



### Calgary Police Commission Annual Report 2014 November 2013-October 2014



## **Calgary Police Commission**

## Annual Report 2014



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







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#### **Comments from the 2014 Chair**

2015 June 01 To the citizens of Calgary:

On behalf of my colleagues on the Calgary Police Commission, I am pleased to provide you with this report on the activities of the Commission during 2014.

2014 was an busy year for the Calgary Police Commission as we spent a great deal of time working on the four year business plan and budget, covering 2015-2018. As you can imagine, this is a significant task. We work closely with the Chief and his Executive team in developing the plan and allocating budget funds where appropriate, in alignment with the plan. Chief Hanson's leadership helped us develop a strong plan for the prevention of crime and continued safety of our city. We believe our current business plan will serve us well in the coming years.

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

My colleagues and I attended a umber of conferences and educational opportunities in 2014 to ensure we remain current on emerging issues and best practices in civilian governance and oversight. The opportunity to network with our colleagues across the country provides us with a great perspective on our Police Service and how fortunate we are to oversee such a progressive Police Service, well supported by the community.

The Calgary Police Commission is a volunteer organization, representing the voice of Calgarians with respect to policing issues in our community. As such, I would like to thank each of our Commissioners for their time and effort during the past year. In particular, I would like to thank our outgoing members, Michael Ervin ad Councillor Shane Keating, for their dedication. Their commitment to good governance and passion for the work we do will be missed.

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

Rodney Fong, 2014 Chair Calgary Police Commission





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# OUR ORGANIZATION



#### **Establishment of the Calgary Police Commission**

The Calgary Police Commission was first established on May 11th, 1934 when a charter amendment was filed with the Mayor's Office, after being certified by the Clerk of the Legislative Assembly. The first meeting was attended by His Worship Mayor Andrew Davidson, His Honor Judge E. P. McNeil, His Worship Magistrate H. G., Scott and Chief Constable David Ritchie. It was agreed that they would meet at 3 pm on the first Tuesday of every month and that the press would be admitted to all meetings. Most meetings were under 1 hour in length and were held in the Chief Constables office.

Today, the Calgary Police Commission is established under Calgary Bylaw 25M97, pursuant to the Alberta Police Act, and is the civilian oversight body for the Calgary Police Service.

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

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

Each Commission member is required to swear an Oath of Office and attend an orientation session. The Commission also requires its members to sign and subscribe to a Code of Conduct, which includes a commitment to report all conflicts of interest. At its first meeting of the Commission year, in November, the Police Commission elects its chair. Rod Fong was elected to his first term as chair for 2014.

#### The Importance of Police Governance and Oversight

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

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

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

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





#### **Mission Statement**

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

#### **Roles and Responsibilities**

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

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

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

#### **Commission Office**

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

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

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



Commissioner Karen Gallagher-Burt at the CPS Half Marathon

## OUR WORK











#### **Governance at Work**

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

#### **Meetings**

The commission as a whole met eleven times in 2014, including monthly meetings, one special meeting and one governance and strategic planning session. Full commission meetings typically last five hours and require an equal number of hours of preparation by the members. Portions of the commission meetings are held with members of the public and members of the police service present.



Commission Chair Rod Fong at a the CPC Community Dinner

#### Public Meetings

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



Commissioners Jonathan Perkins and Stephanie Felesky at a Commission Meeting

#### **Standing Committees**

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

#### Complaint Oversight Committee

2014 Committee Chair: Michael Ervin

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

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

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

#### Committee Highlights

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

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

#### Finance and Audit Committee

2014 Committee Chair: Howie Shikaze

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

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

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

#### Committee Highlights

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

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

Additionally, the Committee worked with CPS to develop the new four year business plan and budget for presentation to Council. This plan runs from 2015 through to the end of 2018.





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

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

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

Governa	ince Committee	Ad Hoc Personnel Committee
2014 Comr	mittee Chair: Stephanie Felesky	2014 Committee Chair: Jonathan Perkins
responsibili recommend • the	ittee fulfills the broad governance ities in the Police Act and brings dations to the full Commission on: Calgary Police Commission Policy d Procedure Manual;	In 2013, the Calgary Police Commission felt it necessary to establish an Ad Hoc Personnel Committee to bring recommendations to the full Commission on:
gov	e Calgary Police Commission's vernance policies for the Calgary lice Service; and	• the performance of the Chief of Police as well as his performance measures and accountability plan for
	e Calgary Police Commission mmunication plan.	<ul><li>the year;</li><li>the performance of the Executive</li></ul>
Policy & Pr	he Calgary Police Commission rocedure Manual can be found online garypolicecommission.ca	Director, as well as her performance measures and accountability plan for the year; and
Calgary Po	ittee works to ensure that the blice Commission has strong e practices in all of its work and that	<ul> <li>the contract renewal of the Chief of Police and contract negotiations.</li> <li>This ad hoc committee may be established</li> </ul>
these pract	tices are reflected in each of the s and the full Commission	when the Calgary Police Commission is seeking to recruit a new Chief of Police;
Committe	e Highlights	negotiate a contract renewal with a current Chief of Police; and recruit a new Executive
	the Governance Committee its previous activities to:	Director. It may also be established when othe significant personnel matters arise that are
	ganize the annual governance and ategic planning retreat;	best dealt with by an ad hoc committee.
Ca	cilitate joint meetings with the Ilgary Police Service and the Calgary lice Association;	
	ntinue the citizen and employee rvey process; and	
	ork with staff on key communication tiatives.	
	y, the Committee worked to conduct revision of the Policy & Procedure	

manual. The new manual is available on the

website, as noted above.

