



CALGARY POLICE COMMISSION

2015

ANNUAL REPORT TO THE
COMMUNITY

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MESSAGE FROM THE CHAIR

We live in a vibrant and dynamic city of more than one million residents. As our city grows and evolves, so too does the Calgary Police Commission. Each year, we renew our commitment to provide independent civilian oversight and governance of the Calgary Police Service to ensure our communities are safe.

As the Commission's Chair for 2016, I am pleased to present the 2015 annual report that highlights our activities, accomplishments, and key reports from the past year.

In 2015, the Commission wanted to see the momentum gained under former Chief Hanson and his predecessors maintained, in spite of his retirement in early 2015. Former Chief Hanson had an innovative and ambitious vision that prioritized community partnerships and crime prevention. He improved relationships both within the community, and within the service itself, while also tackling crime to keep our streets safe. Under Chief Hanson's leadership, CPS achieved record levels of trust and confidence from Calgarians.

With these achievements and this strategic approach in mind, the Commission commenced the significant task of hiring a new Chief. In October, following a broad and thorough search process, we announced the appointment of Roger Chaffin as Calgary's new Chief Constable. Chief Chaffin has served our community for almost 30 years and is a demonstrated leader within the Calgary Police Service. He is passionate about the service and about achieving excellence for our city.

Calgarians have high standards for the police, which means the Commission and the Chief must work hard to meet these standards and to maintain the high level of confidence and satisfaction that CPS has earned from the community. The Commission will continue to provide the oversight of the CPS necessary to ensure our city is safe, especially when faced with challenges that affect our community, such as increasing gang violence, drug crime, break and enters, and traffic safety. We will continue to bring the citizen perspective to the table when providing oversight of CPS decisions and activities to ensure the service is tackling crime in the most effective, efficient way possible.

We look forward to working with our partners- Calgary's residents, City Council, and all others- as we address our challenges and seek opportunities to keep our city safe.



A handwritten signature in blue ink, appearing to read 'Howie Shikaze'.

Howie Shikaze
Commission Chair 2016

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 Police Act, sets out the requirements and responsibilities for police commissions, and the Public Complaint Director, as well as for municipalities, and police services.

The Calgary Police Commission remains committed to fulfilling our legislated responsibilities.

In November 2015, Alberta Justice and Solicitor General awarded the Calgary Police Commission a certificate for achieving 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. As such, the Calgary Police Commission operates in accordance with the Calgary Police Commission bylaw, set by the City of Calgary. The bylaw reiterates and refines the responsibilities of the Commission, and outlines its duties and procedures, including for the creation and appointment of the commission. City Council appoints members to the Calgary Police Commission, drawing upon the expertise available in the community.

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

Each Spring, the Calgary Police Commission and the Calgary Police Service present annual reports to the Standing Policy Committee on Community and Protective Services. This includes a report on the activities of the previous year. The Commission also presents to the City's Audit Committee to provide annual financial statements and the results of the annual financial audit.

We continually strive to ensure we have a strong working relationship with our partners, including Calgary City Council. The Commission has two city councillors as members- Diane Colley-Urquhart and Ward Sutherland.

OUR MEMBERS [2015]

RODNEY FONG – 2015 CHAIR

[APPOINTED 2011]



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

HOWIE SHIKAZE- 2015 VICE-CHAIR

[APPOINTED 2010]



HOWIE SHIKAZE is a member and a Fellow of the Institute of Chartered Accountants of Alberta and retired partner at MNP LLP. Mr. Shikaze practiced in the areas of owner-managed businesses, public companies, and high net worth individuals. He is a past president of the Institute of Chartered Accountants of Alberta, a past president of both the Kiwanis Club of Calgary and the Calgary Kiwanis Music Festival and has also served as director on both TSX Venture and TSX listed companies.

Currently, Mr. Shikaze is a member of the Rotary Club of Calgary, participating in its many community service and fundraising activities, a member of the Board of Directors of the YMCA and is the President of CA Assist. Mr. Shikaze graduated from the University of Alberta with a Bachelor of Commerce degree, and is a graduate of the Institute of Corporate Directors Program in both the for-profit and not-for-profit sessions.

OUR MEMBERS [2015]

LISA SILVER – 2015 VICE-CHAIR

[APPOINTED 2012]



LISA SILVER is a native Calgarian, lawyer, and educator. She has earned a degree in economics, a degree in law and a masters of law. She has appeared before all levels of Court, including the Supreme Court of Canada.

