

ADDRESSING SYSTEMIC RACISM AT THE CALGARY POLICE SERVICE

YEAR ONE DECEMBER 2020-2021



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

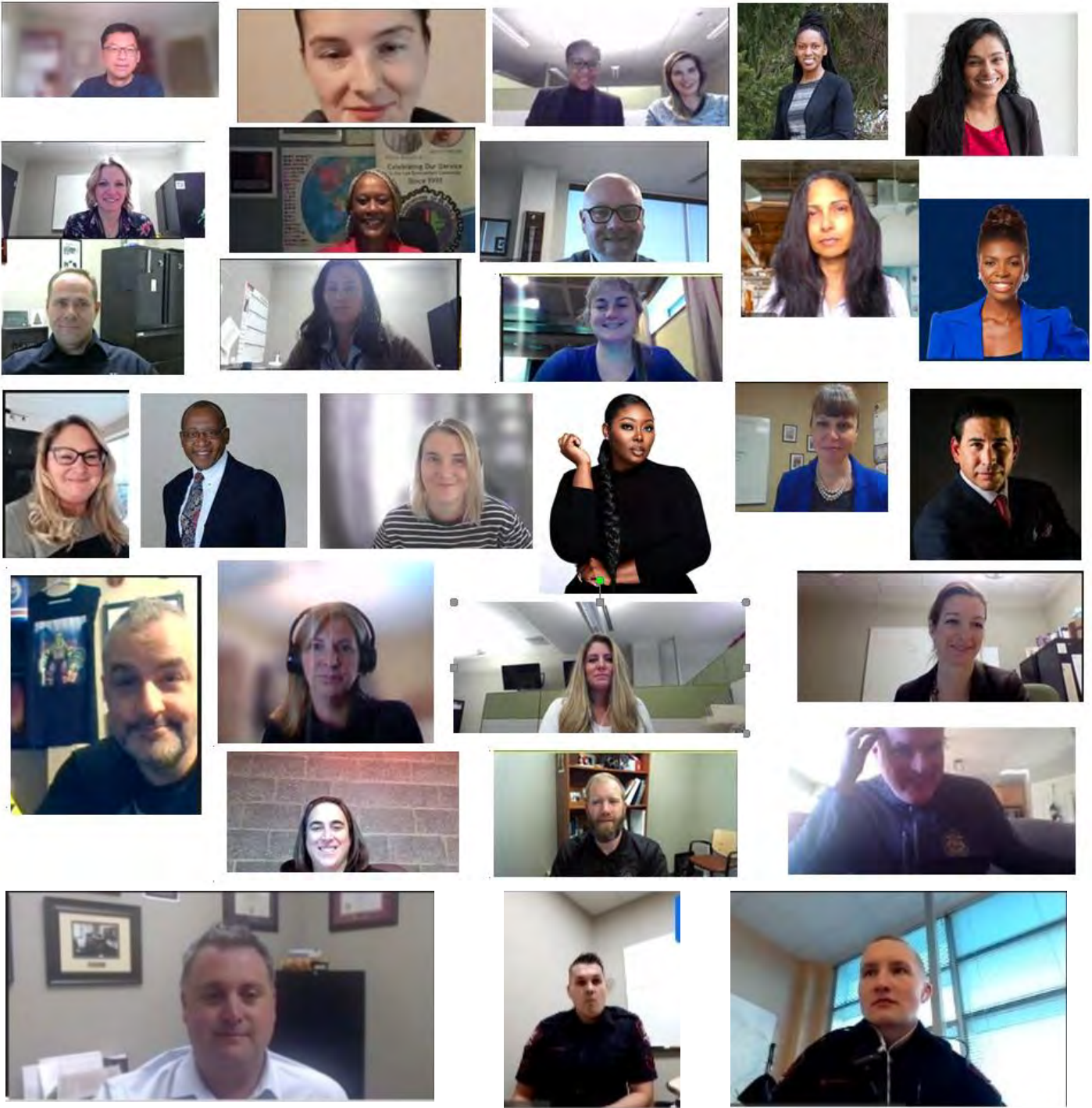


LAND ACKNOWLEDGEMENT

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

This includes the Blackfoot Confederacy of the Siksika, Kainai, and Piikani Nations and the Tsuu T'ina Nation and the Stoney Nakota people of the Bearspaw Chiniki and Wesley Nations. We also want to acknowledge the Metis Nation of Alberta, who share a deep connection to this land.





OUR COMMITMENT

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PROGRESSED
OUR
COMMITMENT

AMPLIFIED
RACIALIZED
VOICES

AMPLIFIED
MEMBER VOICES

CHANGED
POLICIES,
PRACTICES AND
PROCEDURES

PARTNERED
WITH SUBJECT
MATTER
EXPERTS

WHAT'S NEXT

1. Launch draft of Anti-Racism Strategy in Q1 2022.
2. Prioritize integration of internal and external dialogue.
3. Develop a CPS Anti-Racism Policy.
4. Prioritize change management and training.
5. Ensure *Our Commitments* are resourced, progressed, and reported through the Annual Policing Plan (APP).



I. EXECUTIVE SUMMARY

After the death of George Floyd on May 25, 2020, and the subsequent conviction of Derek Chauvin for his murder, global protests demanded systemic racism be addressed and for police reform in crisis response. In addition, the discovery of unmarked graves in 2021 of Residential school children reinforced our commitment to the Truth and Reconciliation Calls to Action.

The City of Calgary public hearings and panels reignited the fight against racism at a personal, institutional, and systemic level locally. As a result, in September 2020, the Calgary Police Service (CPS) presented to City Council and citizens of Calgary its commitments to anti-racism. The CPS' Chief Mark Neufeld stated that the CPS would **be relentless in our pursuit of dismantling systemic racism and becoming an anti-racist, equitable and inclusive police service**. To support this commitment, the CPS has invested a total of \$4.2 million in cash and in-kind salary to date. Each commitment area has a year-end summary at the end of this report.

KEY ACHIEVEMENTS

- ✓ Anti-racism lens to elevate the racialized community and CPS member voices in participatory problem solving.
- ✓ Amendment to the Executive Leadership Team (ELT) Decision Requests to include an anti-racism lens.
- ✓ 129 hours of dedicated anti-racism work in policing to create a safe space for voicing concerns and creating solutions.
- ✓ Amendment of the Code of Conduct policy for sworn members based on Anti-Racism Action Committee (ARAC) feedback in December 2021.
- ✓ Reduced barriers to accessing CPS systems and services by adding language translation (Alarm Bylaw Operating System, Crime Prevention materials and Police Information Check Unit) in December 2021.
- ✓ 85 percent of ARAC members reported that the Anti-Racism Speaker Series were helpful to the work of the Committee.
- ✓ CPS half-day training workshop with Internal ARAC on unconscious bias.
- ✓ Gap analysis of Race-Based Data categorizations in all CPS systems conducted to inform Statistics Canada.
- ✓ 74% of Body-Worn Camera (BWC) recommendations were prioritized based on risk, organizational impact, and resourcing.
- ✓ \$6.2M of the \$8M CSIF budget has been awarded in 2021. The remaining \$1.8M was set aside for the design of new crisis response in 2022.
- ✓ From May through September 2021, CSIF funded programs supported 4,712 individuals and completed over 29,000 contacts.



The Justice System has "a long history of racialized people being frequently stopped by the police, at a greater risk of police violence, and disproportionately killed by the police."¹



CPS Employees in 2021

- 27% of equity-seeking CPS employees reported facing discrimination based on race in the workplace.²



II. INTRODUCTION

A. RACISM, A LIVED EXPERIENCE

The Canadian criminal justice system, as a product of colonialism, is systemically racist, where racialized communities are disproportionately overrepresented.⁴ Colonialism has survived in our systems and contributes to deteriorated trust and public confidence in policing, especially with Indigenous and Black citizens.⁵ When police services claim colourblindness as a response, it is viewed as "a disregard for historical context and the experiences of community members who are often racially stereotyped."⁶ In the recent Calgary Police Commission (CPC) consultation, a majority of Black and Indigenous citizens reported they are treated differently by police because of their skin colour and that officer treatment is based on stereotypes.

This lived experience from racialized communities is acknowledged by police officers. Seven in ten CPS employees agree they understand the meaning of systemic racism and are committed to helping address it at the CPS. Equally, one-quarter of employees identified as a member of an equity-seeking group.⁷ This could be up to 40% if we include the group that chose not to self-identify.⁸ Race-based discrimination is a lived experience for many employees and reinforces the need for change.

B. UNMARKED GRAVES

The discovery of unmarked graves across the country in 2021 of Residential school children reinforced the need to follow through with the Truth and Reconciliation Calls to Action. Through our Indigenous Advisory Circle, we have heard that systemic racism and inter-generational trauma have resulted in the over-representation of Indigenous people in the criminal justice system as victims, witnesses, and offenders. These underlying issues cannot be addressed through conventional policing processes. Therefore, culturally appropriate, traditional Indigenous healing, ceremony and practices should be utilized to ensure respectful and equitable service delivery.

C. GEORGE FLOYD

After the death of George Floyd on May 25, 2020, and the subsequent conviction of Derek Chauvin for his murder, global protests called for the dismantling of systemic racism in parallel with the crisis response reformation in policing. The City of Calgary public hearings and panels reignited the fight against racism at a personal, institutional, and systemic level locally.

