

GUIDING THE EDMONTON POLICE SERVICE TO A NEW FUTURE

DECEMBER 23, 2023

Edmonton Police Commission



New Strategic Direction for the Police Service

Change initiated by the Commission in 2018

This document provides an overview of the changes that have been introduced at the Edmonton Police Service (EPS) over the past five years, and the role the Edmonton Police Commission has played in the process.

The Commission decides the high-level strategic areas of focus for the EPS and hires a Chief to lead the police service at an operational level. The goals set out for the current Chief, and will be set out for future Chiefs, are based on evidence, leading practices, a commitment to equity and inclusion, reducing silos, service delivery, providing the best outcomes for Edmontonians, and a strong focus on doing things differently to achieve better results.

In 2018, with the pending departure of the prior Chief of Police, the Commission determined it was an opportune time to move the EPS in a new direction, one not seen in Edmonton or the rest of Canada at that time.

Under the authority provided by the *Police Act*, the Commission moved to ensure the new Chief would bring change to the EPS in programming, culture, and how the police service interacted with Edmontonians. There was a strong feeling that business-as-usual was no longer making an effective impact on public safety, social disorder and community well-being. A different approach was needed.

There was a strong desire to have the EPS fully committed to innovation, collaboration, partnerships, community approaches, and to building systems that could leverage alternatives to the justice system, where safe and appropriate.

How We Hired the Chief

The Commission created a job profile for the desired qualities for the next Chief of Police with the following feedback in mind:

- Police excellence is largely defined through relationship with the public, and ability to provide services which reflects their needs.
- To reflect the values of the community, EPS must rely more on collaborative community relationships and partnerships, although it can be difficult to ascertain who speaks for a given community; some individuals suggested that the police services should look more like the community that it serves and foster diversity
- Important to recognize that Edmonton is not homogenous, and what works in one community might not work in another; must be flexible.
- Building police legitimacy with some communities and emerging interest groups; EPS cannot be seen as a closed system.
- Chief's Community Council plays key role in aligning values with community.
- Key issues mentioned by several stakeholders that EPS will need to face in the future included continued collaboration and integration with other agencies and service providers.
- Community Policing must remain central to an EPS of the future; the EPS must interact with the community at all levels and recognize that they are in a position of power.

The Commission looked for a candidate who was community focused and had the ability to build strong strategic partnerships. The profile also listed several opportunities and challenges for the new Chief of Police to address, including:

- The ability to collaborate and work with other agencies.
- The ability to be proactive in addressing issues within the community and being approachable to community members.
- Using intelligence and big data to make strong business decisions.

The Commission's first key deliverables and indicators of success included a Chief who was able to build relationships with both internal and external stakeholders. They would also be measured on their strength of relationship building with the community and all stakeholders. Their experience would go beyond formal education and would show an engagement and commitment to a world that was larger than just policing.

As part of the Commission's 2018 search profile, the Commission described the EPS as follows:

"The Edmonton Police Service (EPS) is internationally recognized as one of the most progressive police organizations in North America. Employing over 1800 sworn members and 770 civilians, EPS provides the citizens of Edmonton with protection of life and property, preserves public peace, prevents and detects crime, regulates non-criminal conduct as required by law, and performs services incumbent upon police as a social and community agency. This is achieved through a Community Policing service delivery model. Community Policing is the delivery of effective and efficient policing services through a collaborative partnership with the citizens of Edmonton."

The highlighted portion of the above text relates to the desire to hire a Chief who understood the Community Policing service delivery model and who would be able to navigate a complex multi-stakeholder environment and form collaborative relationships necessary to fulfill this mandate. The Commission searched for a candidate who was an established relationship builder and embraced the notion that partnerships, both internal and external, were the path to achieve the greatest success.

Vision 2020

In 2019, shortly after Chief Dale McFee was sworn in, he undertook a comprehensive organizational review called Vision 2020. The goal of this review was to make the EPS a service that balances traditional law enforcement with community safety and well-being.

This organizational realignment and restructuring touched nearly all parts of the EPS, requiring many work areas to adapt and make changes. Despite the challenges presented

by an undertaking of this size and external factors, such as the COVID-19 pandemic and police defunding movements, civilian and sworn members throughout the organization made considerable achievements in rolling out new programs, initiatives and processes that improved the core policing functions and service to the community, including [Vision 2020](#), 2020 Provincial Standards Audit, [DiversionFirst](#) program, [Know Your Rights Campaign](#), [Firearms Initiative](#), the Commission's [Strategic Plan](#), and participated with the City of Edmonton on the [Safer for All Report](#).

