



# Impact & Outcome Evaluation Report 2025

PREPARED BY: QUALITY AND INNOVATION

# 1. Executive Summary

enCompass Community Safety Agency (“enCompass”) has served the Edmonton area since 1949, supporting those affected by crime and social disorder. With a strong foundation and reputation for helping individuals reintegrate from justice and related systems, our services have contributed to creating safe and vibrant communities.

Our primary focus is rooted in community safety, which remains at the core of our work. We continuously adapt our work to reflect and build on the evolving needs of individuals, families, and communities. Our services extend beyond reintegration to also proactively address new and rising community safety concerns, including homelessness, unemployment, and domestic violence.

This evaluation report provides compelling evidence that enCompass services deliver measurable benefits to clients and the wider community. Analysis of client feedback, program data, and lived-experience narratives shows that enCompass empowers individuals to move from crisis to stability and addresses the root causes of crime and social disorder.

Between April 1, 2023, and March 31, 2025, enCompass has served a total of 7,127 individuals.

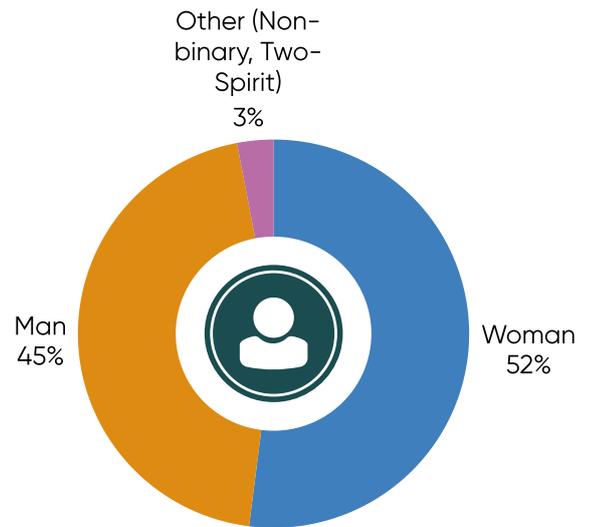
## A Transformative Journey from Survival to Contribution

The evaluation identifies three interconnected impacts that form a pathway from individual intervention to broader community safety, demonstrating how enCompass achieves its desired outcomes:

### Impact 1: Supporting Community Reintegration by Building Skills and Self-Agency.

enCompass equips individuals with essential skills and resilience for sustainable reintegration. Clients reported moving from passive, distrustful survival to confident autonomy and self-advocacy, shifting from a victim mindset to making healthier choices and taking responsibility for their actions. They also developed financial, social, and problem-solving skills, enabling them to pursue stable housing and employment. 71% of surveyed clients felt better prepared to handle future barriers, and 100% improved their ability to set personal goals.

Developing self-agency is a critical first step in successful reintegration. It allows clients to access supports, rebuild their identities, and actively engage in their recovery, turning isolation into meaningful connection.



## Impact 2: Pathway to Stability – Securing Housing and Employment

enCompass services offer practical support to address barriers related to Social Determinants of Health. Clients gain skills and confidence, enabling them to achieve greater stability. The program delivers resources and guidance for housing, employment, mental health, and other essential factors that improve health and wellbeing.

80% of clients who received housing support remained housed after the program, and 100% of those receiving employment services remained employed. Clients provided explicit, first-hand accounts of transitioning from homelessness to stable housing.

Focused support and ongoing skill development help clients achieve lasting stability in housing and employment. Participants reported gaining long-term tools to maintain housing and address the underlying causes of instability.

## Impact 3: Outcome for Community – Contributing to a Safer Edmonton

The Edmonton Police Service (2025) reported a 1.8% increase in violent crime from 2023 to 2024. Safer communities result from stable, productive citizens. enCompass services support individuals in achieving independence, which supports safer communities. Each person who attains stability contributes to public safety. Family violence services provide trauma-informed, client-centered care to empower victims to break the cycle of abuse. Individuals experiencing domestic violence receive emotional support, advocacy, and access to professional and community resources needed to take steps toward safety.

