



OUR COMMITMENT

Relentless in our pursuit of anti-racism, diversity and inclusion.

Budget Reallocation and Community Safety Infrastructure Framework (CSIF)

A quick recap here of the commitments we made and why?



The CPS commitment

The CPS will allocate funds to improve call response to better outcomes for citizens in crisis. The CPS committed \$8 million of the CPS budget to crisis response both externally and internally. The City committed a one-time \$8 from the Sustainability Reserve to set up CSIF.



Who we engaged

The City of Calgary on CSIF. Call for proposal via the City's website to all existing crisis service providers.

Targeted partnership with Alberta Health Services and Alpha House on current partnerships. Presentation to the CPS diversity advisory board, External Anti-Racism Action Committee



What we heard

We heard calls from citizens to defund the police or re-define our role to ensure the most effective and appropriate services are deployed to support citizens dealing with challenging circumstances due to homelessness, mental health or addictions issues. We agree with the community that better models of systems integration involving health, social services, justice, and policing could produce better outcomes and reduce demand on police.

We want to work with the public and all orders of government to determine the future of policing. We must ensure no gaps in Service for our most vulnerable citizens and reduce over-reliance on police. Therefore, we propose to partner with the Calgary Police Commission and City Administration on a city-wide engagement process to discuss how, as a city, we can build a just and fair model that looks past traditional policing to a more holistic approach to community safety and well-being.

- Police are not the appropriate first response for all calls relating to mental health and addictions.
- Police resources should be reallocated to focus on community safety, social services, and violence interruption.
- Defund the police and reallocate funding to community agencies; allow police to focus on police work.
- Explore new models of policing that address the changing needs of society.



What we did in 2021

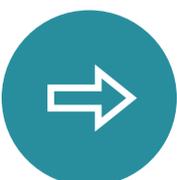
The CPS is the funding of 27 projects from both community organizations (40 percent of funds are going directly to an external agency) and internal CPS operations to improve service delivery and transformational change (Equity, Diversity, Inclusion (EDI), police complaint process, recruitment, crisis training).

CSIF has allocated funds to 24 non-profit and community organizations under Priority 1 (Strengthening existing crisis supports) and one searcher consortium for Priority 2 (Transforming Calgary's approach to persons in crisis).



How we are measuring success

- \$3.8M of the \$8M CPS budget will be spent in 2021. The balance will be carried over in 2022 to continue supporting existing programs.
- \$6.2M of the \$8M CSIF budget has been awarded in 2021. The remaining \$1.8M was set aside to design a new crisis response in 2022.
- From May through September 2021, CSIF funded programs supported 4,712 individuals and completed over 29,000 contacts (e.g. information sessions, events, workshops, telephone inquiries, etc.).



What we propose to do next

Leveraging the Community Safety Investment Framework in partnership with The City of Calgary, we will design a new crisis response system for Calgary.

An additional \$8 million from the CPS budget for 2022 will be allocated to the Community Safety Investment Framework (CSIF) to further advance our commitment to an equitable crisis response system

CSIF/CPS reallocation being evaluated – report due in Q3 2022. Benefits may not be realized until several years after investments. Internal CPS allocation has external impacts



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Body-Worn Camera Review



The CPS commitment

CPS was the first police agency in Canada to adopt body-worn cameras (BWC). The effectiveness of the program was reviewed in 2020, with 26 recommendations to support our commitment to police transparency and accountability.



Who we engaged

111 internal and external stakeholders were engaged on the effectiveness of, and opportunities to improve BWC and in-car video (ICV) programs.



What we heard

- BWCs are accepted, supported, and valued by all internal and external stakeholders, including citizens, CPS officers, CPS investigative units, CPS Professional Standards Section, Crown Prosecutors, and the Alberta Serious Incident Response Team.
- BWCs are perceived to improve public trust and confidence in CPS.
- The number of use of force incidents declined in the year after BWC was introduced.
- Officers say BWC has improved their professionalism and communication skills, that they use the camera as a tool to de-escalate high conflict interactions and think more carefully about how to respond to situations, including use of force.
- There are inconsistencies in training, policy, and practice that make it challenging to define, measure, and manage BWC compliance.
- CPS experiences challenges to efficiently vet and redact private information from the volume of video sent for court disclosure and public Freedom of Information and Protection of Privacy Act (FOIP) requests.
- For more information, please see the full BWC and ICV evaluation reports.



