

REPORT TO CALGARY POLICE COMMISSION

2021 Anti-Racism, Equity, Diversity & Inclusion Action Committee
Date

2021 01 26

Commission Role

- Information only Approval

Type of Meeting

- Full Commission meeting
 Governance and Personnel (G&P) Sub-Committee
 Finance and Audit (F&A) Sub-Committee
 Complaint Oversight (COC) Sub-Committee

CALGARY POLICE SERVICE |

ANTI-RACISM, EQUITY, DIVERSITY & INCLUSION ACTION COMMITTEE
Land Acknowledgment

In this time of reconciliation, we believe it's important we recognize that we are in traditional Blackfoot territory and give proper recognition and honour to the original Treaty 7 Nations of this land.

*This includes the Blackfoot Confederacy of the Siksika (**Slg-slg-ga**), Kainai (**Guy-neye**) and Piikani (**Bee-gun-nee**) Nations; as well as the Tsuu T'ina (**Soot-tln-a**) Nation; and the Iyathe (**E-a-hay**) Nakota people of the Bearspaw, Chiniki (**Chln-l-kee**), and Wesley Nations. We also want to acknowledge the Metis Nation of Alberta who share a deep connection to this land.*

We also acknowledge all people who make their home in the Treaty 7 region of Southern Alberta.

Purpose

To identify actions taken by the Calgary Police Service's (CPS) Anti-Racism, Equity, Diversity & Inclusion Action Committee (hereafter known as Action Committee) since their establishment on 6 December 2020. The Action Committee is mandated to re-imagine policing in Calgary through the co-development and delivery of the *CPS Anti-Racism, Equity, Diversity & Inclusion Strategy* with our communities.

The Committee is being developed as part of our commitment to our Service, the public, our communities, City Council and the Calgary Police Commission (CPC) on how we will address systemic racism. It will assist us with re-imagining policing in Calgary through both short and long-term actions.

- Obligation under the *Police Act*
- Update on progress
- Other: (x)

Background / Issue

On 15 June 2020, Council unanimously passed Notice of Motion, C2020-0715, *Calgary's Commitment to Anti-Racism*. This motion directed that the CPC report back on CPS' current and planned anti-racism actions and plans for engaging our communities on the future of policing in a diverse city. On 15 September 2020, the CPS delivered a response outlining our commitment to addressing systemic racism through both immediate and long-term actions.

During the week of 23 November 2020, City Council debated this budget submission as well as the funding structure of the Community Safety Investment Framework (CSIF), which is Administration's response to Notice of Motion C2020-1266, *Reallocating Police Budget Resources to Support Community Safety*. Council directed that \$8 million be allocated from the City's Fiscal Sustainability Reserve to seed the CSIF. Council also encouraged the CPS, through the CPC, to participate financially in CSIF.¹

In CPC's October report to the City of Calgary on the CPS' budget adjustments, a total of \$10 million was committed to the following:

- \$8 million earmarked for enhanced partnerships, commitments to anti-racism, equity, diversity and inclusion, service delivery and alternative call response, and
- \$2 million earmarked for police program evaluations and reviews.

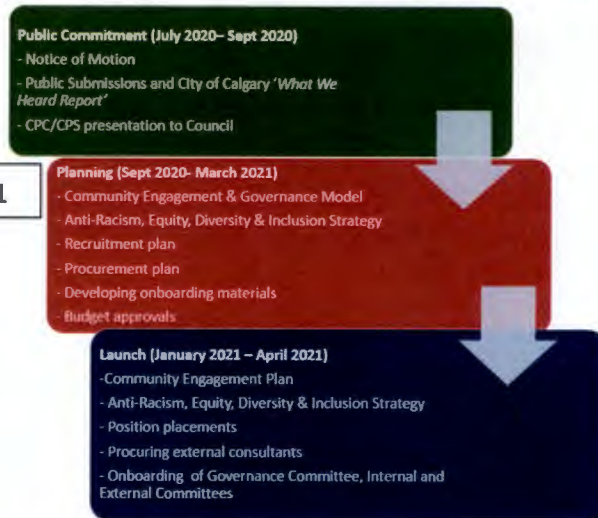
¹ Administration (2020). City of Calgary Administration 12-16-2020.

