

ANNUAL REPORT TO THE COMMUNITY

CALGARY POLICE COMMISSION

2020



© 2021 Calgary Police Commission

The information contained in this report is the property of the Calgary Police Commission. Publication of any information contained in the report must include appropriate source citation. Any reproduction or distribution of this report in whole or in part without the appropriate source citation and the express written permission of the Chair or Executive Director of the Calgary Police Commission is prohibited.

TABLE OF CONTENTS

MESSAGE FROM THE CHAIR	5
COMMISSION OVERVIEW	6
OVERSIGHT IN PRACTICE	7
OUR MEMBERS - 2020	9
YEAR IN REVIEW - 2020	15
HEARING FROM THE COMMUNITY	25
COMPLAINT OVERSIGHT	29
COMMISSION REPORTING	33



*Photo credits: With thanks to the Calgary
Police Service digital services team*

MESSAGE FROM THE CHAIR

Dear Calgarians,

I am fortunate to have had the opportunity to represent citizens as Chair of the Calgary Police Commission during one of the most significant years in our history.

In 2020, we experienced a global pandemic, the rise of an anti-racism movement, and calls for reform in how safety supports are funded and provided. This year has opened our eyes to systemic inequities, brought to light the need to improve collaboration and engagement, and opened our imaginations to what is possible.

As citizen volunteers responsible for overseeing policies that guide how police operate and ensuring police have the resources needed to keep the City safe, we strive to achieve a balance between acknowledging and supporting what is working well with advancing necessary reforms.

This requires taking a collaborative, respectful approach with all our valued partners so we are able to understand what CPS needs to respond to crime, bring justice to victims, engage in prevention programs and strengthen relationships. While we know that the majority of citizens trust CPS and are confident in its ability to keep the city safe, we know there are citizens who do not feel this way and we must take action to address that gap.

This year, we laid the foundation to make sure the Commission and CPS has the knowledge and resources needed to take on – and prioritize- this work alongside the everyday pressures of policing.

Critical to this work is ensuring that CPS creates an equitable, diverse and inclusive workplace where all are welcomed and able to bring their best selves. This will support CPS in attracting employees who reflect the diversity of the community which will inevitably improve the organization's ability to provide the best possible service to the community.

At this crucial time for policing in our City, I sit among a group of Commissioners who have the skills, expertise and commitment to drive these changes forward to ensure that our City is safe, equitable and inclusive.

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 that 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 2020, 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 2020, topics included:

- Monthly updates regarding operational and financial pressures from COVID-19
- Anti-racism action plan updates
- CPS response to independent review of police use of force report – Wittmann recommendations
- Relief from duty without pay process
- Indigenous strategy update
- Crime trend updates
- Traffic safety plan
- CPS response to Law Enforcement Review Board recommendations following Arkinstall Inquiry
- Gang strategy
- Calgary Police Foundation overview
- Strategic planning update
- CPS public communications & engagement strategy
- Domestic violence and Clare's Law
- CPS approach to 'street checks' – Info posts

OVERSIGHT IN PRACTICE

Commission work is supported by standing committees that meet eight times per year: Governance & Personnel, Finance & Audit, and Complaint Oversight. A newly created anti-racism standing committee had its first meeting in September 2020.

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 to monitor finances and analyze the budget 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.

ANTI-RACISM COMMITTEE *NEW*

This committee leads the Commission's effort to become an anti-racist, equitable, diverse, and inclusive organization and ensures coordination with the City of Calgary and CPS on the topic. It takes a leadership role in overseeing and evaluating the anti-racism work underway within the Calgary Police Service.



OUR MEMBERS - 2020

BONITA CROFT, Q.C., ICD.D – CHAIR (NOV 2018 - PRESENT)

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

Chair Croft also sits on the board of directors for the Calgary Police Foundation, an organization dedicated to supporting safe communities by funding education and prevention programs aimed at reducing youth victimization and criminal activity.

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



RICHARD SIGURDSON - VICE-CHAIR (NOV 2015 – NOV 2020)

Vice-chair Sigurdson 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 - 2020

SHAWN CORNETT, PHD, ICD.D. (NOV 2019 - PRESENT)

Commissioner Cornett has spent her career helping corporations create successful and healthy workplaces by applying her skills in organizational effectiveness, change management, and governance.

After many years as the Talent Management VP at Nexen, Commissioner Cornett is now a management and business consultant helping clients with strategic planning, executive coaching, leadership development, and culture design.

She is a committed community volunteer, currently serving on the Boys and Girls Club of Canada after 12 years chairing the Calgary organization. She is also on the board of the Centre for Affordable Water and Sanitation Technology, serves with the United Way of Calgary in several roles, and is a past member of the Athabasca University board of governors.

Commissioner Cornett has a Ph.D in human and organizational development and an ICD.D designation from the Institute of Corporate Directors.