Organizational change was supported by the Commission and built on the desire to have an organization that partners with the community to reduce the demand for service and stop the arrest/remand/release cycle. Previous efficiency exercises focused on the reallocation of funding from one area of the EPS to another with a continued focus to improve cross-departmental collaboration. However, Vision 2020 embarked on a groundbreaking, comprehensive redesign and restructuring of the organization towards outcomes-based results to change how policing services were being delivered to the residents of Edmonton.

High-level outcomes of Vision 2020 included improved cross-departmental collaboration across policing bureaus, reducing barriers and redundancies, reducing public demand, developing a referral pathway, and diverting offenders from the criminal justice system when appropriate.

This review produced 50 recommendations. Those related to demand reduction and community partnerships were as follows:

- Create Continuous Improvement & Research Centre of Excellence within Value and Impact Division.
 - This new Division was tasked with determining the root cause of what drives police workload and then measure to see if resources are making a tangible impact of alleviating demand.
- Create a Community Solutions Accelerator to help create solutions to existing challenges.

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- Accelerator to bring teams of employees together to address specific issues around crimes and how to alleviate community impacts.
 - Collapse Community Policing Bureau (CPB) into a single bureau
Create an additional Division to manage city-wide functions that directly support Patrol: crime management, investigations, beats, project teams, and problem solving.
 - Create a Community Safety and Well-being Bureau (CSWB) to align functions related to off-ramping, diversion and management of offender and victim needs.
 - The CSWB mandate also included bringing together other outside agencies, businesses, and various levels of government to provide offenders with effective off-ramps from the arrest/remand/release/reoffend cycle.
 - Create a Navigation & Coordination Branch within Strategic Social Development and stand-up functions that work to specifically address demand reduction.
 - This Branch will become the first point of contact for patrol to help navigate resources when dealing with the city's most vulnerable.
 - Align Youth programs, functions, and resources within the Youth Branch.
 - Under the CSWB, the Youth Branch oversees youth crime prevention, offender management, and diversion functions, from a youth focus.
 - Implementing a *DiversionFirst* Coordinator in each Division.
 - Recommendation based on the success of the same program in West Division. Also aligns with strategy of crime reduction and prevention.

There were several other recommendations coming out of this comprehensive review, although not officially listed, which were investigated for their feasibility at a later date. These include:

- Work with the City of Edmonton to move select Peace Officers to the EPS, starting with Transit Peace Officers.
- Value and Impact to evaluate the efficacy of the 10 Squad Model, which was implemented in November 2022.

New Approach

EPS Strategic Planning

The appointment of a new Chief presented an opportunity to revisit the vision and mission of the organization. The outcome of this was a move away from the dated Annual Policing Plans used in the past and the commencement of Strategic Planning, which the Commission ultimately endorsed.

The plan focused on building community safety and recognized that it was imperative the Service receive the help and support from various communities and groups in Edmonton in order to be successful.

The Commission recognized the state of policing was impacted by many intersecting factors and stakeholders which included provincial and municipal governments as well as community organizations. An environmental scan of the social and community impacts showed that people who experience more social isolation generally deal with more mental health and substance abuse issues, which usually translated into more calls for service to the police. This has an impact on police workload as more police time is spent addressing mental health and substance use calls, which police services are not always trained to appropriately respond to.

The first two goals of the Strategic Plan, “BALANCE SUPPORT & ENFORCEMENT” and “PARTNER & ADVOCATE” both acknowledged that even though enforcement was a crucial element in community safety, it alone cannot address all crime. The Service investigated using a variety of responses, informed by an individual’s needs, to provide the right balance between support and enforcement to increase community safety. They also knew that they would have to facilitate the right strategic partnerships for better offender management and to reduce recidivism. The Chief and the Commission both believe that the EPS is stronger with active and empowered partners.

EPS Business Planning & Annual Reporting

As a companion document to the Strategic Plan, and as per the *Police Act*, the Service is mandated to produce a multi-year plan that identifies the key activities being undertaken by the service. In addition, the EPS is expected to produce an Annual Report covering its operations during the previous fiscal year.

The [2021 Annual Report](#) showed how the work undertaken under the [2020-2022 Strategic Plan](#) had led to a 17 per cent reduction in Edmonton's crime rate while the rest of Alberta only saw a five per cent reduction. There was also a corresponding decrease of 12 per cent in property crime rate and a decrease of six per cent in violent crime rate specifically over the 2018-2022 period.

