



2020 PSS ANNUAL REPORT

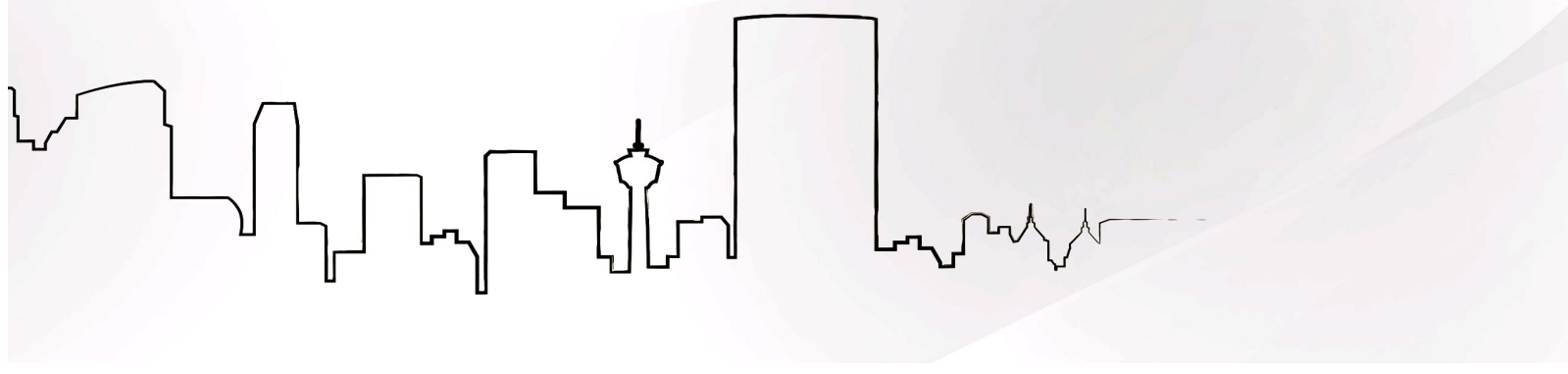
**Authors: Jamie Budd, Business Strategist
Strategic Planning, Research & Analysis**

**Molly Naber-Sykes, Legal Counsel
Legal Services**

**Prepared for: Scott Boyd, Superintendent
Professional Standards**

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2020 PSS Annual Report

The Professional Standards Section	5
Introduction	5
PSS and the Calgary Police Commission	6
2020 Successes	6
2020 Challenges	8
2020 Trends	9
The Complaint Process	9
2020 Results	11
File caseload	12
Nature of complaints	13
Complaint resolution	14
Complaint aging	15
Understanding file aging	16
Complaint outcomes	16
Accountability for sustained allegations	18
Compliments	21
Looking ahead to 2021	22
Appendix: Historical data	24

Executive Summary

2020 was not a typical year – not for society and certainly not for policing. The pandemic created unforeseen and unprecedented challenges for law enforcement agencies around the globe. A societal shift in the perception of police performance and increased public scrutiny of police actions presented challenges to the Service's historical cooperation and support from Calgarians, support which is essential to the Service's ability to carry out its duties.

To meet these challenges, the Calgary Police Service Professional Standards Section (PSS) committed to conduct reform and improving its processes, including:

- Weekly meetings between PSS, Human Resources, the Chief, and the Executive Leadership Team that prioritized file management and conduct related decision-making.
- Educating front line officers about PSS processes, identifying common pitfalls and frequent areas of citizen concern.
- Formalizing quarterly file audit reviews.
- Creating a distributed responsibility initiative which empowers command teams, Service-wide, to address minor misconduct.

PSS also embraced the need to respond to the shift in societal expectations of police by:

- Increasing transparency through its new Community Accountability website.
- Educating the Calgary Police Commission, front line officers, and the public about the Police Act and PSS' processes.

A full in-depth analysis of the trends for the past year are provided in the pages that follow. But they are best summarized by highlighting:

- A modest increase, year-over-year comparison, in complaints and compliments.
- A notable increase (20% vs. the 5-year average) in complaint file closures and the resolution of minor conduct concerns.

And while the pandemic is still a disruptive force to contend with in the year ahead, PSS has set goals to increase the following outcomes, and to develop indicators to assess and communicate our progress:

- Enhance public trust and confidence in the Service and its officers by civilianizing investigator roles.
- Develop and implement equity, diversity, and inclusion tools to be applied to the PSS Intake policy and process.
- Increase employee satisfaction through the Distributed Responsibility Initiative, which will increase investigative capacity and decrease investigative timelines.

The confidence of the public in the integrity of the Calgary Police Service must be maintained. We continue to look for ways to earn that trust by building relationships and increasing understanding of the police conduct reform taking place within our organization. PSS is committed to fair, consistent, and effective application of the Police Act and the Police Service Regulation. We work with our investigative partners to increase transparency and independence and, when authorized to do so, we exhaust all available investigative avenues in a fair, impartial, and thorough manner.

We look forward to hearing from and working with you to achieve our goals.

The Professional Standards Section

Introduction

The Calgary Police Service (CPS) is committed to ensuring its officers serve their community in a safe, professional, and respectful manner. PSS responds to concerns and receives compliments about officer actions and interactions. PSS reports directly to the Chief of Police. PSS:

- Receives, investigates, and resolves citizen complaints about
 - Interactions with CPS officers.
 - CPS policies and services.
- Investigates complaints about officers' actions started by the Chief (CPS complaints) when he learns of possible breaches of the Police Service Regulation (PSR).
- Receives and acknowledges compliments about CPS officers and their actions.
- Provides officers and their supervisors with those compliments.
- Alerts the Minister responsible for the Alberta Serious Incident Response Team (ASIRT) when there has been:
 - A serious injury to or death of a person which may have resulted from police action.
 - A complaint alleging police actions of a serious or sensitive nature.
- Consults the Alberta Crown Prosecution Service (the Crown) about criminal charges when a CPS officer may have acted contrary to the Criminal Code.

