

ANNUAL POLICING PLAN 2026



CALGARY
POLICE
SERVICE

EXECUTIVE SUMMARY

The 2026 Annual Policing Plan (APP) strategically guides the Calgary Police Service (CPS) to ensure Calgary continues to be among the safest major cities in Canada. Calgarians value policing and want a police service that is properly resourced, committed to the community and able to evolve to meet their changing needs.

Key strategic activities that the CPS will undertake in 2026 include enhancing frontline capacity through strategic workforce alignment, bolstering recruitment and training programs to ready the Service for accelerated growth, managing our accommodated workforce more effectively, strengthening traffic safety initiatives and responses to social disorder and modernizing service delivery by leveraging technology and innovation. These goals are responsive to our current challenges and will also chart a path forward into our next planning cycle.

This APP continues its focus on four strategic areas – Our People, Our Diversity, Our Community and Our Performance, which are supported by actionable goals that are aligned with bureau-level workplans and our corporate risk profile. This cascading strategy captures the work accomplished across the organization, enables our members to see their work represented in the APP and allows the Service to pivot in response to emerging issues and trends.

Additionally, the APP is informed by input from the public and builds on the four-year strategic direction of Calgary City Council, the priorities set by the Calgary Police Commission, and the Government of Alberta.



EXECUTIVE SUMMARY

PERFORMANCE MEASUREMENT AND REPORTING

Monitoring and analysis of the CPS’ performance will take place throughout the year. Organizational progress and performance will be evaluated throughout 2026 and will assist in determining future priorities and activities.

LOOKING AHEAD

As we enter the final year of our current four-year planning cycle, 2026 marks the result of years of hard work and acts as a launchpad for the future. The 2026 APP is intentionally designed to prepare the CPS for a phase of growth and transformation, with a clear focus on meeting the evolving needs of a diverse, growing city. Our efforts are concentrated on laying the groundwork for the 2027 to 2030 service plan and budget by focusing our priorities on advancing policing, proudly serving and building relationships. Through these priorities, we will improve our capacity to investigate crime, achieve modernized service delivery, enhance recruitment growth, continue to build strong community relationships and partnerships and promote a positive workplace culture.

This work is guided by the Service’s shared vision – Together for a safer Calgary. The 2026 APP is a commitment to that vision, and to building a stronger, more resilient Service that is ready to meet the needs of Calgary.

BUREAU LEGEND

Bureau of Investigative Support	BIS
Bureau of Service and Community Support	BSCS
Bureau of People and Organizational Development	BPOD
Bureau of Organizational Performance	BOP
Bureau of Community Policing	BCP

2026 ANNUAL POLICING PLAN

FOCUS AREA	OUTCOME	GOAL
OUR PEOPLE	Continue to create and sustain workplaces where people are healthy, safe and engaged.	1. Advance psychological and physical health, safety and well-being among members and foster a respectful workplace culture.
		2. Provide appropriate training, education, development and equipment to support members in their roles.
	Resource the Service to maximize organizational performance and employee well-being.	3. Advance HR service delivery through improved and consistent application of processes, as well as technology systems.
		4. Strive for high-quality service to the community and support member wellness through recruitment, retention and prioritization of resources.
OUR DIVERSITY	Advance anti-racism commitments.	5. Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation.
		6. Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community.
	Progress a culture of accessibility, inclusion and belonging.	7. Integrate equity, diversity, inclusion and belonging (EDIB) principles and practices into workplace culture and service delivery.
OUR COMMUNITY	Foster community safety and well-being.	8. Identify, respond to and investigate trends in crime and social disorder to improve community safety.
		9. Continue collaboration with partners to improve service delivery.
		10. Deliver education and programming on public safety and crime prevention.
	Build public trust and confidence.	11. Through our actions, guided by training, policy and standards, deliver professional, compassionate service to the community and victims of crime.
OUR PERFORMANCE	Achieve excellence in service delivery.	12. Continuously improve timely and meaningful communication with the public.
		13. Work effectively with orders of government and the justice system.
		14. Optimize investments and efforts to continuously monitor, control and improve information sharing, processes, facilities and technology across the Service.
	Provide efficient and accessible data for decision-making and transparency.	15. Provide timely, valid and consumable data to support operations and decision-making.