In September 2020, the CPS presented to City Council and citizens of Calgary its commitments to anti-racism. The Calgary Police Service's Chief Mark Neufeld stated that the CPS would be relentless in our pursuit of dismantling systemic racism and becoming an anti-racist, equitable and inclusive police service.



NOM EVOLUTION

For the evolution of the NOM language related to the 10 projects and areas within our Service please click [here](#).

D. NOTICE OF MOTION (NOM)

In September 2020, the CPS made anti-racism and inclusion commitments based on the themes presented from a response to a Council Notice of Motion. Figure 1 shows *Our Commitment* today. Our anti-racism and inclusion work is an opportunity to embrace the principles of community-based policing, our core values and to acknowledge that systemic racism results in unequal outcomes for our members and citizens. To that end, every member of the organization, sworn and civilian, has a vital role in this pursuit.

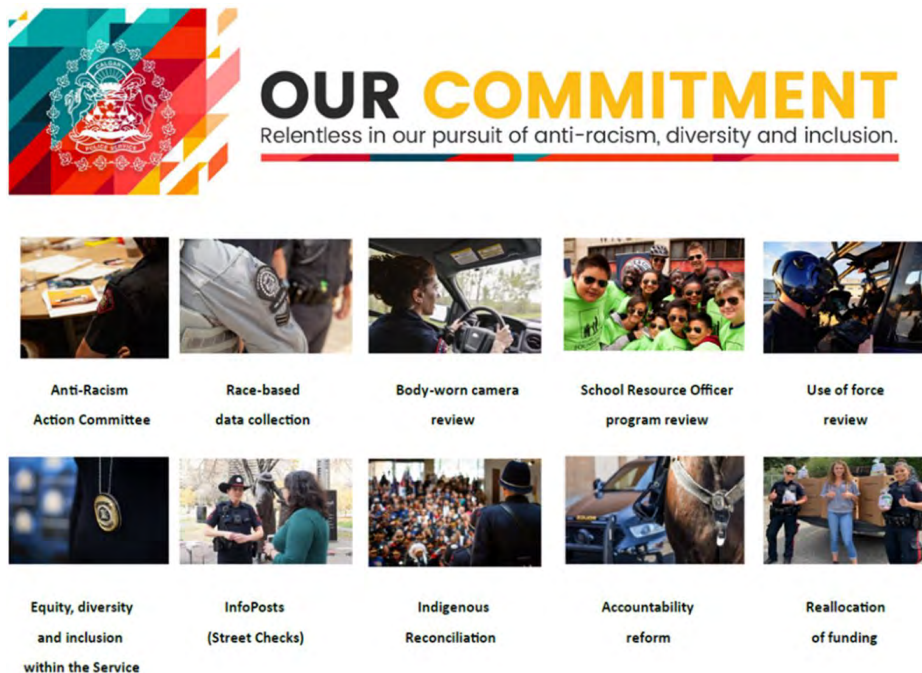


Figure 1



Working Definition of Systemic Racism:

Systemic racism is embedded in an institution's policies, procedures, and processes, based on negative beliefs, attitudes, and ideologies towards racialized people that exclude disadvantage or harm. These are reinforced by systems of power that create inequities, and no individual intent is required.³

E. ANTI-RACISM AND INCLUSION

Inclusion is our aspiration. Racism is a lived experience that prevents us from reaching our inclusion goals. As a result, we are laser-focused on cultivating an anti-racist police culture. Racism kills people in all societies. This is a global movement for a reason, but racism is not just a CPS issue. It is a government issue, an Education and Health Care issue, and requires deep personal self-reflection. Our goal is to listen, learn, and be authentic as we eliminate structures and systems that advantage some and disadvantage others.

We acknowledge that racist acts and conversations exist in the workplace and that policies, practices and standard operating procedures may reinforce this behaviour. However, it is not the same as stereotyping all individuals within that institution or system as racist people who champion racist behaviours and actions with every interaction. Our focus on anti-racism is not intended to be exclusionary. The pandemic has further identified the urgency of anti-racism efforts across sectors



III. OUR INVESTMENT



Dedicated Resources

- 21,759 hours of CPS sworn and civilian time in 2021.⁹
- The combined investment in 2021 of 4.2 million dollars to progress *Our Commitment* (Figure 2).¹⁰

A. COMMUNITY SAFETY INVESTMENT FRAMEWORK (CSIF)

CSIF is a joint effort between the City of Calgary and the CPS. Both organizations contributed eight million dollars (total 16 million) to transform Calgary's crisis response system by addressing gaps in crisis services for individuals, their families and support networks; outreach services; and the emergency response system in Calgary, including filling any racial gaps with culturally appropriate services. In addition to our CSIF partnership, the CPS has reallocated additional financial and staff time investments to *Our Commitment*.

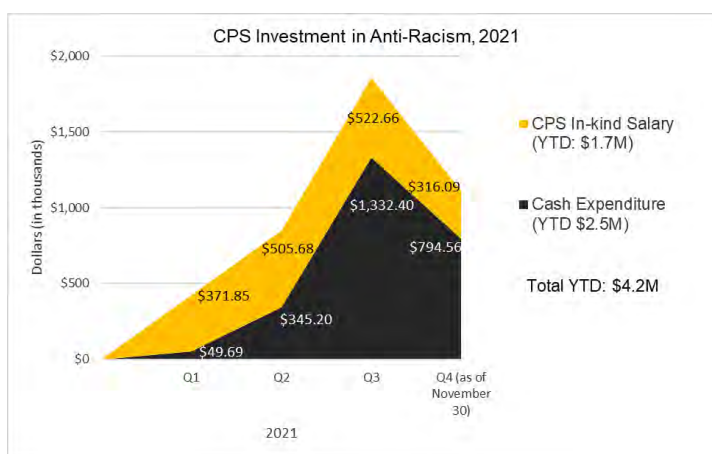


Figure 2



Executive Leadership Team (ELT)

- The Chief Constable and four Deputy Chiefs.
- Deputy Chief Katie McLellan and Deputy Chief Raj Gill are the Executive Sponsors of *Our Commitment*.
- The CPS reports monthly to the CPC Anti-Racism Committee and full CPC.

B. GOVERNANCE

The Calgary Police Commission (CPC) provides civilian oversight and governance to the CPS. Members of the CPC are citizen volunteers appointed by the Calgary City Council under the *Alberta Police Act*. There are ten citizen members and two City Councillors.

The ELT oversees decision-making for capital and operating expenditures, human resource planning, project prioritization, and allocation of resources. In addition, the ELT reports progress on the strategic and business plans to the CPC.¹²

C. RESEARCH & PROMISING PRACTICES

The CPS contracted Dr. Patrina Duhaney of the University of Calgary to conduct an environmental scan, promising practices literature review, and to make recommendations to inform the development of our Anti-Racism

Strategy.

Dr. Patrina Duhaney is an Assistant Professor in the Faculty of Social Work. Her research is informed by critical race feminism and focuses on race, crime, and criminalization. In particular, she examines Black women's experiences of intimate partner violence and with police. Her second research area focuses on racialized people's experiences in academia. She is also the co-chair of the Anti-Black Racism Task Force at the University.



CPS Benchmark

The Calgary Police Service is one of 4 agencies in 5 countries actively defining and addressing anti-racism and equity, diversity, and inclusion.¹¹

- Toronto Police Service.
- New York Police Department.
- Service de police de l'agglomération de Longueuil.



Anti-Racism Recommendations

The CPS spent the last year compiling 214 anti-racism recommendations from around the world to inform our work. We identified the following focus areas:

- Accountability.
- Budget.
- Collaborative systems change.
- Complaints.
- Empathy.
- Evaluation.
- Human Resources.
- Inclusivity.
- Legislation.
- Operational.
- Policing Model.
- Race-based data.
- Recruitment.
- Restorative Justice and Training.

ENVIRONMENTAL SCAN

The CPS is one of four law enforcement agencies in five countries actively defining, acknowledging, and addressing anti-racism in addition to equity, diversity, and inclusion. The scan included over 100 police services in five countries (Canada, the United States, New Zealand, the United Kingdom and Australia) to identify promising anti-racism, equity, diversity, and inclusion practices. The majority did not address anti-racism, choosing the language of diversity, inclusion, and equity. Dr. Duhaney spoke to these limitations by stating that "a concentration on diversity alone is not sufficient to eradicate racism."¹³ Dr. Duhaney's full report can be found [here](#).

LITERATURE REVIEW

Still in draft form, the literature review was conducted to (a) better understand the state of knowledge in the policing literature (b) ascertain strategies to build and sustain trust in racialized communities; (c) identify the role of racialized communities in the development and implementation of anti-racism and or equity diversity and inclusion (EDI) strategies; and (d) establish the context for further research and action.

D. INTERNATIONAL, FEDERAL, PROVINCIAL, & MUNICIPAL RECOMMENDATIONS

For the past year, the CPS has collected anti-racism recommendations from governments and organizations worldwide to assess and integrate into the Anti-Racism Strategy.

