

# 2023



CALGARY  
POLICE  
SERVICE

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PROFESSIONAL  
STANDARDS SECTION  
**ANNUAL REPORT**

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## ACRONYMS

PA	Police Act
ADR	Alternative Dispute Resolution
BWC	Body-Worn Camera
CPS	Calgary Police Service
PSR	Police Service Regulation
PSS	Professional Standards Section

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## EXECUTIVE SUMMARY

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The Calgary Police Service (CPS) and the Professional Standards Section (PSS) made **significant strides in 2023** to increase transparency and enhance process supports for the public and employees, while continuing to improve efficiencies.

The PSS exceeded performance measures, launched a new Public Complaints Portal, and provided Service-wide training on the complaints process.

- **FASTER FILE RESOLUTION**
- **PUBLIC COMPLAINTS PORTAL**
- **EMPLOYEE EDUCATION**
- **PSS MEMBER LIAISON**
- **DISCIPLINE MATRIX**
- **PUBLIC SURVEY**

### ORGANIZATIONAL IMPROVEMENTS

- There were 270 compliments received in 2023, thanking officers and acknowledging support of the public during specific incidents of trauma and crisis.
- In 2023, the Calgary Police Service responded to 579,964 calls for service. These interactions with Calgarians generated 1,131 contacts with the public who brought forward a concern, 252 of which were formal complaints. That means 0.04 per cent of all calls for service gave rise to a formal complaint to the PSS. This is a 12 per cent decline in external complaints over the five-year average and does not take into account the population increase within the city.

**12%**  
**12% DECLINE IN EXTERNAL  
COMPLAINTS OVER THE  
FIVE-YEAR AVERAGE**

- For the last three years, the PSS has seen a substantial reduction in the amount of time required to close investigative files. In 2023, the PSS exceeded performance measures and closed more than 70 per cent of files in under 12 months, while maintaining quality investigations. This is an approximate 40 per cent improvement in closure rates from 2022, and 105 per cent improvement from 2021, thanks in part to [Body-Worn Camera \(BWC\)](#) and Alternative Dispute Resolution (ADR).
- In 2023, there were 23 complaints that were completed at a disciplinary hearing involving 24 officers and 173 allegations from 2018 to 2023. Of the 24 officers involved in disciplinary hearings, 18 received discipline.
- Overall, 2023 saw an increased percentage of formal allegations sustained against officers.
- Of the penalties for sustained allegations in 2023, official warning was the most common (50 per cent) for matters that did not proceed to a hearing. For matters resolved with a hearing, 47 per cent of the sustained allegations received a forfeiture of hours.

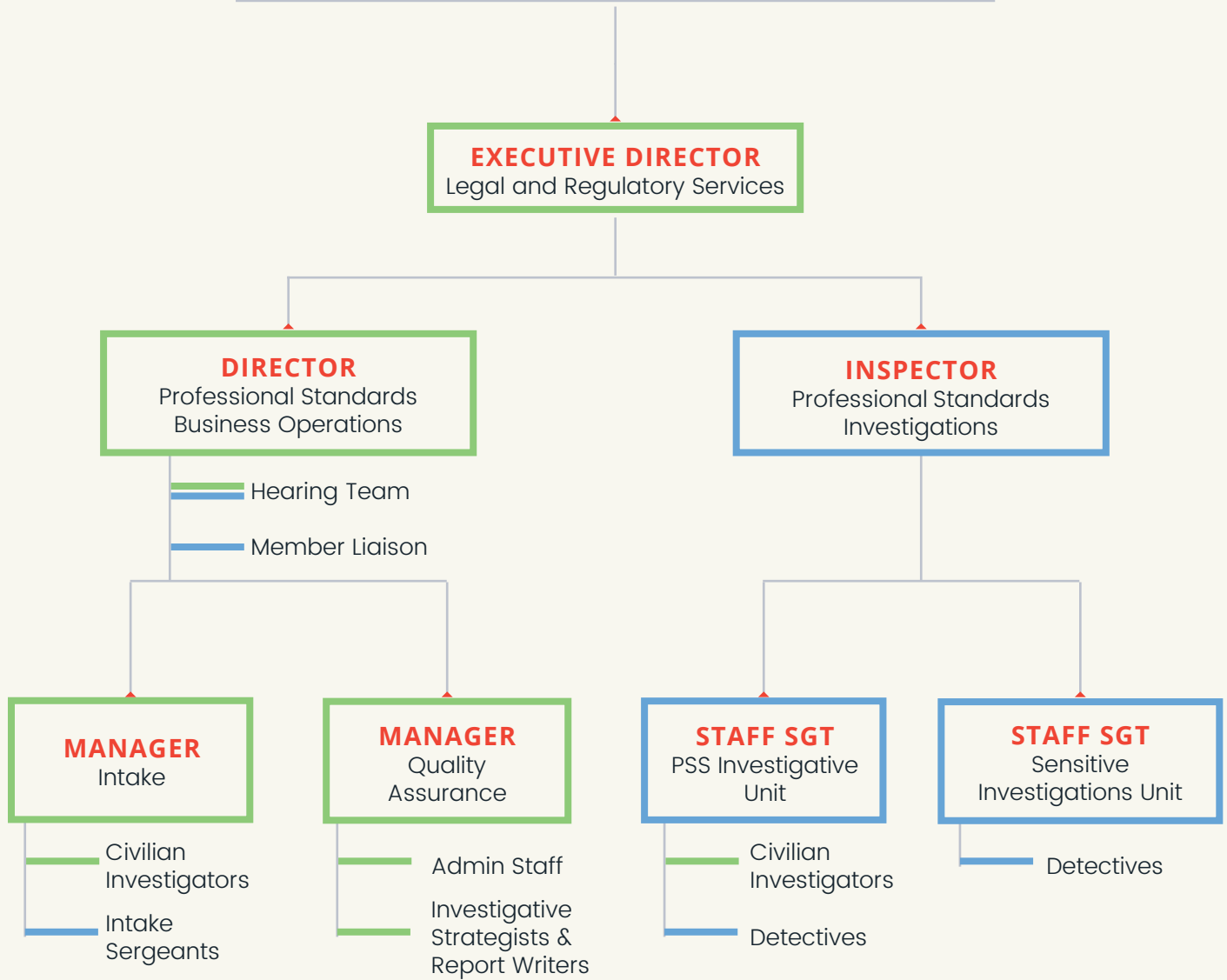
**MORE THAN**

**50%**

**OF COMPLAINTS USE BWC  
TO ASSIST IN RESOLUTION**



PROFESSIONAL STANDARDS SECTION  
**ORGANIZATIONAL CHART**



*Legend*

**CIVILIAN**

**SWORN**



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## 2023 YEAR IN REVIEW

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### EXCEEDING PERFORMANCE MEASURES

