



AGENDA
SPECIAL MEETING OF COUNCIL
RE: Meeting with The Calgary Police Commission and The Calgary Police Service

September 10, 2020, 8:00 AM
IN THE COUNCIL CHAMBER

1. CALL TO ORDER
2. OPENING REMARKS
3. CONFIRMATION OF AGENDA
4. ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
 - 4.1 Briefing Note re: Anti-Racism Action Item Update, C2020-1006
 - 4.2 The Calgary Police Service Commitment to Anti-Racism, Equity, and Inclusion, C2020-1010
5. CONFIDENTIAL ITEMS
 - 5.1 ITEMS FROM OFFICERS, ADMINISTRATION AND COMMITTEES
None
6. ADJOURNMENT

BRIEFING

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Item # 4.1

Community Services Briefing to

**Special Meeting of Council
2020 September 10**

**ISC: UNRESTRICTED
C2020-1006**

Anti-Racism Action Item Update

PURPOSE OF BRIEFING

On 2020 July 20, Council approved the amended recommendations of the Update on Calgary's Commitment to Anti-Racism report (CPS2020-0776), adopting that Council "Reaffirm our commitment to the actions directed in the Notice of Motion passed by Council 15 June 2020 and direct that a briefing on their progress be provided to Council no later than 30 September 2020, including the discussion between Council, the Calgary Police Commission, and the Calgary Police Service". The Special Meeting of Council (2020 September 10) aims to address the "anti-racism work currently underway and contemplated within the Calgary Police Service, and any plans for engaging in a broader conversation with the community on the future of policing in a diverse city" (C2020-0715).

This briefing report provides additional updates on the actions outlined in Calgary's Commitment to Anti-Racism Notice of Motion (2020 June 15, [C2020-0715](#)) (Attachment 1) including:

- Public consultation high-level themes;
- Recruitment of the Anti-Racism Action Committee;
- Re-evaluation of City internal practices and policies;
- Mandatory training on anti-racism; and
- Community-Based Public Safety Taskforce considerations.

SUPPORTING INFORMATION

Public Consultation:

The Notice of Motion directed Administration to hold a public consultation on systemic racism through a meeting of the Standing Policy Committee on Community and Protective Services (SPC on CPS), including presentations from an expert panel. On 2020 July 7, SPC on CPS held three days of public consultation where 115 Calgarians presented and an additional 71 Calgarians submitted written letters, sharing their experiences with systemic racism in Calgary. The public consultation was co-chaired by Dr. Malinda Smith, an expert in anti-racism work, and five expert community panel members chosen through engagement with key community stakeholders. Attachment 2 provides examples of some preliminary themes of this consultation. A full transcript of the consultation can be found on [Calgary.ca](#). A complete What We Heard Report is being developed and will be posted on [Calgary's Commitment to Anti-Racism webpage](#) in October 2020.

Recruitment of the Anti-Racism Action Committee:

The Notice of Motion directed the establishment of an Anti-Racism Action Committee which would oversee a number of specific activities aimed at addressing systemic racism. As part of standard practices, the City Clerk's Office collaborates with partners in Customer Service and Communications (CSC) to develop an annual recruitment strategy for public member vacancies on Council's Boards, Commissions and Committees (BCCs). The strategy developed for 2020 combines strong-performing channels from past recruitments (such as online ads with Alberta Native News, ethnic media networks, Volunteer Connector and the Federation of Calgary Communities), as well as new strategies based on recent multicultural marketing research (such

as Twitter targeting for multicultural, immigrant, Indigenous, charitable and volunteer organizations and groups). CSC has prepared advertising copy for online, social media and out-of-home networks and, with the assistance of the Calgary Local Immigration Partnership (CLIP), has converted Anti-Racism Action Committee ads into multiple languages.

Human Resources (HR) is supporting City Clerk's throughout the four week recruitment by providing consultants to source potential candidates on LinkedIn. HR has also provided advice in the development of terms of reference and member qualifications, and will lead the delivery of unconscious bias training for selection committee members involved in candidate selection.

Re-evaluation of City Internal Practices and Policies:

Administration was directed to undertake a re-evaluation of City internal practices and policies through a Diversity and Inclusion Framework lens. Senior leadership is in the process of determining resourcing, accountabilities and the appropriate governance structure for this work to ensure efforts and outcomes are integrated, efficient and effective.

HR recently refreshed corporate recruitment, interviewing and selection training to integrate unconscious bias concepts in all stages of the hiring process. The training highlights ways for participants to be more aware of their biases and provides additional tools and resources to help reduce them. Customized recruitment, inclusion and unconscious bias training is available for specific business units and departments upon request. Additionally, a feasibility study is currently being conducted on technology that would scrub candidate names and addresses from resumes. The desired effect would be to minimize the potential for bias early in the recruitment process. HR continues to review and integrate unconscious bias concepts in other talent management processes, such as succession planning and individual performance to ensure a fair and equitable process.

Mandatory Training on Anti-Racism:

HR has partnered with the Canadian Centre for Diversity and Inclusion (CCDI) to develop and deliver training for the Administrative Leadership Team on anti-racism, allyship, power and privilege. Training will engage senior leaders on methods to integrate diversity and inclusion practices into their daily work. Training sessions are set to occur in 2020 September. Similar education sessions will be planned for City Council members and their staff later in the fall of 2020.

Community-Based Public Safety Task Force:

The Community-Based Public Safety Task Force was asked to consider issues of systemic racism in its work through Calgary's Commitment to Anti-Racism Notice of Motion [C2020-0715](#). The Notice of Motion was reviewed by task force members on 2020 July 3 and issues of systemic racism will be considered in the work of the committee moving forward. The task force will report back to Council in 2021 Q1 with a summary of what was heard from the community, including how systemic racism influences gun and gang violence, and actionable recommendations with a focus on prevention related to community concerns around violence.

