

## EDMONTON POLICE SERVICE ADVOCACY FRAMEWORK

### FOCUS AREA: Addressing gaps in the system supporting vulnerable persons

**Strategic Objective: To support community safety and the efficient use of police resources by promoting an integrated approach to addressing mental health, addictions, and homelessness**

ISSUE	STAKEHOLDERS	POSITION	ADVOCACY OBJECTIVES
<b>Community Wellness Centre (CWC)</b>			
<b>Issue:</b> <ul style="list-style-type: none"> <li>There is an identified need for a centralized site to support vulnerable persons who are disproportionate users of emergency services through co-located police drop-off site, detox, integrated case management, and transitional housing.</li> <li>The co-located service model can achieve better client outcomes and reduce excessive demand on emergency services.</li> </ul>	<b>Stakeholders:</b> <ul style="list-style-type: none"> <li>Alberta Justice and Solicitor General</li> <li>Alberta Health and Wellness</li> <li>Alberta Human Services</li> <li>Alberta Seniors</li> <li>Alberta Health Services</li> <li>Alberta Indigenous Relations</li> <li>City of Edmonton</li> <li>Social service sector agencies</li> </ul>	<b>Position:</b> <ul style="list-style-type: none"> <li>The CWC project is a central component of an integrated strategy to addressing homelessness, addiction, and mental health in Edmonton.</li> <li>Failure to provide adequate service supports for vulnerable persons results in reduced community safety and increased demands on police and other resources. The EPS therefore supports the CWC, under the leadership of the City.</li> </ul>	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Secure support from key stakeholders in the sector.</li> <li>Engage provincial stakeholders in project governance and implementation.</li> <li>Through implementation, achieve reduction in victimization and reduction in service hours per call related to intoxicated persons and reduction in use of emergency services by clients of the CWC, and integrated case planning.</li> </ul>
<b>Heavy Users of Service (HUoS) Project</b>			
<b>Issue:</b> <ul style="list-style-type: none"> <li>HUoS is a collaborative pilot project intended to support the most frequent users of emergency and social services.</li> <li>The project will identify service gaps and promote systems integration.</li> </ul>	<b>Stakeholders:</b> <ul style="list-style-type: none"> <li>Alberta Justice and Solicitor General</li> <li>Alberta Health Services (including RAH and EMS)</li> <li>Alberta Works</li> <li>City of Edmonton</li> <li>Social service sector agencies</li> </ul>	<b>Position:</b> <ul style="list-style-type: none"> <li>Improved coordination and integration of social services is required in order to improve client outcomes and reduce inappropriate use of emergency services</li> <li>Leadership is required to address the service gaps identified by HUoS, as per the provincial Social Policy Framework and Homelessness Strategy, Mental health Review and End Poverty Edmonton.</li> </ul>	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Engage provincial stakeholders to support sustainable funding for HUoS and like projects</li> <li>Identify service gaps and engage provincial leadership in addressing these</li> <li>Through implementation, achieve reduction in use of emergency services by HUoS clients and improve client's quality of life.</li> <li>Secure ongoing and sustainable funding.</li> </ul>

Safe Sobering Act			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• EPS members currently have limited options for the transfer of severely intoxicated persons who cannot be safely released. This places a significant burden on EPS resources and reduces availability to respond to other calls for service/</li> <li>• The EPS has advocated for legislation to allow designated NGOs to provide assistance to intoxicated persons.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Justice and Solicitor General</li> <li>• Alberta Health and Wellness</li> <li>• Alberta Human Services</li> <li>• City of Edmonton</li> <li>• Social service sector agencies</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS supports the IPSA legislation as a tool to divert vulnerable persons to appropriate services and to reduce undue demands on police resources.</li> <li>• IPSA has been renamed Safe Sobering Act and is now the responsibility of other sectors to see through.</li> <li>• The EPS supports the establishment of a Demonstration Project site in Edmonton to test operational and governance models.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Secure passage of IPSA (SSA) legislation and designation of a Demonstration Project site in Edmonton.</li> <li>• Secure support from key stakeholders in the social services sector.</li> <li>• Engage provincial stakeholders in project governance and implementation.</li> <li>• Through implementation of Demonstration Project, achieve reduction in service hours per call related to intoxicated persons.</li> </ul>
Mental Health Services			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The lack of sufficient community resources for mental health treatment results in increased demand for police response, placing significant demands on police resources</li> <li>• A July 2015 report by the Auditor General identified opportunities to improve in the government's implementation of the existing Mental Health Strategy.</li> <li>• The Alberta Government has announced a provincial review of mental health services.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Health and Wellness</li> <li>• Alberta Health Services</li> <li>• Police partners</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS supports the full implementation and resourcing of the Provincial Mental Health Strategy.</li> <li>• The provincial Mental Health Review should include emphasis on improving crisis response and mitigating emergency department wait times for patients with acute mental health concerns.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Ensure that Mental Health Review and related Provincial plans reflect EPS priorities.</li> <li>• Through enhanced partnerships, increase appropriate use of available crisis response resources by EPS members.</li> <li>• Through enhanced partnerships, achieve reduction in service hours per call related to mental health complaints and reduction in hours spent in emergency departments by EPS members.</li> </ul>

<b>Hospital Wait Times / Mental Health Act Admissions</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• EPS members spend excessive hours in Emergency Departments waiting for Mental Health Act (Form 10) admissions to be admitted.</li> <li>• Wait times for treatment of persons in custody requiring medical treatment or clearance (for admission to Remand) are significant; EPS is assuming substantial resource costs as a result of system capacity limitations.</li> <li>• EPS response to locating eloped mental health patients remains an issue.</li> <li>• EMS has the same challenges</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Health Services</li> <li>• Alberta Justice and Solicitor General</li> <li>• AHS Zone Leader for Psychiatry</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• For Form 10 Admissions, EPS Duty of Care should not extend beyond transfer into hospital custody at the point of triage.</li> <li>• AHS has responsibility for assuming custody of Form 10 patients at point of triage; reliance on EPS members to provide security in Emergency Departments is an inappropriate use of service.</li> <li>• AHS and EPS should work together to identify alternatives to Emergency Department visits for basic medical treatment/clearance for persons in custody (non-Form 10), e.g. paramedics, primary care clinics.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Renegotiate MOU governing AHS Peace Officers to clarify AHS responsibility for Mental Health Act admissions beyond point of triage</li> <li>• Identify alternatives to Emergency Department visits for basic medical treatment/clearance for persons in custody (non-Form 10)</li> <li>• Through the above, reduce number of service hours spent in Emergency Departments by EPS members.</li> <li>• Develop efficiencies in relation to Eloped Mental Patient calls for service (Form 3 warrant of apprehension)</li> </ul>
<b>Funding for Naloxone</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• There is an identified need for access to Naloxone both for EPS members and the public to protect against possible toxic opioid exposure and overdose.</li> <li>• Naloxone is expensive; with the nasal spray Narcan costing approximately \$125 per 2 dose box.</li> <li>• The injectable option through AHS poses risks to EPS members on the street and requires a level of skill to use, particularly in high stress situations.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Edmonton Police Service</li> <li>• Alberta Health Services</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS are not medical responders and currently do not carry personal issue Naloxone. Naloxone kits have been provided to key areas that are at a higher risk for exposure for the primary purpose of protecting EPS members.</li> <li>• If there is an expectation that EPS respond to opioid exposures and overdoses involving members of the public, the service would need to move towards individual issued Narcan. Funding becomes an issue given the cost per container and the shelf life being 2 years requiring replacement.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Secure support for the maintenance of the Naloxone kit program.</li> <li>• Determine the need for expansion on the current program and, if necessary, secure the appropriate resources and support.</li> </ul>

