

**REPORT TO CALGARY POLICE COMMISSION****2025 Annual Policing Plan Year End**ISC: Unclassified Protected A Protected B

Date | 2026 01 28

Submitted for Information only Discussion Decision / Approval**Type of Meeting**

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| <input type="checkbox"/> Commission Week 1 | <input checked="" type="checkbox"/> Commission Regular Meeting |
| <input type="checkbox"/> Commission Week 2 (Reserved for Finance, Audit, Infrastructure) | <input checked="" type="checkbox"/> Public Session |
| <input type="checkbox"/> Commission Week 3 | <input type="checkbox"/> In-camera with CPS |

Reason for Report

- Police Act*, Police Service Regulation, or Police Conduct and Oversight Regulation
- Obligation under Commission policy
- Report on program or update on progress
- Response to Motion
- Other:

Recommendations

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

Background / Analysis / Considerations / Next Steps

The year-end report is presented to the CPC as a final update on the priorities outlined in the 2025 APP. The 2025 APP included 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 aligned 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.”

Out of the 44 performance indicators tracked in 2025, two (2) could not be measured due to unavailable data, 25 met the target, eight (8) were near but not met, and 11 did not meet the target.

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

Our People

- Member wellness strengthened through a significant increase in Health Checks and engagement with proactive wellness initiatives.
- Leadership competencies were fully integrated into both performance assessments and promotion processes, enhancing consistency across the organization.
- Member perceptions of training adequacy continued to improve.
- All key HR processes were documented to support modernization and future automation.
- Civilian hiring timelines were maintained and sworn recruit classes were consistently filled.

Our Diversity

- Recruitment diversity improved significantly, with 52% of applicants identified as being from racialized or marginalized communities.
- Two new Employee Resource Groups (ERGs) were launched, and existing ERGs remained active, achieving 100% of ERG support goals.
- Development of the Culture and Inclusion Framework reached 95% completion.

Our Community

- Shooting incidents decreased significantly, by 31% year over year, and by 47% over the five-year average.
- Officer-initiated activity increased, supported by proactive units, and coordinated operations across the city.
- CPS allocated 100% of its Community Safety Investment Framework (CSIF) funding to community programs, strengthening crisis support, service access, and collaborative initiatives.
- School administrators reported high satisfaction with the SRO Program, supported by a new deployment model and strengthened partnerships.
- Professional Standards resolved 83% of complaints within 12 months, surpassing the performance target.

Our Performance

- Social media engagement exceeded targets, reflecting strong growth, higher interaction, and more effective community-focused content.
- Capital spending for infrastructure, IT, and Fleet surpassed target levels, reflecting strong project execution.
- CPS successfully prepared for Police Act reform, maintaining strong engagement with the province throughout the transition.

Attachments (if any)

1. 2025 APP Year End Update
2. 2025 APP Year End PPT

Approval signatures

AUTHOR signature:

Jodi Jimenez

2026-01-28

Jodi Jimenez, Business Strategist
Strategic Planning and Evaluation Unit
Strategic Services Section

Date

REVIEWED BY signature:

Sandra Jacobi

2026-01-29

Sandra Jacobi, Director
Strategic Planning and Evaluation Unit
Strategic Services Section

Date

EXECUTIVE SPONSOR signature:

Katherine Murphy

2026 02 11

Katherine Murphy, Chief Strategy Officer
Bureau of Organizational Performance

Date



CHIEF OF POLICE signature:

