

# Commitment to Action:

## IMPLEMENTATION PLAN



EDMONTON  
**POLICE**  
SERVICE

# Table of Contents

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- 4** Introduction
- 5** Relationship Building
- 8** Partnership Development
- 11** Training and Professional Development
- 15** Communication and Transparency
- 18** Innovation
- 21** Community Engagement
- 24** Closing Thoughts



# We Are All Treaty People

We acknowledge that the Edmonton Police Service is located in amiskwaciwâskahikan (Beaver Hills) on Treaty 6 Territory and Métis Region 4. The Edmonton Police Service recognizes that the relationships between policing and Indigenous communities is complex and requires considerable work to address. On the path towards reconciliation, it is essential to acknowledge the truth of our

placement on the land which the signing of the treaties are responsible for. Without this understanding and agreement of land sharing, Canada would not exist as it does today. In recognition of the commitment between the Crown and sovereign Indigenous communities, the Edmonton Police Service would like to acknowledge the people and the agreement of Treaty 6 signatories, home to centuries

of Indigenous Peoples, including but not limited to the Cree, Dene, Anishinaabe, Blackfoot, Papaschase, Nakota Sioux, and the Métis Peoples. As we are all Canadians, we are all treaty people.

**Some photos seen in this report were taken before the COVID-19 pandemic. All engagement events held were consistent with the provincial and municipal public health guidelines.**

# Introduction

In September 2020, the Edmonton Police Service (EPS) launched the Commitment to Action initiative to engage with a diverse cross-section of Edmontonians to reimagine community safety and well-being. This involved gathering input to better understand challenges and identify opportunities in policing with representatives from:

- **Black, Indigenous, racialized, and underserved communities**
- **Non-profit organizations involved in delivering social services**
- **Members of the business community**

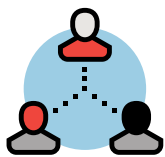
The collective response gathered from communities, businesses, and agencies was synthesized, compiled, and reported on by a third-party consultant in the Community Feedback Report that was released in November 2021.

Our goal is to prioritize an ongoing and restorative approach to policing within our service delivery. We recognize that our ability as a police force to fulfill our duties is contingent on public approval of our actions and on our ability to secure public trust. Therefore, we will ensure the findings from the report are embedded throughout the organization and thereby create measurable change within the EPS to lead as a forward-thinking policing agency.

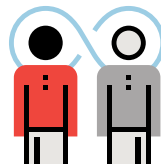
While some tangible recommendations have already been made, other upcoming changes require a thoughtful and systemic approach to ensure long-term impact. As such, this document outlines our 2022 actions to address recommendations from the Community Feedback Report.

For ongoing progress updates, future engagement opportunities, and other upcoming EPS community-focused initiatives, please visit [commitmenttoaction.ca](https://commitmenttoaction.ca).

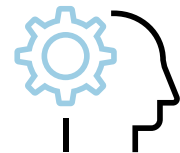
Based on this, our focus has now shifted from the gathering of information to the implementation of solutions-focused actions. To address community needs, the following six priorities were identified from the report:



**Relationship Building**



**Partnership Development**



**Training and Professional Development**



**Communication and Transparency**

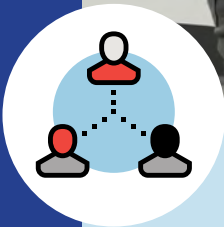


**Innovation**



**Community Engagement**





# Committed to **RELATIONSHIP BUILDING**



## The EPS will not be effective without the support of the community.

Positive interactions build trust and lead to stronger two-way relationships. Special emphasis has been placed on interacting with police outside of crisis times and through every day, informal interactions out in the community.

We heard from the community that relationship building was a priority. The following suggestions were provided:

- Expand operational practices to support officer changes in community-based positions.
- Regularly review the Beats Program/Model to ensure alignment with community needs.

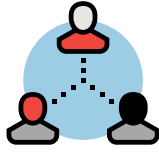


- Develop strategies and initiatives to engage youth in a proactive and positive manner.
- Develop targeted strategies to strengthen relationships and build trust with key stakeholder groups.
- Work with community partners to develop tools and resources for officers in understanding diverse communities to better engage with them.
- Identify strategies and steps officers can take to reconcile with those who had negative experiences with policing.