**Fentanyl/Opioid Issues**

<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• Remediation and/or destruction of toxic opioid contaminated vehicles, residences and property are areas of concern. There needs to be a solution identified to deal with the remediation/release/ or destruction of vehicles, residences and property that come into the possession of the EPS through investigations. Clarification is required regarding which level of government has the jurisdiction and responsibility to ensure this property is properly dealt with.</li> <li>• The Fentanyl situation in Alberta is not subsiding, rather, getting worse in terms of opioid related deaths. Western Canada continues showing an increase in overdoses and deaths. As the situation continues to grow, full time resources need to be assigned to deal with all of the different and complex issues associated with this. This would ensure a comprehensive and uniform approach to trends, equipment, training, legal issues, and policy.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• EPS, Environmental Public Health, Insurance companies, public</li> <li>• EPS, City of Edmonton, Environmental Public Health, Public</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS is currently storing contaminated vehicles at PVSL in a fenced area with limited space. A remediation standard for vehicles and property that has been contaminated with toxic opioids is an area that needs to be decided upon.</li> <li>• All police agencies are struggling with the resource demands required to respond to this emerging crisis. External funding is required to meet this need.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• To identify a process in which the vehicles, residences and property can be either remediated and returned to the owner, or disposed of. This will include identifying who has ownership and jurisdiction over the issue, clearly communicating expectations of all stakeholders, and ultimately the development of comprehensive EPS policy.</li> <li>• Identified funding will allow a resource to be dedicated full time to build and implement strategies. This would ensure that all of the areas in the EPS affected by the crisis are closely examined to identify risk and to work toward solutions. This would give ownership to one individual that could effectively track all related processes as the EPS navigates this crisis.</li> </ul>
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<b>Medically Supervised Injection (Consumption) Sites</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The Access to Medically Supervised Injection Services Edmonton (AMSISE) Advisory Committee has proposed embedding supervised injection services within existing agencies that serve this population along with other wrap-around support services.</li> <li>• The AMSISE Advisory Committee has continued with their community engagement; including, the design and implementation of an expanded community engagement strategy through funds provided by the Government of Alberta</li> <li>• A subsequent proposal was put forward recommending 4 sites (including one in-patient) in areas within Downtown Division.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Streetworks Coordinating Council (Alberta Health Services, Boyle McCauley Health Centre, Boyle Street Community Services, Catholic Social Services (Kairos House), CEASE (Centre to End All Sexual Exploitation), Edmonton Police Service, George Spady Society, HIV Edmonton, Northern HIV Clinic, University of Alberta).</li> <li>• Ministers of Justice and Solicitor General and Health</li> <li>• Alberta Health Services</li> <li>• City of Edmonton</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS is supportive of intervention services that focus on addressing the root causes and provide a holistic approach to assisting those with addictions in order to strive to break the cycle of drug addiction which often is associated with crime and victimization.</li> <li>• EPS has public safety concerns about the subsidiary issues that can arise as a result of these sites are not implemented with adequate supports and integration of services. The law enforcement perspective has to take into consideration the entire public safety perspective, which is inclusive of the impacts of trafficking of illegal drugs, the related criminal activity which comes with the illegal drug trade and violence, and impacts on communities where this activity is tolerated.</li> <li>• The EPS continues to support the concept of a Community Wellness Centre where all services to support the needs of vulnerable populations could be provided and coordinated.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• EPS advocates for a Wellness Centre to provide all of the necessary intervention services across the spectrum of concerns facing vulnerable populations (addictions, substance abuse, mental health, homelessness, etc.).</li> </ul>

Sanctuary Cities			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• In the wake of what are perceived as anti-migrant policies and sentiment in the United States, Canada has experienced an uptick in asylum seekers crossing into Canada illegally to claim refugee status. In order to show support for asylum seekers at a municipal level, councils in some Canadian municipalities have passed motions designating themselves as “sanctuary cities” for unauthorized migrants.</li> <li>• Policies and strategies to deal with this influx must be in accordance with the Immigration and Refugee Protection Act.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• City of Edmonton</li> <li>• Canadian Border Services Agency</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS has conducted a legal review of existing legislation (Immigration and Refugee Protection Act, Freedom of Information and Protection of Privacy Act, etc.) and some considerations would include: <ul style="list-style-type: none"> <li>○ Legislated requirements to act as per legislation, execute warrants, and the authorization for sharing information between law enforcement bodies (including Canada Border Services Agency) for law enforcement purposes, such as reporting violations of the Immigration and Refugee Protection Act.</li> <li>○ Police have a duty to preserve the peace, enforce the law, protect life and property, prevent and investigate crimes, and bring the perpetrators to justice. Just as with any other laws, police have a duty to enforce the Immigration and Refugee Protection Act.</li> <li>○ Police also have the role to address victimization and address public safety.</li> </ul> </li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Engagement of the Edmonton Police Commission to be aware of the potential issues that can arise with these declarations.</li> <li>• Establishment of a foundational position for the service that balances the need to support victims of crime as well as deal with issues pertaining to the Immigration and Refugee Protection Act.</li> </ul>

Project Watch			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• Project Watch (PW) is a collaborative enforcement team brought together to address unsafe living conditions, inadequate supports, and crime/disorder issues related to provincial support clients housed in hotels, motels and rental accommodations.</li> <li>• Through the Project, the EPS and external partners have identified service and regulatory gaps requiring collaborative solutions.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• City of Edmonton               <ul style="list-style-type: none"> <li>○ Edmonton Fire and Rescue Services-Fire Prevention</li> <li>○ Development Compliance</li> <li>○ Community Standards/Bylaw/Safety Codes/Permits and Business Licencing</li> </ul> </li> <li>• Alberta Human Services (Alberta Works and AISH)</li> <li>• Alberta Health Services-Environmental Health</li> <li>• Alberta Child and Family Services</li> <li>• Alberta Labour - Occupational Health and Safety</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• Existing standards and enforcement mechanisms are limited. The identified challenges require a combination of administrative, legislative, regulatory, and enforcement-based solutions, at both the provincial and municipal levels.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Project Watch Task Force conducts joint inspections of problem properties housing vulnerable persons.</li> <li>• Working with the City of Edmonton to identify any municipal regulatory gaps and jointly submit business licence reviews imposing conditions on problem properties including enforcement under the Municipal Government Act.</li> <li>• Secure formal operational participation from all partners.</li> <li>• Work with provincial partners to promote administrative improvements and to address legislative and regulatory gaps for commercial accommodation.</li> </ul>

