



2017

ANNUAL REPORT TO THE COMMUNITY

CALGARY POLICE COMMISSION

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MESSAGE FROM THE CHAIR

Dear Calgarians,

Looking back on 2017, it was a crucial year for the Calgary Police Commission as we focused on providing independent civilian oversight of CPS in a way that would uphold the high levels of trust and confidence CPS has earned from the community.

We know how important it is to citizens to have professional, knowledgeable, and compassionate officers who reflect the citizens they serve. The Commission's focus remained on overseeing the reforms underway at CPS to create an inclusive workplace with fair opportunities for all employees. Achieving a respectful culture with a diverse workforce is a long-term effort that we believe will create a stronger police service capable of adapting to our city as it grows.

This long-term outlook also involved securing additional funding from city council for CPS to hire more members and acquiring the equipment needed to meet citizen needs and expectations.

We know that crime, safety and policing play a prominent role in your quality of life. That's why we continued our public engagement activities, through public meetings, online consultations, and events so your priorities and concerns could be reflected in all the work we do.

On behalf of the Commission, I would like to thank Chief Constable Chaffin and his senior team for their leadership, as well as each and every CPS employee for their commitment to making our city a safe place to live, work, and raise families. We are humbled to work alongside these thoughtful, dedicated professionals and honoured to have the privilege of seeing their successes up close.

We look forward to continuing working with CPS and our community partners in the year ahead.

Sincerely,

Brian Thiessen, Chair



COMMISSION OVERVIEW

RELATIONSHIP TO ALBERTA JUSTICE

The Calgary Police Commission is accountable to Alberta Justice and Solicitor General. The Province sets the standards for effective policing in Alberta, and through the Police Act, sets out the requirements and responsibilities for police commissions, Public Complaint Directors, municipalities, and police services.

We uphold and value the core principles of police oversight in Alberta:

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

The Calgary Police Commission remains committed to fulfilling our legislated responsibilities, as well as our responsibilities outlined in the Alberta Policing Oversight Standards. The standards require police oversight agencies to ensure efficient and effective policing, and to provide a way to receive and monitor public complaints against the police service.

When last measured in 2015, the Calgary Police Commission achieved full compliance with the Provincial Policing Oversight Standards. A review by the Province confirmed that the Commission has well-developed policies and practices that promote and support police oversight.

RELATIONSHIP TO CALGARY CITY COUNCIL

The Police Act provides for the city to establish a municipal commission. The Calgary Police Commission operates in accordance with the City's Calgary Police Commission bylaw. The bylaw reiterates and refines the responsibilities of the Commission, and outlines its duties and procedures, including for the creation and appointment of members. City Council appoints members to the Calgary Police Commission, drawing upon the expertise and experience available in the community.

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

Each year, the Calgary Police Commission and the Calgary Police Service present an annual report to the Standing Policy Committee on Community and Protective Services. This includes a report on the activities and highlights from the previous year.

The Commission also presents to the City's Audit Committee to provide annual financial statements and the results of the annual financial audit.

We continually strive to ensure we have a strong working relationship with our partners, including the City of Calgary.

OVERSIGHT IN PRACTICE

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

PUBLIC MEETINGS

In 2017, the Calgary Police Commission held nine public meetings. The Commission provides advance notice of upcoming meetings and posts agenda, reports and minutes of those meetings on the Commission's website. Public guests are welcome to attend meetings and speak to the Commission.

In recent months, the Commission has welcomed increased media and public attendance as an opportunity to show the community what police oversight looks like in practice. In 2017, public guests have addressed topics including CPS internal culture, street checks, acquisition of body-worn cameras and less-lethal options, and board membership.

As part of its oversight role, the Commission receives briefings from CPS on various aspects of police operations. In 2017, topics included:

- HR reform action plan updates
- Break + enter response
- Sexual assault investigation model
- Drug-impaired driving and the implications of cannabis legalization
- Partnerships with community agencies to reduce crime (SORCe model)
- Discharging firearms at motor vehicle occupants
- Policy reviews underway
- Collection of information for intelligence purposes (ie. 'street checks/info posts')

OVERSIGHT IN PRACTICE

ADVOCACY

Part of the Commission's role involves advocating for legislative and other changes that may improve the ability of the police service to improve safety and effectively serve the community. In 2017, the Commission's advocacy efforts included sponsoring a resolution at the Alberta Association of Police Governance, and conversations with the Province endorsing broad Police Act reforms, supporting CPS's position on supervised consumption sites, engaging with community partners to facilitate CPS's inclusion and full participation in Pride events, and encouraging city councillors to support a budget increase for CPS to hire more members in 2018.

FINANCE + AUDIT COMMITTEE

This committee works closely with CPS on closely analyzing the budget allocated by city council to ensure funding is dedicated to the strategic priorities outlined in its 2015-2018 business plan, and to ensure CPS has the resources it needs to keep the city safe.

