



POLICING IN CALGARY

2023 ANNUAL REPORT



CALGARY
POLICE
SERVICE





TABLE OF CONTENTS

POLICE GOVERNANCE AND OVERSIGHT	4
2023 HIGHLIGHTS	5
INVESTIGATING VIOLENT CRIME	6
ADDRESSING OTHER CRIME IMPACTING CALGARIANS	11
RESPONDING TO LARGE EVENTS IN CALGARY	15
PREVENTING CRIME IN CALGARY	17
ENSURING A ROBUST CRISIS-RESPONSE APPROACH	20
ENGAGING WITH THE COMMUNITY	22
CONTINUING THE JOURNEY OF RECONCILIATION	25
BUILDING TRUST AND CONFIDENCE WITH CALGARIANS	26
SUPPORTING THOSE WHO SERVE	28
RECOGNIZING THOSE WHO SERVE	30
PROVIDING FORWARD-LOOKING GOVERNANCE	34
POLICE BUDGET	36
POLICE CONDUCT COMPLAINTS	41
SERVING CALGARIANS IN 2024	43
ADDITIONAL RESOURCES	44

POLICE GOVERNANCE AND OVERSIGHT

The police are entrusted with more powers than almost any other public servants, requiring a special level of both political independence and accountability.

The responsibility to direct and oversee the police is shared by several elected and appointed bodies. This ensures that law enforcement cannot be used for political purposes, while still providing indirect accountability to our community's elected leaders.

POLICE OVERSIGHT IN ALBERTA

PROVINCIAL GOVERNMENT

- Establishes how municipal police services are formed and governed
- Establishes the process and options for addressing police misconduct
- Sets the laws governing police unions
- Creates and enforces consistent policing standards for all communities in Alberta
- Appoints a minority of police commission members
- Resolves disputes between local bodies

CITY COUNCIL

- Sets the total police budget
- Is responsible through City staff for collective bargaining
- Determines the size of the local police commission
- Appoints majority of police commission members

COMMISSION

- Sets local policing priorities
- Approves how the total police budget is spent
- Hires and supervises the police chief
- Creates policies for efficient and effective local policing
- Oversees some aspects of the police conduct complaint process

OTHER BODIES

- Courts determine the lawfulness of police actions
- Alberta Serious Incident Response Team independently investigates certain police actions
- Law Enforcement Review Board independently hears appeals on how serious police conduct complaints were addressed

2023 HIGHLIGHTS



POPULATION OF CALGARY

1.4 MILLION

TOTAL CPS EMPLOYEES

3,210

POLICE OFFICERS

72%

CIVILIAN EMPLOYEES

28%



GROWTH OF THE CPS

INCREASE IN FUNDING

\$20.9 MILLION

FRONTLINE OFFICERS

20

INVESTIGATIVE & COMMUNITY SUPPORT OFFICERS

19

CIVILIAN EMPLOYEES

35

TOTAL CALLS FOR SERVICE

579,964 (4% INCREASE)

PUBLIC-GENERATED

389,627 (1% INCREASE)

OFFICER-GENERATED

167,705 (15% INCREASE)

ONLINE REPORTS FROM THE PUBLIC

22,632 (7% INCREASE)



TRAFFIC SERVICE REQUESTS SUBMITTED BY THE PUBLIC

1,802 (13% INCREASE)

POLICE INFORMATION CHECKS

COMPLETED TO SUPPORT CALGARIANS APPLYING
FOR EMPLOYMENT & VOLUNTEER OPPORTUNITIES

142,782 (22% INCREASE)



* % changes compared to 2022 data

INVESTIGATING VIOLENT CRIME

Violence continues to trend higher than the five-year average. This increase was driven by increases in assaults and robberies. The severity of these crimes has also increased, as there were more aggravated assaults and assault with a weapon reported.



Take a deeper look at
Calgary Crime Stats

INCIDENT	% CHANGE FROM 2022	% CHANGE FROM 5-YEAR AVERAGE
Homicides	- 22% 27 to 21	- 12% 24
Shootings	- 21% 127 to 100	+ 6% 94
Assaults	+ 10% 7,396 to 8,176	+ 9% 7,511
Robberies	+ 8% 1,018 to 1,113	+ 6% 1,033
Sexual Assault Offences	+ 5% 1,041 to 1,092	+ 1% 1,021

INVESTIGATED CRIME WITH A TRAUMA-INFORMED APPROACH

A new child forensic interviewing policy was released to support the Service's commitment to reducing trauma to children and youth who have been the victim of, or have been witness to, a traumatic criminal event. The new policy provides guidelines regarding who can conduct a child forensic interview, when a child forensic interview should be completed, and the best practices and training required to do the interviews.

In May, the Victim Assistance Support Team (VAST) hosted the Trauma-informed Best Practices and Interagency Collaboration Conference for volunteers and victim assistance agencies across Calgary and surrounding areas. The conference, funded by the Department of Justice Canada, included a keynote speech about collaboration and communication between agencies when supporting victims of crime, as well as presentations from CPS partner agencies.



4% decrease
from 2022

19% decrease
from 2021

STREAMLINED CHILD ABUSE INVESTIGATIONS

The general intake and assessment process for child abuse files was amended, including the addition of a second intake and assessment co-ordinator, to help streamline the process and ensure investigations are defensible in court.

In partnership with the Luna Child and Youth Advocacy Centre, the Child Abuse Unit investigates reports of child abuse, responds to immediate safety concerns and conducts child forensic interviews, while connecting survivors of abuse with wraparound supports and resources to promote a healing path forward.



USED GENETIC GENEALOGY TO IDENTIFY VIOLENT OFFENDERS

The Service made significant strides with the use of Investigative Genetic Genealogy (IGG) to further investigations into unsolved historical crimes, including homicides, unidentified human remains and sexual assaults. By using law enforcement-permitted genetic genealogy databases, investigators have been able to compare DNA samples collected from crime scenes to identify potential suspects. Charges have now been laid in several of these previously unsolved cases.

IGG is a significant forensic advancement that has allowed the CPS to successfully solve historical crimes, including homicides from 1975 and 1994, bringing much-needed closure to victims and their families.

In 2023, IGG was used to successfully resolve:

- 4** incidents involving unidentified human remains
- 3** historical sexual assaults
- 2** historical homicides

LAUNCHED A DEDICATED REPORTING METHOD FOR SEX WORKERS

In partnership with HER Victory, the CPS launched a dedicated reporting system for sex workers to report incidents of violence, situations involving abusive customers and other safety concerns directly to police. The intent of this new reporting method, also known as the Bad Date Line, is to reduce barriers that previously prevented sex workers from reporting incidents to police and offer an alternative for individuals to provide their information to police in a less-formalized way.



[Learn more](#)

SUPPORTED VICTIMS OF CRIME

The Victim Assistance Support Team (VAST) promotes and advocates for the rights of victims of crime and trauma. VAST offers support and resources to both primary victims (those who have experienced direct injury, loss or trauma) and secondary victims (those who are impacted by the repercussions of a crime or trauma), which can include witnesses, friends, family and co-workers.

VAST trauma dogs Calibri and Webber were deployed to schools, court, hospitals, peer support events, crisis calls and community events, to engage with children and community members, and provide comfort and support to victims.

Calibri and Webber were deployed for a total of

1,723
hours in 2023



INVESTIGATED DRUG TRAFFICKING THAT LED TO OVERDOSE DEATHS

After an overdose death in January 2023, information received by the Drug Unit led to two successful investigations where suspects were charged with drug trafficking and other offences. Five other overdose-death investigations in 2023 have resulted in similar charges.

The Drug Unit has developed a new process called the OverDOSE pilot project, which utilizes Drug Unit members to maintain consistency in all overdose/drug-related death investigations. Developing a formal process with a clear reporting structure will help to support investigative and analytical partners and streamline investigations.

In 2022, there were a reported:

243

overdose/drug-related deaths

In 2023, there were a reported:

571

overdose/drug-related deaths

Every one of these deaths has the potential to result in drug traffickers being charged.

DEDICATED RESOURCES TO TARGET A REDUCTION IN CRIME GUNS

13%

decrease in the presence of firearms, real or perceived.

*compared to 2022

429

crime guns seized.

*firearms that were unlawfully possessed, used or stored

In 2023, the Service formally created the Firearms Investigative Unit (FIU), which began as a crime-gun tracing pilot project in 2020. This was a continuation of the work done to reorganize firearms-focused resources within the Service in 2022. With the formalization of the FIU, a dedicated Crime Gun Intelligence Group was established. This is the first dedicated crime-gun intelligence group for any municipal police agency in Canada. As the CPS continues to work towards crime-gun intelligence with additional agencies, the continued work between FIU and its partners across other police agencies, Alberta Chief Firearms Office, the Department of Homeland Security (DHS), and the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF), will increase public safety in Calgary through targeted crime gun reduction.