#### Reporting

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

#### Monthly

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

#### Conducted Energy Weapons

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

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

Conducted Energy Weapons Usage			
	2012	2013	2014
Probe Mode	32	37	31
Contact Mode	3	7	10
Combination Contact/Probe	12	11	15
Challenge or Laser Illumination	35	38	31





#### Traffic Fines

The Calgary Police Commission is responsible for the allocation of budget funds and, therefore, receives monthly financial updates. As part of these updates, the Calgary Police Commission receives monthly reports regarding traffic fine revenue. Traffic fines are paid to the Province of Alberta by motorists who violate provincial legislation. The Province then returns a portion of those fines to the City of Calgary where the funds are included in the City's operating budget. Traffic fines impact the Calgary Police Service as Calgary City Council includes traffic fines as one of the Calgary Police Service must estimate annual fine revenue as part of the budgeting process. It is important to note that the purpose of traffic ticketing is to make roadways safer. The Calgary Police Service to improve roadway safety for us all. Although traffic fines are easy to avoid by obeying the rules of the road and driving safely, fine revenue levels remain fairly consistent from year to year.

Traffic Fine Revenue (\$ million)			
	2012	2013	2014
Traffic Fine	41.8	36.3	37.6
Red Light Camera Fine	2.8	3.0	3.4
Total Fines	44.6	39.3	41.0

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

#### Quarterly

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

#### Annually

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

#### **Reports to City Council**

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

#### **Strategy and Development**

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

#### 2015-2018 "Action Plan" - Business Plan & Budget

In 2014, the Calgary Police Commission and Calgary Police Service worked together to develop the four year business plan and budget. A four year plan allows for long term planning and strategy development, while permitting annual updates and amendments, as necessary. The planning process is quite extensive and takes many months of work by all areas of the Calgary Police Service to provide insight and feedback to the Strategic Planning team.

As noted on the City of Calgary's website: http://www.calgary.ca/CA/fs/Pages/Action-Plan/ Business-plans/Departments/CPS.aspx

The Calgary Police Service (CPS) business plan utilizes the commitments, strategies and actions that will support our mission to maximize public safety in Calgary.

In the last business cycle, the CPS made great strides in achieving its mission, as well as addressing the needs to Calgary's growing population and increasing demands for service. This was achieved in part through more efficient and effective deployment of resources as well as budget growth that allowed for a focus on specific issues and crime trends.

By working with strong community partners such as Alberta Health Services, Community and Neighbourhood Services, Home Front and Calgary school boards, the CPS deployed approximately 40 integrated teams to address youth and families at risk, mental health issues, and domestic violence. Research demonstrates that this approach





along with crime prevention and early intervention, are effective in reducing crime and victimization in the community.

During this business cycle, the CPS will continue to address the needs of a growing city through:

Leveraging technology to create further operational efficiencies allowing our members to focus more effectively on community concerns and crime issues.
Continuing to reduce crime through crime prevention, intervention and reduction programs.

Finding efficiencies such as expanding the police Auxiliary Cadet Program to increase levels of service and improve recruitment opportunities.
Delivering effective and relevant training to our members.

•Providing health and wellness supports for members, that ensures the CPS is best positioned to confront crime and address citizen safety.

By continuously seeking to improve how business is done and using resources with accountability and transparency, the CPS will ensure the best service possible is being provided to the community.

In order to better manage the impacts of anticipated population growth, changes in demographics, increasing diversity and the ever growing complexity of crime, the CPS will continue to find and reinvest benefits from efficiencies. With these efficiencies in mind, it is expected that existing service levels will be maintained through 2015 and 2016. However, as a result of Calgary's economic forecast, it is expected that population growth will continue, while at the same time making the city more attractive to criminals. These increasing pressures will significantly challenge CPS's ability to maintain service delivery levels to the community in 2017 and 2018.



2015-2018 Action Plan - Available on the CPC, CPS and City of Calgary websites

#### **Complaint Oversight**

#### **Overview**

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

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

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

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

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

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





#### **Complaints Received**

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

There are a number of different types of categories under which complaints can be filed at the Police Service. The chart below illustrates the number of complaints and concerns received by the Professional Standards Section in 2014. This includes complaints received by the Calgary Police Commission that are forwarded to the Professional Standards Section. In 2014, the Commission received 169 complaints or concerns that were provided to that Section.

