



REPORT TO CALGARY POLICE COMMISSION



Professional Standards 2024 Annual Report

ISC: ☒ Unclassified ☐ Protected A ☐ Protected B

Date 2025 06 17

Submitted for

☐ Information only ☒ Discussion ☒ Decision / Approval

Type of Meeting

- | | |
|--|--|
| ☐ Executive Committee | ☒ Commission Regular Meeting |
| ☐ Finance, Audit, & Infrastructure Committee | ☒ Public Session |
| ☒ Police Personnel & Culture Committee | ☐ In-camera with CPS |
| ☐ Policing Services Committee | |
| ☐ Workplace Review Steering Committee | |

Reason for Report

- ☐ Obligation under the *Police Act* or *Police Service Regulation*
☐ Obligation under Commission Policy
☒ Report on program and/or update on progress
☐ Response to Motion or Commission Inquiry
☐ Other:

Professional Standards is pleased to present its 2024 Annual Report for presentation at the June Public Session of Full CPC.

Background / Analysis / Considerations / Next Steps

The Annual Report contains an in-depth analysis of 2024 trends in police accountability. They are best summarized by highlighting the following:

- In 2024, PSS made significant strides in improving the police complaints and compliments process. Several new initiatives in 2024 made the PSS process more accessible and efficient, and have improved the quality of investigations, particularly those that allege bias or unfair policing.
- There were 262 compliments received in 2024, thanking officers and acknowledging support of the public during specific incidents of trauma and crisis.

- In 2024, the Calgary Police Service responded to 561,115 calls for service. These interactions with Calgarians generated 1,146 contacts with the public who brought forward a concern, 272 of which were formal complaints. That means 0.05 per cent of all calls for service gave rise to a formal complaint to PSS. This is a 6 per cent decline in external complaints compared to the five-year average, and a 13.1 per cent decline on a per capita basis.
- For the last three years, PSS has seen a substantial reduction in the amount of time required to close investigative files. In 2024, PSS exceeded performance measures and closed approximately 78 per cent of files in under 12 months, while maintaining quality investigations. This is an approximate eight per cent improvement in closure rates from 2023 and 25 per cent improvement from 2022.
- Body Worn Camera was used to help resolve more than 63% of complaints.
- In 2024, there were 15 complaints that were completed at a disciplinary hearing involving 14 officers and 64 allegations. Of the 14 officers involved in disciplinary hearings, eight received discipline, four had no allegations sustained at hearing, and two resigned before the conclusion of the hearing.
- Of the penalties for sustained allegations in 2024, official warning was the most common (50 per cent) for matters that did not proceed to a hearing.

Attachments (if any)

PSS 2024 Annual Report

Approval signatures

AUTHOR signature:



2025-06-17

Katherine Murphy

Date

Chief Strategy Officer

Bureau of Organizational Performance

CHIEF OF POLICE signature:



2025-06-18

Date



CALGARY
POLICE
SERVICE

PROFESSIONAL
STANDARDS SECTION
ANNUAL REPORT

2024



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ACRONYMS

ADR	Alternative Dispute Resolution
ASIRT	Alberta Serious Incident Response Team
BWC	Body-Worn Camera
CCC	Criminal Code of Canada
CPS	Calgary Police Service
PA	Police Act
PRC	Police Review Commission
PSR	Police Service Regulation
PSS	Professional Standards Section
WIT	Workplace Investigations Team

EXECUTIVE SUMMARY

In 2024, the Calgary Police Service (CPS) and the Professional Standards Section (PSS) made **significant strides in improving the police complaints and compliments process**. As a result of several new initiatives, the process is more accessible and efficient and the quality of investigations has improved.

KEY STATISTICAL HIGHLIGHTS:

- There were 262 compliments received in 2024, thanking officers and acknowledging positive interactions with the public and their commitment to serve the community.
- In 2024, the Calgary Police Service responded to 561,115 calls for service. These interactions with Calgarians generated 1,146 contacts with members of the public who brought forward a concern, 272 of which were formal complaints.
 - That means 0.05 per cent of all calls for service gave rise to a formal complaint to PSS. There was a six per cent decline in formal complaints compared to the five-year average.
 - 10.3 per cent of all public contacts with PSS required formal investigation.

- **ENHANCED & EFFICIENT INVESTIGATIONS**
- **RACE/GENDER DATA COLLECTION**
- **TEN LANGUAGES ADDED TO PUBLIC PORTAL**
- **INCLUSIVE TRAINING FOCUS**
- **COMMUNITY ENGAGEMENT ESTABLISHED**

LESS THAN

11%

**OF ALL PUBLIC CONTACTS
WITH PSS REQUIRED FORMAL
INVESTIGATION**

- Between 2020 and 2024, Calgary's population increased by approximately three per cent on an annual basis¹. During this time frame, the number of formal complaints has continued to drop. Considering the rising population of Calgary, PSS received **13.1 per cent fewer formal complaints in 2024**, on a per capita basis, compared to 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, which was a key target area for improvement. In 2024, PSS exceeded performance measures and closed approximately **78 per cent of files in under 12 months**, while maintaining quality investigations.

- Compared to 70 per cent in 2023 and 53 per cent in 2022.
- This is an approximate eight per cent improvement in closure rates from 2023, and 25 per cent improvement from 2022.
- **Body-worn Camera (BWC)** and Alternative Dispute Resolution (ADR) continue to be key factors in the reduced file closure timelines for PSS complaints. For complaints that were formally investigated and handled solely by the PSS, where support from partners was not required (ASIRT, Alberta Crown, disciplinary hearing, etc.), the average file closure timeline was under seven months on files that required formal investigations.

13%
**FEWER FORMAL
COMPLAINTS IN 2024**

MORE THAN
63%
**OF COMPLAINTS USE BWC
TO ASSIST IN RESOLUTION**

¹Source: City of Calgary, Corporate Economics: Calgary and Region Population Projections 2024-2029. Spring Update.