MARCO DE IACO (NOV 2019 - PRESENT)

Commissioner De Iaco was formerly Executive Director of the Calgary Sport Tourism Authority and Vice President of Sport & Major Events at Tourism Calgary where he led a collaborative, city-wide effort to attract major events to Calgary and investment into amateur sport for 15 years. Under his tenure, Calgary was twice recognized as one of the top 10 sport cities in the world by Sport Business International and he also twice chaired the JUNO Awards and JUNO Week Celebrations.

More recently, he served as the Director of Exploration for Calgary's Olympic Bid Exploration Committee and as the Executive Director of the Calgary Downtown Business Association.

He is a graduate of the University of Calgary Haskayne School of Business and has completed executive programs at the Smith School of Business at Queen's University and the Institute of Corporate Directors.

Prior to joining the Commission, Commissioner De Iaco served on the board of directors of YMCA Calgary.



OUR MEMBERS - 2020

JEROMY FARKAS (NOV 2019 - NOV 2020)

Jeromy Farkas is the City of Calgary Councillor for Ward 11. One of the youngest Calgarians ever elected to Council, he aims to bring a data-driven, fiscally conservative, and entrepreneurial focus to City Hall.

Councillor Farkas is the first openly LGBTQ person to hold municipal elected office in the City of Calgary. Prior to public office, he served as a research team lead at the University of Calgary's Faculty of Medicine, as Senior Fellow at the Manning Centre, and developed his own small business focused on finance and data analysis.

He is an avid cyclist, ultra-distance mountain runner, and competes regularly in the Calgary Ironman 70.3.



JYOTI GONDEK (NOV 2017 - NOV 2020)

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

Councillor Gondek holds a PhD in urban sociology and an MA in organizational sociology. She has served the community in a variety of volunteer capacities, including the Calgary Planning Commission, the Community Representation Task Force, Northern Hills Community Association, Vivo for Healthier Generations, Urban Land Institute Alberta, and the National Executive Forum on Public Property. She has been recognized for her contributions to community through the 2012 Queen Elizabeth II Diamond Jubilee Medal and the 2016 Angus Reid Applied Sociology Award.



OUR MEMBERS - 2020

KIM LYNCH PROCTOR, CPA, LL.B, LL.M, ICD.D (MARCH 2020 - PRESENT)

Commissioner Lynch Proctor has 20 years of executive, legal, accounting and governance experience, including as Chief Financial Officer and General Counsel of an energy sector private equity firm where she had oversight over financial reporting, legal and tax matters.

Her educational background includes a Master of Laws with a focus on US tax, a Bachelor of Laws, a Bachelor of Commerce in Accounting, and a CPA designation. She has also obtained the ICD.D designation from the Institute of Corporate Directors.

Commissioner Lynch Proctor is a dedicated community volunteer. She is a Director of the Calgary Youth Justice Society, a not-for-profit organization that provides strength-based counseling to at-risk youth and is a former Director and Secretary of the YWCA Calgary.



MARILYN NORTH PEIGAN (NOV 2017 - PRESENT)

Commissioner North Peigan is an outreach and community advocate with the Native Counseling Services of Alberta working to support residential school survivors and their families.

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.



OUR MEMBERS - 2020

THERESA ROESSEL, CPA (MARCH 2020 - PRESENT)

Commissioner Roessel is an experienced finance executive who has led large global teams through strategic, collaborative leadership and proactive approaches to complex business issues. After spending 18 years with Nexen Energy, including as VP and Controller, she transitioned to a position as Chief Financial Officer at the Calgary Zoo where she leads accounting, IT, treasury, planning and risk management.

With a passion for improving the community, Commissioner Roessel has applied her expertise as a previous chair of the finance committees at YouthLink Police Interpretive Centre and Hockey Calgary. Her position on the YouthLink board gave her an appreciation for community-based policing and the importance of prevention programs. She currently also sits on the board of the Canadian Red Cross.

She graduated from the University of Calgary with a bachelor of commerce.



AMTUL SIDDIQUI (NOV 2019 - PRESENT)

Commissioner Siddiqui has been a strong advocate for diversity, social connections and key partnerships in the not-for-profit world and in communities she has lived in for the past 20 years.

She has championed causes close to her heart through positions as the Senior Manager of Advancement at Vivo and Associate Director of Corporate Giving with the Canadian Red Cross where she was the national lead for the 2016 Alberta fires fundraising. Currently she serves in a senior fundraising role at the Calgary Health Trust helping advance healthcare in Alberta.

After earning a Bachelor of Science in Accounting, she interned at the Department of Treasury in Washington, D.C. before moving to Canada to work, raise a family, and advocate for underserved individuals in the community.

Commissioner Siddiqui's volunteer roles include CIBC Run for the Cure, RCMP multicultural committee, Panorama Heights school, Vivo board of directors, and the Association of Fundraising Professionals.



OUR MEMBERS - 2020

TONGJIE “TJ” ZHANG, PHD (NOV 2018 - PRESENT)

Commissioner Zhang 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 14 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.

