2017

ANNUAL POLICING PLAN

Q2 REPORTING

1892 2017

EDMONTON POLICE SERVICE 125 YEARS

Performance Measures

Strategic Initiatives

Reduced Crime & Victimization

Crime in Edmonton

1. Crime Severity Index

ABOUT THIS MEASURE

Measures Edmonton's Crime Severity Index value (CSI). This internally calculated measure follows the measuring methodology established by Statistics Canada. The index measures the amount of crime reported to EPS, factors for the severity of the crime that occurred, and additionally factors for population growth. 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.

EPS Crime Severity Index
indexed points, in-house calculations

TARGET

86 or less, as established by Council-approved 2014-2018 Corporate Performance Measures (an 8.0 point reduction from 2013 levels).

RESULT - off target

YTD, Edmonton's CSI fell 1.9% from the same period last year. This result was primarily driven by a reduction in property crime, in particular fewer incidents of theft from vehicle, break & enter, and mischief. Total violent crime levels were up marginally, however, robberies were down significantly (704 to 612) – a high severity crime type.

2. Violent Crime

ABOUT THIS MEASURE

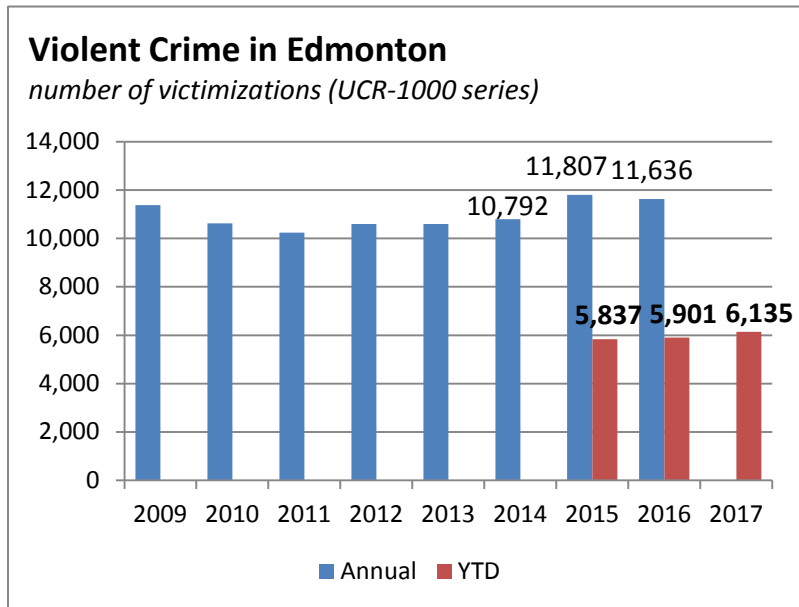Measures the total number of violent crime victimizations reported to EPS. This covers victimizations for any 1000-series UCR criminal code (Crimes Against the Person).

TARGET

A reduction from 2016 levels.

RESULT – off target

YTD, victimizations of violent crime rose **4.0%** (from 5,901 to 6,135) from the same period last year.

Violent Crime in Edmonton
number of victimizations (UCR-1000 series)

Note: statistics reported here now cover a wider expansion of violent crime than in previous years of reporting, which was limited to EPS's 4 Violent Crime Indicators (homicide, sexual assault, assault, and robbery). Newly added violent crime types include uttering threats; kidnapping/confinement; child abuse; criminal deaths; other types of sexual violations or assault; and violent-based arson.

3. Property Crime

ABOUT THIS MEASURE

Measures the total incidents of property crime reported to EPS. This covers incidents for any 2000-series UCR criminal code (Crimes Against Property).

TARGET

A reduction from 2016 levels.

RESULT – on target

For the second quarter of 2017, incidents of property crime fell **2.2%** (26,106 to 25,522) compared to the same period last year.

Property Crime in Edmonton
number of incidents (UCR-2000 series)
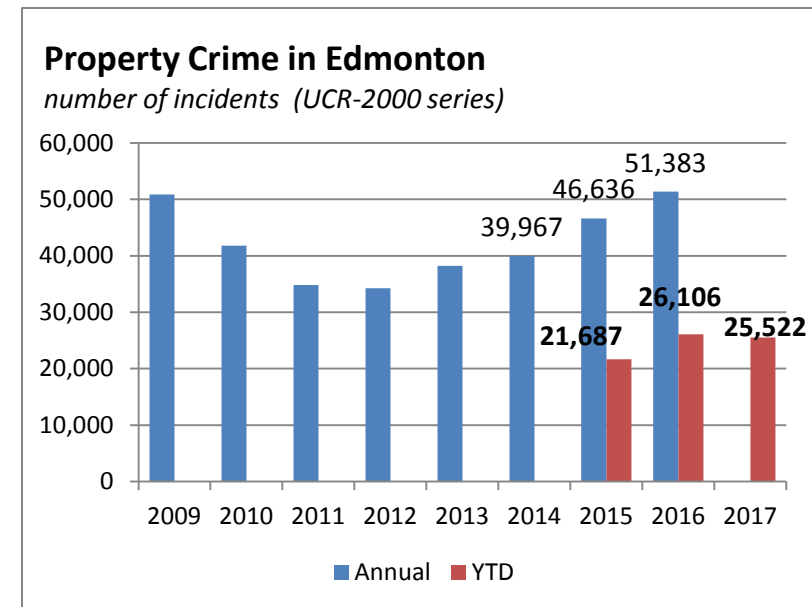
Note: statistics here now cover a wider expansion of property crime than in previous years of reporting, which was restricted to EPS's 4 Property Crime Indicators (break & enter, theft from vehicle, theft of vehicle, theft over $5,000). The newly reported property crime types include theft under $5,000, mischief, possession of stolen property, fraud, and non-violent arson.

4. Social Disorder

ABOUT THIS MEASURE

Measures the number of occurrences from disorder-based events.

TARGET

A reduction from 2016 levels.

RESULT – off target

YTD, social disorder occurrences increased **2.2%** (9,675 to 9,886) compared to the same period last year. Disorder-based events cover the following areas:

Weapons Complaints
Trouble with Persons
Prostitution
Noise Complaints
Mischief
Mental Health Act Complaints
Disturbances
Arson
Abandoned Vehicle

Social Disorder
occurrences , based on 17 disorder-related CAD event types

Traffic Safety & Enforcement

5. 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

437 (a 4% reduction from the 2010-2014 average, as per EPS's 2016-2020 Traffic Safety Plan)[1].

RESULT – on target

Major Injuries from Collisions
injuries requiring hospitalization, source: EPS

YTD, major injuries from collisions decreased **6.4%** (141 to 132) from the same period last year, and are on-track to meet the 4% reduction target from the 2010-2014 baseline average.

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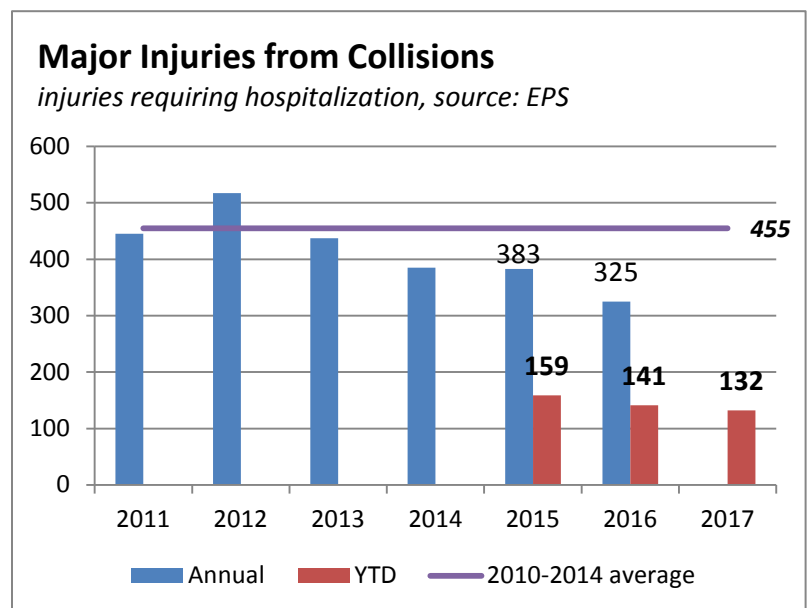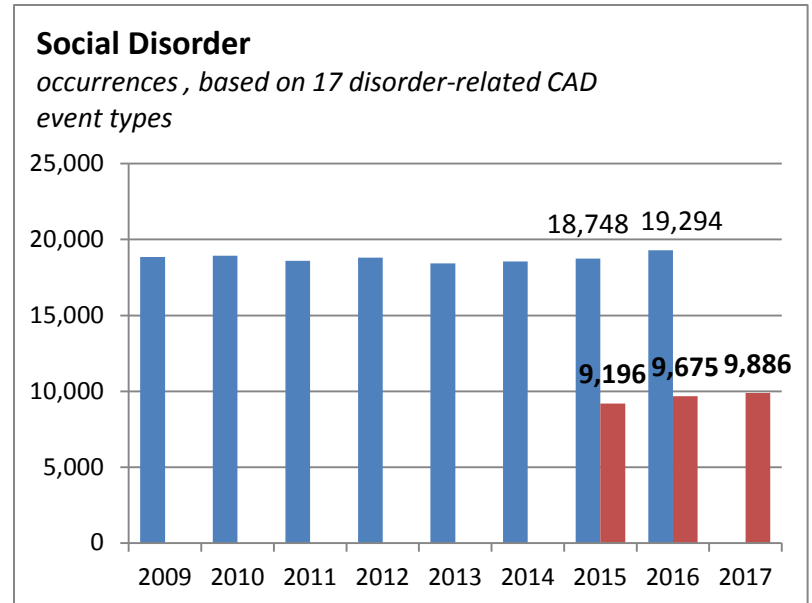
[1] The 2017 APP mistakenly referenced the 5-year baseline average as 2011-2015. The targets in EPS's 2016-2020 Traffic Safety Plan use a 2010-2014 baseline.

6. Traffic Fatalities

ABOUT THIS MEASURE

Measures the number of fatalities occurring as a result of vehicle collisions.

TARGET

23 (a 4% reduction from the 2010-2014 average, as per EPS's 2016-2020 Traffic Safety Plan)[2].

RESULT – on target

YTD, traffic fatalities were down **15.4%** (13 to 11) from the same period last year, and are on-track to meet the 4% reduction target from the 2010-2014 baseline average.

Traffic Fatalaties in Edmonton
persons , source: EPS
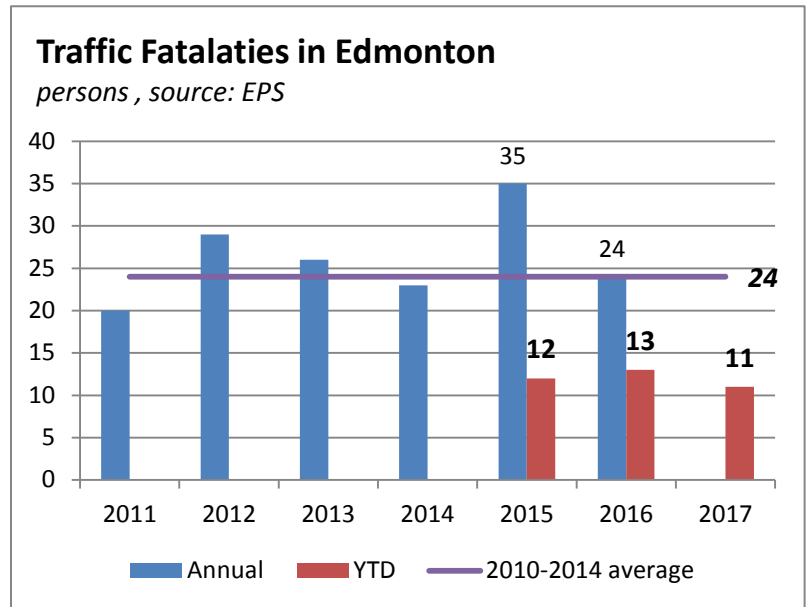
7. Speeding Enforcement

ABOUT THIS MEASURE

Measures the number of speeding-related traffic violations identified and subsequent tickets issued by EPS. This excludes tickets issued by the Office of Traffic Safety from automated enforcement.

TARGET

An increase from 2016 levels.

