



CALGARY POLICE SERVICE PROFESSIONAL STANDARDS SECTION 2022 ANNUAL REPORT

ISC: Unclassified

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
THE PROFESSIONAL STANDARDS SECTION	2
INTRODUCTION	2
PSS AND THE CALGARY POLICE COMMISSION	3
2022 SUCCESSES	3
COMPLIMENTS	4
THE COMPLAINT PROCESS	7
2022 CPS AND OUR COMMUNITY	7
2022 RESULTS	8
UNDERSTANDING 46.1 & CRIMINAL (STATUTORY) FILES	8
FILE CASELOAD	9
NATURE OF COMPLAINTS	10
COMPLAINT RESOLUTION	11
COMPLAINT AGING	11
COMPLAINT OUTCOMES	12
ACCOUNTABILITY FOR SUSTAINED ALLEGATIONS	13
LOOKING AHEAD TO 2023	16
APPENDIX: HISTORICAL DATA	18

EXECUTIVE SUMMARY

2022 was a year of transition for Calgarians as we began to recover from the effects of the COVID-19 pandemic. 2022 was also a year of transition for the Professional Standards Section (PSS) as we focused on continued transformation and enhanced accessibility, transparency, and efficiency in our police accountability system. Improvements included:

- Civilianization of key positions, including permanent civilian Investigators and a civilian Executive Director who leads a new Legal and Regulatory Division that brings together PSS, Legal Services, and Access & Privacy.
- Engaging CPS officers who have been involved as subjects of PSS investigations through an initiative called Journey Mapping. The purpose of the project was to obtain honest, open feedback to gain a better understanding of how they experienced the investigation process, with a focus on member wellness.
- Increasing PSS training, education, and collaboration with CPS members.
- Evaluating and acquiring new technology to improve accessibility for citizens in making public complaints to PSS.
- Embedding the civilian Quality Assurance team in the PSS investigative process.
- Demonstrating PSS' commitment to transparency by continuing to make formal complaint outcomes available to the public.¹

An in-depth analysis of 2022 trends in police accountability are provided in the pages that follow. They are best summarized by highlighting the following:

- Notable decrease in the number of citizen contacts and complaints to PSS
 - 14% decrease in citizen complaints to PSS in 2022 (n=285) compared to 2021 (n=331), now aligning more closely with the 5-year average.
 - 19% decrease in citizen contacts with PSS in 2022 (n=796) compared to 2021(n=977), which is the lowest number since pre-2017. Citizen contacts may or may not progress into formal complaints.
- Notable gains in process efficiency, benefiting citizens and CPS members through more timely complaint resolution:
 - A 20% decrease in the time it takes for PSS to close complaints, over the 5-year average.
 - A 25% increase in the number of files that were closed within 12 months compared to 2021, with more than half of all files now being closed within this timeline.
 - A 28% decrease in the average number of days it took to close files resolved by way of Alternative Dispute Resolution (ADR) when compared to the 5-year average.
- Themes from complaint outcomes:
 - The most common sustained allegation of officer misconduct in 2022 was Insubordination (non-compliance with a policy, rule or order), followed by Discreditable Conduct (conduct that reflects poorly on CPS).
 - The most common sustained penalty for minor misconduct was an Official Warning at 51%, followed by a financial penalty of forfeiture of pay accumulated through overtime at 32%.

¹ Specific details for each complaint and sustained allegations are published online at: <http://www.calgary.ca/cps/public-services/community-accountability/formal-discipline-.html>

- 87% of closed files were resolved through Alternative Dispute Resolution, dismissed, withdrawn or not sustained. Only 13% of closed files resulted in discipline (with or without a hearing).

THE PROFESSIONAL STANDARDS SECTION

INTRODUCTION

The Calgary Police Service is committed to ensuring its officers serve their community in a safe, professional, and respectful manner. PSS reports directly to the Chief of Police, and:

- 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.
 - Allegations of 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, and lawful action by CPS officers. 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 complaints can be resolved informally, resolving them when possible.
 - Focusing on and identifying trends and learning opportunities.
 - Helping complainants make a complaint under the Police Act (the Act) if they want their matter investigated.
 - Thoroughly investigating citizen and CPS complaints.
 - Resolving citizen contacts 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 & THE CALGARY POLICE COMMISSION

The role of the Calgary Police Commission is to monitor the public complaints process, handle complaints regarding the Chief of Police, as well as 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.

2022 SUCCESSES

In the past year, PSS experienced significant structural and procedural reform which aligned with the CPS' overarching goal to implement fair, efficient, and effective processes. PSS also noted exceptional achievements in investigative performance measures and engagement.

EXCEEDING PERFORMANCE MEASURES

- PSS was tasked to improve processes to resolve complaints about police officers efficiently and effectively, share the information with collaborators, and better support officer wellness.
- One of the Annual Policing Plan (APP) goals to reduce police complaints (including both citizen and CPS complaints) by 5% was surpassed by an overall reduction of 11%.²

ORGANIZATIONAL IMPROVEMENTS

- PSS improved overall business continuity with the addition of the Executive Director of Legal and Regulatory Services who oversees all PSS operations. PSS also made several civilian Investigator positions permanent.
- A catalogue of approximately 30 internal standard operating procedures (SOPs) for PSS members was produced to benefit the Section by creating useful guidelines in resolving issues for PSS files and clarifying investigative processes.

INCREASING ENGAGEMENT AND COLLABORATION

- The PSS Journey Mapping initiative gained insight into the wellness impacts on CPS members going through a PSS investigation. It resulted in 15 recommendations to improve PSS investigation methods, communication, and overall impact. Many of these recommendations are related to work that was already underway as part of the overall transformation of PSS.
- PSS meets regularly with the Employee Advisory Committee, a collaborative committee involving PSS, Human Resources Division, Wellness & Resiliency Division, and the Office of Respect and Inclusion.

