

Edmonton Police Service

DEPARTMENTAL

Chief Rod R. Knecht

# 2016-2018 Business Plan

Edmonton



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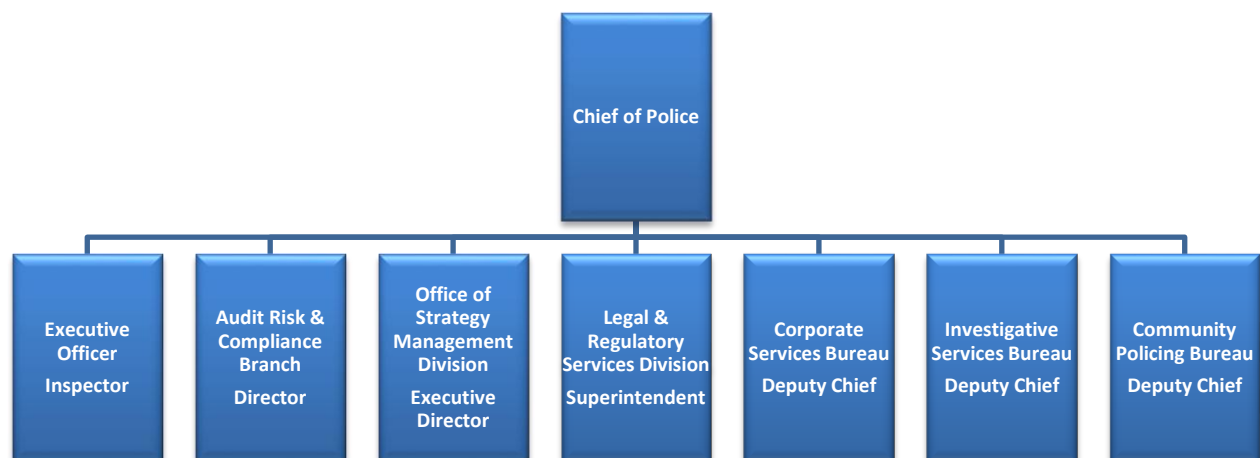
## Message from the Chief of Police



The Edmonton Police Service is a modern, 21<sup>st</sup> century, intelligence-led and future focused police organization that encourages creativity, innovation, exploring new ways of working, and implementing better process in furtherance of service delivery to Edmontonians.

In working to achieve our vision *“to make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing”* we are aggressively moving forward in a systematic, thoughtful and efficient manner in addressing our City’s current and future policing needs.

Chief R.R. Knecht  
Edmonton Police Service



## Our Department

The Edmonton Police Service follows its Vision, Mission, and Core Values to deliver quality services to Edmontonians.

### Vision

*To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing.*

### Mission

*To increase public safety through excellence in the prevention, intervention, and suppression of crime and disorder.*

### Core Values

*Integrity · Accountability · Respect · Innovation · Courage · Community*

The Edmonton Police Service (EPS) is established under section 27(1) of the Alberta Police Act. The organization is broken into four business lines:

1. Community Policing Bureau – providing patrol response to calls for service;
2. Investigative Support Bureau – providing specialized investigative resources and support;
3. Corporate Services Bureau – providing core support services including fleet, facilities, human resources, financial services, information and technology management;
4. The Office of the Chief of Police – providing strategic planning, communication, audit and legal services.

The Edmonton Police Commission provides oversight of EPS as described under the Alberta Police Act and a City of Edmonton Bylaw.

The EPS addresses crime and disorder through the following types of activities:

Prevention:	Activities that aim to modify or remove factors leading to crime and disorder
Intervention:	Activities taken to break the chain of criminal causation
Suppression:	Activities to stop, subdue, or mitigate acts of crime or disorder and hold offenders accountable

The EPS mission enables the EPS to differentiate ourselves from the other parts of the justice, health and social systems who also contribute to and partner with us in providing public safety and security.

To deliver quality services to Edmontonians, the EPS requires resources. It is through our employees that programs, services, support and relationships are created.

People - sworn and civilian members, volunteers or contractors of the EPS

Infrastructure - buildings, information technology systems, fleet and other physical assets

Finances - operating and capital budgets to fund its activities, infrastructure and functions

Stakeholders - organizations or people external to EPS that assist us or have an interest in our business (e.g. Emergency Medical Services)

Information - the key element used to inform EPS operations and governance, including criminal intelligence and performance management data.

Policing is a response oriented service that must take into account factors in the external environment that create risks and challenges, such as changing demographics, population increases, and the changing nature of crime and social disorder. The EPS also must take into account the internal environment that creates risks and challenges. For example, the diversity of the police service should mirror the community it polices.

The EPS has limited resources. The Service employs an intelligence-based approach to deploy those resources into areas where they can have the greatest effect. This means that detailed data-gathering, intelligence and analysis is used to guide that deployment. Rounding out this approach, the Service conducts additional research, review of leading practices, assessing risk and adjusting approaches to optimize performance.

Patrol personnel are deployed using the Geographical Deployment Model (GDM). This model is based upon workload, resources and geography, and establishes the allocation of people to specific areas (districts) to ensure a prompt police response to high priority incidents. It also enables the EPS to maintain a visible presence through preventative policing across the city. Other policing and support activities are coordinated centrally. For example, specialized areas such as Homicide and the Crime Scenes Investigation Unit are centralized and respond to requests from across the Service and city.

Partnerships are essential to the EPS business model. The Service interacts with many other organizations during the course of its work. For instance, the EPS may interact with Emergency Medical Services (EMS), Edmonton Fire and Rescue Service (EFRS), social service agencies and other service providers in the course of just one call.

Increasing public safety and security is a critical expectation and the public has a significant role to play. Understanding of the demographics, needs and circumstances of the community, engaging with them effectively and maintaining the public trust will continue to assist the EPS in delivering on its mission.

The goals of the EPS are:

1. Commitment to professionalism - Adhering to the core values of the EPS and building on the cornerstones of organizational effectiveness to strive for excellence in all activities.  
Professionalism applies to everybody, all the time.
2. Reduced crime and victimization - Reducing the frequency and severity of crime and disorder as well as the related fear caused by victimization.
3. Investigative excellence - Ensuring a high standard of investigative competency which can be reflected in increased clearance rates and successful prosecutions that support the administration of justice.
4. Increased efficiency and effectiveness - Effectiveness involves “doing the right thing” and efficiency involves “doing things right”. Included are initiatives such as;
  - Process simplification
  - Effective use of technology
  - Effective policing practices
  - Sound leadership, management and supervisory practices
  - Productive collaboration with partners (other civic departments, external organizations and orders of government)
  - Use of best practices and professional standards

For the period 2016-2018, the EPS has identified the following major challenges that will influence operations:

1. Violence Reduction

- a. As detailed in the Violence Reduction Strategy, this goal is directly related to reducing crime and victimization and promoting investigative excellence through prevention, intervention or suppression activities.

2. General Growth of the City

- a. Continuing growth in all areas of the city is expected with the approval of three new area structure plans (Horse Hill, Riverview and Decoteau), the development of other new neighbourhoods and mature neighbourhood redevelopment.

3. Revitalization of Downtown Edmonton

- a. Significant projects in the Downtown area are attracting people to live, work and play downtown. A safe, secure place for the public to interact and enjoy these new amenities is important.

4. Potential Annexation

- a. The EPS will take on significant new responsibilities and challenges including policing highways 2 and 19 and the international airport. To police these adequately, the EPS will need to increase overall sworn member strength and begin recruitment approximately 20 months prior to annexation. Information provided to the EPS from City Administration is that annexation is now anticipated to occur as early as 2018. An initial ask for 60 sworn resources is therefore anticipated for 2018.

## Contribution to the City's Vision

### THE WAY AHEAD

The Edmonton Police Service (EPS), plays a key role in achieving the Way Ahead goal to *Improve Edmonton's Livability*. Community safety and security is essential to achieve improved livability and as the goal's elaboration states:

*To improve Edmonton's livability, the City intends to focus on the people concerns associated with improved livability by concentrating efforts on prevention and getting to the root causes or barriers that are in the way of achieving a more livable city. This goal is focused specifically on the strategic areas of welcoming, safety perception, cleanliness and aspects important to the notion of urban village creation.*

Through environmental scanning the EPS identifies community issues, concerns, and priorities to inform day to day public safety and security operations. The Violence Reduction Strategy remains the key priority of the EPS to realize the vision by directly “*reducing crime and victimization*” in Edmonton.

The EPS overarching vision is to “*make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing*”.

The EPS vision directly aligns with the City of Edmonton goal to *Improve Edmonton's Livability*. This goal is measured on a strategic level by the organizational target to reduce Edmonton's Crime Severity Index by 2.0 points annually from a benchmark of 93.34 in 2013.

### COUNCIL INITIATIVES

The Edmonton Police Service has not been assigned a lead role in any Council Initiatives but does support many of them. The Bureau Business Plans detail where the EPS specifically supports Council Initiatives. Please note that an EPS “Bureau” is the equivalent to a City of Edmonton “Branch”.

### CHIEF'S COMMITTEE – STRATEGIC FOCUS AREAS

The EPS is governed by the Edmonton Police Commission. This creates a unique relationship within the overall framework of the City of Edmonton Corporate Leadership Team. The Chief of Police reports to the Edmonton Police Commission and not to the City Manager, and is therefore not an ongoing member of the Corporate Leadership Team. Where appropriate, the EPS will participate in CLT committee meetings and other key civic initiatives.

Within the EPS, Chief's Committee (comprised of the Chief, the Deputy Chiefs and the Executive Directors of Legal & Risk Services, Office of Strategy Management, Finance, Informatics and Human Resources Divisions) provide departmental oversight and direction for operational and administrative issues faced by the EPS. Those focus areas include:



Chief's Committee Strategic Focus Areas		
Focus Area: Strategic Plan		
Element	Department Initiatives (2016-2018)	Initiative Lead
Strategy Map and Balanced Scorecard	Lead the process to renew the Edmonton Police Service Strategy Map and Balanced Scorecard	Office of Strategy Management
Performance Management and Reporting	Build relevant corporate performance measures and evaluation frameworks	Department
	Coordinate and report on the progress of the Annual Policing Plan	Office of Strategy Management
Strategic Alignment	Ensure ongoing alignment with COE strategic directions including for sustainability, Aboriginal relations	Office of Strategy Management
Focus Area: Operational Governance		
Element	Department Initiatives (2016-2018)	Initiative Lead
Policy and Procedures	Ensure continuous review and update of all organizational policies	Department
Developing Capacity	Department recruitment for sworn members and civilian specialists, knowledge management, professional development and succession planning	Department, Corporate Services
Leadership and Skill Development	To ensure investigative excellence and leadership skills are available throughout the organization through systematic professional development	Department, Corporate Services
Growth Management	Integrated planning for anticipated growth, Arena Entertainment District and Downtown Revitalization  Develop policing and transition management plan for southeast and southwest annexation	Department, Community Policing Office of Strategy Management

Chief's Committee Strategic Focus Areas		
Focus Area: Corporate Oversight		
Element	Department Initiatives (2016-2018)	Initiative Lead
Provincial Policing Standards	Ensure compliance with Provincial Policing Standards	Office of Strategy Management
Corporate Performance Measures/ Enterprise Risk Management/ Risk Assessment	Update Corporate Risk Profile Ongoing evolution of performance measurement and risk management	Office of Strategy Management Audit, Risk and Compliance
Performance of the Organization	Continue continuous improvement initiatives for business and operational processes  Continuation of Information Technology Strategic Committee for oversight of technology projects and processes Implementation of formalized portfolio management for key department initiatives	Department
Audit and Quality Assurance	Plan and conduct Annual Internal Audit Plan  Plan and conduct Quality Assurance Activities	Audit, Risk and Compliance
Focus Area: Fiscal Oversight		
Element	Department Initiatives (2016-2018)	Initiative Lead
3 Year Operating Budget/ 4 Year Capital Budget/ 10 Year Capital Investment Agenda	Prepare 2019-2018 Capital Investment Agenda and 2019-2022 Capital Plan	Corporate Services Office of Strategy Management
	Prepare 2019-2022 Business Plans including Operating and Capital Budgets	
	Continue review of the Edmonton Police Service to determine on-going innovations to meet civic efficiency targets	
	Monitor existing plans for changes, amendments and improvements including impacts of growth and potential revenue or grant opportunities	

Chief's Committee Strategic Focus Areas		
Focus Area: Fiscal Oversight		
Element	Department Initiatives (2016-2018)	Initiative Lead
Advocacy	Continue to update the advocacy framework to highlight opportunities to improve social and policing policies, procedures and legislation	Department, Office of Strategy Management
Decision-Making Process	Assess and improve fiscal performance processes periodically	Department, Corporate Services
Focus Area: Major Initiatives		
Element	Department Initiatives (2016-2018)	Initiative Lead
Violence Reduction Strategy	Ongoing implementation of new initiatives related to Violence Reduction and monitoring and evaluation of existing initiatives within the Strategy	Department
Community Wellness Centre	Secure intergovernmental partnership and implementation	Department, Community Policing
Heavy Users of Service	Evaluate pilot and transition to permanent funding and service model	Department, Office of Strategy Management

## DEPARTMENT INITIATIVES

Through the community facing Annual Policing Plan, the EPS outlines organizational initiatives and associated performance measures.

## Goal: Reduced Crime & Victimization

<b><u>Crime Severity Index</u></b>
EPS will demonstrate, through directed and self-initiated policing services that the severity of crime occurring in Edmonton continues to be reduced.
<b>Performance Measure:</b>
<i>Crime Severity Index</i> – Edmonton's Crime Severity Index (CSI) indexed value. This Statistics Canada index factors for Edmonton's volume of crime, its severity, and its population. The measure covers all criminal code violations including traffic and drug offences, as well as Federal Statutes. <b>Target:</b> to reduce Edmonton's Crime Severity Index by 2.0 points annually from a benchmark of 93.34 in 2013.
<u>Additional reporting:</u> Comparison statistics with other large Canadian Cities.
<b>Initiative Owner:</b> Organization-wide

**Violence Reduction Strategy: Violent Crime**

EPS will demonstrate, through directed and self-initiated policing services and the Violence Reduction Strategy, that violent crime levels are maintained or reduced.

**Performance Measure:**

*4 Violent Crime Indicators* – the EPS’s 4 violent crime indicators include - homicide, sexual assault, assault, and robbery. **Target:** achieve annual reductions.

Additional reporting: Divisional level violent crime statistics.

**Initiative Owner:** Organization-wide

**Violence Reduction Strategy: Social Disorder**

EPS will demonstrate, through directed and self-initiated policing services and the Violence Reduction Strategy, that social disorder levels are maintained or reduced. Social disorder is a contributor to violent crime.

**Performance Measure:**

*Social Disorder Incidents* – the reported Social disorder incidents are composed of 17 specific disorder-type events, such as mischief, public disturbances, prostitution, and Mental Health Act complaints.

