



Calgary Police Commission

MANDATE

The [Calgary Police Commission](#) is a statutory body created under the Alberta Police Act to provide independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.

To protect the political neutrality of the police, the Commission is tasked with:

1. Setting the priorities and annual plans for policing in consultation with the police chief
2. Allocating funds provided by City Council in consultation with the police chief
3. Establishing policies providing for efficient and effective policing
4. Issuing instructions – as necessary – to the police chief regarding those policies
5. Ensuring sufficient persons are employed by the Service to carry out its work
6. Hiring the police chief and evaluating their performance

The Commission is also responsible for monitoring and making certain decisions in the police conduct complaints process, handling complaints regarding the police chief, and handling appeals regarding the policies of or services provided by the Calgary Police Service.

COMPOSITION

Twelve members:

- Two members from City Council or City Administration
- 10 public appointees

ANNUAL UPDATE & KEY ACCOMPLISHMENTS

In the fall of 2020, the Calgary Police Commission and Calgary Police Service committed to City Council and Calgarians that [meaningful steps would be taken](#) to address the concerns of systemic racism and needed police reforms raised during that summer's Black Lives Matter protests and Council's subsequent public hearing on systemic racism. Much of the Commission's focus in 2021 was on working with the Service to deliver on those commitments.

In addition to this important anti-racism, reconciliation and reform work, the Commission was also focused on addressing the impacts of the COVID-19 pandemic, alleviating police staffing shortages, working with the Service on public safety issues, improving the workplace within the Service, and increasing public transparency and accountability.

The Commission is mandated by the province to produce an annual report to Council and the community that outlines accomplishments and provides statistics on police conduct complaints. Greater detail on the Commission's and Service's key accomplishments in 2021 can be found in that publication which, in addition to being published on the [Commission's website](#), is being provided to Council as an attachment to this report.



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Some of the Commission's key accomplishments in 2021 were:

- **Providing strong governance:**

Commission members are required to spend at least 30 hours per month working on Commission business. Commissioners attended over 40 regular and committee meetings in 2021 where they and the Service's leadership discussed various aspects of police operations, priorities, accomplishments and challenges to ensure that the work being done by the Service was aligned with community expectations.

- **Increasing Service staffing:**

In November 2021, the Commission brought forward a request to Council to supplement the 60 new positions already approved for 2022 with an additional 38 positions at a cost of \$6.08 million. The Commission is grateful that Council approved the request and the Service is now filling the positions to provide some relief to understaffed areas.

- **Protecting public safety:**

The Commission is responsible for making sure that an [annual policing plan](#) is created each year that outlines Calgary's policing priorities. The Commission provides high-level priorities to the Service and then the Service creates the annual plan based on these priorities, other community engagement, analysis of crime trends, and the policing expertise of what is needed to protect public safety.

In 2021, the annual policing plan focused on five public safety priorities:

- Reducing gun violence
- Addressing drug-related harm
- Reducing property crime such as break and enters
- Protecting vulnerable people
- Increasing road safety

While the number of guns seized in 2021 was similar to 2020, shootings decreased. Unfortunately, 2022 has reversed this trend at an alarming rate and the Service remains focused on urgently addressing firearm-related violence. Residential break and enters and auto theft were also reduced during 2021, however, the first half of 2022 has seen a return to the five-year average as people are away from their homes more now that health measures have been lifted. The Service also remains focused on addressing this issue.

Additionally, downtown crime and disorder was and remains a priority with the establishment of the [Downtown Safety Hub](#) and increased cooperation with partners.



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- **Reallocating funds to community supports:**

Delivering on the Commission's and Service's commitment to reallocate funds towards community supports that will improve outcomes for Calgarians in crisis, funding from the [Community Safety Investment Framework](#) was allocated in June 2021 in partnership with The City of Calgary.

- **Addressing workplace concerns:**

The Commission's [2021 Calgary Police Service Employee Survey](#) identified that the trend of declining morale within the Service is continuing. Following the survey, the Service's Executive Leadership Team immediately began work on a strategy to address the concerns of employees in 2022.

Work also continued by the Service to modernize internal human resource practices and adjust wellness supports for employees to ensure the increasing need for psychological and other care is met.

- **Enhancing transparency and accountability:**

Evaluations of the Service's nation-leading body-worn camera and in-car video programs were completed in 2021 and found that the technologies contributed to faster resolution of police conduct complaints and reduced use of force. Reforms and increased resourcing within the Service's Professional Standards Section have also improved timelines, increased transparency and integrated the collection of race-based data into the process for addressing concerns about police conduct.

The Commission has been advocating, in cooperation with other police commissions and committees across Alberta, for the province to complete its [Police Act modernization](#) work, better resource the [Alberta Serious Incident Response Team](#) (ASIRT) and better resource the [Alberta Crown Prosecution Service](#). ASIRT and Crown resource challenges are unreasonably lengthening investigations into police actions that are potentially criminal or that cause serious injury or death – something that both undermines public trust in police actions and is unfair to officers involved in critical incidents.

Finally, the Commission has been working with the Service to provide more transparency around the [police budget](#) (including in the attached 2021 Annual Report) and to better inform Council of issues impacting the community while still protecting the arms-length relationship between the police and Council.



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- **Addressing systemic racism:**

The Commission created a new Anti-Racism Committee in 2020 to oversee the Service's work to address systemic racism. Given the complexity of the systems that need to be evolved, some of the needed changes are admittedly taking longer than many in the community hoped. However, both the Commission and Service remain deeply committed to this work.

In 2021, the Service recruited internal and external [Anti-Racism Action Committees](#) to collect input from the community on needed reforms and to get input from employees on how to implement those reforms. The Service also expanded its advisory boards by adding a [Youth Advisory Board](#).

A review of the Service's [School Resource Officer Program](#) was done in 2021, with a second round of more targeted engagement with students from racial minorities and other marginalized groups being done in 2022, following the Commission raising concerns that not enough voices from these groups were captured in the initial review.