For the last three years, the PSS has seen a **substantial reduction** in the amount of time required to close investigative files. In 2023, the PSS exceeded performance measures and closed more than 70 per cent of files in under 12 months, while maintaining quality investigations. This is an approximate 40 per cent improvement in closure rates from 2022, and a 105 per cent improvement from 2021.

Improving timelines on file closures was recognized as a key commitment as part of the employee engagement work of Pathways to Engagement and the Journey Mapping project. The impact of lengthy file resolution on officers and public complainants can't be understated.

Surpassing this performance measure was accomplished through implementing Section-wide efficiencies and through the hard work and dedication from all PSS members. It will remain a key focus for the PSS throughout 2024.

### ORGANIZATIONAL IMPROVEMENTS

The PSS leaned into technology and implemented a new **Public Complaints Portal** to improve accessibility, communication and workflow efficiency. Both compliments and complaints can now be easily submitted with the user-friendly online interface where real-time updates on the status of files are available to submitters.

A new **e-learning course**, Understanding the PSS Process, was launched Service-wide during the fall of 2023 to provide clarity and information to members on the steps involved in a PSS investigation.

A new **PSS Member Liaison** position was created to support officers and their supervisors throughout the PSS complaint process. The position fosters open communication with members and aims to reduce the stress of uncertainty experienced by members named in a complaint.

In 2023, the PSS released a **discipline matrix** available to internal employees. This matrix helps to ensure consistent penalties and transparency to the members.



## PSS CITIZEN SURVEY

In late 2023, the PSS launched a public survey that was sent out to the complimentors and complainants of concluded files within the last three years. The goal was to receive feedback regarding the PSS process and suggested improvements. We received 423 responses from both complimentors and complainants. The results of the survey are still being analyzed, however, a preliminary review has provided several key takeaways:

- The overall majority of respondents felt respected and understood during their involvement with the PSS process, although the percentage was considerably higher for complimentors as compared to complainants.
- The individuals who participated were able to access information about filing a compliment or complaint.
- Unfortunately, only approximately 30 per cent of respondents were able to understand their complaint outcome outlined in their disposition letters.

The PSS will be assessing the provided feedback over 2024 in order to make improvements to processes in support of Calgarians, with a lens to equity, diversity and inclusion.



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## 2024 LOOKING FORWARD

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### ENGAGEMENT WITH THE PUBLIC

Understanding how the public experiences the complaints and compliments systems has enabled the PSS to enhance service delivery in several ways throughout 2023 and this work will continue throughout 2024. These improvements include:

- Providing electronic updates to complainants about their files during the investigation stages.
- Improving the readability of the final disposition letter, so complainants can fully understand the outcome of their files.
- An emphasis on capturing and incorporating demographic information of our complimentors and complainants to ensure PSS processes are as inclusive and accessible as possible.
- Improved updates on the public website, which will include information regarding our disciplinary hearing process, the files in this process and their outcomes.

### EFFICIENCIES WITHIN PSS

Beginning in early 2023, the PSS team began a project to refresh investigative Standard Operating Procedures (SOPs) and have mandatory annual reviews. This has had a positive effect on streamlining, clarifying and improving processes within PSS.

Body-Worn Camera (BWC) footage has had a major impact on PSS files. Closure rates on investigative files and files resolved by Alternative Dispute Resolution (ADR) methods, have improved drastically due to the clear objective evidence. The BWC footage is a positive improvement for CPS members and the public. Statistics related to BWCs are discussed on Page 24 of this report.

In 2024, a supervisor dashboard called EIPro will be launched Service-wide. This dashboard allows supervisors and leaders to get better insight into what is happening with their members and get involved earlier in the process to provide support. The supervisors have access to use-of-force incidents, driver safety incidents related to traffic, PSS compliments and any closed PSS complaints.

## THE CPS AND OUR COMMUNITY

THERE WERE

**579,964**

*CALLS FOR SERVICE IN 2023*

THESE INTERACTIONS WITH CALGARIANS GENERATED

**1,131**

*PSS PUBLIC CONTACTS*

(a member of the public contacts PSS with a concern)

**252**

*OF WHICH WERE FORMAL COMPLAINTS*

THAT MEANS

**0.04%**

*OF ALL CALLS FOR SERVICE GAVE RISE TO A FORMAL  
COMPLAINT TO PSS*



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## PSS COMPLIMENTS

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The PSS receives compliments from the public on the performance of members. These numbers serve as a reminder to members of how their work is appreciated by the citizens of Calgary and positively motivates members to continue ensuring the highest standards of professionalism and conduct are maintained Service-wide. In 2023, PSS received 270 compliments.

Here is a small collection to showcase the excellent and memorable work CPS members do:

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*A peer support worker expressed gratitude for the compassion and kindness shown by the officers they worked with years earlier. As a result, they now work as a peer support worker and program co-ordinator passionately advocating for safety in sex work.*

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*A school bus driver reported that a Grade 1 student lost their Calgary Police Service "Police Helper" badge that was always pinned to their backpack. The young child cried all the way to school. The member went to extreme lengths to locate a new badge for the child, who was beaming after it was presented to them.*

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*The complimentor is a social worker and wanted to thank members for a police escort to the Alberta Children's Hospital for a family travelling from Edmonton whose baby was in a critical life-threatening situation. The members even parked the family's vehicle for them, returned the vehicle key and spoke with parking services to ensure the vehicle would not be ticketed.*

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*The complimentor was very impressed with the members' kindness at a grocery store. A woman with children was caught shoplifting baby formula by store staff. The members were sympathetic and paid for the baby formula. This was a fantastic display of humanity on the part of the members.*

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*Members attended the scene of a collision where the complimentor was hit by a vehicle while waiting at a bus stop. The members contacted the complimentor's spouse to let them know they were okay and personally returned their glasses, which the members found at the scene.*

PROFESSIONAL  
PATIENT  
EMPATHETIC  
CALM  
THOUGHTFUL  
COMPASSIONATE  
RESPECTFUL  
KIND





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## COMPLAINT PROCESS

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Police officer conduct in Alberta is regulated by the province through the Police Act (PA) and Police Service Regulation (PSR). These laws create a process for police services to receive, investigate and resolve complaints regarding officer conduct.

