

# **SAFER FOR ALL: A Work Plan for Community Safety and Well-Being**

Item 6.1 & 6.2  
June 30, 2021  
Community & Public Services Committee

# Territorial Acknowledgment

We come together today on the traditional land of Treaty 6 Territory and within the Métis homelands and Métis Nation of Alberta Region 4. We acknowledge this land as the traditional territories of many First Nations such as the Nehiyaw (Cree), Denesuliné (Dene), Nakota Sioux (Stoney), Anishinabae (Saulteaux) and Niitsitapi (Blackfoot).

The City of Edmonton owes its strength and vibrancy to these lands and the diverse Indigenous peoples whose ancestors' footsteps have marked this territory as well as settlers from around the world who call Edmonton home.

Together we call upon all our collective honoured traditions and spirits to work in building a great city for today and future generations.

# We Heard You

*"We want Edmonton to be a compassionate city where everyone has a sense of safety, well-being, trust and belonging. We believe the Edmontonians who told us there was more work to be done, and we are taking actions to make Edmonton that place."*

City Manager, Andre Corbould

*"Action is not possible without partnership, and through our work with the City of Edmonton and the Edmonton Police Commission we have identified tangible steps toward creating better outcomes for all Edmontonians"*

Edmonton Police Chief, Dale McFee

*"The Edmonton Police Commission is confident that the initiatives outlined in this report will help improve community safety and well-being and are committed to ongoing collaboration with our partners in pursuit of this goal"*

Chair Edmonton Police Commission, Micki Ruth

## COUNCIL DIRECTION

### **On April 6, 2021, City Council passed the following motion:**

That Administration work with the Edmonton Police Commission to review Safer for All recommendations (April 6, 2021, Community Safety and Well-Being Task Force report CR\_8453) and develop a joint strategy to enhance community safety, well-being, inclusion and anti-racism, informed by the report, and report back:

- a. on an interim basis to Community and Public Services Committee, within 90 days, on quickly actionable items within direct City of Edmonton control.

# ADMINISTRATION'S APPROACH

## Partner Organizations

- City of Edmonton, Edmonton Police Service, Edmonton Police Commission

## 70 Actions

- Already or nearly underway within direct control of the partner organizations

## Intentional listening, information sharing and storytelling

- Leveraged the learnings of various stakeholder engagements

## Connected approach to ConnectEdmonton & 2020-22 EPS Strategic Plan



**Healthy  
City**



**Vibrant  
Urban Places**



**Regional  
Prosperity**



**Climate  
Resilience**



**GOAL 1**

**BALANCE SUPPORT  
AND ENFORCEMENT**



**GOAL 3**

**INNOVATE AND  
ADVANCE**



**GOAL 2**

**PARTNER AND  
ADVOCATE**



**GOAL 4**

**GROW DIVERSE  
TALENTS**

**Edmonton**

# OUR APPROACH: RECOMMENDATION ALIGNMENT

## **Task force's recommendations addressed through key themes**

- Identified core themes of community well-being based on previous conversations with Edmontonians, ongoing public engagements and public hearings, academic research and insights from the Task Force
- Direct control of actionable items
- Advancing priorities
- Integrated approach among the Partner Organizations
- Additional work to come in Q1 2022 and beyond

# RECOMMENDATION ALIGNMENT

| Community Safety & Well-Being Task Force Recommendation  | System Integration & Coordinated Response   | Organizational Culture | Social Responsibility | Prevention & Support | Governance | Q1 2022 |
|--|---|------------------------|-----------------------|----------------------|------------|---------|
| 1. Move to an independent, integrated call evaluation and dispatch model, with representation from EPS, EMS, EFRS, CS&N, mental health services, crisis diversion and key social service partners. | ●   |                        | ●                     | ●                    | ●          |         |
| 1.1 Make the dispatch model independent from police  | This recommendation is addressed within the Joint Dispatch Model Business Case, CS00477 |                        |                       |                      |            |         |
| 1.2 Make the shift before the end of 2021  | ●   | ●                      |                       |                      |            |         |
| 1.3 Calls must be handled with empathy and compassion  | ●   |                        | ●                     |                      |            |         |
| 1.4 Individuals who receive the calls must have training in unconscious bias, inclusive language, cultural awareness and dealing with persons in crisis  | ●   |                        |                       | ●                    |            |         |
| 1.5 Regular auditing of calls needs to be undertaken   | ●   |                        |                       | ●                    | ●          |         |
| 1.6 Embed mental health professionals  | ●   |                        |                       |                      |            |         |
| 2. Expand the number and use of crisis diversion and alternative policing teams  | ●   | ●                      |                       |                      |            |         |
| 2.1 Dedicate a portion of EPS' existing funding to pursuing more initiatives through its Community Safety and Well-being Bureau ( <i>addressed in Introduction</i> )                               |   |                        |                       |                      |            | ●       |
| 2.2 Provide funding to expand community-led alternatives not led by EPS  |   |                        |                       | ●                    |            | ●       |
| 2.3 Review city-funded social service agencies   | ●   |                        |                       |                      |            | ●       |