COMPLAINT OVERSIGHT COMMITTEE

With the support of the Public Complaint Director, this committee monitors and oversees the public complaint process. While CPS is responsible for investigating complaints, the Commission and the



Public Complaint Director ensure investigations are thorough, fair to all parties, and are conducted in accordance with laws and policies.

GOVERNANCE + PERSONNEL COMMITTEE

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

OUR MEMBERS (2017)

While it is funded by the city, the Calgary Police Service is governed by a civilian police board. This structure ensures civilian oversight and accountability to the community and protects police from political influences. The Calgary Police Commission includes nine citizen volunteers and two city councillors. The Commission represents a mix of gender, ethnicity, experience, and skills.



(L to R (back): Tyler Shandro, Councillor Ward Sutherland, Richard Sigurdson, Chris Salmon, Howie Shikaze.
(Front): Ferdinand Legaspi, Chair Brian Thiessen, John Liu.
Not pictured: Vice-chair Lisa Silver, Councillor Richard Pootmans, Myra D'Souza.

[Photo credit: Tim Bellaart]

OUR MEMBERS (2017)

MYRA D'SOUZA

[APPOINTED NOVEMBER 2015]



Commissioner D'Souza is an active community representative with experience on several local boards. She is a member of the Calgary Urban Aboriginal Initiative board, past chair of the Citizen's Advisory Committee for Corrections Canada and was previously a member of the Calgary Co-Op board of directors. She also instructs courses and provides interactive workshops in her role as a corporate trainer/facilitator.

Commissioner D'Souza was selected as one of the 50 most diverse people in Canada by the Canadian Board Diversity Council. She has strong ties with the community and a diverse cultural background that includes traveling in 23 countries and speaking Urdu, Hindi, Spanish, and German.

FERDINAND LEGASPI

[APPOINTED NOVEMBER 2015]



Commissioner Legaspi brought to the Calgary Police Commission more than 30 years of experience developing technology and business solutions in the healthcare sector. He has specialized in management of electronic medical records, large scale system implementation, process optimization, and ensuring security and privacy of records. He even applied his expertise as part of a two-year medical mission abroad.

He has completed technical computer engineering programs at DeVry and SAIT, and completed a project management certificate from the University of Calgary.

Commissioner Legaspi is also involved in the community through the Rotary Club of Calgary and fundraising as a Knight of Columbus.

OUR MEMBERS (2017)

JOHNATHAN LIU

[APPOINTED NOVEMBER 2014]



Commissioner Liu is an executive with Westmount Charter School Society who works on policy development, finance and accounting and enterprise risk management. He is also a director with the Alberta Association of Police Governance, and the Supply Chain Management Association - National.

He previously served on the board of Brickburn Funds Inc., Norfolk Housing Association, Kincora Residents Association, and Kincora Community Association.

Commissioner Liu holds an ICD.D designation from Institute of Corporate Directors program, a Bachelor of Commerce degree in Accounting from the University of Calgary, and is a chartered professional accountant.

RICHARD POOTMANS

[APPOINTED FEBRUARY 2017]



As a two-term city councillor, Richard Pootmans worked with the community, the city, and industry to ensure that ongoing development is sustainable, affordable, and serves the needs and interests of the community.

Prior to his role on city council, Councillor Pootmans had more than 30 years of experience as a leader in public service and business sectors. Prior to being elected, he worked as a business executive in a public company, co-owned and managed a successful business, and worked in the oil patch. He also earned an MBA from the University of Calgary in Finance and Marketing and instructed students at the U of C Haskayne School of Business.

Councillor Pootmans has served on numerous community and business boards prior to joining the Calgary Police Commission, where he applied his progressive approach alongside his financial and governance expertise.

OUR MEMBERS (2017)

CHRIS SALMON, VICE-CHAIR

[APPOINTED NOVEMBER 2015]



Chris Salmon is a management consultant, specializing in the areas of strategy, change and organizational performance. He previously served as a UK Crown Servant and has strong professional interests in the areas of intelligence, big data, and the mental wellness of first responders.

Commissioner Salmon serves as Chair of the Emergency Medical Services Foundation and has previously served on the advisory board for change management programs at Mount Royal University and with a number of community organizations.

He is a graduate of the Universities of London, Manchester and Aberystwyth, a member of the Institute of Corporate Directors, and holds the Freedom of the City of London.

TYLER SHANDRO

[APPOINTED NOVEMBER 2015]



Tyler Shandro received his J.D. in 2004 from the University of Calgary and has focused his legal practice in the area of municipal law. He is a member of the Law Society of Alberta and facilitates and evaluates several modules of the Legal Education Society of Alberta's bar admission course.

In the past, Commissioner Shandro sat on a number of boards including the Municipal Government Board, the National Parole Board, the Criminal Injuries Review Board, as well as the Senate of the University of Calgary, and the Calgary Parking Authority.