*Further information on PSS and the complaint process can be found on the CPS website:*



<https://www.calgary.ca/cps/public-services/professional-standards-investigations.html>

## TYPES OF COMPLAINT FILES

The PSS is responsible for addressing public and internal concerns and complaints about the conduct of police officers, the policies of the CPS or the service provided by the CPS.

The graph below shows the following categories of files in the PSS and the corresponding number of files opened in 2023:

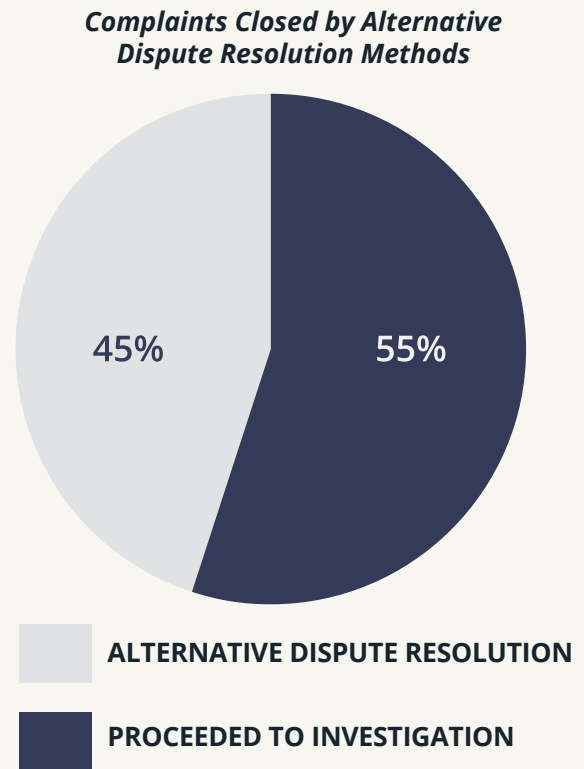
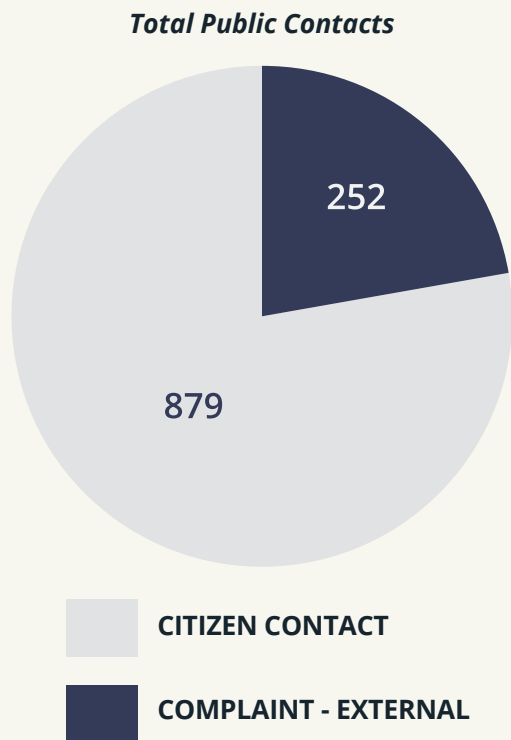


FILE TYPE	DEFINITION	NUMBER OPENED IN 2023	% OVER FIVE-YEAR AVERAGE
Citizen Contact	<i>A member of the public contacts the PSS with a concern.</i>	879	0.6%
External Complaint	<i>Formal allegations of police misconduct submitted by a member of the public or other CPS member.</i>	252	- 12%
Internal Complaint	<i>The Chief Constable, or their designate, orders an investigation.</i>	46	- 23%
Statutory	<i>Criminal allegations are made against an officer. Although rare, this may include FOIP or other statutes.</i>	20	- 35%
46.1	<i>Notification to Solicitor General of a serious injury/death or sensitive allegations of police conduct.</i>	31	- 22%
Compliments	<i>Positive feedback from the public.</i>	270	- 12%

### CITIZEN CONTACTS

Seventy-eight per cent of all public contacts with PSS are classified as citizen contacts. These contacts do not meet the criteria of a complaint as classified under the Police Service Regulation (PSR), however, can provide important feedback on officers' performance while allowing citizens to learn about police processes. These files are resolved by the Intake Investigative Team. For contacts that meet the criteria under the PSR, the file is classified as an external complaint.

Many of the external complaints, 45 per cent in 2023, were concluded through ADR by the Intake Investigators. This includes an explanation of police procedures, an informal conversation between involved parties, or through the officer's supervisor.



	2019	2020	2021	2022	2023	5 YR AVG
<b>COMPLAINTS CLOSED BY ALTERNATIVE DISPUTE METHODS</b>	61%	57%	49%	45%	45%	51%

External complaints unable to be resolved informally through ADR proceed to a formal investigation. Of the total public contacts received, less than 12% of complainants requested a formal investigation.



## EXTERNAL AND INTERNAL COMPLAINTS

External and internal complaints meeting the threshold for a formal complaint are investigated by the PSS.

The number of complaints received in 2023 is consistent with the trend of the last five years.