**FOCUS AREA: Mitigating fiscal and operational impacts in areas of shared jurisdiction**

**Strategic Objective: To improve efficiency and reduce liability by enhancing fiscal and operational support from other orders of government in areas of shared or overlapping jurisdiction.**

ISSUE	STAKEHOLDERS	POSITION	ADVOCACY OBJECTIVES
<b>Big City Charter</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>In 2012, Municipal Affairs engaged the Cities of Edmonton and Calgary to develop charters to recognize the scope of services provided by big cities and to adjust authorities and fiscal powers accordingly.</li> <li>The new government has indicated its intent to follow the previous timeline: negotiations on new powers to take place in 2015, with a new fiscal relationship coming in 2016.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>City of Edmonton</li> <li>Alberta Municipal Affairs</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS supports development of a Charter to address the scope of responsibilities now assumed by big cities.</li> <li>All parties should understand the fiscal implications for police services of rapid growth and of social policy failures.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Support City of Edmonton advocacy in Big City Charter discussions.</li> <li>Ensure that the City of Edmonton's position reflects priorities of the EPS and addresses demands placed on police by current gaps in health and social service systems.</li> </ul>
<b>Municipal Policing Assistance Grant</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>The Municipal Policing Assistance Grant program was established in 2004-05. Cities over 50,000 receive \$16 per capita.</li> <li>The grant level has not increased to respond to inflation or to increased demands. If the grant were adjusted for inflation, Edmonton would receive an additional \$3.25M per year.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Province of Alberta</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>In the context of the Big City Charter and related discussions, the EPS supports the view that funding allocations should recognize the demands placed on Edmonton by neighbouring municipalities and by the increasing cost and complexity of policing.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Secure enhanced funding commitments from the provincial government commensurate with the demands placed on the EPS.</li> </ul>

<b>Prisoner Transport</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• Prior to the opening of new Remand Centre in 2013, prisoners were transported on foot by EPS members. Since 2013, EPS members have continued to transport prisoners by car, resulting in significant resource burdens.</li> <li>• The EPS transported 14,632 detainees in 2014, utilizing 8 Constables and 4 Sergeants at a personnel cost of \$997,000.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Justice and Solicitor General</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS seeks to work with the Province to reduce demands on police. Increased use of Alberta Sheriffs to support prisoner transport is consistent with the provincial Law Enforcement Framework.</li> <li>• This requirement may change upon the opening of the North West Campus.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Transition responsibility for transport of offenders to Remand to the Alberta Sheriffs if possible.</li> </ul>
<b>Judicial Interim Release (Bail) Hearings</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• Up until October 21, 2016, EPS Constables assigned to the 24/7 Approval Unit conducted bail hearings on behalf of the Crown.</li> <li>• In 2014, EPS conducted over 14,000 hearings at an approximate staff cost of \$360,000. Current rates of growth suggest this will increase significantly in the next two years.</li> <li>• Edmonton was served by one assigned Judicial Interim Release Hearing Officer, compared to three in Calgary, and Edmonton lacks 24-hour JP coverage. This limited the ability to process offenders and strains EPS detention capacity.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Justice and Solicitor General</li> <li>• Alberta Crown Prosecution Service</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• 24-hour JP coverage is necessary in Edmonton to allow for bail hearings to be held around the clock. This is critical to alleviating capacity constraints which result in unnecessary and problematic delays.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Transition responsibility for conduct of bail hearings to Crown Prosecutors.</li> <li>• Ensure continued efficiency of the hearing process through the transition.</li> <li>• Secure 24-hour JP availability for Edmonton.</li> <li>• Examine release condition options that might be more resource appropriate</li> </ul>

<b>Sexual Offender Management</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The EPS manages a disproportionate number of high-risk offenders released into the community upon warrant expiry</li> <li>• Edmonton receives high-risk offenders from other jurisdictions, frequently managed by the Behavioural Assessment Unit (BAU).</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Corrections Service of Canada (CSC)</li> <li>• Alberta Health Services (AHS)</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS faces disproportionate resource demands due to the high concentration of high-risk offenders. All partners – including CSC, AHS, and other agencies – should work collaboratively to manage high-risk offenders.</li> <li>• Federal and provincial partners should consider measures to reduce the concentration of high-risk offenders in Edmonton.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Establish more collaborative resources to support the management of high-risk offenders in Edmonton.</li> <li>• Exploring need for a social worker to take on a support role for the offenders that the BAU monitors.</li> </ul>
<b>Electronic Offender Monitoring (EOM)</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The EPS initiated EOM through a provincial grant, which expires at the end of 2015. EOM is a valuable tool for monitoring high-risk Section 810 offenders.</li> <li>• EOM is increasingly being required by judicial orders for pretrial bail and to monitor offenders from outside Edmonton, and the Courts are utilizing vendors who are unable to provide timely local response (e.g. removal of devices for arrested offenders). The EPS is now monitoring federal and provincial offenders beyond the original scope of the EOM program.</li> <li>• The current situation has negative implications for the EPS: <ul style="list-style-type: none"> <li>○ Unsustainable demand on personnel to monitor offenders and respond to alarms</li> <li>○ Delays in Remand admission due to delays in removal of device by vendors</li> </ul> </li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Justice and Solicitor General</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS does not endorse the use of EOM for pretrial release.</li> <li>• The use of EOM should be restricted to high-risk offenders on Section 810 release so that the EPS can provide an appropriate level of monitoring and response.</li> <li>• The recent trend in judicial orders is making the use of EOM an operational necessity. Should this trend continue, provincial funding should be provided to allow the EPS to respond to new requirements. However, the EPS should not be responsible for the cost of third-party monitoring.</li> <li>• Should current trends continue, it is critical that the Courts use EOM vendors with the capacity to provide timely response to local issues.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Secure ongoing funding from higher orders of government to support the EOM program.</li> </ul>

**FOCUS AREA: Addressing emerging and unmet operational needs**

*Strategic Objective: To improve police effectiveness by addressing current and emerging operational priorities*

