2018

ANNUAL POLICING PLAN

EDMONTON POLICE COMMISSION

EDMONTON
POLICE
SERVICE

Performance Measures

Strategic Initiatives

Reduced Crime & Victimization

Crime in Edmonton

1. Crime Severity Index

ABOUT THIS MEASURE

Measures the Crime Severity Index for Edmonton. This Statistics Canada-based measure, with results here from in-house calculations, factors for the amount of reported crime, its relative severity, and Edmonton's population. Severity is based on weights assigned to each Criminal Code of Canada offence, based on judicial sentencing data. The index is set to equal 100 in the year 2006 for Canada.

TARGET: Monitoring only.

RESULT

EPS Crime Severity Index
indexed points, in-house calculations

Edmonton's CSI **increased 2.9%** compared to 2017 levels. The CSI is composed of 160+ criminal codes that fall under the Criminal Code of Canada. Within this list of codes, those that experienced the largest increases year-over-year centered on Shoplifting Under $5,000, Fail to Comply with Order, Break & Enter, and Fraud. 70 criminal codes saw year-over-year reductions, most notably in the areas of Theft Under $5,000, Theft under $5,000 from Vehicle, Theft of Vehicle, Possession of Cannabis, and Homicide.
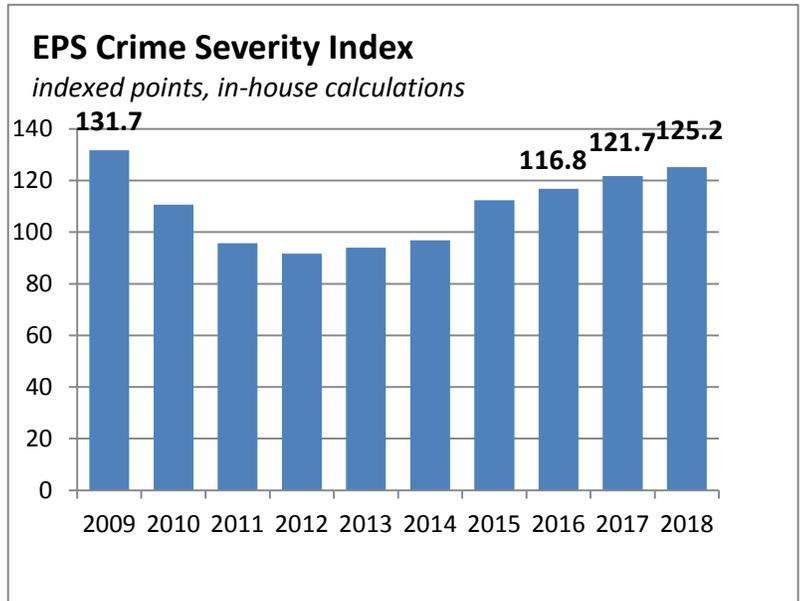
2. Violent Crime Rate

ABOUT THIS MEASURE

Measures the number of EPS-reported violent crime victimizations per 1,000 population. Violent Crime is based on all Uniform-Crime-Reporting (UCR2) 1000-series "Crimes Against the Person" criminal codes.

TARGET: Monitoring only.

RESULT

In 2018, the Violent Crime Rate stood at 12.9 victimizations per 1,000 population, a **decrease of 0.2%** compared to 2017 levels[1].

The Violent Crime Rate is made up of 5 categories, which experienced the following change in the *number* of victimizations year-over-year:
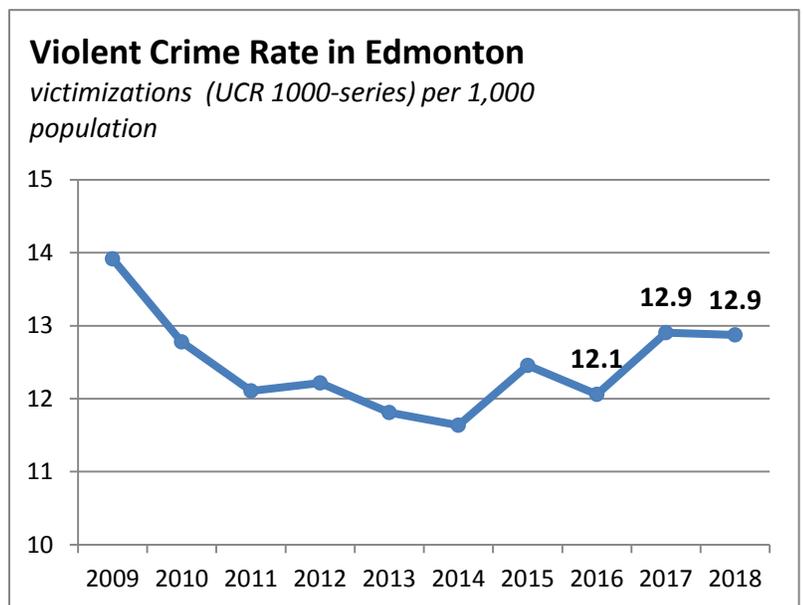
Violent Crime Rate in Edmonton
victimizations (UCR 1000-series) per 1,000 population

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[1] Source: Cognos CSR-02 Crime Severity Index. Population is forecast to rise 2% in 2018.

- Robbery: up 7.3%
- Sexual Assault: up 6.8%
- Assault: up 3.2%
- Violence 'Other': down 4.6%
- Homicide: down 34.6% (from 26 incidents to 17)

3. Property Crime Rate

ABOUT THIS MEASURE

Measures the number of EPS-reported property crime incidents per 1,000 population. Property crime is based on all UCR 2000-series "Crimes Against Property" criminal codes.

TARGET: Monitoring only.

RESULT

In 2018, the Property Crime Rate stood at 57.1 incidents per 1,000 population, an **increase of 3.9%** compared to 2017 levels[2].

The Property Crime Rate is made up of 5 categories, which experienced the following change in the *number* of incidents year-over-year:

- Break & Enter: up 10.3%
- Theft over $5,000: up 17.6%
- Other Property Crime: up 9.1%
- Theft of Vehicle: down 2.9%
- Theft From Vehicle: down 1.6%

Property Crime Rate in Edmonton
incidents (UCR 2000-series) per 1,000 population
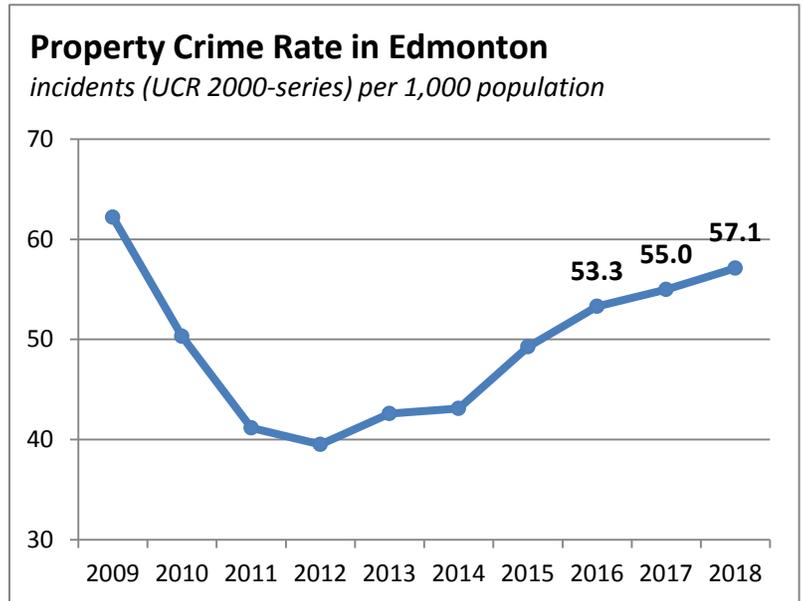
4. Social Disorder

ABOUT THIS MEASURE

The number of police-occurrence reports generated from 17 disorder-based Computer-Aided-Dispatch (CAD) events, such as mischief, public disturbances, noise complaints, and mental health act complaints.

TARGET: Monitoring only.

RESULT

In 2018, 22,060 Social disorder occurrences took place, a **1.7% decrease** compared to 2017.

Social Disorder in Edmonton
occurences generated from disorder-based CAD events

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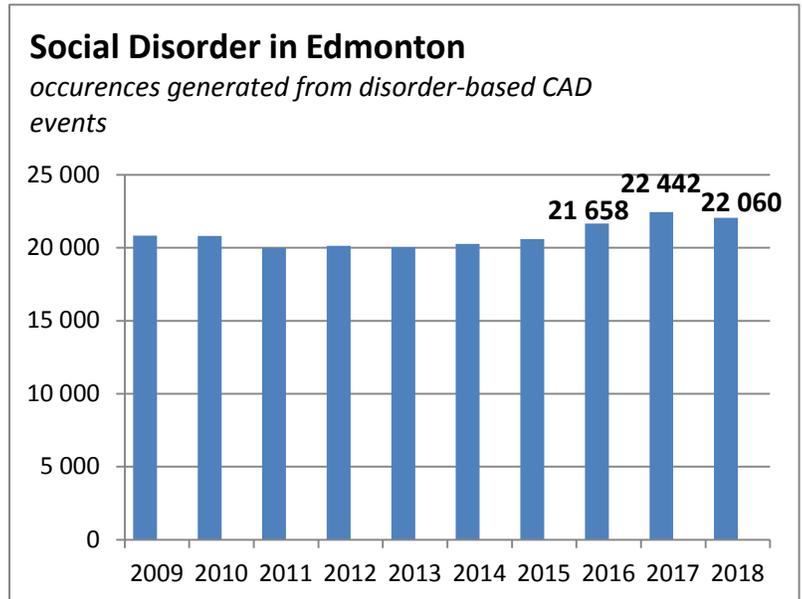
[2] Source: Cognos CSR-02 Crime Severity Index. Population is forecast to rise 2% in 2018.

5. Firearms Seized

ABOUT THIS MEASURE

Measures the number of firearms seized. Seized figures also include firearms voluntarily submitted to EPS. Firearms are defined as handguns, fully automatic guns, rifle or shotguns, sawed-off rifle or shotguns, or "other" firearms.

TARGET: Monitoring only.

RESULT

EPS seized **1,543** firearms, a slight reduction from the 1,573 seized firearms in 2017. This has stabilized from the peak experienced in 2015 at 1,879 firearms[3].

EPS Firearm Seizures
Number of firearms seized
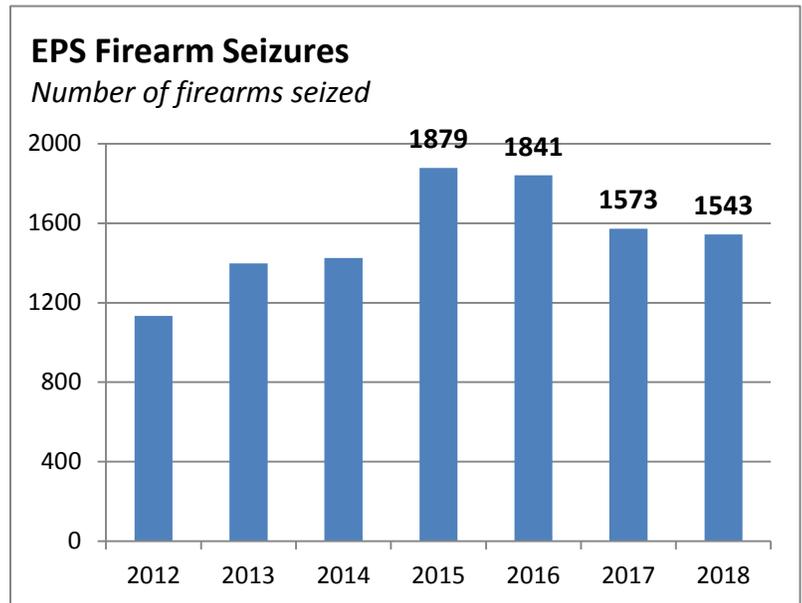
Traffic Safety & Enforcement

6. Major Injury Collisions

ABOUT THIS MEASURE

Measures the number of major injuries resulting from vehicle collisions. Major injuries are those that require hospitalization, but are not fatal.

TARGET

Monitoring only.

RESULT

In 2018, 305 Major Injury Collisions occurred, a **10.6% decrease** compared to 2017.

Major Injuries from Collisions
traffic injuries requiring hospitalization

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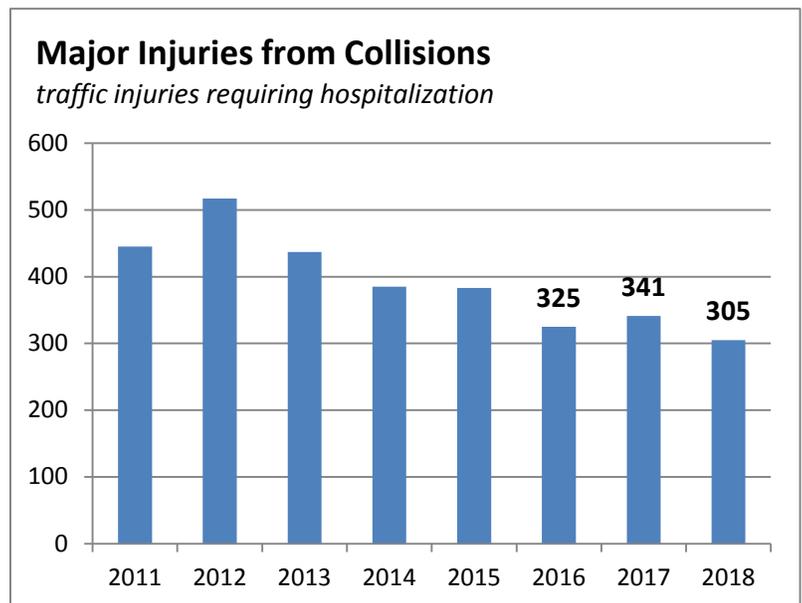
[3] Source: EPS Property Exhibit Unit.

7. Traffic Fatalities

ABOUT THIS MEASURE

Measures the number of fatalities occurring as a result of vehicle collisions. This measure includes pedestrian deaths.

TARGET

Monitoring only.

RESULT

23 traffic fatalities occurred in Edmonton in 2018, an **18% reduction** from 2017 levels (5 fewer fatalities). Annual figures can be subject to large swings due to figures being low, and depending on whether the associated accidents involved individual drivers or a full vehicle of occupants.

Traffic Fatalities in Edmonton

persons
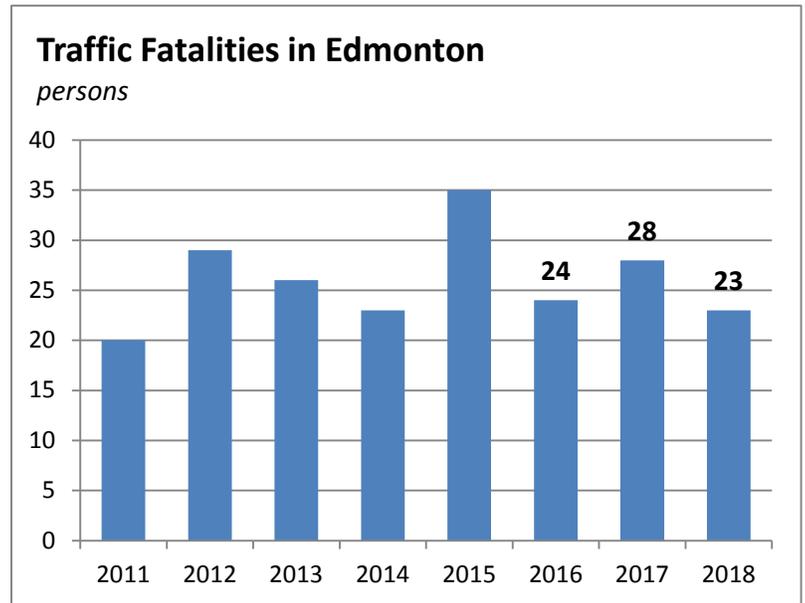
Investigative Excellence

8. Weighted Clearance Rate

ABOUT THIS MEASURE

Measures the percentage of EPS-reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused is identified and sufficient evidence exists to lay a charge. Cleared incidents can be cleared by charge or cleared by 'other' (e.g., using departmental discretion, the complainant declines to press charges, or referral to a diversion program).