RESULT – on target

YTD, speeding tickets issued by EPS were up **0.4%** (20,485 to 20,563) from the same period last year.

Speeding Enforcement
number of EPS tickets issued

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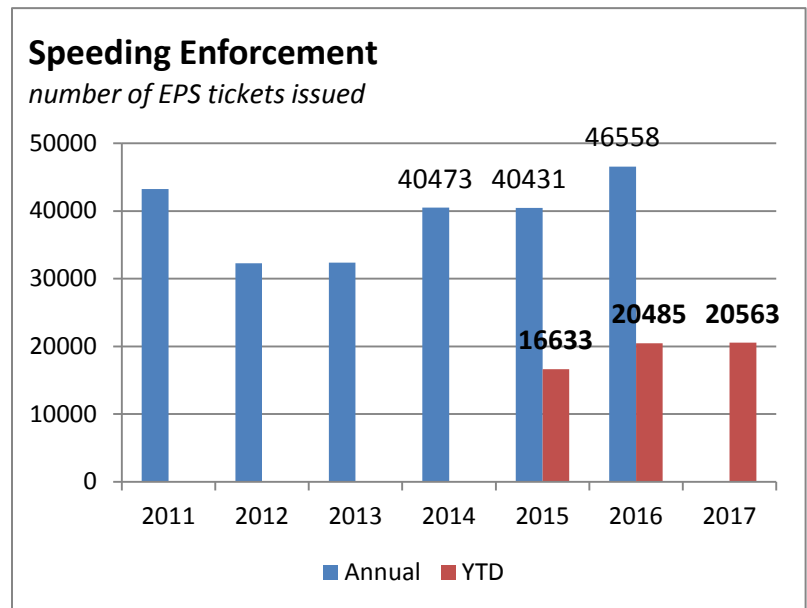
[2] See previous footnote.

8. Distracted Driving Enforcement

ABOUT THIS MEASURE

Measures the number of Traffic Safety Act violations for Distracted Driving issued by EPS.

TARGET

An increase from 2016 levels.

RESULT – on target

YTD, distracted driving tickets issued by EPS were up **8.3%** (3,939 to 4,266) compared to the same period last year.

Distracted Driving Enforcement
number of tickets issued by EPS
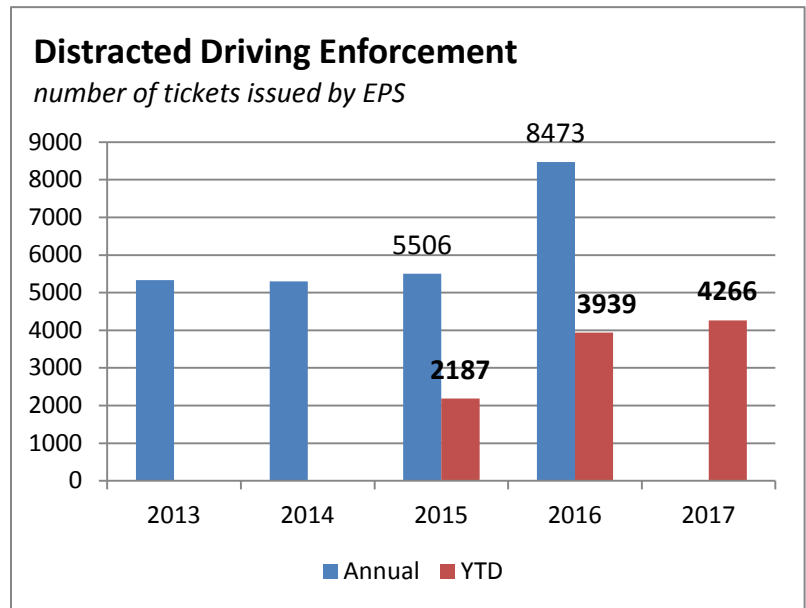
Investigative Excellence

9. 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 has been identified and charged, or 'cleared otherwise'.

TARGET

43% or greater.

RESULT – on target

YTD, EPS's Weighted Clearance Rate was 44.0%, marking a **3.5%** point increase from the same period last year.

Weighted Clearance Rate
% of criminal incidents cleared, weighted by crime severity
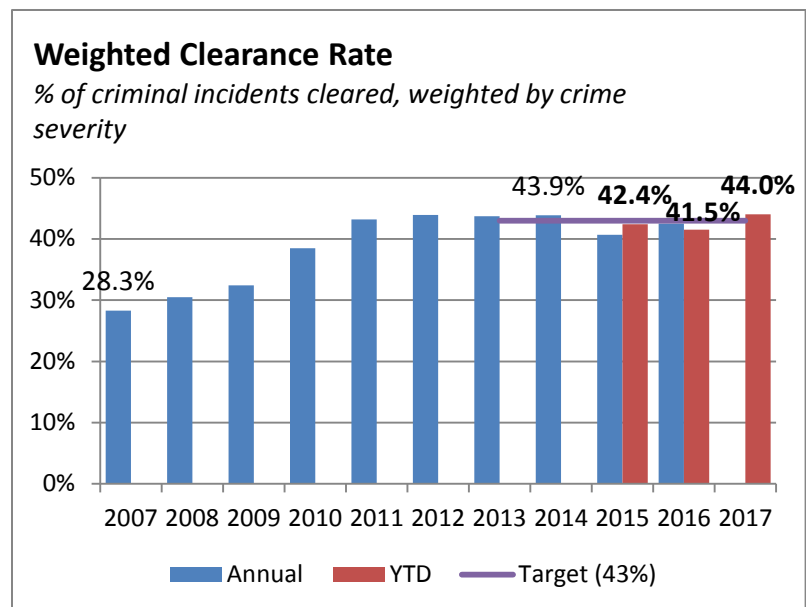
10. Criminal Network Disruptions

ABOUT THIS MEASURE

Measures the number of low-level, medium-level, and high-level criminal networks that are disrupted as a result of concluded investigations by EPS's Edmonton Drug & Gang Enforcement section (EDGE).

TARGET

Maintain or increase disruptions from 2016 levels.

RESULT – near target

YTD, criminal network disruptions are off-target for low and high-level disruptions, but on-target for mid-level disruptions.

Criminal Network Disruptions
number of disruptions as part of EDGE section investigations
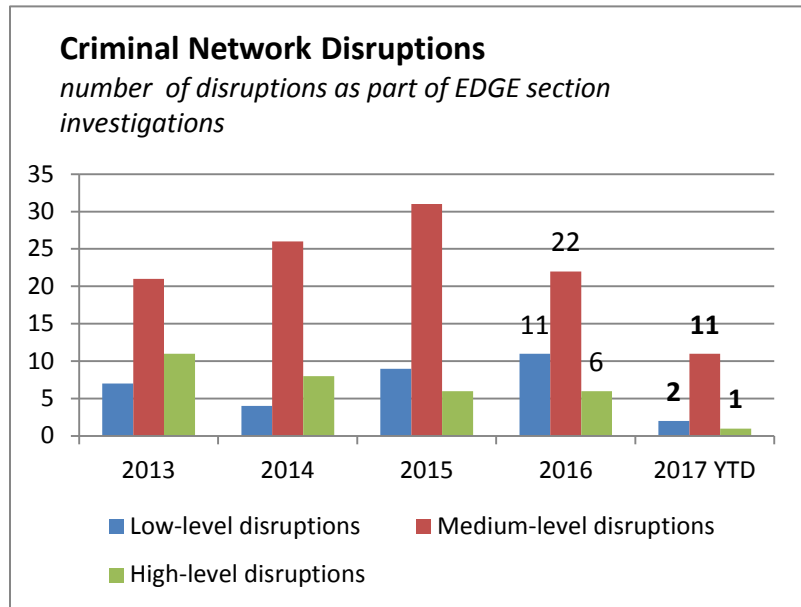
11. Organized Crime Arrests & Seizures

ABOUT THIS MEASURE

Investigative results from Edmonton Drug & Gang Enforcement section (EDGE) for arrests; charges; and seizures for drugs, money, and firearms. Statistics here do not include the results from EPS members working with the integrated Alberta Law Enforcement Response Teams (ALERT).

TARGET

Monitoring only.

EDGE Seizures/Charges	2013	2014	2015	2016	2017 YTD
Cocaine (kg)	54.9	9	6.8	13.5	17.8
Marihuana (kg)	45.7	207.7	51.7	22.2	9.8
Heroin (kg)	0.3	0.17	0.35	0.25	0.4
Meth (kg)	0.4	2	4.7	11	3.8
GHB (litres)	251.3	22.9	8.4	0	0
Buffing Agent (kg)	14.1	27.4	7.4	82.1	336.1
Fentanyl (pills)	-	-	-	655.5 (+ 0.06 kg powder)	800 (+ 0.04 kg powder)
Money ($CDN)	$1,331,500	$1,510,000	$566,600	$509,900	$287,117
Firearms	38	28	40	69	9
Arrests	147	88	61	80	26
Charges	350	289	412	365	116

Increased Efficiency & Effectiveness

Patrol Performance

12. Response Time Performance

ABOUT THIS MEASURE

Measures the percentage of priority 1 events where the event is dispatched and an EPS first responder arrives on-scene in 7 minutes or less. Measured for fixed locations only and excludes "on-view" calls.

TARGET

80% of the time or more.

RESULT – off target

P1 Response Time Performance
% of P1 police responses arriving within 7 minutes
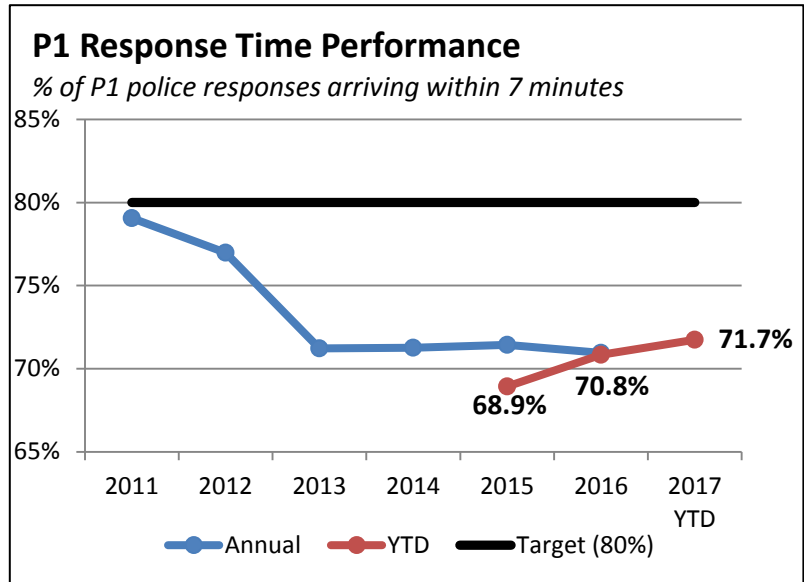
YTD, Priority 1 Response Time Performance was **71.7%**, marking a **0.9%** point improvement over the same period in 2016.

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

P2-P5 Response Time Performance
% of P2-P5 events with targeted response time met
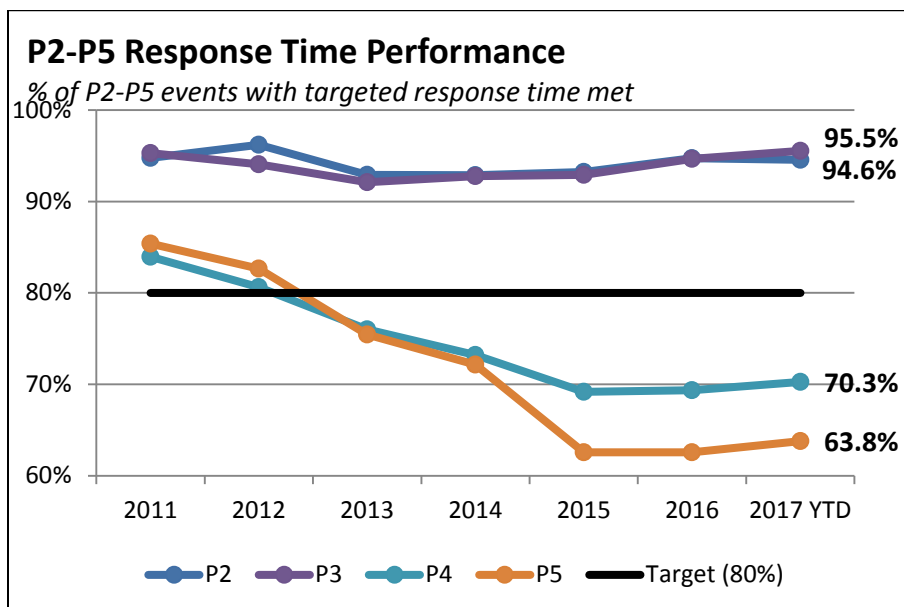
13. Proactive Time

ABOUT THIS MEASURE

Measures the percentage of patrol's time that is dedicated to activities that are prevention, intervention or suppression based.