- **Recovering from the pandemic:**

COVID-19 placed immense stress on the members of the Service and resulted in significant financial impacts for the police budget. Health measures also reduced the number of recruits that could be trained, contributing to staff shortages, while health measure enforcement and protest policing increased workloads. The Commission has been monitoring the effects of the pandemic on the Service and has been supporting the mitigation of these impacts as much as possible.

Commission business was also impacted by health measures as all meetings moved to a virtual environment. Given the length of the pandemic, relationship building between Commissioners and Service leaders has been more difficult and opportunities for Commissioners to engage with members through ride alongs, district visits or at other events have been almost non-existent. A key priority for the Commission in 2022 is working to rebuild these relationships.

CHALLENGES

The Commission has faced some challenges that are expected to continue in 2022, including:

- **Provincial support needed for key reforms:**

The Police Act continues to be a barrier to many police modernization efforts due to its antiquated process for addressing police conduct concerns. Key agencies involved in



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police oversight are also under provincial jurisdiction, including the [Law Enforcement Review Board](#), Alberta Crown Prosecution Service, ASIRT and any future agency that could be created to independently investigate complaints against police officers.

Given that changes to provincial legislation, agency mandates and resourcing is outside of the Commission's and City of Calgary's control, there is a limited ability for the Commission and Service to move forward on some police reforms Calgarians want.

- **Breakdown of relationships:**

The pandemic disrupted many of the working relationships between the Commission, community and Service. Many members of the Commission had never met each other or members of the Service's leadership in person until this spring. As noted above, opportunities for commissioners to interact with the community and Service employees at events and during visits to police facilities were also non-existent.

The difficulty of building relationships during the pandemic has contributed to tensions between members of the Service and the Commission. A key priority for 2022 is resuming in-person Commission meetings (while still allowing the public to view and participate virtually), enhancing communication with Council, and getting commissioners back into community events and police facilities to rebuild strong working relationships.

WORKPLAN FOR THE NEXT YEAR

The Commission has identified the following focuses for the 2022-2023 year:

- Fulfilling the Commission's legislated responsibilities to:
 - Submit a proposed four-year budget to Council
 - Monitor the complaints process
 - Ensure efficient and effective policing that protects public safety
 - Provide governance to the Service
 - Ensuring appropriate performance measures for the police chief
- Continue reconciliation, anti-racism, diversity and inclusion, and police reform work
- Continue to support culture change within the Service and Commission to improve the working environment of the Service and outcomes for the community
- Improve the communication between the Commission, Council, community and Service
- Review and update the way the Commission and Service manage the non-operational aspects of major protests and events to align practices with community expectations

ATTACHMENTS

The Calgary Police Commission's full 2021 Annual Report is attached.



ANNUAL REPORT 2021





The Calgary Police Commission exists on the traditional territory of the Nittsitapi (made up of the Siksika, Piikani and Kainai First Nations) as well as the Iyarhe Nakoda, (comprised of the Chiniki, Bearspaw and Wesley First Nations) and the Tsuut'ina First Nation. Calgary is also homeland to the historic Northwest Métis and to Métis Nation of Alberta, Region 3.

We are committed to doing our part to address the inequity and intergenerational trauma caused by past and current wrongs to support reconciliation with all Indigenous people in our community. We also condemn racism and prejudice in all forms and are committed to being anti-racist.

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MESSAGE FROM THE CHAIR



Dear Calgarians,

The past couple of years have been incredibly challenging for the Calgary Police Service. The loss of Sergeant Andrew Harnett, pandemic stresses, changing crime trends in the downtown core, understaffing and the increased focus on needed police reforms have all taken a toll on officers and civilian staff. Yet they continue to serve.

As the Calgary Police Commission looks back, we do so with a deep gratitude for all the hard work and dedication shown by members of the Service through what has been an exceptionally difficult period.

Both the Commission and Calgary Police Service pledged in 2020 that policing in Calgary would incorporate more modern best practices and be inclusive, accountable and anti-racist. Great strides were made towards these goals in 2021 and, as a Commission, we are proud of this progress even while we also know there is still work to be done.

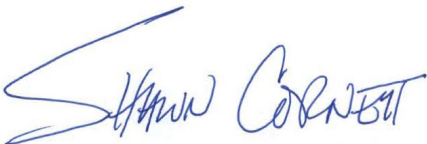
The Service in partnership with the City of Calgary successfully reallocated significant funding from policing to community supports so that people in crisis have improved options for getting help, such as the Downtown Outreach Addictions Partnership (DOAP) team. A pilot project is also now underway that will divert 9-1-1 calls to 211 when a person needs mental health, addiction or other social supports more than they need a police officer. Community members have also been given an expanded role in advising the Service as both a new Anti-Racism Action Committee and Youth Advisory Board were created.

The Commission and Service also continued their work to enhance accountability and oversight. Reviews were completed of the body-worn and in-car camera programs that proved the effectiveness of these tools and provided recommendations to make them even more effective. Improvements to how the Service processes and investigates complaints about police conduct also resulted in a reduction of the average time it takes to address complaints. The Service's efforts to modernize their workplace and human resource management practices have also progressed well. Additionally, the Commission and Service both continue to advocate with our partners across the province for the provincial government to finish their work to modernize the Police Act as soon as possible.

Our Commission has worked very hard to provide strong governance to the Service during this time of transition and challenge. The difficult conversations in our city about policing have been heard and progress is being made to address the concerns raised by Calgarians whose voices have too often been marginalized. Public safety also remains front and centre in all we do as the Service grapples with staffing shortages, recruiting challenges and some worrying crime trends. We will continue doing all we can to support the Service with these concerns and to advocate for the resources needed to keep our city safe.

Thank you for entrusting us with the responsibility of providing police governance on your behalf. It is a responsibility that each of us take very seriously and we are proud to provide this report on what we accomplished last year.