	2019	2020	2021	2022	2023	5 YR AVG
<b>CITIZEN CONTACTS</b>	831	888	977	796	879 ↑	874
<b>EXTERNAL COMPLAINTS</b>	262	298	331	285	252 ↓	286
<b>INTERNAL COMPLAINTS</b>	60	106	43	46	46 ↓	60

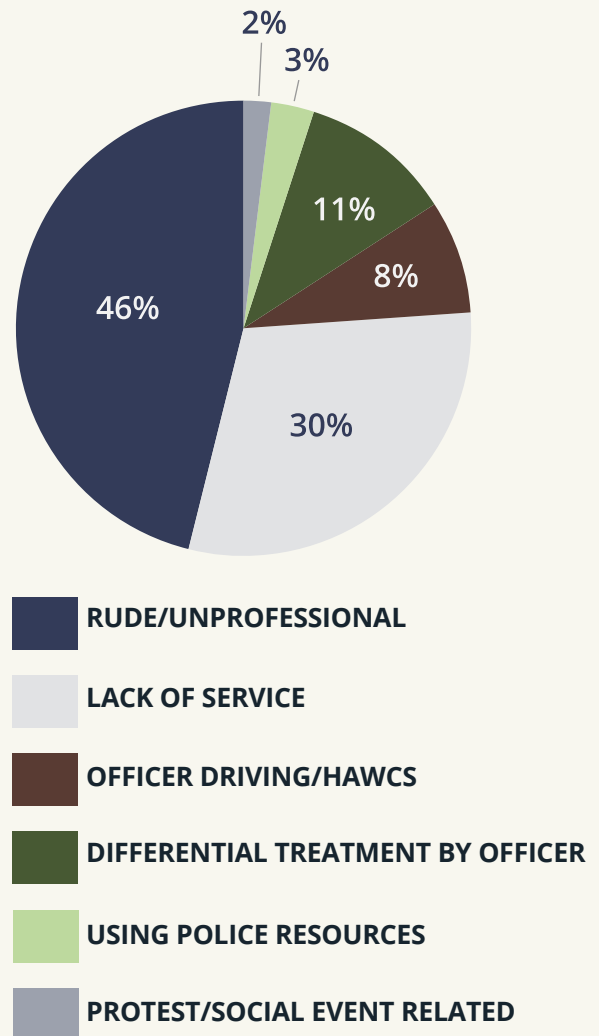


## NATURE OF COMPLAINTS

For each public contact received, the PSS captures the overall substance of the concerns. This process helps identify any trends of behaviour or conduct that contributes to the public contacting the PSS.

In 2022, the top two themes were lack of service, which includes duties and concerns with an investigation (40 per cent) and unprofessionalism (21 per cent). In 2023, the same top two themes remained, but switched places. Rude or unprofessional (46 per cent) and lack of service (30 per cent) were the top complaints.