Past board positions include the Credit Union Deposit Guarantee Corporation of Alberta, the Calgary Security Professionals Information Exchange Society, 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.



Photo credit: With thanks to Barbara Blakey from Honey Creative

YEAR IN REVIEW - 2020

PANDEMIC

The COVID-19 pandemic has had a significant impact on life worldwide. This situation tested the strength and spirit of all of us. It has presented unprecedented challenges to our health and how we work, particularly for frontline occupations.

The Commission has seen the Calgary Police Service show agility, perseverance, and bravery when faced with the uncertainty brought on by the pandemic. We are grateful and appreciative for the work that CPS is doing to keep us safe.

We know that the Calgary Police Service is always at the ready to respond to the most critical circumstances. Members worked tirelessly and braved the risks that their jobs require during the 2013 flood and eagerly offered assistance during the 2015 Fort McMurray wildfires.

Beginning in March 2020, when this public health emergency challenged our city and country on an unprecedented scale, we asked more of CPS than ever before. In working to protect this city, they face the additional risks of exposure to the virus while the health and safety of loved ones weigh on their minds.

Circumstances like this make it clear that policing is not just a job - policing is a selfless act of service to the community. Nearly 3000 CPS employees – sworn and civilian – are playing a vital role supporting our community, with many more family members and friends supporting their service and sacrifice along the way.

The CPS executive team showed leadership as they worked quickly and decisively to put the needs of CPS members and the community at the forefront of every decision. With regular updates, the Commission made it a priority to ensure that CPS had the support and resources to continue to serve the community during this crisis.

We believe that like the city itself, Calgary Police Service employees are resilient. Together we will overcome this situation and emerge stronger.

ANTI-RACISM IN ACTION

Cities, police commissions and police services share the desire to seize the moment - to hear what citizens are saying and to explore how police and other professions can provide services that will improve trust and safety among all citizens. We have an opportunity to reassess our values, develop solutions, and invest in our community.

What is needed at this time is a collaborative approach and innovative thinking to develop a shared vision and identify actions for the future. The Commission has a role to play alongside the City and the Province to engage with community advocates from Black, Indigenous and racialized communities, anti-racism organizations, mental health groups, victim advocates, police unions,

YEAR IN REVIEW - 2020

police foundations, social workers, and others who have insight into the creation of more fair and just systems that all citizens can trust.

Dismantling systemic racism involves modernizing the Alberta Police Act, refining officer training and accountability structures, exploring alternative call response models that include mental health services, community supports, providing dedicated funding, and defining changes to data collection and reporting.

EXPECTATIONS FOR CPS

To counter the long history of systemic racism in policing, the Commission expects the Calgary Police Service to take action to embed anti-racism, equity, inclusion and diversity into the core of the organization.

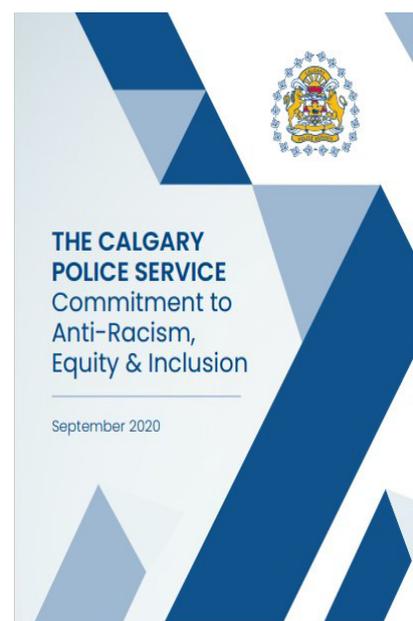
A continuous improvement approach – doing the same things better – is no longer enough. This moment involves a strategic re-positioning to reimagine how the entire public safety model can be improved. This will require a comprehensive inclusion, equity and diversity plan developed in consultation with experts and affected groups.

The Commission expects CPS strategic plans and actions to:

- Remove systemic barriers by addressing the root causes of inequities
- Take a collective approach by working with the City, the Province and partner organizations
- Be inclusive in its creation –meaningfully engage Black, Indigenous and people of color
- Be driven by measurable goals and outcomes that are reported publicly through the Commission
- Include the collection and sharing of race-based data to improve accountability and transparency
- Clearly outline the resource implications, particularly when exploring alternate safety delivery models.

A critical part of this work involves hearing from Calgarians to make sure CPS is on the right track. As part of our ongoing consultations with Calgarians, we will work with CPS and the City on a plan to learn more from citizens and to get their perspective on whether these plans are on the right track.

On September 4, 2020, CPS delivered its preliminary action plan during a special meeting of City Council. These activities are just the beginning and we are open to expanding and revising as we work toward achieving a fair, equitable system of public safety.



YEAR IN REVIEW - 2020



Joint Statement on Anti-Racism Next Steps

**Calgary Police Commission – Calgary Police Service –
Calgary Police Association – CPS Senior Officers Association**

July 9, 2020 – As we listen to the public hearings underway this week at City Council, we see the courage demonstrated by many Calgarians who are bringing forward their experiences with racism in Calgary.

