



# REPORT TO CALGARY POLICE COMMISSION



## Professional Standards – 2025 Annual Report

ISC:  Unclassified     Protected A     Protected B

Date | 2026 May 6

### Submitted for

Information only     Discussion     Decision / Approval

### Type of Meeting

- Commission Week 1
- Commission Week 2 (Reserved for Finance, Audit, Infrastructure)
- Commission Week 3
- Commission Regular Meeting
- Public Session
- In-camera with CPS

### Reason for Report

- Police Act*, Police Service Regulation, or Police Conduct and Oversight Regulation
- Obligation under Commission policy
- Report on program or update on progress
- Response to Motion
- Other:

The Professional Standards Section is pleased to present its 2025 Annual Report for presentation to the Commission.

### Recommendations

N/A

### Background / Analysis / Considerations / Next Steps

The Annual Report contains an in-depth analysis of 2025 trends in police accountability, complaints and compliments. These trends are best summarized by highlighting the following:

- There were 203 compliments received in 2025, thanking officers and acknowledging positive interactions with the public and their commitment to serve the community.
- In 2025, the Calgary Police Service responded to 592,137 calls for service. These interactions with Calgarians generated 1,055 contacts with the public who brought forward a concern, 294 of which were formal complaints. That means less than 0.05 per cent of all calls for service gave rise to a formal complaint to PSS.
- 12.8 per cent of all public contacts with PSS required formal investigation.
- For the last three years, PSS has seen a substantial reduction in the amount of time required to close investigative files. In 2025, PSS exceeded performance measures and closed approximately 85 per cent of files that did not require a hearing in under 12 months, compared to 79 per cent in 2024 and 70 per cent in 2023. Body Worn Camera and Alternative Dispute Resolution (ADR) were significant factors in the reduced file closure timelines for PSS complaints.

For complaints that were formally investigated and handled solely by PSS, where support from partners was not required (ASIRT, Alberta Crown, disciplinary hearing, etc.), the average file closure timeline was under eight months.

- In 2025, there were nine complaints that were completed at a disciplinary hearing involving nine officers and 32 distinct allegations. These hearings related to investigations that were initiated from 2016 to 2024. Of the nine officers involved in disciplinary hearings, five received discipline, two had no allegations sustained, while two officers had their allegations withdrawn by the Service during the hearing.
- For complaints that were resolved without a hearing, 52 per cent of files had no allegations sustained, while 27 per cent of complaints had at least one allegation sustained.
- Of the penalties for sustained allegations in 2025, an official warning was the most common (43 per cent) for matters that did not proceed to a hearing. For matters resolved with a hearing, 40 per cent of the sustained allegations received a reprimand.

## Attachments (if any)

---

- PSS 2025 Annual Report

## Approval signatures

---

**AUTHOR signature:**

*Marshall Gibson, QA*

2026-05-05

*Name, Rank/Position*

Date

PSS, Bureau of Organizational Performance

---

---

**REVIEWED BY signature:**

*Donna Vinje, Director PSS Business Ops*

2026-05-05

---

*Name, Rank/Position*

*Date*

PSS, Bureau of Organizational Performance

---

**EXECUTIVE SPONSOR signature:**

*Courtney Keith, Executive Director*

2026-05-06

---

*Name, Rank/Position*

*Date*

Legal & Regulatory Services  
Bureau of Organizational Performance

---

**CHIEF OF POLICE signature:**



2026-05-21

---

*Katie McLellan, Chief of Police*

*Date*

---

**PSS**

# **ANNUAL REPORT**

**2025**



**CALGARY  
POLICE  
SERVICE**





# CONTENTS

## 03 EXECUTIVE SUMMARY

## 05 2025 - YEAR IN REVIEW

- Supporting the Transition to the Police Review Commission
- Complaint Categories

## 07 2026 - LOOKING FORWARD

- Completing Historical Files

## 08 PSS COMPLIMENTS

## 09 COMPLAINT PROCESS

- Types of Complaint Files
- Citizen Contacts
- External and Internal Complaints

## 13 NATURE OF COMPLAINTS

## 14 DISPOSITION OF COMPLAINTS

- Complaint Outcomes - Without a Hearing
- Complaint Outcomes - With a Hearing

## 17 INVESTIGATIVE TIMELINE

## 18 STATUTORY AND 46.1 FILES

## 20 APPENDIX: HISTORICAL DATA

# ACYRONYMS

<b>ADR</b>	<b>ALTERNATIVE DISPUTE RESOLUTION</b>
<b>ASIRT</b>	<b>ALBERTA SERIOUS INCIDENT RESPONSE TEAM</b>
<b>CPS</b>	<b>CALGARY POLICE SERVICE</b>
<b>DLE</b>	<b>DIRECTOR OF LAW ENFORCEMENT</b>
<b>PA</b>	<b>POLICE ACT</b>
<b>PCOR</b>	<b>POLICE CONDUCT AND OVERSIGHT REGULATION</b>
<b>POPA</b>	<b>PROTECTION OF PRIVACY ACT</b>
<b>PRC</b>	<b>POLICE REVIEW COMMISSION</b>
<b>PSR</b>	<b>POLICE SERVICE REGULATION</b>
<b>PSS</b>	<b>PROFESSIONAL STANDARDS SECTION</b>



# EXECUTIVE SUMMARY

2025 saw a major overhaul to the process that governs complaints against police officers in Alberta. This included the creation of the Police Review Commission (PRC), a civilian oversight body that came into effect on Dec. 1, 2025, which is responsible for investigating conduct complaints against officers. Part of the change included an amendment to the *Police Act* and creation of the *Police Conduct and Oversight Regulation (PCOR)*, the legislative documents that govern the complaint process.

The Calgary Police Service (CPS) and the Professional Standards Section (PSS) played a meaningful role in the transition to the new complaint oversight process, working collaboratively with the PRC to ensure an efficient and effective transition, while maintaining unbiased investigations to hold police officers accountable and strengthen public confidence in policing across Alberta.

In 2025, the PSS continued to build on a strong foundation, with efficient and transparent investigations that resulted in an increase in the number of formal complaints closed during the year compared to 2024. Moving into 2026, the PSS will continue to investigate and conclude all complaints against CPS officers received prior to Dec. 1, 2025.



## 2025 KEY STATISTICAL HIGHLIGHTS

**203**  
COMPLIMENTS  
RECEIVED

**12.8%**

Percentage of all public contacts<sup>1</sup> with PSS that required formal investigation

**592,137** CALLS FOR SERVICE

These interactions generated 1,055 contacts with the public, 294 of which were formal complaints. Less than 0.05 per cent of all calls for service gave rise to a formal complaint to PSS.



**9** COMPLAINTS COMPLETED AT A DISCIPLINARY HEARING

involving nine officers and 32 distinct allegations. These hearings related to investigations that were initiated from 2016 to 2024.

Of the nine officers, five received discipline, two had no allegations sustained, and two had their allegations withdrawn by the Service.



