple languages. - CPS representatives have begun to participate on a committee regarding Compassionate Intervention. - ATC cases for 2025 (as of September) is 98 cases; 64% of the referrals were from the CPS. - The Community Safety Knowledge Alliance (CSKA) carried out a partnership survey with ATC to identify strengths to maintain and opportunities for growth. The results showed high satisfaction among partners with their participation, strong collaborative capabilities in problem-solving and innovation, effective internal dynamics and leadership and identified some challenges in financial resource acquisition and external communication.	

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28. Reduce the number of fatal vehicle collisions.	29 (2024)	≥ 25% decrease	7	27	Off Track 	There has been a significant increase in the number of motorcycle fatal collisions, which has increased the total to date (September 2025) to 27. The Traffic Section is working on a comprehensive 2026 Traffic Safety Plan that incorporates the strategic goals of the Joint Traffic Safety Plan (2024-2028) and the Alberta Traffic Safety Calendar. Public messaging, Traffic Section and District collaboration, and focused resourcing to traffic education and enforcement for: speeding, distracted driving, commercial vehicle safety and impaired driving will be outlined and actioned. Additionally, the Drive to Zero campaign with Safer Mobility and the CPS launched in September, to highlight the consequences of unsafe driving.	
29. Percentage of participants in crime prevention presentations satisfied with the quality of the presentations (CSS).	-	≥90%	-	100%	On Track 	- According to the organizers in senior homes, the presentations were “energetic and informative” and 100% of respondents indicated they were satisfied with the quality of the presentation. Over the summer months (July to August), there were 10 presentations given on fraud and scams, romance scams, and situational awareness. - Ongoing public education around crime prevention and personal safety remains a core focus of the Crime Prevention Team. Through in-person presentations, traditional media and highly engaged social media content, supported by insights and trends shared from the Crime Prevention Team to Strategic Communications, over five million impressions have been generated, helping raise awareness of emerging trends and safety concerns across Calgary.	

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30. Number of participants in CPS youth initiatives.	700 (2023)	≥700	436	747	On Track 	- On May 24, 2025, the Calgary Police Cadet Corps held their Annual Review and Change of Command Ceremony to mark the end of the 2024/2025 cadet season. The ceremony highlighted the discipline, growth, and leadership of 17 graduating cadets who completed their journey in the program. - Student Police Academy (May 14): Hosted by School Resource Officers, this program gave 115 Grade 12 students the opportunity to experience a day in the life of a police officer through mentorship and interactive activities. - Calgary Police Cadet Corps (May 24): Held its Annual Review and Change of Command Ceremony, celebrating the discipline and leadership of 17 graduating cadets. - Junior Police Academy (March & August): Engaged 50 youth (ages 12–16) in a week-long immersive experience with CPS units, including crime-solving activities and demonstrations from Tactical, Canine, Mounted, Air Support and Victim Assistance teams.	The seven programs include Multi Agency School Support Team (MASST), Youth at Risk Development Program (YARD), Cadet Corp, PowerPlay, Junior Police Academy, ReDirect and Youth Advisory Board.

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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	75%	Progressing 	The CPS measures public trust in police through the Calgary Police Commission’s Community Perceptions Survey. Public trust holds steady around the 75% mark. For 2025, major changes in survey methodology means no direct comparison can be made between the results from this year and previous years. CPS understands the importance of public trust and continues to endeavour to raise public confidence by completing the Anti-Racism Strategic Roadmap, increasing community engagement and communication, collaborating with partner agencies to address mental health, homelessness, and substance abuse, ensuring Use of Force reporting is formally reviewed, monitored and evaluated to improve performance, training, and operations, providing body worn cameras to more areas in the Service, putting high importance on officer wellness and providing wellness supports and health checks, hiring and training officers and increasing representation of officers from racialized and/or marginalized communities, and improving internal processes for efficiency and compliance.	

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32. Number of public complaints (contacts) and number of compliments to Professional Standards Section.		A: Maintain 5-year average				These files include all contacts received by the Professional Standards Section. For those 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.	
	Complaints 1,146	Complaints 1,170	Complaints 380 (Jan-Apr)	Complaints 771 (Jan-Aug)	Complaints On Track 		
	Compliments: 262	Compliments 298	Compliments 62 (Jan-Apr)	Compliments 140 (Jan-Aug)	Compliments Off Track 		
33. Percentage of complaints resolved within 12 months.	79%	≥ 70%	64% (Jan-Apr)	82% (Jan-Aug)	On Track 	There has been significant improvement in the time it took to resolve complaints, with more employees on hand to process complaints and continued focus on efficient processes.	
34. Supports provided to victims of crime by the Victim Assistance Support Team.	35,411	≥45,000	10855	23,171	Progressing 	- The annual VAST conference in May 2025 was organized and hosted as part of National Victims and Survivors of Crime Week, bringing together volunteers and victim support agencies. - The CPS Homicide Unit and a Crown Prosecutor presented on homicide investigations to an audience of approximately 60 participants, including VAST staff, Calgary Sexual Assault Response Team (CSART) and Regional Victim Services. - The VAST trailer, three staff, four volunteers and two trauma dogs were deployed to engage with community at the community outreach event at Deerfoot City mall in August 2025. - Direct support to community members impacted by high-profile incidents, including the active shooter in the Crescent Heights area.	