Strategic Plan

Under the [2020-2022 Strategic Plan](#), EPS endeavoured to be a forward-thinking police service, and allocate resources to emerging trends to address them before they became large challenges. Based on evidence and data, seven projects were identified to meet organizational priorities:

1. **Guns & Gangs Strategy**
2. **Virtual Opioid Dependency Program**
3. **Crime Management Model**
4. **Alternative Call Pathways** (Change to service delivery model)
5. **Joint Dispatch Facility** (Change to service delivery model)
6. **Post Response** (Change to service delivery model)
7. **Resource Optimization Project (multiple phases)**

Business Plan

The [2020-2022 EPS Business Plan](#) and [2021](#) and [2022 Annual Reports](#)¹ list projects for each priority area and includes outcomes, indicators, and measures. The EPS is part of a larger system, which collectively supports the safety and community wellness initiatives the public desires. In recognition of this and that EPS's goals cannot be achieved in isolation,

indicators were identified that speak to Edmontonians' overall well-being that may not necessarily relate directly to policing and enforcement but could still be influenced by the EPS with concrete actions (e.g., Number of drug deaths per year, number of homeless). The 2022 indicators include Violent Crime Severity, Non-violent Crime Severity, Violent Crime Weighted Clearance Rate, and Non-violent Crime Weighted Clearance Rate.

Service Delivery Changes

In the last few years, EPS has been able to move the needle on several measures with the following programs or changes to service delivery. Some of these examples are as follows:

- Young People Strategy
- Divisional Boundary Review
- High-Risk Encampment Teams
- Virtual Opioid Dependency Program
- Family Support Worker for Homicide Victims

The EPS saw a significant impact with their *DIVERSIONfirst* program (under the Young People Strategy) connecting youth with their first criminal occurrence to community and family supports, so that they can be supported in building a positive future away from crime. It's a police-led program, which partners with the YMCA and Boys & Girls Club Big Brothers Big Sisters to offer the youth and their supports a restorative justice approach, instead of a criminal charge.

Many more program and service delivery changes have been brought in and relate to the principles of a public health model which centred on partnerships, communities, and integrating systems across multiple service agencies to provide support before problems occur. Additional information on all these programs or initiatives can be found in the EPS's

¹ <https://edmontonpolicecommission.com/wp-content/uploads/2022/04/7.2-Business-Plan-2020-2022-2021-Annual-Report.pdf>
<https://edmontonpolicecommission.com/wp-content/uploads/2023/03/EPS-2022-Annual-Report-1.pdf>

[2021](#) and [2022 Annual Reports](#) which also show the targets and measures for each and evidence of success:

- **Community Advisory Councils:** Four new advisory councils were formed after a review of the former Chief’s Advisory Council found that the model did not allow for meaningful collaboration and problem solving. These new councils are being used to guide systemic change, address emerging issues, and increase accountability to the Edmonton’s diverse communities. They are:
 - **Nîsohkamâkewin Council** – To help EPS with addressing the inequities and barriers Indigenous peoples face, and with implementing the policing recommendations from national reports such as the Truth and Reconciliation Commission of Canada, and the National Inquiry into Missing and Murdered Indigenous Women and Girls.
 - **Sexual Orientation, Gender Identity and Expression (SOGIE) Council** – To guide EPS in supporting members of the 2SLGBTQ+ community, and with putting the EPS 2SLGBTQ+ Community Feedback Report into practice.
 - **Chief’s Community Council** – To assist EPS in shaping policies and procedures related to all communities and applying the recommendations from the EPS Commitment to Action Community Feedback Report. (NOTE: Additional details of this report highlighted below).
 - **The EPS Research Advisory Council is a group of prominent researchers that provide input, advice, and direction to EPS. This helps EPS understand emerging and priority areas of policing research, connect with leading researchers worldwide, and collaborate with other services or agencies.**
- **Human-Centred Engagement & Liaison Partnership (HELP):** The HELP Unit is composed of police officers, civilian navigators from local service agencies who all share information and streamline support. They work together to develop plans for clients and are connected to community case management. This model was expanded to every branch in the city.
- **Integrated Call Evaluation & Dispatch:** This project is part of the city’s Community Safety Plan and is an integrated service delivery model that will result in agencies including the EPS, Edmonton Fire Rescue Service, Alberta Health Services – Emergency Medical Services, Addictions and Mental Health, 211, 24/7 Crisis

Diversion, ETS, and Community Standards and Neighbourhoods working together to ensure Edmontonians receive the best response that they require when they call for help. This model will present opportunities for improved effectiveness and efficiency during the entire call intake, evaluation, and dispatch process through a partnered, multi-agency approach.

