



EDMONTON POLICE SERVICE

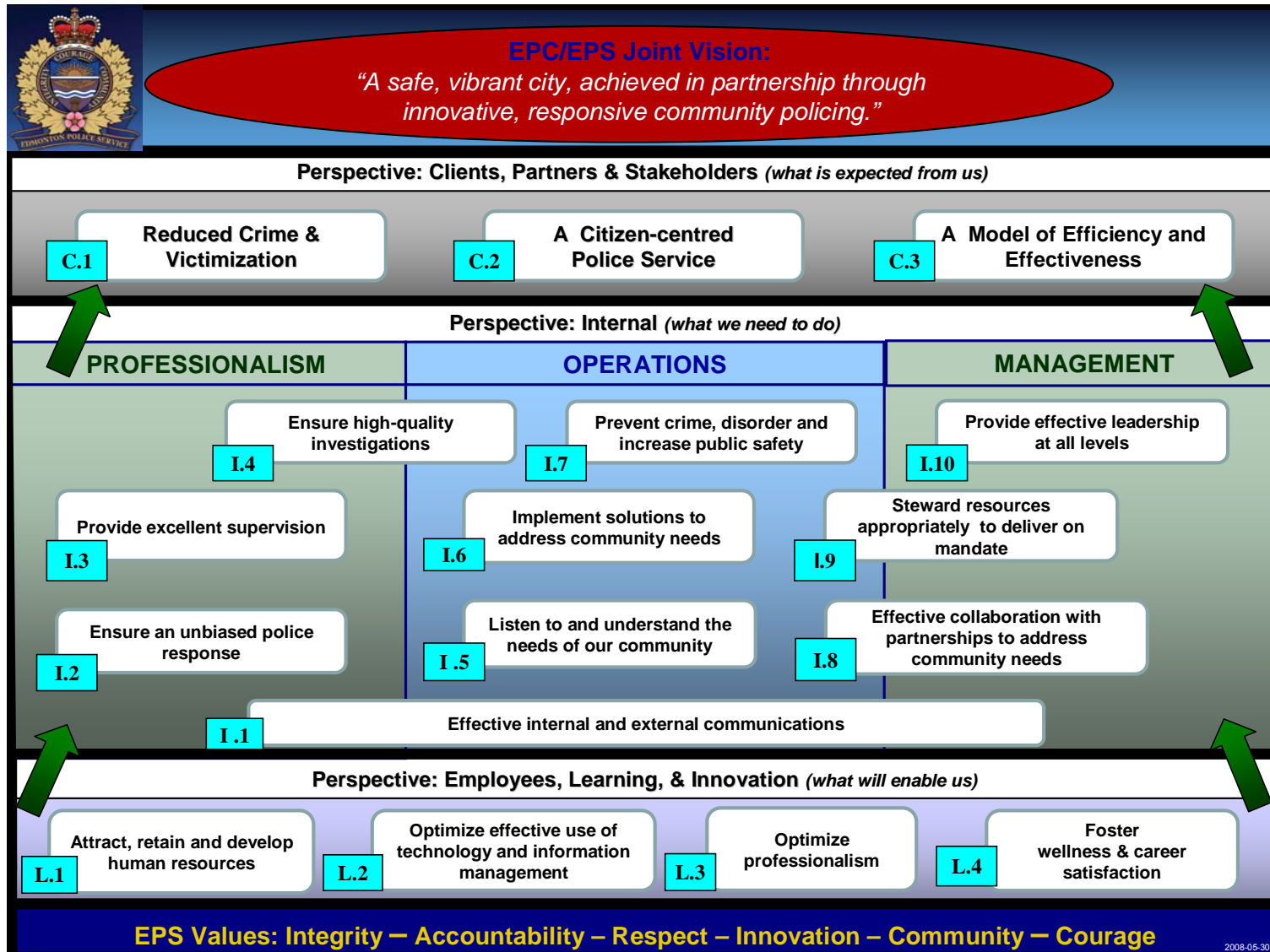
Committed to Policing Excellence



2011 Annual Policing Plan
Public Highlights



2011 Annual Policing Plan





2011 Annual Policing Plan

October/November/December Q4

- Q3 Annual Policing Plan results distribution
- Joint Edmonton Police Commission /Edmonton Police Service Operating and Capital budget presentation to Council with approved Business Plan
- Final Corporate Risk Profile delivered to Chief's Committee
- Strategic Planning Session (Renewal of Edmonton Police Service strategy map)
- Annual Audit Plan developed; and approved by Chief's Committee
- Chiefs Committee strategic overview (1 day)
- Edmonton Police Commission strategic planning retreat

