

Calgary



Community-Based Public Safety Task Force

Creating Safe and Connected Communities

In 2005, Calgary adopted its 100-year vision, which reads as follows:

Calgary: a great place to make a living, a great place to make a life.

For thousands of years, people have met at the confluence of two vital rivers to imagine and realize their futures. Together, we have built a city of energy, born of a powerful convergence of people, ideas and place. Together, we continue to imagine a Calgary and a community where:

We are each **connected** to one another. Our diverse skills and heritage interweave to create a resilient communal fabric, while our collective spirit generates opportunity, prosperity and choice for all of us.

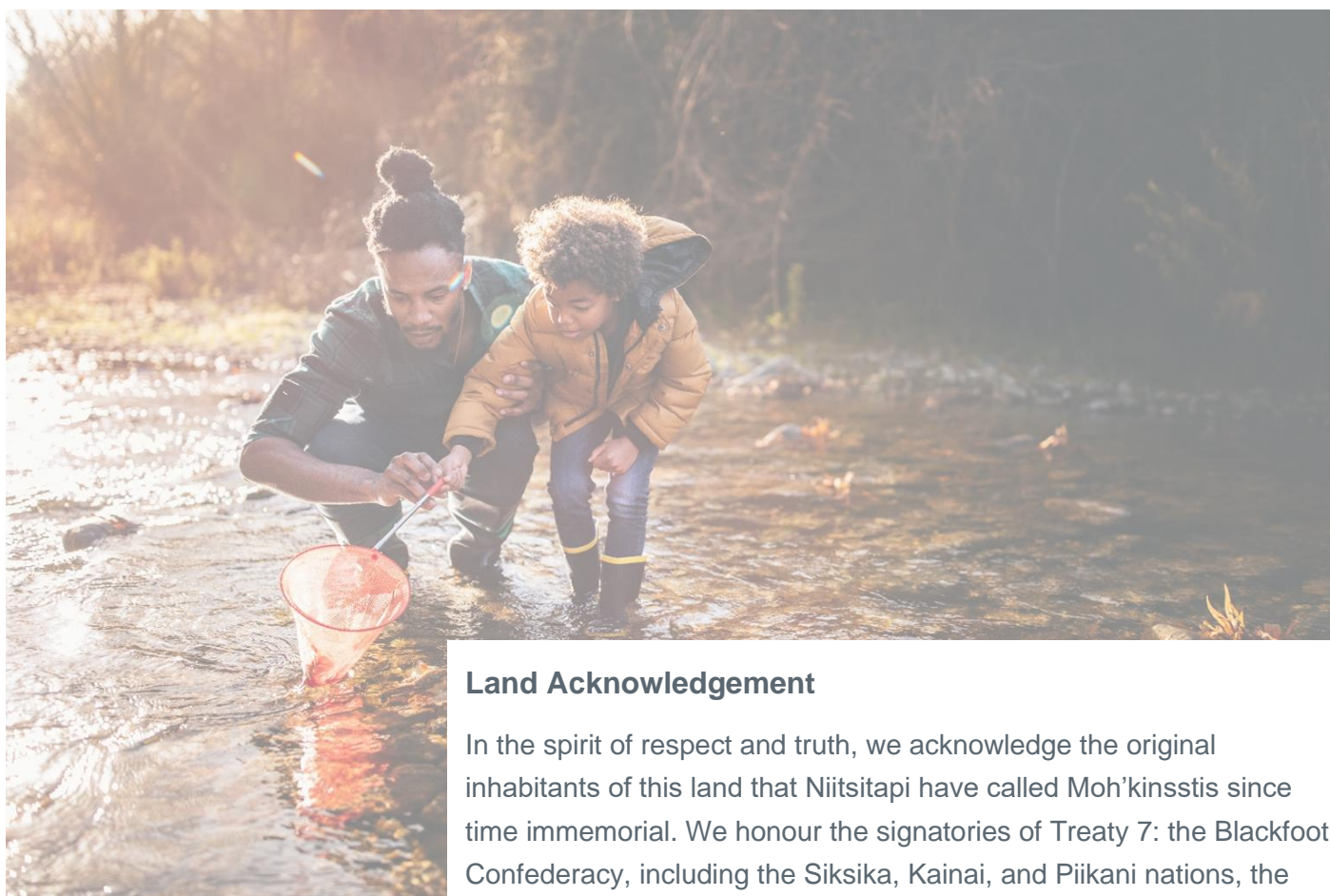
We are each **connected** to our places. We treasure and protect our natural environment. Magnificent mountain vistas and boundless prairie skies inspire each of us to build spaces worthy of our surroundings.

We are each **connected** to our communities. Whether social, cultural or physical, these communities are mixed, safe and just. They welcome meaningful participation from everyone, and people move freely between them.

We are each **connected** beyond our boundaries. We understand our impact upon and responsibility to others. Our talent and caring, combined with a truly Canadian sense of citizenship, make positive change across Alberta, throughout Canada and around the world.



We would like to acknowledge and thank all participants in the Community-Based Public Safety Task Force and community members that shared their expert knowledge and lived experiences in relation to gun and gang violence to help inform the work of the Task Force. This report was prepared based on information gathered through Task Force meetings, presentations from community and academia, engagement with community members connected with at-risk youth and gang-involved individuals, and an online citizen survey. Best efforts have been made to fully represent what was heard by both Task Force and community members, acknowledging the complexity and far-reaching impacts of gun and gang violence.



Land Acknowledgement

In the spirit of respect and truth, we acknowledge the original inhabitants of this land that Niitsitapi have called Moh'kinsstis since time immemorial. We honour the signatories of Treaty 7: the Blackfoot Confederacy, including the Siksika, Kainai, and Piikani nations, the Iyârhe Nakoda of the Chiniki, Wesley and Bearspaw nations, and the Tsuut'ina nation. We acknowledge the members of the Métis community and specifically, the Métis Nation of Alberta Region Three. In the spirit of reconciliation and because we are all treaty people, we also acknowledge all Calgarians who make our homes in the traditional Treaty 7 territory of Southern Alberta.



Table of Contents

Executive Summary	1
1.0 Introduction	2
1.1 Background	2
1.2 Purpose and Structure of Report	3
1.3 Strategic Framework	4
1.4 Current Landscape	5
2.0 Voices of the Community	7
2.1 Community Engagement	7
2.2 Public Engagement	10
3.0 Realities & Responses	13
3.1 Programs and Services in Calgary	13
3.2 Programs in Other Jurisdictions	17
3.3 Gap Analysis	20
4.0 Recommendations for Action	25
Action 1: Share, Monitor and Advocate	25
Action 2: Apply for and Align Funding	25
Action 3: Coordinate and Improve Navigation and Access	25
4.1 Timeline for Action	26
Appendix 1: Community-Based Public Safety Task Force Notice of Motion	27
Appendix 2: Community-Based Public Safety Task Force Terms of Reference	29
Appendix 3: Task Force Members	33
Appendix 4: Sample of Additional Programs and Services in Calgary	39
Appendix 5: Stakeholder Report Back: What We Heard	42
Appendix 6: Task Force Themes that Informed Recommendations	50
Appendix 7: Additional Themes for Task Force Member Agencies	52
Appendix 8: Resources Consulted	57

Executive Summary

On 2020 February 3, Council unanimously approved Notice of Motion PFC2020-0120 initiating the formation of a Community-Based Public Safety Task Force (the Task Force) to identify and address community concerns around escalating urban violence in Calgary, with a focus on gang and gun violence. The Task Force undertook extensive community and public engagement and reviewed local and national gang prevention, early-intervention and exiting programs to understand which services are effective, and identify gaps, challenges and issues with existing programs. This report presents the findings and recommendations for action from the Task Force.

While there are many gang prevention and early-intervention programs available in Calgary, the Task Force heard from the community that barriers exist around accessing and navigating services for certain population groups, as well as through life stages. Significant programming gaps were identified in the areas of parenting skills development, gang exiting/re-integration and street outreach focused on gang-involved individuals. There is also a need for more culturally appropriate programming options, more input required from the community and those with lived experience on program design and evaluation, and greater support for advocacy-focused initiatives that address the experience of inequality that disproportionately impacts members of the Black, Indigenous and People of Colour (BIPOC) community. A lack of consistent funding was also identified as a barrier, both for families and social programs in general.

Based on community input and the results of the gap analysis, the Task Force proposes the following actions toward creating safe and connected communities where all citizens feel secure:

Action 1: Share, Monitor and Advocate

- Valuable insights gained by the Task Force on the realities, gaps and proposed solutions to urban violence, including those that were outside the scope of the task force, will be consolidated and **shared** through a letter from the Task Force Chair to appropriate organizations. The City will schedule a check-in with each organization to **monitor** progress. The Chair will continue to **advocate** to the Government of Canada on issues related to urban violence.

Action 2: Apply for and Align Funding

- The City will create an action plan for funding based on criteria identified by the community and Task Force to **apply for** anticipated federal grants from Public Safety Canada. Calgary's potential share of the funding over the next five years would then finance solicited proposals from the community that **align** with the criteria to support immediate, Calgary-based community solutions specific to gang and gun violence.

Based on feedback from the community and the Task Force, criteria for the potential investments could include, but is not limited to: improved navigation of programs, barrier-free youth programs, increased supports for offenders, increased supports for youth addiction recovery, and increased programming for parents and families. The criteria could also be used to guide partnership opportunities or future applications for other funding sources as they arise.

Action 3: Coordinate and Improve Navigation and Access

- The City will play a key role in system mapping, **coordinating** community stakeholders to identify and prioritize needs and opportunities related to at-risk and gang-involved populations. This work will involve identifying gaps and barriers around **navigating** gang-specific programming, improving **access** for those at-risk or involved in gang activity, and supporting advocacy-focused initiatives toward systemic change.

1.0 Introduction

1.1 Background

On 2020 February 3, Council unanimously approved Notice of Motion PFC2020-0120 initiating the formation of a Community-Based Public Safety Task Force (the Task Force) to identify and address community concerns around escalating violent crime in Calgary, with a focus on gang and gun violence.

Building on the commitment of the Calgary Police Service to tackle crime and firearms-related violence, the key purpose of the Task Force was to provide a foundation for a broader community-driven and community-owned strategy that is collaborative and proposes solutions that improve safety and the perception of safety in communities.

Using a cross-sectoral approach, the Task Force brought together a coalition of partners to focus their diverse perspectives on the complex issue of gang and gun violence and to identify tangible actions that are aligned with the needs of communities.

The work of the Task Force was also guided by Notice of Motion C2020-0715 approved by Council on 2020 June 15 which affirmed Calgary's commitment to anti-racism and directed the Task Force to consider issues of systemic racism. To support this initiative, the Task Force actively sought out the perspectives of marginalized communities, including the Black, Indigenous and People of Colour (BIPOC) community, to inform its recommendations, and evaluated local programs and services to identify systemic and language barriers to participation, as well as opportunities to collaborate on initiatives that address structural racism at the community level.



It is important to note that several other initiatives have been ongoing or introduced since the Task Force was formed, including the Community Action on Mental Health and Addiction Strategy, the Community Safety Investment Framework and Calgary Police's Gang Strategy and Anti-Racism Action Committee, that are separate, but have significant parallels with the work of the Task Force.

The mandate of the Task Force was to review local and national programs and engage community members to understand which services are effective, and identify gaps, challenges and issues with existing programs. Research and public engagement were also used by Task Force members to provide Council with actionable recommendations with a focus on identifying and addressing community concerns around urban violence.

The Task Force was composed of a diverse group of experts and professionals from various fields, including representatives from all orders of government, the Calgary Police Service, the Calgary Police Commission, public education, academia, local service agencies and community leaders.

Task Force members convened six times over a period of nine months. At meetings, the Task Force identified priorities, set goals and objectives and received presentations and briefings from various partners, including community organizations, City agencies, academia and the provincial and federal governments. Outside of scheduled meetings, the Task Force sought input from the community through targeted stakeholder engagement which occurred from 2020 September to November, as well as public engagement which was completed in 2020 November and December. Other activities which informed the work of the Task Force included a scan of existing prevention programs and services in Calgary and a review of innovative programs in other jurisdictions.

1.2 Purpose and Structure of Report

The purpose of this report is to provide advice and recommendations to Council on addressing community concerns around gang and gun violence, with a focus on prevention. In crafting recommendations, the Task Force considered several factors which appear in the report in the following sections:

- **Voices of the Community** summarizes the results of targeted stakeholder and public engagement conducted by the Task Force. Engagement was undertaken with marginalized communities, including the Black and Indigenous communities as part of Calgary's commitment to anti-racism.
- **Realities & Responses** summarizes existing local programs, as well as promising programs in comparable jurisdictions which support the reduction of gang and gun violence. A gap analysis of existing local programs and services is also provided.
- **Recommendations for Action** outlines the recommendations and proposed timeline for actions provided by the Task Force.

Additional background information and supporting documents are provided in the appendices.



1.3 Strategic Framework

The strategic framework in Figure 1 provides a visual outline of the Task Force’s overarching structure for improving public safety in Calgary communities. The intent of the framework is to provide a blueprint for purpose, direction, strategic actions and intended outcomes, both now and in the future.

The center of the framework establishes the vision of the Task Force and describes why the work is important. The next ring outlines the scope of the work as defined by the Task Force’s mandate and identifies directions for public policy. The third circle lists strategic actions and defines how stakeholders work together to achieve the ultimate outcomes of the Task Force which are featured in the outermost circle of the framework.