86% of clients recognized healthy relationships, and 67% noted improved substance use habits. Clients stated they are "finally living" and contributing through employment or small businesses. Many credited the program with helping them leave criminal activity.

Community safety begins by supporting individuals in achieving stability. enCompass services reduce harm and repeat offenses in Edmonton by helping people become productive citizens. Specialized family violence services empower individuals, disrupt cycles of abuse, and promote healing for families and the community.

### How Change Happens

Evidence indicates that change is synergistic. Skills and self-agency (Impact 1) provide the foundation for housing and employment success (Impact 2). Stability enables reintegration and contribution, which in turn enhances community safety (Impact 3). enCompass services, therefore, help individuals move from crisis to contribution.

### Client Voice at the Core

This evaluation is based on the lived experiences of those served. enCompass maintains ongoing feedback channels, including a Client Advisory Committee, surveys, and informal meetings, to ensure services stay relevant and effective. Client narratives and insights demonstrate the agency's impact and guide continuous improvement.

### Conclusion

enCompass Community Safety Agency plays a vital role in Edmonton's safety landscape. The agency empowers individuals, supports lasting reintegration, and strengthens social cohesion, delivering measurable value to the community.

## enCompass Strategic Priorities (2023 – 2025)

enCompass services are tailored to meet a wide range of needs for individuals participating in our programs. Our strategic priorities reflect our core belief that every person, regardless of experience, circumstance, background, or identity, has intrinsic worth and deserves dignity and respect. The board-approved three-year strategic plan centers on three interconnected priorities outlined below.

Developing life skills helps individuals break the cycle of crime and form new habits. Meeting immediate needs builds on existing skills and equips individuals with essential new abilities, ultimately leading to success in society.  
- (Severson, 2022).

### Build innovative and adaptable programs.

Design, fund, and implement a comprehensive community service offering focused on reintegration and achieving employment. This involves defining, through the client's voice, what community means and what community services we offer.

### Build our team.

Continue to build our team and work toward a desired culture where employees are empowered to be strategic, innovative, collaborative, and collectively drive for a common goal. This includes advancing our new organizational structure (since 2023), focusing on leadership development, enhancing inclusion and diversity, and developing effective systems and processes.

### Build our story.

Build a brand that resonates with achieving reintegration outcomes, community safety, and debunking myths/stigma. This includes utilizing electronic media (including social media and website) to share outcomes and impact, and standardize messaging about the agency

80% of individuals who received housing services have remained housed since completing their program.



### From Client to Mentor: Rayden's Journey of Reintegration

My journey with enCompass began in October 2020, the day I walked through the doors of John Howard Society to begin my motivational assessment with Drug Treatment Court. Shortly after, I officially entered the program, searching for stability and a new way forward.

Over the next 23 months, through the structure, accountability, and unwavering support of Drug Treatment Court, I rebuilt my life. I found rehabilitation, stability, and a new way of living rooted in responsibility, connection, and hope.

In 2023, I returned as a volunteer. The following summer, I was hired as a Client Mentor with Drug Treatment Court. Today, I proudly serve as an Indigenous Mentor with enCompass. Nearly seven years of healing and growth have led me here. I now work within the very organization that helped save my life, walking alongside others as they navigate their own journeys toward stability, reintegration, and purpose.

- Rayden Cardinal-Hill, Indigenous Mentor



## 2. Introduction

### 2.1 Supports and Services

enCompass operates 22 programs and employs over 200 employees to provide holistic services and wraparound supports that address the root causes of crime and social disorder. We do this through preventative and restorative activities, including release planning, housing, safety planning, employment transition, education, substance recovery, cultural supports, and more. By exemplifying care, compassion, and understanding, we are laying the foundations for positive change.

#### The Skill Advantage

Providing tools and life skills training in key areas such as housing, employment, mental health, support systems, education, future planning, and legal compliance has been shown to effectively prepare individuals for successful reentry into the community.

Bellum et al. (2025).