2011 EPS Planning Cycle

January/February/March Q1

- Current year budget and Annual Environmental Scan distributed
- Development of proposed Business Plan (in support of next year's budget request)
- Annual Report to the Community for Edmonton Police Service distributed
- Q4 Annual Policing Plan results distribution
- Strategic Planning Session
- Present annual Internal Audit Report and implement new Annual Audit Plan

FALL

WINTER

SPRING



SUMMER

July/August/September Q3

- Approved Business Plan (in support of next year's budget request) provided to Edmonton Police Commission for review
- Q2 Annual Policing Plan results distribution
- Environmental Scan semi-annual update
- Strategic Planning Session
- Quarterly update of Annual Audit plan

April/May/June Q2

- Q1 Annual Policing Plan results distribution
- Chief's Committee approval of proposed Business Plan (in support of next year's budget request)
- Quarterly update of Annual Audit Plan
- Complete Police Services Review
- Update Corporate Risk Profile
- Strategic Planning Session



2011 Annual Policing Plan

No.	Strategic Objective	Issue	Initiative Owner	Initiative(s)	2011 New Resources / Positions (000's)	Performance Measures	Anticipated Impact
1.	Reduced Crime and Victimization	Public Safety	Chief of Police	<p><u>Geographic Deployment Model & Crime Reduction</u></p> <p>Geographic Deployment Model (GDM) – through accurate and timely intelligence from reported crime, officer observed/reported disorder, traffic safety, concerns drawn from police data base, community input (received during officer/citizen contact, emails, letters, faxes, telephone calls, community meetings) and other police or law enforcement sources; the EPS will improve over 2010 results, our ability to identify where, when and by whom, crime, disorder and traffic offences are committed and use that intelligence to strategize and problem solve with community partners through identified police tactics and directed activities involving members of Community Policing Bureau (CPB) (including beat officers and visibility patrols), Specialized Community Support Bureau (SCSB) units and Corporate Services Bureau (CSB) members where required.</p>	N/A	<p>First responder on scene to a fixed location ≤ 7 minutes to priority one calls 80% of the time.</p> <p>25% of patrol time for directed proactive work focused on addressing community problem solving.</p> <p>Crime reduction of 4% within the eight crime indicators:</p> <p>Assault; Homicide; Robbery; Sexual Assault; Break and Enter; Theft from Vehicle; Theft of Vehicle; Theft Over \$5000.</p> <p><u>2011 Crime Reduction Target</u> ≤ 24,604 total crimes within the 8 crime indicators</p>	<p>The Geographic Deployment Model will continue to improve quality service delivery based on the tenets of timeliness, professionalism and community problem solving.</p> <p>Reduced victimization and increased quality of life.</p>