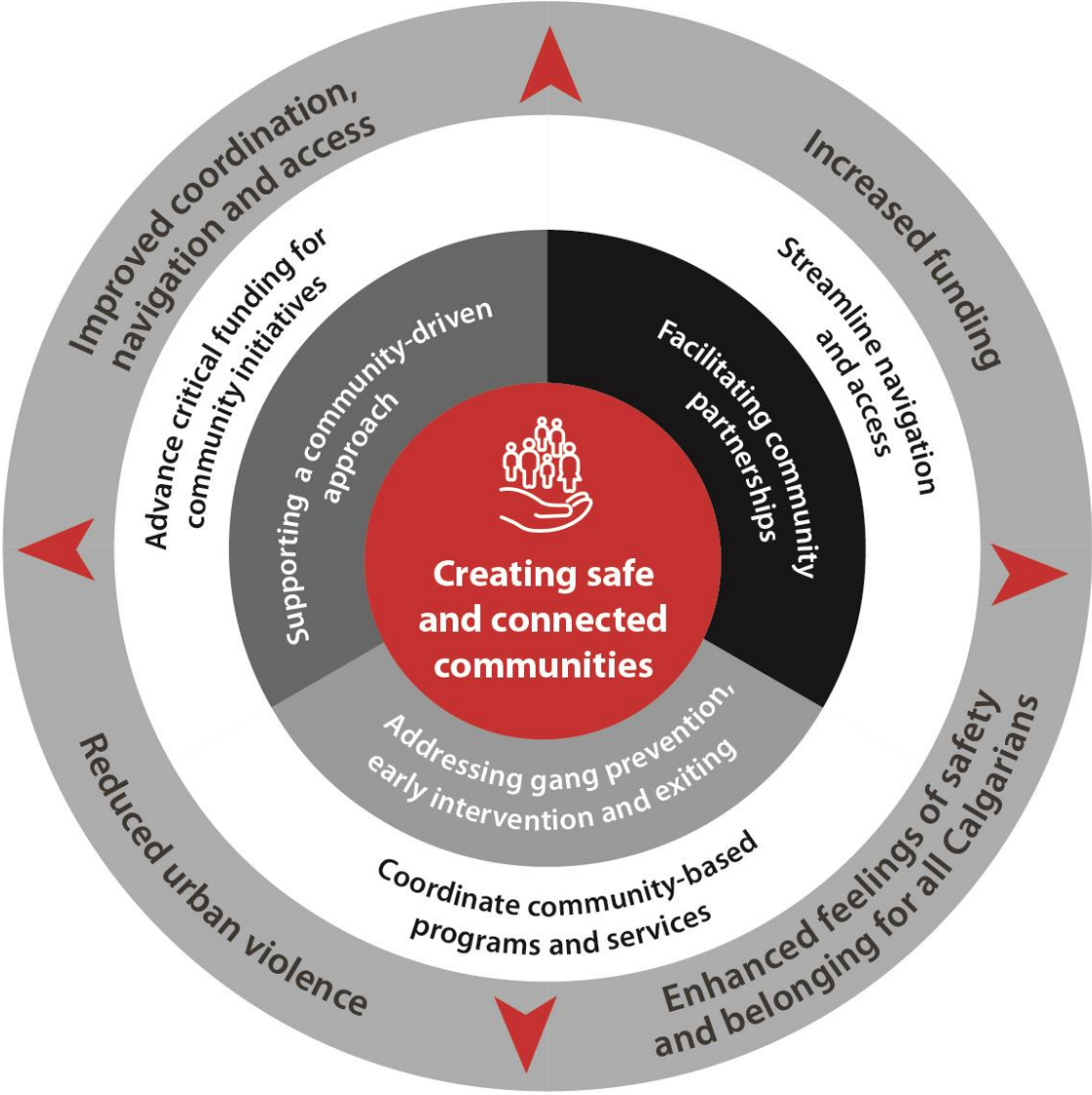


Figure 1 – Community-Based Public Safety Task Force Strategic Framework

1.4 Current Landscape

Though not unique to Calgary, violent crime has been steadily increasing since 2016. Community perceptions of public safety have been impacted by a rise in offences involving firearms and handguns, including a significant increase in 2020 (Figure 2)*. The increase in shooting incidents in 2020 is even more concerning since overall violence fell in 2020 as a result of the COVID-19 pandemic. A shooting incident is defined by the Calgary Police Service as any discharge from a firearm that results in personal injury, property damage or corroborating physical evidence.

Of the 511 shootings that have occurred over the last five years, 54% were targeted. A closer examination of these targeted shootings reveals that over half (54%) were motivated by the drug trade while 13% were motivated by disputes between gangs, 34 of which resulted in a homicide. On average, between 2015 and 2020, one in five victims, and 16% of identified suspects were between the ages of 19 and 25 years of age.

Over the last five years the communities that have had the greatest number of shootings are those in the Northeast (NE) and Southeast (SE) quadrants of the city (total number of shootings in brackets):

- Beltline, SW / SE (24)
- Rundle, NE (16)
- Pineridge, NE (15)
- Southview, SE (14)
- Penbrooke Meadows, SE (14)
- Marlborough, NE (14)
- Temple, NE (12)
- Dover, SE (11)
- Whitehorn, NE (11)
- Taradale, NE (10)

As trends continue to evolve, so too does the gang landscape in Calgary. According to Criminal Intelligence Service Canada, there were at least ten active criminal networks operating in the city in 2019. While traditional organized crime networks tend to be highly structured groups led by a few key players, gangs today can also be loose affiliations of individuals who form alliances to achieve short-term, mutually beneficial goals.

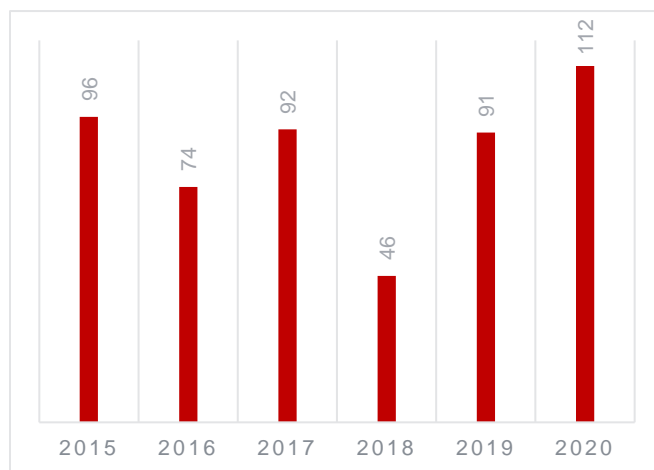


Figure 2 – Shooting incidents in Calgary 2015-2020

Although gang loyalty is often built along social, cultural or ethnic lines, members can also be highly transient, associating with multiple gangs in Calgary, as well as in other jurisdictions in Alberta and across Canada. To reflect this evolution, the current definition of gangs used by the Calgary Police Service encompasses organized crime and loose criminal networks.

Although there is a heightened awareness of gang-related gun crime due to the violent nature of these offences and their impact on communities, other criminal activities in which gangs are often involved include theft and robbery, trafficking and dealing in drugs, people, weapons and counterfeit goods, fraud and financial crime, cybercrime and child sexual exploitation. Gangs also engage in active recruitment of children and youth, often targeting those who lack social connections or belong to marginalized communities.

In 2020 January, the Calgary Police Service approved a service-wide gang strategy guided by the four interconnected pillars of Predict, Protect, Pursue and Prevent. The priority is to reduce the threat and impact of gang crime in Calgary using a coordinated approach, while also acknowledging that new ideas and approaches are needed to address gang and gun violence, as well as other systemic issues at the community level.

*Data in this section provided by the Calgary Police Service



Community Realities

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I had an opportunity to meet with a young South Sudanese youth, “Smith”, who has been in Calgary Correction Centre from January 2020. My meeting with Smith was incredibly positive, he remembered me from a time when I would give out free meals to him and a friend whenever I met them. Smith began to explain his conviction leading to arrest from theft, gun possession and trafficking. I initiated the cause of his actions, he said, “poverty and family falling apart.” Smith and his family have been living in Calgary Housing from the time they moved to Canada.

Smith’s statement is that the Police system has treated him very unfairly. He feels alone while all his friends have a community that advocates for them, but South Sudanese has none. He continued saying, “he was falsely accused of stealing a jacket that he actually bought. The School principal called the police on him because the jacket seemed expensive. When he tried to explain he was called to the office and asked if he bought the jacket or if he stole it. Smith urged the police officer that was very rude to him to call the store and ask. The police officer called and said, “was there any theft at the store by a tall black man?” The store manager said no but there was a jacket bought by a young tall black boy. He also said every week police officers would come to his school and go through his locker, throwing everything on the ground then leave the place scattered. Smith said, officers would tell him, “you will never finish school, you’re nothing but a drug dealer, then he would get arrested during lunch hours and all student are watching.” And because of all this he is hurt and has no respect for the police system.

- Akeir Mel Kuol, Founder and CEO, Best Help Family Foundation

2.0 Voices of the Community

Recognizing that the best solutions to community concerns about public safety will be collaborative and inclusive, the Task Force engaged a diverse cross-section of Calgarians to better understand the concerns of community members and learn from the lived experience of those who may have been affected by urban violence, including gang and gun violence.

An additional goal of engagement as outlined in the mandate of the Task Force was to identify positive actions already underway in communities, as well as any gaps, challenges and issues with existing crime prevention programs and services. In support of Notice of Motion C2020-0715 affirming The City of Calgary's commitment to anti-racism, the Task Force approached all engagement through a lens of systemic racism by actively reaching out to marginalized communities, including the BIPOC community, to provide a true representation of Calgary's residents.

2.1 Community Engagement

In 2020 August, the Task Force began identifying communities and groups of interest for targeted stakeholder engagement sessions. From 2020 September to November, a series of in-person and virtual engagement sessions were conducted with 15 different groups including community associations, ethnocultural groups, academia, LGBTQ2S+ community members, education stakeholders and students, criminal justice experts, firearms industry participants, and individuals with lived experience of domestic violence and gang violence. Sessions were conducted in a facilitated round-table format to allow participants to lead the discussion on priority issues for them. Following the community engagement sessions, common themes were identified and grouped to better inform the recommendations of the Task Force.

The following are the key themes that emerged from community engagement:

Existing Programs & Services

- **Coordination of resources** – Stakeholders felt that there is a lack of coordination



between existing programs and services. They felt that many services are being offered in silos rather than as interconnected supports. For example, trauma, mental health and addiction are being treated as individual issues but often have the same underlying cause.

- **Lack of information** – There is a lack of information in communities on the variety and type of services that are available and how to access them. There also needs to be more information on how to navigate various formal systems and processes (e.g. the process for families to regain custody of their children from Child Protective Services).
- **Barriers** – Participants identified a number of barriers which prevent individuals from accessing programs and services, such as language barriers and being a member of a marginalized community. Individuals who are unable to express their needs in their own



language have difficulty accessing the appropriate type of care and may also lack a sense of identity and belonging to their community.

Gaps

- **Youth programs** – Stakeholders expressed a desire for more flexible, drop-in programs for youth to participate in sports and social activities in their own neighbourhoods. They also felt that youth would benefit from more positive role models, such as successful individuals who grew up in their own community, to encourage them to stay in school.
 - **Education** – Schools are not always equipped to meet the individual needs of all students and community members. There is also a lack of support for newcomer parents with navigating the education system, particularly with respect to the admission requirements and process for pursuing post-secondary education. Families often encounter biases and discriminatory behaviour that erodes trust with the education system and discourages parents and youth from reaching out to schools as a trusted resource.
 - **Culturally-specific programming** – Stakeholders felt that there are not enough programs and services that recognize the unique needs of different ethnocultural
- **Parenting Programs** – For programs that focus on parenting skills development, there is a need to examine expectations for parents and take into consideration different parenting styles across cultures and traditions. Programs need to expand beyond the Westernized standard of parenting and recognize that a one-size-fits-all approach may not be effective or culturally appropriate. Assessments and home studies must also be culturally informed to prevent prejudicial evaluations of what constitutes child protection.
 - **Program evaluation** – Community evaluation of gang prevention and intervention programs is needed to determine whether programs are having the intended outcomes and impacts on the target population. Community stakeholders and those with lived experience in programs should be engaged to help design solutions.
 - **Funding** – A lack of consistent funding was identified as a major issue for local programs and services, particularly among Black-led organizations. Stakeholders also emphasized that families often don't have the resources to pay for programs that would keep their children safe and out of trouble.

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There is a lot of responsibility on newcomer parents to navigate the education system, which may be totally different than the system back in their country of origin.

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A mother and her children landed in Canada as refugees of the civil war in South Sudan. Unfortunately, they did not escape violence. As she worked full-time to support her family, she was unable to raise her kids with the level of attention she wanted to give them. Her son was the victim of a shooting. Language barriers, poverty, and generational trauma led to a cycle of violence that followed her family across the world.

“Youth in the (South Sudanese) community navigate between fitting into the ‘Canadian’ culture, honoring their South Sudanese traditions, and overcoming the trauma from fleeing the war. Not to mention the loss of loved ones in this journey, and having their lives completely uprooted.”

- Engagement participant

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Systemic Racism

- **Experience of Inequality** – Gang and gun violence disproportionately impacts Black youth and racialized communities in Calgary. The BIPOC community expressed a feeling of being overrepresented in the justice system and shared stories of being “carded” (i.e. asked by police to show identification with no justification). Many in the BIPOC community feel as though they can’t call police when they’ve been the victim of a crime.
- **Police hiring practices and training** – Stakeholders felt that the BIPOC community is underrepresented in the Calgary Police Service and that hiring needs to be conducted through a lens of anti-racism to ensure better representation. They also felt that current anti-racism training for the Calgary Police Service is inadequate and treated as more of an obligation than an opportunity to learn how to apply a mindset of anti-racism in real-world situations. Many felt that training should be developed in collaboration with the BIPOC community and taught by an instructor with a lived experience of systemic racism.
- **Police funding** – Stakeholders felt that funding is being disproportionately allocated to the police budget to manage crime, while prevention programs are underfunded. They shared that if more funds are provided to social agencies to deal with low-risk situations, police could direct individuals to resources that are more equipped to handle offender or victim needs.

