



# Calgary Police Commission

## *Annual Report 2013*

### *November 2012-October 2013*





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*To provide independent civilian oversight & governance of the  
Calgary Police Service to ensure a safe community*





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## Comments from the 2013 Chair

2014 June 01

To the citizens of Calgary:

On behalf of my colleagues on the Calgary Police Commission, I am pleased to provide you with this report on the activities of the Commission during 2013.

2013 was an exciting year for the Calgary Police Commission as we were able to negotiate a contract extension for current Chief of Police, Rick Hanson. Chief Hanson's leadership and dedication to our city has increased safety in our city and strengthened partnerships with our many community stakeholders. The Chief's focus on youth programming will enhance the positive life skills of our children and youth and ensure our city's continued safety and low crime rate well into the future.

This year saw the publication of the second volume of the Commission News!; our newsletter. The Commission News! Is published three times a year and provides information on the Commission, its activities and District Liaison reports from our Commissioners. We hope that you find it of value and look forward to each upcoming issue.

We expanded our Community Policing Awards program this year through the addition of new categories. This led to the largest number of winners in the program's history. It gives us great pleasure to present these awards each year to deserving Calgarians who invest of themselves to work with the Calgary Police Service and promote the safety of our city.

We continually strive to ensure we have a strong working relationship with the Calgary Police Service so that we can be effective in our governance and oversight role. In addition, we also work hard to ensure we maintain and improve upon our relationships with our stakeholders, including the Mayor and City Council, as well as the Solicitor General's branch of Alberta Justice and Solicitor General. These relationships ensure that there is a strong understanding of and support for our efforts to keep our city safe and promote strong governance and oversight of our Police Service.

The Calgary Police Commission is a volunteer organization, representing the voice of Calgarians with respect to policing issues in our community. As such, I would like to thank each of our Commissioners for their time and effort during the past year. In particular, I would like to thank our outgoing member, Brian Edy, for his dedication. As 2013 was also my last year as a member of the Commission, I would like to wish all my colleagues on the Commission well. I know they will continue and improve upon the great work that the Calgary Police Commission does.

If you would like further information about the Commission and activities discussed in this annual report you are encouraged to call, write to us or visit our website. We are happy to pass along more information, attend as a speaker for your group's meeting, or engage with your group in a discussion on policing issues.

Mike Shaikh, 2013 Chair  
Calgary Police Commission





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# UR ORGANIZATION



## Establishment of the Calgary Police Commission

The Calgary Police Commission was first established in May 1934. Today, the Calgary Police Commission is established under Calgary Bylaw 25M97, pursuant to the Alberta Police Act, and is the civilian oversight body for the Calgary Police Service.

The police Commission is made up of eleven individuals - nine of whom are citizen volunteers and two of whom are municipal appointees, either aldermen or city staff. The term of appointment to the police Commission is two or three years and Commissioners may serve a maximum of ten consecutive years.

Each year, the City Clerk's office advertises in the local newspapers and on its website that it is accepting applications for appointment to the police Commission. At the same time, the Commission advises the City Clerk of the skills and qualifications needed to complement those of existing Commission members and to create a well-rounded governance body. City Council then appoints (or reappoints) members from those who have had a successful interview and security clearance.

Each Commission member is required to swear an Oath of Office and attend an orientation session. The Commission also requires its members to sign and subscribe to a Code of Conduct, which includes a commitment to report all conflicts of interest. At its first meeting of the Commission year, in November, the police Commission elects its chair. Mike Shaikh was re-elected chair for 2013.

## The Importance of Police Governance and Oversight

When the modern day police were created, there was a requirement that the police be independent and impartial. To do this, the police needed to be independent from the government and from government direction. This prevented politicians from directing police for their own purposes, against what was best for the community and citizens in general. The police still have this duty to the public and not to any one person or group in particular. Because of this, the police do not take direction from politicians but instead work to do what is best for everyone in society.

Because police have a duty to the public in general and should not operate without accountability to citizens, police boards and Commissions were created to provide citizen oversight of the police and ensure the police are fulfilling their duties to the citizens they are sworn to protect and serve.

Additionally, the police Commission provides a connection between the government and the police, ensuring that the government does not interfere with the police but is still able to discuss any concerns it may have. It does this by speaking with the Commission, who can then alleviate or address any concerns the government may have.

Police boards and Commissions serve a very important role in policing, representing the residents of their city, town or region, making sure that the police are operating efficiently and effectively. It is the Commission's role to ensure that the police are addressing the community's crime and safety concerns.





## Mission Statement

To provide independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.

## Roles and Responsibilities

Members of the police commission are mandated by Alberta's Police Act to oversee the police service and, for that purpose, do the following:

- allocate funds for policing provided through City Council, done in consultation with the Chief of Police;
- establish policies for efficient and effective policing and direct the Chief of Police with regards to those policies, when necessary;
- appoint the chief of police and review his or her performance;
- ensure sufficient persons are employed with the police service to carry out its functions; and
- receive public complaints and review the public complaint process.

Day to day operation of the police service is the responsibility of the chief of police.

## Commission Office

A professional staff of five full-time employees provides support to the Calgary Police Commission members to help them meet their important governance and oversight responsibilities.

Positions in the office include an Executive Director; Public Complaints Director; Senior Advisor, Policy & Communications; Commission Clerk; and Administrative Assistant.

It is the responsibility of the Executive Director, Ellen Wright, to ensure the flow of information between the Calgary Police Commission, the citizens of Calgary, the Calgary Police Service, the City of Calgary and other agencies and organizations. Additionally, the Executive Director provides administrative support and advice on matters of governance and procedure to the members of the Commission, ensures that an accurate record is kept of all Commission activities; and manages the Commission office and staff.



Commissioners Brian Edy and Michael Ervin at a Commission Meeting



# OUR WORK





## Governance at Work

Calgary Police Commission members believe in the importance of strong governance practices in all that they do in their important role to ensure the accountability and transparency of policing in our city through the governance and oversight of the Calgary Police Service. As such, Calgary Police Commission members generally spend a minimum of 30 hours a month on Commission business. Much of this is devoted to meeting preparation and attendance.

### Meetings

The commission as a whole met ten times in 2013, including monthly meetings and one governance and strategic planning session. Full commission meetings typically last five hours and require an equal number of hours of preparation by the members. Portions of the commission meetings are held with members of the public and members of the police service present.



Commission Chair Mike Shaikh, Vice-Chair at a Commission Meeting

### Public Meetings

To continue our efforts to improve accessibility to police governance, as well as improve openness and transparency, each of our monthly Commission meetings are public meetings. Meeting dates are posted on the Commission website, along with information on how to request that an item be added to the meeting agenda.



Commissioners Jonathan Perkins and Stephanie Felesky at a Commission Meeting

## Standing Committees

As the focus of the Commission is on longer term strategic initiatives and governance, the Commission developed three standing committees to fulfill its work-plan. The chair of the Commission is an ex-officio member of each standing committee and members of the police service executive team attend and provide input at committee meetings. Committees meet monthly, with the exception of April, August and December, and bring recommendations back to the full Commission.

### Complaint Oversight Committee

2013 Committee Chair: Michael Ervin

This committee fulfills the complaint oversight responsibilities outlined in the Police Act and brings recommendations to the full police Commission on:

- issues of policy stemming from the review of complaints about police conduct or service;
- the disposition of appeals regarding the policies of or services provided by the police service that are filed with the police Commission pursuant to section 44 of the Police Act;
- the disposition of complaints about the Chief of Police filed pursuant to section 46 of the Police Act; and
- referrals from the Alberta Law Enforcement Review Board.

Though not required, this committee includes at least one member with a background in law.

#### *Committee Highlights*

This year, the Complaint Oversight Committee continued its previous activities to:

- work with the Professional Standards Section of the Calgary Police Service to enhance the public complaint process
- monitor and review the public complaints process; and
- review complaint file audits conducted by the Public Complaint Director

### Finance and Audit Committee

2013 Committee Chair: Howie Shikaze

This committee fulfills the business planning, budgeting and budget allocation oversight responsibilities outlined in the Police Act and brings recommendations to the full police Commission those items, including:

- developing budget guidelines according to strategic direction;
- monitoring human resources issues for the service;
- directing the annual financial audit of the Calgary Police Service; and
- reporting to City Council on the financial status of the Calgary Police Service.

This committee also reviews and brings recommendations to the full Commission on the Calgary Police Commission budget. Though not required, this committee includes at least one member with a background in accounting or finance.