In her criminal law practice, she specializes in legal research and writing. She also teaches first year law students criminal law and is the faculty's trial advocacy course director at the University of Calgary. Commissioner Silver also sits on the Alberta Legal Aid Provincial Appeals Committee, is a member of the Advocate's Society, the Canadian Bar Association, and the Institute for Corporate Directors.

DIANE COLLEY-URQUHART

[APPOINTED 2007]



COUNCILLOR DIANE COLLEY-URQUHART is a senior member of Calgary City Council, having served six-terms. As a native of Oyen, Alberta, she has served in the health care sector in Alberta and the USA as a nurse, teacher and senior manager prior to establishing her own business. As a voice for the citizens of Ward 13, Councillor Colley-Urquhart is known to take up issues of public health, wellness and safety. She has made public safety and security hallmarks of her time in office.

As a Commissioner and as a member of the Board of Alberta Law Enforcement Response Teams (ALERT), she has been vocal about having significant investments made into the fight against organized crime and global threats. Ms. Colley-Urquhart is the recipient of the Canada 125 Governor General's Commemorative Medal in recognition of significant contribution to compatriots, community and to Canada; the 2005 Alberta Centennial Medal for community service in diversity and human rights initiatives; and the 2008 Alberta Municipal Affairs Honorable Mention Award for Chairing the STOP Marihuana Grow-op Coalition.

OUR MEMBERS [2015]

STEVE EDWARDS

[APPOINTED 2006]



STEVE EDWARDS has served as Chair or Board member on numerous Boards and Committees and continues to volunteer in the community. As a member of the Calgary Police Commission, he has served on the boards of the Alberta Association of Police Governance and the Canadian Association of Police Governance.

Mr. Edwards earned the designation of Certified Facility Executive from the International Association of Assembly Managers and Certified Fair Executive from the International Association of Fairs and Exposition Managers. He currently consults in the exposition and facility industry after retiring from the Calgary Exhibition & Stampede. During his 33 year career at the Calgary Exhibition & Stampede he held numerous positions including General Manager and CEO of the Calgary Stampede.

STEPHANIE FELESKY

[APPOINTED 2006]



STEPHANIE FELESKY has a wide range of experience in the corporate, volunteer and charitable sectors in Calgary. She is a member of the Board of Directors of Canexus Income Fund Ltd., the Institute of Corporate Directors, and a member of the Investment Committee and the Human Resources and Governance Committee of the University of Calgary. She is also the Co-Chair of Upstart (formerly the Calgary Children's Initiative) and is a founding director of the Calgary Homeless Foundation and the Calgary Police Foundation. As well, she has served on the boards of several community based organizations such as the United Way of Calgary, Calgary Inc., and the Calgary Convention Authority.

Ms. Felesky received a Bachelor of Education (with distinction) from the University of Calgary. In 2004, she was appointed as a member of the Order of Canada and, in 2009, was awarded an Honourary Doctor of Laws from the University of Calgary. In 2005, she received the designation of ICD.D from the Institute of Corporate Directors.

OUR MEMBERS [2015]

KAREN GALLAGHER-BURT

[APPOINTED 2013]



KAREN GALLAGHER-BURT is a community activist and champion of social equality. She has her Masters in Social Work with a focus on leadership. She has worked for a number of not-for-profits and is currently employed in a management role at the United Way, Calgary and Area.

Ms. Gallagher-Burt has volunteered in a number of organizations in various capacities, from working at fundraising events to providing leadership at a board level. She has been recognized for her contributions and her skills with numerous nominations and awards and is passionate about advocacy and working with those who face barriers to accessing services. She believes that Calgary can only be a great city, if it is great for all its citizens. Ms. Gallagher-Burt is also a professional public speaker and a skilled practitioner in the field of crisis intervention.

JOHNATHAN LIU

[APPOINTED 2014]



JOHNATHAN LIU is a working group member of the Institute of Chartered Accountants of Alberta and the Canadian Institute of Chartered Accountants. He is currently the Chief Financial Officer and Corporate Secretary-Treasurer at Westmount Charter School Society.

Mr. Liu is affiliated with a number of community association interests, and has acted as member and the financial expert to the Education Advisory Committee of the Association of Alberta Public Charter Schools.