**Communities expressed great value in regular positive interactions with police to foster and maintain productive relationships.**

process



# The following actions are being implemented:

**Crime and Trauma-Informed Support Services** is increasing ethnic diversity and cultural connections of staff to leverage lived experiences and better support victims of crime within Edmonton's diverse population.



**Youth Intervention Hub** is a community partnership that works collectively to reduce system barriers and interrupts criminal trajectories by providing youth-led collaborative solutions and intervention that supports at-risk youth.

youth

**ANZA Entrepreneurship Ecosystem** is a collaborative model between the African Canadian Civic Engagement Council, EPS, Startup Edmonton, Business Link, TD Canada Trust and other stakeholders to spark a new beginning for Alberta's Black youth interested in business. The uniqueness of this project is found in its framework, which is focused on poverty reduction, allowing youth to gain transferrable skills needed to become entrepreneurs.

collaborate

**Business Rules for Turnover Protocol** to ensure police officers transitioning positions have a formalized process in place to introduce and onboard new members to community stakeholders and partners.

**Family Liaison Position in Major Crimes** will address requests made by community members for additional information and updates on ongoing investigations, including homicides, missing persons, and historical crimes. This position was created to further improve communication between EPS members, reporters, and families of victims.



**Language Services** leverages the diversity and language skills of the EPS membership to build trust and overcome language barriers when engaging with the public and newcomers to Canada.

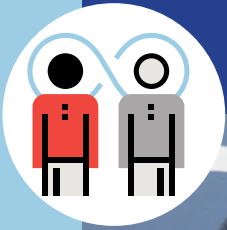
trust

**EPS Young People Strategy** outlines the responsibility police have in reducing the dangers of crime and violence to young people (between the ages of 10 and 24) who come into contact with the criminal justice system.

responsibility



# Committed to PARTNERSHIP DEVELOPMENT







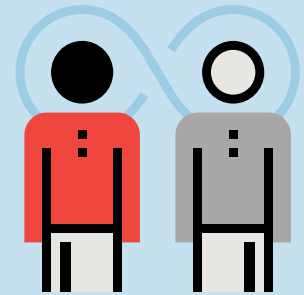
## Meaningful relationships lead to productive partnerships.

Edmontonians have highlighted the value of forming partnerships with communities and organizations already involved in service delivery. Strategic partnerships will allow the EPS to tackle challenges in a more imaginative, coherent, and integrated manner for greater impact. They also provide unique learning opportunities to EPS members who would benefit from community wisdom.

We heard from the community that partnership development

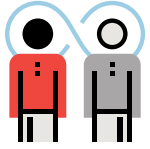
was a priority. The following suggestions were provided:

- Explore opportunities to expand existing community-focused programs with additional partnerships.
- Develop more strategic partnerships with social and cultural organizations.
- Strengthen partner relationships through shared professional development and joint-training opportunities with social service and community organizations.
- Identify opportunities to partner with the cultural community to better deliver services and programs.



**Formal partnerships with cultural and social service organizations bring together diverse skills, community wisdom, and resources to improve service delivery.**

*we heard*



# The following actions are being implemented:

mental health

**Human-centred Engagement Liaison Partnership (HELP)** Expansion with support from Alberta Health Services (AHS), six Navigators have been added to provide more support to our most vulnerable and at-risk community members with a particular focus on communities of concern.

**Police and Crisis Team (PACT) Deployment Model** will move toward seven-days-a-week coverage to provide more timely support to community members in mental health crises.

**Relentless Youth Worker Pilot Program**, in partnership with YOUCAN Youth Services, provides an intense intervention model for young people ages (16 to 21) who are at the highest risk of violence and re-incarceration to gain competencies and move toward economic independence.

**Community Assertive Services Team** is a collaborative outreach approach with AHS and the EPS to help address the most complex mental health issues in young people who have not benefited from traditional outpatient programs.