As a result of the Service's collective effort to target gun violence in Calgary, for the first time in six years, a decrease was reported in the presence or perceived presence of firearms used in the commission of other crimes. In comparison to 2022, the Service also recorded a decrease in shootings and seized crime guns, further confirming that efforts to reduce gun violence are making an impact.



FOCUSED RESOURCES ON THE MOST PROLIFIC OFFENDERS

610

*offenders monitored
by OCOM*

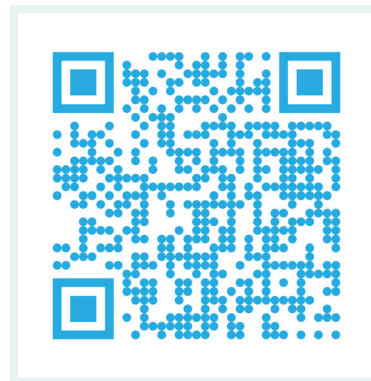
In 2023, the Service continued to focus on offender management efforts by formalizing a dashboard to assist in identifying Calgary's highest harm and most prolific offenders. This new process allows the Service Organized Crime & Offender Management (OCOM) Section to better track offenders causing harm in Calgary and assign offender management resources as needed.

In addition to other offender engagement, monitoring and suppression strategies, the OCOM Section conducted 2,729 direct patrols in 2023 and laid 3,304 charges against OCOM-monitored offenders.

ADDRESSING OTHER CRIME IMPACTING CALGARIANS

INCIDENT	% CHANGE FROM 2022	% CHANGE FROM 5-YEAR AVERAGE
Residential B&E	- 4%	- 24%
Commercial B&E	- 21%	- 24%
Fraud	+ 3%	+ 8%
Theft	- 11%	- 11%
Vehicle theft	- 18%	- 19%
Collisions	+ 5%	+ 6%

In the latter part of 2023, there was an increase in property crime, however overall numbers are still trending well below typical levels. Many of these crimes are crimes of opportunity, where 'opportunity' has been reduced by citizens who are now working from home, crime prevention efforts and offender management.



Take a deeper look at
Calgary Crime Stats

65%

of all missing persons in 2023 have been reported missing twice or more

45%

of missing persons are located within 6 hours of going missing

69%

of missing persons are located within 24 hours of going missing

9

outstanding missing persons still being investigated

of the 5,170 persons reported missing in 2023*

*0.17%



35% increase from 3,828

STREAMLINED RESPONSE TO MISSING PERSONS INVESTIGATIONS & ADDED DEDICATED RESOURCES FOR INDIGENOUS MISSING PERSONS

The Service allocated additional resources to the Missing Persons Team and formalized investigative oversight procedures. Community collaboration took place throughout the year in relation to the Indigenous Missing Persons portfolio. One full-time investigator has been assigned to the Indigenous Missing Persons portfolio, and the process is underway to add an additional position of an Indigenous Navigator/Liaison that will partner with the investigator to help navigate the specific needs of Indigenous communities.

In late 2023, the Missing Persons Policy was updated to reflect policy changes and introduce a new response protocol to reduce the call-load volume on frontline patrol.

INVESTIGATED FRAUDS AND SCAMS INVOLVING CRYPTOCURRENCY

The CPS Blockchain Investigative Team (BIT) is a newly formed team dedicated to supporting cryptocurrency and blockchain-related investigations. When investigators request support, BIT can determine the viability of a cryptocurrency-related investigation by providing a tracing and analysis report.



PARTNERED WITH CHAINALYSIS TO FURTHER CRYPTO INVESTIGATIONS

The CPS Cyber Forensics Unit and U.S.-based blockchain data platform Chainalysis entered a unique partnership, putting the CPS and Calgary on the map for crypto investigations.

This public/private partnership designated the CPS as the training hub for cryptocurrency investigations in southern Alberta and provides the ability to investigate cross-jurisdictional crypto-related files, allowing for more proactive policing in the digital world.

CONTINUED CREATING SAFE PUBLIC SPACES FOR CALGARIANS

The CPS launched the Safe Public Spaces Action Plan, deploying as many resources as possible to support transit and bylaw partners in ensuring parks, pathways and transit networks were clearly established as safe places for the public. As part of this work, a Joint Management Team with city partners was created to ensure alignment and co-ordination of operational response plans, communications tactics and outreach opportunities related to safety in public spaces. While the CPS led with compassion and services, enforcement continued to be a critical component of the equation to public safety.

Transit-related enforcement in 2023

3,300

charges laid

5,600

warrants executed

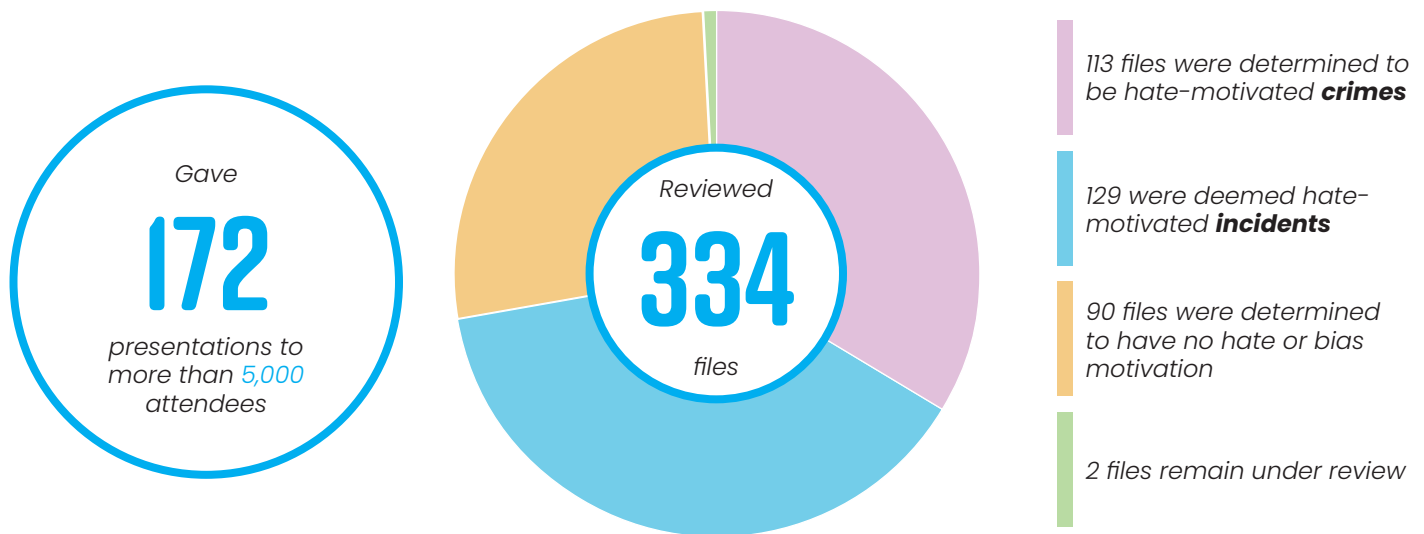
3,600

summonses issued

FOCUSED EFFORTS TO ADDRESS HATE-MOTIVATED INCIDENTS

In 2023, the number of reported hate-motivated incidents and crimes remained similar to 2022. Geopolitical events, such as the ongoing conflict in the Middle East, can temporarily increase reported incidents of hate. This was seen in 2023, with a temporary spike in reported hate-motivated incidents or crimes late in the year.

In 2023 the Hate Crime Prevention Team ...