Public Complaints & Citizen Concerns			
	2012	2013	2014
Public Complaint (External)	145	190	213
Citizen Concern	872	839	846
Internal Complaint	23	21	23
Statutory Complaint	15	12	20
Administrative Concern	8	16	23
Total	1066	1078	1125

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

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

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

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

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

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

#### **Complaint Resolution**

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

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

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

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

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

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

The following chart indicates the resolution of complaints that were completed in 2014:





Resolutions of Public (External) Complaints*				
	2012	2013	2014	
Withdrawn by Complainant	28	11	10	
Lost Jurisdiction (Resign/Retire)	0	2	1	
Filed beyond 1 yr Limit	7	11	9	
Frivolous / Vexatious / Bad Faith	1	3	12	
Informally Resolved	97	97	134	
Supervisor Intervention Professional Mediation Facilitated Discussion Informed Discussion Among Parties	28 0 23 46	21 1 11 64	41 2 13 78	
Sustained - No Hearing	2	0	0	
Sustained in Part - No Hearing	8	5	3	
Not Sustained - No Hearing	16	31	28	
Sustained - Hearing	0	0	0	
Sustained in Part - Hearing	2	0	0	
Not Sustained - Hearing	0	3	3	
Other**	2	8	8	
Total	163	163	197	

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

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

#### Frivolous, Vexatious & Bad Faith Complaints

Under section 43(8) of the Police Act, a complaint that is found to be frivolous, vexatious or made in bad faith can be dismissed by the Calgary Police Commission. A complaint may be construed as frivolous where it is lacking in basis of fact. A vexatious complaint may be defined as being one in a series of unsubstantiated complaints from the same person. Bad faith complaints are made dishonestly or for an improper purpose. In 2014, 4 complaints were dismissed as being either frivolous and/or vexatious and/or made in bad faith.

#### Discipline

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

If the evidence is sufficient, a disciplinary hearing is conducted, unless the Chief is of the opinion that the misconduct is not of a serious nature. In 2014, 2 files were ordered to a disciplinary hearing, with various numbers of sittings per hearing. The above number represents public complaint files that were ordered to a hearing in 2014, regardless of the date the complaints were received and when the hearing(s) concludes.

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

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

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

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

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

In 2014, 8 allegations of misconduct were sustained, in regards to 3 incidents that resulted in a public complaint. This number represents files that were concluded in 2014, regardless of the date the complaints were received. The discipline imposed is set out in the following table.

	Discipline				
Incident	Allegation	Discipline			
1.	-Distreditabe Conduct - using profance,	Dismissal of matter			
	abusive or insulting language				
2.	-Unlawful or unecessary exercise of authority	Official Warning - 1 year			
	-Unlawful or unecessary exercise of authority				
	-Unlawful or unecessary exercise of authority				
	-Inappropriate use of force				
3.	-Discreditable Conduct - using proance,	Offiical warning - 2 years			
	abusive or insulting language				
	-Discreditable Conduct - discredit to the	Official warning - 2 years			
	reputation of the Service				
	- Insubordination - breach of policy, order or directive	Remidial training			





#### **Public Complaint Investigative Reviews**

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

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

In 2014, the Public Complaint Director conducted 3 formal and 200 informal reviews of public complaint investigations. It should be noted that more public complaint investigations are concluded in a year, by the Calgary Police Service, than are audited by the Public Complaint Director.

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

#### Appeals

In the case of a complaint about officer conduct, if either a complainant or named officer is dissatisfied with the Chief of Police's decision, the Police Act permits appeals to the Alberta Law Enforcement Review Board. An agency of the provincial government, the Alberta Law Enforcement Review Board is a quasi-judicial body. In 2014, 8 appeals related to the Calgary Police Service were filed with the Alberta Law Enforcement Review Board. These include both public complaints and internal investigations. Additionally, there was 1 request made to the Law Alberta Enforcement Review Board for a review of a decision of the Calgary Police Commission.

When a complaint is about the policies of or services provided by the Police Service and a complainant is dissatisfied with the outcome of his or her complaint, an appeal can be made to the Calgary Police Commission. An appeal to the Commission is based on the record or on information obtained during the initial investigation. In 2014, there was 2 appeals to the Calgary Police Commission stemming from public complaints.

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

When a formal public complaint is made about the actions of the Chief of Police, under the Police Act it is dealt with by the Police Commission and not by the Police Service. Similar to any other complaint made about the actions of a police officer, the Calgary Police Commission can resolve a complaint about the actions of the Chief of Police through an information resolution process at any time. If not resolved informally, an investigation will be conducted. When a complaint may constitute an offence under Federal or Provincial Legislation or may be a contravention of the Police Act and Police Service Regulation a request is made to the Minister of Justice and Solicitor General to direct another police agency to investigate the complaint. Once an investigation is made into a complaint, the Commission is responsible for the disposition of the complaint and any discipline that may be imposed. In 2014, no complaints were made against the chief.