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2.	A Model of Efficiency and Effectiveness	Quality Investigations	Chief of Police	<p style="text-align: center;"><u>Clearance Rates</u></p> <p>An incident is considered cleared or solved by police if an accused person has been identified, whether that person is formally charged or dealt with by other means such as extrajudicial measures.</p> <p>Increasing overall clearance rates advances the quality of both investigations and service delivery.</p>	N/A	<p>4% (percentage point) increase in the number of cleared incidents as per Canadian Centre for Justice Statistics (CCJS) reporting standards.*</p> <p>*CCJS Weighted Clearance Rate calculation includes all UCR violations.</p> <p>Quarterly results to be reported on a 3 month time lag.</p> <p><u>2011 Target</u> 41.3% Clearance rate</p>	Higher number of files cleared, increased intelligence gathered and greater public confidence.
3.	A Citizen-centred Police Service	Professionalism	Chief of Police	<p style="text-align: center;"><u>Public Complaints</u></p> <p>Reduce public complaints against sworn officers through the continued implementation of training in Reasonable Officer Response, de-escalation skills, and use of force articulation in report writing.</p> <p>Additional trend analysis to be conducted in the areas of public compliments, supervisory reviews, sustained complaints, number of disciplinary hearings, and complaints to calls for service ratio.</p>	N/A	<p>Reduce public complaints by 5% over 2010 baseline in both conduct and service complaints.</p> <p><u>2011 Target</u> ≤ 181 Public Complaints</p>	Fewer members having to engage in the complaint investigation or resolution process and a public who is more satisfied and accepting of police efforts.



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4.	A Citizen-centred Police Service	Community Relationships	Chief of Police	<p><u>Chief's Advisory Council</u></p> <p>Strengthen contact with and service to Edmonton's diverse religious, youth and ethno-cultural communities through the Chief's Advisory Council's Community Liaison Committees. By appointing a Senior Officer to each Community Liaison Committee, the EPS strengthens contact with each unique community, provides a more coordinated response to address needs, and supports the goal to provide citizen-centred policing.</p>	N/A	<p>Q1: Review of committee framework; development of ways to strengthen each committee.</p> <p>Q2: Development and implementation of measures and appropriate targets.</p> <p>Q3: Scanning to support the development and implementation of new committee's if required.</p> <p>Q4: Overall evaluation of committee function and measures.</p>	Increasing representation will strengthen contact and service to Edmonton's religious, youth and ethno-cultural communities along with creating greater public awareness of the Chief's Advisory Council.
5.	A Citizen-centred Police Service	Uniform Visibility / Crime & Disorder	Community Policing Bureau	<p><u>Beat Officer Program</u></p> <p>Conduct effective beat policing activities to reduce crime and social disorder or the fear from perception of crime and social disorder in the geographical areas within each district where beats have been identified.</p>	To Be Determined	<p>By the end of Q2, complete implementation of all appropriate recommendations from Beat Program Review.</p> <p>Proactive time for the Beat Program to be monitored in 2011 to set a baseline for 2012.</p> <p>By the end of Q4, achieve a 4% reduction in crime in each Beat area.</p>	The 'Beat Program' is critical to the EPS maintaining a high level of visibility and personal interaction in our communities.



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6.	Reduced Crime and Victimization	Crime Prevention	Community Policing Bureau	<p><u>Neighbourhood Empowerment Teams</u></p> <p>Neighbourhood Empowerment Teams (N.E.T.) utilize community-specific interdisciplinary approaches to reduce and prevent crime. N.E.T. also develops community action plans and builds community capacity.</p>	To Be Determined	<p>By the end of Q1, based on a consistent method of selection, identify five problem locations (one per Division) for calls for service reduction of 4%.</p> <p>By the end of Q2, develop and implement problem solving strategies for each identified location.</p> <p>Develop a framework for scientifically identifying how NET goes into a community and what the indicators of success will be.</p> <p>By the end of Q3, reduce calls for service by 2% at all identified locations.</p> <p>Develop a coordinated framework for evaluating NET that is valid for EPS, COE, Family Centre, United Way and Reach</p> <p>By the end of Q4, reduce calls for service by 4% at all identified locations.</p>	Reduced calls for service relating to disorder, crime and victimization.