**PSS CLOSED**

**85%**

of files that did not require a hearing in under 12 months, compared to 79 per cent in 2024 and 70 per cent in 2023. This is an approximate 6 per cent improvement in closure rates from 2024 and 15 per cent improvement from 2023.

Body Worn Camera and Alternative Dispute Resolution (ADR) were significant 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 Prosecution Service, disciplinary hearing, etc.), the average file closure timeline was under eight months.

**43%**

**OF PENALTIES WERE OFFICIAL WARNINGS FOR MATTERS THAT DID NOT PROCEED TO A HEARING.**

For complaints that were resolved without a hearing, 52 per cent of files had no allegations sustained, while 27 per cent of complaints had at least one allegation sustained.

Of the penalties for sustained allegations in 2025, an official warning was the most common (43 per cent) for matters that did not proceed to a hearing. For matters resolved with a hearing, 40 per cent of the sustained allegations received a reprimand.



# 2025 YEAR IN REVIEW

## Supporting the Transition to the Police Review Commission

On Dec. 1, 2025, an amendment to the *Police Act* established the PRC, an independent civilian body to investigate complaints about the conduct of police officers in Alberta. On Nov. 26, 2025, the Government of Alberta approved and ordered into effect the *Police Conduct and Oversight Regulation (PCOR)*, a new regulatory framework that guides the investigative process into complaints against municipal police officers in Alberta.

The PRC has jurisdiction over criminal allegations involving all police services in Alberta. The Alberta Serious Incident Response Team (ASIRT) has become part of the PRC and continues its mandate to investigate cases of death, serious injury and serious or sensitive allegations involving police officers. The PRC will also receive and investigate code of conduct matters involving CPS officers and officers working for municipal and First Nations police services in Alberta.

As part of the transition to the newly governed complaint review process, the PSS continues to work collaboratively with the PRC to ensure a smooth transition. The CPS and the PSS support the launch of the PRC, with the aim to improve police accountability and enhance public confidence around the complaint process while improving outcomes for officers and the people of Calgary.

## Complaint Categories

After a complaint about a CPS officer has been received, the PRC will assess the complaint and categorize it into one of the following levels, before assigning the complaint to the appropriate investigative body.

As defined in the following chart, complaints categorized into levels 1 to 3 will be investigated and concluded by the PRC / ASIRT, while complaints categorized into levels 4 to 5 will be reviewed and resolved by the PSS. The CEO of the PRC has the ability to direct a police service to investigate level 2 and level 3 matters.



LEVEL	COMPLAINT CRITERIA	WHO INVESTIGATES
1	<b>SERIOUS AND SENSITIVE</b> Serious injury or death of a person that may have resulted from the actions of a police officer or a matter of a serious / sensitive nature.	ASIRT / PRC
2	<b>CRIMINAL / STATUTORY</b> Allegations an officer has committed an offence under an Act of Parliament of Canada or the Legislature of Alberta.	ASIRT / PRC
3	<b>POLICE MISCONDUCT</b> Allegations an officer has committed a contravention of the regulations governing discipline of police officers.	PRC
4	<b>PERFORMANCE MATTERS</b> Unsatisfactory performance of a police officer.	CPS
5	<b>POLICY COMPLAINT</b> Complaint against the policies or services of a police agency.	CPS

# 2026 LOOKING FORWARD

## Completing Historical Files

In 2026, the PSS continues to investigate and conclude all complaints against CPS officers received prior to Dec. 1, 2025. While concluding historical files, the PSS will continue to support the PRC through its inception phase, acting as a partner to assist in the resolution of complaints against CPS officers. The PSS will engage in recurring meetings with the PRC to ensure the complaint process remains efficient and fair for CPS officers and Calgarians.

The PSS will also continue to support CPS officers through the transition to the new investigative body by educating members of the organization about the change and providing tailored support to officers involved in the complaint process through our PSS liaison officer.



### Other initiatives that the PSS will focus on in 2026 include:

- > Implement a standardized framework to categorize and analyze level 4 and level 5 complaints to drive continuous improvement and accountability.
- > Ensure files are prioritized for members who are relieved from duty and files that carry increased organizational risk (e.g., criminal allegations, impact to the public, etc.).
- > Continue evaluating and implementing best practices for the PSS Workplace Investigations Team (WIT). Continue cross-training of all PSS civilian investigators.
- > Continue to evaluate internal management tools and systems that detect and promote service-wide wellness.

# PSS COMPLIMENTS

The PSS receives and tracks compliments from the public on the performance of CPS officers. Compliments serve as a reminder to officers of how their work is appreciated by Calgarians and positively motivates officers to continue ensuring the highest standards of professionalism and conduct are maintained service-wide. In 2025, the PSS received 203 compliments.

Here is a small collection of compliments from 2025 to showcase the excellent work that CPS officers do.

“

Overwhelming gratitude for the officers who stopped at a five-year-old's birthday party after their shift. The officers showed support to a young member of the community and the family and guests.

“

A Calgary adolescent mental health therapist appreciated the assistance of officers regarding a youth who had been lured to Ontario by a child predator. The therapist appreciated the efforts it took to return the youth to Calgary and provide support.

“

An off-duty officer performed CPR on a baseball player at a recreational baseball game, who was experiencing a medical incident. The officer's quick actions ultimately saved the baseball player's life.

“

The Calgary Board of Education thanks the CPS officers who came to the scene during a bomb scare at a Crescent Heights High School sporting event. The officers were professional and made everyone feel safe.



# COMPLAINT PROCESS

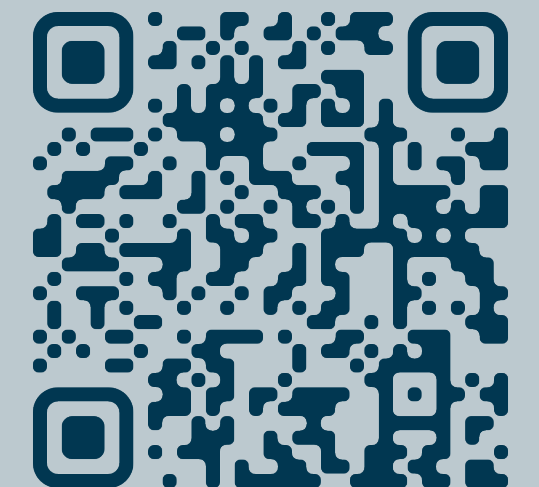
Prior to December 2025, police officer conduct in Alberta was regulated by the Government of Alberta through the *Police Act (PA)* and *Police Service Regulation (PSR)*. This legislation established the framework for police services to receive, investigate and resolve complaints regarding officer conduct.

As of December 2025, police officer conduct in Alberta is now regulated through the *Police Act (PA)* and *Police Conduct and Oversight Regulation (PCOR)*.



Further information on the PRC and current complaint process can be found on the PRC website

**ALBERTAPRC.CA**



## Types of Complaint Files

Prior to December 2025, the PSS was responsible for addressing public and internal complaints about the conduct of police officers, the policies of the CPS or the service provided by the CPS.

As of December 2025, the PRC is responsible for intaking, triaging and directing the investigation into public complaints and concerns about the conduct of police officers.