- In 2024, there were 15 complaints completed at a disciplinary hearing involving 14 officers with 64 distinct allegations.
 - These hearings related to investigations that were initiated from 2019 to 2023.
 - Of the 14 officers involved in disciplinary hearings, eight received discipline, four had no allegations sustained at hearing, and two officers resigned or retired before the conclusion of the hearing.
 - 50 per cent of the allegations sustained at a hearing received a forfeiture of hours accumulated through overtime.
- For complaints that were resolved without a hearing, misconduct allegations against officers that were sustained remained consistent from 2024 (22 per cent) compared to 2023 (25 per cent).
 - Of the penalties for sustained allegations in 2024, an official warning was the most common (50 per cent) for matters that did not proceed to a hearing.



THE CPS AND OUR COMMUNITY

THERE WERE

561,115

CALLS FOR SERVICE IN 2024

THESE INTERACTIONS WITH CALGARIANS GENERATED

1,146

PSS PUBLIC CONTACTS

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

272

OF WHICH WERE FORMAL COMPLAINTS

THAT MEANS

0.05%

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



2024 YEAR IN REVIEW

INITIATIVES TO IMPROVE ACCESSIBILITY AND QUALITY OF INVESTIGATIONS

Several new initiatives in 2024 made the PSS process more accessible and efficient, and have improved the quality of investigations, particularly those that allege bias or unfair policing. These initiatives include:

- Standardized investigative questions and processes for PSS investigators to collect evidence to assess allegations of bias or unfair treatment, consider advice from internal racial equity subject matter experts, as needed.
- Collection of race and gender data (optional self-disclosure by complainants and those who provided compliments) through the PSS public portal.
- Translation of the PSS public portal into 10 additional languages to improve accessibility for Calgarians in making a complaint or compliment.
- Training for PSS members on best practices for investigating allegations of harassment, bias or unfair policing.
- Incorporated elements of inclusivity, cultural competency and racial equity into the PSS investigator training program.
- Collaborated with internal CPS units to build relationships and establish direct engagement opportunities with CPS' community advisory boards.

WHY IS THE PSS COLLECTING RACE AND GENDER DATA?

At the CPS we are committed to ensuring that our policing practices are fair, effective and transparent. In our ongoing efforts to uphold these principles, the PSS is collecting data on race and gender. This information is crucial for the following reasons:

- **Equity and fairness:** Collecting demographic data helps us identify and address any disparities or biases in our policing practices. By understanding how different groups are affected, we can work to ensure that all community members are treated equitably and with respect.
- **Accountability:** This data allows us to monitor our performance and assess whether our practices align with our commitment to impartiality. It also helps us respond effectively to community concerns and improve our services.
- **Policy development:** Data-driven insights enable us to develop and implement policies that address the unique needs of our diverse community. This helps in crafting strategies that promote justice and inclusivity.
- **Community trust:** Transparency in how we collect and use this data helps build trust between law enforcement and the communities we serve. The PSS is dedicated to using this information responsibly and ensuring that it supports our goal of serving everyone fairly. The PSS ensures that all collected data is handled with the highest level of confidentiality and is used solely for the purposes outlined above.

ORGANIZATIONAL IMPROVEMENTS SINCE THE PSS JOURNEY MAPPING INITIATIVE

In 2022, the PSS completed the Journey Mapping initiative with one objective in mind – to obtain honest and open feedback directly from CPS officers who were the subject of disciplinary investigations to gain an understanding of how they experienced the process. Through in-person interviews with 27 officers, it was revealed that PSS investigations had significant impacts on officers' professional and personal lives, and their wellness.

Since the Journey Mapping initiative was conducted in 2022, the PSS has been working to implement various organizational improvements to benefit CPS members and the public. In addition to the items noted in the 2023 PSS Annual Report, some of the key initiatives that PSS has leaned into since the Journey Mapping initiative are outlined below:

- Increased efficiency in file closure timelines:
 - Approximately 78 per cent of files closed in under 12 months, compared to 70 per cent in 2023 and 53 per cent in 2022.
- Creation of a video for internal employees to explain what it means to be designated as a 'McNeil Officer' after a disciplinary hearing, as this designation can have impacts on an officer's career.

- Implementation of EIPro:
 - EIPro is a comprehensive supervisory tool released to increase transparency throughout the PSS process and offer a streamlined and user-friendly interface for team monitoring and management.
 - EIPro integrates with early intervention data to provide a broader scope of analysis for management, including traumatic incidents experienced by members on the job. The system is tailored to foster wellness discussions surrounding behavioural patterns that may arise.
- Implementation of a PSS secondment program to share valuable insights and knowledge with CPS district offices.

ORGANIZATIONAL IMPROVEMENTS SINCE PSS JOURNEY MAPPING INITIATIVE

Since the Journey Mapping initiative, the PSS has implemented a new **Workplace Investigations Team (WIT)**, staffed with civilian investigators, to support and facilitate efficient and thorough investigations of workplace-related incidents for sworn and civilian members. WIT follows best practices in workplace investigations, including enhanced confidentiality and protections from retaliation, and facilitates access to wrap-around supports for employees involved in workplace investigations.

