



Calgary Police Commission Report

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 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 complaint process, handling complaints regarding the police chief, and handling appeals regarding the policies of or services provided by the Calgary Police Service.

COMPOSITION

During 2022, the Commission was 12 members appointed by Council, two of which were councillors. Three additional members were appointed by the province in April 2023, bringing the total to 15 members for the remainder of this year.

ANNUAL UPDATE & KEY ACCOMPLISHMENTS

The past year has seen the Calgary Police Commission return to a new normal following the COVID-19 pandemic. The Commission was heavily focused on improving its relationship with the public and Calgary Police Service members. There was also a strong focus on addressing resource shortages within the Service, improving safety downtown and on transit, and delivering on both needed police reforms and the promises to address systemic racism.

The Commission's main accomplishments in 2022 were:

- **Improved public transparency and engagement:**
Calgary now has one of the most open policies in the country for public participation at police commission meetings. Calgarians can choose to make a written submission, ask a question, or make a verbal presentation, and there is no requirement that the subject of their comments relate to an agenda item.

Following a return to in-person regular meetings, the Commission invested resources to ensure the public can still watch and participate in meetings remotely. Recordings of meetings are also published online – something that was not done before the pandemic. In August 2022, the Commission further improved its communication with the public by launching a social media presence. The relatively new accounts have experienced some of the highest engagement rates among all Canadian police commissions.

- **Resumed engagement with Calgary Police Service members:**
Commissioners were pleased to be able to return to in-person meetings following the lifting of public health measures early in 2022. Face-to-face interactions with the



Calgary Police Commission Report

Service's leadership team and presenters have helped build better working relationships.

The ending of health measures also allowed commissioners to resume in-person interactions with frontline members of the Service. Visits to police facilities, ride alongs, participation in the Service's ceremonies and celebrations, and demonstrations of how the police perform their duties have all helped build a better understanding between the Commission and members of the Service. This better understanding supports the Commission during community engagement, and in assessing budget and policy needs.

- **Proposed a strong budget:**

The Commission worked closely with the Service to develop a thoughtful police budget for the 2023-2026 budget cycle, based on input from Council and the community. It will address the staffing shortages that have been impacting service delivery and employee wellness by adding over 150 new positions and reducing bottlenecks in the recruit training process through a new indoor firearms range. It will also help ensure Calgary's financial sustainability by decreasing the policing cost per capita over the next four years.

Budget transparency has also been a major focus of the Commission. More detailed information was shared with the public about the police budget than was shared about other City of Calgary business units. Financial reporting was also reincorporated into the Commission's annual reports to the community.

- **Continued focus on public safety concerns:**

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.

The [2022 Annual Policing Plan](#) focused on firearm-related violence, robberies, residential break and enters, auto theft, downtown safety, and policing of major events (including protests). The Service's efforts around firearm violence and robberies have seen a reduction in these crimes. Downtown and transit safety continues to be a main focus for the Service and its partners into 2023, and the Commission continues to expect the Service to work with partners across sectors to address this important issue.

- **Continued transformation of crisis response:**

In budget decisions and the priorities set for the Service, the Commission has continued to support the work of changing how people in crisis due to addiction or mental health are helped. The work has resulted in police officers being able to consult with mental health clinicians at Alberta Health Services in real time, 9-1-1 calls being diverted to social agencies when a police response is unnecessary, and increased resources for the Police and Crisis Team that partners police officers with mental health clinicians.



Calgary Police Commission Report

- **Continued important police reforms:**

A commitment to anti-racism and EDI (equity, diversity and inclusion) work, improved public reporting, and timelier accountability for officer misconduct remained priorities for both the Commission and Service in 2022. The Commission ensured the Service has the resources it needs to move this work forward and that this work is outlined as a priority in the 2023-2026 Service Plan and Budget, as well as annual policing plans.

The Commission also regularly and successfully advocated with the province to increase resourcing at the Alberta Serious Incident Response Team and Crown Prosecution Service so that bottlenecks in serious police conduct investigations can be improved. In time, these resources will reduce the time that both police officers and the public have to wait for a determination of whether investigated police actions were lawful.

- **Responded to *Police Act* amendments:**

On December 16, 2022, the Alberta Legislature passed amendments to the *Police Act*, changing police commission compositions, the powers of provincial Ministers, and how police misconduct will be addressed. The Commission conducted a comprehensive review of the amendments and submitted 21 recommendations to the province on what new regulations and procedures should accompany the changes. Advocacy around these recommendations will continue into 2023.

CHALLENGES

The Commission has faced four main challenges this past year:

- ***Police Act* uncertainty:** The provincial legislative and pending regulatory changes have created uncertainty for the Commission. It is not clear when all the new changes will take effect or how, making some long-term planning difficult.
- **Relationship with Calgary Police Service members:** The Commission's 2022 Employee Survey found that 87 per cent of the Service's employees do not trust the Commission's governance. This lack of trust can make it difficult to get buy-in for Commission priorities and is contributing to poor morale within the Service. Efforts are underway to rebuild trust, but they will take time to have an effect.
- **Complexity of policing:** Policing is impacted by many societal issues outside of the Commission's control, such as the mental health and addiction crises, homelessness, and federal or provincial legislation. These challenges require action from the Commission and Calgary Police Service, but there is actually a limited ability to create change.
- **Time restraints:** The expectations on commissioners and the Commission Chair have grown, making it difficult at times for commissioners to balance their duties with personal and professional obligations.



Calgary Police Commission Report

WORKPLAN FOR THE NEXT YEAR

The Commission has identified the following focuses for the 2023-2024 year:

- Fulfilling the Commission's legislated responsibilities to:
 - Oversee the allocation of the police budget
 - Monitor the complaints process
 - Ensure efficient and effective policing that protects public safety
 - Provide governance to the Service
 - Ensure appropriate performance measures for the police chief
- Enhancing community engagement through an in-person community consultation
- Implementing *Police Act* changes and advocating for strong regulations
- Continuing reconciliation, anti-racism, diversity and inclusion, and police reform work
- Continuing to improve the communication between the Commission, Council, community, Service, and Service members

OPERATIONS

The Commission held eight regular meetings, three special meetings, and 33 committee meetings in the past year. Commissioners, Calgary Police Service leadership, and the media can participate in-person or remotely, while the public can only participate remotely due to space and security restraints. Accommodations are available if a member of the public requires it.

