



# BUILDING COMMUNITIES TOGETHER

THE CPS STRATEGIC PARTNERSHIPS DIVISION



CALGARY  
POLICE  
SERVICE

**2023**  
YEAR IN REVIEW



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# INTRODUCTION

The mission of the Strategic Partnerships Division is to conceive and build trusting relationships and meaningful partnerships with the community by offering culturally competent, human-centered and trauma-informed service provision. Undoubtedly, this expectation rests on the shoulders of every sworn and civilian employee of the Calgary Police Service (CPS), but it is the Partnerships Division that is responsible for fulfilling the Service's community engagement strategy.

This year, the Division was purposeful in relying on community voices to inform the strategic direction of the Service, as evidenced by a community-led evaluation of the School Resource Officer program, which you will learn more about in the pages ahead. Similarly, we were successful in weaving the Racial Equity Office into the fabric of the Service, where a group of subject matter experts work together with volunteer community members to ensure equitable policing services, which are accessible, barrier-free and inclusive.

Our world has become increasingly complex, and geopolitical tensions across the globe have local impacts to Calgarians. It is during these moments that we must rely on our community partners, advisory groups and social-sector organizations to ensure we are able to serve with compassion and understanding.

With this in mind, following the ratification of our budget in the fall of 2022, we have continued our funding commitment to the Community Safety Investment Framework (CSIF) with The City of Calgary (The City). Through carefully considered partnerships, the framework seeks to improve the well-being of Calgarians through an equitable and effective crisis response system. This is achieved by adopting a systems-change approach and by funding community organizations that offer integrated case management and systems navigation for our most vulnerable, or by co-ordinating and co-delivering services to individuals experiencing a mental health or addictions-related crisis.

We have immense pride and gratitude for the employees who work within the Strategic Partnerships Division. Realizing these outcomes takes a dedicated team of professionals who are relentless in their pursuit of service, unwavering in their commitment to community and who have an unbridled passion for innovation. We are equally indebted to the countless community organizations with whom we partner with, for their willingness for collaboration, strategic insight and their placement of trust in the CPS as a partner in building a community that is safe, prosperous and one where every voice matters.

– Deputy Chief Katie McLellan & Superintendent Asif Rashid

# CRISIS RESPONSE TRANSFORMATION; OUR EFFORTS TOWARD CALL DIVERSION

## COMMUNITY SAFETY INVESTMENT FRAMEWORK (CSIF)

The Community Safety Investment Framework (CSIF) is the partnership between the CPS and The City that was initiated in 2020 to help guide investment in enhancements to services to Calgarians experiencing crisis. Since 2021, a total of \$16 million per year has been invested by CPS and The City in new and existing services, improved access to services and systems transformation.

CSIF funded initiatives address gaps in:

- ▶ Crisis services for individuals, their families and support networks
- ▶ Outreach services
- ▶ The emergency response system in Calgary including any gaps in racially and culturally appropriate services

Expected outcomes include improved crisis triage, integrated case management, increased availability of 24-7 crisis supports and outreach services, increased capacity of support services and increased access to community and peer support programs.

### In 2023, through CSIF, the CPS helped fund these organizations and initiatives:

- ▶ Alpha House (HELP teams (formerly DOAP))
- ▶ Distress Centre Calgary (Calgary 911/211 Calgary co-location)
- ▶ Alberta Health Services (Mobile Response Team)
- ▶ Police and Crisis Teams (PACT)
- ▶ The Alex (Community Mobile Crisis Response teams)
- ▶ Carya Society of Calgary (Older Adult Crisis Stabilization Outreach Team)
- ▶ Centre for Suicide Prevention (Centre for Suicide Prevention's Respite Centre in Calgary)
- ▶ Immigrant Outreach Society (Immigrant Outreach Crisis Response)
- ▶ Kindred Connections Society (Community Connect YYC, crisis response & outreach)
- ▶ The Children's Cottage Society (Heartstrings)

## NEW CRISIS RESPONSE AND CALL DIVERSION INITIATIVES

The Service is directly involved strategically, operationally and has also provided funding for the following new programs:

- ▶ REACH Up Calgary
- ▶ SMART
- ▶ Action Table Calgary

## REACH UP CALGARY

This initiative was formerly referred to as RIMHAC (Real-time Integrated Mental Health and Addiction Centre), but in 2023 the project was branded as REACH (Recovery, Empowerment, Advocacy, Compassion and Healing) Up Calgary. REACH Up Calgary is a concept for a co-location hub and short-term stabilization space with the goal of providing around-the-clock, on-site supports for individuals experiencing non-emergency mental health and/or addictions crisis. This concept is based on the best practices of notable organizations across North America.

The CPS is firm in believing a crisis response hub will diminish the current burden on the health care system, enhance alternative service delivery for first responders across all sectors and increase the continuity of care between service providers.

The next steps of REACH Up Calgary will be identifying a suitable location, determining partner roles and developing an implementation strategy.



### In 2023, the REACH Up Calgary project team:

- ▶ Hired a facilitator for strategic planning sessions
- ▶ Formalized the project’s mission, vision and target population
- ▶ Established a governance framework
- ▶ Hosted service delivery planning sessions with core partners
- ▶ Established a dedicated working group
- ▶ Engaged an external agency to develop branding



Full Colour Logo



White Reverse Logo



Minimum Size



0.75 inches wide

Black Logo



only use when full colour production is not available

## SOCIAL MENTAL HEALTH AND ADDICTION REFERRAL TEAM (SMART) AND THE VIRTUAL OPIOID DEPENDENCY PROGRAM

Operating out of the CPS' Arrest Processing Unit (APU), SMART (Social Mental Health and Addiction Referral Team) is a new initiative that offers voluntary mental health and addiction support to detainees expressing barriers to resources. The team is led by one CPS constable and consists of two mental health clinicians and one paramedic. Funded by the provincial Urban Strategy – Calgary Police Service Initiatives grant, SMART aligns with the Government of Alberta's recovery-oriented system of care (ROSC), and has a main objective of preventing recidivism.

In 2023, Sublocade, an injectable opiate antagonist therapy drug, was made available at APU. By working closely with contractors and suppliers, SMART has created a new policy to allow for the administration of Sublocade, which provides detainees with 30 days of Suboxone versus requiring a daily dose.