# RECOMMENDATION ALIGNMENT

| Community Safety & Well-Being Task Force Recommendation  | System Integration & Coordinated Response | Organizational Culture | Social Responsibility | Prevention & Support | Governance | Q1 2022 |
|--|---|------------------------|-----------------------|----------------------|------------|---------|
| 3.0 Enhance recruitment and training to build diverse, inclusive, anti-racist organizational cultures  |   | ●                      |                       |                      |            |         |
| 3.1 Systematic, strategic, ongoing professional development programs must be put in place for police, peace and bylaw officers, to build cultures of inclusion that are robust and lasting |   | ●                      |                       |                      |            |         |
| 3.2 Periodically evaluate whether the training is having an impact and adjust as needed  |   |                        | ●                     |                      |            |         |
| 3.3 Training should be developed and delivered in partnership with the community   |   | ●                      | ●                     | ●                    |            |         |
| 3.4 Deliver these training programs to EPS leadership, police officers and civilian staff, as well as peace officers and bylaw officers  |   | ●                      |                       | ●                    |            |         |
| 3.5 Deliver this training to members of Edmonton City Council and the Edmonton Police Commission   |   | ●                      |                       |                      |            |         |
| 3.6 Review and adjust recruitment processes to support inclusive, anti-racist cultures   |   | ●                      |                       |                      |            |         |
| 4 Examine and pursue ways of preventing the unnecessary use of force by police, peace and bylaw officers   |   |                        | ●                     |                      |            |         |
| 4.1 Conduct research into ways of preventing unnecessary use of force  |   |                        | ●                     |                      |            |         |
| 4.2 Research and efforts should apply to police, peace and bylaw officers  |   |                        |                       | ●                    |            |         |
| 5. Identify how collective agreements are contributing to systemic bias and work to address these challenges   |   | ●                      |                       | ●                    |            |         |
| 5.1 Address problematic provisions in upcoming bargaining with the Edmonton Police Association   |   | ●                      |                       |                      |            |         |
| 5.2 Address problematic agreement provisions in future bargaining with other organizations   |   | ●                      |                       |                      |            |         |
| 5.3 Apply a GBA+ lens to collective agreements   |   | ●                      | ●                     |                      |            |         |



# RECOMMENDATION ALIGNMENT

| Community Safety & Well-Being Task Force Recommendation  | System Integration & Coordinated Response  | Organizational Culture | Social Responsibility | Prevention & Support | Governance | Q1 2022 |   |
|--|--|------------------------|-----------------------|----------------------|------------|---------|---|
| 6. Professionalize policing through the creation of a new regulatory college for police and peace officers   | <p><i>These recommendations fall under the jurisdiction Government of Alberta as part of the review of The Police Act</i></p>    |                        |                       |                      |            |         |   |
| 6.1 Provide funding to study the implementation of a regulatory college for policing   |  |                        |                       |                      |            |         |   |
| 6.2 Advocate to the Government of Alberta for implementation of the concept  |  |                        |                       |                      |            |         |   |
| 7. Expect and instruct the Edmonton Police Commission to fully exercise its authority to provide strong guidance and oversight to EPS, in order to drive inclusivity and anti-racism in policing | <p><i>These recommendations are beyond the scope of the current Administrative Work Plan and within Council's discretion</i></p> |                        |                       |                      |            |         |   |
| 7.1 Direct the Edmonton Police Commission to develop policies that address the community's expectations for inclusive and anti-racist policing   |  |                        |                       |                      |            |         | ● |
| 7.2 Direct the Edmonton Police Commission to maximize its authorities in respect of funding and oversight to drive inclusive and anti-racist policing.   |  |                        |                       |                      |            |         | ● |
| 8. Change the composition and recruitment of the Edmonton Police Commission to more comprehensively reflect the community  |  |                        |                       |                      |            |         | ● |
| 8.1 Amend Bylaw 14040 to expand the number of members of the Edmonton Police Commission to 12, and then recruit to the full complement   |  |                        |                       |                      |            |         | ● |
| 8.2 Incorporate the perspectives of those with lived experience, and those with firsthand experience working with vulnerable and racialized communities  |  |                        |                       |                      |            |         | ● |
| 8.3. Have no less than four members of the Commission be individuals who represent community organizations   |  |                        |                       |                      |            |         | ● |
| 8.4 Change the Commission recruitment process to be more inclusive   |  |                        |                       |                      |            |         | ● |
| 8.5 Add greater transparency to the Commission recruitment process   |  |                        |                       |                      |            |         | ● |
| 8.6 Members of the Commission who are elected officials or City employee members must be non-voting  |  |                        |                       |                      |            |         | ● |



