

# 2018

## ANNUAL REPORT TO THE COMMUNITY

Calgary Police Commission



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## TABLE OF CONTENTS

Message From The Chair.....	4
Commission Overview.....	5
Oversight In Practice.....	6
Our Members - 2018.....	8
Highlights - 2018.....	14
Hearing From The Community.....	19
Community Policing Awards.....	22
Calgary Police Service Employee Survey.....	26
Complaints Oversight.....	27
Commission Reporting.....	30

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# Message From The Chair

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Dear Calgarians,

On behalf of the Commission, I am proud to present highlights from our work in 2018. As a group of nine volunteer citizens and two city councillors, we oversee the work of the Calgary Police Service on behalf of Calgarians to ensure that the priorities of CPS align with the community.

In 2018, we continued overseeing progress within CPS toward achieving gender equity, diversity, and inclusion. We also worked toward achieving those same goals on our board.

A Commission that includes experienced, collaborative members with diverse backgrounds and perspectives is critical for effective oversight and governance. By the end of 2018 – and for the first time ever- we had more women than men on the Commission after city council appointed several highly qualified women to fill vacancies.

The Commission also engaged with CPS on the development of the 2019-2022 business plan and budget, which outlines how CPS will create a community that is safe, diverse and inclusive. We know CPS can only achieve these goals by working closely with the community.

Mid-way through the year, we launched the process to hire a new Chief Constable. The process included extensive engagement with citizens, employees and partners to understand priorities and qualities desired in Calgary's next police Chief. It will be vital for the next Chief to ensure that CPS members, who bring integrity, dedication, and courage to work every single shift, have the resources, training, and leadership to effectively serve our community.

The Commission is proud of the high level of police service CPS provides to Calgarians, and we are confident that CPS is ready to take on 2019 with energy, focus, and professionalism.

Sincerely,

BRIAN THIESSEN





# Commission Overview

## RELATIONSHIP TO ALBERTA JUSTICE

The Calgary Police Commission is accountable to Alberta Justice and Solicitor General. The Province sets the standards for effective policing in Alberta, and through the Alberta Police Act, sets out the requirements and responsibilities for police commissions, Public Complaint Directors, municipalities, and police services.

We uphold and value the core principles of police oversight in Alberta:

1. The participation of the public in determining the priorities is essential.
2. The police service must be accountable to the public.
3. The police service must operate in the absence of political influence.

The Calgary Police Commission remains committed to fulfilling our legislated responsibilities, as well as our responsibilities outlined in the Alberta Policing Oversight Standards. The standards require police oversight agencies to ensure efficient and effective policing, and to provide a way to receive and monitor public complaints against the police service.

When last measured in 2015, the Calgary Police Commission achieved full compliance with the Provincial Policing Oversight Standards. A review by the Province confirmed that the Commission has well-developed policies and practices that promote and support police oversight.

## RELATIONSHIP TO CALGARY CITY COUNCIL

The Police Act provides for the City to establish a municipal commission. The Calgary Police Commission operates in accordance with the City's Calgary Police Commission bylaw. The bylaw reiterates and refines the responsibilities of the Commission, and outlines duties and procedures, including for the creation and appointment of members. City Council appoints members to the Calgary Police Commission, drawing upon the expertise and experience available in the community.

In consultation with the Chief Constable, the Commission is responsible for allocating funds for policing that are provided through City Council. The Commission regularly provides reports and presentations to City Council on the financial status of CPS, and works to ensure information flows seamlessly between the Commission, CPS, and the City.

Each year, the Calgary Police Commission and the Calgary Police Service present an annual report to the Standing Policy Committee on Community and Protective Services. This includes a report on the activities and highlights from the previous year.

The Commission also presents to the City's Audit Committee to provide annual financial statements and the results of the annual financial audit.

We continually strive to ensure we have a strong working relationship with our partners, including the City of Calgary.

# Oversight In Practice

## *Providing independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.*

### PUBLIC MEETINGS

In 2018, the Calgary Police Commission held seven\* public meetings. The Commission provides advance notice of upcoming meetings through media and on its website. Agendas, reports and minutes of those meetings are also on the Commission's website.

*\*March meeting was cancelled due to shooting injury of CPS officer*

The Commission welcomes both media and public guests to attend meetings, viewing it as an opportunity to show the community what police oversight looks like in practice and to be accountable to the community.



The Commission receives presentations from CPS on various aspects of police operations, priorities, accomplishments, and challenges. In 2018, topics included:

- Sexual offence strategy
- HR reform action plan updates
- School resource officer program
- Mental health strategy and psychological supports for employees
- Residential traffic safety strategy
- Not in My City-Anti-trafficking efforts
- Auto theft team
- Crime and safety impact of meth use
- Cannabis legalisation update

Commission work is supported by three standing committees that meet eight times per year: Governance & Personnel, Finance & Audit, and Complaints Oversight. Ad hoc committees are created as needed, such as a search committee for hiring a new Chief Constable.

# Oversight In Practice

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## **FINANCE + AUDIT COMMITTEE**

This committee works closely with CPS on closely analyzing the budget allocated by city council to ensure a responsible business plan and budget are presented to city council to ensure CPS has the resources it needs to keep the city safe.

## **COMPLAINT OVERSIGHT COMMITTEE**

With the support of the Public Complaint Director, this committee monitors and oversees the public complaint process. While CPS is responsible for investigating complaints, the Commission and the Public Complaint Director ensure investigations are thorough, fair to all parties, and are conducted in accordance with laws and policies.