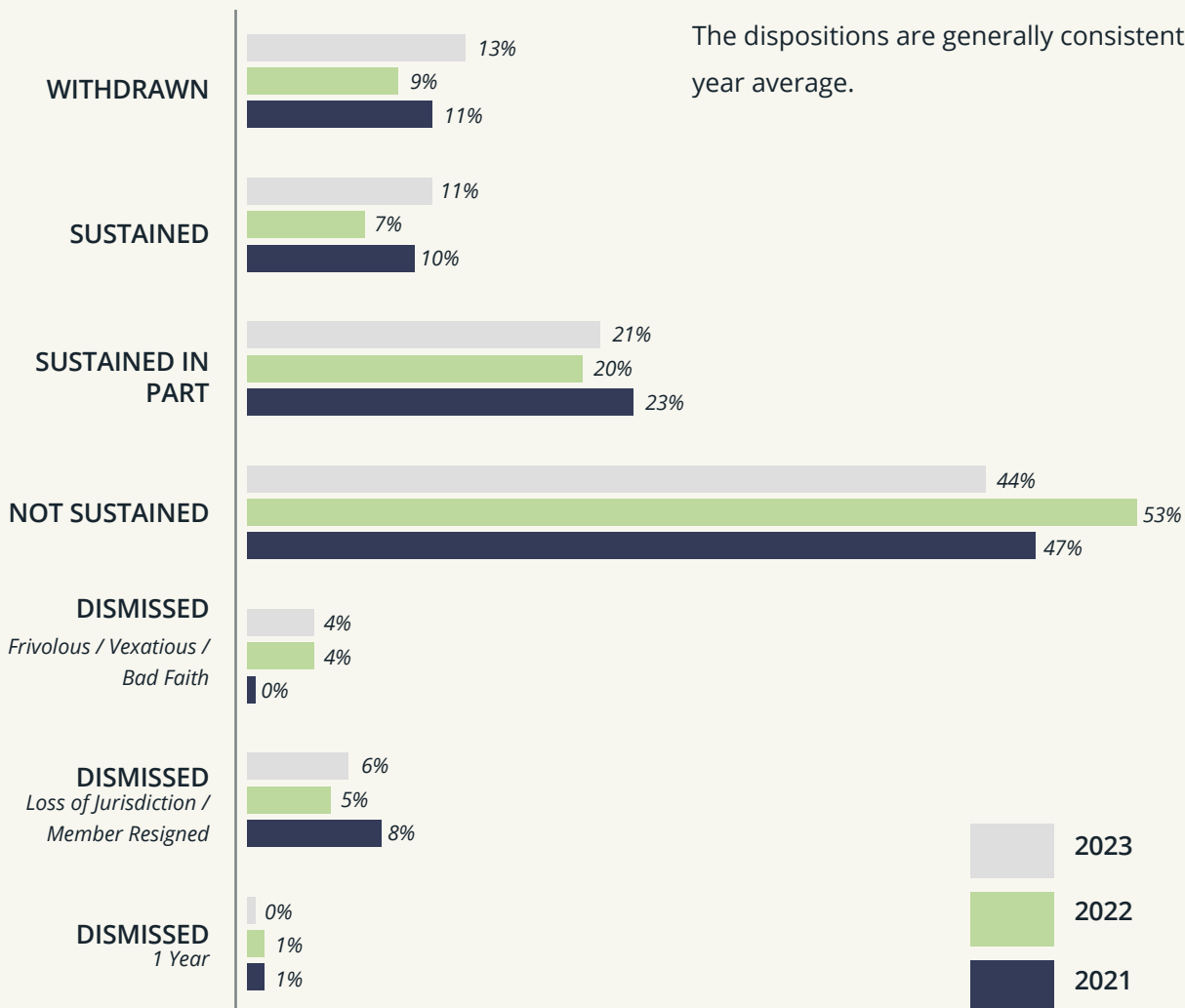
**2023 Themes of Public Contacts**



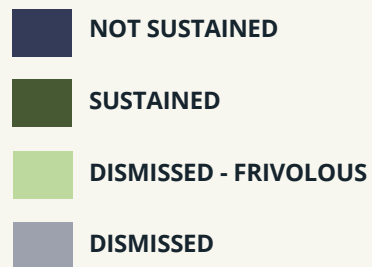
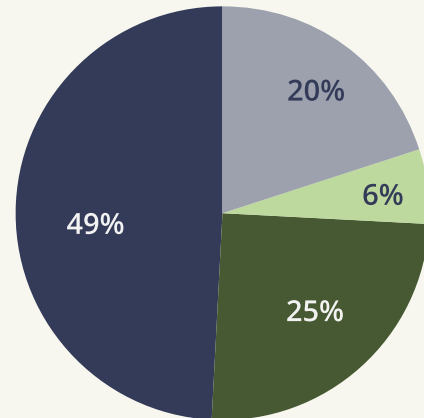
## DISPOSITIONS OF COMPLAINTS

In 2023, the PSS closed 179 complaints by formal investigation (complaints not resolved through ADR). Of these complaints, the graph below shows the final disposition of the complaint. It is important to note most files contain more than one allegation and therefore, a file may be classified as sustained in part if one or more of the allegations are sustained. A not sustained disposition means all of the allegations on the file were found unsubstantiated and dismissed. The dispositions are generally consistent with the five-year average.

**Disposition of Investigative Files  
2021 to 2023**



**2023 Allegation Findings**



**COMPLAINT OUTCOMES - WITHOUT A HEARING**

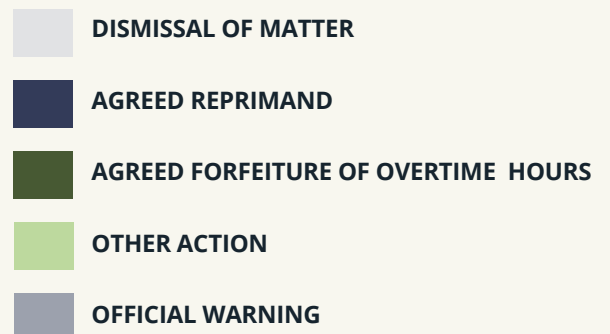
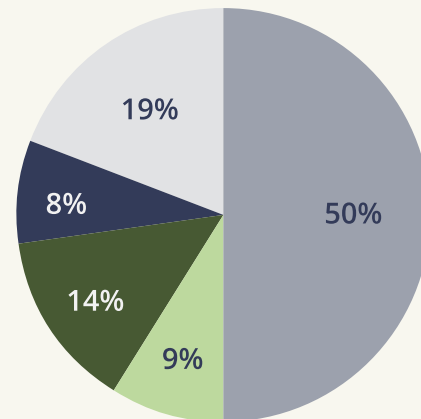
If the misconduct is not determined to be “of a serious nature” within the meaning of section 45(4) of the Police Act, the Chief of Police makes a determination if discipline is required and what the discipline penalty is.

There was an increase in the number of misconduct allegations sustained against officers:

- Allegations resolved without a hearing - in 2023 (25 per cent) compared to 2022 (nine per cent)

Of the penalties for sustained allegations in 2023, official warning was the most common at 50 per cent, comparable to 2022 at 51 per cent. The penalty of agreed forfeiture of hours was the only category to mark a significant change, dropping from 32 per cent in 2022 to 14 per cent in 2023.

**2023 Penalties for Sustained Allegations**



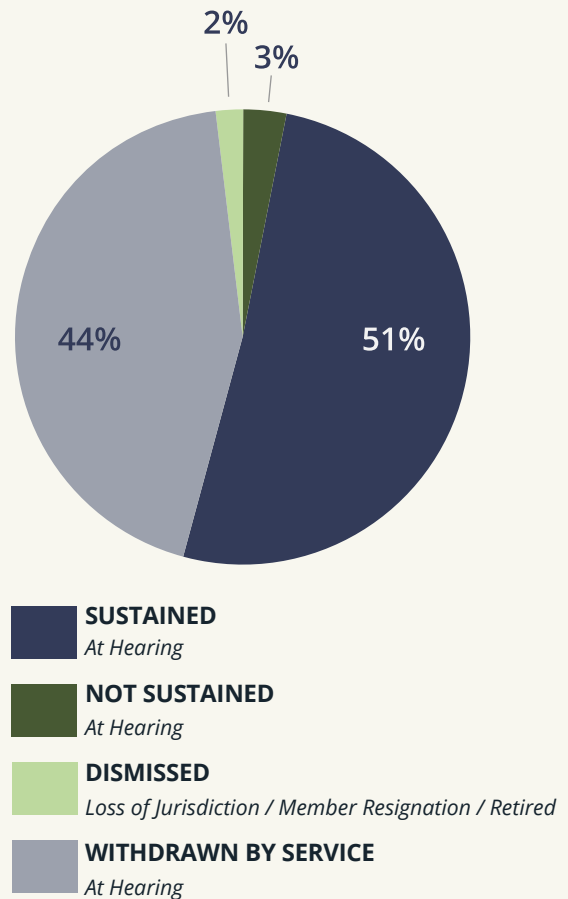
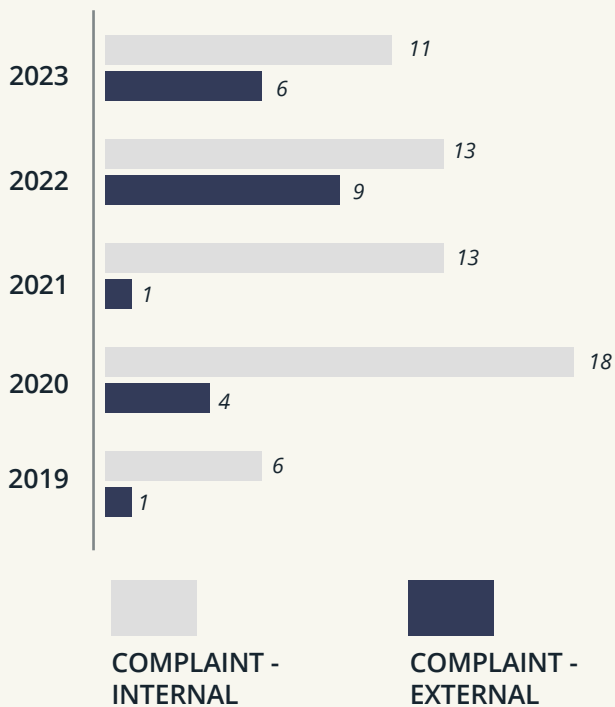
### COMPLAINT OUTCOMES - WITH A HEARING