# RECOMMENDATION ALIGNMENT

| Community Safety & Well-Being Task Force Recommendation   | System Integration & Coordinated Response | Organizational Culture | Social Responsibility | Prevention & Support | Governance | Q1 2022 |
|---|---|------------------------|-----------------------|----------------------|------------|---------|
| 9. Establish mechanisms to provide community direction to peace and bylaw officers employed by the City of Edmonton   |   |                        |                       |                      | ●          |         |
| 9.1 Establish a civil oversight body for peace and bylaw officers, similar to the police commission   |   |                        |                       |                      | ●          |         |
| 9.2 Incorporate the perspectives of those with lived experience, and those with firsthand experience working with vulnerable and radicalized communities on the new civilian oversight body |   | ●                      |                       |                      |            |         |
| 10. Bring more transparency and independence to public complaints processes   |   |                        |                       |                      | ●          |         |
| 10.1 Bring more transparency to the EPS complaints process  |   |                        |                       |                      | ●          |         |
| 10.2 Bring more transparency to the complaints process for peace and bylaw officers   |   |                        |                       |                      | ●          |         |
| 10.3 Ensure Professional Standards personnel at both EPS and the City of Edmonton are highly trained in inclusive and anti-racist policing  |   | ●                      |                       |                      |            |         |
| 10.4 Treat all complaints involving racism or systemic racism as serious complaints   |   |                        |                       |                      | ●          |         |
| 11. Implement measurement and reporting to drive change and encourage ongoing improvements  |   |                        | ●                     |                      |            |         |
| 11.1 Mandate the collection of race-based data  |   |                        | ●                     |                      |            |         |
| 11.2 Enact performance metrics that measure whether things are getting better   |   |                        | ●                     |                      |            |         |
| 11.3 Establish a Community Safety Metric to grade policing effectiveness and trust  |   |                        | ●                     |                      |            |         |
| 11.4 Create a publicly accessible dashboard that reports progress on implementing our Task Force's recommendations  |   |                        | ●                     |                      |            |         |



# RECOMMENDATION ALIGNMENT

| Community Safety & Well-Being Task Force Recommendation   | System Integration & Coordinated Response   | Organizational Culture | Social Responsibility | Prevention & Support                       | Governance | Q1 2022 |
|---|---|------------------------|-----------------------|--|------------|---------|
| 12. Enact policies and standards that place focus on proactively and effectively providing support to disadvantaged Edmontonians                |   |                        |                       | ●  | ●          | ●       |
| 12.1 Use an inclusive and anti-racism lens when establishing bylaws, policies and procedures  |   | ●                      |                       | ●  |            |         |
| 12.2 Eliminate bylaw provisions that result in nonsense ticketing   |   |                        |                       | ●  |            |         |
| 12.3 Use municipal licenses, permits, service contracts, funding agreements and other instruments to drive inclusive and anti-racist behaviours |   |                        |                       | ●  |            |         |
| 12.4 Enact standards for emergency shelters   |   |                        |                       | ●  |            |         |
| 12.5 Ensure the new emergency shelter standards require dignified treatment   |   |                        |                       | ●  |            |         |
| 13. Invest in urgently needed priorities for community safety   |   |                        |                       | ●  |            |         |
| 13.1 Invest in gender-neutral, barrier-free public washrooms  |   |                        |                       | ●  |            |         |
| 13.2 Invest in shelter space for First Nations, Métis and Inuit peoples   |   |                        |                       | ●<br><i>(Also In Cross Cutting Themes)</i> |            |         |
| 14 Bring police funding into line with comparable cities and tie a portion of funding to specific performance                                   | <p><i>These recommendations are beyond the scope of the current Work Plan but will be brought back in Q1 2022</i></p> |                        |                       |  |            | ●       |
| 14.1 Freeze the current level of funding to EPS until alignment with comparable cities is achieved  |   |                        |                       |  |            | ●       |
| 14.2 Tie a portion of funding to performance expectations   |   |                        |                       |  |            | ●       |
| 14.3 Take the additional funding that would have gone to EPS under the previous funding formula and use it to refund the community              |   |                        |                       |  |            | ●       |



## SAFER FOR ALL: WORK PLAN



**System  
Integration &  
Coordinated  
Response**



**Organizational  
Cultures**



**Social  
Responsibility**



**Prevention  
& Support**

# SYSTEM INTEGRATION & COORDINATED RESPONSE



## **Deploy the right resources at the right time**

- Integrated call evaluation and dispatch
- Sharing transit video feeds with EPS
- Working together to connect people with community supports

## ORGANIZATIONAL CULTURES



### **Intentionally build more diverse workforces and embed diversity and inclusion content in training**

- Recruitment and training to build diverse, inclusive, anti-racist organizational cultures
- Changes to hiring practices
- Updated collective agreements between City and Unions
- Paid internships for newcomers
- Commencement of integrated dispatch centre

## SOCIAL RESPONSIBILITY



### **Assess the impact of actions on communities and commit to openness and transparency**

- Anti-Racism Advisory Committee, Grants Program
- Measures and outcomes - data and dashboard
- Review of the Use of Force model