OUR MEMBERS [2015]

JONATHAN PERKINS

[APPOINTED 2011]



JONATHAN PERKINS works with Suncor Energy Inc. in the Knowledge & Collaboration Services group, supporting company-wide excellence networks and communities of practice. Prior to this, he served as Chief Operating Officer of the LeadWell Foundation in Calgary, focusing on building cross-sectoral leadership capacity in business, the governmental sector, and broader civil society. Mr. Perkins previously served as Vice President of Accreditation for the Certified Management Accountants of Alberta, and as a consultant to non-profit organizations across the city. Prior to moving to Calgary from Ottawa, he coordinated international parliamentary development programs with the Russian and South African legislatures, and acted as a staff advisor to various Canadian Parliamentary committees and delegations, including the NATO Parliamentary Assembly.

He is past Chair of the Canadian Community Leadership Network, a co-founder and active member of the local TEDxCalgary event group, and a former executive member of the Social Innovation Calgary steering committee. Mr. Perkins is also an alumnus of Leadership Calgary, and a member of several internationally-based leadership, innovation, and knowledge management societies.

WARD SUTHERLAND

[APPOINTED 2014]



COUNCILLOR WARD SUTHERLAND was elected and sworn in to his first term on Calgary's City Council in October, 2013. He holds 25 years of senior leadership and management in top-tier companies such as Sony, Tim Horton's, McDonald's, and Hartco Corporation. Prior to his position as Ward 1 Councillor, he was the president of the Rocky Ridge Royal Oak Community Association.

His community initiatives include: the urban drilling policy, traffic calming measures, and preservation of wetlands and parks. As a community volunteer, Councillor Sutherland has an established 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.

Councillor Sutherland brings a fiscally accountable approach to spending, which he has demonstrated by managing multi-million dollar financial corporate budgets. He is also an advocate for seniors and a board member of Silvera, an organization that for over 50 years, offers affordable housing for Calgary seniors from all walks of life.



MISSION...

TO PROVIDE INDEPENDENT CIVILIAN OVERSIGHT
AND GOVERNANCE OF THE CALGARY POLICE
SERVICE TO ENSURE A SAFE COMMUNITY

HIGHLIGHTS [2015]

Commission Responsibilities:*

1. Allocate funds that are provided by city council
2. Establish policies providing for efficient and effective policing
3. Issue instructions, as necessary, to the chief of police regarding policies
4. Ensure sufficient persons are employed by the police service for the purposes of carrying out the functions of the police service
5. Appoint a chief of police and evaluate their performance
6. Monitor and oversee the public complaint process

*Outlined in the Police Act

ALLOCATE FUNDS PROVIDED BY CITY COUNCIL & ENSURE SUFFICIENT PERSONS ARE EMPLOYED

In 2014, the City of Calgary moved to a four-year business plan and budget planning process. At that time, the Commission presented an action plan outlining how the Calgary Police Service would meet Council's priorities for 2015-2018.

The approved four-year business plan and budget gave CPS an operating budget of \$451 million in 2015. The 2015-2018 budget also included \$50.5 million of capital requests to ensure equipment, technologies, and facilities are upgraded in a way that supports front line services.

The Commission—through its Finance & Audit Committee—works closely with CPS on developing budget guidelines according to strategic direction. The committee:

- Reviews financial statements at each meeting and the quarterly reports,
- Oversees CPS' annual financial audit,
- Monitors the implementation of recommendations from operational audit reports,
- Reviews financial policies annually.

As part of the Commission's role to ensure sufficient persons are employed to carry out effective policing, the F&A committee monitors recruiting, retirements and resignations at CPS, to ensure there is alignment to the authorized strength.

Also in 2015, the Commission worked with CPS to clarify some performance measures to ensure that the most relevant measures were captured to improve both transparency and accountability.

As 2015 is a limited growth year with only 10 new positions allocated, CPS worked hard to achieve savings by investing in capital programs. This has had a positive impact on the operating budget, allowing CPS to re-invest in other areas of service.

The police service will face pressures over the next three years due to factors including an increasing population, changing demographics, economic downturn, and the impacts of organized crime.

The Commission stays apprised of those pressures, and the financial risk management strategies in place to mitigate any issues and ensure resources are deployed efficiently and effectively.

ESTABLISH POLICIES FOR EFFICIENT & EFFECTIVE POLICING

The model of policing that most Calgarians are familiar with was based on an approach adopted by the Calgary Police Commission. Community policing promotes strong partnerships between the community and its police service, and ensures that the community can assist in the development of police priorities and services. Through this approach, the community shares responsibility for creating and keeping our city safe.

