



# Edmonton Police Service Healthy Street Operations Centre Business Plan

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Approvals

Name

Signature

Date

Approval Authority

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Initiative Sponsor

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## 1. Background

On Monday June 20, 2022 City Council passed a motion asking for City Administration to work with the Edmonton Police Commission to return with a business plan, including financial requirements, for the operation of a “Healthy Streets Operations Centre” in the Chinatown area of Edmonton.

This business plan is in response to that motion requesting funds to support the on-going operations of Project Connection in the form of the Healthy Street Operations Centre. This will ensure that the work started in Project Connection to enhance public safety in targeted areas of Edmonton is sustainable over the long term.

## 2. Project Outline

### 2.1 Project Description

Evidence tells us that Police Visibility is a known crime prevention practise. A Joint operations cohort allows us to use visibility and appropriate authorities to deliver practises that are consistent with compassionate enforcement on open air drug usage, the utilization of evidence-based crime-prevention models, while ensuring that there is proportionate accountability to those breaking the laws and using violence against our vulnerable population and residents of our local communities.

A multidisciplinary approach to community safety is required to effectively create systems wide solutions for violent crime, property crime, and social disorder. The Multidisciplinary Community Safety Teams will report to a Joint Operations Committee where representatives from all partner organizations will determine scope, strategy, and deployment of the Multidisciplinary Community Safety Team.

When a problem has been identified, the Joint Operations Committee will determine which organizational partner has the best authorities to effectively manage the solution with the support of all other partner organizations within the Multidisciplinary Community Safety Team.

The Multidisciplinary Community Safety Teams will create and implement solutions with the support of all partner organizations and report back to the Joint Operations Committee. In turn, the Joint Operations Committee will report to the Executive Committee and the Leadership Tripartite.

### 2.2 Project Objectives

This model needs to be built out in the center of Chinatown due to the higher concentration of problems, but we also need to build out our presence in 118th area, McDougall and Macauley as well as the Downtown and LRT. These zones were chosen using data that shows that these areas experience more social disorder and higher rates of violence than most areas of the city. This is also reflected by the real fear that citizens within these communities have been expressing for several years.

The long-term plan needs to be focussed on sustainment and portability as issues move from one zone to another within our city. The model will maintain flexibility using the same personnel working within a team environment and a different structure to keep these agencies aligned and effective to ongoing and evolving trends.

The following objectives are expected to be achieved through the completion of this project:

- Assist in the creation of safe environments in and around high harm and disorder locations including Chinatown, LRT and within the Downtown area (113 Av – 79 St / 118 Av – 100 Av) by demonstrating professional conduct and constant positive interaction with all members of the public.
- Increased presence through multidisciplinary teams and provide compassionate enforcement to protect staff and the vulnerable population
- Effectively and efficiently address disorderly conduct through an appropriate and measured response. This may include warnings, connection to social supports, tickets, removal from transit centers and / or arrest.
- Ensure collaboration regarding crime suppression and disruption between all Community Policing Bureau Divisions, Community Peace Officers, Fire, EMS, and organizational partners.
- Constant relationship building and liaising with community members, social resource agency partners, and area stakeholders.
- Quickly mobilize resources to increase safety within and around high harm and disorder locations.

### 2.3 Strategic Alignment

The Healthy Street Operations Centre contributes directly to the EPS 2020-2022 Strategic Plan in the following ways:

- **Balance Support & Enforcement:** Places a spectrum of EPS resources in close proximity to locations where high harm offences are likely to take place and can be deterred but also to provide supports to vulnerable people affected by mental health & addictions.
- **Balance Support & Enforcement:** Responds to community needs as informed by data and evidence to enhance public safety.
- **Partner & Advocate:** Leverage multi-disciplinary teams with the support of our partners to respond to and prevent harm and crime and drive collective ownership of shared outcomes by the Joint Operations Committee.
- **Innovate and Advance:** Utilize EPS resources to respond to emerging needs.
- **Grow Diverse Talents:** Leverage our recruiting process to immediately access a pool of community public safety officers who could work within the Healthy Street Operations Centre structure for a minimum of one year while they develop the skills to qualify for full sworn officer recruitment.