FOCUS AREA

OUR PEOPLE

OUTCOME

Continue to create and sustain workplaces where people are healthy, safe and engaged.

We rely on an integrated, co-ordinated and comprehensive approach for engaging a diverse workforce in developing and implementing policies and programs that are fair, inclusive and responsive to the needs of our employees. Our members trust that they will be treated with respect, integrity and compassion, are engaged and committed to our shared organizational goals and values.

CPS GOALS INCLUDE:

Advance psychological and physical health, safety and well-being among members and foster a respectful workplace culture.

Provide appropriate training, education, development and equipment to support members in their roles.

2026 ACTIVITIES INCLUDE:

- Operationalize the improvements to the return-to-work process, including training and developing impact measures.
- Continue to enhance and promote workplace restoration resources that support navigating conflict in the workplace.
- Enhance resiliency building for members from recruits to retirement using proactive engagement and health checks with tools to measure impact.
- Continue to increase the number of members who access health checks annually, to provide individualized wellness resources.
- Conduct a comprehensive review of the Recruit Training Program to ensure it is appropriately structured, aligned and responsive to current legislation and reflective of the CPS' direction.
- Assess the appropriate training plan and facility growth needs to be able to attract and train a higher volume of recruits.
- Sustain the recently implemented leadership development programs with a focus on offerings to support emerging and influential leaders.
- Maintain the proportion of formally reviewed Subject Behaviour / Officer Response reports through the de-escalation use of force bi-annual reporting to ensure policy compliance, training, feedback and continuous improvement.
- Build capacity and provide training to support patrol units in conducting high-quality investigations.



2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR		2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 1: Advance psychological and physical health, safety and well-being among members and foster a respectful workplace culture.				
1.	Proportion of respondents that felt the Wellness & Resilience Division's resources better prepared them to build resilience.	-	Setting baseline	BPOD
2.	Percentage of active members who have completed mandatory Respectful Workplace training.	100%	100%	BPOD
3.	Percentage of members on medical leave or accommodated in regular contact with an abilities advisor as per service delivery standards.	-	Setting baseline	BPOD
Goal 2: Provide appropriate training, education, development and equipment to support members in their roles.				
4.	Percentage of respondents to the post-Patrol Training Officer (PTO) program survey who agree with the statement: "The combination of the Recruit and PTO programs gave me the skills to effectively respond to public calls for service."	New	100%	BPOD

FOCUS AREA

OUR PEOPLE

Our organization requires staff who are reflective of the community, skilled, experienced and equipped to be responsive to the diverse needs of all Calgarians.

OUTCOME

Resource the Service to maximize organizational performance and employee well-being.

CPS GOALS INCLUDE:

Advance HR service delivery through improved and consistent application of processes, as well as technology systems.

Provide high-quality service to the community and support member wellness through recruitment, retention and prioritization of resources.

2026 ACTIVITIES INCLUDE:

- Advance strategic workforce alignment by modernizing HR processes, including but not limited to tenure, secondments, promotions, expressions of interest, attendance support and placements.
- Procure and implement a new sworn applicant tracking system.
- Implement the Performance Development Framework Service-wide (performance assessment and performance management).

- Advance the Accommodations Project to ensure appropriate staffing levels and member support.
- Continue to sustain and develop initiatives specific to the retention of members.
- Participate in the Solicitor General Recruitment Standard Review.



2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 3: Advance HR service delivery through improved and consistent application of processes, as well as technology systems.			
5. Percentage of civilian positions filled within four months of posting date.	100%	100%	BPOD
Goal 4: Provide high-quality service to the community and support member wellness through recruitment, retention and prioritization of resources.			
6. Meet annual sworn recruiting target.	100%	100%	BPOD
7. Proportion of sworn and civilian exits that were by members with less than five years of service	< 10% sworn < 35% civilian	< 10% sworn < 35% civilian	BPOD

FOCUS AREA

OUR DIVERSITY

OUTCOME

Advance anti-racism commitments.