TARGET: 43% or higher.

RESULT - near target (below target but above 40%)

In 2018, EPS's Weighted Clearance Rate was **40.4%**[4], a reduction from 42.3% in 2017, and marginally below target.

Weighted Clearance Rate
% of weighted criminal incidents cleared

9. Persons with Criminal Warrants

ABOUT THIS MEASURE

Measures the number of persons with outstanding criminal warrants held by EPS.

TARGET: 7,712 or less (a reduction from 2017 year-end levels).

RESULT - near target (above target but within 5%)

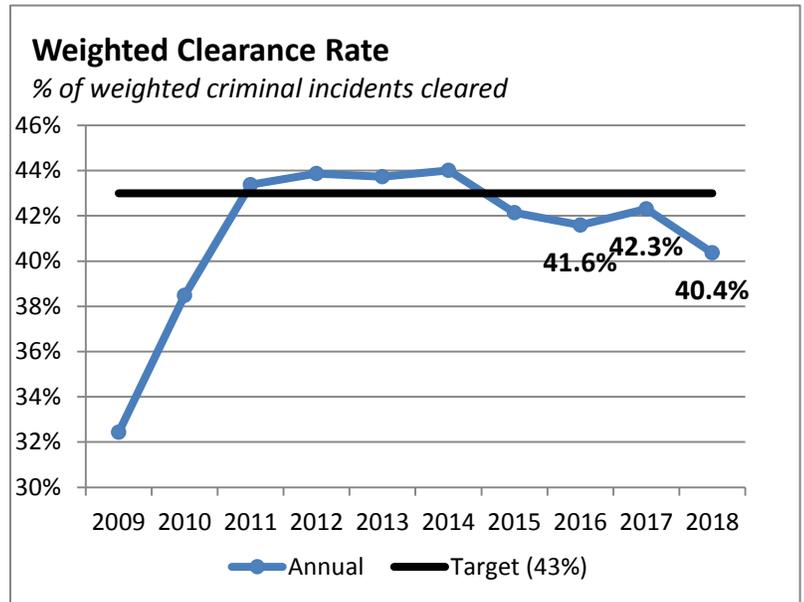By the end of 2018, EPS held criminal warrants for 7,721 persons that have yet to be apprehended, marking a very slight 0.1% increase from 2017 year-end levels[5]. Longer term, persons with outstanding criminal warrants are up 23.7% compared to early 2015. While EPS has taken steps to better manage warrants with its new Offender Management system, EPS has had to contend with a substantial rise in crime that began in 2015 and has stayed elevated since. Rising crime naturally translates in an increased intake of warrants that EPS then needs to execute upon.

Persons with Outstanding EPS Warrants
# of persons

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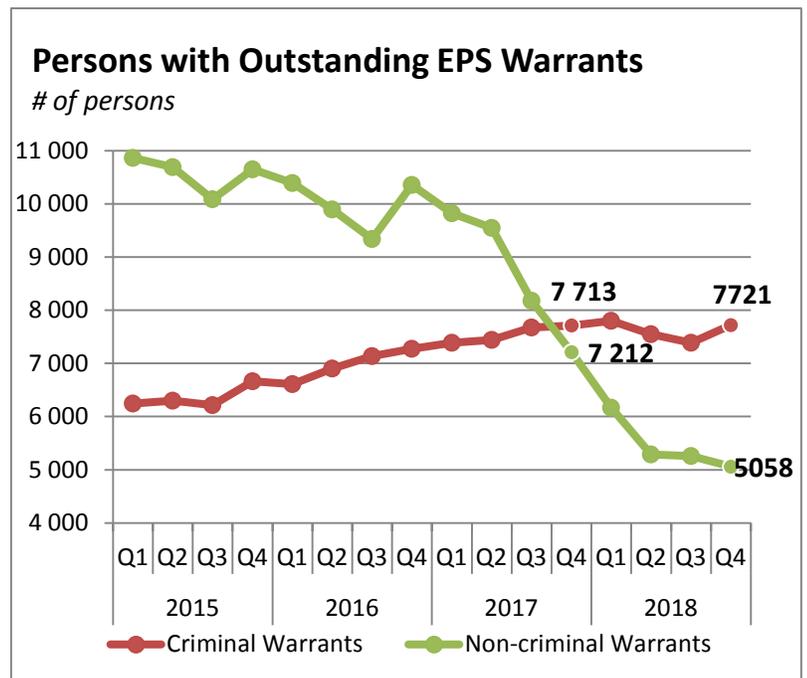
[4] Source: Cognos CSR-02 Crime Severity Index
[5] Source: CPIC Ottawa; EPS CPIC Warrant Unit.

A different trend has taken place for persons with provincial (non-criminal) warrants. Since Q1 2017, levels have fallen by 48.5%, the key driver for this being Bill 9 - An Act to Modernize Enforcement of Provincial Offences. Coming into effect May 2017, this bill ended the practice of issuing provincial warrants for unpaid bylaw or provincial fines for amounts of $1,000 or less (e.g., transit fare fines, not shovelling a sidewalk). Bill 9 is not retroactive for provincial warrants issued prior to May 2017. As provincial warrants generally expire after two years, it's expected that provincial warrants will continue to diminish until May 2019, when the remainder of these pre-Bill 9 provincial warrants reach an age of two years.

10. Execution of Criminal Warrants

ABOUT THIS MEASURE

Measures the number of criminal warrants that EPS has executed upon.

TARGET: 31,562 or more (an increase from 2017 levels).

RESULT - on target

In order to reduce outstanding criminal warrants, EPS must insure it maintains high execution levels in line with the intake of new criminal warrants.

In 2018, EPS executed 40,087 criminal warrants[6], marking a **15.7% rise** compared to 2017 (at 36,512). However, the intake of criminal warrants rose by an identical rate (15.7%)

Execution and Intake of Criminal Warrants
number of executed criminal warrants
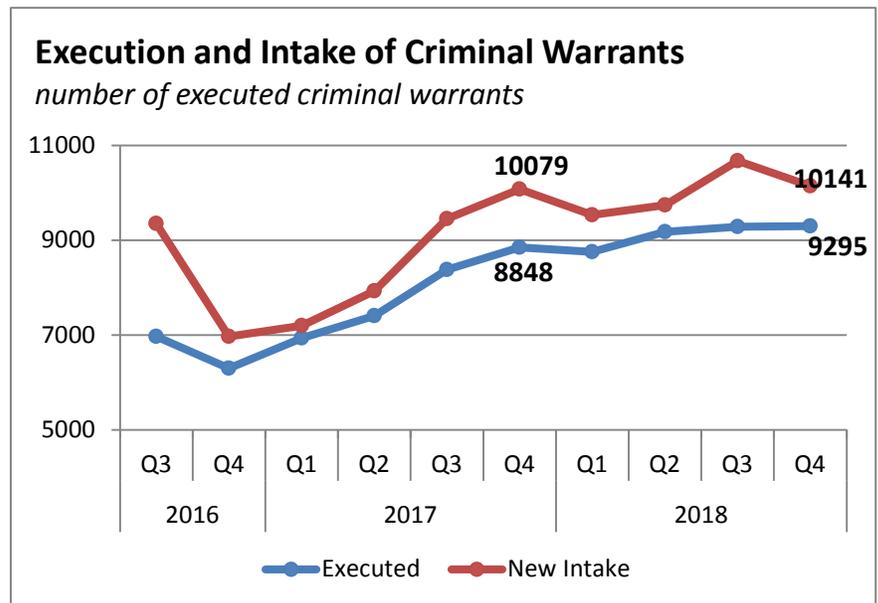
Note that active criminal warrants can additionally be removed from the system when the individual is located and apprehended in another policing jurisdiction, or by way of Crown requests to waive, withdraw, or recall a warrant. As such, outstanding criminal warrants can still fall even if EPS executed less criminal warrants than came in for a given period.

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[6] Source: EPS CPIC Warrant Unit.

Increased Efficiency & Effectiveness

Patrol Performance

11. Response Time Performance

ABOUT THIS MEASURE

Measures the percentage of priority 1 events where an event is dispatched and an EPS first responder arrives on-scene in 7 minutes or less. Measured excludes "on-view" events and moving vehicle events - most common with impaired driving calls.

TARGET: 80% of the time or more.

RESULT – off target

In 2018, Priority 1 Response Time Performance was at **72.5%**[7], marking a 0.4% point improvement from 2017 levels.

Additionally, EPS evaluates its performance against less urgent police calls, classified as priorities 2, 3, 4, and 5. Each of these additional priority levels have an associated timed target, ranging from 12 to 180 minutes. EPS targets that these respective timed targets are met 80% of the time.

P1 Response Time Performance
% of P1 police responses within 7 minutes

P2-P5 Response Time Performance
% of priority 2/3/4/5 events that met their respective time target

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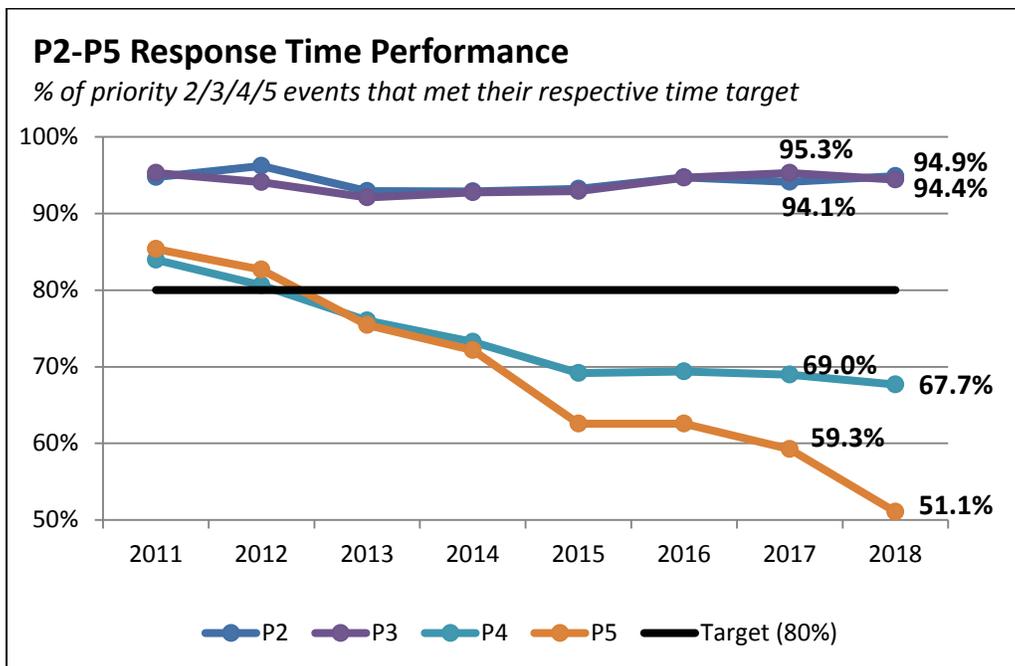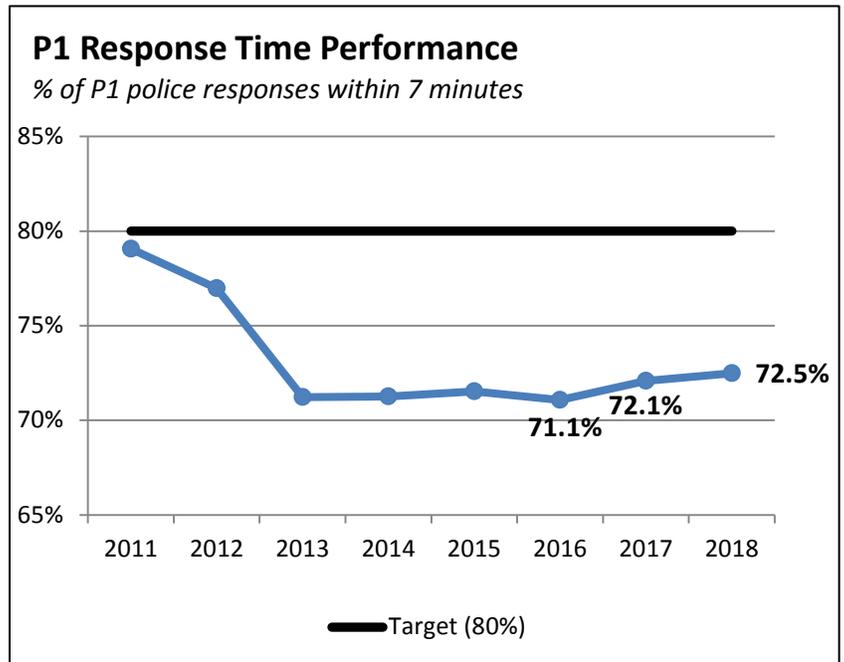
12. Proactive Time

ABOUT THIS MEASURE

Measures the percentage of patrol shift time that is dedicated to proactive activities that serve to prevent or deter crime and disorder from occurring. Examples include conducting probation checks on known prolific offenders, patrolling a known high crime hot-spot, or attempting to locate an offender with outstanding criminal warrants.

TARGET

25% or greater.

RESULT – off target

Proactive Patrol Time
% of patrol time spent in proactive tasks
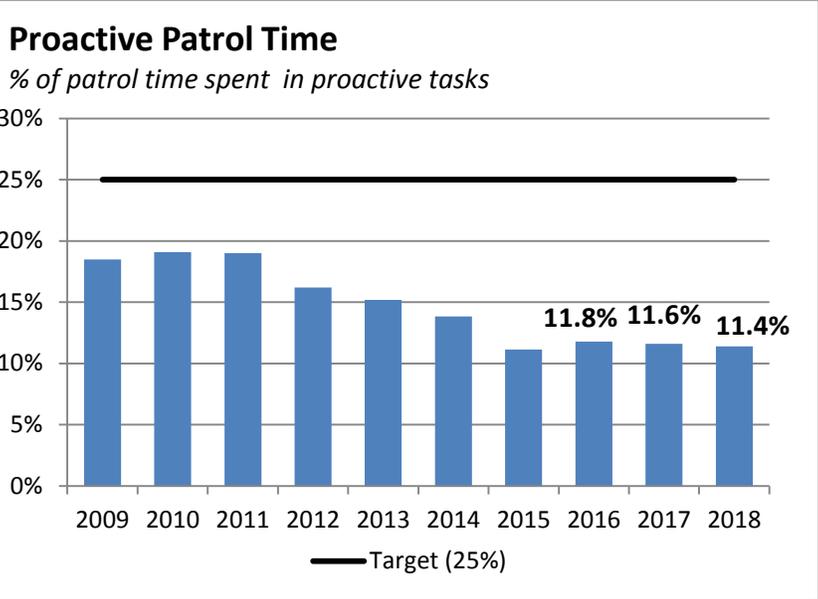
In 2018, Proactive Patrol Time was **11.4%**[8], a level that has been largely unchanged since 2015.