We hear those experiences. We acknowledge that systemic racism exists in all our institutions and we are committed to taking action. Every citizen should feel safe and every citizen should be able to trust that police will treat them fairly. Building this trust requires constant, consistent and intentional work.

While CPS has recently met with some community advocates, we agree with Dr. Malinda Smith that additional engagement is needed between police and racialized communities. We will reach out today to invite Dr. Smith and members of the City's expert advisory panel to debrief on the public hearings, to help identify additional groups to work with, and to work with us on the next steps for the Calgary Police Service.

It is our goal to continue meaningful engagement and make real changes toward ending systemic racism. We want to thank the community for making recommendations and for their willingness to stay engaged as we work to improve public safety for citizens and enhance confidence in the Calgary Police Service. We know that the members of the Calgary Police Service who have committed their lives to making Calgary a safe place to live look forward to joining the community's efforts toward building a more inclusive city.

Chair Bonita Croft, Calgary Police Commission

Chief Mark Neufeld, Calgary Police Service

President John Orr, Calgary Police Association

President Gerry Francois, Calgary Police Senior Officers Association

YEAR IN REVIEW - 2020

COMMISSION COMMITMENTS

The Commission is united in its commitment to make the changes needed to move toward a more just, inclusive city. We are Calgarians from all walks of life who volunteer to serve our city and to make sure that Calgary has an effective police service that all citizens can trust.

We stand in solidarity with our Black, Indigenous and People of Color colleagues, families and citizens to acknowledge and condemn systemic racism and to back up these statements with meaningful reforms.

We are grateful for the City's leadership through the July 2020 public hearings and the concrete actions outlined in the anti-racism notice of motion. The Commission's action plan will be closely aligned with that of the City to ensure that Calgary's public bodies are working toward the same goals and outcomes for citizens.

The Commission is investing in training on systemic racism, anti-racism and unconscious bias through a series of learning sessions delivered by experts. This training will be ongoing for all members and built into new member orientation.

An anti-racism standing committee chaired by Commissioner Marilyn North Peigan has been created to harness the incredible wealth of knowledge, talent and commitment on our team. Our current membership is the



most diverse in the Commission's history, with volunteers who are experienced and committed to championing inclusion and diversity.

This committee will guide the Commission's next steps and oversee the work underway and needed at the Calgary Police Service. As a starting point, the committee held a de-briefing session with the City's expert advisory committee to hear their insights and recommendations which will inform strategic planning and decision-making.

The Commission also continues advocating to the Province for reforms to the Police Act to establish a complaint system that reduces the length of the process, allows for more flexibility and restorative options, and addresses the community's concerns about accountability.

YEAR IN REVIEW - 2020

SECURING THE RESOURCES NEEDED TO KEEP THE CITY SAFE

BUDGET ADJUSTMENTS – NOVEMBER 2020

In 2020, the Commission worked closely with CPS leadership to understand the financial and operational impacts related to COVID-19. This effort was combined with ongoing work to create an organization that is as lean as possible, while still providing citizens with the services they expect from their police service.

As part of the Commission's duty to ensure that the Calgary Police Service has the resources it needs to keep the City safe, the Commission proposed some adjustments to the 2020 and 2021 budgets that balanced a recognition of the financial hardship facing the City with facts about the resources CPS needs to respond to increases in crime, to address future demand and to accelerate actions to improve its relationship with the community.

Reductions were offered where possible while avoiding a reduction of the services Calgarians value most and making sure employees still have access to the training, supports, and equipment they need.

The Commission proposed putting \$10 million toward exploring alternative call response models that could reduce call volume while improving service delivery to those in crisis. Part of the funding would go toward working with the City on this project and part was to be allocated to support CPS's commitments to anti-racism, equity, diversity, and inclusion.

Ultimately, Council voted to allow CPS to retain the \$10 million and instead the City added \$8 million to a Community Safety Investment Framework to guide decision making for investment in enhancements and improvements to Calgary's response to people in crisis. CPS remains a partner in this work.

The City also accepted the Commission's recommendation for CPS to forego the 60 expected growth positions that had been approved in 2018. While these additional positions are necessary to ensure CPS officers can keep up with population growth and increasing crime trends, with constraints related to COVID-19, CPS did not anticipate being able to recruit, hire and train an additional 60 positions in 2021 on top of the hiring and training required to keep up with retirements and resignations.

Council acknowledged the need for the growth positions and invited the Commission and CPS to return to Council in 2021 with a request for additional funding if CPS capacity for hiring and training increases.

Like other City business units, CPS absorbed COVID-related impacts such as revenue losses and additional costs for personal protective equipment and additional nursing staff.

YEAR IN REVIEW - 2020

SERVICE OPTIMIZATION REVIEW – COMPLETED FALL 2020

A service optimization review was launched following Council's November 2017 motion requesting the Commission undertake a zero-based review process for the Calgary Police Service. The review is aligned with the principles and goals of a ZBR while also incorporating the unique governance structure between CPS, the Commission, the Province and the City.