Planning Analysis

The Action Committee is being led by A/Inspector Avril Martin and Manager, Katy Doucette. The Committee leads report to Superintendent Asif Rashid and Deputy Chief Katie McLellan. The Committee will be informed by and receive strict governance from internal and external (community and membership) based advisory boards. Planning to date has been divided into three phases, which is in alignment with City Administration planning (see Figure 1).

Anti-Racism Equity, Diversity & Inclusion Action Committee

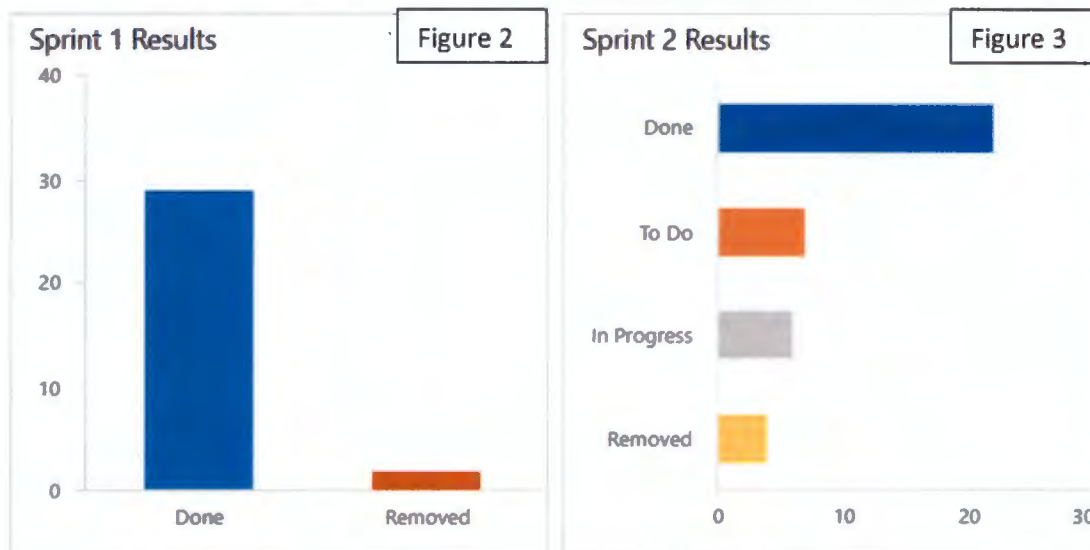
Figure 1



These phases are built and time-lined into three-week sprints (see Attachment A: Gantt Chart). Priorities are amended and adjusted in between sprint intervals. Sprints are how the Action Committee delivers on the plan. Once the *strategy* is developed, a finite number of Sprints will be identified.

Please note that this report was completed in the middle of the second sprint (data extracted on 21 December 2020).

This data shows that the Action Committee leads have completed over 50 tasks with an additional 12 in progress due for completion at end of the second sprint (see Figures 2 & 3). A detailed list of tasks is available by email upon request (see Attachment B: Completed TFS Tasks).



Stand out deliverables from Sprints 1 & 2 (6 December 2020 – 21 December 2020) include:

- Action Committee mandate
- Key performance indicator (KPI)1 - detailed below

- *Community Engagement & Governance Model* - detailed below
- Published internal recruitment letter – Internal Anti-Racism Committee
- Published external recruitment letter – External Anti-Racism Committee
- Project plan & schedule
- Developed Team Foundation Server (TFS) collection for project implementation and monitoring
- Integration into City of Calgary anti-racism RFP process with participation from Committee leads on RFP evaluation panel and consensus board
- Initial identification of all CPS leads on anti-racism related work
- CPS first steps towards RFP process for anti-racism consultants:
 - Communications Engagement Strategist (AR & EDI Lens)
 - External Engagement Consultant (AR & EDI Lens)
- CPS exploring contractual options with non-profits and community partners for a Trauma Specialist (AR & EDI Lens)
- EOI drafted for internal Engagement Lead – one position
- Established regular meetings between City Administration and CPS

Indigenous Roadmap

- Advisory Board Strategic Planning Day November 2020
- HVAC specialist ensured a CPS boardroom could hold smudges. This is an important step towards the creation of an Indigenous “Sacred Space”
- Due to COVID restrictions and the cancelation of Stampede 2020, CPS raised the Indigenous Tipi on site. This was done in consultation with the Indigenous Advisory Board and shows continuous commitment to honour Indigenous people.