If the alleged misconduct meets the threshold of the Police Act to be deemed “of a serious nature,” and the Chief Constable determines there is enough evidence, the complaint is ordered to proceed to a disciplinary hearing. In 2023, 17 complaints were directed to a hearing. This is down from 2022, when 22 complaints were directed to a hearing.

In 2023, there were 23 complaints completed at a disciplinary hearing. These include complaints from 2018 to 2023. These files involved 24 officers and 173 total allegations. The disposition of those allegations were:

#### Dispositions of Allegations from Hearings

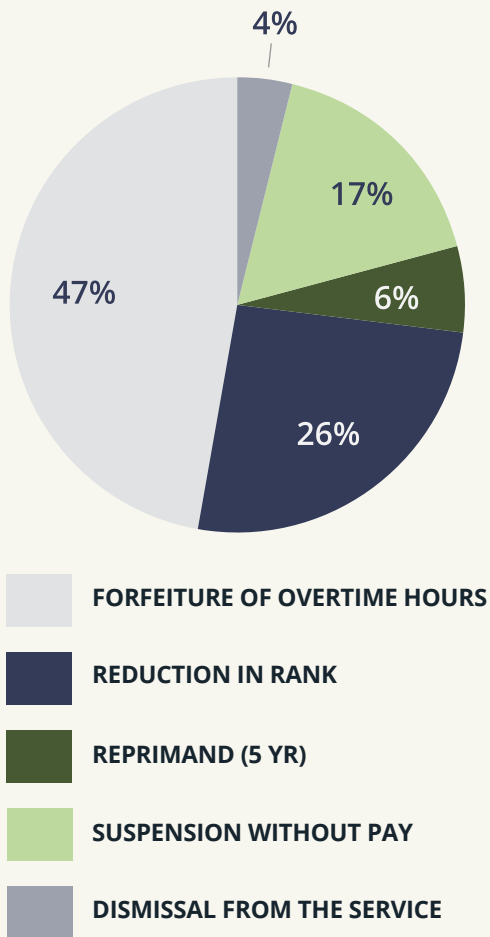
**Files Directed to Disciplinary Hearing  
2019 to 2023**



Prior to conclusion of the hearing, some allegations may withdraw, while others are admitted, through an early case resolution approach. Of the 24 officers involved in disciplinary hearings, 18 (75%) received discipline in relation to at least one allegation.

Of the 88 allegations that were sustained at a hearing in 2023, the most common penalty was forfeiture of hours (47 per cent). It should be noted, some complaints will have more than one penalty as the dispositions are per allegation, not per complaint. For example, one officer could receive a penalty of a reduction in rank for one allegation and a penalty of a reprimand for another.