What we did in 2021

The reviews led to 26 recommendations to improve the BWC program and 9 recommendations to improve the ICV program. Accomplishments for 2021 include:

- Established a governance committee with subject matter experts across CPS to provide strategic oversight and direction for the BWC and ICV programs, and efficiently manage annual operating costs of \$5 million per year.
- Updated internal and external websites to keep CPS and the public informed on the use of BWC.
- Increased the number of BWCs from 1150 to 1350 to equip specialty units with cameras. Units must go through a rigorous review process to ensure all BWC policy, privacy, and legal requirements are met.
- Streamlined the BWC video access process for CPS Professional Standards Section to expedite the investigation of complaints about police officers.
- Established monthly meetings with Crown Prosecutors to ensure BWC videos are used effectively in court disclosure.
- Hired additional staff to support the vetting and redaction of BWC video for court disclosure.
- Began testing of a new system to improve the reliability and efficiency of ICV.



How we are measuring success

CPS continues to track the progress of the 35 recommendations, which are prioritized based on risk, organizational impact, and resourcing. In 2021, 5 of the 26 BWC recommendations were completed, 15 are in progress, and 6 are not started. Of the 9 ICV evaluation recommendations, 3 are complete, 2 are in progress, and 4 are not started.



What we propose to do next

CPS will continue to work on completing recommendations from the 2020 reviews, including:

- Deploy BWCs to specialty units within CPS.
- Install the new ICV into existing fleet of 450 vehicles.
- Update policy, procedure, training, and other documentation to reflect changes to the program.
- Establish processes to monitor and enforce BWC and ICV policy compliance.
- Increase efficiencies to review, vet, and redact video for court disclosure and FOIP requests.



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School Resource Officer Program Evaluation



The CPS commitment

To commission an independent review of the School Resource Officer Program. The School Resource Officer Program is one element in our broader strategy of identifying all of our touchpoints with the youth in our community, to understand, adapt and enhance where our efforts are best focused. By looking at how we build trust and understanding through each interaction, program and approach that we apply, together with our partners, we will build a comprehensive and meaningful approach to our work.



Who we engaged

- Students, parents, teachers, school boards, SROs, SRO staff, community partners
- 1900 total submissions
- At least 362 students engaged, which is at least 19% of all people engaged



What we heard

While most students experience positive outcomes, there are some students that experience fear, discomfort, anxiety around police, as well as reporting unequal treatment by police. We shared these findings with stakeholder boards who had concerns over gaps in student consultation, highlighted the importance of including views of racialized and marginalized students in the re-design of the program as well as the importance of collaboration in the re-design of the program.



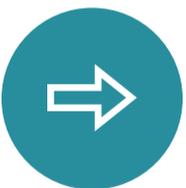
What we did in 2021

We conducted an independent review of the SRO Program which results in the Argyle Report with findings and recommendations. We then socialized the Argyle Report and began to build a road plan for the next steps.



How we are measuring success

Conducting the independent review of the SRO program has been the biggest result of the work in 2021. The findings from this report showed that while overall the program has positive outcomes, some students from the Black, Indigenous and racialized communities, do experience fear, discomfort, and anxiety around police, and report unequal treatment by officers. CPS recognizes that the SRO program does not deliver equitable outcomes for all students. CPS is committed to reimagining and transforming the program in collaboration with all stakeholders



What we propose to do next

Implement the design plan in 2022

1) Reengage with students (April/May)

The CPS will work with the CPC Anti-Racism Committee, the External Anti-Racism Action Committee, the CPS Youth Advisory Board and school boards to develop a plan to reach impacted students.

2) Hold a roundtable session with all stakeholders to build an action plan together (Jun/July)

3) Appoint a special oversight board to oversee implementation of the action plan (Sept+)

In each of these focus areas we recognize that emphasis must be placed on hearing the concerns of community members, in order to transform CPS presence in schools in a way that is fair, inclusive and supportive of all students.