## **GOVERNANCE + PERSONNEL COMMITTEE**

As part of the Commission's responsibility to establish policies for efficient and effective policing, this committee considers the financial, privacy, personnel, and public interest implications of CPS policies and decisions. This committee also establishes the evaluation framework and evaluates the performance of the Chief Constable.

## **SEARCH COMMITTEE**

Following the retirement of Chief Constable Chaffin, the Commission established a committee to lead the search process. The committee partnered with an executive search firm to assist with a fair, transparent and competitive search. The committee conducted extensive engagement activities with citizens, employees,

and partners to understand the priorities and qualities desired in Calgary's next Chief. The information gathered from the engagement activities was used to develop a position profile. The committee will also shortlist candidates, conduct interviews, and conduct reference checks.



# Our Members 2018

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**Brian Thiessen – Chair** (Nov 2015 – present) is a Calgary lawyer whose practice focuses on employment, labour, and workplace privacy law. He is among Canada’s top business lawyers and has received numerous recognitions including Chambers Canada: Canada’s Leading Lawyers for Business from 2011 to 2018, and the Best Lawyers in Canada from 2011 to 2018.

As a certified human resource professional and certified information and privacy professional, he works extensively on developing best practices in employment, privacy and governance with employers and their boards of directors.

Commissioner Thiessen has a Juris Doctor, Law from the University of Calgary and a Bachelor of Commerce (Honours) from Queen’s University.

As a dedicated community volunteer, he has received the Debra Dean Award for outstanding contribution for work with the Board of Directors of Ronald McDonald House Southern Alberta.



**Lisa Silver – Vice-Chair** (Nov 2012 – Nov 2018) is a native Calgarian, lawyer, and educator. Her educational achievements include earning a degree in economics, a degree in law, and a master’s of law. She has appeared before all levels of court, including the Supreme Court of Canada.

Since 2016, Commissioner Silver has been on faculty at the University of Calgary Faculty of Law where she teaches criminal law, evidence, and advocacy courses.

Commissioner Silver also sits on the Alberta Legal Aid Provincial Appeals Committee, is a board member of Calgary Legal Guidance and is on the Access to Justice Committee for the Canadian Bar Association – Alberta. She is a member of the Advocate’s Society, the Canadian Bar Association, and the Institute of Corporate Directors.

## Our Members 2018

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**Chris Salmon – Vice-Chair** (Nov 2015 – Oct 2018) is a management consultant, specializing in the areas of strategy, change and organizational performance. He previously served as a UK Crown servant and has strong professional interests in the areas of intelligence, big data, and the mental wellness of first responders.

Commissioner Salmon serves as Chair of the Emergency Medical Services Foundation and has previously served on the advisory board for change management programs at Mount Royal University.

He is a graduate of the Universities of London, Manchester and Aberystwyth, a member of the Institute of Corporate Directors, and holds the Freedom of the City of London.



**Amira Dassouki** (Nov 2017 – present) is a born and raised Calgarian who values community involvement. She has spent time volunteering with organizations such as the Calgary Women's Centre, the Junior Achievement Southern Alberta Company Program, and the University of Calgary.

As a compensation consultant, Commissioner Dassouki helps clients in various industries resolve compensation issues by conducting and providing statistical trend analysis. She has led projects for clients in various industries including the financial, hospitality, social services, post-secondary, and municipality sectors. She has an affinity for numbers and enjoys applying them to real-life uncertainties.

Commissioner Dassouki is a University of Calgary graduate with a Bachelor of Science in actuarial science and statistics.



## Our Members 2018

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*Photo not  
available*

**Jennifer Forrest** (July 2018 – present) is a lawyer and member of the Law Society of Alberta. Her educational achievements include earning a degree in history from the University of Lethbridge, a master's degree in history from the University of Toronto, and a degree in law from the University of Calgary in 2004. She has focused her legal practice in the areas of labour and employment, privacy, corporate governance and commercial law. She clerked for the Federal Court of Canada in Ottawa, focused on administrative law, and has been employed in the Calgary legal field for over 13 years.

As a lawyer and certified compensation and benefits professional, she has held various senior leadership positions in the energy infrastructure sector, including corporate secretary, and senior management roles overseeing mandates including facility management, human resources, and commercial services.

She is currently a public member of the Board of Governors of the University of Lethbridge, Chair of the Governance Committee and member of the Executive Committee. She is also a board member and Vice President of The Elder Statesmen Group, a non-profit organization dedicated to providing safe, comfortable and affordable housing for senior citizens of Calgary.



**Jyoti Gondek** (Nov 2017 – present) is the City of Calgary Councillor for Ward 3. Previously, Councillor Gondek was the Director of the Westman Centre for Real Estate Studies and an adjunct professor at the University of Calgary's Haskayne School of Business. In the 12 years prior to her work at the university, she provided consulting services ranging from creating complete communities to fostering healthy corporate cultures. She also has private sector experience in financial services and public sector experience as a policy analyst.

Councillor Gondek holds a PhD in urban sociology and an MA in organizational sociology. She has served the community in a variety of volunteer capacities, including Calgary Planning Commission, the Community Representation Task Force, Northern Hills Community

Association, Vivo for Healthier Generations, Urban Land Institute Alberta, and the National Executive Forum on Public Property. She has been recognized for her contributions to community through the 2012 Queen Elizabeth II Diamond Jubilee Medal and the 2016 Angus Reid Applied Sociology Award.

