



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

1

**CALGARY POLICE COMMISSION  
REPORT  
FOR  
CITY AUDIT COMMITTEE  
JUNE 22, 2017**

# Introduction

2

The following information is presented in response to the items requested by the City's Audit Committee.

Highlights include:

- Commission governance structure, F&A committee terms of reference and composition,
- CPS organizational risks and mitigation strategies,
- Internal controls
- Financial reporting

# Governance Structure – Commission Committees

3

## Finance & Audit

- Reviews the Calgary Police Service budget, proposed adjustments, and any urgent funding needs, and submits these to City Council,
- Monitors the allocation of the funds provided by City Council,
- Provides independent oversight of external audit reports,
- Oversees development of internal operational audits,
- Monitors the commission budget

## Governance

- Monitors the governance model and strategic direction for the Commission and makes recommendations for change, when necessary.
- Provides leadership to the Commission in the development and maintenance of policies to ensure efficient and effective policing by the Calgary Police Service.

## Complaints Oversight

- Monitors the process for complaints against specific officers and /or policies of the Calgary Police Service in accordance with the Alberta Police Act and the Alberta Police Service Regulations.

# Succession Planning & Recruitment

4

## Calgary Police Service

- Commission hears from Chief annually about succession plan within CPS

## Calgary Police Commission

- Recruitment and selection of Commission members is conducted by the City of Calgary.
- Commission provides memo to city outlining the skills and qualifications necessary to help the Commission perform its duties effectively

# CPS Financial Highlights

5

- An external audit concluded that no recommendations for improvement in internal controls were required.
- There were no audit adjustments related to the 2016 audit.

# Commission Priorities - 2017

6

1. Overseeing reforms underway at CPS to achieve a respectful, inclusive workplace culture that reflects the diversity of our community.
2. Addressing appropriate use of force to enable CPS members and the community to be as safe as possible.
3. Better engaging the community to help build trust in the Calgary Police Service.

# Key initiatives - 2017

7

- Oversee CPS budget, business plan, and external financial audit
- Present CPS budget, budget adjustments, and financial audit findings to City Council
- Review CPS risk management strategy
- Observe development of annual CPS internal audit plan and review results/progress reports
- Monitor authorized strength vs actual staffing levels to ensure adequate personnel
- Set performance measures, review performance of the Chief, succession planning

