



**Calgary**

City Auditor's Office

ISC: Unrestricted  
AC2023-0919 ATT2

# Community Safety Partner Agency Liaison Initiative Audit

## Why we did this

- The PAL Team is a special team of Community Peace Officers established in 2010 to address encampments. The PAL Team partners with Alpha House in a front-line outreach capacity to connect Calgarians who are experiencing homelessness and rough sleeping to appropriate resource referrals.
- The objective of this audit was to assess the effectiveness of the PAL Initiative to address encampments and mitigate safety, health and wellness risks by reviewing the design and operating effectiveness of processes and controls.

## What we concluded

- We analyzed key performance indicators (KPI) and observed reasonable achievement of expected response timelines with a decrease in 2022 reflecting increased numbers of encampments reported.
- To support evaluation of success of the unique working model and to guide future strategy, we recommended setting targets for existing KPI and creating KPI for outreach and proactive activities. We also identified opportunities to reduce the number of duplicate Service Requests (SR) and implement a process to follow up on overdue SR to support focusing more PAL Team time on outreach activities.
- We concluded safety processes and controls were designed and operating effectively.
- Coordination with other agencies underpins effective response to encampments. The PAL Initiative has established structures that support coordination. We identified enhancements to processes to support more effective coordination to resolve issues, such as delays to encampment clean-up.

## Why it matters

- Effectively responding to encampments supports the safety of encampment occupants, the public, and City staff.