Dedicated CPS resources were used to complete this work, as well as external consultants to ensure objectivity and subject matter expertise. The analysis for the development of the recommendations balanced the need to find more efficient ways of delivering service, while also safeguarding employee wellness and safety. Community engagement was also completed to ensure that citizen voices and diverse perspectives were included when considering the future of service delivery in Calgary.



The review began in early 2018 with an organizational scan that resulted in the selection of two areas of focus: 1. Patrol deployment and scheduling, and 2. Infrastructure capital planning and management.

These two focus areas were systematically evaluated to provide recommendations that addressed the efficient and effective management of patrol resources to ensure the CPS is able to sustainably police into the future and to improve the long-range infrastructure and maintenance planning to ensure CPS has the appropriate facilities to enable its employees to serve the community.

The full report is available here: <https://www.calgary.ca/cps/public-services/service-optimization-review.html>

The recommendations are being considered within the current fiscal environment and alongside the crime and safety priorities of citizens. CPS has transitioned into the next phase of this review and is currently prioritizing the recommendations into short, medium and long-term actions and assessing the cost of implementation.

The Calgary Police Commission will continue to provide governance over the implementation of the recommendations. The findings from this review will be factored into budget planning for future years.

YEAR IN REVIEW - 2020

COMMUNITY-BASED PUBLIC SAFETY TASK FORCE

In early 2020, the City established the Community-Based Public Safety Task Force to support a broad, community driven and community-owned collaborative approach to addressing concerns around violence.

As citizens living and working in Calgary, the Commission shares the community's concerns about violent crime and agree that a safe city requires strong partnerships at all levels including engagement with the community.

Chair Croft represented the Commission as a participant in the City's Public Safety Task Force. Throughout the year, the task force reviewed existing prevention programs and services locally and in other jurisdictions, hosted engagement opportunities, identified actions underway and gaps in services.

A final report with recommendations is due in 2021.

The Commission's oversight role involves working with the Chief to:

- o Understand the strategy CPS uses to respond to violent crimes
- o Understand the resources required to respond to violence
- o Understand how CPS is re-prioritizing/re-directing workload and resources
- o Understand impact to citizens and employees

Through these oversight activities, the Commission has seen CPS tackle violent crimes with the highest level of expertise and professionalism.

YEAR IN REVIEW - 2020

IN MEMORY OF SGT. HARNETT

On the last day of 2020, Sgt. Andrew Harnett was killed in the line of duty. The Commission joined CPS, the citizens of Calgary, and the policing community in mourning this tragic loss.

In the days and weeks that followed, there was a huge outpouring of support among Calgarians to show CPS and Sgt. Harnett's family that they do not carry this loss and grief alone.

Sgt. Harnett was a beloved officer who served Calgarians honourably during his 12 years with the Calgary Police Service. In that time, he received awards for teamwork and cooperation as well as two Chief's Awards for saving the life of another.

Condolence messages poured in from across North America from people paying their respects to Sgt. Harnett and to the other public safety professionals who keep the City safe. Calgarians showed support through personal messages to CPS, donations to the family and by lining the route of his final journey through Calgary for a powerful and sombre tribute to this exceptional fallen officer.

His courage, dedication and sacrifice in service to our city will be remembered with gratitude.