## PREVENTION & SUPPORT



**Reduce the instances where vulnerable people come into contact with the justice system, when what they need is understanding, support and targeted services**

- Partnerships between the City, Edmonton Police Service and/or community agencies to deliver programs which meet community needs
- More public washrooms
- Bylaw reviews
- Fine reduction and repayment options



## CROSS CUTTING THEMES



### **Collaboration & Conversation**

- How a city is planned, designed, and built
- Zoning Bylaw Renewal Initiative
- Community and Downtown Vibrancy
- Stable housing and Shelter supports



### **Listening, Sharing & Storytelling**

- Safety, inclusion and well-being
- GBA+ and intersectionality of individual experiences

# DASHBOARD

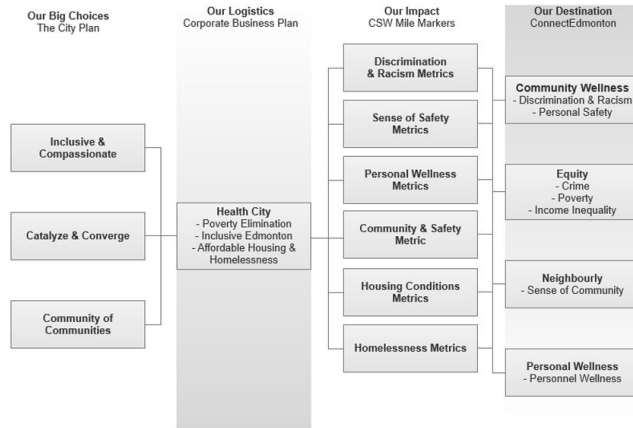
# City of Edmonton

Community Safety & Well-being | Overview Dashboard



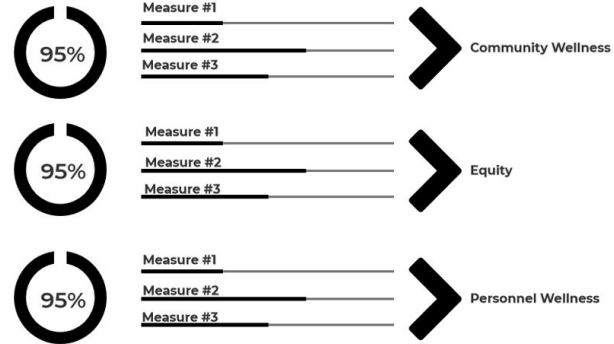
## STRATEGIC ALIGNMENT

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## CSW IMPACT CONTRIBUTIONS TO CITY OF EDMONTON STRATEGIC OUTCOMES

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## DASHBOARDS - LAUNCHING 2021



- Two dashboards under development:
  - City of Edmonton
  - Edmonton Police Service
    - Launching Fall 2021
- Focus on measures directly within control of the organizations
- Transparent, public reporting on outcomes

**Thank you.**

# Joint Dispatch Model: Business Case

Item 6.2 | CS00477

June 30, 2021

Community & Public Services Committee



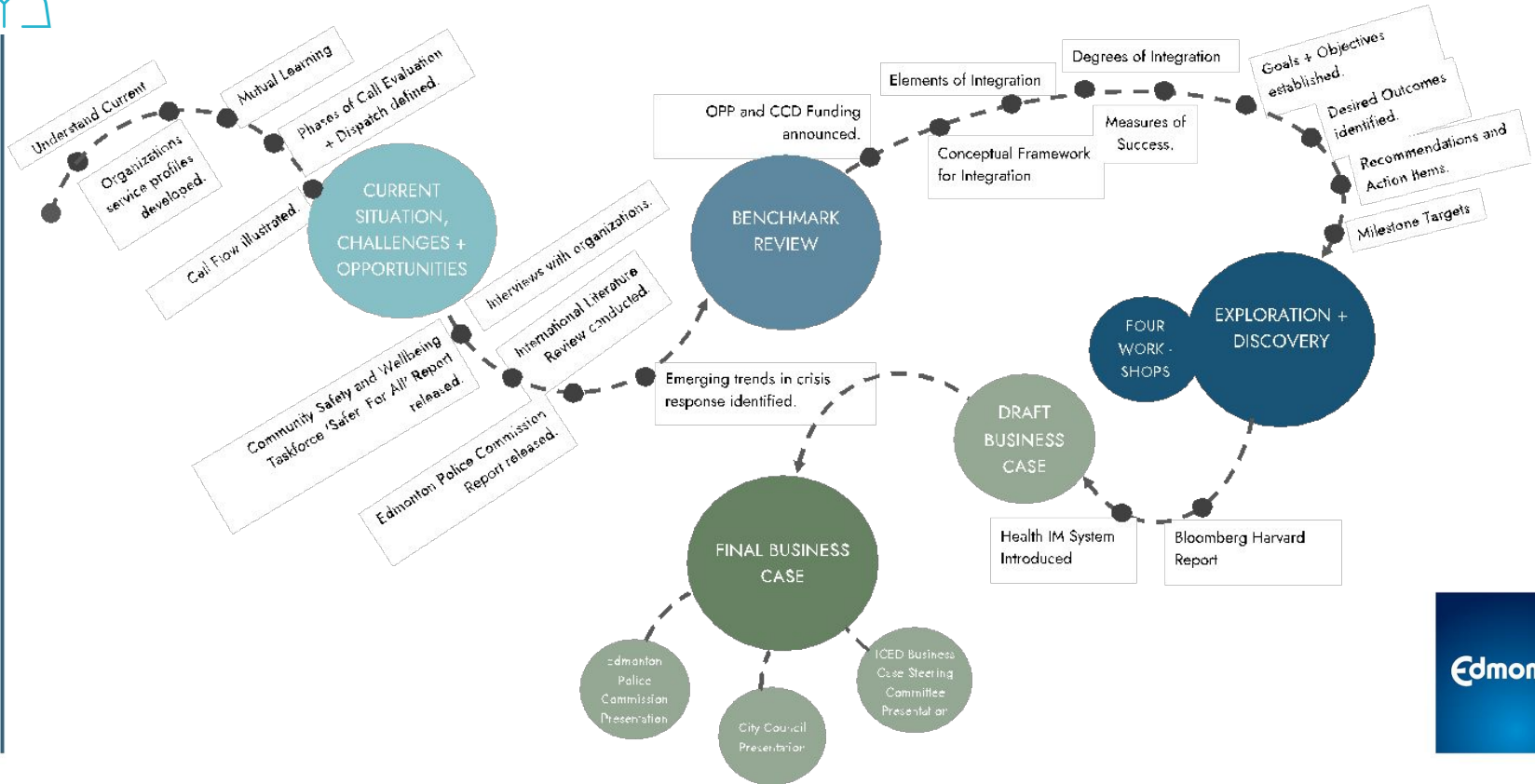
## Introduction.