These vary from principles-based statements to "adopt whole-of-government and whole-of-society reforms"¹⁴ to tangible actions including "create a nationwide database of police use of force incidents."¹⁵ We have themed the recommendations into the focus areas listed on the left-hand side of this page. We will continue to analyze these recommendations into Q1 2022 to inform our strategy due Q1 2022.



IV. OUR ENGAGEMENT

Internal and External ARACs Established by March 2021

- 10 Citizens on the External ARAC as of December 2021.
- 52 CPS members (70% sworn and 30% civilian) on the Internal ARAC as December 2021.



External ARAC Topics in 2021

- School Resource Officer (SRO) program evaluation.
- Info Posts (Officer Street Checks).
- Equity, Diversity, and Inclusion Tool.
- Professional Standards Officer Complaint process.
- Thin Blue Line Insignia.
- Race-based Data.
- Protests and Hate Crimes.

A. ARAC RECRUITMENT

The CPS received 214 applications that undertook a predetermined detailed selection process. The complete list was submitted to Human Resources for initial pre-screening based on the requirements in the recruitment letter. External applicants were placed into three categories: candidates that met qualifications, potential candidates, and candidates that did not meet qualifications. Candidates that met the qualifications were short-listed for the CPS Selection Committee. Internal applications submitted a cover letter detailing their interest in participating on the Committee. In addition, the Internal ARAC received interest from almost 60 sworn and civilian members in the forms of covering letters submitted to the ARAC Leads.

In March 2021, the Committees were formed and termed the Internal and External Anti-Racism Action Committees. Upon establishment, all Committee members signed a Terms of Reference outlining the Committees' purpose, mandate, and expected outcomes. The External ARAC was initially comprised of 15 citizens however currently has 10 members due to unforeseen circumstances such as revised volunteer time commitments. Further departures from the External Anti-Racism Action Committee were due to the loss of Dr. Darren Lund, a career change, relocation, and breach of an NDA as examples of reasons why members left the Anti-Racism Action Committee

B. ARAC MEETINGS

CPS Internal and External ARAC members participate in monthly conversations that add value, influence decisions, and guide the development of the Anti-Racism Strategy. All participants also engaged in one-on-one discussions with the ARAC leads at least once and provided survey feedback. A key deliverable at the end of each engagement meeting with both the CPS Internal and External ARAC members is a What We Heard Report (WWHR).

External and Internal Committee members attended their first group meeting in March 2021. Key emerging themes from both initial meetings included:

- Committee members reported excitement for the momentum for anti-racism action in Calgary, and they shared a consistent desire to translate the momentum into action.
- Many members shared that they want the Committee's work to be action-oriented, solution-focused, and not just another conversation.
- Members reported being proud to be on this transformational journey.
- Some members shared their lived experiences as a victim of racism.



External ARAC Identified Actions

1. Anti-racism policy.
2. Anti-racism audit.
3. Language and communications.
4. Missing and Murdered Indigenous Women and Girls (MMIWG).
5. Accountability.
6. Indigenous distinct from diversity.
7. Equitable service delivery.
8. Closure of existing ARAC recommendations.
9. Police leadership within the justice system.
10. Race-based data.
11. A sub-committee for implementation.



Internal ARAC

- In August 2021, 65% of Internal ARAC members reported their knowledge of systemic racism increased since March 2021.¹⁶ In December 2021, this number increased to 80%.¹⁷
- 70% reported sharing resources with co-workers.¹⁸
- 86% reported feeling valued and supported as a member of the Internal ARAC.¹⁹
- 100% of members reported their supervisor supported their participation on the Committee.²⁰

- Members discussed the need for action that translates into everyone feeling safe in Calgary.
- Members acknowledged that this work would not be easy.²²

C. EXTERNAL ARAC

A key priority for Our Commitments has been community consultation and our focus on including racialized Calgarians' voices in our decision-making processes. Since March 2021, the External ARAC members have attended nine (9) Committee meetings. Meetings have been a blend of updates, presentations, and discussions.

In June 2021, members identified 17 action items related to Body-worn camera (2), Complaint process (6), Training (5), Budget (2), Patrol (1) and Recruitment (1). Most of these actions were questions or requests for more information. For example, 35% related to wanting more information as well as transparency on the complaints process.

These presentations aim to provide the Committee members with an understanding of CPS operations and a foundation to support the development of components of the Anti-Racism Strategy. In one-on-one sessions, External members appreciated learning more about CPS operations.

In November 2021, the External ARAC identified twelve actionable anti-racism action items, which provide a blueprint for the drafted Anti-Racism Strategy.

D. INTERNAL ARAC

We started this journey with a simple All Personnel Memo (APM) to our membership on December 18, 2020, asking for guidance on the Anti-Racism Action Committee. The responses, commitment, willingness to learn, self-reflect, and be part of the solution were terrific. Our Internal ARAC is comprised of approximately 52 sworn and civilian members. Some members have left the Committee for personal and professional reasons, which is respected. Many have also chosen to stay the course despite the challenges and frustrations with the pace of the Committee's work. We have turned many corners together and have taken equal steps backwards. Still, a core group is committed to engaging in participatory solutions to acknowledge, address, and make meaningful change to eliminate racism and discrimination in all its forms within our Service. In December 2021, 83% reported integrating their learnings into daily activities or work areas.

Members feel that there is a safe space for them to come forward and speak of their lived experiences of racism and discrimination within the workplace. Members are also taking it upon themselves to address and eliminate racist and discriminatory conversations and behaviour in the workplace. In addition, business units are coming forward, actively changing business practices to increase racial equity and remove barriers to accessing our programs and services.



Commitment Area Engagement

- Commitment areas conducted additional engagement with stakeholders.
- For example, 111 internal and external stakeholders were engaged to improve the body-worn camera (BWC) and in-car video (ICV) programs.
- Indigenous Elders and Knowledge Keepers, The Indigenous Advisory Circle and various Indigenous Community members and agencies were engaged for the Indigenous Roadmap.
- The CPS submitted 100 community organization and agency names to Statistics Canada for Calgary-based consultation on race-based data.



Advisory Board/Circle Portfolios

- Asia.
- Africa.
- Caribbean/Latin America.
- Gender and Sexual Diversity.
- Indigenous.

This is all happening while our Service is trying to manage competing stressors of low morale, media scrutiny, staffing concerns, workload stressors, and the health and wellness of themselves and their families. This is daunting, so we must and will responsibly meet people where there are at along this journey. We look forward to 2022 and more interface with our Committees, Boards/Circle, and communities as we continue along the path of being anti-racist leaders within an anti-racist organization.

Figure 3



E. ADVISORY BOARD/CIRCLE

The 10 Advisory Boards/Circle are comprised of community members with cultural knowledge, lived experience and relationships that assist the CPS in improving their service to all Calgarians. Advisory Boards/Circle perform an independent advisory function to the CPS membership on community needs. Advisory Boards/Circle work to ensure they are serving all community members equitably and work together to ensure equity, diversity, and inclusiveness in all policing functions.

The Superboard and Youth Advisory Boards were established in 2021 to integrate information with all boards and include our youth's voices. For decades, the other Boards/Circle have existed as an integral part of CPS community engagement. Typically, these Boards/Circle have 11-13 representatives, and each Board/Circle is assigned a Constable from the Diversity Resource Team (DRT) under the Community Services Section (CSS).

91 youth applied to be part of the CPS Youth Advisory Board and 12 were selected to prioritize the concerns of youth. Their focus is not specific to anti-racism, but links to the NOM recommendation improve community engagement. They have developed a logo and launched a digital poster for social media.

- Middle East, Europe, and Russia.
- Persons with Disabilities.
- South Asia.
- Superboard.
- Youth Advisory Board.



Citizen Consultation in Calgary

- Black and Indigenous Calgarians report they believe they are treated differently by police because of their skin colour and that officer treatment is based on stereotypes.²¹

F . C P C I L L U M I N A R E S E A R C H

The 2021 CPC invested in research with Illumina Research which has been invaluable for our work. The information reported from the CPC Consultation with Citizens, Black and Indigenous, and the CPC Annual Employee Report has provided a baseline for this work moving forward. The specific insights related to the need to address systemic racism at CPS, included more diversity in CPS ranks, mandatory anti-racism and cultural competency training, and more community opportunities for positive interactions with police, have informed *Our Commitment*. The anti-racism and inclusion survey results, specifically from equity-seeking members, will be a baseline for the strategy moving forward.²³

G . C I T Y O F C A L G A R Y P A R T N E R S H I P

The CPS works in step with the City of Calgary Anti-Racism Program Team through a working group that has met bi-weekly over the past year. The Vision and Mission of the City of Calgary team is to catalyze actions to mitigate and remove systemic racism for Indigenous and racialized people in Calgary. The mission is to remove systemic racism through education, engagement, collaboration, and policy changes to lead to a racially just Calgary.

The City's Anti-Racism Program has three streams: Organizational, Community, and Public Safety. The work is done by several staff members: a manager, Public Safety, Community, and Organizational Lead, two strategic Advisors, a Research Social Planner, and a Learning and Development consultant, all full-time. A Communications and Engagement planner work with the team part-time.

H . P U B L I C E N G A G E M E N T

The CPS partnered with the City of Calgary's Community Stream in the public engagement launched August 20, 2021. The Community Stream seeks to advance positive anti-racism outcomes for the community. Work in this stream includes:

- The development of a community anti-racism action strategy.
- Support for the Anti-Racism Action Committee (ARAC).
- A continued interface for the community and The City of Calgary.