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7.	Reduced Crime and Victimization	Traffic Safety	Operational Support Division	<p><u>Integrated Corridor Safety Program</u></p> <p>Conduct effective traffic enforcement and public education and awareness in identified corridors as outlined in the EPS Traffic Safety Plan.</p>	N/A	<p>Reduction in fatal, serious* injury, and injury collisions by 5% over 2010 baseline.</p> <p>Increase of 2% targeted enforcement.</p> <p>*Serious injury = Admittance to Hospital</p> <p><u>2011 Target</u> ≤ 24 Fatal collisions ≤ 45 Serious injury collisions ≤ 3233 Injury collisions ≥ 122,640 tickets issued</p>	Safer roadways and reduced associated costs.
8.	Reduced Crime and Victimization	Traffic Safety	Operational Support Division	<p><u>Strategic Traffic Enforcement Plan – (S.T.E.P.)</u></p> <p>The Strategic Traffic Enforcement Plan is aligned with both the City of Edmonton Traffic Safety Strategy and the Alberta Traffic Safety Plan.</p> <p>Each month, enforcement strategies are conducted to address traffic safety issues including, but not limited to: intersection safety, speed, young drivers, motorcycle safety, pedestrian safety, commercial vehicle safety, and impaired driving.</p>	N/A	<p>Increase of 2% enforcement over 2010 baseline.</p> <p><u>2011 Target</u> ≥ 79,246 tickets issued</p>	<p>The combined initiatives include education, enforcement, and focused seasonal campaigns.</p> <p>Collectively the impact should be reductions in traffic related offences, injuries, damage and death.</p>



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9.	Reduced Crime and Victimization	Traffic Safety	Operational Support Division	<p><u>Operation 24 Program</u></p> <p>24 hours of high level, manned traffic enforcement in both identified corridors and neighbourhoods determined through citizen concerns.</p>	N/A	<p>Increase of 5% enforcement over 2010 baseline.</p> <p>Conduct 8 operations in 2011.</p> <p><u>2011 Target</u> ≥ 14,730 tickets issued</p>	Effort to reduce speed, and subsequent injury and death.
10.	Reduced Crime and Victimization	Impaired Driving	Operational Support Division	<p><u>Check Stop</u></p> <p>Promote the message of 'No Impaired Driving' by providing a highly visible presence throughout the year through Check Stop.</p>	N/A	<p>Maintain the number of vehicles checked at Check Stop locations as compared to the 2010 baseline.</p> <p><u>2011 Target</u> ≥ 8564 Vehicles Checked</p>	Maintain public exposure to the Check Stop Program.
11.	Reduced Crime and Victimization	Traffic Safety	Operational Support Division	<p><u>Noisy Vehicle Strategy</u></p> <p>Reduce excessive vehicle noise through enforcement, public education, and legislative change.</p> <p>Continue to partner with provincial stakeholders to introduce, support, and affirm new legislative framework that will support this quality of life issue.</p>	N/A	<p>Increase of 5% enforcement over 2010 baseline.</p> <p><u>2011 Target</u> ≥ 413 tickets issued</p>	Fewer complaints of noisy vehicles, and a more educated public.



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12.	A Citizen-centred Police Service	Quality Service Delivery	Operational Support Division	<p><u>Police Dispatch 9-1-1</u></p> <p>On a 24-hour basis, Police Dispatch/911 Section directs and controls response to calls for service, and provides communication links between the EPS, the public, and other essential services.</p> <p>Measuring the average speed of answer (ASA – time it takes for a police evaluator to answer call placed to the non emergency complaint line) addresses both customer service and cost of service delivery.</p>	N/A	<p>5% reduction in average speed of answer (ASA) for non-emergency calls from 2010 baseline of 51.4 seconds to 48.8 seconds.</p> <p><u>2011 Target</u> ≤ 48.8 seconds</p>	More satisfied public due to a higher level of service delivery and higher level of support for the police.
13.	A Citizen-centred Police Service	Quality Service Delivery	Operational Support Division	<p><u>Police Dispatch 9-1-1</u></p> <p>On a 24-hour basis, Police Dispatch/9-1-1 Section dispatches and controls field units in response to calls for police service.</p> <p>Dispatching calls for service in a timely and efficient manner reduces response times to high priority incidents and enhances service delivery.</p>	N/A	<p>Priority 1 calls for service dispatched ≤ 2 minutes 90% of the time.</p> <p>Priority 2 calls for service dispatched ≤ 5 minutes 90% of the time.</p> <p>Priority 3 calls for service dispatched ≤ 10 minutes 90% of the time.</p>	These benchmark performance measures are met or exceeded by ensuring staffing in Police Dispatch / 9-1-1 and in Community Policing Bureau are optimized to meet the service level demands.