2.2 Public Engagement

To better engage with Calgarians from across the city, the Task Force launched an on-line citizen survey from 2020 November 3 to December 18. The survey sought input on perceptions of the biggest public safety issues in local communities and asked for suggestions on possible solutions.

There was a total of 2,853 unique visitors to the online site and 593 who contributed feedback. The highest number of responses were received from residents of Ward 7 at 31%, followed by



In Calgary, despite Black-led organizations’ success and long-term track record in building safe communities, they continue to be marginalized and excluded from government initiatives and funding.



Ward 8 at 11%. The results of the survey are not statistically representative of the larger Calgary population but do provide insight into respondents’ perspectives on public safety at the time of engagement.

The top five biggest public safety issues identified by respondents were auto theft/break-ins (66%), home break-ins (46%), illegal drug use (30%), traffic issues (27%) and illegal drug sales (22%). Gang violence was identified by 8% of

respondents as being a big public safety issue in their community while 5% of respondents identified gun violence.

An additional question on the survey asked respondents to provide suggestions for increasing public safety within their community and in Calgary. The following themes emerged:

- **More police presence** – The theme most frequently referenced by respondents was a desire for increased police presence in communities with no reductions in funding for the police budget. Participants also suggested improved response times, better follow-through from the police, and more awareness of the role of Community Resource Officers.
- **More social programs** – The second most identified theme was around developing more accessible programs and services for youth, young adults and individuals experiencing mental health challenges. Participants supported reallocating funds from the police budget to social service agencies to decriminalize and destigmatize issues involving mental health, homelessness, and the BIPOC and LGBTQ2S+ communities.

They also suggested improved training for police to deal with substance abuse issues rather than through traditional enforcement and prosecution. Increased funding of social agencies was associated with having a strong economy and more opportunities for residents to find good jobs with better wages.

- **Community-led safety initiatives** – There was support for more funding and training for community-led safety initiatives such as Block Watch and grassroots community crime awareness and prevention initiatives.
- **Improved safety infrastructure** – Participants suggested making improvements to safety infrastructure in the city including better lighting, more closed-circuit camera surveillance, more peace officer presence and safety mechanisms on public transit, and more traffic calming measures and enforcement.

More detailed results from the public engagement survey including a selection of verbatim comments from participants are included in the full What We Heard Report in Appendix 5.



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Is there enough diversity among professionals working in gang prevention and intervention? We need more professionals who not only speak the language, but also truly understand (or seek to understand) the backgrounds of the communities they work with.

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Community Realities

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The Bear Clan Patrol has located missing people. One was a child in care who ran away. Resources are stretched but people we talked with felt safer with us, that we weren't going to make the situation worse, some folks have fear about calling police. They worry about being arrested, having rights violated, assaulted, humiliated, demeaned or treated as a criminal. For these specific reasons, once we put the call out to Facebook we were flooded with tips and volunteers to help aid in the search for this child. We found her within a few hours. One of the police who came once we found her, wanted to bring her back to care or throw her in jail. This issue for me is problematic as we see the need and try to give reason for someone running away. Thankfully, Alan Chamberlain (this is an Indigenous Liaison Officer with the CPS) had also responded and came to help. He was able to find a third option in which the child felt safe and protected, where the threat of either going home or jail wasn't presented.

- Gitz Crazyboy, Youth Educator/Activist/Author,
Bear Clan Patrol Calgary

3.0 Realities & Responses

As part of its mandate, the Task Force reviewed existing gang prevention, intervention and suppression initiatives in Calgary. Programs are offered by a number of partners, including The City of Calgary, the Government of Alberta, Public Safety Canada, the Calgary Police Service, Alberta Health Services, the Calgary Board of Education and the Calgary Catholic School District, as well as social service and non-profit agencies, and faith and ethnocultural groups.

Programs and strategies that focus on prevention, intervention and suppression are effective tools for addressing gang involvement and gang-related violence. Prevention programs generally target children and youth at high risk of becoming involved in crime, often by strengthening protective factors against gang involvement such as participation in sports, pro-social activities and positive interactions with adults in school or community settings.

In contrast, gang intervention programs typically focus on individuals who are actively engaged in a gang or have been involved in criminal activity. These programs are more likely to offer a wraparound approach which provides on-going support and removes barriers to education, employment and access to recreation and cultural activities. Both types of programs work by increasing positive influences in the lives of individuals and caregivers, while ensuring families have the basic needs, knowledge and skills required to mitigate the impact of risk factors.

A third strategy for reducing gang violence is gang suppression, which focuses on enforcement and prosecution to target and disrupt gangs and criminal networks.

3.1 Programs and Services in Calgary

The following section provides a summary of existing programs and initiatives in Calgary. Programs have been classified as either prevention, intervention or suppression, however, some overlap in mandate or service delivery may exist. While these programs focus specifically on at-risk or gang involved populations, a selection of additional services working to reduce risk factors and increase protective factors for families are available and have been included in Appendix 4.



Prevention Programs

Calgary AfterSchool

Funded by Family and Community Support Services, Calgary AfterSchool is delivered by Calgary Neighbourhoods and Calgary Recreation and provides safe, free and fun programs for at-risk children and youth during critical hours when gaps in supervision may exist between a child's school day and a family's workday. The goal of the program is to help participants improve school performance, stay productive, learn new skills and make new connections with peers.

Gang Helpline

The helpline was established by the Calgary Police Service for residents to call in tips and concerns about gang activity. Staff can also provide assistance to individuals who want to exit the gang lifestyle or know of someone who needs help getting out of a gang.

Integrated School Support Program (ISSP)

ISSP uses a prevention-based wraparound approach to support students and parents at two elementary schools in the Forest Lawn community. The program provides access to an on-site psychologist, physical education specialist, social worker, health clinician, academic support,



meal and after school programs, and a positive police presence. Program partners include the Calgary Board of Education, the Calgary Catholic School District, the Calgary Police Youth Foundation and the Calgary Police Service.

Multi Agency School Support Team (MASST)

This partnership between The City, the Calgary Police Service, Alberta Health Services, the Calgary Board of Education and Calgary Catholic School District, with programming support from the Calgary Police Youth Foundation, targets children between 5-12 who are at risk of future criminal involvement or victimization. The program aims to foster positive change by strengthening protective factors such as school performance, constructive use of time, peer relationships and parenting skills for families and caregivers.

Stay Smart Stay Safe (S4)

This collaborative initiative between the Calgary Police Service, the Calgary Board of Education

and the Calgary Catholic School District partners police officers with teachers to engage students in strengths-based lessons in the classroom. The program helps build competency in areas such as problem solving, communication, healthy relationship-building and personal and community safety with a goal of decreasing youth involvement in criminal activity.

Soccer Without Boundaries

This grassroots volunteer organization offers a variety of multicultural outreach programs designed to foster a sense of belonging among new Canadian youth at-risk of violence, gang involvement and drug use. The program improves self-esteem and pro-social behaviour through organized soccer clubs, after school programming and mentorship opportunities, and provides support to families by improving food security and helping to meet basic needs.

YouthLink – Gang Life Ends Here

This partnership between the Calgary Police Service and YouthLink, with funding from the Calgary Police Youth Foundation, targets youth 12 and over and is designed to raise awareness of current issues surrounding gang violence and provides information for parents on how to support youth in avoiding a high-risk lifestyle and gang recruitment. The program uses experiential learning exhibits, interactive and engaging online games and curriculum-based lesson plans.

Intervention Programs

Calgary Indigenous Court (CIC) & Drug Court

These special courts of the Provincial Court of Alberta were established to handle cases in a therapeutic and culturally appropriate manner. The CIC facilitates restorative justice through peacemaking and connecting individuals to their cultures and communities. It utilizes dedicated judges who are Indigenous or experienced in Indigenous Restorative Justice, an Indigenous Crown Prosecutor, designated duty counsel and Indigenous Legal Counsel, Restorative Justice Peacemakers, Traditional Knowledge Keepers, Indigenous Court Workers and community support agencies. The Drug Court aims to break the cycle of criminal behaviour by diverting participants away from prison and into a drug treatment program if they have been involved in a non-violent offence.

Calgary John Howard Society (CJHS)

This non-profit organization offers a range of intervention programs for youth and young adults aged 12-24 which aim to address the root causes of crime by removing barriers to education, employment, housing and support. CJHS also runs programs which offer opportunities for conflict resolution, restorative justice and after prison outreach. The Mentorship for Indigenous Youth program connects participants with Elders to strengthen cultural identity and provide positive mentors. CJHS also provides outreach, advocacy and support services for Indigenous or immigrant youth who are exhibiting criminal behaviour.



Community Corrections

Alberta Justice & Solicitor General provides support to youth up to 18 years as they complete court-ordered, community-based sentences (including probation). The goal of the program is to reduce escalation and recidivism by increasing protective factors such as employment, housing and social connections, and reducing risk factors such as substance use and mental health concerns.

Gateway

Gateway is a pre-charge diversion program for youth aged 12-18 who have committed minor, non-violent offences and accept responsibility for their actions. Program staff also refer participants and their families for counseling and assist in connecting individuals with additional programs and resources. Gateway is a partnership between The City of Calgary and the Calgary Police Service.

Real Me: Gang Intervention

This program developed and run by The Centre for Newcomers uses a high-fidelity wraparound approach to help newcomer youth aged 12-24 who are currently involved in gang-related activities or at risk of becoming involved in the gang lifestyle. The program assists participants by creating their own team of family members and support professionals and facilitates relationships with positive peers and opportunities for pro-social activities, among other interventions.

ReDirect

This program aims to prevent the radicalization of youth up to age 24 to ideologies of violent extremism by strengthening protective factors such as social inclusion, independence and improved mental and emotional wellbeing.

ReDirect is a partnership between The City of Calgary, the Calgary Police Service and Alberta Health Services, with funding from Public Safety Canada.

Restorative Actions for Transformation (RAFT)

RAFT is a partnership between The City and the Mennonite Central Committee (with funding from Family and Community Support Services) which provides youth aged 12-18 who have committed an offence with the opportunity to participate in the restorative justice process. The program helps participants understand the negative impacts of their actions on victims, the community and themselves, with a goal of identifying triggers and strategies to manage offending behaviour and decrease recidivism.

Youth at Risk Development Program (YARD)

This partnership between The City of Calgary, the Calgary Police Service and Alberta Health Services (with programming support provided by the Calgary Police Youth Foundation) supports youth aged 10-17 who are at risk of gang involvement. Using a wraparound approach, YARD focuses on addressing the root causes of gang involvement in order to decrease gang activity, recruitment and recidivism among program participants.



We have to focus on the factors that lead to violence such as a lack of resources at home, family violence, parents who work multiple jobs or single moms, societal and systemic issues, and gender-based violence as a precursor to gang violence.

**Gang Suppression**

In 2020, the Calgary Police Service formed the Organized Crime & Offender Management Section to better coordinate and align gang suppression and offender management resources. The following teams and units combine to suppress organized crime and gang activity:

Guns & Gangs Unit

Guns & Gangs works collaboratively with the Real Time Operations Centre as well as a variety of other partner agencies, including corrections, probation and parole, to monitor known gang members in communities to ensure individuals are abiding by curfews and other enforceable conditions of release.

Gang Suppression Team (GST)

GST is a specialized unit of experienced officers who patrol licensed premises to disrupt drug and gang-related activities. They also conduct directed patrols in areas known for organized crime activity.

Gang Enforcement Team (GET)

GET investigates gang related crime and targets of interest and provides support to other units and institutions (e.g. corrections) on gang-related investigations.

Intelligence Group (OIG)

OIG provides 24 hour/day, real time intelligence information to front line operations on organized crime including violent gang offenders and ongoing enforcement activity and opportunities.

Firearms Investigative Team (FIT)

FIT's mandate is to conduct investigations into firearms trafficking and source all firearms seized by the CPS.

Front-line Patrol & Investigations

Patrol members and investigators, as well as Community Resource Officers and School Resource Officers play an important role in gang suppression and enforcement activities in communities as part of the CPS' integrated response to organized crime.

3.2 Programs in Other Jurisdictions

Community concerns about escalating gang and gun violence is not just a Calgary issue. The Task Force investigated a variety of different approaches being used in other jurisdictions in Canada and other countries to discourage gang involvement and reduce urban violence. The models included below were referred to the Task Force by academia and experts working in the field or have shown promise in reducing criminal outcomes in communities.



Gang Prevention Programs

Surrey Anti-gang Family Empowerment Program (SAFE), Surrey, BC

Funded by Public Safety Canada and run by the City of Surrey, the SAFE program is a collection of 11 unique programs delivered by 10 partner agencies. The goal of SAFE is to proactively divert vulnerable individuals away from gang

involvement by offering a variety of services such as cultural support to children, youth and families at higher risk and services targeted to specific neighbourhoods. Examples of programs offered by SAFE include: Caregiver Education, Female Youth Gang Intervention, the Intercultural Family Intervention Program, the South Asian Family Strengthening Team and the High Risk Youth Justice Program.

End Gang Life, Surrey, BC

This education campaign developed by the Combined Forces Special Enforcement Unit – BC and partners exposes myths about gang life through eye-catching posters, videos and outreach activities developed for youth at schools, community groups and ethnocultural associations. A feature of the program was an information booklet for parents on youth gang involvement published in eight different languages, as well as an extensive social media and communication campaign which included culturally tailored messaging on ethnic media outlets targeted at parents, siblings and neighbours concerned about gang-involved family and community members.

