

ANNUAL REPORT TO THE COMMUNITY CALGARY POLICE COMMISSION

2019



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MESSAGE FROM THE CHAIR

Dear fellow Calgarians,

2019 was a transformational year for the Calgary Police Service. It was a year of change and progress that involved welcoming new leadership and strengthening the organization's ability to meet the safety and security needs of Calgarians.

In March the Commission announced Mark Neufeld as Calgary's new Chief Constable, followed by a public swearing-in ceremony in June to welcome him to our community. The remainder of the year involved supporting the Chief as he focused on understanding and addressing employee needs and building a strong, cohesive leadership team capable of moving the Calgary Police Service into the future.



The Commission also saw a leadership change, with former Chair Brian Thiessen stepping away after dedicating four years to making Calgary a safer place to live. He left a lasting legacy by guiding CPS to become a more fair and inclusive workplace and by working to secure the resources CPS needs to keep our City safe.

It is an honour for me to take on the role of Chair and to continue to advance those priorities in concrete and measurable ways. We have an ambitious agenda that will focus on innovation and modernization.

I am proud to work with a group of distinguished and dedicated volunteer Commissioners, and I look forward to moving our agenda forward with the guidance, advice, and influence of each and every Commission member. We will remain focused on delivering on our mandate to provide independent oversight to ensure a safe community. We will continue to earn the trust of the citizens we represent by operating with a combination of collaboration and open decision-making.

We will not shy away from difficult discussions or decisions. At the same time, we will continue to support the Calgary Police Service in its service to Calgarians and will look for opportunities to acknowledge the exceptional work of CPS employees who serve our community with loyalty and pride.

We look forward to the coming year and all that it brings.

Sincerely,
Bonita Croft

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, 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 annual financial statements and the results of the external audit to the City's audit committee.

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 2019, the Calgary Police Commission held eight 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.

The Commission welcomes both media and public guests to attend meetings to show accountability to the community and to be fully transparent about its oversight activities.

The Commission receives presentations and reports from the Calgary Police Service on various aspects of police operations, priorities, accomplishments and challenges. In 2019, topics included:

- Mental health initiatives and mental health training for officers
- Crime and safety near Calgary's supervised consumption site
- Modernization of the Professional Standards Section
- The report into the departure of the Chief Human Resource Officer and management's response
- Human resources reforms
- Red Mile safety plan
- Info posts – collection of identifying information during in-person encounters for intelligence purposes
- Prevention of radicalization and extremism – ReDirect program
- CPS Indigenous strategy
- CPS engagement with gender and sexually diverse communities
- Recruitment of sworn members
- Psychological services for members
- Calgary crime environment

OVERSIGHT IN PRACTICE

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

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.

FINANCE & AUDIT COMMITTEE

This committee works closely with CPS on 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.

SEARCH COMMITTEE (ended March 2019)

Following the retirement of Chief Constable Chaffin in 2018, 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 then accepted applications, shortlisted candidates, conducted interviews and reference checks before selecting a successful applicant.



OUR MEMBERS

Bonita Croft, Q.C., ICD.D. – Incoming Chair

(Nov 2018 – present) is Vice-President Legal Affairs, Corporate with Suncor Energy Inc. A leader in the areas of corporate governance, legal risk management, business ethics, and anti-corruption, Chair Croft has more than two decades as a lawyer and executive in global, publicly traded energy companies.

Chair Croft holds a B.A. (hons) from Mount Allison University, an LL.B from Dalhousie University and was appointed Queen's Counsel for Alberta in 2014. She is also a graduate of the Institute of Corporate Director's Director Education Program.



Brian Thiessen, Q.C. – Outgoing Chair (Nov 2015 - Nov 2019)

is a Calgary lawyer and a partner at Osler, Hoskin & Harcourt LLP. His practice focuses on employment, labour, and workplace privacy law where he engages on workplace investigations, employment disputes, human rights complaints, and privacy compliance on behalf of his clients.

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.



OUR MEMBERS

Jennifer Forrest - Vice-Chair (July 2018 - Feb 2020) is a lawyer, corporate governance 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.

Commissioner Forrest holds a B.A. from the University of Lethbridge, an M.A. from the University of Toronto, and an LL.B. from the University of Calgary.

Her community volunteer work extends to the post-secondary and non-profit sectors. She is currently Vice Chair of the Board of Governors of the University of Lethbridge.