TARGET

25% or greater.

RESULT – off target

YTD, Proactive Patrol Time was **12.1%**, marking a slight improvement over the 11.7% experienced in 2016 (full-year).

Proactive Patrol Time
% of patrol workload spent in proactive work
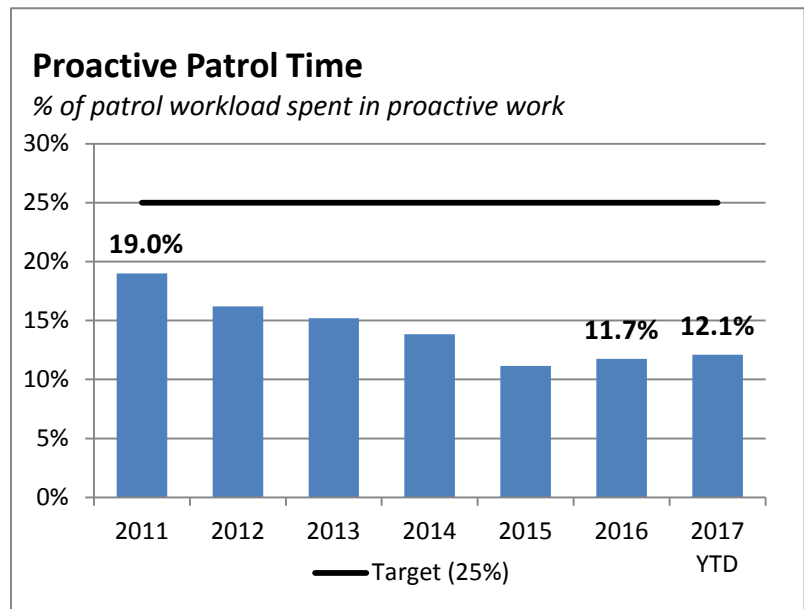
911 Police Communications Performance

14. 911 Operator Answer Performance

ABOUT THIS MEASURE

Measures the percentage of the time that 911 calls are answered by EPS 911 Operators within 15 seconds. This includes emergency calls that are later directed to other emergency providers, such as Fire or Ambulance.

TARGET

95% of the time, in accordance with draft Alberta Provincial Standards.

RESULT – on target

In 2016 Q2, 911 calls were

EPS: 911 Operator Answer Performance
% of calls answered in 5, 10, 15 seconds

answered by EPS Operators in 15 seconds **99.7%** of the time. As shown in the graph, EPS faces no challenges in achieving this draft provincial standard, nor with a more aggressive standard of within 10 seconds.
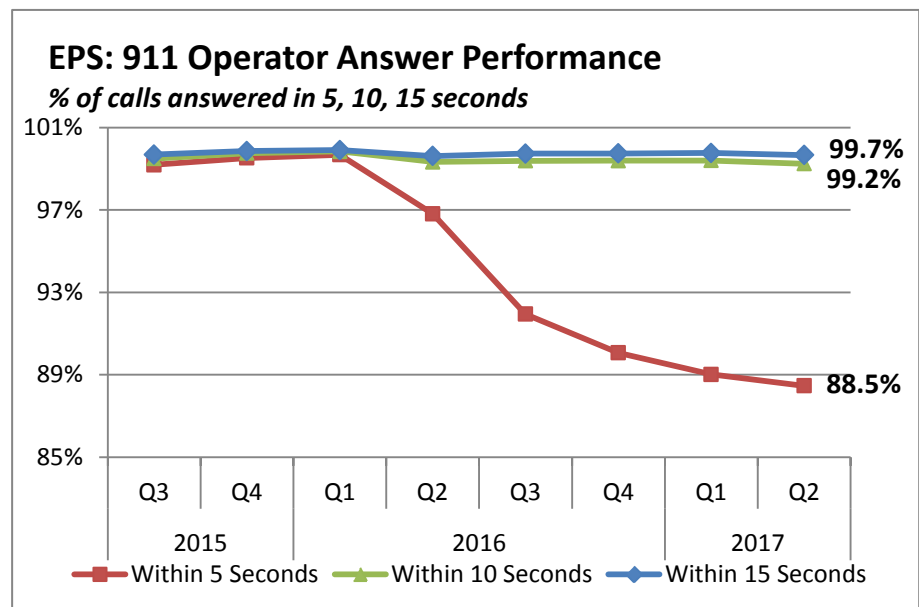
When measuring performance for answering calls within 5 seconds, performance dropped considerably beginning in May 2016. This result is due to a business process change where 911 Operators must now manually answer their calls, which has added several seconds to answer most calls. This change was made in the interest of public safety, in order to reduce any possibility that a 911 call is automatically dropped into a 911 Operator's phone line while they aren't at their desk.

15. 911 Call Assessment Performance

ABOUT THIS MEASURE

Measures the percentage of the time for 9-1-1 Operators to assess and transfer a 911 call to a Police Call Evaluator or secondary Public Safety Answering Point.

TARGET

60 seconds or less, 95% of the time, in accordance with draft Alberta Provincial Standards.

RESULT - near target

In 2016 Q2, 911 Call Assessment Performance was **87.3%**, a **2.4% point increase** from the same period last year. The associated graph also shows performance when set for different standards, that being assessing and transferring within 40 seconds, 60 seconds, and 80 seconds.

911 Assessment Time Performance
% of 911 calls assessed/transferred in set time thresholds
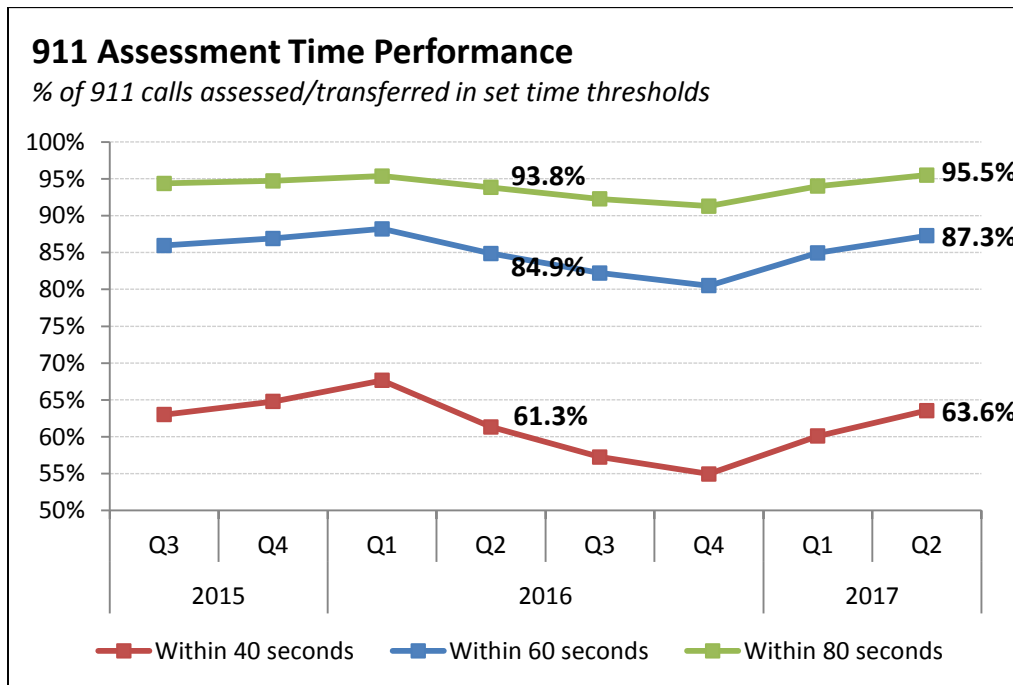
16. 911 Call Evaluator ASA

ABOUT THIS MEASURE

Measures the average speed of answer (ASA) for Police Call Evaluators to answer 911 police emergency calls, once transferred by a 9-1-1 Operator.

TARGET

20 seconds or less.

RESULT – on target

In 2016 Q2, 911 Call Evaluator ASA was **15.3**, marking a 6.0 second reduction from the same period last year.

Note: the source data used for this metric is provided by our vendor (Genesis), and currently includes a subset of non-emergency police calls ("Bypass IVR" calls). By their nature these calls take longer for Police Evaluators to answer, and are thus inflating the ASA results here. Progress has been made with the Genesis data vendor to resolve this issue, but has faced implementation delays due to issues with new data feeds TELUS is implementing.

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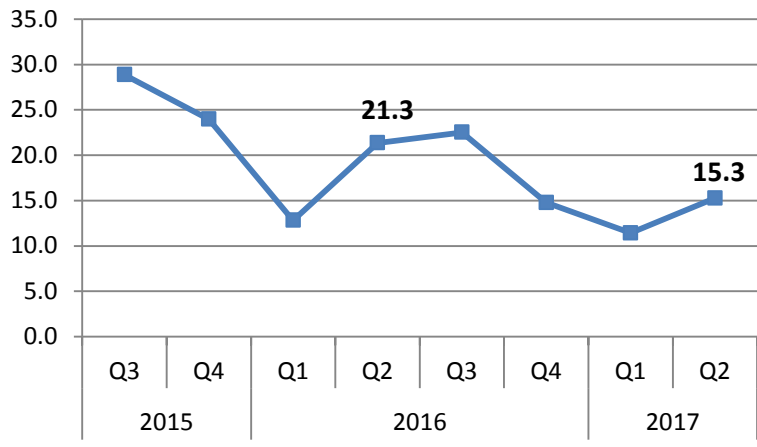
17. Non-Emergency Call ASA

ABOUT THIS MEASURE

Measures the average speed of answer (ASA) for Police Call Evaluators to answer non-emergency calls, starting when a caller has completed the automated Interactive Voice Response (IVR) system.

TARGET

50 seconds or less.

RESULT – on target

YTD, Non-emergency Call ASA was **35.6** seconds, marking a 26.6% reduction from the same period last year.

Police Non-Emergency Calls
Average Speed of Answer (seconds)
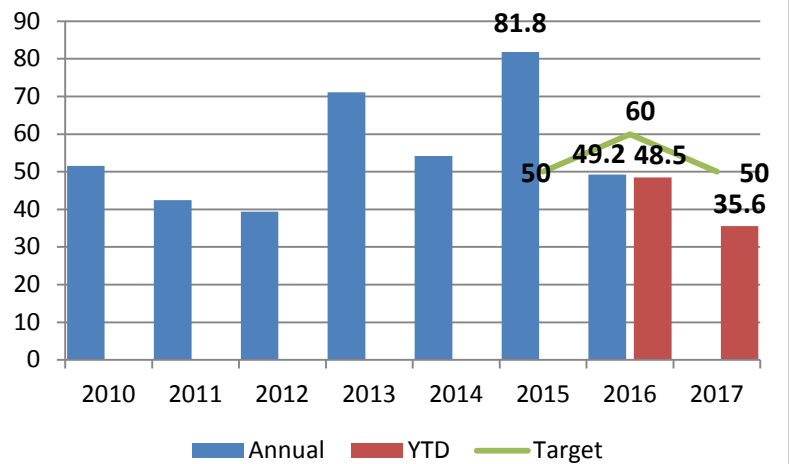
Commitment to Professionalism

Recruitment

18. EPS Applicants

ABOUT THIS MEASURE

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

TARGET

An increase from 2016 levels.

RESULT – off target

YTD, EPS received **310** sworn member applications, marking a 16.2% reduction from the same period last year. It should be noted that 2016 application levels were at record levels, and current levels are still within historical levels.