#### *Committee Highlights*

This year, the Finance & Audit Committee continued its previous activities to:

- review monthly Calgary Police Service financial reports
- oversee the annual financial audit of the Calgary Police Service
- monitor recruiting, retirements and resignations of the police service, as well as its authorized strength





The Calgary Police Commission has adopted a community policing approach which:

- promotes a strong partnership between the community and its police service;
- ensures that the community has the right to assist in the development of police priorities and services; and
- expects that the community will share the responsibility of ensuring that Calgary is a safe city in which to live.

Through the activities of the following two committees, the Calgary Police Commission works to promote this approach and meet the needs of Calgarians.

### **Governance Committee**

2013 Committee Chair: Stephanie Felesky

This committee fulfills the broad governance responsibilities in the Police Act and brings recommendations to the full Commission on:

- the Calgary Police Commission Policy and Procedure Manual;
- the Calgary Police Commission's governance policies for the Calgary Police Service; and
- the Calgary Police Commission communication plan.

A copy of the Calgary Police Commission Policy & Procedure Manual can be found online at [www.calgarypoliceCommission.ca](http://www.calgarypoliceCommission.ca)

This committee works to ensure that the Calgary Police Commission has strong governance practices in all of its work and that these practices are reflected in each of the committees and the full Commission

#### *Committee Highlights*

This year, the Governance Committee continued its previous activities to:

- organize the annual governance and strategic planning retreat;
- facilitate joint meetings with the Calgary Police Service and the Calgary Police Association;
- continue the citizen and employee survey process; and
- work with staff on key communication initiatives.

### **Ad Hoc Personnel Committee**

2013 Committee Chair: Jonathan Perkins

In 2013, the Calgary Police Commission felt it necessary to establish an Ad Hoc Personnel Committee to bring recommendations to the full Commission on:

- the performance of the Chief of Police as well as his performance measures and accountability plan for the year;
- the performance of the Executive Director, as well as her performance measures and accountability plan for the year; and
- the contract renewal of the Chief of Police and contract negotiations.

This ad hoc committee may be established when the Calgary Police Commission is seeking to recruit a new Chief of Police; negotiate a contract renewal with a current Chief of Police; and recruit a new Executive Director. It may also be established when other significant personnel matters arise that are best dealt with by an ad hoc committee.

## Reporting

During the year the Commission receives monthly, quarterly and annual reports from the Calgary Police Service and provides reports to City Council.

### Monthly

During the year the Commission holds nine monthly meetings at which the Chief furnishes The Calgary Police Commission receives a number of monthly reports from the Chief of Police and the Calgary Police Service throughout the year. These reports cover a wide variety of Calgary Police Service activities and include: financial reports; business plan updates; statistical reports; information on authorized strength, resignations and retirements; compliments; public complaints; internal and criminal proceedings; and other reports, as necessary, which may speak to such items as current events, projects and awards received. The Commission also receives reports on its own budget.

#### *Conducted Energy Weapons*

As part of its governance role, the Calgary Police Commission receives monthly reports on the use of conducted energy weapons (CEW), known by the trade name Taser, by the Calgary Police Service. This report includes information on each event where a CEW is used and includes both intentional and unintentional discharges of a CEW. Of note, unintentional discharges occur most often during a spark test of the device and do not involve a person other than the police officer conducting the spark test. The CEW report provides some of the most comprehensive conducted energy weapon reporting to a governance and oversight body in Canada.

Information on how each CEW was deployed is recorded. It is possible to have multiple deployment types in events where more than one officer deploys a CEW. CEWs can be used in a challenge or laser illumination mode, where the police officer announces the CEW and may turn on the laser sight on the CEW but does not fire; in probe mode, where the probes are fired from the CEW at a distance; and in contact mode, where the CEW is used against the body. The CEW report also notes when both a probe and contact mode are used during an event.

<b>Conducted Energy Weapons Usage</b>			
	<b>2011</b>	<b>2012</b>	<b>2013</b>
Deployment (all types)	39		
Probe Mode		32	37
Contact Mode		3	7
Combination Contact/Probe		12	11
Challenge or Laser Illumination	39	35	38

\*Note: Breakdown of Deployment numbers for 2011 not available, reporting improvements made in 2012 and 2013





### Traffic Fines

The Calgary Police Commission is responsible for the allocation of budget funds and, therefore, receives monthly financial updates. As part of these updates, the Calgary Police Commission receives monthly reports regarding traffic fine revenue. Traffic fines are paid to the Province of Alberta by motorists who violate provincial legislation. The Province then returns a portion of those fines to the City of Calgary where the funds are included in the City's operating budget. Traffic fines impact the Calgary Police Service as Calgary City Council includes traffic fines as one of the Calgary Police Service's sources of revenue. Because of this, the Calgary Police Commission and Calgary Police Service must estimate annual fine revenue as part of the budgeting process. It is important to note that the purpose of traffic ticketing is to make roadways safer. The Calgary Police Service does not use traffic fines to generate revenue but to educate Calgarians on safe driving practices to improve roadway safety for us all. Although traffic fines are easy to avoid by obeying the rules of the road and driving safely, fine revenue levels remain fairly consistent from year to year.

Traffic Fine Revenue (\$ million)			
	2011	2012	2013
Traffic Fine	36.4	41.8	36.3
Red Light Camera Fine	3.2	2.8	3.0
Total Fines	39.6	44.6	39.3

*\*Note: Infractions included in the traffic fine revenues are speeding, speed on green, stop signs, unsafe lane changes, seat belt and distracted driving infractions*

### Quarterly

Over the course of a year, the Police Service produces a number of quarterly reports which are reviewed by the Calgary Police Commission. This includes the Calgary Police Service Operating Budget Status and Business Plan Report. This report allows the Calgary Police Commission to monitor the targets established in the Business Plan to ensure that the Calgary Police Service accomplishes the goals and objectives that have been set. The Calgary Police Service also produces quarterly Statistical Reports on crime trends in the city and the corresponding demand on policing resources. These reports are available on the Calgary Police Service website, at [www.calgarypoliceservice.ca](http://www.calgarypoliceservice.ca)

### Annually

Though the City of Calgary has adopted a three year business plan and budgeting process, both the Business Plan and Budget must be reviewed and revised, as necessary, annually. These items are reviewed by the Calgary Police Commission each year to ensure they still meet our city's needs and fulfill their original intention. In addition to this annual review, the Calgary Police Commission receives reports on donations made to the Calgary Police Service, as well as financial statements for the Police Benevolent Trust Fund.

## Reports to City Council

Annually, the Calgary Police Commission reports to two Calgary City Council committees. An annual report on the Calgary Police Commission and Calgary Police Service is presented to the Standing Policy Committee on Community and Protective Services. This includes a report on the activities of the previous year and is available publicly on the City of Calgary website, as part of its meeting agenda package for the Committee. The Calgary Police Commission also presents to the City's Audit Committee. This report includes annual financial statements as well as the results of the annual financial audit. This information is also available publicly on the City of Calgary website.

## Strategy and Development

The Calgary Police Commission holds an annual governance and strategic planning session at the beginning of each Commission year. While the agenda changes from year to year, common items covered include a review of the past year, the development of goals and objectives for the upcoming year and the development of a work plan to accomplish the goals and objectives. Early in the new year, the Calgary Police Commission meets with the Calgary Police Service for a joint strategy session. This allows the two organizations to ensure they are aligned in their understanding of each organization's goals and objectives, in both the short and long term. This also allows the Calgary Police Commission to provide input into the priorities of the Service to ensure the needs of Calgarians are met and that the Service is focused on fulfilling the objectives established in the Business Plan.

## Chief of Police Contract Extension

One of the Calgary Police Commission's major accomplishments for 2013 included the renewal and extension of Chief Rick Hanson's contract as Chief of Police of the Calgary Police Service.

The Calgary Police Commission was pleased to announce this extension at the end of September. The Chief Hanson has now been retained to remain with and lead the Calgary Police Service until the end of September 2018.

Chief Hanson's performance since he began as Chief of Police at the end of 2007 has been highly commendable. Since the end of 2007, Calgary has seen the return of traditional police beat officers patrolling the downtown streets and, with that, a significant reduction in street crime and social disorder in the downtown core. Through Chief Hanson's crime prevention, reduction and enforcement continuum, Calgary has been privileged to see the introduction of many new early intervention programs that help the children and youth of Calgary learn to make positive life choices through building resiliency and providing them the knowledge and tools they and their families need to be successful. The Start Smart Stay Safe program (S4) and the Multi Agency School Support Teams (MASST) are examples of this, along with the Calgary Police Cadet Corps and the Child Advocacy Centre. Calgary has also seen the development of the Police And Crisis Teams (PACT) to help those most vulnerable among us, the mentally ill and the homeless. These team provided targeted care to those individuals so that they can improve their lives, receive the services they need and reduce their interactions with the justice system.