ATTACHMENTS

A. The Calgary Police Commission and Calgary Police Service 2022 Joint Annual Report



ANNUAL REPORT

2022



**CALGARY
POLICE
SERVICE**





TABLE OF CONTENTS

- FROM THE CALGARY POLICE COMMISSION CHAIR 2**
- FROM THE CHIEF AND EXECUTIVE LEADERSHIP TEAM 3**
- POLICE GOVERNANCE & OVERSIGHT 4**
- HIGHLIGHTS FROM 2022 5**
 - COMMISSION STRENGTHENING POLICE GOVERNANCE..... 6
 - ADDRESSING VIOLENT CRIME..... 9
 - REDUCING PROPERTY CRIME AND DISORDER..... 11
 - BETTER HELPING THOSE IN CRISIS..... 13
 - WORKING TOWARDS RECONCILIATION 15
 - BECOMING AN INCLUSIVE AND ANTI-RACIST ORGANIZATION..... 16
 - IMPROVING ACCOUNTABILITY 17
 - SUPPORTING THOSE WHO SERVE 18
- POLICE BUDGET 20**
- POLICE CONDUCT COMPLAINTS 26**
 - COMPLAINTS RESOLVED..... 28
 - COMPLAINTS AGAINST THE CHIEF 28
- LOOKING AHEAD TO 2023..... 29**
- ADDITIONAL RESOURCES 30**

FROM THE CALGARY POLICE COMMISSION CHAIR

Dear Calgarians,

Two words I would pick to describe the past year are “challenge” and “change.” The new normal after the pandemic has created many challenges for our city, the Calgary Police Service (CPS) and our Commission. But these challenges have also created many opportunities to change how we approach public safety and policing in Calgary.

The first challenge that became very apparent was the toll the pandemic has taken on those who serve our city. The reduced new recruit class sizes that were required by health measures and increased turnover created significant staffing shortages at the CPS. Heavy workloads, increased public scrutiny and the personal stressors everyone faced over the past few years have harmed employee wellness and engagement.

Our city also saw a quick return to normal crime levels, along with a concerning change in the social disorder and violence in Calgary’s core and on transit. Gun crime also marked the year with shootings becoming shockingly common. These changes all combined to leave many in Calgary not feeling as safe as we deserve to in our own city.

The main priority for our Commission is always ensuring the police have the right resources, structure and leadership to protect public safety. A big focus of this work in 2022 for both our Commission and the Service was creating new ways of co-operating with community partners so the right resources are together tackling the drug addiction and mental health crisis that is feeding so much crime and disorder in Calgary.

Our Commission was also focused on the culture of policing and changes that will help ensure the CPS is a welcoming and inclusive organization that represents the diversity of our community. Innovative recruiting approaches and new positions have both supported this work and will help relieve unreasonable employee workloads and stress.

We are grateful to the members of the CPS who worked so hard in 2022 to deliver on Calgarians’ priorities, and we are happy to provide this annual report on what our Commission and the Service accomplished.



Shawn Cornett, Chair

On behalf of the Calgary Police Commission

The Calgary Police Commission is appointed by City Council to provide independent governance and oversight of Calgary’s police. The police chief reports directly to us and we, instead of City Council, provide direction to the police service through the chief, police policies, monitoring of the police conduct complaints process, and approval of how the police budget is spent.

FROM THE CHIEF AND EXECUTIVE LEADERSHIP TEAM

We are proud to present this 2022 annual report, which provides insight into the important public safety work, transformation initiatives and organizational updates that the CPS led last year.

While 2022 began amidst ongoing COVID-19 challenges, with the lifting of public health restrictions, we saw a return to pre-pandemic levels for calls for service and crime volume. The violent crime rate in Calgary also returned to the five-year average, however, the property crime rate and total crime rate remained below the five-year average.

Last year, our organization took an active role in addressing crisis response and leading transformational initiatives to ensure the right resource, goes to the right person, at the right time. This included transferring non-emergency mental health calls from 911 to the Distress Centre Calgary's 211 and funding additional crisis response programs through the Community Safety Investment Framework.

In addition to our work serving Calgarians, 2022 also continued to be a period of change inside our organization, where we focused our efforts on building employee satisfaction and engagement, advancing equity, diversity and inclusion, and increasing accountability and transparency.

This report highlights just some of the very impactful work that we have undertaken. Throughout 2022, we had a multitude of successes that exemplify our CPS values – respect, honesty, integrity, compassion, fairness, courage and accountability. We continue to be incredibly proud of all of our members – sworn and civilian – who have dedicated their careers to serve Calgarians.

As we move into 2023, we are committed to being a leader in policing, modernizing our Service and supporting our employees so Calgary continues to be one of the safest major cities in Canada.

Chief Constable Mark Neufeld and the Executive Leadership Team



Chief Constable
Mark Neufeld



Deputy Chief
Paul Cook



Deputy Chief
Chad Tawfik



Deputy Chief
Katie McLellan



Deputy Chief
Raj Gill

POLICE GOVERNANCE & OVERSIGHT

The police are entrusted with more powers than almost any other public servants, requiring a special level of both political independence and accountability.

The responsibility to direct and oversee the police is shared by several elected and appointed bodies. This ensures that law enforcement cannot be used for political purposes, while still providing indirect accountability to our community’s elected leaders.

WHO OVERSEES THE POLICE IN CALGARY?

Provincial Government

Establishes how municipal police services are formed and governed

Establishes the process and options for addressing police misconduct

Sets the laws governing police unions

Creates and enforces consistent policing standards for all communities in Alberta

City Council

Sets the total budget for local policing

Is responsible through City staff for collective bargaining with unionized police employees

Determines the size and makeup of the local police commission

Appoints all members of the police commission

Police Commission

Works with the police to set local priorities

Approves how the budget is spent

Hires and supervises the police chief

Creates policies to ensure efficient and effective local policing

Advocates for local policing needs

Oversees aspects of the police conduct complaint process

Other Bodies

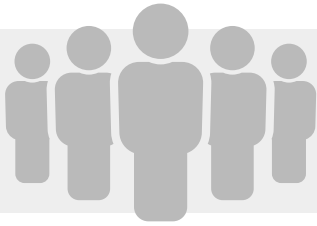
Courts determine the lawfulness of police actions

Alberta Serious Incident Response Team independently investigates certain police actions

Law Enforcement Review Board independently hears appeals on how serious police conduct complaints were addressed

HIGHLIGHTS FROM 2022

By the numbers: How CPS served Calgarians



1,343,500

Population of Calgary

3,006

Total CPS employees



71%

Police officers

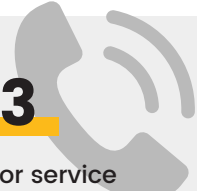
29%

Civilian employees



387,863

Public-generated calls for service



146,178

Officer-generated calls for service



20,500+

Online citizen reports



1,598

Traffic Service Requests submitted by citizens



95,455

Police Information Checks completed to support Calgarians applying for employment and volunteering opportunities



81,973

Incidents where at least one criminal code offence occurred



COMMISSION STRENGTHENING POLICE GOVERNANCE

The Calgary Police Commission is a body of 10 community members and two city councillors appointed by City Council to act as a board of directors for Calgary's police, providing independent citizen governance and oversight on behalf of Calgarians.

