



CALGARY POLICE COMMISSION

2016

ANNUAL REPORT TO THE
COMMUNITY

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MESSAGE FROM THE CHAIR

As the Calgary Police Commission works toward implementing our priorities for 2017, we recognize that the challenges we faced in 2016 helped strengthen our resiliency and our determination to ensure that the Calgary Police Service remains the best police service in the world.

In 2016, the Commission engaged the community in crucial dialogue about issues that were top of mind for Calgarians. We heard directly from citizens about the public safety issues affecting their lives, their families, and their communities. We used our platform as police commissioners to raise those concerns with CPS and to hold them accountable for making improvements.

We made sure CPS leadership was taking the right steps to put the best policies, procedures, equipment, and training in place to keep our city safe. This is an approach that will continue in 2017 and beyond. In this report, we have outlined our priorities, which I am eager to share with you.

As we move into 2017, I am optimistic about the reforms underway at both CPS and the Calgary Police Commission. With ongoing oversight from the Commission, CPS is well-positioned to face the challenges and celebrate the achievements that lie ahead.

Of note, the Commission is raising the bar when it comes to engaging with the community. While we perform our governance role effectively, we want to do a better job showing people what civilian oversight looks like in practice. We are evolving our practices so we can become a trusted resource for the community. I invite you to attend our public meetings, to take advantage of engagement opportunities, or reach out to the Commission directly with your thoughts.

Success for CPS is success for our community. We look forward to hearing from our partners as we continue our efforts to ensure Calgary remains a safe place to work, visit, and to live.



Brian Thiessen
Commission Chair 2017

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, the Public Complaint Director, 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 policing 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 Calgary Police Commission bylaw, set by the City of Calgary. The bylaw reiterates and refines the responsibilities of the Commission, and outlines its duties and procedures, including for the creation and appointment of the commission. City Council appoints members to the Calgary Police Commission, drawing upon the expertise 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. As such, the Commission regularly provides reports and presentations to City Council on the financial status of CPS, and works through the Executive Director, to ensure the information flows seamlessly between the Calgary Police Commission, the Calgary Police Service, and the City of Calgary.

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

OUR MEMBERS [2016]

HOWIE SHIKAZE – 2016 CHAIR

[APPOINTED 2010]



HOWIE SHIKAZE is a member and a Fellow of the Institute of Chartered Accountants of Alberta. He is a retired chartered accountant, having practiced in the areas of owner-managed businesses, public companies, and high net-worth individuals. Prior to retiring, he was a principal partner at MNP LLP.

Howie is a member of the Rotary Club of Calgary, and chair of the Rotary Club Signature Legacy Project Committee. He also serves the community as vice-chair of the Calgary YMCA, and Chair of CPA Assist. He was past president of both the Kiwanis Club of Calgary and the Calgary

Kiwanis Music Festival.

Howie graduated from the University of Alberta with a Bachelor of Commerce degree, and is a graduate of the Institute of Corporate Directors Program in both the for-profit and not-for-profit sessions.

BRIAN THIESSEN - 2016 VICE-CHAIR

[APPOINTED NOV. 2015]



BRIAN THIESSEN is Calgary lawyer and a partner at Osler, Hoskin & Harcourt LLP. Brian's practice focuses on employment and labour as well as workplace privacy issues, including employment arrangements, workplace investigations, privacy law matters, employment disputes, and human rights complaints.

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.

Brian is a Certified Human Resource Professional and a Certified Information and Privacy Professional, and he works extensively on developing best practices in employment, privacy and governance practices with employers, and their boards of directors.

Brian has a Juris Doctor, Law from the University of Calgary and has a Bachelor of Commerce from Queen's University.

OUR MEMBERS [2016]

LISA SILVER – 2016 VICE-CHAIR

[APPOINTED NOV. 2012]



LISA SILVER is a native Calgarian, lawyer, and educator. She joined the University of Calgary Faculty of Law in 2016, after spending two years as a sessional instructor. In her criminal law practice, she specializes in legal research and writing.

Her educational achievements include earning a degree in economics, a degree in law and a masters of law. She has appeared before all levels of Court, including the Supreme Court of Canada.

Commissioner Silver also sits on the Alberta Legal Aid Provincial Appeals Committee, and is a member of the Advocate’s Society, the Canadian Bar Association, and the Institute for Corporate Directors.

DIANE COLLEY-URQUHART

[APPOINTED NOV. 2007]



DIANE COLLEY-URQUHART is a senior member of Calgary City Council, having served six-terms. Prior to running for office, Diane was involved in the health care sector throughout Alberta as a nurse, teacher and senior manager.