**Missing Children Society of Canada Rescu App** has been downloaded to all EPS devices to enable officers to receive information about high-risk missing children in the Edmonton area. This app will help police and community members by amplifying awareness of the missing child in efforts to collaborate and broaden search resources.

**Hotel Crime and Safety Training** is being developed collaboratively with the lodging industry to improve safety and security within hotels/motels.

**Neighbourhood Empowerment Team (NET)** is a partnership between the City of Edmonton (COE), the EPS, the United Way of Alberta Capital Region and The Family Centre. The 2022–2025 NET Strategic Plan will guide the ongoing work of this partnership to help address community safety concerns.

**Professional Standards Branch Partnership Development** is focused on building community partnerships to assist with the complaint process and identify agencies to assist people struggling with mental health and addictions who use the complaint process as a mechanism to express themselves.

**Integrated Call Evaluation and Dispatch Centre** is being explored as a collaborative model with the EPS, Emergency Medical Services, Edmonton Fire Rescue Services, COE, mental health services, crisis diversion and key social service partners.

**Domestic Violence Strategy Development** will shift police response to intimate partner violence to be more collaborative and reflect a more holistic perspective.

**Virtual Opioid Dependency Program (VODP)** Collaboration with Detainee Management Unit (DMU) is an initiative between the EPS and AHS to provide support to persons suffering from substance use/withdrawal while in the DMU. This program allows on-site health care practitioners to connect directly to VODP doctors and provide better access to supports individuals require.

community



*Committed to*

# **TRAINING AND PROFESSIONAL DEVELOPMENT**

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## Edmontonians understand that police officers need a range of skills to do their jobs effectively.

In addition to physical abilities and investigative skills — training, and professional development must reflect the diverse lived experiences of Edmontonians. Community partners have expressed interest in taking an active role in the training and development of police officers. The EPS acknowledges that training cannot be limited to presentations or in-class learning, and welcomes opportunities to gain firsthand and front line experiences.

We heard from the community that training and professional development was a priority.

The following suggestions were provided:

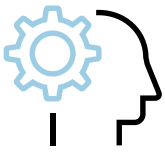
- Regularly review and adjust new recruit and police officer training to identify enhanced learning tools for empathy, critical thinking, cultural humility, and trauma-informed practices.
- Collaborate with social agencies, cultural, and community organizations in the development and delivery of training.
- Work with community partners to develop best

practices for customer service, which includes: trauma-informed policing, victimization, compassion, and use of tone and body language.

- Develop strategies and tools to support trauma-informed policing, especially as it relates to serving members of the unhoused community in Edmonton.
- Identify learning opportunities for long-serving members and ensure members receive updated training.



**All training should include empathy, critical thinking, cultural understanding, and trauma-informed practices.**



trauma-informed

# The following actions are being implemented:

training

## Critical Operational Risk and Ethical Evaluation Initiative

provides a systematic and disciplined approach to evaluate and improve the effectiveness of training. It also ensures engaged risk management and appropriate command oversight of Critical Operational Risk events through ethical decision making and post-incident evaluation.

## Reasonable Officer Response Framework

outlines guidelines regarding appropriate response to subject behaviour and provides members with the core skills and ability to achieve the highest professional and ethical standards. The overarching goal is to increase community trust and confidence in training, especially when it comes to use of force.

## Community Policing Training Module

provides recruits with over 20 hours of lessons, such as providing quality customer service, ethics and integrity, managing bias, trauma-informed policing, cultural safety and community conversations.

## Mental Health Training Module

provides recruits with lessons such as mental health legislation, signs and symptoms of mental health, de-escalation and communication skills, alternatives to apprehension, anti-stigma education, and personal resiliency.

## Youth-Focused Officers Training

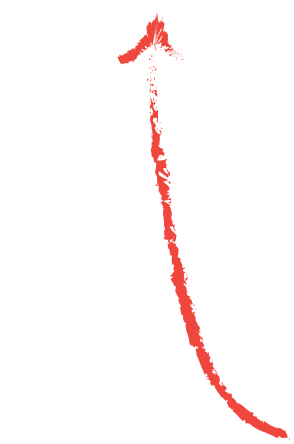
is additional training provided for all youth-focused officers in the Young People Support Branch and includes trauma-informed practice, ethnocultural interventions for at-risk youth, and advanced violent risk triage assessment.