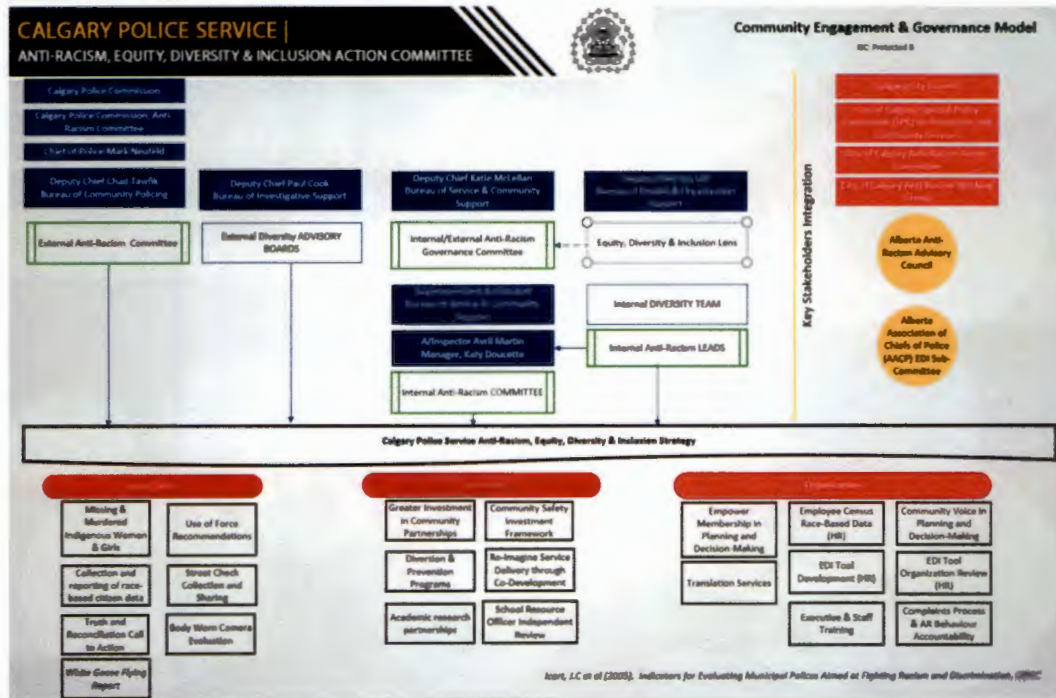
Equity, Diversity & Inclusion Lens

- Contract negotiations are in the final stages for a single sourced consultant. This contract will assist the CPS in developing and applying an EDI tool to several pilot areas, delivering training to build the understanding and skills for utilizing an EDI lens and collaborating with other consultants supporting the anti-racism work. It is also part of a longer-term strategy to build knowledge and capacity for utilizing an EDI lens to ensure that CPS’s policies, practices and programs consider a diverse set of perspectives.

Structure

Outreach and engagement are critical in all stages to ensure that identified stakeholders and community voice drive decisions and outcomes. The *Community Engagement & Governance Model* was developed to capture the community voices and governance requirements for this work (see Figure 4). This is in line with City Administration’s approach, based on the Centre de recherche sur L’immigration L’ethnicite et la Cioyennete (CRIEC) Framework.