13. Mental Health Hospital Wait Time

ABOUT THIS MEASURE

Measures the percentage of Form 10 Mental Health Act apprehension hospital events with hospital wait times of 90 minutes or less.

TARGET

80% or more.

RESULT – near target (below target but above 75%)

Form 10 Hospital Wait Time
% of form 10's with wait times of 90 minutes or less
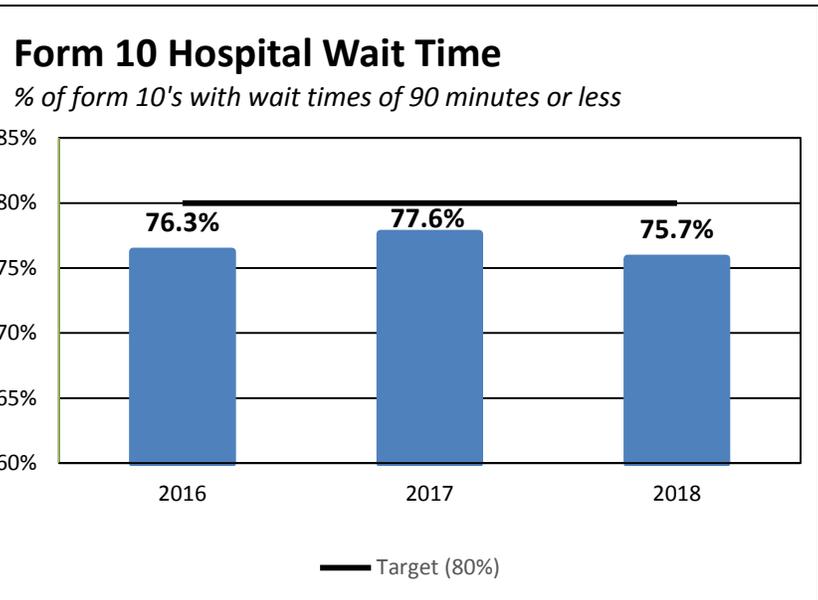
Since mid-2016, EPS and Alberta Health Services have used a new Transfer of Care communications protocol to more efficiently transfer mental health patients at Edmonton hospitals. In 2018, **75.7%** of EPS mental health apprehensions to hospitals had wait times at hospital of 90 minutes or less[9].

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[8] Source: Cognos PMR 34.
[9] Source: Alberta Health Services.

14. Mental Health Hospital Visits

ABOUT THIS MEASURE

Measures the number of Form 10 Mental Health Act apprehension hospital events. Through consistent use of phone pre-consults provided by the EPS Police Action Crisis Team (PACT) or AHS Urgent Services, patrol members will be better positioned to detain and transport persons exhibiting mental distress issues to hospitals only when truly necessary.

TARGET

Monitoring only.

RESULT

Mental Health Hospital Visits totalled 2,329 in 2018, **a 0.7% increase** from 2017 levels[10].

Form 10 Hospital Events
Persons admitted to hospital via Mental Health Act
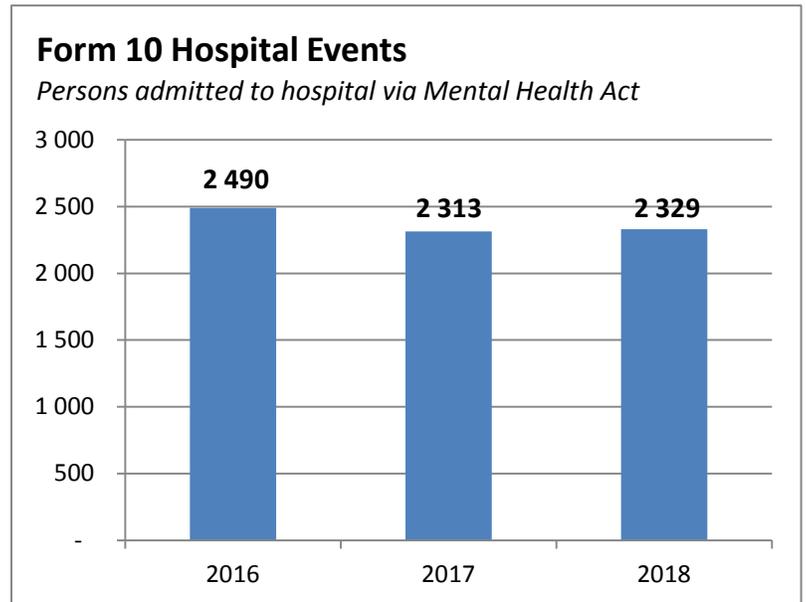
15. Mental Health Pre-Consulting

ABOUT THIS MEASURE

Measures the percentage of Mental Health Act (Form 10) hospital apprehensions where the EPS Police and Crisis Team (PACT) or AHS-Urgent Services was consulted with prior to apprehension. Pre-consultations help insure that EPS detains and delivers persons to hospital for mental health reasons when truly necessary. This reduces instances where EPS waits at the hospital only to be turned away later.

TARGET

70% or more.

RESULT - off target

62.0% of EPS Form 10 hospital events involved pre-consulting in 2018[11].

Form 10 Pre-Consulting
% of form 10 hospital events involving a pre-consult
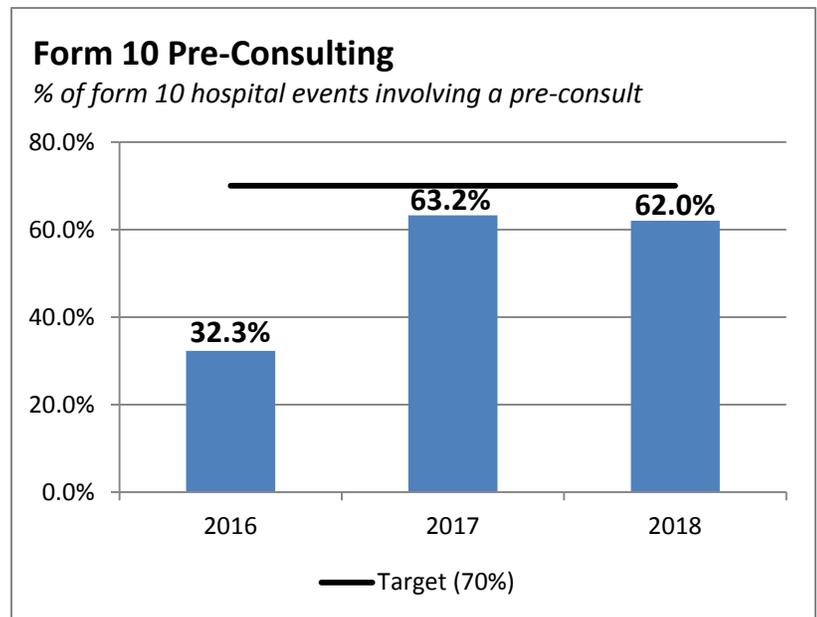
[10] Source: Alberta Health Services.
[11] Source: Alberta Health Services.

911 Police Communications Performance

16. 911 Operator Answer Performance

ABOUT THIS MEASURE

Measures the percentage of the time that 911 calls are answered by an EPS 911 Operator within 15 seconds. This includes emergency calls that are subsequently directed to other emergency providers, such as Fire Services or EMS.

TARGET

95% of the time, in accordance with newly approved Alberta 911 Provincial Standards.

RESULT – on target

On June 12, 2018, the provincial government issued new province-wide 911 call standards[12].

911 Operator Answer Performance
% of 911 calls answered within 5, 10, or 15 seconds

Within 5 seconds • Within 10 seconds • Within 15 Seconds
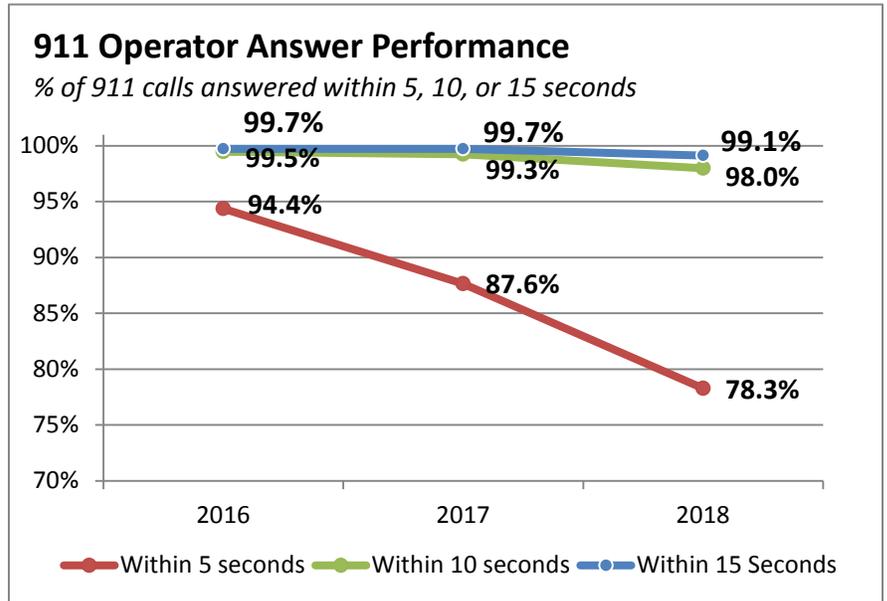
In 2018, 911 calls were answered **within 15 seconds 99.1%** of the time (equating to 9 out of 1000 calls exceeding 15 seconds)[13]. This marks a drop from what was experienced in 2017 (at 99.7%), but is still well within compliance of the new provincial standard.

For calls answered within 5 seconds, performance saw an abrupt drop starting in May 2016. This was due to a change in operational policy where 911 Operators must manually answer their call. This has added a short delay in answering calls, but more importantly eliminates any risk that a call is inadvertently dropped on a 911 Operators phone-line while they are away from their desk.

17. 911 Call Assessment Performance

ABOUT THIS MEASURE

Measures the percentage of the time for 911 Operators to assess and transfer a 911 call to a Police Call Evaluator or secondary Public Safety Answering Point (e.g., Fire, EMS) within 60 seconds.

TARGET

95% of the time, in accordance with Alberta Provincial Standards.
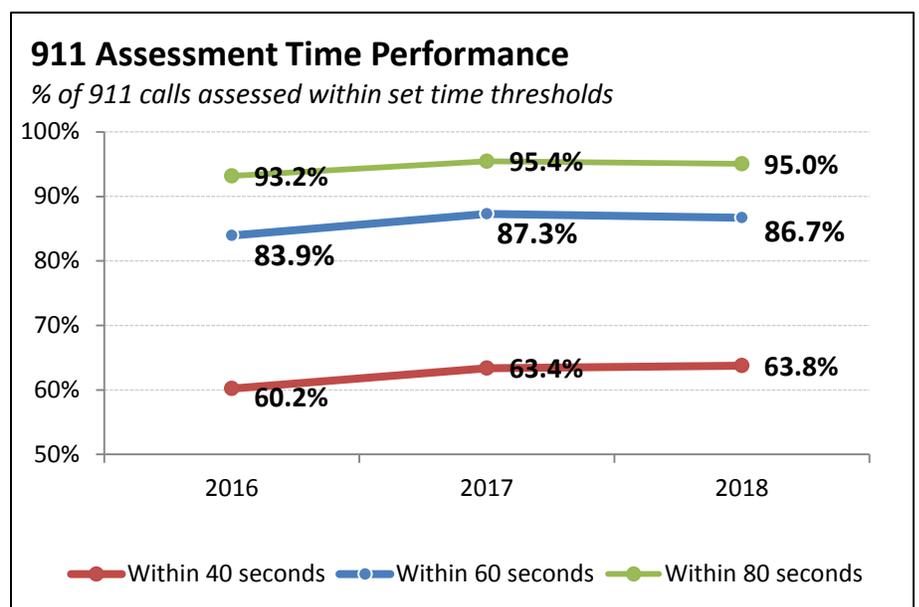
911 Assessment Time Performance
% of 911 calls assessed within set time thresholds

Within 40 seconds • Within 60 seconds • Within 80 seconds

RESULT – off target

On June 12, 2018, the provincial government issued new province-wide 911 call standards.

In 2018, once answered, 911 calls were assessed within 60 seconds **86.7%** of the time, marking a 0.7% point drop from 2017 levels. The associated graph also shows performance when set against different measurement standards, such as calls being assessed and transferring within 40 seconds or 80 seconds.

Although the target for this measure is not currently being met, our currently available measuring methodology is stricter than the intention set out by the new provincial standards. As stated in the standards, this measure is meant only for calls where the 911 operator *did not need* to conduct call evaluation. We currently have no statistical method for excluding call records from our calculation that involve call evaluation (which by definition take more time to assess).

18. 911 Call Evaluator ASA

ABOUT THIS MEASURE

Measures the average time for Police Call Evaluators to answer 911 police emergency calls, once transferred by a 9-1-1 Operator.

TARGET

10 seconds or less.

RESULT – on target

Since mid-March 2018, data has been made available in our Genesis 911 Communications database to calculate this metric accurately. 2015-2017 results are also provided from our prior (and now decommissioned) RCER database system. However, it's not evident how comparable the results from these two systems are.

For the March-December 2018 period, the average 911 Evaluator Answer Time was **4.1 seconds**, well below our established target of 10 seconds.

911 Evaluator Answer Time
average seconds for Police Evaluators to answer 911 transferred calls
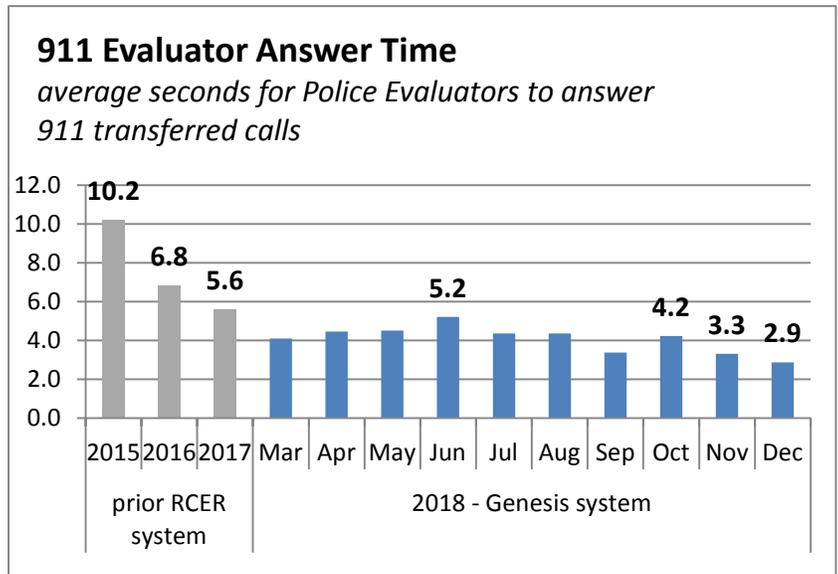
19. Non-Emergency Call ASA

ABOUT THIS MEASURE

Measures the average speed of answer (ASA) for Police Call Evaluators to answer non-emergency calls. Time tracking for this measure begins once a caller has completed the automated Interactive Voice Response (IVR) system.

TARGET

50 seconds or less.

RESULT – on target

The Non-emergency Call ASA was **41.4** seconds in 2018, marking a marginal increase from 2017 levels, but below EPS's target of 50 seconds.