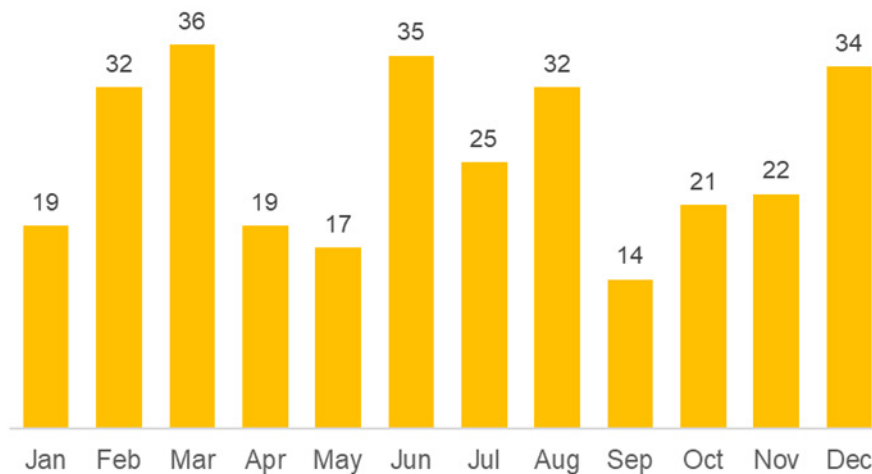
² Numbers may vary, including as reported in the APP, due to the possibility of files changing classification over time.

COMPLIMENTS

Citizens can compliment specific or multiple officers, units/teams, the Chief or CPS in general. In 2022, PSS received 306 compliments. The complimented officers and their supervisors are provided a copy of the compliment for their review. The Chief is briefed each week on compliments received through PSS, and each month the CPC receives a report of the compliments and complimented officer.

2022 PSS Compliments

2022 PSS Compliments Monthly Totals



The number of compliments received in 2022 experienced various ebb and flows throughout the year. March reported 36 compliments whereas September experienced the least amount with 14 compliments. Winter months typically see the most compliments as citizens remark on officers' courtesy and helpfulness during snowstorms and cold weather events. December saw a slight increase with citizens sending warm wishes to officers and the CPS during the holiday season. In the early part of 2022, Calgary experienced several protests that required CPS attendance that generated concerns as well as compliments.

Some of the key words captured in the 2022 compliments included:

- Helpful
- Professionalism
- Above & Beyond
- Compassion
- Safety

CPS patrol officers working in the various districts are the typical recipients of compliments. These officers made up over 67%³ of all compliments received by PSS in 2022.

Other specialty units also received compliments including Youth Services, Support

Section, Community Services Section and Traffic/Arrest Processing. Of the 306 compliments received in 2022, over 250 different officers were identified in these compliments. Approximately 13% of compliments received in 2022 had an “Unknown Officer” noted. Often citizens cannot recall an officer’s name or regimental number during the encounter despite PSS staff’s best efforts to identify the officer related to the compliment.

Yearly Comparison

Compliments Received
2017-2022



In 2022, PSS received 306 compliments, a slight decrease compared to 324 compliments received in 2021. PSS has noticed an overall decrease of compliments received since 2017. The compliments received in 2022 is slightly below the five-year average of 330 compliments.

Below is a small collection of the compliments PSS received in 2022. Please note the entries have been slightly edited for clarity and confidentiality purposes.

“I’m so beyond grateful for [the officer’s] efforts and dedication in finding the rightful owner of this lost ring (which in my case was a family heirloom). I know that in the grand scheme of things, that the CPS does this may not be the most important, but it meant the world to me. Just wanted to share my story in hopes [the officer] is recognized for their efforts!”

The constable made a big impact with her teenaged niece by acknowledging her feelings, empathizing, and reassuring her when she was scared. The complimentor stated, “Even now, with court matters pending, my niece keeps remembering the constable’s reassuring words and is not afraid of what might happen. The constable wears the uniform for all the right reasons.”

"I'd like to thank the Constable for their professionalism and compassion. My boyfriend and I were pulled over driving home from dinner, and although we did receive a couple of tickets (brake light out and failure to produce proof of insurance), the officer made the process as painless as possible. Despite the circumstances, they treated us with true kindness, and it was a very refreshing, positive experience overall. I'm happy to see someone so great on the CPS team. Thanks!"

"The constable created a safe space for me to explain my situation. Although my intent for the call was only to get a better understanding of the documents I required, [the officer] took a genuine interest and seemed to care about what was going on. They listened to me, eased the majority of my concerns, assured me this was not an uncommon scenario and there are ways to seek relief and they counselled me on their expert opinion. [The officer] very clearly broke down exactly what I needed to do and educated me on what type of supporting documentation the police look for/require in these types of situations.... It is my understanding that CPS Officers have core values, which they strive to embody on a day-to-day basis – this officer more than exemplified each of those."

"The constable and his partner came to my home for what was a very distressing situation to both myself and partner. The officer and his partner demonstrated empathy and professionalism in a non-judgmental way that was very helpful and reassuring. People make mistakes, be they honest people or not. I wanted to thank both officers from the bottom of my heart, and I wanted them to know they have left a very positive impact on our lives. Thank you for all you have done and for all you do."