*SMART has renovated one cell at APU to create a detainee interview space, a safe and effective means for SMART members to interview detainees and determine major issues of concern.*



### SMART

13%

of APU detainees have been referred to SMART

40

hours per week, SMART is operational

### VODP

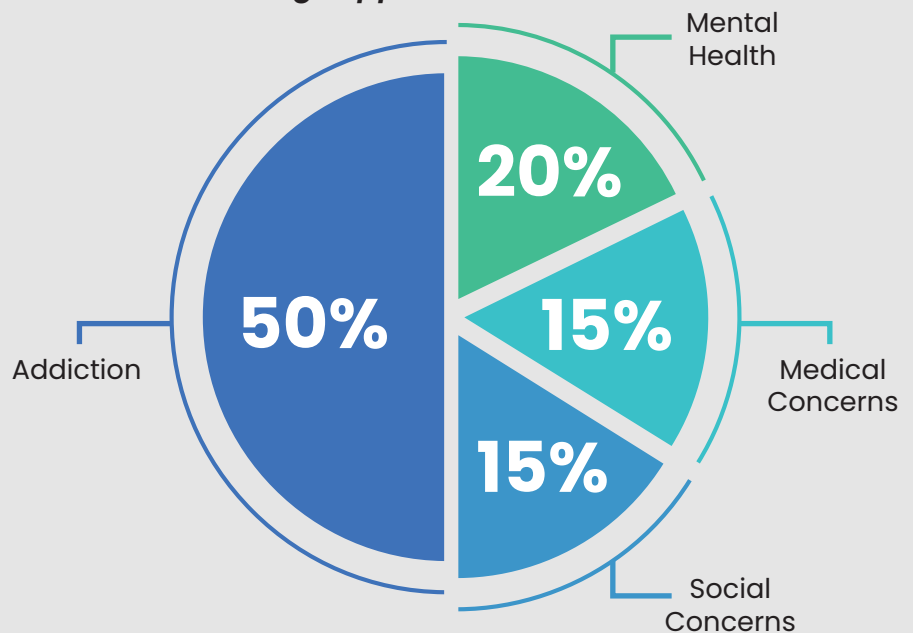
900

referrals generated and approved since the beginning of the program

50%

of detainees concerned with addiction, 90% express a want for VODP

### Of referrals seeking support:



## ACTION TABLE CALGARY

Action Table Calgary (ATC) brings together a co-ordinated, multi-sectoral response to individuals or families on the brink of crisis who are experiencing complex, intersecting risk factors. This timely response is intended to provide connection to multiple services, reduce risk and increase safety to the individual and community.

Planning to launch ATC began in 2023. The project team studied and learned lessons from the FOCUS Toronto team who operates a successful, established triage and response model.

ATC launched in late January 2024, after the project team led information and onboarding sessions for community partners, and developed partnership agreements, procedures and training in the winter of 2023.

ATC is a partnership between United Way of Calgary and Area, the CPS and The City.



## CIVILIAN-BASED CRISIS RESPONSE

Through the CPS' partnership with the Alex, the Community Mobile Crisis Response (CMCR) teams launched in District 4 in February 2023. Soon after, the pilot expanded to District 5. In December 2023, CMCR teams expanded city-wide to serve Calgarians experiencing non-emergency mental health and addictions crisis.

## CMCR IMPACT STORY:

An elderly man returned to Calgary after visiting abroad and was stranded at the airport. Prior to his return, it was planned that he would be staying with his daughter. She was out of town, and there was concern about the man being able to safely make it to, and access, her residence while she was away.

The daughter tried to co-ordinate with friends and family in Calgary to ensure her father was safe and looked after. She was able to arrange for a hotel room for him to stay in.

Because of the man's potential vulnerability, a call was made to 211 Calgary who engaged the CMCR team. The CMCR team contacted the CPS Airport Unit and offered to provide transportation to the hotel to avoid the man being transported in a marked police vehicle.

The CMCR team safely transported the man to his hotel, and case managers scheduled to followup with him until his daughter's return. Both the man and his daughter were relieved and incredibly thankful for the service provided.

## Human-centred Engagement and Liaison Partnership (HELP)



**3,240** total calls for the HELP team in 2023

### HELP IMPACT STORIES:

**BILL:**

Bill had been working with his housing case worker and was included in the Drop-In Centre’s housing program.

Bill’s last step in acquiring housing was setting up a bank account so he could pay rent and receive financial aid. Because he’s low mobility, the HELP team was contacted to facilitate. HELP transported Bill to and from the bank.

He was thankful for the support and was sent on his way to be housed and is fully stable.

**SARAH:**

Sarah had an open referral to Triveri House, a facility for vulnerable young adults experiencing homelessness.

Sarah had not been located for weeks and her intake deadline was fast approaching.

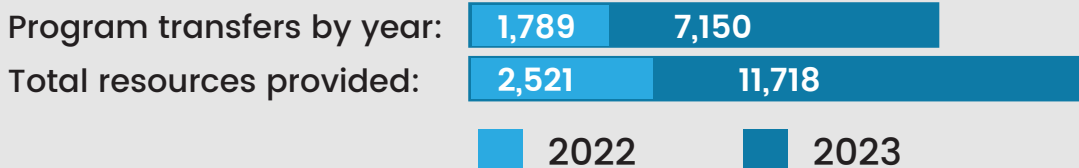
The HELP team successfully located Sarah at a transit station. They shuttled her to Triveri House where she completed her intake and was housed that day.

*Names have been changed in the above stories to protect the individuals’ privacy.*

### CALGARY 911/211 CALGARY CO-LOCATION

211 Calgary call-takers are an extra set of hands on the Calgary 911 call floor. By offering expertise in crisis de-escalation, self-harm situations and community-based resources, they help ensure Calgarians get appropriate care.

When non-emergency mental health and addictions calls come in to Calgary 911, 911 call-takers are able to transfer the calls to 211 for support, thus freeing up 911 call-takers.





## MENTAL HEALTH FOCUS

PACT (Police and Crisis Team) – PACT consists of a sworn police officer and an Alberta Health Services (AHS) clinician. As partners, they attend calls related to individuals in crisis with the purpose of conducting mental health assessments and diverting people away from hospital emergency rooms and the criminal justice system. By connecting individuals in crisis with the right resources, PACT helps people stabilize without increasing the burden on frontline emergency responders.