EPS Applicants
Sworn recruit applications received
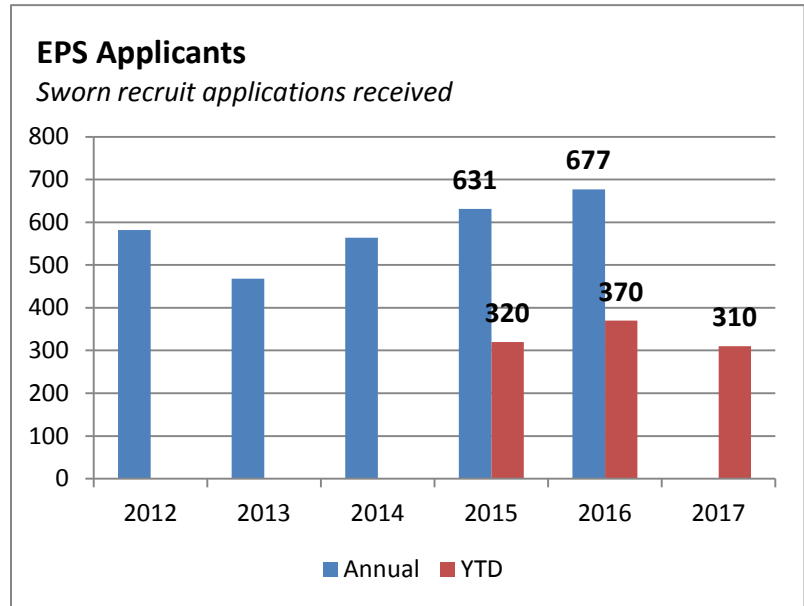
19. Female Applicants

ABOUT THIS MEASURE

Measures the number of EPS sworn applicants submitted that are female.

TARGET

118 female applicants (a 5% increase from 2016 levels).

RESULT – near target

YTD, EPS received **61** female applications, marking a 3.4% increase from the same period in 2016.

Female Sworn Applicants
number of applicants received
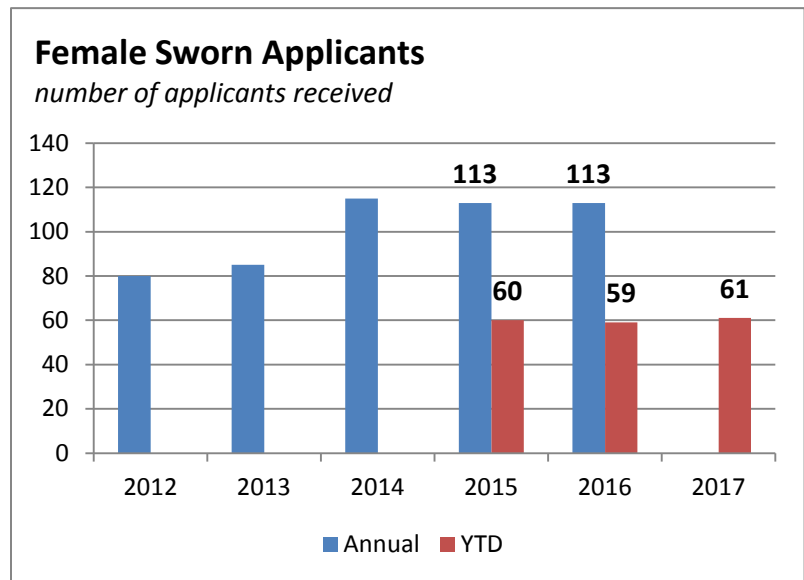
20. Culturally Experienced Applicants

ABOUT THIS MEASURE

Measures the number of EPS sworn applicants with credible cultural training, experience, or speak second languages.

TARGET -

217 culturally experienced applicants (a 5% increase from 2016 levels).

RESULT - off target

Applicants are assessed in their degree of cultural experience during Stage 5 of the application process. YTD, 82 applicants were assessed as being culturally experienced (from a total of 156 Stage 5 interviews). This marks a **22.0% decrease** from the same period in 2016. However, EPS has been focusing its efforts in two programs in 2017 which involve pursuing applicants from diverse backgrounds (see initiative #12 in this report), which should have a positive effect on this metric as the year progresses.

Culturally Experienced Applicants
Q1-Q2 only
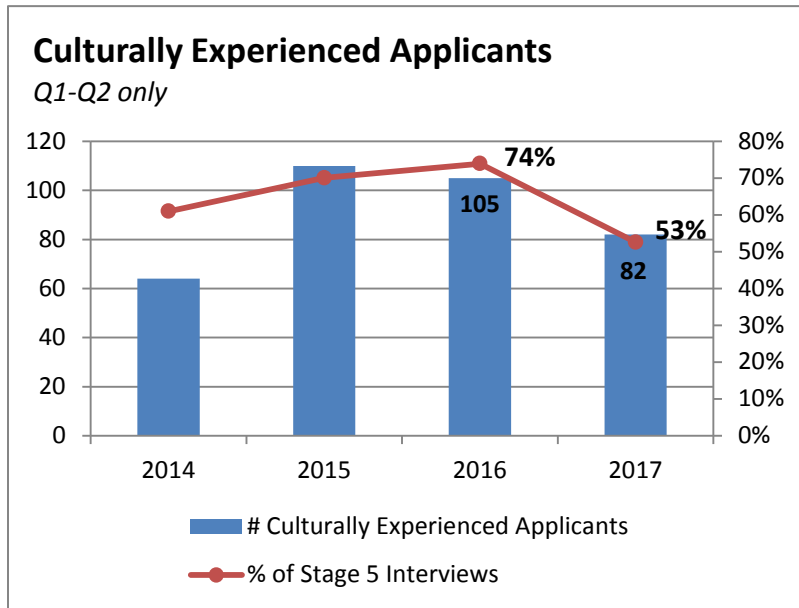
21. Public Complaint Investigation Speed

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

Data here is only until 2016 Q4, as the measure can only assess public complaint files that are six months or older. For the latest available period of 2016 Q4, **50%** of public complaint files were investigated and completed within 6 months (17 out of 34).

Note: previous reporting on this metric was based on a looser definition of "completed" files,

Public Complaint Investigation Speed
% of files investigations completed within 6 months
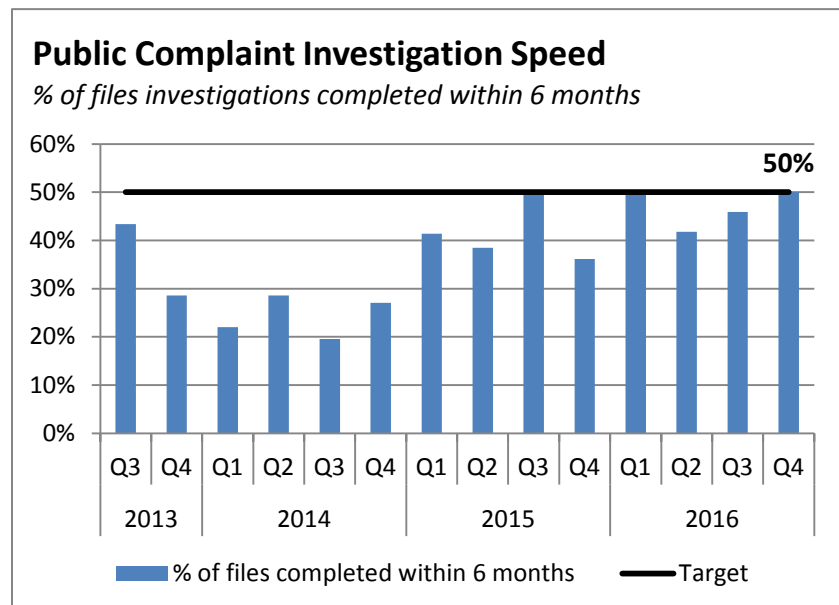
which covered files that had been concluded by Chief sign-off, or where the file had been internally investigated but still required final executive or investigative document review. The new stricter measure definition here covers only files that have been *concluded* by Chief sign-off within 6 months. Files can be concluded by being not sustained at hearing; sustained or sustained in part; resolved through supervisor intervention; dismissed/withdrawn; no reasonable prospect; resolved through Alternative Dispute Resolution.

Q2 Reporting on EPS Strategic Initiatives

1. Reducing Gun Violence

There has been a notable rise in the use of guns in the commission of crimes in Edmonton (an 80% increase from 2012-2015). Members are increasingly involved with vehicle stops and search warrants that result in the seizure of firearms and ammunition. Home invasions are on the rise, often involving firearms. In addition, incidents involving shootings create fear in the community and impact officer safety.

The goal of this initiative is to develop and implement a strategy to address the growing prevalence of guns in Edmonton, and to ultimately reduce gun-related crimes and injuries.

This initiative reflects a change in focus in EPS's Violence Reduction Strategy from weapons in general to specifically firearms. This initiative provides a formal structured plan for 2017, involving multiple EPS work areas along with Alberta Justice, to decrease gun violence through a focused risk based response.

Activities:

Q1-Q4:
- Conduct an ongoing geographical analysis of specific and persistent gun crimes hot spots. These concentrations will be assigned for weekly proactive police targeting.
- Identify offenders under conditions for gun related crimes, assign mandatory Offender Management checks to patrol, and compile a monthly gun crimes bulletin.
- Conduct ongoing analysis on home invasions by place, victim, and offender, and distribute to areas of responsibility within EPS.
- Create association and social network charts to link high-risk offenders to best determine a targeted police response.

Q2:
- Engage with Justice partners to acquire judicial sanctions and management of offenders charged with use/possession of guns, including mandatory post arrest interviews and seeking bail revocation under Section 524.

Q3:
- Review and implement Firearms Revocation program.

Performance Measures:

Firearm Violations – the number of violent criminal incidents involving a firearm, either used or present during the incident. Firearm definitions include handguns, fully automatic guns, rifle or shotguns, sawed-off rifle or shotguns, or "other" firearms. **Target:** a reduction from 2016 levels.

Firearm Injuries – the number of injuries from the use of a firearm. **Target:** a reduction from 2016 levels.

Year to Date Status:

On-target
Completion of Quarterly Activities

On-target
48 Firearm Injuries
(11.1% decrease from 2016 levels)

On-target
137 violent firearm incidents
(27.1% below 2016 levels)

Analysis:

Q2 Reporting:

Violent Firearm Crime

Violent Firearm incidents are violent-based criminal acts where a gun was present or used during the commission of the offence. These crimes generally take the form of robberies, but also include criminal incidents such as assault or pointing a firearm with intent. After flat levels in Violent Firearm incidents from 2008-2014, incidents saw a significant jump in 2015. Year-to-date (YTD) in 2017, there were 137 violent firearm incidents, marking an encouraging **27.1% reduction** from the same period in 2016.

Violent Firearm Crime
number of violent criminal incidents with a firearm used or present
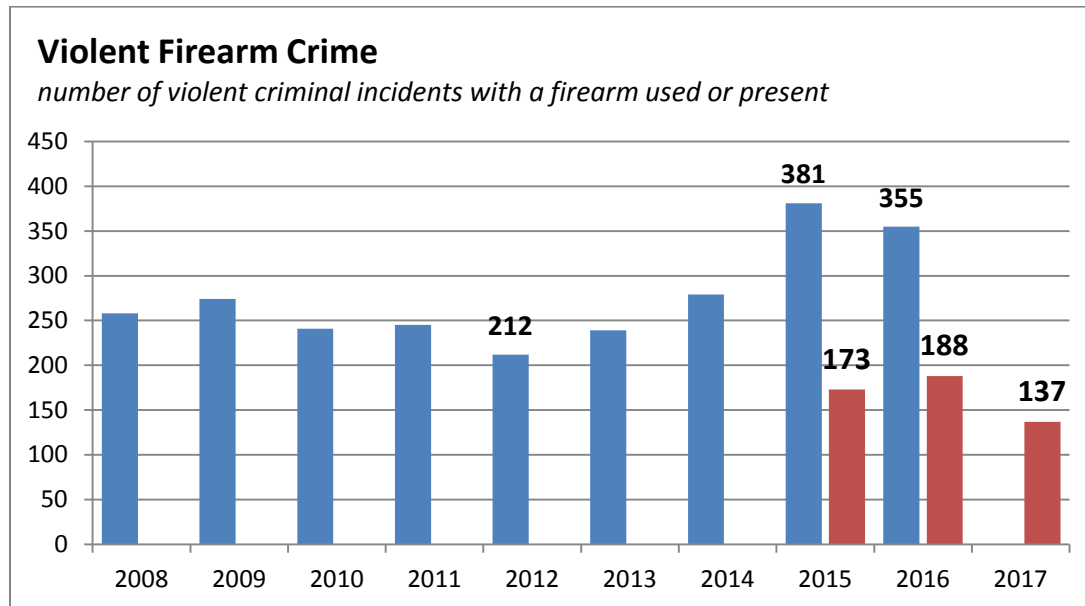
Note: these statistics do not include non-violent occurrences where EPS comes across the illegal possession of weapon(s), such as a traffic stop where a firearm is subsequently discovered by police. Additionally, figures here will not match those in EPS's Control Statistics reporting which look at the number of EPS calls where the caller believes a firearm is present.