The public expects prompt, professional, lawful action by CPS officers in accordance with robust, up to date policies. PSS values its role in meeting these expectations and strives to do so by:

- Listening carefully to all those who have concerns, complaints, and compliments about the actions of a police officer and CPS policies and services.
- Exploring whether citizen contacts can be resolved informally, resolving them when possible.
- Teaching officers how to better comply with the PSR and focusing on learning opportunities where possible.
- Helping complainants make a complaint under the Police Act (the Act) if they want their concern investigated.
- Thoroughly investigating citizen and CPS complaints.
- Resolving concerns and complaints efficiently, effectively, and in a transparent manner.
- Educating the Calgary Police Commission (CPC), CPS officers, and the public about its role, processes, and outcomes.
- Reporting on formal discipline resolution statistics and related trends affecting officer conduct.

PSS and the Calgary Police Commission

The CPC is a diverse group of citizen volunteers appointed by Calgary City Council who provide independent civilian oversight and governance of the CPS to ensure a safe community. The Commission monitors the public complaints process, handles complaints regarding the Chief of Police, and handles appeals regarding the policies of or services provided by, the CPS. The Commission's Complaint Oversight Committee and the Public Complaint Director work closely with PSS to track trends and oversee investigations to ensure complaints are dealt with in accordance with law and policy and are processed in a fair, transparent and efficient manner.

2020 Successes

In 2020, PSS worked diligently to improve its processes to resolve complaints efficiently and effectively, share this information with stakeholders, and better support frontline officers and PSS staff.

Improving transparency

PSS launched its Community Accountability website¹ on which it posts information on officer use of force, misconduct concerns, formal discipline, police reform, and other issues.

Transforming CPS accountability

The Chief, officers, and the public agree that officers must be held accountable for actions which contravene the Act.

In collaboration with the Chief and senior leadership, PSS took action to support officer behaviour change through education, articulate clear expectations, and consequences, and improve the complaint process.

Distributed responsibility initiative

PSS developed a distributed responsibility initiative which is now being implemented. This initiative is designed to empower district and related command teams with the authority, tools, and support to initiate, manage and impose remedies in response to conduct concerns when appropriate. In the past, most conduct concerns were addressed through the centralized PSS processes. This distributed responsibility model encourages and empowers command teams to manage CPS conduct concerns in their districts and sections by:

- Documenting concerns using a new executive notification form which is more efficient, effective, and consistent than previous documentation.
- Encouraging non-disciplinary counselling for minor conduct concerns.
- Conducting PSR investigations within the districts to better align performance management and officer conduct concerns.

¹ See <https://www.calgary.ca/cps/public-services/community-accountability.html>.

The two primary benefits expected from this initiative are:

- Reducing organizational risk from inconsistent application of the rules and documentation of conduct concerns.
- Directly involving the district leadership in conduct concerns involving their officers.

Organizational and PSS efficiencies

In 2020, PSS formalized quarterly file reviews which require all investigators to report file progress to PSS management to identify barriers and possible efficiencies.

Weekly meetings between PSS, the Chief, the Executive Leadership Team, and Human Resources (HR) was formalized in 2020. These weekly meetings are specific to PSS files, providing the Chief with thorough updates for review, discussion, and direction. This practise has allowed the Chief to better manage CPS complaints and ensures all files proceed efficiently.

Informing frontline officers

CPS has been aware for some time that its officers know little about the role and work of PSS. This year, PSS created and distributed e-learning modules to educate officers about its mandate and work.

Supporting officer health and wellness while under investigation

PSS worked with CPS HR and wellness providers to advance conduct files to reduce the stress and uncertainty experienced by officers on extended leave. In the past, PSS waited until an officer on leave returned to work before taking any further steps.

The Relief from Duty process was revised to give officers 21 days to respond to the Chief's preliminary opinion that exceptional circumstances exist to relieve them from duty without pay. Neither the Act nor PSR legislate this opportunity to provide input.

Building PSS staff success

PSS implemented new training procedures for those transferred into the Section to support their successful integration. This includes a new ten module e-learning series to educate new and existing staff about the Police Act and PSS processes. New and seasoned investigators alike have offered very positive feedback about this series.

Increasing CPC awareness and understanding

At each of the monthly CPC meetings, CPS officers presented "PSS 101" educational segments to explain PSS' policies and procedures to commissioners. Topics included:

- Overview of work performed by the PSS Intake section.
- The PSS risk triage form and process.
- Investigative section overview.
- Relief from duty.
- The impact of sickness and long-term disability on file progress.
- Disciplinary hearings – the role of the presiding and presenting officers.

- Early intervention program.

2020 Challenges

The badly in need of reform Police Act continued to create additional and arguably unnecessary work for PSS. PSS has participated in provincial meetings to amend the Act and has worked with other CPS sections to prepare written submissions for the Minister. CPS has suggested a modern Police Act should reflect the following principles:

- A process for police officer accountability that reflects the important responsibilities police officers have in society and as part of the justice system.
- This process must be transparent, fair, flexible, and efficient to foster public trust and confidence in the police and police officer accountability.
- The Chief of Police must retain a level of discretion for managing a modern police service consistent with best HR management principles and procedures.
- The foundation of this process should distinguish internal matters and performance management from serious misconduct arising from public complaints.
- An external complaints oversight body should focus on public complaint allegations of abuse or misuse of police officer authorities and duties.
- The Chief of Police should retain discretion and authority to investigate and manage HR related matters, including, but not limited to workplace harassment, sexual harassment, discrimination, and bullying.
- Performance management should be used for instances of minor mistakes and poor performance with a focus on providing an opportunity for learning, training, and improvement.

The limited resources available to ASIRT and the Crown have increased their workloads per capita, resulting in longer times spent waiting for results or opinions before PSS investigations can proceed. CPS continues to collaborate with ASIRT and the Crown to seek effective and efficient results for all parties.

The COVID-19 pandemic brought many changes to policing and public interactions in 2020, including closures of public spaces, restrictions on gatherings, physical distancing, and mask mandates. Police were more involved in responding to disorder concerns and assisting in education about and compliance with COVID-19 public health orders. These activities may have increased the number of complaints in 2020.