**Penalties from Hearings**



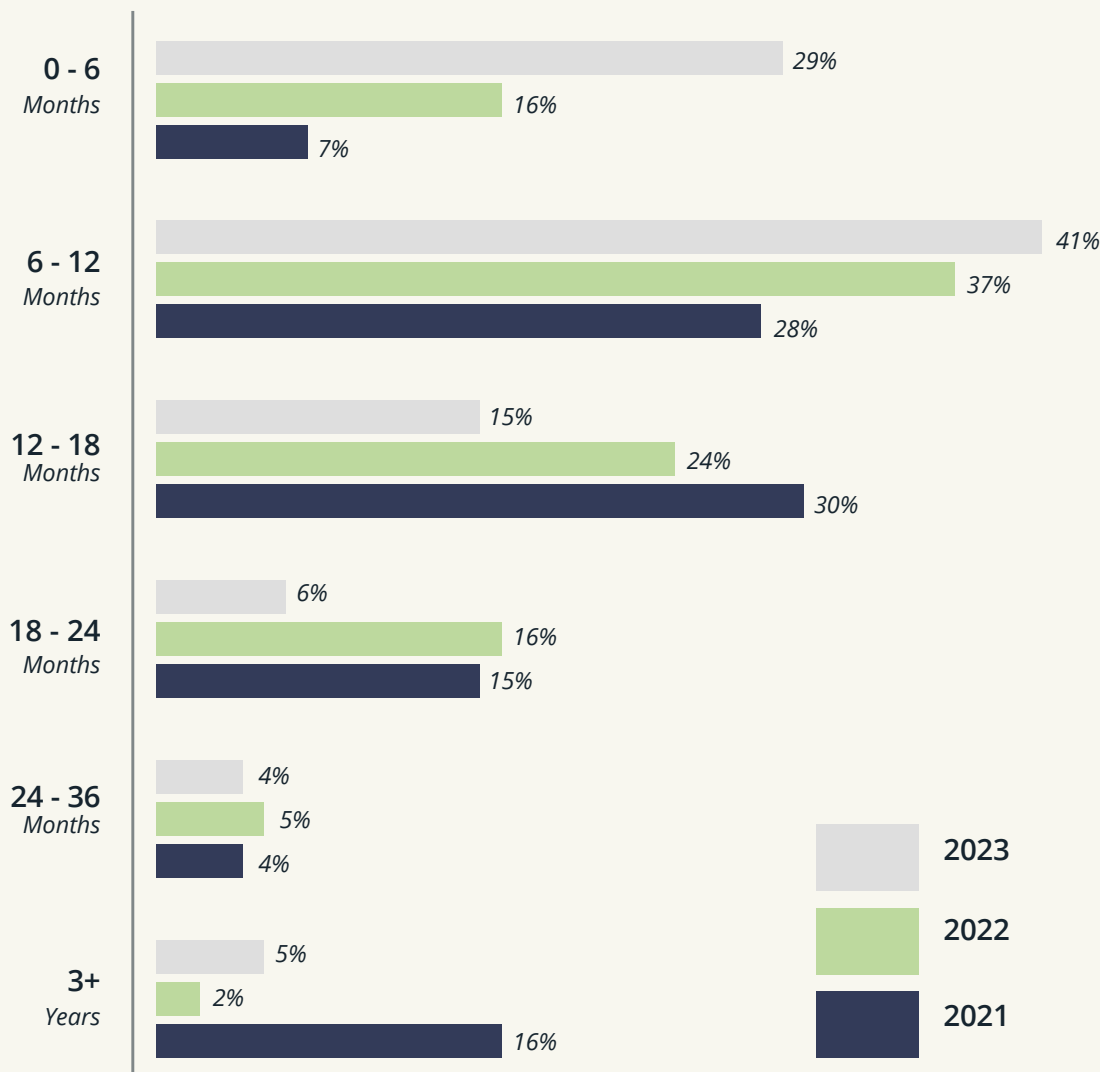
## INVESTIGATIVE TIMELINES

The PSS continues to reduce the average number of days to close external and internal complaints.

In 2023, 70 per cent of investigative files were closed under 12 months from the time they were received; 2022 was 53 per cent and 2021 was 35 per cent. It is important to note that these timelines do not include complaints sent to a disciplinary hearing, however, they do include files sent to ASIRT or to the Crown for opinion. Those timelines are listed below under the appendix.

### ***Timeline to Close Investigated Files***

#### **2021 to 2023**





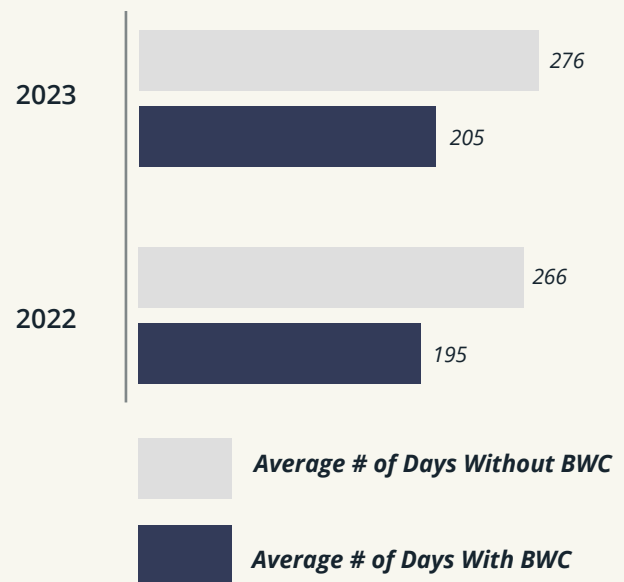
## BODY-WORN CAMERA TRENDS

As of 2019, the majority of frontline officers wear Body-Worn Camera (BWC) as a part of their everyday uniform. BWC footage has become an essential piece of objective evidence in the majority of our files and is consistently used to assist and expedite in the formal and informal resolution of files.

When evaluating concluded external complaints, 58 per cent of complaints were resolved partially or completely using BWC footage. It takes around six months to resolve a file that has BWC, and around nine months for cases that don't have BWC. These numbers remain consistent between 2022 and 2023.

The graph beside compares the average number of days to close a complaint with and without evidence from body-worn cameras.

**Days to Close Files With or Without BWC Evidence  
2022 to 2023**





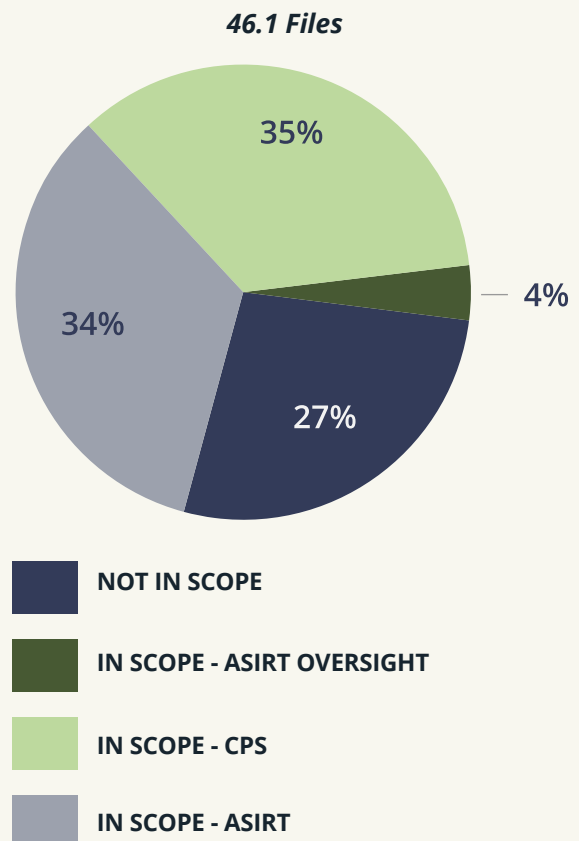
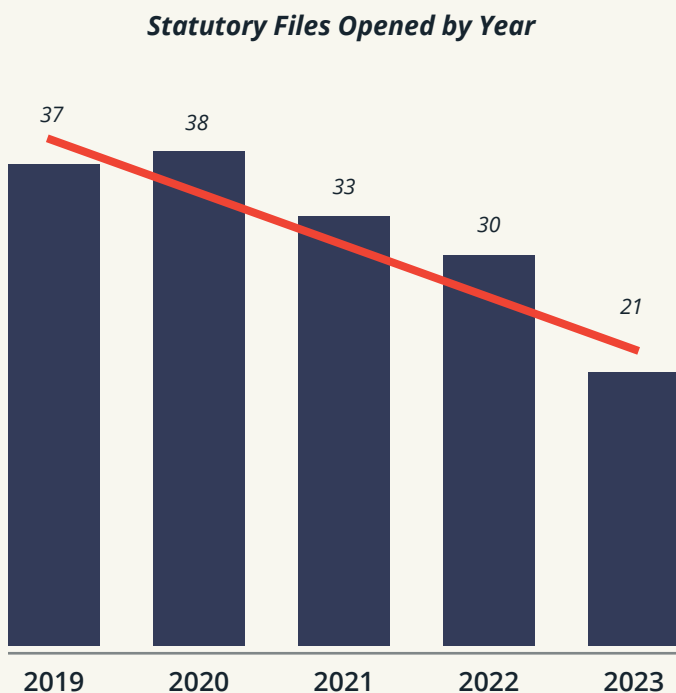
## STATUTORY AND 46.1 FILES