An essential part of the Commission's work involves hearing from citizens about the issues that are important to their families and their community.

Over the past year, the Commission created a number of public engagement opportunities:

- Annual Community Dinner and Community Policing Awards
- Four public townhall meetings to hear thoughts from the community about what they'd like to see in a new chief of police
- Annual citizen survey
- Public meetings— nine per year

The feedback gained through these sessions helps the Commission plan its priorities and strategies to improve policing policies.



HIGHLIGHTS [2015]

In 2015, we saw the development of the body-worn camera policy. Calgary is the first major police agency in Canada to use body-worn cameras service-wide.

The Commission played an important role in overseeing the development and implementation of this policy as it had significant implications for individual privacy.

The policy went through numerous drafts to ensure that the benefits to CPS of the technology was balanced with the privacy rights of citizens.

By the end of 2015, CPS had finalized its policy and procedures. Officers are being trained and equipped with body worn cameras with the goal of a service-wide implementation by 2017.

What is the purpose of body worn cameras?

- Enhance transparency, public confidence, and trust
- Enhance officer accountability and professionalism
- Provide best evidence of police/public interactions
- Collect evidence
- De-escalate a situation



HIGHLIGHTS [2015]

APPOINT A CHIEF OF POLICE

The Calgary Police Service has a long history of excellence in leadership, and this year was no exception. In the spring, we saw the departure of Chief Rick Hanson and acknowledged his profound contribution to the service. Former Chief Hanson was able to achieve an ambitious crime prevention vision that placed Calgary among the best police services in the country. We will continue to celebrate his extraordinary achievements for years to come.

Former Chief Hanson's retirement meant the Commission commenced one of its most important jobs: selecting a new chief of police to serve our city.

While the search was underway, interim Chief Paul Cook provided steady leadership to the organization.

In October, following a thorough search process that involved extensive engagement with the community and within CPS, the Commission welcomed Chief Roger Chaffin to the position.

"Calgary has one of the best police services in the world- one that enjoys a high level of trust and respect from the community. We are confident that our new Chief will continue to build strong relationships with the community and drive innovations in community policing. Chief Chaffin is described by his peers as a thoughtful and outstanding leader and is respected as a mentor and trusted colleague. The Commission is confident that he will live up to our high expectations and more importantly the expectations of Calgarians." - Commission Chair Rod Fong, October 6, 2015 with Chief Roger Chaffin.



HIGHLIGHTS [2015]

MONITOR AND OVERSEE THE PUBLIC COMPLAINT PROCESS

Complaint oversight is another of the Commission's legislated responsibilities. While the police service is responsible for investigating complaints, the Commission ensures investigations are thorough and fair to all parties involved. A Public Complaint Director assists with this important role.

A Complaints Oversight Committee meets monthly to examine and make recommendations to the Commission regarding:

- Policy issues stemming from the review of complaints about police conduct or service
- Disposition of appeals
- Disposition of complaints about the Chief of Police
- Referrals from the Alberta Law Enforcement Review Board

In 2015, 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.

Additionally, the Complaints Oversight Committee worked closely with CPS to gain insight into the types of data that would be appropriate to help the Commission better understand and evaluate efficiencies in the complaint process.

How does the Public Complaint Director support the Commission's oversight role?

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

CONNECTING WITH THE COMMUNITY

ANNUAL CITIZEN SURVEY

As part of the Commission's civilian oversight role, we want to ensure that the priorities and values of Calgarians are reflected in their police service. Our annual citizen survey is an important tool for understanding citizen expectations and measuring satisfaction and confidence in the Calgary Police Service.

In 2015, Calgarians continued to agree that Calgary is a safe place to live. We also continue to see encouragingly high rates of satisfaction and confidence. The Commission works closely with CPS to examine where improvements can be made that will enhance trust and confidence in the CPS, in a way that ensures CPS is responding to the priorities identified by the community.

2015 HIGHLIGHTS

Satisfaction = 95%

Confidence = 97%

Highest scores since 2009:

- * Officers are respectful
- * Officers are ethical
- * Officers are friendly
- * Officers are competent
- * Police maintain appropriate visibility in the community
- * CPS uses force and authority appropriately

High scores for in-person contact with police for being professional, respectful, and courteous.