Community engagement is currently underway to inform the community-based Anti-Racism Strategy. The CPS looks forward to integrating the results of this engagement into the Anti-Racism Strategy.

I . E N G A G E M E N T C H A L L E N G E S

The pace and complexity of anti-racism work is challenging, developing connections when members and community need it most but are limited to online platforms due to the global pandemic. The traction needed to address systemic racism has slowed due to COVID. This work requires relationship building and difficult conversations that are harder in an online platform.

To paraphrase Jacqueline Edwards, President of the Black Law Enforcers, there is a difference between being confrontational and confronting racism. In the

absence of confronting racism, it is all for not. We must confront the unequal power dynamics between groups and within the structures that perpetuate them.

We are moving in the right direction, but Internal and External membership remains vocally frustrated with the pace of the work. Internally, for every positive comment voiced, six negative ones follow.²⁴ We will continue to build our foundations. Part of these foundations is the critical integration of a contracted therapist with working knowledge of racial trauma.

TRAUMA THERAPIST YEAR END ASSESSMENT

When approaching the CPS ARAC work from a trauma perspective, it is important to acknowledge that trauma happens interpersonally among people and intra-personally within an individual. It is essential to acknowledge racial trauma as we continue the ARAC work. The concept of race has an energy and charge to it, which we must acknowledge and address to move forward. Dialoguing alone is not the way forward, container building, to contextualize and hold the charge is key. The failure to build these containers will lead to the blow up of the charge and we will have a hard time coming back because there are now cracks in working relationships. We must respect the charge of race, if not we will be pushing people back into protective mechanisms

The challenges observed when taking into consideration the overall population of the CPS who were engaged in the ARAC work, it has been observed that approximately 25 percent tend to fall into the category of "change champions". These individuals have their containers already built to carry the charge of the anti-racism work. The category of "teachable champions" comprise approximately 50 percent of the group, who we can work with and with whom majority of the work will be focused towards, these are individuals who are willing and continue to build their containers. The remaining approximately 25 percent, tend to fall into the category of "disruptors", they struggle to build their containers.

When considering pathways forward, it is essential to build ongoing systems and processes which are trauma informed and aim to build and rebuild trust, which recognize challenges as they occur and provide support as needed, with the intent of healing trauma. This may take the form of one-on-one support to validate, hear and honour people's experiences. Mental health and wellness support as needed which is personal, organizational, and communal. Continuing to move from race to creating culture is essential. When this is ongoing, it leads to repairing ruptured relationships, post traumatic growth and resilience which in turn strengthens the bearings of the CPS ARAC work as it continues to steer forward.



V. WHAT WE HAVE DONE



Our Commitment

Each has its own project page at the end of this report.



Anti-Racism Strategy Priority Themes

- Training and Education.
- Sworn and Civilian Recruitment.
- Complaints and Compliments Process.



Amplifying Racialized Voices Results

- Anti-racism lens to elevate racialized and member voices in participatory problem solving.
- Amendment to ELT Decision Requests to include anti-racism lens

A. PROGRESSED OUR COMMITMENT

We have progressed *Our Commitment* as demonstrated by individual year-end reports. *Our Commitment* aligns with anti-racism promising practices as identified in Dr. Patrina Duhaney's presentation on anti-racism promising Practices in Policing on November 9, 2021. In summary, key highlights include:

1. ARACs identified **Anti-Racism Strategy** priority themes in August 2021.
2. Gap analysis of **Race-Based Data** categorizations in all CPS systems conducted to inform Statistics Canada.
3. 74% of **Body-Worn Camera** (BWC) recommendations were prioritized based on risk, organizational impact, and resourcing.
4. 1900 total submissions to the **School Resource Officer** program review, but only 19% engaged were students and a new engagement design plan to reach racialized students is underway
5. The **Police Officer Training** Program was reworked and enhanced to provide standardized training and mentorship to Trainees; **98 Early Intervention Reports** were produced. Of this, **3,614 officers** were linked to a Potential Traumatic Incident.
6. The **Professional Standards Section** (PSS) received 13 complaints related to allegations of Differentially Applying the Law (based on race/colour, physical/mental ability, gender, etc.).
7. \$6.2M of the \$8M **CSIF budget** has been awarded in 2021. The remaining \$1.8M was set aside for the design of new crisis response in 2022. From May through September 2021, **CSIF funded** programs supported 4,712 individuals and completed over 29,000 contacts.

B. AMPLIFIED RACIALIZED VOICES

We have amplified racialized voices in police decision-making. As of August 2021, the CPS now requires an anti-racism lens in related Decision Requests (DR) that proceed to our Senior Leadership Team (SLT) and ELT. Our anti-racism lens is provided in the form of feedback and recommendations for our ARACs and Advisory Boards/Circle.

The work in *Our Commitment* areas is improving based on the anti-racism lens. For example, the School Resource Officer (SRO) Program review is undergoing a new design plan for 2022 based on feedback from our ARAC and Advisory Boards/Circle who stated further consultation with racialized students and their families is required before any re-imagining this program is actioned.

- 129 hours of dedicated anti-racism in policing discussions.²⁵
- 7 *Our Commitment* informed by ARAC lens including feedback and recommendations.²⁶



Amplifying Member Voices- CPS Anti-Racism Impact Stories

- 80% of Internal ARAC members reported having a conversation with a co-worker about their involvement with ARAC.



Changes to Policy, Practice and Procedure Results

- The Non-disclosure and Confidentiality Agreement (NDA) was amended based on ARAC feedback in April 2021.
- The Code of Conduct policy was implemented in December 2021 for sworn members to identify themselves during interactions with the public.
- External ARAC is currently reviewing the Respectful Workplace Policy and Code of Conduct Policy.

We will continue to work with subject matter experts (SME) to develop our anti-racism lens with experts moving forward. Although our ARACs provide feedback and recommendations to area and project leads, we are working to build our capacity for an anti-racism lens to ensure the voice of racialized citizens and members is presented to our ELT.

C. AMPLIFIED MEMBER VOICES

In March 2020, most Internal ARAC participants identified misunderstanding and confusion on anti-racism concepts and definitions as a critical barrier to moving forward.²⁷ As a result, we:

- Drafted our own definitions of systemic racism, Anti-Indigenous, and Anti-Black racism.
- Worked with the Alberta Association of Chiefs of Police to standardize terminology for the province.
- Brought in experts to educate our Internal ARAC membership on anti-racism terms and concepts.

In August 2021, 65% of our Internal ARAC reported an increased understanding of systemic racism since joining the committee and this increased to 80% in December 2021.

Our membership also reported support from co-workers of their participation in anti-racism work (83%) and supervisors (100%). Members still report frustration around the purpose of the committee with many divided between action and education as outlined in Figure 4.

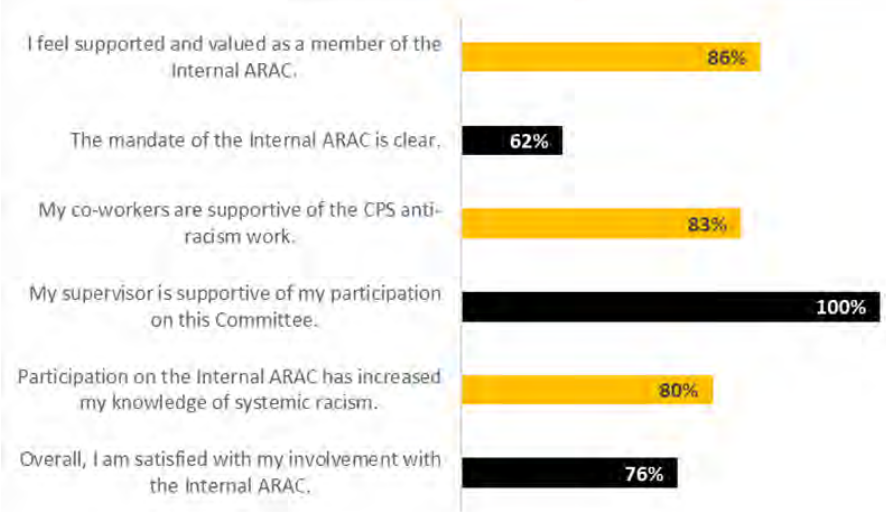


Figure 4

A key driver for success is our ability to recognize the four levels of racism (Internal, Interpersonal, Institutional, Structural)²⁸ and to have the tools and leadership support to address it. Sworn and civilian members are coming forward, anonymously, with their lived experiences personally and professionally. These stories may be found at the end of this report.

CPS ANTI-RACISM IMPACT STORIES

1. Lived Experience – Patrol.
2. Lived Experience – Call for Service.

- Nine languages were added to the Alarm Bylaw Operating system in November 2021 (see Impact Story Addressing Systemic Racism).
- Twelve languages were added to the policing Information checks for citizens in November 2021 (see Impact Story Addressing Systemic Racism).
- Nine languages were added to Crime Prevention materials related to an online robbery series. By Summer 2022, Operation Cold Start materials will also be translated.