As a police commissioner and as a director on the board of Alberta Law Enforcement Response Teams (ALERT), she has been vocal about having proper investments made in the fight against gangs and organized crime.

Diane is the recipient of the Canada 125 Governor General’s Commemorative Medal in recognition of significant contribution to compatriots, community and to Canada, the 2005 Alberta Centennial Medal for community service in diversity and human rights initiatives, and the 2008 Alberta Municipal Affairs Honorable Mention Award for Chairing the Marihuana Grow-op Coalition.

OUR MEMBERS [2016]

MYRA D'SOUZA

[APPOINTED NOV. 2015]



MYRA D'SOUZA was selected as one of the 50 most diverse people in Canada by the Canadian Board Diversity Council. She has 25 years of board governance experience, including teaching a board governance course for the Alberta Government, teaching diversity and inclusion courses for the federal labour program, and continuing to provide workshops as a corporate trainer.

Myra currently serves as chair of the Citizens Advisory for Corrections Canada, and chair of governance for FOCUS. She previously served as a director on the Calgary Co-op board, the Calgary Aboriginal Initiative, and Federated Cooperatives.

Myra has earned a BA in political science and psychology, a management certificate in human resources, and a designation as a certified chartered director. She was once nominated for the Alberta Community Justice Award, the Mount Royal University Community Service Award, and the Corrections Canada James Murphy Award of Excellence which recognizes individuals who exemplify commitment and leadership in advancing the citizen advisory committee movement.

STEPHANIE FELESKY

[APPOINTED NOV. 2006]



STEPHANIE FELESKY is the longest serving Commissioner on the 2016 board, and brings significant volunteer and community leadership experience. She is a member of the board of Canexus Corporation, a member of the national board of the Institute of Corporate Director, and vice-chair of the West Campus Development Corporation.

Stephanie is also a founding director of the Calgary Homeless Foundation. She is a past director of the Canada Lands Company, Star Choice Communications Ltd, the United Way of Calgary (Chair), Calgary Inc., the Calgary Convention Authority as well as a past member of the Board of Governors of the University of Calgary.

In 2004, she was appointed as a member of the Order of Canada. In 2005, she received the ICD.D designation from the Institute of Corporate Directors, and in 2009 she was awarded an Honorary Doctor of Laws from the University of Calgary.

OUR MEMBERS [2016]

FERDINAND LEGASPI

[APPOINTED NOV. 2015]



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

Ferdinand is also involved in the community through the Rotary Club of Calgary and fundraising as a Knight of Columbus. He also applied his expertise as part of a two-year medical mission abroad.

JOHNATHAN LIU

[APPOINTED NOV. 2014]



JOHN LIU is an executive with Westmount Charter School Society, a public school board, working on policy development, finance and accounting and enterprise risk management. He is a director with the Alberta Association of Police Governance, and Supply Chain Management Association - National.

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

He received a Bachelor of Commerce in accounting from the University of Calgary and in 2011 received the appellation Chartered Accountant from Chartered Professional Accountants of Alberta.

CHRIS SALMON

[APPOINTED NOV. 2015]



CHRIS SALMON moved to Calgary from London, England in 2009 and became a proud Canadian citizen in 2014.

He works as a strategy and organizational performance consultant, applying senior operations leadership experience as a UK Crown Servant. Chris earned a degree in International Politics, a Masters degree in Criminal Intelligence Analysis, and a postgraduate diploma in management. He is currently a member of the Institute of Corporate Directors.

Chris also serves the community as chair of the EMS Foundation, and sits on the advisory board for change management programs at Mount Royal University.

OUR MEMBERS [2016]

TYLER SHANDRO

[APPOINTED NOV. 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 as well as the vice-chair of the Municipal Law Section of the Canadian Bar Association.

In the past, Tyler 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 the Calgary Stampede's Promotion Committee.

WARD SUTHERLAND

[APPOINTED NOV. 2014]



WARD SUTHERLAND was elected to Calgary's City Council in 2013. He has 25 years of senior leadership and management in top-tier companies such as Sony, Tim Horton's, McDonald's, and Hartco Corporation. Prior to his position as Ward 1 Councillor, he was the president of the Rocky Ridge Royal Oak Community Association.

Councillor Sutherland has an established track record of positive outcomes across various levels of government. In 2013, he received the Queen Elizabeth II Diamond Jubilee Medal for his service to the community.

Councillor Sutherland brings a fiscally accountable approach to spending, and is also an advocate for seniors as a board member of Silvera, an organization that for over 50 years, offers affordable housing for Calgary seniors from all walks of life.