Firearm Injuries

YTD 2017, there were 48 victim injuries resulting from the criminal use of a firearm, marking an **11.1% decrease** from the same period in 2016. Similar to

Violent Firearm incidents, injuries from firearms saw a significant increase in 2015, with relatively high levels persisting since.

Firearm Injuries

Number of victim injuries from the use of a firearm
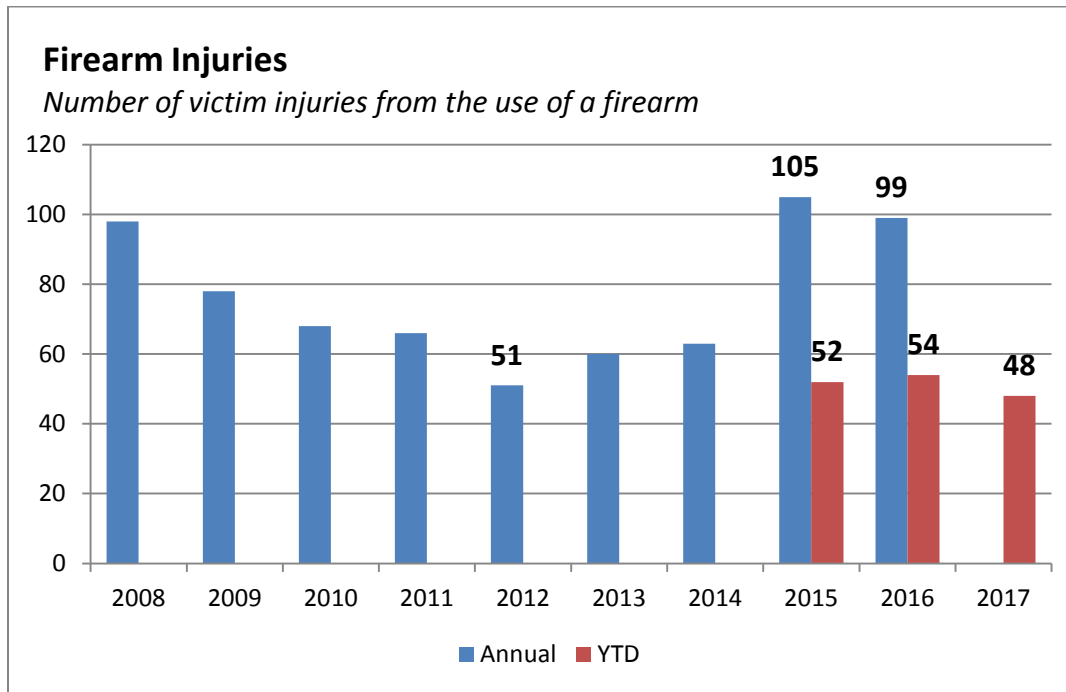
An EPS analyst has completed work to refine the process of identifying warrants for persons with related firearms warrants. These are sorted by patrol divisions, de-conflicted and forwarded to the Offender Management Teams for proactive assignment. The Community Action Team identifies wanted persons from this folder specific to the geographical areas they are working and attempt to apprehend subjects. Q3 reporting will include how many warrants were processed.

Since January 2016, a local UCR code has been created to capture occurrences involving Home Invasions (i.e., a Break & Enter involving violence). This data indicates 17 Home Invasions occurred in Q1 2017 and 13 in Q2. However, analysis has found delays in the recording of occurrences as Home Invasions, and occurrences with text descriptions suggesting a Home Invasion, but not UCR coded as such. Hence, statistics should be interpreted with caution, as data and proposed solutions are still being verified and considered. Nonetheless, subjects involved as victims or offenders are being further examined for their criminal history, release conditions, and associated offender management condition checks.

YTD, EPS sought 524 bail revocations for those accused of serious/violent offences, many of which involve firearms. The push by EPS to secure bail revocations had begun prior to the Crown taking over the bail hearing process, and they have continued these efforts.

EPS is currently drafting a communique for the membership on making sure a post arrest interview is conducted when a weapons charges is laid.

Q1 Reporting:

During the first quarter, EPS worked 'pulling the data' processes and determining responsibility for some of the associated tasks.

- There is now an EPROS local code for identifying incidents determined to be classified as Home Invasions (8560).
- Based on this local code, there were 43 Home Invasion events in 2016. In Q1 2017, there were 15 events, compared to 9 in Q1 2016. This increase may be due to improved coding. Analysis will be completed when a Criminal Intelligence Analyst is assigned to provide information on *who were involved and have shown previous criminality*.
- A list of 230 people with firearms related warrants sorted by Division has been produced. Before this list is provided to operational divisions and Investigative Support Bureau, areas of de-confliction have to be completed as well as a method to determine the elevated risk associated with these individuals.
- A meeting was held with Chief Crown Ms. Bykewich to discuss release conditions for persons charged with firearms related offences.
- Occurrences of Robbery with a firearm dropped from 51 in Q1 2016, to 38 in Q1 2017 (a 25.5% reduction). Additionally, the number of occurrences where EPS responded to a firearm weapon complaint dropped from 170 in Q1 2016, to 148 in Q1 2017 (a 13.0% reduction).

2. Engagement Strategy with Diverse Communities

In 2012, an organizational strategy pertaining to EPS's commitment to improving Indigenous/Police relations was created. In 2016, the EPS developed an Emerging Communities Framework to work with newcomer communities and assist with positive integration of those communities from a policing perspective.

In order to stay relevant and responsive to the evolving needs of the organization and continually changing community, the development of a comprehensive Community Engagement Strategy is required. The new strategy would augment the Indigenous Relations Strategy, Emerging Communities Framework and overall organizational road map to community engagement from an equitable, inclusive and culturally safe approach.

The *Engagement Strategy with Diverse Communities* with the *Indigenous Policing Strategy* will provide a holistic approach, and support the EPS in establishing and strengthening trust and police legitimacy with diverse communities through culturally safe, fair and equitable community engagement approaches. These updated community engagement approaches will also leverage the EPS Chief's Advisory Council (CAC) whose mission is to "improve public safety and quality of life for all Edmontonians by actively promoting dialogue and collaboration between and amongst Edmonton's diverse communities and the Edmonton Police Service while building and maintaining positive relationships."

The development of an *Engagement Strategy with Diverse Communities* will require a collaborative effort between EPS's Office of Strategy Management (OSM) Division and Equity Diversity and Human Rights Section (EDHRS). Consultation with diverse community stakeholders and partners will be required.

Activities:

Q1:
- EDHRS and OSM to develop a community and internal stakeholder consultation process.

Q2:
- Engage in consultation process.

Q3:
- Complete consultation process.
- Begin development of the Engagement Strategy with Diverse Communities.

Q4:
- Finalize an Engagement Strategy with Diverse Communities.
- Present strategy to EPS's Chief's Committee for approval.

Year to Date Status:

Off-target
Quarterly Activities

Q2 Reporting:

In Q2, the EPS Community & Operations Support Unit did recognize, through various consultation processes, two potential additions to the EPS Chief's Advisory Council in the form of additional Community Liaison Committees (CLC); the Filipino Community CLC and the Emerging Community CLC. The process for which communities are represented on the EPS Chief's Advisory Council is currently being explored and redeveloped.

In Q2, the EPS continues to explore the creation of an Intercultural Community Liaison Committee (ICLC). The ICLC's mandate and strategy would be to continue the engagement with diverse communities. The ICLC would move the Chief's Advisory Council to a more inclusive format allowing for equitable cross culture discussions with the EPS. This would provide opportunity for communities such as; the Filipino Community CLC and the Emerging Community CLC, to be a part of the CAC structure, as well as the potential inclusion to other diverse communities that may not currently be represented.

In Q2, the EPS's Office of Strategy Management (OSM) Division and Equity Diversity and Human Rights Section (EDHRS), along with Community & Operations Support Unit, met monthly and will continue to meet and collaborate on the development of the diverse community engagement strategy. An internal topic of discussion at the meetings is the enhancement of total EPS membership engagement with diverse communities. These meetings will carry through into Q3.

Q1 Reporting:

In Q1, the EPS was able to share research findings with the community stakeholders stemming from the *'Urban Aboriginal Policing and Edmonton's Aboriginal Community Research'* conducted in 2015/2016. The findings were shared with the Aboriginal Community Liaison Committee (ABCLC) and other stakeholders. Moving forward, the findings will be leveraged to assist in the future development of the *Engagement Strategy with Diverse Communities,* including the evolution of both the Indigenous Relations Strategy and the Emerging Communities Framework.

In Q1, the EPS Strategic Planning, Evaluation and Research Unit conducted an environmental scan on the topic of community engagement, specifically with Diverse Communities. The environmental scan was primarily focused on best practices at the National, Provincial and Municipal levels. The subsequent reports stemming from the environmental scan will be leveraged to assist in the future development of the *Engagement Strategy with Diverse Communities*.

In Q1, meetings were held between the EPS's Office of Strategy Management (OSM) Division and Equity Diversity and Human Rights Section (EDHRS) initiating the development of the community and internal stakeholder consultation process. These meetings continue and will carry through into Q2. *(Next meeting is scheduled for 2017 April 13)*

3. Community Wellness Centre

For the past four years, EPS has continued to advocate the creation of a Community Wellness Centre (CWC) that will improve the abilities of our most vulnerable to access social programs quickly and effectively. At the same time, this initiative will reduce attendances by police to those events that more appropriately lie with other agencies, freeing up for police to focus on more urgent priorities.

The success of this work is contingent on the provincial government demonstrating leadership of issues surrounding mental health. In Q2 2016, a co-authored (EPS and City of Edmonton) (CWC) proposal was presented to the Ministers of Health, Human Services, Justice, Indigenous Relations and Transportation seeking their collective support in funding a facility and operating framework. At the end of 2016, EPS had meaningful dialogue about this proposal with the provincial government. In conjunction to this initiative is work in furthering development of a "Safe Detoxification Act" in order to give social agencies the legislated authority to hold onto people for the purpose of improving their wellness.

Dialogue is expected to continue with the provincial government in 2017 and may take 2-3 more years before this initiative is fully implemented.

Activities:

Q1-Q4:
- Quarterly status updates on CWC developments with the Provincial Government.

Year to Date Status:

<u>On-target</u>
Completion of Quarterly Activities

Analysis:

<u>**Q2 Reporting:**</u>

REACH Edmonton, through direct strategic and analytical/data input, has developed a functioning work plan in relation to developing the proposal for an Integrated Case Planning Hub.
1. The work plan is directly related to the deliverables provided by the Minister of Community and Social Services grant agreement.
2. Researchers have been hired by REACH to provide a response to topics such as:
   o literature review of gaps and barriers to current services and service models
   o national environmental scan in relation to integrated case planning initiatives
   o development of a system assessment framework in relation to information collection, storage, sharing and privacy concerns
   o estimation of the client group to be served.

Updates and findings from the researchers are provided at each meeting and decisions regarding recommendations are made by the Working Group. To date outcomes, sizes of the clients group and similar programs as the HUoS model have been discussed.

Meetings are chaired by Lyall Brennies (Community Inclusion and Investment/ City Services) and stakeholders include inner city services providers, EPS and Provincial Government (AHS and Community and Social Services). A key piece of work was the creation of the Terms of Reference that grounds and directs the work to be completed.

What was initially described as the Community Wellness Centre has been renamed and reframed to the Integrated Case Planning Hub (ICPH). Boyle Street Community Services (BSCS) has been working on the Community Centre initiative which is a much bigger and comprehensive proposal. BSCS is required to have their proposal to the province by September 19th 2017. As core partners with this initiative, the EPS is reviewing the draft proposal and providing input.