ATTACHMENTS

1. Calgary's Commitment to Anti-Racism Notice of Motion (C2020-0715)
2. Themes We Heard – High-level Themes from SPC on CPS Re: Calgary's Commitment to Anti-Racism, 2020 July 7



Report Number: C2020-0715

Meeting: Combined Meeting of Council

Meeting Date: 2020 June 15

NOTICE OF MOTION

RE: CALGARY'S COMMITMENT TO ANTI-RACISM

Sponsoring Councillor(s): WARD SUTHERLAND, JOE MAGLIOCCA, JYOTI GONDEK, GEORGE CHAHAL, JEFF DAVISON, DRUH FARRELL, EVAN WOOLLEY, GIAN-CARLO CARRA, RAY JONES, JEROMY FARKAS, SHANE KEATING, MAYOR NENSHI

WHEREAS recent protests as part of the Black Lives Matter movement have articulated the clear and compelling reasons to redouble our efforts to achieve structural adjustments to existing inequalities within our City and our society by listening to and learning from those who have been impacted by systemic racism;

AND WHEREAS The City of Calgary has worked to identify and address structural inequalities experienced by our citizens through a variety of policies and initiatives, including but not limited to: the Social Wellbeing Policy, Welcoming Communities Policy, Gender Equity, Diversity and Inclusion Strategy, Multicultural Communications & Engagement Strategy, Resilient Calgary Strategy and the White Goose Flying Report;

AND WHEREAS in 2006, The City of Calgary became a member of the Canadian Coalition of Municipalities Against Racism and Discrimination (CCMARD, now known as Canadian Coalition of Inclusive Municipalities (CIM)), committing to undertake initiatives to eliminate all forms of discrimination with a view to building open and inclusive societies;

AND WHEREAS in Fall 2019, Calgary City Council unanimously opposed Quebec's Bill 21 (*An Act Respecting the Laicity of the State*) and agreed to continue to support building a welcoming city where everyone has access to opportunity and prosperity;

AND WHEREAS on February 3 2020, City Council established a Community-Based Public Safety Task Force "that will report back to Council with its best advice and recommendations relating to identifying and addressing community concerns around violence, including gangs and gun violence, based on the Task Force's engagement with community groups, review of existing programs and services locally and in other relevant jurisdictions", understanding that the Task Force will be engaging with marginalized communities, including Black and Indigenous communities, as part of this work.

AND WHEREAS the Alberta Urban Municipalities Association's (AUMA) Welcoming & Inclusive Communities Toolkit, in partnership with the Government of Alberta, "supports municipalities to implement policies and practices to help overcome issues or racism and discrimination";

AND WHEREAS despite the prevalence of these aforementioned policies and programs, structural inequalities persist and further marginalize many Calgarians, particularly those who are Black, Indigenous and People of Colour, who find themselves unable to live lives of full potential and dignity;

AND WHEREAS the Alberta Civil Liberties Research Centre has defined "Anti-Racism" as being "the active process of identifying and eliminating racism by changing systems, organizational structures, policies and practices and attitudes, so that power is redistributed and shared equitably."

NOTICE OF MOTION

C2020-0715

AND WHEREAS in Action Dignity's latest report, COVID-19 Related Racism and Xenophobia (released 2020 April 29), 84% of respondents indicated they had either seen, heard or experienced incidents of racism or xenophobia related to COVID-19;

AND WHEREAS citizens around the world are demanding more accountability from public safety and policing organizations regarding the implementation of anti-racism practices and policies, and Calgarians would benefit from a more transparent discussion around the many efforts of the Calgary Police Service in working toward a citizen-overseen, community-policing, community-based participatory police service model;;

AND WHEREAS Calgary City Council and the Administrative Leadership Team are currently not reflective of our community in terms of gender and racial diversity, which means we need to be much more intentional about actively working to advance the ideals and actions set out in the policies and strategies referenced above, and must be held accountable by everyone we serve;

AND WHEREAS Municipal governments in Canada have responsibilities under Canada's Charter of Rights and Freedoms as well as the Alberta Human Rights Act and play an important role in combating racism and discrimination while fostering equality, equity in opportunity, and respect for all citizens.

THEREFORE BE IT RESOLVED that the City of Calgary respond to citizen requests to hold a public consultation on systemic racism through a meeting of the Standing Policy Committee on Community and Protective Services which would include presentations from an expert panel and opportunities for public submissions;

BE IT FURTHER RESOLVED that the City of Calgary establish an Anti-Racism Action Committee, to be appointed at its Organizational Meeting in October 2020, to develop and implement a community-based anti-racism strategy that will:

- (a) Identify systemic barriers to accessing City of Calgary programs and services;
- (b) Identify language barriers in accessing information regarding City of Calgary programs and services;
- (c) Identify opportunities to work with community partners and organizations on actions to address structural racism on a community-wide level; and
- (d) Be diverse and inclusive, and a true reflection of Calgary's residents.

BE IT FURTHER RESOLVED that as part of the work above, and informed by the aforementioned public consultation through the Community and Protective Services committee, Council direct Administration to immediately engage in meaningful re-evaluation of City of Calgary internal practices and policies through the Diversity and Inclusion Framework lens. This includes but is not limited to budget deliberations, organizational structure, human resource practices, and procurement.

BE IT FURTHER RESOLVED that the Calgary City Council (including Council Staff) and the Administrative Leadership Team demonstrate a commitment to meaningful change by undertaking mandatory training on anti-racism best practices as soon as possible, and commit to recurring training no less than once every four years.

BE IT FURTHER RESOLVED that the Calgary City Council formally request the Calgary Police Commission to report to Council as soon as possible on the anti-racism work currently underway and contemplated within the Calgary Police Service, and any plans for engaging in a broader conversation with the community on the future of policing in a diverse city.

AND BE IT FURTHER RESOLVED that Council request the Community-based Public Safety Taskforce to consider issues of systemic racism in its work.

Themes We Heard – High level Themes from SPC on CPS Re: Calgary’s Commitment to Anti-Racism, 2020 July 7

This Attachment provides examples of some preliminary themes from the public consultation of the SPC on Community and Protective Services regarding Calgary’s commitment to anti-racism on 2020 July 7. These themes have been categorized into feedback relating to The City as an organization, to the community of Calgary and to public order, reflecting an analytical framework used in research and in practice by other municipal jurisdictions to support anti-racism objectives¹. A mixed methodological approach was used to identify the themes within each category, incorporating themes generated by Administration and those generated through analysis of the public consultation transcript with auto-coding software. Themes are ranked in order of frequency referenced. The full transcript of the public consultation can be found [here](#), on Calgary.ca.