Sincerely,



Shawn Cornett, Chair

On behalf of the Calgary Police Commission

POLICE GOVERNANCE AND OVERSIGHT IN CALGARY

Policing is a unique public service and police officers are entrusted with more powers than almost any other civil servants. The unique role of the police requires a high level of both independence and accountability.

ROLE OF THE PROVINCE

In Alberta, municipal police services report to both the province and the municipality. Overall expectations that ensure consistency between communities are set by the province through the Police Act, Police Service Regulation, Police Officers Collective Bargaining Act, and the policing standards created by the Ministry of Justice and Solicitor General. The province is responsible for making sure these expectations are met.

ROLE OF CITY COUNCIL

City Council sets the overall budget for the Calgary Police Service and, through the City Administration, is responsible for collective bargaining with the local police associations. Outside of these two areas of responsibility, the Calgary Police Service operates at arms-length from Council to protect both bodies from concerns of there being inappropriate political influence on law enforcement activities.

ROLE OF THE CALGARY POLICE COMMISSION

To facilitate an arms-length relationship, Council appoints 10 community members and two City Councillors to the Calgary Police Commission to provide independent citizen governance and oversight of the police on behalf of the municipality.

The Commission does not have the authority to direct the day-to-operations or law enforcement activities of the Calgary Police Service as that is the responsibility of the police chief. The Commission's main roles are to work with the Service to set the priorities and annual plans for policing in Calgary, and to advocate for the resources needed to provide proper policing. The police chief reports directly to the Commission and the Commission can give direction to the Service through the chief, police policies, monitoring of the police conduct complaints process, and approval of how the police budget is spent.

ROLE OF OTHER BODIES

Police accountability is also supported by several other bodies in the province. The courts issue warrants, conduct trials, rule in lawsuits, and rule on the legality of police actions in investigations and arrests. The Alberta Serious Incident Response Team independently investigates serious or sensitive allegations of police misconduct, as well as incidents that cause death or serious injury. Finally, the Law Enforcement Review Board hears appeals on how serious police conduct complaints were handled by internal disciplinary processes and ensures that the Calgary Police Service's complaint resolution process is fair and meets all legal requirements.

CALGARY POLICE COMMISSION HIGHLIGHTS FROM 2021

DISCUSSING WHAT MATTERS

Commissioners are required to dedicate at least 30 hours each month to their duties. Each Commissioner sits on three committees, participates in the regular Commission meetings, completes training throughout the year and represents the Commission at various public and private events.

The Commission held over 40 meetings in 2021. Each committee met privately eight times to work directly with the Service on various matters. The Commission also held eight regular meetings that included a public portion where commissioners discussed a variety of topics with the Service's leadership and heard from the public. Regular meetings also included a private portion where commissioners and the Service discussed police conduct complaint investigations, personnel issues and other sensitive matters that cannot be discussed in public.

The Commission and Service leadership discussed various aspects of police operations, priorities, accomplishments and challenges to ensure that the work being done by the police was aligned with community expectations. In 2021, topic highlights include:

- COVID-19 health measure enforcement efforts
- COVID-19 staffing impacts
- Mandatory vaccination or testing policy for Service employees
- Monthly crime trends
- Management of increased protests
- Employee morale within the Service
- Recruitment of internal and external Anti-

Racism Action Committees

- Ongoing anti-racism work within the Service
- How the Service consults with different cultural communities
- Domestic violence prevention and the implementation of Clare's Law
- Effectiveness of body-worn and in-car cameras
- Prevention of radicalization to violence
- Trends in complaints about police conduct
- School Resource Officer Program Review
- Community Safety Investment Framework implementation
- How the Service communicates with the public

INCREASING SERVICE STAFFING

Calgary's growth and the changing expectations of policing have put the current service delivery model of the Calgary Police Service under pressure. Both police officers and civilian staff are struggling to manage the workload.

Between 2015 and 2021, the Commission and Service were proud to support Calgary's economic recovery by having the Service absorb \$12.5 million in funding reductions and give back \$11.8 million in funding as part of The City's budget reduction efforts. The Service also directed \$3.5 million and countless staff hours towards anti-racism reforms in 2021, and voluntarily contributed \$8 million in both 2021 and 2022 towards the alternative call response efforts of the Community Safety Investment Framework. An additional \$19 million was also absorbed during the last two years in lost fine revenue and extra costs due to COVID-19.

In an effort to help keep tax increases low, the Service did not increase its staffing between 2019 and 2021 while Calgary added 13 new communities and some Service employees were rightly reassigned full time to the hard work of police reform and becoming an anti-racist organization.

Unmanageable workloads are now harming morale, impacting employee wellness, contributing to turnover and increasing the time that Calgarians have to wait during emergencies for the police to arrive. Officers are now meeting their response time target of seven minutes for emergency calls only 53 per cent of the time.

In November 2021, the Commission brought forward a request to City Council to supplement the 60 new positions already approved for 2022 with an additional 38 positions at a cost of \$6.08 million. Council approved the request and the Service is in the process of filling the positions to provide some relief to understaffed areas.

Recruitment has also been targeted as a priority for 2022. To manage the budget changes of the last two years, many civilian positions were left vacant as part of a hiring freeze. Hiring of new police officers was also slowed as health measures reduced the number of recruits that could be trained in each class by more than half.

The Service is aiming this year to fill almost 70 vacant civilian positions and 125 vacant police officer positions now that the budget and space pressures of COVID-19 have eased.

PROTECTING PUBLIC SAFETY

The Commission is responsible for making sure that an annual policing plan is created each year that outlines Calgary's policing priorities. The Commission provides high-level priorities to the Service and then the Service creates the annual plan based on these priorities, other community engagement, analysis of crime trends, and the policing expertise of what is needed to protect public safety.

