

Appendix 3:

Alternative Concepts Considered:

In the creation of this report the Commission examined two other concepts that, after review and assessment, are not recommended for further consideration.

Concept 1 - Strategic Fiscal Alignment:

A new agency, board or commission would be established to provide financial oversight of city services operating in the 'human services ecosystem'. This new entity would assume governance of fiscal matters in this space but leave other governance matters and operational systems as currently constituted. As learnings occur through this new model, medium- and long-term plans can be advanced to more closely integrate delivery, if desired, to achieve better outcomes.

As part of flushing out this recommendation, comprehensive efforts on defining and scoping what the "Human Services Ecosystem" is would need to occur. In this early concept, it could include agencies who work *directly* with, or provide funding to agencies who work with, vulnerable and marginalized populations. A non-comprehensive list could be: police, peace officers, outreach workers, affordable housing, homelessness, mental health advocates, etc.

Types of work that are not contemplated as part of the "Human Service Ecosystem" are functions related to social service or regulatory functions where there is limited direct contact with vulnerable populations, such as non-uniformed municipal enforcement, business licensing, safety codes, etc.¹

'Fiscal oversight' would be defined as working with the service agencies to determine budget requests to City Council with respect to operating and capital budgets. The new entity would have a global perspective on what investments in resources, people, programs and capital investment would drive better outcomes related to public safety and wellness. Groups falling under this new entity would be:

- Edmonton Police Commission (EPC)
 - The new entity would work with the Commission to make budgetary asks of City Council.
 - Some constraints would exist as the *Police Act* establishes delineation of roles and responsibilities with respect to fiscal matters and the police service.
 - Functionally, EPC can facilitate working relationships between the new entity and the police service for discussion on resources, people, programs and capital investment.

¹ These agencies are valuable partners in addressing some 'human ecosystem issues' but are not part of the core concept, at this stage.

- Affordable Housing and Homelessness - activities with stakeholders that promote awareness, support community initiatives, and create positive solutions to housing and homelessness issues.
 - Community Resources - Grants and Funding to strengthen the not-for-profit and social services sector through operational, project, program and capital development needs and interests.
 - Family and Community Support Services (FCSS) - a joint (20/80%) municipal/provincial partnership that funds preventative social service programs.
- Additionally, this new entity may wish to explore formal linkages with Alberta Health Services, Ministry of Community and Social Services, and Alberta Health for the purposes of coordinating funding to all parts of the Human Services Ecosystem.

Benefits

- Once this body is established, understanding the overall budget implications and efficiency on use of the dollars will be more apparent.
- This model establishes clear fiscal accountability / ownership for operating and capital dollars even though multiple partners are at the table.
- Moves all fiscal authority for 'human services ecosystems' programming under authority of one entity, allowing for targeting of funding towards common goals.
- Based on fiscal control, this body can set out common performance measures and outcomes for assessing how programs achieve results.
- Will increase communications and coordination among departments, external agencies, and other government service providers in the delivery of these services.
- Over the mid to long term will ensure overlap of services are identified and addressed. Will also identify gaps in services and opportunities to redirect resources accordingly.

Considerations:

- Time element: setting this up will be a major task. May need to consider phased rollouts and pilots, bringing on subject areas one at a time while still ensuring the current model is meeting needs while this body is established.
 - If intent is to establish quickly, this could impact the success of this model if done in haste.
- This model requires a permanency that goes beyond political considerations. Risk exists in new governments holding differing views on the role of the new entity or in making adjustments to operations and scope.
- Significant organizational change for which there is little precedent in Canada
- Adds a layer of bureaucracy that sits between City Council and service delivery groups. City Council gives up some control.

Concept 2 - Strategic Incremental Change:

The concept of blending enforcement and social services at a governance level to “achieve a balanced approach to community safety within Edmonton” may not lend itself easily to a proposal for a new structure or scope for the Edmonton Police Commission, or a new entity with new roles.

In the short timeframe provided, discussions were held with Administration and the police service on how a robust proposal could be made with respect to this motion that would serve to advance the goal. In all discussions, it became clear this is an exceedingly complex operating space in which partners agree on desired outcomes and goals, but diverge with respect to the ability of a new entity to achieve the goals in a cost-effective manner. There was considerable concern a quick move to a significantly new structure could result in substantive inefficiencies and risk progress on the stated goals.

Accordingly, the Commission also examined an option that would continue work in the space being undertaken by Administration, the police service, and partner agencies. This is not a ‘do nothing approach’. Instead, it supports Administration and the police service in their ongoing efforts to build partnerships, create paths away from the justice system, and continue to explore programming that deemphasizes the need for police where other agencies may provide a better service.

In this proposal, Administration, the Edmonton Police Service, and partner groups will continue to:

- Develop dedicated resources to establish strategic and operational linkages with the City of Edmonton’s ‘social service’ programming areas, the police, and the GOA (Alberta Health Services, Alberta Health, and Ministry of Community and Social Services).
- The goal of these linkages would be: Maximize outcomes, increase efficiencies, reduce duplication of service, identify and fill gaps in service delivery, enhance partnerships, and provide for service delivery of the right type to the right person in the right situation; and for purposes of ensuring the right resources are attached to the right calls for service.

Examples of new programs developed to date:

- Enhancing transit safety and security governance committee
- Partnership within the EPS Strategic Social Development Branch and the Social Development Branch at CoE

Planned new programs under this model:

- Review of the DAHRT program, and implementation of accepted recommendations (Domestic Abuse High Risk Teams)
- Ongoing development of a Partnership Framework between EPS and the City of Edmonton
- Ongoing work to ensure collective outcomes for aligned programs between Citizen Services and Edmonton Police Service
- Enhanced information sharing (access to CCTV cameras)

Benefits

- Maintains enforcement and social services as two thematically different delivery areas while ensuring cooperation to improve outcomes.
- Will, over time, increase communications and coordination among departments, external agencies, and other government service providers in the delivery of these services.
- Over the mid to long term will ensure overlap of services are identified and addressed. Will also identify gaps in services and opportunities to redirect resources accordingly.

Considerations:

- The bulk of spending in the 'human service ecosystem' is by the GOA.
 - The ability/willingness of GOA or AHS to more deeply cooperate on efficiencies and effectiveness related to common clients is unknown.
- Possibility overall management will fall on EPS since they are championing the current version of this model.
- Risk that EPS will end up 'owning' the model without structural authority to make decisions.
- Continues the delivery of 'enforcement' and 'social' services under two agencies which may create artificial roadblocks in moving towards common outcomes.
- Lack of central governance on guiding programming to common outcomes.
- Many unknowns exist.