This table shows the categories of files tracked by the PSS and the corresponding number of files opened between January and November 2025.

FILE TYPE	DEFINITION	NUMBER OPENED IN 2025 <sup>2</sup>
<b>CITIZEN CONTACT</b>	A member of the public contacts the PSS with a concern.	<b>761</b>
<b>EXTERNAL COMPLAINT</b>	Formal allegations of police misconduct submitted by a member of the public or other CPS member.	<b>294</b>
<b>INTERNAL COMPLAINT</b>	The Chief, or their designate, orders an investigation.	<b>59</b>
<b>STATUTORY</b>	Criminal allegations are made against an officer. Although rare, this may include POPA or other statutes.	<b>27</b>
<b>46.1</b>	Notification to Solicitor General of a serious injury/death or sensitive allegations of police conduct.	<b>48</b>
<b>COMPLIMENTS</b>	Positive feedback from the public.	<b>203</b>

<sup>2</sup> Includes files opened between Jan. 1 – Nov. 30, 2025. Files submitted in Dec. 2025 were received by the PRC, an external agency to the CPS, and are not included in this report.

## Citizen Contacts

Seventy-two per cent of all public contacts received by the PSS between January and November 2025, were classified as Citizen Contacts. These contacts did not meet the criteria of a complaint as classified under the PSR, however, can provide important feedback on officers' performance while allowing individuals to learn about police processes. These files are resolved by the PSS Intake Investigative Team. For concerns that meet the specific criteria under the PSR, the file is classified as an External Complaint.

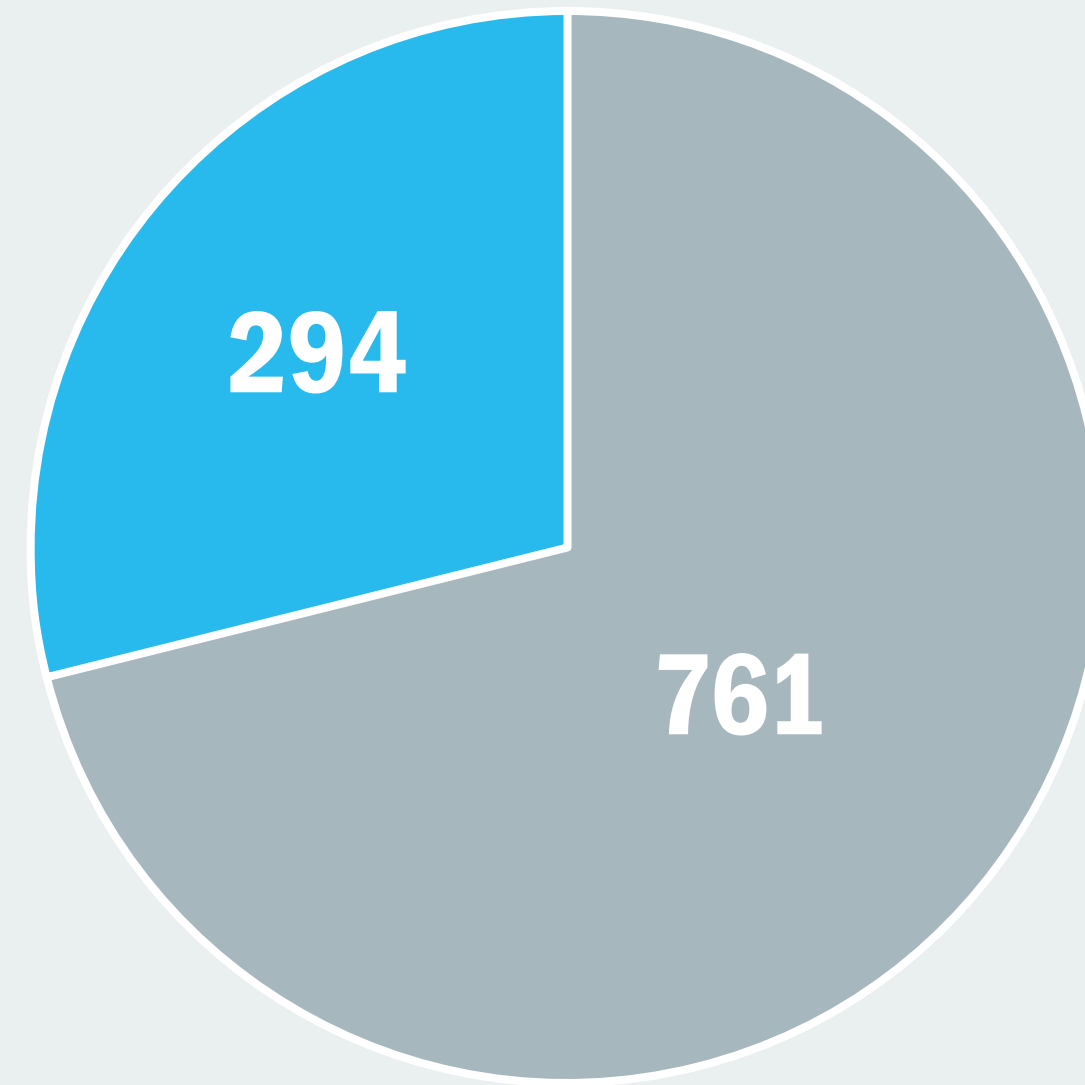
Many of the External Complaints, 55 per cent in 2025<sup>3</sup>, were concluded through ADR by the Intake Investigators and did not require a formal investigation. Most concerns are resolved informally through an explanation of police procedures, informal conversations between involved parties or through intervention from the officer's supervisor.

External complaints unable to be resolved informally through ADR proceed to a formal investigation. Of the 1,055 **total public contacts** received in 2025, only 12.8 per cent of complainants requested a formal investigation.

<sup>3</sup> Includes files opened between Jan. 1 – Nov. 30, 2025. Files submitted in Dec. 2025 were received by the PRC, an external agency to the CPS, and are not included in this report.