- **10 Squad Model:** An organizational change to move more resources to front-line policing. This model was deployed to address increase in demand and officer wellness. This was also in response to community input expressing their desire to see front-line policing become a bigger priority for the police service.
- **Health IM Applications:** A mobile application which helps law enforcement officers across Alberta deliver a more empathic and evidence-based response to persons in mental health crisis. The tool was designed to help sworn members respond to people in mental distress or crisis by providing valuable insights to officers as they attempt to de-escalate volatile situations. EPS is the first police service in Alberta to introduce HealthIM to help promote the safety of persons in mental health crisis.
- **Healthy Streets Operations Centre:** Launched in 2023 and as part of the final phase of Project Connection, the EPS assigned several officers to Community Safety Teams to address areas of Edmonton with chronically high levels of victimization and crime: Chinatown, Alberta Avenue, the downtown core and certain LRT stations. The teams' goal is to provide a visible presence and proactively address the issues associated with homelessness, drug use, crime and victimization. These teams consist of Service members, Peace Officers and paramedics who are seeing positive results.

(NOTE: In April 2023, the Government of Alberta invested \$17 million over 3 years to address mental health & addiction in Edmonton. This investment will be used by the Service to expand the Integrated Care Centre and increase the number of HELP & PACT teams.)

- **Guns & Gangs Strategy 2023-2025:** Addresses firearm violence and gang-related crime in Edmonton. It is an evidence-based, data-driven plan for targeting factors driving some of the city's most serious crime, identifying focus areas that require increased and sustained effort to improve community safety. Along with leveraging external partnerships with other enforcement agencies, the EPS has also partnered

with the John Howard Society to balance enforcement with prevention to persuade frequent offenders to exit criminal lifestyles.

- **Animal Cruelty Investigation Unit:** The first of its kind in Canada, this new two-member unit investigates animal cruelty, which is often linked to other criminal behaviour. Research has shown that those who abuse animals are more likely to commit other violent crimes, and this connection between animal and human crimes prompted the creation of the new unit. They also partner with the city's Animal Care & Control, Fish & Wildlife, Alberta Veterinary Association, and Crown prosecutors.
- **Recruit & Training Programs:** The EPS recently made significant changes to its recruiting and training programs to strengthen its connection to the community. These changes included targeted outreach to diverse communities and the Recruit Mentoring Academy to help improve an applicant's skills and reduce the barriers often experienced by under-represented communities. The EPS's training program was expanded to help new recruits better understand diverse communities. Focused training on building cultural competencies, learning about the impacts of bias and trauma, and practicum placements at social agencies where relationships with the community can be built.

Commitment to Action

Since 2020, the EPS Commitment to Action community engagement initiative has helped engage with a diverse cross-section of Edmontonians to better understand and reimagine community safety and well-being. This initiative has created space for extensive engagement with communities that have not always felt heard from or truly listened to by police.

This strategy, and subsequent Community Feedback Report², acknowledged community concerns and calls for change along with addressing racial injustices and repairing police-

² <https://edmontonpolicecommission.com/wp-content/uploads/2021/11/6.2-Commitment-to-Action-Community-Feedback-Report.pdf>

community relationships. The input gathered from this process was used to inform policy, procedures, and service enhancements, many of which have already been listed in this report. Further updates and information can be found on the [Commitment to Action public dashboard](#).

The Commitment to Action Implementation Plan³ highlighted which tangible recommendations were being addressed and what changes were being implemented to ensure a systemic approach was applied to ensure long-term impacts. The plan was presented at the March 2022 public meeting and fully supported by the Commission.

The report identifies priorities for the Chief and the EPS, including relationship building, partner development, training and professional development, communication and transparency, innovation, and community engagement. Examples of actions being implemented that have not already been previously mentioned in this report are:

- Crime and Trauma-informed Support Services Diversification
- Youth Intervention Hub
- Family Liaison Position in Major Crimes
- PACT Deployment Model
- Relentless Youth Worker Pilot Program
- Community Assertive Services Team
- Community-led Curriculum Development and Training
- Black Community Communications Council
- Community Engagement in the Public Complaint Process
- Know Your Rights Campaign
- High Risk Encampment Response Team
- Community Treatment Order Initiative
- Reporting Crimes Online in Multiple Languages
- TELUS Community Safety & Wellness Accelerator

Additional details for these, and other initiatives, can be found in the Commitment to Action Implementation Plan (link has been provided).