His community experience also extends to volunteering with the Calgary Flames Ambassadors and previously with the Calgary Stampede Promotion Committee.

OUR MEMBERS (2017)

HOWIE SHIKAZE

[APPOINTED NOVEMBER 2010]



Commissioner Shikaze is a member and a Fellow of the Institute of Chartered Accountants of Alberta and the Institute of Corporate Directors.

Retired as a partner in MMP LLP, he dedicates time to the Rotary Club of Calgary, participating in its many community service and fundraising activities, and as the Chair of the Board of Directors of the Calgary YMCA.

He was past president of both the Kiwanis Club of Calgary and the Calgary Kiwanis Music Festival.

RICHARD SIGURDSON

[APPOINTED NOVEMBER 2016]



Dr. Richard Sigurdson has spent almost three decades in academic and administrative roles in universities across the country. He is currently the Dean of the Faculty of Arts at the University of Calgary.

Prior to moving to Calgary in 2012, Dr. Sigurdson served as Dean, Faculty of Arts and Acting Provost at the University of Manitoba where he also held the Duff Roblin Professorship of Government. A political scientist by training, Dr. Sigurdson has published on a variety of topics, from the history of political theory to the Charter of Rights in Canada. As an administrator, his focus has been on internationalization, indigenous teaching and learning, and improving the student experience.

Dr. Sigurdson has a long-standing commitment to public service, volunteerism, and engagement with the community. He has served on the Manitoba Electoral Boundaries Commission, and has co-chaired the University of Calgary's United Way campaign.

OUR MEMBERS (2017)

LISA SILVER, VICE-CHAIR

[APPOINTED NOVEMBER 2012]



Commissioner Silver is a native Calgarian, lawyer, and educator. Her educational achievements include earning a degree in economics, a degree in law, and a master's of law. She has appeared before all levels of court, including the Supreme Court of Canada.

Since 2016, Commissioner Silver has been on faculty at the University of Calgary Faculty of Law where she teaches criminal law, evidence, and advocacy courses.

Commissioner Silver also sits on the Alberta Legal Aid Provincial Appeals Committee, is a board member of Calgary Legal Guidance and is on the Access to Justice Committee for the Canadian Bar Association – Alberta. She is a member of the Advocate's Society, the Canadian Bar Association, and the Institute of Corporate Directors.

WARD SUTHERLAND

[APPOINTED NOVEMBER 2014]



Councillor Ward Sutherland was re-elected to Calgary's City Council in 2017 for a second term. Prior to his role as city councillor, he had 25 years of senior leadership and management in top-tier companies such as Sony, Tim Horton's, McDonald's, and Hartco Corporation.

In Councillor Sutherland's volunteer work and as the president of the Rocky Ridge Royal Oak Community Association, he established a track record of positive outcomes across various levels of government, on multiple diverse issues. In 2013, he was honoured to receive the Queen Elizabeth II Diamond Jubilee Medal for his service to the community.

OUR MEMBERS (2017)

BRIAN THIESSEN, CHAIR
[APPOINTED NOVEMBER 2015]

Commissioner Thiessen is Calgary lawyer and a partner at Osler, Hoskin & Harcourt LLP. His practice focuses on employment, labour, and workplace privacy law where he engages on workplace investigations, employment disputes, human rights complaints, and privacy compliance on behalf of his clients.



He is among Canada's top business lawyers and has received numerous recognitions including Chambers Canada: Canada's Leading Lawyers for Business from 2011 to 2018, and the Best Lawyers in Canada from 2011 to 2018.

As a certified human resource professional and certified information and privacy professional, he works extensively on developing best practices in employment, privacy and governance with employers and their boards of directors.

Commissioner Thiessen has a Juris Doctor, Law from the University of Calgary and a Bachelor of Commerce (Honours) from Queen's University.

As a dedicated community volunteer, he has received the Debra Dean Award for outstanding contribution for work with the Board of Directors of Ronald McDonald House Southern Alberta.

HIGHLIGHTS (2017)

EMBRACING DIVERSITY

In 2017, the Commission continued its focus on achieving a diverse, inclusive, and respectful workplace.

Building on the 7-point plan provided to CPS in 2016, the Commission received frequent updates from CPS about the progress on each item. In a short amount of time, CPS has made significant progress on reviewing and modifying policies and organizational structures to achieve the goals outlined in the 7-point plan:

Address personal concerns and specific allegations

1. The Commission will work with CPS to establish an independent third party advocate to assist staff in reporting and addressing concerns in a confidential and/or anonymous manner.

CPS Progress 2017:

- **Strengthened Respectful Workplace Office**
- **Put in place an Independent Workplace Concern Advisor**
- **Revising Respectful Workplace Policy**

Address systemic issues by considering the following actions:

2. Retain external expertise to address the recommendations outlined in the 2013 workplace review, including a process for meaningful audit and reporting. Provide report and recommendations to CPS and the Commission.

CPS Progress 2017:

- **Implementing a revised human resource delivery model based on results of an independent review**
- **Drafted a workplace violence policy**
- **Monitoring provincial legislation**
- **Provide monthly updates at public Commission meetings**

Examine, and report to the Commission, on the progress CPS is making in relation to:

3. Conducting a workforce census and analyzing data collected to determine the representation of employees protected by grounds of sex, family status, or both, at all levels and ranks.

CPS Progress 2017:

- **Census conducted, analysis underway**

4. Reviewing all written and unwritten promotion and job placement policies, practices and procedures to ensure that they do not discriminate on the basis of sex and/or family status.
5. Assessing whether perceived or actual gender bias, maternity, and parental leaves or family caregiving responsibilities may be impacting women's access to advancement opportunities.

CPS Progress 2017 (#4 & 5):

- **Following up with independent policy reviews**
- **Applied Gender-Based Analysis plus model**
- **Developing a diversity and inclusion strategy**

6. Revising promotion and job placement policies, practices, and procedures and human rights accommodation policy to address sex and family status discrimination and accommodation. Include an update on the status of the flexible work policy.

CPS Progress 2017:

- **Following up with independent policy reviews**
- **Implementing a flexible work program**

HIGHLIGHTS (2017)

7. Providing training to employees, in consultation with the Calgary Police Association, on the promotion and job placement policies, practices, and procedures, and human rights accommodation policy.

CPS Progress 2017:

- **Delivering respectful workplace training**
- **Developing a diversity and inclusion strategy**
- **Developing a multi-year “people plan”**

The Commission acknowledges that these organizational and cultural reforms will take time, just as they do in all other industries. Both CPS and the Commission are committed to dedicating the time and resources necessary to ensure that CPS becomes an equitable, inclusive workplace. The 7-point plan is the catalyst for change, and monitoring its implementation is a long-term priority that has

gained significant public interest. It reflects the Commission’s vision for gender equality and success that, in turn, promotes the well-being and safety of our community.

DIVERSITY ON THE COMMISSION

The Commission also supports and endorses the City of Calgary’s efforts to create a more inclusive municipal decision making system, which includes the participation of women across diverse communities on boards and commissions.

With this in mind, the Commission encourages city council to select individuals with proven professional experience from a diverse cross-section of the city to fill vacancies on the Calgary Police Commission. The Commission expects the Calgary Police Service to achieve gender equity and diversity within the organization which means the Commission itself must model the diversity it expects.



The Commission supports achieving a gender balance on the board and believes the city would be best served if the board was comprised of individuals who represent the diversity of our community alongside proven professional expertise.

HIGHLIGHTS (2017)

INTERNATIONAL WOMEN'S DAY

International Women's Day celebrates the advancement of women throughout our global community. It provides a space in our daily lives to pause and reflect on the many significant achievements of women. It creates a moment of reflection on our progress towards gender equity and serves as a call for action for us to step boldly forward to achieve even more.

This year's theme- equality matters - embraces this momentum of change by requiring all of us to take charge of the future by answering this question: how will I support progress?

The answer is to be bold. To be bold is to be courageous, even audacious, in our support of gender equity. To be bold, we must throw down the metaphorical gauntlet of change and pledge to be an agent of that change. This means we must not only suggest change but we must be a catalyst for it.

At the Calgary Police Commission, this approach is driving us and our vision for progress within the Calgary Police Service. It reflects who we are as a society by encouraging and promoting gender parity in the workplace with equitable opportunities for women to advance and to be heard.

Studies have shown that female police officers advance goals of safe community policing and are an integral part of successful policing practices. To promote and encourage the employment of female officers we need to ensure that the policing workplace is a welcoming and responsive environment. The Commission's seven-point plan for a more equitable and fair workplace will be our catalyst for this change and we look forward to sharing this vision with the community.

This is how we will celebrate International Women's Day - by supporting a vision of gender equality and success that, in turn, promotes the well-being and safety of our community. The time for bold action is now and we at the Commission will stand with our policing community to make it happen.

Brian Thiessen, Lisa Silver, Chris Salmon

Calgary Police Commission

Calgary Herald, March 7, 2017

HIGHLIGHTS (2017)

SECURING RESOURCES FOR CPS

The Calgary Police Commission has a duty under the Police Act to ensure that the service has sufficient resources to carry out their mission to keep our city safe, and to prevent crime.

Throughout 2017, the Commission and CPS were involved in extensive discussions about the 2018 budget. After much discussion and consideration to the upcoming challenges facing public safety in Calgary, the Commission decided it could not support any cuts to the CPS budget in 2018.

Additional funding was required to help CPS respond to the priorities we've heard from citizens, and to grow into a modern, professional, and world-class police service.

The Calgary Police Service is facing significant additional pressures now and in the coming years when it comes to responding to the opioid crisis, cybercrime, increasing caseload demands, increasing calls for service, and significant increases in child abuse, sexual assault, and domestic violence.

We realized that asking city council for more funding in this economic climate would be challenging. However, we knew that an increase was necessary to ensure that CPS would have enough resources to keep our city safe, to prevent crime, and to support officers with the resources they need to do their jobs.

The Commission is thankful to Calgary city council for voting to increase the Calgary Police Service budget. Additional funding in 2018 will allow CPS to hire 55 additional employees, and move forward with HR reform work, and the body worn camera program.

The 2018 budget is only one small part of the bigger picture. We are also preparing for the 2019 - 2022 budget and business plan period. We respect the budget challenges the city is facing and are working maintain a strong working relationship with city council.

We know CPS is committed to providing the community with the services they need, including community-based prevention programs that have earned CPS high levels of confidence.



HIGHLIGHTS (2017)

USE OF FORCE REVIEW

“CPS is constantly re-examining itself to see where improvements need to be made that will better enable officers to keep the community safe. That is consistent with what the public and the Commission expects.”

CHAIR BRIAN THIESSEN

In 2016, discussions focused on the higher-than-usual number of police-involved shootings – 14 over two years. The decision to use lethal force is the hardest decision an officer will ever make. We know that police encounter challenging situations numerous times each day, and the majority of incidents are resolved without incident.

Together, the Commission and CPS recognized the need for an independent review to examine ways to minimize the risks involved in dynamic police encounters. By May 2017, CPS had engaged former Chief Justice Wittmann to conduct a review with the goal of ensuring members have the correct leadership, policy, procedures, equipment, and training to police the community in the safest way possible.



“The purpose of this review is to ensure we are doing everything we can to protect both the public and our members.”

CHIEF CONSTABLE ROGER CHAFFIN

HEARING FROM THE COMMUNITY

COMMUNITY ENGAGEMENT FEEDBACK

The Commission's 2017 community dinner included more than 375 guests representing community associations, diversity groups, community agencies, alongside the Calgary Police Service. Guests were invited to provide their thoughts about how to create a collaborative relationship and effective communication with CPS.

Common ideas, themes, and practical suggestions emerged throughout the discussion. Comments were overwhelmingly positive, with participants expressing support and appreciation to CPS for being a reliable and accessible partner and resource. Many people also commented that the dinner itself is an important way to bridge the gap in communications between CPS and the community.

Guests expressed the importance of engaging youth as a way to improve trust and confidence within the community. They believe programs that give young people an opportunity to interact with police, and

to create lasting positive impressions, should be expanded. This includes maintaining a presence in schools, at community events, through sports, and informally throughout their day.



A number of discussion participants also noted that CPS needs to improve the diversity of its members to better service the community. Having officers who speak their language and understand their culture will help CPS develop strong, respectful connections with various communities. Examples of improvements include: making information available in multiple languages, having translators available to overcome language barriers, translating CPS reports into multiple languages, engaging

new Canadians through ESL programs, and taking diversity training.

Many participants also felt that increased police involvement at community events would build a stronger sense of community. Visibility and approachability were identified as important characteristics for officers.

HEARING FROM THE COMMUNITY

CITIZEN CONSULTATIONS 2017



To provide effective oversight of the police, the Commission needs to understand the expectations the community has about policing and whether they feel the Calgary Police Service is meeting those expectations.

The results of the 2017 Calgary Police Commission citizen consultations provide a valuable snapshot of perspectives about safety and policing in our city.

The Calgary Police Commission partnered with Illumina Research Partners, an accredited gold seal

member of the Marketing Research and Intelligence Association, to conduct online community consultations with a cross-section of Calgary citizens. The online community consultation allowed participants to communicate their feelings about safety, crime, and the Calgary Police Service, and to explain why they hold particular views.

Citizen surveys conducted annually by the Commission from 2008 to 2016 showed that citizens felt the city is a safe place to live and that confidence in the Calgary Police Service was high. However, those feelings have been declining over recent years and the Commission wanted to dig deeper to understand why.

HEARING FROM THE COMMUNITY

CITIZEN CONSULTATION HIGHLIGHTS:

- A visible police presence is one of five factors that impacts feelings of safety. The others are: familiarity with neighbours, being with a group, well-cared for and well-lit areas, and feeling in control of the environment.
- The perception that Calgary is a safe place to live is eroding based on a perceived increase in crime, the economic downturn, changing demographics, media coverage, and the growth of the city.
- There is uncertainty among many participants that CPS has the resources necessary to meet increasing demands.
- Gangs, drugs, and violent crime are priorities for participants, along with community programs aimed at prevention.
- Many participants believe that more officers with increased visibility in the community will make Calgary safer.
- Participants want more police engagement with the community to build relationships and break down barriers.
- Most participants hold CPS in high regard and are empathetic to their work challenges.
- Some participants indicate there is room for officers to improve when it comes to being more polite, helpful, patient, respectful and approachable.
- Media stories can play a role in how safe participants feel. Many participants value direct communication from CPS to better understand police actions and to get a complete and balanced perspective.
- There is a lack of awareness about the Calgary Police Commission.

This research is one tool, among many, that the Commission and Calgary Police Service use to inform decision-making about budget and strategic priorities.

We want to thank the Calgarians who took the time to share their views with us. Hearing citizens express experiences and concerns in their own words allows us to understand the evolving needs and expectations of our community so we can plan for the future.



HEARING FROM THE COMMUNITY

HEARING FROM CPS EMPLOYEES

Each year, the Commission engages with police officers and civilian employees through an extensive online survey to understand their perceptions and concerns about their workplace.

Through this survey, the Commission monitors employee satisfaction and engagement levels, and offers employees the opportunity to anonymously express concerns in their own words.

The responses to the 2017 annual CPS employee survey showed that employees remain passionate about making a meaningful contribution to our city, and many have good relationships with coworkers and supervisors.

However, employee engagement has declined, along with many other measures. We know staff are eager for additional supports, such as educational/development opportunities and more employees to help with the heavy workload. They are looking for better communication and more support from senior leadership, including better acknowledgement of their contributions.



Those expectations are realistic and it is clear that there is more work that needs to be done to ensure the organization is giving employees the supports they need to help keep our community safe.

We want to thank everyone who completed the survey for taking the time to provide their perspective. That input is a valuable tool for the Commission and

for CPS to understand the challenges, as well as the strengths, within the organization.

We immediately communicated the needs expressed in this survey to city council as part of the budget discussions. City council's approval of an additional \$14.3m in 2018 is the result of significant advocacy

work on the part of the Chief and the Commission to get the resources needed for more officers and equipment to help address the pressures employees are facing. More importantly, it reflects the value Calgarians place on the work that CPS does.

CPS leadership is implementing a broader action plan to address the concerns raised in this survey and others. The Commission is eager to see that plan implemented so employee satisfaction and engagement can start to climb back up.

COMMUNITY POLICING AWARDS

The Calgary Police Commission and the Calgary Police Service rely heavily on our partnerships with community members and groups. Without these relationships and input from residents, community policing would not be possible.

To foster and celebrate these relationships, the Commission hosts an annual community policing awards ceremony. The awards are designed to recognize individuals for their exceptional contribution to community policing and helping to make our city safer.

In 2017, the Commission presented six awards to deserving Calgarians who have helped CPS improve their service to our community.

WINNERS OF THE 2017 COMMUNITY POLICING AWARDS

EISHA BASHARAT, ACHAI BOL, AYUEN BOL, ELIZABETH JAMES, AGAK NONG, ITUBA OHISA, HANNA TOP, & ACHAI WIEN



“These girls transformed themselves into ambassadors for their community and created an opportunity for their neighbours and the police to get to know each other at a celebration. Their personal relationships with each family and their commitment to bringing the police and the community together made this event a success.”

CPS SGT. NICK WILSHER

When this group of teenage girls living in the Applewood community saw a need to build ties between their community and local police, they came up with a creative way to help.

Together they planned a Christmas party that brought together their neighbours – newcomers to Canada – and members of the Calgary Police Service in an effort to build comfort, trust, and open lines of communication. Because of the 50 hours this group spent preparing for this event, CPS was able to touch the lives of more than 100 people.

COMMUNITY POLICING AWARDS

BRIAN FERGUSON AND JIM PRENTICE (POSTHUMOUSLY)

“Mr. Ferguson and Mr. Prentice are shining examples of leadership, commitment, and dedication to our community. Together they helped create a foundation that continues to strengthen the Calgary Police Service’s ability to work closely with the community to develop youth-based programs that make a difference to the lives of the youth and to our entire community.”

TARA ROBINSON, CALGARY POLICE FOUNDATION
& YOUTHLINK EXECUTIVE DIRECTOR



The success of the Calgary Police Foundation is the direct result of the efforts of Brian Ferguson and Jim Prentice. They worked hand-in-hand to get the foundation off the ground by building community and corporate partnerships, and fundraising for programs and facilities that would help vulnerable children in Calgary. They opened doors to corporate Calgary that helped the foundation raise millions of dollars to fund dynamic youth programs that are helping prevent crime and keep kids safe.

DR. MARGARET DOYLE



Based on her willingness to go above and beyond her daily duties as a veterinarian, Dr. Doyle is the first point of contact for CPS members seeking support on animal cruelty investigations. These cases are a sad and often overlooked reality that CPS faces. Dr. Doyle never fails to make herself available to support investigations, to attend calls where her medical advice is needed, or to serve as an expert witness. Her work allows CPS to collect evidence in a timely way and is a critical part of successfully prosecuting these crimes.

“There is no one more deserving of this award than Dr. Doyle. Her supportive approach enables us to intervene early and provide education and assistance to help those who lack the skills or funds to properly care for their pets. With her assistance, CPS is able to conduct important investigations on behalf of victims that do not have a voice.”

CPS DETECTIVE SHAWNA BALDWIN

COMMUNITY POLICING AWARDS

CALGARY HUMANE SOCIETY



“Due to the excellent working relationship we have with the Calgary Humane Society, we can work jointly on files and share resources to conduct more thorough and successful investigations. CPS is the first police service in Canada to successfully develop relationships with partner agencies that support the investigation and prosecution of crimes against animals.”

CPS DETECTIVE SHAWNA BALDWIN

The Calgary Humane Society and the Calgary Police Service have developed a valuable partnership that is allowing police to more effectively respond to and investigate animal-related call. The humane society generously provides extra resources for vet care, and the facilities necessary to house animals that have been seized as exhibits.

Through the leadership of the Calgary Humane Society, a number of animal hospitals in Calgary have adopted the protocol needed to aid police to conduct through investigations, while remaining focused on improving the circumstances of every animal encountered through a combination of education, compliance and enforcement.

SHAW COMMUNICATIONS

“A safe community requires corporate leaders. Rather than reducing its support in the current economic environment, Shaw has actually increased its support. This incredible relationship is irreplaceable, and Shaw demonstrates the positive impact a company can have on the community.”

TARA ROBINSON, EXECUTIVE DIRECTOR YOUTHLINK &
CALGARY POLICE FOUNDATION



As part of Shaw Communication’s broader commitment to supporting youth across Canada, the company has contributed \$1 million to support the Calgary Police Foundation and YouthLink. The company understand the important role corporations have in giving children a leg-up to help them fulfill their potential, which contributes to the long-term health and safety of our community.

Shaw’s unwavering and generous support has been a critical part of the success of both organizations. Whether it’s through financial sponsorship, staff participation on the Foundation board of directors, or media visibility for Foundation fundraising campaigns such as ‘Get Framed for Kids’ and the canine calendar, Shaw raises awareness about the services available to help youth deal with bullying, crime, and safety.

COMMUNITY POLICING AWARDS

CONSTABLE MIKE YANKO

“For more than 13 years, Cst. Yanko has committed no less than 2600 hours of his personal time and expertise as an ambassador for the Calgary Police Service, having a tangible effect on Calgary’s youth and strengthening the supports available in the youth justice system. He demonstrates the best of CPS’s core values through integrity, a passion to serve the community, and a commitment to education, prevention, and intervention.”

MIKE ELLIS, CALGARY - WEST MLA



Even before becoming a CPS member, Cst. Yanko volunteered with the Calgary Youth Justice Society where his expertise and guidance have been instrumental in developing programs that find meaningful and appropriate consequences to address offending behavior.

He is a founding member of the ‘In the Lead’ program, an innovative program that connects at-risk youth with adult mentors.

Cst. Yanko has personally trained every youth justice committee volunteer who has

joined the organization since 2004- more than 500 Calgarians, and his work is estimated to have impacted the lives of more than 9000 Calgary youth and their families.

[photo credit: Ken Woo, James Paton]

COMPLAINTS OVERSIGHT

In 2017, the Commission continued its ongoing work to enhance the public complaint process. This involved monitoring and reviewing ongoing files and reviewing complaint file audits conducted by the Public Complaint Director.

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

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

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

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

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

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

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

PUBLIC COMPLAINTS AND CITIZEN CONTACTS

Public Complaints & Citizen Contacts	2013	2014	2015	2016	2017
Public Complaint (External)	190	213	247	282	226
Citizen Contact	839	846	847	1094	908
Internal Complaint	21	23	40	33	69
Statutory Complaint	12	20	29	41	33
Admin. Concern	16	23	43	46	16
TOTAL	1078	1125	1206	1496	1252

COMPLIMENTS AND THANK YOU TO CPS

In 2017, CPS received 357 written compliments.

Each of these is for one or more members or for CPS as an organization.

COMPLAINTS OVERSIGHT

PUBLIC COMPLAINTS AND CITIZEN CONTACTS CONT'D

Resolutions of Public (External) Complaints 2013-2017	2013	2014	2015	2016	2017
Withdrawn by Complainant	11	10	13	13	4
Lost Jurisdiction (resign/retire)	2	1	3	3	0
Filed Beyond One Year Limit	11	9	8	8	4
Dismissed - Extension Not Granted (<i>new category in 2015</i>)	N/A	N/A	2	1	0
Frivolous / Vexatious / Bad Faith*	3	12	0	4	1
Informally Resolved	97	134	171	222	140
<i>Supervisor Intervention</i>	21	41	36	42	28
<i>Professional Mediation</i>	1	2	1	0	0
<i>Facilitated Discussion</i>	11	13	12	5	4
<i>Informal Discussion Among Parties</i>	64	78	122	175	108
Sustained - No Hearing	0	0	0	3	2
Sustained In Part - No Hearing	5	3	4	12	7
Not Sustained - No Hearing	31	28	26	55	69
Sustained - Hearing	0	0	2	1	0
Sustained in Part - Hearing	0	0	0	2	2
Not Sustained - Hearing	3	3	1	1	0
Other	8	8	0	0	1
TOTAL	171	208	230	325	230

COMPLAINTS OVERSIGHT

Disciplinary Measures for External Complaints 2017		
Incident	Allegation	Discipline
1	Discredit the Reputation of the Service	Official Warning (3 Years)
2	Insubordination - Breach Policy / Order / Directive	Forfeiture of Overtime Hours
3	Insubordination - Breach Policy / Order / Directive	Suspension from Duty Without Pay
4	Unlawful / Unnecessary Exercise of Authority Neglect of Duty - Fail to Promptly / Diligently Perform Duty	Other Action Considered Appropriate Other Action Considered Appropriate
5	Unlawful / Unnecessary Exercise of Authority Inappropriate Use of Force	Official Warning (1 Year)
6	Discredit the Reputation of the Service	N/A
7	Discredit the Reputation of the Service	N/A
8	Neglect of Duty - Fail to Promptly / Diligently Perform Duty Insubordination - Breach Policy / Order / Directive	Official Warning (2 Years)
9	Neglect of Duty - Fail to Promptly / Diligently Perform Duty	Official Warning (1 Year)
10	Unlawful / Unnecessary Exercise of Authority	Other Action Considered Appropriate
11	Insubordination - Breach Policy / Order / Directive	Forfeiture of Overtime Hours

APPEALS

In the case of a complaint about officer conduct, if either a complainant or officer is unsatisfied with the Chief's decision, the Police Act allows appeals to be made to the Alberta Law Enforcement Review Board. In 2017, the Alberta Law Enforcement Review Board received three appeals related to the Calgary Police Service.

In 2017, three public complaint files were ordered to a disciplinary hearing.

In 2017, 14 allegations of misconduct were sustained in relation to 11 incidents.

COMPLAINTS AGAINST THE CHIEF

In 2017, six complaints were made against the Chief Constable. The Commission concluded in two instances that, based on the information provided, there was no conduct on the part of the Chief that would provide jurisdiction for the Commission to proceed under the Police Act. One of those determinations is the subject of an appeal to the Law Enforcement Review Board. Four complaints remain under review or in progress.

COMMISSION REPORTING

CONFERENCE EXPENSES 2017

The Commission is proud to offer professional development opportunities to help its volunteer members make a meaningful contribution to the board. The Calgary Police Service has a budget of more than \$380 million. It is appropriate that the Commissioners responsible for overseeing this budget on behalf of citizens have sufficient professional development opportunities to effectively carry out their duties.

The Commission is comprised of citizen volunteers with a wide range of professional backgrounds who are representative of Calgarians. Generally, they do not come with extensive knowledge about policing. Attendance at conferences offers a deeper understanding of the profession, including trends and best practices.

The courses and conferences offered help Commissioners maintain and enhance the knowledge and skills they need to carry out important legislated functions on behalf of the community.



Alberta Association of Police Governance - Edmonton

- 3 members, \$1338

Canadian Association of Police Governance – Montreal

- 4 members, \$8528

Canadian Association of Civilian Oversight of Law Enforcement – St. John

- 1 member, \$2748

COMMISSION REPORTING

Commissioner	Number of Commission Meetings Attended
Diane Colley-Urquhart	1/2*
Myra D'Souza	7/8
Ferdinand Legaspi	6/8
John Liu	9/9
Chris Salmon	8/9
Tyler Shandro	8/9
Howie Shikaze	8/8
Lisa Silver	8/9
Ward Sutherland	7/9
Brian Thiessen	8/9
Richard Sigurdson	9/9
Richard Pootmans	5/5*

COMMISSIONER VOLUNTEER HOURS

The time dedicated by citizens to volunteer as a Commission member is significant. In addition to monthly Commission meetings, each member attends two committee meetings each month, as well as separate strategic planning meetings, CPS events, learning opportunities, and district engagements.

City Council selects citizens with proven professional experience from a diverse cross-section of the city, who are about to dedicate approximately 30 hours each month to this community service position.

**Reflects mid-year transition of council representative*

To find out more about how to become a citizen member, visit this City of Calgary page:

<http://bcconline.calgary.ca/publish/bcc.aspx?id=72>



CONTACT INFORMATION

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

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