The PSS considers whether different statutory legislation, most commonly the *Criminal Code of Canada*, the *Freedom of Information and Protection of Privacy Act* or the *Traffic Safety Act* may be applicable. These investigations may result in charges being laid against an officer. 2023 saw the lowest number of statutory files for the past five years, 52 per cent below the five-year average.

Of the 21 statutory files opened in 2023, one was investigated under the Traffic Safety Act, and the remainder under the Criminal Code of Canada. In 2023, one officer was charged by the CPS under the Traffic Safety Act in relation to on-duty conduct.

Section 46.1(1) of the Police Act requires the Chief to notify the Calgary Police Commission and the Minister of Public Safety and Emergency Services about any 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 the actions of a police officer. Upon receiving notification, the Director of Law Enforcement (DLE), who is the Minister's delegate, determines whether the incident falls within Alberta Serious Incident Response Team's (ASIRT) mandate. If the matter is deemed 'in-scope,' the DLE may direct ASIRT to investigate, or the CPS to investigate with or without ASIRT oversight.

In 2023, the CPS sent 26 notifications, known as a 46.1, to the DLE for review. The PSS investigates all 46.1s to ensure policy and conduct are appropriate. The graph below shows the direction from the Solicitor General:



## APPENDIX: HISTORICAL DATA

### *Files Opened*

	2019	2020	2021	2022	2023	5 YR AVG	2023 VS 5 YR AVG
<b>TOTAL FILES OPENED</b>	1224	1368	1434	1199	1228	1291	- 5%
<b>CITIZEN CONTACTS</b>	831	888	977	796	879	874	0.6%
<b>EXTERNAL COMPLAINT</b>	262	298	331	285	252	286	- 12%
<b>INTERNAL COMPLAINT</b>	60	106	43	46	46	60	- 23%
<b>STATUTORY</b>	36	35	34	30	20	31	- 35%
<b>46.1</b>	35	41	49	42	31	40	- 22%

**Total Complaints Closed**

	2019	2020	2021	2022	2023	5 YR AVG	2023 VS 5 YR AVG
<b>TOTAL FILES CLOSED</b>	<b>293</b>	<b>348</b>	<b>424</b>	<b>423</b>	<b>327</b>	<b>363</b>	<b>- 10%</b>
<b>EXTERNAL COMPLAINT</b>	253	277	329	370	266	299	- 11%
<b>INTERNAL COMPLAINT</b>	40	71	94	53	61	64	- 5%

**Complaint Resolution Method & Time to Conclude Complaints**

	2019	2020	2021	2022	2023	5 YR AVG	2023 VS 5 YR AVG
<b>TOTAL COMPLAINTS CLOSED</b>	<b>293</b>	<b>348</b>	<b>424</b>	<b>423</b>	<b>327</b>	<b>363</b>	<b>- 10%</b>
<b>FORMALLY INVESTIGATED</b>	115	150	216	233	179	179	0%
<b>AVG # OF DAYS TO RESOLVE</b>	547	658	555	455	475	538	- 12%
<b>INVESTIGATED WITH NO DELAYS*</b>	68	81	184	180	122	127	- 4%
<b>AVG # OF DAYS TO RESOLVE</b>	522	610	581	407	352	494	- 29%
<b>ALTERNATIVE DISPUTE RESOLUTION</b>	178	198	208	190	148	184	- 20%
<b>AVG # OF DAYS TO RESOLVE</b>	33	32	47	24	17	31	- 45%

\* These complaints are also included in the formally investigated category numbers. Delays refer to complaints sent to disciplinary hearings, which are outside of the investigator's control.

*Dispositions of Closed Files*

<b>DISPOSITION OF FILES CLOSED IN 2023</b>	<b>327</b>
<b>ALTERNATIVE DISPUTE RESOLUTION</b>	<b>148</b>
RESOLVED INFORMALLY - FACILITATED DISCUSSION	2
RESOLVED INFORMALLY - INFORMAL DISCUSSION AMONG PARTIES INCLUDING PROFESSIONAL STANDARDS	136
RESOLVED INFORMALLY - SUPERVISOR INTERVENTION	10
<b>DISMISSED - 1 YEAR S.43(11)</b>	<b>5</b>
<b>DISMISSED - FRIVOLOUS / VEXATIOUS / BAD FAITH S.43(7)</b>	<b>11</b>
<b>DISMISSED - LOSS OF JURISDICTION / MEMBER RESIGNED/RETIRED</b>	<b>9</b>
<b>NO HEARING</b>	<b>109</b>
NOT SUSTAINED-NO HEARING	76
SUSTAINED IN PART-NO HEARING	24
SUSTAINED-NO HEARING	9
<b>AT HEARING</b>	<b>26</b>
DISMISSED - AT HEARING / LOSS JURISDICTION	2
NOT SUSTAINED - AT HEARING	2
SUSTAINED IN PART - AT HEARING	9
SUSTAINED - AT HEARING	9
<b>WITHDRAWN BY SERVICE - AT HEARING</b>	<b>4</b>
<b>WITHDRAWN BY COMPLAINANT</b>	<b>4</b>
<b>WITHDRAWN BY SERVICE - NO HEARING</b>	<b>15</b>



CALGARY  
POLICE  
SERVICE

PROFESSIONAL  
PATIENT  
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THOUGHTFUL  
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