Many of these new programs rely on strong partnerships with other agencies and organizations which share resources to enable these programs to operate. Chief Hanson is highly skilled at leveraging those partnerships throughout our communities, allowing all Calgarians to benefit from these programs and their results, whether directly or indirectly.

The Calgary Police Commission is proud of all that Chief Hanson has accomplished and looks forward to working with him over the next five years to see what more he can do for our city.



Mayor Naheed Nenshi, Commission Chair Mike Skaikh and Chief of Police Rick Hanson



## Complaint Oversight

### Overview

Complaint oversight is an area of the Calgary Police Commission's role which is of great interest to many citizens. It is a legislated responsibility that requires the Commission to appoint a Public Complaint Director, under section 28.1 of the Police Act. While the Police Service is responsible for investigating complaints, the Police Commission is responsible to ensure investigations are thorough and fair to all parties involved. To assist with this important role of the Commission, the Public Complaint Director provides support to the Commission.

The Public Complaint Director has a number of legislated responsibilities. These include:

- the receipt of complaints from the public;
- to act as a liaison between the Calgary Police Commission, the Chief of Police and a complainant;
- to review investigations conducted by the Police Service while they are ongoing and at their conclusion;
- to offer alternative dispute resolution, when appropriate, and review the delivery of the resolution process;
- to report to the Commission on complaint matters; and
- to perform other complaint related duties as required.

The Public Complaint Director also educates the public about the complaints process and assists members of the public to document any concerns they may have. The Public Complaint Director also attends and monitors Calgary Police Service disciplinary hearings and hearings of the Alberta Law Enforcement Review Board.

Complaints can be about the actions of one or more police officers or they can be about the policies of or services provided by the Police Service. A complainant can contact the Police Service directly, to lodge a complaint, or he or she can contact the Commission, if that is preferable. Complaints made to the Calgary Police Service are received by the Professional Standards Section. This is also the Section that investigates complaints. The Public Complaint Director is in regular contact with the Professional Standards Section in order to oversee the complaint process and the Professional Standards provides monthly reports to the Commission so that it can properly fulfill its complaint oversight responsibilities.

The Calgary Police Commission publishes a "Feedback Booklet", detailing information about how to submit a compliment or complaint to the Calgary Police Service, as well as information about the complaint process. In 2013, the Calgary Police Commission revised and updated this brochure. It can be found at the Commission office, as well as at Calgary Police Service District offices.





## Complaints Received

A complaint, as defined in section 42 of the Police Act, is a complaint as to the conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers. It also includes a complaint under section 44 of the Act related to the policies of and services provided by a police service. The Police Act sets out the requirements that must be met to file a formal complaint under the Act.

There are a number of different types of categories under which complaints can be filed at the Police Service. The chart below illustrates the number of complaints and concerns received by the Professional Standards Section in 2013. This includes complaints received by the Calgary Police Commission that are forwarded to the Professional Standards Section. In 2013, the Commission received 200 complaints or concerns that were provided to that Section.

Public Complaints & Citizen Concerns			
	2011	2012	2013
Public Complaint (External)	162	145	190
Citizen Concern	948	872	839
Internal Complaint	24	23	21
Statutory Complaint	25	15	12
Administrative Concern	10	8	16
Total	1169	1066	1078

The above complaints and concerns are defined by the Police Act and the Calgary Police Service's Professional Standards Section as follows:

**Administrative Review:** refers to the examination of specific incident types to ensure all Calgary Police Service policy and procedures have been followed; to determine if existing policy is adequate or to determine if any potential misconduct occurred as outlined in the Police Service Regulation.

**Complaint – Internal (formerly Service Investigation):** a "Complaint" as defined in Section 43.6 (where the Chief of Police initiates a Complaint with respect to a police officer) and as per Part 5 of the Police Act is a complaint as to the conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers.

**Complaint – External (formerly Public Complaint):** a "Complaint" as defined in Section 42.1 and as per Part 5 of the Police Act is a complaint as to the conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers; a Complaint includes a complaint under s.43 of the Act, related to the actions of a police officer; or, s.44 of the Act, related to the policies of and services provided by a police service. A Complaint may take the form of a written complaint, an e-mail complaint, an on-line complaint submitted on the website of a police service or police commission. A Complaint may be lodged by a complainant as described in Section 42.1.

**Citizen Contact (formerly Citizen Concern):** a Citizen Contact is an initial contact that may be either verbal or written, from a member of the public to the police service or police commission. A Citizen Contact may take the form of a concern consisting of an actual allegation under the Police Service Regulation or an offense under the Parliament of Canada or Legislature of Alberta. A Citizen Contact may also consist of a matter that is pure inquiry or assistance-based. A Citizen Contact may become a Complaint or a Statutory Complaint.

**Statutory Complaint (formerly Criminal):** the complaint category Statutory shall include: a Criminal Complaint consisting of any act by a police officer that may constitute an offense under the Criminal Code or Controlled Drugs and Substances Act. A Statutory Complaint also includes a complaint consisting of any act by a police officer that may contravene an Act of the Legislature of Alberta. A Statutory Complaint may be generated by way of a Citizen Contact, or a Police Act/ Police Service Regulation Complaint by a complainant or the police service

## Complaint Resolution

Citizen concerns are always resolved through an informal resolution process. Where a formal public complaint has been laid, informal resolution may also be attempted, in appropriate circumstances. Informal resolution can be achieved in a variety of ways, including supervisor intervention or mediation between the complainant and officer(s) involved.

Before a public complaint can proceed to mediation, both the complainant and the police officer(s) must agree to participate. Mediations are confidential and are conducted by an unrelated third party. If the complaint is resolved as a result of mediation, the complaint is withdrawn. As such, mediation is offered only when appropriate. A complaint would not be referred to mediation when the allegations include criminal conduct on the part of the officer(s), when the police officer(s) has had a number of previous allegations sustained against him or her or when it would not be in the best interest to have the matter resolved confidentially.

Complaints may also be resolved if abandoned or withdrawn by the complainant.

If informal means fail to resolve a public complaint, or are inappropriate under the circumstances, the complaint will be dealt with by way of a formal investigation.

When an investigation is initiated, the allegations are categorized according to the types of misconduct listed in section 5 of the Police Service Regulation. This includes: breach of confidence; consumption or use of liquor or drugs in a manner that is prejudicial to duty; corrupt practice; deceit; discreditable conduct; improper use of firearms; insubordination; neglect of duty; and unlawful or unnecessary exercise of authority. These types of misconduct are further defined in the Police Service Regulation, to provide for more specific categorization of misconduct alleged in a complaint.

A formal investigation, as the phrase suggests, involves a complete review of all relevant evidence, including documents, video and audio records, witness interviews, medical reports and photo line-ups. The result is an investigation report provided to the Chief of Police.

The following chart indicates the resolution of complaints that were completed in 2013:





<b>Resolutions of Public (External) Complaints*</b>			
	2011	2012	2013
Withdrawn by Complainant	23	28	11
Lost Jurisdiction (Resign/Retire)	0	0	2
Filed beyond 1 yr Limit	6	7	11
Frivolous / Vexatious / Bad Faith	0	1	3
Informally Resolved	82	97	97
<i>Supervisor Intervention</i>	26	28	21
<i>Professional Mediation</i>	6	0	1
<i>Facilitated Discussion</i>	0	23	11
<i>Informed Discussion Among Parties</i>	50	46	64
Sustained - No Hearing	1	2	0
Sustained in Part - No Hearing	14	8	5
Not Sustained - No Hearing	35	16	31
Sustained - Hearing	0	0	0
Sustained in Part - Hearing	0	2	0
Not Sustained - Hearing	0	0	3
Other**	0	2	8
<b>Total</b>	<b>169</b>	<b>163</b>	<b>163</b>

\*Note: The above figures represent files that were closed in the year noted, regardless of the date the concerns/complaints were received.

\*\*This refers to files resolved pre "Alberta Mode", implemented in January 2012

## Frivolous, Vexatious & Bad Faith Complaints

Under section 43(8) of the Police Act, a complaint that is found to be frivolous, vexatious or made in bad faith can be dismissed by the Calgary Police Commission. A complaint may be construed as frivolous where it is lacking in basis of fact. A vexatious complaint may be defined as being one in a series of unsubstantiated complaints from the same person. Bad faith complaints are made dishonestly or for an improper purpose. In 2013, 14 complaints were dismissed as being either frivolous and/or vexatious and/or made in bad faith.

## Discipline

Although officers in the Calgary Police Service Professional Standards Section conduct complaint investigations, it is the Chief of Police, or a designate acting on the Chief's behalf, who must decide if an allegation is sustained.

If the evidence is sufficient, a disciplinary hearing is conducted, unless the Chief is of the opinion that the misconduct is not of a serious nature. In 2013, 1 file was ordered to a disciplinary hearing, with various numbers of sittings per hearing. The above number represents public complaint files that were ordered to a hearing in 2013, regardless of the date the complaints were received and when the hearing(s) concludes.