*"To move from a traditional emergency response towards getting the right response at the first call to Edmontonians." (Source: Project Charter)*

- GOAL | To eliminate barriers, increase understanding and engagement by stakeholders, and move the response from a traditional emergency response of Police, Fire, and EMS toward an integrated continuum of response.
- OBJECTIVES | Scalable, Sustainable, Interoperable, Measurable.
- OUTREACH OVERVIEW | Stakeholder interviews, surveys, Working Papers, Workshops, Literature Review, Benchmarks and Case Studies.



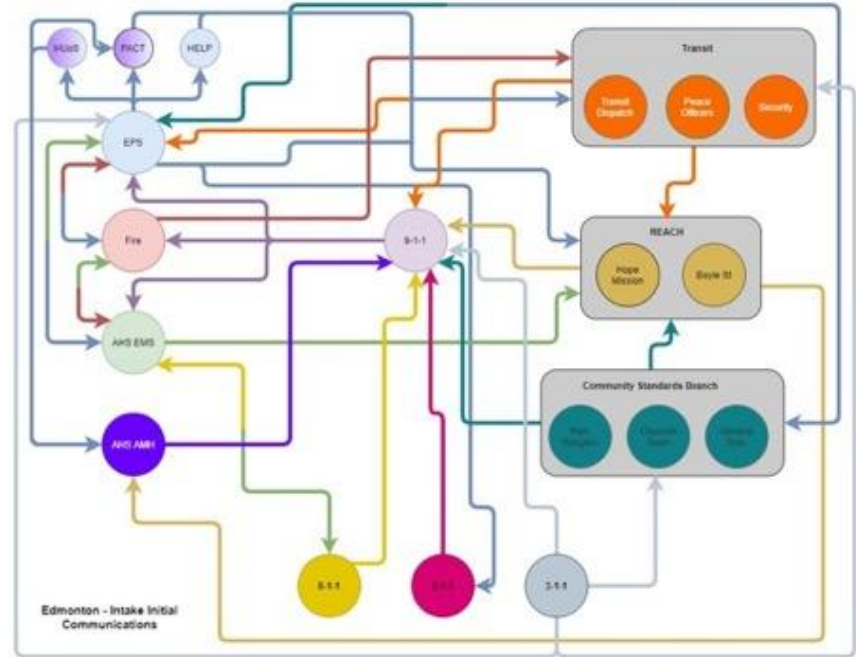
# Development of Business Case.





## Key Learnings.

- Crucial role of governance.
- We need to start at the right place - deployment.
- Desire to move from police response to mental health response is high but majority lack holistic approach.
- Information sharing is important but not always appropriate at intake phase.