The full report is available on our website: <https://www.calgarypolicecommission.ca/>

CONNECTING WITH THE COMMUNITY

ANNUAL COMMUNITY DINNER & COMMUNITY POLICING AWARDS

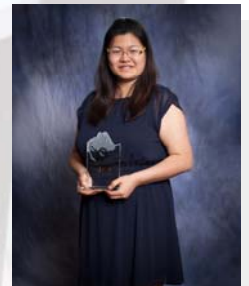
The Calgary Police Commission and the Calgary Police Service rely heavily on our partnerships with community members and groups. Without these relationships and input from residents, community policing would not be possible. To foster and celebrate these relationships, the Commission hosts an annual community dinner and community policing awards. The event gives leaders of community associations and cultural and diversity groups the opportunity to sit down with members of the Calgary Police Commission and the Calgary Police Service to discuss community policing in our city. The community policing awards are designed to recognize citizens for their commitment to community policing which is helping to make our city safer.

This year, the Commission presented five awards to deserving Calgarians who have worked with the Calgary Police Service unselfishly, and in the spirit of community policing, to improve the ability of the Calgary Police Service to serve our city. Each year, the efforts of the nominees and the winners inspire others to take action to enrich our community.

Winners of the 2015 Community Policing Awards

ALICIA TONG is a member of the Calgary Police Auxiliary Cadet Program. Her dedication to her community has been described as second to none. As an example, prior to joining the Auxiliary Cadet program in March 2014, Auxiliary Cadet Tong had already completed more than 900 volunteer hours with the Calgary Police Service.

Her volunteer activities have included participating in the Alberta Peace Officer Memorial, the Alberta Association of Chiefs of Police Public Safety Unit training, various Calgary Police Service conferences, numerous role playing scenarios for officers in training, and Operation Christmas Presence. She also finds time each year to contribute to other organizations within the City of Calgary, such as the Calgary Marathon.



HEATHER COWIE has played a vital role supporting and strengthening the International Avenue Beat Team and the Integrated School Support Team. She recognized that the Calgary Police Service has many units that focus on child intervention and arranged for police members to connect with children-free of charge- at City of Calgary recreation facilities in the east region. She also arranged for the International Avenue Beat Team and mountain bike members to receive specialized training so that they could better engage children.

Heather is an active organizer of community events. She has been part of a team that organized a theater in the park evening in the Forest Lawn neighbourhood which was attended by numerous families and the International Avenue Beat Team and she hosted a surprise 'fun day' for more than 300 elementary children involved in the Integrated School Support Team. These events help strengthen the relationships between the CPS and the City of Calgary and aide in the healthy development of children and youth in our community.

THE ALEX PATHWAYS TO HOUSING is based on the Housing First Model, where individuals who are chronically homeless and have a major mental illness are provided with a stable and safe place to live and are offered treatment for their mental illness, addiction issues, and physical health needs.

The Alex is a true community partner. The organization readily lends its expertise and resources to create partnerships that enhance the wellbeing, inclusivity, and safety of Calgary communities. These partnerships provide an innovative approach to supporting and empowering vulnerable citizens with the holistic services they need to reduce their interactions with the justice system.



GRACE CHAN is currently the Cadet Chief in the Calgary Police Cadet Corps. In fact, she is the first female Cadet Chief of the corps. She receives this award based on her role as a strong leader and role model for other cadets.

Cadet Chief Chan values teamwork, leadership and service to the community. She has given her time to help develop future youth programs within the Calgary Police Service Youth Mentorship Unit. Cadet Chief Chan also represented the Calgary Police Cadets at a cadet leadership camp in Halifax and recently took part in an Aboriginal youth camp aimed at providing guidance and leadership to youth from the Aboriginal community.

She has also served as an ambassador at CPS community events such as the Youth Leader at Junior Police Academy, a graduation ceremony of Edmonton Police Cadets, the Remembrance Day Parade, the Stampede Parade, the Immigrant of Distinction Awards, the Calgary Police Foundation Big Event, and the Calgary Police half-marathon.

CONSTABLE MICHAEL BERTIN has an impressive 35 year policing career, with the past five years as a member of the Calgary Police Service Victim Assistance Support Team.

He started this position managing 75 volunteers who provided support to approximately 10,000 victims of crime and additional victims who had experienced a traumatic event. Once Constable Bertin realized the number of volunteers was not sufficient to meet the increasing demand for supports, he took action by developing a model of recruitment that doubled of the number of volunteers. Not only did Cst. Bertin bring the program to a full slate of volunteers for the first time in 15 years, but today the program even has a waitlist of volunteers eager to become involved.

Cst. Bertin recognizes that retention of experienced members is just as important as recruiting new members. That's why he promotes an environment that fosters mentoring, respect, and appreciation for the dedication and commitment of the volunteers. This has led to a higher retention rate of these skilled, experienced volunteers, who continue to serve our community.



encana

The 2015 Community Dinner was
generously funded by encana

REPORTING [2015]

*Key Reports

1. Commissioner Independence Assessments
2. Traffic Fines
3. Conducted Energy Weapon Use
4. Public Complaints & Citizen Concerns
5. Complaint Resolution
6. Disciplinary Measures
7. Appeals
8. Complaints Against the Chief
9. Commissioner Travel Expenses
10. Commissioner Meeting Attendance

COMMISSIONER INDEPENDENCE ASSESSMENTS

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

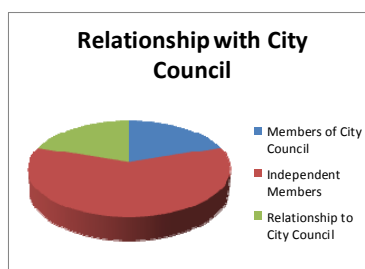
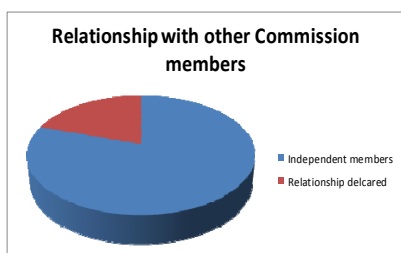
City of Calgary Governance Relationship with Major Autonomous Civic Entities, Final report, 2006.

Each year, the Commission surveys its members to assess their independence. Best practices, as defined in the report, advocate a board where at least two-thirds of directors are independent of management, and board interlocks—where two or more members sit on two or more boards together—are defined and reported.

In 2015, all ten Commissioners responded to the eight-question assessment. In seven of the eight categories, two-thirds or more Commission members were defined as independent according to the criteria. Overall, the results show that:

- Four members declared a relationship with City Council— two of those members being City Councillors
- One member declared a relationship with CPS
- Two members declared a relationship with the Minister of Justice/Solicitor General
- Two members declared a relationship with another Commission member

The survey also includes questions about relationships with commission staff and major suppliers to the CPS. No Commissioners declared relationships in these categories.



**The Commission receives reports from CPS on a variety of topics on an ongoing basis and as issues emerge. The information selected for our 2015 annual report provides a snapshot of key issues and accountabilities for the Commission.*

TRAFFIC FINES

Each month, the Commission receives reports regarding traffic fine revenue. Traffic fines are paid to the Province of Alberta by motorists who violate provincial legislation. The Province then returns a portion of those fines to the City of Calgary, which become included in the City's operational budget. The City includes traffic fines as one source of revenue for the Calgary Police Service.

CPS views traffic fines as a way to educate Calgarians on safe driving practices rather than as a way to generate revenue.

TRAFFIC FINE REVENUE \$ MILLION 2012-2015

	2012	2013	2014	2015
Traffic Fines*	41.8	36.3	37.6	46.1
Red Light Camera	2.8	3.0	3.4	3.6
TOTAL	44.6	39.3	41.0	49.7

*Includes speeding, speed on green, stop signs, unsafe lane changes, seat belt, and distracted driving infractions

CONDUCTED ENERGY WEAPON USE

As part of its governance role, the Commission receives monthly reports on the use of conducted energy weapons (CEW) by the Calgary Police Service, also more commonly known as a Taser. These CEW reports provide some of the most comprehensive reporting to a governance and oversight body in Canada.

The reports describe the circumstances surrounding each CEW discharge, including

- Whether discharge was intentional or unintentional (unintentional discharges occur most often during a spark test of the device conducted by an officer to ensure that the CEW is working),
- Whether the CEW was used in challenge or laser illumination mode where an officer announces the CEW or turns on the laser sight but does not deploy it,
- Whether the CEW, when deployed, is used in probe mode (where probes are fired from a distance) or contact mode (where the CEW is used against the body).

CONDUCTED ENERGY WEAPON USE 2012-2015

	2012	2013	2014	2015
Probe	32	37	31	48
Contact	3	7	10	10
Combination Probe/Contact	12	11	15	17
Challenge or Laser Illumination	35	38	31	38

PUBLIC COMPLAINTS & CITIZEN CONCERNS

While the Calgary Police Service is responsible for investigating complaints, the Commission is responsible for ensuring investigations are thorough and fair to all parties involved. A complaint can be made about the conduct of a police officer or about the policies and services provided by CPS.