**Target:** achieve annual reductions.

Additional reporting: Divisional level social disorder statistics.

**Initiative Owner:** Organization-wide

### Domestic Violence Intervention

In 2013, there were roughly 7,900 occurrences throughout Edmonton that had a domestic violence component. The EPS is committed to improving offender management and victim intervention/support, to enhance public safety and reduce recidivism associated with domestic violence investigations.

#### **Performance Measures:**

*Domestic Offender Management Checks* – Domestic Offenders Crime Section and Domestic Violence Intervention Team will complete random or unscheduled visits to domestic violence offenders to ensure compliance with court-ordered conditions. **Target:** annual 5% increase from 2014 levels.

*Domestic Violence Victim Interventions* – the number of EPS follow-up contacts with domestic violence victims. These represent a direct attempt by the EPS to provide victims of domestic violence with safety planning, support mechanisms and professional referrals to reduce re-victimization. Measured for DOCS, DVIT, and Victim Support Team (VST). **Target:** annual 2% increases from 2014 levels.

**Initiative Owner:** Investigative Support Bureau, Community Policing Bureau

### Property Crime

EPS will demonstrate through responsive and directed policing services that property crime levels - in particular motor vehicle thefts – are maintained or reduced.

#### **Performance Measure:**

*4 Property Crime Indicators* – the EPS's 4 property crime indicators include Break & Enter, Theft from Vehicle, Theft of Vehicle, Theft over \$5,000. **Target:** achieve annual reductions.

**Initiative Owner:** Organization-wide

### Traffic Safety

Edmontonians, through citizen satisfaction surveys, have identified traffic/road user safety as a priority public safety concern. The safety of road users – pedestrians, cyclists, and motorists – is most vulnerable in high-risk collision corridors and intersections.

#### **Performance Measure:**

*Traffic Corridor/Intersection Collisions* – the number of collisions occurring in high frequency collision corridors/intersections, as identified by the Office of Traffic Safety. **Target:** annual 2% decrease.

**Initiative Owner:** Investigative Support Bureau, Community Policing Bureau

### **Gang & Drug Enforcement**

The Edmonton Drug and Gang Enforcement (EDGE) unit will assist in the reduction of violence and victimization in the city by targeting drug traffickers and high level criminal organization figures with the aim of disrupting these organized crime groups. The overall goal is to decrease the impact of gang related/motivated violence to enhance public safety and reduce community harm.

#### **Performance Measures:**

*High-level Gang Disruptions* – the number of high-level criminal network disruptions.

*Medium-level Gang Disruptions* – the number of medium-level criminal network disruptions.

*Low-level Gang Disruptions* – the number of low-level criminal network disruptions.

**Target:** achieve annual increases from 2015 levels. Upon conclusion of an investigation of a criminal network, the network level will be assessed based on factors of the offender, such as types of weapons, level of violence, criminal complexity, and harm to the community.

Additional reporting: Statistics related to civil forfeitures, drugs, cash, and firearms seized

**Initiative Owner:** Investigative Support Bureau

## **Goal: Investigative Excellence**

### **Clearance Rates**

Investigating and solving crime is a core responsibility of EPS. EPS will maintain a high success rate in solving crimes in order to maintain public confidence and deter criminal activity.

#### **Performance Measure:**

*Weighted Clearance Rate* – the percentage of reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused has been identified and charged, or 'cleared otherwise'. This measure is calculated internally but follows a Statistics Canada methodology. **Target:** 43% or greater.

**Initiative Owner:** Organization-wide

## Goal: Increased Efficiency & Effectiveness

### Geographic Deployment Model (GDM)

The Geographic Deployment Model (GDM) is a service delivery philosophy of district team policing model built on geographic ownership'. The continued and effective use of GDM helps ensure that response times are maintained, and that an adequate amount of shift time is dedicated to directed activities.

#### **Performance Measures:**

*Priority 1 Response Times* – the percentage of priority 1 events where the event is dispatched and an EPS first responder arrives on-scene in 7 minutes or less. Measured for fixed locations only. **Target:** 80% of events or greater.

*Directed Activities* – the percentage of patrol shift work that is dedicated to activities that are either assigned to patrol or self-initiated that are either prevention, intervention or suppression based. **Target:** 25% or greater.

**Initiative Owner:** Chief of Police, Community Policing Bureau

## Goal: Commitment to Professionalism

### Public Complaint Investigations

Through a high degree of professionalism in EPS's interactions with the community, public complaints against EPS members will be concluded in a timely manner.

#### **Performance Measures:**

*Public Complaint Investigation Processing* – the percentage of public complaints investigations that are concluded or have all investigative steps completed, within six months. **Target:** 75% or greater.

**Initiative Owner:** Legal & Regulatory Services Division

## BUILDING A GREAT CITY

The EPS has identified a number of positive change opportunities at a Bureau level that work towards building a great city and creating a culture of continuous improvement and innovation.

### 1. Community Policing Bureau

#### Goal: Reduced Crime and Victimization

*Warrant Project:* In 2014, a comprehensive review of EPS' current management of outstanding warrants was completed. The implementation of improved work processes and practices will lead to increased availability of police personnel and response time efficiencies. This will also ensure that higher risk offenders are effectively tracked and held when justified.

*Heavy Users of Service (HUoS):* The HUoS project brings together 16 different agencies to provide comprehensive individualized care plans to 50 high social-needs Edmonton residents for one to two years. The results of this dedicated work will be used to determine how the overall social system can change to better meet these individual's needs. The implementation of improved work processes and practices will lead to increased availability of police personnel to address violent crime and improved supports for vulnerable people.

*Community Wellness Centre (CWC):* The CWC is a proposal centered on the creation of a bricks and mortar facility to supplement the existing social agency framework including shelters, income supplement, addictions treatment and many other needs. The operation of the CWC will result in improved work processes and practices that will lead to increased availability of police personnel to address violent crime and improved social supports for citizens.

*Transit Policing:* Working with the Transit Enforcement Community Peace Officers, a dedicated team of police members will patrol the LRT system and immediate vicinity of LRT stations to ensure that the system is safe, secure and that the community perceives that the system is safe and secure.

*Downtown Revitalization:* Designing a unique policing model to meet the changing needs of the Downtown core. The success of this initiative will be measured by the perception of the public that the Downtown is a safe and secure area to live, work, and play.





Goal: Investigative Excellence

*Corrections Investigation:* To increase the capacity of the Corrections Investigative Unit to ensure a consistent investigative response to correctional institutions city-wide. This will enable a specialized investigative response and reduce the time front line members would be required to respond to these calls for service. (resources will be required)

*Crime Management Teams:* These teams meet daily and, with the input and assistance of crime analysts, review criminal activity and calls for service in the past 24 hours to determine emerging crime trends and hot spots. This enables the Patrol Divisions to target specific areas to realign patrols and conduct preventive activities.

Goal: Increased Efficiency and Effectiveness

*Collision Reporting Centre:* The Office of Traffic Safety, working in conjunction with the EPS, is developing the Collision Reporting Centre (CRC) as a service delivery model. The implementation of the CRC will lead to increased customer service, traffic safety and response time efficiencies.

*Online Reporting:* Online reporting allows citizens to report minor crimes online without having to visit a station or call for patrol dispatch. Eliminating the need for hard copy submissions is expected to create efficiencies at EPS front counters and community stations, and patrol resources.

**2. Investigative Support Bureau**Goal: Reduced Crime and Victimization

*Terrorism:* Terrorists, local and from a distance, pose threats to Edmonton and Canada as a whole. Specially trained staff are required to combat these threats locally and assist other law enforcement agencies collectively. The EPS has developed a Counter-Terrorism Strategy that is focused on the prevention, intervention and suppression of terrorism related activities.

*Domestic Offender Management:* This provides the monitoring of offenders after release from remand to ensure they are meeting the conditions of release. This will lead to a decreased rate of recidivism and a more effective management of these offenders. (resources will be required)

*Safe in Six:* The Safe in Six program is an upcoming alternative program to D.A.R.E in which to promote positive police and youth engagement at the elementary-school level. Upcoming planned activities include development of three learning modules, training of officers, facilitation of the program by newly trained officers and conducting an annual evaluation to determine program enhancements and sustainability.

*Youth Offender Management Program (Y-50):* Y-50 is a key program that continues to evolve as part of EPS' recently developed Youth Strategy. This program targets prolific violent youth offenders who are assigned to Y-50 constables and a number of key social and judicial agencies for monitoring and opportunities for intervention. The outcomes will include preventing targeted youth from re-offending.

#### Goal: Investigative Excellence

*Intelligence Model Review:* The EPS is an intelligence-led organization. The development of comprehensive structures, programs, and policies will build an end-to-end intelligence architecture for intelligence requirements, collection, analysis, production, and dissemination. The outcome of this initiative will be intelligence that is timely, meaningful and relevant.

*Cyber Crime Investigations:* The establishment of the Cyber Crime Unit in 2015 has added to the overall response to crimes utilizing technology. This area of law enforcement continues to evolve and the integration of these law enforcement tools for economic crimes, cyber bullying and forensics will occur over this three year period. This will enhance EPS' ability to effectively investigate cybercrimes.

*Community Outreach:* Police and other front line workers encounter cultural and language barriers that must be overcome to provide services to all citizens. Improvements to community outreach and internal interpreter programs expect to achieve outcomes related to interaction and trust within the existing cultural communities and strengthen the relationships where the connection needs to be enriched. For investigators, this will lead to increased quality of investigations.

#### Goal: Increased Efficiency and Effectiveness

*Communications Revitalization:* Responding to calls for service is the basis for all work in the EPS. On-going work in the Police Communications Branch has examined workload, processes and technology in order to meet service standards. The outcome of this re-engineering will be a higher quality service to the public. This includes the recent implementation of the Interactive Voice Response (IVR) system, as well as continual refinements to it, to reduce the need for call taker intervention for some non-emergency calls. It also seeks to improve the Average Speed of Answer for non-emergency calls that require a call taker intervention.

### **3. Corporate Services Bureau**

#### Goal: Commitment to Professionalism

*Strategic Recruiting Plan:* Short and long term strategic planning for the recruitment of police members for 1 to 5 years into the future is critical to ensure that the EPS has the resources necessary to meet the demands for service.

#### Goal: Increased Efficiency and Effectiveness

*Public Safety Radio Network:* The migration of the City of Edmonton's Public Safety Radio Network to the Alberta First Responders Radio Communication System (AFRRCS) is anticipated to be complete for all current users by 2018. EPS is expected to migrate, along with Fire, in 2017 with the remaining civic agencies following by the end of 2018. As the managers of the current system, the EPS has a lead role in the successful implementation of this system for the City.

*Law Enforcement Automated Disclosure:* The EPS discloses prosecution packages and supplemental reports to EPS' provincial and federal prosecution partners on an ongoing basis. This project will allow electronic processing of criminal records and charge dispositions to alleviate the man power involved in swearing of certain court documents, resulting in personnel efficiencies.

*Digital Asset Management System:* Approved in the 2015-18 Capital Budget, this project will implement an enterprise information management system and protocols to organize data into a consistent, easily searchable format that will reduce unproductive time spent searching for documents and slow the growth of data storage requirements for the EPS. This is a necessary support for a major business change for data management of all information sources from office documents to digital exhibits. (resources will be required)

*Strategic Facilities Plan:* A Strategic Facility Plan builds on a Master Plan by adding "strategic" analyses of what is driving projects. EPS is continuing to mature its 20 year Strategic Facilities Plan to ensure that its forecasted needs for facilities are met and strategically aligned into the future.

*North West Campus:* The North West Campus encompasses the design and construction of a single facility to house a new Detainee Management Facility and a Training Centre in conjunction with a new Northwest Division Station. The campus would house approximately 250 staff members and provide training space for all EPS staff and up to 70 detainee cells. Construction design drawings, purchase of land, and the start of construction will occur in 2016, with an estimated completion date for 2018. (resources will be required)

*Information Technology Governance:* This project will improve the governance, redundancy and resilience for IT, with a focus on five main areas: strategic alignment, value delivery, resource management, risk management, and performance measures. (resources will be required)

*Cyber Security (also referred to as information technology security):* This focuses on protecting computers, networks, programs and data from unintended or unauthorized access, change or destruction. Network outages, data compromised by hackers, computer viruses and other incidents affect peoples' lives in ways that range from inconvenient to life-threatening. As the number of mobile users, digital applications and data networks increase, so do the opportunities for exploitation. The outcome will be to limit these opportunities.

*Enterprise Mobility Solutions:* The EPS workforce is becoming increasingly reliant on instant access to information through mobile applications anywhere, anytime. Members are fundamentally changing the way they work, and in order to remain effective, the EPS is providing enterprise applications accessible through mobile devices.

*Human Resource Information System (HRIS):* Improvements to the existing system to merge the different systems utilized by Human Resources units (for example recruiting, payroll, labor productivity, and benefit management) into a less manually focused data structure. Into the future data will be richer, more easily accessible, and will be used more meaningful in decision making processes.

*Employee Development Model:* Development and implementation of an employee development model for sworn and civilian members. This will provide structure for career development, succession planning and training for present and future members.

*Learning Management System:* This system will track the training history of each EPS member. This will help to ensure that the skills and qualifications required for specific duties are kept current. It will also enable strategic succession planning and address future leadership needs of the Service.

*New three year budget and business planning process:* At the direction of City Council, EPS is implementing a three year operating budget and business planning cycle. This initiative will provide for a better understanding of alignment between strategy, business planning, budget and results. It will also ensure that the results to be achieved are supported with linkages and performance measures to the strategic goals and objectives.

*Budget Coaching and Mentoring:* Finance Division is placing a greater emphasis on conducting coaching and mentoring sessions with EPS divisions throughout the organization to create a greater level of understanding of budgets, how they relate to operations and how to utilize the information to maximize the funds that have been provided to the Edmonton Police Service.

#### **4. Office of the Chief**

##### **Goal: Commitment to Professionalism**

*Ability to deliver services at a corporate level:* Providing services at a department wide level, the Office of Strategy Management; Audit, Risk and Compliance Branch; and the Legal and Regulatory Services Division face workload challenges to assist the organization with specialized services. To continue to meet the workload demands in a timely fashion and develop organizational processes additional resources are required.

*Professional Standards:* The conduct of staff within the EPS reflects on all EPS staff. The use of effective processes including additions to the available toolset including Alternative Dispute Resolution is important ways forward for the EPS. As in many other areas, the number of investigative files per member determines the length of time spent on these.

*Organizational Communications Strategy:* Through a variety of communication tools, the EPS relays to members information on the correct procedures, policies and professionalism both experienced and expected within the EPS. These training aids include weekly videos on a variety of topics and others designed to improve organizational culture. Improvement in compliance with targeted policy and procedures is an expected outcome.