Katie McLellan




2026 02 17




Katie McLellan, Chief Constable





Date



| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|---|------|--------------|-----------------|--|--|------------|
| Goal 1: Advance psychological health, safety, and well-being among members to foster a respectful workplace culture. | | | | | | |
| 1. Increase the number of health checks annually. | 232 | 15% Increase | 36% Increase | Achieved  | In 2025, there was a 36% (d=84) increase in health checks delivered (316) to CPS members compared to 2024 (232). There was also an increase of 44% (d=89) in the number of members (293) receiving a health check including 233 sworn and 60 civilian members compared to 2024 (204). This reflects increased interest and reduced stigma in wellness supports, combined with positive results of member engagement through proactive initiatives such as the CPS Wellness Roadshows and Health Screening Clinic. | |
| 2. Number of trauma-informed educational/awareness opportunities provided to members and their families. | 153 | ≥ 112 | 108 | Near but not met  | <p>The CPS achieved 96% of its annual target (112) by providing 108 trauma-informed educational/awareness opportunities to members and their families, 29% (d=45) fewer than in 2024 (153). Factors contributing to this decline include:</p> <ul style="list-style-type: none"> In 2024, there was a focus on building member awareness through wellness resource presentations that were not repeated in 2025 for work areas that had already been engaged. In 2025, there was a focus on targeting support to specific work areas and as follow up to critical incidents. In 2025, organizational commitments (e.g., hosting the G7 Summit) limited the provision of non-essential training activities and resource challenges within the Wellness & Resiliency Division impacted the number of sessions delivered. | |


| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|--|------------------------|-------------|-----------------|--------|---|--|
| 3. Percentage of active members who have completed mandatory Respectful Workplace training. | New | 100% | 68% | NA | <ul style="list-style-type: none"> At year-end, at least an estimated 68% of the CPS active strength were recorded as compliant with the mandatory Respectful Workplace training. This training must be retaken every three years. The 68% figure represents an estimate because the CPS was unable to obtain the complete and correct numbers due to ongoing technical issues between the training vendor and the CPS Learning Management System. As a result, the current data for 2025 training completions is incomplete and likely understates the actual number of members who are currently certified. The vendor is working to resolve the issue and updated compliance rates will be provided once the data issues have been fully addressed. Reminders to complete the training are sent to the membership through All Personnel Memos. Leaders of members who are not in compliance are notified of their members' non-compliance. Subsequent reports are generated to monitor and track compliance. | |
| 4. Percentage of employees who agree they experienced inappropriate conduct but did not report it. | 16% (276 employees) | 10% | NA | NA | <p>This question was not included in the 2025 Calgary Police Commission Employee Engagement Survey, therefore, the corresponding data is not available. This measure will be incorporated into the CPS Culture Pulse Survey, tentatively planned for March 2026.</p> <p>The Service has taken a proactive approach to advancing a speak-up culture and promoting psychological safety in the workplace. Key initiatives in 2025 included piloting the Safe Disclosure Office and launching the Speak Up campaign at the Inclusion Summit. Additionally, regular reporting was provided to the Executive Leadership Team and Calgary Police Commission on workplace complaints and their resolution throughout 2025.</p> | The 2025 Employee Engagement Survey did not capture this metric. |




| 2025 Performance Indicator | 2024 | 2025 Target | Year End 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% | 100% | Achieved  | <ul style="list-style-type: none"> • Performance assessments: The CPS Leadership Competencies are the foundation of the new performance assessment process and policy. A new system for performance assessments was launched in October 2025 in the MyCareer platform. A mid-year assessment rollout is planned for 2026, ensuring member development remains consistent and aligned across all ranks. • Promotions processes: The new Sworn promotion rubrics, guiding principles and member guide were launched, ensuring alignment with updated Leadership Competencies. These changes were applied to the Inspector and Staff Sergeant promotion processes in 2025 and will continue to be applied in 2026 to all promotion processes. A change management plan with learning materials was 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% | 56% | Achieved  | Results from the 2025 CPS Employee Engagement Survey show 56% of respondents agreed they were provided with adequate training to perform their job. Agreement on this dimension has steadily increased since 2022. The Service has made a concerted effort to increase training for members in the areas of equipment, investigative skills and leadership. | |
| 7. Maintain the current percentage of SBOR reports that are formally reviewed to ensure policy compliance, training, feedback/improvement. | 90% | ≥ 95% | 86.4% | Near but not met  | As of January 27, 2026, 86.4% of 2025 SBOR reports have been completed, reviewed and closed. The remaining reports are expected to be completed by the end of Q1 2026. | |