The recent shift in societal expectations of police accountability, transparency, and fair treatment of people of colour may have also increased the number of complaints in 2020. Historically, PSS did not collect data on complainant race/ethnicity. CPS recognizes that there have been gaps in its data and is currently working with Statistics Canada and other national policing bodies to standardize race data collection and reporting. Effective 2021, CPS will collect this information by asking citizens to complete

a self-identification survey during the intake process. CPS looks forward to reporting on these trends next year.

2020 Trends

Although the number of complaints increased in 2020, the number of complaints ordered to a disciplinary hearing did not change. This means the increased number of investigations – and scrutiny of officer actions – did not result in additional serious sustained discipline. This is good news for Calgarians, officers and CPS.

This year there was a 58% increase in minor sustained discipline over the 5-year average. This tells us there is an increased need for:

- Early intervention to help officers correct their course.
- Supervisor engagement to address an officer's behavior before it reaches the threshold of misconduct.
- A commitment by CPS to monitor trends, educate its officers about the trends, and take preventative action to address them.

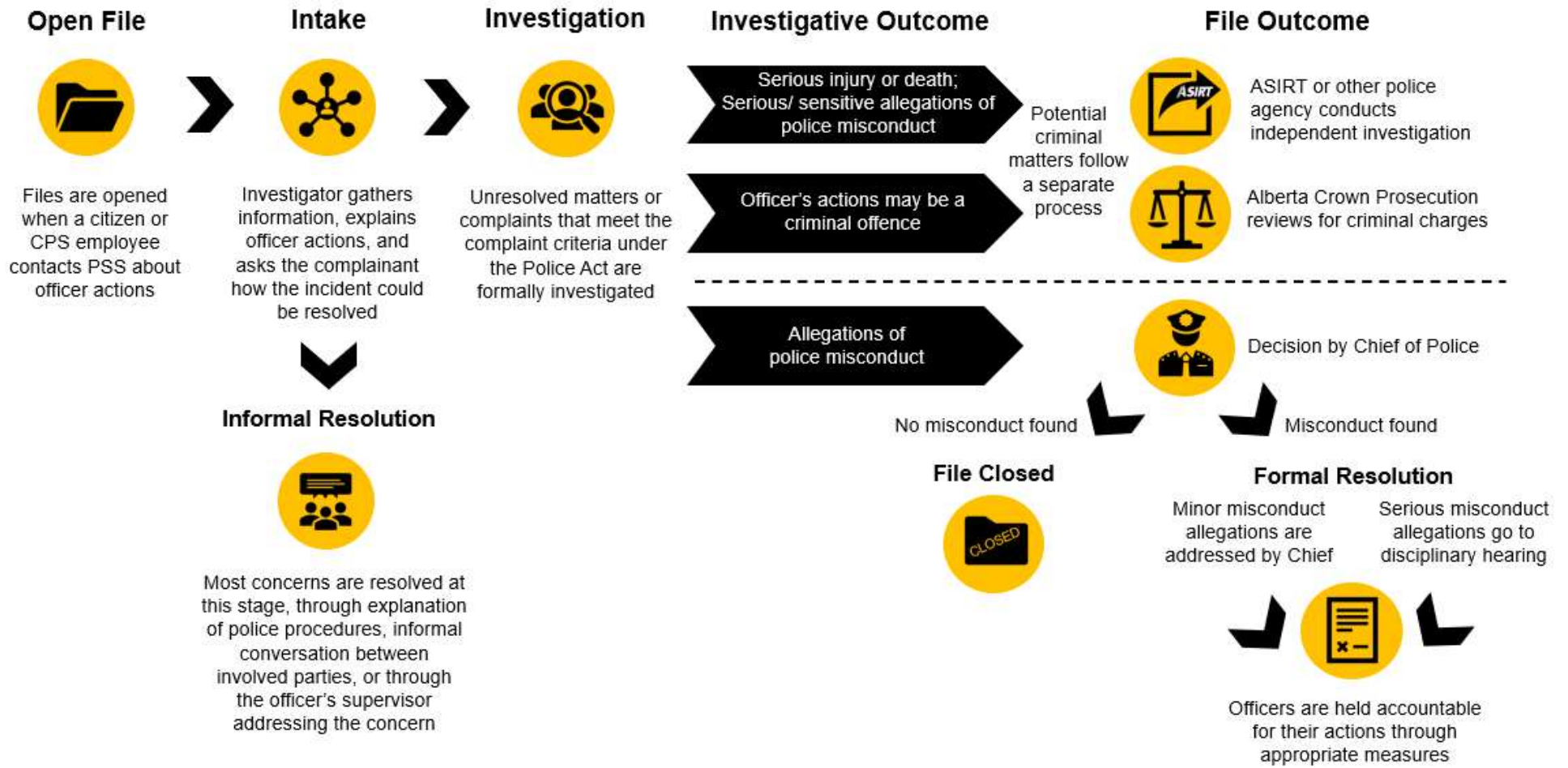
PSS closed 348 files in 2020, up from 293 in 2019. This increase was achieved without increasing the number of investigators assigned to PSS. PSS is pleased that its refined and streamlined processes resulted in a 20% increase in file closures over the 5-year average.

2020 saw a 7% increase over 2019 citizen compliments received by CPS. Despite a difficult year in policing caused by the pandemic, shifting public opinion about police caused by tragic citizen/police interactions both near and far, this increase in the number of citizens who took time to express their gratitude to our officers is encouraging and gratifying.

The Complaint Process

Police officer performance and accountability are governed by the Police Act and PSR. The Act sets out the requirements of a valid complaint and outlines the process for filing a complaint. PSS opens files when it receives information from a citizen or when asked by the Chief or his designate to investigate any perceived misconduct, including PSR breaches and criminal acts. Figure 1 shows the steps PSS takes after it opens a file.

Figure 1: PSS Complaint Process



2020 Results

CPS responded to 376,374 calls for service in 2020.² These interactions with Calgarians generated 1,368 files, 404 of which were formal complaints. That means 0.11% of all calls for service gave rise to a complaint.³ This low percentage reinforces the 2020 Citizen Survey which shows that most Calgarians trust police (85%⁴), believe officers act professionally (85%), and feel safe in our city (94%). CPS doesn't take that trust for granted and always seeks to build relationships with Calgarians and enhance public accountability.