ISSUE	STAKEHOLDERS	POSITION	ADVOCACY OBJECTIVES
<b>Annexation and Growth Planning</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>The City has proposed to annex an area south of Edmonton to accommodate future population growth. This area includes the Edmonton International Airport and portions of Highway 2, currently policed by RCMP.</li> <li>Estimated annual policing costs for the annexed area could ultimately require up to: \$9-10 million (60FTE).</li> <li>Other transformative growth projects will have major implications for the EPS, particularly the downtown arena district.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>All areas of the City of Edmonton (Office of Emergency Management, Regional Planning Environmental and Sustainable Development)</li> <li>Alberta Health Services</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS should be an integral partner in COE annexation planning.</li> <li>Growth projects within the City have implications for service delivery and citizen safety, and all partners must be engaged in safety planning for revitalization areas.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Ensure that negotiations concerning annexation reflect operational requirements for policing.</li> <li>Engage all relevant partners to develop policing plans for other growth areas (esp. downtown)</li> </ul>
<b>Emergency Medical Response for Persons in Custody</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>Independent fatality inquiries have recommended that the EPS locate paramedics in the Detainee Management Unit (DMU).</li> <li>The EPS faces significant liability for in-custody prisoner deaths.</li> <li>In 2014, EMS responded to DMU 245 times to provide treatment to persons in custody. Of these, 159 resulted in paramedics treating the patient on-site, while 86 required police-escorted visits to medical facilities.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Alberta Health Services</li> <li>Private Paramedic Services</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>AHS and EPS should work together to identify alternatives to Emergency Department visits for basic medical treatment/clearance for persons in custody, e.g. exploring contracting of paramedics to be stationed in DMU.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Identify alternatives to Emergency Department visits for basic medical treatment/clearance for persons in custody</li> <li>Identify feasible strategies to reduce liability for emergency medical occurrences in DMU.</li> </ul>

<b>Institutional Intelligence Unit</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• There are six major federal and provincial correctional facilities in Edmonton, and the EPS is responsible for responding to calls for service and conducting associated investigations at these facilities.</li> <li>• The EPS has had initial discussions with partners on establishing a cross-jurisdictional Intelligence Unit to gather and share intelligence in the interest of public safety (gangs, guns, drugs, organized crime).</li> <li>• A recommendation from the 2014-2015 EPS Intelligence Review Report was to identify and engage external partners in order to share organizational intelligence.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Justice and Solicitor General</li> <li>• Alberta Environment and Parks</li> <li>• Corrections Service Canada (CSC)</li> <li>• RCMP</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The Government of Alberta and federal partners should partner with the EPS to explore establishment of an Institutional Intelligence Unit on a pilot basis.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Scope options for establishment of an Institutional Intelligence Unit.</li> </ul>
<b>ASIRT and Professional Standards Branch (PSB)</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The PSB continues to assess the effectiveness of the public complaints process, and was worked collaboratively with the Police Commission and provincial partners to standardize vocabulary and concepts.</li> <li>• Complaints against police receive media coverage and represent a risk to public trust and perceived legitimacy of police.</li> <li>• The EPS incurs personnel costs of \$3.49M (28.0 FTE) annually for PSB functions.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Alberta Justice and Solicitor General (ASIRT)</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The EPS should continue to work with ASIRT to enhance the transparency and efficiency of investigative processes.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Achieve ongoing refinement of processes and communications protocols.</li> </ul>

<b>Responding to Domestic Violence</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>In 2013, the Province released a Framework to End Family Violence. In 2015, the City established a Council Initiative on Gender-Based Violence. These offer opportunities to address identified needs for improved system integration and referral options for police.</li> <li>Emergency Protective Orders (EPOs): JPs are presently allowing EPS members to secure EPOs by phone, but this practice is not fully entrenched and may require further advocacy.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>City of Edmonton</li> <li>Alberta Human Services</li> <li>Alberta Justice and Solicitor General</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS supports engagement in this sector by City and Provincial partners.</li> <li>The Province should work with municipal partners to identify opportunities to advance the Framework to End Family Violence in Edmonton.</li> <li>The City Council Initiative on Gender-Based Violence should address needs identified by EPS.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Engage City and Provincial partners in addressing needs identified by EPS through implementation of Provincial Framework and Council Initiative.</li> <li>Ensure ongoing functioning of EPO process.</li> </ul>
<b>Domestic Violence Justice Response (DVJR)</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>The DVJR was created in Dec. 2016 with the aim of changing the service delivery model for victims of domestic violence</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>City of Edmonton</li> <li>Edmonton Police Service</li> <li>Alberta Justice and Solicitor General</li> <li>The John Howard Society</li> <li>Aboriginal Counseling Services.</li> <li>DOCS</li> <li>Victim Services Unit</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS will continue to work in partnership with stakeholders to better meet the needs of and support victims of domestic violence</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Aim of changing the service delivery model for victims of domestic violence.</li> <li>Ensuring that victims experience more support and less confusion in navigating the system through a more collaborative approach.</li> </ul>

**FOCUS AREA: Achieving legislative and regulatory innovation**

**Strategic Objective: To improve police effectiveness by securing legislative and regulatory changes to meet current and emerging needs**

ISSUE	STAKEHOLDERS	POSITION	ADVOCACY OBJECTIVES
<b>Traffic Safety Act and Related Enforcement</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>Under the previous Highway Traffic Act, police services in Alberta could seize vehicles travelling more than 50kph above the posted limit. Under the current Traffic Safety Act, police do not have this authority.</li> <li>Recent resolutions by the Alberta Association of Chiefs of Police (AACP) support enhancing police authority to address speeding.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Alberta Transportation</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>Legislation should be enacted empowering police to seize and impound for seven days vehicles travelling at excessive speeds, and should suspend for seven days the license of any driver charged with driving at excessive speed (50kph &gt; posted limit).</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Secure passage of legislation to enhance police powers to address excessive speeding.</li> </ul>
<b>Regulation of Scrap Metal Recyclers</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>Metal theft is a significant problem in Alberta and represents a threat to critical infrastructure and to the construction sector.</li> <li>Existing regulations governing scrap metal dealers do not contain adequate reporting and enforcement provisions to deter theft.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Alberta Infrastructure</li> <li>Alberta Justice &amp; Solicitor General</li> <li>City of Edmonton</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The Province should initiate consultation to move towards enhanced legislation requiring greater documentation of transactions and considering increased enforcement functions.</li> <li>The City of Edmonton should explore addressing this issue through Bylaws, on the model adopted in Calgary.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Engage the City of Edmonton in discussions about establishing a relevant Minimum Standards Bylaw.</li> <li>In the medium-term, secure passage of relevant provincial legislation.</li> </ul>

## Regulation and Enforcement in the Hospitality Sector

Issue:	Stakeholders:	Position:	Objectives:
<ul style="list-style-type: none"> <li>• Activities of the Alberta Gaming and Liquor Commission (establishments, pricing, and enforcement) have a major impact on demand for police resources.</li> <li>• Municipal business licensing in the hospitality sector has implications for policing. There is a need for mechanisms to provide input to the City to inform licensing and Development Permit decisions.</li> <li>• The Business License Review process is one of the primary enforcement mechanisms available to the Public Safety Compliance Teams (PSCT). The current Review process is lengthy and PSCT has identified opportunities for improvement.</li> <li>• The opening of the arena district and the upcoming expansion of the PSCTs suggest that these issues will become more acute over the next 2-3 years.</li> </ul>	<ul style="list-style-type: none"> <li>• City of Edmonton</li> <li>• Alberta Gaming &amp; Liquor Commission (AGLC)</li> </ul>	<ul style="list-style-type: none"> <li>• AGLC should continue to consult with the EPS prior to introducing new regulation to ensure community impacts are mitigated.</li> <li>• AGLC should continue to participate in joint enforcement and education initiatives.</li> <li>• The City should engage the EPS to provide input to inform business licensing and Development Permitting for licenses establishments to ensure vitality is balanced with community safety and reduced victimization.</li> <li>• The EPS supports ongoing refinement of enforcement mechanisms, including the Business License Review process.</li> </ul>	<ul style="list-style-type: none"> <li>• Engage City of Edmonton in discussions on mechanisms for input into licensing for businesses in the sector.</li> <li>• Engage all partners in planning for upcoming development in the downtown core.</li> </ul>