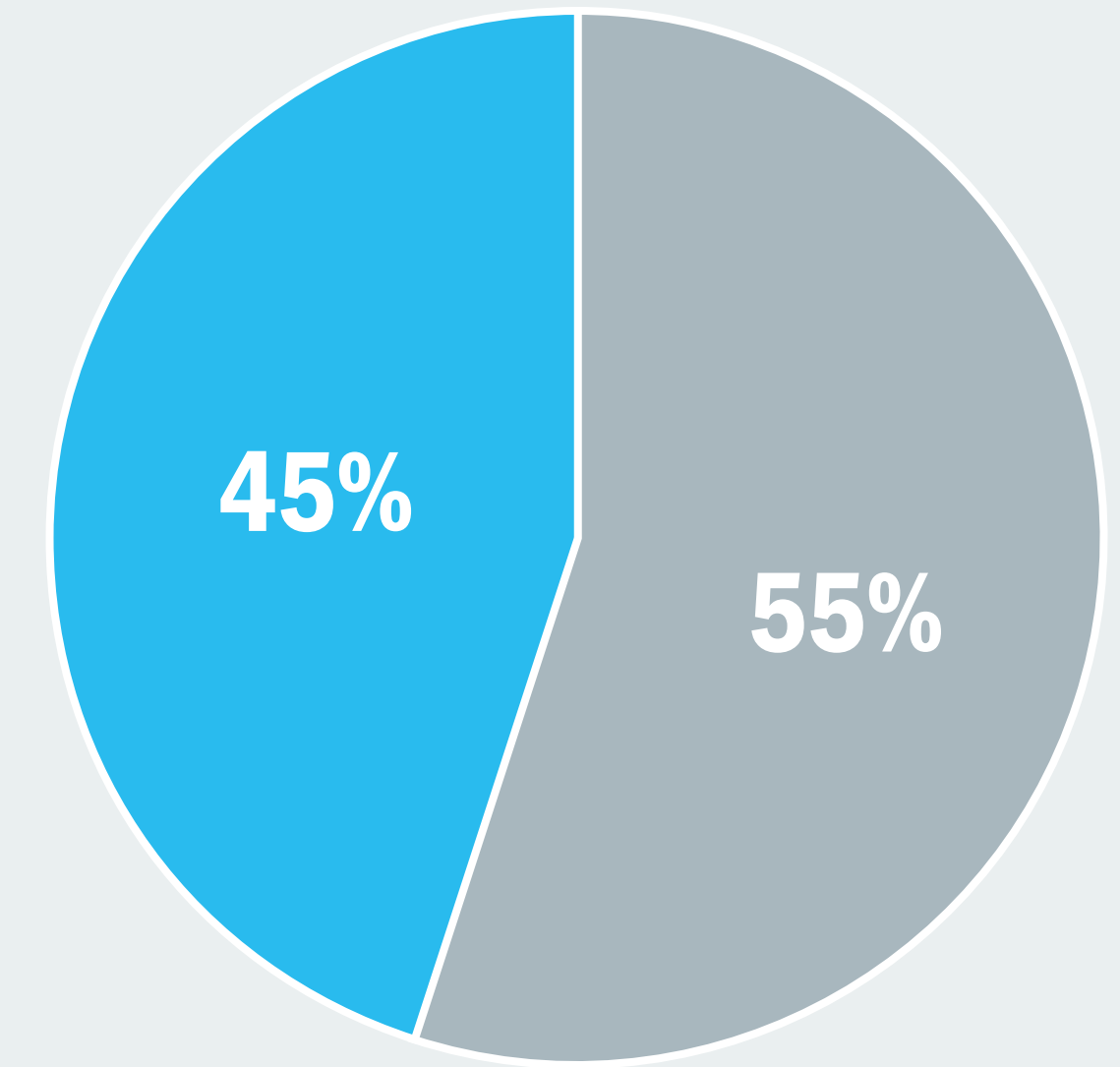
### TOTAL PUBLIC CONTACTS

- Complaint - External
- Citizen Contact



### 2025 EXTERNAL COMPLAINTS - RESOLUTION METHOD

- Investigation
- Alternative Dispute Resolution



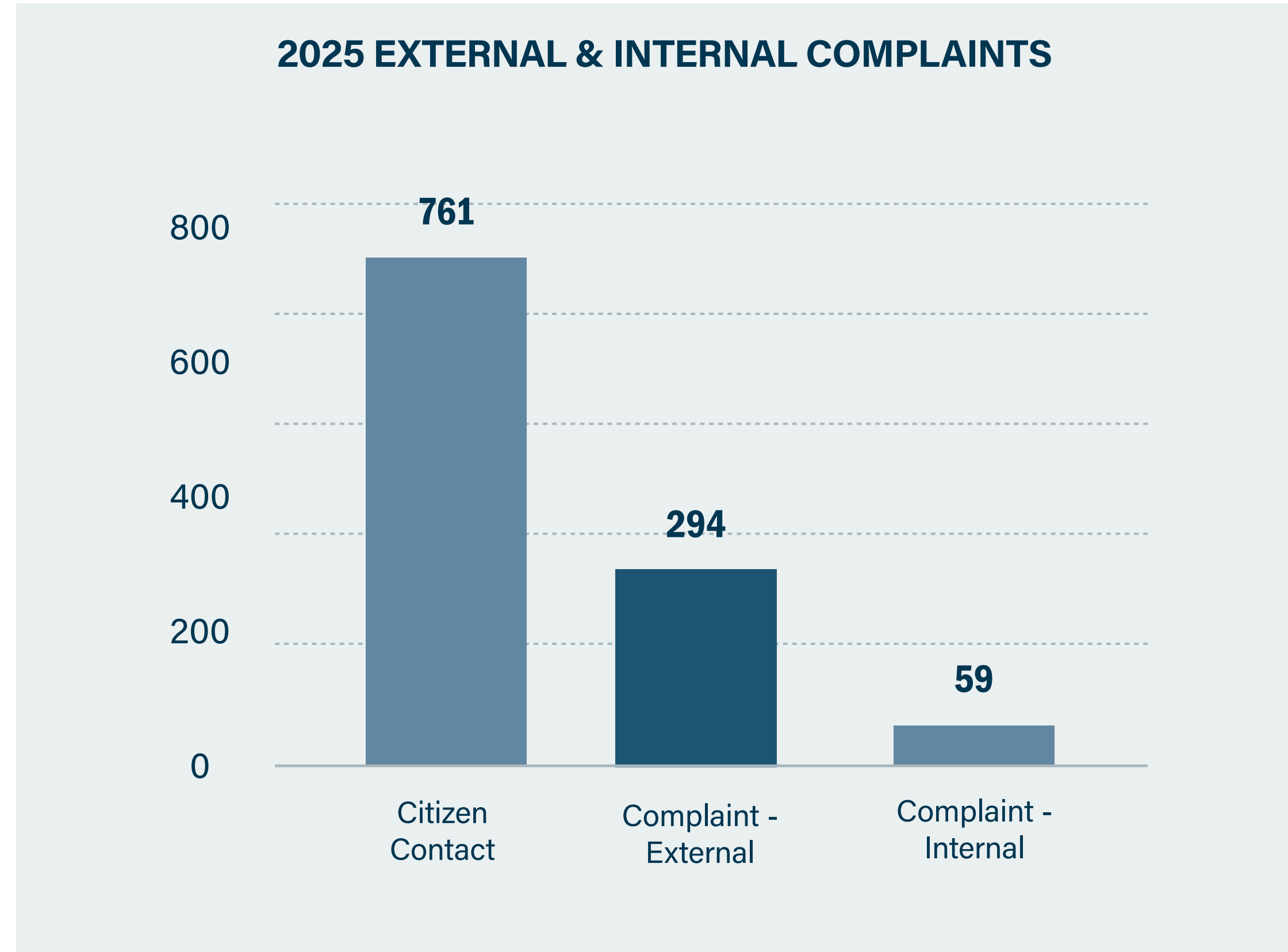
	2020	2021	2022	2023	2024	5 YR AVG
<b>COMPLAINTS CLOSED BY ALTERNATIVE DISPUTE METHODS</b>	57%	49%	45%	45%	57%	51%



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

## External and Internal Complaints

External and internal complaints meeting the threshold for a formal complaint were investigated by the PSS. The tables on this page demonstrate the number of complaints received over the last five years (full year) and in 2025<sup>4</sup> (11 months).