These themes should be considered as an initial analysis only. A complete What We Heard Report is being developed by Engage and will be posted on [Calgary’s Commitment to Anti-Racism webpage](#) in 2020 October. Of note, in the public consultation presentations, many different terms were used to describe people affected by racism. For the purpose of this document, the acronym BIPOC is used to refer to Black, Indigenous and People of Colour but it is acknowledged that this phrase is not universally accepted.

Organization

- **Budget Allocation:** This theme captures comments on the need for reallocation of police funding towards preventive and interventive social supports (for example, education, mental health supports, social workers, etc.).
 - Related sub-themes:
 - Funding practices - Though not directed at any one order of government, there were comments about geographic disparity in capital and service investments across the city (for example, the lack of access to appropriate mental health services in the Northeast and lack of timely action by governments following the June 13th hail storm).
 - Social programs and affordable housing - There was broad support for reallocating police budgets to various social programs and housing initiatives.
 - Emergency services – There was criticism about police response during emergencies and the need for a different response to crises instead of by police. Also questions emerged about why 911 only connects to Fire, Calgary Police Service (CPS) and Emergency Medical Services (EMS), and not social supports.

¹ Icart, J.C. et al. “Indicators for Evaluating Municipal Policies Aimed at Fighting Racism and Discrimination”. *Center for Research on Immigration, Ethnicity and Citizenship* (CRIEC), (February 2005). https://ieim.uqam.ca/IMG/pdf/Cahiers_CRIEC_28_2005_en.pdf

- Speakers commented that The City of Calgary should prepare for the future by allocating some of the CPS funding to climate change initiatives that will advance the socio-economic wellbeing of BIPOC communities.
- **Representation:** This theme captures comments on the need for The City and CPS to cultivate a more representative workforce through equitable hiring practices. References were also made to the need to increase representation in leadership positions to promote for anti-racist decision-making.
- **Culturally Appropriate Services:** Speakers commented on the need for The City and CPS to provide more culturally appropriate services. This theme was also relevant for Alberta Health Services (AHS) in the context of Mental Health and other services.
- **Planning and Land-Use (Zoning):** This theme captures comments on the need for Planning to embed anti-racism into their principles and practices.
 - Related sub-themes:
 - Zoning - There was question about why industrial development is more acceptable and predominant in communities where BIPOC live and why there is resistance to different types of zoning based on living arrangements/needs of cultural communities.
- **Anti-Racism Training:** There were comments on the need for increased anti-racism training throughout all levels of The City as well as CPS.
- **Race-Based Data Collection:** This theme captures comments on the lack of race-based data collection by governments and how this creates challenges in meeting diverse needs, measuring impacts (both positive and negative) and benchmarking with other cities.
- **Procurement:** This theme captures comments on how The City can use its procurement policies and practices to support anti-racism work.
- **Business Licensing –** This theme captures comments about The City’s ability to help advance anti-racism through business licensing (for example, deny business licenses to those that profit from the sale of hate symbols).

Community

- **Community Consultation:** This theme captures comments about a long history of consultations where BIPOC are asked again and again to describe their lived experiences with racism, but these consultations don’t lead to structural change.
 - Related sub-themes:
 - Community Involvement/Representation – There were comments and statistics provided on the lack of BIPOC representation on local executive boards (boards of directors).
- **Economic Prosperity/Inequality:** This theme captures comments by BIPOC about their lived economic experience, the lack of opportunities and the struggle of local businesses.
 - Related sub-themes:
 - Greater support for BIPOC artists and businesses – There were comments about the discrepancy in funding relative to percent of population.
 - Re-evaluate economic strategy – There were comments about the need to tap into Calgary’s diversity to build a strong future and the need to look beyond oil and gas. Related there were comments that a systematic anti-racism framework should include poverty reduction.
- **Racism in the School System:** This theme captures comments made on how schools are both a site for the perpetuation of systematic racism as well as a site for social change.
 - Related sub-theme:
 - Curriculum – Concerns were expressed about how school curriculum, in particular Social Sciences and History does not reflect the history of Indigenous and Black people in Canada, and their experience with racism and oppression.

- **Anti-Racism as a Determinant of Health:** This theme captures comments that referenced the role racism plays in the social conditions of BIPOC, and their physical and mental health outcomes, economic participation, housing, law and the legal systems.
- **Culturally Appropriate Services:** This theme (also found under the Organization heading) captures comments about how community institutions including Calgary School Boards and AHS are unwilling to change their practices to allow for greater diversity in approaches, treatment, ways of knowing and understanding.

Public Order

- **Fear and Mistrust:** This theme captures comments on fear in relation to systems, fear when interacting with police, fear when racist experiences happen in public or in school etc. The term “mistrust” appeared in the context of experiences of police violence or mistreatment, or in relation to institutional professionals/experts.
 - Related sub-themes:
 - Carding and racial profiling – Many speakers shared their lived experience of carding and racial profiling by CPS and how this led to fear and mistrust.
 - Role of police in schools – There were comments/questions about why CPS Resource Officers are stationed in schools.
- **Governance and Oversight:** This theme captures comments on how existing regulatory oversight mechanisms are ineffective as they are a part of the current policing model, which in turn re-enforces systemic racism. Speakers reaffirmed the need for transparent and effective independent governing bodies to oversee CPS.
- **Violence:** Experiences of police violence towards BIPOC was a strong emerging theme throughout the transcript. Other forms of violence towards BIPOC identified during the public consultation related to missing and murdered Indigenous women, the colonization of Indigenous people and culture, and Black slavery.



THE CALGARY POLICE SERVICE

Commitment to Anti-Racism, Equity & Inclusion

September 2020

COMMITMENT

FROM THE EXECUTIVE LEADERSHIP TEAM

Your Worship, Members of Council, but most importantly, members of the Black, Indigenous, Mixed Race, and/or People of Colour community,

As the Executive Leadership Team, we are committed to addressing systemic racism in the Calgary Police Service (CPS). We know that the very foundation by which policing was created was inherently racist, and yet, our vision today is to lead a police service that is committed to dismantling systems of inequity by working to become anti-racist and relentless in our pursuit of equity, diversity and inclusion.

Over the past few months, we have been listening intently and engaging with members of the Black, Indigenous, Mixed Race, and People of Colour (BIMPOC) community, who have courageously shared their lived experience of racism and inequity.

It was difficult to hear that the experiences of many Calgarians are not in line with the values we espouse, and of the hurt, anger and frustration endured due to the treatment received from the CPS. We humbly apologize for the harm we have caused.