# OUR MEMBERS





#### **Members**

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

Photos by Tim Bellaart



#### **Diane Colley-Urquhart**

Appointed: November 2007

Diane Colley-Urguhart is a senior member of Calgary City Council, having served six-terms. As a native of Oyen, Alberta, Diane has continued in her role and expertise as a healthcare professional and 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, Diane is known to take up issues of public health, wellness & safety and can be relied upon to take on controversial city-wide issues. This is because Diane keeps in close touch with Calgarians and listens to what is important to them. Diane has made public safety and security hallmarks of her 15 years in elected office. As a Commissioner and as a Director on the Board of Alberta Law Enforcement Response Teams (ALERT) she has been vocal about having significant investments made into the fight against organized crime and global threats. Diane is the recipient of the Canada 125 Governor General's Commemorative Medal in recognition of significant contribution to compatriots, community and to Canada; the 2005 Alberta Centennial Medal for community service in diversity and human rights initiatives: and the 2008 Alberta Municipal Affairs Honorable Mention Award for Chairing the STOP Marihuana Grow-op Coalition.

#### Steve Edwards

#### Appointed: November 2006

Steve Edwards currently consults in the exposition and facility industry after retiring from the Calgary Exhibition & Stampede. During his 33 year career at the Calgary Exhibition & Stampede he held numerous positions including Sales; Marketing; General Manager of the Saddledome, and 11 years in the most senior staff position as General Manager and Chief Operating Officer. Mr. Edwards earned the designation of Certified Facility Executive from the International Association of Assembly Managers and Certified Fair Executive from the International Association of Fairs and Exposition Managers. He has served as Chair or Board member on numerous Boards and Committees and continues to volunteer in the community. As a member of the Calgary Police Commission, he has served on the Board of the Alberta Association of Police Governance (AAPG) and the Canadian Association of Police Governance (CAPG).





#### **Michael Ervin**

Appointed: January 20112010

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



#### Stephanie Felesky

Appointed: November 2006

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







#### **Rodney Fong**

Appointed: January 2011

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



#### Karen Gallagher-Burt

Appointed: November 2013

Karen Gallagher-Burt is a community activist and champion of social equality. Karen 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. Karen 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. Karen is passionate about advocacy and working with those who face barriers to accessing services and believes that Calgary can only be a great city, if it is great for all its citizens. Karen is a professional public speaker and a skilled practitioner in the field of crisis intervention. She is honoured to serve the citizens of Calgary as a Commissioner, as well as the Commission's representative on the Alberta Law Enforcement Response Team (ALERT) Board.



#### **Shane Keating**

Appointed: November 2011

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

#### **Jonathan Perkins**

Appointed: November 2011

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









#### **Howard Shikaze**

Appointed: November 2010

Howard Shikaze is a member and a Fellow of the Institute of Chartered Accountants of Alberta. Howie retired in 2014 as a Partner at MNP LLP with a practice in the areas of owner-managed businesses, public companies, and high net worth individuals. Prior to that he had been with RSM Richter LLP (formerly Moody Shikaze Boulet LLP) and was a partner at Shaikh and Shikaze chartered accountants. He continues to provide accounting services through Howard T. Shikaze Professional Corp., in operation since 1986. He is a past president of the Institute of Chartered Accountants of Alberta, a past president of both the Kiwanis Club of Calgary and the Calgary Kiwanis Music Festival and has also served as director on both TSX Venture and TSX listed companies. Currently, Howie is a member of the Rotary Club of Calgary, participating in its many community service and fundraising activities, is a member of the Board of Directors of the YMCA and is the President of CA Assist. He was actively involved in his children's activities when they were young as a soccer coach and as a volunteer in downhill ski racing clubs. He graduated from the University of Alberta with a Bachelor of Commerce degree, has completed the CICA in-depth tax course and is a graduate of the Institute of Corporate Directors Program in both the for-profit and not-for-profit sessions.

#### Lisa Silver

Appointed: November 2012

Lisa Silver is a native Calgarian, lawyer, educator, and avid community volunteer. She has a B.A. in Economics (UWO, 1984), an LL.B. (Osgoode Hall, 1987), and an LL.M. (Calgary, 2001). She was called to the Bar of Ontario in 1989 and the Bar of Alberta in 1998. Through her legal practice and teaching, she has been involved in all aspects of the criminal justice system. Most recently, she is a sessional instructor at the University of Calgary Faculty of Law where she teaches criminal law. Lisa has been an avid community volunteer since she was a teenager. She is presently a member of the Legal Aid Alberta Appeals Committee, a trustee on the Calgary Jewish Academy Trust, and a member of the Board of Directors for ACT Alberta. She also holds membership in various community and legal organizations.





CPC at the District 1 Community Fair at the Military Museums of Calgary





#### **Independence Assessment**

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

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

"Independent directors should form the majority of every board. Independence is usually

taken to mean that the director is independent of management and has no material

relationship with or financial benefit from the company . . . Consequently, the interests of

an independent director should align with those of shareholders."