In 2021, the annual policing plan focused on five public safety priorities:

- Reducing gun violence
- Addressing drug-related harm
- Reducing property crime such as break and enter
- Protecting vulnerable people
- Increasing road safety

While the number of guns seized in 2021 was similar to 2020, shootings decreased. However, the proportion of criminal incidents involving a firearm or suspected firearm increased throughout the year. This trend is concerning as officers are more regularly coming into contact with armed suspects and the presence of illegal firearms in the community presents a substantial risk to the public. The Service remains focused on addressing firearm-related violence in 2022.

Robberies had decreased at the beginning of COVID-19 because of health restrictions but rebounded by the end of 2021. Pharmacy, cannabis store and online buy-and-sell related robberies were targeted by the Service through enforcement, investigations and crime prevention efforts but remain an area of focus in 2022.

Prior to COVID-19, Calgary led the country in both residential break and enters and auto theft. The Service successfully implemented offender management programs, enhanced enforcement and crime prevention strategies targeting these offences in anticipation of a return to more normal rates of these crimes as people return to work. Both remain a focus for 2022.

The Commission and Service also identified downtown safety as a concern for Calgarians as office vacancies and work from home orders reduced the number of people in the core. The Service partnered with The City of Calgary to open the Safety Hub along Stephen Avenue in the fall of 2021 to allow officers to remain downtown for a larger amount of their shifts. Officers are also increasing their presence in hotspots and on transit to try address these concerns moving into 2022.

REALLOCATING FUNDS TO COMMUNITY SUPPORTS

Delivering on the Commission's and Service's commitment to reallocate funds towards

community supports that will improve outcomes for Calgarians in crisis, funding from the Community Safety Investment Framework was allocated in June 2021 in partnership with The City of Calgary.

The funding was used to expand the Service's Police and Crisis Team so that teams of a police officer paired with a mental health clinician are available to respond to calls for all but two hours of each day. Alberta Health Service's Mobile Response Team was also expanded to give all officers a 24/7 crisis line they can call when dealing with someone in crisis to get coaching from a mental health clinician that has access to the person's health records.

Twenty-five community organizations were also provided with almost \$6.2 million total in funding to expand the supports they offer to people in crisis or to transform Calgary's approach to people in crisis.

Finally, work was also undertaken by the Service, Calgary 9-1-1 and 211 to co-locate Emergency Communications Officers and Community Resource Specialists so that calls from people in distress can be immediately diverted to mental health, addiction or social service supports when there is no need for police intervention. The new model went into operation in January of 2022.

ENGAGING MEMBERS OF THE SERVICE

The 2021 Calgary Police Service Employee Survey identified that the trend of declining morale within the Service is continuing. Following the survey, the Service's Executive Leadership Team immediately began work on a strategy to address the concerns of employees in 2022.

Members of the Service clearly communicated the growing challenges and effects that have come from the pandemic, consistent protests, and the continuing public policy discussion on defunding police services. Increased workloads, longer working hours, reduced rest periods, and the risk of transmitting COVID-19 to family members after being infected at work are all also affecting morale.

There was a significant decline in several important areas including employee morale, employee engagement and feeling valued by the public and Service leadership. There are significant concerns about staffing and it is believed many of the declines observed are connected in part to staffing shortages, especially on the frontline.

The Commission is concerned about these declining results and is committed to working with the Service to make meaningful changes.

MODERNIZING THE WORKPLACE IN THE SERVICE

The Commission continues to see strong progress by the Service to modernize internal human resource practices.

The Service converted several key leadership positions from senior officer positions to civilian executive director roles. The Executive Director of Human Resources role (formally called the Chief Human Resources Officer) was also filled after being vacant for a significant period.

Human resource staff positions have been restructured to allow for a more responsive approach to managing the Service's employees. Changes to and better resourcing of the wellness services offered are also enhancing the wrap-around supports available to all employees during a time when the number of employees needing support has grown significantly.

Finally, the Service has expanded the role of its Respectful Workplace Office by making it into the Office of Respect & Inclusion. In addition to helping address workplace conflict, the office will be hiring equity, diversity and inclusion experts to support the ongoing changes within the Service.



RECRUITING ANTI-RACISM ACTION COMMITTEES AND A YOUTH ADVISORY BOARD

Another anti-racism commitment was delivered with the recruitment of 15 community members for the Service's Anti-Racism Action Committee to help co-develop the Service's Anti-Racism Strategy. The committee met with the Service eight times in 2021 to discuss a variety of topics related to police reform and becoming anti-racist. Forty-four members of the Service were also recruited to form an internal Anti-Racism Action Committee to help operationalize anti-racism changes.

Additionally, the Service recruited 11 youth between the ages of 12 and 17 for a new Youth Advisory Board that is providing insights into how the Service can better serve and connect with young people in the community.

ENHANCING ACCOUNTABILITY

The Service provided the Commission with a formal evaluation of the body-worn and in-car camera programs. In-car cameras have been used by the Service since 2012 and Calgary was the first major Service in the country to adopt body-worn cameras when they were deployed to all Patrol, Traffic Section and other frontline officers in April 2019.

Body-worn cameras contributed to the Service cutting the average time taken to investigate concerns about officer conduct in half and played a role in reducing use of force incidents where force beyond handcuffing and basic physical control techniques were used by 11 per cent. Due to the

positive impact the cameras have by providing better accountability both for officers and the people officers interact with, the Service is in the process of expanding their use to other units.

Reforms and increased resourcing within the Service's Professional Standards Section have also improved timelines, increased transparency and integrated the collection of race-based data into the process for addressing concerns about police conduct.

REVIEWING THE SCHOOL RESOURCE OFFICER PROGRAM

As part of the commitment made in the fall of 2020, the Service completed a review of the School Resource Officer Program. The review collected input from students, parents, teachers, school administrators and police officers on the value of the program and whether any changes were needed.

The final report was presented to the Commission in the fall of 2021 and Commissioners expressed concerns that little targeted engagement was done with students from racial minorities and other marginalized groups to assess whether the program is impacting them differently than other students.