MRT (Mobile Response Team) – Operated by AHS, MRT is a 24-7, mental health-focused triage team that operates in AHS' Calgary zone. They offer urgent mental health support and/or consultation to officers attending crisis situations.

**2,595**

Calls with **Police and Crisis Team (PACT)** dispatch

**5,140**

Calls to the **Mobile Response Team (MRT)** consult line



# ANTI-RACISM EFFORTS

## RACIAL EQUITY AND INCLUSIVITY

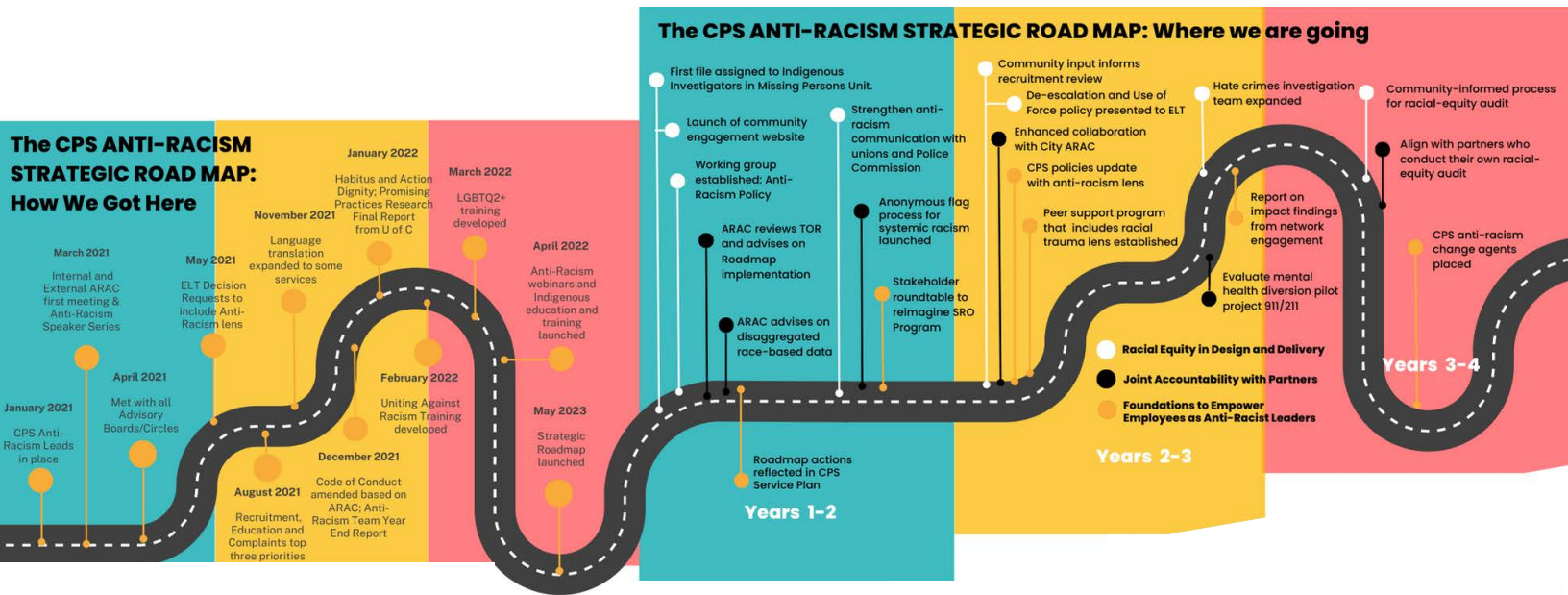
The CPS’ commitment has evolved from 2020’s goal of becoming relentless in our pursuit of dismantling systemic racism to becoming an anti-racist, equitable and inclusive police service that will best serve all Calgarians.

In 2023, the Racial Equity Office (REO) confirmed three full-time employees:

- ▶ Anti-Racism Manager
- ▶ Anti-Racism Strategic Advisor
- ▶ Inspector

The REO continues to work toward implementing the Anti-Racism Strategic Roadmap and building on the three major goals/pillars:

- ▶ Equity, specifically racial equity as it pertains to service design and delivery
- ▶ Joint accountability through partnerships
- ▶ Foundations to empower our employees as anti-racism leaders



The majority of the Roadmap’s deliverables for 2023 have been completed, and the CPS is working to deliver on the remaining priorities outlined for 2023 and upcoming priorities for 2024. The CPS and the REO remain on track with delivering on the commitments set out in the roadmap.

## Major accomplishments in 2023:

- ▶ Missing Persons Team investigator assigned to Indigenous cases
- ▶ Establishment of the REO
- ▶ Collaboration between the Professional Standards Section and the REO on the complaints process
- ▶ Service-wide training developed and administered by the REO
- ▶ Ongoing consultation on race-based data collection and analysis

The following committees, teams and projects outline our continued efforts to eliminate racism.

## ADVISORY BOARDS

Advisory boards consist of volunteer members of the community who represent Racialized and equity-deserving groups with lived experiences. Contributions from the boards inform the strategic direction of the Service.

**Internal Anti-Racism Action Committee:** The Internal Anti-Racism Action Committee is an advisory body committed to engaging in participatory solutions to acknowledge, address and make meaningful change to eliminate racism and discrimination in all its forms within the Service.

23

committee members representing various areas within the Service



Two in-person meetings between June 2023, and December 2023; these two meetings were dedicated for anti-racism training

138

hours members collectively volunteered

**External Anti-Racism Action Committee:** The External Anti-Racism Action Committee is an external advisory body comprised of 18 Calgarians with lived experience, grassroots advocacy backgrounds, as well as professional and academic experience in anti-racism-related work.