**FOCUS AREA: Improving relations with Indigenous Communities**

*Strategic Objective: To reduce victimization and improve police effectiveness through program innovation, relationships, and cultural competency*

ISSUE	STAKEHOLDERS	POSITION	ADVOCACY OBJECTIVES
<b>Truth and Reconciliation Commission (TRC) and related political developments</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>The final report of the TRC included multiple Calls to Action addressing the justice system, including: to reduce disproportionate rates of incarceration and victimization among indigenous people; to address the issue of missing and murdered indigenous women; to build new relationships on a model of mutual respect and responsibility; and to engage with Indigenous models of conflict resolution.</li> <li>The Province and City have expressed support for the TRC and Premier Notley has tasked all Ministries with advancing the rights and self-reliance of Indigenous communities.</li> <li>Indigenous people are twice as likely as non-Indigenous people to suffer violent victimization, and represent 23% of the national incarcerated population.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>City of Edmonton</li> <li>Province of Alberta (all Ministries)</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS has prioritized these issues through the Indigenous Strategy (competency training, recruitment, and relationship building), and by working with police partners on the CACP Policing with First Nations, Metis, and Inuit Peoples Committee (PWFNMIPC).</li> <li>City and provincial partners should support collaborative initiatives to reduce victimization among vulnerable people, which will in turn reduce Indigenous victimization and incarceration (e.g. Community Wellness Centre, IPSA legislation, HUoS, mental health crisis intervention, and transitional housing programming).</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Secure Provincial support for initiatives aimed at reducing victimization among vulnerable persons.</li> <li>Through the above, reduce levels of crime and disorder affecting vulnerable persons and mitigate the disproportionate levels of Indigenous victimization and incarceration.</li> <li>Ensure that EPS is recognized as a leader in promoting positive relationships with the Indigenous community.</li> </ul>
<b>City of Edmonton First Nations, Metis, and Inuit (FNMI) Framework</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>The Urban Indigenous Accord was signed in 2006 as a principle-based agreement between the City and the Indigenous peoples of Edmonton. On the tenth anniversary of the Accord, the City is developing a new FNMI Framework to guide its engagement with the indigenous community.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>City of Edmonton</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS supports the City's engagement with the Indigenous community, and the City and the EPS should work closely together to engage more effectively with the community where possible.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Ensure that EPS is recognized as a leader in promoting positive relationships with the Indigenous community.</li> </ul>

<b>Relations with Indigenous governmental organizations</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>Edmonton falls within Treaty Six territory and just south of Treaty Eight territory. First Nations falling within these Treaty areas are represented by the Treaty Six Confederacy and the Treaty Eight First Nations of Alberta, respectively. These groups serve as a united voice on behalf of member Nations.</li> <li>The Metis Nation of Alberta (MNA) is a representative body that advocates on behalf of Metis people within the province.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Treaty Six Confederacy</li> <li>Treaty Eight First Nations of Alberta</li> <li>Metis Nation of Alberta</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS is committed to maintaining positive relationships with Indigenous governments and representative organizations in order to best serve Edmonton's Indigenous community. Engagement with these stakeholders is consistent with and pursued under the EPS Indigenous Strategy.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Maintain positive, strategic partnerships with Indigenous governments through their representative organizations.</li> <li>Through partnerships, to better understand the challenges and opportunities facing the Indigenous community.</li> </ul>
<b>Oskayak Police Academy (also part of Youth Engagement)</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>The Oskayak Police Academy was born out of a suggestion from one of our members that sit on the Indigenous Community Liaison Committee (ICLC) as well as the Chiefs Advisory Council. There was need in the community for the relationship between our Indigenous youth and police members to strengthen as the relationship that was the reality was wrought with historical traumas and contemporary mistrust.</li> <li>A partnership between several organizations, Oskayak was created to mend relations by giving First Nations youth and police a glimpse into each other's lives.</li> <li>Oskayak, meaning "youth" in Cree.</li> <li>The program focuses on providing a safe, culturally inclusive space for the youth and officers to communicate, challenge stereotypes, and learn.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>EPS</li> <li>Bent Arrow Traditional Healing Society</li> <li>Metis Child and Family Social Services</li> <li>Amiskwacyi Academy</li> <li>Edmonton Public Schools</li> <li>Edmonton Catholic Schools</li> <li>REACH Edmonton (no longer involved)</li> <li>Metro Continuing Education</li> <li>Aboriginal Learning Services</li> <li>First Nations, Metis and Inuit Education</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>It is geared towards youth between the ages of 14 and 18 who self-identify as Aboriginal. The teens earn three high school credits upon completion.</li> <li>During their time at the academy, students participate in cultural activities.</li> <li>They also complete a police recruit obstacle course and learn about different aspects of policing through visits from canine, tactical and recruiting units.</li> <li>One of Oskayak's key goals is to engage participants in learning how to build safe communities and work in partnership with police.</li> <li>The police service has acknowledged the need to build better relations and reduce victimization in the aboriginal community.</li> <li>Community involvement and support from partners are invaluable for the maintenance of this project.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>The projected outcome of the Oskayak Police Academy is to build sustainable, trusting relationships with Indigenous youth and Edmonton Police Service, by providing a space for communication and understanding in order to challenge stereotypes, address perceptions, and provide education on relevant policing issues. A key element to the success of the academy is providing access to traditional Indigenous knowledge to both the youth and police members involved.</li> </ul>

## FOCUS AREA: Community Engagement

**Strategic Objective: To engage the community through prevention and intervention initiatives that work to improve police effectiveness through program innovation, community relationships, and cultural competency**