The Service has begun another phase of engagement to better capture those voices before any decisions will be made around how the Service supports the safety and wellbeing of youth in schools.

RECOVERING FROM THE PANDEMIC

COVID-19 has taken a toll on the members of the Service as they have had to shoulder health measure enforcement, staffing shortages, increased protests, vitriolic public comments and all the other demands that the pandemic placed personally on them and their families.

As vaccines became widely available, the Service implemented a policy that required all employees to either provide proof of vaccination or proof of free regular testing. While there were a few high-profile incidents of officers speaking against the policy, the overwhelming majority of employees (over 96 per cent) followed the requirements without a disciplinary process being required.

The pandemic has also resulted in challenges for the Commission as all meetings moved to a virtual environment. Given the length of the pandemic, relationship building between Commissioners and Service leaders has been more difficult and opportunities for Commissioners to engage with members through ride alongs, district visits or at other events have been almost non-existent. A key priority for the Commission in 2022 is working to rebuild the opportunities for Commissioners and members of the Service to interact outside of formal meetings.

A positive that resulted from the move to online meetings is that the Commission started livestreaming meetings and posting recordings for the public to watch in early 2021. The change has made Commission meetings more accessible to the public and brings the Commission more in line with modern practices for public bodies. The Commission is working to ensure the same level of access is maintained even as meetings return to an in-person format in 2022.

ADVOCATING ON THE POLICE ACT AND ASIRT FUNDING

In the spring of 2021, both the Service and Commission resubmitted recommended changes to Alberta's Police Act as part of the province's ongoing efforts to modernize the legislation. The Commission's main priorities for reform are:

- Maintaining the principle of independent police oversight
- Creating an independent agency to address concerns about police conduct
- Ensuring that policing is free of bias and discrimination, is equitable and inclusive, and reflects the community it serves
- Enhancing officer training and recruiting requirements
- Modernizing the system for addressing concerns around police conduct
- Improving the timelines, transparency and outcome options of the disciplinary process

The Commission also expressed concerns to the province late in 2021 about the long timelines of Alberta Serious Incident Response Team investigations. The current length of time is unfair to the officers under investigation and undermines public trust in policing.

The province is working on both issues and the Commission will continue advocating for meaningful changes in these two areas of provincial responsibility.

COMPLAINT OVERSIGHT

Alberta's Police Act gives police chiefs the responsibility of investigating and addressing complaints about the conduct of police officers, police policies or the services provided by the police. Police chiefs are required to notify both their police commission and the Minister of Justice and Solicitor General when an incident is alleged or occurs where the actions of a police officer resulted in serious injury or death. Notifications are also required for serious or sensitive allegations.

When the province is notified of an incident, the Ministry of Justice and Solicitor General can direct that the Alberta Serious Incident Response Team or another police agency investigate, if appropriate. Appeals of the outcomes of complaints about officer conduct are also addressed at the provincial level through the independent Law Enforcement Review Board.

The Calgary Police Commission is responsible for monitoring Calgary's public complaints process, making certain decisions around the handling of complaints, and appointing a Public Complaint Director.

The Commission:

- Tracks complaints
- Approves any decision by the police chief to suspend an officer without pay
- Approves any decision to extend an officer's probationary period
- Approves extensions when complaints are not resolved within legislated timelines
- Decides if a complaint can be dismissed as frivolous, vexatious or made in bad faith
- Addresses complaints about the conduct of the police chief
- Hears appeals of the outcomes of complaints about police policies or services provided
- Ensures complaint statistics are publicly reported

The Public Complaint Director:

- Receives complaints from the public
- Acts as a liaison between the Commission, complainant and police
- Reviews complaint investigations as they happen and at their conclusion
- Offers alternative dispute resolution, when appropriate, and reviews the delivery of the resolution process
- Reports to Commissions on complaint matters

COMPLAINTS RECEIVED IN 2021

The Calgary Police Service reports regularly to the Commission's Complaints Oversight Committee on police conduct concerns and formal complaints. In addition to the below statistics, a more detailed report is produced annually by the Service and reviewed by the Commission. It is publicly available on the Calgary Police Service Community Accountability webpage.

	2018*	2019**	2020	2021
Public Complaints	260	262	299	331
Citizen Contacts	960	831	887	976
Internal Complaints	36	60	106	43
Statutory Complaints	43	36	34	34
Administrative Review***	2	0	0	0
TOTAL	1301	1186	1326	1384

* Revised 2018 statistical information

**Updated since 2019 Annual Report

*** Service ceased using "Administrative Reviews" in 2018

Definitions:

Public Complaint: A complaint about the conduct of a police officer where the actions may have been a violation of police regulations or policies.

Citizen Contact: When a member of the public contacts the Service to raise a concern about police conduct, make an enquiry or request assistance. These can later turn into complaints.

Internal Complaint: A complaint initiated by the Service regarding the conduct of a police officer where the actions may have been a violation of police regulations or policies.

Statutory Complaint: A complaint about an act by a police officer that may contravene provincial or federal legislation, like the Criminal Code. These complaints can be generated by a member of the public or by the Service itself.

Following an investigation, the police chief determines whether the alleged misconduct is considered a serious matter according to the province's Police Service Regulation. If the complaint does not meet the legal criteria of a serious matter, the police chief can resolve it without a hearing and determine what, if any, discipline is appropriate. If the complaint is serious, it must go to a disciplinary hearing where a retired senior officer or judge weighs the evidence and makes all decisions around discipline.

If the evidence proves that misconduct occurred, the complaint is sustained (or sustained in part if some but not all allegations are proved). If the evidence does not support the allegations, the complaint is not sustained. A complaint is dismissed when it cannot proceed for a legal reason. Jurisdiction is lost when the officer involved leaves the Service or when time limits in the Police Act for filing and resolving complaints are not met.

Complaints can also be resolved informally with the consent of the complainant and the Commission has the power to dismiss complaints as frivolous, vexatious or made in bad faith, when appropriate.