| 2025 Performance Indicator | 2024 | 2025 Target | Year End 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% | 100% | Achieved  | In 2025, 54 of 54 HR processes (100%) were mapped in preparation for automation, supporting the CPS' commitment to modernize HR operations, enhance consistency and improve efficiency. Examples of processes documented include the Code of Conduct, performance and probationary assessments, position management, redeployment, return to work, Employee Advisory Committee (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% | 34% | Near but not met  | The 2025 CPS Employee Engagement Survey results show that 34% of respondents agreed that CPS practices are applied equitably and fairly to all employees. Agreement on this dimension amongst members has been slightly increasing since 2022. The CPS continues to improve clarity and documentation of HR processes and policies using inclusive design principles, as well as improving supports for our members to raise concerns. | |
| 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% | 100% | Achieved  | <ul style="list-style-type: none"> The new performance assessment process was launched in the <i>MyCareer</i> platform on October 1st, 2025. Members started with a self-assessment based on the leadership competencies, followed by supervisor engagement and completion of the assessment and developmental plan. To ensure process adoption, members and leaders were engaged prior to the launch through HR business partners, commander meetings and a broader communications strategy. Supporting resources were provided to facilitate the transition to the <i>MyCareer</i> platform, including a tutorial video, supervisor and employee guides, APMs with links and a performance assessment resource page. | |



| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|--|---------------------------|-----------------------------|---------------------------|--|---|------------|
| Goal 4: Strive for high quality service to the community and support member wellness through recruitment, retention, and prioritization of resources. | | | | | | |
| 11. Meet annual sworn recruiting target. | 101 | 100% | 98% | Near but not met  | <ul style="list-style-type: none"> In 2025, the CPS hired 99 Sworn members, 98% of the annual target (101). This was a decrease of 2% (d=2) compared to 2024 when there were 101 Sworn hires. | |
| 12. Percentage of civilian positions filled within four months of posting date. | 95% | ≥ 95% | 95% | Achieved  | <ul style="list-style-type: none"> In 2025, 95% (175) of 184 civilian positions were filled within four months of posting date. This is consistent with 2024 when 95% (179) of 188 civilian positions were filled within the same time frame. The Talent Acquisition 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 31% Civilian | <10% Sworn <35% Civilian | 17% Sworn 36% Civilian | Sworn: Off Track  Civilian: Near but not met  | <ul style="list-style-type: none"> Sworn: In 2025, 17% (18) of 108 Sworn departures were by members with less than five years of service, 12 of whom left prior to completing all stages of training. The target for Sworn members is less than 10% and while the Sworn number is off track, it is lower than 2024 when 22% (17) of 78 Sworn departures were by members with less than five years of service, 12 of whom left prior to completing all stages of training. Civilian: In 2025, 36% (20) of 56 civilian departures were by members with less than five years of service, slightly higher than the target (of less than 35%) but an improvement over 2024 (40%). The CPS is actively addressing member retention through initiatives such as exit interviews and surveys, HR process and policy improvements, leadership development courses, the Employee Advisory Committee and the Members Senior in Service Program. | |



| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|--|------|-------------|-----------------|---|--|--|
| Goal 5: Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation. | | | | | | |
| 14. Percentage of participants (IRT led sessions) that report increased knowledge of Indigenous people and culture. | – | 70% | 100% | Achieved  | <ul style="list-style-type: none"> On October 30, 2025, as part of the CPS Inclusion Summit leadership panel, the Indigenous Relations Team (IRT) did a presentation to approximately 150 attendees on what the CPS is doing to advance Truth and Reconciliation, including Indigenous ceremonies incorporated into CPS protocols, how IRT can assist in investigations such as homicide, missing persons, domestic violence and helping the unhoused and persons dealing with mental health and addictions. During the November 5, 2025, Operation Order, the IRT was assigned to work at the Arrest Processing Section. Indigenous persons who were arrested were offered to smudge with prayers and given resources, the majority of whom participated and two expressed deep gratitude for allowing them to cleanse during their time of crisis. The IRT delivered three Indigenous language classes (Blackfoot, Stoney Nakoda and Tsuut’ina), engaging a total of 23 participants. | The KPI is based on a post-event survey with participants from the Indigenous language classes. |
| 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% | 100% | Achieved  | In 2025, the Racial Equity Office (REO) moved to the Culture, Inclusion and Belonging Section (CIBS) to improve co-ordination of related work. As part of this strategic realignment, Strategic Roadmap deliverables will be integrated into the Culture, Inclusion and Community Strategy and Framework, enabling completion of remaining items that require cross-Service collaboration through a more cohesive, integrated approach. | 100% measure is comprised of complete or in-progress roadmap action items: <ul style="list-style-type: none"> 21 completed (78%) 6 in-progress (22%) |



| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|--|------|-------------|-----------------|---|--|---|
| <p>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)</p> | 64% | ≥ 75% | 59% | <p>Not achieved</p>  | <ul style="list-style-type: none"> • The Hate Crimes Prevention Team took part in several media interviews and issued social media campaigns about hate crimes. • The Diversity Resource Team (DRT) liaised with diverse communities and assisted frontline officers in relation to those communities. Activities in the fall included: <ul style="list-style-type: none"> • delivered the Diversity Level 1 training to recruit classes. • worked with MEEMS and protest organizers to mitigate the risk of violence at public events. • assisted with, and mediated, calls that involved domestics and family disputes. • provided translation services to speciality units such as the Sexual Assault Investigative Unit and the Homicide Unit. • organized a townhall on personal safety, a cyber safety workshop with Middle Eastern youth, presentations on online scams and personal safety with the Chinese Seniors Center, “You and The Law” sessions to newcomers, presentations on biases and body language with Calgary Transit Peace and Correction Officers, and “Coffee with a Cop” in Chinatown with DRT officers. | <p>59% from CPC 2025 Community Perceptions Survey on Safety, Policing, and Public Priorities.</p> |

| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|---|------|-------------|-----------------|---|--|------------|
| <p>Goal 7: Integrate equity, diversity, inclusion, and belonging (EDIB) principles and practices into workplace culture and service delivery.</p> | | | | | | |
| <p>17. Percentage of annual officer applicants from racialized and/or marginalized communities. (Council KPI #12). See “Details” section for: <i>Percentage of annual female officer applicants.</i></p> | 38% | ≥ 40% | 52% | <p>Achieved</p>  | <ul style="list-style-type: none"> In 2025, 52% (393) of 751 sworn applicants who completed the diversity survey identified as belonging to a diverse population group or community, an increase of 70% (d=162) when compared to 2024, and 18% (n=137) identified as female, an increase of 18% (d=21) from 2024. | |
| <p>18. Develop and implement the Culture and Inclusion Framework and Strategy.</p> | New | 100% | 95% | <p>Near but not met</p>  | <ul style="list-style-type: none"> A draft of the Culture, Inclusion and Community Framework and Strategy has been completed. However, this initiative has been paused pending further review. Key components of the strategy and framework: <ul style="list-style-type: none"> Framework: Provides a clear scope for all inclusion initiatives across the Service by aligning our internal culture with the principles of inclusion. Guides how the 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. | |
| <p>19. Support the creation of new employee resource groups and sustain the existing employee resource groups.</p> | New | 100% | 100% | <p>Achieved</p>  | <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. | |



| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|--|--------|---------------|-----------------|---|---|--|
| Goal 8: Identify, respond, and investigate trends in crime and social disorder to improve community safety. | | | | | | |
| 20. Reduction in violent crime in public spaces. | 7,687 | ≥ 5% decrease | 2% Increase | Not achieved  | Based on data from the Centre City Disorder and Violence report, the fourth quarter showed a decrease in non-domestic violent crime downtown and across the city. However, 2025 finished with an overall increase in non-domestic (assaults and street robberies) violence in the city centre. Targeted enforcement operations, for example, Operation Order, had an impact on reducing violence in the core. For 2026, increased police presence and co-ordinated operations with law enforcement agencies will continue. The year end total was 7,869. | |
| 21. Reduction in number of shooting incidents. | 78 | ≤ 2024 Total | 54 | Achieved  | There were 54 shootings reported in 2025; a 31% decrease (24 fewer) compared to 2024, when 78 shootings were recorded and a 47% decrease from the five-year average of 102 shootings. The majority of 2025 shootings have been identified as targeted (76%, n=41), and shootings in public places have decreased 64% (n=34) compared to the five-year average (19 public place shootings in 2025 compared to the five-year average of 53). There were fewer fatal shootings in 2025 as compared to previous years, with two (2) fatal shootings in 2025 as compared to nine (9) in 2024 and to the five-year average of 12 fatalities. 20 of the 54 shootings have been linked to organized crime (37%), including eight extortion-related incidents. | There were 422 Crime Guns seized in 2025 |
| 22. Reduction in social disorder calls in public spaces. | 77,851 | ≥ 5% decrease | 5% increase | Not achieved  | Public-generated disorder calls for service were slightly up in the fourth quarter in the Centre City while the rest of the city saw a noteworthy reduction. By the end of 2025, Centre City registered a significant increase of disorder (+17%) compared to average while the rest of the city saw a noteworthy decline. Given the number of co-ordinated operations in the core and throughout the city, officers were proactively messaging to community and business members to report issues. While this target may be denoted as <i>Not Achieved</i> , a marked increase in reporting is actually a positive outcome. 81,759 was the year-end total. | |

| 2025 Performance Indicator | 2024 | 2025 Target | Year End 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> | 263,009 | ≥ 235,000 (3-year average) | 255,971 | Achieved  | The implementation of units, for example CERT and collaborative operations dedicated to proactive work accounts for the increase in overall hours. | |
| 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% | ≥ 60% | 48% | Not achieved  | <ul style="list-style-type: none"> The Youth Diversion Team provided training sessions to School Resource Officers. It is anticipated the increased awareness will result in increased use of diversion measures. An additional benefit of the review of all youth charges, the charging officers received one-on-one mentorship on the benefits and processes of youth diversion rather than charging. The feedback from the Patrol Officers was very positive. The Diversion Team launched a collaborative initiative with Alberta Justice, Crown Prosecution Services and Defence Counsel, applying Section 19 of the YCJA to facilitate youth conferences for stabilization and reintegration. Internal policy is in development. A total of 16 high-risk youth participated and saw improved stability, school attendance, employment and compliance with conditions, as well as decrease in police contacts and criminal behaviours. The Diversion Team gave presentations at the Alberta Provincial Justices Association Education Conference (Oct. 9, 2025) and Lunch & Learn with Youth & Family Justices (Dec. 4, 2025). | |





| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|---|--------|---|-----------------|--|---|--|
| 25. CSIF funding allocation from CPS budget. | \$9.4M | Allocate 100% of available CSIF funding to approved projects. | 100% | Achieved  | <ul style="list-style-type: none"> 13 programs were funded in 2025 with the full \$8 million spent. The focus for 2025 was on targeted funding for existing programs and extension of successful programs until December 2026. Evaluation reporting from 2023 to 2024 (collected in 2025) showed that funded programs diverted calls away from emergency services to crisis support services, increased capacity to extend service hours, staffing, training and programming for non-emergency support, improved access to culturally relevant supports for over 6,000 individuals, and over 8,600 clients were served through case management. Action Table Calgary, a CSIF-funded initiative and a partnership between the CPS, The City and United Way, received a Chief’s Team Citation. | |
| 26. Percentage of school administrators who are satisfied with the SRO program. | New | In development | 71% | Achieved  | <ul style="list-style-type: none"> The School Resource Officer Program Memorandum of Understanding (MOU) has been executed between the CPS, Calgary Board of Education, Calgary Catholic School Board (CBE), Prairie Rose School Board and Conseil scolaire FrancoSud. Introduced a tiered deployment model to align officer allocation to school needs. Under the model, a triage phone has been introduced to dispatch officers where they are requested. SRO leaders participated in a Traumatic Event Systems training with CBE, delivered by the Centre for Trauma Informed Practices. This is part of the efforts to better understand the supports available to students from each school board, which may include learning support, mental health and family counseling and psychology team. | In June 2025, the School Administration Survey was completed by 239 principals, assistant principals, teachers, and other staff members. |