Chief Constable Mark Neufeld reports directly to the Commission instead of City Council. The Commission also provides direction to the Calgary Police Service (CPS) through the police chief, police policies, monitoring of the police conduct complaints process and approval of how the police budget is spent.

The past year was an eventful one for the Commission, with several notable highlights.

IMPROVED PUBLIC TRANSPARENCY AND ENGAGEMENT

Better communicating with the public was a key priority for the Commission in 2022. As the public's expectations around police governance have evolved, the Commission's traditional approach to communication is no longer enough.

The Commission revamped public participation in its meetings to create one of the most open policies in the country. Calgarians now can provide a presentation on any topic related to police governance, can provide a written submission, or can ask a question of commissioners or the police chief.

Following the return to in-person regular meetings in May, the Commission invested resources to ensure the public could continue watching and participating in meetings remotely, something that was not possible before the pandemic.

The Commission's website also continues to be improved to ensure the public can find information about the Commission, its role and what work is being done.

Finally, the Commission also launched a social media presence on YouTube, LinkedIn and Twitter, to provide regular communication to Calgarians on police governance topics. The accounts have some of the highest engagement rates among all police commissions in the country.

IMPROVED PUBLIC REPORTING ON OVERSIGHT MATTERS

As the public's desire for increased transparency grows, the Commission has taken a more open approach to sharing about its oversight work where there is a public interest. The Commission started 2022 by sharing its full rationale for not wanting thin blue line patches on uniforms and held a public special meeting about ongoing protests in the Beltline. The Commission also openly shared the findings of both its review into how the CPS handled a 1997 misconduct investigation and an initial review into the Service's relationship with an unaccredited college.



ADVOCATED FOR PROVINCE-WIDE CHANGE

The Commission advocated both directly with the province and through the Alberta Association of Police Governance to secure additional resources for the Alberta Serious Incident Response Team (ASIRT). This effort was successful and the Commission is hopeful it will soon result in faster investigations into serious police incidents.

When the provincial government introduced amendments to the Police Act in December, the Commission conducted a comprehensive review of the legislation to quickly provide feedback and suggestions from a local governance perspective. Now that the province is working on updated regulations to accompany the new act, the Commission has made 21 recommendations, including:

- Records of discipline for serious misconduct should no longer be expunged after five years so patterns of misconduct can be addressed with escalating discipline.

- Expectations for when an officer should be removed from duty without pay should be clearer.
- The new Police Review Commission taking over the investigation of all police conduct complaints needs to be properly resourced for timely investigations. The funding model also needs to have a neutral impact on local police budgets.
- Race-based data collection should be required for both the Police Review Commission and police services so any systemic issues can be identified.
- The provincial government should only be allowed to remove provincial appointees on police commissions with cause and should be prohibited from providing direction to them beyond high-level provincial policing priorities.

Advocacy to push for strong, modern police regulations connected to the new act is continuing in 2023, and the Calgary Police Service is already preparing for the implementation of the new Police Act.



ISC: UNRESTRICTED

PROPOSED A FORWARD-LOOKING BUDGET

The Service proposed a thoughtful budget for the 2023 to 2026 budget cycle that was guided by the strategic priorities of City Council and the Commission, as well as the feedback collected through the Citizen Satisfaction Survey and Employee Survey. The process to develop the budget included many consultations with commissioners to ensure that the result reflected the Commission's vision.

As part of the Commission's push to improve transparency, more information was shared with the public about the police budget than was shared for other City of Calgary business units. Financial reporting was also reincorporated into the Commission's annual reports.

Police funding will increase in Calgary over the next four years to address staffing shortages, maintain and replace critical infrastructure, continue the transformation in addressing mental health and addiction crises, and better support those who serve.

However, financial efficiencies and new service delivery models kept the increase below the rate of inflation and population growth. By 2026, the per capita cost of policing in Calgary will return to what it was in 2016.

The success of the Service over the next four years will be measured using crime severity statistics, case closure rates, Calgarians' perception of safety, Calgarians' perception of how equitably the community is policed and the engagement levels of employees.

The Commission and Service are grateful to City Council for approving the budget.



ADDRESSING VIOLENT CRIME

Throughout 2022, the Service focused resources to address violent crime in Calgary, including firearms-related violence, robberies and domestic violence. There were 27 victims of homicide and more than half of those were the result of a firearm. Commercial robberies increased in the first half of the year as offenders targeted pharmacies, cannabis and cell phone stores. Enforcement, investigative and prevention work resulted in robbery reductions in the latter part of 2022.

The presence of weapons in crime continues to increase, and while the overall proportion is low, the trend shows a 30 per cent increase compared to the five-year average.

The number of assaults remained relatively stable compared to the previous year, however, there was a decrease in the severity of these incidents.

USED AN OFFENDER MANAGEMENT APPROACH TO FOCUS ON GUN VIOLENCE

In 2022, the Service reorganized its firearms-focused resources to better align intelligence and investigative resources for increased coordination and effectiveness. This integrated structure allowed for a more strategic focus on the identification, prioritization, investigation and management of offenders who had the greatest impact on public safety. In addition, we invested further resources to track, trace and investigate illegal firearms in Calgary.




517
Crime Guns seized in 2022
**Firearms that were unlawfully possessed, used or stored*

ISC: UNRESTRICTED

INCIDENT	% CHANGE (5 YEAR AVERAGE)
Homicides	12% ↑
Robberies	-1% ↓
Sex Offences	2% ↑
Assaults	5% ↑
Presence of Firearms	30% ↑

ENGAGED IN CRIME PREVENTION INITIATIVES TO REDUCE ROBBERIES

In an effort to reduce a concerning trend of violent pharmacy robberies, the CPS partnered with the Alberta College of Pharmacy in June 2022 to implement mandatory time-locked safes for all Alberta pharmacies. Similar crime prevention work was done to address a rise in cannabis store robberies, in which the Service worked with Alberta Gaming, Liquor and Cannabis (AGLC) to amend regulations that forced businesses to cover all windows and doors. The changing of these regulations allowed businesses to use the principles of Crime Prevention Through Environmental Design (CPTED), creating safer environments for staff and customers.

WORKED WITH PARTNER AGENCIES TO PREVENT DOMESTIC VIOLENCE

Throughout 2022, the Service continued to report a decrease in domestic violence-related calls for service where an act of violence occurred. This trend was first noted during the pandemic, and instead, the CPS saw an increase in situations where citizens are recognizing the red flags of potentially dangerous domestic situations and asking for help before violence occurs. The Service regularly engages with more than a dozen partner agencies to provide support to all victims of domestic violence.