ISSUE	STAKEHOLDERS	POSITION	ADVOCACY OBJECTIVES
<b>Chief's Advisory Council</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>November 2013, The Centre for Race and Culture (CRC) Consulting was contracted to conduct a review of the CAC.</li> <li>The findings of the review were as follows:</li> <li>The CAC and CLCs are valued as a method for community engagement and consultation but changes will be required in order to maintain effectiveness, legitimacy, and community and EPS support.</li> <li>There is a lack of awareness about the CAC and CLCs both within the EPS and in the communities which they are intended to support.</li> <li>Need a stronger set of accountability measures to ensure the CAC and CLCs are meeting their goals and objectives.</li> <li>In relation to accountability there are concerns about representation and participation on the CAC and CLCs.</li> <li>There is a lack of clarity about the current activities and purpose of the CAC and CLCs and a desire to shift the activities to achieve more action-oriented outcomes.</li> <li>Dedicated resources from the EPS will be required to sustain the work of the CAC and CLCs and that this will be especially important if the CAC &amp; CLCs are to increase their activities beyond information sharing.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Edmonton Police Service</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The Chief's Community Advisory Council (CAC) was developed in 2004 to engage the Edmonton Police Service and Edmontonians in a proactive dialogue centered on developing mutual trust, information sharing, and relationship building.</li> <li>The Chief's Advisory Council seeks to increase public safety by actively promoting dialogue and collaboration between and amongst Edmonton's diverse communities and the Edmonton Police Service while building and maintaining positive relationships.</li> <li>As part of the CAC framework, there have been eight Community Liaison Committees (CLCs) representing the following diverse communities: Indigenous, African, Black, Chinese, South Asian, Jewish, Muslim, and Sexual and Gender Minorities. The CAC is chaired by the Chief of the Edmonton Police Service and a Community Co-chair. The Equity, Diversity and Human Rights Section (EDHR) of the Edmonton Police Service (EPS) provides administrative support and strategic direction to the CAC.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Work cooperatively to identify, inform, discuss, and address common issues and trends</li> <li>Engage in open dialogue, and provide input and feedback on various issues the community and police may be facing at any given time.</li> <li>Develop responsible and proactive measures to increase mutual understanding, cooperation, and trust between and amongst the EPS and diverse communities.</li> <li>Strengthen quality, delivery, and integration of policing services to be more responsive to the needs of Edmonton's diverse communities (i.e. Recruitment, training, and outreach work).</li> <li>Provide opportunities for dialogue, information exchange, understanding and awareness- building</li> <li>Act as a resource for the community and operational support/resource for EPS sworn and civilian members.</li> </ul>

<b>Emerging Communities Framework</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>Develop an Emerging Communities Framework to assist the organization in establishing a comprehensive and inclusive plan for developing police legitimacy, trust and relationships within emerging communities.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Equity, Diversity and Human Rights Section (EDHR)</li> <li>Community Operations Support Unit (COSU)</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The EPS Emerging Communities Framework is a crucial element of its commitment to community policing and engaging in proactive policing that recognizes the value of prevention and intervention activities. The framework provides an understanding of what emerging communities are; why an engagement framework is necessary for EPS, what strategies and actions will be undertaken and how success will be measured.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>EPS will gain an understanding of what emerging communities are; why an engagement framework is necessary; what strategies and actions will be undertaken; and ultimately, how success will be measured.</li> <li>To create working strategies and actions that will guide EPS to establish legitimacy, trust, and relationships with Edmonton's emerging communities.</li> <li>To be leveraged with the Engagement Strategy with Diverse Community this is an APP Initiative.</li> <li>Two main goals for 2017 will be: <ol style="list-style-type: none"> <li>Develop a Community Operations Support Team (COST) coordinated by COSU Constable and made up of members who are interested in developing police legitimacy, trust and relationships with Edmonton's emerging and diverse communities and</li> <li>Work with the Office of Strategy Management to develop an organizational Community Engagement Strategy.</li> </ol> </li> </ul>
<b>Community Operations Support Team (COST)</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>One of the goals of the Emerging Communities Framework was to develop a Community Operations Support Team (COST) coordinated by COSU Constable and made up of members who are interested in developing police legitimacy, trust, and relationships with Edmonton's emerging and diverse communities.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Various Community groups</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>Having frontline members who are interested in doing community engagement events, this way the work is spread across the organization rather than with a few dedicated resources and individuals.</li> <li>An organizational COST initiative with support from the division will increase organizational awareness, and resources to work and engage the community.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Establish a Community Operations Support Team (COST) with support from the Division.</li> </ul>

## FOCUS AREA: Youth Engagement

**Strategic Objective: invest in all youth using a spectrum of proactive police involved engagement, intervention, and enforcement programs; building youth resiliency; addressing youth risk factors and preventing offending, re-offending and victimization.**

ISSUE	STAKEHOLDERS	POSITION	ADVOCACY OBJECTIVES
<b>EPS Youth Strategy</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The magnitude of youth crime in Edmonton is significant. In 2012, among the top ten prolific youth offenders, 465 charges were laid.</li> <li>• Many factors contribute to youth crime and victimization:</li> <li>• Regular adolescent developmental issues, from self-identity to the emergence of ego and self-importance.</li> <li>• Traumatic and violent experiences encountered during early developmental years.</li> <li>• Addiction and mental health issues.</li> <li>• High Impulsivity and inability to relate behaviour to consequences.</li> <li>• Youth possessing some or all of these characteristics may pose a significant risk to themselves and public safety.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Youth Services Section</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• The youth strategy aligns with EPS's strategic goal to reduce crime and victimization, and is guided by our mission to increase public safety.</li> <li>• It focuses on four specific elements: decreasing youth crime and victimization, increasing resiliency in youth, enhancing existing youth programming while supporting new ideas, and finally, acting as a resource to all areas within EPS and a link to the community at large.</li> <li>• Execution of the strategy will enhance our ability to address youth related policing issues, while providing a specific expertise to share within the Edmonton Police Service.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• To decrease youth crime and victimization.</li> <li>• To increase resiliency in participating youth.</li> <li>• To enhance existing youth programming and support new ideas within EPS.</li> <li>• To act as a resource to all areas within EPS and a link to the community at large.</li> </ul>