##### **Goal: Increased Efficiency and Effectiveness**

*Review of Senior Management Structure:* Workload for the Chief and Deputy Chiefs is increasing in scope and volume. In order to provide sound, relevant management practices, a change in the senior management structure may be required.

*Continuing development of the long term capital plan for the EPS:* Unmet needs continue to exist for capital assets and facilities. Although the largest needs are met through the operating budget, more attention is required to determine the most pressing and effective capital needs of the EPS.

# Risk Identification and Emerging Issues

## RISK IDENTIFICATION

The following diagram illustrates the nine key sources of risk for the EPS:

- Governance
- Strategy
- Legal and Regulatory
- External Environment
- Information
- Technology
- Human Resources
- Financial and Capital
- Operational



Each of these risk sources is defined within the EPS Integrated Risk Management (IRM) framework, and is further sub-categorized to assist all EPS members in identifying the specific root cause of the risks they see in their environment. The use of this standard classification system allows the organization to more readily compare risks from across its operations. This also allows the EPS to identify those risks that are most appropriately addressed at an organizational level.

The following table identifies the operational risks associated with the EPS. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to ensure quality service delivery to Edmontonians	4	4	<ul style="list-style-type: none"> <li>• Annual Policing Plan to focus resources</li> <li>• Corporate risk profile</li> <li>• Yearly funding efficiency reviews</li> <li>• Bi-Annual Citizen survey</li> <li>• Intelligence-led policing approach</li> </ul>	Chief of Police
Failure to design and implement a strategic and integrated Continuity of Operations Plan (COOP)	4	4	<ul style="list-style-type: none"> <li>• Contractual hires to mitigate risk of potential strikes</li> <li>• City bargaining process reviewed regularly for resource impacts</li> <li>• IT Disaster Recovery Plan</li> <li>• Full back up site created to support operations</li> <li>• Introductory Business Continuity Plan developed in 2012</li> <li>• BCP steering committee created and designated program created for a full time business continuity planner position</li> </ul>	Organizational (ISB)
Failure to keep pace with changes in the environment	3	3	<ul style="list-style-type: none"> <li>• E-scan (6 month cycle)</li> <li>• Strategic involvement on committees and working groups centred on planning and growth</li> <li>• Participation in national Economics of Policing discussions</li> <li>• Development of long range planning cycles</li> </ul>	Chief of Police

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to ensure adequate organizational leadership at all levels	4	4	<ul style="list-style-type: none"> <li>• Succession planning model in development</li> <li>• Coaching and mentoring model being developed</li> <li>• Leadership in Policing Organizations training</li> <li>• Leadership training at all levels</li> <li>• Implementation of HR core competencies framework</li> </ul>	Chief of Police
Failure to recruit suitable sworn and civilian members	3	4	<ul style="list-style-type: none"> <li>• Revamping recruit marketing program</li> <li>• Added resources to recruitment section</li> </ul>	Chief of Police

### EMERGING ISSUES

Through environmental scanning, the EPS monitor trends and issues emerging in the internal and external environment. In the lead up to the 2016-2018 business planning cycle, there are a variety of emerging issues that may impact the EPS.

*Increasing population within Edmonton:* The City of Edmonton's 2014 census confirmed the magnitude of growth in Edmonton with population increasing by nearly 60,000 residents in only two years. This increase in residents has led to increased demand for all services within the city.

*Increased geographic growth (includes annexation) both inside and outside of the city:* In addition to population growth, Edmonton continues to grow outwards in size. Providing police services over a larger area with a static number of officers means that travel times, and subsequently police response times, have been increasing.

*Changing dynamics of crime:* As society and technology evolves, so do the crimes and criminals within. In keeping with its vision to be a leader in policing, EPS continually monitors crime trends and adapts operational and enforcement strategies to ensure crimes do not go undetected and criminals are not free from impunity. Operational examples of the changing dynamics of crime include:



- ✓ *Cyber crime*
- ✓ *War on drugs*
- ✓ *Organized crime*
- ✓ *Multi-jurisdictional offenders*
- ✓ *Human trafficking*
- ✓ *Illegal immigration*
- ✓ *Fraud*
- ✓ *Identity theft*
- ✓ *Child sexual exploitation*
- ✓ *Distracted & drug impaired driving*

*Terrorism and Countering Violent Extremism:* While not new, current concerns around terrorism and countering violent extremism have recently have been heightened due to threats abroad that have also manifested themselves as domestic threats.

*Economics of policing:* As the dynamics of crime, complexity of investigations, and impacts from legislation and case law create a more complicated enforcement environment, the costs associated with ensuring that sufficient resources (people, finances and infrastructure) will increase as well. Competition for scarce resources exists amongst civic departments.

*Increased complexity of investigations:* The investigative environment continues to become increasingly more complex. This environment is impacted by changing legislation, case law, changing technology and many other factors. Successful prosecutions are a result from successful investigations conducted with close attention paid to due diligence and ensuring a just process.

*Impacts of legislation:* New legislation and amendments to existing legislation happen entirely outside the control of the EPS. Nonetheless, as acts and statutes change EPS must adapt to the changes and adjust policing protocols as appropriate. Recent examples include the federal government's re-write of prostitution laws or the impending changes to distracted driving legislation in Alberta.

*Impacts of case law:* Court decisions occur entirely outside the sphere of influence of police organizations but can have major impacts on how EPS and other police organizations operate. A recent example is the Supreme Court's 2014 Spencer Decision, which has led to significant restrictions around how police are able to obtain internet subscriber information in order to disrupt crimes such as child pornography or online predators.

*Downloading of program responsibilities from other orders of government:* Decisions made by other orders of government on social policy and funding social programs have a direct and measurable effect on police resources. Of note are program changes or cuts related to mental illness, addictions, homelessness and other vulnerable populations.

*Budget impacts from other orders of government (Current fiscal situation in the Government of Alberta and the City of Edmonton):* After years of surpluses and savings, the current fiscal situation of the province of Alberta is sub-optimal. The primary change in the recent provincial budget related to policing was an increase in Traffic Safety Fines. The City of Edmonton should see a 25% increase in fine revenues once the full effect is felt.

*Increased concerns about community-based traffic:* Traffic concerns are continually articulated by City Council and the general public and can occupy a considerable amount of EPS resources. However the majority of traffic-related offences are non-criminal and are not reflected in crime rates.

*IT mobility opportunities:* The EPS workforce is becoming increasingly reliant on instant access to information through mobile applications anywhere, anytime. Members are fundamentally changing the way they work, and in order to remain effective, we are making enterprise applications accessible through mobile devices.

*Perceptions and attitudes about policing as a profession:* The current job market in Alberta has been highly competitive for the same pool of potential candidates.



## Department Structure and Bureaus

The following table identifies the EPS's Bureaus (Branch equivalents) and the organizational Divisions within each Bureau:

Edmonton Police Commission	Office of the Chief	Community Policing Bureau	Investigative Support Bureau	Corporate Services Bureau
Police Commission	Audit, Risk & Compliance Branch	Patrol Response	Specialized Investigations	Human Resources
	Office of Strategy Management	Coordinated Policing	Criminal Investigations	Informatics
	Legal & Regulatory Services		Operational Support	Supply Services
	Executive Officer			Finance

## Planned Changes 2016 - 2018

### Financial Impact (\$'000's)

The following table includes inflationary impacts to the base budget and operating impacts of capital only. Other planned increases for growth and new programs to deliver the services as outlined in the Business Plan are not included.

(\$'000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	43 300	46 400	46 400	46 400
Grants	25 300	25 600	26 000	26 000
Transfer from Reserves	18 500	20 100	20 100	20 100
<b>Total Revenue &amp; Transfers</b>	<b>\$87 100</b>	<b>\$92 100</b>	<b>\$92 500</b>	<b>\$92 500</b>
<b>Expenditure &amp; Transfers</b>				
Personnel	300 600	312 300	316 800	322 100
Non-Personnel	66 900	68 400	69 800	73 000
<b>Total Expenditure &amp; Transfers</b>	<b>\$367 500</b>	<b>\$380 700</b>	<b>\$386 600</b>	<b>\$395 100</b>
<b>Net Operating Requirement</b>	<b>\$280 400</b>	<b>\$288 600</b>	<b>\$294 100</b>	<b>\$302 600</b>
<b>Full-time Equivalents</b>	<b>2 419.5</b>	<b>2 481.8</b>	<b>2 498.3</b>	<b>2 517.0</b>

### Operating Impacts of Capital:

To provide the resources for the new North West Campus, additional resources for supervisory, operational, police communications, support services and other support personnel will be required. The completion of the Digital Asset Management System project is currently anticipated to require additional resources to manage the system. These costs are included in the summary above.

Impact of Capital:	2016		2017		2018		Total	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Community Policing Bureau	8.0	5.0	9.0	1.0	4.0		21.0	6.0
Investigative Support Bureau	2.0						2.0	
Corporate Services Bureau		1.0		4.0		5.0		10.0
Total Positions	10.0	6.0	9.0	5.0	4.0	5.0	23.0	16.0
Total Overall	16.0		14.0		9.0		39.0	

### CHANGES BEYOND CURRENT SERVICE LEVELS

#### 2016 – 2018 DEPARTMENTAL PERSONNEL GROWTH SUMMARY

	2016		2017		2018		Total	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Community Policing Bureau	46.0		72.0		21.0	1.0	139.0	1.0
Investigative Support Bureau	6.0	7.0		1.0	14.0	10.5	20.0	18.5
Corporate Services Bureau		21.0	1.0	8.0	4.0	32.0	5.0	61.0
Office of the Chief	1.0			2.0		3.0	1.0	5.0
Annexation					60.0		60.0	
Total Positions	53.0	28.0	73.0	11.0	99.0	46.5	225.0	85.5
Total Overall	81.0		84.0		145.5		310.5	

## CAPITAL INVESTMENT

The following table is a list of the capital programs for the Edmonton Police Service approved in the 2015- 2018 Capital Priorities Plan with the projected spending identified below:

**Edmonton Police Service Approved Budget (000's)**

Police	2015	2016	2017	2018	Total
12-60-1376 North West Campus	\$28,282	\$17,000	\$17,205		\$62,487
15-60-1402 Helicopter Replacement (single engine)	\$3,470				\$3,470
15-60-1444 Public Safety Radio Network	\$6,000	\$2,300	\$1,700		\$10,000
15-60-1493 Digital Asset Management System	\$3,396	\$2,396	\$1,148	\$398	\$7,338
CM-60-1419 Telecom Life Cycle		\$350	\$1,805	\$2,326	\$4,481
CM-60-1433 Police IT Systems – Infrastructure Sustainment	\$3,325	\$3,095	\$1,723	\$1,600	\$9,743
CM-60-1460 Police IT Systems – Applications Sustainment	\$2,712	\$1,386	\$1,872	\$2,350	\$8,320
CM-60-1461 Police IT Systems – Applications Enhancement	\$530		\$950	\$225	\$1,705
CM-60-1600 Security Equipment Lifecycle	\$120	\$145	\$310	\$3,000	\$3,575
CM-60-1765 Vehicle Replacements	\$4,966	\$5,226	\$5,473	\$5,629	\$21,294
<b>Total Approved Capital Budget</b>	<b>\$52,801</b>	<b>\$31,898</b>	<b>\$32,186</b>	<b>\$15,528</b>	<b>\$132,413</b>



### Edmonton Police Service Approved Capital Budget by Renewal and Growth (000's)

	2015	2016	2017	2018	Total
Total Growth	\$32,208	\$19,396	\$19,303	\$623	\$71,530
Total Renewal	\$20,593	\$12,502	\$12,883	\$14,905	\$60,883
<b>Total Approved Capital Budget</b>	<b>\$52,801</b>	<b>\$31,898</b>	<b>\$32,186</b>	<b>\$15,528</b>	<b>\$132,413</b>

Capital Profile 12-60-1376 North West Campus continues from the 2012-14 Capital Budget. Total approved profile cost is \$106.9 million. Completion is expected early in 2018. This is the first police facility being constructed at this site in Goodridge Corners.



# Community Policing Bureau

EDMONTON POLICE SERVICE

Deputy Chief:  
Anthony (Tony) Harder



# 2016-2018 Business Plan





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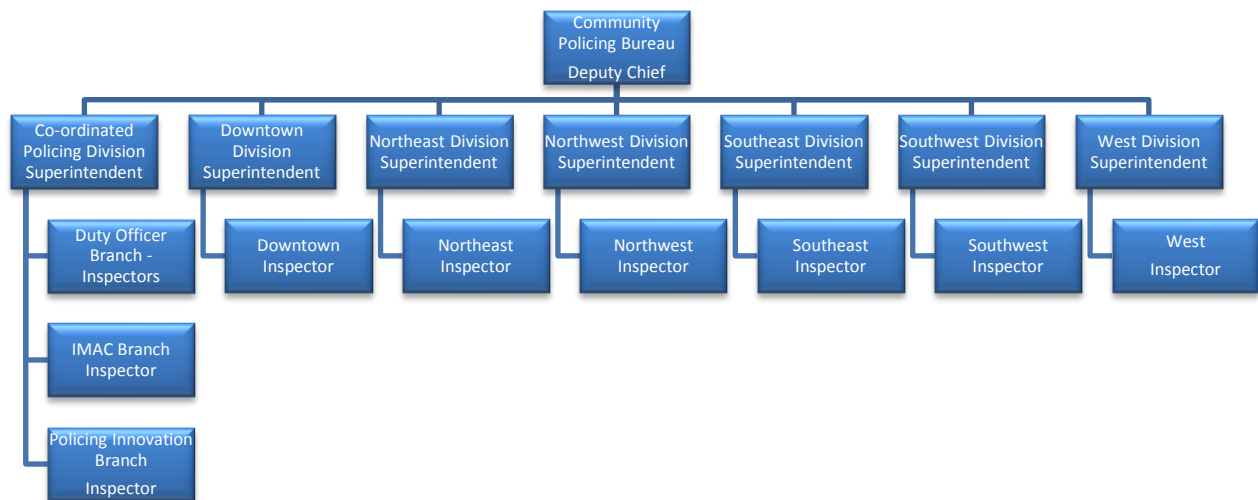
### MESSAGE FROM THE DEPUTY CHIEF

As Edmonton continues to grow in physical size, population and cultural diversity, our citizens' concerns combined with current world security realities will increasingly affect our daily policing plans. In the coming years, the challenges for the Edmonton Police Service will be many.

As we continue to apply cutting-edge reactive and investigative policing techniques, we will also need to identify crime trends sooner and work to reduce repeat problems by building more and even stronger community relationships. As our operational members continue to respond to everything from life-saving emergency calls to routine complaints on a 24/7 basis, the Service will also be very busy attracting, hiring and training hundreds of qualified new people to deliver those services.