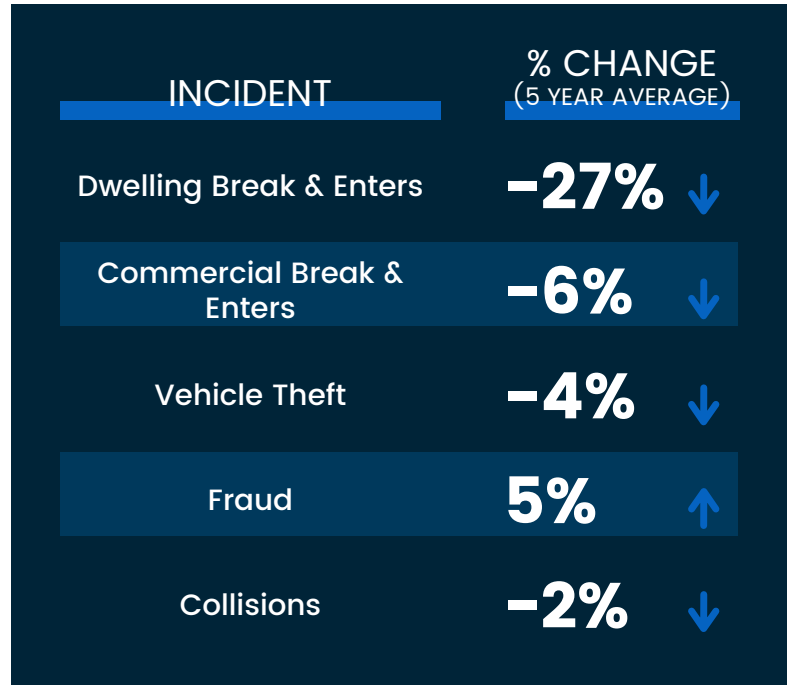
REDUCING PROPERTY CRIME AND DISORDER

In addition to the Service’s focus on violent crime, the CPS also focused resources on addressing residential break and enters, auto theft, downtown safety and road safety. While police performance alone cannot directly explain crime trends, in 2022 the number of commercial and residential break and enters, and auto thefts remained below pre-pandemic levels. These decreases are in part attributed to Calgarians slowly returning to the workplace, as those still working at home provide guardianship to their home and vehicle, resulting in reduced opportunities for offenders.

The Service continues to see a shift in how citizens are reporting crime, specifically property crime.

Last year more than 20,500 reports were submitted online, which represents a 50 per cent increase over the five-year average.

The CPS expanded its online reporting capabilities out of necessity during COVID-19, and citizens quickly adapted to this method of reporting property crime. Moving forward, the Service continues to explore ways to expand the types of crime that can be reported online and make the process more user friendly.



WORKED WITH PARTNER AGENCIES TO ADDRESS CRIME AND DISORDER DOWNTOWN

In February 2022, the CPS initiated Operation East Side to restore access to services for vulnerable Calgarians at the Calgary Drop-In Centre and address violence that was occurring along Dermot Baldwin Way. The Service partnered with social support agencies to ensure all those affected by the removal of tents and belongings were supported throughout the transition and connected to further services.



This work led into a joint and focused effort by the CPS, Transit and Bylaw to address crime and disorder associated to the LRT that lasted throughout 2022. Strategies included increasing resources, working in hotspot areas, proactive patrols of all stations and co-ordinated, joint operations to address the issues.

In July 2022, the Service also opened the East Village Safety Hub in partnership with the Calgary Municipal Land Corporation, The City of Calgary and Alpha House Society's Downtown Outreach Addictions Partnership Program (DOAP). The Hub, similar to the Stephen Avenue Safety Hub, increases visibility of uniformed officers in the downtown and surrounding areas.

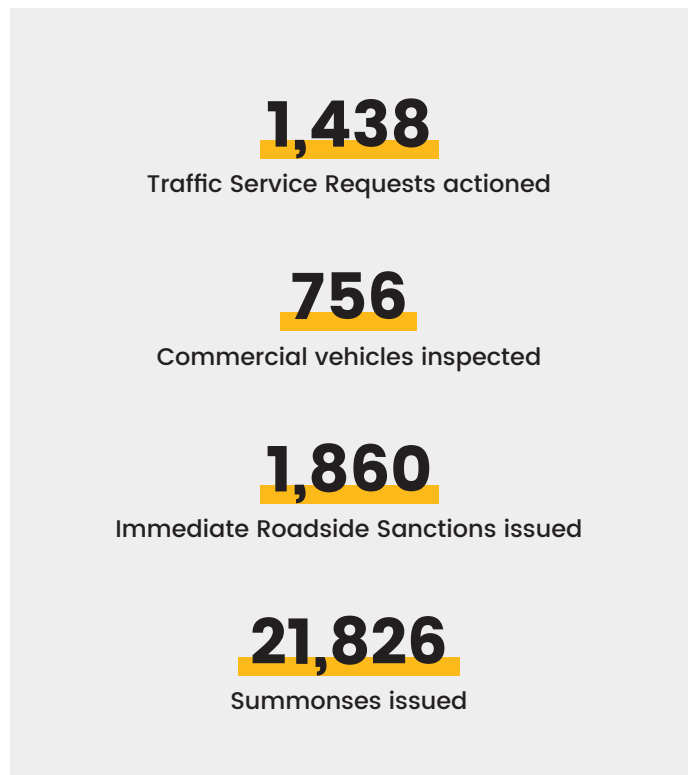
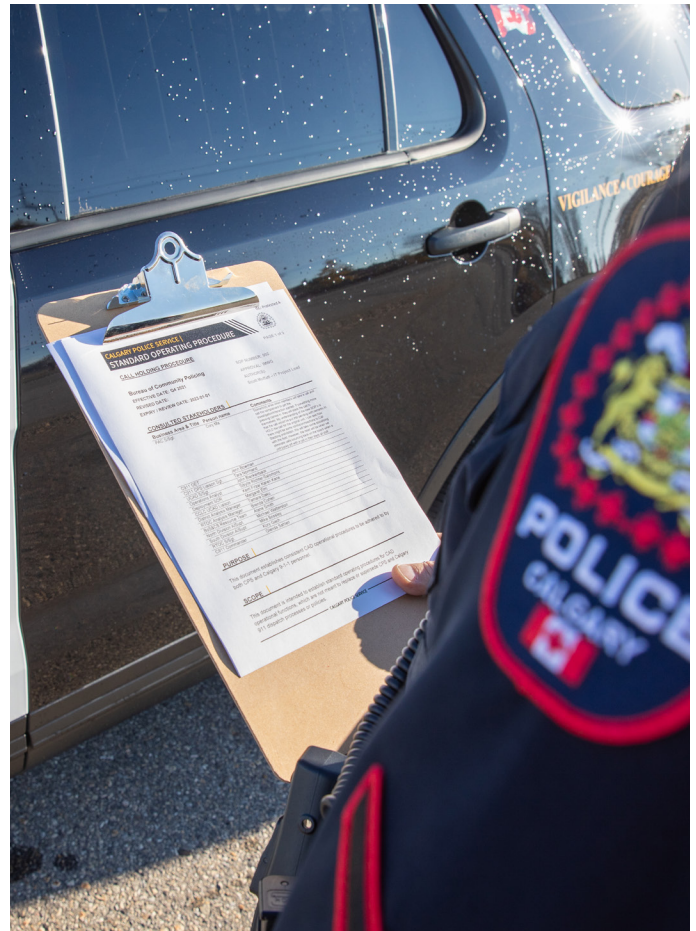
OPERATION COLD START TARGETED PREVENTABLE VEHICLE THEFTS

In 2022, Operation Cold Start was adopted by law enforcement agencies across Alberta through the Alberta Association of Chiefs of Police. This crime prevention campaign, which was started by the CPS in 2016, aims to educate citizens about the high number of thefts that occur during winter months, and the risks and dangers of leaving vehicles running and unattended. During Operation Cold Start, officers located 195 vehicles left running with the keys inside of them, which could have been easily targeted by thieves.