18

committee members



Nine of the 12 action items identified in 2022 addressed and presented on by subject matter experts

16

meetings between January and November 2023

500

hours members collectively volunteered

10

presentations delivered internally to the CPS

**Additional advisory boards and an advisory circle that are representative of the diverse community we serve are:**

- ▶ Asia
- ▶ Africa
- ▶ Caribbean/Latin America
- ▶ Gender and sexual diversity
- ▶ Indigenous
- ▶ Middle East, Europe and Russia
- ▶ Persons with Disabilities
- ▶ South Asia
- ▶ ‘Super board’
- ▶ Youth



## COMMUNITY MOBILIZERS

The community mobilizers work in partnership with the Diversity Resource Team (DRT) and each community mobilizer is assigned to specific portfolios. In partnership and as peers, the community mobilizers support, educate and advise the members of the DRT, work with the community to build on existing relationships and foster new relationships to build trust within the community.

The community mobilizers have helped to broker relationships between Racialized communities, equity-deserving groups and the CPS. Examples of successful collaborations include working with The City’s administration on homelessness issues, as well as interpreting the needs of community during the many protests and rallies in 2023.



## INDIGENOUS RELATIONS TEAM

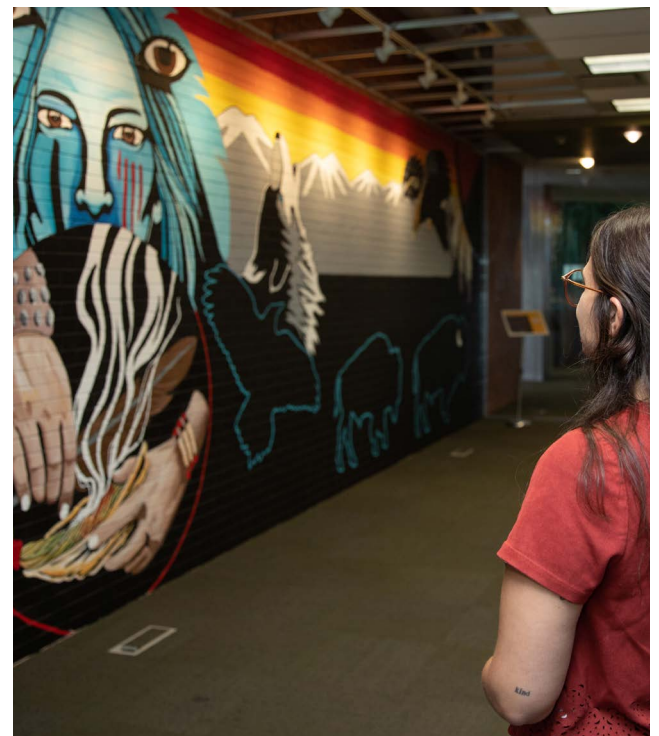
The Indigenous Relations Team (IRT) was reimagined in 2023, with four civilian Indigenous community mobilizers, two constables and one sergeant. The mobilizers underwent a rigorous six-week training session led by the CPS. The full team officially started operations in September 2023, after the sergeant position was filled.

Over the course of the year, the team attended and hosted many events with the goal of further developing the relationships the CPS has with the community.

### IRT EDUCATION

Internally, subject matter experts from the CPS developed a series of 16 Indigenous-focused e-learning training modules. Learnings include:

- ▶ Introduction
- ▶ Worldviews and Ways of Life
- ▶ Treaty 7
- ▶ A Brief History of Indigenous Peoples and the Police
- ▶ Dispossessing of the Land
- ▶ Assimilation
- ▶ Residential Schools
- ▶ Sixties Scoop
- ▶ Indigenous People and Trauma
- ▶ Indigenous People and Health
- ▶ Over-representation in the Criminal Justice System
- ▶ MMIWG
- ▶ Why Indigenous Peoples Protest
- ▶ Protest Case Studies
- ▶ Truth and Reconciliation Part One and Two



This training was adopted by the Canadian Police Knowledge Network (CPKN) and has been used by policing agencies across Canada.



## TRUTH AND RECONCILIATION WEEK

Members of the IRT hosted and attended events leading up to Truth and Reconciliation Day on **Sept. 30, 2023**.

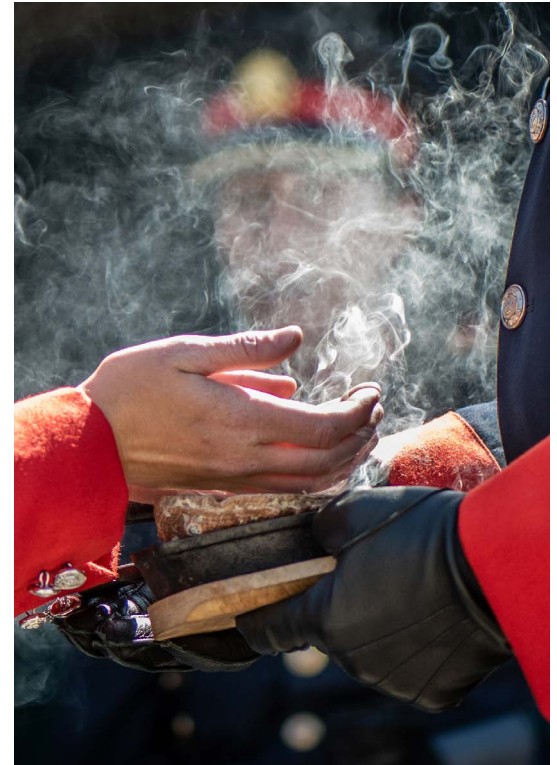
**Sept. 26, 2023** – The IRT members handed out orange ribbons at The CPS’ Headquarters in support of Truth and Reconciliation Day, and engaged with and educated sworn and civilian members.

**Sept. 27, 2023** – Hosted the Bannock and a Movie event in the Sacred Space and the CPS library. The movie’s theme regarded the loss of Indigenous peoples’ connection to the land and how that was lost due to residential school policies.

**Sept. 28, 2023** – A sharing circle was conducted with a Knowledge Keeper to discuss Truth and Reconciliation Day and residential school history.

**Sept. 30, 2023** – Three separate events were attended: the Urban Society for Aboriginal Youth event, the Pokaiks walk from City Hall to Shaw Millennium Park and the Reconciliation Walk at Heritage Park.

The IRT raised the CPS Chief’s Tipi on Truth and Reconciliation Day. This was a first for the CPS.