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Indigenous Reconciliation (Indigenous Roadmap)

The CPS commitment



- We will intentionally focus on our role and responsibility in Reconciliation with Indigenous communities
- We will continue to address the Truth & Reconciliation Commission (TRC) Calls to Action and National Inquiry on Missing & Murdered Indigenous Women and Girls (MMIWG) Calls for Justice (page 17) through the Indigenous Roadmap.

Who we engaged



- Indigenous Elders and Knowledge Keepers, The Indigenous Advisory Circle and various Indigenous community members and agencies.
- CPS is moving past linear metrics-based deliverables and endorsing traditional ways of knowing, thinking and being, which state that every relationship matters – and therefore, community-based initiatives done the right way may take time to produce important metrics.

What we heard



- Our community has heard that systemic racism and inter-generational trauma have resulted in the over-representation of Indigenous people in the criminal justice system as victims, witnesses, and offenders. These underlying issues cannot be addressed through conventional policing processes. Therefore, culturally appropriate, traditional Indigenous healing, ceremony and practices should be utilized to ensure respectful and equitable service delivery.
- Our community has also stated that it is vital to educate Calgary Police Service (CPS) members about Indigenous history and knowledge with the goals of increasing awareness about how the impacts of crime affect Indigenous people differently, why the community mistrusts the police and how to support Reconciliation and reduce harms moving forward.

What we did in 2021



- We collaborate with our Indigenous community to best respond to the Truth and Reconciliation Commission (TRC) Calls to Action, and the Murdered and Missing Indigenous Women and Girls (MMIWG) Calls for Justice in a tangible way. We have been engaged in developing solutions, creating partnerships for specific responses and/or advocating for these Calls related to policing. In addition, we continue to build relationships and work towards Reconciliation with our Indigenous community through our Indigenous Roadmap.
- CPS attended numerous community gatherings, vigils, and ceremonies at the City Hall Residential School Memorial. CPS invested in community relationships to ensure that the memorial became an ethical space of healing supported by CPS. CPS participated in numerous events supporting the first nationally recognized Truth and Reconciliation Day, including a ceremony at Fort Calgary, the Pokaiks Orange Shirt Day Event dedicated to honouring Residential School Survivors, and Orange ribbon placement decals on CPS marked vehicles, all in support of Reconciliation. We also worked in partnership with the City of Calgary Indigenous Relations Office and community leaders to facilitate a pipe ceremony when the City of Calgary took steps to remove the Victims of Residential School Memorial – this was a traditional approach to ensure that the community could come together and make a commitment that all parties would work together to determine the best way forward rather than just removing the memorial.
- We were able to provide a permanent position to the Calgary Indigenous Court to support the court in advocating and facilitating alternatives to prison and restorative approaches to offending and victimization. CPS supports traditional ways in the justice system that support healing, which is a gap that the community had identified. Additionally, we have revised our CONNECT app to include updated lists of community-based supports that frontline officers can utilize when engaging Indigenous people, have disabilities or identify as LGBTQ2S+ to reduce a criminal justice response.
- The CONNECT app went “live the week of December 6.”, it is now available to 800 patrol officers who may choose to use it.
- All this work was completed within the current budget. We used all internal members to design and implement the changes on the CONNECT application and consulted with the community to obtain partners for the application



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Indigenous Reconciliation (Indigenous Roadmap)



How we are measuring success

- Due to COVID restrictions, some of our deliverables have been put on hold; however, we have been able to move forward in developing the Sacred Space. The goal of the Space is to provide a culturally ethical space where Indigenous people feel supported to tell their stories during police interviews, and it will further be utilized for discussions and meetings. Engagement with the Indigenous Advisory Circle helped direct the creation of the Space. Local Indigenous artists were invited to create the Space and contracted to paint murals on the walls that depict the Indigenous history and utilize QR code technology in augmented reality that makes the mural 'come to life and tells a story. As a result, we will be the first police agency to have an ethical space to support healing.
- The CPS continues to consult with Traditional Knowledge Keepers and community Elders to provide advice and recommendations on the blessing and naming of this Space, which will most likely occur in 2022 once COVID-19 restrictions have been lifted, and indoor gathering can resume safely and without limitations.
- It is anticipated that when the Sacred Space is completed, and the blessing and naming ceremony occurs, the CPS membership will understand the importance of tangible ways of approaching Reconciliation within a policing context that respects the values, history and culture of Indigenous peoples. The Sacred Space is situated in the CPS Investigative Building, which is the heart of Major Crimes (consisting of areas overrepresented by the Indigenous population such as Domestic Violence, Homicide, Missing Persons and Sex Crimes). CPS will be training members of Major Crimes on how the Sacred Space can be used to provide Traditional ways of knowing, thinking and being to Indigenous peoples when accessing the criminal justice system. This is to ensure proper supports for healing to members of the Indigenous community, which is not offered in the traditional justice system.