2025 **LOOKING FORWARD**

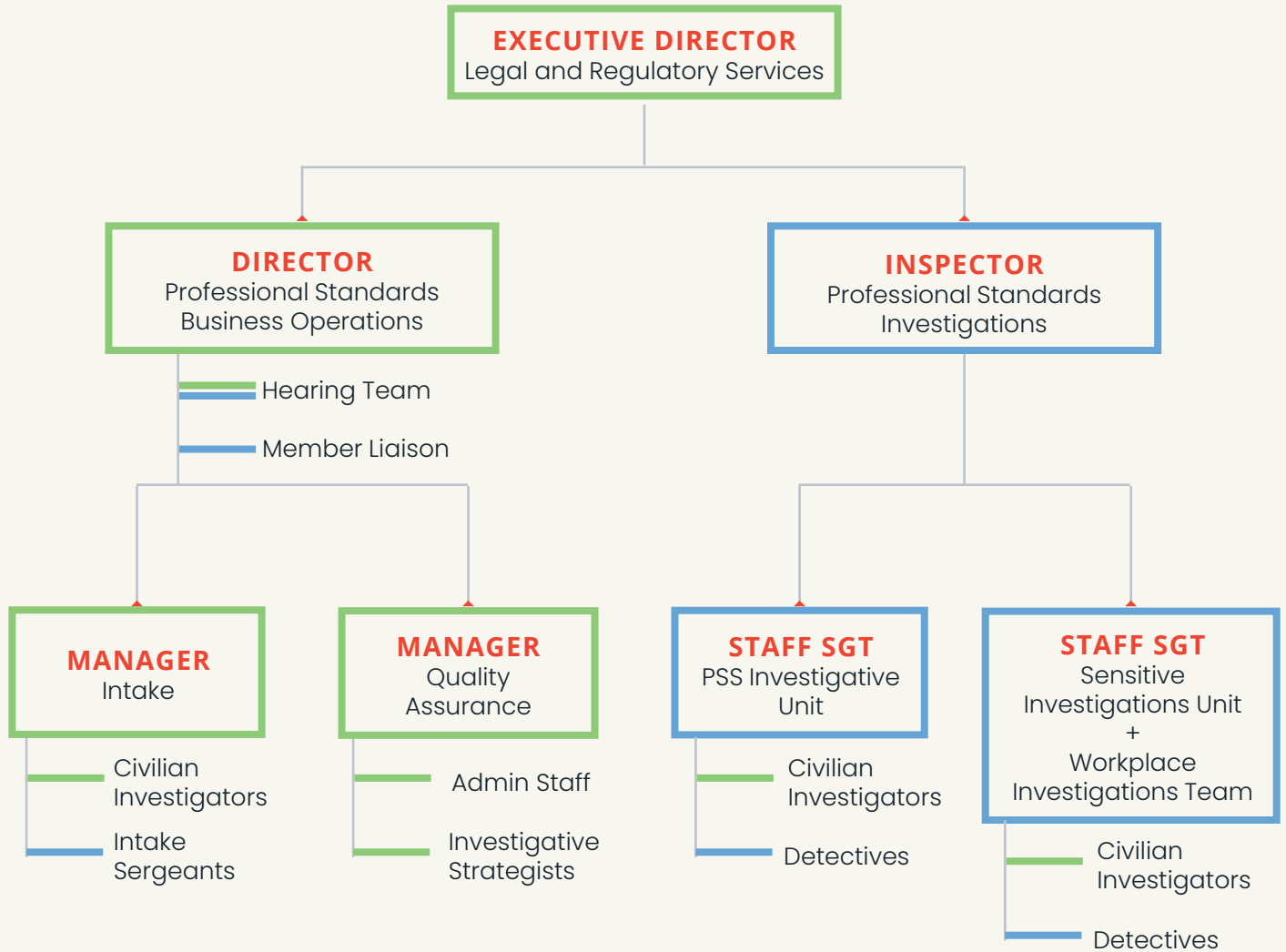
POLICE REVIEW COMMISSION

The Police Review Commission (PRC) was established through the Police Amendment Act, that received royal assent in 2022. The Act was designed to improve police accountability and enhance public confidence by reforming policing practices and strengthening ties to the community.

The PSS is working closely with the Government of Alberta as it works towards implementing the PRC and appreciates the strong collaboration to date. The CPS and the PSS are supportive of the PRC, which will investigate all Police Act complaints against municipal police officers in Alberta. The PRC will also oversee the Alberta Serious Incident Response Team (ASIRT) and investigate all criminal allegations against police officers.



PROFESSIONAL STANDARDS SECTION ORGANIZATIONAL CHART



Legend

CIVILIAN

SWORN

PSS COMPLIMENTS

The PSS receives and tracks compliments from the public on the performance of CPS members. Compliments 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 2024, the PSS received 262 compliments.

Here is a small collection of compliments from 2024 to showcase the excellent work that CPS members do:

Calgarian was very appreciative of the two members who helped change her flat tire. The members were friendly, kind and went out of their way to help.

Compliment in appreciation of an officer's professionalism and dedication during a break-and-enter investigation. Thanks to the member's diligent efforts, the accused was tracked down, arrested and charged. In addition, there was a partial recovery of stolen property.

An officer displayed incredible de-escalation tactics and created a sense of calm and safety for a young person who was in distress. In addition, the officer treated the adults and staff involved with dignity and respect and sought a solution that was in the best interest of all involved.

PROFESSIONAL
PATIENT
DIGNITY
CALM
RESPECTFUL
FRIENDLY

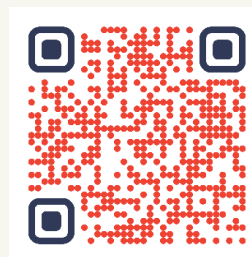


COMPLAINT PROCESS

Police officer conduct in Alberta is legislated by 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:

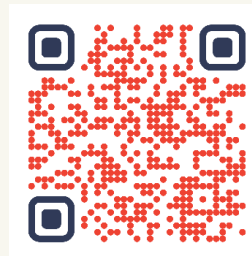
<https://www.calgary.ca/cps/public-services/professional-standards-investigations.html>



POLICE REVIEW COMMISSION (PRC)

Updates on the newly formed Police Review Commission can be found on the Government of Alberta website:

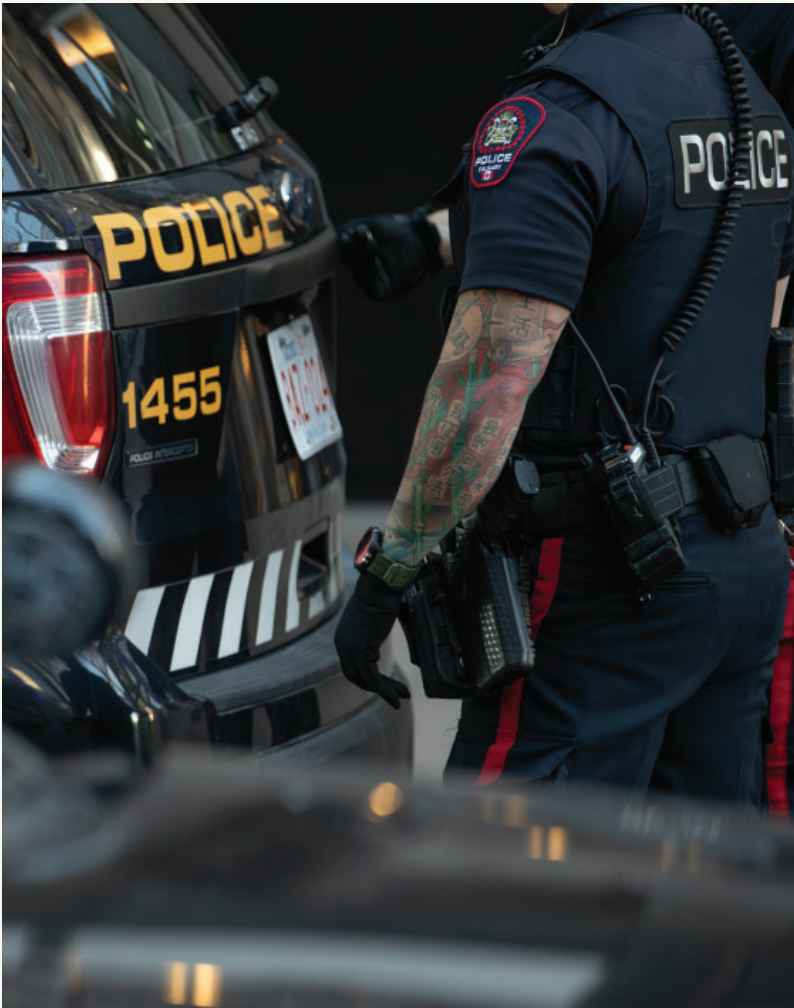
<https://www.alberta.ca/police-review-commission-implementation-engagement>



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 categories of files tracked by the PSS and the corresponding number of files opened in 2024:

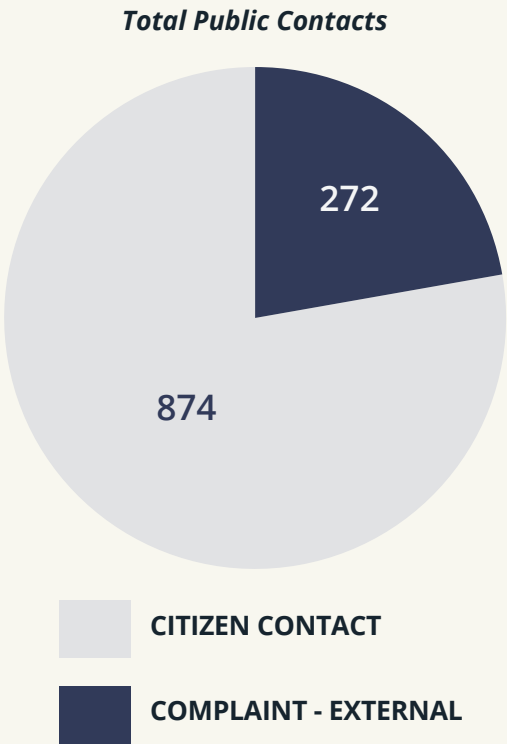


FILE TYPE	DEFINITION	NUMBER OPENED IN 2024	% OVER FIVE-YEAR AVERAGE
Citizen Contact	<i>A member of the public contacts the PSS with a concern.</i>	874	- 1%
External Complaint	<i>Formal allegations of police misconduct submitted by a member of the public or other CPS member.</i>	272	- 6%
Internal Complaint	<i>The Chief Constable, or their designate, orders an investigation.</i>	31	- 43%
Statutory	<i>Criminal allegations are made against an officer. Although rare, this may include FOIP or other statutes.</i>	24	- 17%
46.1	<i>Notification to Solicitor General of a serious injury/death or sensitive allegations of police conduct.</i>	36	- 10%
Compliments	<i>Positive feedback from the public.</i>	262	- 12%

CITIZEN CONTACTS

Seventy-six per cent of all public contacts with the PSS in 2024 were classified as Citizen Contacts. These contacts do not meet the criteria of a complaint as defined by the Police Service Regulation (PSR), however, they 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 concerns that meet the specific criteria under the PSR, the file is classified as an External Complaint.

Many of the External Complaints, 57 per cent in 2024, were concluded through Alternative Dispute Resolution (ADR) by the Intake Investigators before proceeding to formal investigations. ADR includes an explanation of police procedures, an informal conversation between involved parties, or through the officer’s supervisor.



	2020	2021	2022	2023	2024	5 YR AVG
COMPLAINTS CLOSED BY ALTERNATIVE DISPUTE RESOLUTION METHODS	57%	49%	45%	45%	57%	51%

External complaints unable to be resolved informally through the ADR process, proceed to a formal investigation. Of the total public contacts received in 2024, only 10.3% of complainants requested a formal investigation.

EXTERNAL AND INTERNAL COMPLAINTS

External and internal complaints are investigated by the PSS. The number of complaints received in 2024 is consistent with the trend of the last five years.

	2020	2021	2022	2023	2024	5 YR AVG
CITIZEN CONTACTS	888	977	796	879	874 ↓	883
EXTERNAL COMPLAINTS	298	331	285	252	272 ↑	288
INTERNAL COMPLAINTS	106	43	46	46	31 ↓	54