Yo Bro / Yo Girl Youth Initiative, Surrey, BC

This program provided by the Surrey School District runs several strength-based programs focused on raising awareness of drugs, gangs, healthy relationships, violence prevention and emotional self-control. The initiative also offers an after school mixed martial arts program for children and youth aged 6-18 who are most at risk of gang involvement, violence and substance use. The program was founded by a former gang member and recovering addict who imparts his lived experience on participants.

Gang Intervention Programs

Cure Violence (Chicago, IL and many other jurisdictions)

This comprehensive strategy developed by the non-profit Cure Violence Organization takes a health-based approach to gang prevention by treating it as an epidemic outbreak. By diagnosing and treating gang violence through a disease control lens, the program aims to limit the spread of violence in high crime areas through behaviour

modification. A unique feature of the program are former gang members who act as “violence interrupters” to mediate disputes between rival gangs and encourage gang exiting after traumatic incidents or at critical junctures in an individual’s life.

In It Together, Abbotsford, BC

This partnership between the South Asian Community Resource Office, Youth Resource Centre, Abbotsford Police Department and Abbotsford School District is based on the Spergel Model which is a three-pronged approach to gang prevention which coordinates prevention, intervention and suppression activities. The goal of the program is to interrupt the flow of youth into the gang lifestyle by providing integrated case management and counselling to youth and their families, as well as recreational opportunities, youth and parent groups and essential skill development for high-risk families. Services are provided in both English and Punjabi.

Multisystemic Therapy (MST), Toronto and multiple other jurisdictions

MST is a home-based program for youth aged 12-17 that provides more intensive therapy than traditional family counselling programs. By offering therapy in a convenient and comfortable location for families, barriers to treatment are removed and youth and families receive integrated case management and help with reducing the potential impact of an individual’s home life or social network on anti-social and delinquent behaviour.

Stop Now and Plan (SNAP) Model Programs, Edmonton, AB and multiple other jurisdictions worldwide

The SNAP program is an internationally recognized, community-based program for families and youth aged 6-12 who have engaged in criminal behaviour or are at risk of doing so. The program is delivered in a classroom setting by facilitators who teach cognitive behaviour modification techniques designed to reduce aggression, rule-breaking tendencies and conduct issues. The program is typically delivered by community organizations in partnership with schools, police and social service agencies.

Gang Exiting and Re-Integration Programs

Homeboy Industries, Los Angeles, CA

This internationally recognized program provides mental health treatment, case management, tattoo removal, employment services, legal services, educational opportunities and job certification for youth and adults exiting gangs or criminal organizations. The success of the program is due to its “one-stop-shop approach” where all services are housed under one roof and can be accessed by participants during the 18-month program.

STR8 UP Gang Violence Reduction Strategy, Saskatoon & St. Albert, SK

STR8 UP is a grassroots community intervention model that offers programs for individuals aged 15-30 who want to exit the gang lifestyle. The program provides support with the four key areas of outreach, training, personal development and community education, and offers opportunities to strengthen cultural identify for Indigenous participants. STR8 Up aims to reduce further contact with the criminal justice system by engaging with individuals over the long-term as they complete the steps of the program: Outreach (4-6 months), Transformation (1-2 years) and Support & Sustainment (1-2 years).





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One tragic example of domestic assault using a firearm was the case of Nadia El-dib, who was stabbed and shot by her partner in Calgary with a legally obtained firearm, who died himself four days later in a shootout with RCMP officers near Edmonton.

While domestic related calls continue to be high in 2020 at 11,098 for the first and second quarter, we continue to see a low number of domestic assaults with a weapon. With the majority of domestic homicides and domestic assaults in Calgary not involving the use of a firearm, guns are still used as a tool of coercion and control in intimate partner relationships.

- Calgary Domestic Violence Collective

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3.3 Gap Analysis

Although there are a significant number of programs being offered in Calgary to help improve outcomes for at-risk individuals and families, opportunities exist to expand and coordinate services for potentially underserved populations. The following summary outlines the initial gaps identified by the Task Force based on stakeholder feedback and the review of existing programs and services in Calgary (Figure 3) and other jurisdictions.

- There is an opportunity to increase public awareness of the realities and consequences of gang involvement at the broader community or city level.*** The ‘YouthLink – Gang Life Ends Here’ program is designed to raise awareness of gang life for youth over 12 and their parents, however there are few other programs that build public recognition of the issue among all members of the community. A comprehensive public awareness campaign which uses a variety of modalities to reach community members, including culturally appropriate media and messaging, can be used to educate and clear up misconceptions about gang life, and can also encourage residents to take action. Frequent and recurring campaigns which create a network of supporters, including community partners, business leaders and influential community members, can further spread the message about gang prevention with specific audiences that may otherwise not be engaged.
- Better system navigation and coordination would enhance existing prevention and intervention programs.*** Although there are many prevention and intervention programs in Calgary which aim to reduce risk factors and increase protective factors for children and youth, there is a lack of information for individuals and families on how to navigate to appropriate services, as well as a need for

better coordination between programs. Improvements in this area would highlight capacity issues in existing programs and would help ensure that individuals transitioning through life stages (e.g. from youth to adulthood) receive uninterrupted support.

- ***There is a need for more culturally appropriate programming options.*** There is a gap in prevention and intervention programs that support newcomers and address the specific needs of individual ethnocultural groups. More programs that deliver services in multiple languages and take into consideration barriers to integration, such as immigration trauma, system navigation for education and other resources, and parenting skills development are required. Program design and delivery should be informed by diverse worldviews, ways of knowing and being, cultural beliefs and practices. Additional



- protective factors, such as home visits by healthcare professionals and parent support programs, are an identified need for families coming from conflict zones.
- ***There is an opportunity to provide more formal support to parents and caregivers.*** There are relatively few prevention and intervention programs targeted specifically to parents and caregivers of at-risk or gang-involved children and youth. Programs which offer parent workshops or skills development opportunities, either through schools or community agencies, could help parents and caregivers resolve anti-social behaviours in children before they escalate to criminality.
- ***There is limited access to gang exiting programs.*** There is a need to provide more support for high-risk youth and adults who are ready to leave the gang lifestyle and transition back into the community. For those released from remand, more short-term supports are needed to quickly connect individuals with resources to decrease the potential for escalation or reoffending. Additional long-term re-entry programs are also needed to provide wraparound services to offenders that require more intensive post-custody support with mental health and addictions counselling, housing, employment, life-skills development and culturally appropriate interventions and community supports.
- ***There is a need for street outreach focused on gang-involved individuals.*** There is an opportunity to increase support for grassroots, street outreach programs to meet hard-to-reach, gang-involved individuals where they are. Outreach workers engage individuals outside of agency walls by building relationships and using trauma-informed and culturally appropriate interventions to connect individuals to services. Grassroots organizations and street outreach programs that draw on the lived experience of gang involvement can also normalize the idea of exiting the gang lifestyle and provide positive examples of successful transitions.

- **There is an opportunity to apply a lens of anti-racism and anti-colonialism to program development and evaluation.**

Systemic and structural barriers often prevent diverse community members and families, particularly those in the BIPOC community, from accessing essential resources and services. There is a need to collaborate with

the BIPOC community and those with lived experience to address existing inequalities in gang prevention, intervention and exiting programs, both for individuals and on a community-wide level. Greater support for advocacy-focused initiatives that work to identify and address systemic issues and ideologies within institutions is also required.



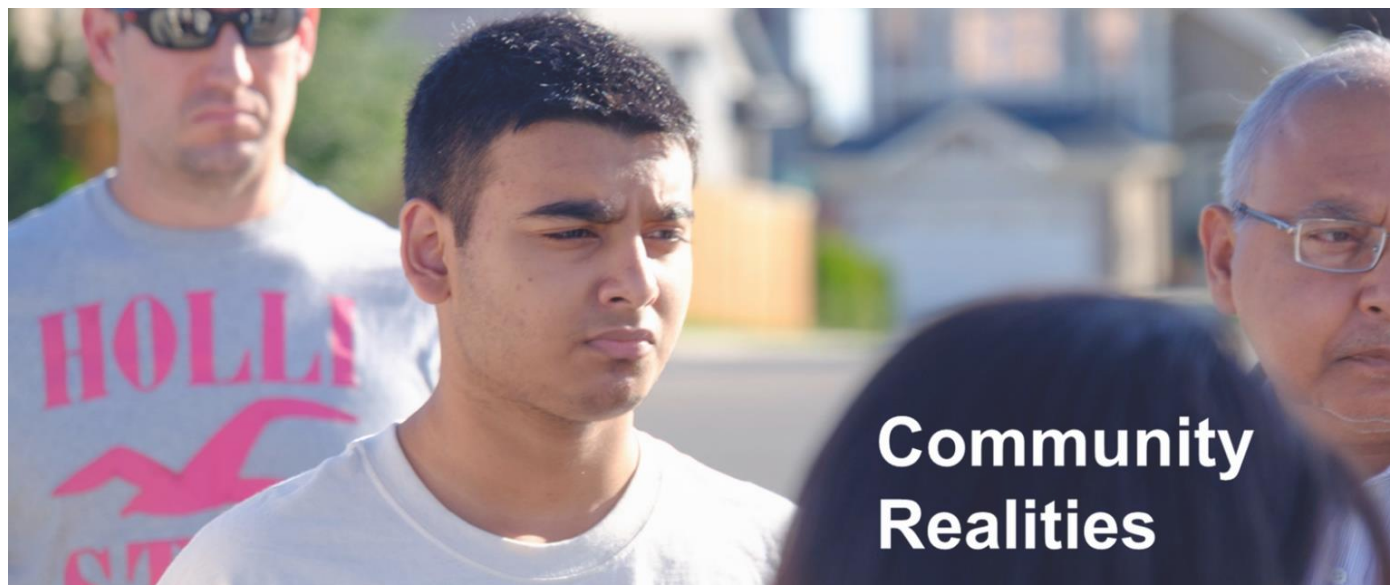
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The community and those with lived experience need to be involved in all facets of program development, including evaluation, so we know whether programs are actually having an impact and working for the intended populations.

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		Early Years (0-5)	Children (6-11)	Youth (12-18)	Adults (18+)	Parent/Carer/giver	City of Calgary Partnered	Calgary Police Partnered
Prevention	Calgary AfterSchool							
	Gang Helpline							
	Integrated School Support Program (ISSP)							
	MASST							
	Soccer Without Boundaries							
	Stay Smart Stay Safe (S4)							
	YouthLink (Gang Life Ends Here)							
Intervention	Calgary Indigenous Court (CIC) & Drug Court							
	Calgary John Howard Society							
	Community Corrections							
	Gateway Initiative							
	Real Me: Gang Intervention (Centre for Newcomers)							
	ReDirect							
	RAFT							
	YARD							
Suppression	Gang Suppression Team (GST), Gang Enforcement Team (GET)							
	Guns & Gangs Unit							
	Firearms Investigation Team (FIT), Intelligence Group (OIG)							

Figure 3 – Target groups for existing programs in Calgary for at-risk and gang-involved populations



Community Realities

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I was in a position where I was young, impressionable, my friends started to get into gang life and so did I. I look back on my life then and I realize that if I didn't go to prison for my particular offence, it would have been something else. Jail or death, it's what was in the cards for me – it was the life I was living at the time.

I needed mentorship. I needed guidance. Both of my parents were working long hours to keep food on our table, but this left little time to engage me and keep me supervised. After my offence, I knew something had to change so I went back to school, found mentors who believed in me and now I'm a published peer-reviewed author, have obtained a Master's degree from one of the best schools of Kinesiology in the world (right here in the University of Calgary), and have presented my research internationally numerous times. I didn't know this type of success was an option for me – I thought I would be stuck in gang life and didn't have anyone to mentor me through those formative years of my young life. Now, aside from running my own business and publishing scholarly works from my research, I mentor individuals through the Calgary John Howard Society, who have come out of incarceration so they can also find success and become positive and contributing members of our community.

We need leaders. I look at the individuals engaged in gun and gang violence in our city, and I see so much of myself in them. To throw your life away at such a young age seems unimaginable to most but these are our youth. My goal is to be the support for these individuals that I needed when I was their age, because we're not so different. Some of them just need an opportunity to actualize the potential they already have – but often these opportunities don't exist for them. By not stepping up and doing something we're failing our young people.

- Roger Jaswal, Volunteer Mentor, Building Bonds in the Community

4.0 Recommendations for Action

The purpose of the Community-Based Public Safety Task Force was to bring together a diverse group of citizens to provide recommendations and advice to Council on identifying and addressing community concerns around violence, including gang and gun violence.

Through an assessment of existing programs and services in Calgary and other jurisdictions, as well as extensive community and public engagement, the Task Force heard that gang and gun violence is a complex issue that requires a complex response, both on the ground at the community level and through the support and investment of partners.

Since it was initiated in 2020 February, the Task Force has worked amid a changing landscape in which a number of initiatives, such as the Anti-Racism Action Committee, the Community Action on Mental Health and Addiction Strategy, and the Community Safety Investment Framework, have been working to help address public safety

concerns in Calgary. These programs target similar root causes, conditions and consequences of urban violence; however, the mandate of the Task Force was focused on providing a foundation for a community-driven, community-owned collaborative approach to concerns around gang and gun violence.

With this in mind, the following recommendations propose tangible actions within the scope of the Task Force that can be taken to create safe and connected communities where all citizens feel secure. Specific themes that emerged from the Task Force to inform each action item are summarized in Appendix 6.