We commit to being relentless in our pursuit of dismantling systemic racism and being an anti-racist, equitable and inclusive police service.

CPS GOALS INCLUDE:

Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation.

Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community.

2026 ACTIVITIES INCLUDE:

- The Indigenous Roadmap continues to work toward the following priorities:
 - Implement the CPS smudge policy or standard operating procedure in police facilities.
 - Develop a course for the Aboriginal Justice Camp for CPS members.
 - Increase collaboration between the Indigenous Relations Team and district Community Resource Officers.

- The CPS will continue to deliver the four-year Anti-Racism Strategic Roadmap. The CPS commits to:
 - Continuing to embed racial equity in service design and delivery.
 - Establishing and sustaining a culture of accountability and reporting, while leveraging efficiencies by collaborating across teams (Inclusion, Diversity, Equity and Anti-racism).
- Increase collaboration between the Diversity Resource Team and Community Resource Officers.
- Develop a Diversity Resource Team deployment and engagement strategy to support frontline officers using risk-based deployment.

2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 5: Honour our relationship with Indigenous Peoples and commitment to Truth and Reconciliation.			
8. Percentage of member participants (in IRT-led sessions) that confirmed they obtained knowledge that had positive practical application in their interactions with the public and service delivery to Indigenous communities.	-	Setting baseline	BSCS
Goal 6: Address systemic racism within the organization and strive to achieve racial equity in service delivery to the community.			
9. Percentage of the Anti-Racism Strategic Roadmap implemented.	≥ 80%	100%	BPOD



FOCUS AREA

OUR DIVERSITY

OUTCOME

Progress a culture of accessibility, inclusion and belonging.

Ensure our Service is rooted in respectful, accessible, equitable, diverse and inclusive practices where everyone feels they belong.

CPS GOALS INCLUDE:



Integrate equity, diversity, inclusion and belonging (EDIB) principles and practices into workplace culture and service delivery.

2026 ACTIVITIES INCLUDE:

- Implement and operationalize the CPS Culture, Inclusion and Community Framework and Strategy, including the racial equity commitments and leverage the maturity assessment to monitor progress.
- Develop and launch the CPS Disaggregated Diversity Data Strategy.
- Begin to implement accepted recommendations identified in the Calgary Police Commission's workplace culture review.



2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 7: Integrate equity, diversity, inclusion and belonging (EDIB) principles and practices into workplace culture and service delivery.			
10. Percentage of annual officer applicants from equity-deserving communities	≥ 40%	≥ 40%	BPOD
11. Proportion of participants in Pathways to Policing that have a better understanding of the requirements to be a police officer.	–	≥ 50%	BSCS



FOCUS AREA

OUR COMMUNITY

OUTCOME

Foster community safety and well-being.

We work to prevent and reduce crime, apprehend criminals using investigative excellence, support those who have been victimized or suffered loss, and contribute to safer roads and public spaces for all Calgarians.

CPS GOALS INCLUDE:

2026 ACTIVITIES INCLUDE:



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

- Implement a comprehensive traffic safety plan that includes education, enforcement and strategic resource deployment.
- Strengthen the connections between, and supports provided by, the Strategic Partnerships and Investigative Support areas to Patrol to improve effectiveness.
- Allocate funds under the Community Safety Investment Framework (CSIF) to transform crisis response.
- Develop a database system to track the number of youth engaged and supported by the CSIF funded Sexual Exploitation System Navigator within Child Abuse Unit (CAU).
- Continue to advance response to social disorder and crime in the downtown core through collaborative partnerships.¹
- Continue to reduce gun violence through focused enforcement and intelligence-led strategies.



Continue collaboration with partners to improve service delivery.