EDUCATED CITIZENS ON TRAFFIC SAFETY

Last year, the CPS received 1,598 Traffic Service Requests from citizens who had concerns about traffic safety in Calgary. By the end of 2022, officers had addressed 90 per cent of these. In addition to citizen concerns, the Service also worked with partners at The City of Calgary to review traffic safety initiatives such as traffic signal timing, traffic calming devices and road redesign/speed limit evaluation. In addition, Traffic officers also conducted targeted enforcement through impaired driving checkstops, commercial vehicle safety inspections, as well as in playground zones and residential areas.

Through the use of traditional and social media, the CPS also conducted a traffic safety education campaign that focused on intersection safety, distracted driving, seatbelt safety, speed, motorcycle safety, commercial vehicle safety, impaired driving, new drivers, back to school safety, pedestrian safety and child seat safety.



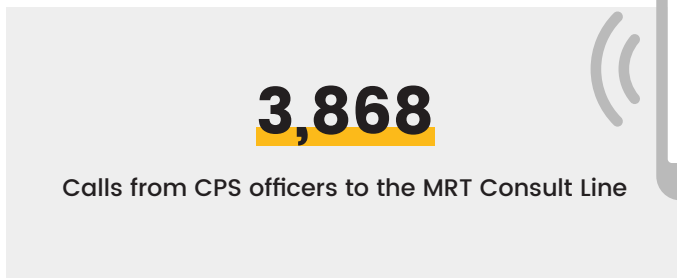
BETTER HELPING THOSE IN CRISIS

The Service took an active role in addressing crisis response for persons in need of immediate support due to mental, emotional or addictions distress. The CPS partnered with The City of Calgary to administer the Community Safety Investment Framework (CSIF) in support of The City’s Mental Health and Addiction Strategy to increase the capacity of crisis response systems in Calgary.

These transformational initiatives ensure that **the right resource goes to the right person, at the right time.**

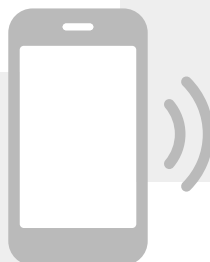
UTILIZED ALBERTA HEALTH SERVICES EXPERTISE IN URGENT MENTAL CRISIS CALLS

Through the use of Alberta Health Services’ (AHS) Mobile Response Team (MRT), officers can consult with mental health clinicians in real time while responding to mental health calls. In March 2022, a change to the use of MRT was made, which allowed officers to call a consult line to determine if a mental health apprehension was the most appropriate course of action. This change resulted in a 120 per cent increase in calls to the MRT and a 10 per cent decrease in mental health apprehensions.



WORKED WITH PARTNER AGENCIES TO DIVERT NON-POLICE CALLS FOR SERVICE

In 2022, we partnered with Calgary 911 and Distress Centre Calgary (211), to transfer non-emergency mental health calls from 911 to 211, where they would be directed to the appropriate social supports. By diverting calls from frontline responders and law enforcement to community resources that are trained and experienced in helping people in mental health and addiction crises, the CPS and its partners are better able to assist all Calgarians.



CONTINUED USE OF THE POLICE AND CRISIS TEAM

Through the use of CSIF funding, in July 2021, the Police and Crisis Team (PACT) was expanded and increased its hours of service. In July 2022, 12 months after the expansion, a review was conducted to measure the team’s success. It was noted there was a 47 per cent increase in PACT dispatches and a 46 per cent increase in calls attended when compared to the previous year. While this data is encouraging, CPS total calls for service during the period was also significantly impacted by COVID-19, making it difficult to attribute trends in PACT directly to the expansion of the program. We are continuing to measure the success of the team.

2,428

Calls for service attended by PACT

EXPANDED OUR CRISIS RESPONSE SYSTEM

In October 2022, CPS announced a pilot project, the Community Mobile Crisis Response (CMCR), in partnership with The City of Calgary, The Alex, and the Distress Centre Calgary’s 211 to deliver crisis response in Calgary. CMCR provides support to persons in crisis by dispatching a team of two support workers and a plain clothes officer to deliver a person-centered, trauma-informed, value and equity-based approach to a person in crisis.



WORKING TOWARDS RECONCILIATION

Last year, the CPS prioritized important reconciliation work to strengthen the relationships the Service has with local Indigenous communities. This work is ongoing and deeply significant to transforming the CPS.

ESTABLISHED AN INDIGENOUS RELATIONS TEAM

In 2022, an Indigenous Relations Team (IRT) was established to better connect the Service with local Indigenous communities. Since its creation, the IRT has been very active in the community, fostering positive relationships with Indigenous communities in consultation with Elders and our community partners. Gathering to celebrate culture, leadership and the Indigenous ways of knowing ensures the Service and Indigenous communities not only walk together in moments of celebration, but also moments of crisis and remembrance.

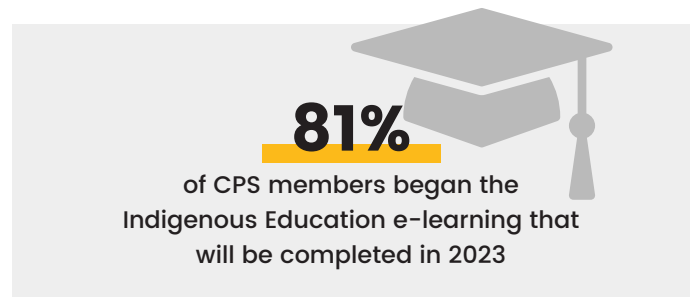
CREATED A PERMANENT ACKNOWLEDGEMENT OF INDIGENOUS CONNECTIONS

The Service permanently raised both Treaty 7 and the Metis Nation’s flags at the CPS Headquarters in 2022. Flying these flags reaffirms the Service’s nation-to-nation commitment to First Nation, Metis and Inuit partners.