<b>EPS School Resource Officers</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>In 1979, the Edmonton Police Service entered into a unique partnership with the Edmonton Public and Edmonton Catholic School Boards, creating a police presence within four Edmonton high schools.</li> <li>Over the past 36 years, the role of the School Resource Officer has changed dramatically. A primary function of the School Resource Officer today is to assist the school administration in ensuring a "safe and caring place of learning" for students and staff, balancing enforcement with prevention and intervention.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Edmonton Public and Catholic School Boards</li> <li>EPS</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The Edmonton Police Service, (EPS) is dedicated to providing our schools a safe and caring environment. In Collaboration with school partners, a model of proactive, solution oriented policing recognizes the importance and strength towards engaging with student populations and supporting initiatives within school communities.</li> <li>The School Resource Officer (SRO) Program is still recognized as one of the first community-based initiatives undertaken by the EPS.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Be a visible uniformed presence in the school through counseling, structured class presentations, lectures, positive youth interaction and mentoring.</li> <li>Conduct investigations and enforce laws, (municipal, provincial or criminal) by appropriate means, as dictated by the statute applicable to the situation.</li> <li>Work with school administrators, staff, students, parents, and the community, including other EPS members, to identify and address school concerns.</li> <li>Engage students through positive mentoring and student relationship building activities</li> <li>Engage highest risk students with a supportive "wrap-around" approach utilizing the expertise of community partners.</li> </ul>
<b>Safe in 6 Program</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>The development of the Safe in 6 Program promotes positive police/youth engagement at the grade six levels (elementary) and is the alternative program to D.A.R.E. The development of the Safe in 6 Program was a collaborative effort with a number of partners including: Canadian Centre for Child protection, Alberta Health Services (Addiction and Mental Health) and Canadian Red Cross. Safe in 6 consists of three modules: healthy relationships, Internet safety and drug resistance. Over 800 students were involved in the pilot project and 23 officers were trained to facilitate the program.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>Canadian Centre for Child Protection</li> <li>Alberta Health Services (Addiction and Mental Health)</li> <li>Canadian Red Cross</li> <li>EPS</li> <li>Edmonton Public and Catholic School Boards</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>The Safe in 6 Program is targeted at grade six students and focuses on addressing the top three challenges youth face today: how to nurture positive, healthy and supportive relationships; how to stay safe in our online world; and, how to resist the ever-present pressures to partake in drugs, alcohol and tobacco.</li> <li>Three one-hour presentations have been developed and tested in schools, with a facilitation manual and family activity booklet as part of the package.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Increase Youth Safety - provision of consistent messaging around risky behaviours associated with youth populations; young people identify consequences, both short and long term, of their choices.</li> <li>Build trust and respect between police and youth - Provide opportunity for same space, positive interaction; allow for casual adult to youth dialogue that increases understanding of one another.</li> <li>Work collaboratively with partner agencies and community stakeholders. Increased sustainability of prevention initiatives aimed at youth populations; enhanced communication strategies for working with youth and effectively dealing with the complex needs of youth.</li> </ul>

Youth Action Project (YAP)			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The John Humphrey Centre's Youth Action Project is a youth leadership program that engages young people ages 16 – 24 in human rights issues in our community through applied learning and dialogue.</li> <li>• It is an intensive weekly program that allows approximately 20 youth the opportunity to hear from presenters on a specific topic and have intensive dialogue on critical issues faced by members of the community.</li> <li>• In 2016, YAP identified a need for relationship building between law enforcement and youth from marginalized communities. This led them to select "Policing" their topic of focus for 2016; participants will learn from both community and police presentations.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• EPS</li> <li>• John Humphrey Centre</li> <li>• Equity and Diversity Human Rights Section</li> <li>• Youth Services Section</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• YAP Provide an excellent opportunity for relationship building between the police and community, while also alleviating any misconceptions the community may have. The recommendations that have been developed by YAP in the past have been positively received and implemented.</li> <li>• The police topics selected for YAP are:             <ol style="list-style-type: none"> <li>1. Police as protectors/Use of Force</li> <li>2. The legislations that guides policing/street checks</li> <li>3. Police Accountability and Complaints Process</li> <li>4. Cultural Safety and Bias Awareness in Policing</li> </ol> </li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• As the EDHR and Youth Services Section continue to work together on the development and implementation of a youth engagement program for EPS, it is believed that the insights and recommendations coming from YAP will be constructive and useful in ensuring a relevant, youth-driven and police supported engagement program.</li> </ul>

The Y-FIVE-O Strategy			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• Y-50 is a strategy created by the Youth Unit in response to the increased number of repeat violent youth-related crimes in Edmonton.</li> <li>• The Youth Unit joined with justice and intervention partners to address the risk factors associated with high-risk youth behaviours. This led to the development of the Youth Offending Matrix (by the EPS Business Performance Unit). The matrix is a tool that utilizes police data from three risk categories: violence, prolific offending and vulnerability, to identify and rank the 50 most violent and prolific youth offenders.</li> <li>• The Edmonton Police Service has developed its Youth Strategy over the past 3 years. A priority program within the Youth Strategy is the Y: FIVE-O program which targets prolific, violent youth offenders (as identified through the youth offender matrix). Youth offenders are assigned to specific Crown Prosecutors, Probation Officers, EYOC team leads and Y: FIVE-O Constables for monitoring and opportunities for intervention. In 2015, the Y-50 program will focus on reducing violent occurrences and reduced victimization by these youth offenders, development of a job skills program and effective referrals for interventions and treatment.</li> </ul>	<p><b>Stakeholders:</b></p> <p>Youth Unit</p>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• Y-50 Constables monitor, investigate and gather intelligence about target youth with the aim of providing close supervision and support to minimize reoffending. Youth offenders who continue their criminality are subject to strategies focused on enforcement and public safety, while youth who are engaged, are directed toward rehabilitation and reintegration through the work of a Youth Referral Coordinator.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Reduce violent youth crime and victimization through focused efforts (with intervention and justice partners) on the 50 most violent, prolific youth offenders in the city based identified through the IMR13 (Youth Offender Matrix)</li> <li>• Provide expertise in policing of youth offenders</li> <li>• Link Y:Five-O identified youth to intervention supports through our EPS civilian Youth Referral Coordinator <ul style="list-style-type: none"> <li>- participate in high risk youth case consults with a variety of community partners</li> </ul> </li> <li>• Successfully graduate youth from the Y: FIVE-O list (not due to aging out).</li> <li>• Develop and create the Working Warrior Intervention Program in collaboration with Bent Arrow Traditional Healing Society <ul style="list-style-type: none"> <li>- Lead a large scale strategy for tackling an emerging youth crime trend annually</li> <li>- support and refer youth to the WrapEd intervention program</li> </ul> </li> </ul>

<b>The Resiliency Project</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The Resiliency Project” will reduce the risk of violent extremism by bridging the gap between police, community and social service providers. This project will deliver a comprehensive approach for countering violent extremism in youth, and aims to educate community and intervene with youth at the highest risk of being influenced by extremist messaging.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• City of Edmonton</li> <li>• EPS</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• Counter Terrorism and Radicalization of youth is a concern for EPS and the City of Edmonton</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Sergeant position to coordinate the project. Analyst position created for “The Resiliency Project”.</li> <li>• City partnership in implementing online intervention strategy through partnership with “Moonshot CVE”.</li> <li>• School Resource Officers complete CVE community education program (“train the trainer” – human rights approach to countering violent extremism).</li> <li>• Young Persons Advisory Council (Y-PAC) is established as a committee within Chiefs Advisory Council.</li> </ul>
<b>Dallaire Initiative</b>			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• Building Connections: Police-Youth-Community Partnerships for Extreme Violence Prevention Project Overview</li> <li>• The Dallaire Initiative conducted research to understand the current contexts and practices related to youth and police, consulted with community organizations and at-risk youth, and worked directly with police to inform and shape the creation of resources to support Canadian police services on the front line.</li> <li>• It was decided to focus on the development of a number of supportive resource tools that police forces can integrate into their existing activities to promote and support positive interactions with children and intervention in and prevention of recruitment and violence.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• Edmonton Police Services</li> <li>• The Roméo Dallaire Child Soldiers Initiative</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• With the Dallaire Initiative’s expertise in developing pedagogical tools for security sector actors internationally, we see these project results and findings as an excellent opportunity to explore our tool development expertise domestically in a very tangible way.</li> <li>• The Dallaire Initiative has worked with Edmonton Police Services and local Halifax software development company, MODE, to develop a unique smartphone application that police officers can use on the job to improve their interactions with youth and their ability to assist them.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Develop the Smartphone Application “Connections”</li> <li>• 30 officers in the Youth Services Section of the Edmonton Police Service will pilot the app over the course of a year from November 2016 to November 2017.</li> <li>• The EPS officers will provide regular feedback on their use of the app to the Dallaire Initiative and analytics will be collected on their use of the app. After this pilot phase and an impact evaluation has been completed by the Dallaire Initiative with the cooperation and feedback of EPS, the results of the app will be presented at a year 3 wrap-up conference in winter 2018 and promoted with other police services around Canada in a business model approach. <ul style="list-style-type: none"> <li>- The APP is under construction based on feedback provided by Youth Services Section Officers – enhancing design, search engine, and training into module learning environment</li> </ul> </li> </ul>