## Our Members 2018

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**Roy Goodall** (Nov 2017 – present) was a member of the Canadian Forces from 1962 to 2000. He spent 36 years as a communications and electronics officer in national and international (USA and Europe) defence settings.

This employment included two tours as a commanding officer and 26 years working with capital budgets, operations and maintenance budgets, as a human resource manager, a career counsellor, a recruiter, a communication security and information technology policy and system oversight manager, project management, strategic planning, mergers, and risk management.

Commissioner Goodall has extensive not-for-profit community board experience earned during his military career and after retiring. He has also completed the Institute of Corporate Directors education program.



**Johnathan Liu** (Nov 2014 – Nov 2018) is an executive with Westmount Charter School Society who works on policy development, finance and accounting and enterprise risk management. He is also a director with the Alberta Association of Police Governance, and the Supply Chain Management Association.

He previously served on the board of Brickburn Funds Inc., Norfolk Housing Association, Kincora Residents Association, and Kincora Community Association.

Commissioner Liu holds an ICD.D designation from Institute of Corporate Directors program, a Bachelor of Commerce degree in Accounting from the University of Calgary, and is a chartered professional accountant.

## Our Members 2018

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**Marilyn North Peigan** (Nov 2017 – present) works to support residential school survivors and their families in her role doing outreach, community advocacy and education with the Native Counseling Services of Alberta.

She is also specialist in the field of corporate, event, and private security, bringing a background in military training and customer service. She has extensive experience in VIP security with a focus on the Aboriginal entertainment community.

She served with the military medical corps of the Canadian Armed Forces. After an honourable discharge, she earned a BA in psychology and an MA from Athabasca University, which covered the historical issues leading up to Canada's current situation with missing and murdered Aboriginal women.

Her contributions to the community include having served as vice-chair of the Calgary Aboriginal Urban Affairs Committee, which strived to improve the opportunities and quality of life for Aboriginal people living in Calgary. Commissioner North Peigan is proficient in the Blackfoot language and Treaty 7 territory culture.

In 2012, she was awarded the Queen Elizabeth II Diamond Jubilee medal.



**Tyler Shandro** (Nov 2015 – June 2018) received his Juris Doctor in 2004 from the University of Calgary and has focused his legal practice in the area of municipal law. He is a member of the Law Society of Alberta and facilitates and evaluates several modules of the Legal Education Society of Alberta's bar admission course.

In the past, Commissioner Shandro sat on a number of boards including the Municipal Government Board, the National Parole Board, the Criminal Injuries Review Board, as well as the Senate of the University of Calgary, and the Calgary Parking Authority.

His community experience also extends to volunteering with the Calgary Flames Ambassadors and the Calgary Stampede Promotion Committee.

## Our Members 2018

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**Richard Sigurdson** (Nov 2016 – present) is currently the Dean of the Faculty of Arts at the University of Calgary, having spent almost three decades in academic and administrative roles in universities across the country.

Prior to moving to Calgary in 2012, Commissioner Sigurdson served as Dean, Faculty of Arts and Acting Provost at the University of Manitoba where he also held the Duff Roblin Professorship of Government. A political scientist by training, he has published on a variety of topics, from the history of political theory to the Charter of Rights in Canada.

As an administrator, his focus has been on internationalization, indigenous teaching and learning, and improving the student experience. Commissioner Sigurdson has a long-standing commitment to public service, volunteerism, and engagement with the community. He has served on the Manitoba Electoral Boundaries Commission, and has co-chaired the University of Calgary's United Way campaign.



**Councillor Ward Sutherland** (Nov 2014 – present) was re-elected to Calgary City Council in 2017 for a second term. Prior to his role as city councillor, he had 25 years of senior leadership and management in top-tier companies such as Sony, Tim Horton's, McDonald's, and Hartco Corporation.

In Councillor Sutherland's volunteer work and as the president of the Rocky Ridge Royal Oak Community Association, he established a track record of positive outcomes across various levels of government, on multiple diverse issues. In 2013, he was honoured to receive the Queen Elizabeth II Diamond Jubilee Medal for his service to the community.

# Highlights - 2018

## HIRING A NEW CHIEF CONSTABLE

When Chief Constable Roger Chaffin announced in July his plan to retire, the Commission launched a search process. The process started with the Commission holding a strategic planning session to refine and confirm its priorities and expectations for the next Chief Constable. The next step involved partnering with an executive recruitment firm to get expertise on a fair, transparent, competitive search.

A period of engagement with employees, citizens, and partners followed. This enabled the Commission to understand the priorities and qualities desired in Calgary's next police Chief. A public questionnaire, employee survey, employee consultations, and one-on-one and

group discussions revealed that Calgarians are passionate about their city and care deeply about CPS as a vital element of what makes this such a great place to live and work.

It became clear that success in the role will be built on the foundation of trust and confidence that the CPS has built with the community, and by creating a supportive, inclusive workplace for all employees.

The feedback the Commission received was incorporated into the position profile and opened to applicants in December 2018.

A brief summary follows.

ENGAGEMENT METHOD (NO. OF PARTICIPANTS)*	THEMES
2018 Employee Survey (1278) - See Illumina Research Partners Report	Each fall, the Commission partners with an independent research firm to conduct a survey of CPS employees. It is an extensive report with many significant insights from employees about how they feel about working at CPS.
Online survey for all CPS employees, shared via email and memo	When it comes to their top priorities for a new Chief, employees feel it is important to improve morale, rebuild trust, hire more officers to increase capacity, improve the promotion process, enforce accountability at all levels of the organization, reconsider the tenure policy, better support members through public advocacy, and improve training and development.