Police Non-Emergency Calls

Average Speed of Answer (seconds)

——Target (50 seconds)
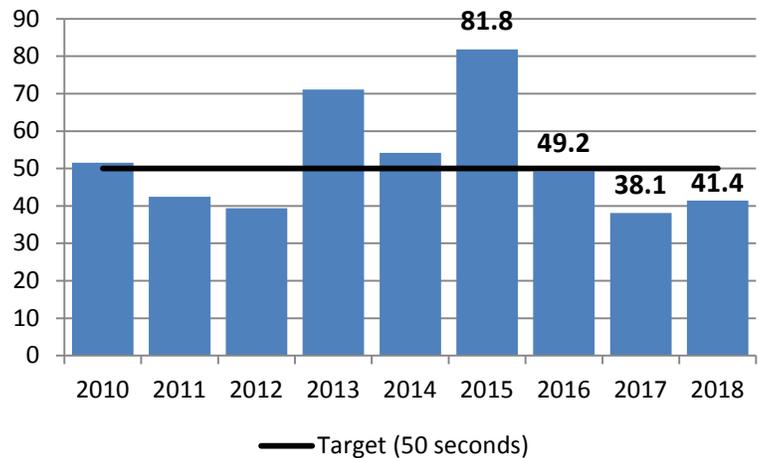
Note: further analysis of this measure and its related database has raised concerns that the measure includes emergency calls, which are skewing our results downward. Work will occur in 2019 to revise the measuring methodology as needed.

Commitment to Professionalism

Recruitment

20. EPS Applicants

ABOUT THIS MEASURE

Measures the total number of sworn-member applications submitted to EPS.

TARGET

575 or more (based on 115 planned hires for 2018, and a desired 5 applicants per hire ratio)[14].

RESULT - on target

In 2018, EPS received 674 sworn member applications, marking a 14.2% rise from 2017 levels.

EPS Sworn Applicants
Number of stage 1 applications received
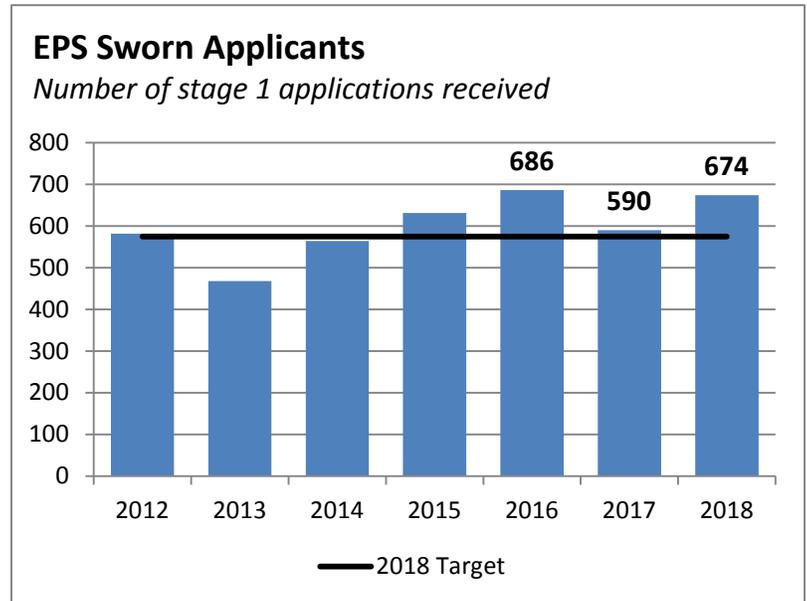
In March 2018, the EPS transitioned from hard copy application submissions to the Alberta Police Applicant Tracking System (APATS)[15]. This web portal provides applicant a profile that streamlines and standardizes the process to apply to multiple police agencies in Alberta.

21. Female Applicants

ABOUT THIS MEASURE

Measures the percentage of sworn applicants that are female. By undertaking effective sworn recruitment strategies and campaigns for women, EPS is better positioned to increase the female applicant pool.

TARGET

20% or more.

RESULT - on target

In 2018, **20.3%** of sworn-member applications were completed by women, slightly above our annual target and matching 2017 levels. In terms of number of female applicants, 137 applied in 2018, compared to 120 in 2017.

EPS Sworn Female Applicants
% of stage 1 applications from females

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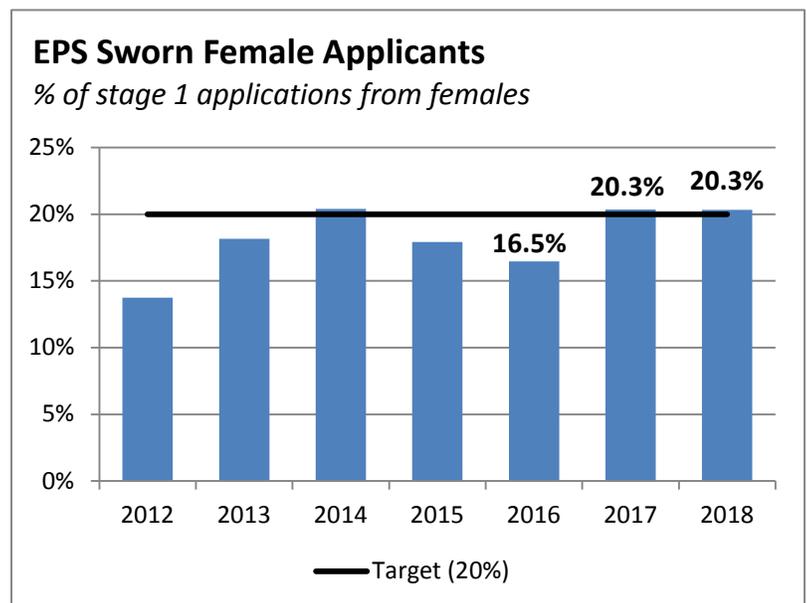
[14] The approved 2018 APP originally set the target at 425, in line with EPS's plan to hire 85 recruits for the year. Hiring needs were revised to 115 due to annexation and in anticipation of legalized cannabis. The target above for sworn applicants has been adjusted accordingly.
[15] See https://applynow.apats.ca/

22. Female Hires

ABOUT THIS MEASURE

Measures the percentage of new sworn hires that are female.

TARGET

25% or more.

RESULT – on target

Of the 88 sworn hires that took place in 2018, **28.4% were female** (25 female, 63 male).

Maintaining these results should progressively diversify the EPS, as only 18.9% of total EPS sworn members were female (as of 2017).

Female Sworn Hires
% of sworn hires that are female
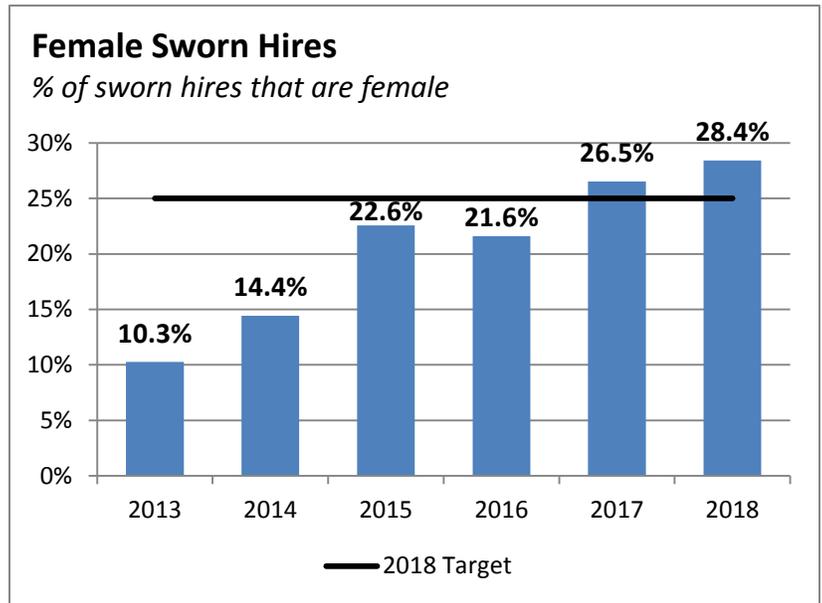
23. Hires from Underrepresented Ethnic Communities

ABOUT THIS MEASURE

Measures the percentage of sworn hires from underrepresented ethnic communities. "Underrepresented" are defined here as those who voluntarily identify as Indigenous or racially visible, as part of survey data collected during the 1st day of Recruit Training Class.

TARGET

20% or more.

RESULT – on target

Of the 88 sworn hires that occurred in 2018, **23.9%** self-identified as Indigenous or as racially visible (17 racially visible; 4 Indigenous).

Maintaining these results should progressively diversify the EPS, as our 2017 Employee Engagement Survey found 11.8% of respondents identifying as Indigenous or as racially visible.

Hires from Underrepresented Ethnicities
% of sworn hires identifying as Indigenous or racially visible
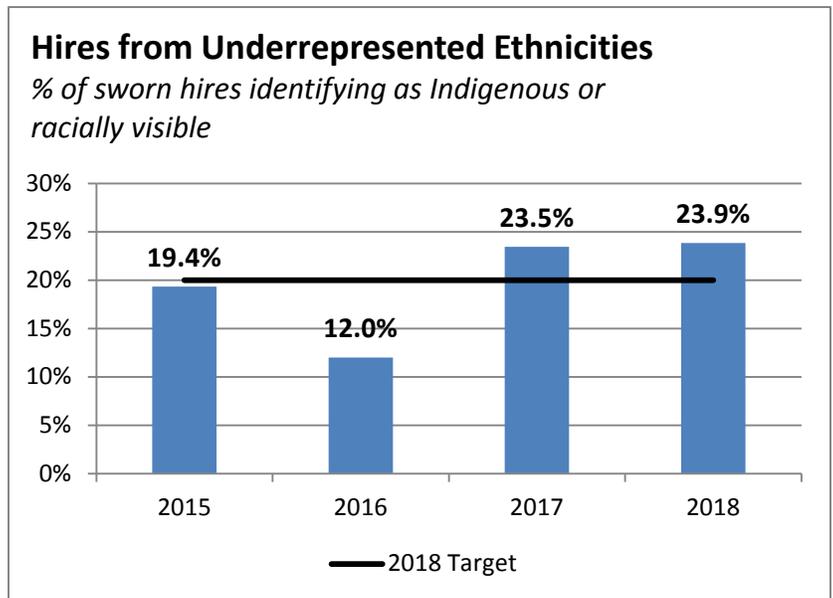
24. Sworn Overtime

ABOUT THIS MEASURE

Measures the total overtime hours paid to sworn members. This measure excludes overtime from Extra Duty events.

TARGET

83,200 hours or less (the equivalent of 40 full-time employees working 2,080 hours per year).

RESULT – near target (within risk tolerance of 99,840 hours)

EPS incurred 84,044 overtime hours for sworn members in 2018, an **8.7% decrease** from 2017 levels, and just slightly above target.

Overtime for Sworn Staff
Hours of paid overtime

Year	Hours
2013	99 231
2014	100 878
2015	101 143
2016	95 958
2017	92 070
2018	84 044
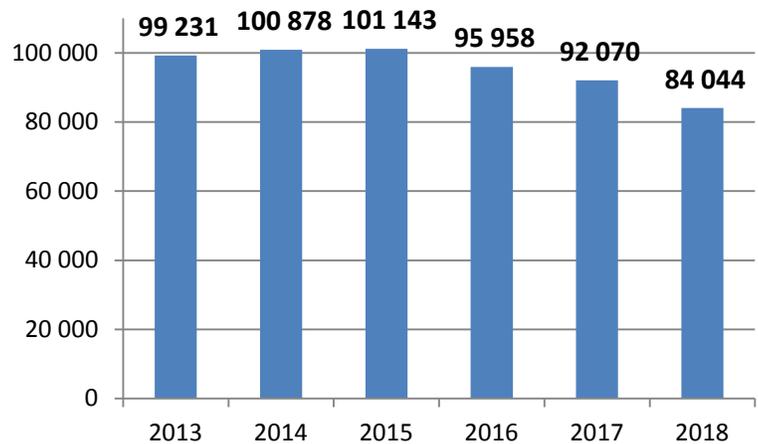
There are several EPS initiatives municipal events which have driven overtime expenses for EPS over the last several years:

- In 2015, overtime was impacted by the Fort McMurray wildfires, with the temporary displacement of its residents to Edmonton (expenses were recovered from the provincial government). Additionally, a major joint project between Homicide Investigators and the RCMP resulted in substantial overtime.
- Based on the Chief's directive, the 2016 total overtime budget was reduced by 5%. Financial analysis informed where overtime budgets should be reduced to have the least operational impact, and where better workforce planning could mitigate the need for overtime.
- In 2017, overtime budgets were kept frozen despite increases in wage settlements. Additionally, two rounds of NHL Oilers playoffs resulted in close to a million dollars in overtime.
- Much of the reduction in overtime in 2018 was due to fewer homicides and the Oilers not making the 2018 playoffs. Homicides were down about 35% year-over-year (from 26 to 17), and in turn overtime by the Homicide Section fell by roughly 1,600 hours.

25. Civilian Overtime

ABOUT THIS MEASURE

Measures the total overtime hours worked by civilian members.

TARGET

11,940 hours or less (the equivalent of 6 full-time employees working 1,990 hours per year).

RESULT – off target

EPS incurred 17,724 overtime hours for civilian members in 2018, marking a **30% increase** from 2017 levels. This is due primarily to increases in overtime in 911 Communications Branch, which is predominantly staffed by civilians.

Overtime for Civilian Staff
Hours of paid overtime
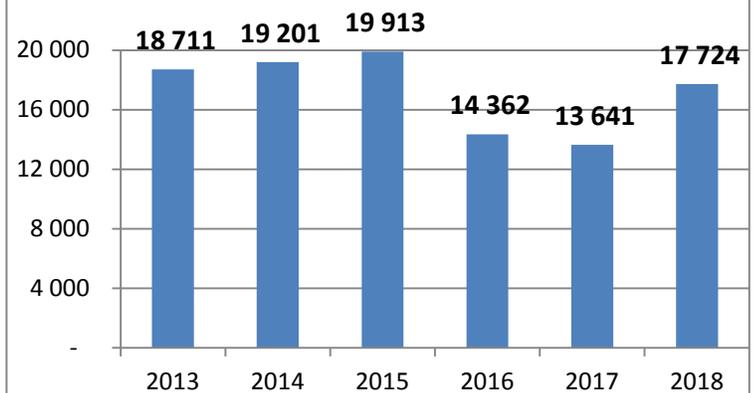
Year	Hours
2013	18 711
2014	19 201
2015	19 913
2016	14 362
2017	13 641
2018	17 724

26. Sworn Sick Rate

ABOUT THIS MEASURE

The average hours per year that sworn staff are absent from scheduled shifts due to medical reasons. Data here excludes sick time generated by those classified under Position Management (e.g., maternity leave, modified duties).

TARGET

60 hours or less (the equivalent of six 10 hour shifts).

RESULT – on target

Sworn Abseentism Rate
sick hours paid out per sworn member

Year	Value
2016	43.7
2017	45.1
2018	47.3

Target (60 hours)

Sworn members on average incurred 47.3 hours of paid sick time in 2018, marking a **4.8% increase** from 2017 levels, but still within targeted levels.