## Customer Service Improvements

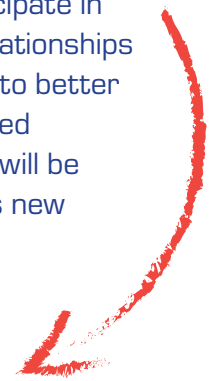
is a priority of the Quality Assurance Unit in the Emergency Communications Operations Management Branch and will include reviewing provincial standards and introducing customer service metrics.

## Experiential Learning Shifts

are part of Recruit Academy Foundations training, where recruits undergo a field placement within a social agency. Recruits engage and participate in activities aimed to build relationships with community members to better understand trauma-informed approaches. The program will be evaluated and expanded as new recruits join EPS.



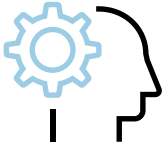
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build relationships



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# The following actions are being implemented:



**Interpreter & Translator Training** is being provided to equip multilingual members with tools and best practices when using their language skills to assist the organization with interpretation and translation requests to fulfill our duty to accommodate.

**Inclusive Promotions Process** is being implemented to better incorporate equitable practice and mitigate bias in promotion and selection processes. Diverse and underrepresented individuals are included on the interview panel and more emphasis is placed on promoting equity, diversity, and inclusion during the selection process.

**Community-Led Curriculum Development and Training** is underway within the EPS to ensure community-led participation in curriculum development and delivery through input from the EPS' Community Advisory Councils, formalized contracts with community agencies, and other consultation approaches.

**Complaint-Informed Training** is provided to frontline members with a goal of creating awareness around public concerns/complaint trends in order to reduce similar complaints in the future.

**Managing Unconscious Bias eLearning Training** is mandatory for all sworn and civilian members, and provides an overview of what bias is and its implications in law enforcement, as well as strategies to interrupt its impact within the scope of policing and community work.

input



community work

inclusive



*Committed to*

# COMMUNICATION AND TRANSPARENCY





**It was expressed that building trust with communities requires a greater degree of transparency, openness, and a willingness to share information.**

Special emphasis was placed on the complaint process, policy, procedures, recruitment, and training. Edmontonians highlighted that the EPS needs to understand how communities gather, communicate, and share information in order to engage with our diverse communities.

We heard from the community that communication and transparency was a priority. The following suggestions were provided:

- **Develop tools and resources to reduce language barriers and communicate more effectively with diverse community members.**
- **Work with community partners to identify gaps and barriers to make the complaint process more accessible, transparent, and communicative.**
- **Improve efficiency and transparency of the EPS' crime reporting system and develop strategies to combat apathy and instill trust with reporting.**
- **Identify and implement strategies to improve police response time.**
- **Work with community partners to support victims of hate, and improve transparency and communication about hate crimes.**
- **Work with community partners to evaluate and promote justice within the recruitment application and promotions process to identify gaps, biases, barriers, and other inequities.**



**Community wants to understand how the EPS operates and what mechanisms are in place to ensure accountability.**





community informed



## The following actions are being implemented:

### **Interpreter Mobile Application**

is being piloted by frontline officers who encounter language barriers with members of the public. Officers can use the app for immediate 24/7 access to professional interpreters fluent in more than 200 languages.

### **New Squad Deployment Model**

will help to achieve consistency citywide and provide improved service and increase member wellness.



### **Equity, Diversity, Inclusion Committee**

was created to act as a consistent decision-making and consultative platform and provide oversight for the EPS' commitment to tangible results regarding equity, diversity, and inclusion.

### **Black Community**

**Communications Council** has been established by the EPS. It will recommend strategies and techniques to communicate with Black and diverse communities better.

### **Interactive Community Crime**

**Dashboard** will be launched with more sophisticated data visualizations, insights, and information.

### **Reporting Hate Crimes Online**

is planned for the EPS website to improve the witness-statement

reporting process and remove barriers for reporting crimes or filing reports.