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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	NA	Progressing 	From January to the end of August, the Public Affairs/Media Relations Unit issued 300 press releases, created 1,366 social media posts and handled 2,089 media inquiries. With an overall engagement rate more than twice the industry standard, the Service continually communicated with the public through dozens of public safety campaigns and crime prevention initiatives. This includes on topics such as gun crime, house break and enters, distraction thefts and the perils of excessive speeding, which included the launch of the Drive to Zero multimedia campaign with The City of Calgary.	The 2025 Community Perceptions Survey did not capture this metric.
36. Media Engagement (Total number of media calls, press releases, interviews, statements, and inquiries (calls and emails)).	-	In development	1,196	2,487 (Jan to Aug)	Progressing 	- Chief McLellan held an Editorial Board Meeting with senior leaders in key media and has conducted media interviews. - 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.	

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Fall Update	Status	Narrative	Data Notes
37. Social media engagement rate.	≥ 6%	≥ 6%	7.7%	7.08%	On Track 	• We continue to trend increasing both follower count and post volume on CPS social media accounts. These factors typically reduce engagement rates. However, to date we currently sit at 7.08% for 2025, higher than the same time in 2024 which was at 5.43%. From the last report, the engagement rate has only decreased by 0.62% (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 (comparing Jan-Sept 2025 from Jan-Sept 2024): • Impressions – 102,594,198 (+97% increase) • Followers – 626,986 (+13% increase) • Posts – 4,115 (+15.4% increase)	Majority of social media platforms changed their metrics to solely focus on either impressions (Facebook, X, LinkedIn), reach (Instagram) or views (all platforms for video content). For consistency, we summarize these metrics collectively under 'Impressions' for consistency in reporting.

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Goal 13: Work effectively with orders of government and the justice system.							
38. Favourable legislation/reform measures passed related to advocacy efforts.	Narrative	Narrative	Narrative	Narrative	On Track 	• An Executive Director position for Intergovernmental Relations and Communications has been filled. This position has the mandate to oversee and coordinate advocacy efforts. • 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. • 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.	

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39. Organizational readiness for Police Act reform, including strong engagement with Ministry.	Monthly Police Act reform meetings with GoA. Member of AACP Police Act reform sub-committee.	Narrative	Ongoing	Ongoing	On Track 	Meetings with the PRC are moving to a weekly cadence. The PRC is expected to start accepting complaints on December 1. PSS continues to prepare for the hand-over and we are still on track.	
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%	60%	On Track 	- The SENTRY Phase 1 implementation is on track and full user courses begin at the end of September. Two additional system updates will be released before the December 8, 2025, release date. - Significant progress has been made on the new CAD environment and the go-live date is planned for Q4 2026. - The re-allocation of G7 resources is allowing for work to resume on several other projects.	Average of the % of project completion for CAD, SENTRY, other IT projects, Fleet initiatives and Infrastructure initiatives. As of August 2025.

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2025 Performance Indicator	2024	2025 Target	Mid Year Update	Fall Update	Status	Narrative	Data Notes
41. Percentage of capital spend for infrastructure, IT, and Fleet.	>65%	≥ 65%	33%	71%	Progressing 	Capital expenditures are monitored and are progressing as expected. G7 expenditures have been included in these calculations because of recoveries expected.	Average of the % capital expenditures (actuals plus commitments) for IT, Infrastructure and Fleet. As of August 2025.
42. Meet Operating budget through effective projections and spending.	Within budget	Within budget	Narrative	Narrative	On Track 	The Service has largely mitigated anticipated revenue shortfalls from fines and penalties, with funding opportunity from the City’s Fiscal Sustainability Reserve.	
43. Meet Capital budget through effective projections and spending.	Within budget	Within budget	Narrative	Narrative	Progressing 	At the end of the second quarter, the Service has spent 44% of its capital budget or 57% including outstanding commitments.	
Goal 15: Provide timely, valid, and consumable data to support operations and decision-making.							
44. Dashboards developed to share relevant information in accessible formats with the public.	Narrative	Narrative	Narrative	Narrative	On Track 	The Community Safety Dashboard was released to the public in October 2024. Work continues to share data and insights with the public, including the release of the following reports: Annual Policing Plan, De-escalation and Use of Force, Crime Analysis and Crime Severity Index, Crime Trending Report with Hate Crime Data, and Race Based Data report.	