This report focuses primarily on formal complaints that are filed with PSS. Citizen contacts may turn into a complaint, and depending on the severity of the allegation, these complaint files may be turned over to ASIRT, RCMP, or the Crown before the file can be closed by PSS. File types are described in the following table.

File Type	Complainant	Definition	# Opened in 2020
Contacts	Any citizen	Citizen concern or question that does not meet the requirements of a formal complaint	888
Citizen Complaint	Citizen (including CPS officers)	Formal allegations of police misconduct	298
CPS Complaint	Chief of Police	Internal allegation of police misconduct	106
46.1 Files	None. This is a statutory mechanism that flags cases for independent review by an external police agency	Serious injury/death; sensitive allegations of police misconduct	41
Criminal Files	Citizen, Chief of Police	Criminal offences	35
Compliments	Citizen (including CPS officers)	Positive feedback from the public	326

² This included public and police generated calls for service and traffic events.

³ Complainants have up to one year to file a complaint. Some complaints filed in 2020 may have resulted from interactions in 2019.

⁴ This includes those who highly or moderately agree with each statement: 2020 Citizen Satisfaction Report (<https://www.calgarypolicecommission.ca/wp-content/uploads/2020/09/Citizen-Survey-Report-For-Posting-Sept-2020-1.pdf>)

Understanding 46.1 & criminal (statutory) files

Section 46.1(1) of the Act requires the Chief to notify the CPC and the Minister about any allegations or incidents involving serious injury or death that may have resulted from the actions of a police officer or any other serious or sensitive matters related to actions of a police officer.

Upon receiving notification, the Director of Law Enforcement (the Minister's delegate) determines whether the incident falls within ASIRT's mandate. Incidents outside ASIRT's scope are returned to CPS to conclude in accordance with the Act. Incidents within ASIRT's scope are:

- Assigned to ASIRT for investigation,
- Referred to another police agency (e.g. RCMP) for investigation, or
- Left with CPS for investigation and determination.

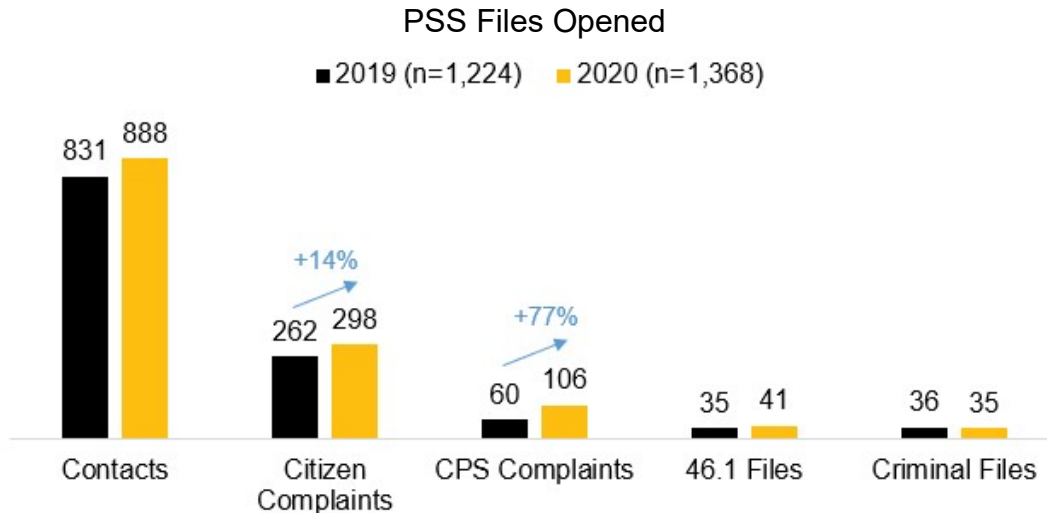
Criminal investigations (referred to as statutory files) are investigated under the Criminal Code, not the Act, and may result in criminal charges against officers. When PSS initiates a criminal investigation, elements of the related PSR must be paused until the criminal matter is concluded. Criminal matters also often require 46.1 notifications. Whether the criminal matter is investigated by the CPS, ASIRT or another agency, the time required to complete and conclude criminal matters in the Alberta courts adds to the global timelines of the related PSR investigations. CPS welcomes the oversight of its files by these external agencies.

File caseload

PSS opened 144 more files in 2020 than in 2019 – a 12% increase, largely driven by increases in citizen complaints and CPS complaints. Compared to historical data, the 2020 file caseload is slightly higher than the 5-year average at 1,307 (5% increase in 2020).⁵



⁵ Historical data can be found in the Appendix.



The 77% increase in CPS complaints has resulted from the unwavering commitment of the Chief and senior leadership team to investigate instances of potential officer misconduct. This commitment is coupled with a focus on professionalism, appropriate and measured police response, transparency, and excellence in service.