What we propose to do next

We will continue to move forward with reconciliation efforts through the deliverables of the Indigenous Roadmap. In 2022 we will be renaming the Chief Crowfoot Learning Centre (CCLC) in the traditional way (as the CPS had appropriated the name that was not adequately gifted). They will coincide with the mounting of Tipi outside of the CCLC, which is honouring the original Tipi gifted to CPS in 1985 by Blackfoot Elders. We will also be installing 3 new flagpoles outside the Westwinds East Campus. The Treaty 7 and Metis Nation of Alberta Flags can be permanently flown in a nation-to-nation way. The Sacred Space will also be blessed and named.

Additionally, in 2022 CPS will be entering the community consultation phase of developing Indigenous education provided to the membership through multiple modalities. For example, CPS creates a member's circle to give an ethical space whereby members looking to learn traditional ways of knowing, thinking and being can join. In 2022, we will also be revising and enhancing our Missing Persons policy.



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Professional Standards Section Accountability Reform



The CPS commitment

To increase public trust and confidence by creating transparency and a better understanding of our police complaint process with the community.

The CPS is committed to accountability reform as a crucial practice to improve transparency and accountability within the Service.

To increase equity, diversity and inclusion with the collection and reporting of disaggregated race-based data.



Who we engaged

Calgary Police Commission Complaint Oversight Committee

Calgary citizens through the Professional Standards Section (PSS) complaint process

Presentation to the External Anti-Racism Action Committee

Two members of PSS are part of the Internal Anti-Racism Action Committee



What we heard

We heard calls from citizens that the public must have access to complaints to the CPS on racially motivated actions of officers. We recognize that addressing systematic racism requires systemic remedies. We heard the need for public complaints to be resolved quickly and that the outcomes must be transparent. Finally, we listened to the need for race-based data to be collected and shared.

We also recognize the frustration the complaint investigation process causes. Therefore, we are committed to modernizing PSS to improve transparency and accountability.



What we did in 2021

The CPS builds public trust and confidence by incorporating more transparent practices and educating the public on our processes. For example, the Professional Standards Investigations webpage on the Calgary.ca website was implemented and is an excellent example of a tool that can be utilized by the public to learn more about how complaints against police officers are processed, demonstrating our commitment to transparency.

In 2021 the CPS implemented increased race-based data collection via citizen contacts with PSS. An essential piece of this data collection is the complainant's self-identification race-based data collection. We can now identify external complainants from various racial population groups, including white, Asian, Aboriginal/Metis, Hispanic and other non-white groups. This statistic is valuable to the CPS as we can now measure and better understand the types of concerns different populations have concerning officer conduct.

Beginning in 2021, the CPS can track how many allegations PSS receives regarding officers differentially applying the law based on race, sex, physical or mental disability, etcetera. PSS also worked with Equity, Diversity and Inclusion (EDI) specialists to review and attune how race-based data is gathered to limit negative impacts to the process and complainants.

We are committed to improving transparency and accountability within the CPS by civilianizing key PSS positions, including an Executive Director and an Investigative Manager, to oversee the complaints process and modernize PSS. In addition, PSS hired four civilian investigators in 2021. Implementing a Quality Assurance Team in 2021 to reconcile and review internal processes also ensures that trends and investigative content are accurate, objective, and consistent.



How we are measuring success

The collection of race-based data is an evidence-based practice that ensures the CPS can identify and address any potential biases that negatively impact our Service to the community. Collecting this data also allows for trends to be reported publicly as part of our commitment to being accountable to our community.

- An analyzed sample revealed that between January 2021 and May 2021, PSS had received 13 complaints related to allegations of Differentially Applying the Law (based on race/colour, physical/mental ability, gender, etc.).
- Analysis of race-based data between January 2021 and September 2021 revealed that 48% of external complainants self-identified as “white,” 33% identified as Black, Aboriginal/Metis, South Asian/East Indian, Asian, Middle Eastern and other non-white. In addition, 16% were “unknown,” often due to the loss of contact with the complainant, and 3% chose not to self-identify.



What we propose to do next

We will continue to report public complaints related to allegations of racism and discrimination to the public through the Calgary Police Commission. We will also continue to gather the information that will help us understand and identify trends and statistics as a baseline for future comparison. We are committed to the continuing improvement of data collection and analysis to ensure that accountability exists within the Service.



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Equity, Diversity, and Inclusion



The CPS commitment

Applying an Equity, Diversity and Inclusion lens in all that we do.



Who we engaged

Employee groups (pilot areas)
External expertise and academic partnerships
Internal and External ARAC
Employee Survey results



What we heard

Highlights of some of the key learnings from testing the EDI concepts and tools:

CPS public complaint process needs to be accessible to all communities in Calgary.
Additional training is required for our members to identify biases and conduct engagement necessary to apply the EDI tool to their specific roles. General bias and EDI training is not enough to equip folks to address biases in a meaningful way.
The impact of workplace sexual harassment is experienced at a greater rate by marginalized and racialized groups.

Participants in the EDI Tool Pilots Reported:

78% of respondents identified that the training had improved their knowledge of EDI concepts such as bias, inclusion and equity.
67% of respondents stated that they could explain the EDI tool to colleagues. A similar percentage felt that the awareness gained from participating in the workshop discussions increased their reflection on how their work impacts diverse groups of people. A participant stated:
“The discussions really engaged me to question my thought process, biases and perceptions. These concepts are not new; however, discussion and expansion of their use have permitted me to look at things through the EDI lens.”

University of Calgary evaluation of Executive and Senior Leadership sessions revealed the following learnings:

- Participants described an increased skills and confidence to identify and disrupt discriminatory behaviours through using tools and resources provided in the sessions.
- Leveraged tools and practices to surface their biases in making decisions around career development of members.
- Reported increased awareness and understanding of gender dynamics within the CPS.



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Equity, Diversity, and Inclusion

What we did in 2021



- Delivered EDI training to over 60 members that covered equity, bias and diversity factors.
- Facilitated workshops to examine processes, policies and practices across four pilot areas using the EDI Tool. These workshops surfaced equity barriers, community and member engagement recommendations and communication improvements.
- Through research and facilitated sessions, cultural dynamics with the Executive and Senior Leadership team that contribute to inequity, discrimination, or gender-based violence and developed leadership “nudges” that address culture change.
- Co-developed evidence-informed changes to processes and communication approach for police officer recruitment.
- Completed a joint (UofC and CPS) submission to the Government of Alberta recommendations for enhancing the Police Act to prevent and address gender and sexual harassment in the workplace.
- Leveraged external expertise to review current Psychological Therapies, focusing on service delivery approaches and barriers to participation to ensure all members feel comfortable and safe participating.

How we are measuring success



- Incorporated feedback from the EDI Tool pilots to develop recommendations and implementation considerations to ensure the success of a Service-wide application and increased buy-in.
- Preliminary evaluations were conducted that revealed an increase in knowledge and experience in the areas of biases and identifying barriers. However, longer term performance measures are required.

What we propose to do next



- Launching a sexual harassment initiative that will be implemented in 2022-2023, which includes an EDI lens to ensure that barriers to reporting and impacts are fully understood.
- Building internal capacity through hiring EDI positions and continuing the academic partnership with the University of Calgary.
- Continue to build an inclusive career talent pipeline through the Assessment of cultural norms and practices that can be improved through nudges and recommendations that address barriers to career development and members’ sense of safety and belonging at the CPS. The ultimate goal is that all members can fully participate in the workplace.
- Implement recommendations on how the CPS can explicitly communicate and signal safety for all members to access the mental health supports provided by the Service.



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Race-Based Data (RBD) Collected & Shared



The CPS commitment

Race-based data will improve understanding, accountability, and transparency and inform organizational direction. RBD relates to both criminal & victimization reporting, as well as Provincial Bill 63-Street Checks & Carding Amendment Act, 2021.



Who we engaged

Statistics Canada has led the Police-Reported Racialized & Indigenous Statistics Engagement (PRISE) around criminal & victimization RBD reporting with police agencies, government, and non-governmental organizations. CPS also referred members of both the internal and external ARAC committees, Diversity Resource Team's Advisory Boards and Police Commission to attend the engagements.



What we heard

Engagement themes have reinforced the need to collect RBD consistently and start collecting and reporting soon. As we adhere to national uniform crime reporting (UCR), CPS relies on Statistics Canada to lead community engagement and establish national best practices. Once this is confirmed, CPS may decide with community engagement guidance to go beyond the national standards.



What we did in 2021

CPS supports Statistics Canada PRISE initiative sessions and has provided ~100 community-based contacts for further insight. CPS has also conducted engagement sessions to provide updates on the national work and garner local feedback. Gap analysis has been conducted on the different race categorizations across CPS systems. A CPS Superintendent is the Chair of the AACP Street Checks (Bill 63) Working Committee, and CPS is represented on the Annual Reporting sub-committee. The Government of Alberta (GoA) has committed to authoring an interpretation guide to assist agencies in applying the legislation specific to a sub-set of the interactions currently documented as Onview Officer Contact Info Posts. However, the GoA has not yet engaged communities in developing their recommendations for race-data collection.



How we are measuring success

Continued community engagement, moving the work forward to establish standard processes for the collection, categorization, analysis and reporting of RBD.



What we propose to do next

Continued participation in the Statistics Canada engagement and seek opportunities for additional organizational and community collaboration. Identify best practices for RBD for complainants and street checks and monitor the alignment of all RBD collection and reporting across the Service and other jurisdictions.



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Use of Force Review: Early Intervention Program (EIP)



The CPS commitment

The Early Intervention Program (EIP) exists to ensure our members' well-being and professional development by providing proactive support. It responds to 6 recommendations from the Wittmann Use of Force Report as well as in response to a 2018 internal Audit report. Early Intervention is mandated as per Alberta Provincial Policing Regulations.



Who we engaged

- Command Teams and NCOs from all 8 Patrol Districts and Traffic Section.
- Program support was obtained from CPS ELT and SLT.
- EIP collaborates with frontline supervisors to enhance employee wellness and success through a collaborative, preventative process.



What we heard

- Notice of Motion - Improve accountability and transparency: Police behaviours and actions must be open to public scrutiny.
- An update on EIP was presented to the CPC Complaints and Oversight Committee on November 18, 2021.



What we did in 2021

In February of 2021, EIP was enhanced to better serve sworn members through increased resourcing, improved efficiencies and added assistance.

- The program consists of 1 sworn Sergeant and 1 civilian Analytical Technician, with the possibility of a civilian Administrative Assistant position to be added in 2022.
- Significant time and effort were spent communicating and educating frontline members and supervisors about the program's benefits.

Statistical Information (January 1 - October 31, 2021)

- 98 Early Intervention Reports Produced:
- 20 Peer Comparisons
- 16 Potential Traumatic Incident Check-In Reports
- 62 HR EI Reviews
- 40 District Visits (not including follow up)
- 1064 Potential Traumatic Incidents Entered
- 3614 Officers linked to Potential Traumatic Incidents



How we are measuring success

-By sustaining a successful Early Intervention Program, we can ensure our members' well-being and professional development. This means that we will have healthier and happier employees who feel supported and valued. (Increase in employee satisfaction, perception of organizational support, health & wellness measures, satisfaction with EIP).

-Ultimately, we will have the opportunity to lower our organizational risk by enhancing the integrity and reputation of our policing profession. (Long-term measure – reduced complaints, increased citizen satisfaction, positive reputation impact.)

-As word and buy-in about EIP spread, more and more frontline supervisors proactively reach out to ask for information and assistance with monitoring their teams. (# of Supervisor/Peer initiated contacts).



What we propose to do next

- Expanding the program to help as many members as possible is the biggest goal for the EI Team.
- Moving forward, we look towards adding additional data points to accurately capture the significant incidents that could reveal a member's need for assistance.
- By increasing support for EIP, we will have the opportunity to proactively ensure our members' well-being and professional development in a timely fashion.



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Use of Force Review: Policy and Training



The CPS commitment

In response to the recommendations from the Wittmann Use of Force Report we will ensure that we are current and adhere to best practices, as well as to ensure officer and public safety.



Who we engaged

- Internally: support obtained from CPS Leadership Teams, and CPS units engaged such as PACT, Psychological Services, the Chief Crowfoot Learning Centre, Learning & Development, Districts, Human Resources, Legal Services
- Other policing organizations
- Non-profit agencies and organizations (e.g., those dealing with mental health).
- Post-secondary institutions, Art of the Nudge Project
- Alberta Health Services



What we heard

- Notice of Motion – The Role of Police: Addressing what the police does and how; Protect the Public Fairly & Equitably: Updating policy, training officers in de-escalation, applying a trauma-informed lens
- Improve accountability and transparency: Police behaviours and actions must be open to public scrutiny.



What we did in 2021

- The Use of Force Policy has been updated
- A Terms of Reference was developed for the De-escalation and Use of Force Committee
- New PACT members were trained, and a new, standardized PACT training plan is in development.
- A Curriculum Designer was funded through CSIF (Community Safety Investment Framework) to enhance, update and develop crisis response training for Recruits, frontline and PACT (underway, to be completed in spring 2022). (Money spent in 2021 – about \$130,000). Will be linked/aligned to strategic communications and de-escalation training, Recruit and PTO Programs, Indigenous Roadmap, etc. and include a trauma-informed lens.
- The PTO (Police Training Officer) Program was updated and enhanced to provide standardized training and mentorship to Trainees. A new course was developed to train and re-certify PTOs. In addition, new competencies were developed for Trainees, and processes, procedures, documentation, roles and responsibilities were updated and clarified to ensure better-trained members on the street.



How we are measuring success

- Crisis response training: project not complete, but will be looking at # of officers trained, # new courses, # courses updated, course satisfaction rates, increase in members' knowledge, and ultimately citizen satisfaction.
- PTO Program: # of PTOs trained, % compliance with re-certification, % of Trainees succeeding in PTO program, satisfaction with PTO Program



What we propose to do next

- ELT review and sign-off for the Use of Force policy. Communicate policy updates to members.
- Finish expansion of crisis response training project by spring 2022 to include Level 100 (Recruits), Level 200 (Frontline), and Level 400 (PACT) offerings and resources.
- Align current training to Mental Health Roadmap work (to begin in 2022), ensuring a long-term organizational vision for dealing with people in crisis.
- Evaluate PTO Program to ensure the new program is functioning as intended and determine whether any changes need to be made.
- Work with Leadership to plan for sustainable resourcing for the PTO Program.



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Internal Anti-Racism Action Committee Speaker Series



The CPS commitment

As part of the Anti-Racism Strategy, the ARAC Speaker Series provides developmental opportunities to committee members to learn about systemic racism and empower members to champion the cause throughout the organization.



Who we engaged

- Internal Anti-Racism Action Committee members, representing 52 employees of the Calgary Police Service.
- Ten Subject Matter Experts to provide a variety of perspectives on systemic racism.



What we heard

Race should not be a barrier to fair and respectful treatment from CPS:

- Cultural sensitivity and awareness need to be taught to all CPS employees, relying on Diversity Advisory Boards for their insight and expertise.
- All CPS employees should receive unconscious bias and anti-racism training throughout their careers.
- A trauma-informed lens needs to be applied to support given to BIMPOC victims.
- Cultural sensitivity and awareness need to be taught to all CPS employees, relying on Diversity Advisory Boards for their insight and expertise.



What we did in 2021

The following presentations were offered to Internal ARAC members since March 2021 to provide one presentation per month.

1. Anti-racism terminology and concept by Dr. Darren Lund, Werklund School of Education, University of Calgary
2. Racial trauma by Anne Sureshkumar, Registered Social Worker, Calgary Counselling Centre
3. Exploring Racial Bias Workshop by Shuana Porter, Chief Executive Officer of Upper House Agency
4. The Journey of Becoming (an Anti-Racism Leader) by Dr. Khwezi Mbolekwa and Lorelei Higgins, Anti-Racism Program Team, The City of Calgary
5. Deeper Dive Into Indian Residential School by Harold Horsefall, Indigenous Relations Strategist, The City of Calgary
6. Why Culture Matters? (Cultural Thinking Framework) By Amanda Koyama, Director of Strategic Engagement, Calgary Catholic Immigration Society, and Amanda Weightman, Principal Researcher, Habitus Consulting Collective Inc.
7. Dismantling systemic racism in policing: Promising practices from other police agencies by Dr. Patrina Duhaney, Assistant Professor, Co-chair-Anti-Black Racism Task Force, University of Calgary, Faculty of Social Work
8. Co-Creating Anti-Racist Police Culture by Jacqueline Edwards, President, Association of Black Law Enforcers



How we are measuring success

- 85% of ARAC members reported that the presentations were helpful in the work of the committee
- 80% of ARAC members noted that the presentations help them with new learnings and knowledge



What we propose to do next

The Speaker Series will continue until March 2022. They will focus on finding examples of systemic racism at CPS based on the four-level of racism: Individual or internalized racism, Interpersonal racism, Institutional racism, Structural racism.



OUR COMMITMENT

Relentless in our pursuit of anti-racism, diversity and inclusion.

Hate and Extremism Team



The CPS commitment

CPS challenges the complacency that gives power to racism and delivers equal and effective policing for all Calgarians to ensure public safety.



Who we engaged

We engaged diverse communities through Ryerson University on our work in the deradicalization space.



What we heard

Community members responded to the engagement by sharing their thoughts on how deradicalization should work with our partners in Alberta Health Services and the City of Calgary. As a result, it became clear that our communities wanted more effort focused on right-wing and other forms of extremism.



What we did in 2021

The Service paired Hate Crimes and the ReDirect program to form the Hate and Extremism Team. This provided an important message to our communities and allowed us to use each others' strengths and partnerships and work more efficiently.

1. Use ReDirect as a diversion program for hate- and right-wing offenders as approved and supported by the Crown.
2. Expand the team to include 3 hate crime investigators and 1 education coordinator, supported by a crime and intelligence analyst.
3. As appropriate, use Public Safety Canada funding for right-wing work.



How we are measuring success

A special presentation called the "Impact of Hate" was developed for junior high school students, with an implementation timeline scheduled for the 2021/22 school year to start in September 2021. Since then, 49 individual "Impact of Hate" presentations have been held to more than 1500 students and staff at different schools across Calgary.

Additionally, two focus groups of university student volunteers were created to analyze the public perception of hate and create projects designed to inform the public on the laws surrounding hate in Canada. These focus groups have met a total of 16 times and are currently working on the information projects.

As of November month-end, the Hate and Extremism Team has reviewed 336 files, all of them based on alleged or suspected hate/bias motivation. 117 files were deemed hate/bias-motivated crimes, and additional 69 files were hate/bias-motivated incidents (not criminal per se). That is a significant increase in the volume of reviewed files, compared to 2019 (160) or 2020 (240). Being able to review a larger volume of files helps better identify the issues Calgarians face, and potential trends or patterns. Those, in turn, help set priorities for the Hate and Extremism Team and the Diversity Unit.



What we propose to do next

We intend to partner with Moonshot CVE to advertise the Hate and Extremism Team online and reach out to right-wing extremists looking to move away from this path to violent radicalization. We propose to operationalize the Hate and Extremism Team with a marked vehicle, dedicated call signs and establish a more prominent presence on the street for both citizens and patrol members. Work has been initiated to coordinate with CCLC and PAMRU to make Hate Crimes e-Learning a mandatory training piece in 2022.

The Hate and Extremism Team will continue improving internal reporting processes (e.g. notifications, tasking), identification systems (flagging), and file management (from intake to conclusion). These improve the identification of occurrences with suspected hate/bias motivation, their investigation, tracking and reporting, as well as solidifies our reporting to Statistics Canada.