MEMORANDUM TO CITY COUNCIL

FROM THE CALGARY POLICE COMMISSION

ISC: UNCLASSIFIED

PROPOSED 2027-2030 POLICE BUSINESS PLAN AND BUDGET

DATE: JULY 13, 2026

PURPOSE: ☒ FOR INFORMATION ☐ OTHER:

APPROVED BY: AMTUL SIDDIQUI, COMMISSION CHAIR

REASON FOR THIS MEMORANDUM

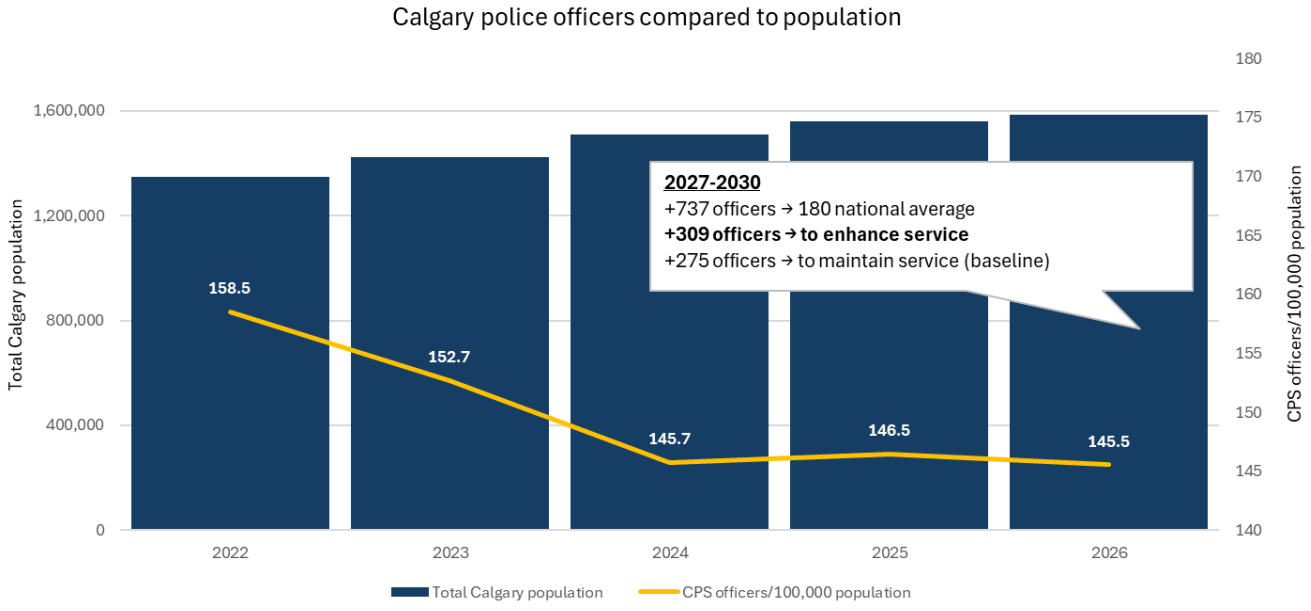
This memorandum provides additional information on the rationale and return on investment for the proposed 2027-2030 police budget. A more detailed presentation and information package will be provided to Council as part of the fall budget process.

DISCUSSION

The 2027-2030 police business plan and budget will be a forward-looking investment in public safety, community trust and operational excellence. It is a forward-looking budget that centres on providing more patrol officers to the frontline and ensuring they have the tools, infrastructure and support to do their jobs efficiently and effectively.

Foundation for Budget Proposal

The Calgary Police Service (CPS) budget has not kept pace with Calgary's population growth and the increasing complexity of policing. Year after year, the CPS has absorbed the increased workload through efficiencies and employee overtime. However, the unsustainability of this approach is now showing through noticeably reduced service levels, decreased employee retention, and employees on leave and accommodation.



Despite funding increases in the 2023-2026 budget and the addition of 110 officers and 52 police support staff, the ratio of police officers to population has steadily declined. In fact, the number of officers per 100,000 Calgarians is approximately 15% lower now that it was a decade ago. Since 2019, CPS staffing has also grown at a 40% lower rate than the rest of the City of Calgary Administration.