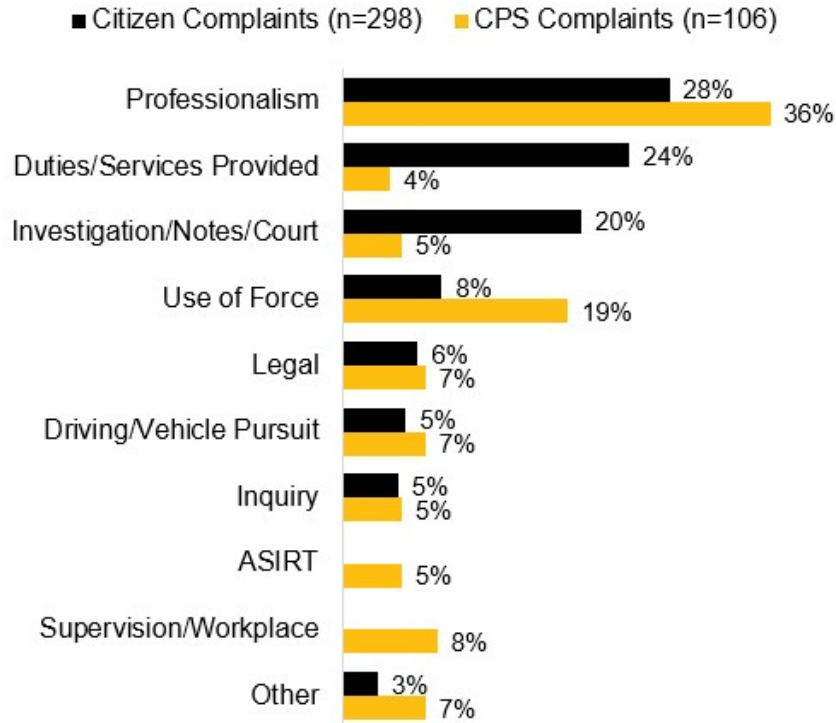
Nature of complaints

PSS began classifying complaints in 2020: this is the first year in which this data is reported. The lack of officer professionalism was the most common complaint by citizens in 2020 (28% of complaints). 24% of citizen complaints focused on the duties or services provided by officers (e.g. inappropriate police response or dissatisfaction with a ticket/charge), and an additional 20% alleged deficient or negligent officer investigations. Citizens also complained about use of force, and legal issues such as freedom of information and the lawful presence of officers.



There was a wide range of classification for CPS complaints. Like citizen complaints, the most common reason CPS investigated its officers was for professionalism. Improper use of force accounted for 19% of files opened by CPS and the remaining 47% of files arose from workplace issues, misuse of police information systems, negligent investigation, inappropriate police response, and serious matters referred to ASIRT.

Complaint File Theme (Files opened in 2020)



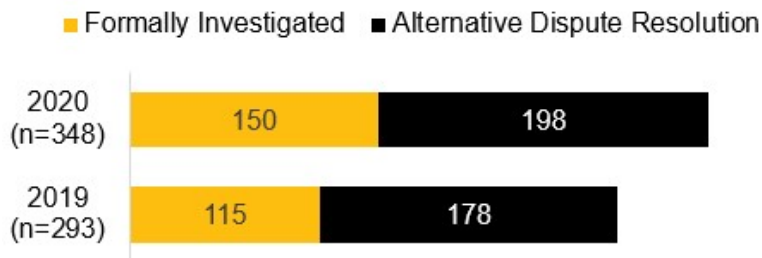
Regardless of the complaint’s origin, each complaint follows the same investigative and resolution process. For the remainder of this report, these complaints will be combined into a single complaint category.

Complaint resolution

PSS closed 348 complaints in 2020, up 19% from 293 complaints in 2019. Of the 348 complaints, 150 files were formally investigated (up 28% from the 5-year average). 198 were resolved at Intake through alternative dispute resolution (up 14% from the 5-year average).

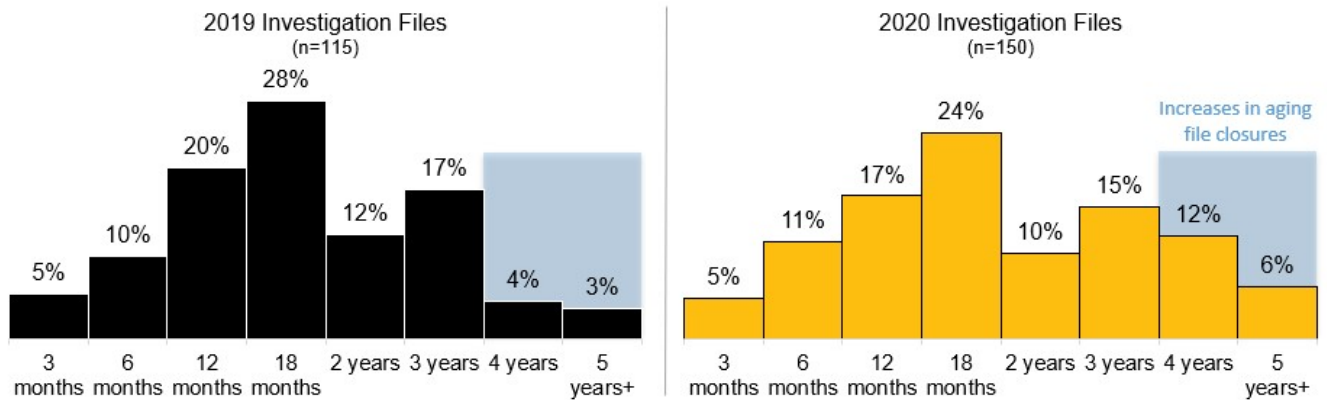


File Resolution Method (Closed Files)



PSS closed more complaints in 2020 than in 2019 and closed more investigative files, many of which were aging files. Compared to 2019, most files were concluded within similar timeframes (e.g. 67% of files concluded within 2 years in 2020 and 75% in 2019). However, PSS closed more aging files in 2020, closing 18% of investigative files that had been open four years or longer. Despite increased file caseloads in 2020, PSS was able to address the backlog of aging files.

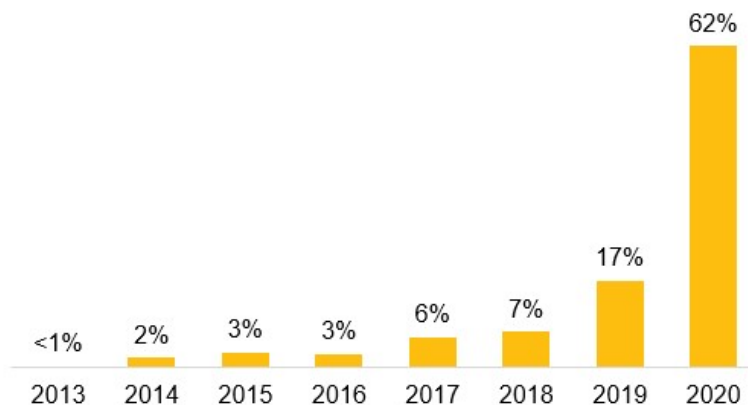
Time to Conclude Investigative Files (Closed Files)



Complaint aging

Of the 302 complaint files carried into 2021, almost two-thirds (62%) were opened in 2020. 17% were opened in 2019, 7% in 2018, 9% in 2016 and 2017, leaving 5% opened in 2015 or earlier.