Figure 4



Legend:

- Blue:** Internal Governance Structure
- Red:** External Governance Structure and CRIEC Framework Pillars
- Green:** Newly Established Anti-Racism Committees
- Black:** Strategy and Its Key Result Areas (Identified Work)

Measuring Success

The identification of community-based outcomes must be co-developed with our communities, the CPC, our membership and City Administration. In the meantime, implementation results will ensure we maintain course on the path we have committed to. We will ensure outcomes reporting is aligned with the City of Calgary by following Results-Based Accountability (RBA) methodology.

We have identified our first **Key Performance Measure KPI 1** (RBA: How much did we do?), which reports on our total investment (cash, time and in-kind) in anti-racism, equity, diversity and inclusion work. As a result of CPS' budget adjustment, reporting on time or in-kind investments is an opportunity that showcases our commitment to our communities and partners.

Sustainability

A key driver of sustainability will be joint planning and agreement between CPS, City Administration, and our community partners. Currently, sustainability is the single largest risk facing these investments. We risk negatively impacting our communities if positive changes are

stopped because funding models are not sustained, or alternatives not developed for on-going operational costs.

Next Steps

Upcoming stand out deliverables for Sprint 3 (4 January 2021- 22 January 2021) include:

1. Develop on-boarding materials for all internal and external Committees
2. Launch internal and external Committees
3. Report to CPC Finance and Audit Committee on 13 January 2021
4. Participation with the City of Calgary on their RFP evaluation process
5. Development of a CPS RFP for Anti-Racism consultants – External Engagement Consultant & Communications Engagement Strategist
6. Strategic Planning Day on 25 January 2021 with all internal work leads to co-ordinate all investments to ensure Service-wide alignment with the intended objective of addressing systemic racism
7. Commit to CPC strategic planning session
8. SRO evaluation will be presented to CPS ELT

Indigenous Roadmap

- Continued work with the *Indigenous Roadmap* – to ensure CPS is purposefully responsive to the Truth and Reconciliation Commission (TRC) Calls to Action and the Murdered and Missing Indigenous Women and Girls (MMIWG).

Equity, Diversity and Inclusion Lens

- Immediate next steps include onboarding the consultant, coordinating training and determining pilot sites for the application of the tool.

Number six is critical for the development of a CPS Anti-Racism, Equity, Diversity & Inclusion Charter to ensure all work area leads are on the same page with purpose, deliverables and timelines. The outcome of this day is the first step towards the development of the strategy.

Conclusion

The Anti-Racism Action Committee updates will be forthcoming to the Executive Leadership Team (ELT) on a regular and ongoing basis. Future updates will be presented at the CPC Anti-Racism Sub-Committee.

Attachments (if any)

Attachment A: *Gantt Chart*

Attachment B: *Completed TFS Tasks*

Attachment C: *Community Engagement and Governance Model*

Approval signatures

Avril Martin

AUTHOR signature:

A/Inspector Avril Martin & Manager Katy Doucette

2020-12-11

(Name), (Rank)

Date

Bureau of Services and
Community Support

Strategic Planning and Partnerships
Division

REVIEWED BY signature:

Superintendent Asif Rashid

2020-12-11

(Name), (Rank)

Date

Bureau of Services and Community
Support

Strategic Planning and
Partnerships Division

EXECUTIVE SPONSOR signature:

Deputy Chief Katie McLellan

2020-12-11

(Name), (Rank)

Date

Bureau of Services and Community
Support

Strategic Planning and Partnership
Divisions

CHIEF OF POLICE signature:

(YYYY MM DD)

Mark Neufeld, Chief of Police

Date

Office of the Chief

Attachment A: Gantt Chart

Anti-Racism Equity, Diversity & Inclusion Response

Calgary Police Service
A/Inspector Avril Martin
Manager Katy Doucette

Project Start: Mon, 1-4-2021

Display Week: Team Foundation Server Sprints

Nov 30-Dec 11 Dec 14-Jan 1 2020	Jan 4-Jan 22 Jan 25-Feb 12 2021	Feb 15-Mar 5 Mar 8-Mar 25 2021	Mar 26-April 14 April 15-May 4 2021	May 5-May 24 May 25-June 11 2021
---------------------------------------	---------------------------------------	--------------------------------------	---	--