Partnering with SME Results

- 85% of ARAC members reported that the presentations were helpful to the work of the Committee.
- CPS Anti-Racism Environmental Scan.
- CPS Anti-Racism Literature Review.
- A contracted therapist with working knowledge of systemic racism, Anne Sureshkumar.
- Half-day workshop with Internal ARAC on unconscious bias.

3. Lived Experience – Family.
4. Lived Experience – Guilt, Empathy and Responsibility.
5. Unconscious Bias in Officer Discretion.
6. Addressing Racism in the Workplace.
7. Identifying Systemic Barriers – Audit.
8. Addressing Systemic Barriers - Alarm Bylaw.
9. Addressing Systemic Barriers – Police Information Check Unit (PICU).

D. CHANGED POLICIES, PRACTICES AND PROCEDURES

The *Code of Conduct* policy has now been amended that when requested by a member of the public, a business card containing the officer's surname, rank, and regimental number will be provided. Due to heightened emotions or confusion during and after police encounters, people may have trouble remembering information given verbally. Many law enforcement agencies have transitioned a police officer's "Duty to Identify" from a verbal response to written form.

The CPS is translating systems and services to address language barriers. This includes the Alarm Bylaw System, Police Information Checks and Crime Prevention materials.

E. PARTNERED WITH SUBJECT MATTER EXPERTS

Anne Sureshkumar MPhil, MSW, RSW, is a therapist with working knowledge of racial trauma. She is part of the CPS anti-racism team and attends all committee meetings. Contracted from the Calgary Counselling Centre, she advises and guides the team on the impact of this work on our members and committee members.

Eve Aboka is the founder and CEO of Capability Career Group (CCG). She has lived experiences with systemic discrimination in Canada define the company's commitment to making lives better by servicing Canadians equitably. CCG conducts empathy-based career development services and educates institutions on the benefits of eliminating institutionalized and structural discriminations and their unfair systems that delay career success for most minority groups. Ms. Aboka hosted a half-day workshop with our Internal ARAC on the four levels of systemic racism and unconscious bias in November 2021.

Eight Subject Matter Experts (SME) presenting on racial trauma, cultural humility, research, unconscious bias, anti-Indigenous, anti-Black, and anti-racism leadership, and building an anti-racist police culture (Figure 7) through our Internal Speaker Series as well as contract. Sessions were recorded and materials posted internally and externally:

- Dr. Khwezi Mbolekwa, *Journey of Becoming an Anti-Racist Leader*
- Dr. Darren Lund, *Anti-Racism Concepts and Privilege*
- Ms. Anne Sureshkumar, *Racial Trauma*
- Ms. Shuana Porter, *Unconscious Bias, and the Black Community's History with Police*
- Mr. Harold Horsefall, *Deeper Dive into Residential Schools*
- Ms. Amanda Koyama and Ms. Amanda Weighman, *Cultural Thinking*

- Dr. Patrina Duhaney, *Anti-Racism and Policing*
- Ms. Jacqueline Edwards, *Co-creating an anti-racist Police Culture*

To view the Speaker Series please click [here](#).

CPS Subject Matter Experts (SMEs) presented to ARAC on their work which many External ARAC members reported appreciating in their one-on-one sessions:

- Superintendent Scott Boyd, Professional Standards Section (PSS)
- Staff Sergeant Jason Walker, PSS
- Sandra Jacobi, PSS
- Constable Craig Collins, Hate and Extremism Team - Retired,
- Regimental Sergeant Major (RSM) Travis Juska – Office of the Chief
- Manager Rebecca Davidson - Corporate Data & Analytics
- Business Strategist Jason Archibald, Strategic Planning, Research, Analytics
- Staff Sergeant Ralph Veckenstedt, Youth Education Unit
- Superintendent Cliff O'Brien, Police Operations, North Patrol Division
- Kim Assailly, Manager of People and Analytics
- Inspector Shanon Scott, Support Section
- Dr. Amory Hamilton-Henry, People and Analytics Resource Team

Figure 7



F. THE NARRATIVE

News articles about *Our Commitment* emphasized language of "sadness," "anger," "police reform," "gain back trust," and "accountability issues."²⁹ It comes as no surprise then that the second most significant challenge for Sworn and Civilian members in 2021 was "negative perceptions and comments from citizens."³⁰

On social media, the CPS has communicated how we recognize important days in diverse communities, hate crimes, and the proactive work the CPS is doing to remove barriers.

G. OUR DELIVERABLES

- 123 deliverables completed since December 2020.³¹
- Criteria for ARAC committee selection.
- Onboarding packages.
- Monthly "What We Heard" Reports.
- Working group with the City of Calgary Anti-Racism Program Team.
- Presentations to community by ARAC leads.
- Launch of Internal Anti-Racism Speaker Series.
- Half-day internal unconscious bias training.
- Charter and Project Plan (100% complete, 86% completed on time).
- Anti-racism definitions and terminology.
- Launch of the CPS Internal and External website.
- Launch Public Consultation partnered with the City of Calgary on August 20, 2021.





VI. WHAT IS NEXT

2022 PRIORITIES

- Launch draft of Anti-Racism Strategy in Q1 2022.
- Prioritize integration of internal and external dialogue.
- Consultants to conduct two-way sessions with police and community for participatory problem solving.
- Launch an External website with a two-way communications platform.
- Develop a CPS Anti-Racism Policy.
- Change Management and training.
- Corporate alignment.
- Evaluation.
- Ongoing Committee and board engagement.

A. CPS ANTI-RACISM STRATEGY

An Anti-Racism Strategy has been drafted based on the activities listed in this report since December 2020. Before this drafted strategy is presented in Q1 2022, Dr. Duhaney's recommendations must be incorporated, analysis from the City of Calgary's public engagement must be included, as well as the remaining international, national, provincial, and municipal recommendations. Then, extensive stakeholder consultation must continue.

B. TWO WAY ENGAGEMENT

The CPS is partnering with the City of Calgary Request for Proposal (RFP) consultants to conduct facilitated internal and external engagement sessions to ensure two-way dialogue, build trust, and validate findings to date. These sessions will also dive into participatory solutions. In addition, we will continue our engagement with the Internal and External ARAC and our Advisory Boards/Circle, who guide us on this journey.

C. CPS ANTI-RACISM POLICY

A significant tangible action of this drafted strategy is an anti-racism policy. In November 2021, the External ARAC collectively agreed to identify the required components for a CPS Anti-Racism Policy *by March 2022*. Ten Internal ARAC members will be selected to work on this policy to ensure integration. In addition, the external ARAC will work with our Policy Unit and will include the review of existing CPS policies – *Respectful Workplace and Code of Conduct Policy*.

D. CHANGE MANAGEMENT & TRAINING

The CPS is hiring a Change Management Specialist to support in the delivery of the transformational change laid out in the Anti-Racism Strategy. At the same time, the CPS Learning and Recruitment Division is working with the ARAC leads and SMEs to develop appropriate Indigenous, Gender and Sexual Diversity (GSD) anti-racism training informed by our ARACs/Boards/Circle.

D. OUR COMMITMENT INCORPORATED INTO OUR STRATEGIC PLAN

Through *Our Strategy*, the CPS' long-term strategic plan, our promise is to create an organization and community that is safe, diverse, inclusive & inspired. The CPS is committed to the following goals:

- Increased community safety & well-being
- Increased public trust & confidence

- Increased equity, diversity & inclusion
- Increased efficiency & effectiveness
- Increased employee satisfaction & engagement

The Anti-Racism Strategy will be supported and prioritized through our long-term strategic plan (*Our Strategy*) and actioned through our Annual Policing Plan (APP). Quarterly reporting on the APP will be our accountability mechanism to the commitments previously made and our continued work to become an anti-racist organization.

E . EVALUATION

The CPS is committed to evaluating its Inclusion and Anti-Racism Strategy to assess the effectiveness of implementation and impact.

Specifically, the evaluation will help CPS determine:

- Lessons learned from strategy development and stakeholder expectations for implementation.
- Whether and how the strategy is guiding CPS towards accomplishing its objectives.
- How to work areas effectively implement the strategy and CPS resources are adequately utilized.
- Whether and how the strategy achieves its intended objectives, outcomes, and/or impact.
- If there is a need to reformulate or change the strategy.

Examining the implementation process and the corresponding impact will allow the CPS to continuously improve the strategy and adjust activities to achieve the desired outcomes. In 2022, the CPS will be contracting an experienced external evaluator with expertise in equity, inclusion, and anti-racism to conduct the process and outcome evaluation. Ideally, the consultant would join the CPS in the spring of 2022 for 18 months, starting with the process evaluation and the development of the impact evaluation by the end of Q2 2022. A one-year evaluation report would be expected in the Spring of 2023.