As sworn members work more paid hours than civilian staff (40-hr weekly averages, compared to 33.75, 36.9, or 40-hr per week for civilians), all other things being equal, sworn members should generate more paid sick hours. Nonetheless, in 2017, the Sworn Sick Rate was 11% lower than for civilian staff.
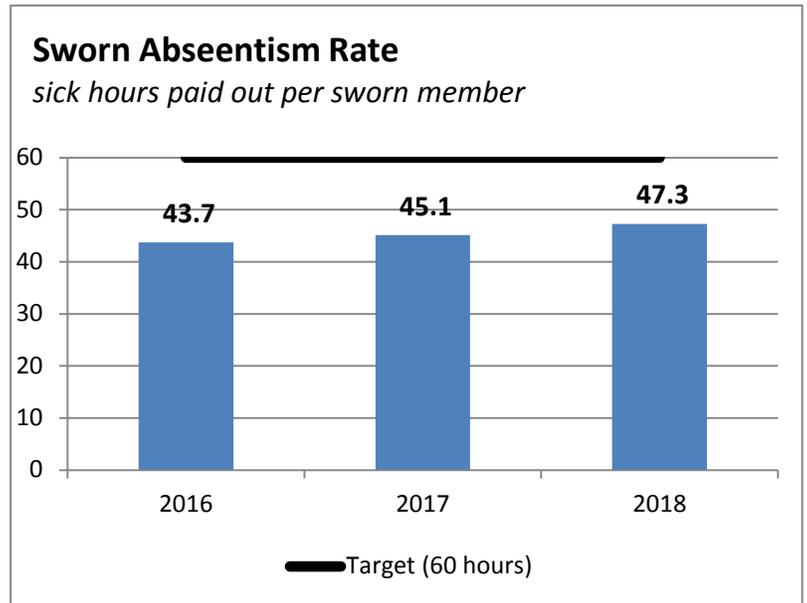
27. Civlian Sick Rate

ABOUT THIS MEASURE

The average hours per year civilian staff are absent from scheduled shifts due to medical reasons. Data here excludes sick time generated by those classified under Position Management (e.g., maternity leave, members on modified duties).

TARGET

45 hours or less (the equivalent of six 7.5 hour shifts).

RESULT - near target (within risk appetite of 60 hours)

Civilian Abseentism Rate
sick hours paid out per employee

Year	Value
2016	54.9
2017	54.9
2018	53.1

Target (45 hours)
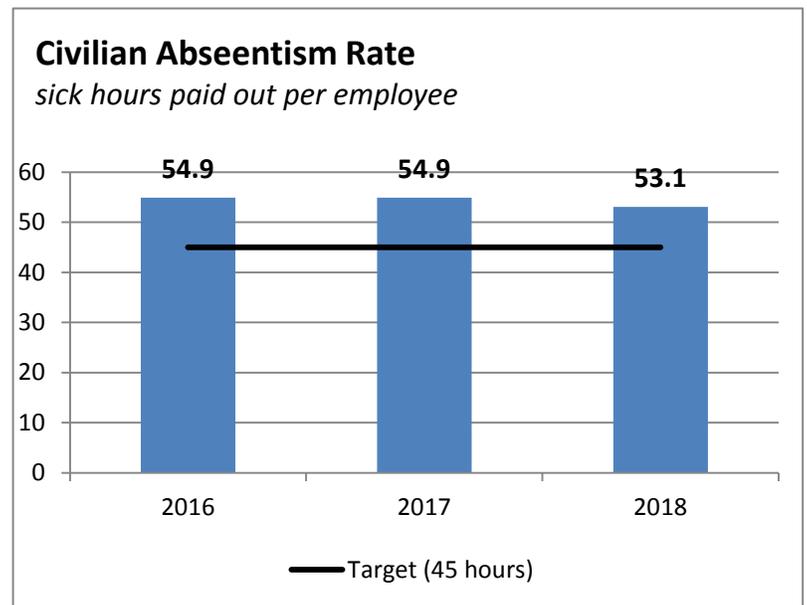
Civilian members on average incurred **53.1** hours of paid sick time in 2018, marking a 3.3% reduction from 2017 levels.

Complaints Against EPS

28. Public Complaint Investigation Speed

ABOUT THIS MEASURE

Measures the percentage of public complaint investigations completed within 6 months or less.

TARGET

50% of the time or more.

RESULT - on target

For public complaints received during the first six months of 2018, **52.7%** completed their investigation within 6 months.

Public Complaint Investigation Speed
% of file investigations concluded within 6 months
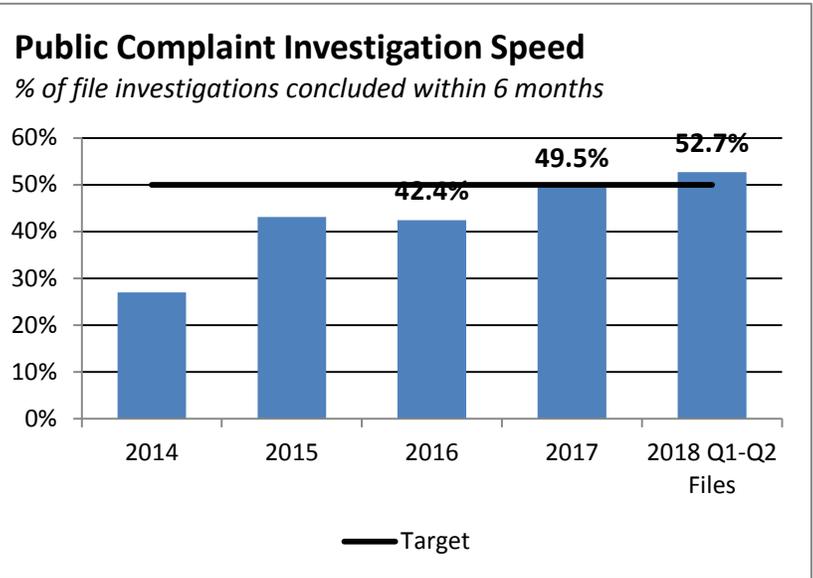
29. EPS Complaint Rate

ABOUT THIS MEASURE

Measures the number of formal public and internal complaints made against EPS conduct per 1,000 dispatch calls[16].

TARGET

1.5 formal complaints per 1,000 dispatch calls.

RESULT - near target (within risk tolerance levels of 3 complaints per 1,000 dispatch calls)

299 formal public and internal complaints were made against the EPS, equating to **1.8 complaints per 1,000 dispatch calls**. One of the drivers for the increasing EPS Complaint Rate is an internally initiated policy change in how discipline is managed for police member's traffic violations. See measure #30 for more information. Detailed analysis on EPS Complaints will be provided in EPS's upcoming 2018 Professional Standards Branch Annual Report.

EPS Complaint Rate
public or internal complaints per 1,000 dispatch calls

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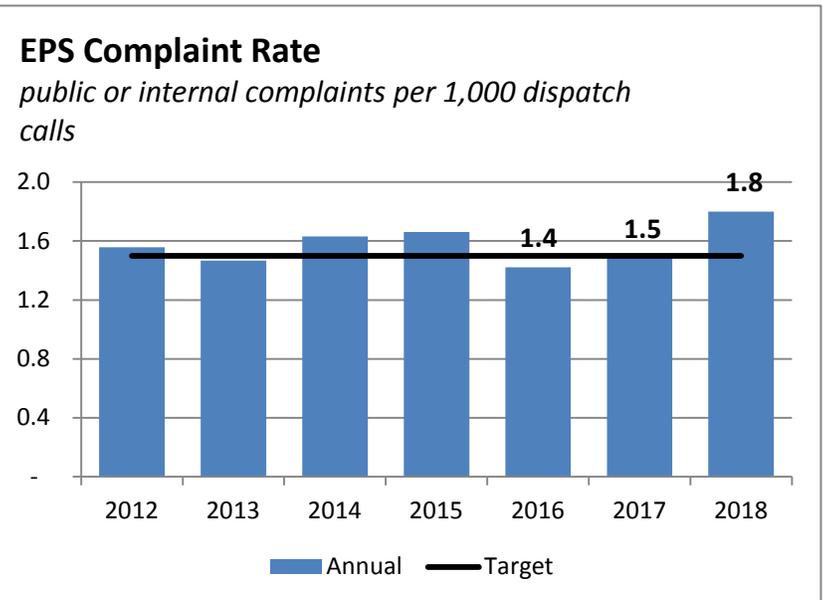
[16] The approved 2018 APP made an error in not stating that internal complaints were included in this measure. However, internal complaints are included here as the target – which has existed for several years – is based on counting both types.

30. Police Misconduct

ABOUT THIS MEASURE

Measures the number of concluded complaint files against EPS where police misconduct was deemed to have occurred, per 100 sworn members. Police Misconduct is defined as complaint files generated from the public, or internally by EPS staff, which was either sustained at a complaint hearing or outside a hearing as a Minor Contravention (of Police Service Regulations). The number of sworn members is based on the previous year.

TARGET

Monitoring only for 2018.

Police Misconduct
Sustained or minor contravention complaint files per 100 officers

Year	Value
2013	2.4
2014	2.3
2015	4.4
2016	3.2
2017	2.8
2018	4.3

RESULT

In 2018, the Police Misconduct Rate was **4.3 files** per 100 officers. This corresponded to 279 completed complaint investigations with 76 of these proven to involve police misconduct. The pronounced rise in the Police Misconduct Rate is largely due to an internally initiated policy change, implemented in 2017, in how discipline is managed for police member's traffic violations. Previously, discipline for photo radar or red light camera traffic violations were primarily managed internally by offending member's supervisor. With the new policy, it is now much more common that when a pattern of traffic violations occur for a member, it be reviewed and managed by our Professional Standards Branch. These traffic violation complaint files tend to result in Minor Contraventions of the Police Service Regulations.

Covering previous periods, for files investigated from 2013-2017, 20% of these concluded investigations found that police misconduct occurred (at a court hearing or concluded as a minor contravention). Of these files where misconduct was proven, 78% were classified as Minor Contravention violations, with the remaining 22% sustained at hearing (which generally involves more serious misconduct violations).
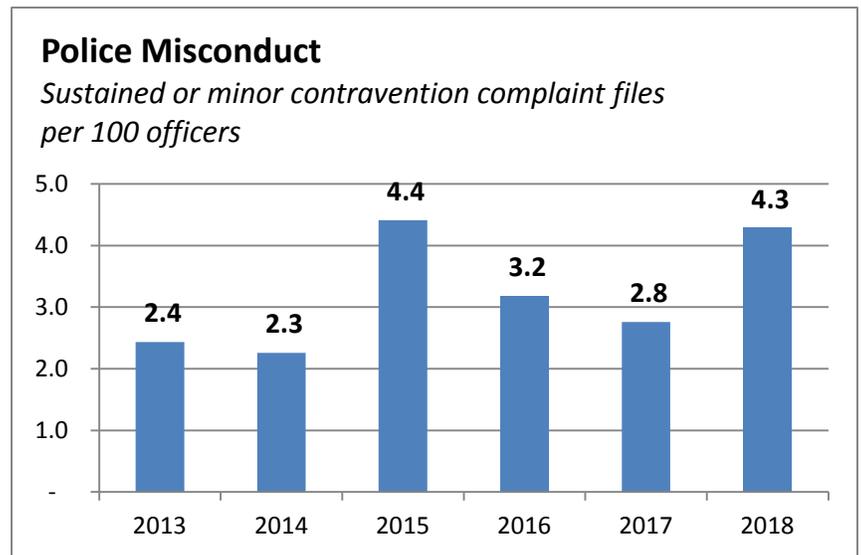
Reporting on EPS Strategic Initiatives

1. Legalization of Cannabis

In July 2018 the Government of Canada is expected to introduce new legislation to legalize cannabis. This new legislation will impact many areas of the Edmonton Police Service (EPS) in terms of our enforcement of the new legislation, the number of impaired driving offences as a result of the consumption of cannabis or its derivatives, and the ability of the EPS to effectively manage these issues with appropriate resources and internal and external messaging.

The EPS is mandated to ensure public safety is maintained in the City of Edmonton. This initiative will monitor the number of impaired driving offences - specifically related to cannabis or its' derivatives. This measure will also monitor and report on EPS activities aimed at training EPS members and educating the public in advance of the new legislation. Work in this realm will inform the City of Edmonton as it advocates for additional Federal funding for law enforcement to respond to emerging enforcement issues.

Activities:

Q1:
- All frontline EPS members will receive training in advance of the new legislation anticipated in Q3. The training will consist of information and policy related to the new legislation, Occupational Health and Safety concerns, exhibit handling and Impaired Driving by Drug investigations.
- Ongoing tracking and measurement of Impaired Driving involving Cannabis as a basis for comparison once tentative legalization occurs in Q3.

Q2:
- Continued training for EPS members in advance of the new legislation.
- Initiation of a public education campaign, which will consist of information about what is permitted under the new legislative framework and Impaired Driving by Drugs. The campaign will be in partnership with other municipal and provincial agencies.

Q3:
- Public education campaign will continue.

Q4:
- Public education campaign will conclude unless specific issues related to cannabis legalization warrant a continuation.

Performance Measures:

Cannabis Impaired Driving – the number of drug impaired driving incidents with the motivating factor identified as being cannabis or any derivative of cannabis. EPS has been tracking data for this since November 2017. **Target:** monitoring only.

Other comparative statistics will be reported such as trends in impaired driving by alcohol, drugs in general, criminal occurrences of possession, trafficking, and production of cannabis.

Year to Date Status:

On-target
Quarterly Activities

Cannabis Impaired Driving
65 Impaired Driving Incidents involving Cannabis in 2018

Analysis:

Q4 Reporting:

EPS Corporate Communications continued the public education campaign (as detailed in Q2 reporting) via social media and with television advertisements

Prior to cannabis legalization (Oct 17), EPS conducted 51 impaired driving investigations where the cannabis was one of the suspected substances of impairment. For the remainder of the year, 14 additional investigations took place (65 for the full year). Note that data entry delays may be resulting in some incidents from November and December to be excluded here.

The EPS also investigated various occurrences related to cannabis including theft, mischief, personal robbery, illegal possession, illegal distribution, etc.

Although the early impacts of legalization have been minimal, it should be noted that due to a supply chain shortage, cannabis retailers have only been provided with roughly 20% of their sale orders.

Impaired Driving by Cannabis

Based on present Uniform-Crime-Reporting (UCR) data collection standards, police agencies only record impaired driving incidents as either due from alcohol or drugs in general – not specifically broken down by cannabis. Because of this gap, and in anticipation of the legalization of Cannabis, in November 0217, EPS added a flag to its police reports for members to indicate – based on the police members initial assessment – whether they believed the accused to be under the influence of Cannabis. Because of the delay involved in laboratory analysis of drug impairment samples, our data tracking provides a more timely – albeit preliminary and unofficial - indication of cannabis impaired driving.

Cannabis Impaired Driving
Impaired driving Incidents suspected to be Cannabis influenced
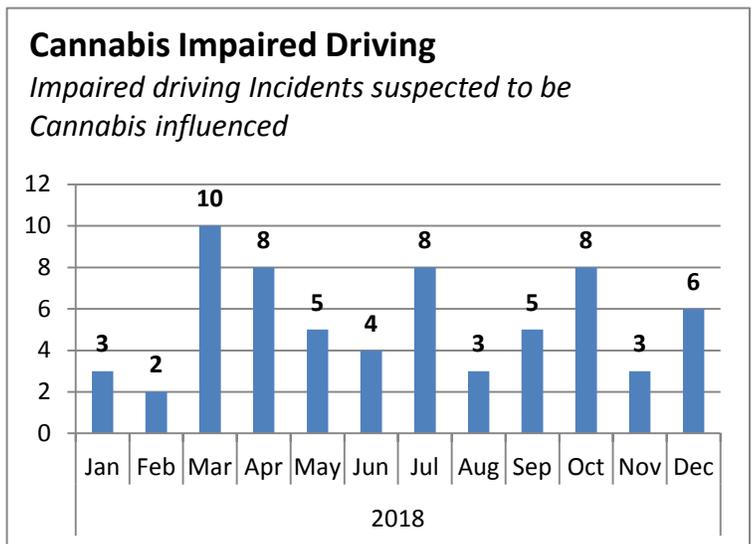

Impaired Driving

The next set of graphs show trends in EPS-recorded incidents in impaired driving, more generally[17]. Several comments can be made:

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[17] *Source: Cognos CSR-02 CSI WCR, generated Jan 31, 2019.*

- While the majority of impaired driving is alcohol-based, drug-impairment is taking an increasing share. Since 2016, drug impaired driving has increased 120%, and the percentage of impaired driving being from drugs has increased from 5.1% to 12.2%.
- Impaired driving was decreasing since 2012, and now in 2018 has seen a slight increase (up 0.8%).