# Key initiatives contd - 2017

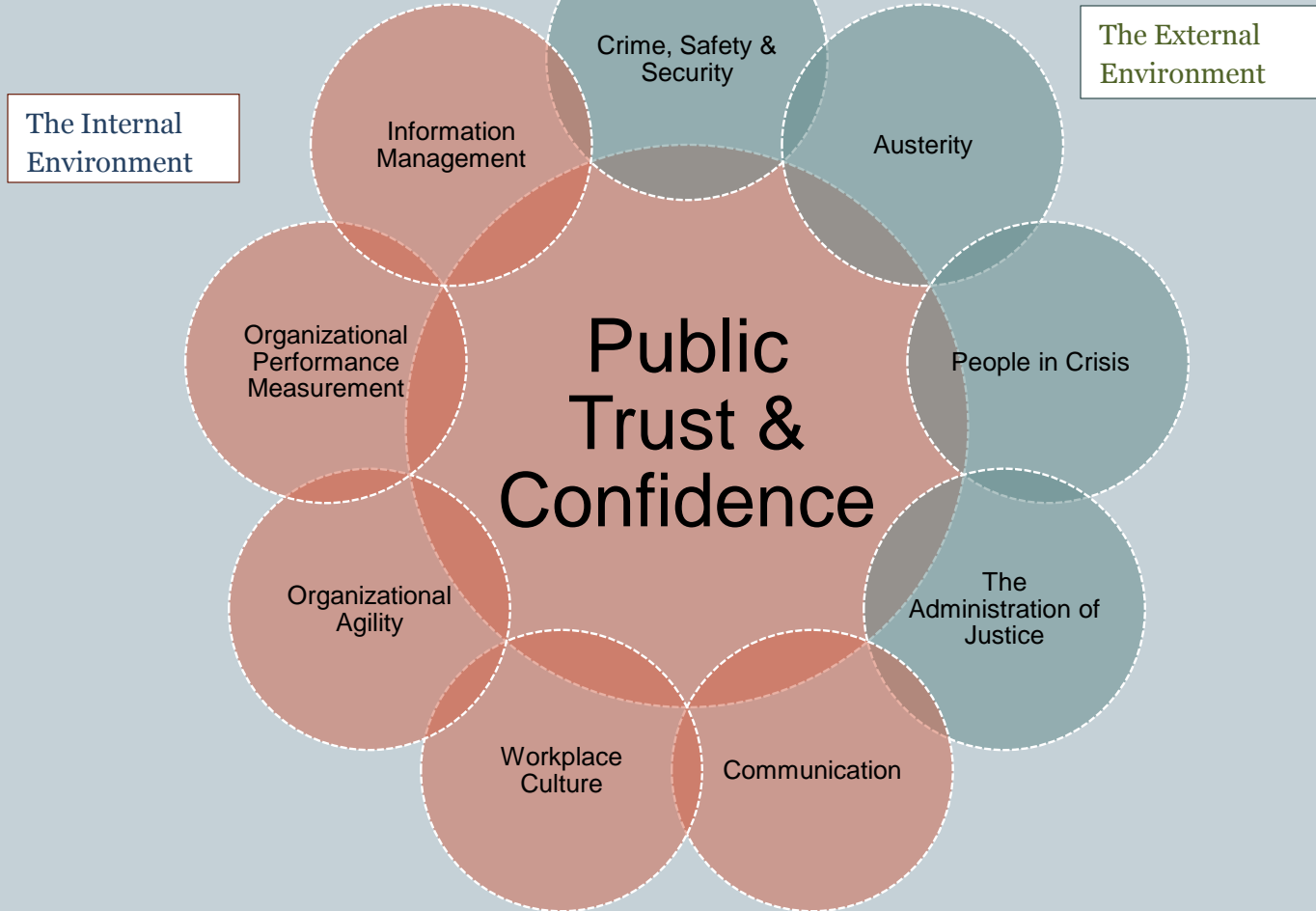
8

- Oversee CPS information and IT systems and technologies
- Monitor CPS performance using available data
- Conduct annual citizen research
- Conduct employee surveys
- Conduct self-assessment of the Commission
- Guide risk monitoring and mitigation



# Key Operating and Strategic Risks

9



# Top 3 Risks

10



# Internal Controls

11

- Monthly operating and capital budget summaries
- In-depth review of financials and staffing 3x/year
- Assessment of risks informs CPC priorities
- More frequent risk reporting *\*new\**

# Internal Controls - IT

12

- Governance over CPS IT is accomplished through regular reporting by CPS Chief Technology Officer on IT-related risks including:
  - Operating and capital budgets associated with IT requirements
  - Asset management lifecycle for all IT infrastructure, hardware, and software
  - Cloud/storage developing long-term strategies to make best use of assets
  - Risk management for IT infrastructure security, data loss, and disaster recovery.

# Financial Report Summary

13

## External auditor report

- Deloitte LLP completed its audit of the 2016 financial statements of CPS and issued an opinion without qualification
  - No audit adjustments related to the 2016 audit
  - No uncorrected misstatements during the course of the audit
  - No unadjusted disclosure deficiencies to report
  - Auditors issued an unmodified audit report
  - No management recommendations for improvement in internal controls

# Finance & Audit Committee

14

- Terms of reference are reviewed annually *(attached)*
- In 2016, the terms of reference were changed to reflect the committee's risk management function, to require the majority of committee members to be independent, whenever possible, and to clarify the decision-making process.