The Police Service Regulation sets out available disciplinary options that the Chief of Police may impose.

In cases where a disciplinary hearing is not held, the Chief may dismiss the matter or issue an official warning. The Chief may also issue a reprimand; order the forfeiture of overtime hours, not to exceed 15 hours; or suspend the officer from duty without pay, for a period not to exceed 20 hours of work, with the agreement of the cited officer.

When alleged misconduct is serious and the resulting disciplinary hearing determines that the allegation is sustained, the range of discipline that may be applied includes: reprimand; forfeiture of hours of work accumulated through overtime, not to exceed 40 hours; suspension from duty without pay for a period not to exceed 80 hours of work; reduction of seniority within a rank; reduction in rank; or dismissal from the Police Service.

In addition to these penalties, an officer may be directed to undertake special training or receive professional counselling.

Disciplinary action taken against any police officer has as its primary goal the correction of the behaviour in question and education of the officer. Secondary to this, discipline is punitive and is applied through progressive discipline and when warranted by the behaviour in question.

In 2013, 6 allegations of misconduct were sustained, in regards to 5 incidents that resulted in a public complaint. This number represents files that were concluded in 2013, regardless of the date the complaints were received. The discipline imposed is set out in the following table.

<b>Discipline</b>		
Incident	Allegation	Discipline
1.	-Neglect of Duty - neglect to perform duties of police officer	Agreed Reprimand (1 Year)
	-Neglect of Duty - neglect to perform duties of police officer	1 Year Official Warning
2.	-Insubordination - failure to carry out a lawful order	1 Year Behavioural Event
3.	-Neglect of Duty - neglect to perform duties of police officer	1 Year Behavioural Event
4.	-Insubordination - being insubordinate to a superior police officer	Dismissal of Matter
5.	-Failure to Provide Adequate Service or Deficient Policy	Sustained in Part against the Service

Note: Incident 1 involves allegations against two officers or an allegation against both an officer and the Calgary Police Service. The section divide within those incidents indicates the allegations and discipline for each separately.





## **Public Complaint Investigative Reviews**

As previously noted, it is the responsibility of the Public Complaint Director to review investigations and provide reports to the Calgary Police Commission regarding complaints and investigations. These reports include the nature of the complaint, the quality of the investigation and the outcome.

The Public Complaint Director regularly monitors and reviews public complaint investigations, while ongoing and at their conclusion, to ensure that investigations are conducted thoroughly, accurately, without bias and in a timely manner. Attention is also given to whether the outcome is fair and appropriate and in accordance with policy and statutory requirements.

In 2013, the Public Complaint Director conducted 10 formal and 65 informal reviews of public complaint investigations. It should be noted that more public complaint investigations are concluded in a year, by the Calgary Police Service, than are audited by the Public Complaint Director.

Due to the requirements of privacy legislation, the Public Complaint Director presents a monthly report to the Commission at its in camera meetings. At those meetings the Calgary Police Commission and the Public Complaint Director are able to follow-up with the Police Service on policy-related matters stemming from complaint audits.

## ***Appeals***

In the case of a complaint about officer conduct, if either a complainant or named officer is dissatisfied with the Chief of Police's decision, the Police Act permits appeals to the Alberta Law Enforcement Review Board. An agency of the provincial government, the Alberta Law Enforcement Review Board is a quasi-judicial body. In 2013, 9 appeals related to the Calgary Police Service were filed with the Alberta Law Enforcement Review Board. These include both public complaints and internal investigations.

When a complaint is about the policies of or services provided by the Police Service and a complainant is dissatisfied with the outcome of his or her complaint, an appeal can be made to the Calgary Police Commission. An appeal to the Commission is based on the record or on information obtained during the initial investigation. In 2013, there was 1 appeal to the Calgary Police Commission stemming from public complaints.

## ***Complaints Against The Chief***

When a formal public complaint is made about the actions of the Chief of Police, under the Police Act it is dealt with by the Police Commission and not by the Police Service. Similar to any other complaint made about the actions of a police officer, the Calgary Police Commission can resolve a complaint about the actions of the Chief of Police through an information resolution process at any time. If not resolved informally, an investigation will be conducted. When a complaint may constitute an offence under Federal or Provincial Legislation or may be a contravention of the Police Act and Police Service Regulation a request is made to the Minister of Justice and Solicitor General to direct another police agency to investigate the complaint. Once an investigation is made into a complaint, the Commission is responsible for the disposition of the complaint and any discipline that may be imposed. In 2013, 2 complaints were made against the chief. They are not yet resolved.



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MEMBERS





## Members

Pursuant to Alberta's Police Act, Commissioners in Calgary are appointed for two years and may be reappointed for a maximum of five terms or ten years of service. The City of Calgary's Police Commission Bylaw provides for staggered appointments so that the entire Commission does not turn over at one time.

Photos by Tim Bellaart



### **Diane Colley-Urquhart**

Appointed: November 2007

Diane Colley-Urquhart is a senior member of Calgary City Council, having served six-terms. A native of Oyen, Alberta, Diane was involved in the health care sector throughout Alberta as a nurse, teacher and senior manager, prior to establishing her own business. As a voice for the citizens of Ward 13, Diane is known to take up issues of public safety and can be relied upon to speak out on controversial city-wide issues. This is because Diane keeps in close touch with those who elected her; she listens to what is important to Calgarians. She is her constituents' voice at City Hall, around the Council table, and at the several committees of which she participates. Diane has made community safety and security hallmarks of her 15 years in elected office. As a Commissioner and as a Director on the Board of Alberta Law Enforcement Response Teams (ALERT) she has been vocal about having proper investments made in the fight against gangs and organized crime. Diane is the recipient of the Canada 125 Governor General's Commemorative Medal in recognition of significant contribution to compatriots, community and to Canada; the 2005 Alberta Centennial Medal for community service in diversity and human rights initiatives; and the 2008 Alberta Municipal Affairs Honorable Mention Award for Chairing the Marijuana Grow-op Coalition



### **Steve Edwards**

Appointed: November 2006

Steve Edwards currently consults in the exposition and facility industry after retiring from the Calgary Exhibition & Stampede. During his 33 year career at the Calgary Exhibition & Stampede he held numerous positions including Sales; Marketing; General Manager of the Saddledome, and 11 years in the most senior staff position as General Manager and Chief Operating Officer. Mr. Edwards earned the designation of Certified Facility Executive from the International Association of Assembly Managers and Certified Fair Executive from the International Association of Fairs and Exposition Managers.

He has served as Chair or Board member on numerous Boards and Committees and continues to volunteer in the community



### **Brian Edy**

Appointed: 2010

Brian Edy is a practicing member of the Law Society of Alberta since 1983 and is with the Calgary law firm of Edy Dalton. He has received degrees in History and Law. He practices Family, Civil Litigation and Criminal cases. He has a wide range of experience in dealing with human rights cases. Mr. Edy has appeared at all levels of Courts in Canada. He has been a co-counsel in the successful Supreme Court of Canada Vriend case for the intervenor Alberta Civil Liberties Association. Mr. Edy has served on the National Board of the Canadian Civil Liberties Association for 19 years. Mr. Edy received the Suzanne Mah award for Human Rights in 1993 and the Alberta Centennial Medal in 2005. He has spoken publicly on many occasions on civil liberty and human rights topics. He is also a member of the Alberta Legal Aid Regional Appeals Committee, the Canadian Bar Association and the Calgary Bar Association. He is joint author of "Privacy Handbook for Canadians Your Rights and Remedies".



### **Michael Ervin**

Appointed: January 2011

Michael Ervin is President of MJ Ervin & Associates, which provides research, analysis and consulting relating to the petroleum refining and marketing sector. His career in this field spans 30 years, both as a manager and executive with a number of petroleum refiner/marketers, and since 1990 in his current consulting capacity. Mr. Ervin was also a serving officer in the Canadian Forces (Reserve), retiring in 2012 after a military reserve career spanning 40 years. His numerous operational and staff assignments, both ashore and at sea, included command of HMCS Tecumseh, Calgary's Naval Reserve establishment. He is a former honorary aide-de-camp to the Governor General of Canada, and to the Lieutenant Governor of Alberta.