The Working Group is essentially looking to develop a model that is a 'scaled up' version of the Heavy Users of Services (HUoS), which features the integrated case planning approach. However there has been extensive discussions regarding the two projects and combining them as a joint proposal. It was agreed that ICPH is unique and distinctive requiring a reduced budget ask, compared to the Community Centre *ask.* The two projects will run parallel at this point; the idea of convergence will be revisited as work progresses.

Q1 Reporting:

- EPS representation is actively engaged with City of Edmonton (CoE) and Community Social Service (*Inner City Agency Dialogue*) providers, as well as Provincial Ministry service providers on Co-located Integrated Case Planning Hub Project.
- On March 27th 2017, Minister Sabir (Human Services) provided CoE one time grant funding of $250,000 for (main deliverables):
    1. Identification of current service gaps in Edmonton in the provision of crisis, post crises, and transitional services.
    2. Development of a proposal of a Co-located Health and Social Services Hub concept, client group, and develop an associated governance model.
- CoE has identified REACH Edmonton as the fiscal agent and project administrator for the grant funding.
- EPS is working directly with REACH Edmonton, at their request, in aid of project development, and reporting back on Gaps identification and also on other research identified to provide awareness to the Inner City Agency Dialogue Group.
- Working in parallel is a plan brought forward by Boyle Street Community Services to create a larger and complimentary vision of a Community Wellness centre.
- EPS has been included in these planning sessions, referred to as The Core Partners Meetings.

4. Implementation of an Intelligence-based Bureau

A comprehensive review of the EPS intelligence environment was completed at the end of 2015. It considered the structure and processes of the existing EPS Intelligence Model. Several recommendations for change were provided based on the following principles:

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

The EPS intelligence function is currently structurally aligned with dissimilar functional units. Specifically, across the organization, a separation exists between units responsible for critical elements of the intelligence cycle. .

In light of the above, the EPS has taken steps to: a) refine and centralize the intelligence process, and b) enhance the organizational profile of intelligence in general through the creation of the Intelligence and Investigations Bureau (IIB). Although, the general framework of this new bureau has been established, the precise structure will be determined through further consultation and analysis. The evolution of the IIB is expected to take several years with the focus in 2017 to be: a) identifying and implementing critical leadership positions, b) identifying and further assessing implementation/transition costs, c) developing a transition plan and d) identifying, refining and formalizing any process goals.

Activities:

Q1:
- Secure employment of a contract Project Manager for overall bureau strategic planning.
- Supt. / Executive Director staffed in upcoming Bureau.
- Develop a renovation plan for the Operations and Intelligence Command Centre (OICC) identified space.
- Finalize the identification of business areas to be realigned to new bureau.
- Establish a steering committee to advise and consult for bureau implementation.

Q2:
- Initiate projects to manage changes necessary for bureau implementation.

Q3:
- Continue growth to proposed bureau model as resources are made available.
- Continue to advance the implementation of the OICC Business Case.

Q4:
- Continue to oversee initial setup of OICC facilities and infrastructure.
- Continue development of the Source Management Database.
- Create processes for the review of secure source information for the purpose of declassification and dissemination of critical intelligence.

Year to Date Status:

On-target
Completion of Quarterly Activities

Analysis:

Q2 Reporting:

- The Executive Director position competition was conducted on April 11 & 13, 2017. This position was filled with the successful member starting on June 26, 2017.
- Position descriptions continue to be developed for critical leadership positions, specifically for the Crime Analysis Section Manager, Crime Analysis Unit Supervisor and the Information Management positions.
- The Operations and Intelligence Command Centre (OICC) Functional Design Team was established and work has been initiated with the City of Edmonton.
- A working group was established for OICC development, with organizational stakeholders from Finance, Corporate Communications, Infrastructure and Technology, Facilities Management and Materials Management.
- The Situational Awareness Project, the main technical interface and alerting system to be utilized in the OICC, was initiated.
- An initial OICC planning and development strategic roadmap was developed. This will assist in defining the scope, deliverables, and goals of the OICC.
- An Intelligence Production Division organizational chart was developed with the anticipated launch of the division expected to occur in Q3 2017.
- Work was initiated to identify and secure space for Intelligence Production Division.

Q1 Reporting:

- The Superintendent / Executive Director (i/c Intelligence Production Division) position was finalized and a competitive hiring process was developed. The position was posted February 2017 with the interview and hiring process occurring in the beginning of Q2, 2017.
- A position description was drafted and submitted for a new CEMA class Analytical Supervisor position. Funding was secured for two permanent Analytical Supervisor positions in the 2017 budget. It is intended that posting and initiating the hiring process for these positions will occur in Q2 and Q3, 2017.
- Establishing a project manager for Intelligence Bureau has at this time been suspended, with the Staff Sergeant i/c Intelligence Review project managing project implementation. Securing critical leadership positions (Supt. / Exec. Director and Analyst Supervisors) will assist in process development according to the recommendations of the 2014-2015 Intelligence Review Report.
- A request was submitted to the City of Edmonton initiating a request for design development for the proposed OICC location in Southwest Division.

- An organizational committee consisting of critical stakeholders and subject matter experts was developed to guide both the Intelligence and Investigative Bureau creation, as well as the overall wider organizational restructuring process.
- Several critical external partners have been engaged for intelligence sharing, notably the City of Edmonton Office of Traffic Safety and Corrections Services Canada.
- The Licence Plate Recognition (LPR) pilot project moved to an operational stage

5. Warrant Project

The EPS has committed to a full review of the management of criminal and non-criminal warrants to address gaps in data systems, data processing, and business practices. The goal is to increase the efficiency and effectiveness of EPS's approach to outstanding warrants, and minimize organization and societal risk. EPS is cognizant of current challenges in achieving this given increasing crime levels (with associated warrants to execute), and patrol workload levels.

The Warrant Project commenced in Q4 2014 and was initiated to address the large number of unexecuted warrants the EPS holds, improve the warrant information available in our Record Management System (RMS), improve the warrant administrative process, and develop a clear and consistent workflow process to manage offenders with outstanding warrants. In 2015 and 2016 a full review of all warrant processes was completed, with several solutions now implemented, including:

February 2016 - development of an Offender Management Report (OMR) for officers to document proactive offender management tasks.

April 2016 - implementation of the Warrant Management Model, an organizational model to manage all outstanding arrest warrants held by the EPS, including assigning tasks to members aimed at locating individuals with outstanding warrants.

In 2017, the next phase of the project will improve the OMR to be more user friendly for members, develop basic outcome reporting and improve the functionality of the RMS for data entry, storage, management and reporting on warrant information.

Activities:

Q1:
- Finalize business requirements for Phase 2 IT solution to improve RMS functionality.
- Implement the Outcome Reporting for OMRs.
- Implement additional and updated training/communication plans on OMRs.

Q2:
- Staff the full time Warrant Manager position in CPIC Warrant Unit.

Q3:
- Warranty period to access any changes needed to the IT solution.
- Complete evaluation/after actions of the Warrant Project.

Q4:
- Submit evaluation/after actions of the Warrant Project.
- Implement the IT solution to improve the functionality of the RMS.

Performance Measures:

Proactive Warrant Executions – the number of warrant executions by EPS as a direct result of patrol follow-up from the Warrant Management Model. **Target:** develop benchmarks in 2017.

Offender Management Activities – the number of offender management activities documented using the OMR in EPROS. **Target:** develop benchmarks in 2017.

Outstanding Criminal Warrants – the number of outstanding criminal warrants EPS has yet to execute. **Target:** maintain or reduce from 2016 levels.

Persons with Criminal Warrants – the number of persons with outstanding criminal warrants held by EPS who have yet to be arrested. **Target:** maintain or reduce from 2016 levels.

Year to Date Status:

On-target **Quarterly Activities**	***Off-target*** **30,210 Outstanding Criminal Warrants** **(2.5% increase from 2016 year-end)**
Monitoring for 2017 **226 Proactive Warrant Executions**	***Off-target*** **7,441 Persons with Criminal Warrants** **(2.3% increase from 2016 year-end)**
Monitoring for 2017 **6,418 Offender Management Activities**	

Analysis:

Q2 Reporting:

Staff the full time Warrant Manager position in CPIC Warrant Unit.

The Warrant Manager FTE position was created and transitioned to the CPIC Warrant Unit in Q1.

Finalize business requirements for Phase 2 IT solution to improve RMS functionality.

1. Business requirements have been built and signed off for a JOIN/Niche interface as well as the EPROS Gateway access to Warrants for the members.
2. Improved functionality of Niche through upgrade in relation to warrant data is in testing status.

Outstanding Criminal Warrants

At the end of Q2, EPS held 30,210 criminal warrants yet to be executed, marking a 2.5% increase from 2016 year-end levels. Outstanding Criminal Warrant levels are currently up 26.4% since early 2015. While EPS has taken significant steps to better manage warrants, this significant rise is arguably a consequence of the substantial rise in crime in Edmonton that began in 2015 and has stayed mostly elevated since. Rising crime naturally translates in an increased intake of warrants that EPS then needs to execute. This bears out in the data, with the intake of new criminal warrants in 2016 29% higher than 2014 levels.

Outstanding Warrants
# of outstanding EPS-issued warrants
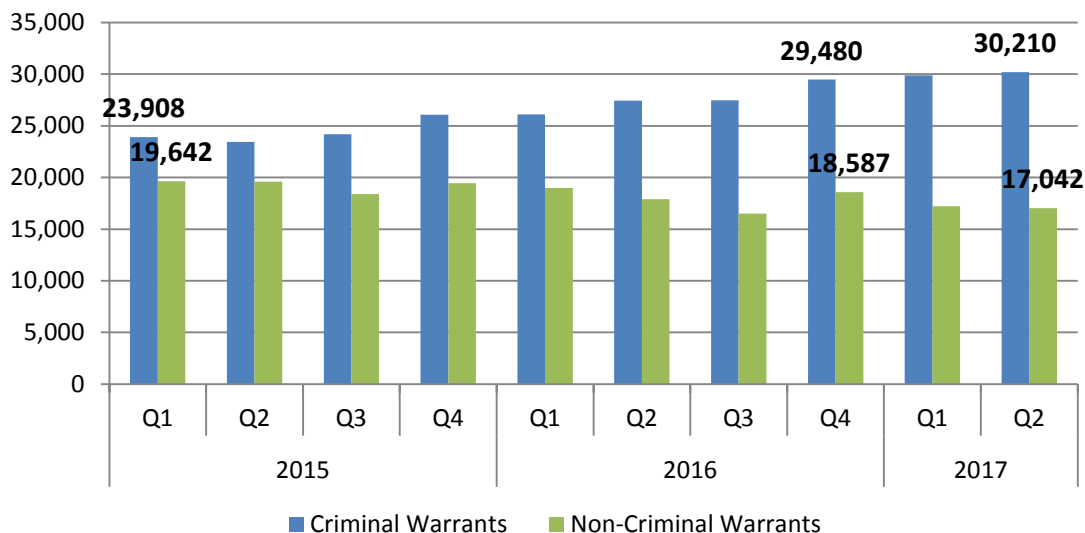
Persons with Outstanding Criminal Warrants

At the end of Q2 2017, EPS had 7,441 persons with criminal warrants that have yet to be executed upon, marking a 2.3% increase from 2016 year-end levels. Persons with outstanding criminal warrants are currently up 19.2% since early 2015, and as suggested earlier, this is largely a consequence of rising criminal warrant intake levels arising from higher crime levels in Edmonton.