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.



Richard Sigurdson, PhD - Vice-chair (Nov 2015 – present) has spent almost three decades in academic and administrative roles in universities across the country. He is currently the Dean of the Faculty of Arts at the University of Calgary.

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.

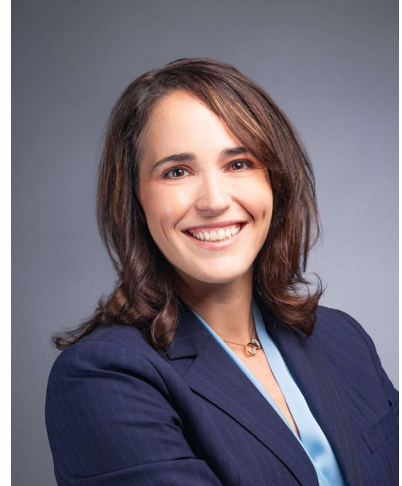


OUR MEMBERS

Kathy Bolton, CA, ICD.D. (July 2018 – Jan 2020) is co-founder of BluEarth Renewables, a renewable energy company headquartered in Calgary. She is responsible for financial and strategic planning, corporate planning and reporting, risk management, insurance, treasury functions and human resources. With over 15 years experience, Commissioner Bolton has been involved in several aspects of the development life cycle, including securing project financing, negotiating partnership agreements, securing contracts for major equipment and services, and managing financial and insurance risk.

Prior to BluEarth, Commissioner Bolton was Chief Financial Officer for Canadian Hydro Developers.

She holds a Bachelor of Commerce in Accounting from the University of Saskatchewan, is a Chartered Professional Accountant and a graduate of the Institute of Corporate Directors Director Education Program.



Amira Dassouki (Nov 2017 – Nov 2019) 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 a minor in statistics.



OUR MEMBERS

Jyoti Gondek, PhD (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. Councillor Gondek 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.

Roy Goodall, ICD.D. (Nov 2017 – Nov 2019) 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 Director Education Program.

OUR MEMBERS

Marilyn North Peigan, MA (Nov 2017 – present) works to support residential school survivors and their families through her outreach, advocacy and education role with 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.

Commissioner North Peigan 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.



Councillor Ward Sutherland (Nov 2014- Nov 2019) was re-elected to Calgary's City Council in 2017 for a second term. Prior to his role as city councillor, he spent 25 years as a senior leader and manager in top-tier companies such as Sony, Tim Horton's, McDonald's, and Hartco Corporation.

Through 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.



OUR MEMBERS

Tongjie “TJ” Zhang, PhD (Nov 2018 – present) is a cybersecurity and privacy expert and an active community leader. He holds a PhD in computer science from the University of Calgary and has worked in research, development and consulting for over 13 years. His work in cybersecurity and privacy has been published and presented at international conferences and local business media.

Commissioner Zhang currently has two Lieutenant Governor in Council of Alberta board appointments - to the Alberta Gaming, Liquor and Cannabis Commission Board, and the Council of the College of Alberta Dental Assistants. He is also a Senator in the University of Calgary Senate and board member of the Calgary Security Professionals Information Exchange Society.

Past board positions include the Credit Union Deposit Guarantee Corporation of Alberta, Chair of Calgary’s Livery Transport Advisory Committee, vice-president (Finance and Services) of the Graduate Students’ Association at the University of Calgary, Calgary representative of the Alberta Graduate Council, trustee of the Campus Trust, and vice-president internal of Junior Chamber International Calgary.



HIGHLIGHTS 2019

HIRING A NEW CHIEF CONSTABLE

Following a competitive national search process involving consultations that heard from more than 2000 Calgarians, the Calgary Police Commission selected Mark Neufeld as Calgary's Chief Constable.

Chief Neufeld is a respected leader in policing in Alberta, having spent 24 years with the Edmonton Police Service and two years as Chief of the Camrose Police Service. He was President of the Alberta Association of Chiefs of Police, a leader of its Women in Policing committee, and Chair of the Alberta Law Enforcement Response Team (ALERT) provincial board of directors.

In addition to 21 formal recognitions earned while working for the Edmonton Police Service,

he has been appointed to the Order of Merit for Police Forces, received the Queen's Diamond Jubilee medal, a Police Exemplary Service medal, a Leadership Excellence Award from the Province of Alberta, and the Integrity Award from Rotary International.