<sup>4</sup> Includes files opened between Jan. 1 — Nov. 30, 2025. Files submitted in Dec. 2025 were received by the PRC, an external agency to the CPS, and are not included in this report.

# NATURE OF COMPLAINTS

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

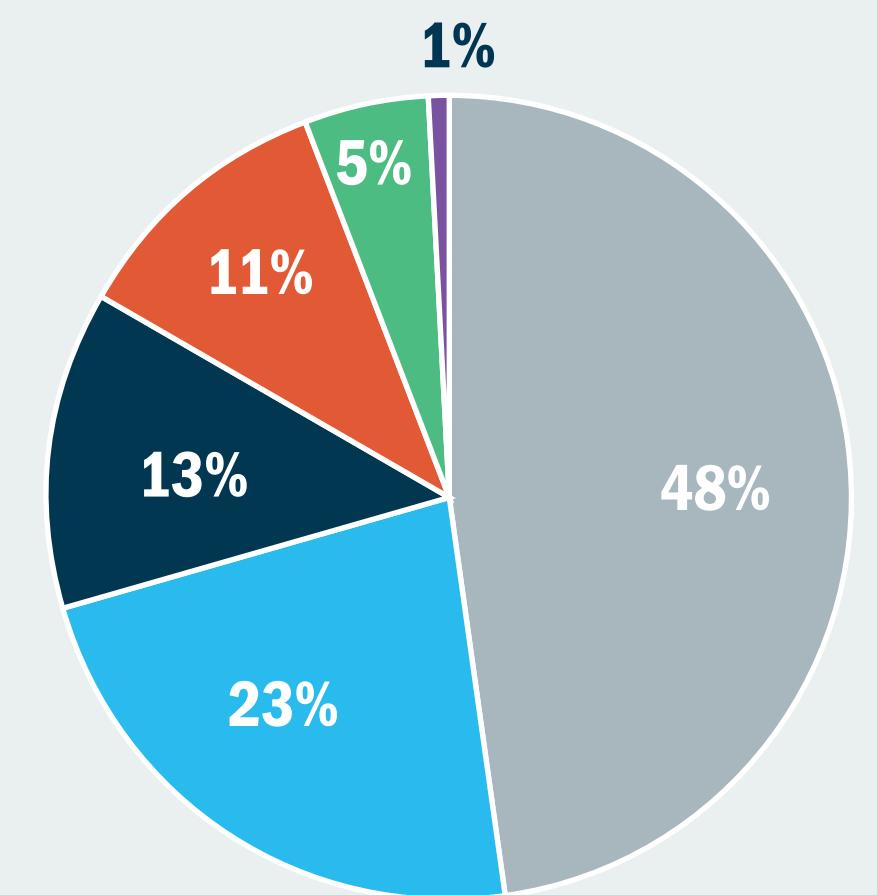
In 2024, the top two themes were rude or unprofessional behaviour (51 per cent) and lack of service (21 per cent) which includes concerns with an investigation.

In 2025, the same top two themes remained. Rude or unprofessional behaviour (48 per cent) and lack of service (23 per cent) were the top complaints.



## 2025 THEMES OF PUBLIC CONTACTS

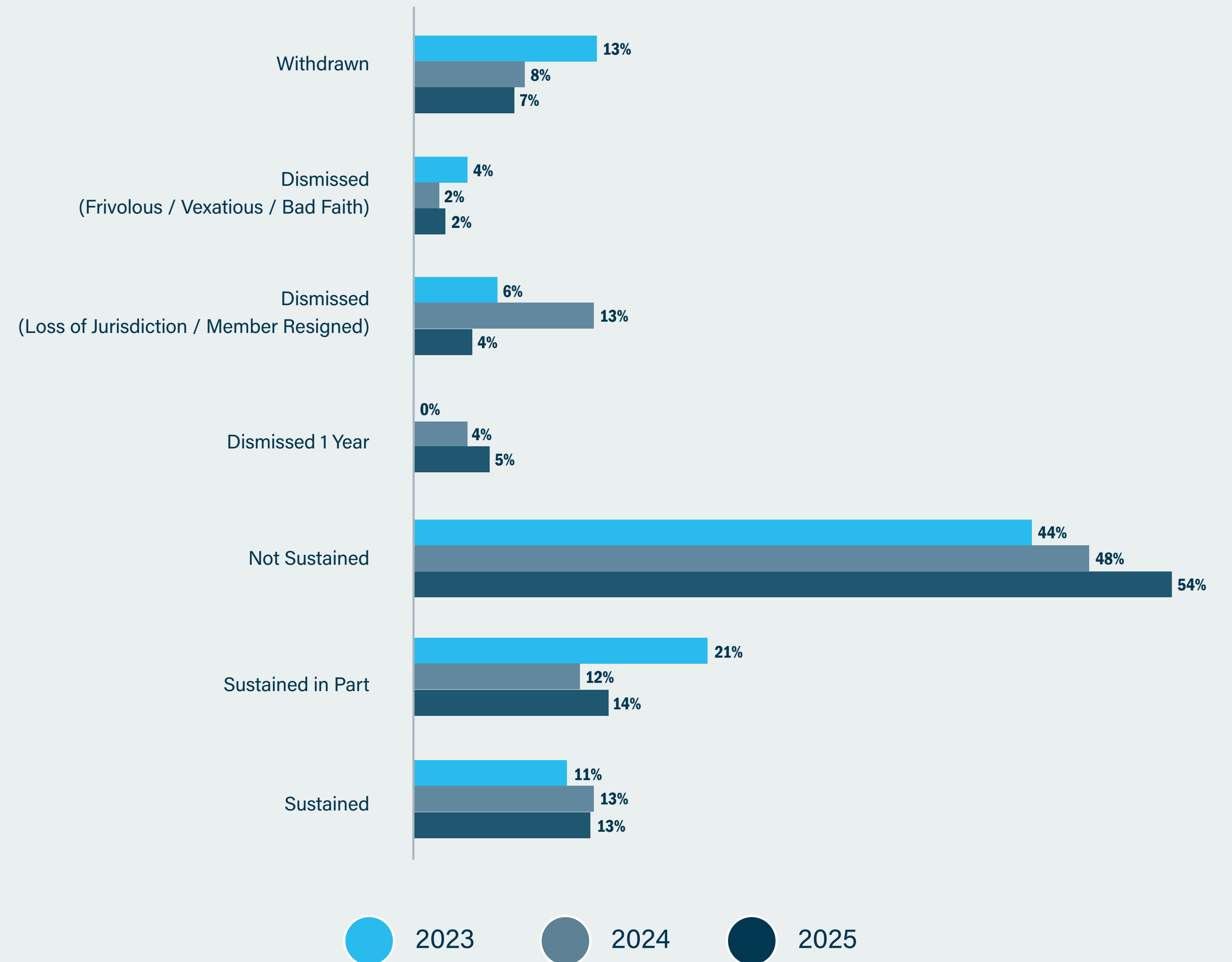
- Rude / Unprofessional
- Lack of Service
- General Inquiry
- Excessive Force / Authority
- Driving-Related
- Differentially Apply Law



# DISPOSITION OF COMPLAINTS

In 2025, the PSS closed 165 complaints by formal investigation including complaints resolved at a disciplinary hearing (complaints not resolved through ADR). Of these complaints closed in 2025, the graph to the right 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 of the allegations on the file were dismissed. The dispositions are generally consistent with results from the previous two years.