- Complete the Service Delivery Modernization Project and begin implementation of the recommendations to optimize deployment of sworn members, enhance online reporting and virtual policing capabilities, and improve customer service and call response.
- Analyze high system users among youth for opportunities to utilize wrap-around services.
- Work with Recovery Alberta and other law enforcement agencies to bolster and standardize training on mental health response by police.
- Support youth who have experienced sexual exploitation in a way that reduces the need for repeat police or crisis intervention.



Deliver education and programming on public safety and crime prevention.

- Strengthen relationships between Calgary youth and police officers through youth programming, positive interactions and advancing the evolution of the School Resource Officer Program.
- Increase inter-agency collaboration by conducting joint forces operations focused on traffic education and enforcement.²

¹ This work includes the Community Engagement Response Teams (CERT), Joint Management Team (JMT), Downtown Street Engagement Team (DSET), Navigation Center referrals, Community Court, Action Table Calgary, the business community, Building Owners and Managers Association (BOMA), Calgary Downtown Association (CDA), Calgary Transit and Bylaw Services.

² Including co-ordinated anti-speeding campaigns and proactive traffic safety initiatives aimed at reducing collisions and promoting safer driving behaviors.

2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 8: Identify, respond to and investigate trends in crime and social disorder to improve community safety.			
12. Percentage of Calgarians that feel Calgary is safe overall.	76% (2024)	≥ 78%	BCP, BIS
13. Rate of violent crimes. <i>Note: This metric does not include domestic violent crimes.</i>	–	Setting baseline	BCP, BIS
14. Effectiveness of CPS responses to social disorder, including rates of reported social disorder.	–	Narrative	BCP, BIS
15. Impact of aerial deployments for public safety.	–	Narrative	BCP
16. Percentage of hate-related files that are assessed, investigated and concluded within 60 days from reported date.	–	≥ 80%	BSCS
17. Rate of shooting incidents.	–	≤ 5Yr Avg	BIS
18. Percentage of compliance checks that resulted in recidivism being detected and acted upon.	–	Setting baseline	BIS
19. Share of hours spent on officer-initiated activities by frontline officers in the Bureau of Community Policing.	≥ 235,000	≥ 235,000	BCP
20. Decrease number of fatal vehicle collisions.	≤ 25%	≤ 25%	BCP
Goal 9: Continue collaboration with partners to improve service delivery.			
21. Percentage of youth eligible for diversion (extrajudicial sanction, community program referral, warning, informal resolution).	–	≥ 55%	BSCS
22. Implementation of Service Delivery Modernization (SDM) recommendations.	–	Narrative	BCP
Goal 10: Deliver education and programming on public safety and crime prevention.			
23. Percentage of school administrators who agree that the SRO Program has a positive impact on building trust between youth and the police.	–	≥ 70%	BSCS

FOCUS AREA

OUR COMMUNITY

Our work engages strong and sustainable partnerships and contributes to safety for Calgarians, increased trust, confidence in policing and improved service delivery.

CPS GOALS INCLUDE:

Through our actions, guided by training, policy and standards, deliver professional, compassionate service to the community and victims of crime.

2026 ACTIVITIES INCLUDE:

- Continue to ensure robust operational command structures and responses to major public safety incidents and public order events.
- Continue to mature the internal controls framework, methodology and tools to strengthen governance and oversight in policy development.
- Ensure an effective and efficient transition of complaint investigations to the new Police Review Commission.

OUTCOME

Build public trust and confidence.



- Support victims through trauma-informed practices.
- Implement a feedback process for training at the Chief Crowfoot Learning Centre (CCLC), informed by member debrief outcomes to drive ongoing improvement.
- Evaluate efficacy and governance of partnership programs and initiatives and define relationship-based outcomes.

2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 11: Through our actions, guided by training, policy and standards, deliver professional, compassionate service to the community and victims of crime.			
24. Supports provided to victims of crime by the Victim Assistance Support Team (VAST).	≥ 45,000	≥ 45,000	BSCS
25. Number of public complaints, contact, and compliments.	Maintain 5-year average	Baseline and reporting methodology to be set in consultation with the Police Review Commission when operational	BOP
26. Percentage of complaints closed by the Professional Standards Section within 12 months (all investigations commenced prior to December 1, 2025).	≥ 70%	≥ 70%	BOP



FOCUS AREA

OUR PERFORMANCE

OUTCOME

Achieve excellence in service delivery.