Persons with Outstanding Warrants
# of persons with outstanding EPS-issued warrants
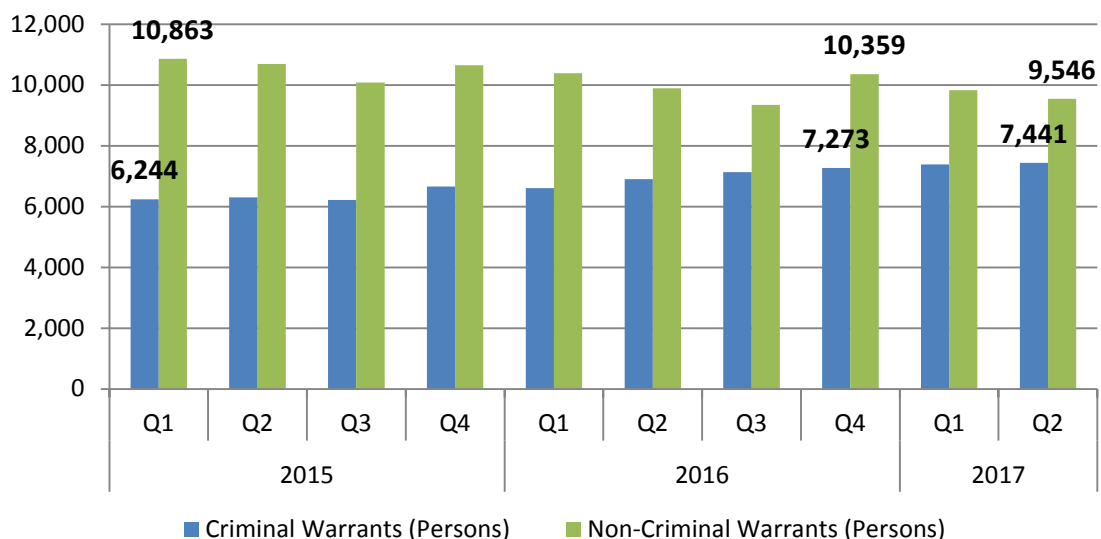
Q1 Reporting:

- The Offender Management Report (OMR) enhancements in EPROS are complete.
- Outcome reporting (OMR05 & 06) was launched in Cognos BI.
- A Warrant Manager FTE position was created and transitioned to the CPIC Warrant Unit in Q1.
- A FTE seconded to Warrant Project was reassigned. The Warrant Project will be solely IT development focused moving into Q2.
- An assessment of RMS functionality in relation to warrant data was conducted, with results pending.
- The finalization of business requirements for Phase 2 IT Solution has been delayed.

6. Efficient Management of Mental Health Calls

This initiative is designed to improve utilization of police resources in relation to mental health complaints. The focus is utilization of front-line, crisis intervention focused, mental health resources as a catalyst to stronger decision making by police for individuals suffering from mental illness; either through Emergency Department (ED) visits or to connect individuals with the appropriate social agency supports.

Effective use of AHS partners in the decision making process reduces the time police spend waiting at hospitals, both in a total reduction of hospital visits, and the time waiting when a visit needs to occur.

This initiative commenced in 2016 as a project addressing hospital wait times in relation to Mental Health Act (MHA) Form 10 apprehensions, with the Transfer of Care protocol resulting from those efforts. Adoption of the protocol by all four designated AHS sites took place by Q4 2016. In addition concurrent strategies are being developed in relation to warrant apprehensions (Form 3 MHA) and Community Treatment Order compliance (Form 23) which both upon arrest currently incur a hospital wait time for police. It is anticipated the end of 2017 will bring a collaborative business practice framework and associated governance to appropriately identify EPS's role and requisite investment of time and resources in the spectrum of care for individuals suffering from mental illness.

Activities:

Q1:
* Align strategies from the Form 23, Form 3, and Form 10 working groups.
* Identify available data analytics for Form 23 and Form 3 ED presentations and wait times.
* Develop more granular analysis and direct communication to identify deficiencies in Form 10 Transfer of Care protocol.

Q2: Identify EPS/AHS gaps in process, training, and governance for Form 3 and 23 warrants.

Q3:
* Develop a training package for Q4 delivery to all patrol squads during GDM training.
* Develop a communication strategy for training and governance implementation.

Q4:
* Deliver training to all patrol squads.
* Launch any new or altered mental health governance components.

Performance Measures:

Form 10 Pre-Consulting – the percentage of Form 10 apprehensions consulted upon with AHS-Urgent Services resources prior to apprehension. **Target:** 70% or more.

Form 10 Diversion – the percentage of potential Form 10 apprehensions diverted from hospital through consultations with AHS-Urgent Services. **Target:** 90% or more.

Hospital Wait Time (mental health) – the percentage of Form 10 ED hospital events apprehensions with police wait time 90 minutes or less. **Target:** 80% of the time.

Year to Date Status:

On-target
Completion of Quarterly Activities

On-target
AHS Pre-Consulting
71.8% of Form 10's used pre-consult (Q2)
(Target: 70% or more)

On-target
Form 10 Diversion
93.2% of consults diverted from hospital (June)
(Target: 90% or more)

On-target
Hospital Wait Time Performance
83.7% within 90 minutes (Q2)
(Target: 80% or more)

Data source: AHS, Urgent Services, PACT

Analysis:

Q2 Reporting:

Project Updates

- The Form 3 working committee has identified gaps in process related to issuance of Form 3 apprehensions orders and more notably the lack of cancelling active Form 3 apprehension orders once the patient returns to the facility, or another facility, on their own volition.
- A pilot project in relation to Form 3 process improvements was launched at Alberta Hospital Edmonton.
- EPS contributed information to a Quality Assurance Council review conducted by AHS.

Performance Measures

When EPS responds to a mental health call that may require hospitalization (i.e., a Form 10), there are three primary aspects of these events that EPS monitors performance:

1. Form 10 Pre-Consulting. EPS seeks to ensure that the majority of Form 10 apprehensions to a hospital had a pre-consult by EPS's Police and Crisis Team (PACT) or AHS's Urgent Services (US), so as to best determine if an emergency hospital visit is the most appropriate course of action. The **target** is that this occurs **at least 70%** of the time.

2. Form 10 Diversion. When PACT/US is consulted upon for a potential Form 10 apprehension, EPS monitors the percentage of these consults that DID NOT result in a hospital event. A high quality and thorough consultation should generally result in finding a community-based solution rather than relying on hospitalization. This is a better outcome for the distressed individual, EPS, and AHS. The **target** is that **at least 90%** of PACT/US consults result in an alternative solution to a hospital visit.

3. Hospital Wait Time Performance. When a mental health event is consulted upon and a hospital apprehension is the appropriate course of action, EPS and AHS have protocols in place to limit

unnecessary time that EPS waits in hospital. The **target** is that hospital wait time for EPS is **under 90 minutes**, and this occurs **at least 80%** of the time.

In Q2 2017, **Form 10 Pre-Consulting** rose to **71.8%**. Pre-consulting has seen consistent improvement from a low of 19.4% in Q1 2016 when data tracking first began.

Form 10 Pre-Consulting
% of form 10 hospital events with PACT or Urgent Services consult
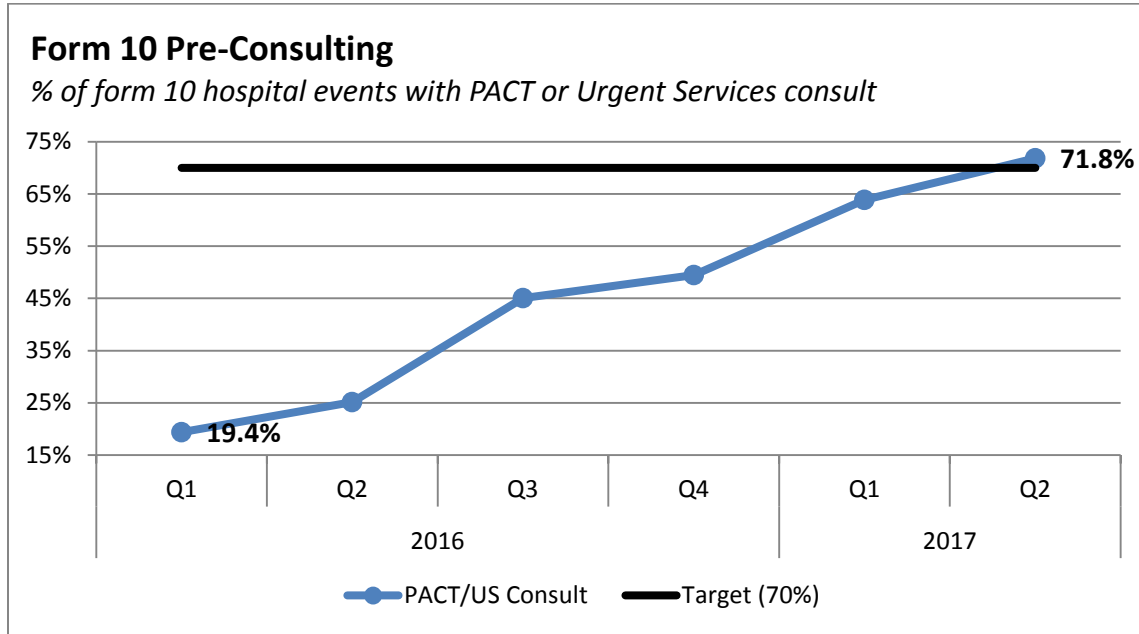
Form 10 Diversion has consistently stayed above the 90% target since Q1 2016, and in June 2017 saw 93.2% of form 10 pre-consults with PACT/US resulting in an alternative solution to a hospital visit.

Form 10 Diversion
% of pre-consults resulting in non-hospital alternative solution
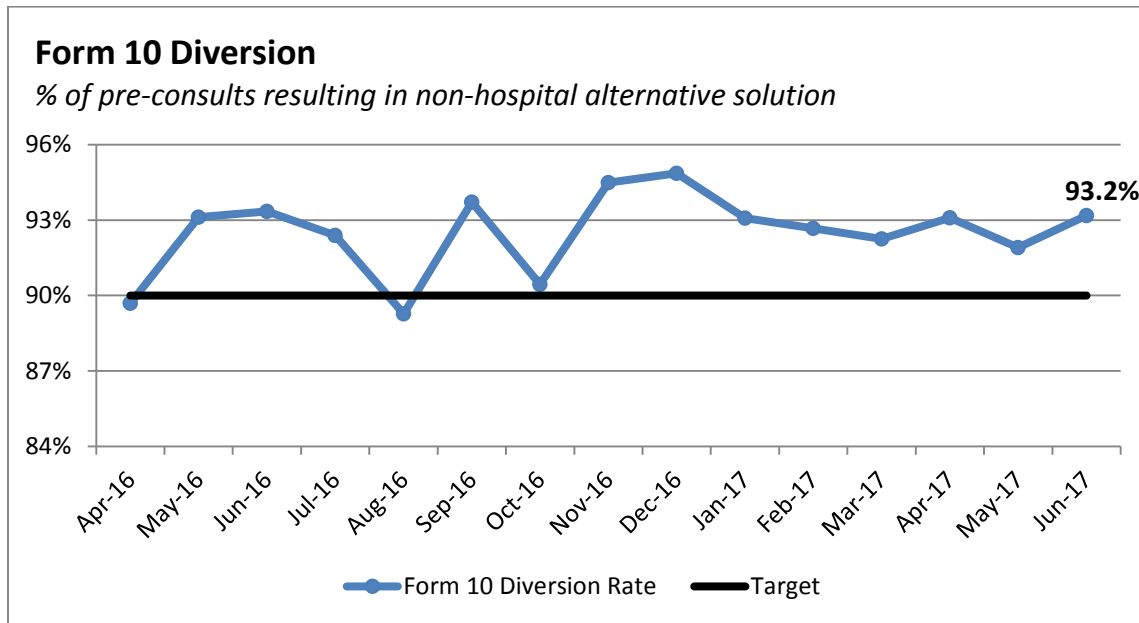
The increasing use of mental health consultations is showing benefits in reduced Form 10 hospital events, with the number of these 15.0% lower year-to-date than the same period in 2016.