## DISPOSITION OF INVESTIGATIVE FILE 2023 - 2025



## 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 to not meet the “serious nature” threshold as defined in the *Police Act*, in 2025, 52 per cent of complaints had no allegations sustained, while 27 per cent of complaints had at least one allegation sustained. The remaining allegations were withdrawn or dismissed for a variety of reasons.

### 2025 FINDINGS - NO HEARING



### 2025 PENALTIES - NO HEARING



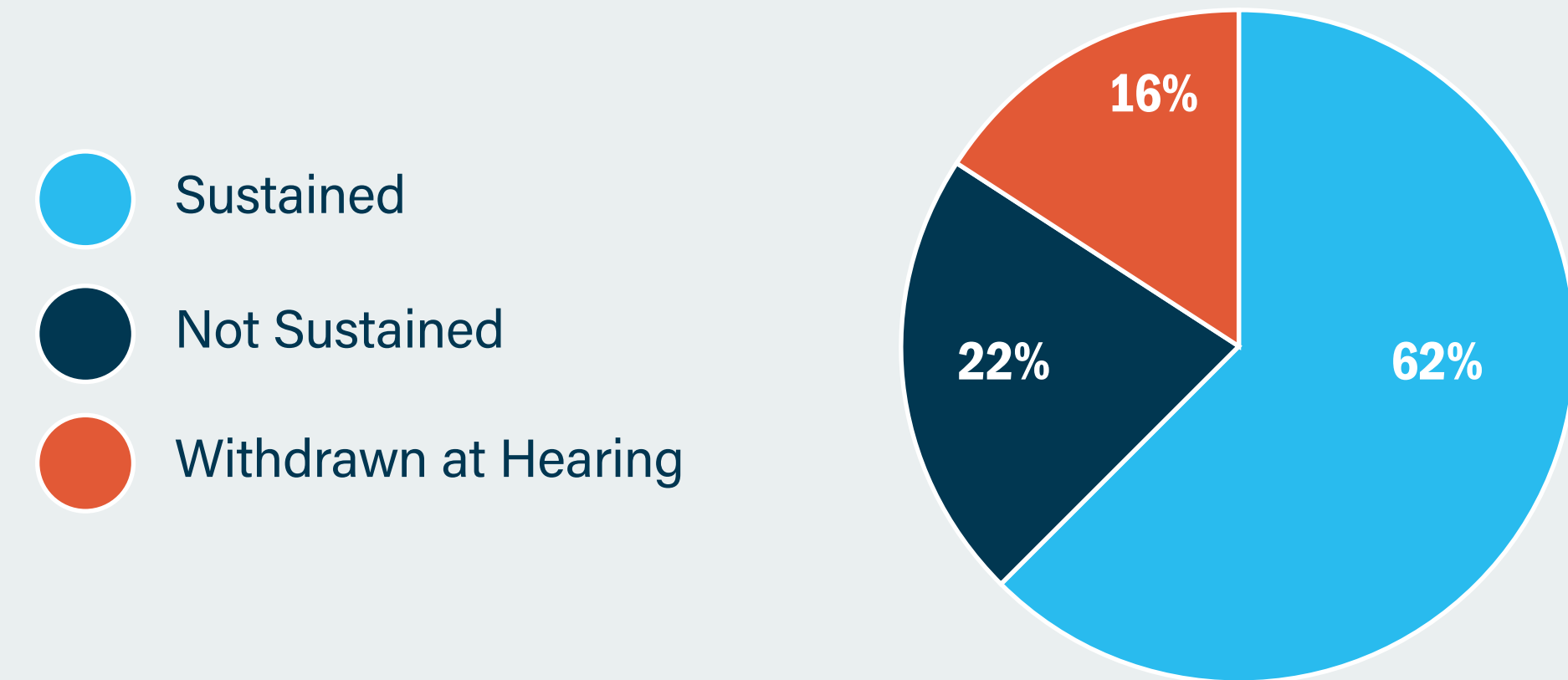
## Complaint Outcomes

### - With a Hearing

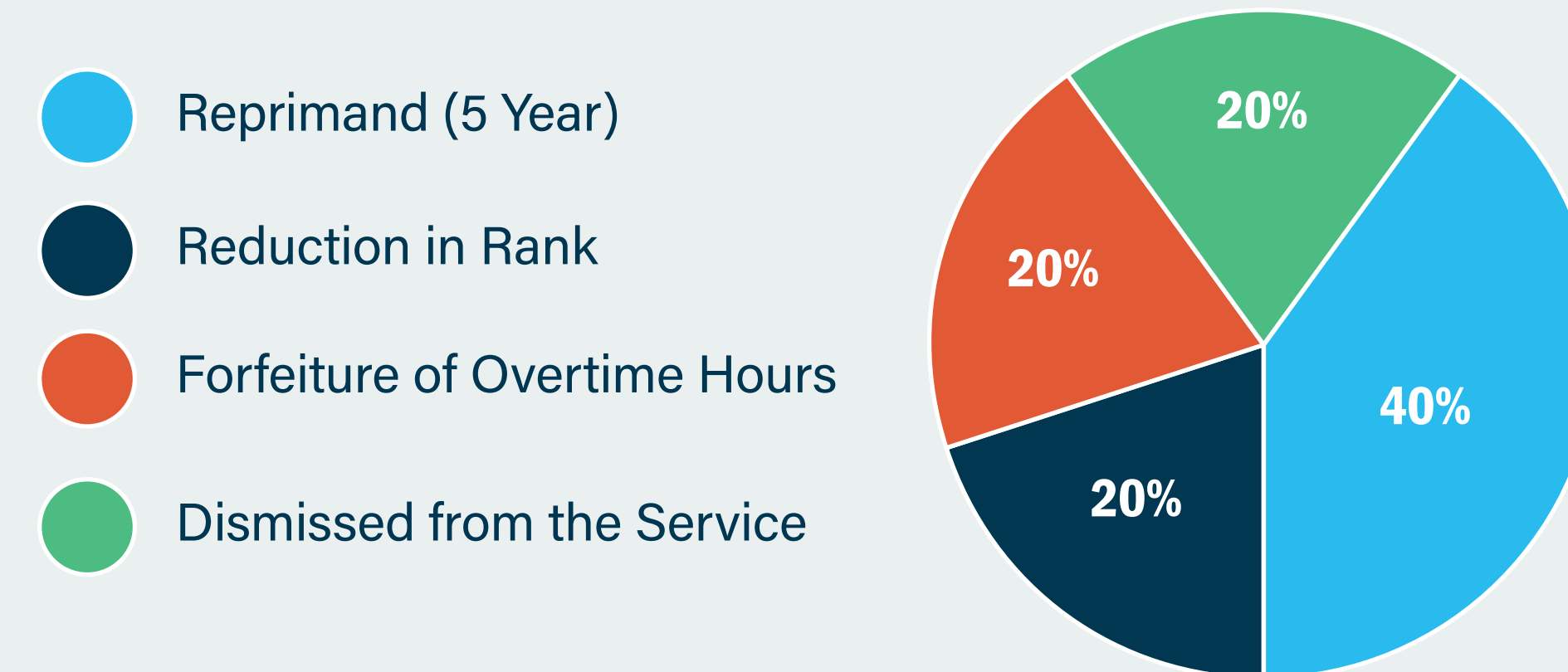
If the alleged misconduct meets the threshold of the *Police Act* to be deemed “of a serious nature,” and the Chief, in their screening role, determines that the evidentiary standard for referral to a disciplinary hearing has been met, the complaint is ordered to proceed to a hearing. In 2025, seven complaints were directed to a hearing. This is down from 2024, when 13 complaints were directed to a hearing.