Drugged Impaired Driving
Incidents

Impaired Driving
Incidents
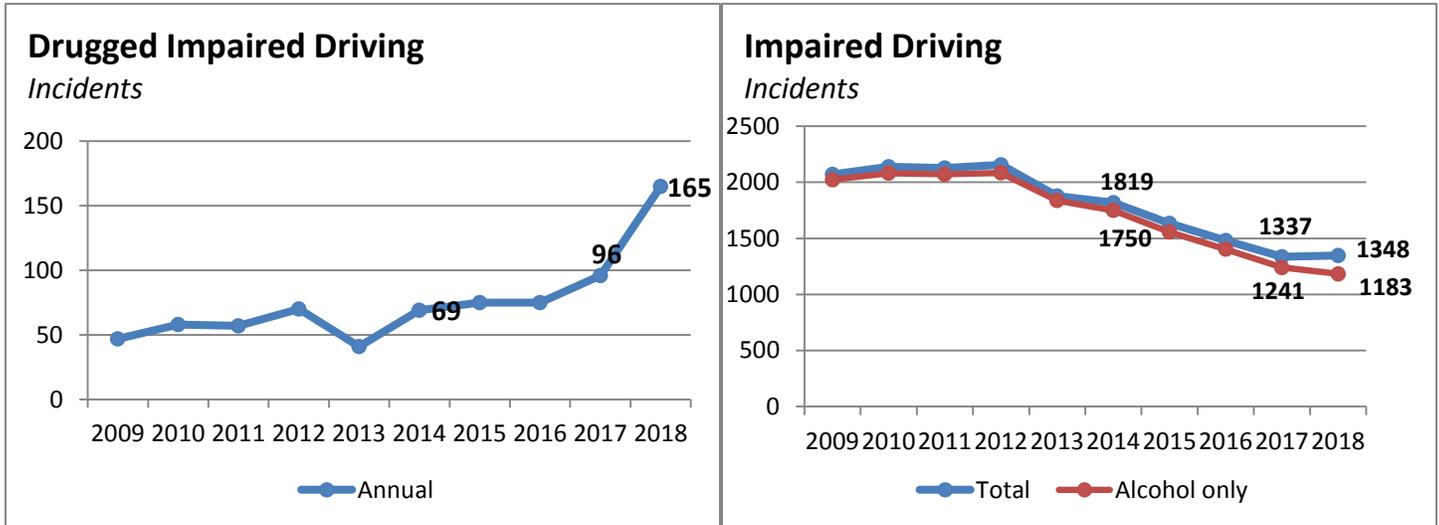
Possession and Trafficking of Cannabis

With the approval of the *Cannabis Act,* criminal codes specific for cannabis under the *Controlled Drugs and Substances Act* (possession, trafficking, and production), are no longer valid. A number of new criminal and provincial offences under the *Cannabis Act* have been introduced since legalization has taken place. As work is ongoing to reflect these new codes in our Business Intelligence platform (Cognos), statistics on the prevalence of these new types of offences is limited and not provided here.

Q2 Reporting:

Frontline officers have continued to receive training specific to cannabis legalization. By April 20, 2018, 803 officers in total have received training which consisted of information and policy related to the new legislation, Occupational Health and Safety concerns, exhibit handling, Impaired Driving by Drug investigations and promoting a positive work culture. Training now goes beyond the original scope of frontline members, and now additionally includes Beats, Offender Management, and Community Crime Members.

In mid-June, Prime Minister Trudeau announced that Canadians will be able to consume cannabis legally starting October 17, 2018.

In May 2018 the EPS commenced the "Oh High There" campaign in conjunction with the City of Edmonton Office of Traffic Safety. The ads have been in restaurants and bars citywide in addition to mass transit vehicles, billboards and social media. The campaign, which will continue throughout 2018, directs people to a frequently asked questions area on the EPS website with information about drug impaired driving. EPS Corporate Communications continues to work with municipal and provincial agencies to ensure consistent messaging related to drug impaired driving.
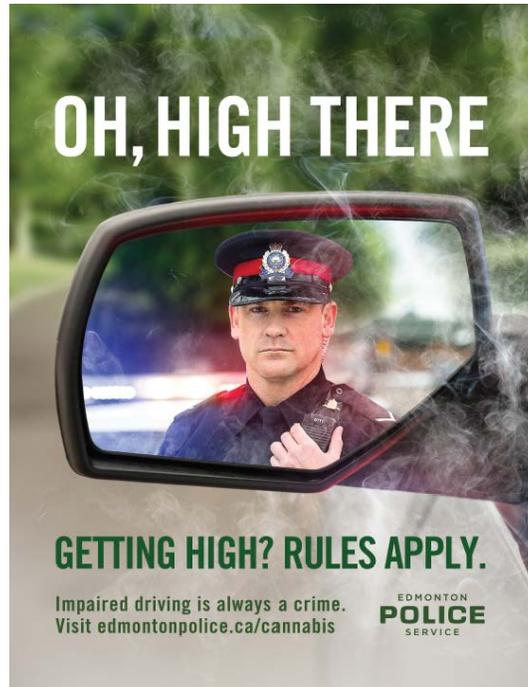
Q1 Reporting:

In Q1, 639 frontline officers received training specific to cannabis legalization. Due to the high level of interest in the training additional dates were added and by April 20, 2018, an additional 164 officers will be trained (bringing the total to 803). Training now goes beyond the original scope of frontline members, and now additionally includes Beats, Offender Management, and Community Crime Members.

The training consists of information and policy related to the new legislation, Occupational Health and Safety concerns, exhibit handling, Impaired Driving by Drug investigations and promoting a positive work culture.

2. Implementation of the Operations and Intelligence Command Centre

A comprehensive review of the EPS intelligence environment was completed at the end of 2015, where it considered the structure and processes of the existing EPS Intelligence Model. Dozens of recommendations for change were informed based on the following principles:

- The quality of intelligence is more important than the quantity.
- Intelligence is the responsibility of all EPS members.
- Units critical to the intelligence cycle should be aligned together.
- Efficiencies can be created by leveraging technology.

A key finding in this review was that the EPS intelligence function needs to be available in more real-time and 24/7 in order to more effectively mitigate crime and disorder. Hence, 2018 will see the completion of a key recommendation to construct, staff, and initiate a real-time Operations and Intelligence Command Centre (OICC).

Primary responsibilities of the OICC include:
- Being a central point for collection, analysis, and dissemination of tactical intelligence to EPS and its partner agencies.
- Accelerate criminal investigations by assisting in identifying and locating suspects at the earliest opportunity.
- Respond and assist with emerging serious unfolding events by supporting the city-wide commanding Duty Officer.
- Supporting front line investigations through the delivery of real-time actionable intelligence.

Activities:

Q1:
- Identify and define personnel positions and roles for the OICC.
- Commence project and working groups associated with the implementation of the OICC, business processes, and operational procedures.
- Begin OICC construction.

Q2:
- Establish budgets, funding model and ongoing costs for the OICC for 2019 and beyond.
- Develop training material for OICC members.

Q3:
- Select and hire OICC personnel.
- Deliver OICC training to personnel.

Q4:
- Completion of OICC facility.
- Initiate OICC operations.

Year to Date Status:

Off-target
Facility Construction and Retrofitting expected for Q1 2019

Analysis:

Q4 Reporting

Off target: OICC Construction was initiated but not completed within Q4 2018. Facility construction and set up is expected to be completed within Q1 2019. OICC operations are anticipated to begin shortly thereafter within Q2 2019 in a reduced capacity, dependent on availability of personnel and developmental stage of critical technologies.

Up to Q4, the following progress and initiatives for OICC development took place:

- The OICC operating budget was established.
- Working groups were held with the Duty Officer group to identify their role and how they will interact with the OICC
- Real world testing was conducted for the ESRI mapping solution and member tracking technologies.
- OICC Personnel job descriptions were completed in anticipation of resources becoming available.
- Operating procedures are being developed to guide OICC response to identified events and occurrences.
- A research and agreement protocol was developed allowing for the OICC development team the ability to engage external vendors and test various technological solutions without committing to or engaging in a procurement process.

Q2 Reporting

During Q2, the following progress regarding the development of the OICC took place:

Establish budgets, funding model and ongoing costs for the OICC for 2019 and beyond:

- Personnel funding has been identified for the OICC and will be available July 2019. At present, funding has been budgeted to support 4 teams consisting of: 1 sergeant, 1 detective, 3 constables and 2 intelligence clerks. OICC analyst positions will be reallocated from within the IPD and structured so that service delivery to areas is not interrupted.
- As the OICC project continues to define roles and responsibilities the proposed model will likely change.
- OICC operating costs and budget needs will be identified as workflows and required positions are identified.

Develop training material for OICC members:
The OICC team is designing business processes and defining the standard operating procedures of the OICC. This work will continue throughout 2018 and is the foundation for other key deliverables for the OICC setup. As business processes are completed, this will form the basis for the necessary training materials. Training will not be developed now till Q1 of 2019 in anticipation of personnel resources.

The OICC continues to work on the following activities which were initially scheduled to commence in Q1:

- The IPD team has met on numerous occasions with representatives from TELUS and is working collaboratively with TELUS and EPS IT personnel to define the parameters of the TELUS In Kind Support.
- Identify and define personnel positions and roles for the OICC.

- Working groups have been established to discuss where the Duty Officer will be situated, either in the OICC or in their present position. A TELUS working group has also been created to ensure that the IT infrastructure is dealt with accordingly and that the needs of the OICC are considered.
- OICC construction has been delayed, all construction times and dates are dependent on the schedule of the COE approvals, permits and tendering processes. At present the OICC is projecting for the construction to be completed in Q1 2019.

Overall anticipated Q2 Activities are 'Off Target'. The delayed construction schedule has required slowing down other deliverables. As well, supporting funding has been reprioritized internally for other organizational needs and to prevent it from becoming stagnant.

Q1 Reporting

During Q1, the following progress regarding the development of the OICC took place:

- The OICC Administrative Sergeant position was filled. This position will be responsible for coordinating various OICC projects in addition to assisting with identifying OICC functions.
- In late March, funding was approved and a Business Analyst was hired to assist with OICC planning. This position will be responsible for developing a strategic roadmap for the various OICC projects, identifying the roles and responsibilities of personnel, liaising with internal stakeholders, determining project dependencies, and guiding project implementation.
- An OICC working group has been established to discuss financial, technical, facility, and material requirements.
- A second working group has been established with all IT project leads to ensure overall alignment of all associated OICC technical projects. Working groups have also been established to implement the Situational Awareness Project, the City of Edmonton Construction Stakeholder group, and OICC Program Working groups.

Although the following activities were initially scheduled to commence in Q1, the required resources were not in place to complete this work in that time period. Work on each of the following will commence in Q2.

- The identification of OICC positions and associated roles.
- The establishment of working groups to focus on establishing OICC business processes and operational procedures.
- OICC construction is now projected to begin at the end of Q2 or beginning of Q3. Construction funding was not secured until Q1 2018 which partially resulted in the delay of construction. All construction times and dates are dependent on the schedule of the COE approvals, permits and tendering processes.

3. Intelligence Production Division Development

A comprehensive review of the EPS intelligence environment was completed at the end of 2015, where it considered the structure and processes of the existing EPS Intelligence Model. Dozens of recommendations for change were informed based on the following principles:

- The quality of intelligence is more important than the quantity.
- Intelligence is the responsibility of all EPS members.
- Units critical to the intelligence cycle should be aligned together.
- Efficiencies can be created by leveraging technology.

A key finding in this review was that the EPS intelligence function was structurally aligned with dissimilar functional units. Across the organization, a separation existed between units responsible for critical elements of the intelligence cycle.

Hence, one of the key recommendations implemented in 2017 was the establishment of an Intelligence and Investigations Bureau, thus providing the intelligence function the profile, centralization, and authority it merits to drive intelligence for the organization. Now entering 2018, a major deliverable will be the development and formalization of the Intelligence Production Division (IPD) within the Intelligence Bureau. This division's role will be to manage the processes for data analysis, organizing information, and development of intelligence products.

Activities:

Q1:
- Development of the Criminal Intelligence Co-ordination Unit to enhance operational intelligence.
- Hire critical IPD management positions.
- Centralize all IPD staff to Southwest Division.
- Begin transition from a decentralized Criminal Intelligence Analyst deployment model to a hybrid centralized/decentralized model.

Q2:
- Development of intelligence portfolios for Offenders, Criminal Networks, illegal/illicit Commodities/Markets, and Crime Types.
- Development of a centralized offender identification model.
- Development and implementation of an enhanced intelligence sharing model with external partners.
- Development of programs and resources to manage existing intelligence software solutions (ARC GIS, Cognos BI, and iBase).

Q4:
- Increase organizational use of the Cognos BI system by:
    - Creating statistical dashboards
    - Reviewing, refining, and consolidating existing data extract reports
    - Development and training in Cognos BI to relevant Criminal Intelligence Analysts

On-target
Completion of Quarterly Activities

Q4 Reporting

Several functional name changes occurred within the last half of 2018 to better reflect work unit roles:
  - o The Intelligence Production Division (IPD) was changed to the Intelligence Division (ID).
  - o The Criminal Intelligence Branch (CIB) was renamed to the Intelligence Production and Operations Branch (IPOB).
  - o The Business Intelligence Section (BIS) was renamed to the Business Intelligence Production Section (BIPS).
  - o The Criminal Intelligence Coordination Unit (CICU) was renamed to the Criminal Intelligence Unit (CIU).

Work continued on establishing a more 'dashboard' focused visualization environment for internal consumption of crime data, which is taking place with revising and creating new Cognos reports. This included developing and upgrading software solutions being used, including ESRI GIS and upgrading to Cognos 11.

Critical Cognos crime and work performance reports were modified to provide management teams and operational units a more fulsome view of crime.

Work continued on the ESRI GIS implementation, including establishing a vendor agreement, testing software functionality and designing a proof of concept operational dashboard for the 2018 Edmonton Grey Cup.

The ID concluded a review of offender identification and management efforts. Work was initiated on establishing a centralized offender identification and management program for the EPS.

All ID Sections and units focused on the delivery of tactical and operational intelligence products for frontline and investigative units:

  - o Offender bulletins
  - o Crime trend and series notification bulletins
  - o Organized crime and gang identification products
  - o Improved crime reports

Q2 Reporting

The Criminal Intelligence Coordination Unit (CICU) started operations including:
  - o Initiating several criminal organization and commodity based portfolios.
  - o Produced operational products for frontline members.
  - o Initiated intelligence investigations on organized crime groups.
  - o Established operations based out of the ALERT Building.
  - o Assisted the RCMP with a joint forces intelligence and enforcement operation.

The Intelligence Production Division (IPD) initiated a project to establish a sustainable offender identification project / program:

- Conduct a gap analysis of current practices versus assumed deliverables.
- Establish relationships with critical partners in corrections.
- Started receiving lists of offenders rereleased to the region for analysis and monitoring.
- Develop methods for collating and searching data using existing software tools
- Established methods for risk based lists of offenders by crime type

The IPD created methods for sharing information and intelligence with external partners including:

- Established shared centralized email accounts for the CICU and Crime Analysis Section (CAS) for external partners to share information.
- Established processes for review of incoming information.
- Created thresholds and lists of internal and external stakeholders to be notified of specific events and crime types.
- Developed protocols for dissemination of internal bulletins and intelligence that can be sent to external partners.

Other IPD Projects moving forward:

- The IPD conducted a risk assessment in relation to the current state of EPROS and CAD data quality. This is supporting a larger IPD project to promote improved data quality processes.
- The IPD initiated a project to identify offenders, including risk based assessments, enforcement priorities committees and enhancing dissemination of priority and prolific offenders through daily crime bulletins and wanted lists.
- The IPD started a project to improve the current iBase toolset, including setting up new data fields that it can access. This will also be used for the IPD Intelligence database.
- Work was completed on updating the COGNOS toolset, including, creating a reference list of reports, modifying reports currently used by crime managers, and removing reports that are no longer relevant or in use.

Q1 Reporting

The Criminal Intelligence Coordination Unit (CICU) model continues to be developed. The following has been accomplished:

- Two Criminal Intelligence Analysts have been identified to move into the CICU in Q2 to manage criminal intelligence based portfolios
- A new 'Intelligence Clerk' position was created and filled.
- Necessary equipment has been identified and requested. Approval was provided to purchase two vehicles.
- Work continues to identify work that is out of scope of the unit's function and shift responsibility to other areas of the EPS or Intelligence Production Division (IPD). Work is also being done to identify the roles, reporting paths and manner in which the CICU will support EPS operational areas.

The CICU continues to work with the Crime Analysis Section (CAS) and Business Intelligence Section (BIS) to identify new methods to prioritize enforcement operations and opportunities. These include:

- Risk and harm based methodologies to identify individuals for enforcement focus.
- Thresholds to assess risk and prioritize crime types.

- o Revising existing and creating new Business Intelligence reports to better identify crime trend changes.

The IPD relocated its central CAS and BIS personnel from EPS Headquarters to a vacant work area in Southwest Division. The CICU personnel were also relocated to Southwest Division from the ALERT facility. At the same time, critical IPD management, supervisory and support positions were created and filled. These included:

- o Criminal Intelligence Branch Inspector *(presently filled by an acting inspector)*
- o Crime Analysis Section Manager
- o Two Crime Analysis Section Supervisors
- o IPD Administrative Clerk
- o Business Analyst to assist with the development of the Operations and Intelligence Command Centre project *(contract position)*

The CAS developed processes to identify, track and report on city wide crime trends and series committed by repeat offenders. Tactical analysis support is being provided directly from the centralized CAS to EPS investigative units on city wide crime series and trends. This work is being done to validate and identify the roles of the future centralized CAS model.

4. Implementation of Major Capital Investments

Capital infrastructure is one of the core pillars that supports and enables the Edmonton Police Service to achieve its mandate for effective policing. As Edmonton grows, the EPS recognizes the need for new facilities, infrastructure and work environments to ensure policing has the tools, equipment and physical assets it needs to meet public expectations for service and service performance levels. The most important and significant 2018 EPS capital projects are:

North West Campus – a multi-function building to serve the needs of Detainee Management, Information Management Approval Centre, Northwest Division and the EPS Training Centre.

Firearms Facilities – an Indoor Range adjacent to the North West Campus that will include a Tactical Training House and four additional firing lanes to the existing William Nixon Training Centre

Digital Asset Management System (DAMS) – an enterprise data management system and protocol to organize unstructured data to assist in efficient storage and retrieval of information.

Alberta First Responders Radio Communications System (AFRRCS) – the upcoming provincial interconnected first responders' radio network, to be extended in Edmonton to all current users of the existing City of Edmonton radio network system. The provincial radio network shall align to life critical requirements and ensure the safety of officers, and the safety security of the public.

These capital projects are at various stages of implementation, and will be completed within the next four years. This strategic initiative intends to provide ongoing updates to the EPC and EPS on the progress made to implement and operationalize this infrastructure.

Activities:

North West Campus

Q1-Q3: Ongoing construction of the campus facility through to completion
Q4 2018-Q2 2019: Start and completion of campus facility with installation of equipment, technology, and furnishings
Q2 2019: Estimated occupancy of the campus
Q3 2019: Estimated completion of the North West Campus project

Firearms Facility

Q2: Secure official funding for the Firearms Facility in the 2019-2022 Capital Budget Cycle
Q4: Completion of the Firearms Facility Schematic Design
Q4 2022: Estimated completion of construction and fitting up of the Firearms Facility

Digital Asset Management System

Q1:
- Install and configure software in a development environment that will enable core enterprise configurations and security settings to be developed and tested.
- Migrate all EPROS related applications and services to corporate Active Directory based log on security.

Q2:
- Deliver first configured offerings to identified business units for testing and acceptance.
- Develop training materials jointly with business units.
- Begin migration of PDF documents and media to new system

Q3: Work with IMAC to develop new disclosure process for media on new system

Q4: Install, configure, test, and train Crime Analyst end users on searching

Provincial Radio Network

Q1:
- Monitor Dispatch and Air one operations on AFRRCS for defects.
- Prepare radio migration cutover plan to AFRRCS
- Initiate radio (portable, mobile, and base stations) cutover of to a patrol division pilot group

Q2:
- Complete cutover of radios
- Complete implementation of audio recording system for radios.
- Complete extended coverage award and contract.
- Complete interoperability MOU's and radio communications policies.

Q3:
- Complete existing radio network fallback re-configuration.
- Finalize support model

Q4:
- Complete extended coverage implementation.
- Complete turn down of transition environment.
- Review decommissioning of old radio network

Year to Date Status:

Off-target	*Off-target*
NW Campus	**Digital Asset Management System**
Contractor deficiencies require rectifying	
Off-target	*Off-target*
Firearms Facility	**Provincial Radio Network**
Schematic design funding not approved	**Full turn down planned for Q1 2019**

Analysis:

North West Campus

Q1-Q3 Deliverable: Ongoing construction of the campus facility through to completion.

The ongoing construction at the facility was not completed until the end of November, 2018. Although the construction has technically been completed, there are a large number of minor and major deficiencies still to be rectified by the general contractor. The major deficiencies could take an extended period of time to repair.

Q4 2018-Q2 2019: Start and completion of campus facility with installation of equipment, technology, and furnishings.

The campus facility fit-up of equipment, technology, and furnishings began in Q4. However, the requirement of the general contractor to rectify building deficiencies will impact the timing of our occupancy, which is now tentatively expected for Q3 2019. The City of Edmonton is currently negotiating with the general contractor to rectify these issues.

Firearms Facility

Q2 Deliverable: Secure official funding for the Firearms Facility in the 2019-2022 Capital Budget Cycle.

The request for funding of the schematic design for the Firearms Facility was delayed until December 2018. When this item was brought forward in December 2018, City Council did not approve the request. EPS will continue working with Integrated Infrastructure Services (IIS) to reestablish plans to request funds during a future Supplemental Capital Budget Adjustment.

Q4 Deliverable: Completion of the Firearms Facility Schematic Design

This was not completed due to funding for the Firearms Facility not being approved in the 2019-2022 Capital Budget.

Digital Asset Management System

Q1 Deliverable: Migrate all EPROS related applications and services to corporate Active Directory based log on security.

EPROS and all 28 associated systems were converted to an Active Directory security authentication (enabling single sign-on for users) in Q3.

Q1 Deliverable: Install and configure software in a development environment that will enable core enterprise configurations and security settings to be developed and tested.

DAMS Project completed installing the core Electronic Content Management (ECM) software in Q1. Software configuration and testing was completed in Q2. The tested ECM configuration was deployed to the Training, Certification and Production environments in Q3.

Q2 Deliverable: Begin migration of PDF documents and media to new system

This deliverable has been delayed for several quarters, and is facing further delays due to an additional IT requirement for integration between EPROS and DAMS. Specifically, this requires an update to the NICHE software that will notify DAMS when a new police report (occurrence) is created or modified. As these police reports are often required for disclosure to the Crown, changes to the EPS disclosure software (iReporter) would be required. The Niche updates were developed in Q4. Testing will begin in Q1 2019 and progress through Q2.

The migration of media to the DAMS is behind schedule, and will begin in Q2 2019.

Q2 Deliverable: Develop training materials jointly with business units.

General training material for use of DAMS (IBM FileNet) has been developed and continues to evolve as solutions get implemented. Specific training materials for the Human Resources Employee Performance and Development Program (EPDP) have been completed with the exception of a "how to" video which, is being produced in conjunction with Corporate Communications will be completed in Q1 of 2019.

Q2 Deliverable: Deliver first configured offerings to identified business units for testing and acceptance.

DAMS completed the delivery of the Employee Performance Development Program (EPDP) solution for Human Resources in Q4. This new, web-based, automated scheduling solution replaces the previous method of conducting thousands of annual employee performance reviews with PDF circulation.

Q3 Deliverable: Work with IMAC to develop new disclosure process for media on new system

The work with EPS's Investigation Management Approval Centre (IMAC) has been delayed until Q2 of 2019 as the Enterprise Message Queue and Niche integration are required pre-requisites. The Message Queue went into production in Q4 and Niche integration testing will be in progress through Q2 of 2019.

Q4 Deliverable: Install, configure, test, and train Crime Analyst end users on searching

This has been delayed until Q4 of 2019 when sufficient operational data is being managed by DAMS.

Provincial Radio Network

Q1 Deliverable: Initiate radio (portable, mobile, and base stations) cutover of to a patrol division pilot

The radio cutover for the pilot group (Downtown Division) was initiated in Q1.

Q1 Deliverable: Prepare radio migration cutover plan to AFRRCS

The implementation of Standard Operating Procedures (SOP's) for AFRRCS and EPS support functions was initiated.

Q1 Deliverable: Monitor Dispatch and Air one operations on AFRRCS for defects.
AirOne and Dispatch centers are operationally functional and stable.

Q2 Deliverable: Complete interoperability MOU's and radio communications policies.

In Q2, a Generic EPS Memorandum of Understanding (MOU) was completed. The ALERT MOU was finalized. There were 7 remaining MOU's to complete as those agencies have completed migration to AFRRCS.

In Q4, development of the all MOU's for interoperability were completed. Signoff by the MOU agencies is targeted for 2019.

Q2 Deliverable: Complete extended coverage award and contract.

During Q2, negotiations of the Negotiated Request for Proposal (NRFP) was initiated with a plan to complete the contract in Q3 at which time preliminary and detail design will be finalized. In Q4, this work was completed.

Q2 Deliverable: Complete implementation of audio recording system for radios.

The Audio Recorder contract was awarded at the end of Q2. Implementation has been delayed until Q1 of 2019.

Q2 Deliverable: Complete cutover of radios

In Q2, 50% of the radios had been programmed, corresponding to about 400 radios. Further cutovers were put on hold due to issues discovered in the simulcast area affecting officer safety. A remediation plan was put forward.

By Q4, radio cutover and orientation was complete for EPS divisions, with the exception of Downtown beats - due to extended coverage requirements in the downtown LRT stations.

Q3 Deliverable: Finalize support model

Standard Operating Procedures (SOPs) were completed and will be incorporated into EPS's HelpDesk system for those who encounter technical problems with their radios.

Q3 Deliverable: Complete existing radio network fallback re-configuration.

Re-configuration of the radio network fallback solution was implemented and completed in Q4.

Q4 Deliverable: Review decommissioning of old radio network

The usage and support agreement for the old radio network (EDACS) was extended until the end of 2019.

Q4 Deliverable: Complete turn down of transition environment.

The Radio information authoritative document was completed in Q4, with Transition planned for Q1 2019.

Q4 Deliverable: Complete extended coverage implementation.

The Extended Coverage Preliminary Design was completed and the base materials order was placed.

5. Civilianization of Dispatch: dispatch training development

In 2014 the Edmonton Police Service, the City of Edmonton, and CSU52 agreed that the position of Police Dispatcher should be a civilian role rather than a police position. Moving to civilian dispatch allows police dispatch resources to be redeployed to other policing positions within EPS and will enable greater staffing flexibility with Police Communications Branch (PCB) to respond to emerging staffing situations.

Over the last year PCB has been developing a staffing and transition plan that aligns with the overall staffing and growth plans of the service and in the spring of 2018 will officially begin the transition by training its first set of existing Emergency Communication Officers as Police Dispatchers.

To facilitate this process PCB must develop a comprehensive civilian dispatch training module to ensure that all new dispatchers are capable and confident to dispatch for EPS once their training is complete. The training program will consist of classroom and practical training, a Dispatch Training Officer (DTO) program (functioning similar to the existing sworn member Patrol Training Officer program) and a robust quality assurance and performance management program. All three of these initiatives are included in the overall Civilian Dispatch Training program.

Once developed the training module will be piloted with an experienced group of Emergency Communication Officers (ECOs) who will also provide feedback on the training so that improvement or adjustments can be made for the next class. Full civilianization of dispatch functions is expected to take several years, during which time EPS will hire and train several new civilian employees with their existing Evaluation Training module and the new Dispatch Training module.

Activities:

Q1:
- Finalize the development of the Dispatch Training Officer (DTO) program and train between 8 and 16 existing dispatchers to be DTOs.
- Finalize the development of the initial Civilian Dispatch Training module in preparation for a Q2 pilot.

Q2:
- Deliver the pilot Civilian Dispatch Training module to a select group of experienced ECOs. These initial ECOs will provide their feedback throughout and after the training to assist the Training Section to develop a relevant training module.

Q3:
- Update and enhance the Civilian Dispatch Training module based on feedback and experience.

Q4:
- Deliver first full class of finalized Civilian Dispatch Training module. It is expected that the training module will experience continuous process improvement as it is delivered over the next several years.

Year to Date Status:

Off-target
Delivery of first class of finalized civilian dispatch training delayed until fall 2019
All other activities were completed in 2018

Analysis:

Q2:
- Four civilian Emergency Communications Officers were selected to participate in the pilot of the Civilian Dispatch Training module, which began in May 2018. The pilot was 16 weeks long and was a combination of classroom instruction delivered by members of PCB Quality Assurance and Training Unit, and monitored field training with their Dispatch Training Officers.

Q3:
- All four ECOs who attended the pilot of the Civilian Dispatch Training module were successfully signed-off as full dispatchers in September 2018. The Emergency Communication Officers (ECOs), and their dispatch training officers, have provided feedback for the module and the training unit has now incorporated that feedback into the training module.

Q4:
- At the end of Q3, PCB eliminated the 911 Operator position and as a result, 15 of the operators were offered the opportunity to become ECOs. With a class limit of 12, PCB scheduled two ECO Evaluation classes; Sept 2018 and January 2019. In addition, due to staffing fluctuations with both sworn and civilian members, PCB decided to schedule another evaluation class for May 2019 to increase overall staffing numbers. The ECO Dispatch class is now tentatively scheduled for the fall of 2019 (off-target).
- With the development of the Civilian Dispatch training module complete, PCB expects to run alternating classes of ECO Evaluation and ECO Dispatch, based on actual staffing needs, over the next several years to bring staffing to adequate levels to support performance requirements, and then as necessary to support attrition and growth.

6. People Plan: Competency Model

The EPS recognizes that people are its most important asset. At the same time, we recognize the challenge we face to attract and retain sufficient numbers of high-caliber sworn and civilian members, optimizing employee engagement, ensuring robust succession planning with an aging workforce, supporting training and development and ensuring that our staff reflect the diverse communities of Edmonton. As such, the EPS is launching the 2018-2022 People Plan to guide and align organizational programs and processes to attract, retain the best talent and to create environments where people can contribute the most.