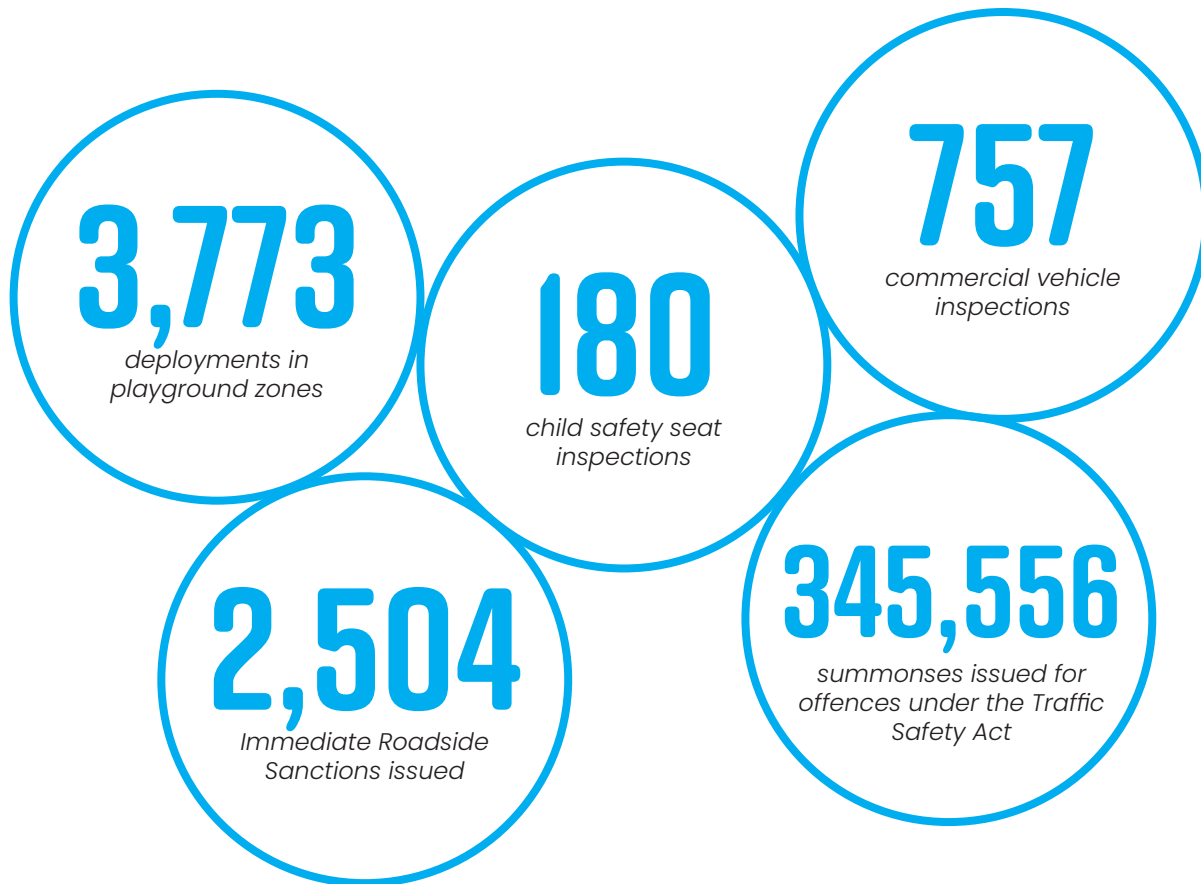


In early 2023, Chief Constable Mark Neufeld attended a symposium to hear directly from the community the impact of hate. The statistics showed that one in three Albertans experienced hate crimes and incidents, many of which go unreported. In response, the CPS launched Report Hate in the fall to increase awareness of hate-motivated crimes and incidents and implore Calgarians to report hate. The campaign, launched in partnership with Cavalry FC, ran on billboards, transit lines, and on social media. The campaign was combined with ongoing community meetings and outreach to not only educate and create awareness, but to also build stronger relationships between the CPS and communities across Calgary. The campaign aimed to reassure victims that their concerns would be handled with the seriousness and care they deserve.



PRIORITIZED TRAFFIC SAFETY THROUGH TARGETED ENFORCEMENT

The Traffic Unit received 1,802 Traffic Service Requests from citizens who had concerns about traffic safety in Calgary. By the end of 2023, officers had addressed roughly 81 per cent of these. Traffic officers helped keep road users safe by conducting targeted enforcement through impaired driving checkstops, commercial vehicle safety inspections and deploying in playground zones and residential areas. In the fall of 2023, the Service rolled out an e-ticketing platform, which greatly increased efficiency for frontline officers, reduced errors and streamlined the ticketing process.



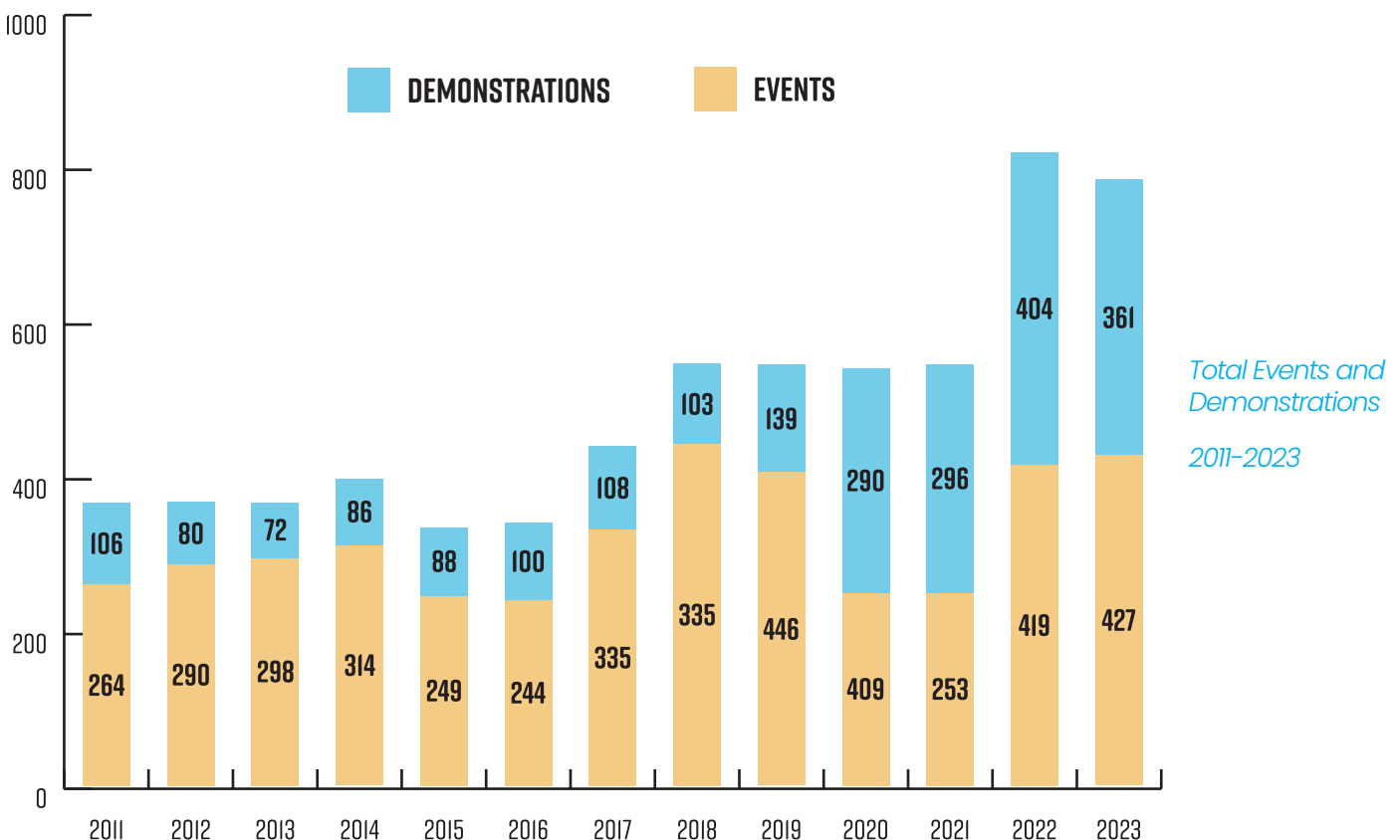
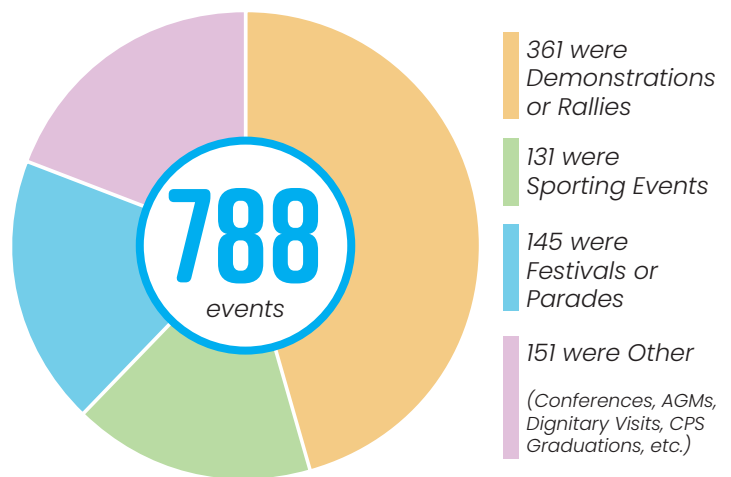
RESPONDING TO LARGE EVENTS IN CALGARY

MAINTAINED SAFETY AT HUNDREDS OF EVENTS THROUGHOUT THE CITY

From local causes to international events, many issues deeply affected Calgarians in 2023. The CPS recognizes the Charter rights of everyone, including freedom of expression and peaceful assembly, and balances that with the rights of the local community. Events varied greatly in cause and number of participants. In most cases, these events are a significant drain on operational police resources, including the Public Safety Unit, beats/bike teams, patrol officers, intelligence gatherers and the Major Events and Emergency Management Section. These resources from across the Service work together to

ensure public safety and peaceful protest through professionalism and de-escalation efforts. Their work is complemented by the CPS Police Liaison Team and Diversity Resource Team who also work closely with the organizers to facilitate lawful, peaceful and safe demonstrations.