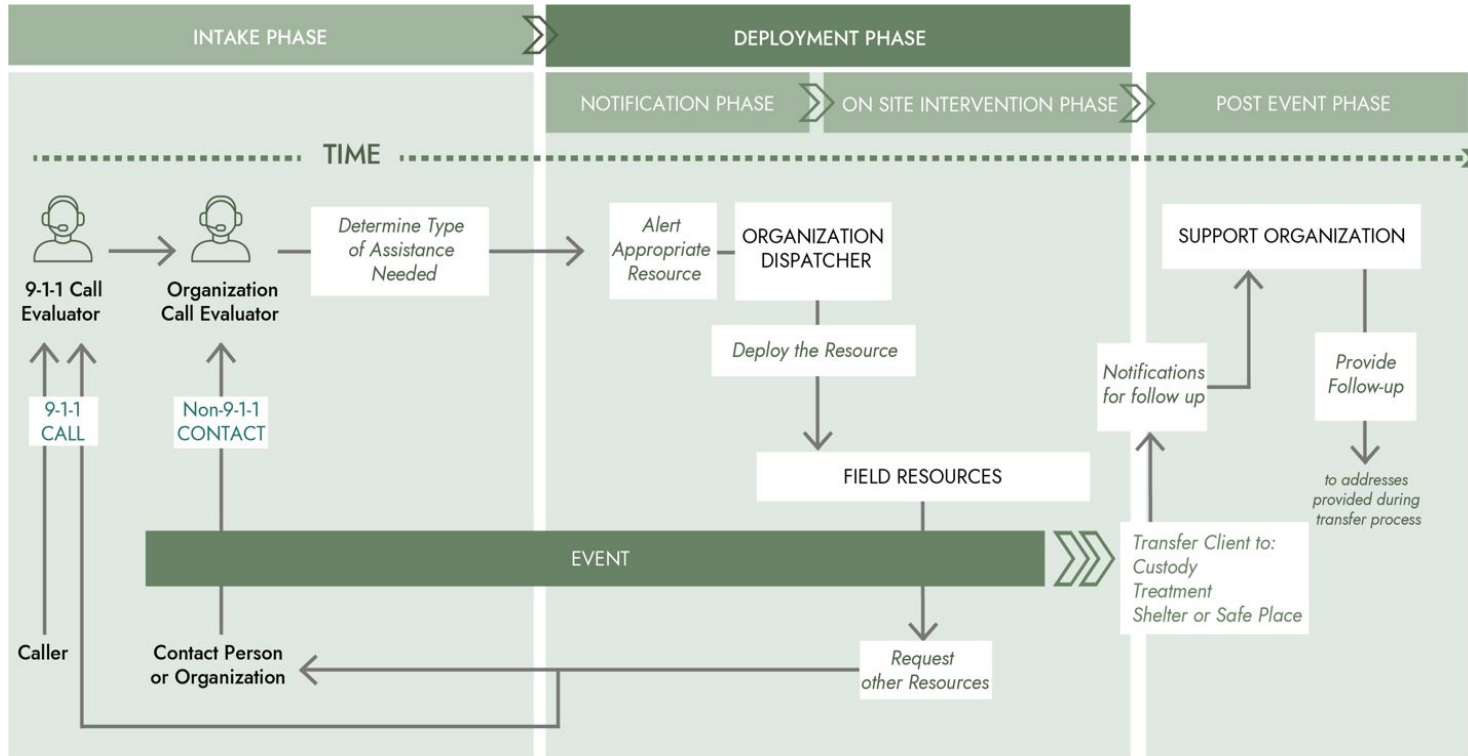
- Importance of agility, scalability and adaptability - to pivot, to be proactive and reactive.



CALL EVALUATION = INTAKE

DISPATCH = DEPLOYMENT

## THE INTAKE PHASE IS DIRECTLY IMPACTED BY THE DEPLOYMENT PHASE.










# Degrees and Elements of Integration.



COOPERATE. COORDINATE. COLLABORATE. INTEGRATE.

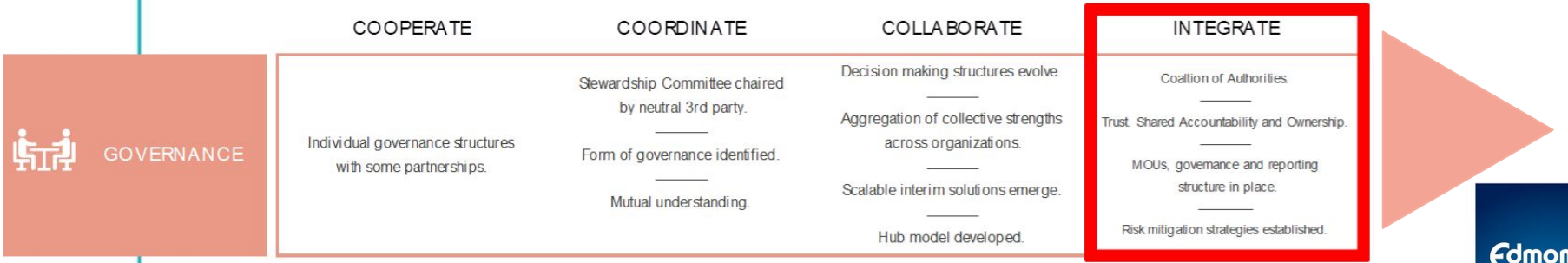
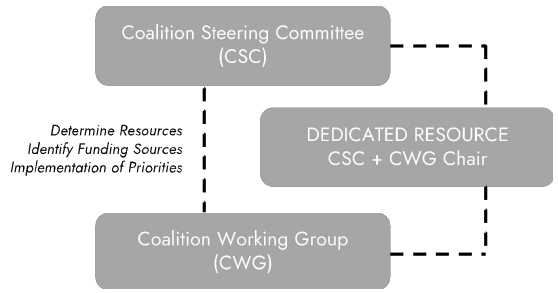
|  | SHORT TERM | MEDIUM TERM | LONG TERM |
|--|------------|-------------|-----------|
|  GOVERNANCE             | 9          | 4           | -         |
|  PROCESS + PROTOCOLS    | -          | 7           | -         |
|  INFORMATION            | 5          | 6           | -         |
|  TECHNOLOGY             | 3          | 3           | 1         |
|  TRAINING AND EDUCATION | 2          | 6           | 1         |

