

Safer for All Interim report

Community Safety, Well Being, Inclusion and Anti-racism

Recommendation

That the June 30, 2021, Office of the City Manager report OCM00567, be received for information.

Previous Council/Committee Action

At the April 6, 2021, City Council meeting, the following motion passed:

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.

Executive Summary

The City shares Edmontonians' vision of a safe, healthy, and inclusive City. At the strategic level, the broader community and Administration have outlined strategies to achieve that vision. At the operational level, Administration delivers social and protective programs which provide support to vulnerable people, keep people and property safe, and help support community connections.

Recent local and global events have highlighted the need to review that work and to ensure that policies, practices, programs and services reflect modern perspectives, community experiences and expectations and the ongoing responsibility to lead change.

City Administration, the Edmonton Police Service, and the Edmonton Police Commission partnered to review their recent progress, identify current actions, and outline areas where new efforts can be taken within the next 90 days. They identified core themes in feedback from the Community Safety and Well-being Task Force, and took into consideration input from various agencies as well as previous and current public engagement findings.

The partner organizations reviewed their actions according to key themes of system integration and co-ordinated response, organizational cultures, social responsibility, prevention and support, and governance. They also identified actions that, while supporting a more inclusive city, also support other important public goals, such as those identified in the City's Strategic Plan ConnectEdmonton (Healthy City, Urban Places, Regional Prosperity, and Climate Resilience).

The organizations have developed a work plan to bring together information about the work already underway or about to begin shortly. Nearly 70 actionable items within direct control of the City of Edmonton, the Edmonton Police Service (EPS), or the Edmonton Police Commission (EPC) are identified.

The work plan confirms the partner organizations share a commitment to a more compassionate and inclusive city and have confirmed that significant work is underway. The work to create a safe, inclusive community remains and is urgent; anti-racism must guide our actions, and the work plan outlines how the organizations will continue to move forward.

Report

Background

The need to operate and plan the City in a way that is inclusive of all residents and values diverse perspectives has long been a priority of the City of Edmonton. As an organization with over 11,600 employees that serve nearly one million Edmontonians, the City of Edmonton recognizes the importance of a continuous, internal and external, 360 degree approach to inclusivity, equality, and diversity.

The City's Diversity and Inclusion Framework was revitalized in late 2019 to include 75 actions that foster diversity, equity, skill, and growth across the organization. Throughout the years, the City has initiated and supported numerous transformative efforts. Increased understanding of community experiences and expectations, thanks to reports like Safer for All, and recent local and global events have informed our strategic focus on creating a healthy city. The partner organizations have renewed and strengthened their shared commitment to include Gender-Based Analysis (GBA+), public engagement, and community feedback in the development and refinement of policies, procedures, programs and services.

In June 2020, City Council heard from over 140 Edmontonians about their encounters with racism and experiences with policing in the city. Shortly thereafter, City Council directed a number of actions to reform policing, including the establishment of a 16-member Community Safety and Well-Being Task Force.

The Task Force was formed in October 2020 and focused on four major areas:

- How we define community safety
- The role of police in a safe community
- The conduct of police providing community safety
- The roles and conduct of others (peace and bylaw officers) in safe community

On April 6, 2021, the Task Force presented 14 recommendations to City Council. This report focuses on the short-term actionable items within the partner organizations' direct control associated with the first 13 of those recommendations. Medium-to-longer term approaches are being identified and will be presented to City Council in the first quarter of 2022.

To date, nearly 70 actionable items have been identified as either currently underway or starting in 2021 between the City of Edmonton, the EPS and EPC (known as the partner organizations).

The actions identified in the Safer for All: A Work Plan for Community Safety and Well-Being, Attachment 1, address items within the participating organizations' control. They describe the work underway, outline planned next steps, incorporate new insights, and reflect a shared commitment to making Edmonton a more inclusive, compassionate, and safe city.

The Work Plan is underpinned by ConnectEdmonton and The City Plan. ConnectEdmonton is the City's strategic plan for 2019-2028 based directly on citizen feedback gathered throughout the Vision 2050 engagement process. The plan includes a strategic goal of Healthy City, which encompasses both Edmontonians' well-being and the wellness of communities, and sets the direction for the city's future and outlines changes needed today to realize a vision for Edmonton in 2050.

The City Plan has been specifically designed to advance the vision, guiding principle and four strategic goals of ConnectEdmonton and includes stretch targets, strategic measures, levers of change, corporate business plan, budget, etc.

With those in mind, the work plan captured in Safer for All: A Work Plan for Community Safety and Well-Being is sectioned into four themes:

- Integrated System and Coordinated Response
 - At the system level, integration requires information, protocols and processes, training and education, technology and governance.
- Organizational Cultures
 - Organizational culture reflects both the individual and organization. The organization sets recruitment practices, trains and develops employees, sets expectations, and steers the employee experience from onboarding to departure. How the organization sets expectations for inclusionary

behaviour and how individuals respond establishes the tone for the workforce environment.

- Social Responsibility
 - Involves ongoing assessment of organizational decisions on the community and acknowledges those with power -- in this case a City government and a police force -- have special obligations both to deliver services, and also to make their communities better.
- Prevention and Support
 - Key partnerships are in place to provide a continuum of services that will reduce the instances where vulnerable people come into contact with the justice system, when what they need is understanding, support and targeted services.

In order to affect organizational change, the partner organizations have been working on a continuum of actions that span from recruitment efforts to employee education to reimagining the delivery of programs and services. The partner organizations will be implementing new training programs to ensure that employees have a modern understanding of cultural issues, anti-racism practices, and the opportunities to improve individual and collective performance.

Further, the partner organizations have been closely collaborating with community agencies to advance safety and well-being in different ways in order to develop a shared vision of safety, advance policy ideas, raise and mobilize funding, develop and deliver community programs, and measure the effectiveness of their work.

Importance of Public Engagement

To make thoughtful, inclusive, and engaged progress, the City has leveraged the expertise of various internal and external stakeholders, including REACH, EndPovertyEdmonton and the Anti-racism Advisory Committee. Through public engagement, including intentional listening, information sharing and storytelling, the partner organizations continue to invite change in order to create a more equitable Edmonton.

In developing the Work Plan, a synthesis of previous public engagement was considered, including input from the Community Safety and Well-being Task Force, which included 10 community members with lived experience, two members of the EPS, two City of Edmonton staff, a member appointed by the EPC, and an independent Chair. In addition, Administration referenced the engagement the Task Force completed while developing its recommendations. This included input from the Bear Clan Patrol, the Community Standards and Neighbourhoods Branch of the City of Edmonton, Edmonton's Anti-Racism Advisory Committee, the EPC, Helpseeker Technologies, and REACH Edmonton, as well as written submissions received by the

Task Force from the City of Edmonton, EPC, EPS, and the Edmonton Police Association.

Administration also considered the creation of the EPS Nisohkamakewin Council and how collaborating with and through this group can foster engagement and collaboration. This new Indigenous advisory council is working with community members on systemic changes to policing as EPS works on implementing recommendations from the Missing and Murdered Indigenous Women and Girls (MMIWG) Inquiry, the Truth and Reconciliation Commission, and the Royal Commission on Aboriginal Peoples. This council will rely heavily on the expertise and experience of First Nations, Métis, and Inuit communities in Edmonton.

Administration is also currently engaged with the City's advisory boards and committees in order to review and update policies regarding remuneration and expenses, with a lens on structural inequality and barriers to participation.

Conclusion

Safety, compassion, inclusion, and well-being are complex issues. They are individual and collective, visible and invisible. Challenges have deep roots in the community; they have been present for generations and they will take years to address. However, conversations about safety, inclusion and well-being are becoming part of the broader efforts of city-building. This new approach allows communities to discuss inclusion and well-being as they reimagine communities together.

Prevalent in the development of the work plan was the importance of finding balance between social and protective services as it relates to community well-being. Both services must evolve as a community changes. Those with power -- in this case a City government and a police force -- have special obligations to deliver services, and also to make their communities better. Finding this balance of enabling quality of life and protecting the vulnerable and disenfranchised is the aim of the partner organizations.

Along with our community partners and all Edmontonians, we remain committed to moving forward together, and co-creating a city that is safer for all.

Corporate Outcomes and Performance Management

Corporate Outcome(s): Edmonton is a safe city			
Outcome(s)	Measure(s)	Result(s)	Target(s)
HEALTHY CITY: Edmonton is a neighbourly city with community and personal wellness that embodies and promotes equity for all Edmontonians	Discrimination & Racism	50 percent experienced discrimination or racism (2020)	Decrease
	Sense Of Safety	63 percent Feel Safe (2020)	Increase
	Personal Wellness	Edmontonians rate their personal wellness at 79.6 on a scale from 0 to 100 (2018)	Increase
	Housing Conditions	3.3 percent live in inadequate or unsuitable housing (2016)	Decrease
	Homelessness	165 per 100,000 population experience homelessness (2020)	Decrease

Attachment

1. Safer for All: A Work Plan for Community Safety and Well-Being

Others Reviewing this Report

- M. Persson, Chief Financial Officer and Deputy City Manager , Financial and Corporate Services
- C. Owen, Deputy City Manager, Communications and Engagement
- G. Cebryk, Deputy City Manager, City Operations
- A. Laughlin, Deputy City Manager, Integrated Infrastructure Services
- K. Armstrong, Deputy City Manager, Employee Services
- R. Smyth, Deputy City Manager, Citizen Services
- S. McCabe, Deputy City Manager, Urban Planning and Economy
- K. Fallis-Howell, Acting City Solicitor