Last year the CPS monitored...



ESTABLISHED A VISIBLE PRESENCE AT CALGARY STAMPEDE

The 2023 Calgary Stampede had the second-highest attendance in the event's history, with more than 1.3 million guests walking through the gates of Stampede Park and an estimated 305,000 people who attended the parade.

Significant efforts were made to prepare for the Stampede, which included the creation of a temporary ninth police district assigned solely to Stampede Park. The CPS worked closely with community partners – the Calgary Stampede, The City of Calgary and other emergency services – to maintain a visible police presence, identify and mitigate potential risks and keep all attendees and Calgarians safe.

428

*calls for service
during the 10 days
of Stampede*

*(a slight drop from 435
in 2022)*



ENGAGED MUTUAL AID PARTNERS TO ENSURE A SAFE WORLD PETROLEUM CONGRESS

In September, Calgary hosted more than 4,000 delegates and 15,000 visitors for the World Petroleum Congress, shining the spotlight on the city internationally. Security planning took two years and ultimately resulted in a successful and smooth event for the city.

The event's success can also be attributed to external and mutual aid partners including the RCMP, the Vancouver Police Department, the Edmonton Police Service, the Lethbridge Police Service, the Medicine Hat Police Service, the Tsuut'ina Nation Police Service, Calgary Transit and bylaw peace officers, the Calgary Fire Department, Calgary 911, Calgary Emergency Management Agency and Alberta Health Services.

ENSURED MODERN EVENT GOVERNANCE

The Commission updated its policy direction to the CPS around major policing event governance, prior to the World Petroleum Congress. The update incorporates lessons from the 2010 G20 Summit and the Freedom Convoy occupation in Ottawa. The new policy ensures that Council and the Commission can effectively carry out their governance responsibilities during major events, while respecting police independence.



PREVENTING CRIME IN CALGARY

MADE CRIME PREVENTION INFORMATION MORE ACCESSIBLE TO CALGARIANS

The CPS developed new resources for Calgarians, translated into multiple languages, which are available for download on www.calgarypolice.ca.

The Crime Prevention Team gave **65 presentations** about a variety of topics, including:

- fraud, including scams targeting seniors
- cybercrime
- property crime
- graffiti and vandalism
- personal safety



Take a look at our Crime Prevention materials

EDUCATED ABOUT VEHICLE THEFT THROUGH OPERATION COLD START

The CPS again partnered with law enforcement agencies across Alberta for Operation Cold Start. The crime prevention campaign, which the CPS started in 2016, aims to educate citizens about the high number of thefts that occur during winter months, and the risks of leaving vehicles running and unattended. From Jan. 30 to Feb. 3, 2023, CPS members proactively patrolled Calgary communities to look for vehicles that had been left running with the keys inside. They located 67 running vehicles.

In November, at the start of the 2023–2024 winter season, the CPS revamped Operation Cold Start to encompass all vehicle crime year-round, including theft of vehicles, theft from vehicles, catalytic converter theft and licence plate theft.



USED SOCIAL MEDIA TO EDUCATE CITIZENS ABOUT CRIME PREVENTION

Throughout the year, the Service partnered with organizations across Alberta to raise awareness about crimes impacting Calgarians and provide resources so that citizens can recognize red flags, protect themselves from victimization and report crime to police. This included social media campaigns during:

- Crime Stoppers Month
- Fraud Prevention Month
- Sexual Violence Awareness Month
- Cyber Security Awareness Month
- Family Violence Prevention Month

Using traditional and social media, the CPS also conducted a traffic safety education campaign in alignment with the Government of Alberta's Traffic Safety Calendar that focused on a variety of tips Calgarians can action to keep roads safe. These included intersection safety, distracted driving, seatbelt safety, speed, motorcycle safety, commercial vehicle safety, impaired driving, new drivers, back-to-school safety, pedestrian safety and child seat safety.

The CPS also ran seasonal crime prevention campaigns to educate citizens on:



Preventing bike theft



Preventing auto theft



Safe dating tips



Preventing break and enters of both residential and commercial properties



Keeping yourself and your property safe using the 9 PM Routine



Keeping property secure while travelling, camping and gardening



Keeping personal information secure while online shopping

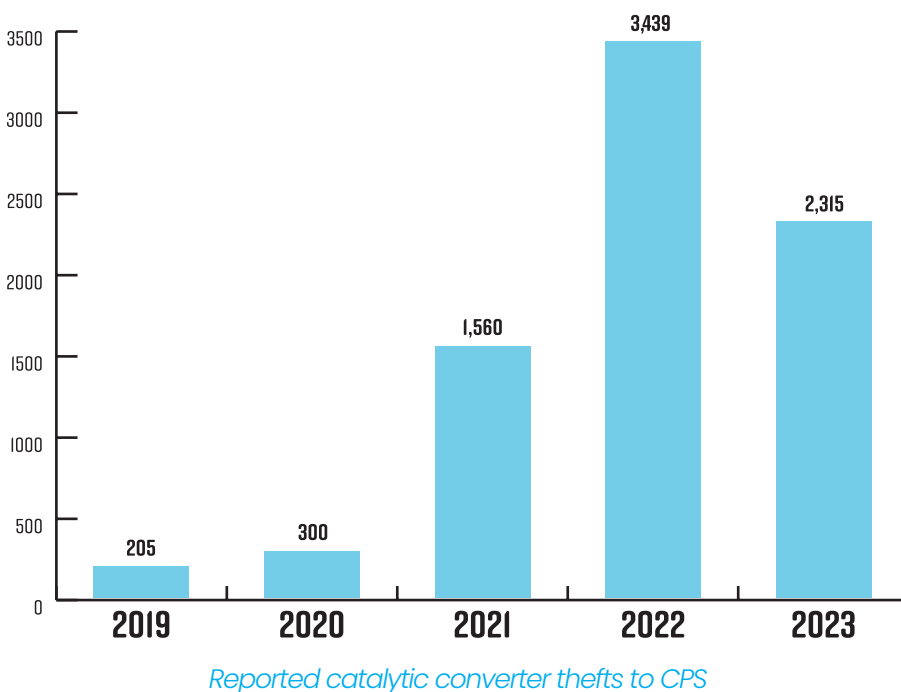
PROACTIVELY ADDRESSED SOCIAL DISORDER IN COMMUNITIES

The CPS has been working with The City of Calgary (including bylaw, the Calgary Fire Department, building codes and business licensing), Alberta Health Services and the Alberta Sheriffs, on the Co-ordinated Safety Response Team (CSRT). In November, CSRT received funding from The City of Calgary to address problem locations that impact the lives of the public and generate numerous calls for service. Using the combined legislative powers in this group, CSRT works with owners to remediate the problem or, if needed, demolish the properties. In 2023, CSRT:

- Monitored and worked with owners of more than 560 properties to remediate issues
- Demolished more than 30 properties

PARTNERED TO PREVENT CATALYTIC CONVERTER THEFTS

The CPS led a partnership with Kal Tire and the Alberta Motor Association to curb the trend of catalytic converter thefts. Through the partnership, Kal Tire offered Vehicle Identification Number (VIN) engraving onto a vehicle's catalytic converter for a low cost, allowing for the tracking and recovery of stolen catalytic converters. Several police agencies across the country have now adopted a similar program and the CPS members involved in this initiative were recognized with an Alberta Association of Chiefs of Police Crime Prevention & Community Policing Initiatives Award.



Members of the CPS also worked with The City of Calgary to update the Business Licence Bylaw to require salvage collectors, auto wreckers and salvage yard businesses to keep a comprehensive record of the catalytic converters they collect, including the seller's details, the buyer's details and associated vehicle details.

Since these changes have been made, there has been a decrease in the number of reported catalytic converter thefts in Calgary.

ENSURING A ROBUST CRISIS-RESPONSE APPROACH

The Service maintained the goal of ensuring Calgarians in crisis are provided the right resource at the right time. The CPS continued to provide community partners with funding through the Community Safety Investment Framework (CSIF), to support the growth and development of programs that support individuals in crisis.