We would like to thank the expert panel and those who shared their deeply emotional and painful stories with us at the public consultations. We know that the only thing that will help toward righting any wrongs is a commitment to impactful action and change.

We commit to working hand in hand with our diverse communities to collaboratively ensure fair and equitable outcomes for Calgarians.


We also acknowledge that change does not happen overnight. We are setting out to dismantle systemic racism that has existed within our Service since its inception. This requires significant long-term effort, with many contributors at the table. While legislation, budget, economy and the realities of policing one of the largest cities in North America comes with its own challenges and constraints, you have our promise that we are committed to this necessary work. Not just now. From now on.

We are Calgary's police service. This means that we must earn the full trust and confidence of ALL Calgarians. We are confident in the 3,000 employees committed to the work of serving our city. What we do at this moment in time will define the future of how we serve our city.

Yours sincerely,



Chief
Mark Neufeld



Deputy Chief
Paul Cook



Deputy Chief
Chad Tawfik



Deputy Chief
Katie McLellan



Deputy Chief
Raj Gill



Acting Deputy Chief
Cliff O'Brien

The Calgary Police Service's Commitment to Anti-Racism, Equity & Inclusion

PURPOSE

On June 15, 2020, Calgary City Council approved the Notice of Motion (NOM) – Calgary's Commitment to anti-racism – that formally requested...*"the Calgary Police Commission to report to Council as soon as possible, on the **anti-racism work currently underway and contemplated** within the Calgary Police Service **and any plans for engaging in a broader conversation with the community on the future of policing in a diverse city.**"*

This report serves as the CPS's response to the NOM and our commitment to addressing systemic racism through both immediate and long-term actions.

LAND ACKNOWLEDGEMENT

In this time of reconciliation and acknowledgement that relationships between police and Indigenous communities require much healing and transformation, it is important that we acknowledge 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, Kainai and Piikani Nations; as well as the Tsuu T'ina Nation; and the Iyârhe Nakoda people of the Bearspaw, Chiniki, and Wesley Nations. We also want to acknowledge the Métis Nation of Alberta who share a deep connection to this land.

To acknowledge the traditional territory is to recognize its longer history, reaching beyond colonization and the establishment of European colonies, as well as its significance for the Indigenous peoples who lived and continue to live upon this territory, and whose practices and spiritualities were tied to the land and continue to develop in relation to the land and its other inhabitants today.

CONTEXT

There is a long history of racism, discrimination and marginalization in Canada, and we must acknowledge its existence in our country, province, city, systems, and public services, including law enforcement. Historically, policing has been contrary to the safety and well-being of Black, Indigenous, Mixed Race and People of Colour (BIMPOC).

We shared in the public grief and outrage when George Floyd was murdered by a police officer in the United States in May 2020. In the days that followed, we co-signed a letter with other North American policing agencies condemning the actions of the officers involved in that tragedy. We know there is no room for complacency within our Service.

With the public protests that followed, the July 2020 public consultations at City Council, and dialogue with our Diversity Advisory Boards and the BIMPOC community, we have heard Calgarians' concerns about racism, discrimination, and use of force in policing. We learned about what we need to do to provide better service to all Calgarians. Every Calgarian deserves to feel safe and be able to trust that police will treat them fairly and with respect.

We, the Calgary Police Service (CPS), acknowledge that systemic racism, discrimination, and marginalization exist in our Service and manifests in how we deliver services to the community. It also has a deep impact on our employees. It demands our immediate, meaningful action and today, **we commit to leading a transformational culture change at CPS.**



OUR COMMITMENT TO CALGARIANS

We commit to dismantling systemic racism at CPS:

- We will undertake transformational culture change at CPS to create an equitable and inclusive workplace, so our members deliver equitable and inclusive service to all Calgarians.
- We will examine all programs, policies and practices with an anti-racist and equity lens, centering our analysis on the lived experiences of and impact on our BIMPOC community members.
- We will intentionally focus on our role and responsibility in reconciliation with Indigenous communities.
- We will acknowledge historical and current wrongs and structural inequities.
- We will challenge power imbalances to address the inequities that exist in our systems.
- We will challenge the complacency that gives power to racism, starting with our own leadership.
- We will work with the community to develop solutions.
- We will be fully accountable for this work and report publicly on our progress and challenges.
- We will take an evidence-informed approach, learning from and acknowledging our mistakes.
- We will be driven by our values of respect, honesty, compassion, courage, fairness, accountability and integrity.

To fulfill these commitments, we will undertake the actions described in this report, most notably:

- We will identify dedicated internal resources for our equity, diversity and inclusion work.
- With our partners and external experts, we will develop an anti-racism and equity strategy and apply that lens to all that we do.
- We will commission an external, independent review of the School Resource Officer (SRO) program.
- We will allocate funds to improving call response, with the goal of better outcomes for citizens in crisis.
- We propose to partner with the Calgary Police Commission and City Administration on a city-wide engagement process.

We realize this is a long journey. We acknowledge it will be hard to fundamentally challenge our systems while participating within them. It will take time to do it right. And we know progress will not be fast enough. These commitments are our priority. Not just now. From now on.

WHAT WE HEARD

In recent months, we have heard from many Calgarians and our employees about their experiences with the CPS. We appreciate the courage of those who shared their stories and raised their concerns so directly and publicly with us.

We have long been committed to a community-based policing model that prioritizes engagement with Calgarians. Our employees have earned high levels of public trust and confidence with the community. Despite our best intentions, we have fallen short when serving the BIMPOC community.

Through The City of Calgary's public consultation and our own discussions with Diversity Advisory Boards and meetings with the community, we heard the following themes:

1 THE ROLE OF POLICE

What the police does and how, needs to be addressed:

- 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.
- Remove police officers from schools and replace them with mental health and social supports.

2 PROTECT THE PUBLIC FAIRLY AND EQUITABLY

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

- Policies and procedures need to be changed in order to remove racial profiling, unreasonable and unwarranted use of force and harassment.
- Officers must be trained and re-certified on de-escalation skills and tactics.
- 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 career.
- A trauma-informed lens needs to be applied to supports given to BIMPOC victims.
- The public must have access to complaints to the CPS on racially motivated actions of officers.
- The lived experiences of BIMPOC need to be used as case studies to educate officers.