Action 1: Share, Monitor and Advocate

Valuable insights gained by the Task Force on the realities, gaps and proposed solutions to urban violence, including those that were outside the scope of the task force, will be consolidated and **shared** through a letter from the Task Force Chair to appropriate organizations. The City will schedule a check-in with each organization to **monitor** progress. The Chair will continue to **advocate** to the Government of Canada on issues related to urban violence.

Action 2: Apply for and Align Funding

The City will create an action plan for funding based on criteria identified by the community and Task Force to **apply for** anticipated federal grants from Public Safety Canada. Calgary's potential share of the funding over the next five years would then finance solicited proposals from the community that **align** with the criteria to support immediate, Calgary-based community solutions specific to gang and gun violence.

Based on feedback from the community and the Task Force, criteria for the potential investments could include, but is not limited to: improved navigation of programs, barrier-free youth programs, increased supports for offenders, increased supports for youth addiction recovery, and increased programming for parents and families. The criteria could also be used to guide partnership opportunities or future applications for other funding sources as they arise.

Action 3: Coordinate and Improve Navigation and Access

The City will play a key role in system mapping, **coordinating** community stakeholders to identify and prioritize needs and opportunities related to at-risk and gang-involved populations. This work will involve identifying gaps and barriers around **navigating** gang-specific programming, improving **access** for those at risk or involved in gang activity, and supporting advocacy-focused initiatives toward systemic change.

4.1 Timeline for Action

As outlined in Figure 4, the Task Force recommends implementing the proposed actions starting in **2021 May** to continue building on the momentum of the Task Force and to ensure organizations in Calgary are well-positioned to receive dedicated funding for community-led crime prevention programming focused on gun and gang violence from Public Safety Canada, which is anticipated to be available shortly.

In **2021 May**, the Chair of the Task Force will share the final Community-Based Public Safety Task Force report and a summary of additional feedback referred to Task Force member agencies (Appendix 7) to each organization to distribute and action as appropriate.

The City of Calgary will work with community stakeholders to finalize the framework for anticipated federal funding from Public Safety Canada by the end of **Q2 2021** and will play a key role in identifying opportunities to improve coordination, navigation and access to programs into **Q3 2021**.

The City will conduct a check-in with Task Force member agencies in **Q4 2021** to ensure referred items continue to receive advocacy and support.

A final update to Council on actions taken by member agencies, as well as on the outcomes of the Task Force recommendations is planned before the end of **Q4 2021** to review progress and assess how this initiative has contributed to community safety.

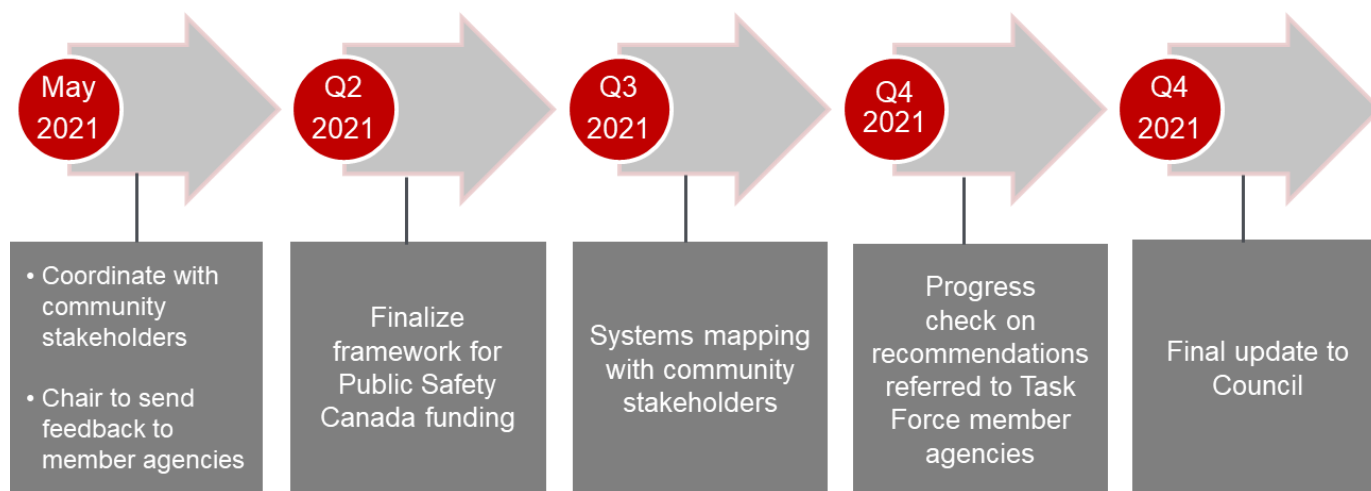


Figure 4 – 2021 action timeline

Appendix 1: Community-Based Public Safety Task Force Notice of Motion



Report Number: PFC2020-0120

Meeting: Combined Meeting of Council

Meeting Date: 2020 February 03

NOTICE OF MOTION

RE: PUBLIC SAFETY TASK FORCE

Sponsoring Councillor(s): GEORGE CHAHAL, MAYOR NENSHI

WHEREAS Calgary is an inclusive place of safe and inspiring neighbourhoods, where everyone should be safe and feel welcome;

AND WHEREAS maintaining Calgary's consistent ranking as a great city within which to live will require commitment to the City of Calgary's resilience strategy that ensures we are addressing social, environmental and economic pillars of success in city-building, including public safety;

AND WHEREAS there are significant and growing citizen concerns regarding community safety given the recent increase in violence generally in late 2019 and early 2020, particularly drug-related violent crime involving firearms in Calgary;

AND WHEREAS violence can take many forms including suicide, domestic violence, and other criminal activity, including gangs and guns;

AND WHEREAS the Calgary Police Service (CPS) 3rd Quarter 2019 Statistical Report demonstrates that criminal activity involving firearms remains significantly above the five year average¹;

AND WHEREAS citizen concerns about crime and violence related to gun violence highlight the importance of the CPS commitment to community-based policing, as well as a need for a broader community strategy that is collaborative and proposes solutions that improve community safety;

AND WHEREAS there are a number of initiatives and programs from both the public sector and civil society that focus on intervention and prevention that could be better aligned through a clear community-driven evaluation of these programs' successes and opportunities;

AND WHEREAS The City of Calgary should work with its public and private partners, including but not limited to: the federal and provincial governments, CPS, Calgary Police Commission, school boards, schools, teachers, parents, law abiding gun owners, and citizens to tackle the escalating issues of violence that include gangs and guns;

AND WHEREAS City Council and Administration should take immediate steps to respond to the spike in violent crime by seeking the best advice possible from public safety experts, the community and affected stakeholders through a cross-sector collaborative approach;

NOW THEREFORE, BE IT RESOLVED THAT Council direct Administration to create 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;

AND FURTHER BE IT RESOLVED THAT Council direct Administration to work with CPS, Calgary Police Commission and interested members of council to prepare a briefing to Council by 16 March 2020 with the Terms of Reference for the Task Force including membership which will be drawn from a broad base of community stakeholders.

¹https://www.calgaryca/cps/Documents/statistical-reports/Quarterly/QuarterlyReportQ3_2019.pdf

Appendix 2: Community-Based Public Safety Task Force Terms of Reference

Community-Based Public Safety Task Force

Terms of Reference

1. PURPOSE STATEMENT

Maintaining Calgary's consistent ranking as a great city within which to live will require commitment that ensures we are addressing social, environmental, and economic pillars of success in city-building, including public safety. The recommendations of the Community-Based Public Safety Task Force will support a broad, community-driven and community-owned, collaborative approach to gang and gun violence, built upon the strong foundation of established policies for efficient and effective policing. Community-Based Public Safety Task Force recommendations will encourage community partnerships that create safe and inspiring neighbourhoods where all citizens feel secure and are welcome to participate in the social, cultural, and economic life of the city.

2. AUTHORITY

The Community-Based Public Safety Task Force is advisory in nature and as directed by Notice of Motion PFC2020-0120 will provide Council with recommendations relating to community concerns around violence but will not have the authority to direct the activities of Council, the Calgary Police Commission, or the Calgary Police Service.

3. MANDATE

To

- (a) Review existing prevention programs and services locally and in other relevant jurisdictions;
- (b) Listen to the community and identify positive actions underway, gaps, challenges and issues with existing programs and services; and
- (c) Report back to Council with a summary of what was heard from the community and actionable recommendations with a focus on prevention related to community concerns around violence, including gang and gun violence.

4. TERM

The Community-Based Public Safety Task Force is expected to report back to Council in 2021 Q1 with a summary of what was heard from the community and actionable recommendations with a focus on prevention related to community concerns around violence, after which the task force will be disbanded.

5. FUNCTIONS

The Community-Based Public Safety Task Force is established to:

- (a) Develop a work plan and a timeline to guide Community-Based Public Safety Task Force work;
- (b) Liaise with members' respective agencies to support the identification of current programs, services, trends, and data providing members with a consistent overview. Members may be asked to bring forward existing reports from their organizations to inform all participants, but organizations will not be expected to conduct additional analysis or reporting, although may do so voluntarily.
- (c) Conduct a jurisdictional scan to identify programs and evidence that could be relevant locally;
- (d) Identify and approach external subject matter experts whose testimony or existing work would be beneficial to the work of the Community-Based Public Safety Task Force;
- (e) Receive and review input and presentations from the community and academia;
- (f) Hold public consultations, at the call of the Chair, to engage directly with communities throughout Calgary on their experiences with current programs and services and to identify gaps;
- (g) Request information, available in existing reports and documentation, through Community-Based Public Safety Task Force members that would assist in evaluating current prevention programs;
- (h) Report to Council with advice and recommendations addressing community concerns around violence, with a focus on prevention.

6. MEMBERSHIP

The Community-Based Public Safety Task Force will be representative of a diverse group of stakeholders. Participants will serve on a voluntary basis and be comprised of up to 14 members representing the following:

- (a) Calgary Police Commission (1)
- (b) Calgary Police Service (1)
- (c) Local Service Agency (2)
- (d) Calgary Board of Education (1)
- (e) Community Leaders (3)
- (f) Indigenous Community (1)
- (g) Academia (1)
- (h) Appointed Member/Representative of the Federal Government from the Calgary area (1)
- (i) Member of the Legislative Assembly from the Calgary area (1)
- (j) Councillor Chahal is the Chair and central point of contact for the Community-Based Public Safety Task Force
- (k) Mayor Nenshi is appointed to the Community-Based Task Force ex-officio

7. MEETINGS

- (a) Meetings will be held based on an agreed upon schedule, and/or at the call of the Chair.
- (b) The Committee shall meet a minimum of four (4) times prior to the production of final recommendations to be presented to Council.
- (c) A quorum for a meeting of the Community-Based Public Safety Task Force shall be eight (8) members. Members may send a designate at the approval of the Chair.
- (d) The agenda consistent with the scope and mandate of the Community-Based Public Safety Task Force shall be prepared by the Chair in consultation with the City Clerk.
- (e) Community-Based Public Safety Task Force meetings will be conducted in public unless the meeting may or must be closed to the public, pursuant to FOIP Act requirements.
- (f) Minutes of the meetings of the Community-Based Public Safety Task Force shall be recorded by City Clerk's Office and forwarded to Council as information.

8. GENERAL TERMS & CODE OF CONDUCT

(a) Decorum and Debate

Community-Based Public Safety Task Force members are expected to prepare for meetings by reading through their agenda materials ahead of time, arriving to the meeting on time and being respectful of others' thoughts and opinions.

(b) Recommendations and Decision-making

It is desirable that recommendations are acceptable to all Community-Based Public Safety Task Force members, but in circumstances where a consensus cannot be achieved, decisions will be made by a majority vote.

(c) Communication Channels

Community-Based Public Safety Task Force members will be the primary point of contact for their respective agencies and will manage questions, consultation, and requests for information.

(d) Attendance and Participation

Members must devote the necessary time and effort to prepare for meetings and provide feedback in keeping with the Community-Based Public Safety Task Force mandate.

(e) Authority and Reporting

The Community-Based Public Safety Task Force and its members will not represent themselves as having any authority beyond that delegated in the terms of reference.

(f) Conflict of Interest

Community-Based Public Safety Task Force members are expected to provide objective perspectives and perform functions that will not place or be seen to place them in real or perceived conflict with the mandate and scope of the task force. Community-Based Public Safety Task Force members must not have private interests that could be affected by final recommendations.

(g) Confidentiality

It is the policy of The City of Calgary to encourage clear and effective communication with all Community-Based Public Safety Task Force members, stakeholders, and members of the public. Community-Based Public Safety Task Force members will not release information obtained through the position that is not generally available to the public or use it to further private interest or those of friends, relatives, or colleagues. Any use of social media must, as with all other forms of communication meet tests of credibility, privacy, authority and accountability.

Appendix 3: Task Force Members



George Chahal

Ward 5 Councillor (Task Force Chair)

Councillor George Chahal represents the most culturally diverse and economically vibrant quadrant in the City of Calgary. He was elected Ward 5 Councillor on 2016 October 16, drawing on previous campaign experience from 2007, when he lost by just 33 votes in Ward 3.

George believes that public service is an essential part of Canada's social and economic fabric. He is strongly committed to ensuring all Calgarians, regardless of background are treated with dignity and have equal access to opportunity and resources – particularly those who are vulnerable, economically unstable, and otherwise disadvantaged.

He brought forward the Community Based Public Safety Task Force in 2020 February to address an increase in violent crime.



Mickey Amery

MLA for Calgary Cross

MLA Mickey Amery was elected as the Member of the Legislative Assembly for the constituency of Calgary-Cross on 2019 April 16.