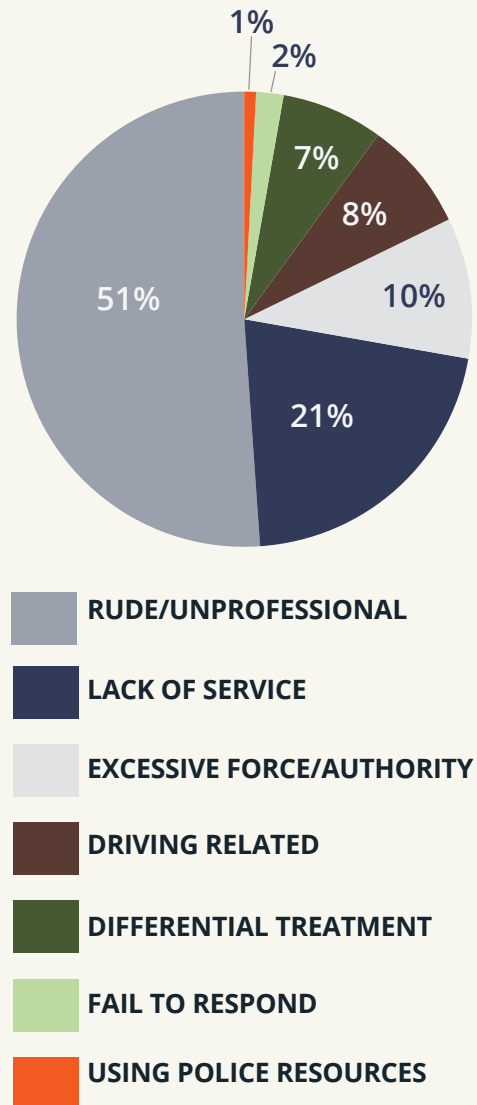
NATURE OF COMPLAINTS

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 2023, the top two themes were rude or unprofessional (46 per cent) and lack of service (30 per cent), which includes duties and concerns with an investigation.

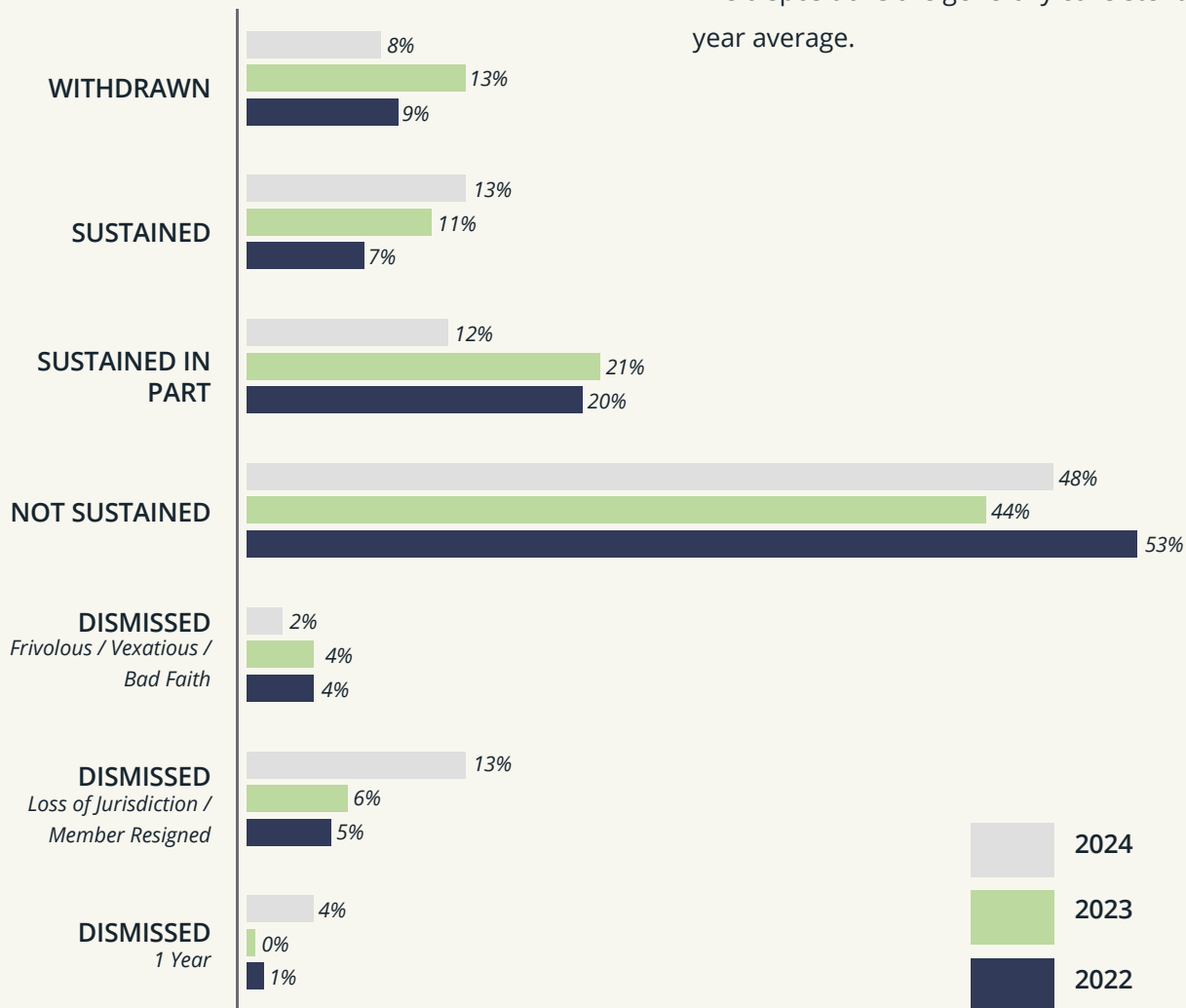
In 2024, the same top two themes remained. Rude or unprofessional (51 per cent) and lack of service (21 per cent) were the top complaints.

2024 Themes of Public Contacts



DISPOSITIONS OF COMPLAINTS

Disposition of Investigative Files 2022 to 2024



In 2024, the PSS closed 155 complaints by formal investigation. Of these complaints closed in 2024, the graph below shows the final disposition of the complaints. 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 the allegations on the file were dismissed. The dispositions are generally consistent with the five-year average.