MISSION...

TO PROVIDE INDEPENDENT CIVILIAN OVERSIGHT AND
GOVERNANCE OF THE CALGARY POLICE SERVICE TO
ENSURE A SAFE COMMUNITY

HIGHLIGHTS [2016]

Commission Responsibilities:*

1. Allocate funds that are provided by city council
2. Establish policies providing for efficient and effective policing
3. Issue instructions, as necessary, to the chief of police regarding policies
4. Ensure sufficient persons are employed by the police service for the purposes of carrying out the functions of the police service
5. Appoint a chief of police and evaluate their performance
6. Monitor and oversee the public complaint process

*Outlined in the Police Act

ALLOCATE FUNDS PROVIDED BY CITY COUNCIL

In 2014, the Commission presented an action plan to Calgary City Council outlining how the Calgary Police Service would meet Council's priorities for 2015-2018.

The approved four-year business plan and budget gave CPS an operating budget of \$454.7 million in 2016. The 2015-2018 budget also included \$50.5 million of capital requests to ensure equipment, technologies, and facilities are upgraded in a way that supports front line services.

The Commission—through its Finance & Audit Committee—works closely with CPS on developing budget guidelines according to strategic direction. The committee:

- Reviews financial statements at each meeting and quarterly reports,
- Oversees annual financial audit of CPS,
- Monitors the implementation of recommendations from operational audit reports,
- Reviews financial policies annually.

As part of the Commission's role to ensure a sufficient amount of people are employed to carry out effective policing, the F&A committee monitors recruiting, retirements, and resignations at CPS, to ensure there is alignment to the authorized strength.

CPS worked hard to achieve savings, allowing for reinvestment in other areas of service. In July 2016, City Council approved an additional 50 new CPS members funded by revenue increases resulting from the provincial government's increase in traffic fines.

CPS will continue to face financial pressures over the coming years due to factors including an increasing population, changing demographics, economic downturn, and the impacts of the fentanyl/opioid crisis.

The Commission stays apprised of those pressures, and the financial risk management strategies in place to mitigate any issues and to ensure resources are deployed efficiently and effectively.

HIGHLIGHTS [2016]

RISK MANAGEMENT

In addition to budget, business plan, and audit oversight, the Commission examines the risks environment CPS faces and reviews their risk management strategies.

Policing is a high risk profession. Police agencies face significant risks that can come from the external environment, the legal and regulatory framework, operations, technology, human resources, finances, and politics, for example. CPS and the Commission work together to identify and prioritize the risks.

That involves asking questions like: What are our top risks? How severe is their impact? How likely are they to occur? Is CPS effectively positioned to respond? Does CPS risk reporting give the Commission the information they need to understand the risks and how they are managed? Does the Commission have the necessary skill set to provide effective risk oversight?

In 2016, the Commission added oversight of CPS information systems to its mandate. We are now overseeing the use and management of CPS information, information systems, and technologies by understanding the threats or vulnerabilities within the IT environment that may affect CPS funding, security and privacy of information, or confidence in CPS.



HIGHLIGHTS [2016]

ESTABLISH POLICIES FOR EFFICIENT & EFFECTIVE POLICING

The model of policing that most Calgarians are familiar with was based on an approach adopted by the Calgary Police Commission. **Community policing** promotes strong partnerships between the community and its police service, and ensures that the community can assist in the development of police priorities and services. Through this approach, the community shares responsibility for creating and keeping our city safe.

An essential part of the Commission's work involves hearing from citizens about the issues that are important to their families and their community.

Over the past year, the Commission hosted a number of public engagement opportunities:

- Annual Community Dinner and Community Policing Awards
- Annual citizen survey
- Public meetings— nine per year

The feedback gained through these sessions helps the Commission plan its priorities and strategies to improve policing policies.



HIGHLIGHTS [2016]

As part of the Commission's civilian oversight and governance role, we are focused on preserving the integrity of the Calgary Police Service and seeing that CPS upholds the trust and confidence from the community.

Our priority is to oversee the reforms underway at CPS to create an inclusive workplace with fair opportunities- one that is free of discrimination and reprisal. Achieving a **respectful, healthy workplace culture** also involves ensuring that CPS reflects the diversity of our community. All groups, regardless of gender, culture, sexual orientation, or age, must be well represented at CPS.

Our immediate focus is overseeing the reforms around gender equity, which involves ensuring that women and men are able to access and enjoy the same rewards, resources and opportunities. It is our responsibility to support progressive leadership at CPS, and to ensure that CPS has effective policies, procedures, and reporting practices in place.