### 2.2 The Change We Seek

The purpose behind enCompass services is to build safe and inclusive communities by supporting individuals to navigate change – and lead healthy, meaningful lives. Services delivered through enCompass are committed to helping individuals reintegrate from justice and related systems, creating safe and vibrant communities. By exemplifying care, compassion, and understanding, services are laying the foundation for positive change in individuals. Services are also informed by core values: Respect, Potential, Safety, Accountability, Community, and Collaboration



“When over half of our clients shared their experiences with family violence, enCompass knew we had to act. Thirty years ago, we committed to breaking cycles and building safer futures. Today, family violence services are among our most vital offerings—because when we strengthen families, we heal communities. Reducing harm at home is how we reduce hurt everywhere.”

Kaela Hendra  
enCompass, Director of Client Experience



## 2.3 How Change Happens: Our Programs' Pathway



100% of individuals who received employment support services have remained employed since completing their program

## Continuum of Intimate Partner Violence (IPV) Services

enCompass offers a continuum of court services (docket criminal court, trial criminal court, post-trial supports) and a continuum of community services (immediate crisis response, post-charge, post-court supports) to victims of Intimate Partner Violence.

### 2.4 Scope and Objective of the Evaluation:

Impact evaluation is a type of evaluation that aims to assess broad changes that can be attributed to program activities and services. enCompass delivers a wide range of services and supports individuals from diverse backgrounds. Services include short-term interventions and long-term supportive services and are delivered in person or remotely. This evaluation identifies the impact and outcomes of enCompass Community Safety Agency's programs and services delivered between April 1, 2023, and March 31, 2025.

The primary objective of this evaluation was to utilize evidence-based approaches to measure the effectiveness of enCompass's programs and to establish a clear link between its services and positive trends observed in Edmonton and surrounding communities. Specifically, this evaluation aims to answer two core questions:

- What positive outcomes do clients gain from attending enCompass programs?
- What are the long-term impacts on clients after they have received services from enCompass (from 6 months to 5 years post-program)?

Between January 1, 2024 and December 31, 2024



Edmonton consistently ranks 4th highest for violent crime severity among Canada's 10 largest municipalities (2019-2023), behind Winnipeg, Saskatoon, and Regina.

City-wide violent criminal incidents increased by 1.8% (+295 incidents) between 2023 and 2024.

Women are violently victimized at nearly double the rate of men (106 incidents per 1,000 women vs. 59 per 1,000 men). Women are five times more likely to be victims of sexual assault.

Indigenous people are vastly overrepresented as homicide victims, accounting for over one in four (just over 25%) homicide victims despite being only 5% of the population.

### The State of Safety in Edmonton: What's the Reality?

Incidents involving the most common weapons decreased slightly by 1% in 2024 (Firearm and caustic spray incidents decreased, while knife-related incidents saw a slight increase).

In 2023, there were 4,618 emergency department visits due to violence and purposely inflicted injury, an increase from 4,126 visits in 2022 (of these visits, 1,895 were female, a 16% increase from the previous year).

### Disproportionate Impact on Vulnerable Groups

30% of all homicide victims were identified as belonging to a racialized group. Among those, the most represented groups were Black (39%) and South Asian (20%) individuals.

An estimated 3% of all criminal incidents are perceived by victims to be motivated by hatred. For violent incidents, this rises to 6%. Over half (54%) of these incidents are motivated by race or ethnicity.

## 3. Methodology

A cross-sectional study design was applied for this evaluation, capturing a snapshot of client outcomes at a single point in time. All clients who had completed a program and maintained independence from services for six months or more were invited to participate in a survey or focus group interview. This approach allowed for the analysis of prevalent outcomes—such as current housing status, employment, self-reported self-agency, and community connectedness—and their associations with program participation, without manipulating the environment or following participants over an extended longitudinal period. Although this method effectively provided evidence of the program's impacts, it has limitations in definitively establishing a clear causality between our services and the long-term outcomes experienced.

Quantitative data sources included results from client surveys, administrative data, research data, and data from enCompass annual reports. Qualitative data collection methods involved a focus-group interview. Analysis also included client accounts provided in the comment section of the client survey. Descriptive statistics were analyzed using Microsoft Excel, while thematic analysis was applied to the results from focus group interviews and feedback comments.