# Composition of F&A Committee

15

- **Johnathan Liu, CPA, CA, BComm- Committee Chair**
  - Executive with Westmount Charter School Society, a public school board, corporate director with the Alberta Association of Police Governance, and Supply Chain Management Association - National. Previously served on the board of Brickburn Funds Inc., Norfolk Housing Association, Kincora Residents Association and Kincora Community Association. Holds a Bachelor of Commerce in Accounting and in 2011 received the appellation Chartered Accountant from Chartered Professional Accountants of Alberta.
- **Howie Shikaze, FCA, ICD.D**
  - Fellow of the Institute of Chartered Accountants of Alberta and Institute of Corporate Directors. Retired in 2014 as a Partner at MNP LLP. Vice-Chair of the Calgary YMCA and Chair of YMCA Calgary Audit and Investment Committee, Chair of Rotary Club of Calgary Signature Legacy Project Committee. Past President of both the Kiwanis Club and the Calgary Performing Arts Festival.
- **Ward Sutherland**
  - Member of Calgary City Council with 25 years of senior leadership and management experience in top-tier companies. Received the Queen Elizabeth II Diamond Jubilee medal for significant contribution to the community.

# Composition of F&A Committee

16

- **Tyler Shandro, LLB**

- Lawyer practicing municipal law, vice-chair of the municipal law section of the Canadian Bar Association. Previous member of Alberta's Municipal Government Board and the National Parole Board. Former board member of Calgary Parking Authority.

- **Chris Salmon**

- Strategy and organizational performance consultant with senior operations leadership experience as a UK Crown Servant. Post-graduate qualifications in management and criminal intelligence. Currently vice-chair of the EMS Foundation and a member of Institute of Corporate Directors.

- **Ferdinand Legaspi**

- 30 years experience developing technology and business solutions in the healthcare sector. Green Belt Six Sigma Certification from UofC.



# Commission Leadership

17

- In November 2016, the Commission selected Brian Thiessen as the new Chair.
- Mr. Thiessen is a Calgary lawyer whose practice focuses on employment and labour.
- He is among Canada's top business lawyers and has received numerous recognitions including Chambers Canada: Canada's Leading Lawyers for Business 2016, and the Best Lawyers in Canada from 2011 to 2016.

# Significant Regulatory Changes

18

## R vs Jordan

- Any court delays beyond 18 months (provincial), 30 months (superior) are considered presumptively unreasonable and violate the accused charter rights.

## The Cannabis Act

- A strict legal framework for controlling the production, distribution, sale and possession of cannabis. The legislation allows adults to legally possess and use cannabis.

## The Economic Environment

- Fiscal constraints in the public sector.
- Reduced economic activity.
- Slow recovery expected. (MyCity 2017-04-26)

# Management of Risks

19

## CPS Operations Audit Section

- Annual Audit Plan in consultation with CPS Executive and Calgary Police Commission

## External Review

### External Audits

- Use of Force
- Review of K9, Tac, & PSU
- Annual External Financial Audit
- Solicitor General
- Provincial Policing Standards
- Alberta Policing Oversight Standards (every 4 yrs)
- Judicial Inquiries
- LERB
- ASIRT
- City Auditor

## Communication

- Reporting
- Executive, Commission
- Public
- Best Practices

## Identify

- Internal & External Scanning
- Subject Matter Experts

## Assess

- Subject Matter Experts
- Risk Management Coordinator

## Public Trust & Confidence

## Monitor

- Finance Division
- Operations Audit Section
- Business Strategy & Research Section
- Driver Safety & Compliance
- Ethics & Accountability Division
- Professional Standards Section
- Health, Safety & Wellness Section

## Mitigate

- Policy/SOPs
- Policy Development Section
- Training
- Chief Crowfoot Learning Centre (CCLC)
- Early Intervention Program
- MOUs

As part of the **CPS commitment to the community**, the organization examines risk at the operational, project and strategic levels.

## CPS Internal Review

- Ethics & Accountability Division
- Operations Audit Section
- Office of Inclusion, Development & Employee Engagement
- General Counsel to the Chief
- Strategic Communications Section

# Questions?

20

Contact:

Calgary Police Commission

[cpced@calgarypolicecommission.ca](mailto:cpced@calgarypolicecommission.ca)

403 428-8914