Age of Complaint Files (Files carried into 2021, n=302)*



*Age of files as of December 31, 2020

Understanding file aging

In most cases, files that have been open for 18 months or longer involve complex incidents. These files involve many officers and perhaps complainants, with difficult factual and legal issues.

Each file has a specific story explaining its investigative length. PSS is required to report these cases to the CPC every six months to demonstrate continued progress and obtain its approval to continue investigating. In many cases, the file is awaiting investigation results from another agency such as ASIRTor the RCMP (e.g. 17 new files were sent to other agencies in 2020). Other cases are criminal matters working their way through the justice system as discussed above (e.g. 35 new criminal files in 2020).

There are also cases where the CPS as employer and regulator must balance the competing interest of timely resolution of complaints with fairness to its employees. For example, an officer's statement made to CPS during a PSS investigation may be entered into evidence in any criminal trial against the officer. For this reason, it may prejudice an officer to require him or her to make a PSS statement before any criminal matters are concluded.

Complaint outcomes

Complaint outcomes are determined by the severity of the alleged misconduct, investigative requirements, and formal investigation results. When PSS concludes its investigation, it recommends an outcome for the Chief's consideration. Complaints may be resolved informally or addressed by accountability measures imposed by the Chief. Some complaints are adjudicated in a disciplinary hearing.



- **Resolved informally:** The Chief offers alternative dispute resolution options to address the issue instead of conducting a formal investigation. These files are resolved through an informal or facilitated discussion, or supervisor intervention. Informal resolutions allow complainants to have their concerns efficiently addressed, while providing officers with the necessary feedback, training, and direction to improve future actions.
- **Sustained without a hearing:** After a formal investigation, evidence was found to support less serious misconduct allegations (this can be for all allegations or for specific allegations). This means that the officer's alleged misconduct has been proven and the Chief will hold the officer accountable for those actions without the need for a hearing.
- **Sustained with a hearing:** After a formal investigation into more serious misconduct allegations, if sustained, the case will go to a disciplinary hearing where evidence is presented by a representative (chosen by the Chief) to a

retired senior officer or judge appointed by the Chief in accordance with the Act. These disciplinary hearings are open to the public and decisions are published by CPS following their release.⁶ When evidence is found to support all or some of the allegations, the presiding officer will impose a penalty on the officer.

- Not sustained: Insufficient evidence was found to support the allegations and the officer is found not to have engaged in misconduct. This can be determined with or without a hearing, depending on the severity of the allegation.
- Dismissed: The complaint does not meet requirements for further action as defined by the Act or PSR. For example, complaints may have passed the 1-year timeframe or the officer under investigation has retired or resigned. Files may be dismissed with or without a hearing, depending on the severity of the allegation.
- Withdrawn: The complainant (citizen or CPS) decides to retract or close the complaint at any time during the process. Citizens may withdraw their complaints because their concerns have been satisfied (perhaps in a different forum), they have moved out of the province, or they are no longer interested in this process.

Of the 348 complaints closed in 2020, over half (56%) were resolved informally with complainant agreement, most through discussion or supervisor intervention. 11% of complaints were closed with minor sustained discipline (e.g. without a hearing) and 3% were closed with more serious sustained discipline (e.g. with a hearing).⁷

In 15% of complaints, the allegations were not sustained. 14% of complaints were dismissed, most due to officer retirement/resignation: when an officer leaves CPS, CPS no longer has jurisdiction to seek to hold him or her accountable for any alleged misconduct. Finally, 2% of complaints were withdrawn.

2020 saw a significant increase in the number of cases dismissed due to officer retirement (a 173% increase over the 5-year average). This is primarily a result of external changes to retirement benefits which made early retirement attractive in 2020 (and thus perhaps skewing the data for 2020).

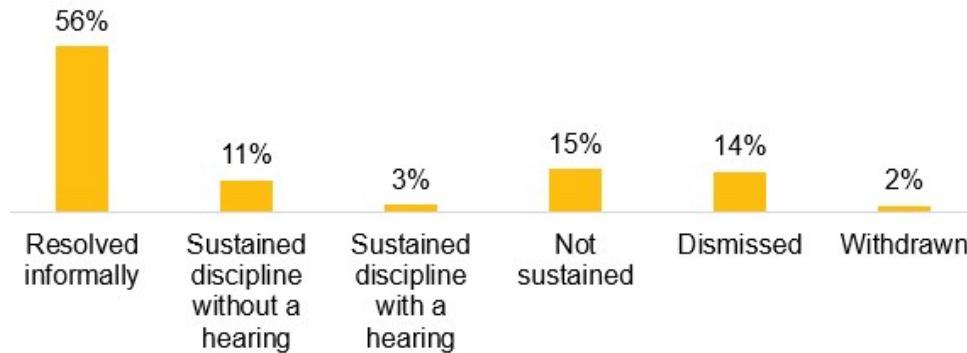
It is important to note that when an officer resigns while being investigated for serious misconduct, CPS can still lay criminal charges against them if the evidence supports it. CPS does not close the file until this has been ruled out. It is also highly unlikely the person would be hired as a police officer anywhere else in Canada. It is common practice that experienced officers are required to consent to their disciplinary record being disclosed when applying elsewhere, including all resolved and pending

⁶ Specific details for each complaint and sustained allegations are published online at <https://www.calgary.ca/cps/public-services/community-accountability/formal-discipline-.html>.

⁷ Officers may have been found to have engaged in the misconduct alleged in one or more allegations.

disciplinary matters. CPS does not hire any applicant who has an outstanding serious disciplinary matter at another agency.

