

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.

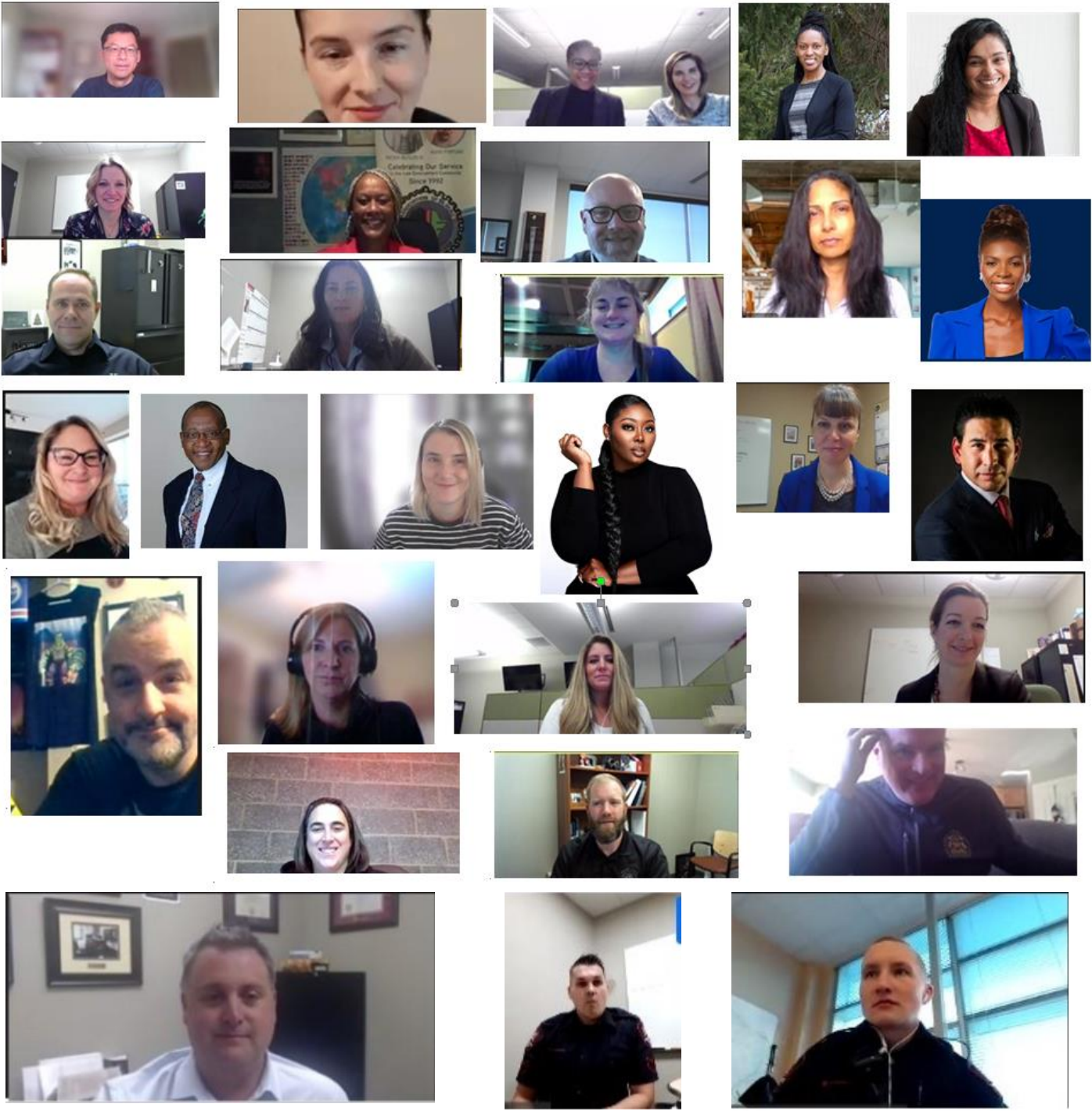


LAND ACKNOWLEDGEMENT

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](#).



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

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.