In 2025, there were nine complaints completed at a disciplinary hearing. These hearings related to investigations that were initiated from 2016 to 2024. These files involved nine officers and 32 total allegations. Of the nine officers involved in disciplinary hearings, five received discipline, two had no allegations sustained at hearing and two officers had their allegations withdrawn by the Service during the hearing. The disposition of those 32 allegations resolved at a hearing are outlined to the right.

### 2025 DISPOSITION OF ALLEGATIONS FROM HEARING



### 2025 PENALTIES FROM HEARING



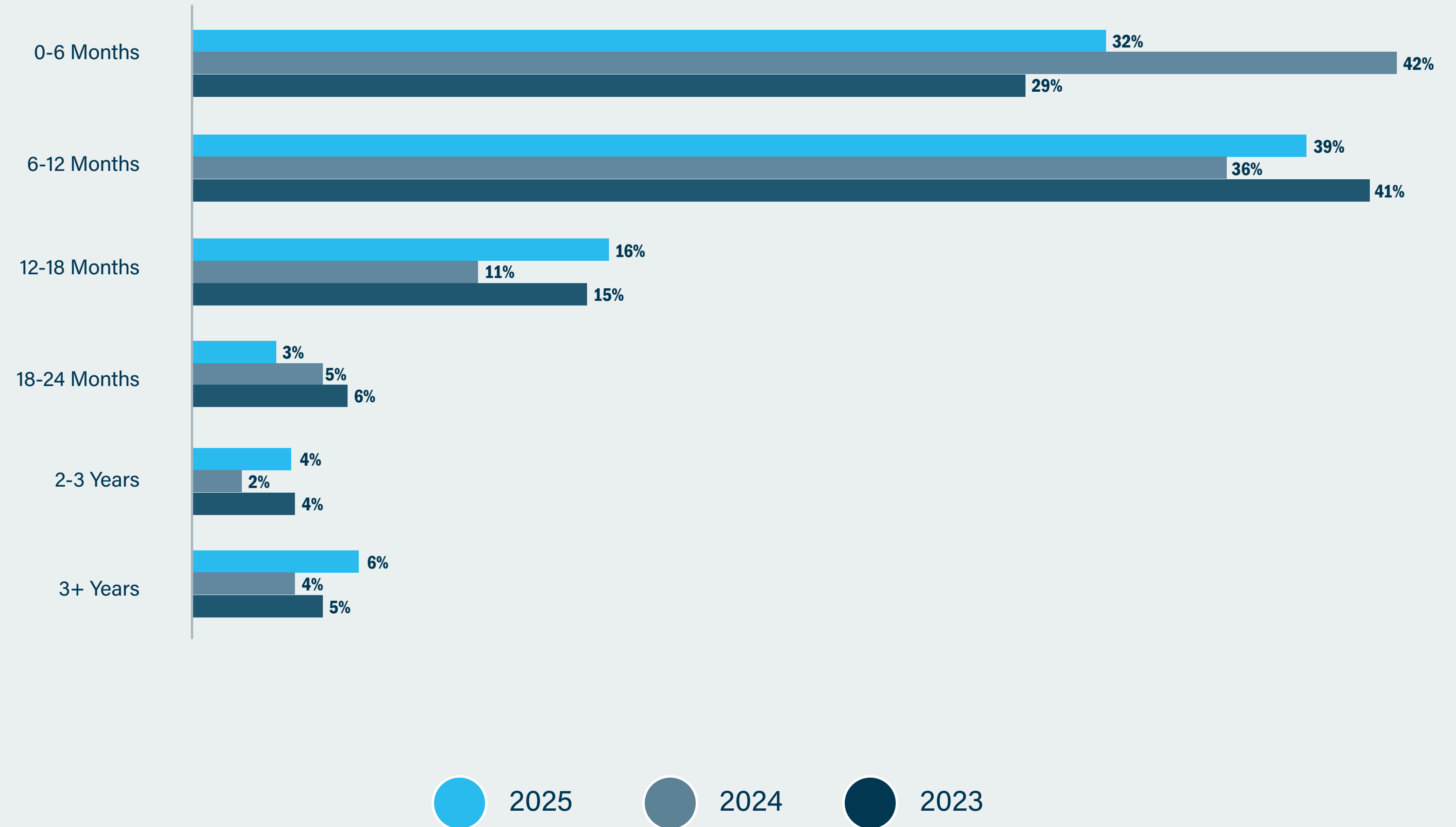
# INVESTIGATIVE TIMELINE

In 2025, the PSS continued to reduce the average number of days to close external and internal complaints.

In 2025, 85 per cent of complaint files were closed in under 12 months from the time they were received; 2024 was 79 per cent and 2023, 70 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.

For complaints that were formally investigated, where the PSS did not receive support from external agencies (ASIRT, Crown, etc.) and did not go to hearing, the average file closure timeline was under eight months on files that required formal investigations, which surpassed our 12-month target.

## TIMELINE TO CLOSE INVESTIGATED FILES 2023 - 2025



# STATUTORY & 46.1 FILES

The PSS considers whether different statutory legislation, most commonly the *Criminal Code of Canada*, may be applicable. These investigations may result in charges being laid against an officer. In 2025, 27 statutory files were opened against CPS officers, compared to 24 opened in 2024.

Of the 27 Statutory files opened in 2025, all were investigated under the Criminal Code of Canada. In 2025, 10 CPS officers were charged under the Criminal Code of Canada. Five officers were charged by the CPS, two by ASIRT and three by another policing agency; five incidents were related to on-duty conduct and five occurred while off-duty.

Prior to December 2025, Section 46.1(1) of the *Police Act* required the Chief to notify the Calgary Police Commission and the Director of Law Enforcement for Alberta (DLE) about any incidents involving serious injury or death that

	2020	2021	2022	2023	2024	5 YR AVG
<b>STATUTORY</b>	<b>35</b>	<b>34</b>	<b>30</b>	<b>20</b>	<b>24</b>	<b>29</b>

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 determined whether the incident fell within ASIRT’s mandate. If the matter was deemed ‘in-scope,’ the DLE had the ability to direct ASIRT or the CPS to investigate.