Prior to serving with the Legislative Assembly, Mr. Amery was a practicing lawyer and business owner in Calgary. He has worked on a number of cases of national significance in the areas of aboriginal law and consumer protection. He holds a bachelor's degree in political science, a bachelor's degree in economics and a Juris Doctorate degree in law.

Active in his community, he served as a director for the Learning Disability Association of Alberta and as a member on various local community boards and organizations. He and his wife have two sons and a daughter.



Gitz Crazyboy

Youth Educator/Activist/Author, Bear Clan Patrol Calgary

Gitz Crazyboy is a 36-year-old Siksikatsitapi (Blackfoot) Dene Father and youth facilitator. Born in Mohkínsstsi (Calgary) however, he has called a few places home in the Blackfoot, Haudenosaunee and Dene Territories. Since graduating high school, Gitz began working with youth and creating youth-focused programs. Gitz's passion and purpose is helping, guiding and most importantly learning from the next generation and he has held many positions within the youth education profession.

Gitz is known for his leadership and participation in opening the Bear Clan Calgary Patrol, as well as organizing with the "Idle No More movement" which is known to be one of the largest Indigenous mobilizations in Canadian history. A storyteller to his core, he has always had a deep connection to traditional teachings ever since his mother read to him as a child. Along with writing, Gitz loves to create music and enjoys being introduced to new sounds. An avid world traveler, he has ventured to Germany, Ecuador, Guyana, Puerto Rico and sacred spaces all over North America. He has spent most of his life learning and living with different Indigenous nations all over the world and incorporates these experiences in everything he does.

Currently Gitz resides in Calgary and is actively reconnecting with his Siksikatsitapi roots. He believes the truth of who we are can be found in the beautiful things our ancestors carried – riddles, mysteries, ceremonies, songs, medicine, love, life and laughter.



Bonita Croft
Chair, Calgary Police Commission

Bonita Croft is currently the volunteer Chair of the Calgary Police Commission (CPC). The CPC provides independent citizen oversight of the Calgary Police Service to ensure police priorities and funding reflect the safety needs of Calgarians. Chair Croft also sits on the board of directors for the Calgary Police Foundation, which is an organization dedicated to supporting safe communities by funding education and prevention programs aimed at reducing youth victimization and criminal activity. Professionally, Chair Croft is Vice-President of Legal Affairs, Corporate with Suncor Energy Inc. A leader in the areas of corporate governance, legal risk management, business ethics and anti-corruption, she has more than two decades as a lawyer and executive in global, publicly traded energy companies. Chair Croft holds a B.A. (hons) from Mount Allison University and an LL.B from Dalhousie University. She was appointed Queen's Counsel for Alberta in 2014. She is also a graduate of the Institute of Corporate Director's director education program.



Annie Cullinan
Representative of the Government of Canada

Annie Cullinan is the Regional Advisor for Western and Northern Canada to Minister Bill Blair, the federal Minister of Public Safety and Emergency Preparedness. Prior to this, she worked for Minister Blair during his time as Minister of Border Security and Organized Crime Reduction.



Dr. Harbir Singh Gill
Founder and Medical Director, NAM Centre for Holistic Recovery

Dr. Harbir Singh Gill was born and raised in Calgary and attended the University of Calgary attaining his Bachelor of Science (Honors) in biochemistry. He went on to complete medical school at the University of Alberta. He returned to Calgary to complete his residency in family medicine in 2013, where he received the Outstanding Family Medicine Resident Award.

In addition to general practice, his inpatient and outpatient practice focus has been in treating marginalized populations with a particular emphasis on the elderly, mentally ill and addicted. He has completed extra training in treating mental illness, addiction and chronic pain. He is a certified specialist in addiction medicine by both Canadian and International Societies of Addiction Medicine. Dr. Gill has made a point to focus his studies not only in diagnosing and treating illness, but also in learning the aspects of healthy living. He is also certified as a teacher of Kundalini Yoga.

Dr. Gill is a passionate advocate for the marginalized at both an individual and system level, having served in several leadership capacities, including as Site Chief of the Peter Lougheed Centre Hospitalist Program; he also serves on the physician corporation board of the Mosaic Primary Care Network.



Sherry King

Executive Director, Genesis Centre

Sherry King was born and raised in NE Calgary and joined the Genesis Centre team in 2011 prior to the completion of the Genesis Centre. Prior to that she was a key volunteer with the NECCS Board of Directors "Completing the Dream Together" Capital Campaign with one of her fondest memories being the ground-breaking ceremony of the Genesis Centre of Community Wellness shared with her middle son. Sherry has lived, worked and been heavily involved in North East Calgary her entire life. She strongly believes in giving back and the need for strong communities. She is a busy mother of 3 boys who enjoys getting out and being active especially with Geocaching, camping and hiking.



Teresa Martin

Area 2 Education Director, Calgary Board of Education

Teresa Martin oversees a group of 16 schools and also has a centralized portfolio - *Pathways to High School Success*, where she works closely with each of the high schools within the Calgary Board of Education. She has been an educator for 35 years with experience across all levels (K-12). As an educator she has worked in all quadrants of city and held a range of teaching and leadership positions. Prior to her current role, she was the principal responsible for opening Nelson Mandela High School. As principal of Nelson Mandela High School, she worked closely with parents, stakeholders, agencies and community groups to be proactive in understanding, exploring and addressing the many community concerns related to youth violence, all in an effort to make Nelson Mandela High School a safe, caring and welcoming school community. This comprehensive understanding of the complexities and challenges facing youth in an education and community context is a benefit as a member of this Community-Based Public Safety Task Force.



Jean Claude Munyezamu

President and Executive Director, Soccer without Boundaries

Jean Claude Munyezamu is originally from Rwanda and is the founder of Calgary's innovative youth program, Soccer Without Boundaries (now Umoja Community Mosaic), helping immigrant and low-income families get involved in the community through sport, music, after-school programs, summer camps and community events. He received the Queen Elizabeth II Diamond Jubilee Medal for his work and was named one of "Twenty Compelling Calgarians" for 2018. He was the recipient of the 2018 Western Legacy Award for Innovation. Jean-Claude was a finalist for a 2019 Immigrants of Distinction Award, and earlier this year received a 2021 Calgary Black Achievement Award.

Jean-Claude was a member of the Premier's Council on Culture and the Arts, and was the media and public relations contact for the Rwandan Community in Calgary. He was also a member of the organizing committee for the Commemoration of the 1994 Genocide Against the Tutsi of Rwanda.

Jean-Claude's story has appeared in Canadian Geographic Magazine, Reader's Digest, and in the travel memoir *Road Trip Rwanda*, by Giller-winning author Will Ferguson. Jean-Claude was also featured in the Canada 150 anthology *What's Your Story: A Canada 2017 Yearbook*.

He lives in Calgary with his wife and their three children.



Ritesh Narayan

Department of Economics, Justice and Policy Studies, Mount Royal University

Ritesh Narayan has been an academic in the Department of Economics Justice & Policy Studies at Mount Royal University since 2010. He is also a legal practitioner with law degrees from Canada and the UK. Ritesh is currently serving as a City Councillor in the City of Chestermere. Ritesh is also the Co-founder and President of The Canadian Association of Criminology and Legal Studies.

Ritesh's doctoral degree and academic work have largely focused on human services, primarily in crime prevention. His research area is quite diverse and not limited to social order, white-collar crime, policing, the criminal mind, sociological explanation of crime, crime prevention through environmental design, and organized crime. Wearing three different hats, Ritesh has a well-rounded knowledge of the criminal justice system, its processes, and the challenges it faces. He is well-published and is a regular contributor to various media groups where he does crime analysis.



Naheed Nenshi

Mayor of Calgary (Task Force ex-officio)

Mayor Naheed Nenshi, A'paistootsiipsii, was sworn in as Calgary's 36th mayor on 2010 October 25 and was re-elected in 2013 and 2017.

Prior to being elected, Mayor Nenshi was with McKinsey and Company, later forming his own business to help public, private and non-profit organizations grow. He designed policy for the Government of Alberta, helped create a Canadian strategy for The Gap, Banana Republic and Old Navy, and worked with the United Nations to determine how business can help the poorest people on the planet. He then entered academia, where he was Canada's first tenured professor in the field of nonprofit management, at Mount Royal University's Bissett School of Business.



Dr. Hieu Ngo

Faculty of Social Work, University of Calgary

Dr. Hieu Van Ngo joined the University of Calgary Faculty of Social Work as an assistant professor in 2012. He is grounded in life experience, professional practice and community leadership. Since 2001, Hieu has developed and led more than 13 collaborative projects with a total value of \$6.4 million. His scholarship and practice have focused on youth gang prevention, diversity and inclusion, non-profit management, community leadership and community-based research. Hieu is passionate about transformative learning and teaching, and has mentored a number of graduate and undergraduate students within the university and across the globe.

Hieu is the principal investigator of the Identity-Based Wraparound Intervention Project. This collaborative action research aims to develop a Canadian approach to youth gang prevention through integration of direct support to high risk and gang involved youth from immigrant families, research and evaluation, and multi-stakeholder collaboration.



Asif Rashid, Superintendent

Calgary Police Service

Superintendent Asif Rashid joined the Calgary Police Service in 2001 after working with citizens serving sentences in the community at the Alberta Justice; Calgary Attendance Centre. He served as a patrol officer in Districts 5 and 7 in a variety of capacities. After being promoted to Sergeant, Superintendent Rashid worked as a community team sergeant, and later as a General Investigations Detective for several years before being assigned as a resource officer in the Office of the Chief. Later, he worked in the Criminal Intelligence Unit before taking a role in the Real Time Operations Centre as a Duty Staff Sergeant and eventually as a Duty Inspector prior to being transferred to District 4 as the Commander. Most recently, Superintendent Rashid has worked in the Strategic Planning and Partnerships Division where he oversees the Calgary Police Service Anti-Racism Action Committee and works with partners on the Community Safety Investment Framework.

Superintendent Rashid is a graduate from the University of Calgary where he earned an undergraduate degree in Sociology with a concentration in Criminology. He also earned a certificate in Professional Business Management, also from the University of Calgary.



Anila Umar Lee Yuen




































President and CEO, Centre for Newcomers

Anila Uman Lee Yuen is the President & Chief Executive Officer of the Centre for Newcomers (CFN). She has 25 years of experience in the settlement sector. Since joining CFN in 2016, with the support of a staff team 150 strong, Anila has grown the agency by \$5M, adding nationally recognized programming such as LGBTQ+ refugee supports and indigenous education for newcomers. Anila continues to strongly advocate for vulnerable persons; especially woman and children.

Amongst many volunteer positions, Anila is the Vice Chair of the Alberta Association of Immigrant Serving Agencies (AAISA), Vice Chair of Ag Media at the Calgary Stampede and President-elect at the Rotary Club Millennium in Calgary. She is also a proud member of the International Women's Forum, the Western Canada Martial Arts Academy and the Calgary Hippie Gardening Group.

Anila holds a BSc (Hons) in Psychology (Behavioural Neuroscience) and a BSc in Biological Sciences from the University of Calgary and an MBA from Keller Graduate School of Management.

Appendix 4: Sample of Additional Programs and Services in Calgary

			Early Years (0-5)	Children (6-11)	Youth (12-18)	Adults (18+)	Parent/ Caregiver
City of Calgary / Calgary Police	City of Calgary	Youth Employment Centre					
	City of Calgary	Stay Smart Stay Safe (S4)					
	Calgary Police Service	PowerPlay Hockey Program					
	Calgary Police Service	School Resource Officer Program					
	Calgary Police Service	Serious Habitual Offender Program (SHOP)					
	Calgary Police Service	Prolific Offender Engagement Team (POET)					
	Calgary Police Service	Priority Prolific Offender Program (PPOP)					
Cultural Associations	Calgary Bridge Foundation	The Settlement Workers in Schools (SWIS Program), Mentorship, Afterschool Program					
	Calgary Immigrant Women's Association	Youth Program, Cross Cultural Parenting - Post Conflict Program, Immigrant Girls, Boys and More Program, In-home support					
	Immigrant Services Calgary	Core Connections (C2), RESPECT Program, Roots Mentoring Program					
Indigenous	Aboriginal Futures Career & Training Centre						
	Awo Taan Healing Lodge Society	Youth and Family Support Program, Youth Mentorship Program					
	Bear Clan Calgary	Street Outreach					
	Metis Calgary Family Services Society	Aboriginal Student Program, Ke Mama Nnanik Family Program					
	Miskanawah	Diamond Willow Lodge, Re:Vision Indigenous Youth Employment					
	Native Counselling Services of Alberta	Indigenous Offender Reconciliation Program					
	Urban Society for Aboriginal Youth (USAY)	Finding Victor VR, Indigenous Youth Employment Program, Indigenous Inclusion Program, Lunch Programs					

		Early Years (0-5)	Children (6-11)	Youth (12-18)	Adults (18+)	Parent/ Caregiver
Non-profit / Social Service Agencies	Aspen					
	Boys & Girls Club					
	Calgary Achievement Centre for Youth (CACY)					
	Carya					
	Closer to Home					
	Distress Centre					
	Elizabeth Fry Society					
	Family Resource Network					
	Hull Services					
	McMan Youth Family and Community Services Association					
	United Way					
	Wood's Homes					
	YMCA					
YWCA						
Faith Groups	Calgary Catholic Immigration Society					
	The Catholic Family Service of Calgary					
	SYC Mentorship					

Appendix 5: Stakeholder Report Back: What We Heard



Community-Based Public Safety Task Force Ward 5 Councillor's Office

Stakeholder Report Back: What We Heard
2021 February 5

Project overview

Council directed the formation of the Community-Based Public Safety Task Force (Task Force) in 2020 February to address community concerns around violence. The Task Force is a diverse group from various fields, including academic experts, community leaders, local service agencies, public education, police, as well as provincial and federal government representatives.