This chart illustrates the number of complaints and concerns received by the Calgary Police Commission and the Professional Standards Section of CPS in 2015.

PUBLIC COMPLAINTS & CITIZEN CONTACTS 2012-2015

	2012	2013	2014	2015
Public Complaint	145	190	213	247
Citizen Contact	872	839	846	847
Internal Complaint	23	21	23	40
Statutory Complaint	15	12	20	29
Admin. Concern	8	16	23	43
TOTAL	1066	1078	1125	1206

External Complaint - complaint re. conduct of a member that may contravene the regulations governing the discipline or performance of duty of police officers

Citizen Contact - initial contact re. an allegation or an inquiry or request for assistance - may become a complaint

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

Statutory Complaint - criminal complaint re. an act by a police officer that may be an offence under the Criminal Code or Controlled Drugs and Substances Act or may contravene provincial legislation- may be generated by a citizen or the police service

Administrative Concern - examination of specific incident types to ensure all CPS policy and procedures have been followed - assesses whether existing policy is adequate and whether any misconduct occurred

COMPLAINT RESOLUTION

Citizen concerns are always resolved through an informal resolution process. Where a formal public complaint has been made, informal resolution may also be attempted, if appropriate. Informal resolution can be achieved in a variety of ways, such as supervisor intervention or mediation between the complainant and the officer(s) involved. If informal means fail to resolve a public complaint, or are inappropriate under the circumstances, the complaint will proceed to a formal investigation.

When an investigation is initiated, the allegations are categorized according to the types of misconduct listed in section five of the Police Service Regulation. The list includes: breach of confidence, consumption or use of liquor or drugs in a manner that is prejudicial to duty, corrupt practice, deceit, discreditable conduct, improper use of firearms, insubordination, neglect of duty, and unlawful or unnecessary exercise of authority.

COMPLAINT RESOLUTION

RESOLUTIONS OF PUBLIC (EXTERNAL) COMPLAINTS 2012-2015

	2012	2013	2014	2015
Withdrawn by complainant	28	11	10	13
Lost jurisdiction (resign/retire)	0	2	1	3
Filed beyond one year limit	7	11	9	8
Dismissed– extension not granted (<i>new</i>)	n/a	n/a	n/a	2
Frivolous/Vexatious/Bad faith*	1	3	12	0
Informally resolved	97	97	134	171
Supervisor intervention	28	21	41	36
Professional mediation	0	1	2	1
Facilitated discussion	23	11	13	12
Informed discussion among parties	46	64	78	122
Sustained– No hearing	2	0	0	0
Sustained in part– No hearing	8	5	3	4
Not sustained– No hearing	16	31	28	26
Sustained– Hearing	0	0	0	2
Sustained in part– Hearing	2	0	0	0
Not sustained– Hearing	0	3	3	1
Other	2	8	8	0
TOTAL	163	163	197	230

*A complaint that is found to be frivolous (lacking in basis of fact), vexatious (part of a series of unsubstantiated complaints from the same person, or made in bad faith (dishonest or improper) can be dismissed by the Commission.

Note: These figures represent files that were closed in the year noted, regardless of the date the complaint was received.

DISCIPLINARY MEASURES

A formal investigation involves a complete review of all relevant evidence, including documents, video, audio, witness interviews, medical reports, and photo line-ups. Upon conclusion of the investigation, a report is provided to the Chief of Police. The Chief, or a designate acting on the Chief's behalf, must decide if an allegation is sustained. If the evidence is sufficient, a disciplinary hearing is conducted, unless the Chief decides that the misconduct is not of a serious nature.

In 2015, four public complaint files were ordered to a disciplinary hearing. The Police Service Regulation sets out available disciplinary options that the Chief may impose, such as reprimand, forfeiture of hours of work accumulated through overtime (not to exceed 40 hours), suspension from duty without pay for a period (not to exceed 80 hours of work), reduction of seniority within a rank, reduction in rank, or dismissal from the service. In addition to these penalties, an officer may be directed to take special training or receive professional counselling.

In 2015, 15 allegations of misconduct were sustained in relation to six incidents.