EDUCATED THE SERVICE ON INDIGENOUS HISTORY

In early 2022, the Service launched a mandatory Indigenous Education e-Learning series for all CPS employees. The e-Learning underlines why Indigenous knowledge and education is important to the CPS and discusses Indigenous history and contemporary issues affecting Indigenous Peoples in Canada. The coursework was split over 16 modules and will be completed in 2023.



DEVELOPED AN INDIGENOUS ROADMAP TO CREATE LASTING SOLUTIONS

The Service worked diligently on the creation of its Indigenous Roadmap, which is the CPS’ tangible response to the specific Truth and Reconciliation Commission of Canada Calls to Action and Missing and Murdered Indigenous Women and Girls Calls for Justice. The Indigenous Relations Team has been engaged in developing solutions, creating partnerships for specific responses and/or advocating to address these calls, and addressed 50 per cent of the recommendations by the end of 2022.

BECOMING AN INCLUSIVE AND ANTI-RACIST ORGANIZATION

The CPS remains committed to connecting with and being representative of the community we serve, and to be police leaders in Equity, Diversity and Inclusion (EDI). This commitment is evidenced in a number of initiatives to ensure all streams of business worked toward the Service’s EDI and anti-racism goals.

ESTABLISHED AN OFFICE OF RESPECT AND INCLUSION

In 2022, the Service established the Office of Respect and Inclusion (ORI) as part of our commitment to providing a respectful, accessible, equitable, diverse and inclusive police service. The ORI has initiated work on the EDI framework, which will impact all CPS projects and programs, and led the development and implementation of the 2022 Workplace Census. The Census, conducted in November 2022, provided the Service with a baseline set of data to help understand current employee demographics.

TRAINED OFFICERS ON STREET CHECKS AND CARDING

The CPS worked to develop and implement training on provincial legislation surrounding street checks and carding that was introduced in 2022. The training included an overview of the legislation, situations where it applies, how to report a street check and how to ensure street checks are conducted in a fair and impartial way. By the end of 2022, 90 per cent of officers had completed training.

INCREASED DIVERSITY IN RECRUITMENT

In 2022, the Service made a concerted effort to ensure individuals being hired reflected the diversity that exists within Calgary. A specific focus was made on hosting recruiting outreach events to build relationships with marginalized and Racialized communities. In addition, the CPS identified opportunities within the recruiting process to reduce barriers for applicants, implemented initiatives to support applicants throughout the process, advocated for modernization of the provincial recruiting standards and conducted bias awareness and cultural awareness education.



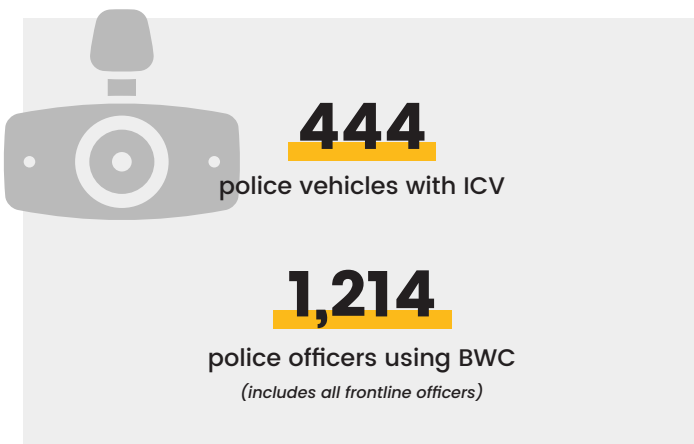
IMPROVING ACCOUNTABILITY

Public trust and confidence are important for the delivery of police services with all communities. In 2022, the Service made significant strides in increasing accountability and transparency, and strengthening public trust and confidence.

EXPANDED THE USE OF BODY WORN CAMERAS AND IN-CAR VIDEO

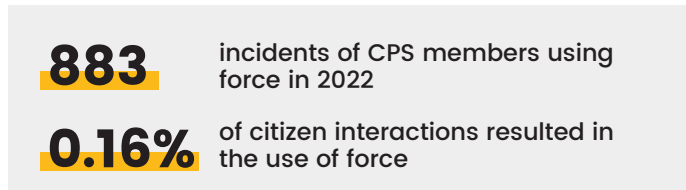
Body Worn Cameras (BWC) and In-Car Video (ICV) are both critical tools for police officers in our current environment. Officers work in dynamic and high-conflict situations. These tools allow police to record their interactions with the public, which plays a crucial role in protecting both the community and police officers and supporting a fair justice system.

In 2022, the CPS expanded the use of BWC to include School Resource Officers, the Police and Crisis Team and Child At Risk Response Team, in addition to all patrol and traffic officers who had been wearing the cameras since 2019. The Service also transitioned the ICV systems to the same platform as BWC to improve functionality for frontline officers, as this software integrates seamlessly.



INTRODUCED THE ENHANCED DE-ESCALATION AND USE OF FORCE POLICY

In February 2022, the Service rolled out an enhanced De-escalation and Use of Force Policy, which included an increased emphasis on de-escalation efforts. Additional updates were made based on an extensive evidence-based review that considered best practices, and the evolution of tactics and training. It also incorporated core recommendations from the independent review into Use of Force in the Calgary Police Service, conducted by Honourable Chief Justice Neil Wittmann.



INNOVATED IN THE PROFESSIONAL STANDARDS SECTION PROCESS

In 2022, the Service worked to improve how complaints are handled by civilianizing select investigative positions, implementing process innovation, expediting triage workflow, and introducing a quality assurance file reconciliation and review process. The CPS also empowered and trained supervisors to address complaints directly, resulting in a more timely and effective response to citizens complaints.



SUPPORTING THOSE WHO SERVE

In 2022, the Service prioritized employee services and wellness, with the development of employee training programs, continued human resources (HR) modernization and several other initiatives to support employees throughout their career with the CPS.

TOOK ACTION TO IMPROVE EMPLOYEE ENGAGEMENT

The 2021 Employee Survey showed significant decline in important areas such as employee morale, employee engagement and feeling valued by the public and the CPS leadership. In 2022, the Service committed to making real change, and identified six key outcomes critical to improving employee engagement, morale and satisfaction. In the fall of 2022, the Service launched Pathways to Engagement, a plan to ensure employees are updated on progress that impacts them.

FOCUSED ON EMPLOYEE WELLNESS

The CPS offers comprehensive and robust wellness programming to all employees, both sworn and civilian. In 2022, Dr. Patrick Baillie, Ph.D., LL.B., accepted the limited-term position of Acting Executive Director of the Wellness & Resiliency Division. The Service also developed a training curriculum on the Psychological Well-Being Strategy, in addition to the implementation of the Re-Integration Program to support employees returning to work and the Early Intervention Program to improve employee wellness, performance and confidence.

CONTINUED THE MODERNIZATION OF HUMAN RESOURCES

Throughout 2022, the Service also made significant progress in several areas, including implementing a COVID-19 Return to Workplace plan, launching a leadership development program and conducting a thorough review of HR policies and standard operating procedures.