*\*Please note that there is likely some overlap between those who filled out the employee survey and public questionnaire and those who had discussions with the Commission or MNP, which means there were 2000+ contacts with the Commission about the next Chief, though not necessarily from 2000 separate individuals.*



# Highlights - 2018

<p>Public Questionnaire (523) – See What We Heard – Citizen Survey Report</p> <p>Online survey for public, shared through CPS social media, with an invite to community associations and representatives from policing, legal, and business communities, ethnic and cultural groups, sexuality and gender diversity groups, Indigenous groups, immigrant groups, mental health groups, and faith-based organizations</p>	<p>A public questionnaire was available to all Calgarians, including CPS employees and community partners in October. Calgarians were asked to evaluate the level of importance of five policing priorities and six leadership qualities. The priorities most often selected as ‘very important’ were:</p> <ul style="list-style-type: none"> <li>• Reliability: maintain adequate staff and resources to meet the City’s needs, and</li> <li>• Safety + Wellness: support public safety and employee safety and wellness by ensuring police have sufficient training, equipment and policies to support them.</li> </ul> <p>The qualities most often selected as ‘very important’ were ‘Acts with a high level of integrity, respect, fairness, and compassion’ and ‘Team builder considerate of community and employee concerns.’</p> <p>When asked what other priorities and qualities should be considered, participants most often said it’s important to:</p> <ul style="list-style-type: none"> <li>• Improve the morale of CPS members and change culture</li> <li>• Have appropriate education and experience</li> <li>• Support a positive public image of CPS</li> <li>• Support accountability and integrity</li> </ul>
<p>Employee discussions at district offices (approx. 235) and direct discussions with MNP (approx. 60) – See MNP Consultation Summary</p>	<p>The Commission created an opportunity to meet with employees face-to-face at each district office to hear directly from them about the topics raised in the employee survey. MNP also had a number of discussions (group and one-on-one) with CPS leadership, municipal and provincial officials, and some community partners.</p>
<p>On-site meetings with employees, including Calgary Police Association</p> <p>One-on-one meetings with CPS senior management</p> <p>Group and individual meetings with City Council, provincial government representatives, and safety partners.</p>	<p>Some common themes emerged, such as:</p> <ul style="list-style-type: none"> <li>• Ability to effectively communicate with employees and the community will be essential to success in the role.</li> <li>• Members want a clear understanding of how decisions are made and the rationale of decisions that affect them.</li> <li>• New Chief needs a supportive executive team that includes complementary or balanced skill sets.</li> <li>• A constructive relationship with the Calgary Police Association is necessary and needs work.</li> </ul> <p>Those consulted also believe that it’s important for a leader to be humble, ethical and authentic, and to communicate a vision and effectively implement a plan for the organization to achieve that vision.</p>

# Highlights - 2018

## EMBRACING DIVERSITY & INCLUSION AT CPS

In 2018, the Commission continued its focus on supporting CPS to achieve a diverse, inclusive, and respectful workplace.

Building on the 7-point plan provided to CPS in 2016, the Commission received frequent updates from CPS about the progress on each item. In a short amount of time, CPS has made significant progress on reviewing and modifying policies and organizational structures to achieve the goals outlined in the 7-point plan:

- |  |  |
|--|--|
| <p><b>1 ESTABLISH INDEPENDENT THIRD-PARTY ADVOCATE</b><br/> <span style="color: green;">Hire Independent Workplace Concern Advisor</span><br/> <span style="color: green;">Strengthen Respectful Workplace Office</span><br/> <span style="color: green;">Revise Respectful Workplace Policy</span></p>  | <p><b>4 REVIEW PROMOTION, JOB PLACEMENT POLICIES +</b><br/> <b>5 ASSESS PERCEIVED OR ACTUAL GENDER BIAS IMPACTS</b><br/> <span style="color: green;">Conduct independent policy reviews</span><br/> <span style="color: green;">Conduct Gender-Based Analysis + pilot</span><br/> <span style="color: red;">Follow-up with independent policy reviews</span><br/> <span style="color: orange;">Develop Diversity &amp; Inclusion Strategy</span></p> |
| <p><b>2 RETAIN EXTERNAL EXPERTISE TO ADDRESS RECOMMENDATIONS</b><br/> <span style="color: green;">Develop HR Service Delivery Review Execution Plan</span><br/> <span style="color: green;">Develop Workplace Violence policy</span><br/> <span style="color: orange;">Secure civilian CHRO</span><br/> <span style="color: blue;">Monitor provincial legislation</span></p> | <p><b>6 REVISE PROMOTION, JOB PLACEMENT POLICIES</b><br/> <span style="color: green;">Implement Flexible Work Program</span><br/> <span style="color: green;">Implement Flexible Work Policy</span><br/> <span style="color: red;">Follow-up with independent policy reviews</span><br/> <span style="color: orange;">Develop Diversity &amp; Inclusion Strategy</span></p>  |
| <p><b>3 CONDUCT WORKFORCE CENSUS</b><br/> <span style="color: green;">Conduct workforce census</span><br/> <span style="color: green;">Communicate results to Service</span><br/> <span style="color: green;">Compare results to general population</span></p>   | <p><b>7 PROVIDE TRAINING TO EMPLOYEES</b><br/> <span style="color: blue;">Sustain Respectful Workplace Office</span><br/> <span style="color: orange;">Deliver Respectful Workplace training</span><br/> <span style="color: orange;">Develop Diversity &amp; Inclusion Strategy</span></p>  |

### Color legend:

Action complete	Work is ongoing
Under development	Not started/assigned

# Highlights - 2018

## DIVERSITY ON THE COMMISSION

The Commission supports and endorses the City of Calgary's efforts to create a more inclusive municipal decision making system, which includes the participation of women across diverse communities on boards and commissions.