Complaint Outcomes
(Closed files, n=348)



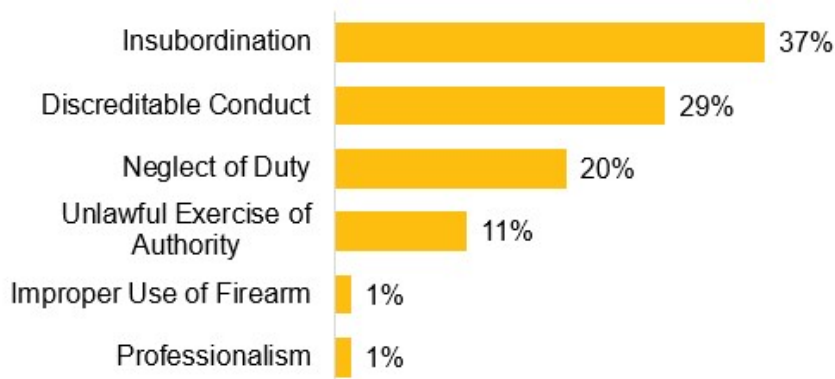
Accountability for sustained allegations

Minor complaints resolved without a hearing



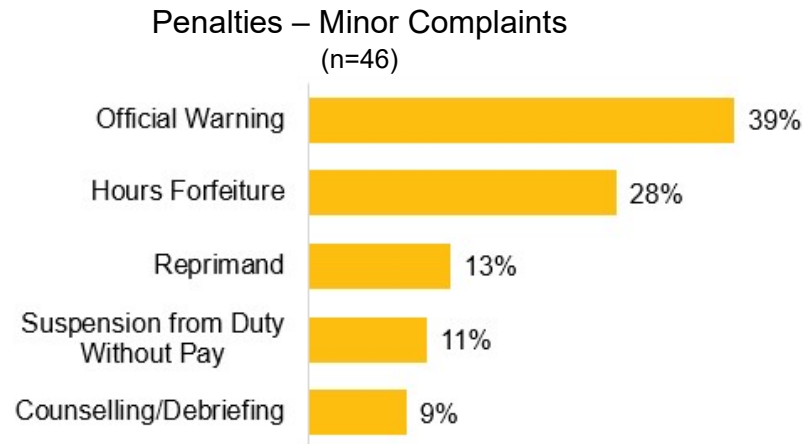
In 2020, 38 complaints were concluded by the Chief without a hearing, an increase of 58% over the 5-year average of 24 complaints. These files involved 41 officers and 70 sustained allegations, including insubordination (37%), discreditable conduct (29%), and neglect of duty (20%).

Allegations – Minor Complaints
(n=70)



Insubordination is an officer’s failure to follow a CPS rule, policy, or order. An officer who does not activate his or her body worn camera or in car digital video is insubordinate. Discreditable conduct reflects poorly on the CPS, for example, being rude or swearing while on duty. An officer neglects duty by failing to complete required duties such as conducting thorough investigations and submitting reports.

Officers are held accountable for their actions through various penalties, depending on the severity of the allegation.⁸ Common penalties in 2020 included official warnings (39% of all actions) and forfeitures of overtime hours (28%). Officers were also reprimanded and suspended temporarily from duty without pay.



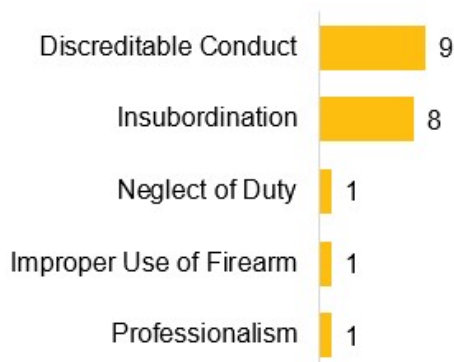
An official warning is a less serious warning which is added to the officer's personnel file. A reprimand is a more serious document which is also added to the personnel file. An officer forfeits overtime by removing up to 40 saved overtime hours from his or her overtime bank. An officer is suspended from duty by being required to stay home without pay for up to 80 hours.

Serious complaints resolved through hearing

In 2020, 9 complaints were concluded in a disciplinary hearing. These files involved 9 officers and 20 sustained allegations, including 9 allegations of discreditable conduct and 8 of insubordination. The number of complaints concluded at a hearing did not increase from 2019 to 2020. The decisions made by the Presiding Officers in each of these hearings are available on the CPS website, another reflection of CPS' commitment to transparency and accountability.

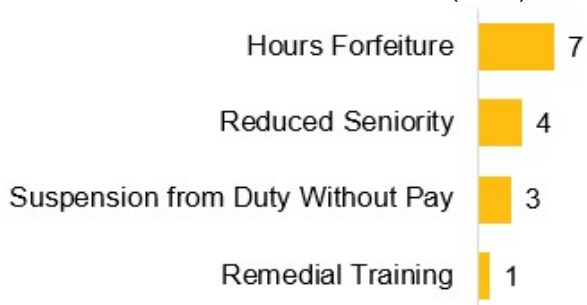
⁸ Penalties are counted per officer per allegation, and some are applied globally per file. Penalty counts therefore are not the same as counts of files, allegations or officers involved.

Allegations – Serious Complaints
(n=20)



Penalties for the above allegations included forfeiture of overtime hours, reduction of seniority within rank, suspension from duty without pay, and remedial training. These penalties, except remedial training, impact officers financially and may affect their career advancement. Penalties may also result in additional attention and support by a supervisor to help support behavior change by the officer.

Penalties – Serious Complaints
(n=20)



In addition to CPS accountability actions, officers found to have engaged in misconduct following a hearing become *McNeil* officers until the misconduct is removed from their record. The Crown receives information about a *McNeil* officer, which may impact the officer’s credibility and reliability when they are called in court to testify. The *McNeil* officer designation may limit an officer’s lateral transfer or promotional opportunities, particularly for positions which require frequent testimony in criminal matters.

Compliments

CPS members, both sworn and civilian, regularly receive compliments and positive feedback from the public. In 2020, PSS received 326 written compliments, a 7% increase over 2019's 305 compliments. Those complimenting praised specific officers, units/teams, or CPS in general.