*HELP (Human-centred
Engagement Liaison
Partnership), formerly DOAP*

HELP responded to

3,240

calls

5,140

*calls to the
consult line*

*Mobile Response
Team (MRT)*

2,595

calls with PACT dispatch

*Police and Crisis
Team (PACT)*

Of the

1,348

*calls that came in, 980
were managed by 211
without the need for
emergency services*

*Mental health and
suicide calls*

CONTINUED SUCCESS WITH CALGARY 911 AND 211 CALGARY CO-LOCATION

In 2023, the co-location initiative saw 7,150 non-emergency mental health calls diverted from police and transferred from 911 to 211, with 11,718 resources provided to callers.



LAUNCHED COMMUNITY MOBILE CRISIS RESPONSE

Through the CPS' partnership with the Alex, the Community Mobile Crisis Response (CMCR) teams launched in District 4 in February 2023. Soon after, the pilot expanded to District 5. In December 2023, CMCR teams expanded city-wide to serve Calgarians experiencing non-emergency mental health and addictions crisis.



WORKED WITH PARTNERS TO CONTINUE DEVELOPMENT OF REACH UP CALGARY

This initiative was formerly referred to as RIMHAC (Real-time Integrated Mental Health and Addiction Centre), but in 2023 the project was branded as REACH (Recovery, Empowerment, Advocacy, Compassion and Healing) Up Calgary. REACH Up Calgary is a concept for a co-location hub and short-term stabilization space with the goal of providing around-the-clock, on-site supports for individuals experiencing non-emergency mental health and/or addictions crisis. This concept is based on the best practices of notable organizations across North America.

The CPS believes a crisis response hub will diminish the current burden on the health care system, enhance alternative service delivery for first responders across all sectors and increase the continuity of care between service providers.

The next steps of REACH Up Calgary will be identifying a suitable location, determining partner roles and developing an implementation strategy.

UTILIZED GRANT FUNDING TO EXPAND CRISIS RESPONSE

In 2022, the Government of Alberta announced the Urban Strategies – Calgary Police Service Initiatives grant of \$5.6 million. Through 2023, the Service worked with community partners to develop and expand initiatives that support crisis response work. In the fall of 2023, funding allowed 211 Calgary to staff 10 additional crisis workers to support mental health and addiction calls. The funding also covered the 2023 installation of mental health clinicians within district offices, downtown beat and bike teams, and the Arrest Processing Section.



ENGAGING WITH THE COMMUNITY

ENGAGED WITH CITIZENS THROUGH SOCIAL MEDIA

As part of continued efforts to grow community safety, trust and confidence, the CPS introduced the CPS Constable (@CPSConstable) social media channels to open an opportunity for the public to get to know members authentically. Through these channels, members share their authentic stories, showcase their incredible work fighting crime and highlight their commitment to building connections with Calgarians and the communities they serve. The Service also launched YYCSeized (@YYCSeized) – a social media account to showcase the incredible work CPS members do to tackle crime and keep Calgary safe.

33,778

new followers

48.67
MILLION

users reached

MADE COMMISSION MEETINGS MORE ACCESSIBLE

The Commission also continued its effort to make police governance more accessible by investing in equipment that improved the sound and video quality of Commission meeting livestreams and recordings. Online meeting viewership almost quadrupled in 2023 to 400, and clips of meeting highlights are typically viewed by over 1,000 people.

4,449

*posts communicating
safety tips, important
information and human-
interest stories the Calgary
community has shared,
liked and engaged with*

CONNECTED WITH CALGARIANS WITH DIVERSE NEEDS

The Diversity Resource Team continued its work building relationships with communities to ensure equitable service for all Calgarians.

During the year, the team attended 105 community events and delivered 82 presentations about such topics as Canadian law and policing (presented to newcomers to Canada) and hate/bias. The team connected with members from the community at several events including the Caribbean Youth Summit, hosted at the CPS Westwinds headquarters, and Operation Tee-Time – a partnership with The City of Calgary that offered free golf lessons to youth from the South Asian community.

HIRED COMMUNITY MOBILIZERS TO FURTHER ENGAGEMENT EFFORTS

The CPS also welcomed nine community mobilizers to serve as civilian police ambassadors embedded within the community at the grassroots level. They engage with the community through training, education, facilitation of workshops and participation in community events, and work in tandem with the Diversity Resource Team to build and strengthen relationships with Calgary communities who have diverse needs.



MET WITH HUNDREDS OF CALGARIANS THROUGH COFFEE WITH A UNIFORM

Community Resource Officers held 45 Coffee with a Uniform events across Calgary, bringing officers and the community together. Coffee with a Uniform provides a safe space for police officers, community members and citizens to come together over a cup of coffee and share conversations on issues that matter.



INVOLVED CALGARIANS MORE DIRECTLY IN SETTING POLICING PRIORITIES

For almost 20 years, the Commission hosted annual community dinners that incorporated both public consultation and an awards evening. Coming out of the pandemic, the Commission reimagined the dinners by changing the event to a more intentional one-day engagement event called the Calgary Policing Summit.

Over 400 community leaders were invited to join the Commission at the summit, representing community associations, business improvement areas, professional associations, social agencies, religious communities, cultural organizations and other government agencies. Leaders from the CPS shared about the work underway and the proposed priorities for 2024, followed by participants having the chance to provide their perspectives and input.

The input received was incorporated into the 2024 Annual Policing Plan, along with results from the annual community perception research. The next summit is planned for May 2025, after which the event will become annual.

HEARD CALGARIANS' SUGGESTIONS AROUND POLICE COMMUNICATION

The Commission conducts community perception research each year. The focus in 2023 was on police communication. Focus groups representative of Calgary discussed how well communication from the CPS meets their information needs and how it could be improved. Many of the resulting recommendations have already been implemented.

CONTINUING THE JOURNEY OF RECONCILIATION

ENGAGED WITH THE INDIGENOUS COMMUNITIES

In 2023, the Indigenous Relations Team (IRT) was active in the community, fostering positive relationships with Indigenous communities, attending more than 100 cultural events, ceremonies and blessings, and, in consultation with Elders and community partners, providing investigative support, training and education with CPS members. Gathering to celebrate culture, leadership and the Indigenous ways of knowing ensures the CPS continues to incorporate traditional Indigenous teachings with members as the Service walks together in moments of celebration, but also moments of crisis and remembrance.

When hiring community mobilizers, four Indigenous community mobilizers were added to the IRT to help strengthen the relationships the Service has with local Indigenous communities.

EDUCATED THE SERVICE ON INDIGENOUS HISTORY

In July 2023, the 16-module Indigenous Education e-learning series was completed. The Service launched the mandatory e-learning series in early 2022, to underline why Indigenous knowledge and education is important to the CPS and discuss the Indigenous history and contemporary issues affecting Indigenous Peoples in Canada.

100

*events attended
by the Indigenous
Relations Team*

PERMANENTLY ACKNOWLEDGED INDIGENOUS CONNECTIONS

In early 2023, the CPS hung the Chief of Police Tipi inside the Westwinds headquarters. By permanently hanging the tipi on display, the CPS honours the spirit and intent of the tipi, and answers Calls to Action and Calls to Justice, by making it a focal point for CPS membership to understand the partnership with the Treaty 7 Nations and the longstanding relationships the CPS has with the community. The visual reminder of this partnership would not have been possible without the strong relationships CPS members have built, and continue to build, with Indigenous Elders, Knowledge Keepers, and the community.