3 IMPROVE ACCOUNTABILITY AND TRANSPARENCY

Police behaviours and actions towards BIMPOC must be open to public scrutiny:

- Police conduct needs to have civilian oversight.
- Public complaints must be resolved quickly, and the outcomes must be transparent.
- Complaints and misconduct need to be reviewed by a third-party community member who has no affiliation or knowledge of policing practices.
- The consequences for racist actions, on and off duty by an officer, need to be greater.
- Continue use of body-worn cameras.
- Race-based data needs to be collected and shared.
- Evaluation of implicit bias and systemic racism and the efforts to get rid of them at CPS need to be ongoing.
- Calls to Action from the Truth & Reconciliation Commission (TRC) and the National Inquiry on Missing and Murdered Indigenous Women and Girls (MMIWG) need to be implemented to further develop the relationship that CPS has with the Indigenous community.

4 INCREASE WORKFORCE DIVERSITY AND INCLUSION

Diversity and inclusion cannot be an afterthought:

- Calgary's police service needs to look like the community it serves.
- Diverse communities must be engaged in discussions about policing as a career.
- Data must be collected and shared about diversity in the workforce.
- Culturally appropriate supports must be available for BIMPOC/gender diverse employees.
- The voices of diverse employees need to be encouraged and listened to.
- Diversity and inclusion must be a part of day-to-day practices at CPS.
- Diversity Advisory Boards should be asked to assist with recruiting efforts.

5 IMPROVE COMMUNITY ENGAGEMENT

Engaging with the community will ensure they are better served:

- Citizen feedback needs to be encouraged and reflected in the actions that CPS takes.
- The role of Diversity Advisory Boards needs to be strengthened to utilize their expertise.
- Youth Advisory Councils should be established.
- CPS employees need to take part in community events to have better understanding and build relationships with those they serve.
- The community needs to know what diversity, equity and inclusion efforts CPS is taking.
- Educational opportunities should be offered for new Canadians to learn about the role of police.
- Citizens should be offered more opportunities to observe officers interacting with the community, e.g. ride-along program.
- The community should have more opportunity to have dialogue with CPS to build awareness, trust and confidence, as well as providing a safe opportunity to discuss concerns.

SYSTEMIC RACISM AT CPS

After listening intently to Calgarians sharing their stories and pain with us, it is our duty to honour what we heard by deepening our own understanding of systemic racism and how it manifests within the CPS.



*How we define racism will determine how we battle it.
(Ijeoma Oluo, 2018)*

After the July 2020 public hearings, our first step as a senior leadership team was to come together and collectively learn about, and come to terms with, systemic racism.

OUR DEFINITION OF SYSTEMIC RACISM

We have more learning and work to do as a Service to finalize our shared definition. We know that in order to take meaningful action to dismantle systemic racism, it is imperative that our entire Service, starting at the top level of leadership, have an understanding of what systemic racism is and how to identify it.

“Systemic racism is embedded in policies, procedures and processes within an institution, based on negative beliefs, attitudes and ideologies towards racialized people that exclude, disadvantage or harm. These are reinforced by systems of power that create inequities, and no individual intent is required.”

– Calgary Police Service working definition of systemic racism.

DEEPENING OUR UNDERSTANDING OF SYSTEMIC RACISM

Through this process, we also deepened our shared understanding of how systemic racism differs from overt discrimination in that no individual intent is necessary.

It is important to understand that the idea of systemic racism is not about individual attitudes. It is about how society works. Good people can participate in systemic racism. Systemic racism reflects deeply embedded, hardly articulated, and often unspoken, assumptions about how the society should function and about people's roles in the society¹.

We also understand that complacency in the system gives racism power and therefore, it is our responsibility to actively uproot systemic racism in order to dismantle it. As stated by Andrea A. Davis, chair of York University's department of humanities and co-ordinator of the Black Canadian Studies Certificate:

We have to acknowledge that racism can look like hate, it can look like what happened to George Floyd, but that's only one way it shows up. It shows up in apathy, in silence, in ignorance, in the refusal to really learn.... The reality is that racism is expressed not just as conscious acts of hate or violence, but it's far more complex than that. It evolves out of a set of deeply rooted systems in our country. So deeply rooted that it might be easy to miss².

We understand that this is not about a few "bad apples," and that intention in engaging in racism is not the focus, but rather it is the impact that it has on BIMPOC. Systemic racism is dictated by the system not our hearts. This is about a systemic problem that has been created over time that will require systemic remedies. As stated in a presentation by professor Colleen Sheppard in the Faculty of Law at McGill University,

Rather than approaching discrimination from the perspective of the single perpetrator and the single victim, the systemic approach acknowledges that by and large the systems and practices we customarily and often unwittingly adopt may have an unjustifiably negative effect on certain groups in society³.

As we have deepened our understanding of systemic racism through ongoing training, research and engagement, we have also learned that **individuals can be anti-racist working within, and despite, the systems and institutions that are systemically racist.**

1 <http://www.slaw.ca/2020/06/30/from-discrimination-to-systemic-racism-understanding-societal-construction/>

2 <https://www.ctvnews.ca/canada/five-charts-that-show-what-systemic-racism-looks-like-in-canada-1.4970352>

3 https://www.cerp.gouv.qc.ca/fileadmin/Fichiers_clients/Documents_deposes_a_la_Commission/P-617.pdf

A FRAMEWORK TO GUIDE OUR EFFORTS

The Ontario Human Rights Commission (OHRC) has provided a useful framework for understanding and identifying systemic racism within institutions and organizations.

This model will help us ensure that we are not unconsciously engaging in systemic racism. This takes vigilance and a willingness to monitor and review numerical data, policies, practices, decision-making processes and organizational culture.

The model⁴ lays out three criteria that help us assess our systems:

1 NUMERICAL DATA

Numerical data such as statistics may show that racialized persons are not being equally treated by or within an organization. In some instances, numerical data will suggest that there may be systemic discrimination because too few racialized people are represented, for example in positions of leadership. In other situations, it may show that too many racialized people are represented, for example in police stops.

Numerical data alone isn't likely to be proof of systemic discrimination. However, it serves as an indicator or a "red flag" that there may be a problem. An organization may be able to challenge the data or show that there is a non-discriminatory explanation for the numbers.