As of December 2025, Section 43.2 of the *Police Act* requires the Chief to notify the Chief Executive Officer of the PRC about the same sensitive or serious matters that may have resulted from the actions of a police officer. For all notifications, the PRC has the ability to retain the investigation, or direct ASIRT, the CPS or another police agency to investigate.

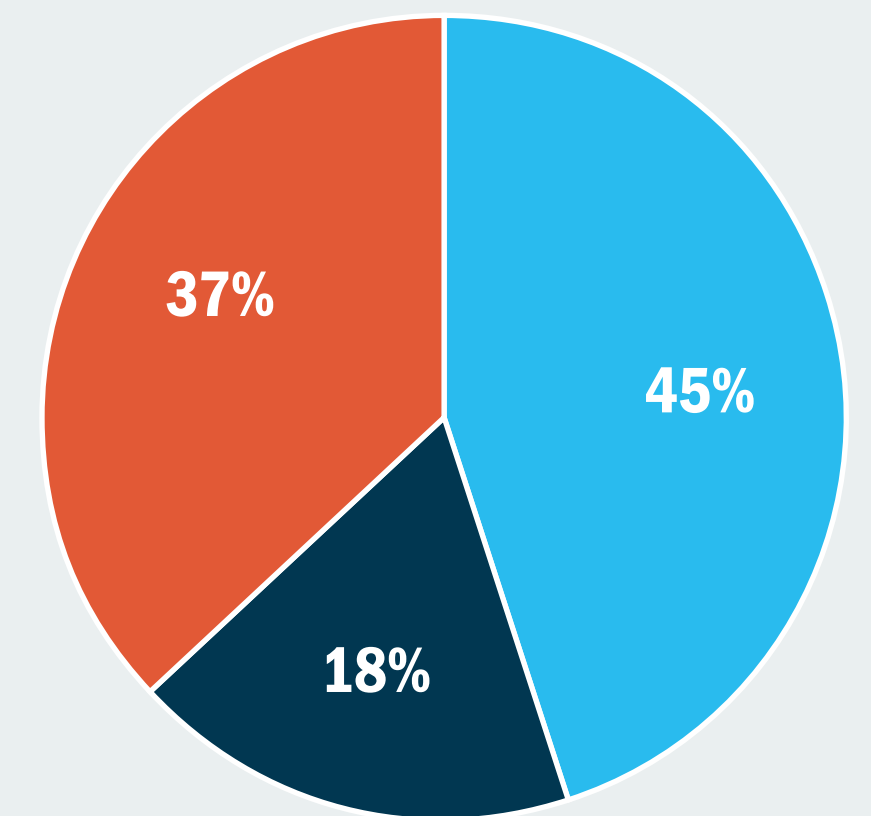




In 2025, the PSS sent 48 of these notifications to the DLE for review. The PSS reviews all serious and sensitive notifications to ensure policy and conduct are appropriate. The following graph shows the direction from the appropriate oversight body:

### SERIOUS & SENSITIVE NOTIFICATION FILES

- In Scope CPS
- Within Scope - ASIRT
- Not in Scope



# APPENDIX: HISTORICAL DATA

## FILES OPENED

	2020	2021	2022	2023	2024	5 YR AVG	2025 <sup>5</sup>
<b>TOTAL FILES OPENED</b>	<b>1,368</b>	<b>1,434</b>	<b>1,199</b>	<b>1,228</b>	<b>1,237</b>	<b>1,293</b>	<b>1,189</b>
<b>CITIZEN CONTACT</b>	<b>888</b>	<b>977</b>	<b>796</b>	<b>879</b>	<b>874</b>	<b>883</b>	<b>761</b>
<b>EXTERNAL COMPLAINT</b>	<b>298</b>	<b>331</b>	<b>285</b>	<b>252</b>	<b>272</b>	<b>288</b>	<b>294</b>
<b>INTERNAL COMPLAINT</b>	<b>106</b>	<b>43</b>	<b>46</b>	<b>46</b>	<b>31</b>	<b>54</b>	<b>59</b>
<b>STATUTORY</b>	<b>35</b>	<b>34</b>	<b>30</b>	<b>20</b>	<b>24</b>	<b>29</b>	<b>27</b>
<b>46.1</b>	<b>41</b>	<b>49</b>	<b>42</b>	<b>31</b>	<b>36</b>	<b>40</b>	<b>48</b>

<sup>5</sup> Includes files opened between Jan. 1 – Nov. 30, 2025. Files submitted in Dec. 2025 were received by the PRC, an external agency to the CPS, and are not included in this report.

## TOTAL COMPLAINTS CLOSED

	2020	2021	2022	2023	2024	5 YR AVG	2025
<b>TOTAL FILES CLOSED</b>	<b>348</b>	<b>423</b>	<b>423</b>	<b>327</b>	<b>297</b>	<b>364</b>	<b>323</b>
<b>EXTERNAL COMPLAINT</b>	<b>277</b>	<b>329</b>	<b>370</b>	<b>266</b>	<b>246</b>	<b>298</b>	<b>282</b>
<b>INTERNAL COMPLAINT</b>	<b>71</b>	<b>94</b>	<b>53</b>	<b>61</b>	<b>51</b>	<b>66</b>	<b>41</b>

## COMPLAINT RESOLUTION METHOD & TIME TO CONCLUDE COMPLAINTS<sup>6</sup>

	2020	2021	2022	2023	2024	5 YR AVG	2025
<b>FORMALLY INVESTIGATED</b>	<b>150</b>	<b>216</b>	<b>233</b>	<b>179</b>	<b>155</b>	<b>187</b>	<b>165</b>
<b>AVG # OF DAYS TO RESOLVE</b>	<b>658</b>	<b>555</b>	<b>455</b>	<b>475</b>	<b>368</b>	<b>502</b>	<b>421</b>
<b>INVESTIGATED WITH NO DELAYS<sup>7</sup></b>	<b>81</b>	<b>184</b>	<b>180</b>	<b>122</b>	<b>140</b>	<b>141</b>	<b>156</b>
<b>AVG # OF DAYS TO RESOLVE</b>	<b>610</b>	<b>581</b>	<b>407</b>	<b>352</b>	<b>295</b>	<b>449</b>	<b>374</b>
<b>ALTERNATIVE DISPUTE RESOLUTION</b>	<b>198</b>	<b>208</b>	<b>290</b>	<b>148</b>	<b>142</b>	<b>197</b>	<b>157</b>
<b>AVG # OF DAYS TO RESOLVE</b>	<b>32</b>	<b>47</b>	<b>24</b>	<b>17</b>	<b>30</b>	<b>30</b>	<b>16</b>

<sup>6</sup>Incidents completed in 2025, regardless of when they were received.

<sup>7</sup>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.



CALGARY  
POLICE  
SERVICE