We have outlined our priorities below with the expectation that these steps will help to:

- Remove the barriers to the full and equal participation in the workforce for both sworn and civilian members,
- Address discrimination on the basis of gender, particularly in relation to family responsibilities, and,
- Create the conditions where members, regardless of gender, have access to all ranks and leadership roles.

7- POINT PLAN FOR ACTION—GENDER EQUITY

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.

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.

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.
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.
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.
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.

While the scope of this direction is limited to gender equity, we know there is more work to do. Cultural change does not happen overnight. Building an inclusive workplace involves fostering the development of high professional standards that demonstrate the values of the organization.

HIGHLIGHTS [2016]

HEARING FROM CPS MEMBERSHIP

Each year, the Calgary Police 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 the opportunity for employees to anonymously articulate concerns in their own words.

As part of the Commission's civilian oversight role, it is important for us to understand the experiences and concerns of CPS members so we can oversee continuous improvements to the police service. The feedback provides valuable insight into the health of the organization.

Connecting with employees and listening to what they like about CPS, what needs to be improved, and what they want to see in the future is vital to the success of the police service.

The results help the Commission and CPS establish priorities and take action in areas that will enhance satisfaction and engagement within CPS.

Key findings from the 2016 survey show that:

- 95 per cent of employees agree that Calgary is a safe place to live.
- Some employees feel over-worked, that CPS is understaffed, and that call response times are slower.
- Workplace satisfaction has declined. This is due to concerns about poor communication about executive decisions, the vision for CPS, and the organizational changes underway.
- Employee engagement among civilian staff is at its highest level, while engagement among sworn members is at its lowest level.
- Ratings of supervisors remained stable, or improved, in 2016.
- Many employees agree that CPS is a diverse workplace, though fewer agree that it is an inclusive workplace due to concerns about applying practices fairly.



HIGHLIGHTS [2016]

MONITOR AND OVERSEE THE PUBLIC COMPLAINT PROCESS

Complaint oversight is another of the Commission's legislated responsibilities. While the police service is responsible for investigating complaints, the Commission ensures investigations are thorough and fair to all parties involved. A Public Complaint Director assists with this important role.

A Complaints Oversight Committee meets monthly to examine and make recommendations to the Commission regarding:

- Policy issues stemming from the review of complaints about police conduct or service
- Disposition of appeals
- Disposition of complaints about the Chief of Police
- Referrals from the Alberta Law Enforcement Review Board

In 2016, 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.

Additionally, the Complaints Oversight Committee worked closely with CPS to gain insight into the types of data that would be appropriate to help the Commission better understand and evaluate efficiencies in the complaint process.

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

- Receives complaints from the public
- Acts as a liaison between the Commission, the Chief, 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

CONNECTING WITH THE COMMUNITY

ANNUAL CITIZEN SURVEY

As part of the Commission's civilian oversight role, we want to ensure that the priorities and values of Calgarians are reflected in their police service. Our annual citizen survey is an important tool for understanding citizen expectations and measuring satisfaction and confidence in the Calgary Police Service.

In 2016, Calgarians continued to agree that Calgary is a safe place to live. We also continue to see high rates of satisfaction and confidence.

The Commission works closely with CPS to examine where improvements can be made that will enhance trust and confidence in the CPS, in a way that ensures CPS is responding to the priorities identified by the community.

In 2016, perceptions remained strong that CPS are 'there when needed,' 'dedicated to reducing crime', and 'respond quickly when needed.' Citizens who had in-person contact with officers continued to give them high scores for being professional, respectful, courteous, knowledgeable, and communicating information clearly.

When it comes to traffic safety, 75 per cent of citizens feel safe in their neighbourhoods, and are satisfied with traffic safety in their area. Speeding is the biggest concern noted, followed by playground zone safety, and police presence.

Half of citizens surveyed believe the crime rate is increasing, with break and enters, illegal drugs, and gang crime noted as the greatest concerns.

Most citizens agree that CPS has a good understanding of their community and its concerns.

To view the full report, visit:

<https://www.calgarypolicecommission.ca/>



"The ability of police to perform their duties depends on public approval of police actions and behavior. That is a basic principle of Canadian law enforcement.

"To provide effective oversight of 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.

"That's why we partner with an independent research company to conduct an objective, unbiased survey that gives us the insights we need to fulfill our role.



"The Commission works closely with CPS to examine areas of concern that the community flags. When we hear concerns, we listen. We are paying attention to the trends and concerns we're hearing.

"Understanding these trends helps the Commission and CPS establish priorities and take action in areas that will improve services, and enhance trust and confidence in the Calgary Police Service.