The ways in which people are prepared for their release from prison and how they are cared for in the community post-release have implications for successful reintegration and, ultimately, community safety."



John Howard Society of Ontario.

## 4. Evidence-based Findings – Evaluation Results

Data from both the survey and the focus group offered compelling evidence that enCompass was successfully achieving its core objectives. Feedback demonstrated a move from survival (escaping homelessness, crime, and abuse) to flourishing (building skills, relationships, and a new self-identity). This progression accurately reflects the journey from crisis to sustained reintegration and, ultimately, community safety.

### Impact 1: enCompass Services facilitate client Reintegration into the Community and provide Support to Sustain that Reintegration

Reintegrating individuals from institutions back into the community requires building essential skills. Successful reintegration occurs most often when individuals participate in intervention programs and can directly apply the skills they have learned to challenging situations in the community (Wardrop & Sheahan, 2022)

enCompass services are provided with the belief that it is necessary to address the barriers that individuals face when they are attempting to change their lifestyle. Such services involve providing individuals with the knowledge and tools necessary to successfully transition back into the community.

Survey participants highlighted skills they learned from attending our programs, including budgeting, social skills, problem-solving, and securing housing and employment, all of which were directly contributing to their stability. They also stressed the importance of ongoing "connection" to avoid isolation. They reported building new, healthy networks to replace old, negative ones. The fact that "staying connected" is a suggested topic showed that participants saw it as vital for long-term success.

57% of program participants have learned new skills from attending the program

71% felt better prepared to address any barriers they may encounter after leaving the program

100% have increased the capacity to develop individual goals appropriate to their needs

### Emerging themes

"I have utilized supports and resources that are available in my community."

"Very beneficial to discover all the programs available to us."

"I have a better understanding of where to receive [financial/housing/employment] support."

enCompass services significantly increased self-agency and self-advocacy among participants. They reported a shift from passive, distrustful survival to confident autonomy, demonstrated by assertive communication, informed decision-making, and greater self-accountability. Participants now advocate for their needs, see themselves as active in their recovery, and are more willing to seek help. Feedback such as gaining "confidence," learning "assertive communication," and moving from a "victim mentality" to being "capable of making healthier choices" highlights this transition from helplessness to self-efficacy.

## Voices from the Focus Group



*"You learn how to advocate for yourself...being in addiction, you learn not to trust people, so to advocate for yourself, to say what you need or feel in a moment, is not part of that life."*

*"Helping you build connections to community."*

*"Oh ya, deeply engulfed in the church, have the EDTC community alumni, have a fellowship community."*

*"Easy to get discouraged when you are lonely and alone."  
(highlighting the risk of not being connected)*

*"How they stay connected to the program or service afterwards."*



Sustaining reintegration involves having access to addiction treatment and mental health services, housing or living conditions, stable employment or financial resources, strong relationships with family and friends, engagement in daily meaningful activities, having opportunities for personal growth, feeling respected, and having a sense of belonging in society, among other factors. Results showed that participants were not just in the community; they are actively engaged with it. They reported building relationships and, most importantly, knowing how to find and use community resources. This knowledge and these connections are necessary to sustain reintegration, preventing isolation and recidivism.

### Impact 2: enCompass Services Improve Social Determinants of Health, such as Employment, Housing, and Access to Affordable Community Services

Improving the social and economic conditions of people's lives is a fundamental driver for improving their overall health and wellbeing (Chelak & Chakole, 2023). There is growing evidence, for example, that employment serves as a vital health intervention, i.e., while employment improves health, unemployment leads to deterioration of health (Drake & Wallach, 2020). The City of Edmonton's Affordable Housing Strategy (2023-2026) indicates that over 3,100 individuals are currently experiencing houselessness. enCompass services provided tangible help to overcome barriers to addressing Social Determinants of Health, such as funding for mental health supports, providing work gear, helping with job applications, and offering crisis support. These practical supports were cited as what made individual success possible.