**Understanding Hate Crimes and Violent Extremism Training** to support members service-wide. This training will be made in consultation with community partners and advocates.

### **Recruit Selection Marketing Strategy**

is working to revamp current recruitment marketing to better attract top-quality applicants to the EPS, through external advisory input and consultation with diverse communities.

### **Community Engagement in the Public Complaint Process**

by enhancing information available to the public and continuing to develop community involvement in the complaint process through dispute resolution. When appropriate, utilize community input through the complaint process to initiate police reform.

### **Know Your Rights Campaign**

has been translated into 16 languages to provide clarity around an individual's rights as well as what an EPS officer's roles and responsibilities are during interactions.

strategy

rights





*Committed to*  
**INNOVATION**



**Edmontonians highlighted the need for collaborative approaches that bring together the expertise of agencies, front line workers and practitioners in an integrated manner that will require creative and innovative tools and approaches.**

As our environment changes rapidly, it will be important to evaluate the way the EPS responds to find opportunities to optimize.

We heard from the community that innovation was a priority. The following suggestions were provided:

- **Explore the use of alternative responders for activities that do not require a police presence.**
- **Streamline dispatch to ensure calls are routed to the appropriate resource.**
- **Develop a multidisciplinary approach to respond to community challenges.**
- **Establish a dedicated forum for the EPS and social agencies to discuss systemic challenges to improve public safety and work towards developing a workplan for meaningful action.**



“

**Adaptability and creative solutions need to be at the forefront of community well-being.**



# The following actions are being implemented:

*public safety*

**High Risk Encampment Response Team (HRET)** is a joint operation between the COE and the EPS to address and monitor high-risk encampments. The overarching responsibility of the HRET is to create and maintain public safety utilizing acceptable methods of education, awareness and enforcement when managing the process of encampment closures.

**Community Treatment Order Initiative** added two positions to PACT to respond to persons under mental health orders to ensure they adhere to their appointments/treatment programs. This approach enhances the community member's experience incorporating prevention and reducing demand on front line officers to allow them to focus on proactive policing.

**HELP and Downtown Division Pilot Project** embedded two full-time navigators within the Downtown Division patrol team to allow for real-time navigation support to our vulnerable and at-risk community members in the downtown core.

**Crown Prosecutors Office Project Pilot enables the HELP** team to collaborate with Edmonton Crown's Office to reduce demand on the justice system through addressing the basic needs underlying many minor offenses.

**Next Generation 911** infrastructure work has begun as the EPS modernizes its phone system. This will allow for text

messaging to 911 and other technologies to ease reporting a crime or seeking help.

**Reporting Crimes Online in Multiple Languages** is a project of The Service Delivery Review Committee. They are exploring other opportunities to report more crimes online using a variety of language selection options. All communities will be consulted as this progresses.

**Tiered Policing Model** is being built to reduce costs and increase service levels through the utilization of non-sworn members in activities that do not require a police officer. Developing this additional tier of policing will also allow the EPS to assess and recruit from an existing pool of candidates already employed within the service.

**TELUS Community Safety & Wellness Accelerator** is a first-of-its-kind accelerator focused on addressing the social and safety challenges facing our communities. The Accelerator will apply artificial intelligence, machine learning and other advanced technologies to develop solutions to address social challenges in Edmonton.

**EPS Innovation Strategy** was developed to ensure a strong foundation for innovation at the EPS so that resources are used efficiently and effectively to improve service delivery.

*developing solutions*



Committed to

# COMMUNITY ENGAGEMENT





**The Commitment to Action has been the largest engagement effort made by the EPS to engage racialized and underserved communities, the social service sector, and the business community.**

The engagement has brought forward tangible takeaways and suggestions that impact everything from policy and operations to recruitment and training. Edmontonians have been clear about continuing to engage with the EPS as it seeks to be an equitable service for all citizens.