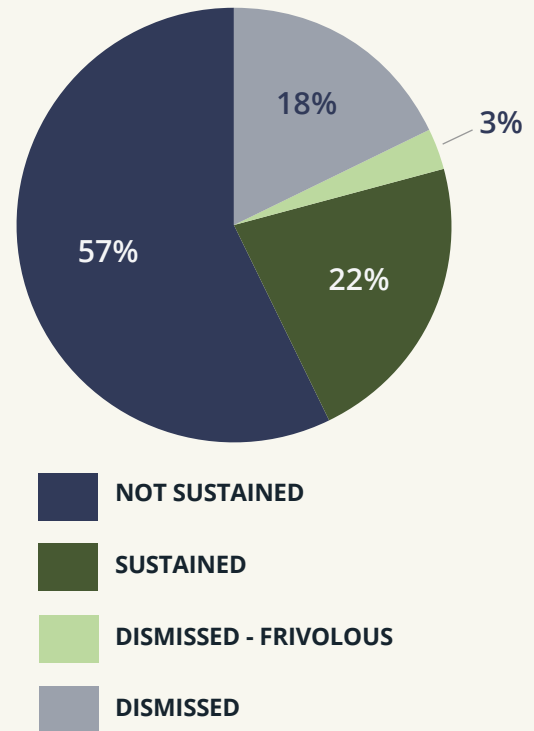
COMPLAINT OUTCOMES - WITHOUT A HEARING

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 decides if discipline is required and what the discipline penalty is.

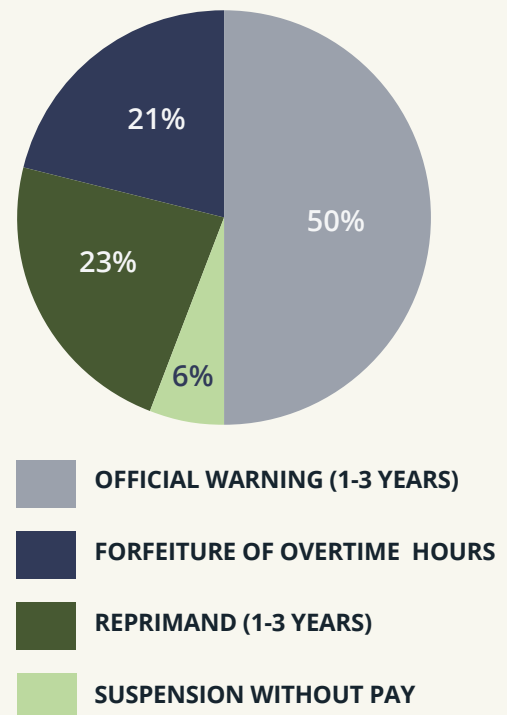
Of the formal investigations found not to meet the “serious nature” threshold as defined in the Police Act, in 2024, 57 per cent of allegations were not sustained.

The percentage of misconduct allegations against officers that were sustained remained consistent from 2024 (22 per cent) compared to 2023 (25 per cent).

2024 Allegation Findings - No Hearing



2024 Penalties - No Hearing



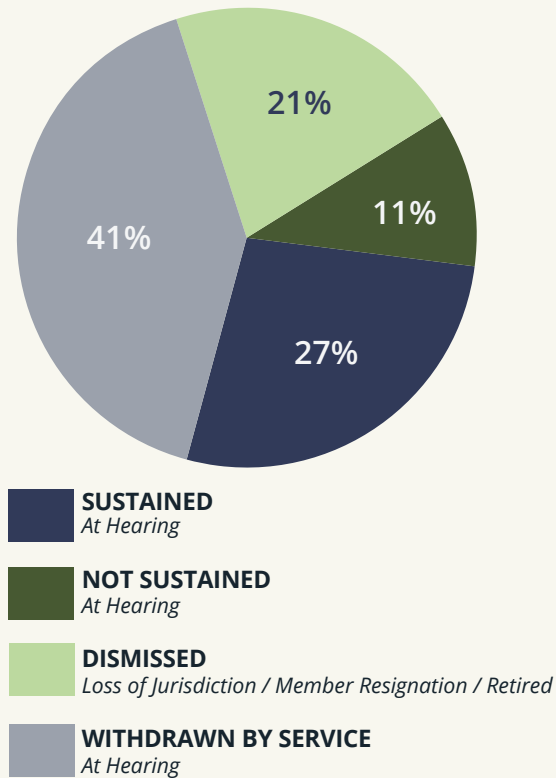
DISCIPLINARY HEARINGS

If the alleged misconduct meets the threshold of the Police Act to be deemed “of a serious nature,” and the Chief of Police determines there is enough evidence, the Chief orders the complaint to proceed to a disciplinary hearing. In 2024, 13 complaints were directed to a hearing. This is down from 2023, when 17 complaints were directed to a hearing.

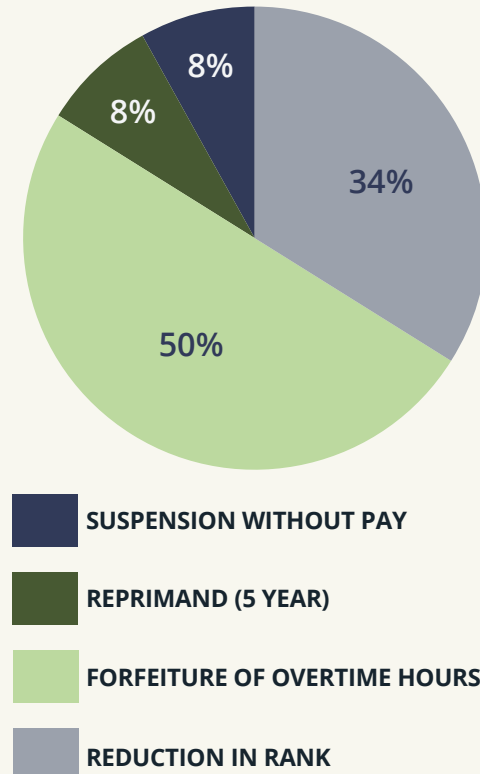
COMPLAINT OUTCOMES - WITH A HEARING

In 2024, there were 15 complaints completed at a disciplinary hearing. These hearings related to investigations that were initiated from 2019 to 2023. These files involved 14 officers and 64 total allegations. Of the 14 officers involved in disciplinary hearings, eight received discipline, four had no allegations sustained at hearing, and two officers resigned or retired before the conclusion of the hearing. The disposition of those 64 allegations resolved at a hearing are outlined on the right.