The Healthy Street Operations Centre also directly contributes to the City of Edmonton's 2019-2028 Strategic Plan goal of a Healthy City, in the following ways:

- Promotes community wellness by addressing known areas with high rates of harm, crime, and disorder; and
- Promotes feelings of safety in communities.

### 2.4 Implementation

The implementation of the Healthy Street Operations Centre will be phased as outlined below:

- Establish a location within Chinatown for co-location, with capacity to bring together all stakeholders that need to work together with all information needed to solve problems in close to real time.

- Complete mergers of data sharing and video sharing that can expedite response.
- Continue to work with current allocated resources with the funding allocated to start immediate recruiting and hiring to return the current resources back to the other areas of the city.
- Conversion of the Downtown Police Headquarters Detainee Management Unit (DMU) or a similar space to provide a centralized location for integrated addiction support for individuals that are potentially banned from shelters and are in a position of harm to themselves or members of the community. This centralized location may be a permanent space or a mobile space such as a trailer.
- Pre-hire a pool of 20-25 Police Community Support Officers (and establish a training program that will prepare them for potential recruitment as sworn police officers) to enhance police presence and/or supplement sworn member positions to allow more officers to support the front line.
- Prepare to add another recruit class to get ahead of our recruitment challenges coming our way and restore resources to other areas of the city in an expedited manor.

### 3. Costs and Benefits

#### 3.1 Costs

The costs identified for this project are outlined below:

##### Personnel and Associated Non-Personnel Costs

Cost, \$000	2023	2024	Total
Ongoing Police Officer Salary, Benefits, and Premiums (4 Sergeants, and 32 Constables)	18.0	18.0	36.0
	\$2,514	\$2,514	\$5,028
Ongoing Police Officer Equipment Costs <ul style="list-style-type: none"> <li>• Fleet, support, outfitting, software etc.</li> </ul>	\$382	\$382	\$764
Ongoing Non-Personnel Costs <ul style="list-style-type: none"> <li>• Materials, supplies, training</li> </ul>	\$25	\$25	\$50
<b>Total Ongoing Cost</b>	<b>\$2,921</b>	<b>\$2,921</b>	<b>\$5,842</b>
One Time Police Officer Equipment Costs <ul style="list-style-type: none"> <li>• Vehicle, radio, computer, workstation, cell phone, outfitting, software etc.</li> </ul>	\$1,560	-	\$1,560
<b>Total One Time Cost</b>	<b>\$1,560</b>	<b>\$0</b>	<b>\$1,560</b>
<b>Total Costs</b>	<b>\$4,481</b>	<b>\$2,921</b>	<b>\$7,402</b>

### 3.2 Outcomes and Measures

The following outcomes are expected to be achieved in the affected geographies as we implement the Healthy Street Operations Centre and enhance public safety:

1. Reduced harm and increased individual and community safety & well-being
2. Resources and responses are coordinated across systems
3. Offenders are managed more effectively through collaboration and partnerships to reduce re-offending

These outcomes will be tracked using the following indicators and measures:

1. Violent Crime Severity Index
2. Non-Violent Crime Severity
3. Feelings of Safety
4. Occurrences in Suppression Zones
5. Referrals – Human-Centered Engagement and Liaison Partnership (HELP)

## 4. Risk Management

We will monitor the following risks as we implement the Healthy Street Operations Centre:

- **Decreased Service Levels:** Areas of the City where officers are redeployed from will likely experience decreased service levels over the short term.
- **Displacement of Harm and Crime:** Due to the targeted nature of the Project Connect approach, crime and harm may shift from the focus area to the surrounding areas. This could impact citizens in Edmonton by introducing higher crime and harm rates in areas that are not accustomed to it.

## 5. Recommendations

The EPS recommends moving forward with the Health City Operations Centre to continue the success of Project Connection in a sustainable way. In addition, the EPS recommends:

- Fully fund the personnel and associated non-personnel costs to mitigate the risks outlined related to service levels and the displacement of harm and crime over the long term.
- Explore options and the feasibility of a dedicated facility to accommodate resources close to the identified location.
- Explore the feasibility of having holding cells in a dedicated facility.

## 6. Signatures and Approvals

Date	Stakeholder	Name & Rank	Signature