## SISTERS IN SPIRIT WALK AND VIGIL

Between Oct. 2 to 4, 2023, the IRT helped members of Piikani Nation plan a walk from Piikani Nation to Olympic Plaza in Calgary, honouring and remembering women and girls who never made it home. The IRT worked with local RCMP and assumed escort duty at Calgary city limits.

On Wednesday, Oct. 4, 2023, members of the IRT and the CPS attended the Sisters in Spirit Vigil to conclude the walk.

## SIXTIES SCOOP WALK

Members of the IRT attended the Sixties Scoop Walk hosted by Hull Services, a mental health organization for children and youth. The walk took place at Fort Calgary and concluded with speeches from members of the IRT and Sherry Elliott, a Sixties Scoop survivor.

### OTHER NOTABLE EVENTS

Piikani Nation Addictions Awards

Calgary Transit training

Recruit training (CPS)

Direct entry training (CPS)

Tsuut’ina Nation sweat ceremony

Tsuut’ina Nation Police Service course

Warrior Women private screening

Japanese Consulate smudging ceremony

Crowchild family ceremony

Starlight family ceremony

Treaty land search management training

Circle of Wisdom elder appreciation event

Discovering Choices School nature hike

Forensic Crime Scene Unit cleansing ceremony

# KEEPING COMMUNITY SAFE

## CRIME PREVENTION

The Crime Prevention Team has managed numerous projects and tasks while supporting district Community Resource Officers, teams within the Community Support Unit, as well as the Service as a whole. New work for 2023 included the management of the rising issue of retail crime, which was raised by the Retail Council of Canada and the Government of Alberta.

## OPERATION COLD START

In 2023, the CPS again partnered with law enforcement agencies across Alberta for Operation Cold Start. This campaign, which the Service started in 2016, aims to educate citizens about the high number of vehicle thefts that occur during winter months, and the risks of leaving vehicles running and unattended. From Monday, Jan. 30, 2023, to Friday, Feb. 3, 2023, members proactively patrolled Calgary communities looking for vehicles that had been left running with the keys inside. Members located 67 running vehicles.



With the increased use of remote starters and more citizen awareness of cold weather auto thefts, the CPS continues to refine the Calgary program to ensure the best use of police resources. 2023 saw the revamp of Operation Cold Start to encompass all vehicle crime, including theft of a vehicle, theft from a vehicle, catalytic converter theft and license plate theft.

## 2023 CRIME PREVENTION AWARENESS

In 2023, the CPS developed new resources for Calgarians, translated into multiple languages, which are available for download on the CPS website.

The Crime Prevention Team gave 65 presentations to over 1,300 individuals in-person and online.

Presentation topics included:

- ▶ Fraud, including scams targeting seniors
- ▶ Property crime
- ▶ Cybercrime
- ▶ Graffiti and vandalism
- ▶ Personal Safety

### FRAUD PREVENTION MONTH 2023

#### TOPICS:

- Week 1 – Online scams and fraud
- Week 2 – Identity theft
- Week 3 – Business fraud and scams
- Week 4 – Investment scams
- Week 5 – Mass marketing and phone scams

### SUMMER CRIME PREVENTION

#### CAMPAIGN TOPICS:

- Bike Index
- Be a happy camper
- Be a happy gardener
- Be a happy traveller
- Home security tips
- 9 p.m. Routine

## RETAIL CRIME

The Crime Prevention Team was contacted by the Retail Council of Canada who were working with the Government of Alberta to look at retail crime and how police services and retail outlets could better work together. This resulted in a formal request for police resources and will further develop in 2024.

## CO-ORDINATED SAFETY RESPONSE TEAM

The collaboration with The City, AHS and Safer Communities and Neighbourhoods (SCAN) is called the Co-ordinated Safety Response Team (CSRT) which was formalized in 2023 with dedicated resources from the CPS. CSRT received funding from The City to deal with problem locations that impact the lives of the public and generate numerous calls for service for all parties (Calgary Fire Department, Calgary Bylaw Service, AHS and CPS). Using the combined legislative powers of the group, CSRT works with owners to remediate the problem or, if needed, demolish the properties. This year the group has:

- ▶ Monitored more than 560 properties and worked with owners to remediate issues
- ▶ Demolished more than 30 properties

## COMMUNITY ENGAGEMENT

A foundational function of frontline patrol members is to build relationships in the community through planned events which contribute to community safety and well-being. Each of the CPS' eight district offices house a team of Community Resource Officers who support patrol officers to achieve this directive.

Community Resource Officers immerse themselves into the work of community associations, business improvement associations and other groups to inform our frontline work.

### Examples of community engagement events in 2023:

- ▶ 45 Coffee with a Uniform events
- ▶ McHappy Days
- ▶ The AMA Patroller Picnic
- ▶ Holiday toy drives
- ▶ Shop with a Cop
- ▶ Stampede breakfasts
- ▶ Proactive community engagement

### There were 35 presentations to business associations. Presentation topics included:

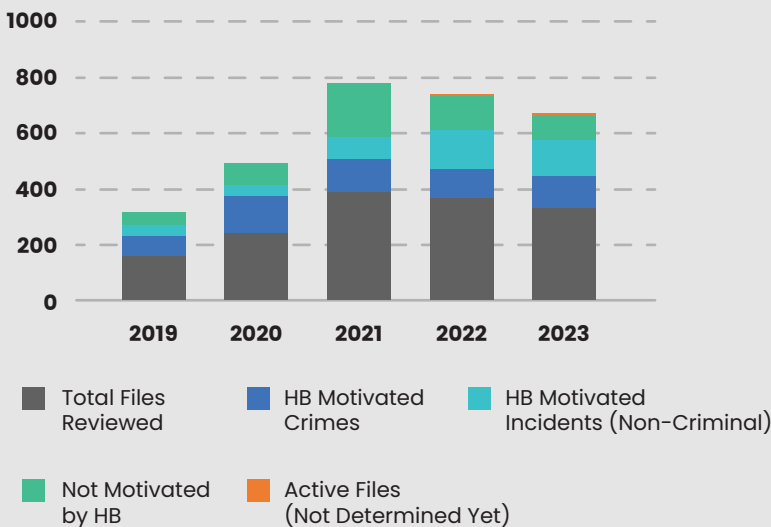
- ▶ Personal safety
- ▶ Cyber safety
- ▶ Fraud
- ▶ Social disorder
- ▶ It's a Crime Not to Read
- ▶ Crime Prevention Through Environmental Design

## HATE CRIMES

In 2023, the number of reported hate-motivated incidents and crimes remained similar to 2022. However, understanding that geopolitical events, such as the ongoing conflict in the Middle East, can temporarily increase reported incidents of hate. In late 2023 the CPS saw a temporary spike in reported hate-motivated incidents or crimes.

The Hate Crime Prevention Team worked closely with the Crime Prevention Team in 2023 to conduct proactive crime prevention through environmental design (CPTED) assessments with various places of worship to minimize risk to facilities and ensure safety of their members. The Crime Prevention Team also facilitated numerous applications by places of worship to receive safety and security funding through the Alberta Security Infrastructure Program (ASIP) grant.

**Hate-Motivated Files**



2023

334

potentially hate-motivated files reviewed by the Hate Crime Prevention Team

113

files were determined to be hate-motivated crimes

129

files were deemed hate-motivated incidents

90

files were determined to have no hate or bias motivation

2

files remain under review

## REPORT HATE CAMPAIGN

The CPS partnered with Cavalry FC of the Canadian Premier League to kick off Report Hate in 2023. Report Hate is an ongoing campaign to bring awareness to hate crimes and incidents, their impact, and how to report them.

Earlier in 2023, Chief Constable Mark Neufeld and the Hate Crime Prevention Team attended the Alberta Hate Crimes Symposium to hear directly from the community about the impact of hate in our province.

“The statistics painted a very clear picture. Hate crimes and incidents are experienced by one in three Albertans, and many of those go unreported. We knew increasing awareness, continued education, and a campaign could help Calgarians understand why it is so important that these incidents are reported.” – Inspector Avril Martin





## POLICE LIAISON TEAM

The Police Liaison Team (PLT) is still under development. However, with assistance of the Senior Leadership Team and Executive Leadership Team, members of the Diversity Resource Team (DRT) and the Major Events and Emergency Management Section (MEEMS), the steps required to have a full and functioning team in early 2024 are being completed.

Many Calgarians have proactively contacted the CPS' PLT coordinator because they want to work with the CPS prior to planning an event to ensure familiarity with the laws of protesting. The PLT's main objectives are to liaise with community leaders and protest organizers to establish and maintain open lines of communication prior to, during and after an event. The PLT is there to listen, understand and work with people to ensure rallies and demonstrations remain peaceful, lawful and safe for everyone.

### When the PLT is formalized, the following are the functions of the new team:

- 1.** Increase consistency when responding to demonstrations and assemblies for a more unified response from the CPS.
- 2.** Promote consistency in training and approach to ensure public and officer safety.
- 3.** Provide strategies to minimize use of force, while preventing disorder and the occurrence of issue-related criminal offences.
- 4.** Supply a method to enhance service delivery while increasing efficiency of police resources.
- 5.** Ensure understanding of the stages of conflict.
- 6.** Engage in strategies to aid in relationship building.
- 7.** Educate members of the Service in relation to diverse cultures and issues that may have the potential to lead to conflict.
- 8.** Offer strategies to provide education on the uniqueness of culturally based demonstrations, including protests and/or occupations.
- 9.** Educate citizens who are involved in demonstrations and assemblies on lawful demonstration activities. This includes discussing the Canadian Charter of Rights and Freedoms and the possible limitations if the event does not remain peaceful, lawful and safe for everyone.

In the current protest environment, the DRT and the PLT relationships with the community have made a positive difference and ensured numerous events have been peaceful, lawful and safe.



The PLT attended and facilitated more than 125 protest events in 2023.

## COMMUNITY YOUTH CONNECTIONS

### YOUTH ENGAGEMENT

Building positive relationships with youth is foundational to intervening into the lives of young people to keep them safe from crime and victimization. The CPS has a number of prevention and intervention programs, which are co-delivered by our partners at The City and the Calgary Police Youth Foundation (CPYF).

The CPYF engages the community to help provide every child and youth the opportunity to live a life free from the influence and negative impacts of crime.



### INTEGRATED SCHOOL SUPPORT PROGRAM (ISSP)

Beginning as a pilot program in 2014 to support students, the Integrated School Support Program (ISSP) has grown and flourished. The ISSP is a crime-prevention initiative funded by the CPYF that provides students with support for their physical, emotional, psychological, nutritional and academic needs. By providing necessary supports in schools, barriers to access wraparound supports are eliminated and children are able to focus on their learning.



The ISSP has proven incredibly successful and has expanded to communities across Alberta.

### YOUTHLINK CALGARY POLICE INTERPRETIVE CENTRE

The CPYF provides funding for YouthLink Calgary Police Interpretive Centre, which plays a critically important role in the education of youth and families. Students learn about the most pressing issues of their time, become empowered to make good decisions and keep away from crime and victimization.

This award-winning, interactive learning centre offers educational exhibits that focus on gangs, bullying, online safety, healthy relationships and forensics.

Each year, YouthLink Calgary sees more than 5,000 grade six students, 5,000 individuals attending seminars, 400 children and youth attending police school and 8,000 public visitors.



## Bridges to Brighter Futures

The CPS and the CPYF lead Bridges to Brighter Futures, a child and youth crime prevention, education and intervention program. The program provides children and their families with the opportunity to engage with members of the CPS in their own community.

Examples of Bridges to Brighter Futures initiatives include:

- ▶ Providing backpacks to Indigenous and marginalized students
- ▶ Organizing Camp Courage Calgary
- ▶ Offering scholarships to under-privileged youth
- ▶ Providing holiday hampers to children, youth and families
- ▶ Gifting safety car seats to families

## MASST

Established in 2009, the Multi-Agency School Support Team (MASST) is an early intervention partnership program delivered by the CPS, The City and AHS. Twelve teams consisting of a registered social worker and police officer deliver wraparound services to children (five to 12 years old) who exhibit concerning behaviours that may put them at risk of victimization, or possible involvement in the justice system.

On average, MASST can work with more than 200 clients and their families per year. Participation in the program is voluntary and varies from client to client, but clients can spend up to two years in the program.

## Program topics:

- ▶ School performance, behaviour and attendance
- ▶ Self-management and responsible decision making
- ▶ Social skills
- ▶ Pro-social activities
- ▶ Mental health and wellness



## YOUTH DIVERSION

The Youth Diversion Team, in partnership with the Calgary Youth Justice Society, delivers extrajudicial measures outlined in the *Youth Criminal Justice Act*. Extrajudicial sanctions and community programs are designed for youth who have committed a criminal offence as a first or second-time offender, to be held accountable for their actions outside of the court system. The youth must take responsibility for their actions and be willing to participate. These diversion options offer a timely response to the criminal behaviour of the youth by meeting with the Youth Justice Committee within 30 days of the referral with most youth fully completing the program within three months.



CALGARY YOUTH  
JUSTICE SOCIETY

**221**

youth diverted through community programs and extrajudicial sanctions

**41%**

increase in referrals over 2022 due to the push of the Youth Diversion Team to educate all frontline officers



The Youth Diversion Team is currently managing 145 active diversion-related files

**90%**

Of the referrals successfully completed the program

**<9%**

Recidivism rates after six months and one year

In October 2023, the CPS, in collaboration with the Calgary Youth Justice Society, hosted a youth diversion summit. Attendees from Alberta came together to learn about provincial mental-health diversion, community-based justice programs and to seek ways to collaborate and standardize youth diversion efforts across the province.

The CPS' Youth Diversion Team is recognized as a national leader as evidenced by Canadian police organizations seeking access to marketing materials and the CPS' youth diversion app, in order to replicate these initiatives at their own agencies.

## YARD

The Youth at Risk Development (YARD) program continues to be an early-intervention program supporting youth aged 10 to 17 who are at risk, affiliated with a gang or involved in gang activity.

On average, YARD has 65 to 75 clients participating at any given time. Participation varies from client to client, with most clients spending approximately one to two years in the program. Participation in YARD is voluntary.



## Program goals:

- ▶ Improving interpersonal relationships
- ▶ Improving mental health and wellness
- ▶ Increasing life skills
- ▶ Increasing pro-social activities





**149**

clients on caseload



23 YARD events – small and large groups using sports and mentorship to build social skills and attitudes

**111**

new referrals

**82%**

of closed clients with criminal charges have no, or decreased, criminal involvement after completing the program

## YARD IMPACT STORY:

An active YARD client moved to Calgary to live with their mother and was referred to the program because he had gang connections in his hometown. When first arriving in Calgary, the client was caught selling and carrying weapons at school and on transit. It was then that the client became engaged with YARD.

Since entering the program, the client showed interest in participating in sports, particularly football. He began going to the gym with the YARD team to get into shape to try out for his high school football team.

The YARD team provided the client with a gym membership and football equipment. After dedicating the time to get into shape, the client successfully started on the football team's defensive line. They won their first game, but more importantly, the client received needed support and direction.

"Just wanted to let u know [REDACTED] was so so happy hanging out with you today. He was smiling ear to ear. He LOVES his cleats...He wanted me to invite u to his first game tomottow at Shouldice park at 7pm...He also got VERY sad that youre not gonna be in the program next year.

This has to stay between us but he asked me 'what am I gonna do without him mom?' It broke my heart...He really adores you. He said if he can't play ball he is gonna stay clean and maybe be a cop...such a drastic change in his outlook. So I wanna thank u for that..Thank you..Thank you."

***A text message from the client's mother:***

## CADETS

Calgary Police Cadet Corps. (CPCC) focuses on youth between the ages 12 to 18. This is a five-year program and currently has 100 youth participants.

Beyond weekly training sessions for all participants, CPCC has its own flag party and a pipe band that attend an additional day of training each week. The program achieves its goals by delivering a structured curriculum and by having youth participate in various community and civic activities. CPCC further supports youth by providing opportunities to earn program achievement awards, scholarships, the CPYF Youth Courage award as well as extra high school education credits.

Members of the CPCC have attended several internal and external events including, Field of Crosses, Calgary Hitmen game ceremonies, Stampede Parade, Shaw Charity Classic and many more.

In 2023, Cadets volunteered 390 hours in the community.



## POWERPLAY

Powerplay is a weekly hockey (winter) and soccer (summer) program that engages youth aged six to 17. This program fosters trust and understanding between police and members of diverse and marginalized communities while helping to make sport available to those who may not be able to readily access recreational sports.



This event is attended by 70 participants each Wednesday of the month, and officers from across the Service volunteer their time to play with and mentor the participants.

CPS members also use this time with youth and families to provide resources and information of both internal and external family supports and services.

2023 saw an increase in the number of police officers attending Powerplay every week, adding to the interactions and awareness of the program.



## JUNIOR POLICE ACADEMY

The Junior Police Academy is a five-day program for youth aged 12 to 16 and focuses on providing insight into a career with the Calgary Police Service. Participants learn uniform care, drill, dress and deportment, and attendees take part in lectures and tours of various police units.

## YOUTH ADVISORY BOARD

The Youth Advisory Board is a volunteer board of 15 youth aged 14 to 18. The board was established to act as a liaison between the CPS and youth in Calgary. The board is tasked with making recommendations to the CPS on the Service's strategies and initiatives that address crime and safety concerns. It is also tasked with sharing information via school, social media and peer networks.



## CALGARY POLICE YOUTH FOUNDATION (CPYF) – REDIRECT

ReDirect is a collaboration between the CPS and The City. It supports youth aged 12 to 18 who are engaging in hate or ideology-based conflict with others. Teams comprised of a police officer and a social worker who work with youth to build resiliency by increasing life skills, improving conflict resolution abilities and by connecting them to their individual communities in an equitable, culturally competent way.



In early 2023, the program's focus changed from the narrow scope of radicalization and propensity for violence stemming from extremism, towards the broad concept of ideological and hate-motivated behaviour (in-person and/or online). This expanded program scope allows ReDirect to provide a continuum of supports that include education and awareness, early intervention and intensive case management for youth at-risk of, or engaging in, ideological and hate-motivated behaviours.