³ <https://commitmenttoaction.ca/>

Equity, Diversity & Inclusion Framework (2022)

In February 2022, a motion was passed by the Commission that the EPS provides a formal report outlining current and future initiatives for equity, diversity, and inclusion within the police service.

The Equity, Diversity, and Inclusion Framework⁴ was developed and impacts the entire organization, including both sworn and civilian employees, and in all capacities, and is driven by the EPS's vision, mission, and goals.

Development of the framework was based on the belief that having a strong, respectful internal culture can positively impact relationships with the public and improve services delivered to communities and stakeholders. Key focus areas were chosen for their potential to create fundamental action and transformative impact that will meaningfully support the EPS in achieving its equity, diversity, and inclusion targets across the organization. The EPS looked at providing service that was both effective and responsive to address all community needs, especially to those who are marginalized and underserved.

This framework is aligned with several other organizational strategies including, but not limited to, the [Human Resources Strategy](#), Leadership Framework, Commitment to Action, as well as the [Indigenous Framework and Public Engagement Strategy](#).

While the EPS has previously engaged proactively to address issues of inequity, current best practices recommend the need for a multi-faceted approach to promote an inclusive organization. As such, the framework intended to strengthen the foundations of an organizational culture of belonging by building off community-identified recommendations from previous internal reports including the Commitment to Action Feedback Report.

⁴ <https://edmontonpolicecommission.com/wp-content/uploads/2022/08/8.2-EDI-Framework-Report.pdf>

Reconciliation

The EPS has been committed to reconciliation through many initiatives that recognize Indigenous culture and traditions. Along with the formation of the Nîsohkamâkewin Council which strives for continuous engagement and accountability, the Chief has incorporated the eagle feather into the Service's operations and procedures. Seven feathers – one for each division – were created with the help and guidance of various stakeholders and community leaders.

New police recruits, witnesses and complainants now have the option of swearing their oaths with a sacred eagle feather and the feather can also be used for community ceremonies where appropriate. An eLearning module was created to help employees understand its significance and use.

The culture and traditions of Indigenous Peoples were also incorporated into the opening of Northwest Police Campus and Chief McFee, along with Elders, unveiled a Treaty Six Land Acknowledgement plaque installed at the site.

The EPS has also supported members who participated in sentencing circles, which is a non-traditional court proceeding which focuses on mending the relationships between the accused, the complainant, and the community. A sentencing circle is an Indigenous restorative justice hearing tribunal that is conducted in collaboration with members of the community and the criminal justice system. Unlike a formal court-based sentencing, the court hears less from the lawyers and more from those directly or indirectly affected by the crime. Participants speak from the heart in a shared search for understanding of the offence, and together they identify the steps necessary to assist in healing all affected parties and work to prevent future crimes. It can also include interested community members who can discuss the impact the crime had on the community.

The Road Ahead

2023 – 2026 Plans

In late 2022, the EPS refreshed its strategic plan⁵ and business plan⁶ for 2023 to 2026. The new Strategic Plan modified some of the previous four goals and includes a new goal “Connect, Share and Evolve” to address gaps observed during the planning process. This new goal is aimed to see increased public understanding of the EPS’s role in community safety through engagement and will use feedback from the public to help inform strategic and operational decisions.

The Strategic Plan captures the direction that EPS will take to fulfil its mandate to improve public safety in the City of Edmonton. The Business Plan and Operational Plans also outline how the organization will allocate its resources and details specific timelines when the Service will deliver on the strategic initiatives that help achieve the goals.

These plans build on the strategic direction and work completed over the past three years under Chief McFee’s leadership. It was developed through a collaborative process with a multitude of stakeholders and included research, data review, interviews with internal and external stakeholders and an interactive workshop that included members of the Commission.

When the EPS published its last Strategic Plan in 2020, the world of policing was a much different place and the last few years have taught both the Service and the Commission the importance of being responsive to community needs and rapidly changing circumstances. Despite the effects of COVID-19 and several other social issues, the EPS was able to see progress on many of its outcomes outlined and defined in 2020–2022. The [2023–2026 Strategic Plan](#) builds on that groundwork but pushes further in the pursuit of improving community safety and well-being. Partnerships remain a key part of this plan, specifically as it relates to reducing intake into the criminal justice system.