"The ties CPS has with the community are its greatest strength. Each and every interaction CPS officers have in the community is an opportunity to build trust and confidence in the entire service.

"Can we do better? Always. We operate with a commitment to transparency, accountability, and continuous improvement."

- Brian Thiessen, Chair

CONNECTING WITH THE COMMUNITY

ANNUAL COMMUNITY DINNER & 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 dinner and community policing awards. The event gives leaders of community associations and cultural and diversity groups the opportunity to sit down with members of the Calgary Police Commission and the Calgary Police Service to discuss community policing in our city. The community policing awards are designed to recognize citizens for their commitment to community policing which is helping to make our city safer.

This year, the Commission presented six awards to deserving Calgarians who have worked with the Calgary Police Service unselfishly, and in the spirit of community policing, to improve the ability of the Calgary Police Service to serve our city. Each year, the efforts of the nominees and the winners inspire others to take action to enrich our community.

WINNERS OF THE 2016 COMMUNITY POLICING AWARDS

“Julia is truly an ambassador for the Calgary Police Cadet Program. It is youth like her that show the great future our City will have. I have no doubt she will not only make an impact on how this city moves forward, but will guide others to achieve their goals.” - Sgt. Paul Cuthill and Cst. Kane, nominators

JULIA ROMANO is a senior member of the Calgary Police Cadet Corp and recognized as a role model for others. She takes a leadership role when it comes to teaching her colleagues about the importance of teamwork and community involvement.

Julia never hesitates to take on volunteer roles that allow her to represent the cadet program. She enthusiastically shared her knowledge and skills with Junior Police Academy participants and she has represented the cadet program in the Remembrance Day Parade, Alberta Police Memorial Day, Stampede Parade, Calgary Police Service Moving Camp, and assisted the Alberta Hunter Education Institute.



For more than 28 years, **BILL WEEKS** has been a dedicated volunteer with the Calgary Police Service. Adding it up, the numbers are staggering: He’s contributed 13,000 hours of his time to a variety of CPS projects and activities. He has attended 40 recruit graduations, helping to celebrate approximately 800 recruits as they begin their career with CPS. He’s volunteered for more than 60 investigation scenarios and contributed to 10 student police academies, and five safety expos.

“The Calgary Police Service values each and every one of its 545 volunteers, whose collective contributions add value to the service in so many ways. However, Bill’s combination of 28 years, his willingness to help, flexibility, professionalism, ability to get along with everyone, and the way he goes about his work humbly and without need, or want, of fanfare or accolades, set him apart. Bill’s ongoing contribution allows the Calgary Police Service to provide better service to other organizations and to Calgarians in general.” Vivian Gathercole & Barbara Jenkins, nominators



STEPHEN DENG is noted by the Power Play Program as valuable contributor who shares his positive influence with children in the community. For example, Stephen's passion and dedication was evident during the time he spent volunteering for the first East African Junior Police Academy. With Stephen's help, CPS built trusting relationships and showcased their work.

As a member of the Calgary Police Auxiliary Cadet program, Stephen also attends schools and community events to share his brave experience as a Sudanese refugee and an immigrant to Canada. He has played a significant role helping the diversity team develop trust and build relationships with the South Sudanese

community.

“Stephen's dedication is self-generated, something he does because he wants to be a contributing member to the community he truly cares for. He has a desire to help people, reconcile conflict and to create a better life for the citizen of Calgary. He is a favorite among the children and staff at YouthLink, a program devoted to offering the youth of Calgary an opportunity to see and experience law enforcement related subject matter.” – Constable Rayn Boyko, nominator

“This program has improved traditional search and investigation methods and offers law enforcement resources and a unique way to connect with people in order to save children. The Search program is now a valuable communication tool within CPS' Child Abduction Response Plan.” - Superintendent Cliff O'Brien, nominator



THE MISSING CHILDREN SOCIETY OF CANADA is a non-profit community organization that has been providing support services to police and families across the country for more than 30 years.

Significantly, the society launched the Search program, which is a rapid response network that has the ability to immediately locate a missing or abducted child.

The program uses technology to engage and connect during time-sensitive periods when the threshold for using an Amber Alert has not yet been met. It enables police to connect with millions of people in a specific geographical area using a broad network, going beyond the social media feeds of a specific police service.

Search was developed in partnership with CPS to make sure it worked effectively and efficiently for police as a support tool and investigative option. And on top of it all, police receive the technology free of charge.