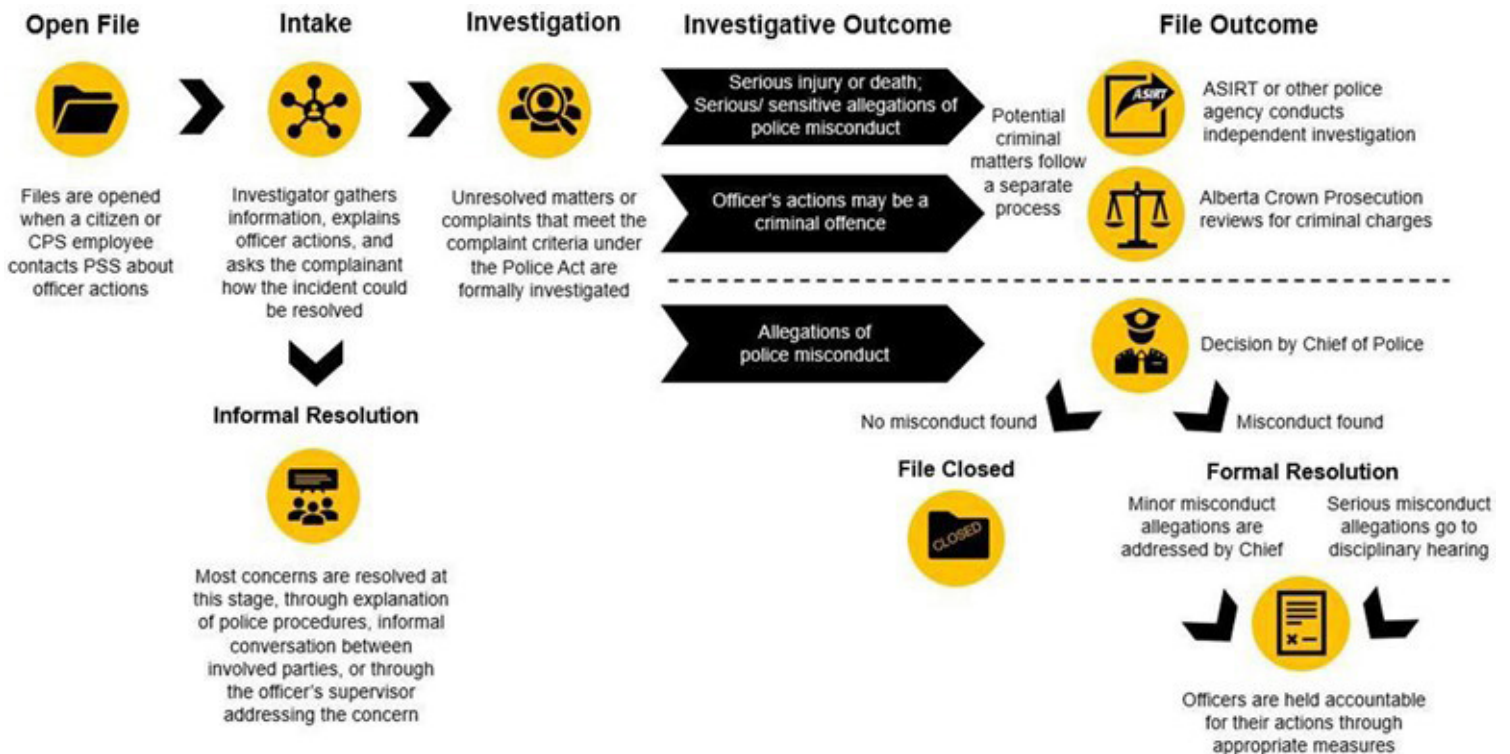
"I would like to share my gratitude for the constable for their kindness and humility. We were stuck on the ramp of Stoney Trail and Harvest Hills Blvd for over two hours. The officer not only pulled over right away, but spent over an hour in these cold, windy conditions shoveling snow and pushing our car out. He did it all with a smile on his face and kept saying they weren't doing any hard work at all. The officer is what all police officers should aspire to be. They care about the wellbeing of others and embodies what selflessness looks like. I hope [the officer] is recognized not only for their public service, but the humility they showed my family and I. There are certain people you meet in your life that you never forget, and this officer is a genuine kind soul."

"An officer and his partner stopped by our little park on Saturday afternoon. We were having an impromptu 'neighbour day' and it was great to see both officers on their bikes and smiling. All my son could talk about was how he's going to be a policeman and ride his bike around too. It was a major highlight and both officers were super approachable and kind."

"I would like to express my gratitude to both officers who attended this car accident which I was involved in one morning. They were most professional but very kind and friendly. They immediately took the angst out of the incident. I am 81 years old and have been very lucky to have never been involved in a vehicle accident. This accident did shake me up, but the officers were very calming, and I felt I was in good hands. They also had a sense of humor which I very much appreciated. Laughter is the best medicine! I am a Calgarian and have always felt proud of our Police force. You are the BEST!"

THE COMPLAINT PROCESS

Police officer performance and accountability are governed by the Police Act and Police Service Regulations. The Act sets out the requirements for a valid 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 a file is opened.



2022 CPS AND OUR COMMUNITY

Calgary Police Service



Total Authorized Strength: **3006.5**
 Sworn Authorized Strength: **2133**
 Civilian Authorized Strength: **873.5**

City of Calgary ⁴



City Population: **1,343,500**
 Officers per 1,000 Population: **1.59**

⁴ <https://www.calgary.ca/research/economic-outlook.html?redirect=/economicoutlook>
 Population Forecast completed on October 2022, numbers are rounded.

2022 RESULTS

CPS responded to 534,041 calls for service in 2022.⁵ These interactions with Calgarians generated 1,199 PSS files, 331 of which were formal complaints. That means 0.06% of all calls for service gave rise to a formal complaint.⁶

CPS members have more interactions with citizens than are reported and may not be included as a call for service. Examples include:

- Community Resource officer(s) attending events,
- Investigative follow-up,
- School resource officer duties; and
- Routine patrol duties.

It is important to realize that as a result, the percentage of the number of formal complaints received does not take into consideration the number of citizen-police interactions that take place on a day-to-day basis outside of calls for service.