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14.	Reduced Crime and Victimization	Drugs / Gangs	Specialized Investigation Division	<p><u>Gang & Drug Enforcement</u></p> <p>Organized Crime Branch will develop tactics to disrupt organized crime groups.</p> <p>Enforcement is critical to the suppression of gangs, drugs and related activities.</p>	N/A	<p>Maintain 2010 baseline productivity measures in the following categories:</p> <p><u>Persons Arrested</u> (2011 Target ≥ 337)</p> <p><u>Charges Laid</u> (2011 Target ≥ 1002)</p> <p><u>Search Warrants Executed</u> (2011 Target ≥ 96)</p> <p><u>Firearms Seized</u> (2011 Target ≥ 40)</p> <p><u>Drugs Seized (2011 Targets)</u> Cocaine: 27kg Marijuana: 92kg Methamphetamine: 7.6kg Pills: 7286</p>	EPS enforcement results in reduction of available drugs, reduction of use, and increase in price.
15.	Reduced Crime and Victimization	Drugs	Specialized Investigation Division	<p><u>2011 Report a Drug House Program</u></p> <p>Increase the resolution of all reported drug houses through the continuation of the Report a Drug House Program.</p> <p>This formalized program within Crime Prevention Unit ensures that intelligence gathered is disseminated to all applicable members.</p>	N/A	<p>2% increase in the concluded reported drug house calls over the 2010 baseline to determine program consistency.</p> <p><u>2011 Target</u> ≥ 48 Concluded Calls</p>	Reduction of disorder issues and criminal activity centered on drug houses. Increased coordination of intelligence and enforcement as well as the implementation of an effective intelligence sharing process with the Solicitor General Safer Communities and Neighborhoods (SCAN) Unit.



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16.	Reduced Crime and Victimization	Community Problem Solving	Specialized Investigation Division	<p><u>Crime Free Multi-Housing Program</u></p> <p>The Crime Free Multi-Housing Program (CFMH) is a crime prevention initiative developed specifically to help apartment owners, managers, residents, police and other agencies work together to keep illegal and nuisance activity off rental property.</p> <p>Its goal is to introduce crime prevention techniques to rental property to reduce the likelihood of criminal activity occurring on the premise. The successful completion of a three phase program results in the premise becoming a certified Crime Free Multi-Housing property.</p> <p>The strength of the Crime Free Multi-Housing program lies in the ongoing maintenance required to retain certification. Yearly Crime Free Multi-Housing Program audits are a mandatory part of the program.</p>	N/A	<p>5% increase over the 2010 baseline in the number of Crime Free Multi-Housing properties attaining third phase certification.</p> <p><u>2011 Target</u> ≥ 39 Properties attain 3rd phase certification (fully certified Crime Free Multi-Housing property)</p>	<p>EPS will continue to reduce crime in our community through the continuance of our programs.</p> <p>An increase in the number of fully certified properties shows support for the Program.</p>



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17.	A Citizen-centred Police Service	Quality Service Delivery	Specialized Investigation Division	<p><u>Crime Scenes Investigation (CSI)</u></p> <p>In 2011, enhance customer service delivery through the appropriate evaluation of Crime Scenes Investigation Unit response to crime scenes providing a greater opportunity to identify suspects through forensic investigation.</p>	N/A	<p>10% increase in suspect identifications at crime scenes in comparison to 2010 through the collection of DNA and the development of latent fingerprints.</p> <p><u>2011 Target</u> ≥ 564 Suspect Identifications</p>	<p>When CSI Unit members attend crime scenes which are appropriately evaluated, the opportunity to identify suspects increases with forensic investigations through the discovery of DNA and latent fingerprints.</p>
18.	Reduced Crime and Victimization	Community Problem Solving	Criminal Investigations Division	<p><u>Police and Crisis Team (PACT)</u></p> <p>Reduce further victimization of mentally ill persons who are in crisis.</p> <p>Each quarter Police and Crisis Team (PACT) will complete interventions and apprehensions under the Mental Health Act.</p> <p>PACT interventions and apprehensions reduce workload on initial responders from Community Policing Bureau which allows for more specialized and successful consultations to take place.</p>	N/A	<p>5% increase in the number of interventions over 2010 baseline.</p> <p><u>2011 Target</u> ≥ 2403 Interventions</p>	<p>The Mental Health Act provides Police and Crisis Response Teams with legislative tactics to apprehend those individuals who meet the legal requirements.</p> <p>Interventions and apprehensions are used to assist the client and to effectively conclude a crisis situation.</p> <p>Effectiveness is hindered by capacity of available resources in the community. Appropriate intervention should reduce resource draw on community.</p>