VII. ATTACHMENT: *OUR COMMITMENT*

VIII. ATTACHEMENT: CPS ANTI-RACISM IMPACT STORIES

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- ¹ Duhaney, Patrina. 2021. *Calgary Police Service Anti-Racism Promising Practice Project Literature Review*. University of Calgary, 4.
- ² Illumina Research. 2021. *CPC Annual Employee Report*. Calgary Police Commission. 53.
- ³ This definition will be amended once the AACP approves their version in 2022.
- ⁴ Duhaney, Patrina. 2021. *Calgary Police Service Anti-Racism Promising Practice Project Literature Review*. University of Calgary, 4.
- ⁵ Duhaney, Patrina. 2021. *Calgary Police Service Anti-Racism Promising Practice Project Literature Review*. University of Calgary, 4.
- ⁶ Duhaney, Patrina. 2021. 4.
- ⁷ Illumina Research. 2021. *CPC Annual Employee Report*. Calgary Police Commission. 53.
- ⁸ The CPS Employee Report. Illumina Research. Calgary Police Service, 2021., p 50.
- ⁹ CPS Finance Division. *Financial Reporting*. 2021.
- ¹⁰ CPS Finance Division. *Financial Reporting*. 2021.
- ¹¹ Duhaney, Patrina. 2021. *Calgary Police Service Anti-Racism Promising Practice Environmental Scan*. University of Calgary
- ¹² Annual Policing Plan.
- ¹³ Duhaney, P. Environmental Scan, p 30.
- ¹⁴ Report of the United Nations High Commissioner for Human Rights.
- ¹⁵ Systemic Racism in Policing in Canada: Report of the standing Committee on Public Safety and National Safety.
- ¹⁶ CPS Internal ARAC Survey, August 2021
- ¹⁷ Year End Internal ARAC Survey December 2021.
- ¹⁸ Year End Internal ARAC Survey December 2021.
- ¹⁹ Year End Internal ARAC Survey December 2021.
- ²⁰ Year End Internal ARAC Survey December 2021.
- ²¹ Illumina Research. 2021. *CPC Citizen Consultation*. Calgary Police Commission.
- ²² CPS Internal ARAC What We Heard Report March 2021 and External What We Heard Report March 2021
- ²³ CPS Internal ARAC Survey, August 2021
- ²⁴ 2021 August 25 Satisfaction Survey
- ²⁵ (56 hours monthly sessions and 73 hours of one-on ones).
- ²⁶ (Info posts, Race-based data, CSIF, Professional Standards Section, Equity, Diversity, and Inclusion Tool, School Resource Officer, Protests and Hate Crimes).
- ²⁷ Internal ARAC – March 2021 Survey CPS
- ²⁸ See Speaker Series – Anne Sureshkumar
- ²⁹ Anti-Racism Committee Newspaper Articles. 2020-2021. CPS Library.
- ³⁰ Illumina Research. 2021. *CPC Annual Employee Report*. Calgary Police Commission. 53.
- ³¹ 100% of Project Charter Milestones (January 2021) were met and 86% delivered on time. For an overview of the deliverables completed by month, see APPENDIX X.



OUR COMMITMENT

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

CPS ANTI-RACISM IMPACT STORIES

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INTRODUCTION

Sworn and Civilian members are coming forward, often anonymously, with their lived experiences, understanding, and work to address the four levels of racism. For more information on the four levels of racism, please see the *CPS Anti-Racism Speaker Series*.¹

Internalized racism is racism that exists within individuals. For example, xenophobic feelings or internalized sense of oppression/privilege are two examples of individual or internalized racism.

Interpersonal racism is the racism that occurs between individuals. It is the holding of negative attitudes towards a different race or culture or/and may be based on unconscious biases and stereotypes.

Institutional racism (systemic) is embedded in policies, procedures and processes within an institution that can disadvantage or harm, and no individual intent is required.

Structural racism – Structural racism refers to the ways in which the joint operation of institutions (i.e., inter-institutional arrangements and interactions) produce racialized outcomes, even in the absence of racist intent. Indicators of structural racism include power inequalities, unequal access to opportunities, and differing policy outcomes by race. Structural racism is cumulative, pervasive, and durable.

Lived Experience – Patrol

What type? Internalized. Interpersonal.

What CPS Area?

I am Black Police Officer and have several experiences to share. Most of my examples within CPS pertain to internal and interpersonal racism – An internalized sense of oppression and interpersonal racism based on the privilege of others.

Furthermore, I would say that most of the examples are a form of smiling racism and includes white members making jokes in reference to one's race and as a result, the racialized member goes along with the joke to fit in. The coworker making these comments are not racists or intending me harm based on racist ideologies, but these comments *are* rooted in oppression and *are rooted in* the privilege others are blind to.

What is the situation?

Some of my first experiences within CPS related to constantly being asked if I worked at the CPS Facilities. This includes on several occasions being stopped in the parking lot by different Officers and being asked for ID when I'm not in uniform. In one instance, the Officer said he was surprised no one called in a car prowler yet.

On another occasion, I was followed out of a police district gym and into the parking lot by an Officer and then questioned at my vehicle regarding why I was leaving the district gym.

The examples while working surveillance is more along the lines of interpersonal racism and their negative attitudes towards the black race. While working surveillance, Officers would say:

"Let's send the black guy in to pretend to steal cars."

"Let's send the black guy in to pretend to do yard work".

Other examples would be officers stating,

"Hopefully, a neighbor doesn't call in a suspicious person."

Other microaggressions from Officers, my coworkers include:

"You're the mullato kid,"

"Tiger,"

"Officer Chocolate,"

"You're the whitest black guy I know"

"But you're not full black"

"You don't know black history, You're not really black"

What was the barrier?

There is no mechanism to educate members on language and attitude in the workplace. These comments are not welcome and unacceptable. Addressing it can lead to additional microaggressions and jokes about how we all need to lighten up or even isolation by a member's team.

While the above experiences were all from one member, several members have come forward in person and through surveys stating that supervisors and leaders perpetuate this type of work culture.

What was the change?

I have seen a shift in the way police officers in CPS have changed, given that racism is being addressed and some comments are identified as blatant racism. It is better, but we have more work to do.

What can we do?

Self-reflect, personally and professionally.

Access the CPS library's Anti-Racism, Equity, Diversity, and Inclusion catalogue.

Lived Experience – Call for Service

What type? Interpersonal

What CPS Area?

I am a ten-year CPS Black civilian member who had experienced interpersonal racism with police when I made a call for Service (CFS).

What is the situation?

I served court documents to my previous landlord's White agent when our discussion escalated. He used physical force and threw me and my computer bag out into the lobby in front of two maintenance workers.

I went to the second floor of the building to call the police at a Convenience store, not having a phone on me. When I came back down, a White Police Officer was there. I said, "Thank you for coming; I'm the one who called you." His first question to me was, "what is your status in Canada?". I asked why that mattered when I was concerned for my safety after being assaulted.

A second Black Police Officer arrived who was junior to the first. I was the White Officer's only focus. He did not speak to anyone else. He told me to leave, or he would charge me with trespassing. I explained I was there to serve a court document, but he responded that I should "go home and get some sleep." During our entire interaction, the Black Police Officer said nothing.

What was the barrier?

Interpersonal racism – ignorance and blindness from the White Officer and silent compliance from the Black police officer, who maybe felt he could not speak up.

What was the change?

George Floyd incident shook me. This event happened a few years ago, but I was reminded of it with the death of George Floyd and, specifically, the silence of the other officers who watched it happen. I realize that it is the United States, but my story is in Toronto, Canada.

What can we do?

It is ignorance and blindness, and it comes from home. Self assesses your family codes of conduct.

Lived Experience – Family

What type? Internalized

The situation.

I am a white female sworn member. I was driving my 15-year-old son home from school one day, and he said his friend got pulled over for no reason. I explained that the police usually had a good reason for pulling people over or stopping them. He made a comment about racial profiling and then made a joke about me being a racist. I am a cop, and all cops are racist. This was entirely in jest and intended to get a rise out of me because my son is aware of my thoughts on racism and my ongoing efforts to educate him about racism.

Still, he got the reaction he was looking for! Do you think that all cops are racist? We joked around a bit, but he said, "Yeah, it's a pre-requisite to being a cop, isn't it?" He made a comment with a big smile on his face. We dove a little deeper, and he mentioned that his friends have had conversations about it and that it was a typical "joke" towards Police Parents and Police in town.

It really took me back, and I wonder how often this comes up with his friends and how far the "joke" goes. But I felt it was essential to bring it up because we need to consider its impact on our youth. Social Media is compelling, and we need to keep our youth educated and empowered with facts.

If the 15-year-old boy with a mom who is constantly educating him on racism is having conversations with his friends and making jokes about cops being Racist, I think it is essential that we keep this in our thoughts when we talk about education and moving forward.

I was happy to hear that they were even having conversations about racism, and perhaps this is a good conversation starter for these kids. However, I fear they will paint all police officers with the racist brush.

What was the barrier?

Social Media is the primary source of information.

What needs to change?

Encourage our kids to ask us a question. I would bet that these conversations are likely pure, honest, and less politically correct. The belief is that CPS is a racist organization, but the fact remains that we are having conversations right now that other organizations are running away from. We are not.

The CPS needs to start speaking up. Not all of us may yet agree, but we can create a space within our own teams to start talking about this together. Meaningful conversations, we will leave the rest of them in the dust.

Lived Experience – Guilt, Empathy and Responsibility

What type? Internalized

What CPS Area?

A CPS civilian member expressed one of the psychosocial consequences of historical and current racist treatment of racialized people.

What was the barrier?

As a white male, I've struggled for years with periods of guilt and shame over my position as a settler on traditional Indigenous land. As I learned more about the senseless harms Canadian society imposed on Indigenous individuals and communities, I felt increasingly awful. With the often-heated public discourse about policing and systemic racism, the last 18 months have been especially difficult.