With this in mind, the Commission works with city council to select individuals with proven professional experience from a diverse cross-section of the city to fill vacancies on the Calgary Police Commission. The

Commission expects the Calgary Police Service to achieve gender equity and diversity within the organization which means the Commission itself must model the diversity it expects.

In 2018, the Commission achieved a gender balance and believes the city is best served when the board is comprised of individuals who represent the diversity of our community alongside proven professional expertise.

## SECURING RESOURCES FOR CPS - 2019-2022 BUSINESS PLAN AND BUDGET

The Calgary Police Commission has a duty under the Alberta Police Act to ensure that the service has sufficient resources to carry out its mission to keep our city safe and to prevent crime.

Throughout 2018, the Commission and CPS developed a four-year budget and business plan that would give CPS the resources it needs to keep Calgary safe and to support CPS employees to do their very best.

After significant deliberation, City Council approved the request submitted by the Commission on behalf of CPS. Council considered the request in the context of property tax rates, funding requests from 60 other city departments, service levels, fees, and the long-term needs of our city.

Most significantly, the decision was rooted in citizen feedback. Commission research showed that the vast majority of citizens are satisfied with the Calgary Police Service and want CPS to have the resources it needs to address current pressures and meet the challenges ahead.

The Commission is thankful to Calgary city council maintaining current funding levels in 2019 and 2020, and approving an increase in 2021 and 2022 to hire 120 more members. This budget means CPS can continue to deliver the services needed to keep our communities safe, to strengthen partnerships to prevent crime, and to apply innovative approaches to maintain excellent investigations.



# Highlights - 2018

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## USE OF FORCE REPORT RECOMMENDATIONS

In May 2017, CPS invited Chief Justice Wittmann to conduct an independent review to ensure CPS has the correct policies, procedures, equipment, and training in place to police our community in the safest way possible.

He conducted extensive research and interviews to understand the topic. The result was a thorough, thoughtful, and comprehensive report delivered in May

2018. The report included 65 recommendations which require significant reform to organizational structures and systems.

CPS is considering the best way to put the recommendations into practice, and the Commission will continue to work closely with CPS to oversee the implementation of the report.

## ALBERTA POLICE ACT REFORM CONTRIBUTIONS

The Calgary Police Commission is actively engaged in the process launched by the Alberta Minister of Justice to review the Alberta Police Act. We are hopeful that the outcome will be a reformed act that maintains and enhances trust between police officers and citizens.



# Hearing From The Community

## CITIZEN SURVEY

The Commission conducts comprehensive research annually to understand how citizens feel about policing and safety in Calgary. The research also helps identify opportunities to better serve the community. Citizen feedback is an essential part of keeping police responsive and accountable to the community.

The results show the vast majority of citizens feel that Calgary is a safe place to live, are satisfied with the Calgary Police Service, and have confidence that the Calgary Police Service can deliver the services needed to keep Calgary safe.

“We appreciate the time that hundreds of citizens took to give us their feedback. Input from the community is an essential part of keeping police responsive and accountable, especially at such an important time for the Calgary Police Service. This information will inform the direction of CPS and budget in the coming years, as well as the priorities of the next chief of police.”

*Brian Thiessen, Chair, Calgary Police Commission*

“The quality of information that citizens provide to the Commission through this survey is exceptional. After eleven years conducting this research, CPS is still performing well. Citizens support the Calgary Police Service. However, the strength of that satisfaction and confidence has been slipping in recent years, which is noteworthy for the Commission and CPS leadership.”

*Yvonne Brouwers, President & CEO,  
Illumina Research Partners*

However, ratings have declined this year. Citizens suggest CPS could improve services with a greater visible police presence, more transparent and accountable communications, improved officer training and more officers. Citizens also want greater financial investment in crime prevention programs and measures to prevent violent crimes, drugs, and gangs.

CPS received the highest ratings from citizens who had in-person interactions with police. People who are interacting with officers rate them highly as professional, courteous, respectful and knowledgeable.





# Hearing From The Community

## COMMUNITY DINNER ROUNDTABLE DISCUSSION

The roundtable discussion portion of the Calgary Police Commission community event, held on June 19, 2018, invited guests to provide their thoughts about crime prevention.

The 400+ guests in attendance represented community associations, diversity groups, community agencies, the Calgary Police Service, and community policing award recipients. Youth cadets and CPS auxiliary members who volunteered at the dinner also brought their unique experience and perspectives to the roundtable discussion.



The Commission posed three questions in an effort to seek feedback that could be incorporated into strategic planning and future priority setting:

- What CPS crime prevention programs or campaigns have the greatest impact on you or your community?
- What role do you/your community play in helping prevent crime?
- What topics are you interested in learning more about to keep your community safe?



Feedback reflected a high level of awareness and experience with CPS crime prevention programs. The programs that participants highlighted most frequently as having a significant impact include:

- Community resource officers
- Diversity resource officers
- School resource officers
- Other youth engagement and intervention programs

# Hearing From The Community



Guests also noted the importance of CPS publishing crime prevention tips and crime updates through social and traditional media. Many pointed to Operation Cold Start, Coffee with a Cop, and Lock it or Lose It as effective campaigns that improved community safety. Many participants also commented on the importance of having CPS officers attend community meetings to talk about safety topics, and having the bike unit and active patrols within their neighbourhoods.