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, another police agency, 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 2022
Contacts	Any citizen	Citizen concern or question that does not meet the requirements of a formal complaint	796
Citizen Complaint	Citizen and individual CPS officers	Formal allegations of police misconduct	285
CPS Complaint	Chief of Police	Internal allegation of police misconduct	46
46.1 Files	None. This is a statutory mechanism that flags cases for interdependent review by the Province's Director of Law Enforcement	Serious injury/death; sensitive allegations of police misconduct	42
Criminal Files	Citizen, Chief of Police	Potential criminal offences	30
Compliments	Citizen and individual CPS officers	Positive feedback from the public	306

⁵ CPS Corporate Data & Analytics Unit, February 2023. This includes public and police generated calls for service and traffic events, walk-ins, officer-issued summons & persons charged.

⁶ Complainants have up to one year to file a complaint. Complaints filed in 2022 may have resulted from interactions in 2021.

UNDERSTANDING 46.1 & CRIMINAL (STATUTORY) FILES

Section 46.1(1) of the Police Act requires the Chief to notify the CPC and the Minister 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 (the Minister’s delegate) determines whether the incident falls within ASIRT’s mandate. Incidents outside ASIRT’s scope are returned to CPS to conclude.

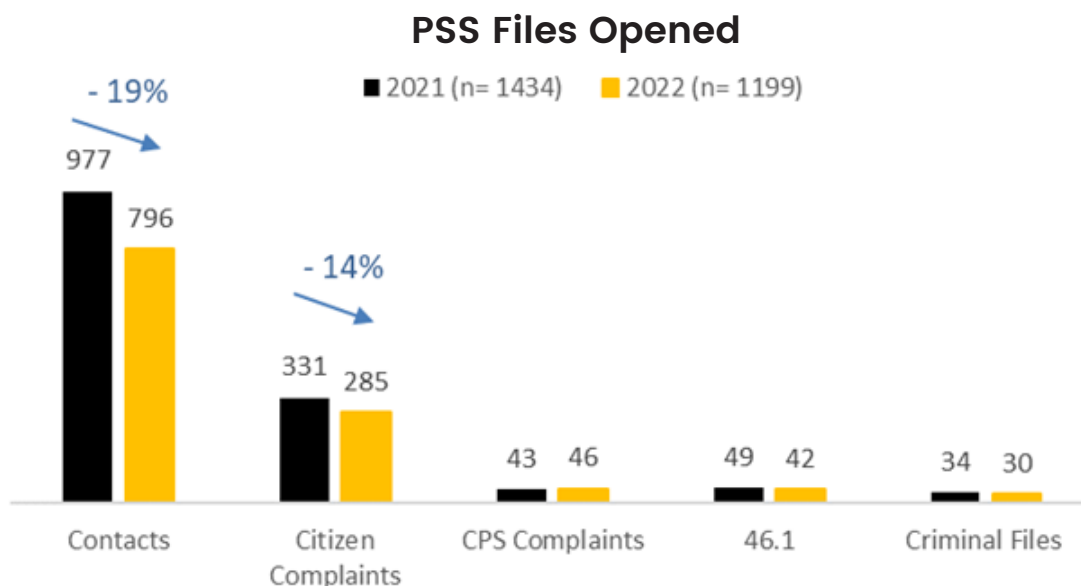
In 2022, there were a total of 42, 46.1 notifications. Nine of the 46.1 files are being formally investigated by CPS and nine files were assigned to ASIRT. Of the files concluded in 2022, there have been no criminal charges laid against CPS members from circumstances giving rise to a 46.1 notification.

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 Police Service Regulation must be paused until the criminal matter is concluded. Criminal matters may require 46.1 notifications. In 2022, one CPS officer was charged with a criminal offence related to on-duty conduct.

Whether the criminal matter is investigated by the CPS, ASIRT or another police agency, the time required to complete and conclude criminal matters in the Alberta courts adds to the global timeline of the related PSR investigations. CPS welcomes the oversight of its files by these external agencies.

FILE CASELOAD

PSS opened 235 less files in 2022 than in 2021 – a 19% decrease, largely driven by decreases in citizen contacts to PSS. Compared to historical data, the 2022 file caseload is 10 per cent lower than the 5-year average at 1,327.⁷



⁷ Historical data can be found in the Appendix



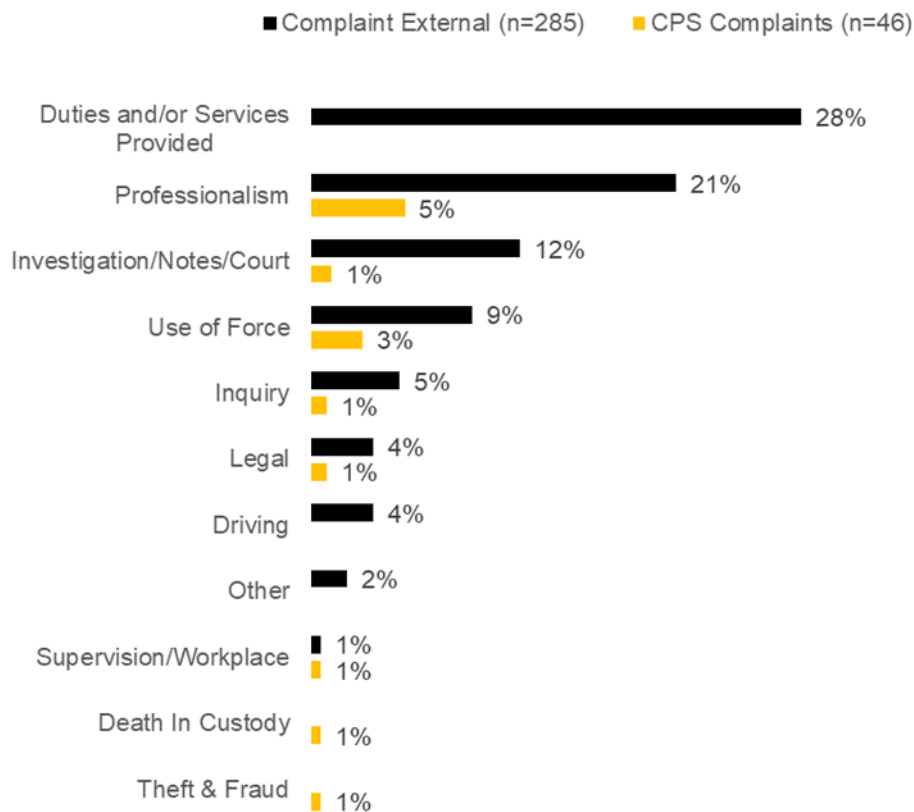
NATURE OF COMPLAINTS

The duties or services provided by officers was the most common complaint (28% of complaints) by citizens in 2022. Other complaints included:

- 21% of citizen complaints focused on the professionalism of officers or an inappropriate police response.
- 12% alleged deficient or negligent officer investigations.
- 18% made allegations about use of force and the lawful presence of officers.

There was a wide range of classifications for CPS complaints. Improper use of force accounted for 9% of files opened by CPS and the remaining 30% of files arose from workplace issues, misuse of police information systems, negligent investigations, inappropriate police responses, and serious matters referred to ASIRT.

Complaint File Theme (Files opened in 2022)

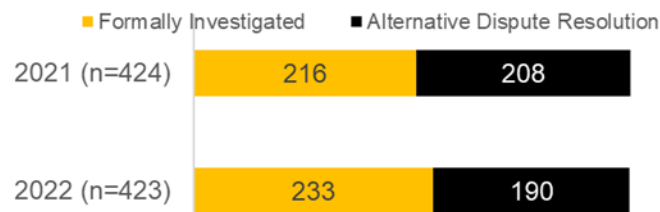


Regardless of the complaint’s origin, each complaint follows the same investigative and resolution process. For the remainder of this report, these complaints will be combined into a single complaint category.

COMPLAINT RESOLUTION

PSS closed 423 complaints in 2022, on track with 424 closed in 2021. Of the 423 complaints, 233 files were formally investigated (up 8% from 2021). 190 were resolved by PSS personnel through Alternative Dispute Resolution (up 5% from the 5-year average). ADR is a resolution through an informal or facilitated discussion, supervisor intervention, or formal mediation.

File Resolution Method (Closed Files)



Compared to 2021, a 25% increase was noted in the number of files that were closed within 12 months. (52% of files concluded within 12 months in 2022 and 34% in 2021). PSS also noted an 18% increase in the number of files closed within 6 months or less. The increase in file closure timelines is due to a combination of factors including:

- A 14% reduction in Citizen Complaints received in 2022.
- The usage of Body Worn Camera evidence.
- Increased staffing stability, which includes Civilian Investigators.
- Effectiveness of the integration of the Quality Assurance team.

UNDERSTANDING FILE AGING

In most cases, files that have been open for 18 months or longer involve complex incidents. These files can involve many officers and allegations, 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 their approval to continue investigating. In many cases, the file is awaiting investigation results from another agency such as ASIRT. Other cases are criminal matters working their way through the justice system as discussed above.

COMPLAINT AGING

Of the 155 complaint files carried into 2023, 47% were opened in 2022. Age of files as of December 31, 2022:

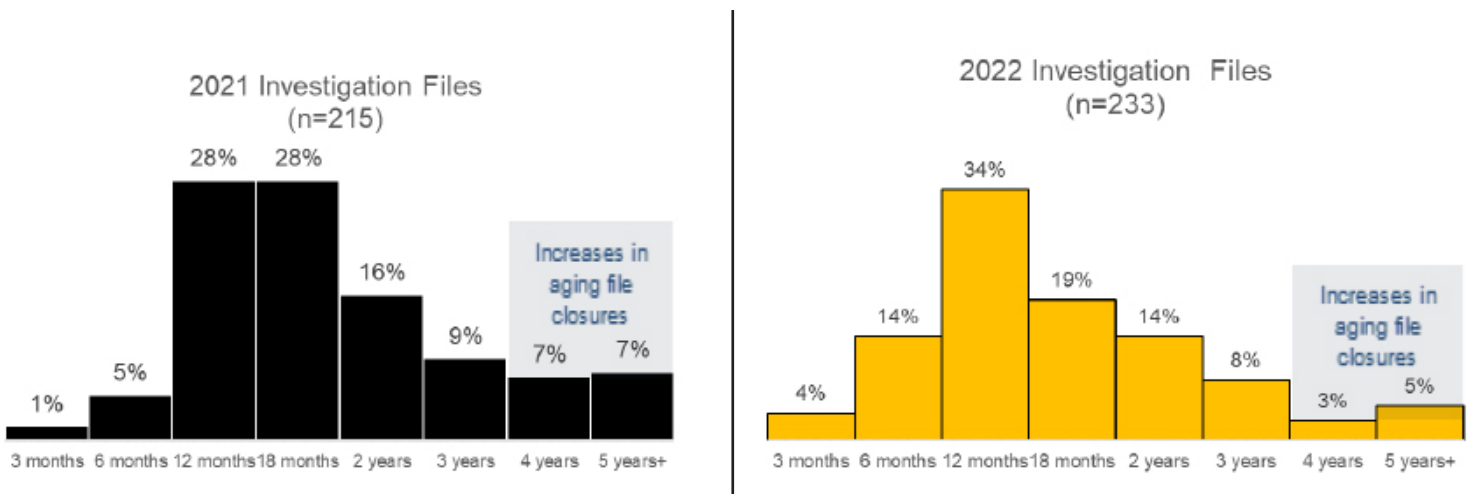
- 19% were opened in 2021

- 18% in 2020
- 7% in 2019
- 3% in 2018
- 1% in 2017
- 3% opened in 2016 or earlier

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.