| 2025 Performance Indicator | 2024 | 2025 Target | Year End 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% | 53% | Near but not met  | <ul style="list-style-type: none"> Action Table Calgary received 126 cases in 2025, of which 63% were referred by the CPS (n = 80 cases) and the rest by community partners (n=46 cases) The Alpha House HELP program was expanded to provide coverage across the city. The CPS crisis response transformation webpage was updated with videos detailing crisis response, Mobile Response Team, Police and Crisis Team, Alpha House Society – HELP Team and Action Table Calgary. The Police and Crisis Team (PACT) was profiled in the ‘Connect and Serve’ video via the CPS Newsroom to reinforce the services provided to the community in support of our patrol officers. The CPS began laying the groundwork to enhance mental health crisis response capabilities by sending two officers to complete the Mental Health Crisis Response (MHCR) Instructor Certification in Ontario. This initiative reflects the CPS’ commitment to partnering with community agencies and adopting best practices to address mental health, homelessness and substance abuse. These steps position the Service to implement advanced, skill-based training in 2026. | Source: External to CPS. The 53% is from the CPC 2025 Community Perceptions Survey on Safety, Policing, and Public Priorities. Respondents don’t necessarily have interactions with police. |
| 28. Reduce the number of fatal vehicle collisions. | 29 | ≥ 25% decrease | 31% increase | Not achieved  | Unfortunately, the number of fatal vehicle collisions in 2025 was a 12-year high for Calgary, at 38. The CPS has been consistent in public messaging regarding pedestrian and vehicle safety. 60% of the fatalities were vulnerable road users. ¹ In 2026, the Traffic Safety Plan will continue to address unsafe speed, impaired driving and pedestrian awareness. 38 was the year total. | |




¹ A vulnerable road user is anyone traveling on or near roadways without the protection of an enclosed vehicle, including pedestrians, motorcyclists, and people riding bicycles or other non-motorized devices.





| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|---|-------------------|-------------|-----------------|---|---|------------|
| 29. Number of crime prevention presentations delivered to the public (CSS). | 83 (2024 Jan-Aug) | ≥60 | 103 | Achieved  | <ul style="list-style-type: none"> • A total of 103 presentations were delivered in 2025. The top three topics were: Scams and Fraud, Situational Awareness and Active Assailant. • The CPS crime prevention presentations are highly appreciated. Overall, 94% of respondents ‘strongly agree’ and 6% ‘agree’ with the quality of the presentations. This is based on a sample of 65 feedback forms completed in 2025. • In December, the crime prevention social media campaign focused on holiday safety, break-and-enter incidents affecting homes and businesses, online shopping, as well as an increase in impersonation scams where fraudsters pose as police officers and bank employees. | |
| 30. Number of participants in CPS youth initiatives. ² | 700 (2023) | ≥700 | 775 | Achieved  | <ul style="list-style-type: none"> • Power Play secured a second ice time at Max Bell Arena, doubling capacity to accommodate 70 youth facing vulnerability. • MASST implemented new standardized client outcome measurement tools, enhancing the assessment of youth mental status, and improving information sharing with Recovery Alberta. • YARD improved their intake and referral process with partner agencies, to provide youth with more timely mental health supports. | |