Guests outlined dozens of ways they were taking initiative to help to prevent crime in their neighbourhoods. Building relationships and staying connected with neighbours to share information and spread awareness was the primary way guests help keep their communities safe. Residents also stay informed about local crime trends and safety tips by monitoring CPS social media and engaging with CPS community resource officers.

Additional activities include participating in community association programs aimed at creating stronger communities, such as seminars, fairs, and guest speakers. Community association participants also organize events and workshops to give CPS an opportunity to present on local safety topics.

*When it comes to topics that participants are eager to learn more about, participants requested more information from CPS about:*

- The impact of cannabis legalization on their community
- Supervised consumption sites
- Crime prevention through environmental design
- Cybercrime and fraud prevention, especially targeted at specific ethnic groups
- Events happening in real time
- Traffic enforcement, pedestrian safety, and traffic calming measures
- Diversity training within CPS to ensure sensitivity to all victims
- Community resource officer assignments
- Crime maps or statistical information about when and where crimes are occurring

# Community Policing Awards

The annual community event includes an awards ceremony that gives the Commission an opportunity to honour the exceptional individuals and community groups who are helping to make our community stronger and our city safer.

In 2018, the Commission presented awards in six categories to 11 deserving people.

## WINNERS OF 2018 COMMUNITY POLICING AWARDS

### AWO TAAN HEALING LODGE SOCIETY



The Awo Taan Healing Lodge Society is a full-service emergency shelter that provides essential community services to women and children who have experienced family violence and abuse. It has guided thousands of local families from all backgrounds, religions and ethnicities through life's most difficult experiences.

The society also creates opportunities to bring the Calgary community together, such as the Red Dress Project. This campaign honours and raises awareness about missing and murdered Indigenous women and girls. The red dress has become a powerful symbol and a call for action and social justice for Indigenous women.

In 2017, CPS displayed a red dress at its district one office to show its support for Indigenous women. This action was based on the strong relationship developed between the society and the CPS team in district one. Together, the groups have worked on supporting the victims of violence and to educate CPS employees on the foundations of Indigenous culture.



# Community Policing Awards

## SYDNI BRIX

When she was a grade 12 student, Sydni envisioned having Students Against Drinking and Driving ribbons tied to all Calgary Police Service patrol vehicles. Inspired to eliminate the number one cause of death and injury among youth, Sydni approached CPS with her vision, and CPS jumped on board without hesitation.

Sydni also singlehandedly coordinated with CPS and her school principal to prepare a display that would give her fellow students a real life perspective about the realities of drinking and driving. She arranged for CPS to display a truck that had been involved in a fatal drinking and driving-related collision. The CPS traffic section also brought a Checkstop van so students could tour the inside and learn about the process involved in arresting an impaired driver and taking breath samples.

“Sydni helped deliver SADD’s message alongside the efforts of CPS to educate citizens about the dangers of impaired driving. She demonstrated a great deal of confidence, courage, and leadership by spearheading these activities on her own.”  
– Cst. Sheldon Hamm



## HEATHER MORLEY & ELSBETH MEHRER, YWCA

Through the leadership and commitment of these two YWCA vice-presidents, a highly successful program is able to continue to support people dealing with chronic and high risk domestic conflict.

Originally a partnership between the Calgary Police Service and HOMEFRONT, the domestic conflict response team plays a critical role in early intervention and prevention of domestic and family violence and ultimately reduces calls for service.

When it became clear that sustainable public and private funding could not be secured to continue the partnership with HOMEFRONT, Heather and Elsbeth worked on a smooth and seamless transition of the program to YWCA. They also committed additional resources and domestic violence case workers to work with CPS to provide timely intervention and outreach to families in need of social supports and referrals to housing, counselling, and child care.

The team reaches over 1400 families in Calgary each year, and with the support and partnership of the YWCA Calgary, the program will continue to help families dealing with domestic conflict and family violence.



# Community Policing Awards

SGT. GARETH JOELS (*pictured*) & CST. GARRY WOODS



“Prior to this initiative, CPS had nothing to give to children and families who spoke no English. Now we have the books and pamphlets in multiple languages that will help CPS connect with more residents. This was not an initiative that was tasked to these officers. They saw a gap and they took action. This was done solely to provide a service to the community.” – Inspector Leah Barber

As members of the Calgary Police Service Diversity Team, their work involves building bridges between police and residents from diverse cultures, especially new immigrants to Canada. Together, they created a newcomers guide for adults, with translations available in seven different languages – English, Spanish, Punjabi, Hindi, Arabic, Somali, and Tagalog.

These resources gave a broader group of people basic information about CPS, and how to contact police. A coloring book for children was also created in the same languages. The material became a vehicle to form

relationships with youth and families in diverse communities. They successfully printed hundreds of booklets that are helping break down barriers and give newcomers a better understanding about how police in Canada operate.

CPS SOCIAL MEDIA OFFICERS - CSTS. RILEY BABOTT, JEREMY SHAW & MARK SMITH



With over 300,000 followers on Twitter and Facebook, CPS is able to reach more citizens than through traditional media. Some posts have reached over one million people, thanks to the engaging content these officers create.