### **Stephanie Felesky**

Appointed: November 2006

Stephanie Felesky has a wide range of experience in the corporate, volunteer and charitable sectors in Calgary. She is a member of the Board of Directors of Canexus Income Fund Ltd., the Institute of Corporate Directors, and a member of the Investment Committee and the Human Resources and Governance Committee of the University of Calgary. She is also the Co-Chair of Upstart (formerly the Calgary Children's Initiative) and is a founding director of the Calgary Homeless Foundation and the Calgary Police Foundation. As well, she has served on the boards of several community based organizations such as the United Way of Calgary, Calgary Inc., and the Calgary Convention Authority. Ms. Felesky received her Bachelor of Education (with distinction) from the University of Calgary. In 2004 she was appointed as a member of the Order of Canada and in 2009 was awarded an Honourary Doctor of Laws from the University of Calgary. In 2005 she received the designation of ICD.D from the Institute of Corporate Directors.



### **Rodney Fong**

Appointed: January 2011

Rodney Fong, is a lawyer and received his LLB from the University of Calgary in 1991. Originally from Lethbridge, he has previous experience in police governance having served as the Chair of the Lethbridge Regional Police Commission as well as a board member for the Alberta Law Enforcement Response Teams (ALERT). He is currently a hearing chair for the Appeals Commission for Alberta Workers' Compensation and was a member of Alberta's Surface Rights and Land Compensation Board. Rodney's community service includes having served on the provincial board of directors for Community Savings Credit Union, as President of Lethbridge Family Services, as Vice-Chair of the board of trustees for Lethbridge Public School District 51 and as a Senator for the University of Alberta.



### **Shane Keating**

Appointed: November 2011

Shane Keating was born in Regina in 1955. He received a Bachelor of Education at the University of Regina and moved to Alberta in 1991, where he received his Masters of Education Administration from the University of Calgary. Shane has spent 31 years in education; 17 as a school teacher and 14 as a school administrator/principal. Seeing the need for recreation centers in a very un-served quadrant of Calgary, as well as desire to see change within his community, Shane opted to seek the elected seat of City Councilor and is now in his second term. His platform includes creating an open and transparent City Hall, increasing transit and transportation options for residents in Southeast Calgary, and ensuring the efficient management of taxpayer dollars. In addition to the Calgary Police Commission, Shane currently serves the City as: Standing Policy Committee on Community & Protective Services Member; Standing Policy Committee on Transit & Transportation Chair; Audit Member; Standing Policy Committee on Priorities & Finance; Land & Asset Strategy Committee Member; Councilor Office Coordinating Committee Member; and Legislative Governance Committee Member

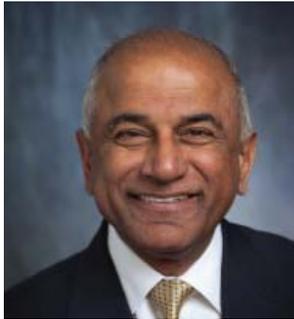


### **Jonathan Perkins**

Appointed: November 2011

Jonathan Perkins works with Suncor Energy Inc. in the Knowledge & Collaboration Services group, supporting company-wide Excellence Networks and communities of practice. Prior to this, he served as Chief Operating Officer of the LeadWell Foundation in Calgary, focusing on building cross-sectoral leadership capacity in business, the governmental sector, and broader civil society. Jonathan previously served as Vice President of Accreditation for the Certified Management Accountants of Alberta, and as a consultant to non-profit organizations across the city. Prior to moving to Calgary from Ottawa, he coordinated international parliamentary development programs with the Russian and South African legislatures, and acted as a staff advisor to various Canadian Parliamentary committees and delegations, including the NATO Parliamentary Assembly. He is past Chair of the Canadian Community Leadership Network, a co-founder and active member of the local TEDxCalgary event group, and a former executive member of the Social Innovation Calgary steering committee. Jonathan also is an alumnus of Leadership Calgary, and a member of several internationally-based leadership, innovation, and knowledge management societies.





### **Mike Shaikh, FCA**

Appointed: November 2005

Mike Shaikh is a Fellow of Chartered Accountant in Calgary. He is a Director of various private, public and not-for-profit organizations. He is currently the Vice Chair of Education Matters, a Calgary Public School Board Trust, a Board member of University of Calgary, Alberta Children Hospital Foundation, Calgary Police Foundation and the Chartered Accountant's Education Foundation. He has served as a Senator for The University of Calgary, a Board member for Alberta Securities Commission, Canadian Association of Police Boards, Canadian Air Transport Security Authority, People for Progress Foundation, Kiwanis Club of Calgary, Calgary Parking Authority and Alberta Law Enforcement Response Team. Mike was elected Senator-In-Waiting for Alberta during the 2012 provincial election and looks forward to his future appointment to the Canadian Senate.



### **Howard Shikaze**

Appointed: November 2010

Howard Shikaze, is a member and a Fellow of the Institute of Chartered Accountants of Alberta. A Partner at MNP LLP, Howie practices in the areas of owner-managed businesses, public companies, and high net worth individuals. He is a past president of the Institute of Chartered Accountants of Alberta, a past president of both the Kiwanis Club of Calgary and the Calgary Kiwanis Music Festival and has also served as director on both TSX Venture and TSX listed companies. Currently, Howie is a member of the Rotary Club of Calgary, participating in its many community service and fundraising activities, is a member of the Board of Directors of the YMCA and is the President of CA Assist. He was actively involved in his children's activities when they were young as a soccer coach and as a volunteer in downhill ski racing clubs. He graduated from the University of Alberta with a Bachelor of Commerce degree, has completed the CICA in-depth tax course and is a graduate of the Institute of Corporate Directors Program in both the for-profit and not-for-profit sessions.



**Lisa Silver**

Appointed: November 2012

Lisa Silver is a native Calgarian, lawyer, educator, and avid community volunteer. She has a B.A. in Economics (UWO, 1984), an LL.B. (Osgoode Hall, 1987), and an LL.M. (Calgary, 2001). She was called to the Bar of Ontario in 1989 and the Bar of Alberta in 1998. Presently, she is in private practice and does legal research and writing in criminal law. She is the President of Kowall Holdings Ltd. and is a part-time faculty member at Mount Royal University, in the Department of Justice Studies, where she teaches courses on human rights, criminal law, and criminal procedure and evidence. Lisa has been a community volunteer since she was a teenager. She was the President of the Calgary Jewish Academy and sat on the Calgary Jewish Community Council. In 2009, she received the Shem Tov Award for her work on the Board of Camp BB-Riback. She is a member of the Alberta Legal Aid Southern Appeals Committee, a trustee on the Calgary Jewish Academy Trust, and Lion of Judah co-division leader for the United Jewish Appeal campaign. Recently, Lisa completed the Not For Profit Governance Essentials Program through the Institute of Corporate Directors. She holds membership in various community and legal organizations.



Commissioners Michael Ervin and Rodney Fong at a Commission Meeting





## Independence Assessment

In accordance with the Calgary Police Commission's Independence Assessment Policy, the Commission undertakes, each year, to survey its membership using a series of questions, designed by the Commission's Governance and Policy Committee, to assess each member's independence.

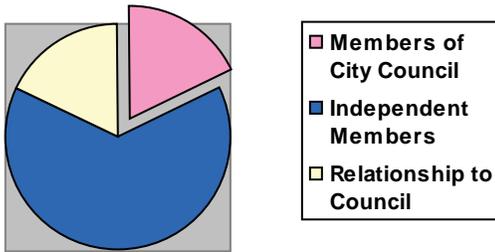
The survey is based on a model set out in the report from City Council's audit committee, City of Calgary Governance Relationship with Major Autonomous Civic Entities, Final Report, 2006, which states, at page 87:

"Independent directors should form the majority of every board. Independence is usually taken to mean that the director is independent of management and has no material relationship with or financial benefit from the company . . . Consequently, the interests of an independent director should align with those of shareholders."

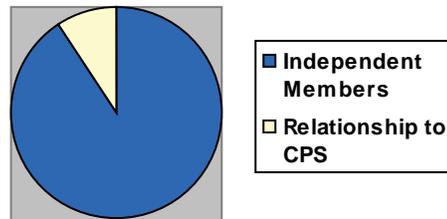
Best practices, defined in the Audit Committee report on the same page, advocate a board "where at least two-thirds of directors are independent of management" and board interlocks, when two or more members sit on two or more boards together, are defined and reported.

Each of the eleven members of the CPC answered eight questions which addressed relationships. In all cases two thirds or more Commission members were defined as being independent according to the definition in the Audit Committee's report.