CONSTABLE CINDY PROVOST is an 18 year member of the Calgary Police Service and a proud member of the Diversity Resource Team. As the Aboriginal relations officer, she has developed meaningful and impactful relationships and partnerships with Aboriginal groups and elders. She carries out numerous workshops and programs in support of her communities, such as intergenerational education workshops on the effects of residential schools, missing women, child welfare, and suicide.

Her work also extends to educating CPS internally, doing outreach with Aboriginal youth, and leading numerous collaborative partnership events that include organizations throughout Calgary, such as the Alberta Human Rights Commission, Calgary Public Library, Treaty 7 management corp, City of Calgary, Metis Nation of Alberta, YMCA, and elders.



“Many different community stakeholders have been a witness to Cindy’s humble and ethical way of engaging community and police. She is well-versed in customs and protocols of both the law enforcement and indigenous communities and is able to seamlessly bring them together.” - Cam Stewart, Alberta Human Rights Commission, nominator

“Cindy’s dedication, commitment and service to her community are inspiring. This is not just a job for Cindy; it is her passion to bring better understanding between her community and the Calgary Police Service. She embodies the spirit of community policing and constantly strives to improve the ability of the Calgary Police Service to serve her communities.” - Sgt. Gareth Joels, nominator

YOUTHLINK CALGARY POLICE INTERPRETIVE CENTRE is a new 26,000 square foot interactive learning centre that is part science/education centre and part museum. YouthLink educates students and families about crime prevention and creates positive relationships between police and the community.

With programs on drugs, bullying, online safety, healthy relationships, and gangs, the centre aims to prevent behaviors that lead to future victimization and criminality. The centre’s dual focus on increasing awareness of the role of police and on crime prevention improves the ability of the Calgary Police Service to serve its community.



“The model that YouthLink has developed to connect with children and youth is trend setting for police agencies across North America. It is drawing national attention for its innovative approach. By collaborating with police, schools, and community organizations, YouthLink covers social and criminal issues unlike any other centre in North America. The centre is also receiving great reviews from visitors, having hosted more than 3000 grade six students since its opening in October 2015.”

- Inspector Ryan Ayliffe, nominator

The Calgary Police Commission presented Encana with an honorary award to acknowledge the generous contribution of our important, long-standing community partner. Since the community dinner started in 2008, it has been funded exclusively by donations from Encana.

Encana's corporate sponsorship gives the Commission the opportunity to hand out awards that recognize the significant contributions of extraordinary Calgarians, who have worked unselfishly in the spirit of community policing.

The community dinner is also a catalyst for meaningful discussions where more than 350 community members across the city come together each year and are given a voice in addressing public safety topics at a grass roots level.

Sponsoring our event shows Encana's commitment to give back to the community and support the well-being of our neighbours. The engagement and dialogue we have at the community dinner does not end when the event is finished. It grows into real benefits for the community, as guests nurture the relationships they develop at the dinner.

The Commission and CPS also incorporate the feedback into ongoing strategic planning so that CPS public safety priorities reflect the priorities and concerns raised by the citizens of Calgary. Encana's support truly enhances our ability to ensure Calgary remains a safe place to live, work, and do business.



encana

With thanks to our
corporate sponsor

REPORTING [2016]

1. Commissioner Independence Assessments
2. Public Complaints & Citizen Concerns
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8. Commissioner Meeting Attendance

COMMISSIONER INDEPENDENCE ASSESSMENTS

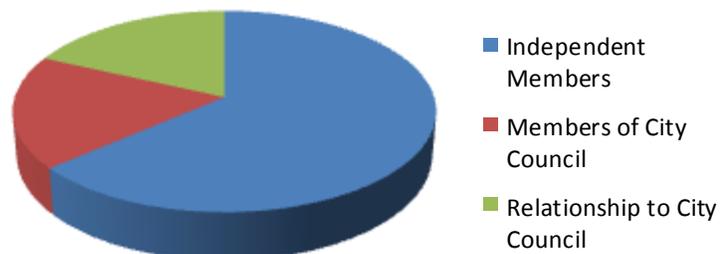
“Independent directors should form the majority of every board. Independence is usually taken to mean that the director is independent of management and has no material relationship with or financial benefit from the company.... Consequently, the interests of an independent director should align with those of shareholders.”
City of Calgary Governance Relationship with Major Autonomous Civic Entities, Final report, 2006.

Each year, the Commission surveys its members to assess their independence. Best practices, as defined in the report, advocate a board where at least two-thirds of directors are independent of management, and board interlocks—where two or more members sit on two or more boards together—are defined and reported.