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

Each of the ten (10) members of the CPC answered eight questions which addressed relationships. In seven of eight categories, two thirds or more Commission members were defined as being independent according to the definition in the Audit Committee's report. In the category of relationships with City Council, four Commission members declared a relationship which is marginally higher than the preferred two-third threshold of independence; however, it is important to note that two of the four members who declared a relationship in this category are City Councillors.



The cumulative answers to the survey questions are:

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

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

In seven of eight categories, two thirds or more Commission members are defined as being independent according to the definition in the Audit Committee's report. In the category of relationships with City Council, four Commission members have declared relationships, however, it should be noted that two of the four members in this category are City Councillors. In all but one category, independent Commissioners form the majority of the CPC in the relationship categories.

#### Attendance at Commission Meetings

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

Commission Meeting Attendance			
(number of meetings attended/number of meetings held)			
Diane Colley-Urquhart	5/9		
Steve Edwards	9/9		
Michael Ervin	8/9		
Stephanie Felesky	8/9		
Rodney Fong (Chair)	8/9		
Karen Gallagher-Burt	9/9		
Shane Keating	6/9		
Jonathan Perkins	8/9		
Howard Shikaze	9/9		
Lisa Silver	8/9		





#### Attendance at Committee Meetings

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

Complaints Oversight	Committee Meeting Attendance
(number of meetings at	ttended/number of meetings held)
Steve Edwards	7/9
Michael Ervin (Chair)	9/9
Rodney Fong (ex officio)*	1/9
Karen Gallagher-Burt**	6/8
Shane Keating**	2/4
Jonathan Perkins**	6/7
Lisa Silver**	8/8

\*\*Karen Gallagher-Burt and Lisa Silver were unable to attend the November meeting as they were not yet appointed to the Committee. Jonathan Perkins stepped down from the Committee in January and rejoined in May. Shane Keating stepped down from the Committee in May.

Finance and Audit Committee Meeting Attendance	
Diane Colley-Urquhart	4/9
Steve Edwards	7/9
Michael Ervin**	8/8
Stephanie Felesky	6/9
Rodney Fong (ex officio)*	8/9
Shane Keating**	3/5
Howard Shikaze (Chair)	8/9
Lisa Silver**	2/2
Jonathan Perkins	3/3

\*\*Michael Ervin and Jonathan Perkins were unable to attend the November meeting as they were not yet appointed to the Committee. Jonathan Perkins stepped down from the Committee in May. Shane Keating joined the Committee in May. Lisa Silver joined the Committee in September.

Governance and Policy Committee Meeting Attendance	
Stephanie Felesky (Chair)	8/9
Karen Gallagher-Burt**	6/8
Jonathan Perkins	9/9
Rodney Fong (ex officio)*	6/9
Howard Shikaze	8/9
Lisa Silver**	7/7

\*\*Karen Gallagher-Burt was unable to attend the November meeting as she was not yet appointed to the Committee. Lisa Silver stepped down from the Committee in September.

\*The Commission Chair is an ex officio member of all committees.

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

#### **Meetings of Associated Organizations**

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

Alberta Association of Police Governance: Alberta Law Enforcement Response Teams: Canadian Association of Police Boards: Calgary Police Foundation: Jonathan Perkins Diane Colley-Urquhart Steve Edwards Rodney Fong & Stephanie Felesky







OUR



# ACTIVITIES


## **Relations with the Community**

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

## **District Liaison Program**

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

The 2014 District Liaison assignments were:

District 1	Steve Edwards	District 5	Stephanie Felesky
District 2	Jonathan Perkins	District 6	Lisa Silver
District 3	Howard Shikaze	District 7	Stephanie Felesky
District 4	Karen Gallagher-Burt	District 8	Michael Ervin

## **Community Dinner**

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



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

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

Due to the success of 2011's inaugural small group discussions, the Calgary Police Commission decided to incorporate this as a regular feature of the Dinner. Individuals in attendance at the Calgary Police Commission Community Dinner are invited to participate in a small group discussion with the other individuals seated at their table of 8. The Commission finds these round table discussions to be very valuable. Commissioners greatly enjoy the conversations had with community members at their tables.





As this year was a City of Calgary Business Planning and Budget year, we felt it beneficial to speak to our Dinner attendees about Service priorities. We asked the following five questions, developed in consultation with members of the Strategic Services Division of CPS:

- 1. What should the Calgary Police Service's priorities be over the next 4 years?
- 2. How can the Calgary Police Service address these priorities?
- 3. How does the work of the Calgary Police Service and its members impact you?
- 4. In your opinion, what does the Calgary Police Service do well?
- 5. In your opinion, what can the Calgary Police Service improve upon?

There were 39 tables at the dinner and 41 discussion questionnaires were returned. Dinner attendees were highly engaged in their discussions and provided a variety of viewpoints when answering the questions. While the list of priorities provided is long, most priorities can be categorized into larger groups.