The social media team are well-known for their reliable, timely, and often humorous interactions with citizens. From behind their desks, these officers continuously interact with citizens by answering questions, correcting rumours, and assisting with investigations.

In 2017, they expanded their reach to connect with community social groups. This approach enables CPS to address community concerns about crime trends, provide community specific crime reduction advice, and solve local crime issues, while being easily accessible to the community at all times.



# Community Policing Awards

## MIKE SHAIKH

Mike Shaikh has a long history of supporting the Calgary community, which includes a significant role supporting the Calgary Police Service. For eight years, he served on the Calgary Police Commission where he was instrumental in forming the Calgary Police Foundation. To get the Foundation off the ground, he created a powerful fundraising team which raised more than \$12 million to establish the Foundation.

As part of his commitment to helping youth succeed, Mike also introduced the Calgary Police Cadet Corps model to our city. The program has become a launching pad for many local youth. Dozens of cadets have developed leadership skills and learned the elements of community-based policing, with many cadet graduates going on to become CPS officers.



“Seven years after the youth programs started, we are witnessing the success that its founders dreamed of – boosting youth academic scores, and educating children to prevent high-risk behavior and criminal activity. Mr. Shaikh knew then that the real results would come in the future. All of Calgary expresses its gratitude and appreciation for someone so passionate about our city, our youth, about education, and about safety.”

– Corrine Wilkinson, Calgary Police Foundation

## ALBERTA HEALTH SERVICES (*Shannon Hennig, pictured*)

Alberta Health Services was a key driver, architect and champion of the development of the first provincial supervised consumption site. Supported by both the City and the Province, the site was created as a direct response to the opioid crisis that claimed the lives of more than 200 Calgarians in 2017 alone.

As a leader of the initiative, Alberta Health Services helped the Calgary Police Service with internal training, policy development, data collection, and community engagement.

Throughout 2017, AHS managed relationships with various levels of government, the Calgary Coalition on Supervised Consumption and various social agency and community groups to get the site constructed and operational, while responding to community and partner concerns along the way.



*We are grateful to our 2018 event sponsors: the Silver & Kowall Families, Field Law, Bennet Jones, and a generous anonymous donor.*

# Calgary Police Service Employee Survey

The Calgary Police Commission partners with an independent research firm to conduct a survey of CPS employees each year. Our goal is to give all employees an opportunity to provide candid, anonymous feedback about working at CPS.

We use this input to understand concerns and trends over time, and to evaluate the Chief's performance. This year, these results will weigh heavily in the selection of a new Chief Constable.

Feedback was incorporated into the position profile, alongside the results of other engagement activities. The position profile is the foundational document provided to candidates and used to establish evaluation and selection criteria. The Commission will then select the right Chief to tackle many of these issues, and will make sure they are capable of effectively implementing a plan to create a healthy, supportive workplace.



## *Some highlights from the survey include:*

- Employees want the new Chief to address low morale and the promotion process, and to be hired externally.
- Morale, and satisfaction with the promotion process, received the lowest ratings in the survey.
- While many employees noted concerns with poor leadership and low morale, more than half of respondents were positive about their workplace environment, saying they liked their job and enjoyed the work.
- Employees point to excellent coworkers and a fulfilling career as the primary things they like about working at CPS.
- Many of the key initiatives underway at CPS, such as the rollout of body worn cameras and hard body armour, are having a strong positive impact on those directly affected.
- 83% of employees who participated in a workplace wellness program in the past 12 months experienced improvement in their overall wellness.

# Complaints Oversight

In 2018, the Commission continued its ongoing work to enhance the public complaint process. This involved monitoring and reviewing ongoing files and reviewing complaint file audits conducted by the Public Complaint Director.

## How does the public complaint director support the commission's oversight role?

- Receives complaints from the public
- Acts as a liaison between the Commission, CPS, and the complainant
- Reviews investigations conducted by CPS while they are ongoing and at their conclusion
- Offers alternative dispute resolution, when appropriate, and review the delivery of the resolution process
- Reports to the Commission on complaint matters

## COMPLIMENTS

In 2018, CPS received **336** compliments.

Each compliment is for one or more members or for CPS as an organization.

### Definitions:

*Public Complaint:* complaint about conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers

*Citizen Contact:* initial contact about an allegation or an enquiry or request for assistance – may become a complaint

*Internal Complaint:* complaint initiated by the Chief of Police about the conduct of a member that may contravene the regulations governing discipline or performance of duty of police officers

*Statutory Complaint:* complaint about an act by a police officer that may contravene provincial or federal legislation – complaint may be generated by a citizen or by the police service itself

Public Complaints & Citizen Contacts	2014	2015	2016	2017	2018
Public Complaint (External)	212	245	286	227	258
Citizen Contact	847	846	1089	908	963
Internal Complaints	23	41	33	69	37
Statutory Complaints	27	33	44	33	39
Administrative Concern	21	40	34	16	5
<b>TOTAL</b>	<b>1130</b>	<b>1205</b>	<b>1486</b>	<b>1253</b>	<b>1302</b>