Time to Conclude Formally Investigated Files (Closed Files)



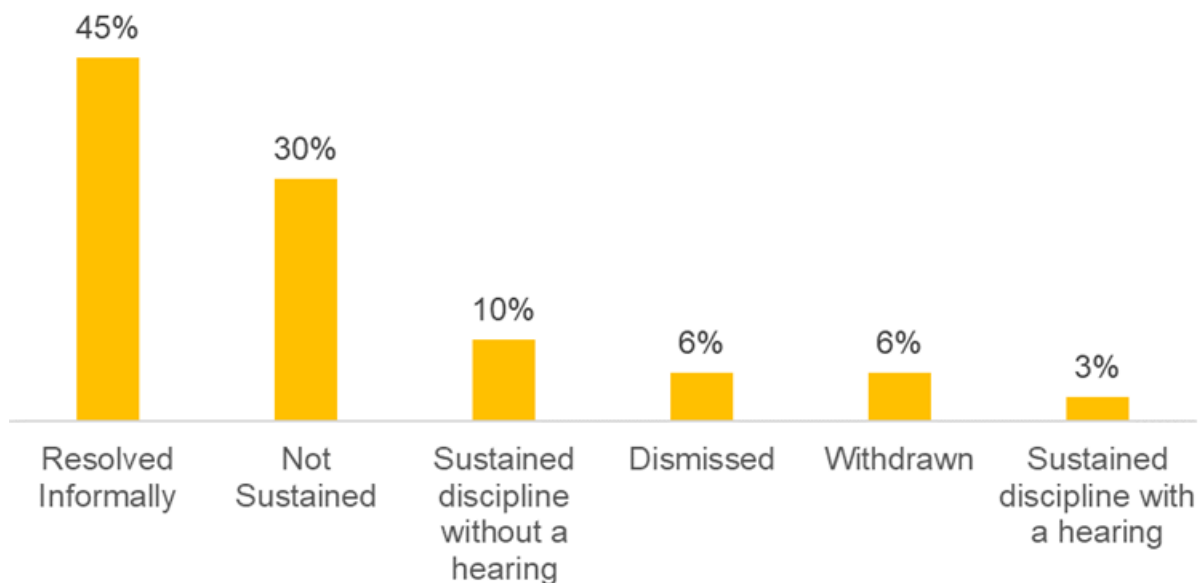
- Resolved informally: Alternative Dispute Resolution is offered as an option to address the issue instead of conducting a formal investigation. These files are resolved through an informal or facilitated discussion, supervisor intervention, or formal mediation. Informal resolutions allow complainants 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, the Chief may refer the matter 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 public. 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 one-year timeframe or the officer under investigation has retired or resigned.
- Withdrawn: The complainant (citizen or CPS) decides to retract or close the complaint at any time during the process.

Of the 423 complaints closed in 2022, 45% were resolved informally with complainant agreement, most through discussion or supervisor intervention. Ten per cent of complaints were closed with minor sustained discipline (without a hearing) and 3% were closed with more serious sustained discipline (with a hearing).⁸

In 30% of complaints, the allegations were not sustained. Six per cent of complaints were dismissed, most due to officer retirement/resignation. When an officer leaves CPS, the Service no longer has jurisdiction to investigate the officer for alleged misconduct. Finally, 5% of complaints were withdrawn by the complainant.

Complaint Outcomes (Closed Files, n=423)



ACCOUNTABILITY FOR SUSTAINED ALLEGATIONS

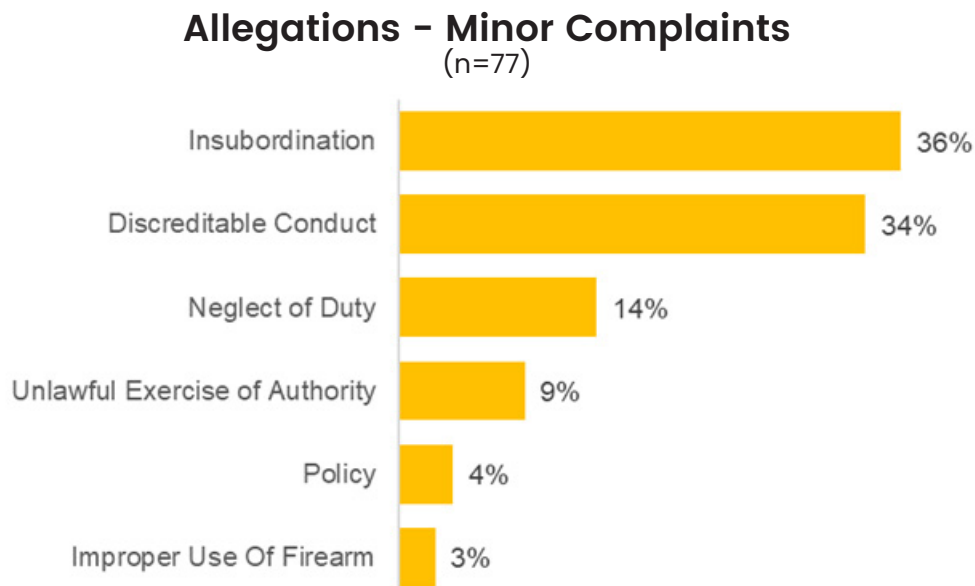
COMPLAINTS RESOLVED WITHOUT A HEARING

In 2022, 44 complaints were concluded by the Chief without a hearing.

These files involved 44 officers and 77 sustained allegations. Each file can have multiple officers with multiple allegations. The minor allegations that were sustained are

⁸ Officers may have been found to have engaged in the misconduct alleged in one or more allegations.