(Note: Many complaints are not resolved in the same calendar year that they are received so totals for complaints received and complaints resolved are not equal.)

	2021
Withdrawn by Complainant	14
Lost Jurisdiction Because Officer Resigned or Retired	19
Lost Jurisdiction Because Complaint Made After One Year Time Limit	11
Lost Jurisdiction Because Complaint Not Resolved Within Time Limit and No Extension Granted by Commission	0
Complaint Ruled Frivolous, Vexatious or Made in Bad Faith	1
Informally Resolved	182
<i>Supervisor Addressed Concern with Officer</i>	21
<i>Professional Mediation Between Involved Parties</i>	0
<i>Facilitated Discussion Between Involved Parties</i>	11
<i>Informal Discussion Between Involved Parties</i>	150
Sustained – No Hearing Required Under Police Service Regulation	22

Sustained in Part – No Hearing Required Under Police Service Regulation	49
Not Sustained – No Hearing Required Under Police Service Regulation	97
Dismissed – No Hearing Required Under Police Service Regulation	16
Sustained at Hearing	2
Sustained in Part at Hearing	5
Not Sustained at Hearing	2
Dismissed Without Proceeding to Hearing Due to No Reasonable Prospect of Complaint Being Sustained	4
TOTAL	424

COMPLAINTS AGAINST THE CHIEF

In 2021, the Commission received 34 complaints against the police chief. Of those, 23 were complaints regarding a policy that required Calgary Police Service employees to either get vaccinated against COVID-19 or submit regular home test kit results. These complaints were reclassified because the Police Act defines them as complaints against a police policy.

Of the remaining 11, five were found to not meet the legal criteria for complaints against the police chief, one was withdrawn by the complainant, four are still being investigated and one was informally resolved.



POLICE BUDGET

The Commission is responsible for approving how the police budget is spent. The municipal budget in Calgary is planned in four-year cycles with the current cycle running from 2019 until 2022. Adjustments are then made each year, as needed, to address changing circumstances.

Commissioners work with the Service's leadership to determine what funding is needed to provide efficient and effective policing in our community and how that funding will be spent. The Commission then presents the proposed budget total to City Council for approval.

Police funding mainly comes from property taxes, however the province also contributes through grants and by sharing fine revenue. User fees are also charged for some services, such as obtaining background checks and policing large events.

CALGARY POLICE OPERATING BUDGET OVERVIEW

	Total in millions		
Revenue	2021 Budget	2021 Actual	Category Details
Property Taxes	\$415.5	\$415.5	Funding provided by The City of Calgary through the municipal budget.
Fines and Penalties	\$42.4	\$33.0	Tickets issued through photo radar, speed on green cameras and officer traffic stops. Reduced public activity due to COVID-19 impacted revenue from this source.
Government Grants	\$33.6	\$33.9	The province provides two grants that fund approximately 330 police officers: <ul style="list-style-type: none"> • New Police Officers Hiring Grant • Municipal Policing Assistance Grant (\$16 per capita)
Sales of Goods & Services	\$19.8	\$22.8	Fees are charged for some services, including providing airport security, policing large events, monitoring scrap sales, providing security clearances and providing officers and other supports to provincial policing initiatives.
Red Light Camera	\$2.3	\$2.9	Tickets issued by red light cameras.
Miscellaneous Revenue	\$1.5	\$1.5	Sale of assets, interest earned and Calgary Police Foundation donations.
Alarm Bylaw	\$1.0	\$0.8	Fees for false alarm infractions.
Total Revenue	\$516.1	\$510.4	

	Total in millions		
Expenditures	2021 Budget	2021 Actual	Category Details
Salaries and Wages	\$432.5	\$421.2	Payroll for all employees (both police officers and civilian staff) including mandatory employer contributions, statutory premiums, shift premiums and court time. All salaries and any related premiums are negotiated by The City of Calgary's Labour Relations Unit with the assistance of the Service's management. Higher attrition, sustained vacancies and increased medical leaves contributed to lower costs.
Overtime & Call Out	\$10.7	\$12.8	Overtime and call out for hours worked in excess of a shift or when investigations or major events require additional staffing. Officers are often required to finish laying charges or supporting victims of an incident past when their shift is supposed to end in order to maintain officer continuity, resulting in unavoidable overtime. The Service actively manages overtime, but increased protests and medical leaves required more call out and overtime coverage than expected.
Materials, Equipment and Supplies	\$32.2	\$31.3	Body-worn camera subscription fees, ammunition and equipment life cycling, uniforms, computer hardware and software requirements, fleet replacement parts, vehicle fuel, etc.
Contracted Services	\$32.3	\$33.5	Commissionaires for security and photo enforcement support, janitorial services, health services, psychological supports, crime testing kits, labour relations support, external legal expertise, and specialized consultants to help CPS build long-term strategic plans. Higher than anticipated spending came from an increased need for Commissionaires and more employees accessing wellness supports.
Utilities	\$5.0	\$3.8	Electricity, natural gas, water and sewer for all CPS facilities.
Contributions to Reserve Funds and Debt Servicing	\$6.0	\$11.7	Savings for known future expenses (including lifecycle replacement of the HAWCS helicopters, replacement of red light cameras, vehicle replacement and building maintenance) or servicing debt for prior capital expenses.
Total Expenditures	\$518.7	\$514.3	
Cost Recoveries <i>(from other City departments)</i>	\$2.6	\$3.9	Costs that were recovered from other City of Calgary business units for policing services at events or security clearance checks.
Net Expenditures	\$516.1	\$510.4	

The Commission's operating budget is captured in the overall police budget (as outlined above), but it is managed separately by the Commission's Executive Director. Within the overall 2021 police budget, \$1.4 million was budgeted for the Commission's operating costs and \$1.2 million was actually spent.

The Service was authorized for a total of 2,868 full time positions in 2021, including both police officers and civilian employees. The Commission had five full time employees to provide independent expertise and support to help commissioners with the day-to-day work of providing effective police oversight in a major city.

CALGARY POLICE CAPITAL BUDGET OVERVIEW The City of Calgary funds its capital investments through government grants, debt which is then serviced through the operating budget, pay-as-you-go funding, reserves and other various funding sources.	Total in millions	
	2021 Budget	2021 Actual
Facilities	\$38.3	\$2.6
Vehicles	\$17.1	\$4.1
Equipment	\$10.2	\$5.3
Communications	\$2.7	\$1.1
Computers	\$2.9	\$2.2
Automated Fingerprint Identification System	\$1.0	None
Total	\$72.2	\$15.3

The capital budget was not fully spent in 2021 for several reasons. The bulk of the facility funding was for the replacement of a district office during the 2019-2022 budget cycle. Due to growth pressures in all quadrants of the city and with downtown revitalization underway, options are still being evaluated for where to best use this funding. The Service's vehicle fleet also underwent a right-sizing project, which resulted in lower than expected spending on vehicle replacements.

New equipment costs were reduced due to the provincial government's decision to pause all new red light camera installations and global supply chain issues delaying other expected purchases. The Automated Fingerprint Identification System purchase is still underway but was not completed in 2021.

ABOUT THE CALGARY POLICE COMMISSION

The mission of the Calgary Police Commission is to provide independent civilian oversight and governance of the Calgary Police Service to ensure a safe community.

The Commission is guided by the core principles of police oversight in Alberta and follows the requirements set out in the Police Act, Alberta Policing Oversight Standards and City of Calgary's Police Commission Bylaw.

Core principles guiding the Commission:

1. The participation of the public in determining priorities is essential
2. The police service must be accountable to the public
3. The police service must operate in the absence of political influence

Responsibilities of the Commission:

1. Set the priorities and annual plans for policing in consultation with the police chief
2. Allocate funds provided by City Council in consultation with the police chief
3. Establish policies providing for efficient and effective policing
4. Issue instructions – as necessary – to the police chief regarding those policies
5. Ensure sufficient persons are employed by the Service to carry out its work
6. Hire the police chief and evaluate their performance



The commissioners elect a Commission Chair and up to two Vice-chairs each year, as well as chairs for each of its committees. There are five support staff who answer to the Commission through the Executive Director that help with the day-to-day work of providing effective police oversight in a major city. These staff are an Administrative Coordinator, Commission Clerk, Communication & Policy Director, Executive Director and Public Complaint Director.

COMMISSION COMMITTEES

GOVERNANCE & PERSONNEL COMMITTEE

As part of the Commission's responsibility to establish policies for efficient and effective policing, this committee considers the financial, privacy, personnel, and public interest implications of the Service's policies and decisions. This committee also establishes the evaluation framework and evaluates the performance of the police chief.

FINANCE & AUDIT COMMITTEE

This committee works closely with the Service to analyze budget needs and ensure that a responsible business plan and budget are presented to City Council to ensure the Service has the resources it needs to keep Calgarians safe. During the year, this committee monitors the Service's finances to ensure the budget is appropriately spent.

COMPLAINT OVERSIGHT COMMITTEE

With the support of the Public Complaint Director, this committee monitors and oversees the public complaint process. While the Service is responsible for investigating complaints and the police chief or independent disciplinary hearings decide on disciplinary action, the Commission and the Public Complaint Director ensure investigations are thorough, fair to all parties, and conducted in accordance with laws and policies.

ANTI-RACISM COMMITTEE

This committee leads the Commission's effort to be an anti-racist, equitable, diverse, and inclusive organization and works with the Service on its ongoing efforts towards the same goals. It takes a leadership role in overseeing, advising and evaluating the anti-racism work underway within the Service.

COMMISSION MEMBERS IN 2021



Bonita Croft, Q.C., ICD.D (Nov 2018 - October 2021) – Commission Chair, Commission representative to Calgary Police Youth Foundation

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

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

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



Shawn Cornett, PhD, ICD.D. (Nov 2019 - present) – Interim Commission Chair, Vice-chair, Chair of Governance and Personnel Committee

Interim Commission Chair Shawn Cornett has spent her career helping corporations create successful and healthy workplaces by applying her skills in operations, organizational effectiveness, change management, and governance.

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

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

Chair Cornett has a PhD in human and organizational development, a Master of Science in environmental science, and an ICD.D designation from the Institute of Corporate Directors.



Amtul Siddiqui, BSc (Nov 2019 - present) – Vice-chair

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

She has championed causes close to her heart through positions as the Senior Development Officer for the Calgary Health Foundation, Senior Manager of Advancement at Vivo and Associate Director of Corporate Giving with the Canadian Red Cross, where she was the national fundraising lead for the 2016 Alberta fires and the 2013 Alberta Floods.

Currently, she serves as Director of Philanthropy for the Bethany Care Foundation where she helps create communities of care and supports the transformation of Albertans aging well.

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

Vice-chair Siddiqui's volunteer roles have included CIBC Run for the Cure, RCMP multicultural committee, Panorama Heights school, Vivo board of directors, and the Association of Fundraising Professionals.



Theresa Roessel, BCom, CPA (Mar 2020 - present) – Chair of Finance and Audit Committee

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

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

She graduated from the University of Calgary with a Bachelor of Commerce.



Kim Lynch Proctor, CPA, LL.B, LL.M, ICD.D (Mar 2020 - present) – Chair of Complaints Oversight Committee

Commissioner Kim Lynch Proctor is an experienced board director, private equity executive, lawyer, and accountant with over 20 years of experience. She is currently an Independent Director of two publicly listed companies.

Her educational background includes a Master of Laws, Bachelor of Laws, and a Bachelor of Commerce. She is a Chartered Professional Accountant and holds an ICD.D designation from the Institute of Corporate Directors.

Commissioner Lynch Proctor has been actively engaged in the Calgary community. She is a Director of the Calgary Youth Justice Society and is a former Director and Secretary of the YWCA Calgary.