In 2016, all eleven Commission members were defined as independent in six out of the seven categories. Overall, the results show that:

- Four members declared a relationship with City Council— two of those members being City Councillors
- No members declared a relationship with CPS
- No members declared a relationship with the Minister of Justice/Solicitor General
- No members declared a relationship with another Commission member
- No members declared a relationship with a CPS vendor or supplier
- No members declared that involvement with another board may impact their ability to exercise judgment as a Commissioner.

Relationship with City Council



PUBLIC COMPLAINTS & CITIZEN CONCERNS

While the Calgary Police Service is responsible for investigating complaints, the Commission is responsible for ensuring investigations are thorough and fair to all parties involved. A complaint can be made about the conduct of a police officer or about the policies and services provided by CPS.

This chart illustrates the number of complaints and concerns received by the Calgary Police Commission and the Professional Standards Section of CPS in 2016.

PUBLIC COMPLAINTS & CITIZEN CONTACTS 2013-2016

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

***External 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*

COMPLAINT RESOLUTION

Citizen concerns are always resolved through an informal resolution process. Where a formal public complaint has been made, informal resolution may also be attempted, if appropriate. Informal resolution can be achieved in a variety of ways, such as supervisor intervention or mediation between the complainant and the officer(s) involved. If informal means fail to resolve a public complaint, or are inappropriate under the circumstances, the complaint will proceed to a formal investigation.

When an investigation is initiated, the allegations are categorized according to the types of misconduct listed in section five of the Police Service Regulation. The list includes: breach of confidence, consumption or use of liquor or drugs in a manner that is prejudicial to duty, corrupt practice, deceit, discreditable conduct, improper use of firearms, insubordination, neglect of duty, and unlawful or unnecessary exercise of authority.

COMPLAINT RESOLUTION

RESOLUTIONS OF PUBLIC (EXTERNAL) COMPLAINTS 2013-2016

	2013	2014	2015	2016
Withdrawn by complainant	11	10	13	13
Lost jurisdiction (resign/retire)	2	1	3	3
Filed beyond one year limit	11	9	8	8
Dismissed– extension not granted (<i>new category in 2015</i>)	n/a	n/a	2	1
Frivolous/Vexatious/Bad faith*	3	12	0	4
Informally resolved	97	134	171	222
Supervisor intervention	21	41	36	42
Professional mediation	1	2	1	0
Facilitated discussion	11	13	12	5
Informed discussion among parties	64	78	122	175
Sustained– No hearing	0	0	0	3
Sustained in part– No hearing	5	3	4	12
Not sustained– No hearing	31	28	26	55
Sustained– Hearing	0	0	2	1
Sustained in part– Hearing	0	0	0	2
Not sustained– Hearing	3	3	1	1
Other	8	8	0	0
TOTAL	163	197	230	325

*A complaint that is found to be frivolous (lacking in basis of fact), vexatious (part of a series of unsubstantiated complaints from the same person, or made in bad faith (dishonest or improper) can be dismissed by the Commission.

Note: These figures represent files that were closed in the year noted, regardless of the date the complaint was received.

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 2016, the Alberta Law Enforcement Review Board received eleven appeals related to the Calgary Police Service.

When a complainant is unsatisfied with the outcome of a complaint about a policy of or service provided by the Calgary Police Service, they can submit an appeal to the Commission. In 2016, the Commission received one appeal which is currently in progress.

COMPLAINTS AGAINST THE CHIEF

When a formal complaint is made about the actions of the Chief of Police, the Commission takes the lead rather than CPS. The Commission can resolve the complaint through an informal resolution process at any time. If not resolved informally, an investigation will be conducted.

When a complaint may constitute an offence under federal or provincial legislation, or the Police Act, the Commission will request that the Minister of Justice and Solicitor General direct another police agency to investigate the complaint.

Once an investigation is complete, the Commission is responsible for the disposition of the complaint and any disciplinary measures that may be imposed.

In 2016, three complaints were made against the Chief. The Commission concluded that 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 complaint remains under review.

DISCIPLINARY MEASURES

A formal investigation involves a complete review of all relevant evidence, including documents, video, audio, witness interviews, medical reports, and photo line-ups. Upon conclusion of the investigation, a report is provided to the Chief of Police. The Chief, or a designate acting on the Chief's behalf, must decide if an allegation is sustained. If the evidence is sufficient, a disciplinary hearing is conducted, unless the Chief decides that the misconduct is not of a serious nature.