In anticipation of the upcoming budget, the Commission's 2025 Community Perceptions Survey asked Calgarians directly about their appetite for increased police funding:

- 57% thought that crime and social disorder are increasing in Calgary
- 44% believed current police funding is not enough (compared to 33% saying it is the right amount, 8% saying it is too much, and 15% being not sure)
- 61% supported increased police funding in the 2027-2030 budget (with improved staffing being the top priority)
- 45% were willing to pay higher taxes to better fund policing (compared to 25% being unwilling and 30% being neutral)
- 66% preferred police funding be improved through a change in priorities for existing municipal and police programs rather than a tax increase

CPS employees were also surveyed by the Commission in 2025, with concerning results:

- Only 11% of employees believe the CPS is adequately staffed
- Only 36% of police officers and 39% of police support staff said they expect to still be with the CPS in five years

Finally, the number of CPS employees who are on leave or who require a medical accommodation is close to one in every five. While there are a variety of reasons for this high number, increased workplace stress and overtime is a significant contributor.

All these factors have informed the Commission's position that the current CPS baseline budget is wholly inadequate to provide effective policing moving forward in Calgary. Significant growth is required in the next budget cycle to provide required service levels.

Proposed Budget Outcomes

The proposed 2027-2030 police business plan and budget is built on three priorities:

- **Advancing Policing:** Improving how the CPS investigates and disrupts crime, including the adoption of modern technologies, tools and supports.

- **Proudly Serving:** Restoring frontline capacity, better supporting member wellness and promoting strong governance or stewardship of police resources.
- **Building Relationships:** Upholding partnerships, advancing community-based initiatives related to policing, and promoting collaborative policing approaches.

This budget provides a growth of 309 police officers and 214.5 police support staff, along with critical upgrades to infrastructure and the tools and technology needed to modernize policing in Calgary.

Of the 309 new police officer positions, 275 are required simply to ensure Calgarians have the same number of officers per 100,000 residents as was originally intended when the 2023-2026 budget was approved. This is what would maintain current service levels with realistic workloads. However, the Commission does not believe this level of resourcing would allow the CPS to provide adequate and effective policing into 2030 due to increased demands on policing generally and the trends we now see in Calgary.

Due to recruiting and training constraints, 309 is the most officers the CPS believes they can add over the next four years. Police support staff are needed to both take over non-policing functions currently being done by officers and to provide needed expertise that enables the work of officers. These are tradespeople, analysts, recruiting and human resource professionals, and similar functions needed to get as many officers as possible doing the right work with the right equipment, training and supports.

Investments in new technologies, including artificial intelligence supports, online reporting, drone technology, and cybercrime investigation tools, are also needed to ensure officers are properly equipped and able to respond efficiently and effectively to public safety issues. Additionally, investments are needed on the capital side in the CPS vehicle fleet, information technology and communication infrastructure, as well as to address facility maintenance that has been deferred for too long.

Return on Investment

The Commission knows that the 2027-2030 proposed police budget is substantial, however, it is the result of underinvestment in policing over multiple past budget cycles. Previous Commissions have worked hard to be good corporate citizens and keep police budget increases as low as possible. But the CPS cannot continue to deliver the service level expected by Calgarians with a baseline budget that has slowly eroded policing capacity and employee wellness over the years.

The Commission and CPS have been prudent in the development of the 2027-2030 budget, ensuring that we are only requesting what we know we can spend. While this budget technically includes growth, it is really only going to restore service levels to what Calgarians had in the recent past.

With this budget (if both baseline and growth are approved), Calgarians will see:

1. Increased proactive policing, allowing officers to better seek out and prevent social disorder, monitor prolific offenders, and prevent crime.
2. A needed reduction in emergency response times.
3. A maintenance or reduction in Calgary's crime severity index value.
4. An increase in the percentage of Calgarians who feel safe, due to increased police visibility and increased capacity to address crime and social disorder.
5. Improved police employee wellness.
6. Transformational change through the use of new technologies, like artificial intelligence, drones as first responders, automatic licence plate readers, and modern investigative tools.
7. Continued collaboration and cooperation with community partners to help address the complex social needs in our community.

A Note on Capital Spending

Questions have been asked by some members of Council about the historically low capital spend rate of the CPS. Two significant capital projects have largely been responsible for this: a new district office in Belvedere and the new indoor firearms range.

The new district office funding is from a greenfield off-site developer levy and so must be carried over year after year until a police station is built in that area. The City has yet to even procure land for this new building, so the funding ($32.5 million) has appeared on the CPS' capital budget as unspent funding since 2021. The procurement process for the indoor firearms range has also taken longer than expected, causing an additional large unspent carryover amount to appear in the budget for the past couple of years.

CONCLUSION

The police budget has not kept up to population growth, which has significantly eroded the CPS' policing capacity and employee wellness over the past two budget cycles. The Commission does not believe maintaining the CPS' base budget will provide adequate and effective policing into 2030, as required by the *Police Act.* We therefore respectfully request that both the proposed baseline and growth budgets be prioritized by Council.