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19.	Reduced Crime and Victimization	Community Problem Solving	Criminal Investigation Division Serious Crimes Branch	<p><u>High Risk Spousal Violence Community Referrals</u></p> <p>Develop a direct reporting process with community partners who deal with High Risk Spousal Violence victims.</p>	N/A	By the end of Q4, develop a baseline in reference to the number of direct contacts obtained during 2011.	Reduced victimization, enhance and improved criminal investigations and greater victim support.
20.	Reduced Crime and Victimization	Community Problem Solving	Criminal Investigations Division	<p><u>Sexual Assault Investigations</u></p> <p>Reduce the number of alcohol facilitated sexual assault (AFSA) occurrences through the ongoing development of strong community partnerships, prevention initiatives, and public awareness programs.</p>	N/A	<p>Reduce alcohol facilitated sexual assault occurrences by 3% (percentage points) over 2010 baseline.</p> <p><u>2011 Target</u> Reduce AFSA occurrences to ≤ 44% from 2010 baseline of 47%.</p>	A reduction in victimization, achieved by addressing the offender, who opportunistically preys upon intoxicated victims (alcohol-facilitated sexual assaults).



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21.	A Model of Efficiency and Effectiveness	Staff Development	Human Resources Division Organizational Development Division	<p><u>Competency Based Training</u></p> <p>Development of a coordinated Competency Based Training Program that addresses the identified Behavioral and Technical competencies necessary to deliver enhanced policing to the community.</p> <p><u>Human Resource Information Management (HRIM) – Training Tracking System</u></p> <p>Develop a system to effectively and efficiently track the registrations, delivery and completion of training initiatives for all staff.</p>	N/A	<p><u>HRIM Training Module</u></p> <p>Q1 Requirements will be determined.</p> <p>Q2 Tracking system will be developed.</p> <p>(No Q3 target)</p> <p>Q4 Implementation of the tracking system.</p>	This module will provide the ability to track and diary date essential and mandatory training and increase compliance rates.



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22.	A Model of Efficiency and Effectiveness	Staff Development	Human Resources Division Organizational Development Division	<p><u>Competency Based Training</u></p> <p><u>Investigative Skills Education Program (ISEP)</u></p> <p>EPS, in partnership with a provincial committee, has established a Provincial Investigative Certification program.</p> <p>This program promotes continuous investigative education based on competencies appropriate to the skill level of the investigator. There are four ISEP certification levels: 100, 200, 300, and 400.</p> <p>Levels 200 and 400 are currently being delivered, with ISEP Level 300 currently under development and will be delivered in 2011. Level 100 will be formalized within the Recruit Training Program in 2011.</p> <p>The dates and numbers of students for this program are subject to influence from the Province as program is partially funded through Provincial monies and some classes are blended with officers from across the Province.</p>	N/A	<p><u>ISEP Level 100 and 300</u></p> <p>Level 100 is complete.</p> <p>Level 200 is fully developed and being administered as needed.</p> <p>Q1 Level 300 will be fully developed and piloted.</p> <p>Q2 Revisions will be made where necessary.</p> <p>Q3 Level 300 will be administered.</p> <p>Level 400 is fully done and meeting demand.</p> <p>(No Q4 target)</p>	<p>This model will deliver suitable education to our investigators at the appropriate time in their career and will lead to consistent, standardized, professional investigative principles and techniques for all investigators.</p> <p>It will also lead to higher quality investigative standards throughout the province.</p>