2024 Dispositions of Allegations from Hearing



2024 Penalties from Hearing



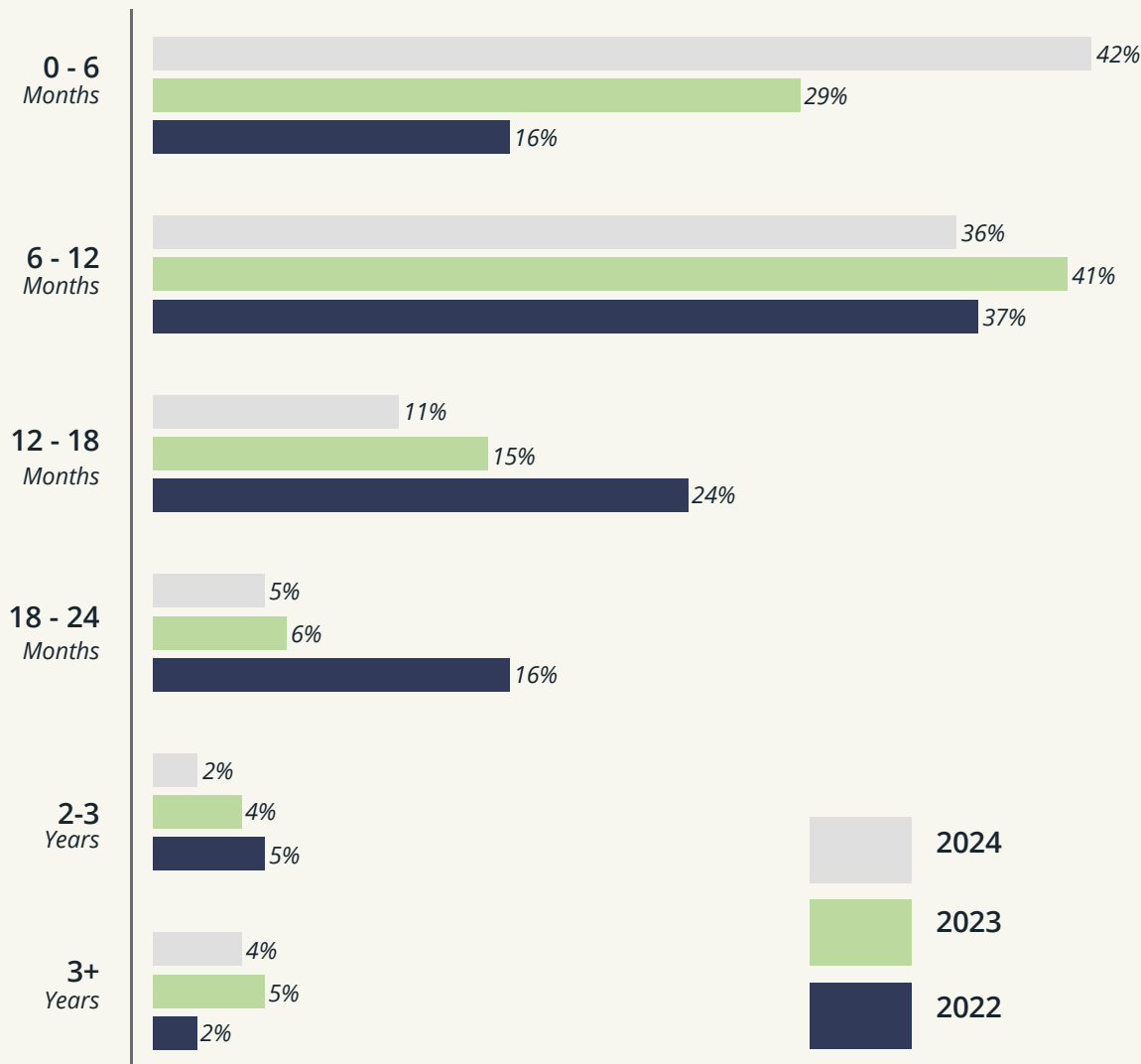
INVESTIGATIVE TIMELINES

In 2024, the PSS continued to reduce the average number of days to close external and internal complaints.

In 2024, 78 per cent of investigative files were closed in under 12 months from the time they were received, compared to 70 per cent in 2023 and 53 per cent in 2022. 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.

For complaints that were formally investigated, where external agencies were not involved (ASIRT, Crown, etc.) and did not go to hearing, the average file closure timeline was just under seven months on files that required formal investigations, which is significantly more efficient than the 12-month target.

Timeline to Close Investigated Files 2022 to 2024





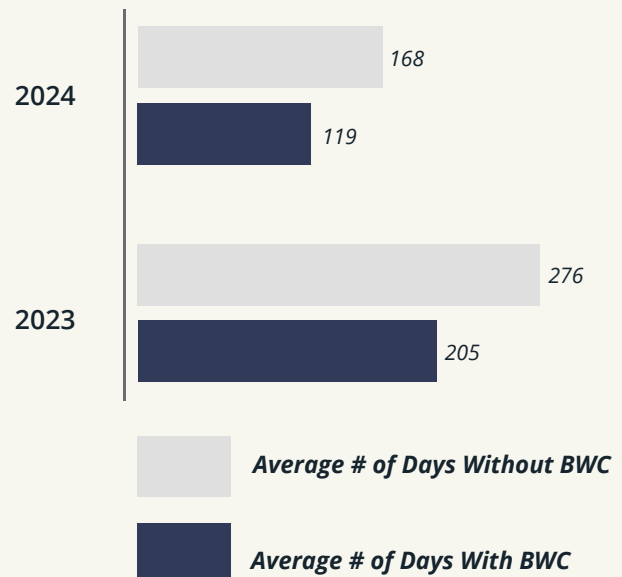
BODY-WORN CAMERA TRENDS

Since 2019, BWC footage has become an essential piece of objective evidence in most of our files and is consistently used to assist and expedite in the formal and informal resolution of files.