Many Dinner attendees raised traffic enforcement as a concern. These concerns ranged from specific aspects of how vehicles move through the city, to distracted driving, drunk driving and increasing overall enforcement efforts.

Our city's youth were listed as a priority for many attendees. This included more police programming and contact with youth in schools, such as education and prevention efforts, as well as a focus on youth violence, youth drug use, immigrant youth programming and the Cadet program.

Community engagement received a lot of discussion. This topic included a request for more involvement with communities on the part of Community Resource Officers and all police officers; more education; more information; and increased contact between police and our communities. Dinner attendees wanted more relationship building between themselves and police. This also led into similar requests for more involvement and education for our diverse communities. Priorities included better translations services and cultural sensitivity, as well as a focus on immigrant youth and better relationship building and information sharing.

Many Dinner attendees noted the partnerships that CPS has with a variety of agencies in our city. This was seen as positive and something that should be a priority for further development. The many preventative programs and initiatives that exist were also seen as priorities, along with increased visibility in communities; more recruitment; attention to domestic violence; reductions in gang activity; mental health awareness; and overall public safety to ensure our communities are and remain safe.

Many ways to address the many priorities listed were provided. Some of the more commonly discussed possibilities included increase funding for police; more varied patrols, such as mountain bikes and beat patrols, to increase visibility and community engagement; the development of more partnerships; increased corporate sponsorships for certain types of programming; and increased communication with Calgarians using a variety of channels.

Attendees who participated in our small group discussions felt, for the most part, that CPS has a positive impact on them. Attendees noted that CPS keeps the community together; makes people feel safe; provides education; is reliable and can be called on for help when needed; and is trustworthy. Keeping our communities safe was a dominant theme that was common to many responses. These comments were repeated when asked what CPS does well, along with positive community interactions; professionalism; and compassion. Attendees noted that improvements can be made in individual interactions, as well as diversity awareness, knowledge and sensitivity; hiring more officers; and keeping up with emerging crime trends. Better communication with citizens overall was noted by many attendees as an area for improvement.

## **Community Policing Awards**

The seventh annual Calgary Police Commission Community Policing Awards were handed out at the 2014 Community Dinner. This award honours individuals, groups, organizations and businesses that contribute in an extraordinary way to improve police policy and or the ability of the Calgary Police Service to serve the community. Numerous worthwhile nominations were received, making the final decision extremely difficult.

All Award Winner Photos by Tim Bellaart

#### Individual Award Winner

#### Volunteer

#### Joyce Gardam

Joyce Gardam has been the President of the Crossroads Community Association Block Watch Program for the past 30 years. Although Joyce has a dedicated board of directors and volunteers supporting her, she continues to be the driving force to sustain the program in the heart of the NE and serves as a daily conduit between the Calgary Police Service and community residents.

Joyce is responsible for the gathering, collating and dissemination of crime information for the community quarterly newsletter. This is no easy task as she has to liaise with Community Resource Officers of the Calgary Police Service, understand crime information and provide that information in a constructive manner. With the continued support of Joyce, the Calgary Police Service has over half of the quarterly newsletter to provide factual information, explain ongoing initiatives and to encourage residents to be proactive. The continued success of the Block Watch program in the community of Crossroads is attributed to the governance and oversight Joyce has provided for the past 30 years. Additionally, Joyce Gardam has approved and assisted with upgrades to the Crossroads Block Watch telephone fan-out system which has had great success in terms of reaching out to residents to support crime awareness. Joyce is currently the Director in charge of the Calgary Safety Council's "Safety City". She has held this position for the past 20 years.

With Joyce being involved in every aspect of the community, this greatly assists the Calgary Police Service in terms of Community policing and sustaining a connection with residents. Joyce continues to streamline information through a sharing process between the Calgary Police Service and her community. With Joyce being entrenched in so many ways, the Police Service is able to spread information out to residents of Crossroads within a very short time. This could have a big impact in terms of Amber Alerts, prolific offenders, crime trend dissemination and safety general awareness.







#### Individual Award Winner

Compensated

#### Naomi Johnson & Gary Strother

Naomi Johnson, as the Chief Superintendent of Schools for the Calgary Board of Education, and Gary Strother, as the Chief Superintendent of Schools for the Calgary Catholic School District, played an integral role in the implementation and support of several collaborative programs involving the Calgary Police Service, and in some cases, additional partners such as Alberta Health Services, and the City of Calgary's Community and Neighbourhood Services. These programs are: Start Smart Stay Safe (S-4), Multi-Agency School Support Team (MASST), and the School Resource Officer Program (SRO).

Police presence in Calgary schools has always been focused on the School Resource Officer Program by providing a visible and positive image of law enforcement that inspires young people to make positive choices in their lives while also helping to protect the school environment. In addition, when schools specifically requested an officer for an incident in a Junior High or educational presentation for Junior Highs or Elementary Schools by the Calgary Police Service on topics such as bullying, personal or internet safety, or policing as a career choice, there was a team of officers that balanced all of these requests. This was offered primarily on an ad-hoc basis. The focus around prevention and early intervention did not yet exist in a formalized, comprehensive way, nor did the resources to implement this kind of approach while maintaining excellence in the areas of school and public safety through good crime management.