WrapEd Program			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• WrapEd (Wrap = Wraparound, Ed = Edmonton) is a collaboration between The Africa Centre, Edmonton John Howard Society, Edmonton Police Service, Native Counselling Services of Alberta and YOUNG Youth Services. The project uses the collective expertise of Edmonton youth-serving organizations to tackle the complexities of youth gangs.</li> <li>• Edmonton Police Service's Youth Unit currently refers youth from a list of 50 of the most prolific and violent offenders in the city (Y-50) to the program. The unit welcomes referrals from divisions for youth who meet the following criteria: <ul style="list-style-type: none"> <li>• Between the ages of 12 and 17</li> <li>• History of violent crime</li> <li>• Known to police</li> <li>• Most at risk for involvement with gangs</li> </ul> </li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• EPS</li> <li>• Africa Centre</li> <li>• Edmonton John Howard Society</li> <li>• Native Counselling Services of Alberta</li> <li>• YOUNG Youth Services</li> <li>• REACH Edmonton Council for Safe Communities</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• Wraparound Edmonton, or WrapED, is a partnership of six Edmonton organizations working together; helping young people affected by violent crime move away from the threat of gangs and learn to thrive in our community. WrapED uses an intentional approach to help youth build meaningful relationships.</li> <li>• WrapED youth engage one-on-one with a youth worker and guide their own "Wrap" meetings with people they trust. Often our police officers in Youth Service Section are often invited to attend these "Wrap" meetings and learn how to further understand the complex needs of these youth and help develop future goals as a strong collective.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• The WrapEd program aims to reduce criminal gang activity among multi-barrier youth and focuses on safety, individual and family needs, and goal setting. The program diverts youth from joining gangs and assists youth in exiting gangs.</li> <li>• At the end of the five-year period, officials say they hope to see a measurable difference in the youth they work with and a sharp reduction in their involvement and ties to gang activity.</li> </ul>

## Working Warriors

<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>In January of 2016, Edmonton Police Service's (EPS) Youth Services Section approached Bent Arrow to discuss the possibility of creating a customized intervention program to support Y-FIVE-0-involved youth. A pilot project was developed collaboratively, aimed at strengthening intervention efforts and determining long-term need for enhanced services.</li> <li>Working warriors is an innovative employment skills development program for youth involved in the criminal justice system. The project is a partnership with Bent Arrow Traditional Healing Society, Edmonton Police Service's Youth Services Section (Y-FIVE-0 program), the ReBuild Youth Mechanics program and Alberta Education (Youth Attendance Centre). Funding for three years was granted by Service Canada to deliver the program with Bent Arrow acting as the fiscal agent.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>EPS Youth Services Section</li> <li>Bent Arrow Traditional Health Society</li> <li>ReBuild Youth Mechanics Program</li> <li>Alberta Education (Youth Attendance Centre)</li> <li>Service Canada (funding)</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>Fourteen youth from the Y:FIVE-0 list participated in the Working Warriors pilot program, from which two were successful at meeting employment and housing goals. Ten Y:FIVE-0 youth participated in the ReBuild program and in the education program delivered by Institutional Services Schools (ISS).</li> <li>Program curriculum allows for hands-on employability skills through work experience in the trades industry. Youth involved in the program will get 40 weeks of employment-related skills development and 12 weeks of supported follow up. Employers willing to hire Working Warriors youth as apprentices have been identified in several trades.</li> <li>Youth participate in paid work experience placements throughout the city, they will return to Bent Arrow to take employment skills development workshops, life skills enhancement workshops, and high school courses for credit.</li> <li>Life Skills Enhancement Workshops – Effective communication, cultural awareness, stress and crisis management, anger management, healthy boundaries and relationships.</li> </ul>	<p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Work to help youth overcome barriers to attending the program (i.e. addiction, family stability, outstanding warrants, and transportation issues).</li> <li>Staff will also work with incarcerated youth to help them with employment-related goals identified in Individualized Learning Plans (ILP) and help them prepare for re-entry into the full Working Warrior program upon release.</li> <li>Expect at least 60 % of Working Warriors youth will either enroll in a trade or have found sustainable employment upon completion of the program.</li> <li>Provide youth with tools to sustain a career or advanced education and increased personal resiliency to support a crime-free lifestyle.</li> </ul>
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Police Youth Engagement Program			
<p><b>Issue:</b></p> <ul style="list-style-type: none"> <li>• The Police Youth Engagement Program (PYEP) is collaboration with community leaders from ethno-cultural communities (Oromo, Sudanese, Eritrean/Ethiopian, Somali, Syrian and Iraqi), the Edmonton Police Service, the City of Edmonton Citizen Services and REACH Edmonton.</li> <li>• It is a program held annually during the summer to build and strengthen relationships between youth from emerging communities and the Edmonton Police Service. PYEP also strives to build youth capacity through leadership and mentorship skills.</li> </ul>	<p><b>Stakeholders:</b></p> <ul style="list-style-type: none"> <li>• EPS</li> <li>• EDHR</li> <li>• REACH</li> <li>• Multicultural Health Brokers</li> <li>• City of Edmonton</li> <li>• Community animators</li> </ul>	<p><b>Position:</b></p> <ul style="list-style-type: none"> <li>• As a partner on this project, the Edmonton Police Service through the Equity Diversity and Human Rights Section provides staff resources to assist in planning and hosting the camp. With support from Supt. Terry Rocchio (past chair of the African Community Liaison Committee), the Edmonton Police Service helps develop a curriculum whereby youth engage directly with officers and learn about the role of police.</li> </ul>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>1) Establish dialogue and build trust between the EPS and youth from Emerging communities</li> <li>2) To provide members from ethno-cultural communities with the opportunity to gain a better understanding of police and community roles and responsibilities as it relates to law enforcement.</li> <li>3) For youth to gain leadership skills</li> <li>4) For youth to gain a deeper understanding of career opportunities in law enforcement and the justice sector.</li> </ol>