2 POLICIES, PRACTICES AND DECISION-MAKING PROCESSES

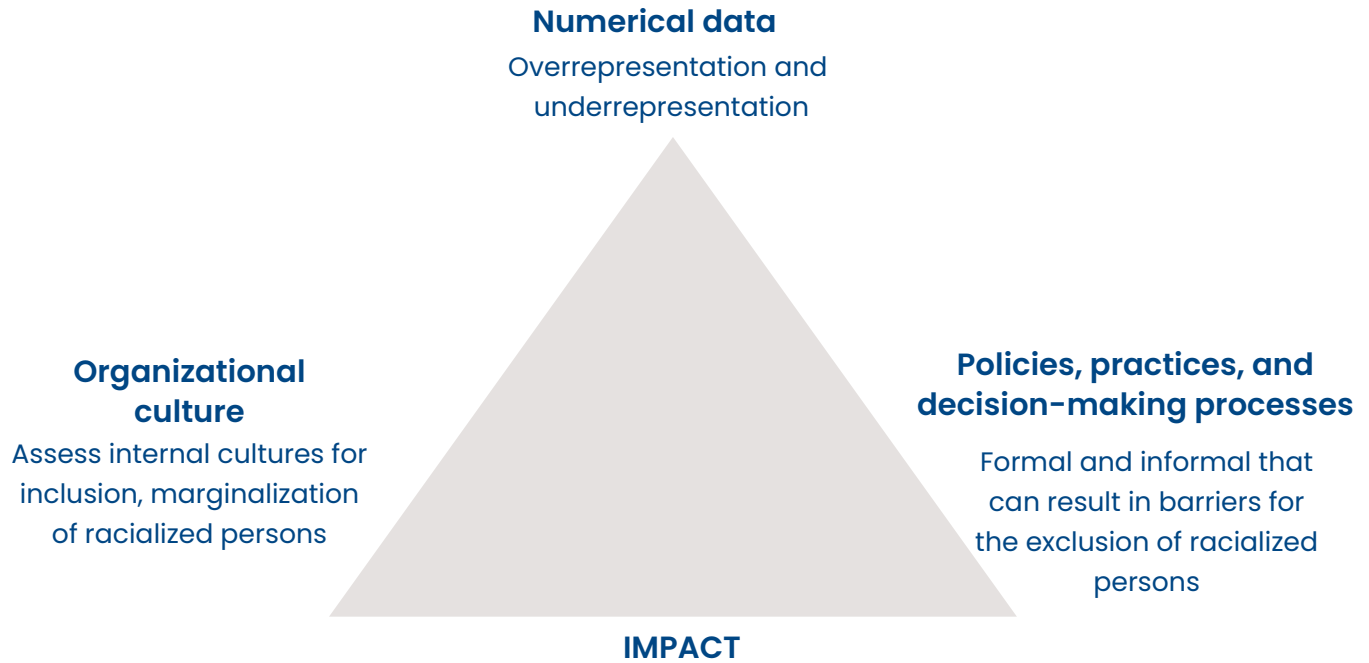
Formal and informal policies, practices and decision-making processes can result in barriers for and exclusion of racialized persons. The use of informal or highly discretionary approaches are particularly problematic as there is more room for subjective considerations, differing standards and biases to come into play. It is also important not to design policies, practices and decision-making processes in a way that does not account for individual differences or that uses the dominant culture as the norm.

3 ORGANIZATIONAL CULTURE

Organizations can have their own internal cultures, which, if not inclusive, can marginalize or alienate racialized persons. For example, an organization that values a particular communication style based on how people from the dominant culture tend to communicate may undervalue a different, but equally effective communication style used by a racialized person. Similarly, social relationships and networks that are an important part of success may sometimes exclude racialized persons.

⁴ <http://www.ohrc.on.ca/en/racism-and-racial-discrimination-systemic-discrimination-fact-sheet>

THREE CONSIDERATIONS WHEN IDENTIFYING SYSTEMIC RACISM



WHAT WE WILL DO

Our goal is to embed equity, value diversity and practice inclusion with our employees, so that they can deliver fair and equitable policing services to our diverse community.

The following sections outline our two-part response to the NOM by highlighting the actions that we will take to address systemic racism. Our commitments are guided by our values.

MOTION PART 1: Anti-Racism Work Currently Underway and Contemplated Within the CPS

Achieving a vision of an anti-racist organization requires significant long-term commitment. By the end of 2020, we will identify dedicated resources to lead our Equity, Diversity and Inclusion work. We will be accountable through these resources to the development and implementation of our strategic approach to anti-racism and equity, which will inform our policies, practices, and training.

The strategy will be developed collaboratively with the Calgary Police Commission, The City of Calgary, community partners, citizens, employees and through our participation on the City's Anti-Racism Action Committee. Our strategy will be built from the strong foundation established by the efforts of our Diversity Resource Team (DRT), which has direct and consistent contact with community members from multiple cultural, geographic, religious, and sexually diverse backgrounds. It will be informed by the expertise of our seven volunteer community-based Diversity Advisory Boards, which are comprised of Calgarians from diverse communities. It will be lived out daily by our employees, through their numerous interactions with the public and various outreach and community policing initiatives. Every interaction that an employee of the CPS has with a member of the public is and should be an opportunity to build trust and understanding.

Following the OHRC criteria, we are taking the following immediate actions as a start to our anti-racism and equity work.

1 NUMERICAL DATA

Collection of Race-based Data

Citizen Data

We will collect and report on disaggregated race-based data.

Collection of disaggregated race-based data in our interactions with citizens has been the subject of ongoing debate across Canada as there is little consistency in what race data is collected and how it is reported upon. We are committed to collecting race-based data. Currently, our records management system and other databases allow for the collection of race-based data but the race categories differ across systems. Race is often not a mandatory field and the assignment of race is typically based on officer perception. A review of race-based data collection is underway and is being informed by recommendations from the Canadian Association of Chiefs of Police and Statistics Canada. This review will provide a consistent national approach to the race categories every agency uses for race-based data collection in accordance with the *Canadian Charter of Rights and Freedoms* guarantees, the *Human Rights Act*, the *Alberta Bill of Rights*, and the *Freedom of Information and Protection of Privacy Act*. Once consistent categories are established, we will engage our community partners, as well as other agencies, to determine best practices on how to record race and incorporate that into our reporting. Race information will become integrated into our monthly, quarterly and yearly reports as well as other CPS reports (officer contact, use of force, etc.) available on our website. It is important that these practices are evidence-based and reflective of community engagement in order to achieve meaningful changes to our policies, practices and procedures.