Over time and with progressive leadership, the Calgary Police Service intentionally grew in a direction that balanced enforcement with education and early intervention as preventative measures. This was and is only possible because of the commitment and investment from a number of crucial leaders, Naomi Johnson and Gary Strother being two of those key influential visionaries. In an effort to maximize on the social return on investment in our young people, the Calgary Board of Education, through the leadership of Naomi Johnson, and the Calgary Catholic School District, through the leadership of Gary Strother, entered into a partnership with the Calgary Police Service whereby, teachers and police officers provide innovative educational programing and intervention for Kindergarten through Grade 12 (K-12) that is founded on a strength-based approach and fostering resiliency in children, adolescents and families.



### Calgary Police Service

#### Sworn Member

#### Constable Karl Sudyk

Karl Sudyk joined the Calgary Search and Rescue Association (CALSARA) in 1999 shortly after moving to Calgary. Karl Sudyk continued to develop skill sets with CALSARA and quickly was recognized for his organizational abilities and became a training officer with CALSARA.

Karl Sudyk's professional approach was recognized by CALSARA when in September 2000 Karl became part of the executive of CALSARA as the treasurer. Karl held the post for 3 years before stepping down to take a break. During that term, Karl was recognized for his abilities to manage a \$200K investment portfolio along with a \$250K annual operating budget.

In 2006, Karl Sudyk joined the Calgary Police Service. Constable Sudyk's relationship with Search Management grew out of his continued association as a volunteer with CALSARA and he became a volunteer CPS Search Manager in 2007. In this role Karl Sudyk strengthened the relationship between CALSARA and CPS, moving the CPS vision of CALSARA from a relatively unknown quantity to the current understanding of a trustworthy professional group of volunteers that provides exceptional service to the CPS.

At the same time that Constable Sudyk was going through recruit classes, Constable Sudyk was asked to review the books for CALSARA, as the previous treasurer up and quit without any replacement. Despite the heavy workload, Constable Sudyk returned to the treasurer role and completed a 3 year audit to put the books back in order. At the end of the 3 year audit, Constable Sudyk was unable to account for less than \$10.00.

Constable Sudyk continues to volunteer with CALSARA and remains on call to volunteer with CALSARA for deployment in conducting searches for lost/missing persons and for evidence. Prior to joining the CPS, Constable Sudyk worked at developing closer relations between CPS and CALSARA. As a part of paying forward for the services that CALSARA provides to CPS and using his skills as a mountain bike patrol officer, Constable Sudyk developed and continues to instruct a Mountain Bike Search and Rescue Course for CALSARA on an annual basis. Constable Sudyk teaches this course on consecutive weekends in the spring.







## Group Award Winner

### Community Organization

#### CPS Victim Assistance Unit

The floods in June 2013 were especially devastating due to the level of intensity and how quickly the disaster struck. In the immediate aftermath of the June floods, thousands of Calgarians volunteered to provide the physical support that was desperately needed for those homeowners directly impacted by the floods.

Understanding the reactions of those affected would include shock, anxiety and feelings of devastation, the Victim Assistance Unit immediately prepared to deploy volunteers into the communities to provide Psychological First Aid (PFA) for those whose homes were damaged and those whose homes were completely destroyed.

In 2009 the World Health Organization recognized Psychological First Aid, rather than psychological debriefing, should be offered to people in severe distress after being recently exposed to a traumatic event. PFA involves humane, supportive and practical help to people, which has been determined to be the most helpful to an individual's long term recovery.

Victim Assistance Unit (VAU) volunteers went door to door in the hardest hit neighbourhoods to ensure the residents were given the tools and strategies for dealing with such a catastrophic event.

Although some of the VAU volunteers were directly impacted by the floods, and were displaced from their own homes, they understood the importance of an immediate response and put their own needs aside to help others. The VAU volunteers donated over 900 hours in 12 days to meet with homeowners who were relieved to be able to share their feelings of profound loss; after realizing that their precious photo albums and cherished personal items were lost forever.

In addition to sending volunteers into the communities, volunteers were also requested to attend the Disaster Reception Centres that were set up to look after those who were displaced. These were morning, afternoon and evening shifts that spanned a period of time over a week. At the same time, volunteers were asked to attend Community Halls in various areas of the City to, again, provide services for those who were displaced or those who needed information. The deployment of so many volunteers to cover the many different locations was in addition to their time commitment in the Victim Assistance Unit.

Victims of crime and tragedy continued to require support during the weeks following the floods. The VAU Call Centre still needed volunteers to attend their designated shifts to connect with victims requiring support and information on their victimization. They offered emotional support to victims who thought their journey through the criminal justice system was finally coming to an end and were faced with trial dates that were cancelled due to the floods; and they were told that the next available date for their trials would be 8-10 month in the future. At the same time, volunteers continued to provide 24/7 crisis response to victims in their homes as requested by CPS members. These volunteers also travelled to High River to assist with their disaster recovery as representatives of the Calgary Police Service when resources there were unable to meet the high demand as victims came forward. The dedication and commitment of these volunteers was unprecedented in the 36 years of the operation of the Victim Assistance Unit.