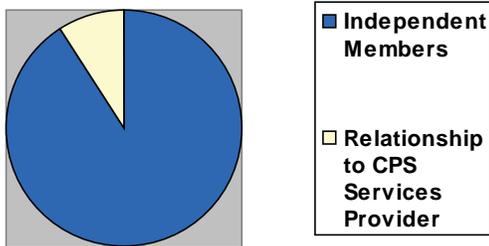
**Relationship to City Council**



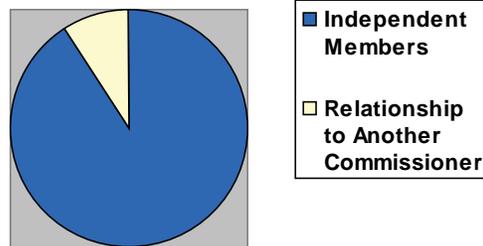
**Relationship to CPS**



**Relationship to Solicitor General and Alberta Justice**



**Relationship to Another Commissioner**



The cumulative answers to the survey questions are:

- Four members declared a relationship with City Council, two of whom are City Councillors appointed to the CPC by City Council;
- One member has a relationship with members of the CPS;
- One member has a relationship with Minister and/or Department of the Solicitor General and Alberta Justice; and
- One member has a relationship with another Commission member.

The survey contained other questions about relationships with CPC staff and major suppliers to the CPS. No Commission members have declared relationships in these categories.

In seven of eight categories, two thirds or more Commission members are defined as being independent according to the definition in the Audit Committee’s report. In the category of relationships with City Council, four Commission members have declared relationships. This is marginally higher than the preferred two-third threshold of independence; however, it should be noted that two of the four members in this category are City Councillors. In all but one category, independent Commissioners form the majority of the CPC in the relationship categories.

### Attendance at Commission Meetings

When City Council appoints citizens to the various civic agencies, it does so to draw upon the expertise available in the community. Accordingly, attendance at meetings by appointees is important to realizing the value offered by Commission members. The Commission meets monthly, with the exception of April, August and December. Committees also typically meet once each month, with the April, August and December exceptions. Members have several extra meetings either in person or by telephone conference in order to address special issues and dedicate time to other policing-related commitments including the Commission’s annual Community Dinner, tours of police facilities, attendance at police recruit graduations and representing the Commission at community events.

<b>Commission Meeting Attendance</b>	
(number of meetings attended/number of meetings held)	
Diane Colley-Urquhart	4/9
Steve Edwards	9/9
Brian Edy	7/9
Michael Ervin	9/9
Stephanie Felesky	8/9
Rodney Fong	8/9
Shane Keating	3/9
Jonathan Perkins	9/9
Mike Shaikh (Chair)	9/9
Howard Shikaze	9/9
Lisa Silver	8/9





## Attendance at Committee Meetings

Three Committees of the Commission consider issues and make recommendations to the full Commission. While most Commissioners are assigned to two Committees, any member is permitted to attend the meeting of any Committee. Members frequently attend non-assigned Committee meetings when the agenda includes a specific issue in which they have an interest. Generally, a Commission member can be expected to devote about 90 minutes of preparation time for each Committee meeting and each meeting lasts one and a half to two hours. These graphs reflect attendance by appointed Committee members only.

<b>Complaints Oversight Committee Meeting Attendance</b>	
(number of meetings attended/number of meetings held)	
Steve Edwards	8/9
Brian Edy	8/9
Michael Ervin (Chair)	8/9
Rodney Fong	7/9
Shane Keating	8/9
Jonathan Perkins	6/9
Mike Shaikh ( <i>ex officio</i> )*	3/9

<b>Finance and Audit Committee Meeting Attendance</b>	
(number of meetings attended/number of meetings held)	
Diane Colley-Urquhart	2/9
Steve Edwards	8/9
Rodney Fong	7/9
Stephanie Felesky	9/9
Mike Shaikh ( <i>ex officio</i> )*	8/9
Howard Shikaze (Chair)	9/9
Lisa Silver	8/9

<b>Governance and Policy Committee Meeting Attendance</b>	
(number of meetings attended/number of meetings held)	
Brian Edy	8/9
Stephanie Felesky (Chair)	8/9
Michael Ervin	8/9
Jonathan Perkins	9/9
Mike Shaikh ( <i>ex officio</i> )*	6/9
Howard Shikaze	9/9
Lisa Silver	7/9

\*The Commission Chair is an ex officio member of all committees for which the Chair is not an appointed member. The Chair was unable to attend the March Committee meetings due to a leave of absence.

Members who attend formal meetings of the Commission may receive an honorarium of \$225 per meeting. The chair of the Commission may receive an honorarium of \$400 for each meeting. Members attending standing committee meetings, who are a member of the committee, may receive an honorarium of \$150 per meeting. Honoraria are not provided for attendance at strategic planning sessions or conferences. Acceptance of the honoraria is optional.

## Meetings of Associated Organizations

Commissioner members also sit on a number of related boards and attend the monthly meetings of those organizations. Commissioners are voted in, by the Commission, as representative on these boards. In 2013, the Commission's representatives were:

Alberta Association of Police Governance:  
Alberta Law Enforcement Response Teams:  
Calgary Police Foundation:

Rodney Fong  
Diane Colley-Urquhart  
Mike Shaikh &  
Stephanie Felesky





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ACTIVITIES



## Relations with the Community

The Calgary Police Commission and the Calgary Police Service rely heavily on our partnerships with community members and groups. Without these relationships and input from residents, community policing would not be possible. In order to foster these relationships and encourage volunteerism in others, members of the Commission spend a great deal of time on Commission business and community relations.

### District Liaison Program

Each year, all Commissioners, excepting the chair and aldermen, are assigned a police district with which to liaise. This liaison involves familiarization with the challenges and programs particular to the policing district in Calgary. Commissioners attend community events within the district to enhance the Commission's relationship with the community. Commissioners also participate in ride-alongs to learn more about policing our city and to observe police officers actively engaged in their duties.

The 2013 District Liaison assignments were:

District 1	Steve Edwards	North District E	Stephanie Felesky
District 2	Rodney Fong	District 6	Lisa Silver
District 3	Howard Shikaze	North District W	Jonathan Perkins
District 4	Brian Edy	District 8	Michael Ervin

### Community Dinner

Representatives from each of the city's community associations and many of its cultural groups, along with members of the Calgary Police Service, are invited to an annual dinner, generously funded by EnCana Corporation.



The dinner allows these groups to come together to discuss community policing and crime and safety issues in their districts and neighbourhoods. It provides an informal setting that encourages conversation amongst attendees.

The Commission is deeply appreciative of the commitment to the community shown by EnCana Corporation through their sponsorship of this annual event.

Due to the success of 2011's inaugural small group discussions, the Calgary Police Commission decided to incorporate this as a regular feature of the Dinner. Individuals in attendance at the Calgary Police Commission Community Dinner are invited to participate in a small group discussion with the other individuals seated at their table of 8.





There were 44 tables at the dinner and each table was asked to compile their answers to the discussion questions provided. The discussions lasted approximately 30 minutes and, while many questionnaires were returned at the dinner, not all of them responded to each question asked.

Five questions were asked of dinner attendees, to be discussed with those attendees seated at their dinner table, as follows:

1. What makes you feel safe in your neighbourhood?
2. What makes you feel unsafe in your neighbourhood?
3. What are the biggest challenges for policing in Calgary in the next 5-10 years?
4. What is the role of the police? What services should the police provide?
5. Is the Calgary Police Service effective in providing services to Calgarians? Why or why not?

Responses of note that were received are as follows:

- People feel safe in their neighbourhood when there is a visible police presence and when they know their neighbours.
- Poor lighting, a lack of community, graffiti and social disorder type incidents were the main responses make people feel unsafe.
- A variety of challenges were identified for CPS in the coming years. While there were common themes around funding, population growth and the having enough police officers, answers covered a huge array of topics.
- When asked what is the role of police, many respondents listed current services provided and current roles police fill. Many varied responses were received for this question. Many responses were to prevent crime, enforce laws, communicate with citizens, be visible and provide education on a wide range of topics to a wide range of ages and groups.
- The majority of respondents agree that CPS is effective in providing services to Calgarians

The Commission found these round table discussions to be very valuable. Commissioners greatly enjoyed the conversations had with community members at their tables.



Commissioner Rod Fong Speaking at the Community Dinner

## Community Policing Awards

The sixth annual Calgary Police Commission Community Policing Awards were handed out at the 2013 Community Dinner. This award honours individuals, groups, organizations and businesses that contribute in an extraordinary way to improve police policy and or the ability of the Calgary Police Service to serve the community. Numerous worthwhile nominations were received, making the final decision extremely difficult.

All Award Winner Photos by Tim Bellaart

### *Individual Award Winner*

#### *Volunteer*

#### *Calvin Campbell*

Calvin is the civilian co-chair of the Calgary Police Service Chief's Advisory Board for the Sexuality and Gender Diversity portfolio and also sits on the Chief's Communities Advisory Board. He works as an educator to the Police Service, to ensure its members can police with knowledge and not prejudice, and also as an educator to the communities so they understand why the police do what they do, as well as the limitations the Police Service may have when policing the City of Calgary. He is passionate about the safety and wellbeing of Lesbian, Gay, Bisexual, Transgendered (LGBT) community members in Calgary and educating Police Service members regarding LGBT issues.