When evaluating external complaints that were investigated and closed in 2024, 63 per cent of complaints were resolved partially or completely using BWC footage. In 2024, it took approximately four months to resolve files, including External Complaints and Citizen Contacts that had BWC, and approximately six months for files that didn't have BWC. These numbers show an overall increase in file closure efficiency for both categories in 2024.

This graph compares the average number of days to close a complaint or contact with and without BWC evidence.

Average Number of Days to Close File With or Without BWC



STATUTORY AND 46.1 FILES

The PSS considers whether different statutory legislation, most commonly the Criminal Code of Canada or the Traffic Safety Act may be applicable. These investigations may result in charges being laid against an officer. 2024 saw the second lowest number of statutory files opened against CPS officers over the past five years, 17 per cent below the five-year average.

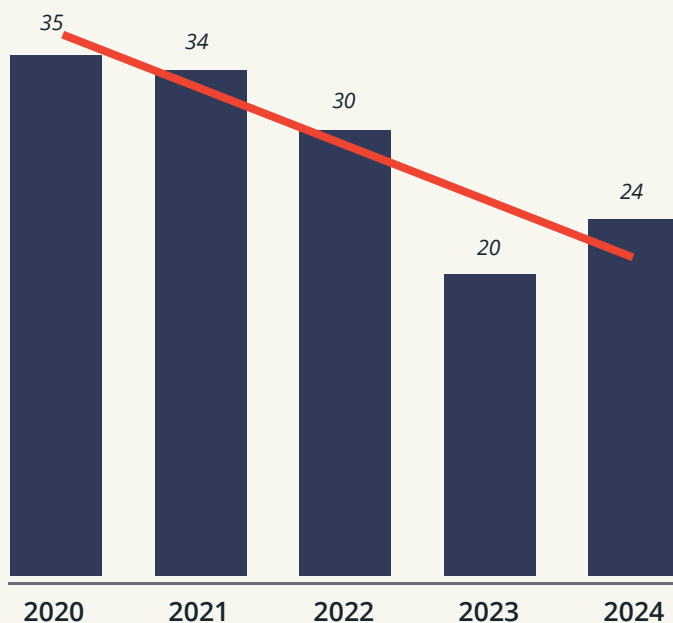
Of the 24 statutory files opened in 2024, all were investigated under the Criminal Code of Canada (CCC). Of those, four CPS officers were charged under the CCC. Two officers were charged by the CPS and

two by ASIRT; three incidents were related to on-duty conduct and one incident occurred off-duty.

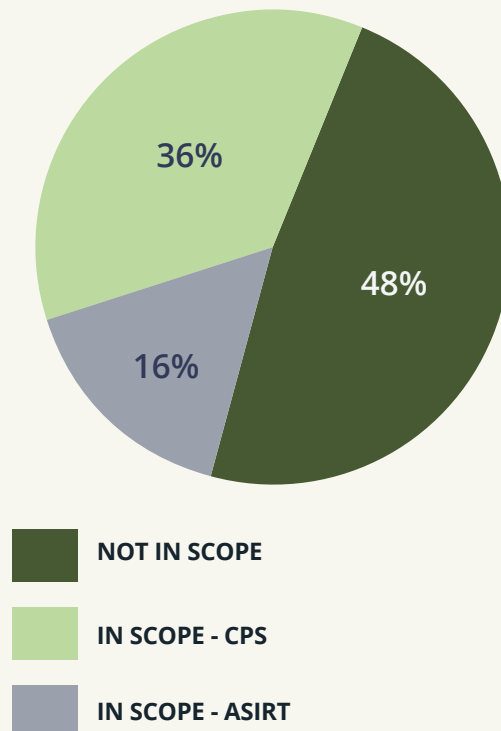
Section 46.1(1) of the Police Act requires the Chief to notify the Calgary Police Commission and the Director of Law Enforcement (DLE) for Alberta, about any incidents involving serious injury or death that may have resulted from the actions of a police officer or, any other serious or sensitive matters related to the actions of a police officer. Upon receiving notification, the DLE determines whether the incident falls within ASIRT's mandate. If the matter is deemed 'in scope,' the DLE may direct ASIRT or the CPS to investigate.

In 2024, the CPS sent 31 46.1 notifications 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 DLE:

Statutory Files Opened by Year



46.1 Files





POLICE

APPENDIX:
HISTORICAL DATA

Files Opened							
	2020	2021	2022	2023	2024	5 YR AVG	2024 VS 5 YR AVG
TOTAL FILES OPENED	1368	1434	1199	1228	1237	1293	- 4%
CITIZEN CONTACTS	888	977	796	879	874	883	-1%
EXTERNAL COMPLAINT	298	331	285	252	272	288	- 6%
INTERNAL COMPLAINT	106	43	46	46	31	54	- 43%
STATUTORY	35	34	30	20	24	29	- 17%
46.1	41	49	42	31	36	40	- 10%

* All five-year average calculations in this report refer to a period of 2020-24, unless stated otherwise.

Total Complaints Closed

	2020	2021	2022	2023	2024	5 YR AVG	2024 VS 5 YR AVG
TOTAL FILES CLOSED*	348	423	423	327	297	364	- 18%
EXTERNAL COMPLAINT	277	329	370	266	246	298	- 17%
INTERNAL COMPLAINT	71	94	53	61	51	66	- 23%

Complaint Resolution Method & Time to Conclude Complaints

	2020	2021	2022	2023	2024	5 YR AVG	2024 VS 5 YR AVG
RESOLUTION METHODS							
FORMALLY INVESTIGATED	150	216	233	179	155	187	-17%
AVG # OF DAYS TO RESOLVE	658	555	455	475	368	502	- 27%
INVESTIGATED WITH NO DELAYS**	81	184	180	122	140	141	- 1%
AVG # OF DAYS TO RESOLVE	610	581	407	352	295	449	- 34%
ALTERNATIVE DISPUTE RESOLUTION	198	208	190	148	142	177	- 20%
AVG # OF DAYS TO RESOLVE	32	47	24	17	30	30	0%

* Incidents completed in 2024, regardless of when they were received.

** 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.



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