# Complaint Oversights

## RESOLUTION OF EXTERNAL PUBLIC COMPLAINTS

Resolutions of Public (External) Complaints 2014-2018	2014	2015	2016	2017	2018
Withdrawn by Complainant	8	13	13	4	5
Lost Jurisdiction (resign/retire)	1	3	3	0	2
Filed Beyond One Year Limit	9	8	8	4	10
Dismissed - Extension Not Granted	0	1	1	0	0
Frivolous / Vexatious / Bad Faith	3	0	4	1	0
Informally Resolved	134	173	222	139	171
<i>Supervisor Intervention</i>	38	36	42	27	28
<i>Professional Mediation</i>	2	1	0	0	1
<i>Facilitated Discussion</i>	17	12	5	1	2
<i>Informal Discussion Among Parties</i>	77	124	175	111	140
Sustained - No Hearing	0	0	3	2	1
Sustained In Part - No Hearing	2	3	13	8	11
Not Sustained - No Hearing	19	26	3	0	0
*Dismissed – No Hearing – No Reasonable Prospect	0	0	51	67	42
**Sustained – Dismissed – No Hearing PSR 19(1)(a)(i)					9
Sustained - Hearing	0	1	0	0	0
Sustained in Part - Hearing	0	0	1	2	1
Not Sustained - Hearing	0	0	1	0	2
Other	0	0	0	0	0
<b>TOTAL</b>	<b>176</b>	<b>228</b>	<b>323</b>	<b>227</b>	<b>254</b>

\*Terminology changed in 2016

\*\*Terminology added in 2018



# Complaint Oversights

Disciplinary Measures for External Complaints 2018		
Incident	Allegation	Discipline
1	Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44)	N/A
2	Neglect Duty: Fail to Promptly/Diligently Perform Duty Discreditable: Discredit the Reputation of the Service	3 Year Official Warning
3	Neglect Duty: Fail to Promptly/Diligently Perform Duty Insubordination: Breach Policy/Order/Directive	Forfeiture of Overtime Suspended from Duty Without Pay
4	Discreditable: Discredit the Reputation of the Service	Agreed Reprimand
5	Insubordination: Breach Policy/Order/Directive	Agreed Reprimand
6	Neglect Duty: Fail to Promptly/Diligently Perform Duty	Agreed Suspension from duty WITHOUT pay
7	Neglect Duty: Fail to Promptly/Diligently Perform Duty	Official Warning
8	UUEA: Unlawful/Unnecessary Exercise of Authority	Additional Training
9	Insubordination: Breach Policy/Order/Directive UUEA: Unlawful/Unnecessary Exercise of Authority	Agreed Suspension from duty WITHOUT pay
10	Neglect Duty: Fail to Promptly/Diligently Perform Duty Neglect Duty: Fail to Promptly/Diligently Perform Duty	Official Warning Official Warning
11	Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44)	N/A
12	Discreditable: Profane/Abusive Language	Official Warning
13	Neglect Duty: Fail to Promptly/Diligently Perform Duty	Counselling

## COMPLAINTS AGAINST THE CHIEF

In 2018, nine complaints were initiated against the Chief.

The Commission concluded in two instances that, based on the information provided, there was no conduct on the part of the Chief that would provide jurisdiction for the Commission to proceed under the Alberta Police Act. One complaint was formally withdrawn. The remainder of the complaints, including those received prior to 2018, were dismissed due to loss of jurisdiction when the former Chief Constable retired on October 19, 2018.

# Commission Reporting

The Calgary Police Commission has a mandate to provide independent citizen oversight of police in a way that upholds the high levels of trust and confidence the Calgary Police Service has earned from the community.

Given the significance of police oversight in keeping our city safe and ensuring police are accountable to the public, the workload and expectations of police Commissioners are high. Members can easily spend more than 30 hours each month attending meetings, preparing for meetings, participating in public and

employee outreach activities, attending celebratory events at CPS, attending learning sessions about policing and governance, and sitting on affiliated boards. The Chair spends many additional hours in their role as spokesperson and as a point of contact with CPS and the City.

In addition to seven public meetings, two business meetings, 24 regular sub-committee meetings and 12 search committee meetings, members also participated in the following activities in 2018:

- Annual governance retreat
- Strategic priorities review
- Annual citizen and employee research workshop
- Joint strategy session with CPS
- Joint meeting with CPS and Calgary Police Association
- Commission's annual community dinner + community policing awards
- Employee engagement sessions at district offices
- Three CPS recruit graduations
- Tsuut'ina Christmas Feast & Powow
- Community Menorah Lighting
- CPS regimental ball
- Tour of the CPS evidence and property unit
- Cadet annual review
- Cadet corp mess dinner
- CPS annual promotion reception
- 25 year belt buckle presentation
- Spyhills groundbreaking ceremony
- Annual auxiliary review
- Auxiliary graduation
- Commissioner's cup award ceremony
- CPS half marathon
- 30 year celebration of CPS special projects volunteers
- CPS volunteer recognition dinner
- CPS employee recognition lunch
- Tour of Integrated School Support Program schools with Calgary Police Foundation
- Townhall with Calgary Pride
- Alberta Police and Peace Officers Memorial Day ceremony
- Presentation to City's Standing Policy Committee on Community & Protective Services
- Presentation to City's Audit Committee
- Presentation to City's Priorities & Finance Committee
- Presentation to City's Planning and Urban Development Committee
- Presentation at International Association of Women Police conference
- Canadian Association of Police Governance conference
- Alberta Association of Police Governance conference
- FOIP orientation
- Spokesperson and media training
- Orientation to CPS budget and business planning

City Council selects citizens with proven professional experience from a diverse cross-section of the city, who are able to dedicate themselves to this community service position.

To find out more about how to become a citizen member, visit the City of Calgary:

<http://bcconline.calgary.ca/publish/bcc.aspx?id=72>

## CONTACT INFORMATION

To learn more about the Calgary Police Commission,  
or to weigh in on policing in Calgary, contact us at:

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