Employee Data

We will collect and report on disaggregated race-based employee data.

The collection of employee data on race and ethnicity to inform strategies for the recruitment, selection, and advancement of employees has not been our common practice. A voluntary census of employees conducted in 2017 showed that of the 1,811 responses (65.9 per cent of the employees), 11.4 per cent of employees identified as a visible minority. Of those respondents that held a supervisory role, 6.7 per cent identified as visible minority.

As part of our commitment to identifying and addressing systemic racism, we will work closely with The City of Calgary to explore changes to our practices for the collection of disaggregated race-based employee data. In the short-term, we will conduct a voluntary census of employees by the end of Q1 2021. We will also leverage data from an ongoing voluntary survey of CPS applicants to inform our recruitment strategy.

Evaluation of the Body Worn Camera Program

We will evaluate the Body Worn Camera Program and make the findings available to the public.

We are the first major city in Canada to deploy body worn cameras to all frontline officers. As of May 2019, 1,150 body worn cameras were issued. The Body Worn Camera Program is guided by five key principles:

1. Enhancing transparency, public trust and confidence.
2. Enhancing officer accountability and professionalism, and provide real-life training examples.
3. De-escalating situations and reducing incidences of the use of force by and against the police by affecting the behaviour of individuals who are aware of the recording in-progress.
4. Protecting officers from unfounded allegations of misconduct and increasing the efficiency of resolution of complaints against the police.
5. Improving evidence collection, documentation, and prosecution, including early-case resolution.

After a full year of service-wide deployment of body-worn cameras, we are undertaking an evaluation to ensure that we address what is working, what can be improved and how this technology best serves our community and our officers. Evaluation findings will be made public.



2 POLICIES, PRACTICES AND DECISION-MAKING PROCESSES

School Resource Officer (SRO) Program

We will commission an external, independent review of the School Resource Officer program.

We acknowledge the strong support for the SRO program by Calgary's school boards. However, there has been a lack of evaluation data on the effectiveness of the program in achieving positive outcomes for all students. We will commission a comprehensive independent review of the SRO program. This review will commence before the end of 2020, and will apply an anti-racism equity lens, incorporating data collected from school boards, teachers, and students, among others.

We have operated the SRO program since 1976. In 2020, the program is operating in 450 schools (including all of Calgary's publicly funded schools), having a broad reach in the community. SROs provide mentorship and help schools to identify, assist and support youth when there is potential for them to get involved in conflict or be victimized. There have been questions from the community about whether SROs are appropriately trained to address student issues, and about the prioritization of SROs over other health and mental health supports that are currently under-resourced in schools. There is also a perception that SROs do not make BIMPOC students feel safe and are only assigned to racialized schools. The review will address these questions and we will take appropriate action based on the recommendations.

Use of Force

We will review use of force policies, practice and culture.

We recognize that to fully effect change toward fair and equitable policing, a fundamental shift in the way we view use of force as a police culture is required. Over the last number of years we have heard clear concerns from the community about use of force and police misconduct. Following a number of officer-involved shootings, a review was conducted in 2018 by The Honourable Chief Justice Neil Wittmann, QC. This review resulted in 65 recommendations related to recruitment, officer education and training, use of force, mental health, culture, and organizational strategy. We have accepted all of the recommendations from the review, and have been making significant long-term changes, including the commitment of an Early Intervention Program for officers displaying elevated risk factors, mental health training for front-line officers, safer ways of arresting offenders in vehicles, and changes to policy and training especially in relation to de-escalation strategies and tactics.

The public continues to express serious concerns over the disproportionate use of force in interactions with racialized Calgarians. This requires a determination of its reasonableness, necessity, and proportionality. We are conducting a thorough review of our Use of Force Policy, with consideration to the Police Executive Research Forum (PERF)'s "30 Principles on Use of Force" – for instance, regarding the use of such tactics as Lateral Vascular Neck Restraint (LVNR).

Street Checks

We will collect and share disaggregated data on officer contacts.

We have heard concerns from citizens regarding “carding.” We prohibit this practice, which is the arbitrary or random questioning of citizens and collection of personal information based solely on race and other prohibited grounds outlined in the *Alberta Human Rights Act*.

We do conduct “officer contacts” (sometimes referred to as “street checks”), which gather information voluntarily through interactions between police officers and citizens for policing purposes. Officer contacts frequently stem from publicly generated calls for service, or through patrols of high crime or priority areas. Information is collected and stored as an “Info Post” (an electronic intelligence gathering form that records a person’s identification information and/or their circumstances at a particular time and place). All Info Posts are reviewed by the Intelligence Evaluation Unit (comprised of civilian employees) to ensure the information is legally obtained, collected without bias, and stored properly to protect the privacy of the citizens of Calgary. This unit ensures officers’ collection of information is in full compliance with the *Charter of Rights and Freedoms*, the *Human Rights Act*, the *Alberta Bill of Rights*, the *Freedom of Information and Protection of Privacy Act*, and CPS Fair and Impartial Policing practices.

We appreciate concerns from the public around the lawfulness and fairness of this process. Though we regularly provide public reports on officer contacts, we commit to collecting and reporting accurate race-based data. We are actively participating in the development of the new Provincial Guidelines on Street Checks and will make any required changes to our existing policy. We will also look to enhance our recruit and officer training to ensure our employees understand the significance of trauma-informed, respectful interactions with the public.





Relationship with Indigenous Peoples

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.

Our relationship with the Indigenous community has strengthened over the years, most recently through work on our own Indigenous Roadmap. We understand that inter-generational trauma has been inflicted on them and that enforcement and incarceration are not the answers to addressing this trauma. The TRC's Calls to Action and the MMIWG's Calls for Justice have explicitly outlined what actions the police should take in order to effectively address the unique needs of our Indigenous Peoples.

We are learning from our Indigenous community how we can best respond to these calls for action, how we can collaborate with community agencies to achieve this and how we can be champions for change. We will continue to advocate for and participate in court and diversion programs that provide opportunities to heal while addressing underlying physical, emotional and cultural traumas. We commit to continuing our work on addressing the police-related Calls to Action and Calls for Justice through our Indigenous Roadmap.