⁵ <https://www.edmontonpolice.ca/AboutEPS/StrategicPlanAnnualReport>

⁶ <https://www.edmontonpolice.ca/Resources/Publications>

The [2023–2026 Business Plan](#) will evolve over time as new information is learned, results are evaluated, and resources re-aligned to best achieve outcomes. Updates are expected to be presented to the Commission annually for review and discussion.

Along with the [Healthy Streets Operations Centre](#) and [Gangs & Guns Strategy](#), several new strategic initiatives were launched in 2023 to provide support, increase police accountability and transparency, improve performance, modernize, build relationships, and increase community safety. A few examples include:

- Online reporting & investigations
- In-car video/Body cameras
- Transitioning the Downtown Detention Centre to a Wellness Facility
- Co-locations for domestic violence and youth
- Implementing an Offender Management Strategy
- Defining joint measures with EPS partners
- Developing annual work plans with all the EPS Advisory Councils
- Developing an information sharing mechanism and engaging with front line staff
- Developing and implementing a Public Engagement Framework (NOTE: work is already underway for this initiative)
- Establishing a framework to manage and enable multi-agency data sharing
- Implementing the EPS Innovation Strategy including an employee idea generation process
- Implementing the EDI Action Plan and Reconciliation Plan (NOTE: work already underway on both initiatives)
- Developing a training plan and approach for new recruits, continuing education and statutory requirements (NOTE: work has started for this initiative)
- Enhance the change management and resilience capacity among EPS leadership
- Restructure the EPS HR staffing model

Measuring Success and Why it Matters

Measuring success while performing ongoing efficiency exercises ensures that Edmontonians are getting value from their police service without compromise or officer safety. Both the Service and the Commission have heard directly from residents and community members and have subsequently moved more resources back to the frontlines to improve police presence and visibility.

The EPS uses a [corporate performance management framework](#) to drive accountability and use data and information to assess and improve organizational performance. The framework is based on and aligns with the Canadian Police Performance Measurement Framework that was co-developed between the Canadian Association of Police Chiefs and Statistics Canada.

The indicators and measures outlined in the [2023–2026 Business Plan](#) make up part of that corporate performance framework. The indicators are broad data points that are indicative of the safety and wellness of the community and the Service believes that the actions it takes to influence these indicators must be made in concert with other partners and stakeholder groups to make a positive difference. The measures outlined in the plan are more targeted and speak more to what is in direct control of the EPS to influence.

The measures chosen can indicate the progress the Service has made in reducing the crime rate, while increasing community safety and well-being. These proxy measures also show the progress the EPS has made in building relationships with partners to improve the supports to individuals who may be in crisis with a mental illness or suffering from addiction issues. The Service strives to strike a balance between enforcement and supporting individuals out of the justice system and transitioning them to a support network.

The following is an example of some of the overarching measures and why these data points matter:

- **Crime Rates:** Highlights the state of different types of crime, harm, and disorder in Edmonton.

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- **Referrals:** Shows EPS and its partners the level of supports given to vulnerable persons.
 - **Partnership Agreements:** Shows progress EPS is making in this area to achieve shared outcomes.
 - **Complaints/Satisfaction on Engagement Sessions:** Both are a form of feedback and provides an opportunity for improvement.
 - **Calls for Service:** Indicates the effectiveness in reducing the demand on police resources.
 - **Proactive Policing Time:** Use of this data help make better predictions of policing needs and efficient use of resources.
 - **EDI measures:** These measures represent a diversity of perspectives that enhance the capacity of EPS in delivering services to its constituents.
 - **Employee measures (absenteeism, turnover, engagement & satisfaction):** These measures indicate how staff feel and, generally, engaged employees care about their work and organization.

Summary

The Commission and the EPS recognize that community safety is a broad conversation, encompassing many complex social issues in addition to crime and victimization. Outcomes can be measured in many ways, from citizens' feelings of safety to the rate of violent and non-violent crime. However, outcomes are also measured by how well police work with community partners to divert individuals toward the appropriate supports.

As crime and disorder become more entangled with other social issues like mental health and addictions, working with other partners and all levels of government to connect those in need with community supports is even more critical than ever before. A partnership approach across the social care ecosystem, working from shared visions and definitions and with common objectives is critical in driving community safety and only through partnerships can transformative system change happen.

As police continue to encounter higher numbers of individuals who would benefit from social supports rather than enforcement, everyone in the social eco-system needs to come

together to try to help to find solutions. While enforcement is a crucial element in community safety, it alone cannot address all crime, harm and disorder. The Commission will continue using this understanding as a basis for guiding the EPS to a better future.