**ACTION ITEMS per ELEMENT WITH TIMEFRAME**



# Framework for Integration.

|                       | COOPERATE  | COORDINATE   | COLLABORATE   | INTEGRATE  |
|-----------------------|--|--|---|--|
| GOVERNANCE            | Develops governance based on the 3rd party.                      | Develops governance based on the 3rd party.          | Decision making structures evolve.                        | Coalition of authorities.                          |
| PROTOCOLS + PROCESSES | Individual governance structures with some partnerships.         | Formal governance identified.                        | Aggregation of collective strengths across organizations. | Trust, Shared Accountability and Ownership.        |
| INFORMATION           | Individual sharing not system based sharing.                     | Some systems established between some organizations. | Scalable interim solutions emerge.                        | MOUs, governance and reporting structure in place. |
| TECHNOLOGY            | Individual sharing not system based sharing.                     | Some systems established between some organizations. | Hub model developed.                                      | Risk mitigation strategies established.            |
| TRAINING + EDUCATION  | Individual governance conduct, no data and traditional training. | Formal governance identified.                        | Decision making structures evolve.                        | Coalition of authorities.                          |
|                       | Individual governance conduct, no data and traditional training. | Formal governance identified.                        | Aggregation of collective strengths across organizations. | Trust, Shared Accountability and Ownership.        |
|                       | Individual sharing not system based sharing.                     | Some systems established between some organizations. | Scalable interim solutions emerge.                        | MOUs, governance and reporting structure in place. |
|                       | Individual sharing not system based sharing.                     | Some systems established between some organizations. | Hub model developed.                                      | Risk mitigation strategies established.            |





## Outcomes.

### System

- Appropriate Resource Allocation
- Reduced Number of Times Clients with Complex Needs Require Access to Emergency Services
- Interorganizational Dependency

### Community

- Improved Citizen Quality of Life
- Improved Customer Services and Quality of Care

→ 24/7 Service Delivery



## Next Steps.

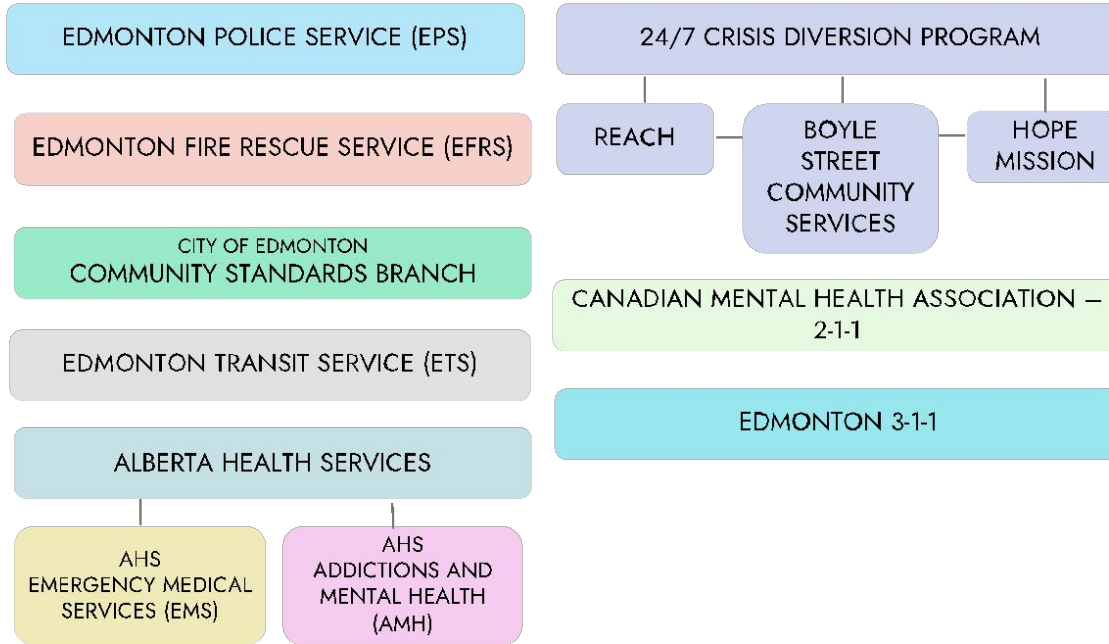
The Integrated Call Evaluation and Dispatch Business case includes steps to be actioned in 2021 including:

- With the stakeholders involved in the Integrated Call Evaluation and Dispatch Business Case, secure Dedicated Resource position and formalize a governance structure with appropriate MOUs.
- Establish a Technology Working Group and assess technology sharing opportunities.
- Develop resource/reference material for sharing information on available resources.
- Orientation and familiarization training between organizations.
- Investigate the feasibility and need for co-locating some call evaluation and dispatch services.



Thank you!

## ORGANIZATIONS



Questions?

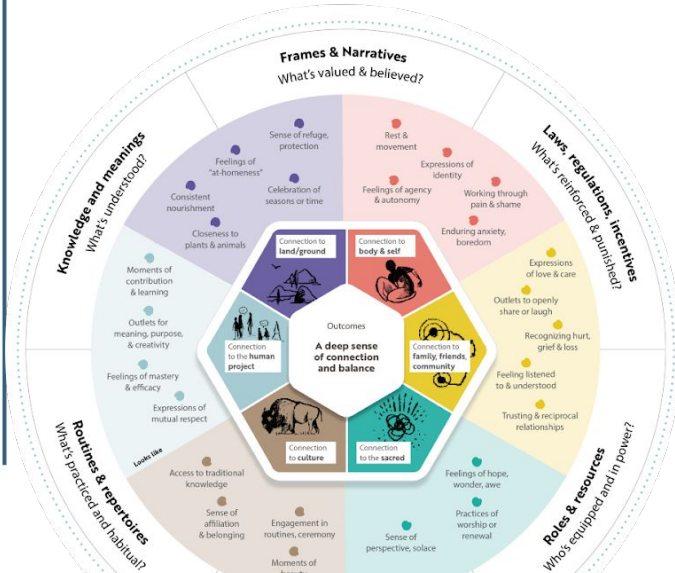
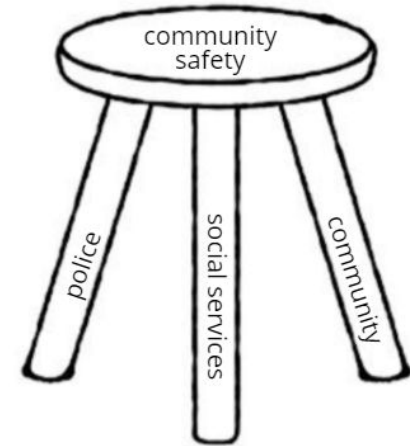
## **Recover Urban Wellness**

Support for the Implementation  
of the Community Safety and  
Well-being Task Force  
Recommendations



# Applying Wellbeing Thinking to the Task Force Recommendations

- The role is community is important to safety
- Nurturing connections is key to wellbeing



- RECOVER adds value by applying intentional thinking about six kinds of connections and ALL of the tools/levers in the wellbeing framework

# RECOVER Urban Wellbeing Implementation Action Areas

Different ways of thinking  
& Healing informed care

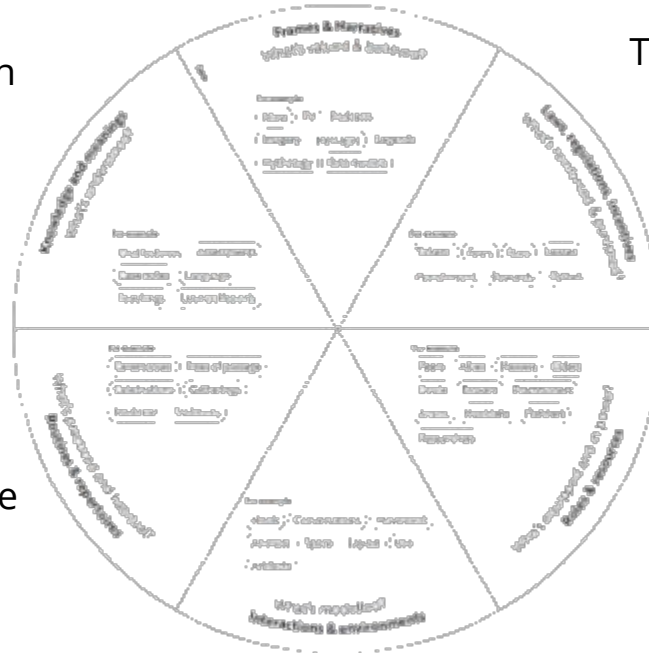
Data collection  
& Alternative  
evaluation

Tickets to wellbeing

Dispatch centre

Financing

Community-led safety and care



# 2021 Prototypes