We heard from the community that community engagement was a priority. The following suggestions were provided:

- **Develop a strategic and coordinated approach to relationship and community building which includes a focus on youth and newcomers.**
- **Enhance engagement with community members through community safety and crime prevention initiatives.**
- **Explore opportunities to develop mechanisms for regular dialogue between the EPS and community stakeholder groups.**
- **Work with community partners to develop policy and best practices in the collection of race-based data.**



**Edmontonians want to continue engaging with the Edmonton Police Service to inform changes they want to see.**

*work with community*

Ongoing process



## The following actions are being implemented:

**Crime Prevention Hub** was created to centralize community and crime prevention resources and strengthen collaboration and engagement between the EPS, NET, and community stakeholders.

**Collection of Race-based Data** is a priority for the EPS to develop a national approach for the collection of race-based data across all systems, services, and programs in partnership with the Canadian Association of Chiefs of Police and Statistics Canada.

**Commitment to Action** will continue to engage, update, and provide information on the initiatives the EPS is launching in response to

this report. This includes quarterly listening sessions with Chief McFee, continued lunch-and-learn events, an interactive roadmap, and other engagement opportunities.

**Community Advisory Councils**, such as the Nisohkamâkewin Council, Chief's Community Council, and Sexual Orientation, Gender Identity and Expression (SOGIE) Council, have been introduced to identify opportunities to address new and emerging issues of vulnerability impacting various underserved communities in Edmonton.

collaboration

partnership





# COMMITMENT TO ACTION

Many people engaged and shared their unique input, guidance, and experiences with the EPS. We would like to thank all community members, groups, and stakeholders for their continued participation in the Commitment to Action.

It is evident that as part of our engagement, we need to work more closely and collaboratively with Edmontonians and find opportunities to better improve community safety and well-being. As part of our commitment to action, we will continue our community engagement and further identify opportunities for the EPS to create positive change to help build a safe, inclusive, and equitable society for all Edmontonians.

For ongoing progress updates, future engagement opportunities, and other upcoming EPS community-focused initiatives, we encourage you to follow us on social media or visit [commitmenttoaction.ca](http://commitmenttoaction.ca) to help shape the EPS' community-informed approach to policing.



[commitmenttoaction.ca](http://commitmenttoaction.ca)