RECOGNIZED EMPLOYEES WHO WENT ABOVE AND BEYOND

Each year there are thousands of success stories and examples that demonstrate how CPS employees embody the Service’s values – respect, honesty, integrity, compassion, fairness, courage, and accountability. The most significant of these examples are recognized through the Chief’s Awards, which can be given to CPS members and citizens who have made an extraordinary contribution to the Service or public safety. These awards can be presented to individual CPS members or jointly through a Team Citation, which recognizes the extraordinary contribution of a team.

In 2022, 35 Chief’s Awards were presented to CPS members.



15

members received the Lifesaving Award

3

members received the Excellence in Mental Health Intervention Award

2

members received the Leadership Award

15

general Team Citations were awarded



POLICE BUDGET

City Council approves the overall police budget and then the Calgary Police 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 2023 until 2026. Adjustments are then made each year, as needed, to address changing circumstances.

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 SERVICE OPERATING BUDGET (ROUNDED TO \$ MILLIONS)

Funding Sources	2022	2023	2024	2025	2026	Category Details
Municipal Taxes	437	456	461	466	470	While provincial grants, fines, user fees and other revenues reduce the cost of policing, the bulk of the police budget is funded using tax dollars collected by The City of Calgary.
Fines & Penalties	47	47	47	47	47	Projected income from tickets issued through photo radar, speed on green cameras, red light cameras, and officer traffic stops.
Provincial Grants	34	34	35	35	35	The province formally provides two grants that fund approximately 330 police officers: <ul style="list-style-type: none"> New Police Officers Hiring Grant for 123 officers (\$12 million) Municipal Policing Assistance Grant (\$16 per capita) These grants were merged in late 2021 into the Policing Support Grant to simplify grant administration.
Sales of Goods & Services	26	26	26	26	26	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.
Alarm Bylaw Fees	1	1	1	1	1	Permit and false alarm infraction fees.
Miscellaneous Revenue	2	2	2	2	2	Sale of assets, Calgary Police Youth Foundation donations, interest income from reserve accounts, and any other income.
Total Funding	547	566	572	577	581	

CALGARY POLICE SERVICE OPERATING BUDGET (CONT.) (ROUNDED TO \$ MILLIONS)

Recoveries	2022	2023	2024	2025	2026	Category Details
Internal Cost Recoveries	3	4	4	4	4	Costs recovered from other City of Calgary business units for policing services at events, use of the Service's two-way radio infrastructure, or security clearances.
Total Recoveries	3	4	4	4	4	

Expenditures	2022	2023	2024	2025	2026	Category Details
Salaries & Wages	454	464	467	470	472	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. The Service must hire four officers to cover all the shifts that result when the total number of officers on duty 24/7 is increased by just one. <i>*Note: Staffing shortages were created by only 45 civilian growth positions being added from 2015 to 2021, while a significant number of roles were shifted from officers to civilians.</i>
<i>New frontline patrol officers</i>	0	20	20	20	20	
<i>Other new officers</i>	20	19	2	8	1	
<i>New civilian positions</i>	113.5*	35	8	0	1	
<i>Total police officers</i>	2,133	2,172	2,194	2,222	2,243	
<i>Total civilians</i>	874	909	917	917	918	
<i>Total employees</i>	3,007	3,081	3,111	3,139	3,161	
Overtime & Call Out	11	11	11	11	11	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. This results in some unavoidable overtime. The Service actively manages overtime of both officers and civilians.
Materials & Supplies	15	22	24	26	28	Body-worn camera subscription fees, ammunition and equipment life cycling, uniforms, computer hardware and software requirements, vehicle replacement parts, etc. Increases in this category are due largely to additional equipment and supplies needed for new positions.

CALGARY POLICE SERVICE OPERATING BUDGET (CONT.) (ROUNDED TO \$ MILLIONS)

Expenditures	2022	2023	2024	2025	2026	Category Details
Contracted Services	13	14	15	15	15	Contracted healthcare services, psychological supports, crime testing kits, labour relations support, external legal expertise, and specialized consultants to support long-term strategic plans (including the Service's anti-racism and inclusion work). This category includes funding that provides external wellness supports to employees and their families.
Insurance & Security	14	14	14	14	14	Contracting commissionaires for security and photo enforcement (\$9 million annually), and insurance for all vehicles and facilities (\$5 million annually).
Maintenance & Rental of Equipment and Buildings	14	14	14	14	14	Janitorial services, building maintenance, computer hardware and software maintenance, and leasing costs for facilities not owned by the Service.
Utilities	5	5	5	5	5	Electricity, natural gas, water and sewer for all police facilities
Vehicle Operation	6	8	8	8	8	Fuel for vehicles and specialty equipment, vehicle repairs, tires and maintenance. Replacement parts are captured separately in the materials and supplies category and vehicle replacement is captured separately in the capital budget.
Business Expenses	5	5	5	5	5	Mandatory recertification training, courses for skills upgrading, investigative travel, membership fees, volunteer expenses, and youth programming expenses (estimated at \$2 million annually). The Service tries to bring trainers to Calgary instead of sending groups of employees on trips. However, travel for some training is unavoidable. The Service estimates approximately \$2,000 annually in training cost for each police officer, but actual costs vary depending on training needs.
Communication Expenses	7	7	7	7	7	Postage for tickets and other outgoing mail, cell phone data and airtime, radio network maintenance, advertising, printing, and promotional campaigns.
Contributions to Reserve Funds	6	6	6	6	6	Savings for known future expenses, including lifecycle replacement and major maintenance of the HAWCS helicopters, replacement of red light cameras, and vehicle replacement.
<i>HAWCS Reserve</i>	1	1	1	1	1	
<i>Red Light Camera Reserve</i>	1	1	1	1	1	
<i>Vehicle Reserve</i>	4	4	4	4	4	
Total Expenditures	550	570	576	581	585	

CALGARY POLICE SERVICE CAPITAL BUDGET (ROUNDED TO \$ MILLIONS)

Expenditure	2022	2023	2024	2025	2026	Category Details
Facilities	37	47	3	6	0	Infrastructure maintenance for 29 owned facilities and 14 leased facilities. Included in this capital budget are funds for a district office replacement (\$33 million) and new indoor firearms range (\$10 million).
Vehicles	22	15	0	7	7	Lifecycle replacement of vehicle equipment and vehicles. The Service has over 1,250 vehicles that are typically replaced after seven years or 150,000 km. This expense is covered from savings in the vehicle reserve fund.
Equipment	7	7	0	0	1	Upgrading standard issue equipment and lifecycle replacement of red light cameras. The cost of red light camera replacement is covered from savings in the red light camera reserve fund.
Communications	3	6	5	8	5	Lifecycle replacement of existing communication systems, including portable radios, phones, and network infrastructure.
Computers	2	5	4	3	3	Lifecycle replacement of hardware, servers/storage, and security infrastructure.
Automated Fingerprint Identification System	1	1	0	0	0	Lifecycle replacement of this system.
Total Expenditure	72	81	12	24	16	