CPS Victim Assistance Unit Representatives (in alphabetical order): Kira Devries, Joan Lawrence, Janice Parker and Scott Regier; and their nominator Constable Kevin Sawatzky



Awards Table at the CPC Community Dinner





## **Citizen Survey**

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

During the months of July and August 2014, 1000 Calgarians were surveyed on their views of the Calgary Police Service, crime and safety in Calgary and victimization and reporting. This survey provides an opportunity to measure the thoughts of Calgarians and gives them a chance to voice their opinions on crime and safety issues in our City. The results of the survey are used by the Police Commission and the Police Service in strategic planning and to set priorities for coming years.

We are extremely pleased with the results of our survey. Each year the Calgary Police Service continues to perform well in the eyes of the community. These results set a very high standard, though one in which we are confident our Police Service can continue to maintain.

Levels of satisfaction with and confidence in the Calgary Police Service continues to be very high. We work hard with our Chief and the entire Police Service to deliver a high level of service for all Calgarians. This hard work, as well as our Chief's innovative approach, is clearly having a positive impact. We are proud of our Police Service and will continue to strive for excellence in policing in Calgary.

Key findings of the survey include:

- 96% of respondents indicate overall satisfaction with the Calgary Police Service
- 96% of respondents are confident that the Calgary Police Service can deliver the services needed to make sure Calgary is a safe place to live
- 97% of respondents indicate that Calgary is a safe city in which to live
- House break and enters are the crime and safety issue of most concern for respondents, with illegal gang activity and assault causing injury as the issues of second most concern
- 9% of respondents indicate personally being a victim of crime in the 12 months preceding the survey, of those, 71% reported the crime to police

The Calgary Police Commission and the Calgary Police Service do not take the high ratings in the Citizen Survey for granted. We continually and proactively work to maintain high levels of community trust; communicate openly; and invite feedback from Calgarians.

Full survey results can be viewed on the Calgary Police Commission website located at

www.calgarypolicecommission.ca.

## **Associated Organizations**

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

## Alberta Association of Police Governance

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

## **Canadian Association of Police Boards**

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

## Canadian Association for Civilian Oversight of Law Enforcement

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

## National Association for Civilian Oversight of Law Enforcement

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

## Alberta Law Enforcement Response Teams

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

## Calgary Police Foundation

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





## **Education and Development**

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

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

Conference Expenses					
		2012	2013	2014	
A A G	Theme	Looking at Policing Differently	Reset: Back to Basics	Enhancing Governance: How to make the most of what you have	
	Location	Canmore, AB	Edmonton, AB	Drumheller, AB	
	# Attending	3	7	6	
	Expenses	\$1,365	\$4,744	\$3,144	
C A P	Theme	Policing in Challenging Times	Bridging the Gap: Po- licing & Mental Health	A Retrospective on 25 years of Civilian Oversight of Policing	
G	Location	Victoria, BC	Saskatoon, SK	Halifax, NS	
	# Attending	4	1	2	
	Expenses	\$9,050	\$2,206	\$5,620	
C A C O L	Theme	Technology and Attitudes	Civilian Oversight: Promoting Accountability, Independence & Transparency	Oversight: Building Confidence and Trust	
Е	Location	Toronto, ON	Charlottetown, PEI	Victoria, BC	
	# Attending	1	0	5	
	Expenses	\$1,730	\$0	\$9,122	
N A C O L E	Theme	Building Community Trust	Finding the "Right" Balance	Building Communities, Broadening Oversight	
	Location	San Diego, CA	Salt Lake City, UT	Kansas City, MO	
	# Attending	3	0	1	
	Expenses	\$5,946	\$0	\$2,150	
TOTAL Expenses \$18		\$18.091	\$6,770	\$20,036	

# **Other Commission Activities**

Throughout 2014, the Executive Director, the Public Complaint Director or the Senior Advisor, Policy and Communications, spoke to Calgary Police Service recruit classes, at the beginning of their training, about the role and function of the Calgary Police Commission and the public complaint process. Commissioners spoke to graduating recruit classes, congratulating them on their achievements and wishing them well as they embark on their policing careers. Commissioners also attended a number of public events including the PS 1/2 Marathon, Canadian Bar Association's Law Day and the Calgary Police Service District 1 Community Fair.



Commissioner Karen Gallagher-Burt at the Canadian Bar Association's Law Day







# **Concluding Comments**

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

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

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

650, 615 Macleod Trail SE Calgary, Alberta T2G 4T8 Telephone:(403) 428-8914 Fax: (403) 261-4605 Email: cpced@calgarypolicecommission.ca

For more information, please visit the commission's web site at: www.calgarypolicecommission.ca