What was the change?

I've gradually realized that such feelings of guilt and shame are unwarranted. Indigenous and other racialized people across Canada have been marginalized for over 150 years by a system of racist laws, policies, and attitudes—all of which existed long before I was born. As an individual, I didn't create this system, and I have little power to single-handedly change it. So, my feelings of guilt and shame were misguided, and they don't help anybody.

I didn't reach this conclusion through a single epiphany or conversation, but through a long period of self-reflection and listening to different viewpoints. I've shaken off unhelpful feelings of guilt and shame, and instead concentrate on my responsibilities. I now focus on what is within my control, and participate where I can in sensible, just, and respectful solutions.

What can we do?

Self-reflect, personally and professionally.

Access the Anti-Racism, Equity, Diversity, and Inclusion catalogue in the CPS library.

Start talking and challenging the status quo discourse around you. If you are having an uncomfortable conversation on anti-racism, you are probably moving things in the right direction.

Unconscious Bias in Officer Discretion

What type? Internalized. Interpersonal.

What CPS Area?

An Internal ARAC member identified an example of interpersonal racism because of our unconscious bias by a Patrol Officer. The Officer had no intention of harm, but the impact was negative on the citizen.

What is the situation?

A teenage girl, Samantha CUCINA (16 years), was seen by Dudley FINDER, walking around the area while intoxicated, crying, and asking for help. Mr. FINDER called the police. The police attended and observed Samantha chasing after an unknown male on the road as he was attempting to reach 911. Police took Samantha into custody for causing a disturbance by being drunk in public and because she appeared to be a threat to others and herself. Samantha also hit her head against the metal separation inside the police vehicle

Samantha was uncooperative with the police initially and refused to provide any information. After multiple attempts to reason with her, police learned that Samantha moved far from home three weeks ago. Samantha's mother resides back at home but has an Aunt, Eva SIFUENTEZ, who lives in another nearby city. Samantha stated that she has been staying with another aunt, Sophia QUINONES.

After investigating, police learned that Sophia is not her Aunt as she claimed and only a friend of her Aunt Eva. Because Samantha had "lied," weighed into the Officer's consideration to transport her to the hospital. Police explained to the social worker at the hospital the circumstances surrounding Samantha's situation.

What was the barrier?

Our internalized thought processes inform our interpersonal relationships. Kinship terminologies change based on languages, communities and people or relatives, and the words used to identify the relationships between each other may refer to a friend as an Aunt or Mother. Some societies do not group together relatives, which the English-speaking societies classify together. (Town of Banff, Settlement Services Supervisor, Jeanie Godfrey).

What was the change?

Unconscious or implicit bias can lead to instinctive assumptions, which will inform our actions and decisions. Awareness of our unconscious biases and training on cultural humility to ensure our discretion is advised by our unconscious biases or stereotypes.

What will happen now?

If you are interested in learning about your own implicit biases, please see the free Harvard Implicit bias at <https://implicit.harvard.edu/implicit/takeatest.html> . In addition, the Learning and Recruitment Division is reviewing our current level of training and identifying new opportunities moving forward for all members, sworn and civilian.

Addressing systemic racism in the workplace

What type? Internalized. Interpersonal.

Our Commitment

We want to responsibly empower Anti-Racist Leaders within our Organization through education, self-awareness, training, and demonstrating the fundamental change in behaviours. We will continue to show our Service's pursuit to embody cultural humility and be culturally responsive to all our communities. However, we need to acknowledge that racist acts and conversations exist in the workplace and that policies, practices and standard operating procedures exist that may reinforce this behaviour. Our goal must, will be, and is to eliminate any policy or practice that upholds racism and discrimination.

What CPS business unit made the change?

Internal Anti-Racism Action Committee (ARAC) member has championed change in their work area by addressing racist lunchroom conversations. In addition, the Internal ARAC member has been providing their team with information on anti-racism from the Internal ARAC and personal reading since March 2021.

What was the barrier?

Inappropriate language and microaggressions in the workplace were raised to the Internal ARAC member to participate on the committee and as a leader in the work area. This language would have been accepted as the norm in that past, but no more.

What was the change?

An email was drafted outlining a zero-tolerance for this behaviour in the workplace because CPS is committed to abolishing racism on a systemic level that must be supported by all employees:

- The Supervisor has been given expectations on a zero-tolerance
- Resources were provided to all members, as well as encouragement to self-reflect

After the above actions were completed, several team members in the work area followed up with the Internal ARAC member offering their thanks and support for the action taken.

What will happen now?

The Learning and Training Division works with the ARAC leads and the City of Calgary Anti-Racism Program Team to develop anti-racism concepts, cultural humility, anti-racism, and inclusion for 2022.

Identifying Systemic Barriers – Audit

What type? Institutional (Systemic)

What CPS business unit made the change?

Audit and Risk Management Unit

What was the barrier?

Audit work is based on risk assessments. When evaluating a program/function/system/work area with the CPS, the Auditors often develop their evaluation criteria based on the risks identified. Before this year, the auditors had no requirement to assess equity, diversity and inclusion-related risks based on audit methodology (or any audit methodology out there).

Why are assessing E, D&I-related risks significant for citizens?

The Audit function is supposed to hold the Organization accountable to the citizens through independent and objective assessments of the CPS' process/program/functions regarding internal controls, efficiency, effectiveness, and economy. However, suppose EDI risks are not included in the assessment criteria. In that case, it means potential deficiencies (room for improvements) within our policies, procedures and processes will not be detected and communicated.

What was the change?

Since February 2021, the ARMU embedded mandatory EDI risk assessment into our audit planning methodology. All Audit Leads are required to go through a matrix to assess EDI-related risks and determine if audit procedures need to be performed concerning one specific chance. For example, for the audit of SBOR (use of force reporting), the Audit Lead goes through a series of steps to determine what criteria they evaluate the SBOR process by. One of the risks determined using the new methodology is to ensure demographic information/data was collected and reported for each Use of Force Report.

Based on these criteria, the Audit Lead made the following recommendation:

We recommend that more available statistics be included in the semi-annual and annual use of force reports and consider publishing them publicly:

- Incorporate factors such as biographical data by making them mandatory fields in the blue team to support race-based data collection, and the overall Equity, Diversity, and Inclusion (EDI) effort of the CPS
- Consult with SMEs from other work areas to explore the possibility of making more Use of Force related information publicly accessible

What will happen now?

The ARMU will continue to:

- Seek training from industry leaders to progress our knowledge and methodology concerning EDI and anti-racism.
- Continue to incorporate the risk assessments for audit planning to ensure EDI-related criteria are being included in our audit work.

Addressing systemic racism – Alarm Bylaw

What CPS business unit made the change?

Business Operations Section (BOS) – Field Data Team, Alarm Bylaw (Field Data Team, Alarm Bylaw Team)

What was the barrier?

The Alarm Bylaw's operating system – False Alarm Management System (FAMS) was in English only, a barrier for non-English speaking citizens.

Why is the Alarm Bylaw Operating system important for citizens?

Since the change of the Alarm Bylaw 31M95 in 2017, in order for citizens to apply for a new permit, provide updates to their permit and/or to make payment for a new application or annual permit renewal, their only options have been a direct contact with an Alarm Bylaw team member and to submit payment via cheque, attend a district office to pay by debit or credit card or at CPS WW to pay by debit, credit, cheque or cash. With the implementation of our new business platform FAMS (False Alarm Management System), this allowed our citizens access to eCommerce functions, including applying for a new permit, accessing their permit information for any required updates and to make any applicable payments relating to permit fees.

What was the change?

As of November 2021, this platform includes nine new language translations:

- Punjabi (Panjabi) (text in Gujarati Punjabi)
- Cantonese (traditional Chinese text)
- Mandarin (simplified Chinese text)
- Spanish
- French
- Vietnamese
- Hindi
- Urdu and
- Arabic

What will happen now?

The CPS will continue to expand on this success and reduce language barriers in all services, which includes new functionality for visual impairment.

Addressing systemic barriers – PICU

"The Business Operations Section (BOS) values the importance of inclusivity for all members of the public and we are excited to expand our systems to include additional language options and improved accessibility for our diverse and valued customers".

Lance Jarman, November 2021

What CPS business unit made the change?

Business Operations Section (BOS) – Police Information Check Unit (PICU)

What was the barrier?

Police Information Check forms, Consent Forms and the "Required ID" poster were only provided in English, creating a barrier for non-English speaking citizens.

Why are Policing Information Checks important for citizens?

Police Information Checks are required by most employers for applicants seeking employment. Many volunteer opportunities within the City of Calgary also require Police Information Checks. Our team also performs the Police Information Checks for both Taxi and Business Licenses. On average, our team performs over 120,000 annually (pre-COVID-19) and well over 80,000 annually during the pandemic.

What was the change?

As of November 2021, the (1) application form (2) declaration form and (3) Information regarding accepted identification have been translated into the twelve most used languages, as advised by The City of Calgary Customer Service & Communication team. Laminated copies of the translations have been distributed to all CPS District Offices and will be added to the ePIC online system under FAQs. These languages include:

- Amharic (Ethiopian)
- Arabic
- Chinese – Simplified
- Chinese – Traditional
- French – Canadian
- Hindi
- Oromo (Ethiopian)
- Punjabi – Gurmukhi
- Spanish – Latin America
- Tigrinya – (Ethiopian)
- Urdu
- Vietnamese

What will happen now?