The complimented officers and their supervisors are told the details of the compliment. The Chief is briefed each week on compliments received and each month the CPC receives a report of the compliment and complimented officer.

Compliments range from citizens thanking officers for the everyday things they do on and off the job, to supporting citizens during specific incidents of trauma and crisis. Citizens appreciated that officers were professional, compassionate, kind, prompt, and thorough in their interactions or investigations.

Citizens thanked CPS members for the work they do in responding to calls, proactive policing, and providing mentorship, leadership, and information to the community. Many citizens also wanted to convey their support of the police during the changing social and political issues around policing and the COVID-19 pandemic.

"I would like to thank [the officer] from the bottom of my heart for their immense kindness. They went over and beyond to make sure that I was okay at one of the worst moments of my life."

Following the death of their son the citizen said, "At a time of such trauma, their kindness and clearness was appreciated."

"The City of Calgary is lucky to have this constable serving our community and there is no doubt they will achieve great things during their time with CPS."

"CPS is doing a wonderful job for the city and the citizens of Calgary. It is a difficult time to be policing during this pandemic and I appreciate all the efforts the police are doing."

"Thank you to the members who attended the Children's Hospital and activated their lights and sirens. One child said it was her 'best day ever.'"



"From our first contact, until our most recent email, I have felt and appreciated his professional competence. His presence throughout has been steady and consistent."

"Thank you, CPS for all that you do for our city, especially with the unrest and protests in other areas of the world. We are lucky to have the officers and the police force that we have."

Looking ahead to 2021

PSS is committed to the timely resolution of complaints and will use alternative dispute resolution options wherever possible. PSS will continue to work with the Chief and senior leadership team to improve the efficiency and effectiveness of these processes.

PSS will also continue to educate officers about PSS process and the consequences of alleged misconduct. PSS will seek to intervene early and often when made aware of less serious conduct to help officers change behavior. It does so by empowering the districts to address their officers' performance issues before they rise to the level of requiring discipline. PSS is also working with the Employee Advisory Committee to achieve this goal.

In alignment with CPS' 2021 Annual Policing Plan, PSS is dedicated achieving the following goals.

1. Increase public trust and confidence by:
 - Implementing a new organizational structure to support timely and effective investigations, particularly for major cases.
 - Adding investigative resources to reduce the file backlog and overall timelines of formal complaint investigations.
 - Ensuring file continuity by hiring civilian members who will not be transferred from PSS to another section.
2. Increase equity, diversity, and inclusion (EDI) by:
 - Piloting the EDI tool for CPS, which will apply an EDI lens to the intake process.
 - Collecting race-based data which will be incorporated into monthly and annual reports. The goal is to respond factually to the public's concerns about crime, public safety, police conduct, and systemic racism.
3. Increase employee satisfaction and engagement by:
 - Supporting HR and the Respectful Workplace Office to refine workplace investigations.
 - Creating an internal website on which PSS will post the weekly decisions made by the Chief in consultation with PSS leadership.

In 2021, PSS will also develop indicators to assess and communicate the progress made towards its goals. It will track the:

- Percent of formal PSS investigations open and closed within the same year.
- Number of officer compliments received.

- Percent of citizen complaints processed to resolution or advanced to investigations within 60 days.
- Percent of citizen complaints from racialized populations.

If you or anyone you know has a complaint or compliment, please call 403-428-5904 or e-mail pss@calgarypolice.ca. You may also contact the Public Complaint Director at the CPC at 403-428-8914 or cpcpcd@calgarypolicecommission.ca.

Appendix: Historical data

Files Opened

	2015	2016	2017	2018	2019	2020	5yr avg	2020 vs 5yr avg	2015-2020 Trendline
Total Files Opened	1200	1502	1269	1341	1224	1368	1307	5%	
Contacts	846	1088	909	958	831	888	926	-4%	
Citizen Complaints	244	286	226	262	262	298	256	16%	
CPS Complaints	41	33	69	36	60	106	48	122%	
46.1 Files*	-	-	-	-	35	41	35	17%	
Criminal Files	32	45	33	45	36	35	38	-8%	
Compliments	358	375	359	337	305	326	347	-6%	

*Documenting 46.1 incident types changed in 2019 and is not available for 2015-2018.

- ◆ Highest value in 6-year period
- ◆ Lowest value in 6-year period

Closed Complaints

	2015	2016	2017	2018	2019	2020	5yr avg	2020 vs 5yr avg	2015-2020 Trendline
Total Complaints Closed	247	359	257	297	293	348	291	20%	
Citizen Complaints	206	323	227	255	253	277	253	10%	
CPS Complaints	41	36	30	42	40	71	38	88%	

Complaint Resolution Method & Time to Conclude Files

	2015	2016	2017	2018	2019	2020	5yr avg	2020 vs 5yr avg	2015-2020 Trendline
Total Complaints	247	359	257	297	293	348	291	20%	
Formally Investigated	104	132	117	119	115	150	117	28%	
Average # of Days to Resolve	523	613	606	585	547	658	575	14%	
Alternative Dispute Resolution	143	227	140	178	178	198	173	14%	
Average # of Days to Resolve	56	42	35	29	33	32	39	-18%	

- ◆ Highest value in 6-year period
- ◆ Lowest value in 6-year period

Complaint Outcomes

	2015	2016	2017	2018	2019	2020	5yr avg	2020 vs 5yr avg	2015-2020 Trendline
Total Complaints Closed	247	359	257	297	292	348	290	20%	
Resolved Informally	169	224	139	171	173	194	175	11%	
Sustained without a Hearing	11	36	27	23	23	38	24	58%	
Sustained with a Hearing	12	3	5	6	9	9	7	29%	
Not Sustained	23	55	70	55	41	51	49	5%	
Dismissed	17	22	9	22	18	48	18	173%	
Withdrawn	15	19	7	20	28	8	18	-55%	

Compliments

	2015	2016	2017	2018	2019	2020	5yr avg	2020 vs 5yr avg	2015-2020 Trendline
Compliments	358	376	363	338	305	327	348	-6%	

- ◆ Highest value in 6-year period
- ◆ Lowest value in 6-year period