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**COMMITMENT  
TO ACTION**

# COMMITMENT TO ACTION

Report to Edmonton Police Commission



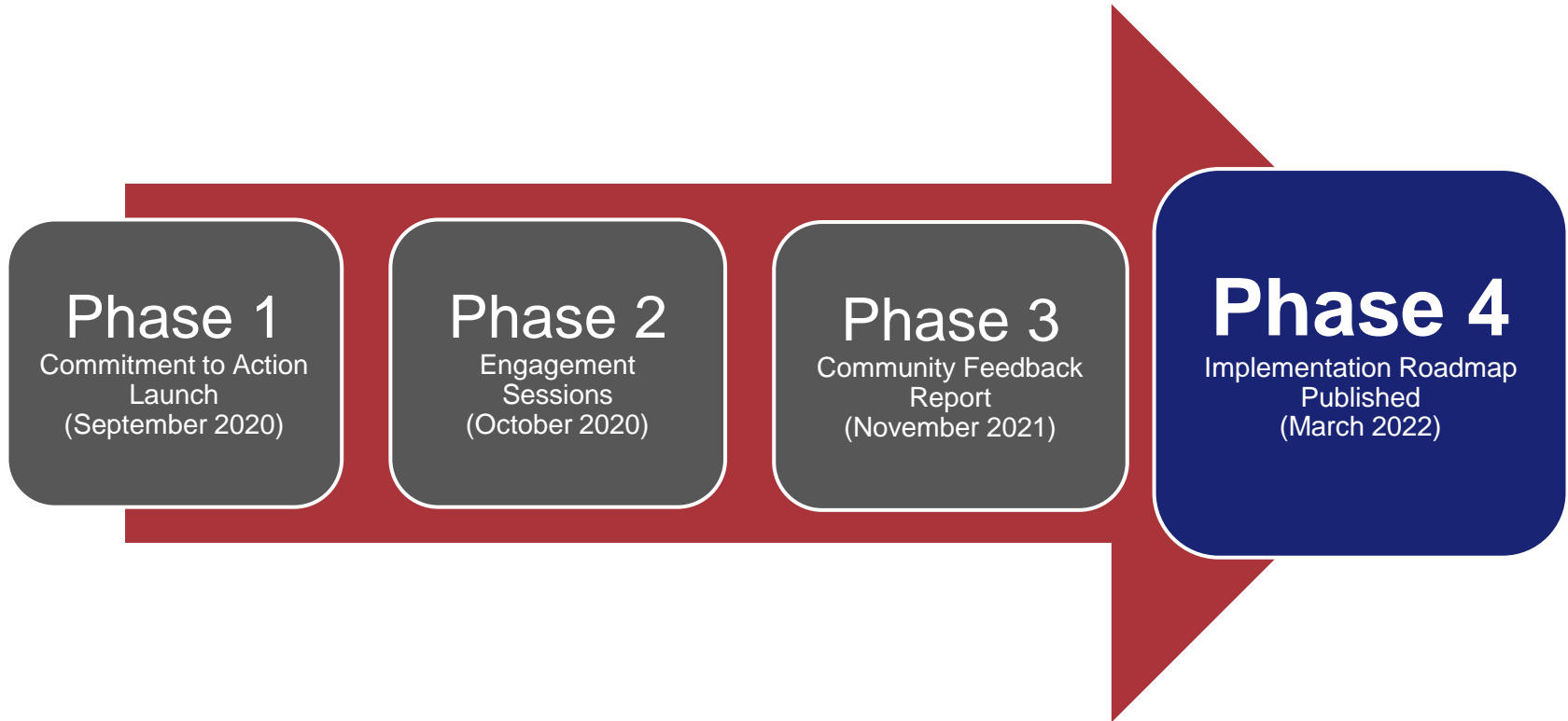
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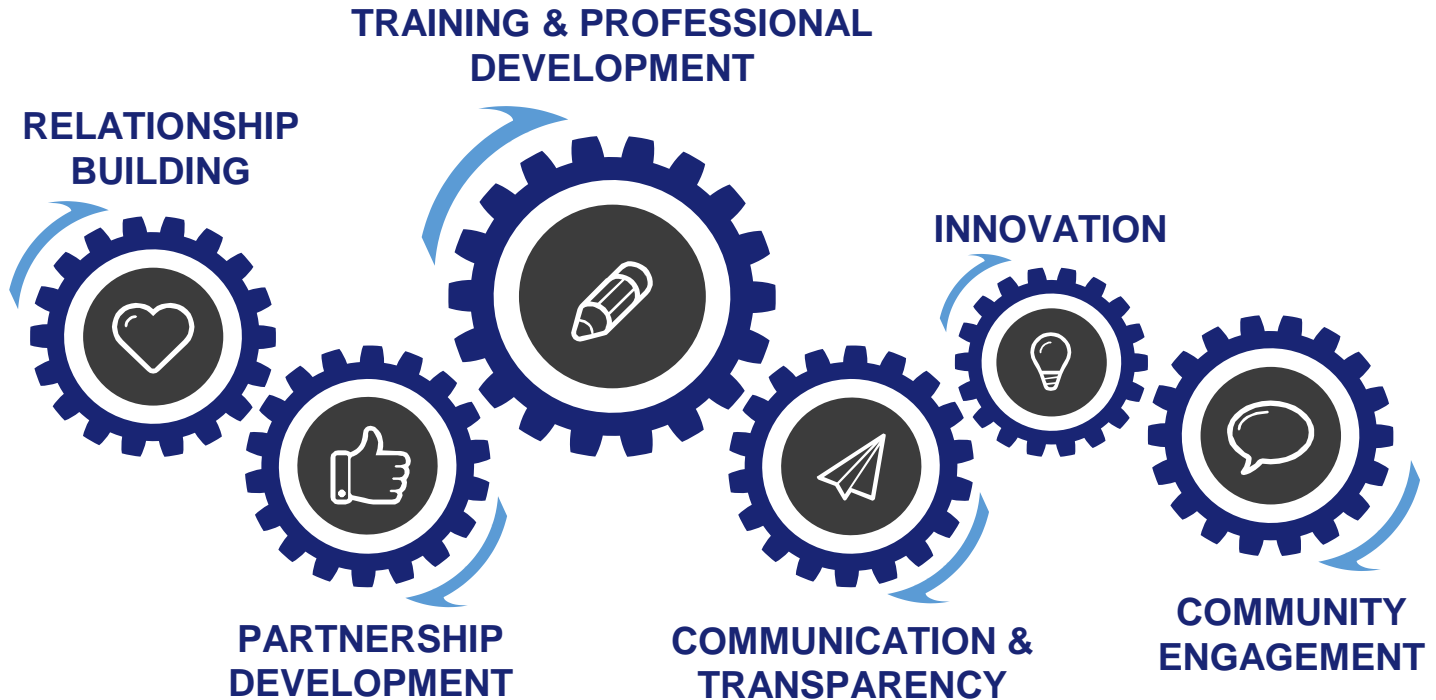
# Our Commitment to Action