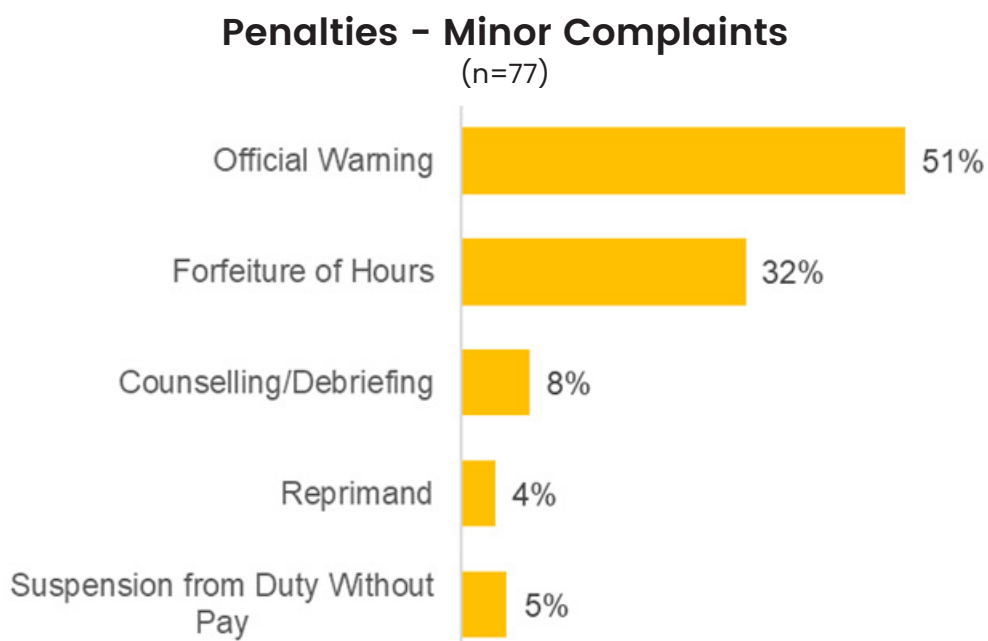
distributed as follows:



Insubordination is an officer’s failure to follow a CPS rule, policy, or order. An officer who does not activate their body worn camera or in-car video can be insubordinate.

Discreditable conduct reflects poorly on the CPS, for example, being unprofessional 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 conduct.⁹ Common penalties in 2022 for less serious misconduct included official warnings (51% of all actions) and forfeitures of overtime hours (32%). Officers were also reprimanded () and suspended temporarily from duty without pay.



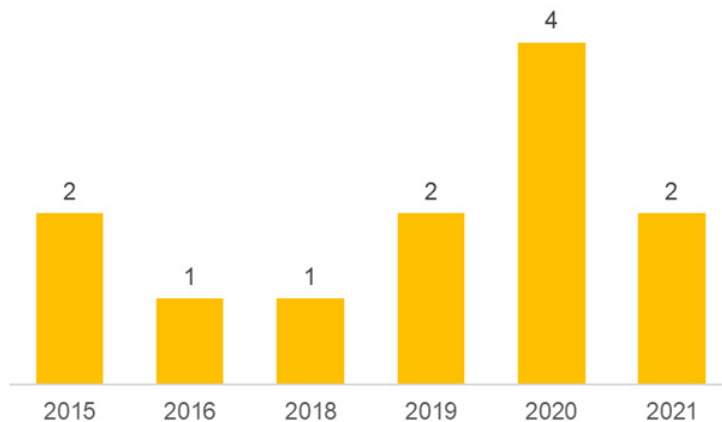
⁹ Penalties are counted per officer per allegation, and some are applied globally per file. Penalty counts therefore, are not the same as counts of files, allegations or officers involved.

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

COMPLAINTS RESOLVED THROUGH A DISCIPLINARY HEARING

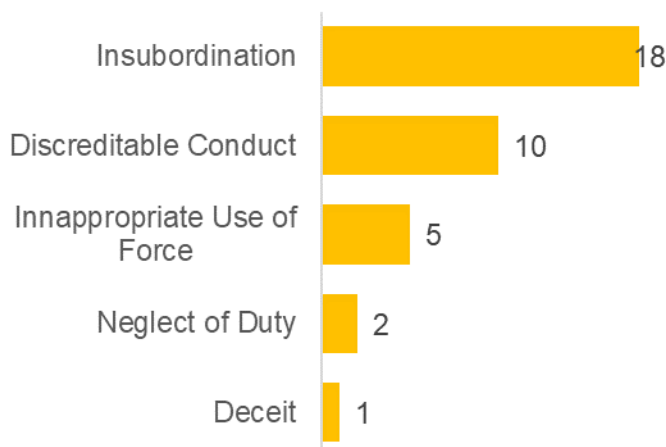
In 2022, 12 complaints were concluded in a disciplinary hearing and these complaints originated from matters that occurred in 2021 or prior.

Received - Serious Complaints
(n=12)



These files involved 19 officers and 36 sustained allegations, including 18 allegations of Insubordination and 10 Discreditable Conduct, five Inappropriate Use of Force, two Neglect of Duty and one Deceit.