Our Vision is to make Edmonton the safest major city in Canada. With the help of our community we can achieve this goal.

### Anthony (Tony) Harder, Deputy Chief Community Policing Bureau



## Our Bureau

Community Policing Bureau (CPB), the largest Bureau in the EPS, provides a highly visible, uniformed, community-based presence across Edmonton. Their responsibilities include responding to "calls for service", maintaining social order, keeping the peace, enforcing Municipal, Provincial and Federal laws, preventing crime, responding to the community's needs, and addressing matters of public safety. This includes the development of follow-up investigative procedures and proactive programs designed to suppress crime and disorder and traffic offences, both of which help to ensure a sense of security and well-being within the community. These efforts assist in the achievement of Service goals (particularly around response times) and are geared to meet the needs of individual communities.

CPB is organized into six geographic divisions focused on delivering frontline services. One additional division houses related city wide services. CPB offers the following core programs:

Community Policing Bureau Core Programs	
Patrol Response	Violence Reduction Section
Criminal Investigations	Prolific Offender Suppression Team
Community Liaison	Vulnerable Persons Unit
Front Counter / Community Stations	Detainee Handling and Transportation
Neighbourhood Beats	Investigation Management and Approval Centre
Duty Officers	Second Hand Detail
Corrections Investigations	Patrol Video Analysis
Downtown Revitalization Beats	Transit Policing
Patrol Project Office – Police Innovation	

Over the next three years, four goals have been identified.

1. To ensure police response to calls for service meets current standards.
2. To ensure adequate and responsive downtown entertainment zone policing.
3. To establish a dedicated LRT patrol team to work with ETS Transit Peace Officers, ensuring safe and secure mass public transportation within Edmonton.
4. To increase the capacity of the Corrections Investigative Unit to ensure standard investigative response to correctional institutions city-wide.

## Contribution to the City's Vision

*\*Please see Departmental Business Plan for additional information (page 8)*

### COUNCIL INITIATIVES

Edmonton City Council has outlined a number of Council Initiatives for the 2013-2017 term. Though not a lead department, the Edmonton Police Service and its Bureaus play critical roles towards achieving initiative outcomes. How CPB contributes to specific Council Initiatives is outlined below:

2013 - 2017 Council Initiative	Alignment Within EPS
<b>Urban Isolation/Mental Health</b>	The EPS continues to advocate for improved mental health services. Police calls for service related to individuals with mental health challenges are time consuming and divert resources from other intervention, suppression, and prevention activities. CPB has established an Inner City Police and Crisis Team to address these issues in the downtown core.
<b>ELEVATE</b>	The EPS directly contributes to the goals of the ELEVATE report by engaging with communities to increase safety and security in Edmonton neighbourhoods. Preventive time spent by front line constables is primarily spent on neighborhood concerns to increase public safety and security.
<b>Multiculturalism</b>	The EPS maintains an extensive outreach network in a variety of Edmonton's diverse communities. These networks include the Chief's Advisory Council, Community Liaison Constables, and the Equity, Diversity and Human Rights Section.
<b>Public Transit</b>	The EPS has advocated for greater security on public transit. The 2014 pilot program in collaboration with Transit Peace Officers to patrol a segment of the LRT was successful. Funding for a permanent program was approved by City Council on April 14, 2015.
<b>Traffic Safety</b>	The EPS, through CPB, have community focused traffic services within the divisional frameworks. These resources are designed to deal with localized community traffic problems and school zone management.

## BUREAU INITIATIVES

Bureau Initiatives and the resources required to meet both the current and future goals of the Bureau are outlined below:

1. Goal: To ensure response to calls for service meets current standards.
  - a. Measure: Priority 1 Response Times – the percentage of priority 1 events where the event is dispatched and an EPS responder arrives on-scene in 7 minutes or less. Measured for fixed locations only. Target: 80% of events or greater.
  - b. Measure: *Prevention Activities* – the percentage of patrol shift work that is dedicated to activities that are either assigned to patrol, self-initiated or that are prevention, intervention or suppression based. Target: 25% or greater.

### Initiatives in support of the goal:

*Collision Reporting Centre:* The Office of Traffic Safety, working in conjunction with the EPS, is developing the Collision Reporting Center (CRC) as a service delivery model. The implementation of the CRC will lead to increased customer service, traffic safety and police personnel and response time efficiencies.

*Online Reporting:* Online reporting allows citizens to report minor crimes online without having to visit a station or call for patrol dispatch. Eliminating the need for hard copy submissions is expected to create efficiencies at EPS front counters, community stations, and for patrol resources while increasing the ability of the public to report minor crimes.

*Warrant Project:* In 2014, a comprehensive review of EPS' current management of warrant executions was completed. The implementation of improved work processes and practices will lead to increased availability of police personnel and response time efficiencies.

*Crime Management Teams:* CPB has developed the concept of Crime Management Teams. These teams meet daily and, with the input and assistance of crime analysts, review criminal activity and calls for service in the past 24 hours to determine emerging crime trends and hot spots. This enables the Patrol Divisions to target specific areas to realign patrols or other preventive activities.

Resources needed in support of the goal:

To enable the EPS to meet the two measures noted on the previous page, workload analysis in support of the Geographic Deployment Model states that 128 constable positions would be immediately required. To recognize the needs Service wide and achieve a balance that considers all needs including the ability to hire and train sworn members and consideration of the current fiscal environment, the resource ask for the Geographic Deployment Model has been staged over a number of years.

In addition, although the new Northwest Division has been established, additional permanent resources for supervision, crime analysis and administration will be required and have been identified as an operating impact of capital.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
<b>Geographic Deployment Model - Positions</b>	44.0		72.0		21.0	1.0

2. Goal: To ensure adequate and responsive downtown entertainment zone policing.

- a. Measure: *4 Violent Crime Indicators* – the number of EPS' 4 violent crime indicators, (Homicide, Sexual Assault, Assault, and Robbery). Target: Maintain or achieve a reduction from 2014 levels.

Initiatives in support of the goal:

*Heavy Users of Service (HUoS)*: The HUoS project brings together sixteen different agencies to provide comprehensive individualized care plans to fifty high social-needs Edmonton residents for one to two years. The results of this dedicated work will be used to determine how the overall social system can change to better meet these individual's needs, and provide to governments an ability to determine where resources and improved processes are needed. The implementation of improved work processes and practices will lead to increased availability of police personnel to address violent crime.

*Community Wellness Centre (CWC):* The CWC is a proposal centered on the creation of a bricks and mortar facility to supplement the existing social agency framework, including shelters, income supplement, addictions treatment, detoxification and many other needs. The operation of the CWC will result in improved work processes and practices that will lead to increased availability of police personnel to address violent crime.

*Downtown Revitalization:* The EPS will move to a preventive model of policing to address the challenges posed by the extraordinary growth underway in the downtown area. There is a need for a flexible workforce for visibility, problem solving, events planning, and public safety compliance to deal with criminal events and disorder promptly and proactively. Downtown amenities must be positively regarded by citizens and visitors to maintain the reputation of the City.

3. Goal: To establish a dedicated LRT beat unit to work with ETS Transit Peace Officers, ensuring safe and secure mass public transportation within Edmonton.

- a. Measure: reduce violent crimes on the Light Rail Transit (LRT) system and in the vicinity of LRT stations by 2% annually

*Transit Beat:* A new program of the EPS, this beat unit will impact the overall public safety and security on the LRT system and in the immediate vicinity of LRT stations.

4. Goal: To increase the capacity of the Corrections Investigative Unit to ensure a standard investigative response to correctional institutions city-wide.

- a. Measure: *Weighted Clearance Rate* – the percentage of reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused has been identified and charged, or ‘cleared otherwise’. Target: 43% or greater.

Resources needed in support of the goal:

Currently this investigative team works only with the Edmonton Remand Centre, the Young Offender Centre, and the Edmonton Institution. Additional resources will enable this specialized investigative team to work with other federal and provincial corrections institutions in the city such as the Women’s Institution. With the closure of the Calgary Young Offender Centre and the consolidation of the offenders at the Edmonton Young Offender Centre, there may be an additional workload arising for this unit. An increase in resources for this team will reduce the investigative load on front line officers and other specialized units.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
<b>Corrections Investigation - Positions</b>	2.0					

## Risk Identification and Emerging Issues

### RISK IDENTIFICATION

The following table identifies the operational risks associated with the Bureau. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to ensure proper staffing levels for patrol	4	4	<ul style="list-style-type: none"> <li>Enhanced marketing and recruiting</li> <li>Continuing budget requests for personnel</li> <li>Reallocation from within</li> <li>Increasing training &amp; recruiting capacity</li> </ul>	Chief of Police
Failure of the organization to continue to support effective intelligence led crime management	4	4	<ul style="list-style-type: none"> <li>Organizational intelligence model review</li> <li>Centralized management of IT and systems</li> <li>Enhanced development of business intelligence technologies</li> </ul>	Chief of Police
Failure to ensure that external stakeholders (social support networks) are managing their processes and programs as	4	4	<ul style="list-style-type: none"> <li>EPS advocacy framework directed at government programs</li> <li>Participation in the Big City</li> </ul>	Chief of Police



Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
related to vulnerable persons including homeless, addicted, and mentally ill.			Charter <ul style="list-style-type: none"> <li>Implementation of HUoS and Community Wellness Centre under the VRS</li> </ul>	
Failure to ensure an adequate supervisory level (span of control) for patrol members	3	3	<ul style="list-style-type: none"> <li>Re-alignment through the creation of the Northwest Patrol Division</li> <li>Topic specific research</li> <li>Designated service standard for span of control (9 to 1)</li> </ul>	Deputy Chief, CPB
Failure to provide an appropriate and timely response to community concerns, calls for service, and high risk incidents.	4	4	<ul style="list-style-type: none"> <li>Collision reporting centres</li> <li>Online reporting</li> <li>Modernizing PD911 dispatch centre</li> <li>Creation of the Northwest Patrol Division</li> </ul>	Deputy Chiefs, CPB/ISB

## EMERGING ISSUES

Policing is required to be flexible to deal with changes in the working environment. The department business plan lists and describes in more detail emerging issues of interest to the EPS. Community Policing Bureau will be more specifically impacted by the following issues:

- Increasing population within Edmonton
- Increased geographic growth (includes annexation)
- Changing dynamics of crime (i.e. cyber-crime, fraud against the elderly)
- Terrorism (first line of response and detection)
- Increased complexity of investigations
- Downloading of program responsibilities from other orders of government (i.e. closure of Calgary Young Offender Centre and consolidation in Edmonton – Corrections Investigation Unit impact)
- Increased concerns about community-based traffic including changes in speed limits

## Bureau Structure and Programs

Patrol (6 Divisions)	Coordinated Policing
Patrol Response	Investigation Management & Approval Centre
Patrol Criminal Investigation	Violence Reduction
Neighbourhood Beats	Detention Management
Community Liaisons	Detention Transportation
Community Stations	Duty Officers
Patrol Traffic	Downtown Revitalization Beats
Patrol Project Office	Transit Beats
Patrol Video Analysis	
Vulnerable Persons Unit	

Cost drivers: Population growth, volumes of calls that require evaluation and dispatch, square kilometers of city requiring patrol, fuel costs, collective agreement settlements, technology advances, disclosure obligations (to Crown and defence lawyers), inflation, and response time standards.

### Patrol Divisions

Patrol, comprising 6 divisions within the City and the largest by staffing in the EPS, provides the public face of the EPS. Frontline members are highly visible and provide a community-based presence. Responding to "calls for service", these front line members maintain social order, help to prevent crime, and respond to the community's needs. Developing prevention or proactive activities to assist the communities to address their concerns and target issues such as traffic and "hot spot" crime areas assist the public to achieve a sense of security and well-being. These efforts contribute to the achievement of Service goals and are flexible to meet the needs of the communities being policed.

### Results to be Achieved:

The primary result to be achieved by the Patrol divisions is the reduction in crime and disorder within the City. To enable achievement of this result, the ability to achieve the service standards of response to Priority 1 calls within 7 minutes 80% of the time and 25% time allocation for prevention activities are key success factors.

## Coordinated Policing Division

The Duty Officer is the Chief's 24 X 7 decision maker on operational occurrences in terms of immediate inter- and intra-divisional situations requiring high level direction. All Duty Officers have the authority to deploy resources as necessary and will act as the senior decision maker on behalf of the police service. These officers execute and manage the EPS Emergency and Disaster plan as required, and ensure all notifications required by standard, policy or procedure are made in a timely manner. The Duty Officer also attends all scenes where damage has occurred to third party property as a result of police operations, and determines the appropriate course of action for repair or reimbursement of that damage. The Duty Officers' primary responsibility is to ensure that the EPS is responding to calls for service appropriately and as efficiently and effectively as possible.

The Investigation Management and Approval Centre (IMAC) is responsible for the management of arrest (referred to as charge reports) reports and related information within both Community Policing Bureau and Investigative Support Bureau. It is tasked with the broad mandate of driving accountability through the arrest report approval process based on established standards and risk management. This provides the ability to track, in real time, all aspects of charge report preparation from creation of a file number to eventual delivery of a completed charge report to the Crown Prosecutors' Office and subsequent disposition in court. One of the benefits of the IMAC model is the file level review of charge reports. A charge file may contain a number of reports from different officers and this approach supports the review of an entire file with consideration of all component parts. This ensures that individual reports are consistent and in compliance with identified organizational standards.

This in turn leads to increased success when files go to trial as the quality of the file is increased. This also has the potential to reduce public complaints, FOIPP requests, disciplinary hearings and civil litigation.

IMAC is also responsible for Detainee Management and Transportation. Co-located with the 24 X 7 Approval Centre for arrest reports, the Detainee Management Unit processes arrested individuals through video bail hearings and either transports them to the Remand Centre or releases them on a promise to appear.

Policing Innovation engages in a number of activities aimed at supporting the front line and organizational goals. Key activities and initiatives include the management of projects which create efficiencies through the use of technologies, working in partnerships and community engagement. By undertaking these activities, Policing Innovation contributes to the realization of the organizational goals of increased efficiency and effectiveness as outlined in the EPS Strategy Map. This area is project based and success is determined as each project is undertaken. A key support to continuous improvement within the EPS, current projects within the Branch include Collision Reporting Centres, on Line Reporting and the Heavy Users of Service project.