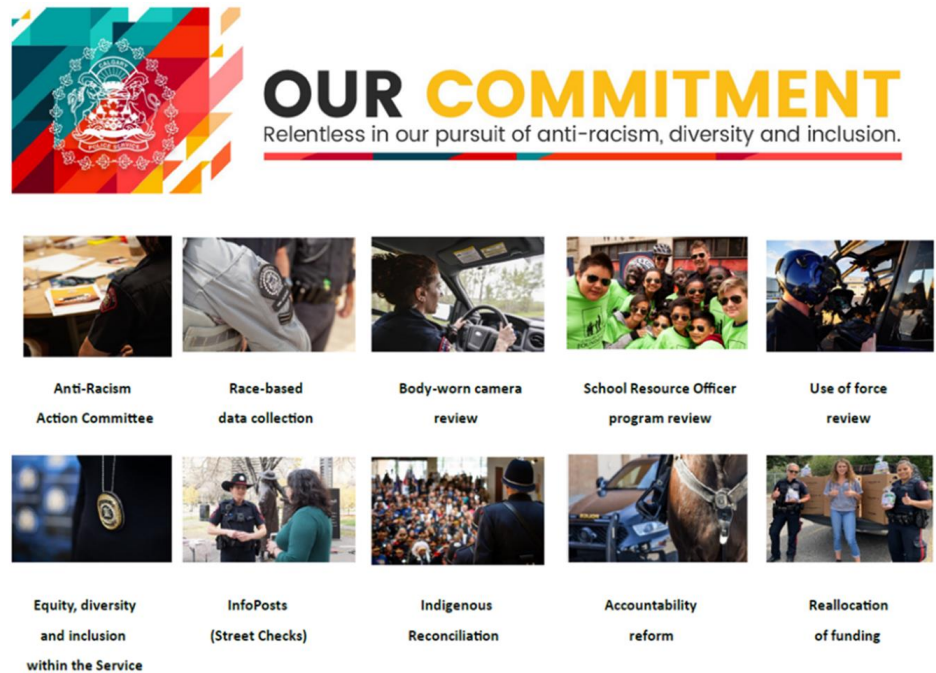


Figure 1

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.



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



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.

III. OUR INVESTMENT

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*.

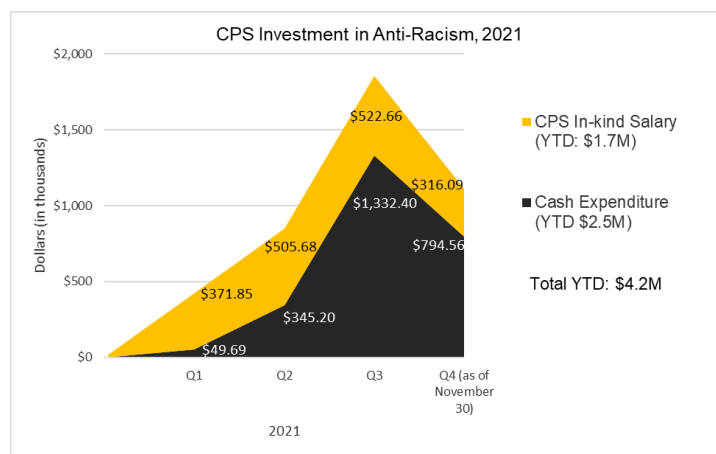


Figure 2

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



CPS Benchmark

The Calgary Police Service is one of 4 agencies in 5 countries actively defining and addressing anti-racism distinctly from 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.

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.

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.



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.

IV. OUR ENGAGEMENT

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. Training.
12. 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.

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.

- Indigenous.
- 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 . CPC ILLUMINA RESEARCH

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 . CITY OF CALGARY PARTNERSHIP

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 . PUBLIC ENGAGEMENT

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 . ENGAGEMENT CHALLENGES

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.



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

V. WHAT WE HAVE DONE

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-imaging 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.

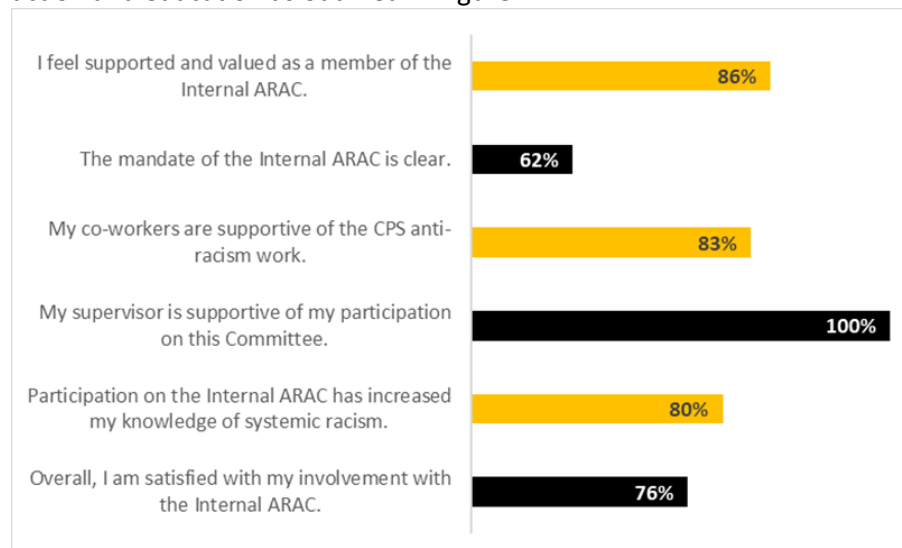


Figure 4

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*



Figure 7



- 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, Analysis
- 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

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.