TASK	ASSIGNED TO	PROGRESS	START	END	Nov 30-Dec 11 Dec 14-Jan 1 2020	Jan 4-Jan 22 Jan 25-Feb 12 2021	Feb 15-Mar 5 Mar 8-Mar 25 2021	Mar 26-April 14 April 15-May 4 2021	May 5-May 24 May 25-June 11 2021
Phase 1 PUBLIC COMMITMENT	CPS Executive Leadership Team Calgary Police Commission	Completed	07-01-2020	09-01-2020					
Notice of Motion (NOM)	Chief Mark Neufeld	100%	09-10-2020	09-10-2020					
CPC/CPS Presentation to Council	Chief Mark Neufeld	100%	09-10-2020	09-10-2020					
Phase 2 PLANNING & DEVELOPMENT		In Progress	11-30-2020	04-14-2021					
Approved Community Engagement & Governance Model	Avril Martin/Katy Doucette	95%	11-30-2020	01-01-2021					
Community Engagement Plan	Avril Martin/Katy Doucette	0%	01-04-2021	02-12-2021					
Communications Strategy	Corwin Odland	15%	12-11-2020	01-22-2021					
External Advisory Collaborative Recruitment Plan	Avril Martin/Katy Doucette	40%	12-01-2020	01-22-2021					
Internal Action Committee Recruitment Plan	Avril Martin/Katy Doucette	40%	12-01-2020	01-22-2021					
Trauma Consultant - Procurement Plan	Avril Martin	20%	12-01-2020	02-12-2021					
Community Engagement (grass roots) - Procurement Plan	Avril Martin	20%	12-01-2020	04-14-2021					
Customer Relations Management database CRM - Procurement Plan	Avril Martin/Katy Doucette	15%	12-01-2020	01-25-2021					
HR Overages to support CRM - Procurement Plan	Avril Martin	0%	12-01-2020	01-04-2021					
Internal Diversity Educator - Procurement Plan	Avril Martin	10%	12-01-2020	01-22-2021					
Internal Lead Coordination - Reporting Chain	Avril Martin/Katy Doucette	25%	12-01-2020	01-22-2021					
Project Schedule and TFS Development	Katy Doucette	100%	12-11-2020	12-11-2021					
Schedule, Plan and Deliver CPS Leads - STRATEGIC Planning Session	Katy Doucette	0%	01-04-2021	01-22-2021					
Signed Anti Racism Charter	Katy Doucette	15%	12-01-2020	02-12-2021					
ELT Presentation on Charter and Strategy	Avril Martin/Katy Doucette	0%	12-01-2020	02-12-2021					
Develop Onboarding Materials + CPS onboarding	Elizabeth Ly/Avril Martin/Katy Doucette	0%	01-11-2021	01-22-2021					
Benchmarking Alignment & Questions	Katy Doucette	25%	11-30-2020	01-25-2021					
Governance Reporting	Katy Doucette	ongoing	11-30-2020						
Budget Approval	Avril Martin/Katy Doucette	10%	11-30-2020	01-22-2021					
Phase 3 LAUNCH			01-04-2021	04-14-2021					
CPC Engagement on Charter and Strategy	Katy Doucette	0%	02-15-2021	03-05-2021					
Advisory Engagement on Charter and Strategy	Avril Martin/Katy Doucette	0%	02-15-2021	03-05-2021					
AR Discussion Diversity Team Boards	Avril Martin/Katy Doucette	0%	01-04-2021	02-12-2021					
Placement of Staff	Avril Martin/Katy Doucette	0%	01-04-2020	04-14-2021					
TFS Onboarding for all Leads	Katy Doucette	10%	01-04-2021	01-25-2021					
Procure External Consultants	Avril Martin	0%	04-15-2021	05-04-2021					
Communication Plan Monitoring	Corwin Odland	0%	01-04-2021	09-17-2021					
Onboarding Committees	Avril Martin/Katy Doucette	0%	01-04-2021	01-22-2021					
Alignment of City Action Committee and CPS Adviso	Avril Martin/Katy Doucette	0%	01-25-2021	09-17-2021					
Alignment of City and CPS Response Teams (Backbo	Avril Martin/Katy Doucette	0%	01-04-2021	09-17-2021					
Governance Reporting	Katy Doucette	ongoing	01-04-2021	09-17-2021					
Phase 4 On-going Outreach & Engagement									
Pending									