#### Results to be Achieved:

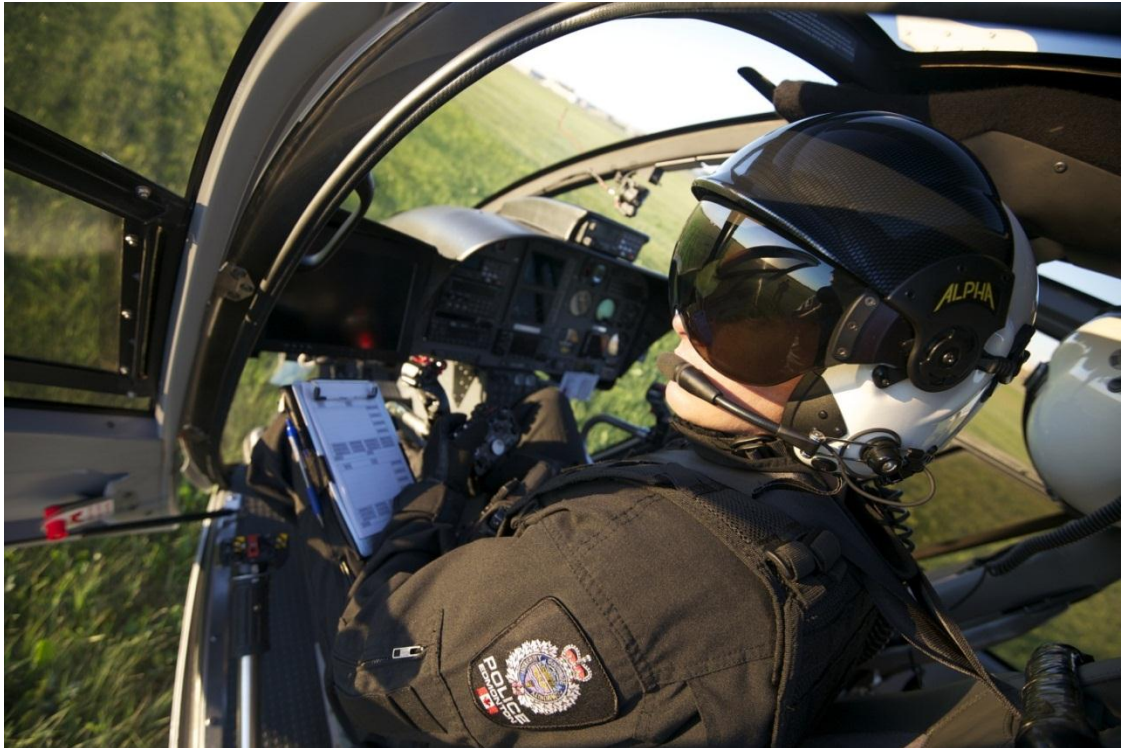
Specific measures for this Division of CPB focuses on delivering consistent, quality reports to the Crown. The quality control of the reports leads to greater success in the judicial system including higher conviction rates, fewer files returned, and better quality of investigative files. This results in less administrative time for police members which enable them to spend more time on patrol and investigations. Continuous improvement in the processes to move detainees through the Detainee Management facility results in an ability to for this area to keep pace with increases in the number of detainees without increasing resources.

Policing Innovation is very much project based. For example, they are currently working to implement Collision Reporting Centres with the Office of Traffic Safety. Their results are the vetting, evaluation and implementation of new programs that provide value to the EPS.

# Investigative Support Bureau

EDMONTON POLICE SERVICE

Deputy Chief:  
Brian Simpson



# 2016-2018 Business Plan



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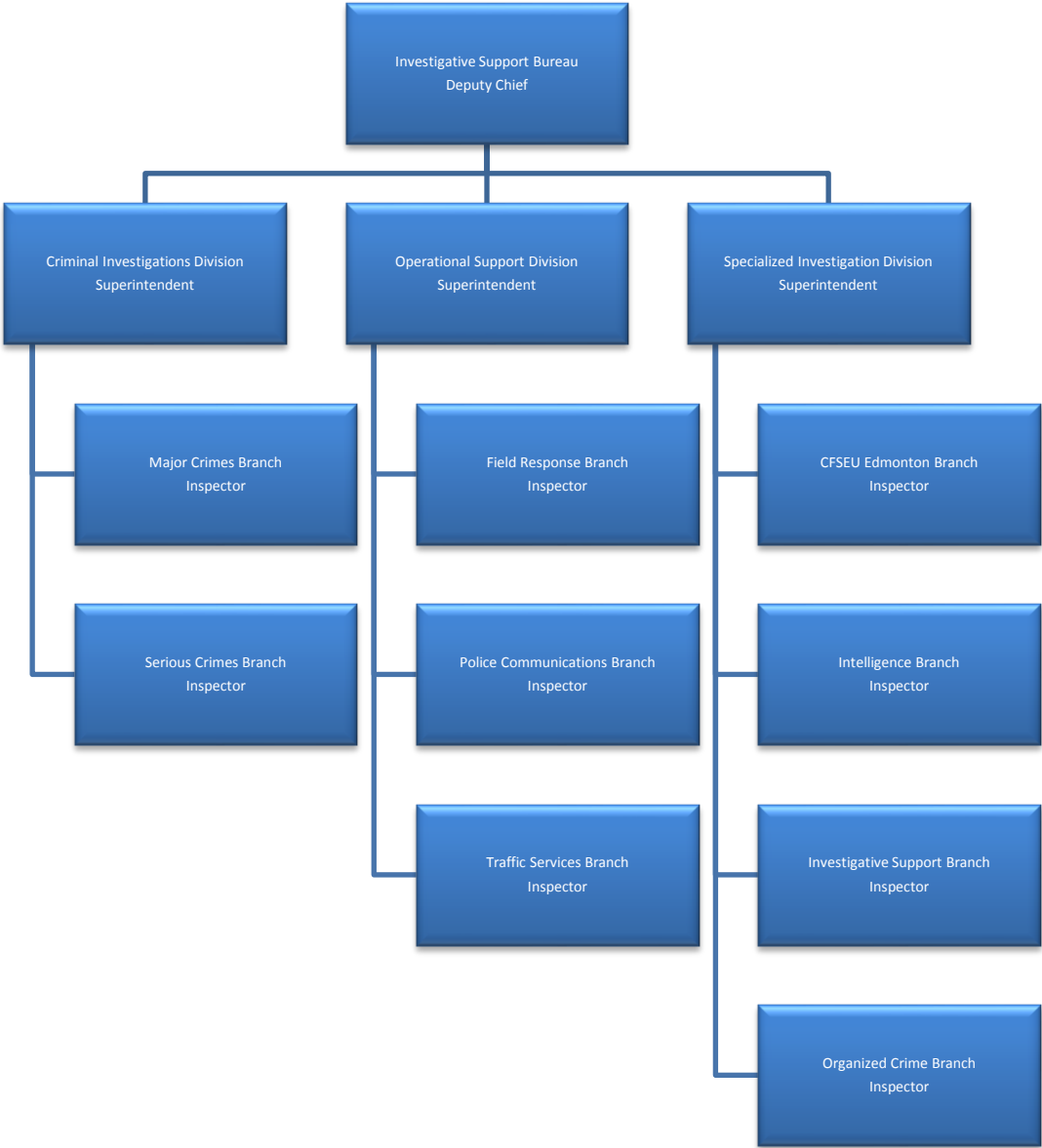
## Message from the Deputy Chief



Investigative Support Bureau (ISB) provides direct support to both frontline policing and the community. In partnership with other orders of government, our collective objective is to increase public safety and security through excellence in the prevention, intervention and suppression of crime and disorder. The increasing growth of our community in both population and geography provide opportunity and challenge to deliver a quality policing service.

The global nature and ever changing dynamics of crime require a significant amount of flexibility and innovation to respond effectively. International conflict, domestic radicalization and extremism are very much part of the daily issues that we face. In moving into the future, we are required to work smarter, adapt faster and ensure that we optimize our available resources. Our Bureau's approach to all issues is to work with the community, to facilitate communication, listen intently and continually build trust.

Brian Simpson, Deputy Chief  
Investigative Support Bureau





## Our Bureau

Investigative Support Bureau (ISB) provides direct support to frontline policing and the community through the delivery of specialized investigations and support services, intelligence services, and prevention activities.

The following programs are delivered through the three divisions in this Bureau:

Criminal Investigations Division provides specialist investigative capability for the organization and oversees the following core programs:	
Economic Crimes including Fraud and Coordinated Counterfeit Investigations	Polygraph
Homicide and Historical Homicide	Robbery
Arson	Child Protection, Child at Risk Response Team
Auto Theft	Domestic Violence Intervention, Domestic Offender Management, Senior Protection Partnership
Sexual Assault	Missing Persons
Police and Crisis Team	Integrated Child Exploitation

Specialized Investigation Division provides a range of investigative and technical services and oversees the following core programs:	
Crime Analysis	Crime Scenes Investigation
Criminal History	Document Services
Surveillance and Electronic Surveillance	Police Information Check
Strategic Intelligence	Neighbourhood Empowerment
Technological Crimes and Cyber Crimes	Youth Programs (School Resource Officers, Cadet Program)
Warrant and Privacy	Victim Services
Source Management and Witness Protection	Alarm Control
Equity, Diversity and Human Rights including Aboriginal Relations	Crime Stoppers
Crime Free Multi-Housing	Volunteer Programs
Crime Prevention through Environmental Design	Photographic Services
Cooperative Policing/Merchant Crime Alert	Vice
Automated Fingerprint Identification System	Behavioural Assessment
Drug and Gang Enforcement	Hate Crimes
Sex Offender Registry	Targeted Offender Management
Threat Assessment	Undercover Operations
Combined Forces Special Enforcement Unit	

Operational Support Division is responsible for the following specialized services:	
Canine	Public Safety Compliance and Hospitality Policing
Chemical, Biological, Radioactive, Nuclear and Explosive	Extra Duty
Disaster and Emergency Operations Planning and Operations	Major Collision Investigations
Crisis Negotiation	Commercial Vehicle Inspections
Explosives Response	Hit and Run Investigations
Helicopter and Fixed Wing Flight Operations	Impaired Driving Investigations
Tactical Response	Strategic Traffic Apprehension
Police Dispatch and 911	Selective Enforcement

Over the next three years, four goals have been identified.

1. To ensure a high standard of investigative competency which can be reflected in increased clearance rates.
2. To reduce the frequency and severity of domestic crime as well as the related fear caused by victimization.
3. To ensure that the response to calls for service meets current standards.
4. To ensure the EPS builds effective relationships within Edmonton's diverse communities.

*\*Please see the section on Bureau Structure and Programs for more information.*

## Contribution to the City's Vision

*\*Please see Departmental Business Plan for additional information (Page 8)*



## COUNCIL INITIATIVES

Edmonton City Council has outlined a number of council initiatives for its 2013-2017 term. Though not a lead department, the Edmonton Police Service and its Bureaus play critical roles towards achieving initiative outcomes. ISB contributions to specific Council Initiatives are outlined below:

2013 - 2017 Council Initiative	Alignment Within EPS
<b>Child Friendly Edmonton</b>	The EPS directly contributes to the expected result of this initiative that <i>“Children and youth feel safe and are protected”</i> . The EPS Child Protection Section is a direct contributor to this initiative.
<b>Urban Isolation/Mental Health</b>	The EPS advocates for better mental health services. Police service calls to address issues for individuals with mental health are time consuming and divert resources from other intervention, suppression and prevention activities. ISB administers the Police and Crisis Team, a collaborative approach involving police members and social workers to address individuals with mental health challenges interacting with police.
<b>Indigenous Peoples Strategy</b>	The EPS Aboriginal Strategy has 4 stated goals: 1) Develop strategic community partnerships; 2) Increase education and cultural awareness; 3) Increase recruiting in the Aboriginal community; and 4) Provide support to police operations. This program is administered by ISB.
<b>Multiculturalism</b>	The EPS maintains an extensive outreach network in several of Edmonton’s diverse communities. This is achieved through various mechanisms such as Chief’s Advisory Council, Community Liaison Constables and the Equity, Diversity and Human Rights Section.
<b>Seniors</b>	The EPS has released a Senior Protection Strategy, designed to guide the EPS to better connect and deliver service to a growing senior population. Implementation of this strategy is a responsibility of ISB.
<b>Traffic Safety</b>	The EPS, through ISB’s Traffic Services, have focused traffic enforcement services city-wide. They are designed to deal with major traffic problems, impaired driving including the Checkstop program, and selective traffic enforcement.

## BUREAU INITIATIVES

Bureau initiatives and the resources required to meet both the current and future goals of the Bureau are outlined below:

1. Goal: To ensure a high standard of investigative competency which can be reflected in increased clearance rates. A cleared incident is where an accused has been identified and charged, or cleared otherwise.
  - a. Measure: *Weighted Clearance Rate* – the percentage of reported criminal incidents that are cleared, weighted by crime severity. Target: 43% or greater.

### Initiatives in support of the goal

*Cyber Crime Investigations:* Canada's changing digital landscape has demonstrated rising technical complexity, sophistication and expansion of cyber-crime. The Cyber Crime Investigation Unit is aimed at bridging the gap between patrol investigations and forensic examination of digital devices used in, or targeted for the commission of criminal offences. Upcoming activities to complete this initiative include clarifying the mandate of the unit, securing facility space and personnel, and tracking workload reporting as a baseline for measurement and goal setting.

*Intelligence Model Review:* In 2014-2015, a comprehensive review occurred with respect to the EPS Intelligence Model. Upcoming activities to complete this initiative include obtaining organizational approval on proposed recommendations and implementation of these recommendations. These proposed recommendations, once finalized, are aimed at optimizing the effectiveness and efficiency of EPS intelligence processes.

*Terrorism:* Terrorists, local and from a distance, pose threats to Canada as a whole and to Edmonton. Specially trained staff are required to assist the EPS in combating these threats locally and assisting other law enforcement agencies collectively. The EPS has developed a Counter-Terrorism Strategy that is focused on the prevention, intervention and suppression of terrorism related activities.

### Resources needed in support of the goal:

To continue to meet increasing numbers of specialized files, the resources below have been identified. These resources will add capacity for homicide, sexual assault, gangs and drugs, hate crimes investigations, forensics, and intelligence.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Investigative Resources - Positions	4.0	3.0			11.0	7.0

2. Goal: To reduce the frequency and severity of domestic crime as well as the related fear caused by victimization.
  - a. Measure: *Offender Management/Oversight* - The number of random/unscheduled visits to ensure that the domestic offender is complying with court ordered conditions.  
Target: 5% increase in completed offender management checks from 2015.
  - b. Measure: *Victim/Intervention Support* – Direct contact to provide domestic violence victims with safety planning, support mechanisms and professional referrals to reduce re-victimization. Target: 2% increase in interventions from 2015.

Initiatives in support of the goal:

*Domestic Offender Management:* The EPS is committed to improving offender management and victim intervention/support, to enhance public safety and reduce recidivism.

Resources needed in support of the goal:

Resources will be needed to meet the goal of ensuring prevention and intervention subsequent to a current offender on release to minimize the instances of re-offending.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Domestic Offender Management - Positions	2.0				2.0	

3. Goal: To ensure that the response to calls for service meets current performance standards.
  - a. Measure: *Priority 1 Response Times* – the percentage of priority 1 events where the event is dispatched and an EPS responder arrives on-scene in 7 minutes or less.  
Measured for fixed locations only. Target: 80% of events or greater.
  - b. Measure: *Average Speed of Answer (ASA)* – the average speed in seconds to answer inbound phone calls for police 'non-emergency' services. Target: 40 seconds or less.