² The seven programs being tracked 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% | 75% | Not achieved  | CPS continues to leverage opportunities to highlight the excellent work being carried out by its members to help build and maintain public trust. While the daily actions of our officers form the foundation of this trust, we recognize that both traditional and social media play a significant role in shaping public perception. In an increasingly complex communications environment, the Public Affairs/Media Relations Unit issued more positive news releases and achieved substantially greater engagement with positive content on social media compared with 2024. The Service will continue to refine its approach to sharing positive stories throughout 2026. This work will not only support progress toward this KPI but will also contribute to strengthening the Service’s reputation, an important factor in ongoing recruitment efforts. | |
| 32. Number of public complaints (contacts) and number of compliments to Professional Standards Section. | | A: Maintain 5-year average | | | <ul style="list-style-type: none"> CPS received complaints from the public for 11 months of the year in 2025 (Jan. to Nov.). Starting in December 2025, the Police Review Commission began receiving complaints against CPS officers. Complaint value of 1,153 is annualized to a projected 12-month figure, based on the number complaints received in the first 11 months of 2025 by CPS (1,057). | |
| | Complaints: 1146 | Complaints: 1170 | 1057 Complaints (Jan-Nov) *1153 * Annualized Figure for 12 months | Complaints Achieved  | | |
| | Compliments: 262 | Compliments: 298 | 216 Compliments (Jan-Dec) | Compliments Not achieved  | | |
| 33. Percentage of complaints resolved within 12 months. | 79% | ≥ 70% | 83% | Achieved  | PSS met the target in 2025 for complaint files resolved within 12 months. | |

| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|---|--------|----------------|-------------------|---|---|------------|
| 34. Supports provided to victims of crime by the Victim Assistance Support Team. | 35,411 | ≥45,000 | 45,431 | Achieved  | <ul style="list-style-type: none"> In 2025, VAST served 45,431 victims and deployed the VAST PADS dogs 2,531 hours. Cst. Squires and Accredited Facility Dog TETRIS successfully completed their certifications and qualifications. TETRIS received her police badge at the December Class 265 recruit graduation. VAST staff successfully completed incident command training, covering ICS 100 and ICS 200 for mass casualty incidents, and were certified by the Major Events Emergency Management Section. | |
| 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% | 62% | Not achieved  | Despite measured increases in communications, including improved engagement metrics as outlined below, this overall KPI was not met. The Service continues to look at different ways to get messaging to key audiences – this includes testing paid for communications, as well as increasing communication channels through more diverse media and social accounts. The growing volume of general communications outside of the CPS makes it increasingly more difficult to break through the noise and deliver messaging. | |
| 36. Media Engagement (Total number of media calls, press releases, interviews, statements, and inquiries (calls and emails)). | - | In development | 3,531 engagements | Achieved  | This new measure was generated to get a better sense of the work being conducted in this area. In future reports, the CPS will also be measuring the sentiment of the resulting coverage from this media engagement. In 2025, there was an increase in the number of news releases issued, including a 37% increase in positive releases. Based on a review of the last five months of media coverage, 69% was neutral, 3.6% was negative, and 26% was positive. | |

| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|--|---|-------------|-----------------|---|--|------------|
| 37. Social media engagement rate. | ≥ 6% | ≥ 6% | 6.36 % | Achieved  | 2025 was another year of strong growth across CPS social-media platforms, with the majority of key performance indicators trending upward. Engagement per-post increased significantly, reflecting a deliberate shift toward positive, meaningful content that resonates with the community and drives higher interaction. This approach strengthened the Service’s online presence, improved reach and supported broader objectives around transparency, community confidence and internal pride. Other metrics of note include a 7.75% increase in account followers, and a 7.3% increase in positive news and PR posts. | |
| 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 | Achieved  | An Intergovernmental Relations Framework was created in Q4 of 2025 and is in implementation. Activities included sourcing relationship management software, issues tracking, budget adjustment preparation, municipal election tracking and assessment of CPS boards and association representation. Advocacy efforts spanned a variety of issues, including engagement on Compassionate Intervention, traffic safety, charge outcomes and development of weapons and open-air drug use bylaws. | |
| 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 | Narrative | Achieved  | PRC began accepting complaints on December 1, 2025. The CPS has standing weekly meetings into 2026 with the PRC to navigate a successful transition. | |

| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|---|--|---------------|-----------------|---|--|---|
| 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). | <p>>50% (2024 Target)</p> <p>>25% (August 2024 "Actual")</p> | ≥ 65% | 70% Year End | <p>Achieved</p>  | <ul style="list-style-type: none"> The SENTRY phase 1 went live on December 8, 2025, with some minor issues, but is working well. The project team is finalising the 2026 to 2028 SENTRY Roadmap. Work on a number of 2026 phase 2 initiatives are already in progress. CAD configuration workshops are underway, and the go-live date is planned for Q1 2027. | Average of the % of project completion for CAD, SENTRY, other IT projects, Fleet initiatives and Infrastructure initiatives. As of December 2025. |
| 41. Percentage of capital spend for infrastructure, IT, and Fleet. | >65% | ≥ 65% | 67% | <p>Achieved</p>  | Capital expenditures are monitored and are progressing as expected. Some G7 recoveries have been received. | Average of the % capital expenditures (actuals plus commitments) for IT, Infrastructure and Fleet. As of December 2025 (preliminary analysis). |
| 42. Meet Operating budget through effective projections and spending. | Within budget | Within budget | Narrative | <p>Achieved</p>  | The Service was able to operate within budget authorizations for the 2025 year. Anticipated revenue shortfall was not as large and mitigated through use of the CPS Court Fine Reserve. | |
| 43. Meet Capital budget through effective projections and spending. | Within budget | Within budget | Narrative | <p>Achieved</p>  | The Service was able to meet its expected capital budget authorizations for the 2025 year. | |

| 2025 Performance Indicator | 2024 | 2025 Target | Year End Update | Status | Narrative | Data Notes |
|---|-----------|-------------|-----------------|---|--|------------|
| 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 | Achieved  | CPS has no immediate plans for additional dashboards to be externally released. However, static special topic reports are being added to the website, such as the Centre City Report that will provide strategic insight into the downtown operations and ongoing work to improve downtown safety. Other crime reports will also be added to the website, including an LRT annual report & crime/call annual report. | |



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2025 Annual Policing Plan Year-end Report

Sandra Jacobi
Director

Jodi Jimenez
Business Strategist

2025 02 26





The 2025 APP consists of:




- 4 focus areas
- 9 outcomes
- 15 goals
- 44 performance measures





Overview

The Calgary Police Service continues to advance towards its annual goals. Among the 44* performance indicators tracked:

- 2 could not be measured due to lack of available data
- 25 achieved the target 
- 8 were near the target but not met 
- 11 did not achieve the target 

*Two of the KPIs were tracking two measurements, making the final count 46.



Unclassified

Highlights – *Our People*



**Health and
Wellness**



**Leadership
Competencies**



**Training and
Development**



**HR
Modernization**



Recruitment



Highlights – *Our Diversity*

Inclusive
recruitment

Culture and
Inclusion
Framework

Employee
resource
groups



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Highlights – *Our Community*

Crime reduction

Proactive policing

Partnerships

School support

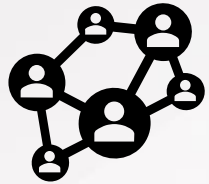
Professional standards



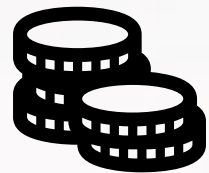


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Highlights – *Our Performance*



Social media engagement



Capital investment



2026 APP Overview

Grounded in the **CPS 2023 to 2026 Vision** and **Strategic Framework**



Four main focus areas



Final year of 2023 to 2026 strategic framework



Launchpad for 2027 to 2030 growth and transformation



Integrated with Service Delivery Modernization Project



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2026 APP Reporting Schedule

Mid-year

January to June

Year-end

July to December



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QUESTIONS?