The CPS will continue to expand on this success and work towards reducing language barriers in all services.

¹ Definitions provided by Anne Sureshkumar in her presentation *Racial Trauma*.



OUR COMMITMENT

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Budget Reallocation and Community Safety Infrastructure Framework (CSIF)

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



The CPS commitment

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



Who we engaged

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

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



What we heard

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

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

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



What we did in 2021

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

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



How we are measuring success

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



What we propose to do next

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

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

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



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Body-Worn Camera Review



The CPS commitment

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



Who we engaged

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



What we heard

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



What we did in 2021

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

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



How we are measuring success

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



What we propose to do next

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

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



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School Resource Officer Program Evaluation



The CPS commitment

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



Who we engaged

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



What we heard

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



What we did in 2021

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



How we are measuring success

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



What we propose to do next

Implement the design plan in 2022

1) Reengage with students (April/May)

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

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

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

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



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Indigenous Reconciliation (Indigenous Roadmap)

The CPS commitment



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

Who we engaged



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

What we heard



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

What we did in 2021



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



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Indigenous Reconciliation (Indigenous Roadmap)



How we are measuring success

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



What we propose to do next

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

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



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Professional Standards Section Accountability Reform



The CPS commitment

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

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

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



Who we engaged

Calgary Police Commission Complaint Oversight Committee

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

Presentation to the External Anti-Racism Action Committee

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



What we heard

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

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



What we did in 2021

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

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

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

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



How we are measuring success

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

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



What we propose to do next

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



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Equity, Diversity, and Inclusion



The CPS commitment

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



Who we engaged

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



What we heard

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

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

Participants in the EDI Tool Pilots Reported:

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

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

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



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Equity, Diversity, and Inclusion

What we did in 2021



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

How we are measuring success



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

What we propose to do next



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



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Race-Based Data (RBD) Collected & Shared



The CPS commitment

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



Who we engaged

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



What we heard

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



What we did in 2021

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



How we are measuring success

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



What we propose to do next

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



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Use of Force Review: Early Intervention Program (EIP)



The CPS commitment

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



Who we engaged

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



What we heard

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



What we did in 2021

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

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

Statistical Information (January 1 - October 31, 2021)

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



How we are measuring success

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

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

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



What we propose to do next

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



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Use of Force Review: Policy and Training



The CPS commitment

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



Who we engaged

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



What we heard

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



What we did in 2021

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



How we are measuring success

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



What we propose to do next

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



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Internal Anti-Racism Action Committee Speaker Series



The CPS commitment

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



Who we engaged

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



What we heard

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

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



What we did in 2021

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

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



How we are measuring success

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



What we propose to do next

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



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Hate and Extremism Team



The CPS commitment

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



Who we engaged

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



What we heard

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



What we did in 2021

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

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



How we are measuring success

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

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

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



What we propose to do next

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

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



REPORT TO CALGARY POLICE COMMISSION



2021 CPS Anti-Racism Action Committee Update

Date

2021-12-13

Commission Role

- Information only Approval

Type of Meeting

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

Purpose

Select the appropriate category (below) to explain “why” the Commission is receiving this report and (if applicable) insert a narrative here identifying the report’s alignment to the 2019-2022 CPS Service Action Plans (Strategic Priority/Objective/Action Plan).

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

Recommendations

1. It is recommended that the Commission’s Anti-Racism Committee receive this report as an update on the Calgary Police Service (CPS)’s Anti-Racism Action Committee for 2021.

Background / Issue

After the death of George Floyd on May 25, 2020, and the subsequent conviction of Derek Chauvin for his murder, global protests demanded the dismantling of systemic racism and for the reformation of policing and crisis response. In addition, the discovery of unmarked graves in 2021 of the Residential school children reinforced the need to follow through with the Truth and Reconciliation Calls to Action.

The Calgary City Council’s public engagement held in July 2020 raised awareness of issues of racism and systemic racism at a personal, institutional, and systemic level locally. As a result, in September 2020, the CPS presented to City Council and citizens of Calgary its commitments to anti-racism. Chief Mark Neufeld stated that the CPS would be “relentless in our pursuit of dismantling systemic racism and becoming an anti-racist, equitable and inclusive police service”.

Discussion / Analysis

In 2021, the CPS achieved several achievements outlined in *Addressing Systemic Racism in the Calgary Police Service: Year One December 2020-2021* towards addressing systemic racism.

Our Commitment Achievements:

- ✓ Anti-racism lens to elevate the racialized community and CPS member voices in participatory problem solving



OUR COMMITMENT

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

- ✓ Amendment to Executive Leadership Team (ELT) Decision Requests to include anti-racism lens



Anti-Racism
Action Committee



Race-based
data collection



Body-worn camera
review

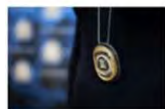


School Resource Officer
program review



Use of force
review

- ✓ 129 hours of dedicated anti-racism work in policing to create a safe space for voicing concerns and creating solutions



Equity, diversity
and inclusion
within the Service



InfoPosts
(Street Checks)



Indigenous
Reconciliation



Accountability
reform



Reallocation
of funding

- ✓ Amendment of the Code of Conduct policy for sworn members in December 2021 based on Anti-Racism Action Committee (ARAC) feedback.
- ✓ Reduced barrier to accessing CPS systems and services by adding language translation (Alarm Bylaw Operating System, Crime Prevention materials and Police Information Check Unit) in December 2021.
- ✓ 85 percent of ARAC members reported that the anti-racism Speaker Series were helpful to the work of the Committee
- ✓ CPS half-day training workshop with Internal ARAC on unconscious bias.
- ✓ Gap analysis of Race-Based Data categorizations in all CPS systems conducted to inform Statistics Canada.
- ✓ 74% of Body-Worn Camera (BWC) recommendations were prioritized based on risk, organizational impact, and resourcing.
- ✓ \$6.2M of the \$8M CSIF budget has been awarded in 2021. The remaining \$1.8M was set aside for the design of new crisis response in 2022.
- ✓ From May through September 2021, CSIF funded programs supported 4,712 individuals and completed over 29,000 contacts.

The CPS commitment to anti-racism, equity, diversity and inclusion is a significant part of the CPS' long-term strategic plan, *Our Strategy*. It is supported and actioned through the Annual Policing Plan (APP), and the CPS will be accountable to these commitments through the quarterly APP reports to the CPC and citizens.

Conclusion

- In September 2020, the CPS committed to Council and the public to address systemic racism
- Through its ARAC committees, the CPS has worked to amplify racialized voices, and work with its members to build a collective understanding of systemic racism.
- The CPS has partnered with anti-racism subject matter experts to build awareness and understanding of systemic racism in policing.
- The CPS has already changed policies, practices, and procedures to address systemic racism.
- The CPS will be accountable to its commitments to anti-racism through quarterly reporting to CPC and citizens on the APP.

Attachments (if any)

1. Addressing Systemic Racism at the Calgary Police Service – Year One December 2020-2021
2. Our Commitment - Year End One Page (including Hate Crimes and Extremism Team)
3. CPS Anti-Racism Impact Stories
4. Info Graphic Year End Our Commitment

Approval signatures

AUTHOR signature:

Inspector Avril Martin
Katy Doucette, Manager

12-14-21

Date

*Strategic Planning and
Partnership Division*

*Bureau of Service & Community
Support*

REVIEWED BY signature:

(YYYY MM DD)

(Name), (Rank)

Date

(Section)

(Division)

EXECUTIVE SPONSOR signature:

(YYYY MM DD)

(Name), (Rank)

Date

(Bureau/Division)

CHIEF OF POLICE signature:

(YYYY MM DD)

Mark Neufeld, Chief of Police

Date

Office of the Chief



END OF YEAR COMMITMENT REPORT

ANTI-RACISM ACTION COMMITTEE

Internal Participation on the Anti-Racism Action Committee has increased by knowledge of systemic racism **65%** in August, **80%** in December.

SCHOOL RESOURCE OFFICER PROGRAM REVIEW

Survey was only able to reach 362 students, so further engagement has been planned.

362

100

RACE BASED DATA

The CPS submitted 100 community organizations, advisory boards & individuals, as well as agency names to Statistics Canada for Calgary-based consultation on race-based data.

INDIGENOUS ROADMAP

We were able to provide a permanent position to the Calgary Indigenous Court to support the court in advocating and facilitating alternatives to prison and restorative approaches to offending and victimization.

PROFESSIONAL STANDARDS SECTION

Race based data has been captured in **81%** of PSS files from January to September 2021.

81%

REALLOCATION

From May through September 2021, Community Safety Investment Framework funded programs that supported

4,712 people.

USE
OF
FORCE

A Curriculum Designer was funded through Community Safety Investment Framework (CSIF) to enhance, update and develop crisis response training for Recruits, frontline and PACT.

BODY WORN CAMERAS

In 2021, of the **26** recommendations, **5** were completed, and **15** are in progress.



60

EQUITY, DIVERSITY & INCLUSION

Delivered EDI training to over 60 members that covered topics such as equity, bias and diversity factors.