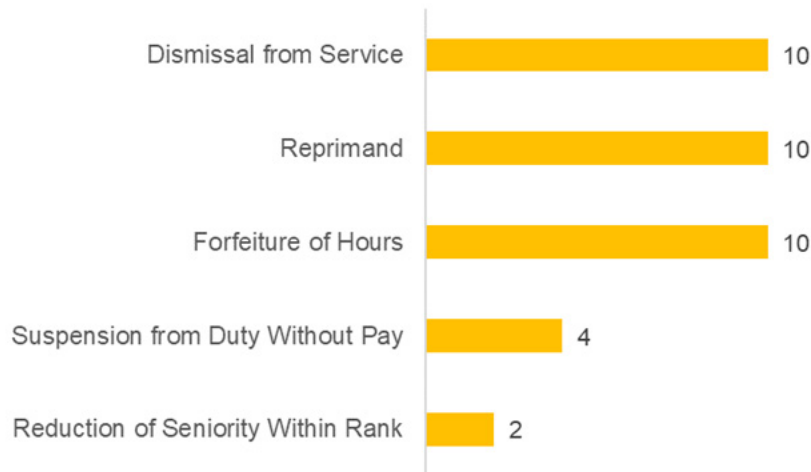
Allegations - Serious Complaints
(n=36)



Penalties for the above allegations included dismissal from service, forfeiture of overtime hours, reduction of seniority within rank, and suspension from duty without pay. It is important to note that two officers were dismissed from the Service and had five sustained allegations each. These penalties 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=36)



LOOKING AHEAD TO 2023

PSS will continue to incorporate efficiencies and modernization in the complaints process while increasing transparency and meaningful interactions with citizens and CPS members. This will be achieved by the implementation of public portal technologies in March 2023 that will foster a more streamlined approach for submitting complaints, compliments and receiving notification updates on files while enhancing security measures. Updates will be provided to complainants electronically every 45 days, and citizens will be able to submit their complaint or compliment directly through the portal on calgarypolice.ca

The Journey Mapping Initiative highlighted the importance of educating officers about the PSS process and the consequences of alleged misconduct. Therefore, PSS is committed to developing and launching a suite of resources and training supports for members in 2023. This involves working collaboratively with the other CPS teams to develop:

- Improved e-learning program for CPS membership;
- Useful information about PSS processes and an FAQ resource section for officers available on the internal website; and
- The development of enhanced Early Intervention (EI) communication with supervisors throughout the Service by leveraging EIPro technology.

Furthermore, PSS will establish a robust internal training program for new PSS members. This program will be developed through the implementation of a PSS training sergeant in April 2023. This position will also act as a liaison for members who have PSS-related questions.

The publication of the PSS Disciplinary Matrix in March 2023 will also assist members in furthering their understanding of the PSS disciplinary decision-making process. Specifically, it will outline aggravating and mitigating factors considered in penalty decisions, a discipline decision flowchart, and potential discipline outcomes for less serious misconduct.

PSS is committed to increasing the public trust and confidence by implementing a new organizational structure to support timely and effective investigations, particularly for major cases. This restructuring includes:

- A new civilian Director of Professional Standards Business Operations, hired in February 2023, which will oversee Intake, Quality Assurance, alternative dispute resolution, strategic business objectives, and Police Act reform.
- Hiring additional civilian investigators which will reduce the number of staff transferred to other areas of CPS and maintain file continuity.
- In-house trained civilian mediator by summer 2023 to improve restorative disciplinary outcomes by enhancing the use of alternative dispute resolution.
- A Police Act reform committee to ensure readiness to implement Bill 6 – Police Amendment Act, 2022 when it is brought into force.

PSS will continue to collaborate with Equity, Diversity, and Inclusion (EDI) advisory bodies to mature how it appropriately collects demographic data from citizens, in order to identify barriers, trends and inequities, while also ensuring citizens' privacy.

If you or anyone you know has a complaint or compliment visit

<https://www.calgary.ca/cps/public-services/make-a-complaint-to-calgary-police.html>

You may also contact the Public Complaint Director at the CPC at 403-428-8914 or cpcpcd@calgarypolicecommission.ca.

APPENDIX: HISTORICAL DATA

FILES OPENED

	2017	2018	2019	2020	2021	2022	5yr avg	2022 vs 5yr avg	2017-2022 Trendline
Total Files Opened	1269	1341	1224	1368	1434	1199	1327	-10%	
Contacts	909	958	831	888	977	796	913	-13%	
Citizen Complaints	226	262	262	298	331	285	276	3%	
CPS Complaints	69	36	60	106	43	46	63	-27%	
46.1 Files*	-	-	35	41	49	42	42	1%	
Criminal Files	33	45	36	35	34	30	37	-18%	
Compliments	359	337	305	326	324	306	330	-7%	

*Documenting 46.1 incident types changed in 2019 and is not available for 2016-2018

**Total files Opened does not include Compliments

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

CLOSED COMPLAINTS

	2017	2018	2019	2020	2021	2022	5yr avg	2022 vs 5yr avg	2017-2022 Trendline
Total Complaints Closed	257	297	292	348	424	423	324	31%	
Citizen Complaints	227	255	253	277	329	370	268	38%	
CPS Complaints	30	42	40	71	94	53	55	-4%	

COMPLAINT RESOLUTION METHOD & TIME TO CONCLUDE FILES

	2017	2018	2019	2020	2021	2022	5yr avg	2022 vs 5yr avg	2017-2022 Trendline
Total Complaints Closed	257	297	292	348	424	423	324	31%	
Formally Investigated	117	119	115	150	216	233	143	62%	
Average # of Days to Resolve	606	585	547	658	555	455	568	-20%	
Alternative Dispute Resolution	140	178	178	198	208	190	180	5%	
Average # of Days to Resolve	35	29	33	32	47	24	33	-28%	

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

COMPLAINT OUTCOMES

	2017	2018	2019	2020	2021	2022	5yr avg	2022 vs 5yr avg	2017-2022 Trendline
Total Complaints Closed	257	297	292	348	424	423	324	31%	
Resolved Informally	139	171	173	194	207	190	177	7%	
Sustained without a Hearing	27	23	23	38	72	44	37	19%	
Sustained with a Hearing	5	6	9	9	6	12	7	71%	
Not Sustained	70	55	41	51	97	128	63	103%	
Dismissed	9	22	18	48	24	26	24	8%	
Withdrawn	7	20	28	8	16	23	16	43%	

COMPLIMENTS

	2017	2018	2019	2020	2021	2022	5yr avg	2022 vs 5yr avg	2017-2022 Trendline
Compliments	363	338	305	327	324	306	331	-8%	

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



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