3 ORGANIZATIONAL CULTURE

To effectively address systemic racism at the CPS and serve the needs of our diverse community, a transformation of the organizational culture where all employees feel welcomed and valued and can contribute their best success to the Service is required. There is an extensive body of literature that investigates the challenges and barriers to career development and advancement for underrepresented groups in policing and other institutions. We must understand the impact of implicit/unconscious bias, dominant organizational culture, and systemic inequities in employment policies and procedures.

Development and Application of an Anti-Racism and Equity Lens

We will apply an anti-racism and equity lens to all that we do.

Addressing systemic racism will require systemic remedies. We are committed to developing an anti-racism and equity lens to assess the Service's policies, procedures and programs to ensure that equity and inclusion are embedded in this work moving forward. The recruitment and promotion processes, use of force and street check policies, and diversity training to address current barriers and limitations are a priority.

An anti-racism and equity lens is an analytical tool that will be used to assess how different groups of people may experience service provision, and be differently impacted by policies, programs, and initiatives across the CPS. This anti-racism and equity lens will be aimed at reducing and preventing inequities within the CPS and the services it provides to Calgary's diverse communities. We will leverage the expertise of other organizations that have developed similar analytical tools to systematically address racism and other forms of inequity. We will work in partnership with the community to ensure our anti-racism and equity lens meets the needs of our Service and the diverse communities we serve.



The Complaints Process

We will have a civilian Executive Director to oversee the complaints process and modernize the Professional Standards Section to improve transparency and accountability.

We will report public complaints related to allegations of racism and discrimination to the public through the Calgary Police Commission.

When police misconduct occurs, we know that the process to investigate, as well as the framework to discipline officers when warranted, takes too long and does not always result in a satisfactory resolution to the victim, the community or police officers. There are also concerns about complaints being investigated internally and “police investigating police.”

We understand the incredible frustration that the complaint investigation process causes. We uphold the principle that those who are responsible to enforce the law must also be accountable for adhering to it. That is why we are committed to faster resolution and greater accountability and transparency about police misconduct to increase public trust and confidence. Under the leadership of a civilian Executive Director, the Professional Standards Section, which oversees internal investigations of misconduct, will continue implementing reform measures. These include increased transparency of disciplinary matters, triaging cases, enhanced training for investigators and supervisors, and civilianization of key positions.

Some of the aforementioned issues relate to limitations in the *Police Act*, which we are legislated to follow. We are equally frustrated with having to work within the parameters of an outdated act that needs modernization. With the Alberta Association of Chiefs of Police, we are advocating to the provincial government to amend the act to ensure a more satisfactory process for complainants and the community. Proposed changes will establish timelines for quicker investigations, impartial investigations, more resolution options, and clarify when an officer can be relieved from duty without pay.

MOTION PART 2:

Plans for Engaging in a Broader Conversation with the Community on the Future of Policing in a Diverse City

We will allocate funds to improve call response with the goal of better outcomes for citizens in crisis.

We propose to partner with the Calgary Police Commission and City Administration on a city-wide engagement process.

We have 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 are in agreement 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 there are no gaps in service for our most vulnerable citizens and reduce over-reliance on police. 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.

We will make a financial investment, reallocating resources from our existing budget to work with community partners to develop alternative ways to respond to Calgarians in crisis. We propose to leverage the existing Community Action on Mental Health and Addiction Strategic Framework and initiative. We support the expansion of mental health partnership models like Police and Crisis Team (PACT) and Mobile Response Team (MRT), increased funding to alternatives to police response programs like Downtown Outreach Addictions Partnership (DOAP), and earlier triage of mental health calls.

Further conversations are necessary to clarify the stewardship of these reallocated funds, which could be used for new pilot programs, initiatives or partnership programs, as well as to potentially bolster existing partnership work that has a track record for success.

Our recent Service Optimization Review (SOR) revealed that serving Calgarians within our existing model would require more police officers and greater per capita funding. This is unreasonable not only with current economic constraints but with a call for greater attention for us to deliver services better aligned with our mandate. As the budgets of our partners have been reduced through cuts at various orders of government, we have taken on calls for service that have been outside the original mandate of public safety. We want to work with the public and all orders of government to determine the future of policing. We must ensure there are no gaps in service for our most vulnerable citizens and reduce the overreliance on police.

Our next steps will be determined by the collective vision we all have for our city. Our intent and our impact need to align so that we are in lockstep with the citizens we have the honour of serving. The status quo is not the way forward, and we value collaboration with The City of Calgary, our partners, and citizens in charting the path for the future. **We will be relentless in our pursuit of getting it right.**

CONCLUSION

We must do better. We recognize that as a police service, we have a greater duty of care to ensure systemic racism is not part of our organization. The steps we take today and, in the future, can fundamentally change policing in our city. Systemic racism is not new, but the conversations we have had recently are unprecedented. This moment is bigger than one person and one institution: It is about all of us.

We want to acknowledge the excellent work and commitment our employees have to serving the community. While the system has not been perfect, and we have not been perfect, we would be remiss not to acknowledge the progress made to date.

This path we are on requires acceptance of the discomfort we may feel in applying a critical lens to every aspect of our work. It also requires us all to listen and learn from each other and from voices that have not been afforded the opportunity to be heard before now. These conversations will be ongoing and honest, with a common pursuit of understanding and respect.

An anti-racism and equity lens must be rooted in all that we do, including our internal training, community engagement, recruiting processes, operational policies, programming and service delivery.

We will only know if progress is being made when we set clearly defined outcomes and appropriate measurements to determine if we are on the right path. Through this process we will rely on our community, our employees, the Calgary Police Commission, and Calgary City Council to keep us accountable and transparent.

We are duty bound to the public we serve, the community we live and serve in, to ourselves and each other, to create a community that is safe, diverse, inclusive and inspired. The demands on policing, however, will only increase. How and who we work with to respond to these demands is critical to positive outcomes for our community.

Recent events, including the murder of George Floyd, have galvanized people around the world who rightfully demand equity, justice, respect and professionalism from all the public organizations that serve them. Our response today sets the course for the future. We commit to moving forward guided by our values of honesty, integrity, respect, fairness, compassion, courage and accountability.