Initiatives in support of the goal:

*Communications Revitalization:* Responding to calls for service is the basis for all work in the EPS. On-going work in the Police Communications Branch has examined workload, processes and technology in order to meet service standards. The outcome of this re-engineering will be a higher quality service to the public. This includes the recent implementation of the Interactive Voice Response (IVR) system and its continuing refinements. The utilization of the IVR seeks to reduce the need for call taker intervention for some non-emergency calls, and improve the Average Speed of Answer for non-emergency calls that require a call taker intervention.

*Northwest Division:* The establishment of the 6<sup>th</sup> Division Station balances the workload for patrol response city-wide and will contribute to the ability of the EPS to meet response time goals.

Resources needed in support of the goal:

Establishment of the 6<sup>th</sup> Division, Northwest, requires an additional communications channel and the staff to manage the line. Currently, as the Police Communications Revitalization project continues, the existing workload is being assessed and managed internally. Based on workload studies, increases in staff will be required to meet the service standards for dispatching calls for priority 1 and for the average speed of answer.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Police Communications Revitalization - Positions		4.0				2.0

4. Goal: To ensure the EPS build's effective relationships with Edmonton's diverse communities.

- a) Measure: Improved perception of EPS within Edmonton's diverse communities (Measures will be activity-based until the establishment of a baseline).
- b) Measure: Ability to conduct outreach with communities with whom EPS has previously been unable to conduct outreach with. Target: Increase contacts by 5% over the previous year.

Initiatives in support of the goal:

*Safe in Six:* Safe in Six program is an alternative program to D.A.R.E in which to promote positive police and youth engagement at the elementary school level. Upcoming planned activities include development of three learning modules, training of officers, facilitation of the program by newly trained officers, and conducting a yearly evaluation to determine program enhancements and sustainability.

*Youth Offender Management Program (Y-50):* Y-50 continues to refine as part of EPS's recently developed Youth Strategy. This program targets prolific violent youth offenders. These youth offenders are assigned to Y-50 constables and a number of key social and judicial agencies for monitoring and opportunities for intervention.

*Community Outreach:* Edmonton is a diverse community. Police and other front line workers encounter cultural and language barriers that must be overcome to provide services to all citizens. The EPS has utilized the Chief's Advisory Committee structure with several cultural and diverse groups to assist in breaking down these barriers. Building on this work, improvements to community outreach and internal interpreter programs expect to achieve outcomes related to interaction and trust within the existing cultural communities and strengthen the relationships where the connection needs to be enriched.

Resources needed in support of the goal:

Based on revised program delivery, the EPS intends to improve its community outreach and engagement programs to diverse communities including the provision of proper interpretive services necessary for investigative support. The risk of not having this is loss of cases in court as well as loss of trust in the police by the community

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Outreach - Positions				1.0	1.0	1.5

## Risk Identification and Emerging Issues

### RISK IDENTIFICATION

The following table identifies the operational risks associated with the Bureau. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to ensure knowledge transfer between outgoing and incoming sworn/civilian members.	3	4	<ul style="list-style-type: none"> <li>• Succession planning framework in place</li> <li>• Coaching/mentoring program</li> <li>• Apprenticeship program</li> </ul>	Deputy Chiefs ISB/CPB
Failure to keep pace with internal and external environmental factors that impact the organization.	4	4	<ul style="list-style-type: none"> <li>• Counter-terrorism business case</li> <li>• Continual re-alignment of internal resources</li> <li>• Priority file management</li> </ul>	Chief of Police
Failure to ensure that the EPS conducts adequate investigations.	3	4	<ul style="list-style-type: none"> <li>• Quality assurance and investigative standards set</li> <li>• Supervisory oversight</li> <li>• Administrative and file peer review</li> </ul>	Chief of Police
The risk created by public Prosecution Services Canada and provincial Crown Counsel around file management (including witness management, laying of charges, evidence and disclosure).	3	4	<ul style="list-style-type: none"> <li>• Quality assurance and investigative standards in place</li> <li>• IMAC</li> <li>• Supervisory oversight</li> <li>• Administrative and file peer review</li> </ul>	Chief of Police



Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to manage workload distribution.	3	4	<ul style="list-style-type: none"> <li>Workload monitored and balanced amongst available resources</li> </ul>	Deputy Chiefs ISB/CPB

## EMERGING ISSUES

Policing is required to be flexible to deal with changes in the working environment. The department business plan lists and describes in more detail emerging issues of interest to the EPS. Investigative Support Bureau will be more specifically impacted by the following issues:

- Increasing population within Edmonton
- Increased geographic growth (includes annexation)
- Changing dynamics of crime (i.e. multi-jurisdictional offences)
- Terrorism (variety of prevention, intervention and suppression activities)
- Increased complexity of investigations
- Downloading of program responsibilities from other orders of government
- Increased concerns about traffic issues city-wide



## Bureau Structure and Programs

### *Criminal Investigations Division*

Major Crimes Branch	Serious Crimes Branch
Economic Crimes	Child Protection
Homicide	Domestic Offender Crimes
Robbery	Integrated Threat and Risk Assessment Centre (I-TRAC Provincial Partnership)
	Internet Child Exploitation (ICE Provincial Partnership)
	Sexual Assault

### *Operational Support Division*

Field Response Branch	Police Communications Branch	Traffic Services Branch
Canine/Flight Operations	Logistics	Major Collision Investigations
Disaster and Emergency Operations Planning Section (DEOPS)	Operations	Specialized Traffic Operations
Tactical		

### ***Specialized Investigation Division***

Combined Forces Special Enforcement Unit (Branch level)	Intelligence Branch	Investigative Support Branch	Organized Crime Branch
Combined Forces Special Enforcement Unit (CFSEU) (Provincial Partnership)	Security and Intelligence Services	Community Support	Drug and Gang
Operational Support	Specialized Support Services	Document Services	Targeted Offender
Organized Crime and Gang Enforcement		Equity, Diversity and Human Rights	Vice
		Forensic Identifications Services	
		Police Information Check	
		Youth and Collaborative Policing	

Cost drivers: Population growth, volumes of calls that require evaluation and dispatch, square kilometers of city requiring investigative response, fuel costs, collective agreement settlements, technology advances, disclosure obligations (to Crown and defence lawyers), inflation and case load per investigator.

### **Criminal Investigations Division**

Criminal Investigations Division encompasses programs that are responsible for the investigation of severe person and/or property offences, enforcing municipal, provincial and federal laws, preventing crime, responding to the community's needs and addressing matters of public safety and security. This includes the development of follow-up investigative procedures designed to suppress crime and disorder, both of which help to ensure public safety and security in the community.

#### Results to be achieved:

This Division manages the most serious crimes that the EPS is required to investigate. Goals include increasing the clearance rates on crimes and investigating and arresting offenders.

## Specialized Investigation Division

Specialized Investigations Division encompasses those programs that are responsible for intelligence, forensic support, criminal code and other federal statute enforcement, preventing crime, responding to the community's needs and addressing matters of public safety and security. This includes the development of follow-up investigative procedures designed to assist in the collection of evidence, suppress crime and disorder, which help to ensure public safety and security in the community.

### Results to be achieved:

Provision of timely and specific intelligence products will enable increased abilities to solve criminal acts, intervene in high crime areas, and provide prevention activities as warranted. Proactive policing in the areas of drugs, gangs and organized crime will enable suppression and intervention activities. Intervention activities ensure continued public safety and security when high risk offenders are released. This Division will also provide multi-cultural training to EPS staff including information related to the EPS Aboriginal Strategy.

## Operational Support Division

Operational Support Division is responsible for providing support services to facilitate operational objectives within the EPS. The division is comprised of Traffic Services Branch which consists of Major Collision Investigation Section (MCIS), Specialized Traffic Operations Section (STOpS); Police Communications Branch including Police Dispatch and 911 services; and Field Response Branch consisting of Tactical Section, Canine/Flight Operations Section and Disaster and Emergency Operations Planning Section (DEOPS).

### Results to be achieved:

This Division has the responsibility to ensure that calls for service are answered in a timely manner for both emergency and non-emergency calls and that the response to the calls is appropriate based on the information received. This is a critical support for front line patrol members. Traffic services target the enforcement of traffic laws including impaired driving to increase safety on city roads and reduce serious collisions causing injury or death. Specialized supports (Canine, Tactical, Flight Operations, DEOPS) support the front line by responding to high risk and high needs situations. Increased officer and public safety and security is an outcome of utilizing these resources and tactics as necessary.

## Corporate Services Bureau

EDMONTON POLICE SERVICE

Deputy Chief:  
Danielle Campbell



# 2016-2018 Business Plan



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## Message from the Deputy Chief



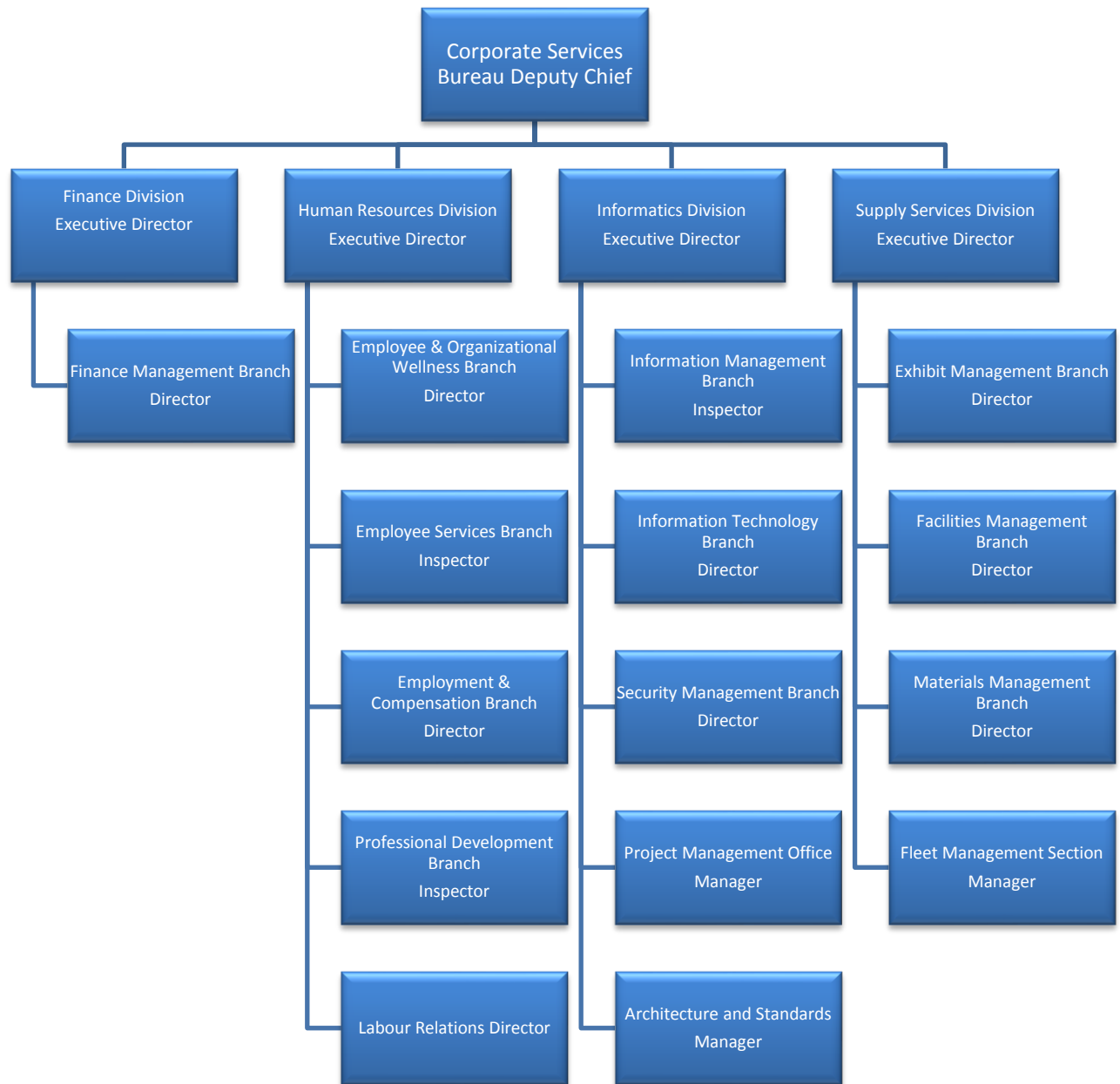
For every squad of police officers working to keep Edmonton's streets safe and every specialized investigative team working to solve complex major criminal investigations, another team of employees is behind the scenes, actively supporting them in their work. These are the talented members of the Corporate Services Bureau.

These members facilitate what we require to support our mission and ultimate vision for the EPS, including people, informatics, infrastructure and finances. This includes the procurement of facilities, equipment and supplies; the coordination of training, payroll, benefits, wellness and labour relation processes; as well as the wise stewardship of public funds. The Bureau members also work diligently to attract and retain a diverse, engaged, productive and talented workforce, while others are responsible for strategic and efficient delivery of IT services, infrastructure and security. The Corporate Services Bureau is where these "behind the scenes" employees create sustainable, cost-effective business solutions. They provide the foundation that must be in place before police officers can accomplish their duties.

You will rarely read about the Corporate Services Bureau members in the daily newspaper or see them interviewed on television. But every EPS member - sworn or civilian - recognizes the vital contribution these employees make toward our organization.

Danielle Campbell, Deputy Chief  
Corporate Services Bureau







## Our Bureau

Corporate Services Bureau (CSB) provides the organization with key operational support functions including human resources, finance, infrastructure, records and exhibit management and technology. The Bureau is divided into four Divisions, with the following core programs:

Human Resources Division provides a comprehensive set of personnel services through the following core programs:	
Recruitment & Selection	Recruit Training
Firearms Training	Continuing Education
Officer Safety Tactics Training	Police Training Officer Program
Fitness Training	Occupational Health
Performance Management	Psychological Services
Chaplain	Critical Incident Stress Management
Member Support Employee Assistance	Early Intervention
Human Resources Information Management	Pay & Benefits Management
Disability Management	Labour Relations

Informatics Division provide management of EPS technology, information services, and system and physical security services through the following core programs:	
Information Technology Infrastructure	Information Technology Customer Support
Business Applications Development and Support	Joint Radio Network, Mobile Communications, and Operational Radio
Telephone Services	Mail Services
Correspondence	Central Registry
Records and Information Management	Canadian Police Information Centre/ Warrant
Quality Assurance - Data Entry and Police Classifiers	Security Management
Access Control	Commissionaires (Security Operations)
IT Project Portfolio Management	Architecture and Solutioning

Finance Division provides all financial services to the organization under the following programs:	
Financial Planning	Accounts Payable/Receivable
Financial Reporting	Travel and Expense Reimbursement
Variance Analysis	Corporate Credit Card Administration

Supply Services Division provides supply chain management for all of EPS through the following core programs:	
Property/Drug Exhibit Management	Police Seized Vehicle Lot Storage
Police Directed Tows	Fleet Management
Material Management Procurement Services	Material Management Warehousing
Facilities Maintenance	Facilities Project Management

Over the next three years, the following goals have been identified.