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23.	A Model of Efficiency and Effectiveness	Staff Development	Human Resources Division Organizational Development Division	<p><u>Competency Based Training</u></p> <p><u>Leadership Skills Education Program (LSEP)</u></p> <p>Development and implementation of EPS Leadership Skills Education Program. (LSEP)</p> <p>Leadership training is currently being taught in the following courses:</p> <ul style="list-style-type: none"> ▪ Staff Sergeant Training Series. ▪ Supervisor's Course. ▪ Promotion Eligibility Course. ▪ Police Training Officer Program. ▪ Investigative Skills Education Program. 	To Be Determined	<p><u>LSEP</u></p> <p>Q1 Validation of leadership competencies and prioritization.</p> <p>Q2 - Q4 Leadership program development and delivery.</p>	The Leadership skills Education Program (LSEP) is a multilevel leadership training program that provides training to all ranks/positions in the organization.



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24.	A Model of Efficiency and Effectiveness	Staff Development	Human Resources Division Organizational Development Division	<p><u>Competency Based Training</u></p> <p><u>Reasonable Officer Response</u></p> <p>Continuation of the Reasonable Officer Response Training for all designated members. Training will focus on the application of force and articulation of the use of force event in their note taking, report writing and court testimony.</p> <p>Implement training for all designated EPS members outlining their responsibilities following an EPS Reportable Use of Force Event (level 1 and level 2 protocols).</p>	N/A	<p><u>Reasonable Officer Response</u></p> <p>By the end of Q1 all designated members will be trained in the use of force level 1 and 2 protocols.</p> <p>By the end of Q2, 100% of designated members to be trained in ROR note taking articulation.</p> <p>By the end of Q3, 100% of designated members to be trained in ROR report writing articulation.</p> <p>By the end of Q4, 100% of designated members to be trained in ROR court testimony articulation.</p>	Will support the Annual Policing Plan Public Dashboard initiative of reducing public (conduct and service) complaints by 5% over 2010 baseline.



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25.	A Model of Efficiency and Effectiveness.	Operational Efficiency	Supply Services Division Facilities Management Branch	<p><u>Facilities Strategic Plan</u></p> <ul style="list-style-type: none"> • Develop a 10 year Facilities Strategic Plan • Develop a 10 year Facilities Master Plan. 	\$90K for Consultant	<p>By the end of Q1, prepare statement of work and solicit the marketplace to hire a consultant.</p> <p>In Q2, engage consultant and proceed with the specified work.</p> <p>By the end of Q3, develop Facilities Strategic Plan.</p> <p>By the end of Q3, consult stakeholders and draft report to align with Capital Business Plan.</p> <p>By the end of Q3, draft report to be reviewed and approved by Facilities Steering Committee.</p> <p>By the end of Q3, present plan to Chief's Committee for review and approval.</p> <p>By the end of Q4, initiate approved recommendations.</p>	<ul style="list-style-type: none"> - Provides a flexible Facilities Management Plan. - Aligns to COE Strategic Goals "The Way We Grow", "The Way We Green". - Increases opportunity to compete for capital funding. - Improve delivery of service. - Provides a healthy, safe workplace for EPS members.



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26.	A Model of Efficiency and Effectiveness	Workplace Diversity	Human Resources Division	<p><u>Equity, Diversity and Human Rights</u></p> <p>Equity, Diversity and Human Rights will develop initiatives to integrate diversity into various training programs.</p>	N/A	<p>Q1 Needs analysis will be conducted.</p> <p>Q2 Strategy and framework will be developed.</p> <p>Q3-Q4 Implementation of strategy.</p>	<p>Reduction in harassment complaints and workplace concerns through education.</p> <p>Greater support for operational policing by providing information to the front line on effectively dealing with diverse communities in Edmonton.</p> <p>A more coordinated and strategic response to the demands of various community and interest groups.</p> <p>Improved leadership through increased acceptance and understanding of our diverse employee group by fostering education and awareness.</p>

End of Public Dashboard