Calvin is the driving force behind new ideas on how to inform the community about police matters, recently culminating in the organization of a monthly info column in a local community magazine. Over the past year he has taken it upon himself to rewrite the LGBT content of the Calgary Police Service Diversity Level II course and to present that content to Police Service members. He has designed posters for an "End Homophobia" campaign, designed not only to raise awareness of the violence, bullying and harassment faced by LGBT community members but also to build a relationship between the community and police, whereby victims can feel safe in reporting such crimes. He regularly co-presents with CPS members on topics of domestic violence, suicide prevention and what support the Police Service can give to the communities.

Calvin is actively working on the creation of an Employee Resource Group within the Calgary Police Service, allowing LGBT staff members to work in a safe and inclusive workspace and to aid Calgary Police Service in the recruitment and retention of staff.





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*Individual Award Winner*

*Compensated*

*Janet Pieschel*

Janet Pieschel's work in the community has helped keep our children safe, our parents and teachers informed and has contributed to the Calgary Police Service's (CPS) ability to serve the community.

For 22 years, Janet was the Executive Director of YouthLink Calgary Police Interpretive Centre - their mission is "Together with the CPS, we deliver relevant and captivating content, provoking youth to confront the issues of their time, make positive life choices and become responsible citizens in their communities"

YouthLink engages and empowers Calgary's youth to make confident choices. Over half of Calgary's grade 6 students visit the Centre, with 10,000 visits annually from students, parents, teachers and community groups and more than 80,000 visits to YouthLink's online resources. Youthlink is also the official artifact and archival repository of the CPS and has more than 75,000 images, 8,000 artifacts and 800 metres of archival material dating back to 1885. Through her vision and leadership, Janet ensured that YouthLink's mandate remained relevant to the youth it served, while addressing the CPS's ability to serve the community.

Janet is now the Executive Director of the Calgary Police Foundation whose mandate is to partner with the CPS to fund community-based programs for children, youth and families to help ensure a safer Calgary. Working closely with a dynamic Board, Janet has taken an 'idea' and evolved it into a highly efficient and effective foundation that will serve the community and the CPS for years to come.



*Youth Award Winner*

*Jasjeet Singh Rehall*

Jasjeet is currently the Calgary Police Cadet Corps Regimental Sergeant Major. He provides a strong leadership role within the Cadet Corps and is the perfect role model for the Cadets in the program. He exemplifies not only what a Cadet should be but also what a Cadet RSM should be. He is currently helping to form a strong disciplined group of young men and women by teaching them drill, the importance of being part of large group and the impact we can make on communities by the way we portray ourselves and act in public as a Cadet Corps.

Jasjeet has taken the lead in many events and is always ready to share his experience and knowledge with not only other Cadets but members of the Calgary Police Service (CPS) and the Citizens of Calgary. He has also given his time and feedback into the development of future youth programs with the CPS Youth Mentorship Unit.

Some examples of his volunteerism, as a representative of the Cadet Corps, are: the New Canadian Expo; Remembrance Day Parade; Stampede Parade; The Calgary Police Service Moving Camp Ceremony; the Calgary Police Half Marathon; and The Boat and Sportsman Show where he assisted in running a booth for a not for profit organization.

Jasjeet was selected to travel to Halifax, in April, to represent the Calgary Police Cadet Corps at a Cadet Leadership Camp run by the New Glasgow Police and surrounding agencies.

Jasjeet is self-motivated and continues to work on improving and developing the Cadet Corps so that it can run at its full potential. The Cadets look up to him and continuously look to him for guidance and direction.





*Group Award Winner  
Community Organization*

*CPS Volunteer Resource Unit Special Projects Team*

The Calgary Police Service's Special Projects Team presently consists of 76 Volunteers. These individuals, along with nearly 900 others, started with the Calgary Police Service (CPS) as security volunteers for the 1988 Winter Olympics. After the games, this group was invited to continue volunteering with CPS and the 270 who did became the Special Projects Team. Over the past 25 years, these volunteers have contributed close to 30,000 hours, assisting the CPS with over 800 projects. Their volunteer duties, to name but a few, include playing the part of robbery victims / witnesses to assist recruits in honing their investigative skills; participating in crowd control exercises to allow members of the Public Safety Unit to create various scenarios in a safe, controlled environment; providing support at events ranging from recruit graduations to the annual Calgary Police Half Marathon to conferences such as the 2011 International Law Enforcement Torch Run for Special Olympics, World Petroleum Congress, G8; and a wide variety of other projects for which members of the Police Service request assistance.

Special Projects Team volunteers assist with on-call projects with the time commitment and location being dependent upon the project. The requirement can range from two hours to assist a recruiting class practicing an investigative scenario to multiple seven-hour shifts over the 10 days of Stampede to shuttle CPS members to and from the Stampede grounds. Of note is the fact that despite no new volunteers having been brought into the Special Projects Team since 1988 while numerous volunteers have "retired" over the years, the remaining group continues to contribute an average of over 1,000 hours per year



CPS Volunteer Resource Unit Special Projects Team Representatives:  
Peter Bessem; Vi Fischer; Glenn Pennett; and Bill Weeks

*Group Award Winner*

*Business Organization*

*NAV CANADA - Air Traffic Control Tower and Terminal*

As described on its website, NAV CANADA is the country's civil air navigation services provider and provides air traffic control, flight information, weather briefings, aeronautical information services, airport advisory services and electronic aids to navigation.

When the Calgary Police Service Air Support Unit is summoned to a call, its movements and decisions made in the air can mean the difference between an arrest and the loss of a suspect, as well as life and death for CPS members and the public, both on the ground and in the air.

There is a large process that needs to happen for the helicopter to deploy, with the assistance and direction of Air Traffic Control in both the Tower and the Terminal. These two groups allow the Air Support Unit movement in the air space over Calgary. When a call comes in, the Air Support Unit can call a priority for air traffic which tells Air Traffic Control to keep air traffic away from the police helicopter so it can get its job done, while keeping the helicopter and other air traffic safe. This may include diverting planes or shutting down runways, depending on where the call takes the helicopter.

There have been numerous high stress, long calls where the Air Support Unit has called priority for air traffic and the job the Air Traffic Controllers do is second to none. NAV CANADA has absolutely no legal obligation to assist or give the Air Support Unit any priority air traffic at any time, however, these controllers know that the Unit is there to save lives and keep everyone safe so they make this happen. Without their support, understanding and commitment to public safety and policing, the Air Support Unit would never be able to get its job done.



NAV CANADA Representatives:

Susan Andrew, Shift Manager; Wayne Nyman, Tower Manager,; Chris Broadbent, Terminal Supervisor. and Brett Congram, Tower Unit Operations Specialist





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*Calgary Police Service*

*Sworn Member*

*Constable Geoff Wilson*

Toy Mountain is Calgary's largest toy drive that collects and distributes new, unwrapped toys to less fortunate families during the holiday season. Toy donation displays are set up at sponsor locations including shopping malls, stores and Calgary Police Service (CPS) district offices.

The Calgary Police Service was asked by ENCANA, three years ago when it became the major sponsor, to partner in the Toy Mountain Campaign. ENCANA asked police to help out in their efforts to make positive changes in the lives of kids during the Christmas season.

Constable Wilson met with the Toy Mountain Campaign committee to take on this new challenge.

He obtained permission from the Chief's Office to have the District Offices, as well as some specialty units, as key toy drop locations. He also coordinated the attendance of several Calgary Police Service specialty units at the Campaign's public kickoff at Heritage Park. Close to 5000 toys were raised just from these kickoffs. With the help of CPS, in the last three years, in excess of 100 000 toys and \$19,000.00 in gift cards for kids were raised.

The new blood injected by ENCANA, in conjunction with LITE 95.9, and CPS, with Constable Wilson at the helm, has rejuvenated the initiative. This Campaign has been an amazing success but only through the extra hours put in by Constable Wilson. In addition to his regular duties, Constable Wilson has dedicated over 150 hours of his own time, during the holiday season, to execute this initiative. The gifts raised go directly to The Salvation Army and those families who cannot afford Christmas truly have a great avenue to have gifts for their children. This program has been incredible for those who may not otherwise have a positive Christmas.



*Calgary Police Service*

*Unit/Team*

*Traffic Education Unit*

The Traffic Education Unit (TEU) is comprised of 1 Sergeant and 8 Constables. The Unit's mandate is to educate the public on traffic safety issues. This includes school children, businesses and even other police officers. Although much of their work can be described as routine, the entire unit, under the guidance of

Sergeant Barbario, has consistently looked for ways to improve the manner in which their message is delivered.