Form 10 Hospital Events
Number of EPS Form 10 hospital visits
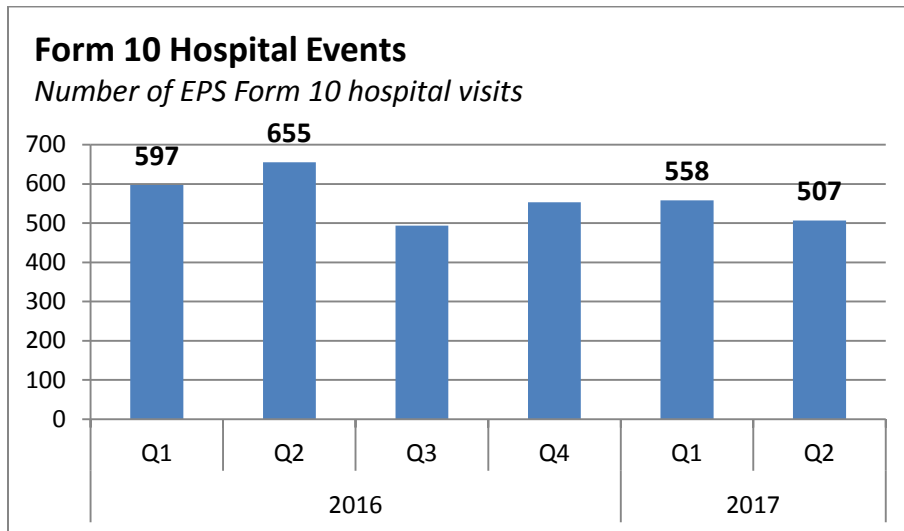
Finally, **Hospital Wait Time Performance** saw encouraging improvement in Q2 2017, where 83.7% of Form 10's had wait times under 90 minutes. Driving this were a significant increase in wait time events below the 30 minutes threshold. A primary source of improvement in this area has come from the implementation of the *Transfer of Care* protocol, which was fully implemented across Edmonton hospitals in Q2 2016. This protocol is a standardized process where situation assessments occur at 30-60-90 minute thresholds of police officer hospital wait time. These assessments, involving the arresting police officer, their divisional superiors, and AHS security staff, insure communication channels remain open to prioritize the event and improve the speed of patient pass-off at hospital.

Hospital Wait Time Performance
% of form 10 hospital visits with wait times 90 minutes or less
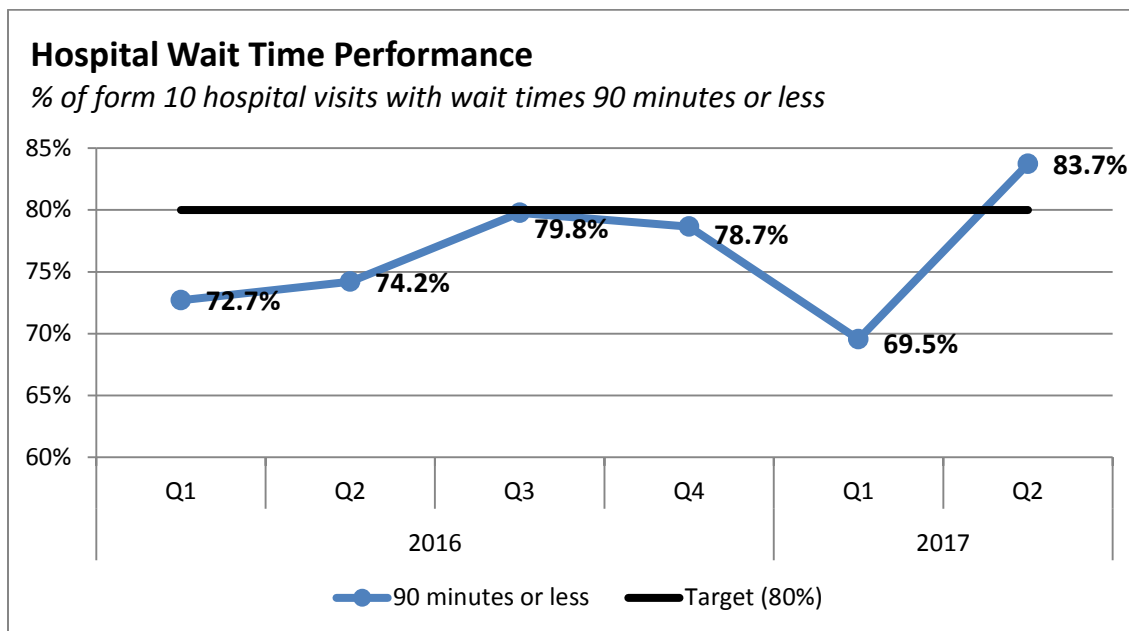
Q1 Reporting:

- EPS has representation on working committees aimed at process improvement for Form 10 and Form 3 strategies. No committee is established in relation to Form 23s.
- Both working committees have identified excellent patient care, efficiency, decreasing unnecessary tasks/wait times for police, and leveraging partnerships with community as strategic priorities.
- Form 10 analytics are completed by AHS and distributed monthly to EPS. While EPS tracks the number of Form 10 occurrences, it doesn't specifically track the time that members spend waiting in hospitals. Form 3 data is tracked by OSM-Policing Innovation Unit as part of project development and process improvement. Form 23 data is available upon request from the Community Treatment Order (CTO) Coordinator at AHS-Intensive Services.
- The Form 10 working group meets monthly and communicates as needed between meetings in relation to enquiries into any Form 10 presentations which are interpreted by EPS, AHS/Covenant clinical or protective services staff as not meeting the expectations of the Transfer of Care protocol. Case by case analysis and vetted information are exchanged for development of any messaging or additional training within the partner agencies.

7. Collision Reporting Centres

Collision Reporting Centres (CRCs) is a proposed service delivery model designed to reduce the workload of patrol and front-counter members through better deployment and alignment of resources. It is aimed at allowing members to attend higher priority needs in the organization such as traffic safety, customer service, and police response time efficiencies. In the City of Edmonton, there were approximately 40,500 collision occurrences in 2015 in which the drivers had a legislated duty to report. Historically, the EPS has been tasked with receiving and processing these reports; however, approximately 29,000 collision reports annually do not require the dispatch of a police unit, as drivers report these at the nearest police station.

As the City of Edmonton continues to grow in population and geographic footprint with proposed annexation for part of the County of Leduc, the EPS will endure increased demands for resources, time, money, and an escalation in calls for service. By diverting collisions from patrol to a centralized establishment, CRCs offer a viable and effective solution for the anticipated increase in front-line workload.

Other police agencies in Alberta and across Canada have successfully implemented CRCs. However, successful implementation is contingent on a number of variables including: addressing security of information and privacy concerns under the FOIPP Act, ensuring data integrates with EPS and Alberta Transportation Records Management Systems, and adherence to provincial legislation (Traffic Safety Act). By meeting these conditions, the potential exists to create significant operational efficiencies by diverting non-serious property damage collisions to a CRC.

Activities:

Q1:
- Establish requirements and submit a Request For Proposal (RFP) for private sector companies currently operating in this market.
- Collaborate with Alberta Transportation to ensure this new business model meets Alberta Transportation data requirements.

Q2-3:
- Evaluate RFP submissions and identify a successful vendor for the development of a contract that meets business requirements.

Q4:
- Identify timelines for implementation based upon requirements of the selected vendor, the provincial government, Information Technology, and privacy impact assessment.

Year to Date Status:

__Off-target__
Quarterly Activities

Analysis:

Q2 Reporting:

In Q2, the EPS continued with the drafting of the Negotiated RFP (N-RFP) with respect to the requirements for potential vendors for the Collision Reporting Centres. Work is ongoing in this regard and collaboration has occurred with the EPS Materials Management Branch (MBB) to refine and continue to develop the specific requirements to be outlined within the document to be submitted to the City of Edmonton. The N-RFP is anticipated to be completed from the EPS perspective via feedback from MMB and submitted to the City within Q3.

Within Q2, the EPS was informed by one potential vendor that they have entered into discussions with Alberta Transportation on behalf of the Medicine Hat and Lethbridge Police Services regarding the electronic transmission of collision report data to eCollision (GoA collision reporting software). Alberta Transportation was contacted who advised that they will be providing the required business rules under which a one-way interface would be able to occur. Further discussions are anticipated between Alberta Transportation and the third party vendor accordingly.

As this initiative proceeds, the Calgary Police Service (CPS) has initiated contact with the EPS to discuss the project and continue to review and assess viability of deploying Collision Reporting Centres there as well (either internally or with a third party). Ongoing communication will occur between the EPS and CPS as the initiative progresses.

Q1 Reporting:
In Q1, the EPS communicated with other agencies in Canada regarding procurement processes followed in the past. Consultation also occurred with the Materials Management Branch regarding the best process for seeking procurement due to the unique nature of the initiative. It was recommended to proceed with a Negotiation Request for Proposals (N-RFP) as it would provide the most flexibility given all of the factors and variables and unique circumstances associated with this project. The EPS began drafting the N-RFP with an initial draft submitted to Materials Management Branch for review and feedback. Once completed, the N-RFP will be put forward to the associated market place vying for potential vendors to provide a proposed service delivery model in relation to Collision Reporting Centres.

The EPS consulted and collaborated with representatives from Alberta Transportation, including Executive Director Terry Wallace regarding the requirements from their perspective. Criteria to satisfy the Alberta Government would include:
- Alberta Transportation is moving along the continuum to a paperless system province-wide for collision reporting within the parameters of the Traffic Safety Act.
- Any third party provider will likely not have direct access to either eCruiser or eCollision (applications that process the collision report data).
- Third party providers will be allowed to send collision data to Alberta Transportation in a form and manner deemed acceptable if the Police Service involved can show an approved Privacy Impact Assessment from the Alberta Privacy Commissioner and the vendor can show Alberta Transportation how the third party vendor can provide the electronic data to Alberta Transportation in a form and manner the government can agree to.
- Alberta Transportation can make available the technical specifications the one way interface with the Alberta Transportation system the third party vendor would need to comply with.
- Efforts will continue in defining both the third party and Alberta Transportation needs in moving this initiative forward.

8. EPS/RCMP Integration and Collaboration

To be efficient and effective in providing policing services in the City of Edmonton and the surrounding region, the EPS works closely with a variety of law enforcement partners. Given the City of Edmonton's close proximity to smaller urban centers such as St. Albert, Sherwood Park, Leduc, and Spruce Grove - all of which are policed by the RCMP - opportunities exist for increased policing integration and collaboration. Integration refers to the targeted coordination of programs and activities across agencies in a metropolitan region serviced by multiple police agencies with differing levels of capacity, legislated competency, and expertise.

Integration is intended to share specialized functions, coordinate organizational operational planning, and strategically allocate resources. Integration is distinct from regional consolidation which would involve bringing agencies together under one umbrella of a single organization. The EPS and RCMP began exploring integration opportunities in 2016 and this work will continue into 2017 with a focus for enhanced integration in the Edmonton Region in four main areas with EPS/RCMP co-chairs:

1. Patrol and General Duties
2. Investigations
3. Operational Support
4. Corporate Services

Activities:

Q1:
- Co-chairs to identify primary initiatives or programs per integration area to commit for development in 2017. With four integration areas, this equates to eight initiatives.
- Complete the next full integration meeting with co-chairs and report on progress achieved.
- Establish a communication plan for both police agencies.

Q2-Q3:
- Implementation of the initiatives/programs from Q2-Q3.
- Discuss issues and evaluate integration progress at additional integration meetings.

Q4:
- Evaluate the success of initiatives and programs and report back on progress.
- Identify new opportunities for further integration and/or collaboration.

Performance Measures:

Integration Initiatives – the number of initiatives/programs implemented for collaboration and integration between EPS and the RCMP. **Target:** 8 programs or initiatives by the end 2017.

Year to Date Status:

<div align="center">

<u>On-target</u>
Quarterly Activities

</div>

Analysis:

Q2 Reporting:

In Q2, some of the EPS and RCMP integration initiatives were able to be implemented. It should be noted, in addition to the two identified primary initiatives per area, all four areas identified supplemental initiatives which could be further explored in 2017. All four area groups shared and deliberated their initiative plans with the larger group which included successes, challenges and opportunities. Next Committee meeting is scheduled for September 29, 2017.

Patrol and General Duties:

1. Intelligence Led Offender Management

    *   The creation of the Integrated Offender Management Initiative (IOMI). IOMI is the integrated work between EPS and RCMP, connecting cross-jurisdictional offenders to social services to improve their chances at ending their criminal cycle. Integral to IOMI is an evidence-based model of offender rehabilitation called Risk Need Responsivity (RNR). The goal is to reduce recidivism in highly-complex offenders committing low-complexity crimes (Mischief, B+E, Theft, PSP, Breaches), effectively working to reduce crime throughout the city using more than just an enforcement approach. IOMI has formalized a Case Development Group that meets monthly to address one or two offenders that have complex-needs and are offending in EPS and RCMP jurisdiction (NE Division, Fort Saskatchewan, Sherwood Park). Measured positives are increased communication between service providers, reducing duplicated work in many areas, and preventing offenders from exploiting the challenge in coordinating policing across jurisdictions. Early numbers suggest that offenders selected have reduced recidivism since being involved with IOMI.

2. