Calgary Police Service

Service Optimization Review Engagement

July 2020

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Acknowledgement

The Calgary Police Service acknowledges its presence within the traditional territories of the Treaty 7 First Nations, including the Blackfoot Confederacy Nations of Siksika, Piikani, and Kainai, Tsuut' ina Nation, and the Stoney Nakoda Nations of Bearspaw, Chiniki and Wesley. Calgary is also part of the Métis Homeland and is located in the Métis Nation of Alberta Region 3.

The Calgary Police Services acknowledges the significant contributions made by Indigenous people - past, present, and future – to Calgary's growth and prosperity, including the tens of thousands of Indigenous people from across North America who make Calgary and the region their home.

About this report

Argyle has prepared this report for the Calgary Police Services and The City of Calgary. It is meant to provide a summary of what we heard from the Service Optimization Review engagement process.

Argyle is a full-service engagement and strategic communications firm. Our clients span many sectors, including finance, technology, health care, agri-food, travel, professional services, infrastructure, government, non-profits and many more. At the root of our work is the belief that public-driven decisions and input set organizations up for success. We connect, engage, plan and implement creative solutions and methodologies to help our clients understand the public and bring conversations and issues to the table for discussion. To learn more about Argyle, visit our website argylepr.com.

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Executive Summary

In 2018, the Calgary Police Service (CPS) was asked by the City of Calgary (The City) to carry out a Service Optimization Review (the Review). At the outset of the Review, it was determined that there would be a variety of inputs into the development of recommendations and implementation phases. These inputs included employee and citizen engagement, research, benchmarking with other agencies and the use of external consultants to provide objective perspectives on opportunities for improvement.

As the CPS looks to continually improve in how it delivers service and consider some changes and opportunities to improve efficiency, it was important to check in with the community to understand their perspectives on the future of policing.

This report summarizes the process, and the recurring themes heard throughout the engagement from the targeted stakeholders who elected to participate. This input will be one piece informing the Review recommendations and implementation, as well as broader Service initiatives.

The engagement process spanned approximately five weeks from the end of May until the end of June 2020. The project team interacted with about 40 participants through 13 interviews and five focus groups.

We heard from participants that while the Calgary community has experienced mostly positive interactions through outreach, many negative interactions are occurring during the response to specific issues and service needs. We also heard about the lack of awareness about CPS resources and services available to the community. We also heard the following themes speaking to CPS's expectations, challenges and service delivery:

- **Fear and trust-building** – we heard it is easier to remember the bad than the good and that the biggest hurdle CPS will encounter when it comes to interactions with the community is rebuilding trust, particularly for community members with diverse racial and cultural backgrounds, and those part of the LGBTQ+2S community
- **Language** – we heard about the importance of interpretation, accessibility and compassion when accessing police services. Many challenges and stories mentioned were related to miss-understandings and appropriate response levels
- **Apathy of reporting** – we heard about community members not reporting crimes due to lack of faith there will be a resolution and the timeliness of officers to show up
- **Awareness** – we heard community members do not know what services are available to them or who to contact to get a timely response
- **Technology** – we heard technology should be a choice offered to the community, along with face-to-face so that the individual can decide what their preference is for their situation or response required
- **Collaboration** – we heard cooperation with other organizations and community services is essential. It should be an opportunity for mutual learning and improvement to support community members in the best way possible
- **Biases** – we heard the need for CPS to look at people as individuals first, put aside assumptions, ask questions and be open to vulnerability and frustrations
- **Infrastructure** – we heard the ability to access physical infrastructure like police buildings is still a need for the community as it represents another piece of relationship building

It is important to note that the engagement process saw the realities and impacts of both COVID-19 and the Black Lives Matter (BLM) conversation. Given the scale of the COVID-19 disruptions and the importance of racism discussions, we would like to highlight this report does not represent all views and perspectives of those impacted by CPS service. The themes and findings do not reflect the views of Calgary's entire population, but like all public engagement, it is a snapshot of the conversations with those who participated in the engagement process. To see the list of stakeholders who participated see page 8.

The engagement feedback, along with information from other sources such as local and national crime trends, citizen surveys, best practice research and officer input, will help inform the recommendations that will come out of this Review. This information will also be used as the Service explores other opportunities for continuous improvement.

This report will be provided to everyone who participated in the engagement, presented to the Calgary Police Commission and made available to the public.

Part 1: Project overview

In 2018, the Calgary Police Service (CPS) was asked by the City of Calgary (The City) to carry out a Service Optimization Review (the Review). The Review is focused on supporting continuous improvement and demonstrating transparency and accountability for budget processes approved by City Council. The Review focuses on two questions:

- What opportunities exist for tangible improvements in service effectiveness?
- If any changes to the current method of delivering services would improve the cost-effectiveness of the service?

At the outset of the Review, it was determined that there would be a variety of inputs for the development of the recommendations and implementation phase. These inputs included employee and citizen engagement, research, benchmarking with other agencies and the use of external consultants to provide objective perspectives on opportunities for improvement.

The CPS identified two focus areas for the Review:

1. **Infrastructure Capital Planning and Management** focused on the development of a 25-year infrastructure plan that allows the service to efficiently and effectively serve the needs of the community and employees.

2. **Deployment Model and Shift Scheduling** in-depth review to ensure efficient and effective deployment of patrol resources to serve the needs of citizens while safeguarding officer wellness and safety.

As the CPS looks to continually improve in how it delivers service and contemplates some changes and opportunities to improve efficiency, it was important to check in with the community to understand their perspectives. Guided by the Review focus areas, the CPS launched a community engagement process to understand the public and stakeholder expectations of the service. The goals of the engagement process were to:

- Understand the needs and expectations of service police delivery into the future;
- Gather a diverse set of ideas from a wide range of Calgarians around police facilities and services; and
- Identify issues, challenges and opportunities to assist in the development of the Review recommendations.

This report summarizes the engagement feedback and stakeholder's views on the needs and expectations of the CPS service delivery.

Part 2: Engagement overview

At the outset of the project, the engagement process included online engagement with the general public and stakeholder engagement with selected representatives of the community-based organization and partners in initiatives with the CPS. The engagement topics and questions were future-focused to understand the expectations of the people who live in and visit Calgary.

A note about adjusting the engagement process in response to COVID-19 and BLM

At the start of our engagement process, when the online public engagement was almost ready to launch, both the CPS and The City's focus shifted to providing news and updates to keep the community safe and informed of COVID-19 changes and modified operations. The online survey was cancelled, and the focus shifted to targeted engagement. After a few weeks to allow stakeholders to adjust to new living and working conditions and communication tools, the CPS conducted outreach to schedule interviews and focus groups using a virtual setting at the convenience and availability of partners and organizations. Shifting focus to targeted engagement allowed us to have more in-depth conversations and to better understand the needs and expectations from service providers.

As part of the planning process we reached out to individuals who could represent the perspective of various populations experiences and needs with respect to policing. With the increased coverage of Black Lives Matter and systemic and systematic racism in policing, The CPS added additional time to the targeted engagement. This gave us more time to reach out to more stakeholders, particularly those who support Black, Indigenous and people of colour. We also reached out to service providers who support populations who experience challenges like mental health and addiction.

Given the scale of the COVID-19 disruptions and the importance of racism discussions, we are not expecting to represent all views and perspectives of those impacted by CPS service. Instead, this is one of the steps and sources that will inform CPS's Review and associated recommendations.

To build awareness of the engagement and to drive participation to the virtual opportunities, the CPS reached out partners, Chief's Advisory Board members and community organizations. A letter from the Chief Constable was shared with stakeholders using the existing relationships with Police Community Liaisons and members from the CPS Diversity and Youth Section. We also leveraged The City's existing relationships with Business and Community organizations to expand further the engagement reach and range of community groups representing different perspectives.

We implemented the virtual engagement activities for approximately five weeks from the end of May until the end of June 2020. Participants were asked to provide input about their current interactions and needs, their future expectations of services, new ideas for non-emergency response and additional thoughts for the CPS to consider. We conducted 13 interviews and five focus groups with individuals that represented the Community Associations, the Business Improvement Areas, the Indigenous community, the African community, the Middle East community, the South Asian community, youth, seniors, immigrants, LGBTQ+2S, people with disabilities and populations who experience challenges like mental health and addiction.

Part 3: What we asked

We asked stakeholders a variety of questions to better understand the experiences Calgarians have and gather insights into their expectations of the CPS. We shared the questions with the stakeholders in advance of the interviews and focus groups. We were also available to respond to any concerns or clarification requests.

Our questions

The engagement questions were grouped into four sections listed below. The full list of questions can be found in Appendix A of this report.

Section 1: Understanding the stakeholder community

This set of questions worked as an opening conversation and introduction to the interviews and focus groups. The purpose of this section was to get to know the stakeholders, get a sense of the organization or community they were representing (if applicable) and understand the current needs and type of interaction they or the community members currently have with the CPS.

Section 2: Service Expectations

The purpose of this next set of questions was to understand what the ideal, future-focused police service should look like. This section focused on collecting value-based feedback, specifically from the context of the participants' perception and experiences. These questions were intended to gather the experiences of the participants with the CPS, without explicitly asking about service delivery. For the majority of the population, perceptions of service are directly connected to their expectation. Focusing on value-based and experiential questions is the most effective way to evaluate the gaps the CPS has as a service provider.

Section 3: CPS response options

The purpose of this section was to dig a bit deeper into the topic of the Calgary Police Service's response to non-emergency crimes. The CPS will always prioritize emergency calls for service where there is a life in danger or a crime in progress. However, the CPS is looking into different options when responding to non-emergency crimes. These questions intended to check our assumptions about access, technology and visibility when responding to non-emergency crimes such as property theft, damage and fraud.

Section 4: Additional comments

At the end of each virtual engagement opportunity, before wrapping up the conversations and discussions, we allowed participants to share any additional thoughts, comments and concerns not covered in the previous sections and questions. The purpose of this section was to serve as a check against biases, and any blind spots that we might have.

Our approach

We developed the engagement scripts and questions in collaboration with the CPS and The City. While the initial intent was to engage with both the general public and stakeholder groups, the engagement process was adjusted in response to COVID-19.

Stakeholders groups for this engagement process included:

- **Community groups** who interact with or require service, but do not offer services to CPS.
- **Partner groups** who offer services with or have referral relationships with CPS.
- **Advisory groups** who actively engage with CPS through a variety of programs and presentations within the community

After completing the engagement activities, we reviewed all feedback received from the interviews and focus groups. We analyzed the data and then categorized it into themes. To keep the anonymity of responses, we removed verbatim comments and personal information from this report.

The results presented in this document are reflective of only of those who participated in this engagement and not Calgarians as a whole. As public engagement is about input into decision making, we targeted specific participants and did not use a scientific random sampling process. Generalizing the results for the whole city or any other population would not be appropriate.

Part 4: What we heard

Who we heard from

The engagement process gathered input from 40 participants through the virtual interviews and focus groups. For our engagement activities, we reached out and heard from:

- Community Associations
- Business Improvement Areas (BIAs)
- Community members representing different perspectives such as the Indigenous community, the African community, the Middle East community, the South Asian community, youth, seniors, immigrants, LGBTQ+2S, people with disabilities and populations who experience challenges like mental health and addiction.

A note about participation

The themes presented below are reflective of those community members who elected to participate in the engagement process from May 29 to June 30, 2020. Therefore, the themes do not reflect the views of Calgary's entire population.

Themes from engagement

The following sections summarize everything we heard from the interview and focus group participants. The sections are organized by questions asked. The summary captures the key themes, different ideas and feedback shared by participants on each question.

This feedback, along with information from other sources such as local and national crime trends, citizen surveys, best practice research and officer input, will help inform the recommendations that will come out of this Review.

Section 1. Understanding the stakeholder community

We asked participants how community members typically interact with the police and what services they require. Summarized below is the feedback we received, including comments and concerns heard during the engagement.

Service Delivery needs

Participants spoke to a variety of service delivery needs related to neighbourhood safety, outreach, crisis assistance and emergency and non-emergency response. Some of the service needs mentioned included:

- Connection and referral to resources
- Wellness and safety checks
- De-escalation support
- Break and entry response
- Reports of domestic abuse
- Loitering response
- Theft and vandalism

- Social disorder response
- Criminal background checks
- Traffic and transit management
- Response to criminal activity
- Support for organization staff at risk
- Community Liaison Officers

Through the discussion, we also heard about the **lack of awareness** about CPS resources and services available to the community. Some of the gaps in knowledge are based on fear – not knowing what to do in case of crime and past experiences with police – and how biases, discrimination and racism make it challenging to ask for CPS support. Many participants saw **outreach** as the vehicle to bridge this gap between the CPS and the community.

The most common theme during the discussion was the need for **increased training**. Many organizations interact with the police frequently and want police officers to be better equipped to deal with a diverse array of situations. Some training suggestions included diversity training, LGBTQ+2S training, trauma-informed and harm reduction training, disabilities and diverse cognitive abilities awareness, mental health and mental illness training. It was also suggested that police officers receive empathetic treatment or counselling after dealing with difficult or mentally draining situations. We heard that the communication behaviours the CPS exhibits when responding to situations can play a significant role in the resolution and result of any given situation regardless of severity. Some of the specific comments and needs around this theme included:

- Lack of judgement around queer/transgender issues
- The need for understanding and acceptance of gender X marker
- Increased awareness of more frequent aggressive behaviours and prevention of flustering those with cognitive disabilities
- Sensitivity training and tools for accessible communication
- Increased empathy
- Cultural awareness for immigrant communities and population

Other comments from participants regarding Service Delivery needs included:

- The need for CPS to grow and become more supportive of the community
- The need to engage with teenagers and youth who are often are not taken seriously and would make future interactions more positive
- Issues of isolation and abuse for seniors and older population groups
- The reduced level of service and availability when officers must cover and patrol large areas

Interactions with CPS

Many of our participants expressed having good relationships with the CPS through the participation on diversity boards, involvement with the community, cultural groups, and interactions with the Community Liaison Officers. These relationships are crucial to rebuilding trust, safety and accessibility.

Through our discussion, participants spoke about **both positive and negative interactions**. We heard from participants that the community experienced mostly positive interactions through outreach. In comparison, negative interactions occurred during the response to specific issues. These negative experiences result in avoiding interactions with the CPS and only

contacting them reactively as a last resort when needed for safety concerns. Some of the reasons mentioned for this avoidance included:

- Some past interactions have not been very respectful, or trauma-informed
- Refugees, immigrants and LGBTQ+ community members have had bad past experiences in their country of origin
- Language barriers with immigrant communities
- Long response times, issues with getting through in calls and delays to arrive in-person
- Intergenerational trauma
- Unresolved cases and low priority to some cultural communities
- Vulnerable populations' negative relationships with authority

Participants spoke to fear-based interactions and how it is easier to remember the bad than the good. We heard the officers' level of community interaction and seniority had a significant impact on cultural competency and education. The major themes for improvement were **culture and sexuality training**, and i**ncreased collaboration**. Some suggestions provided to address these fears included:

- Providing further LGBTQ+2S training to understand the needs of these communities better
- Understanding the cultural etiquette of the various communities to help build trust
- Developing relationships with immigrant kids at school to ease the involvement and comfort level of their parents
- Providing Indigenous learning, so officers feel more comfortable and informed
- Promoting harm reduction with police and more work on trauma-informed police
- Reaching out to organizations and staff trained to deal with distressing situations to provide different solutions that deescalate situations with tools and resources officers may not be aware of

Overall, we heard the biggest hurdle the CPS will encounter when it comes to interactions with the community is **rebuilding trust.** To restore trust within the community, participants suggested that officers begin to build relationships with community members, particularly those with diverse racial backgrounds and those part of the LGBTQ+ community. It is crucial to remember battling against past violence and discrimination, too much too many times makes it hard to forget.

Section 2. Service expectations

We provided participants with a list of words for them to describe or provide examples in the context of the ideal policing services. We also asked them about some of the challenges they faced or heard about when accessing police services. Summarized below is the feedback we received, including comments and challenges heard during the interviews and focus groups.

Words that describe policing according to the individuals and groups interviewed

Participants provided examples, descriptors, definitions, ideas, needs and synonyms for each word. The paragraphs below are a collection of the input received in no order of importance.

Accessible

- Direct contact
- Quicker response times
- Safe
- Availability of a person you trust
- Language offerings
- Respect for pronouns
- Responsive to different ways of being
- Culturally aware
- Contact you are comfortable with
- Removing language barriers
- Recognition of disabilities
- Ease of access
- Universal design
- Non-verbal communication
- Knowing how to interact with clientele
- 24/7
- Prioritization
- Quick response
- Easily reached
- Easy way to get in contact
- Understanding what is happening in the situation
- Information and resources are transparent
- Follow through and follow up, there when you need them
- Approachable
- Being able to contact someone and get a response
- Partnerships
- Helpful
- Less wait times
- Less fear
- Reduced sense of repercussion
- Open and less judgmental
- The difference between translation and interpretation

Responsive

- There when you need them
- Timely
- Respectful
- Effort to engage the community
- Reaching underserved communities
- Actions being taken
- Ensuring there is back and forth
- Having a feedback loop
- Availability of funds to engage
- A reasonable amount of time to follow up
- Treating everyone as individuals – seeing the different skills and abilities
- Awareness and sensitivity
- Community approach collaborating with other agencies
- Community interaction
- Direct lines of communications
- Kind and caring
- Respond and resolve situations
- Responsive to community needs
- Timeliness of acknowledgment
- Closing the loop
- Collaborative work with other agencies
- Taking the right actions
- Proactive instead of reactive

Visible

- Seen at events
- Building relationships with the public
- Being present
- Continuity
- Trauma-informed
- Responsive to concerns
- Creating safe places for engagement
- Showing up
- Embedded in schools
- Removal of fear
- Face-to-face opportunities like Market Mall and Chinook
- Being in the community
- Innovative ways to connect with the community
- Develop relationships
- Outreach programs
- Physical attendance to community events - not just incidents
- Conscious of situations when to wear a uniform and when not
- Interaction with community
- Relatability

Presence

- Goes with visible but not like Big Brother
- Representatives that know the community
- Showing the human side of policing
- Helping influence
- Responsive to community
- Accountability
- An example to other police organizations in the country and world
- Continuity
- Shaking hands
- Understanding
- Making connections even when there are no incidents happening
- Getting to know people
- Supportive
- Responsibility – knowing they are there
- Reducing fear through engagement
- Having a pulse in the community
- Equalization of service
- Being at the right place at the right time where there is a need
- People call and feel reassured
- Calming presence that doesn't instill fear
- People call and feel reassured
- Approachable, community based
- Present at community building and community organizing
- Community events
- Knowing when to intervene and when to support
- Appropriate and timely response
- Proactive
- More presence in schools
- Aiming to be a part of solutions
- Active

- Always there for the community
- Working with the community
- Approachable, community based
- There when you need help
- Trust

Police District Office

- More welcoming
- Someone at the desk
- Less institutional
- Cultural competency
- Training around bias and minimizing assumptions
- Open
- Interested in the individuals
- Understanding cultures
- Needs and differences
- Recognition of privacy
- Good examples in Market Mall and Ranchlands
- Accessible and visible
- Friendly
- More resources available
- Not feeling guilty for needing a service
- More accessible and human
- Universal design
- Sensory sensitivity
- Knowing not all disabilities are visibly obvious
- Diversity and respect for other cultures
- Connects police service to the people
- Easy to get to
- Built into the community with other organizations
- Short drive to access it
- Wise to different needs and communications
- Resources in different languages
- Place where people can bring concerns
- Follow up on case files or walk in and get services rather than making an appointment
- Not intimidating and more diverse so that the general public can feel comfortable

Service

- Respectful
- Professional
- Changed from force to service and some people don't live up to that
- Understanding cultures without stereotypes
- Cultural awareness
- Proactiveness
- Opportunities for conversation
- Respect and dignity
- Reflective of the situation or need
- Humanity
- Treating people how they would like to be treated

- Being there for the community
- Seniors may face extra barriers to resources
- Consistently there for the community
- Helping the community feel served
- Training around bias and assumptions
- Investment in diversity and inclusion
- Knowledge
- Enforcement of law but also preventative measures
- Supportive
- Community policing
- Sensitivity
- Open communication
- Stronger community purpose
- Education and training for a variety of disabilities
- Empathetic
- Relationship
- Be heard and listen to
- Seen as a priority
- Personable
- Better integration with other community services – not siloed
- Holistic and connected to its network
- Community builders
- Compassionate

Technology

- Concerns it would be like CCTV
- Concerns this limits the demographic that can use it
- Important for officers to stay on track
- Chest videos becoming mandatory
- Engaging on Facebook has been positive
- Most seniors would struggle with technology
- Can be helpful
- Way of the future and younger populations
- Connecting with the city
- Recognition of human rights
- Sharing information
- Build awareness through social media
- Build trust with the community
- Contextual understanding
- Details not lost in translation
- Collaboration to spread information
- An online registry of disabilities
- Universal design
- App to access police resources
- ASL interpretation on demand
- Accountability
- Genuine
- Trust-worthy
- Social media connection is important
- Intuitive and client-focused
- Quicker
- Secure
- Good resource to engage with youth
- Providing fair service
- Not infringe on the rights of citizens
- Balance between surveillance and boundaries
- Brings light to a lot of issues that have not been seen previously

Other words

We asked participants to share other words they would use to describe that ideal and future police service. Words mentioned included:

- Diversity
- Growing
- Challenging
- Allyship
- Respect
- Trust
- Safety
- Non-violence
- Accountability
- Good work ethic
- Responsible
- Efficiency
- Constructive
- Transparency
- Prioritize de-escalation
- Engaged
- Communication
- Interpretation vs. Translation
- Intergenerationally competent
- Knowledge
- Understanding
- Awareness
- Educational
- Genuine
- Solution orientated
- Available
- Culturally competent
- Dedication
- Collaborative
- Engaged
- Harm reduction lens
- Informed
- Impact
- Relationships
- Innovation
- Community
- Inclusive
- Empathetic
- Supportive
- Progressive
- Socially conscious

Challenges

Participants shared some of the challenges experienced when accessing police services. Fear, language restrictions, lack of resources and preconceived bias were the most common themes.

When talking about **fear**, participants mentioned people can still be cautious of someone in a uniform. Some of this fear comes from previous trauma and experiences involving police or security. This lived experience can act as a trigger and not only increase fear but also affect trust and relationship with the CPS. When speaking about this challenge, participants referenced fear of being hassled and judged, fear of not being understood or the situation was taken out of proportion and context and feelings of intimidation, to name a few.

We also heard **miscommunication and language restrictions** are an essential factor when accessing police services. Community members feel more relaxed when their language is being used, and there is awareness of their cultural context or understanding of any disabilities or physical/mental limitations. Many challenges and stories mentioned were related to miss-understandings. However, language restrictions were also mentioned in the context of disabilities and plain language. There is a need for more sensitivity training and understanding of the needs of these individuals for the CPS to respond appropriately.

Some of the challenges we heard were related to the **lack of resources and response** from the CPS. Many community members do not report crimes due to lack of faith there will be a resolution and the timeliness of officers to show up. Many community individuals are apathetic and feel like it is a lost cause to try to fight to receive a response from the CPS. Some mentioned having no feedback from the CPS on how to handle situations. Overall, two key reasons were attributed to this challenge. The first was a lack of awareness and information for the community to know who to contact to get a timelier response. The second was that many concerns are related to social issues that require long term planning, solutions and collaboration with other community services and agencies. For this last one, participants noted the need for the CPS to familiarize itself with the variety of issues that can come up, such as mental health and sexual assault, as well as having more education and training on social issues.

The last common theme we heard was related to **preconceived biases and stereotyping**. We heard the need for the CPS to look at people as individuals first, put aside assumptions, ask questions and be open to vulnerability and frustrations. To respond to a situation appropriately, police needs information and clear and consistent communication. Biases can cause aggression. That is when communication drops, leading to defensive attitudes and negative interactions. Misconceptions can impact trust and create animosity. This theme came up in many of the stories and feedback shared by participants.

Other challenges mentioned during the discussions included:

- Officers' privilege when thinking about their authority and power
- Community reluctance to involve police due to world history of increased violence
- The need to build a respectful relationship over the long-term with the community, so they understand what the police does
- The impact the lack of funding is limiting responsiveness and lack of resources – understaffed
- A fear of retribution from perpetrators if businesses report a crime
- A disconnect with youth and the need for police to be more present at schools

Section 3: CPS response options

We asked participants about technologies or processes that the CPS should consider implementing to improve efficiency, timeliness and overall communication. Summarized below is their feedback.

Comfort level

When discussing the possibility of increased use of technology as part of the CPS response, we heard both positive and negative feedback. Participants mentioned the use of technology can be dependent on age group, cultural background and income level.

On the **positive** side, participants saw that technology might help reduce fear and break down barriers as it can be less threatening for some individuals for whom a uniform can be a trigger. It can reduce officers' unconscious bias, which is more prevalent in face-to-face situations, or when anonymity (not having police in their business or house) can provide comfort to the individuals. Technology may also help reduce the long wait times, and it could even streamline some of the reporting processes so community members can go on with their day to day lives.

On the **negative** side, participants mentioned some individuals feel more comfortable with face-to-face interactions. What is deemed as a non-emergency or less serious crime for police may feel different to community members who may not feel comfortable talking about a crime until they see someone in person. Also, some people may feel technology cannot be trusted or can impact their security and anonymity.

In the end, participants agreed the use of technology should be a choice offered to the community along with face-to-face so that the individual can decide what their preference is for their situation or response required. Technology is not a 'one size fits all', it needs to consider the audience and demographic. We heard trust in the CPS must be built first before launching any significant technology changes. Relationships are still an essential factor. Technology could be step one in the response process if victims and individuals chose to interact that way with the CPS.

Considerations

Before rolling out new technologies, participants highlighted potential drawbacks and needs that the CPS should be aware of:

Access to technology

- Some Calgarians may not have access to the types of technologies due to financial restrictions and other barriers such as cellphone numbers changes or plans run out, reliability of technology, or risk of technology being stolen
- Not all community members have access to a computer or a smartphone, or if they do, they may not be in an environment safe to use them
- Technology can be restrictive for people with physical and cognitive disabilities. Technology should also consider the appropriate font, colour and layout. Cognitive disabilities can affect the speed of processing incoming information
- Many seniors have anxiety when dealing with technology

Language barriers

- New Canadians may struggle to understand CPS due to language and cultural differences, which may cause issues and misunderstandings
- Some individuals' first language is not English, and they may not be able to understand even an email
- Some community members are not literate and may need help

Other considerations included

- Depending on what type of claim, digital or remote may impact its integrity
- Encryption to warranty security
- Technology can be too distant and distracting
- Technology can impact connection and rapport

Some ideas shared by participants to bridge the gaps mentioned above included:

- Connect with leaders of different organizations. Start the implementation of new technologies with these leaders, and they can help bridge the connection with community members.
- Make videos of how to use the services using different languages not to overlook the importance of relationship building.

Ideas

We asked participants to share any ideas they have seen implemented successfully elsewhere or that have worked well when communicating with the community. The summary below lists both technology and face-to-face ideas heard in the engagement.

Technology

- Increased communication through the CPS social media to help citizens stay aware and being able to solve non-emergency problems through the use and ease of a smartphone or tablet
- Texting to report incidents with an immediate response like Calgary Transit's 'see it and text it'
- Radio programming intended for various cultural communities
- Livestream of webinars and info sessions via television or website that could be adapted to different languages and accesses by individuals at their own time
- Apps like the City of Calgary's 311 which allows for pictures and quick reporting
- Chatbox online for some anonymity when reporting and may feel uncomfortable with people overhearing
- Collaborations like the Building Safer Communities website that acts as a virtual block watch
- Voice to text options to streamline reporting
- Leveraging cultural communities' WhatsApp groups to share simplified information
- Centralized intake form or chat feature or text through the CPS website

Face-to-face

- Making police stations more welcoming by having friendly and diverse desk staff to make individuals more comfortable when reporting crimes or dealing with the police.
- Having officers attend community events and gatherings without uniforms, but as citizens instead as a way to eliminate the stigma of the uniform.
- To better understand what the CPS duties involve, it was suggested that officers should educate the public to understand some of their limitations better. In turn, Calgarians would like to see officers trained in terms of racial history, sexual identification and mental health/illness issues.

Other

- Community newsletters for those that do not have the technology or do not like it. Maybe a hybrid with a QR code in the article or text
- Printed information in various languages available at district offices
- Universal design for police buildings and facilities with staff available to provide direction and instruction as needed
- Continue the relationships with media to highlight the good stories
- Community satisfaction survey more broadly advertised and accessible

Important factors when accessing police buildings

We gave participants a list of factors and asked them to rank their, or the communities, the most important needs when accessing a police building. Every individual had a different ranking and associated reason for their choice. The below shows the average ranking and some additional notes from the most important to the least important:

- Language spoken at the facility - or at the very minimum having printed materials or interpretation services readily available. Language comments also referred to word choices around sexuality and difficulty communicating with people with disabilities.
- Accessible by train or bus - not everyone drives or has access to private vehicles
- Hours of Operation - to make it easier for shift workers and after business hours or weekend access. Some participants even mentioned having extended hours vary from week to week in recognition of resourcing challenges
- Accessibility options (mobility/vision/hearing impaired) - universal design but also consider the emotional and psychological aspects
- Close to other city services (e.g., libraries, recreation) - this is especially important for immigrants and new Canadians
- Having a police district office to request service - some people will need face-to-face interaction or may be escaping from a dangerous or urgent situation
- Close to your home - not only around outskirt areas of the city

A few other important factors that we noted were having people on service that reflect the communities being served, reducing the sterile environment, trust, being familiar with officers and not have someone new every time, collaborate with other community resources to help deal with certain situations (like the DOAP team), privacy and safety, keeping in mind the needs of the senior community.

Section 4: Additional comments

At the end of the interviews and focus groups, participants had an opportunity to share any additional thoughts, ideas and concerns about the CPS service delivery. The information below summarizes the major themes that emerged during the engagement.

Collaboration, trust and relationship building

Participants recognized the challenge the CPS has, being everything for everyone. It can be frustrating and overwhelming to respect and know how to respond to all aspects of diversity in Calgary.

- The CPS needs access to education and knowledge that go beyond a week and the beginning of the career to build service delivery.
- Engaging with the community is a critical step to understanding cultures; the diversity portfolio needs to be maintained.
- The CPS cannot solve every problem; that is why collaboration with other organizations and community services is essential. It should be mutual learning to improve together and support community members the best way possible.

- Engaging with vulnerable people must be done in a compassionate, trauma-informed way to deescalate situations.
- Community Liaison Officers are a great resource to build trust and communicate with the various communities. There should be consistency of service among these resources too.

Youth and Seniors

It was recognized by many participants how youth and seniors are some of the most marginalized groups in society, mainly when dealing with the police. Special care should occur when dealing with these groups.

- For youth, it's crucial to build relationships early with police officers by engaging with them at school, gatherings and events. A good relationship early in community members' life can help promote positive interactions in the future.
- For seniors, it is essential to understand their lack of access to transportation options and anxiety towards technology.

Systemic Change and Police Reform

In many of our discussions, Black Lives Matter and police defunding were mentioned. Participants talked about solving and fixing fundamental problems instead of just reacting to them.

- A need for a more conscious move to recognize systemic racism and look at how policing can happen in cities.
- The community must decide what it wants its police to be. What is the vision of the service for the community that we want.
- Police should be available to the community and provide the space for feedback and recommendations.
- The CPS needs to deal with internal red tape; it cannot be used as an excuse not to respond. It needs to be accountable.
- Run an anti-oppression or anti-racism audit to see how well the CPS is doing and how it can move forward. It should be a collaboration between an independent auditor plus the community - what do we do to move forward.
- Police reform is not personal; it is about the entire system. We need to have a conversation that will lead to actions. This conversation is an opportunity to not just think about small micro ways of changing things, but taking a step back and having a systems approach.

Part 5: Next steps

The information and perspectives provided in this report will be utilized as considerations for recommendations in the Service Optimization Review, as well as play a significant role in the implementation planning. The community perspectives shared in this report will also be shared across the CPS to be used as an important consideration in things like program development and continuous improvement efforts.

This report will be provided to everyone who participated in the engagement and posted on the CPS website. It will be presented to the CPS Executive Leadership Team and the Calgary Police Commission.

Appendix A | Engagement questions

Section 1: Understanding the stakeholder community

1. Tell us a little bit about yourself and if applicable the community/demographic that your organization represents (population/clients/members)
2. What are your or your organization's service delivery needs from police service?
3. How do you or your community interact with the police?

Section 2: Service Expectations

4. Describe or provide examples for the following words: accessible, responsive, visible, presence, police district office, service, technology.
    a. Are the descriptions different for you as an organization?
    b. Are there additional words you would include that might describe policing to your community?
5. What are some of the challenges you and your community encounters when accessing police services?
    a. Is there any feedback, stories, examples, or concerns you have heard about from your community/organization/demographic?

Section 3: CPS response options

6. There are different ways to respond to non-emergency calls. For example, another Canadian agency is using Facetime to respond to reports of break and enters to help with investigations.
    a. How do you think your community members would feel (thinking about safety and satisfaction) if an officer communicated with them using technology instead of coming to their home after they report a non-emergency crime?
7. Considering how we as Calgarians use technology in other areas of our life, are there any ideas or processes that you think CPS could adopt for how police responds?
    a. Is there anything that you are doing to connect with your community that works well or challenges you have had. What do you think would be their comfort level with policing increasing the use of technology? What considerations or needs specific to your community should we be considering?
8. If your community members had to access a police building, what factors are the most important and why?
    a. Having a police district office to request service
    b. Close to other city services (e.g., libraries, recreation)
    c. Language spoken at the facility
    d. Accessibility options – mobility/vision/hearing impaired
    e. Accessible by train or bus
    f. Close to your home
    g. Hours of Operation
    h. Other

Section 4: Additional comments

9. From your perspective or the organization you represent, was there anything that you didn't get to say about CPS service delivery or expectations? Is there something that we have not discussed?