YEAR IN REVIEW - 2020

IN MEMORY OF SGT. HARNETT



YEAR IN REVIEW - 2020

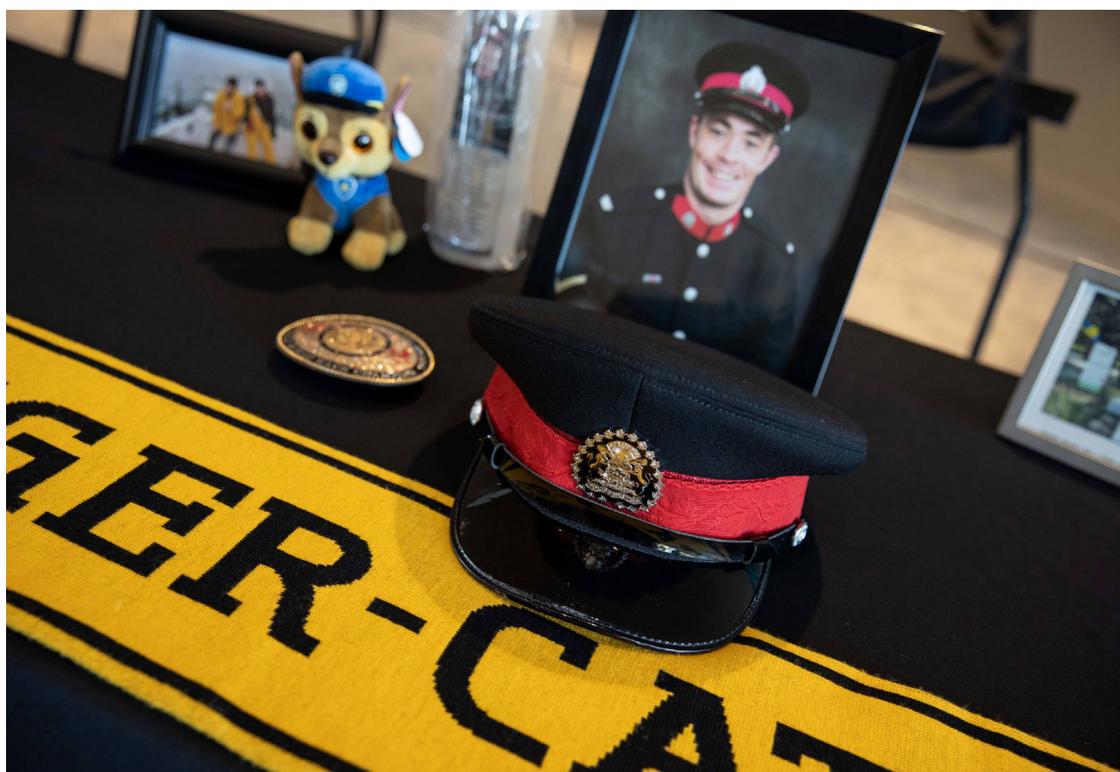
IN MEMORY OF SGT. HARNETT

“The death of Sergeant Harnett is a tragic loss for our City, our Province, and for our country, but for no one more than his beloved family.

I didn't know Sergeant Harnett – Andrew - but from everything I have learned about him I truly wish I had. It is clear that he represented the very best of the policing profession. Andrew wanted to be a police officer from a very young age for the purest of reasons - to serve and protect others. And he did that in an admirable way. He served this City with dedication and selflessness - with acts of great heroism and also with acts of small, everyday heroism – kindness, generosity, honesty, compassion, fairness.

So many of you at CPS are grieving the loss not just of a colleague but of a friend. On behalf of all Calgarians, I offer to all of you our deepest sympathies for this loss. This tragedy brings into plain view the sacrifices you and your families make and the risks you accept in doing your jobs. It is thanks to officers like Sgt. Harnett, and all those who serve as he did, that our community can feel safe - officers who don't hesitate to put themselves on the frontline in a crisis and who believe in being part of something larger than themselves. For that, we are truly grateful.”

– Excerpt from Chair Croft's condolence message delivered at Sgt. Harnett's funeral



HEARING FROM THE COMMUNITY

CITIZEN RESEARCH RESULTS

Each year, the Commission conducts comprehensive research to understand how citizens feel, and to identify opportunities to better serve the community. Citizen feedback is an essential part of keeping police responsive and accountable to the community, especially

at such an important time for the Calgary Police Service.

In 2020, the Commission conducted a survey of more than 1000 Calgarians who took time to share their candid feelings about crime and safety. Here are some highlights:

- The vast majority of citizens feel that Calgary is a safe place to live (94%), are satisfied with services provided by the Calgary Police Service (93%) and have confidence that CPS can deliver the services needed to keep Calgary safe (94%).
- Calgarians gave the highest rating for trust and the lowest rating when asked if CPS is adequately staffed.
- Illegal drugs and home break-ins are the top crime and safety concerns in 2020. Concerns about violent crimes, including domestic violence, have increased significantly this year.
- Compared to past years, perceptions are declining when it comes to CPS responding in a fair way to all segments of the community and using authority or force appropriately.
- Perceptions have significantly declined since 2018 when it comes to agreement that CPS prevents crime by working with at-risk youth and by partnering with community agencies to address issues such as mental health, homelessness and substance use.
- 95% of citizens support the use of body worn cameras to record officer and citizen conduct.
- Nearly 9 out of 10 Calgarians agree that CPS has a good understanding of their community and its concerns.
- The majority of citizens are satisfied with how CPS responded during the pandemic and 94% are confident that CPS can continue to meet the evolving needs of citizens as the pandemic continues.
- The report shows significant declines in trust and perceptions that police are ethical, fair and handle people in crisis effectively after the rise of a social justice movement beginning around May 25.
- Analysis of the results show that Indigenous and Black Calgarians have lower perceptions of the Calgary Police Service than other groups.

HEARING FROM THE COMMUNITY

These are some highlights from a much longer report. The complete 2020 citizen survey results are available here: <https://www.calgarypolicecommission.ca/>

It was a year of unprecedented challenges for the Calgary Police Service and the City as a whole. This survey, as well as the results of the employee survey and other engagement activities, will inform decisions and priorities going forward.

High rates of confidence and trust suggests that, in spite of the challenges CPS faces, many Calgarians still support CPS and believe they are capable of responding to meet the needs of the community. While the positive results will help CPS understand what is working, the critical feedback is also an important part of evolving the organization to better meet citizen needs.