DISCIPLINARY MEASURES FOR EXTERNAL COMPLAINTS 2015

Incident	Allegation	Discipline
1	Deceit– make false statement or falsify official document	Suspension from duty without pay (40 hours)
	Discreditable conduct– profane/abusive language	Suspension from duty without pay (20 hours)
	Neglect of duty– Fail to report offender whereabouts	Suspension from duty without pay (10 hours)
	Discreditable conduct– doing anything to bring discredit to the reputation of the police service	Reprimand
	Unlawful/unnecessary exercise of authority	Suspension from duty without pay (10 hours)
2	Inappropriate use of force	Official warning (1 year)
3	Insubordination– Breach policy, order, or directive	Official warning (1 year)
	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (1 year)
4	Discreditable conduct– profane/abusive language	Forfeiture of overtime hours (24 hours)
	Insubordination– Breach policy, order, or directive	Forfeiture of overtime hours (36 hours)
	Insubordination– Breach policy, order, or directive	Reprimand (5 years)
5	Insubordination– Breach policy, order, or directive	Official warning (2 years)
	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (2 years)
6	Unlawful/unnecessary exercise of authority	Official warning (1 year)
	Unlawful/unnecessary exercise of authority	Official warning (1 year)

Note: These figures represent files that were closed in 2015, regardless of the date the complaint was received.

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

APPEALS

In the case of a complaint about officer conduct, if either a complainant or officer is unsatisfied with the Chief's decision, the Police Act allows appeals to be made to the Alberta Law Enforcement Review Board. In 2015, one appeal related to the Calgary Police Service was filed with the Alberta Law Enforcement Review Board. At the time of writing, the board was in the process of determining whether to hear the appeal.

When a complainant is unsatisfied with the outcome of a complaint about a policy of or service provided by the Calgary Police Service, they can submit an appeal to the Commission. In 2015, the Commission did not receive any appeals.

COMPLAINTS AGAINST THE CHIEF

When a formal complaint is made about the actions of the Chief of Police, the Commission takes the lead rather than CPS. The Commission can resolve the complaint through an informal resolution process at any time. If not resolved informally, an investigation will be conducted.

When a complaint may constitute an offence under federal or provincial legislation, or the Police Act, the Commission will request that the Minister of Justice and Solicitor General direct another police agency to investigate the complaint.

Once an investigation is complete, the Commission is responsible for the disposition of the complaint and any disciplinary measures that may be imposed.

In 2015, two complaints were made against the Chief. One complaint was dismissed due to loss of jurisdiction (retirement) and the other remains in progress.

COMMISSIONER TRAVEL EXPENSES

Each year, the Commission offers a number of learning opportunities to its members. Commissioners are able to attend conferences and seminars on current issues in policing and governance. This contributes to expanding member expertise and professional networks. Members who are able to learn from the experiences of other jurisdictions often bring back best-practices that can be applied in Calgary. The stronger the members, the better positioned they are to provide effective oversight of the police service.

Conference expenses for Calgary Police Commission members include registration fees, airfare, ground transportation costs, and meals.

COMMISSION CONFERENCE EXPENSES 2015

	Alberta Assn of Police Governance	Canadian Assn of Police Governance	Canadian Assn for Civilian Oversight of Law Enforcement	National Assn for Civilian Oversight of Law Enforcement
Theme	Policing Basics: What ever governance body should know about what their police service does	Get Connected	Civilian Oversight: The link between community and police	Many Roads to Reform
Location	Calgary, AB	Markham, ON	Ottawa, ON	Riverside, CA
Number of Commission Attendees	7	2	4	2
Expense	\$1500	\$3570	\$9401	\$5185

COMMISSIONER MEETING ATTENDANCE

When City Council appoints citizens to the Commission, it draws on the expertise available in the community.

Attendance at meetings is an important part of realizing the value offered by Commission members.

The Commission meets monthly, with the exception of April, August, and December. In addition, members also attend monthly committee meetings and any special meetings or information sessions necessary to address timely issues and topical information.

Members also attend events in the community, including CPS recruit graduations, the Commission's community dinner, and the CPS half-marathon.

Commissioner	Number of Commission
Diane Colley-Urquhart	5/9
Steve Edwards	9/9
Stephanie Felesky*	6/9
Rodney Fong	8/9
Karen Gallagher-Burt	9/9
Johnathan Liu	9/9
Jonathan Perkins	9/9
Howie Shikaze	9/9
Lisa Silver	8/9
Ward Sutherland	6/9