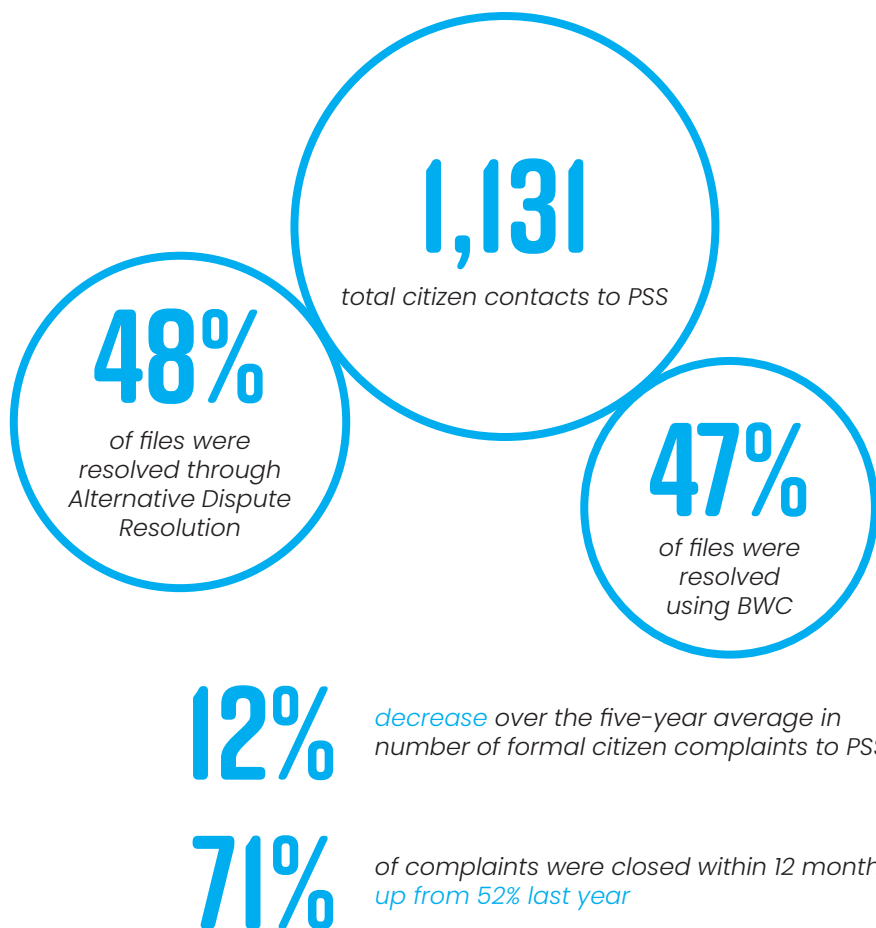


BUILDING TRUST AND CONFIDENCE WITH CALGARIANS

CREATED EFFICIENCIES IN THE PROFESSIONAL STANDARDS PROCESS

Notable gains were made in process efficiency and the use of clear and objective body-worn camera (BWC) footage, which benefited both citizens and CPS officers through more timely complaint resolution. At the start of 2022, there were nearly 400 open complaints with the Professional Standards Section (PSS). By the end of 2023, the team saw a 70 per cent reduction in open files, with a new average file closure time of six months.

PSS has also used other technology, such as the new online public portal, to create efficiencies in the process and to keep complainants informed on the progress of their files.



REMAINED COMMITTED TO ANTI-RACISM

Three years after the Notice of Motion to Calgarians, the CPS remains committed in the relentless pursuit toward anti-racism, equity and inclusion. In 2023, the Anti-Racism Strategic Roadmap was completed to serve as a blueprint for dismantling systemic racism at the CPS and advancing equitable outcomes for all Calgarians.

To ensure the work is aligned across the Service, the Racial Equity Office (REO) was established and is comprised of one sworn and two civilian members. The REO continues to partner with the Office of Respect and Inclusion, The City of Calgary Anti-Racism Program Team, and numerous diverse community partners to ensure alignment towards building trust and confidence and continuous delivery of excellence in service.

Moving into 2024, the REO will be expanding its anti-racism training, which was launched in late 2023, and will provide consultation and guidance to the Service on a variety of matters including community relationships, policy review, external and internal communication, file consultation and in-person workshops.

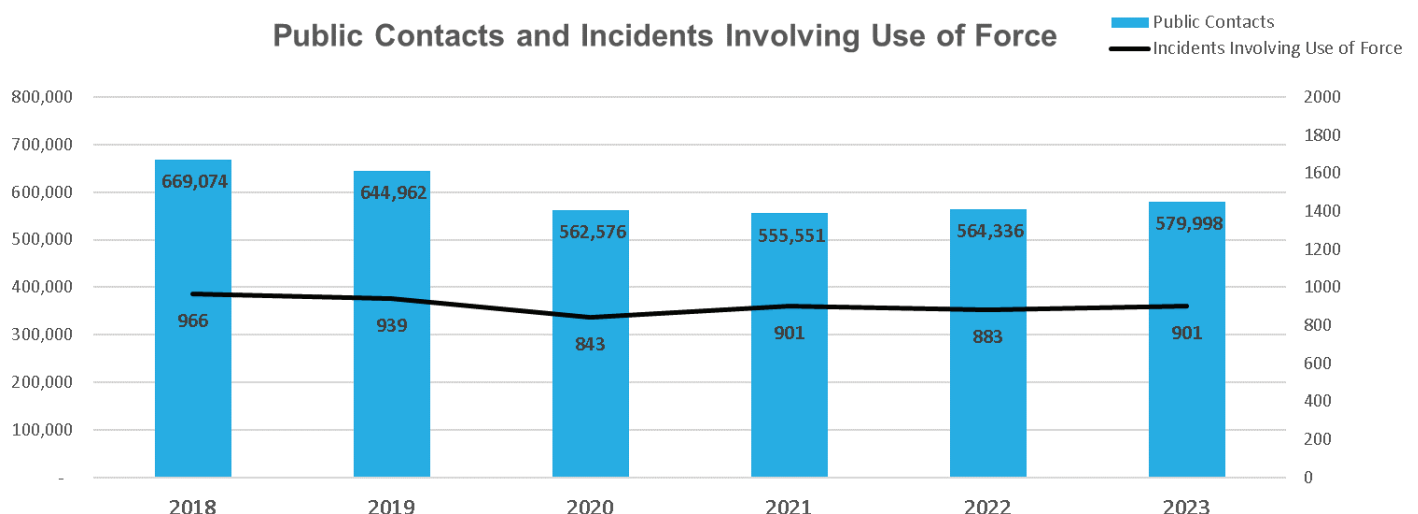
ADDED RESOURCES TO REVIEW USE-OF-FORCE INCIDENTS

De-escalation communication skills and policy compliance continued to be emphasized through training, report review and feedback. The Service increased staffing in the Continuous Development and Compliance Unit to review use-of-force incident reports, enabling timely feedback and continuous improvement.

The CPS also continues to research and introduce equipment improvements with the goal of de-escalating incidents for both officer and public safety.



Public Contacts and Incidents Involving Use of Force



SUPPORTING THOSE WHO SERVE



SUPPORTED MEMBERS' WELL-BEING

The CPS offers comprehensive and robust wellness programming to all members, both sworn and civilian. In 2023, the Service welcomed a new Executive Director to lead the Wellness and Culture Division. A new unit was also formed, the Organizational Wellness Unit, which oversees several programs directed at supporting members. The unit expanded and is now made up of the Early Intervention Program, the newly updated Spiritual and Emotional Care Program, Peer Support and the Reintegration Program. The Division continues to evolve and adapt along with the needs of the Service.

MADE STRIDES IN RESPECT AND INCLUSION EFFORTS

As part of the Service's commitment to provide a respectful, accessible, equitable, diverse and inclusive police service, the Office of Respect and Inclusion developed resource guides for CPS members to help better support and understand colleagues in the workplace and the community. The resource guides include information about how to use inclusive language when addressing topics such as age, sexual orientation, gender expression and identity, pronouns, disabilities, Indigenous Peoples and race and ethnic background.

The Office of Respect and Inclusion has also developed an equity framework and lens for members of the Service that can be applied to day-to-day work as well as new initiatives, projects and when implementing new processes and policies, to ensure the Service is moving forward with equitable practices.

The CPS strives to create a safe, diverse, inclusive and inspired environment for CPS members and those we serve. In doing so, the Office of Respect and Inclusion led a full review of the overall position of religion and spirituality in the Service. As a result of this review, the Service has made, and will continue to make, changes to existing programming and spaces across the Service to foster greater inclusivity in the workplace and better ensure religious neutrality. This includes changes to policy around Spiritual and Emotional Care (formerly the Chaplaincy program) and changes to the Constable Arthur Duncan Memorial Hall (formerly the CPS chapel).

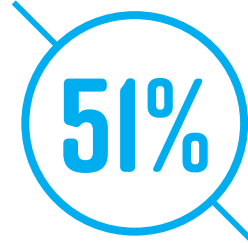
HIRED A CIVILIAN CHIEF PEOPLE OFFICER

In the summer, the CPS introduced a new deputy-level civilian Chief People Officer (CPO) role to lead the Bureau of People and Organizational Development. The position was created to enhance the supports available to members in learning, recruitment, human resources, and wellness, and to continue to build and foster a healthy, respectful workplace culture.

CONTINUED TO PRIORITIZE EMPLOYEE MORALE

The CPS continued consultation with members to identify and action recommendations to improve the workplace, through an organizational change plan called Pathways to Engagement. The Service identified more than 500 recommendations and actioned close to 400 of them. The CPS remains focused on continuous, long-term progress based on ongoing, real-time feedback from members. Although the CPS has seen an increase in the Employee Engagement Index (EEI), the Service is committed to long-term employee satisfaction and these efforts remain a priority moving forward.