Meeting public safety challenges requires the entire community to come together to better understand our strengths, our challenges, and our shared commitment. Through this Task Force, we intend to listen to the community and identify both positive actions, gaps and challenges with existing programs and services. The Task Force will report back to Council with a summary of what was heard from the community and actionable recommendations.

The Task Force want to hear perspectives on public safety in Calgary. Local governments have an important role to play in developing safe and viable communities by continually developing contextually appropriate, community-driven solutions.

Engagement overview

The purpose of the public engagement was to gather input from Calgarians on how they perceive public safety in Calgary. The input will be used to inform the actionable recommendations with a focus on prevention related to community concerns around violence.

The public engagement started on 2020 November 3 and ended on 2020 December 18. Due to the COVID-19 pandemic, open public feedback was only collected online through the engage website. The engage website provided the project information, timeline, links to Council documents, and contact information.

What we asked

The following is the list of questions that survey participants were asked to provide input through their responses.

1. What ward do you live in?
2. What community do you live in?
3. What do you think are the biggest public safety issues in your community?
4. Do you have any ideas to increase public safety in your community and the City of Calgary?

Other information was also asked that will not be used for recommendations, however does help us to learn for future public engagements. This included how participants heard about the project and demographic information.

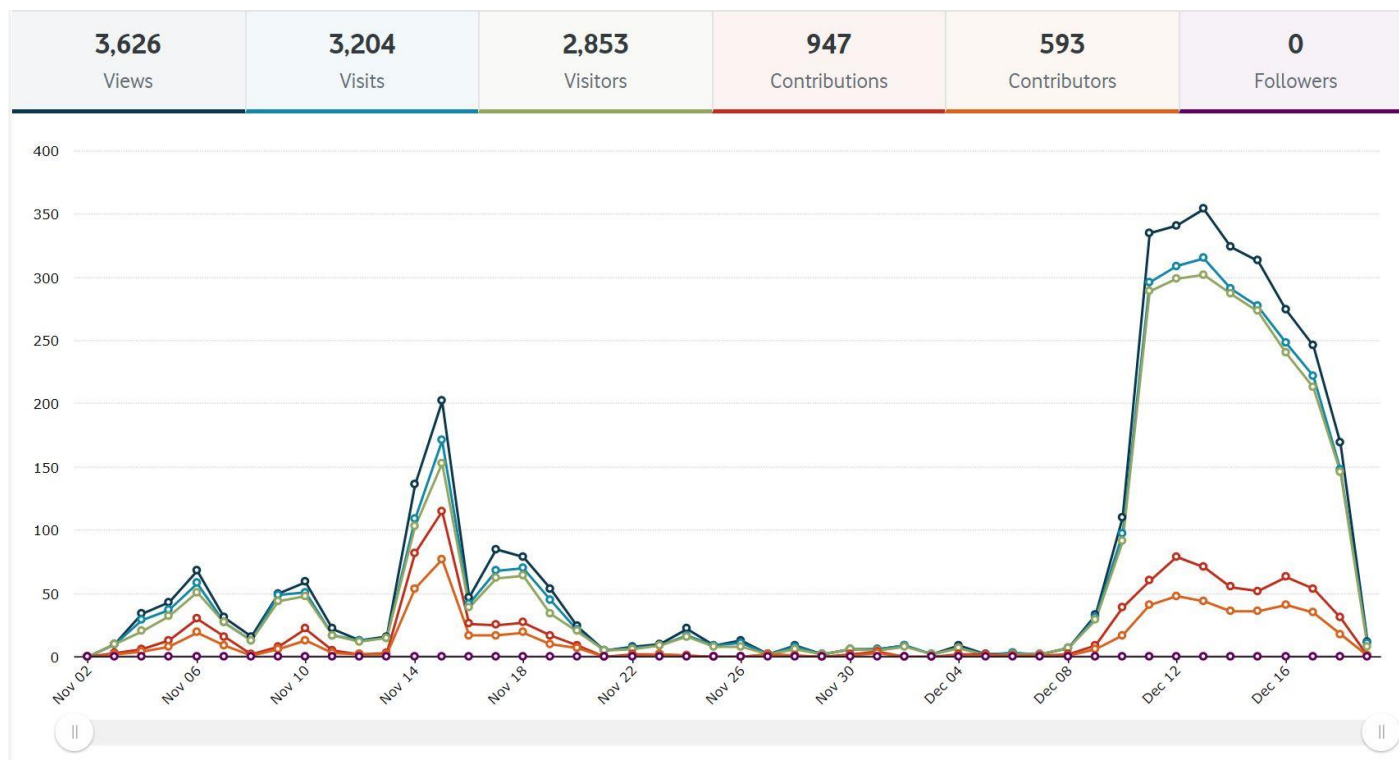


Community-Based Public Safety Task Force Ward 5 Councillor's Office

Stakeholder Report Back: What We Heard
2021 February 5

Participation

The online participation had a total of 593 visitors that provided feedback, and 2,853 unique visitors to the site. The following graphic shows the overall online participation:



Views: The cumulative number of times a visitor visits the page in a site.

Visits: The number of end-user session associated with a single visitor.

Visitors: The number of unique public or end-users in a site. A visitor is only counted once.

Contributions: The total number of responses of feedback collected through the participation tools.

Contributors: The unique number of visitors who have left feedback through the participation tools.

The following table is the number of participants that shared what ward they currently live in:

Ward	Percent of Participants	Number of Participants
1	3.74%	20
2	2.06%	11
3	1.68%	9



Community-Based Public Safety Task Force Ward 5 Councillor's Office

Stakeholder Report Back: What We Heard
2021 February 5

Ward	Percent of Participants	Number of Participants
4	5.79%	31
5	7.85%	42
6	3.36%	18
7	31.21%	167
8	10.84%	58
9	6.73%	36
10	4.67%	25
11	7.66%	41
12	5.23%	28
13	4.11%	22
14	5.05%	27

What we heard

The perspectives and ideas participants shared in this report does not reflect statistically valid research, rather it provides a snapshot of participants perception at a point in time.

The largest public safety issue identified by participants was auto theft and break-ins at over 65%, followed by home break-ins at 45%. The other public safety issues that were identified by over 20% of participants were illegal drug use (30%), traffic issues (27%), and illegal drug sales (22%). Violent crime was identified less frequently by participants, however this does not imply any less of a threat or impact to residents.

When participants were asked if they had any ideas to increase public safety within their community and through the City of Calgary, the following were the main themes:

- More police presence – no reductions to police and/or budget
- More social services and programs – increase city economic development
- More support for block watch and community awareness initiatives
- Increased lighting and video camera surveillance
- Increased transit safety infrastructure and resources
- More traffic calming initiatives and enforcement
- Increase in crime penalties
- Improved police response times and follow-up process
- Better social infrastructure locations



Community-Based Public Safety Task Force Ward 5 Councillor's Office

Stakeholder Report Back: What We Heard
2021 February 5

The theme identified by the highest number of participants was more police presence in their community which was often accompanied by an appeal to not reduce the number of police or their budget. The second most identified theme was to develop more accessible social services and programs especially for youth, young adults, and people experiencing mental illness. Overall, this was associated with a strong city economy where residents could obtain quality work and wages. Some participants supported having additional training for police in the area of mental illness and community relations, and therefore identified both themes as important.

- For a detailed summary of the input that was provided, please see the [Summary of Input](#) section.

Next steps

The information gathered through the engagement will be used to report back to Council in 2021 Q2 with a summary of what was heard from the community and used to inform actionable recommendations with a focus on prevention related to community concerns around violence.

- Standing Policy Committee on Community & Protective Services - 2021 April 14
- Special Meeting of Council - 2021 May 3

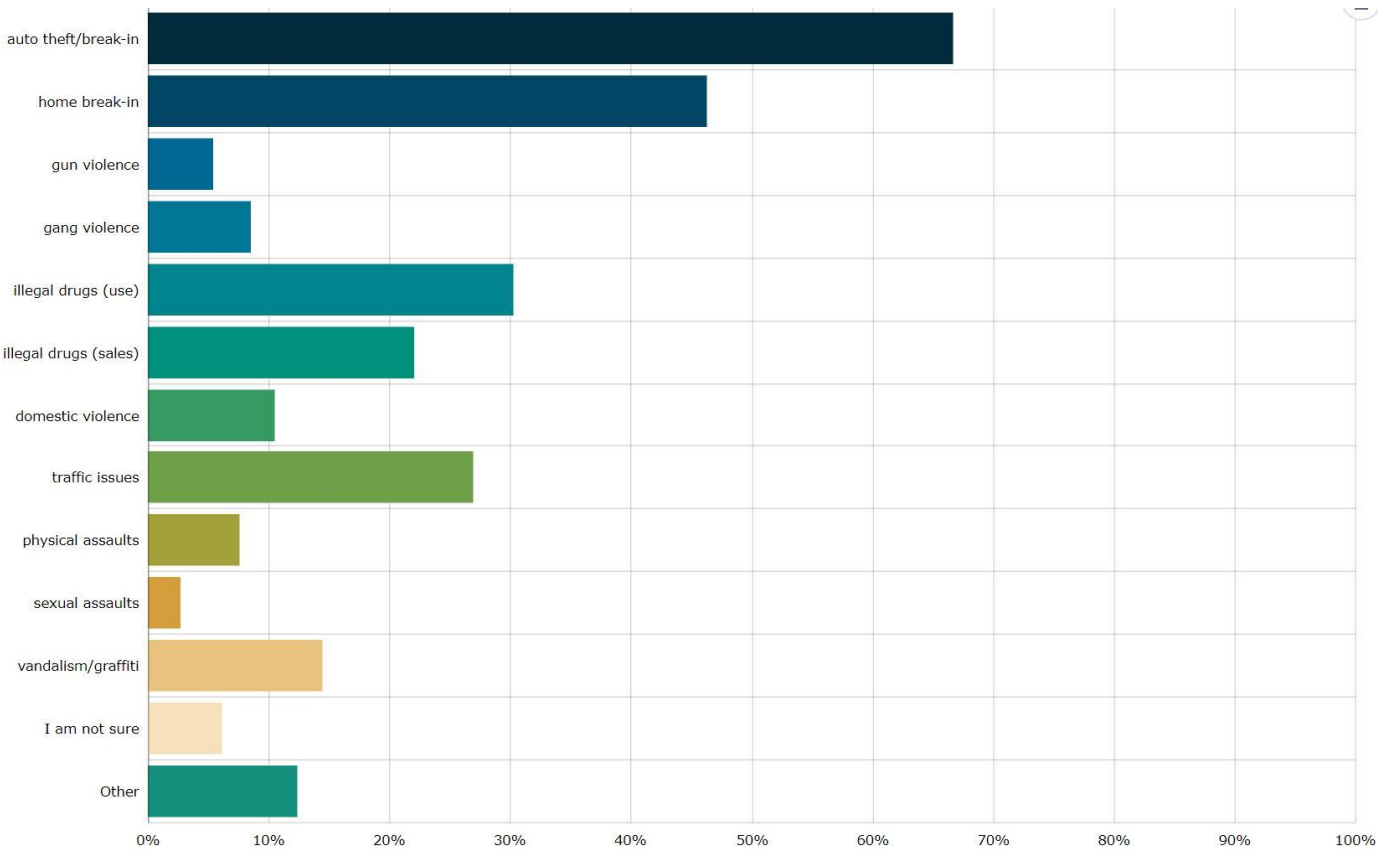


Community-Based Public Safety Task Force Ward 5 Councillor’s Office

Stakeholder Report Back: What We Heard
2021 February 5

Summary of Input

Question 3. What do you think are the biggest public safety issues in your community?



Other – Main Themes***	Sample Verbatim Quote
Theft / break-in specific to garage and porch	“Garage and other outside building break-ins” “Prowling, looking for unsecured items in yards and on porches”
Illegal homeless camping	“Homeless illegal camping and prowling” “Homeless people camping in park and back lanes”

***Many participants stated the same options that were already provided in the other option, and therefore these same options were not included in the other themes above



Community-Based Public Safety Task Force Ward 5 Councillor's Office

Stakeholder Report Back: What We Heard
2021 February 5

Question 4. Do you have any ideas to increase public safety in your community or throughout the City of Calgary?