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

CPS GOALS INCLUDE:



Continuously improve timely and meaningful communication with the public.

2026 ACTIVITIES INCLUDE:

- Constantly review communication tools to ensure consistency and timeliness in reaching target audiences.
- Continue to develop accessible formats for presenting relevant crime data and information to the public.



Work effectively with orders of government and the justice system.

- Pilot the Calgary Screening Project and focusing on issues including bail reform and leveraging technologies.
- Formalize an Intergovernmental Relations Program within the Bureau of Organizational Performance.
- Ensure a successful and efficient transition to new privacy legislation, improving timely access to information and proactive privacy management.

2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 12: Continuously improve timely and meaningful communication with the public.			
27. Social media engagement rate.	≥ 6%	≥ 6.5%	BOP
28. Media sentiment based on the tone of coverage (positive, negative or neutral).	-	Setting baseline	BOP
Goal 13: Work effectively with orders of government and the justice system.			
29. Access to information requests completed within legislated timelines.	-	Narrative	BOP

FOCUS AREA

OUR PERFORMANCE

We invest in infrastructure and technology that support our service delivery and apply modern and efficient fiscal practices to enable resilience and continuous improvement.

CPS GOALS INCLUDE:



Optimize investments and efforts to continuously monitor, control and improve information sharing, processes, facilities and technology across the Service.

2026 ACTIVITIES INCLUDE:

- Deliver planned investments in IT, Infrastructure and Fleet to support efficient, effective and quality service.⁴
- Explore and advance technological solutions to enhance investigative efficiency and effectiveness.
- Continue to implement and evaluate controls and efficiencies from the overtime/call-out review to ensure responsible use of resources, while still meeting the Service's needs.
- Establish a robust asset management program.

OUTCOME

Be fiscally responsible while delivering quality service.



⁴ Projects include Sentry (RMS) Enhancement, CAD implementation, Artificial Intelligence governance and standards, enhanced Digital Evidence Management System (DEMS), indoor range, and Facility and Fleet Life cycling.

2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 14: Optimize investments and efforts to continuously monitor, control and improve information sharing, processes, facilities and technology across the Service.			
30. Percentage completion of major IT, Infrastructure and Fleet initiatives.	>50%	≥ 65%	BSCS
31. Percentage of capital spend for IT, Infrastructure and Fleet.	≥ 65%	≥ 65%	BSCS, BOP
32. Meet operating budget through effective projections and spending.	Within budget	Within budget	BOP
33. Meet capital budget through effective projections and spending.	Within budget	Within budget	BOP
34. Accuracy rate of AI-assisted analysis compared to human verification (percentage).	-	Narrative	BIS
35. Percentage of eligible video files processed using AI tools.	-	Narrative	BIS



FOCUS AREA

OUR PERFORMANCE

OUTCOME

Provide efficient and accessible data for decision-making and transparency.

Our people, systems and processes ensure required data is collected, available and integrated to support data-driven decision-making, optimized resource allocation and improved performance assessments.

CPS GOALS INCLUDE:

Provide timely, valid and consumable data to support operations and decision-making.

2026 ACTIVITIES INCLUDE:

- Continue to take a leadership role in working with Statistics Canada, other police agencies and the community to inform the implementation of a national race-based data framework and data collection, analysis and reporting at a national, provincial and local level.
- Ensure that a data-informed approach is employed to inform strategic planning and management responses to trends.

2026 KEY PERFORMANCE INDICATORS INCLUDE:

2026 PERFORMANCE INDICATOR	2025 TARGET	2026 TARGET	PRIMARY OWNER
Goal 15: Provide timely, valid and consumable data to support operations and decision-making.			
36. Analytical insights developed to share relevant information in accessible formats both internally and externally.	-	Narrative	BOP



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