Marilyn North Peigan, MA (Nov 2017 – present) – Chair of Anti-Racism Committee, Commission representative to Alberta Law Enforcement Response Teams Civilian Advisory Committee

Commission Vice-chair Marilyn North Peigan works providing outreach, community advocacy and education with the Native Counseling Services of Alberta, working to support residential school survivors and their families.

She is also specialist in the field of corporate, event, and private security, bringing a background in military training and customer service. She has extensive experience in VIP security with a focus on the Aboriginal entertainment community.

Vice-chair North Peigan served with the military medical corps of the Canadian Armed Forces. After an honourable discharge, she earned a Bachelor of Arts in psychology and a Master of Arts from Athabasca University, which covered the historical issues leading up to Canada's current situation with missing and murdered Aboriginal women.

Her contributions to the community include having served as Vice-chair of the Calgary Aboriginal Urban Affairs Committee, which strived to improve the opportunities and quality of life for Aboriginal people living in Calgary. Vice-chair North Peigan is proficient in the Blackfoot language and Treaty 7 territory culture.

In 2012, she was awarded the Queen Elizabeth II Diamond Jubilee medal.



Marco De Iaco (Nov 2019 - Nov 2021) – Commission representative to Canadian Association of Police Governance

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

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

He is a graduate of the University of Calgary Haskayne School of Business and has completed executive programs at the Smith School of Business at Queen's University and the Institute of Corporate Directors. Prior to joining the Commission, Commissioner De Iaco served on the board of directors of YMCA Calgary.



Tongjie "TJ" Zhang, PhD (Nov 2018 - present) – Commission representative to Alberta Association of Police Governance

Commissioner Zhang is a cybersecurity and privacy expert and an active community leader. He holds a PhD in computer science from the University of Calgary and has extensive experience in research, development and consulting. His work in cybersecurity and privacy has been published and presented at international conferences and local business media.

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

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



Heather Campbell, LLM, P.Eng (Nov 2020 - present)

Commissioner Heather Campbell has had a diverse 25-year energy career with technical, policy, and business roles in a full range of energy industries. She is currently the Executive Director, Clean Technology with Alberta Innovates.

Commissioner Campbell holds a Master of Laws in energy law and policy from the University of Dundee and a Bachelor of Engineering Science degree in biochemical and chemical engineering from the University of Western Ontario (Western University). She is a licensed Professional Engineer practicing in Alberta, Canada.

Commissioner Campbell is an engaged, lifelong community volunteer, actively sharing her talents, resources and time by participating and often leading a purposely diverse range of organizations. She is a board director with Calgary's performing arts centre, Arts Commons, a member of the Advisory Council for Western Engineering, and the People's Warden at St. Stephen's Anglican Church in Calgary.

She is also the former co-chair of Alberta's Anti-Racism Advisory Council.



Susan Mallon, MBA, MSW (Nov 2020 - present)

Commissioner Mallon has spent decades contributing to creating an inclusive community through public service, not-for profit and advocacy roles. For more than 20 years, she worked at the City of Calgary in positions including Director of Human Resources, Commissioner of Community Services and Executive Officer. Until recently retiring, she was CEO for Carya, a 110-year-old non-governmental organization that supports Calgarians through counselling, child development, seniors and youth programs.

Commissioner Mallon recently completed the Chartered Director program through the DeGroote School of Business. She is a certified life coach, and holds both a Master of Business Administration and Master of Social Work from the University of Calgary, as well as a Diploma in employee benefits and pensions from Humber College.



Councillor Gian-Carlo Carra, MEDes (Nov 2020 - present)

Councillor Gian-Carlo Carra was first elected to City Council in 2010 and is currently serving his fourth term representing the Ward 9 neighbourhoods.

Councillor Carra believes that empowered communities drive a city to achieve success. Over his decade in service of Ward 9 residents, he has made significant progress in shifting the dialogue at City Council, with city administration, local leaders, and a diverse range of stakeholders.

Councillor Carra brings to the Commission experience as a community advocate, City steward and environmental design academic. He holds both a Master of Environmental and Urban Design and Bachelor of Arts in history from the University of Calgary.



Councillor George Chahal, MED (Nov 2020 – Nov 2021)

Councillor George Chahal was elected to represent Ward 5 communities in 2017, the most culturally diverse quadrant in the City.

Prior to entering public service, Councillor Chahal was a small business owner and entrepreneur. His approach to public service is rooted in a commitment to ensuring all Calgarians, regardless of background, are treated with dignity and have equal access to opportunity and resources—particularly those who are vulnerable, economically unstable, or otherwise disadvantaged.

Councillor Chahal is a graduate of the University of Calgary where he earned a Bachelor of Arts in Economics and a Master of Environmental Design (Planning). He has a passion for sports and been actively involved in volunteering and coaching in the community.

Photo credit: House of Commons Photographic Services

ADDITIONAL RESOURCES

[Addressing Systemic Racism at the Calgary Police Service: Year One Report](#)

[Annual Policing Plan for 2022](#)

[Annual Policing Plan for 2021](#)

[Body-worn and In-car Cameras at the Calgary Police Service](#)

[Budget Overview for the Calgary Police Service](#)

[Citizen Satisfaction Focus Groups Report](#)

[Community Accountability Hub of the Calgary Police Service](#)

[Community Safety Investment Framework](#)

[Conduct Concerns at the Calgary Police Service](#)

[Employee Survey for the Calgary Police Service](#)

[Formal Discipline Outcomes at the Calgary Police Service](#)

[Police Oversight in Alberta](#)



CONTACT INFORMATION

To learn more about the Calgary Police Commission, or to weigh in on policing in Calgary, contact us at:

CALGARY POLICE COMMISSION

615- 650 MacLeod Trail SE

Calgary, AB T2G 4t8

Tel: 403 428-8914

Email: cpced@calgarypolicecommission.ca

www.calgarypolicecommission.ca



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