The EEI *increased from 42 to 53* and the response rate increased to



which is the *highest since 2019* and the second highest ever.

INCREASED FRONTLINE STAFFING AND RECRUITMENT OUTCOMES

The Service exceeded the annual sworn recruitment target of 135, with 138 final hires. Twenty-one of the hires are experienced police officers who completed an expedited training program, which added support to the frontline in a timelier manner.

A total of 828 completed applications were received for the role of police officer, largely thanks to member referrals, recruiting outreach events and marketing initiatives such as the CPS' #CalgaryAdvantage campaign.



The Service also implemented new ways to support applicants with the process by launching the Women's Recruiting Bootcamp, releasing video-based workshops and offering open testing sessions for the Alberta Police Cognitive Abilities Test (APCAT).

Increased staffing continues to be a priority for the Commission, Council and the province moving forward. A provincial grant finalized at the end of 2023 will see the province fund 50 new police officers, in addition to the 130 new officers and 157 civilian staff that The City of Calgary has funded since 2022.

RECOGNIZING THOSE WHO SERVE

ALBERTA ASSOCIATION OF CHIEFS OF POLICE AWARDS

Outstanding Service Award

2

members

Awards for Crime Prevention
& Community Policing
Initiatives

11

members

Certificate for Crime
Prevention & Community
Policing Initiatives

1

member

ONE CITY AWARDS

Winner

1

member

Finalists

50

members

ALBERTA WOMEN IN POLICING AWARDS

He for She Award

1

member

Top 5 Under 5

2

members

Deb Jolly Leadership
Award

1

member

Civilian of the Year
Award

1

member

CALGARY POLICE COMMISSION AWARDS

Lifetime of Distinguished Service
Award

1

member

CPS CHIEF'S AWARDS

Award of Excellence

1

member

Award of Investigative
Excellence

5

members

Award of Valour

2

members

Community Service
Award

3

members

Excellence in Mental
Health Intervention
Award

3

members

Leadership Award

3

members

Life Saving Award

21

members

Life Saving Award -
Mental Health

4

members

Team Citations
-
4 teams

88

members

MEDALS

Order of Merit for
Police Forces

4

members

Police Exemplary
Service Medal

93

members

Queen's Platinum
Jubilee Medal
(Alberta)

42

members

Alberta Police Long
Service Medal

93

members

Alberta Emergency
Service Medal

195

members

CPS Distinguished
Service Medal

149

members

YEARS OF SERVICE RECOGNITION

20 Years of Service

18

members

25 Years of Service

71

members

30 Years of Service

8

members

35 Years of Service

8

members

40 Years of Service

12

members

45 Years of Service

4

members



CELEBRATED CPS MEMBERS AT THE CHIEF'S AWARDS GALA

Each year, the CPS honours citizens along with sworn and civilian members of the Service who performed exemplary acts of courage and commitment to their community.

Recipient stories often include countless examples of intervening in a mental-health crisis, life-saving efforts, going above and beyond to help advance or solve complex investigations and demonstrate outstanding community service and leadership skills.

For the first time, in 2023 the Calgary Police Youth Foundation and the Calgary Police Commission also recognized their own award recipients at the Chief's Awards Gala.

REIMAGINED THE CALGARY POLICE COMMISSION AWARDS

The Commission reimagined its Community Policing Awards following the pandemic. Many of the previous awards overlapped with other local award programs and the awards evenings that were originally intended to be community consultation events were no longer achieving their objective.

Instead, two new prestigious awards were presented to recognize lifetime achievements – the Lifetime of Distinguished Service Award and the Lifetime Achievement in Community Policing Award.

RECEIVED HUNDREDS OF MESSAGES OF APPRECIATION FROM CITIZENS

In 2023, members of CPS received 270 formal compliments from the public, and hundreds of other messages of appreciation sent in via mail, email and social media.



PROVIDING FORWARD-LOOKING GOVERNANCE

RETAINED CHIEF CONSTABLE MARK NEUFELD

Chief Neufeld was sworn in the spring of 2019 and was the fifth person in the five previous years to lead the CPS. He immediately found financial efficiencies that helped The City of Calgary reduce the planned 2020 property tax increase during a time of financial strain for Calgarians – including volunteering to have his salary reduced.

Through his time as chief, he has led the CPS through the pandemic, was one of the first Canadian police leaders in 2020 to acknowledge that systemic racism exists in policing and has put the CPS on a path of transformation.

To ensure leadership stability moving forward, the Commission extended Chief Neufeld's contract to keep him leading the CPS until 2027.

ESTABLISHED KEY PERFORMANCE INDICATORS

Following the approval of City Council's 2023–2026 Service Plan and Budget, Council asked the Commission to clarify how the effectiveness of the CPS was being measured. While the Commission and CPS have always had a range of performance indicators used to assess the success of annual plans, 12 high-level key performance indicators were formalized as what the Commission and Council will use to assess the CPS' performance.

HOW IS THE PERFORMANCE OF CALGARY'S POLICE MEASURED?

- Crime rate
- Case clearance rate
- Response time
- Calgarians' feeling of safety
- Calgarians' trust in the police
- Calgarians' belief that policing is done fairly
- Operating costs per capita
- Time spent on proactive policing
- Amount of crisis calls being safely diverted
- Recruits that reflect Calgarians
- Employee morale and engagement

UPDATED THE CALGARY POLICE COMMISSION BYLAW

The bylaw that establishes the rules for the Commission had not been substantially updated since 1997. Sections of the bylaw could no longer be followed because of changes to provincial legislation and shifts in the expectations on police governance boards. The amended bylaw brings the legal requirements for the Commission in line with modern police governance practices.

INTEGRATED PROVINCIALLY APPOINTED COMMISSIONERS

Amendments to Alberta's Police Act gave the provincial Minister of Public Safety and Emergency Services the ability to appoint three police commissioners. The Commission received the three new commissioners in April 2023. This change resulted in a new composition of the Commission consisting of two city councillors, seven Council-appointed community members and three provincially-appointed community members.



POLICE BUDGET

CALGARY POLICE SERVICE OPERATING BUDGET (ROUNDED TO \$ MILLIONS)

EXPENDITURES	2023 (BUDGETED)	2023 (ACTUAL)	2024 (BUDGETED)	CATEGORY DETAILS
Salaries and Wages	490	472	495	<p>Payroll for all employees (both police officers and civilian staff) including mandatory employer contributions, statutory premiums, shift premiums and court time. All salaries and any related premiums are negotiated by The City of Calgary's Labour Relations Unit with the assistance of the CPS' management.</p> <p>The CPS is filling vacancies as quickly as possible, but a backlog of open positions still remains due to increased turnover and decreased training capacity during the pandemic, resulting in lower spending on salaries.</p>
Overtime & Call Out	11	23	11	<p>Overtime and call out for hours worked in excess of a shift or when investigations or major events require additional staffing. Officers are often required to finish laying charges or supporting victims of an incident past when their shift is supposed to end in order to maintain officer continuity. This results in some unavoidable overtime. The Service actively manages overtime of both officers and civilians.</p> <p>High overtime costs were due to increased protest and large event policing, and the need to cover vacant positions by offering overtime to other employees.</p>
Materials and Supplies	19	15	16	<p>Body-worn camera subscription fees, ammunition and equipment life cycling, uniforms, computer hardware and software requirements, vehicle replacement parts, etc.</p>

CALGARY POLICE SERVICE OPERATING BUDGET (ROUNDED TO \$ MILLIONS)

EXPENDITURES	2023 (BUDGETED)	2023 (ACTUAL)	2024 (BUDGETED)	CATEGORY DETAILS
Contracted Services	19	20	19	<p>Contracted healthcare services, psychological supports, crime testing kits, labour relations support, external legal expertise, and specialized consultants to support long-term strategic plans (including the Service's anti-racism and inclusion work).</p> <p>This category includes funding that provides external wellness supports to employees and their families.</p>
Insurance and Security	14	14	14	Contracting commissionaires for security and photo enforcement support (\$9 million annually), and insurance for all vehicles and facilities (\$5 million annually).
Maintenance and Rental of Equipment and Buildings	17	18	18	Janitorial services, building maintenance, computer hardware and software maintenance, and leasing costs for facilities not owned by the Service.
Utilities	5	5	5	Electricity, natural gas, water and sewer for all police facilities.
Vehicle Operation	6	7	6	Fuel for vehicles and specialty equipment, vehicle repairs, tires and maintenance. Replacement parts are captured separately in the materials and supplies category and vehicle replacement is captured separately in the capital budget.