Theme	Sample Verbatim Quotes
More police presence – no reductions to police and/or budget	<p>“More police presence in the communities. In Japan, there are police 'boxes' in each neighbourhood, so the police are always nearby. This acts as a deterrent and, if they are called, the police can be there quickly”</p> <p>“More frequent police presence and patrols”</p> <p>“Night time police presence on the problem streets. More awareness of the community liaison officers, and their positions should be a lot more public. Better mental health awareness from the police”</p> <p>“Training police officers to deal with substance abusers in a way that is evidence-based and provides meaningful change, rather than punitive punishment”</p>
More social services and programs – increase city economic development	<p>“More mental health clinics and support, more social workers that check up on clients”</p> <p>“Reallocate funds from police to social service agencies to decriminalize/ remove the stigma from issues re: mental health, homelessness, POC, Indigenous, LGBTQ2+, etc. Stop expecting police to be social workers so they can concentrate on catching criminals”</p> <p>“Ensure adequate funding for social programs that address violent behaviour at its root. That means: public housing, 'Police and Crisis Team,' and 'DOAP Team”</p>
More support for block watch and community awareness initiatives	<p>“Set-up community watch programmes, but this must be done without putting concerned citizens in danger”</p> <p>“Give Blockwatches more training and authority in addressing public safety. Self-policing needs to be rewarded to help prevent crime”</p>
Increased lighting and video camera surveillance	<p>“Better street/pedestrian lighting to promote more pedestrian traffic to discourage break-in's”</p> <p>“More streetlights and community lights!! On the roads as well as communities. It's sooooo dark nowadays that almost everywhere, it's so dim and you cannot even see your perpetrator which increases chances of more violence and illegal activity”</p>



Community-Based Public Safety Task Force Ward 5 Councillor's Office

Stakeholder Report Back: What We Heard
2021 February 5

Theme	Sample Verbatim Quotes
	"Put cameras around all the bus stops so people can be seen that are constantly breaking the glass"
Increased transit safety infrastructure and resources	"Need more peace officer presence at LRT stations and on trains" "Better lighting around LRT train stations"
More traffic calming initiatives and enforcement	"More enforcement of speed limits" "Increase traffic enforcement in playground zones at peak times"
Increase in crime penalties	"Heavier sentences for those who commit a crime" "Start by increasing punishment for petty crime. Criminals know they won't really get in much trouble for breaking into a car. Yet we're the ones having to replace our stuff and pay for smashed windows"
Improved police response times and follow-up process	"Faster police response to calls" "More thorough follow-through from CPS"
Better social infrastructure locations	"Move the Supervised Drug Consumption sites further away" "Move the drop in shelter and close/move the safe injection site. The river front is a dump and a hangout and the Shumir is an unusable hospital for most people and has created a dangerous neighborhood"

Appendix 6: Task Force Themes that Informed Recommendations

Action 1: Share, Monitor and Advocate

Valuable insights gained by the Task Force on the realities, gaps and proposed solutions to urban violence, including those that were outside the scope of the task force, will be consolidated and **shared** through a letter from the Task Force Chair to appropriate organizations. The City will schedule a check-in with each organization to **monitor** progress. The Chair will continue to **advocate** to the Government of Canada on issues related to urban violence.

Task Force themes:

- We heard a number of recommendations from the public engagement that fall outside the scope of the Task Force; however, we want to ensure that feedback is shared with the appropriate organizations

Action 2: Apply for and Align Funding

The City will create an action plan for funding based on criteria identified by the community and Task Force to **apply for** anticipated federal grants from Public Safety Canada. Calgary's potential share of the funding over the next five years would then finance solicited proposals from the community that **align** with the criteria to support immediate, Calgary-based community solutions specific to gang and gun violence.

Based on feedback from the community and the Task Force, criteria for the potential investments could include, but is not limited to: improved navigation of programs, barrier-free youth programs, increased supports for offenders, increased supports for youth addiction recovery, and increased programming for parents and families. The criteria could also be used to guide partnership opportunities or future applications for other funding sources as they arise.

Task Force themes:

- Additional funding to support existing programs is badly needed
- Additional funding to support new programs, strategies and initiatives to fill gaps is critical

Action 3: Coordinate and Improve Navigation and Access

The City will play a key role in system mapping, **coordinating** community stakeholders to identify and prioritize needs and opportunities related to at-risk and gang-involved populations. This work will involve identifying gaps and barriers around **navigating** gang-specific programming, improving **access** for those at-risk or involved in gang activity, and supporting advocacy-focused initiatives toward systemic change.

Task Force themes:

- Resource a position to coordinate and work with community
- Create a network for those delivering services
- Current programming that is effective should be maintained or expanded
- Initiatives need to be community-built and community-owned
- Increase support for grassroots organizations who are delivering the work in the community
- Ensure programming is culturally appropriate for the communities it is intended to serve
- Actions should be evidence-based
- Coordinate with ongoing City of Calgary initiatives such as Community Action on Mental Health and Addiction, Anti-Racism and Community Safety Investment Framework
- Create a “community-hub” or one-stop shop that improves navigation
- Youth programs should be barrier-free
- Increase supports for offenders
- Increase supports for youth addiction recovery
- Increase supports for parents and families

Appendix 7: Additional Themes for Task Force Member Agencies

Since the Task Force was initiated in 2020 February there have been several initiatives, including the Anti-Racism Action Committee, Community Action on Mental Health and Addiction Strategy and the Community Safety Investment Framework, that action key themes that were reoccurring throughout the Task Force's engagement. The Task Force identified a strong need for coordination with City initiatives on the following themes:

Anti-Racism Action Committee – City of Calgary

- Public engagement led by the Task Force showed a clear theme that racism in Calgary is both a form of violence and a cause of violence.
- Any framework implemented to support the safety of BIPOC community needs to be rooted in emancipatory principles that work towards the end of systemic racism and towards systemic liberation.
- We heard that successful efforts to end systemic racism require explicit focus on community ownership and belonging.

Community Action on Mental Health and Addiction – City of Calgary

- Public engagement led by the Task Force showed a clear connection to mental health and addictions issues in the community.
- We heard mental health is a large factor in crime and violence. Sometimes the act of violence is a reaction to mental health, sometimes it is a symptom.
- Mental health support for parents and siblings has been identified as a significant gap in offering a holistic, wrap-around approach to at-risk children and youth.
- A significant gap in addiction support for youth in Calgary, particularly for Indigenous youth, has been identified. Addiction is often a driver of gang involvement and violent crime, and prevention of future criminal involvement among at-risk youth often cannot be successful until addiction issues are addressed.

Community Safety Investment Framework – City of Calgary

- Public engagement led by the Task Force showed support for investment in alternative response models through the Community Safety Investment Framework.
- We heard suggestions that female officers should be taking the lead in domestic violence cases, and social workers should attend domestic violence calls and be the first line of communication.
- Communication should be streamlined related to domestic violence calls so that victims do not have to repeat their stories to multiple departments within the Calgary Police Service (CPS), or with other organizations.
- In instances of domestic violence, women reported being told to “call back” to CPS if anything happens; but this is often too late. Resources should be put in place for support prior to further incidents happening.
- Fund and support existing street outreach programs such as Bear Clan Patrol, Be the Change YYC, and DOAP Team.

A strength of the Task Force was the diverse perspectives and experiences that each member brought to the complex issue of gang and gun violence. The Task Force identified a number of themes that were beyond the mandate established in the Terms of Reference but are relevant to the broader discussion on community safety. These themes have been consolidated below for Task Force members to share with their individual organizations as appropriate.

Chair of the Task Force/City Council

- Explore use of Municipal Bylaw on firearms, as per the proposed changes in Bill C-21.
- Review gun control legislation in light of local and regional context.

Calgary School Boards

- Schools play a key role in prevention and early intervention for youth who may be susceptible to gang life.
- The Calgary Board of Education and the Calgary Catholic School District work with community to develop an Anti-Racism Action Plan for their organizations.
- Both school boards evaluate existing mental health supports for youth to ensure programs are culturally appropriate to meet student needs and consider expanding mental health supports for students who come from conflict zones to support integration.
- Consider offering parenting workshops, home visits and parent support programs.
- Consider piloting a Family School Liaison to support engagement between parents and students and involve community members/leaders where required to intervene.¹
- More after school programming opportunities (Homework club, STEM and sports programs) at schools.
- Advocate for expansion of the Early Development Centre (EDC) program.

Calgary Police Commission / Calgary Police Service

- Public engagement led by the Task Force showed a clear theme that racism in Calgary is both a form of violence and a cause of violence.
- CPS should take concrete steps towards anti-racism.
- Hiring and Training:
 - Ensure that the overall makeup of the Calgary Police Service workforce reflects the diversity and make-up of Calgary's population.
 - This includes hiring female officers at a more rapid speed to ensure gender parity is achieved.
 - Diversity and implicit bias training for members should be mandatory and regularly evaluated and updated.
 - Expand CPS diversity resource team training and funding to provide community outreach/partnerships and build stronger ties with the community.
- Discipline:
 - An independent tribunal should be established for dealing with complaints against officers.²
- Programming:
 - A comprehensive assessment of all existing programs should be conducted. Programs that should be evaluated include but are not limited to: Integrated School Support Program (ISSP), Stay Smart Stay Safe (S4) Program, School Resource Officer (SRO) Program, The Multi-Agency School Support Team (MASST), The Youth at Risk Development (YARD) Program.
 - Current programming that is effective should be maintained or expanded.
 - School Resource Officer (SRO) program should include use of Civilian members to support schools.
- Data and Information Sharing:
 - Collaborate and share data between CPS and the City of Calgary related to communities and individuals affected by violence to help inform prevention, intervention and enforcement strategies.

- Consider collection of race-based data for evidence-based decision making for CPS, City and partners to help allocate and support communities disproportionality effected by urban violence.
- Support and fund Community Public Safety Audits in communities with high public safety concerns as per City of Calgary Citizen Satisfaction Survey, and CPS data showing highest levels of crime.
- Use the results of these Community Public Safety Audits to work with the City of Calgary on Crime Prevention Through Environmental Design (CPTED) solutions.
- Public Education:
 - Work with community groups that represent cultures that may have mistrust of police to build relationships and provide general education related to the role of police, how to report crime, etc.
 - Such education should be provided in a way that is culturally appropriate for the audience it is intended for.
- Support for offenders:
 - Following a similar model to the Edmonton Police Service, the Calgary Police Service should consider issuing letters of reference to individuals post-release who do not pose a danger to reoffend but cannot clear a criminal file off their record.
 - Discharge of criminal record (non-violent crimes) after time served, and probationary period.
- Domestic Violence
 - We heard suggestions that female officers should be taking the lead in domestic violence cases, and social workers should attend domestic violence calls and be the first line of communication.

Government of Alberta

- Funding is required to support both existing programs in the community and the expansion or creation of new programs to fill gaps.
- Provincial End Gang Life strategy as advocated by the Calgary Police Service
- Advocacy with Alberta Crown Prosecutor's Office and the Judiciary to ensure adequate resources and use of legal remedies in prosecuting predatory organized crime and gang offenders.
- Offender Support:
 - More supports are needed for offenders who have committed a crime and are released back into the community in order to prevent further offences or a return to gang life. Such supports include job support, affordable housing, basic needs such as food and clothing.
- Mental Health and Support:
 - Mental health supports to youth, as well as parents and siblings of MASST and YARD clients has been identified as a significant gap in offering a holistic, wrap-around approach to at-risk children and youth. Alberta Health Services as a partner in these programs has observed that a significant proportion of clients' parents required mental health support and struggled to access service due to a number of barriers (e.g. transportation, finances, stigma, etc.). Acknowledging that the family system plays a significant role in the overall health and well-being of children/youth, the Calgary Police Service supports a recent proposal by Alberta Health Services for a Whole Family Care approach to MASST, YARD, and ReDirect clients that would address gaps in parental mental health, build capacity among families to manage stressors and improve outcomes for clients.
- Community Based Youth Addiction Recovery Program:
 - Annual evaluation of the YARD program has continually identified a significant gap in addiction supports for youth in Calgary, particularly for Indigenous youth. Addiction is often a driver of gang involvement and violent crime, and prevention of future criminal involvement among at-risk youth often cannot be successful until addiction issues are addressed. Acknowledging this gap, the Calgary Police Service recommends that a sustainable Community-Based Youth Addiction Recovery Program be established in Calgary that includes culturally appropriate services and supports, particularly for Indigenous youth.
- Domestic Violence
 - Ensure Clare's Law is enacted to give individuals at risk of domestic violence the option to request information about an intimate partner's violent past.³

Government of Canada

- Funding is required to support both existing programs in the community and the expansion or creation of new programs to fill gaps.
- Domestic Violence
 - Redefine what assault is and what a weapon is. Overwhelmingly women told us that cars are a primary weapon of abuses. Through denying access to transportation; or threatening to crash and kill children and other loved ones.
 - Further to this, similar to sex offenders there needs to be a registry for domestic violence offenders that is easily accessible by the public and includes all of Canada, not just Calgary.
- Supporting newcomers
 - Support new Canadians as they arrive at port of entry and offer educational, and skill development opportunities supported by individual case managers.
 - Support trauma of immigration/reintegration.

Notes:

¹ This program has already been implemented.

² Under the Police Act, oversight is the responsibility of the Calgary Police Commission and Law Enforcement Review Board.

³ The *Disclosure to Protect Against Domestic Violence (Clare's Law) Act* came into effect in Alberta on 2021 April 1.

Appendix 8: Resources Consulted

- Academia Report. 2020. "Gang and Gun Violence in Calgary." Presentation to the Community-Based Public Safety Task Force: June 26, 2020.
- Archway Community Services. In it Together Anti-Gang Program. <https://archway.ca/program/in-it-together/>.
- Big Brothers Big Sisters of Calgary. MASST Referral Stream: Data from Year One. <https://bbbscalgary.ca/>.
- Calgary Defund Coalition. Letter submitted to City Council.
- Calgary Domestic Violence Collective. Written submission to the Community-Based Public Safety Task Force: November 26, 2020.
- Calgary John Howard Society. <https://www.cjhs.ca/our-programs/youth-programs/>.
- Calgary Police Foundation. Integrated School Support Program. <https://cpf.cpsevents.ca/programs/integrated-school-support-project/>
- Calgary Police Service. 2019. Gang Strategy, Internal Document.
- Calgary Police Service. Gang Suppression Team. <https://www.calgary.ca/cps/community-programs-and-resources/crime-prevention/gang-suppression-team.html>.
- Calgary Police Service Website. Gang and Gang Activity. <https://www.calgary.ca/cps/community-programs-and-resources/crime-prevention/gangs-and-gang-activity.html>.
- Calgary Police Service Website. Gangs – Calgary's gang strategy. <https://www.calgary.ca/cps/community-programs-and-resources/crime-prevention/gangs-calgarys-gang-strategy.html>.
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