It was incoming Chief Neufeld's well-rounded career that elevated him above all other candidates. The Commission saw a people-first leader with decades of achievements building the resilient, high-performance cultures critical to enhancing community safety. He has also supplemented his accomplishments in policing with a Master's degree in criminology and police management from Cambridge University.

"The Chief sets the leadership for a service that does great work, builds communities for all Calgarians, and provides meaningful careers for all its members. I know that the Calgary Police Commission had all of this in mind in making this choice and I look forward to working with the new Chief to strengthen the service and keep us all safe."

- Mayor Naheed Nenshi, March 18, 2019



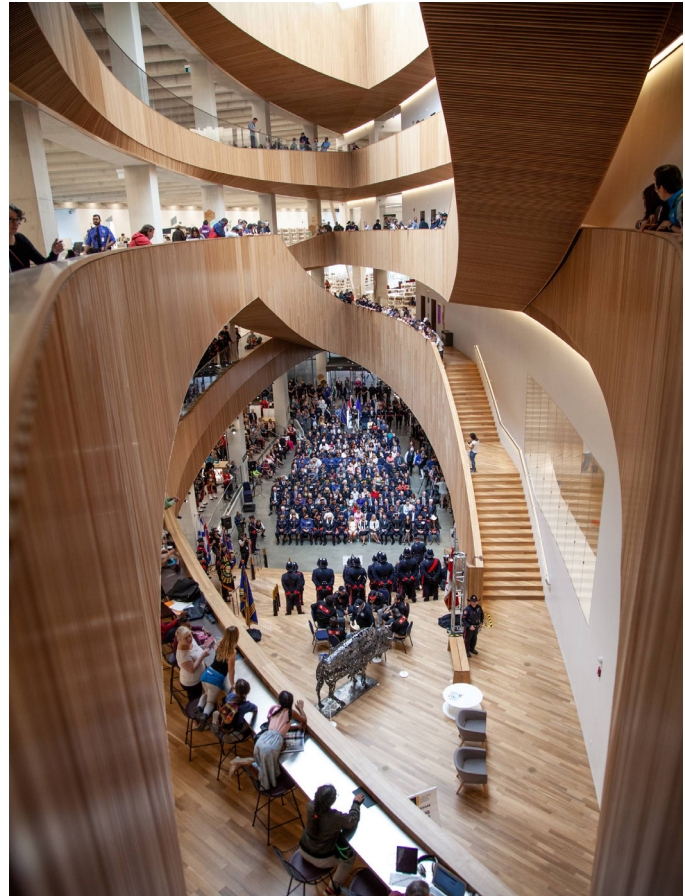
HIGHLIGHTS 2019

HOSTING PUBLIC SWEARING-IN CEREMONY

When Chief Neufeld started in the position in June, the Commission and CPS hosted a public swearing-in and change of command ceremony. The ceremony took place at the world-renowned Central Library as part of the Calgary Police Service's first-ever public change of command ceremony.

Citizens and policing partners from across the Province were invited to welcome Chief Neufeld to Calgary. More than 400 guests participated in the ceremony, signaling the openness and connection that the Commission and CPS strive to achieve with the community. Elder Gerald Meguinis from Tsuu t'ina Nation delivered an opening prayer wishing Chief Neufeld success in his role. The CPS honour guard, pipe band, mounted unit, traffic unit, diversity unit and recruit classes also participated in the ceremony.

The Honourable Madame Justice Rowbotham, Q.C. administered the oath to swear-in the Chief which was followed by the ceremonial change of command from interim Chief Constable Steve Barlow to Chief Constable Neufeld. Mayor Naheed Nenshi offered his gratitude to the Calgary Police Commission and welcomed Chief Neufeld to the City of Calgary. Buffalo Tracks Drum Circle from Tsuu t'ina nation closed the ceremony with a traditional drum circle.



“The officers here today represent different units, different districts and different areas of expertise. But they all have one thing in common - these are our neighbours. The uniforms they wear represent their service to our community. The Calgary Police Service, in its views and practices, must be a reflection of our community. A community that believes that police should act with integrity and without bias, even when no one is watching. That believes in treating neighbours with empathy and respect. And going the extra mile to make sure people feel safe, supported, and included. One of the reasons the Calgary Police Service is the most respected in our country is because the members are embraced by, and form an integral part, of the community. Today we are proud to welcome Chief Neufeld to our City, as our new Chief Constable and as a new neighbour.”