CALGARY POLICE SERVICE OPERATING BUDGET (ROUNDED TO \$ MILLIONS)

EXPENDITURES	2023 (BUDGETED)	2023 (ACTUAL)	2024 (BUDGETED)	CATEGORY DETAILS
Business Expenses	5	5	5	<p>Mandatory recertification training, courses for skills upgrading, investigative travel, membership fees, volunteer expenses, and youth programing expenses (estimated at \$2 million annually).</p> <p>Mandatory recertification training, courses for skills upgrading, investigative travel, membership fees, volunteer expenses, and youth programing expenses (estimated at \$2 million annually).</p> <p>The Service tries to bring trainers to Calgary instead of sending groups of employees on trips. However, travel for some training is unavoidable. The Service estimates approximately \$2,000 annually in training costs for each police officer, but actual costs vary depending of training needs.</p>
Communication Expenses	8	7	8	Postage for tickets and other outgoing mail, cellphone data and airtime, radio network maintenance, advertising, printing, and promotional campaigns.
Contributions to Reserve Funds	6	6	6	Savings for known future expenses, including lifecycle replacement and major maintenance of the HAWCS helicopters, replacement of red light cameras, and vehicle replacement.
<i>HAWCS Reserve</i>	<i>1</i>	<i>1</i>	<i>1</i>	
<i>Red Light Camera Reserve</i>	<i>0</i>	<i>0</i>	<i>1</i>	
<i>Court Fine Reserve</i>	<i>1</i>	<i>1</i>	<i>0</i>	
<i>Vehicle Reserve</i>	<i>4</i>	<i>4</i>	<i>4</i>	
TOTAL EXPENDITURES	600	592	603	

CALGARY POLICE SERVICE OPERATING BUDGET (ROUNDED TO \$ MILLIONS)

FUNDING SOURCES	2023 (BUDGETED)	2023 (ACTUAL)	2024 (BUDGETED)	CATEGORY DETAILS
Municipal Taxes	485	485	489	While provincial grants, fines, user fees and other revenues reduce the cost of policing, the bulk of the police budget is funded using tax dollars collected by The City of Calgary.
Fines and Penalties	47	34	47	Income from tickets issued through photo radar, speed on green cameras, red light cameras, and officer traffic stops. Changes to provincial regulations around automated enforcement led to fine revenue being lower than projected.
Provincial Grants	36	34	34	The province funds approximately 330 police officers through the Policing Support Grant. Another 50 officers will be added through an additional grant starting in 2024 that is not reflected in the current budgeted number.
Sales of Goods & Services	25	31	26	Fees are charged for some services, including providing airport security, policing large events, monitoring scrap sales, providing security clearances, and providing officers and other supports to provincial policing initiatives.
Alarm Bylaw Fees	1	1	1	Permit and false alarm infraction fees for security alarms.
Miscellaneous Revenue	2	2	2	Sale of assets, Calgary Police Youth Foundation donations, interest income from reserve accounts, and any other miscellaneous income.
TOTAL FUNDING	596	587	599	

RECOVERIES	2023 (BUDGETED)	2023 (ACTUAL)	2024 (BUDGETED)	CATEGORY DETAILS
Internal Cost Recoveries	4	5	4	Costs recovered from other City of Calgary business units for policing services at events, use of the Service's two-way radio infrastructure, and security clearances.
TOTAL RECOVERIES	4	5	4	

CALGARY POLICE SERVICE CAPITAL BUDGET (ROUNDED TO \$ MILLIONS)

EXPENDITURE	2023 (BUDGETED)	2023 (ACTUAL)	2024 (BUDGETED)	CATEGORY DETAILS
Facilities	48	4	47	Infrastructure maintenance for 29 owned facilities and 14 leased facilities. Included in this capital budget are carried-over funds for a district office replacement (\$33 million) and new indoor firearms range (\$10 million).
Vehicles	15	10	5	Lifecycle replacement of vehicle equipment and vehicles. The Service has over 1,250 vehicles that are typically replaced after seven years or 150,000 km. This expense is covered from savings in the vehicle reserve fund.
Equipment	6	2	5	Upgrading standard issue equipment and lifecycle replacement of red light cameras. The cost of red light camera replacement is covered from savings in the red light camera reserve fund.
Communications	6	4	7	Lifecycle replacement of existing communication systems, including portable radios, phones, and network infrastructure.
Computers	5	3	6	Lifecycle replacement of hardware, servers/ storage, and security infrastructure.
Automated Fingerprint Identification System	1	0	1	Carried-over funding for a system lifecycle replacement.
TOTAL EXPENDITURES	81	23	71	

POLICE CONDUCT COMPLAINTS

The Commission and the CPS make statistics on police conduct complaints public in two reports. High-level statistics are reported in the annual report, followed by a detailed report being released on the CPS' Community Accountability webpage later in the year to outline how complaints were addressed.

POLICE CONDUCT COMPLAINTS

	2019	2020	2021	2022	2023	5 YEAR AVG	2023 VS 5 YR AVG
Total Files Opened*	1224	1368	1434	1199	1228	1291	-4.50%
Contacts	831	888	977	796	879	874	0%
Complaints	262	298	331	285	252	286	-12%
Internal Complaints	60	106	43	46	46	60	-24%
46.1 Files	35	41	49	42	31	40	-22.50%
Criminal/Statutory Files	36	35	34	30	20	31	-35.50%

DEFINITIONS

Contacts:

When a member of the public contacts the CPS to raise a concern about police conduct, make an inquiry or request assistance. These can later turn into complaints.

Complaints:

A complaint about the conduct of a police officer where the actions may have been a violation of police regulations or policies.

Internal Complaints:

A complaint investigation initiated by the CPS itself regarding the conduct of a police officer where the actions may have been a violation of police regulations or policies.

46.1 Files:

Notifications sent to the Commission and province about a police action that resulted in serious injury or death. These can lead to an investigation by

the Alberta Serious Incident Response Team if the province determines it is within their mandate.

Criminal/Statutory Complaint:

A complaint about an act by a police officer that may contravene provincial or federal legislation, like the Criminal Code. These complaints can be generated by a member of the public or by the CPS itself.

COMPLIMENTS FROM THE PUBLIC RECOGNIZING POLICE OFFICERS

	2019	2020	2021	2022	2023	5 YEAR AVG	2023 VS 5 YR AVG
Compliments	305	326	324	306	270	306	-22%

COMPLAINTS AGAINST THE CHIEF

In 2023, the Commission received two complaints against the police chief. Of those, one was dismissed because it did not meet the legal requirements for a complaint against the police chief. The other complaint was withdrawn by the complainant.



SERVING CALGARIANS IN 2024

In 2024, the Service has identified four high-level focus areas to direct CPS priorities.

Through a continued commitment to these four pillars, the CPS will:

1. Continue to create and sustain workplaces where people are healthy, safe and engaged
2. Resource the Service to maximize organizational performance and employee well-being
3. Advance anti-racism commitments
4. Progress a culture of accessibility, inclusion and belonging
5. Foster community safety and well-being
6. Build public trust and confidence
7. Achieve excellence in service delivery
8. Be fiscally responsible while delivering quality service
9. Maintain efficient and accessible data



Through this work, the CPS remains strongly committed to serving Calgarians with respect, honesty, integrity, compassion, fairness, courage and accountability.

ADDITIONAL RESOURCES

ALTERNATIVE CALL-RESPONSE & COMMUNITY SAFETY INVESTMENT FRAMEWORK

<https://www.calgary.ca/social-services/funding/community-safety-investment-framework.html>



ANTI-RACISM EFFORTS

<https://www.cps-arac.ca>



ANNUAL POLICING PLANS, OUR STRATEGY AND 2022 ANNUAL REPORT

<https://www.calgary.ca/cps/public-services/community-accountability/budget-and-priorities-.html>



BUDGET

<https://www.calgarypolicecommission.ca/budget>



ADDITIONAL RESOURCES

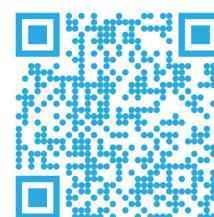
CRIME STATISTICS

<https://www.calgary.ca/cps/statistics/calgary-police-statistical-reports.html>



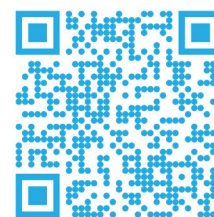
POLICE ACCOUNTABILITY

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



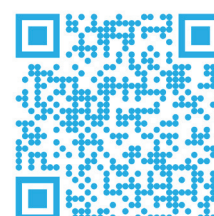
POLICE OVERSIGHT

<https://www.calgarypolicecommission.ca>
<https://www.alberta.ca/policing-police-oversight>



ENGAGEMENT RESULTS

<https://www.calgarypolicecommission.ca/reports>





CALGARY
POLICE
SERVICE