HEARING FROM THE COMMUNITY

CPS EMPLOYEE SURVEY

Once again this year, the Commission partnered with an independent research firm to conduct a survey of CPS employees. To maintain both confidentiality of respondents and independence in design and reporting, Illumina Research Partners completed this project.

We extend our sincere thanks and appreciation to all the employees who took time to provide thoughtful, candid feedback on their experiences and perspectives. The level of detail provided speaks to their commitment to helping improve the Calgary Police Service.

This report provides valuable information for both CPS leadership and the Commission. The results are factored into decision-making throughout the year. No changes get made without considering the impact they will have on employee engagement and morale.

Although 2020 was a year of exceptional challenges, CPS continues to see improvements in most areas including:

- Satisfaction with safety and service delivery
- Internal communication
- Respectful relationships, respectful culture and feeling valued
- Managing workload and work-related stress
- Fair treatment
- Commitment to CPS values

The 2019 survey showed an improvement in morale, increasing 4x higher than the previous year. In 2020, morale went back down

closer to 2016 levels. Engagement among sworn members also declined, while civilian engagement remained the same.

During challenging times, it's important that we not lose sight of the strengths, achievements and committed employees that exist throughout CPS. Employees have highlighted that some of the best aspects of working at CPS include:

- Coworkers/teamwork
- Meaningful work
- Cohesive executive leadership team – working as one team
- Seeing changes start to take effect
- Improved internal communications

This survey also gathered information about wellness priorities and access to wellness supports. Employee health and wellness are of critical importance to CPS leadership and to the Commission. The information gathered will allow leaders to better provide the services employees need to stay healthy and manage stress.

The Commission, CPS leadership and the Calgary Police Association board met in December 2020 to dig into these results and come up with additional actions that can be taken to address the concerns employees have shared.

The results are used as part of a continuous improvement approach to make sure employees have the tools, resources and leadership needed to support the community.

HEARING FROM THE COMMUNITY

COMMUNITY DINNER & COMMUNITY POLICING AWARDS *ON HOLD*

The Commission paused its citizen engagement dinner and awards ceremony that has typically been held annually to celebrate exceptional contributions to community policing in Calgary. While citizens remain united in the fight against COVID-19, this event was put on hold.

Each year for more than a decade, the Commission invited hundreds of community representatives to an evening of discussion about safety priorities and to pay tribute to people making a difference in our City.

This event has been a valuable opportunity to solicit feedback from engaged citizens that can be incorporated into strategic planning and priority setting alongside results from citizen and employee research. It is a treasured yearly tradition that will resume at the earliest opportunity.



COMPLAINT OVERSIGHT

In 2020, the Commission continued its ongoing focus on enhancing the public complaint process. This involved monitoring and reviewing ongoing files, identifying trends, and reviewing complaint file audits conducted by the Public Complaint Director.

In 2020, CPS received 326 compliments about officer conduct. 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

As outlined by the Alberta Policing Oversight Standards (2014), an overview of complaint statistics is provided below. The Professional Standards Section annual report, which provides greater detail and context, is available here: <https://www.calgary.ca/cps/public-services/community-accountability/formal-discipline-.html>

DEFINITIONS:

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

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

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

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

PUBLIC COMPLAINTS & CITIZEN CONTACTS	2018*	2019**	2020
Public Complaints (External)	260	262	299
Citizen Contacts	960	831	887
Internal Complaints	36	60	106
Statutory Complaints	43	36	34
Administrative Review***	2	0	0
TOTAL	1301	1186	1326

* Revised 2018 statistical information

**Updated since 2019 Annual Report

*** Ceased using “Administrative Review” in 2018

COMPLAINT OVERSIGHT

RESOLUTION OF PUBLIC (EXTERNAL) COMPLAINTS	2020
Withdrawn by Complainant	3
Lost Jurisdiction (Resigned/Retired)	7
Filed Beyond One Year Limit	11
Dismissed – Extension Not Granted	0
Frivolous / Vexatious / Bad Faith	0
Informally Resolved	189
<i>Supervisor Intervention</i>	26
<i>Professional Mediation</i>	0
<i>Facilitated Discussion</i>	0
<i>Informal Discussion Amongst Parties</i>	163
Sustained – No Hearing	2
Sustained in Part – No Hearing	15
Not Sustained – No Hearing	31
Dismissed – No Hearing – No Reasonable Prospect	2
Dismissed at hearing – loss of jurisdiction	1
Dismissed – No Hearing	14
Sustained – Hearing	0
Sustained in Part – Hearing	0
Not Sustained – Hearing	0
Other – Resolved citizen contact	1
TOTAL	276

COMPLAINTS AGAINST THE CHIEF

In 2020, the Commission received 10 new complaints against the Chief. Of those complaints, four were discontinued by the complainant. Three complaints named past Chiefs over whom the Commission has no jurisdiction to proceed. One complaint was dismissed as vexatious and the remaining three are pending review.