1. To ensure efficiencies in all aspects of: people, infrastructure, finance, and information in support of the EPS mission to increase public safety and security.
2. To ensure that CSB provides demonstrated leadership in the areas of accountability, communications and relationship building with internal and external stakeholders.
3. To ensure continuous improvement in training programs to develop and maintain necessary job competencies.

## Contribution to the City's Vision

*\*Please see Departmental Business Plan for additional information (Page 8)*



## COUNCIL INITIATIVES

Edmonton City Council has outlined a number of council initiatives its 2013-2017 term. Though not a lead department, the Edmonton Police Service and its Bureaus play critical roles towards achieving initiative outcomes. How CSB contributes to specific Council Initiatives is outlined below:

2013 - 2017 Council Initiative	Alignment Within EPS
<b>Indigenous Peoples Strategy</b>	The EPS has an Aboriginal Strategy with four stated goals: 1) develop strategic community partnerships; 2) increase education and cultural awareness; 3) increase recruiting in the Aboriginal community; and 4) provide support to police operations.
<b>Multiculturalism</b>	The EPS maintains an extensive outreach network in a variety of Edmonton's diverse communities. This is achieved through various mechanisms such as Chief's Advisory Council, Community Liaison Constables, and the Equity, Diversity and Human Rights Section. Training in multi-cultural issues is a responsibility of Human Resources.

## BUREAU INITIATIVES

1. Goal: To ensure efficiencies in all aspects of people, infrastructure, finance, and information in support of the EPS mission to increase public safety and security.
  - a. *Increased efficiencies* – Productivity savings as a result of the implementation of the Digital Asset Management System.
    - i. *Measure*: After a benchmark is set, 25% decrease in time spent searching for and retrieving documents.
  - b. *To reduce the number of staff on short term disability*. Target: 10% reduction from 2016 to 2018.

### Initiatives in support of the goal:

*Information Technology Governance*: Improving governance and resilience of IT, with a focus on five main areas: strategic alignment, value delivery, resource management, risk management, and performance measures.

*Cyber Security*: (also referred to as information technology security) focuses on protecting computers, networks, programs and data from unintended or unauthorized access, change or

destruction. Network outages, data compromised by hackers, computer viruses and other incidents affect our lives in ways that range from inconvenient to life-threatening. As the number of mobile users, digital applications and data networks increase, so do the opportunities for exploitation.

*Enterprise Mobility Solutions:* The EPS workforce is becoming increasingly reliant on instant access to information through mobile applications anywhere, anytime. Members are fundamentally changing the way they work, and in order to remain effective, the EPS is providing enterprise applications accessible through mobile devices.

*Public Safety Radio Network:* The Public Safety Radio Network project covers the migration of the City of Edmonton Public Safety Public Service Radio System (PSPSRS) from the legacy EDACS network to a new P25 700MHz Alberta First Responder's Radio Communications System. This initiative has an estimated completion date for 2017 year-end.

*Law Enforcement Automated Disclosure:* The EPS discloses prosecution packages and supplemental reports to EPS' provincial and federal prosecution partners on an ongoing basis. This project will allow electronic processing of criminal records and charge dispositions to alleviate the man-power involved in swearing of certain court documents.

*Digital Asset Management System:* This project will implement an enterprise information management system and protocols to organize data into a consistent, easily searchable format that will reduce unproductive time spent searching for documents and slow the growth of data storage requirements for the EPS. This is a necessary support for a major business change for data management of all information sources from office documents to digital exhibits.

*Strategic Facilities Plan:* The Strategic Facilities Plan builds on a Master Plan by adding analyses of current facilities and future needs. EPS is continuing to mature its 20 year Strategic Facilities Plan to ensure that its forecasted needs for facilities are met and aligned into the future.

*North West Campus:* The North West Campus encompasses the design and construction of a single facility to house a new detainee management facility and a training centre in conjunction with a new Northwest Division Station. The campus would house approximately 250 staff members, provide training space for all EPS staff, and house up to 70 detainee cells. Construction design drawings, purchase of land, and the start of construction will occur in 2016, with an estimated completion date for 2018.

*Strategic Recruiting Plan:* Short and long term strategic planning for the recruitment of police members for 1 to 5 years into the future is critical to ensure that the EPS has the resources necessary to meet the demands for service.

*Human Resource Information System (HRIS):* Improvements to the existing system to merge the different systems utilized by human resources units (for example recruiting, payroll, labor productivity, and benefit management) into a less manually focused data structure. Into the future data will be richer, more easily accessible, and will be used more meaningful in decision making processes.

Resources needed in support of the goal:

Continuing to improve the current processes and meet the existing workload demands will require additional resources. Human Resources will require resources related to employee wellness and disability management, recruitment for both sworn and civilian members, training and labour relations as the demands of the organization increase and the outside environment becomes more complex. Technology continues to underlay the majority of the work done both operationally and in support services. This is a primary resource to achieve efficiencies. Resources are required to provide support for technology, security management, radios and other mobility supports, and records management. As the workload for the front line increases, so do the needs for exhibit management, personal and departmental stock items, and facilities maintenance and support. Based on the current workload, additional resources will be required.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Human Resources – positions		6.0	1.0			1.0
Informatics – positions		11.0		7.0		28.0
Supply Services - positions		2.0		1.0		1.0

2. Goal: To ensure that CSB provides demonstrated leadership in the areas of accountability, communications and relationship building with internal and external stakeholders.

- a. *Employee Engagement* - % of surveyed members who responded favorably regarding overall engagement. Target: 5% increase from 2013 employee engagement survey results.

Initiatives in support of the goal:

*New Three Year Budget and Business Planning Process:* At the direction of City Council, EPS is implementing a three year operating budget and business planning cycle. This initiative

will provide for a better understanding of alignment between strategy, business planning, budget and results. It will also ensure that the results to be achieved are supported with linkages and performance measures to the strategic goals and objectives.

*Budget Coaching and Mentoring:* Finance Division is placing a greater emphasis on conducting coaching and mentoring sessions throughout the organization to create a greater level of understanding of budgets, how they relate to operations and how to utilize the information to maximize the funds that have been provided to the Edmonton Police Service.

3. Goal: To ensure continuous improvement in training programs to develop and maintain necessary job competencies.
  - a. *Employee Training Satisfaction* - % of surveyed members who responded favorably that EPS provides training to effectively carry out EPS duties. Target: 5% increase from previous employee engagement survey results.
    - i. # of patrol members completing ISEP training.
    - ii. % of the service having completed Leadership in Police Organizations training.
  - b. *Employee Technology Satisfaction* - % of surveyed members who felt “very” or “somewhat” satisfied that EPS provides sufficient information technology to effectively carry out EPS duties. Target: 5% increase from previous employee engagement survey results.

Initiatives in support of the goal:

*Employee Development Model:* Development and implementation of an employee development model for sworn and civilian members. This will provide structure for career development, succession planning and training for present and future members.

*Learning Management System:* This system will track the training history of each EPS member. This will help to ensure that the skills and qualifications required for specific duties are kept current. It will also enable strategic succession planning and address future leadership needs of the Service.

Resources needed in support of the goal:

Resources will be required to support ongoing specialized and recruit training to maintain training at a level that will contribute to officer and public safety and security.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
Human Resources (training) – positions		2.0			4.0	2.0

## Risk Identification and Emerging Issues

### RISK IDENTIFICATION

The following table identifies the operational risks associated with the Bureau. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to recruit suitable sworn members	4	4	<ul style="list-style-type: none"> <li>Revamping recruit marketing program</li> <li>Added resources to recruitment section</li> </ul>	Organization-Wide/CSB
Failure to align an appropriate performance framework to meet organizational needs	4	4	<ul style="list-style-type: none"> <li>Modernization of HR</li> <li>New competency framework model</li> <li>Organization wide working group</li> </ul>	Organization-Wide/CSB
Failure to provide sufficient support resources to operations across the organization	4	4	<ul style="list-style-type: none"> <li>Internal re-allocation program review</li> <li>Prioritization of programs</li> <li>Intelligence-led decision making</li> </ul>	Organization-Wide/CSB

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to anticipate significant future technological changes leading to new operational challenges (e.g. next generation 911)	3	3	<ul style="list-style-type: none"> <li>E-scan (6 month cycle)</li> <li>Strategic participation on committees and working groups centered on planning and growth</li> <li>Development of long range planning cycles</li> </ul>	Organization-Wide/CSB
Failure to secure appropriate level of financing and resources to carry out operations	3	5	<ul style="list-style-type: none"> <li>Close partnerships with City of Edmonton</li> <li>Internal re-allocation program review</li> <li>Prioritization of programs</li> </ul>	Organization-Wide/CSB



## EMERGING ISSUES

Policing is required to be flexible to deal with changes in the working environment. The department business plan lists and describes in more detail emerging issues of interest to the EPS. Corporate Services Bureau will be more specifically impacted by the following issues:

- Increasing population within Edmonton
- Increased geographic growth (includes annexation)
- Changing dynamics of crime
- Terrorism (first line of response and detection)
- Increased complexity of investigations
- Downloading of program responsibilities from other orders of government
- Current fiscal situation in the Province of Alberta and the City of Edmonton
- IT mobility opportunities
- Perceptions and attitudes about policing as a profession; significant disinterest in policing as a career and the highly competitive market for the same potential candidates
- Post-Traumatic Stress Disorder

## Bureau Structure and Programs

### *Finance Division*

Finance Management Branch	
Financial Planning	Accounts Payable/ Receivable
Financial Reporting	Travel and Expense Reimbursement
Variance Analysis	Corporate Credit Card Administration

***Human Resources Division***

Employee & Organizational Wellness Branch	Employee Services Branch	Employee and Compensation Branch	Professional Development Branch	Labour Relations
Employee Assistance	Police Services	Pay and Benefits	Employee Development	Union Relations
Health, Safety & Disability	Recruitment & Selection	Civilian Services	Training	
Fitness and Lifestyle Unit				

***Informatics Division***

Information Management Branch	Information Technology Branch	Security Management Branch	Administration
Administrative Information Management	Infrastructure	Physical Security	IT Project Portfolio Management
Operational Information Management	Applications	Technology Security	Architecture and Solutioning
	Customer Support		
	Telecommunications		

***Supply Services Division***

Exhibit Management Branch	Facilities Management Branch	Fleet Management Section	Material Management Branch
Property Exhibit	Custodial & Maintenance	Fleet Management	Procurement
Seized Vehicle	Facilities Projects		Warehouse

Cost drivers: Population growth, call volume requiring additional support, square kilometers of city requiring patrol, fuel costs, collective agreement settlements, technology advances, disclosure obligations (to Crown and defence lawyers), inflation, and new legislative or policy/process requirements.

**Finance Division**

Finance Division ensures that the EPS is financially sound, accountable and transparent in managing public funds. This Division supports the business programs within the EPS through the development of financial strategies that effectively fund services, programs and infrastructure. Finance plays a lead role in the capital and annual budget process for the organization. Finally, Finance also monitors the city's ever-changing economic environment in any effort to support the Service through the development of financial strategies and recommendations to address challenges and be responsive to effectively fund programs and services.

Results to be achieved: Provide timely, accurate, analytical services to all bureaus in preparation of budgeting, forecasting, variance analysis, management reporting and project costing. Finance provides financial advisory services in contribution to the long-term financial plan for the Edmonton Police Service.

## Human Resources Division

Human Resources Division (HRD) provides strategies, programs and services to attract and retain a diverse, engaged, innovative and skilled workforce for the EPS. Recruitment is one of the most critical functions of HRD. The Division works with its clients to create and implement strategies for attracting talented professionals to meet current and future hiring needs. Professional development, ongoing training and succession planning is a primary focus for HRD.

HRD delivers strategies, programs and services targeted at preventing employee injury and illness, supporting employee wellness and supporting every aspect for a successful return to the workplace.

Labour Relations and the interpretation of collective agreements is another role managed within HRD. Labour Relations manages a wide range of employee issues with five unions/associations found within the EPS: Edmonton Police Association (EPA), Senior Officers Association (SOA), City of Edmonton Managerial Association (CEMA), Civic Service Union 52 (CSU), Canadian Union of Public Employees (CUPE) Local 30 and the International Brotherhood of Electrical Workers (IBEW.)

Employment and Compensation is also managed by HRD. Employment and Compensation ensures that EPS staff members are paid on time and receive correct information relative to their benefit and pension plans.

Results to be achieved: Provide human resources support to all Bureaus in regards to recruiting, employee services, labour relations, and training. Human Resources Division provides services to contribute to the short term and long term needs of the Edmonton Police Service.

## Informatics Division

Informatics Division is responsible for strategic and efficient delivery of IT services, infrastructure and data. This Division supports the needs of all business areas while creating sustainable, cost-effective and innovative business solutions. Informatics Division provides leadership and support to the EPS through the ethical governance and management of Technology & Information Services. Governance and coordination for IT services within the EPS, is provided by strong risk mitigation processes, enterprise architecture principals and sound resourcing; as well as, project and financial management.

Informatics Division is also responsible for the provision of cyber (technological) and physical security services for the EPS.

Results to be achieved: Strategically provide, define, design and deliver new technology capabilities, while ensuring that new solutions integrate with the existing technology environment.

## Supply Services Division

Supply Services Division is responsible for a wide range of business services supporting all Bureaus' within EPS. Supply Services Division oversees materials management, facilities management, fleet management and exhibit management.

Materials Management is responsible for the procurement of goods and services for the EPS. The Procurement Section drafts and reviews specifications, facilitates the tendering process, bid evaluation, contract management and assists with product evaluation and standardization for the EPS. Materials Management Branch is also responsible for the Warehouse Section which provides shipping, receiving and warehouse management services to store, issue and maintain EPS supplies and equipment, including outfitting members with clothing and equipment.

Facilities Management operates and proactively maintains 45 facilities occupied by the Edmonton Police Service. This ensures that the Service is maximizing the use of space and functionality within existing space allocations through strategic planning, while minimizing disruption to EPS operations. Facilities Management also manages the requirements of the overall facility operating and capital renovation projects and new construction projects along with providing short and long term facility and strategic planning for all Edmonton Police service facility assets (leased or owned).