– Brian Thiessen, June 10, 2019

HIGHLIGHTS 2019

SECURING RESOURCES TO KEEP THE CITY SAFE

The Calgary Police Commission has a duty to ensure that the Calgary Police Service has the resources it needs to keep our City safe and to prevent crime.

We recognize the difficulties our community faces due to recent economic conditions, and we take seriously our responsibility to protect public safety by holding CPS accountable to manage finances, deliver value to citizens, and keep Calgary a safe place to live and do business.

The Commission has worked closely with CPS leadership in recent years to create an organization that is as lean as possible, while still providing citizens with the services and supports they expect from their police. CPS has already contributed more than \$20 million back to the City since 2017 and did not request a budget increase in 2020.

The Commission appreciates the City's efforts to minimize reductions to CPS and we will continue to do our part to look for ways to contribute to the City's need for budget reductions. At the same time, we must do so in a thoughtful manner that minimizes the impact of budget reductions on the safety of Calgarians.

In July 2019, the Commission and CPS offered to take a \$7 million cut. The Commission was clear that any cuts greater than \$7 million would impact both public safety and employee positions.

More cuts would likely mean losing police officer and civilian staff positions and putting a stop to hiring, resulting in fewer officers to respond to calls for service as CPS would not be able to replace members who resign or retire. This would leave CPS with one of the lowest citizen-to-officer ratios in the country at a time when calls for service and crime are increasing.

Crime rates in the Calgary region increased in 2018 and outpaced the crime rate increases both in Alberta and nationally, with notable increases in violence. The rates of vehicle theft were the highest in Canada while break and enters were second highest in Canada. The organization's ability to respond is largely based on the number of police officers available.

An inability to hire new members would also hamper efforts to modify the composition of the organization to better reflect the diversity of the community. This has been a priority for the Commission as it has a significant impact on the community's trust and confidence in our police in the future.



HIGHLIGHTS 2019

Additional reductions would also mean that CPS would have to look at closing units and facilities, withdrawing from some community partnerships, restricting some investigations, and slowing implementation of recommendations from independent reviews aimed at improving officer and citizen safety through improvements in training, equipment, and structures.

The Commission knows that citizens value safe communities and investment in the Calgary Police Service.

By the end of 2019, the Commission maintained there was simply no more flexibility to make cuts without changing the trajectory of Calgary's police service. Council agreed and did not make any additional cuts to the 2020 budget.

Looking ahead to 2020, the Commission will continue its diligent oversight of the CPS budget to ensure funding is spent in the most efficient way possible on safety priorities. A number of resource reviews currently underway will inform planning in 2020 and beyond.

DIVERSITY ON THE COMMISSION

The Commission aims to model the representation it expects the Calgary Police Service to achieve gender equity and diversity within the organization. The proportion of women appointed to the Commission grew from 36% in 2016 to 55% in 2019. The Commission believes the City is best served when the board is comprised of individuals who represent the diversity of our community alongside proven professional expertise.

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



HIGHLIGHTS 2019

HOSTED CANADIAN ASSOCIATION OF POLICE GOVERNANCE CONFERENCE



The Calgary Police Commission hosted police board members from across the country in Calgary from August 9 – 11, 2019. The Canadian Association of Police Governance is a national organization that provides learning, development and collaboration opportunities for police board members throughout Canada.

CAPG supports members to understand and effectively perform their roles providing oversight and governance of police agencies while safeguarding public trust.

Strong communities are built on safety as well as service to the community. That includes service by police officers and volunteer board members. Police oversight board members are tasked with achieving safe cities by holding police accountable to make decisions that reflect community priorities.

The 2019 conference included sessions about:

- First Nations police oversight
- Human rights issues for police governance
- Board responsibilities
- Strategic planning
- Building a healthy organization
- Multi-agency collaborations supporting vulnerable communities
- Hiring a Chief

The Tsuu t'ina Nation Police Commission hosted a reception at Grey Eagle Resort & Casino, treating guests to dinner, traditional dancers, drummers, and engaging story-telling.

The Calgary Police Commission hosted an event at the YouthLink Police Interpretive Centre to highlight Calgary's internationally-recognized police museum and youth learning centre. Guests experienced the incredible stories, hands-on exhibits and empowering programs, and learned about the role CPS plays in community safety.

The event was also a fundraiser for YouthLink through interactive group painting designed by local artist and muralist Dean Stanton and a raffle to win a spot in Calgary's traditional white hat ceremony.

”Since 1950, Calgary has been presenting the white cowboy hats to visitors, dignitaries and guests. When you are presented a white hat it means you came to Calgary as a visitor however you are leaving as a friend.”



HIGHLIGHTS 2019



HEARING FROM THE COMMUNITY

COMMUNITY DINNER ROUNDTABLE FEEDBACK

The roundtable discussion portion of the Calgary Police Commission community event, held on June 20, 2019, invited guests to provide their thoughts about trust in the Calgary Police Service.

The 400+ guests in attendance represented community associations, diversity groups, community agencies, elected officials, the Calgary Police Service, and community policing award recipients. Youth cadets also brought their unique experience and perspectives to the roundtable discussion.

Guests discussed three questions:

1. Do you trust CPS to address the things that matter to you and your community?
2. In what ways are you and your community building a trusting relationship with CPS?
3. What is the one thing CPS can do to be more responsive to you and your community?

Most guests expressed high levels of trust with the Calgary Police Service for reasons including: good response times, helpful and engaged community resource and diversity unit officers, being accessible and responsive to concerns, being solution-oriented and focusing on prevention, education, and community partnerships. Many noted that CPS is doing the best it can with limited time and money available. Tools like social media and body worn camera, and events like CopShop and Coffee with a Cop were highlighted as successful ways CPS is building trust.

Others noted that although CPS has improved significantly in recent years in its approach and interactions, trust takes time to build and ongoing work is still required, especially with Indigenous, LGBTQ2S+, sex workers, newcomers, ethnic groups, and other marginalized groups.

Guests voiced an appreciation for CPS efforts to prevent and reduce crime, along with an appreciation that citizens must also play a role. They described the ways they do their part to help CPS and to build trust with police, including:

- Inviting CPS members to participate in or speak at community-organized events
- Maintaining direct communication with community resource and diversity officers
- Helping CPS with training (ex. Elders helping with Indigenous training)
- Supporting community block watch programs
- Reporting crime
- Participating in Coffee with a Cop
- Participating in the cadet program
- Volunteering for CPS
- Following CPS social media and distributing information to personal networks
- Using their role in the community to encourage people to talk to police and report crimes

Inspired by the conversation during the event, a number of guests made a commitment to invite CPS to their community events and to seek feedback from their community to deliver to CPS.

HEARING FROM THE COMMUNITY

Discussion participants offered many suggestions for ways CPS could be more responsive to communities and to strengthen trust. Two topics emerged as priorities. The first was the need to remain committed to a community policing model that focuses on prevention, especially youth programs. Face-to-face, positive interactions such as attending community events (youth sports, round dance, community association meetings) and being involved/visible in positive ways (not just when called) are key to building trust. The community values school resource officers and many feel that more SROs are needed.

The other priority was the need to improve cultural training for officers, and diversity within the Calgary Police Service. Guests emphasized the need to have officers who understand and respect differences within the community they serve. They suggest that CPS should recruit qualified officers who speak the languages that Calgarians speak and reflect the composition of the City. Better representation will prepare CPS to more effectively understand, communicate, and serve increasingly diverse citizens. Creating a sense of trust requires a commitment to greater diversity, and more education on diverse communities.



COMMUNITY POLICING AWARDS

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

In 2019, the Commission presented awards in six categories to 16 deserving people.

WINNERS OF THE 2019 COMMUNITY POLICING AWARDS

Cst. Tad Milmine, M.O.M.

As the creator of the “Bullying Ends Here” non-profit, Cst. Milmine shares a message of understanding and acceptance with young people in Calgary, across the country and internationally.

Since 2012, he has presented to more than 950,000 youth, sharing his deeply personal story about growing up facing significant family challenges, being bullied at school and facing it all on his own. He speaks about his childhood dream to become a police officer and describes how he overcame obstacles to achieve that dream.

By speaking from the heart and holding nothing back, Cst. Milmine reaches young people, especially those who are struggling, with a message of inspiration and perseverance. He is also a reliable resource for students who reach out to him afterward seeking help.

This work amounts to more than 2,000 hours each year and involves personally responding to more than 50,000 emails from students he has met. Incredibly, Cst. Milmine accomplishes this on his vacation time, days off, and largely at his own expense.



We are grateful to our 2019 event sponsors: Bennett Jones, Field Law, PwC, Volker Stevin, as well as individual donations from Calgary Police Commissioner Kathy Bolton and Councillors Sutherland, Gondek, Davison, Farkas, Demong and Keating.

COMMUNITY POLICING AWARDS

Dr. Michael Lickers

Dr. Lickers is highly sought after and respected internationally for his traditional knowledge, wisdom and his work with Indigenous peoples of Canada. Since 1994, he has been graciously donating his time to help CPS shape connections with Indigenous people by adopting an inclusive, respectful perspective when working with diverse communities.

Through his vast community network, he helps support many Indigenous programs, educational programs, and cultural celebrations where CPS is often a key partner, such as Aboriginal Awareness Week opening ceremonies and the annual Honouring our Children community round dance.

As a traditional knowledge keeper and elder, he has also played a valuable role in the Service's reconciliation work. Dr. Lickers has participated in talking circles to discuss gaps and solutions to help CPS improve its services and relationship with partners. He also helps CPS leadership explore what accountability looks like for CPS reconciliation work.



Mr. Sheldon Kennedy

Mr. Kennedy is devoting his post-hockey career to child abuse prevention and education. He was a courageous voice for child abuse advocacy long before it was a comfortable topic to discuss publicly.

He has been a long-time partner and supporter of the Calgary Police Service. For many years, he worked collaboratively with other visionaries to establish Calgary's Child Advocacy Centre which opened in 2013.

Mr. Kennedy intentionally created a respectful, supportive environment for families as well as staff, appreciating the difficult and emotional matters they were dealing with each day. Since opening, the Calgary Child Advocacy Centre has been a place of hope, help and healing for 7900 children who are survivors of abuse.

Though he stepped down from his role in daily operations and as a founding board member in 2018, he continues his mission to prevent bullying, harassment, discrimination and abuse through his company, the Respect Group.

COMMUNITY POLICING AWARDS

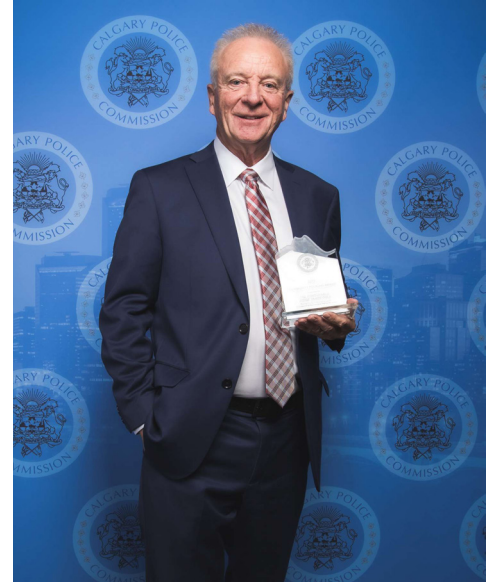
The Honourable Judge James Ogle

Judge Ogle is a prominent local leader in developing, implementing and supporting community solutions. He was a founding member of the Calgary Drug Treatment Court, which has been part of our community since 2007.

It was Judge Ogle's vision to create a justice system alternative for individuals facing drug-related charges. The drug treatment court integrates police, probation, and courts with health services to help individuals restore their lives and break the cycle of addiction.

Judge Ogle is a tireless supporter of community programs aimed at addressing addiction in Calgary. He is a local expert in planning innovative, coordinated community responses to mental health, addiction, and crime. A true partner in community policing, he always insists on having a CPS voice at the table when making decisions about public safety.

Evaluations show that the drug treatment court has had a significant impact on participants and conviction rates. Without this approach, there is little alternative to incarceration for many people.



ReDirect Youth Innovation Team – Camilla Abdrazakov, Kinza Ali, Angel Lara, Alexander Tymko, Anand Unnithan

These five young Calgarians came together as volunteers in a project aimed at addressing radicalization by empowering youth-led prevention efforts.

They spent more than 100 after-school hours designing and delivering a community event called the Youth Educating on Empathy and Togetherness Festival (YEET Fest). The event involved five entertaining and thought-provoking activity stations aimed at encouraging people to learn more about other cultures and exploring a case study of a former right-wing extremist to demonstrate how empathy can be used as a tool to prevent radicalization.

By incorporating real world situations into fun activities, the ReDirect Youth Innovation Group has received overwhelmingly positive feedback, media attention, and sparked discussions about an important crime prevention topic.

COMMUNITY POLICING AWARDS

Victims of Sexual Exploitation Team- Det. Paul Rubner, Cst. Stacey Kopeck, Nicole Howe, Theresa Jenkins, Jacki Riley

The Victims of Sexual Exploitation Team was created by CPS as a comprehensive partnership focusing on identifying and helping victims of sexual exploitation in Calgary.

This community-based solution partners a police officer, a social worker, and a survivor of human trafficking to support victims and to educate police officers about the realities of human trafficking.

Within only four months, the team has trained more than 1,000 Calgary Police Service members and engaged more than 10 victims. They also work with hotel staff to provide them with the knowledge and contacts so that they can reach out when they suspect exploitation is occurring in their workplace. Not only is this emotionally difficult work, but it also takes many hours on evenings and weekends to accomplish. This innovative approach is a perfect demonstration of Calgary's community policing model and has already been effective in building trust, showing compassion, and connecting victims with community resources.



Ms. Fran and Mr. Mike Reid

As owners and operators of six Tim Hortons restaurants in Calgary, the Reid's have been loyal supporters of the Youth at Risk Development early intervention program for more than ten years.

YARD teams – a CPS officer and a Calgary Neighbourhood's social worker – work with more than 100 youth each year who are at risk of gang activity. This husband and wife

team understand the challenges CPS faces when connecting with troubled youth and generously provide unlimited meal vouchers and a comfortable space for the YARD teams to meet with youth.

Each of their six northeast restaurants provide the same service and generosity. Their staff also embrace the relationship between the officers, social workers, and youth to create a welcoming space where troubled youth are treated with respect and dignity.

In the spirit of giving back to the community, the business donates the cost of hundreds of free meals each year and the space for these meetings. This is an estimated donation of \$100,000 over the years.

CALGARY POLICE SERVICE EMPLOYEE SURVEY

CITIZEN RESEARCH PROJECT

The Calgary Police Commission partnered with Leger, an independent research firm, to conduct a consultation project to support the recruitment efforts at the Calgary Police Service.

CPS is expected to hire new police constables in the coming years and would benefit from community input to make sure recruitment and hiring activities are reaching the right people and to understand any barriers job seekers may face when considering policing as a career.

The project set out to hear from anyone interested in participating, including those who tend to find policing to be an appealing career, as well as young adults, parents, and career counsellors. Extra effort was made to gather feedback from groups underrepresented in CPS including women, gender and sexually diverse individuals, visible minorities, and Indigenous peoples.

KEY FINDINGS

The desire to serve the community stands out as a key motivator for many individuals who may consider a career in policing.

The perception of policing as an unsafe career is the greatest barrier preventing individuals from applying to become a police officer. This includes physical safety, exposure to violent situations or life-threatening events, as well as concerns about threats to mental health and overall wellbeing.

Most participants believe it is important for the police service to reflect the diverse composition of the City. Individuals from underrepresented

groups noted it was important to see diverse officers on the job so they can imagine themselves working for CPS.

Participants suggested four ways CPS could improve recruitment:

1. Increasing exposure to police work, such as in-person experiences or virtual reality
2. Increasing CPS visibility in the community, such as advertising, recruitment fairs or speaking events
3. Integrating technology in the recruitment process, such as video chats, webinars or an app
4. Expanding use of communication tools, such as social media, podcasts or radio interviews

This feedback will be used by the Calgary Police Service to develop a recruitment plan.



CALGARY POLICE SERVICE EMPLOYEE SURVEY

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. The Commission uses the results to understand trends over time, to evaluate the health of the organization and the Chief's action plan for maintaining and improving employee engagement.

The 2019 survey reached the highest response rate ever, with 60% of employees sharing their views.

In 2019, many of the results have improved— some quite significantly.

- Those who strongly agree that 'morale at CPS is good' is more than four times higher than it was in 2018
- Job satisfaction has increased notably, continuing an upward trend since 2017
- More employees feel that Calgary is a safe place to live
- A notable increase in employee engagement for both sworn and civilian employees
- Many employees noted that they like working at CPS because of the engaging workplace, the camaraderie among colleagues, and the ability to help the community



- Employees feel that the CPS health and wellness programs and hiring a new Chief Constable have had the greatest positive impact on workplace satisfaction over the past year
- Suggestions for improvement include better support from management and better accountability

This year, we were able to add context to these results through Leger's 'happiness index,' which allows us to see how CPS employees compare to workers throughout Canada. We learned that the happiness of CPS employees is similar to the happiness of Canadian workers overall.

COMPLAINT OVERSIGHT

In 2019, 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.

In 2019, CPS received 305 compliments. Each compliment is for one or more members or for CPS as an organization.

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 reviews the delivery of the resolution process
- Reports to the Commission on complaint matters

Public Complaints & Citizen Contacts	2018*	2019
Public Complaint (External)	260	262
Citizen Contacts	960	837
Internal Complaints	36	59
Statutory Complaints	43	35
Administrative Review**	2	0
TOTAL	1301	1193

* Revised 2018 statistical information

** Ceased using "Administrative Concern" in 2018

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.

COMPLAINT OVERSIGHT

Resolutions of Public (External) Complaints	2019
Withdrawn by Complainant	14
Lost Jurisdiction (Resigned/Retired)	2
Filed Beyond One Year Limit	6
Dismissed - Extension Not Granted	0
Frivolous / Vexatious / Bad Faith	1
Informally Resolved	176
Supervisor Intervention	27
Professional Mediation	0
Facilitated Discussion	0
Informal Discussion Among Parties	149
Sustained - No Hearing	3
Sustained In Part - No Hearing	11
Not Sustained - No Hearing	36
Dismissed – No Hearing – No Reasonable Prospect	2
Sustained – Dismissed – No Hearing PSR	2
Sustained - Hearing	1
Sustained in Part - Hearing	0
Not Sustained - Hearing	0
Other	1
TOTAL	254

COMPLAINT OVERSIGHT

Disciplinary Measures for External Complaints 2019		
Incident	Allegation	Discipline
1	Discreditable: Profane/Abusive Language	2 Year Official Warning
	Discreditable: Profane/Abusive Language	3 Year Official Warning
2	Insubordination: Breach Policy/Order/Directive	Other Action Considered Appropriate
3	Neglect Duty: Fail to Promptly/Diligently Perform Duty	Counselling
4	Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44)	N/A
5	Discreditable: Discredit the Reputation of the Service	Counselling
6	Neglect Duty: Fail to Report Knowledge of Offense	Agreed Forfeiture of Overtime Hours
	Neglect Duty: Fail to Promptly/Diligently Perform Duty	
	Neglect Duty: Fail to Promptly/Diligently Perform Duty	
	Discreditable: Discredit the Reputation of the Service	
7	Insubordination: Breach Policy/Order/Directive	Agreed Forfeiture of Overtime Hours
	Discreditable: Discredit the Reputation of the Service	
	Discreditable: Discredit the Reputation of the Service	
	Neglect Duty: Fail to Disclose Evidence	
	Insubordination: Breach Policy/Order/Directive	
	Discreditable: Discredit the Reputation of the Service	
8	Neglect Duty: Fail to Promptly/Diligently Perform Duty	1 Year Official Warning
	Neglect Duty: Fail to Promptly/Diligently Perform Duty	1 Year Official Warning
9	UUEA: Unlawful/Unnecessary Exercise of Authority	Dismissed per PSR
	Insubordination: Breach Policy/Order/Directive	s 19(1)(a)(i)
10	Neglect Duty: Fail to Promptly/Diligently Perform Duty	1 Year Official Warning

COMPLAINTS AGAINST THE CHIEF

In 2019, three complaints were made against the Chief. The Commission dismissed two of those complaints as being frivolous or vexatious. Both dismissals were appealed to the Law Enforcement Review Board – one was dismissed and one still has not been determined. The third complaint has been referred to the Justice Minister for further direction.

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, one business meeting, 24 regular sub-committee meetings and search committee meetings, members also participated in the following activities in 2019:

- Annual governance retreat
- Strategic priorities review
- Commission's annual community dinner + community policing awards
- CPS recruit graduations
- CPS Community Round Dance
- Community Menorah Lighting
- Tour of the new arrest processing facility
- Cadet annual review
- Cadet corp mess dinner
- CPS annual promotion reception
- 25 year belt buckle presentation
- Commissioner's cup award ceremony
- CPS half marathon
- CPS volunteer recognition dinner
- CPS employee recognition lunch
- Presentation to City's Standing Policy Committee on Community & Protective Services
- Presentation to City's Audit Committee
- 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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