COMPLAINT OVERSIGHT

DISCIPLINARY MEASURES FOR EXTERNAL COMPLAINTS – 2020

INCIDENT	INVOLVED OFFICER(S)	COMPLAINT - EXTERNAL - ALLEGATIONS	DISCIPLINE
1	Officer 1 Officer 2	Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing	Official Warning (Remains on file for 1 year) Official Warning (Remains on file for 1 year)
2	Officer 1	Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing	Official Warning (Remains on file for 1 year)
3	Officer 1	Neglect Duty: h(i) Fail to Promptly/Diligently Perform Duty - Sustained- No Hearing Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing	Official Warning (Remains on file for 1 year) Official Warning (Remains on file for 1 year)
4	Officer 1	Neglect Duty: h(i) Fail to Promptly/Diligently Perform Duty - Sustained- No Hearing Neglect Duty: h(vii) Fail to Disclose Evidence - Sustained- No Hearing Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing	Official Warning (Remains on file for 1 year)
5	CPS	Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44) - Sustained- No Hearing	N/A
6	Officer 1	Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing	Official Warning (Remains on file for 1 year)
7	CPS	Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44) - Sustained- No Hearing Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44) - Sustained- No Hearing Failure to Provide Adequate Service or Deficient Policy (Police Act-Section 44) - Sustained- No Hearing	N/A
8	Officer 1	Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing	Official Warning (Remains on file for 1 year)
9	Officer 1	Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing	Official Warning (Remains on file for 1 year)

COMPLAINT OVERSIGHT

INCIDENT	INVOLVED OFFICER(S)	COMPLAINT - EXTERNAL - ALLEGATIONS	DISCIPLINE
10	Officer 1 Officer 2	Neglect Duty: h(i) Fail to Promptly/Diligently Perform Duty - Sustained- No Hearing Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing Neglect Duty: h(i) Fail to Promptly/Diligently Perform Duty - Sustained- No Hearing Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing	Agreed Reprimand (Remains on file for 2 Years) Other Action Considered Appropriate
11	Officer 1	Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing	Official Warning (Remains on file for 1 year)
12	Officer 1 Officer 2	Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing Insubordination: g(ii) Breach Policy/Order/Directive - Dismissed-No Hearing PSR 19(1)(a)(i) Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing	Official Warning (Remains on file for 1 year) Official Warning (Remains on file for 1 year)
13	Officer 1	Discreditable: e(viii) Discredit the Reputation of the Service - Sustained- No Hearing Insubordination: g(ii) Breach Policy/Order/Directive - Sustained - No Hearing	Official Warning (Remains on file for 1 year)
14	Officer 1	Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing Insubordination: g(ii) Breach Policy/Order/Directive - Sustained- No Hearing	Agreed Forfeiture of 40 overtime hours (Remains on file for 3 years)
15	Officer 1	Discreditable: e(iii) Profane/Abusive Language - Sustained- No Hearing Discreditable: e(iii) Profane/Abusive Language - Sustained- No Hearing Neglect Duty: h(i) Fail to Promptly/Diligently Perform Duty - Sustained- No Hearing	Agreed Reprimand (Remains on file for 2 years)
16	Officer 1	Neglect Duty: h(i) Fail to Promptly/Diligently Perform Duty - Sustained- No Hearing	Official Warning (Remains on file for 2 years)
17	Officer 1	UUEA: i(i) Unlawful/Unnecessary Exercise of Authority - Sustained- No Hearing	Other Action Considered Appropriate

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 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 additional hours in her role as spokesperson and as a point of contact with CPS and the City.

In addition to the eight public meetings and 28 sub-committee meetings, members also participated in the following activities in 2020:

- Annual governance retreat
- Strategic priorities review
- Community Menorah Lighting (online)
- Tour of the new arrest processing facility
- Presentation to City's Standing Policy Committee on Community & Protective Services
- Presentation to Special Meeting of Council—CPS and Commission anti-racism action plans
- Canadian Association of Police Governance conference (CAPG)
- Alberta Association of Police Governance conference (AAPG)
- Participating on boards of CAPG, AAPG, ALERT, and the Calgary Police Youth Foundation
- Institute for Corporate Directors training programs
- FOIP orientation
- Spokesperson and media training
- Complaint oversight training
- Orientation to CPS budget and business planning
- Anti-racism & inclusive board leadership training
- Systemic racism in Canada workshop
- Public Safety Task Force meetings
- Meetings with City Councillors regarding safety priorities and CPS budget
- Debrief with City's expert panel members on anti-racism hearings
- New member orientation + onboarding
- Presentation to City Council during budget week (Nov)
- Research actioning workshop

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 the City to support its selection of individuals with proven professional experience from a diverse cross-section of the City to fill vacant positions.

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:

CALGARY POLICE COMMISSION

615- 650 MacLeod Trail SE

Calgary, AB T2G 4t8

Tel: 403 428-8914

Email: cpced@calgarypolicecommission.ca

www.calgarypolicecommission.ca