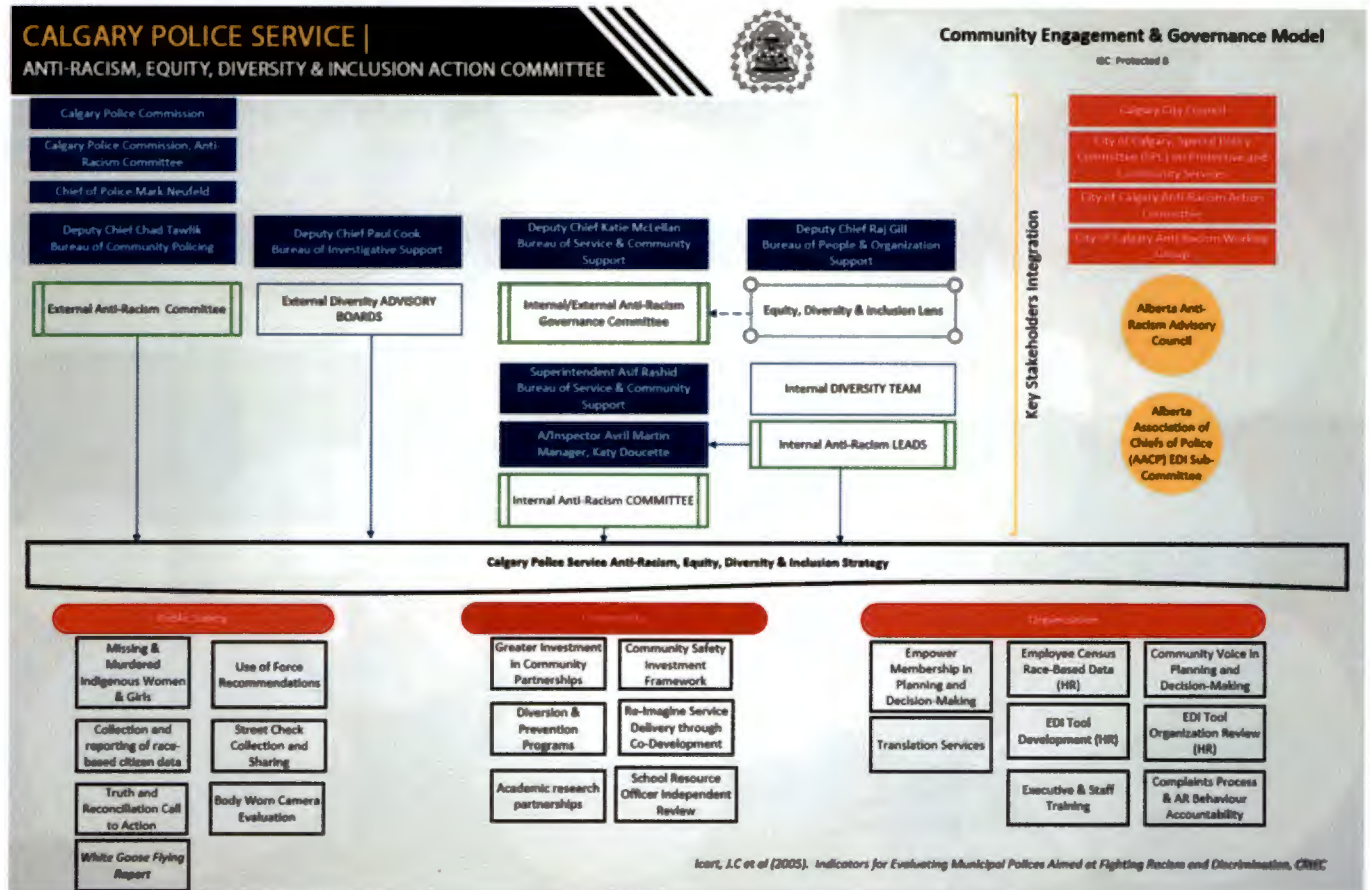
Attachment B: Completed TFS Tasks

ID	Title	Priority	Work Item Type	State	Iteration Path
376	Define Mandate	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
379	Header	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
386	Ext. Collab Write a letter to Call to Action external participants to apply – one-page CL in response	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
387	Update Diversity Team of changes	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
388	Ext Collab Create new engagement approach	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
390	Engage Corwin PAMRU on all needs - EOI out of the gate	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
392	Lorie Cowley on approved vendor list	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
393	Kim Assaily on process for consultants	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
397	Internal AC Create a new engagement approach	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
398	LEADS Identify Leads of work only	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
406	Meet with Elizabeth Ly and Bev on backbone	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
412	Webinar: How systemic racism, discrimination and distorted thinking leads to wrongful conviction 12-10-2020 prosecution office CDA	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
413	Webinar: Re imagining Community Safety: Harvard 12-02-2020	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
414	Webinar: Building an Anti Racist Leadership Identify Linked In 11-18-2020	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
415	Alliance for the Common Good 8 Dec 2020	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
431	Meet with DC 12-12-2020 Asif, Avril and Katy	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
316	12-03-2020 Int. meet on scope roles and responsibilities	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
323	11-18-2020 Terminology with City of Calgary	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
328	Dec 1 2020 CPC	1	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
332	11-23-2020 Int Meet on work overview McLellan, Rashid, Martin, DOU	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1

334	Terminology	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
338	Confirm response terminology (by Dec 3)	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
341	Avril review benchmark materials	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
342	Review current benchmark materials	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
351	Internal AC Create EOI Internal Advisory Committee	1	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
352	Ext. Collab Create EOI External Advisory Committee	1	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
357	CPS and City Anti Racism Meeting - DC request	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