The People Plan will be organized around three priorities:

Workforce Sustainability – effective recruitment and proactive succession planning to ensure EPS can attract and retain a qualified workforce, and ensure business continuity.

Organizational Excellence – maintaining standards of excellence in policing depends on having a systematic approach to continuously identify and develop the competencies needed to perform operational tasks, and allocate roles to the most appropriate business units and individuals.

Creating the Conditions for Employee Success – demographic change, civilianization, and emerging knowledge in areas such as mental health drive the need to proactively foster the conditions for employee success.

Each priority will include goals, objectives , and metrics. In 2018, the People Strategy will primarily focus on Organizational Excellence and specifically the new HR Competency Based Model.

Activities:

Q1:
- Integrate Competency model core competencies in the yearly performance appraisals of all EPS employees
- Completion of a Technology Investment Request (TIR) for a new Human Resources Information Management (HRIM) software system. This will assess the priority to implement a core HRIM system that will provide analytics, time scheduling, e-learning, and personnel competency management.
- Integrate Competency Model core competencies in the sworn member promotion process.

Q2:
- Integrate Competency Model core competencies in the recruit training program.
- Finalization of developed Competency Model Job Family competencies. This will identify related jobs across the organization and standardize the competencies required to perform and excel in these job families.

Year to Date Status:

Off-target
Completion of Quarterly Activities

Analysis:

Activities to Complete in Q1

Integrate Competency Model core competencies in the yearly performance appraisals of all EPS employees.

The new Competency Model core competencies were completed and integrated for sworn members in Q1. The inclusion of civilians into this process will take place in 2019 (beginning in February).

Completion of a Technology Investment Request (TIR) for a new Human Resources Information Management (HRIM) software system.

The purpose of a HRIM software system is to provide enhanced capacity to provide HR analytics, time scheduling, e-learning, and personnel competency management.

This activity was delayed in Q1 after it was determined that a business case was necessary to better advance the TIR. In Q4, the TIR was accepted by EPS's Information Technology Steering Committee and is part of the "prioritized" list of technology requests.

Integrate Competency Model core competencies in the sworn member promotion process.

The 2018 sworn member promotion process – which took place in Q1 - was revised to evaluate candidates on the Competency Model core competencies. An evaluation took place to assess the fairness and equity of the new process. Preliminary survey results were favorable of the new process, with a few highlights presented here.

For a sub-sample of candidates who were involved in both the latest and previous year's promotion process. 66% of these candidates perceived the new process as more fair than the previous process, while 0% found it less fair (the rest found it about the same). As well, 53% of these candidates perceived the new process as more equitable, while 0% found it less equitable.

Looking at all candidates involved in the latest process (regardless whether they were involved in the previous process), fairness and equity were highly rated. For instance, 93% of candidates agreed/strongly agreed that the new process was fair, prior to promotion announcements. As expected, this fell when they were surveyed again post promotion announcement (where personal disappointment plays a role), but not to a seemingly unacceptable degree.

Statement	Pre/Post Promotion Announcements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Overall, the 2018 promotion process was fair.	Pre	2%	0%	5%	54%	39%
	Post	1%	10%	10%	48%	31%
Overall, the 2018 promotion process was Equitable.	Pre	2%	8%	16%	39%	35%
	Post	3%	8%	28%	41%	20%

Activities to Complete in Q2

Integrate Competency Model core competencies in the recruit training program.

This activity has been re-evaluated, and due to differences in the evaluation requirements for recruits, the current evaluation process will remain in place. The current evaluation process sees recruits evaluated at the 12, 15, and 18 month mark after being sworn in. After the 18 month mark, they will transition to being evaluated under the core competencies.

Finalization of developed Competency Model Job Family competencies. This will identify related jobs across the organization and standardize the competencies required to perform and excel in these job families.

In Q2, all positions within the organization were 'mapped' to one of 20 Job Families. By Q4, Job Family Competencies were completed but the score leveling associated to these families will not be finalized until 2019.

2018 Annual Policing Plan – Q4 Results
Edmonton Police Service

Presented to the
Edmonton Police Commission
February 21, 2019

1

Purpose

- Provide EPS's year-end results report for its policing plan

- Report contains updates on 30 performance measures, and 6 strategic initiatives

- Select performance measures and strategic initiatives are highlighted here

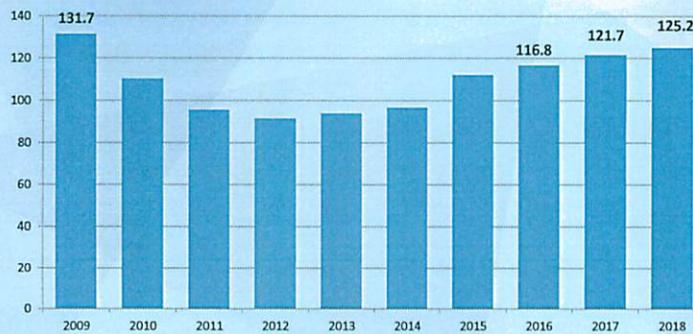- Answer any questions related to performance and progress

2

Performance Measures

3

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1. Crime Severity Index

- Target: monitoring Only
- Status: 125.2 (+2.9% year-over-year)

EPS Crime Severity Index
indexed points, in-house calculations

4

2-4. Crime Levels

- Monitoring Only
- Violent Crime Rate (-0.2%)
- Property Crime Rate (+3.9%)
- Social Disorder *occurrences* (-1.7%)

Violent Crime Rate in Edmonton
victimizations (UCR 1000-series) per 1,000 population

Property Crime Rate in Edmonton
incidents (UCR 2000-series) per 1,000 population

5

6-7. Traffic Safety

- Monitoring only
- Major Injuries (-10.6%)
- Traffic Fatalities (-18%)

Major Injuries from Collisions
traffic injuries requiring hospitalization

Traffic Fatalities in Edmonton
persons

6
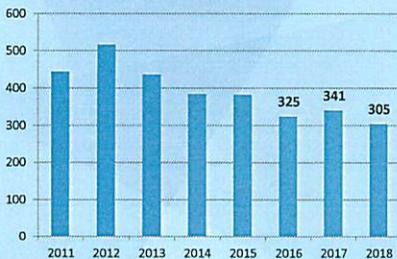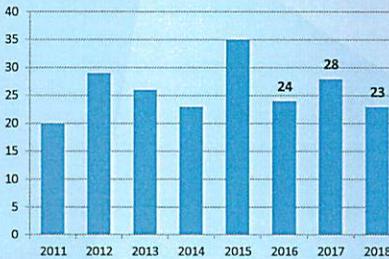
8. Weighted Clearance Rates

- Target: 43% or greater
- Status: 40.4% (near target)

Weighted Clearance Rate
% of weighted criminal incidents cleared

41.6%   42.3%   40.4%
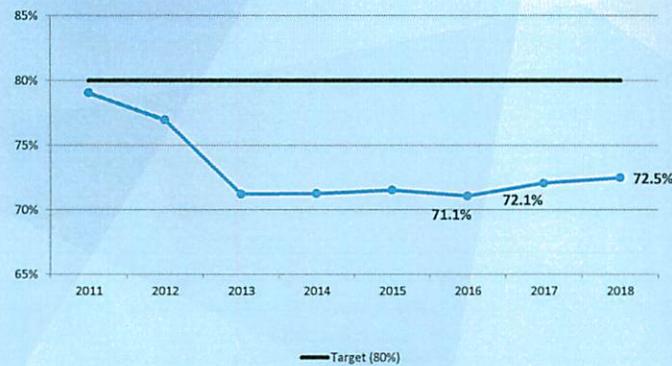
Annual   Target (43%)

7

11. Priority 1 Response Time Performance

- Target: 80% of events responded to within 7 minutes
- Status: 72.5% (off target)

P1 Response Time Performance
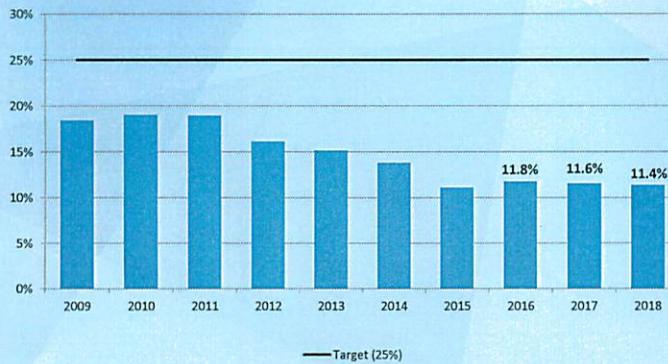*% of P1 police responses within 7 minutes*

72.5%   72.1%   71.1%

Target (80%)

8

12. Proactive Patrol Time

- Target: 25% of shift time spent as proactive
- Status: 11.4% (off target)

Proactive Patrol Time
% of patrol time spent in proactive tasks
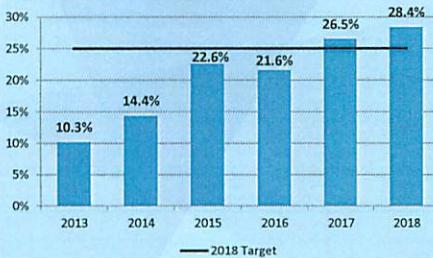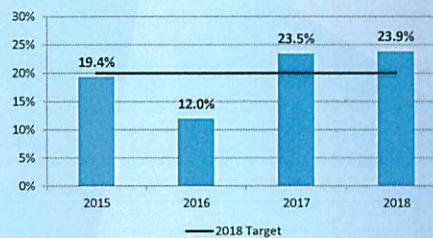

Target (25%)

9

21-23 Recruiting Diversity

- 20.3% Female Applicants
- 28.4% Female Hires
- 23.9% Underrepresented Hires

Female Sworn Hires
% of sworn hires that are female

2018 Target

Hires from Underrepresented Ethnicities
% of sworn hires identifying as indigenous or racially visible

2018 Target
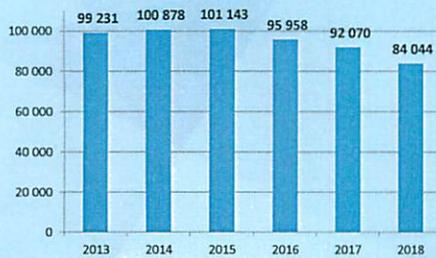
10

24-25. Paid Overtime

Sworn Overtime
- Target: 83,200 hours or less
- Status: -8.7% (near target)
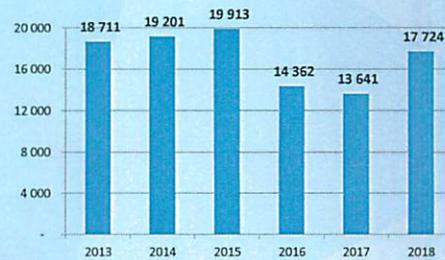- 8,026 fewer hours year-over-year

Civilian Overtime
- Target: 11,940 hours or less
- Status: +30% (off target)
- 4,083 more hours year-over-year

Overtime for Sworn Staff
Hours of paid overtime

Year	Hours
2013	99 231
2014	100 878
2015	101 143
2016	95 958
2017	92 070
2018	84 044

Overtime for Civilian Staff
Hours of paid overtime

| Year	Hours
2013	18 711
2014	19 201
2015	19 913
2016	14 362
2017	13 641
2018	17 724

Strategic Initiatives

1. Legalization of Cannabis

- Legalization of Cannabis: October 17th, 2018
- In 2018, **65** impaired driving incidents were initially assessed* to involve cannabis impairment.
- Total impaired driving is up 0.8% overall
- 72% increase in drug impaired driving
- About 150 members are currently trained in Standard Field Sobriety (about 40 pre-2018)

Cannabis Impaired Driving
Impaired driving Incidents suspected to be Cannabis influenced
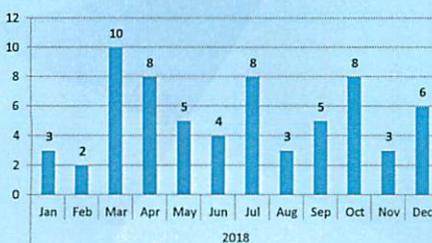
Drugged Impaired Driving
*Incidents*
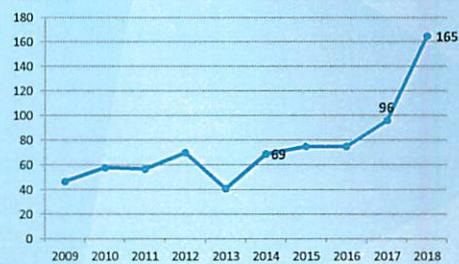
* Assessed opinion by the police officer, which will only later be verified by laboratory testing

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2. Implementation of the Operations and Intelligence Command Centre (OICC)

- OICC construction, furnishings, and equipment is now tentative for Q1 2019
- Operations are anticipated to begin in Q2 2019
- The 2018 Grey Cup was used to demonstrate a proof of concept of our new situational awareness platform
- No capital funding for OICC future-state technology. OICC will review its operational scope and determine how future technology deployment are staggered
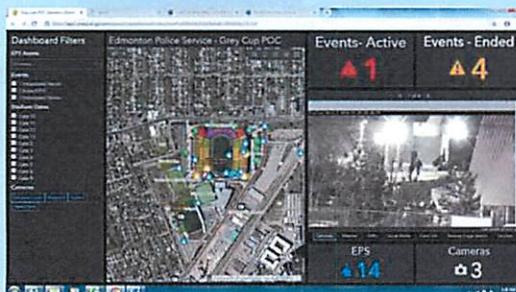
14

3. Intelligence Production Division Development

Division became fully operational in 2018. Notable developments in Q4:

- Upgrading IBM Cognos to version 11
- ESRI GIS Implementation
- Establishing a centralized offender identification and management program
- Delivery of tactical and operational intelligence products:
  - Offender bulletins
  - Crime trend notification bulletins
  - Organized crime and gang identification products
  - Improving existing crime reports

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4. Implementation of Major Capital Investments

- **Northwest Campus.** Construction of facility was completed in November. Building deficiencies need to be rectified by the contractor, and will impact occupancy timelines

- **Firearms Facility.** Schematic design capital funding was not approved by Council. EPS will work with City Administration to re-establish plans for requesting funds

- **Digital Asset Management System.** Work continues but is delayed for items such as
  - Migration of PDF documents and media to DAMS
  - Investigative Management Approval Centre disclosure processes on DAMS

- **Provincial Radio Network.** Migration to the new network is largely complete with a few items extending into Q1 2019

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5. Civilianization of Dispatch

- The 16-week Civilian Dispatch Training pilot module began in May. The four trained civilians from this pilot have been operating as dispatchers since September.

- The next Civilian Dispatch Training class is scheduled for Fall 2019.

- The 911 operator position was eliminated in Q3. Emergency Communications Officers will address this function, as well as the evaluation, and eventually dispatch

- Three Emergency Communication Officer classes are being offered in 2019 to address the eliminated positions and to increase overall staffing

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6. People Plan: Competency Model

- The Competency Model serves to align organizational needs and the development of our employees

- The Competency Models five core competencies have been integrated in sworn member performance appraisals. Integration for civilians is delayed until Feb 2019

- A Technology Investment Request for a Human Resource Information Management software system was accepted in Q4 and is on the "prioritized" side of technology requests

- The integrating of core competencies in recruit training has been re-evaluated and is no longer being pursued at this time.

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2018 Annual Policing Plan
Q4 Results

Questions?