# What's Next?



# Six Main Priorities







# Relationship Building

*Communities expressed great value in regular positive interactions with police to foster and maintain productive relationships.*

## **Actions being Implemented:**

- Crime and Trauma-informed Support Services Diversification
- Youth Intervention Hub
- ANZA Entrepreneurship Ecosystem
- EPS Young People's Strategy
- Business Rules for Turnover Protocol
- Family Liaison Position in Major Crimes
- Language Services



# Partnership Development

*Formal partnerships with cultural and social service organizations bring together diverse skills, community wisdom and resources to improve service delivery.*

## **Actions being Implemented:**

- HELP Expansion
- PACT Deployment Model
- Relentless Youth Worker Pilot Program
- Community Assertive Services Team
- Missing Children Society of Canada Rescu App
- Hotel Crime and Safety Training
- NET 2022-2025 Strategic Plan
- PSB Partnership Development
- Integrated Call Evaluation and Dispatch Centre
- Domestic Violence Strategy Development
- Virtual Opioid Dependency Program



# Training and Professional Development

*All training should include empathy, critical thinking, cultural understanding, and trauma-informed practices.*

## **Actions being Implemented:**

- CORE Evaluation Initiative
- Reasonable Officer Response Framework
- Community Policing Training Module
- Mental Health Training Module
- Youth Focused Officer Training
- Customer Service Improvements
- Experiential Learning
- Interpreter and Translator Training
- Community-led Curriculum Development and Training
- Complaint-Informed Training
- Managing Unconscious Bias Training
- Inclusive Promotion Process





# Communication and Transparency

*Community wants to understand how the EPS operates and what mechanisms are in place to ensure accountability.*

## **Actions being Implemented:**

- Interpreter Mobile Application
- New Squad Deployment Model
- Equity, Diversity, Inclusion Committee
- Black Community Communications Council
- Interactive Community Crime Dashboard
- Online Hate Crimes Reporting
- Understanding Hate Crimes and Violent Extremism Training
- Recruit Selection Marketing Strategy
- Community Engagement in the Public Complaint Process
- Know Your Rights Campaign



# Innovation

*Adaptability and creative solutions need to be at the forefront of community well-being.*

## **Actions being Implemented:**

- High Risk Encampment Response Team
- Community Treatment Order Initiative
- HELP and Downtown Division Pilot Project
- Crown Prosecutors Office Project Pilot
- Next Generation 911
- Reporting Crimes Online in Multiple Languages
- Tiered Policing Model
- TELUS Community Safety & Wellness Accelerator
- EPS Innovation Strategy



# Community Engagement

*Edmontonians want to continue engaging with the EPS to inform changes they want to see.*

## **Actions being Implemented:**

- Crime Prevention Hub
- Collection of Race-based Data
- Commitment to Action
- Community Advisory Councils
- Nîsohkamâkewin Council
- Chief's Community Council
- Sexual Orientation, Gender Identity and Expression (SOGIE) Council





# Ongoing Commitment

Commitment to Action

<https://commitmentoaction.ca>

Thank you



*March 17, 2022*