358	A/K meet with Diversity Team Dec 8	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
362	Content (governance) needed for Diversity Board members by Dec 10th	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
375	RESPOND to CPS Emails "Be Part of the Solution" INBOX	2	Task	Removed	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
356	Email to all contacts	2	Task	Removed	EDI EQUITY DIVERSION AND INCLUSION\Sprint 1
350	CRM & Overage - Develop a process to collect and track all community engagement	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
354	Develop benchmark questions - follow up with Josephine	1	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
361	Content needed for Annual Policing Plan by Dec 10th	1	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
395	Overages contact - Theresa Swindells	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
399	Update Budget Forecast for AR (CSIF - \$8, \$8 and \$2)	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
402	Send draft to Blaine for approval ASAP	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
411	Book meeting Alliance for the Common Good January/ February 2021	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
419	Create a VENN Diagram	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2

421	Strategic Planning Session with Leads - book it for January	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
426	Ext. Collab Approved version to DC for CPC	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
430	Update all documentation to DATE with new terminology	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
434	Develop Job role for internal EOI	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
435	Develop Job Description Overages	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
436	Create a new Governance Committee Structure	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
438	Talk to Kristie Verhuel on requirements	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
441	Reid and Sarah Meeting 12-15-2020	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
442	Change Response to Action Committee in header	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
443	Talk to Karen - RFP Evaluation and Questions Alignment	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
444	Boiler plate response BEPARTOFTHESOLUTION@calgarypolice.ca	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
447	Training with Eliz Ly Diversity 12-15-2020	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
448	Get Body worn governance model	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2
457	Talk to PMO Karrie Horner on BC	2	Task	Done	EDI EQUITY DIVERSION AND INCLUSION\Sprint 2

Attachment C: Community Engagement and Governance Model (same as Figure 4 above)



Legend:
Blue: Internal Governance Structure
Red: External Governance Structure and CRIEC Framework Pillars
Green: Newly Established Anti-Racism Committees
Black: Strategy and Its Key Result Areas (Identified Work)