#### How:

Survey participants directly affirmed the services' role in achieving housing stability. Their learning extended beyond getting a house to the practical skills needed to maintain it or live with others successfully. Wrap-around supports also enabled employment, i.e., work tools, clothing, bus tickets, and help with job applications, all of which directly facilitated the ability to gain and maintain employment, which in turn contributed to housing stability.

## **Voices from the Focus Group – Housing**

*"You learn how to advocate for yourself...being in addiction, you learn not to trust people, so to advocate for yourself, to say what you need or feel in a moment, is not part of that life."*

*"Helping you build connections to community."*

*"Oh ya, deeply engulfed in the church, have the EDTC community alumni, have a fellowship community."*

*"Easy to get discouraged when you are lonely and alone." (highlighting the risk of not being connected)*

*"How they stay connected to the program or service afterwards."*

## **Voices from the Focus Group – Housing**

*"The agency made sure I was prepared to get to that job" with boots, bus tickets, etc."*

*"Helped get safety tickets and get up on time."*

*"Would print out job posting and fax off my applications."*

## **Emerging Themes**

*"From homeless to being housed..."*

*"Getting into a 6-month housing program and being able to complete it and also remain housed after that."*

*"I learned a lot of fundamental things about life, especially when I moved out; budgeting was key."*

*The most helpful aspect of the program was..."Being able to work."*

*"I got help with budgeting, and I got help when I moved out, finding an apartment."*

*"I know where to obtain employment resources."*



This was the most clearly demonstrated impact. Participants provided explicit, first-hand accounts of transitioning from homelessness to stable housing. The mention of learning budgeting skills shows that the program services provided housing supports and also the long-term tools to maintain housing, addressing the root cause of housing instability. enCompass services were also directly linked to their ability to gain employment ("being able to work"). The support they received included managing the finances that come with employment (e.g., budgeting), which is crucial for sustaining employment and independent living.

*"Every year, we see powerful evidence of what becomes possible when people are met with the right supports at the right time. The impact of enCompass' work in 2025 is clear: lives stabilized, barriers reduced, and individuals moving from crisis toward connection and contribution."*

*I am deeply proud of our staff, partners, and the individuals we walk alongside. Their commitment and resilience are what make these outcomes possible. As we look ahead, we remain focused on evolving our services and continuing to build safer, more connected communities together."*



- DeAnn Hunter  
CEO

### 4.3 Impact 3: enCompass Services Contribute to Safer Communities in Edmonton

Edmonton Police Service (2025) reported that between 2023 and 2024, incidents of violent crime increased by 1.8%. Furthermore, Edmonton was found in 2018 to have more former inmates per capita than any other big city in Canada, which has been blamed over the years for contributing to the city's crime rate (Wakefield, 2018). Community safety includes various initiatives aimed at improving the well-being and safety of Edmontonians. These efforts encourage citizens to feel empowered, safe, and supported. Organizations like enCompass play a vital role in promoting safety within Edmonton's communities.

Community safety is the ultimate goal of reintegration. Participants reported being "deeply involved in the church," participating in "fellowship community," and running legitimate businesses. This active, positive community engagement is the definition of successful reintegration and directly creates a safer community.

#### How:

Safer communities are a result of stable, productive citizens. Every individual who moves from "surviving" to "living," and maintains a legitimate source of income, is actively contributing to the community's safety and economic health. enCompass services equip individuals with the tools to thrive independently in society. By providing tailored support to overcome barriers to stability, the services cultivated resilience, reduced recidivism, and advanced community safety.

enCompass' family violence services also employ trauma-informed and client-centered care in assisting victims of family violence through the process of empowering them to break the cycle of abuse. Individuals were provided with emotional support services, advocacy, and were connected with professional supports and resources in the community necessary to take steps toward experiencing safety.

**86%** of program participants recognize healthy and unhealthy behaviors in relationships.

**43%** utilize the supports and resources available in the community.

**67%** reported that their substance use behaviours had improved

#### Emerging Themes

"The program got me away from crime for gain..."

"These programs definitely help a lot of people."