In 2016, three public complaint files were ordered to a disciplinary hearing. The Police Service Regulation sets out available disciplinary options that the Chief may impose, such as reprimand, forfeiture of hours of work accumulated through overtime (not to exceed 40 hours), suspension from duty without pay for a period (not to exceed 80 hours of work), reduction of seniority within a rank, reduction in rank, or dismissal from the service. In addition to these penalties, an officer may be directed to take special training or receive professional counselling.

In 2016, 25 allegations of misconduct were sustained in relation to 18 incidents.

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

DISCIPLINARY MEASURES FOR EXTERNAL COMPLAINTS 2016

Incident	Allegation	Discipline
1	Make a false statement or falsify official document	Reprimand (5 years)
2	Unlawful/unnecessary exercise of authority	Dismissal of matter
	Unlawful/unnecessary exercise of authority	Dismissal of matter
	Unlawful/unnecessary exercise of authority	Official warning (1 year)
	Inappropriate use of force	Official warning (1 year)
	Unlawful/unnecessary exercise of authority	Official warning (1 year)
	Unlawful/unnecessary exercise of authority	Dismissal of matter
3	Insubordination– Breach policy, order, or directive	Reprimand (5 years)
4	Unlawful/unnecessary exercise of authority	Official warning (1 year)
5	Insubordination– Breach policy, order, or directive	Forfeiture of overtime hours
6	Neglect of duty– Fail to promptly/diligently perform duty	Other action considered appropriate
	Neglect of duty– Fail to promptly/diligently perform duty	Other action considered appropriate
7	Insubordination– Breach policy, order, or directive	Dismissal of matter
	Insubordination– Breach policy, order, or directive	Dismissal of matter
8	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (1 year)
	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (1 year)
9	Unlawful/unnecessary exercise of authority	Official warning (1 year)
10	Unlawful/unnecessary exercise of authority	Official warning (1 year)
11	Failure to provide adequate service or deficient policy	n/a
	Failure to provide adequate service or deficient policy	n/a
12	Unlawful/unnecessary exercise of authority	Official warning (1 year)
13	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (3 year)
14	Insubordination– Breach policy, order, or directive	Agreed forfeiture of overtime hours
15	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (3 year)
16	Discredit the reputation of the service	Official warning (1 year)
	Discredit the reputation of the service	Official warning (1 year)
	Discredit the reputation of the service	Official warning (1 year)
17	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (2 year)
	Unlawful/unnecessary exercise of authority	Official warning (2 year)
	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (2 year)
	Unlawful/unnecessary exercise of authority	Official warning (2 year)
18	Discredit the reputation of the service	Official warning (3 year)
	Neglect of duty– Fail to promptly/diligently perform duty	Official warning (3 year)

Note: These figures represent files that were closed in 2016, regardless of the date the complaint was received.

COMMISSIONER TRAVEL EXPENSES

Each year, the Commission offers a number of learning opportunities to its members. Commissioners are able to attend conferences and seminars on current issues in policing and governance. This contributes to expanding member expertise and professional networks. Members who are able to learn from the experiences of other jurisdictions often bring back best-practices that can be applied in Calgary. The stronger the members, the better positioned they are to provide effective oversight of the police service.

Conference expenses for Calgary Police Commission members include registration fees, airfare, ground transportation costs, and meals.

COMMISSION CONFERENCE EXPENSES 2016

	Alberta Assn of Police Governance	Canadian Assn of Police Governance	Canadian Assn for Civilian Oversight of Law Enforcement
Theme	Beyond the boardroom: Everyday policing in Alberta	Ethics in policing and the role of governance	Civilian Oversight: The link between community and police
Location	Taber, AB	Ottawa, ON	Ottawa, ON
Number of Commission attendees	3 commissioners 2 staff	5 commissioners 3 staff	1 commissioner 2 staff
Expense	\$2,329	\$16,773	\$5,357

COMMISSIONER MEETING ATTENDANCE

When City Council appoints citizens to the Commission, it draws on the expertise available in the community. Attendance at meetings is an important part of realizing the value offered by Commission members.

The Commission meets monthly, with the exception of April, August, and December. In addition, members also attend monthly committee meetings and any special meetings or information sessions necessary to address timely issues and topical information.

Members also attend events in the community, including CPS recruit graduations, the Commission's community dinner, and the CPS half-marathon.

Commissioner	Number of Commission Meetings Attended
Diane Colley-Urquhart	7/9
Myra D'Souza	9/9
Stephanie Felesky	6/9
Ferdinand Legaspi	9/9
Johnathan Liu	8/9
Chris Salmon	9/9
Tyler Shandro	9/9
Howie Shikaze	9/9
Lisa Silver	8/9
Ward Sutherland	9/9
Brian Thiessen	8/9