Fleet Management is responsible for the management of all fleet operations. This includes the acquisition and decommissioning of all vehicles and mobile equipment in addition to providing regular maintenance for the fleet in collaboration with the COE Fleet Services.

Exhibit Management is responsible for overseeing the Property Exhibit Section as well as Police Seized Vehicle Section. Property Exhibit Section includes the Property and Exhibit Unit (PEU) and the Drug Exhibit Unit (DEU) which are responsible for the storage, security, release and ultimate disposal of all property and exhibits (including cash, weapons and drugs) seized by EPS. Police Seized Vehicle Section manages the Police Seized Vehicle Storage Lot and processes the release of seized vehicles to owners, as well as administers the Government of Alberta Abandoned and Seized Vehicle Program, and the Rotational Call System Tow Contract.

Results to be achieved:

- a. To provide a full range of professional procurement services including inventory management and distribution and procurement advisory services
- b. Fleet management to ensure that all service standards are adhered to, as well as establish and monitor preventative maintenance plans, investigate in-service failures and mitigate risk.
- c. Facilities management by will provide oversight of maintenance, operating and custodial service for 45 facilities with the goal of increasing life span and minimize cost.
- d. Exhibit management supports services that ensure the continuity and integrity of submitted property, drugs, and vehicles is maintained; and that policies, procedures and regulations are met as they pertain to the seizure, storage, and subsequent release or disposal of these items.



## Office of the Chief

EDMONTON POLICE SERVICE

Chief:  
Rod R. Knecht



# 2016-2018 Business Plan



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## Message from the Chief



*“Excellence is not the exception; it is a prevailing attitude.” Colin Powell*

Those words, drawn from my Directional Statement to the Edmonton Police Service for 2015, exemplify my expectations not only for the Edmonton Police Service but most especially for the Divisions within the Office of the Chief.

Without the business resources and supports in audit, legal, strategic planning, reporting and corporate communications, many of the decisions that the organization needs to make would not have the science and evaluation to support and justify the directions undertaken. Nor would the messages be clear, concise and communicated to the right audiences. My bureau is responsible in many ways for the strategic relationships necessary for the entire organization to succeed.

Chief R.R. Knecht  
Edmonton Police Service



## Our Office

The Office of the Chief (OOTC) provides specialized corporate services across the organization and independent from any individual bureau. These services include legal advice, policy management, corporate risk assessments, and strategic communications services. The OOTC provides the following core programs:

Office of the Chief	
Disciplinary Hearings	Professional Standards
Legal Services	Freedom of Information and Protection of Privacy
Corps Sergeant Major	Policy Management
Business Performance	Digital Media
Media Relations	Public Affairs
Internal Audit	Investment Governance
Integrated Risk Management	Strategic Planning, Evaluation and Research

Over the next three years, the following goals have been identified.

1. Commitment to professionalism
2. Increased efficiency and effectiveness

## Contribution to the City's Vision

*\*Please see Departmental Business Plan for additional information (Page 8)*

### COUNCIL INITIATIVES

The Office of the Chief has a strategic services role and does not directly contribute to the Council Initiatives.

## BUREAU INITIATIVES

Bureau Initiatives and the resources required to meet both the current and future goals of the Bureau are outlined on the next page:

1. Goal: Commitment to professionalism
  - a. Measure: Public Complaint Investigation Processing – the percentage of public complaints investigations that are concluded or have all investigative steps completed, within six months. Target: 75% or greater.
  - a. Measure: Digital Media - the desired outcome is to increase the number of internal and external video productions that illustrate the high quality and professionalism of the employees (sworn and civilian) within EPS. The productions will include internal and external productions that highlight the work EPS employees do both at work and when off shift. The vehicles used will be the “This is who...” series, the “On Parade” series, new videos highlighting the history of the EPS, training videos, and other new media productions such as podcasts and illustration.
    - i. Increased number of productions to 30 per year
    - ii. Active participation of the Edmonton Police Association in the video series
    - iii. Increased positive reviews of published EPS productions through social media feedback

### Initiatives in support of the goal:

*Organizational Communications Strategy:* Through a variety of communication mediums, the EPS delivers information to members on the high quality of work conducted across the organization. Included in most communication pieces are the correct procedures and policies of the organization, with a focus on the level of professionalism experienced and expected within the EPS. For example, a bi-weekly training video is produced on various topics (e.g. spike belt deployment) to inform members on correct techniques. In addition the “On Parade” series highlights information that more experienced members feel would be beneficial to pass onto younger staff. The award winning “This is Who I Am” series highlights individual members and the complimentary “This Is Who We Are” series informs members on the positive and high performing teams within the organization.

Resources needed in support of the goal:

To support the continuing workload demands for public compliant processing in a timely manner both for the member and for the public, additional resources will be required to meet the stated target.

To support the organizational communications strategy and to continue to evolve the social media aspect of the strategy, an additional resource will be required. In-house productions will be increased and the program will be able to provide proactive communications tools.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
<b>Public Complaint Investigation</b>	1.0		2.0			
<b>Digital Media</b>					1.0	

2. Goal: Increased efficiency and effectiveness

- a. Measure: (Internal Audit) – increase compliance audits by 50% over the previous year
- b. Measure: (Business Planning) - increase in program evaluations by 20% over the previous year
- c. Measure: (Organizational Portfolio Management) – Develop and implement an organization-wide project portfolio management program. By the end of year one, the program is operational.
- d. Measure: (New Deputy Chief) - Develop and implement an Intelligence Bureau. By the end of year one, the program is operational.

Initiatives in support of the goal:

*Ability to Deliver Services at a Corporate Level:* Providing services at a department-wide level, the Office of Strategy Management Division; Audit, Risk and Compliance Branch; and the Legal and Regulatory Services Division face workload challenges to assist the organization with specialized services. To continue to meet the workload demands in a timely fashion and develop organizational processes, additional resources are required.

*Professional Standards:* The conduct of staff within the EPS reflects on all EPS staff. The use of effective processes including additions to the available toolset including Alternative Dispute Resolution is important ways forward for the EPS. As in many other areas, the number of files per member determines the length of time spent on these.

*Community Wellness Centre (CWC):* The CWC is a proposal centered on the creation of a bricks and mortar facility to supplement the existing social agency framework, including shelters, income supplement, addictions treatment and many other needs. The operation of the CWC will result in improved work processes and practices that will lead to increased availability of police personnel to address violent crime. The OOTC will contribute to this Centre through the management of the stakeholder and partnership opportunities. The measure will include the successful delivery of a governance structure for the Centre.

*Continuing Development of the Long Term Capital Plan for the EPS:* Unmet needs continue to exist for capital assets and facilities. Although the largest needs are met through the operating budget, more attention is required to determine the most pressing and effective capital needs of the EPS.

*Review of the Senior Management Structure of the EPS:* Balancing workload and responsibilities applies not only to the front line worker, but also to senior management. As many areas within the EPS mature and evolve, the need for a more flexible senior management structure is required to provide the appropriate guidance and support.

Resources needed in support of the goal:

To meet the goal, additional resources will be needed over the three year period to add capacity to Business Planning and Audit functions. In addition, to support the new program for Organizational Portfolio management for improved oversight and guidance, a new position will be required.

	2016		2017		2018	
	Sworn	Civilian	Sworn	Civilian	Sworn	Civilian
<b>Business Planning</b>						1.0
<b>Org. Portfolio Management</b>				1.0		

## Risk Identification and Emerging Issues

### RISK IDENTIFICATION

The following table identifies the operational risks associated with the bureau. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to ensure quality service delivery to Edmontonians	4	4	<ul style="list-style-type: none"> <li>Annual Policing Plan to focus resources</li> <li>Corporate risk profile</li> <li>Yearly funding efficiency reviews</li> <li>Citizen survey conducted every two years</li> <li>intelligence-led policing approach</li> </ul>	Chief of Police
Failure to keep pace with changes in the environment	3	3	<ul style="list-style-type: none"> <li>E-scan (6 month cycle)</li> <li>Strategic participation on committees and working groups centered on planning and growth</li> <li>Participation in national Economics of Policing discussions</li> <li>Development of long range planning cycles</li> </ul>	Chief of Police
Failure to ensure adequate organizational leadership at all levels	4	4	<ul style="list-style-type: none"> <li>Succession planning model being developed</li> <li>Coaching and mentoring model being developed</li> <li>Leadership in Policing Organizations training</li> <li>Leadership training at all levels</li> <li>Implementation of HR core competencies framework</li> <li>Creation of an Intelligence Bureau</li> </ul>	Chief of Police

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Failure to ensure that the EPS maintains a high level of professionalism.	3	3	<ul style="list-style-type: none"> <li>• Annual Policing Plan</li> <li>• Implemented code of conduct</li> <li>• Organizational ethics committee</li> <li>• Strong oversight</li> <li>• Policy and procedure review</li> <li>• Strong external and internal audit programs</li> </ul>	Chief of Police

## EMERGING ISSUES

Policing is required to be flexible to deal with changes in the working environment. The department business plan lists and describes in more detail emerging issues of interest to the EPS. The Office of the Chief will be more specifically impacted by the following issues:

- Increasing population within Edmonton
- Increased geographic growth (includes annexation)
- Changing dynamics of crime
- Terrorism (first line of response and detection)
- Increased complexity of investigations
- Downloading of program responsibilities from other orders of government

## Bureau Structure and Programs

Audit and Risk Compliance Branch	Executive Officer
Audit and Risk Compliance	Corps Sergeant Major

### *Office of Strategy Management Division*

Office of Strategy Management	Business Intelligence Competency Centre	Corporate Communications Branch
Strategic Business Planning	Business Performance	Digital Media
Policy Management		Media Relations
Investment Governance		Public Affairs

### *Legal and Regulatory Services Division*

Legal Services	Professional Standards
Legal Advisors	Intake Investigations
	Major Case Investigations

Cost Drivers: Collective agreement settlements, workload increases in other area of the EPS, technology advances, disclosure obligations (to Crown and defence lawyers), inflation, and requirements for business and communication support from the Service.



## Audit and Risk Compliance Branch

The Audit, Compliance and Risk Branch conducts internal audits, quality assurance reviews and performs risk management services. The purpose of risk management is to safeguard an organization, its customers, reputation, assets and the interests of stakeholders by identifying and managing all threats to the achievement of business objectives. The Audit, Compliance and Risk Management Branch provides direction and advice to the management, mitigation of risks, and internally controls weaknesses.

The EPS has developed an Integrated Risk Management (IRM) framework that provides guidance on the management of organizational risks. It outlines the general sources of our risks and informs decision makers on how best to assess, analyze and respond to these risks.

### Results to be achieved:

The outcome of these programs is to consistently identify areas of improvement and increase the ability of the EPS to recognize, mitigate and respond to risks to the department through the Corporate Risk Framework.

## Office of Strategy Management Division

The Office of Strategy Management (OSM) Division aligns business strategy with operations, connecting the parts of the organization that formulate corporate strategy with the processes and people required to execute it. It fills a gap in management practice without infringing on the current responsibilities of any existing area or function. Listed below are highlights of the functions provided.

### Business Intelligence Competency Centre

The Business Intelligence Competency Centre strives to provide members and management with the data and analytics needed to achieve strategic and operational objectives. Statistics and information analysis is used to show how the EPS is doing, what can be done better and what can be expected from the organization.

This program delivers daily reports to the executive and frontline members in order to support the achievement of spotting and intervening in rising crime trends. This area is responsible for the delivery of workload analysis that supports the overall provision of resources in the EPS. This enables a scientific foundation for resource needs on an on-going basis.

### Corporate Communications Branch

The Corporate Communications Branch helps EPS deliver effective and innovative communications programs that advance the three-year business plan and elevate the overall corporate reputation. The work of the branch is guided by the business plan and supports the mission, vision and values of the organization.

Corporate Communication is responsible for the ongoing relationship with both external media and internal client groups. The branch provides expert advice and support with emerging issues, crisis management, communications planning and programs, advertising and support for major events. The branch consists of three units:

- Media Relations,
- Public Affairs; and
- Digital Media.

### Strategic Business Planning

Strategic Business Planning Section is comprised of two functions: policy management and strategic planning evaluation and research. Policy management maintains and updates the organization's policy and procedures manual, service directives, organizational forms, and assists the organization to interpret and understand policy. Strategic planning, evaluation and research manages the Annual Policing Plan and other planning processes, program and pilot evaluations and internal and external research of interest to EPS.

### Investment Governance

This program manages the long range capital plan of the EPS, grants, working agreements between the EPS and partners. Organizational portfolio management will be a new program undertaken by this area.

### Results to be achieved:

This Division produces business reports to inform the EPS including: the consolidated Annual Policing Plan and quarterly reporting; the annual environmental scan and updates; and the bi-annual citizen's survey. Consistent, well-researched and documented reports are key information sources for the EPS. Daily delivery of crime statistics and on-going workload analysis for various areas of the organization assists with continuous improvements initiatives.

Delivery of timely communications messages and development of strategic communications plans in support of on-going EPS initiatives and programs are key outcomes for Corporate Communications.

## Legal and Regulatory Services Division

### Legal Services

The Legal Advisors' Section (LAS) offers comprehensive legal services to all members of the EPS. These include:

- Offering legal advice to help members in their investigations or in fulfilling any other duties.
- Representing the EPS in various legal proceedings, such as lawsuits, appeals to the Law Enforcement Review Board, fatality inquiries, human rights complaints and sometimes during criminal prosecutions where officers are witnesses.
- Developing and delivering training to EPS members on a wide variety of legal topics. This includes teaching the recruit classes, promotional eligibility classes and specialized investigative courses.
- Informing EPS members of any changes to legislation and case law through service directives.
- Amending and developing EPS policy and procedure in response to changes in the law.
- Responding to Freedom of Information and Protection of Privacy Act requests.
- Reviewing agreements/MOU's to be entered into by the EPS.

### Professional Standards

Professional Standards Branch is responsible for the receipt, classification, evaluation, investigation and disposition of all complaints regarding the conduct of police officers, policies, or services provided by the EPS. The activities of the branch are governed by the *Alberta Police Act* and associated regulations. Professional Standards Branch is responsible for the proper handling of complaints in accordance with the noted legislation as well as the policies and procedures of the EPS and Edmonton Police Commission. In addition, the Branch must assess the initial and ongoing risk of matters brought to its attention to ensure that the Chief of Police is aware of significant issues that may be of interest to the public, the larger EPS, or the Edmonton Police Commission (EPC). The activities of this Branch are critical to the maintenance of public trust and support for the activities of the police service.

### Results to be achieved:

Keeping the EPS informed of potential legal issues and challenges is a key success factor for Legal Services and is ultimately measured in successful prosecutions and the reduction of claims against the EPS.

Professional Standards Branch measures its results by the percentage of public complaints investigations that are concluded or have all investigative steps completed, within six months. Its target is to meet that standard at a minimum 75% of the time.