"From homeless to being housed."

#### Voices from the Focus Group

"Now I'm finally living" instead of surviving.

"Work in recovery, main job is concrete foundation... burn those chemicals that would drive you to act impulsively."

"Framing, construction, building housing."

"Mechanic by trade, contracts to cut grass... word of mouth business for 7 or 8 years."

Safer communities result from the combined achievement of all the previously discussed impacts that enCompass is having on individuals and society. Every individual who moves away from a life of crime, secures stable housing, and becomes a productive, connected member of society contributes directly to community safety. One focus group participant stated that our programs "help a lot of people", implicitly underscoring this broader, community-level benefit.

## 5. Synthesis: The Change Achieved

The evidence presented in this evaluation demonstrates that enCompass's services create positive, compounding change. Their impacts are not isolated; they build upon one another to transform individual lives and, by extension, enhance community safety in Edmonton.

This transformative journey begins with clients acquiring the essential tools and skills for change (Impact 1), which lay the foundation for sustained reintegration. enCompass services support individuals in developing essential skills to engage socially and professionally, manage substance use, maintain healthy boundaries and relationships, pursue meaningful leisure alternatives, regulate emotions, cope with stress, practice self-agency, and ensure personal safety, among other essential skills.

This empowerment enables individuals to address practical barriers to stability, such as securing housing and maintaining employment (Impact 2). Success in these social determinants of health then leads to successful reintegration, allowing individuals to become productive, connected community members—a direct contribution to a safer community for all (Impact 3).

In essence, enCompass services facilitate a transformation from a state of crisis and survival to one of stability and contribution. Each successfully reintegrated individual represents a reduction in potential harm and an increase in community capacity, directly addressing Edmonton's public safety challenges.

### **Evaluation Context and Evolution:**

enCompass collects feedback through surveys, focus groups, informal meetings, client stories, and community partner input. On average, 30% of clients respond to our surveys, indicating consistent engagement.

For the initial phase of this evaluation, we collected both qualitative and quantitative data, including 7 completed surveys and a focus group attended by 5 participants. To address the small sample size, we included former participants who had remained connected to the agency, ensuring valuable lived-experience perspectives. This data collection was the first step toward establishing an ongoing longitudinal study. We are now obtaining consent from active clients to follow up 6 months after discharge, thereby expanding our sample size over time.

We are encouraged by this strong start and expect participation to increase in future evaluation cycles. Ongoing feedback, including anecdotal stories, will continue to ensure the client voice remains central to our service development.

## 6. Conclusion

This impact evaluation conclusively finds that enCompass Community Safety Agency is effective in achieving its core purpose to build safe and inclusive communities by supporting individuals to navigate change and lead healthy, meaningful lives.

The agency's programs and services are shown to:

- **Empower Individuals:** Cultivate self-agency, practical life skills, and resilience in clients, enabling them to make positive choices and advocate for their needs.
- **Facilitate Reintegration:** Provide the critical wraparound supports—especially in housing and employment—that are known to reduce recidivism and sustain long-term reintegration.
- **Build Community Safety:** Contribute to safer communities by addressing the root causes of crime and social disorder, one individual at a time.

Findings presented in this report paint a clear picture: enCompass is an essential partner in Edmonton's transition ecosystem, actively breaking the cycle of crime and promoting community safety and well-being.

## 7. Opportunities for Growth

To build on this demonstrated achievement and deepen its impact, the following recommendations are proposed:

- **Enhance Data Collection:** Continue to invest in robust, long-term data collection systems to more comprehensively measure recidivism rates and long-term outcomes (5+ years) for clients, strengthening future impact reports.
- **Establish Post-Program Support:** Develop a structured "alumni" or follow-up system to maintain connection with clients beyond service completion, providing a continued support network to prevent isolation and reinforce long-term stability.

Programs that enhance job search skills, improve job readiness, and provide access to educational opportunities are essential for successful reentry into society, considering that over 50% of formerly incarcerated individuals struggle to find stable employment within their first year of release, and 75% are rearrested within three years.

– Goger et al., (2021)

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