### The new goals of ReDirect are to:

- ▶ Address and reduce the vulnerabilities that can lead a youth to engaging in ideological and/or hate-motivated conflict
- ▶ Provide individualized supports and services to youth who have been engaged in ideological and/or hate-motivated conflict with others
- ▶ Support the families of youth at risk of, or engaging in, ideological and/or hate-motivated conflict to increase protective factors
- ▶ Develop public and professional awareness about what makes a youth vulnerable to ideological and/or hate-motivated conflict by providing learning opportunities, supporting community initiatives and empowering the community





## SCHOOL RESOURCE OFFICERS

Throughout 2022 and 2023, the School Resource Officer program underwent a thorough review. From that research, key findings were identified on how to better deliver the program.

Key findings include:

- ▶ There are not enough officers to reach all students. Building positive relationships requires more time/officer capacity. The program is not adequately resourced.
- ▶ Some Racialized, Indigenous, 2SLGBTQI+ and students living with disabilities have had negative experiences in schools with police officers.
- ▶ Some elementary students are fearful of lockdowns and police officers. We are not setting them up with an appropriate level of comfort prior to junior high/high school.
- ▶ Negative perceptions of police mostly emanate from outside of the school environment.
- ▶ There is general positive support for the program, including from Racialized, 2SLGBTQI+ and students living with disabilities and their parents.
- ▶ SRO mandate, outcomes and roles are not well defined or understood.
- ▶ SRO work schedules are rigid which impacts their ability to attend school cultural and sporting events outside of standard business hours.
- ▶ There are training gaps around anti-racism/EDI content and more could be done to ensure that soft skills like empathy are required to do the role.
- ▶ There is little transparency and unclear or non-existent feedback loops for continuous program improvement.
- ▶ Communication is lacking in all areas, especially between SROs, students and parents.
- ▶ There is a need for improved data collection, monitoring and reporting to understand whether the program is achieving its desired outcomes.



**74,744** youth interactions

**7,013** hours spent working directly with youth

**4,709** teachers and administrator interactions

**4,653** hours spent working with teachers and administrators



219 Educational presentations including:

- ▶ *The Youth Criminal Justice Act*
- ▶ Model Citizen presentations to LEAD classes
- ▶ Safety presentations to PLP classes
- ▶ Safety preparedness for girls
- ▶ Social media dangers for teens
- ▶ Cyberbullying
- ▶ Internet safety
- ▶ Role of police
- ▶ Legal studies
- ▶ Digital citizenship
- ▶ S4 presentations
- ▶ Crime prevention
- ▶ Mental health
- ▶ Bullying Ends Here and consent



# RESTORATIVE JUSTICE

## VICTIM ASSISTANCE SUPPORT TEAM (VAST)

8

VAST trailer deployments  
(five crises, three community events)



1,723 hours of trauma  
dog deployment

60

active volunteers

41,619

new victim contacts via  
phone, email, mail and  
in-person

## CALGARY DRUG TREATMENT COURT

The Calgary Drug Treatment Court (CDTC) is an evidence-based program that integrates court intervention and treatment services to end drug-driven crime and assists participants in reintegrating with family, work and community. The program takes a minimum of one year to complete, with an additional year of probation in order to receive a non-custodial sentence.

11

participants successfully  
completed the program

78%

of graduates remain free of any criminal  
charges after at least one year of  
graduation (from 2020 to 2023)

28

participants active in the  
program

68%

of graduates have remained free of  
negative police interaction after at  
least one year of graduation  
(from 2020 to 2023)

13

requests to join the  
program



2022 applicants: 95  
2023 applicants: 111  
2024 projected applicants: 100+

## CDTC PARTICIPANT QUOTES:

“

“I have got my family back in my life. I am hanging out with my grandkids all the time and it feels great, best feeling in the world to be apart of their lives again.”

“I think the best way to explain my experience in CDTC would be to say that it was a blessing.”

“I have learned how to make better decisions and who to ask for help.”

“My experience in Drug Court has been amazing, the growth in myself has been life changing.”

”

### CALGARY INDIGENOUS COURT

Calgary Indigenous Court (CIC) provides a culturally relevant, restorative and holistic system of justice for Indigenous people.

Most CIC participants have prior knowledge of, and are prepared to engage in, a healing plan and connect or reconnect with their culture by participating in cultural activities and ceremonies.

CIC is available to all Indigenous people for:

- ▶ Bail hearings
- ▶ Guilty plea and sentencing

### The CIC team consists of:

- ▶ Elizabeth Fry Society (EFRY) program manager
- ▶ Probation officer
- ▶ Crown prosecutors (federal and provincial)
- ▶ Duty counsel
- ▶ CPS Liaison Officer
- ▶ HomeFront case worker
- ▶ Native Counselling Services of Alberta (NCSA)
- ▶ Justices, elders and case managers from EFRY
- ▶ John Howard Society (JHS)
- ▶ Sunrise Healing Lodge and the Aboriginal Friendship Centre of Calgary (AFCC)

70

active program participants



CIC expanded to two court room days per week to keep up with capacity

7

participants completed their healing plans

## CIC IMPACT STORY

Const. Stump, the liaison for CIC, met with a CIC participant who wanted to better understand their heritage and learn about their biological family, as they were adopted and were not familiar. Admittedly, the participant was hesitant to meet with the officer, as they had not had positive interactions with police in the past.

Const. Stump was asked to research the participant's biological family to provide them with a better understanding of where they came from. It turns out the participant and Const. Stump are both from Piikani Nation. The participant's biological father, as well as several aunts and uncles are deceased, but Const. Stump happened to be a relative of the participant's father. Const. Stump shared stories and photos of the participant's biological family. He also offered to arrange a meeting for the participant and his extended biological family.

The participant was thankful for the information and had their perception of police shifted as a result.

## CONCLUSION

Throughout 2023, the Strategic Partnerships Division effectively navigated the growing and changing needs of the community. The CPS forged new partnerships to bolster our efforts in serving Calgarians.

Over the last year, the Division made strides in standing up pilot programs and pivoting the direction of ongoing programs to meet the diverse needs of Calgarians. By remaining grounded in the community, we have worked in tandem with community organizations to ensure equitable policing services, which are accessible, barrier-free and inclusive.

Thank you to the sworn and civilian members of the Service that pushed this work forward, and thank you to our partners in the community who provided support, guidance and insight.



CALGARY  
POLICE  
SERVICE