Each officer is responsible for between 25 to 28 schools. Some of the programs and areas TEU has either developed, or works with other community partners on, include: AMA School Patroller Program; PARTY Program; Child Seat Safety Program; Impaired Driving Course; Public Service Announcements; License Preparation for Grade 9 students; Car and Motorcycle Shows; Seniors safe driving and yearly physical lectures; UNICEF and safe practices for Halloween; Corporate safe driving seminars; and University of Calgary "Bermuda Shorts Day" Check-stop Presence.

TEU's Community Partners include: Alberta Motor Association; Mothers Against Drunk Driving; Alberta Health Services; Alberta Transportation; Alberta Justice; City of Calgary; Calgary Board of Education; Safety Motor Council of Canada; and the Crown Prosecutors Office.

The work done by these officers is a credit to the Calgary Police Service and to the City of Calgary. The members of the TEU continue to challenge themselves and each other by looking for innovative ways to enhance awareness and education. Enforcement is often a necessity in policing but the education and awareness provided by this Unit plays a significant role in reducing the need for enforcement.

These officers truly encompass what community policing is all about. Building relationships with other agencies, corporate citizens, community members at large and even other police officers is the foundation of a successful police service.



CPS Traffic Education Unit Representatives:

Sergeant Dominic Barbario; Constable Kelly Chisholm; Constable Bruce Falk; and Constable Randy MacDonald





## Citizen Survey

In 2008, as part of its oversight role to provide efficient and effective policing, the Calgary Police Commission took over the Citizen Survey process from the Calgary Police Service. The Commission finds the Survey process to be an extremely valuable way in which to better communicate with residents of Calgary and respond to any policing concerns they may have.

During the months of July and August 2013, 1003 Calgarians were surveyed on their views of the Calgary Police Service, crime and safety in Calgary and victimization and reporting. This survey provides an opportunity to measure the thoughts of Calgarians and gives them a chance to voice their opinions on crime and safety issues in our City. The results of the survey are used by the Police Commission and the Police Service in strategic planning and to set priorities for coming years.

The Commission was extremely pleased with the results of the survey. These results set a very high standard for the Commission and the Calgary Police Service to maintain but the Commission has confidence in the Service and all of its members that they can continue to deliver exceptional results and maintain these high levels of service for all Calgarians.

Levels of satisfaction with the Calgary Police Service continued to rise, with current satisfaction with the Service at an all-time high of 97%. This level of satisfaction reassures the Commission that all of the hard work and innovation of the Police Service does not go unnoticed by Calgarians. The Commission is extremely proud to oversee a Police Service that is seen in such a positive way by citizens.

Key findings of the survey include:

- 97% of respondents indicate overall satisfaction with the Calgary Police Service
- 97% of respondents are confident that the Calgary Police Service can deliver the services needed to make sure Calgary is a safe place to live
- 96% of respondents indicate that Calgary is a safe city in which to live
- Illegal gang activity is the crime and safety issue of most concern for respondents, with house break and enters the issue of second most concern and that of greatest concern at the neighbourhood level, followed by traffic violations
- 10% of respondents indicate personally being a victim of crime in the 12 months preceding the survey, of those, 67% reported the crime to police

The Calgary Police Service continued to have a very positive relationship with the citizens of Calgary. Though satisfaction levels increased this year, the Calgary Police Commission and the Calgary Police Service do not take this for granted, and continually and proactively work to maintain high levels of community trust, communicate openly and invite feedback from Calgarians.

Full survey results can be viewed on the Calgary Police Commission website located at [www.calgarypolicecommission.ca](http://www.calgarypolicecommission.ca).

## **Associated Organizations**

As part of its commitment to continued training, development and excellence in governance, the Calgary Police Commission is participates in related provincial and national organizations.

### ***Alberta Association of Police Governance***

The Alberta Association of Police Governance (AAPG) is an association of Police Commissions and Committees from across Alberta. The objectives of the organisation are to support excellence in and be a forum for the exchange of ideas concerning civilian governance of Police Services in Alberta.

### ***Canadian Association of Police Boards***

The Canadian Association of Police Boards (CAPB) is instrumental in providing guidance and leadership to Police Commissions and Police Boards across the country. It also acts as an important voice in Ottawa, advocating for legislative reform and resources that support policing.

### ***Canadian Association for Civilian Oversight of Law Enforcement***

The Canadian Association for Civilian Oversight of Law Enforcement (CACOLE) exists to bring together organisations that investigate or review allegations of police misconduct to discuss the broader principles of civilian oversight of police and to share experiences and insights.

### ***National Association for Civilian Oversight of Law Enforcement***

The National Association for Civilian Oversight of Law Enforcement (NACOLE) is based in the United States. It brings police internal affairs experts from around the world together to discuss best practices and explore the various models of oversight that exist in the United States and internationally.

### ***Alberta Law Enforcement Response Teams***

The Alberta Law Enforcement Response Teams (ALERT) exist to combat and investigate serious and organized crime in Alberta. ALERT consists of specialized investigative teams that focus on areas of crime such as drug trafficking, gangs and child exploitation and is made up of over 400 municipal police officers, RCMP members, and Alberta Sheriffs, with a governing civilian board of directors consisting of representatives of Alberta police Commissions, communities policed by the RCMP and a government representative.

### ***Calgary Police Foundation***

The Calgary Police Foundation is a charitable organization that officially launch in the fall of 2012. The Foundation assists the Calgary Police Service to deliver services to Calgarians that fall outside of the Calgary Police Service's operational budget. The operational budget is dedicated to the cost of policing and law enforcement in our city, including personnel costs and the standard equipment required to provide police services to Calgarians. The Calgary Police Foundation assists in funding crime prevention, educational programs and other Calgary Police Service initiatives beneficial to the citizens of Calgary.





## Education and Development

A number of learning opportunities exist each year, hosted by the above mentioned associated organizations, allowing Commissioners to attend conferences and seminars on current issues in policing and governance, as well as network with members of other Police Boards, Police Services and related agencies from across Canada and the world. The ability to learn from the experience of counterparts aids the Commission in producing results that become best-practice. The Commissioners take advantage of these opportunities to increase their knowledge to better fulfill their oversight role.

Conference expenses for Calgary Police Commission members, including registration fees, airfare, ground transportation costs and food, are included in the following table.

<b>Conference Expenses</b>			
		<b>2012</b>	<b>2013</b>
AAPG	Theme	Looking at Policing Differently	Reset: Back to Basics
	Location	Canmore, AB	Edmonton, AB
	# of Commissioners Attending	3	7
	Expenses	\$1,365	\$4,744
CAPB	Theme	Policing in Challenging Times	Bridging the Gap: Policing & Mental Health
	Location	Victoria, BC	Saskatoon, SK
	# of Commissioners Attending	4	1
	Expenses	\$9,050	\$2,206
CACOLE	Theme	Technology and Attitudes	Civilian Oversight: Promoting Accountability, Independence & Transparency
	Location	Toronto, ON	Charlottetown, PEI
	# of Commissioners Attending	1	0
	Expenses	\$1,730	\$0
NACOLE	Theme	Building Community Trust	Finding the "Right" Balance
	Location	San Diego, CA	Salt Lake City, UT
	# of Commissioners Attending	3	0
	Expenses	\$5,946	\$0
<b>TOTAL Expenses</b>		<b>\$18,091</b>	<b>\$6,770</b>

## Other Commission Activities

Throughout 2013, the Executive Director, the Public Complaint Director or the Senior Advisor, Policy and Communications, spoke to Calgary Police Service recruit classes, at the beginning of their training, about the role and function of the Calgary Police Commission and the public complaint process. Commissioners spoke to graduating recruit classes, congratulating them on their achievements and wishing them well as they embark on their policing careers. Commissioners also attended a number of public events including the Canadian Bar Association's Law Day and the Calgary Police Service District 1 Community Fair.



Commissioners Michael Ervin, Jonathan Perkins and Steve Edwards  
at the CPS District 1 Community Fair





Commissioner Lisa Silver at the Canadian Bar Association's Law Day

## Concluding Comments

The Calgary Police Commission plays an important role in maintaining the strong relationship that Calgarians have with their Police Service. The Calgary Police Service is one of the most respected and effective police services in Canada. The Calgary Police Commission would like to ensure that this reputation is maintained.

Commissioners bring the highest commitment to their responsibilities and to working as a team to represent citizens in setting priorities and holding the Police Service accountable.

If you would like to know more about the Calgary Police Commission, wish to have a Commissioner speak at an event or would like to provide your input into policing policy in Calgary, please write, email or telephone the commission at:

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For more information, please visit the commission's web site at:  
[www.calgarypolicecommission.ca](http://www.calgarypolicecommission.ca)