WHERE RESOURCES ARE FOCUSED

Business Area	2022			2023		
	\$ Millions	% of Budget	Employees (FTEs)	\$ Millions	% of Budget	Employees (FTEs)
Community Policing <ul style="list-style-type: none"> • Frontline policing • Traffic enforcement • Arrest processing • Protests and event policing • District office operation 	275	50	1,543	280	49	1,569
Service and Community Support <ul style="list-style-type: none"> • Youth intervention and mentorship programs • Mental health intervention • Crime prevention education • Community outreach • Records management & data entry • Court disclosure • Background checks • Victim support • Ticket processing • IT services • Facility and vehicle maintenance • Finance and payroll services • Business planning 	124	23	585	129	23	599
Investigative Support <ul style="list-style-type: none"> • Investigation of major crimes (homicides, organized crime, sexual offences, child abuse, etc.) • Prolific offender management • Domestic conflict intervention • Specialized investigative resources (cyber crimes, forensics, firearms lab, etc.) 	93	17	587	96	17	605
People and Organizational Development <ul style="list-style-type: none"> • Employee wellness supports • Human resource services • Employee training • Occupational health and safety • Disability management • Internal equity, diversity and inclusion initiatives 	39	7	191	45	8	200

Business Area	2022			2023		
	\$ Millions	% of Budget	Employees (FTEs)	\$ Millions	% of Budget	Employees (FTEs)
Office of the Chief <ul style="list-style-type: none"> Senior leadership Communications Information access and privacy request processing Internal legal services Investigation and handling of officer complaints 	18	3	96	19	3	102
Police Commission <ul style="list-style-type: none"> Board of directors for the Calgary Police Service Sets policy direction Approves how budget is spent Supervises the police chief Monitors complaint process 	1	0	5	1	0	6
Totals	550	100	3,007	570	100	3,081

The Calgary Police Commission's operating budget is captured in the overall police budget, but it is managed separately by the Commission's Executive Director. Within the overall 2022 police budget, \$1.4 million was budgeted for the Commission's operating costs.

The Commission has 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.

POLICE CONDUCT COMPLAINTS

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 Public Safety and Emergency Services 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, it can direct 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 and monitors complaints through the Public Complaint Director
- Approves any decision by the police chief to relieve 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 CALGARY POLICE SERVICE

- Receives complaints from the public and initiates investigations
- Investigates misconduct allegations not taken over by the province
- Can engage an outside agency to investigate if appropriate and timelines allow
- Decides when to relieve officers from duty with and without pay
- Determines what discipline—if any—is warranted for non-serious matters
- Decides what matters are serious enough to warrant an independent hearing

COMPLAINTS RECEIVED IN 2022

	2018*	2019**	2020	2021	2022
Public Complaints	260	262	298	331	285
Citizen Contacts	958	831	888	977	796
Internal Complaints	36	60	106	43	46
Statutory Complaints	45	36	35	34	30
Administrative Reviews***	2	0	0	0	0
TOTAL	1301	1186	1326	1384	1157

* Revised 2018 statistical information

** Updated since 2019 Annual Report

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

DEFINITIONS**Public Complaints**

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

Citizen Contacts

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

Internal Complaints

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 Complaints

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.

COMPLAINTS RESOLVED

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.

COMPLAINTS AGAINST THE CHIEF

In 2022, the Commission received 12 complaints against the police chief. Of those, 10 were found to not meet the legal criteria for complaints against the police chief, one is still being investigated and one was informally resolved.

(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)

ISC: UNRESTRICTED

	2022
Withdrawn by complainant	10
Lost jurisdiction because officer resigned or retired	8
Lost jurisdiction because complaint made after one year time limit	10
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	8
Informally Resolved	190
<i>Supervisor addressed concern with officer</i>	<i>23</i>
<i>Professional mediation between involved parties</i>	<i>0</i>
<i>Facilitated discussion between involved parties</i>	<i>1</i>
<i>Informal discussion between involved parties</i>	<i>166</i>
Sustained – No hearing required under Police Service Regulation	10
Sustained in part – No hearing required under Police Service Regulation	34
Not sustained – No hearing required under Police Service Regulation	128
Dismissed – No hearing required under Police Service Regulation	9
Sustained at hearing	6
Sustained in part at hearing	6
Not sustained at hearing	0
Dismissed without proceeding to hearing due to no reasonable prospect of complaint being sustained	4
TOTAL	423

SERVING CALGARIANS IN 2023

The Service's vision is to ensure that Calgary is the safest major city in Canada. Looking ahead, the CPS will build on the important work that has already been done to transform crisis response, create efficiencies through technology, and build trust with partners and employees.

The CPS has identified the following commitments that will guide the Service into the future:

1. Address the recruiting and staffing issues impacting the services the CPS provides and the workload of employees.
2. Continue pursuing the Community Safety Investment Framework and other alternative call response models.
3. Develop a Joint Safety Traffic Plan with The City of Calgary.
4. Implement recommendations from the review of the body-worn and in-car camera programs.
5. Apply an equity, diversity and inclusion lens to our organization and its programs.
6. Develop a strategy with Calgary Transit to provide prevention and intervention approaches on transit.
7. Implement the Anti-Racism Strategic Road Map with support from the Anti-Racism Action Committee.
8. Implement the Indigenous Reconciliation Road Map under the guidance of local Elders and nations.
9. Implement race-based data collection in more areas and improve collection where it is happening.
10. Build a new indoor firearms range to improve employee safety and allow more officers to be trained.
11. Implement the internal Pathways to Engagement plan to improve employee engagement.
12. Implement various technological solutions to improve data reporting and organizational efficiency.

In addition, the CPS will work collaboratively with its partners and with the Government of Alberta to implement the amendments to the Police Act (Bill 6) as they are brought into force.



ADDITIONAL RESOURCES

Annual policing priorities[Annual Policing Plan 2022](#)[Annual Policing Plan 2023](#)**Anti-racism reforms and alternative call response methods**[Calgary Police Anti-Racism Action Committee](#)[Community Safety Investment Framework](#)[Partnerships & Community Highlights Year in Review](#)**Budget**[Budget Overview for the Calgary Police Service](#)**Crime statistics**[Calgary Police Service Crime Statistics Reports](#)**Perception research results**[Citizen Satisfaction Survey Report](#)[Employee Survey for the Calgary Police Service](#)**Police accountability**[Community Accountability Hub of the Calgary Police Service](#)[Conduct Concerns at the Calgary Police Service](#)[Formal Discipline Outcomes at the Calgary Police Service](#)**Police oversight**[Calgary Police Commission](#)[Police Oversight in Alberta](#)[Police Act Modernization](#)



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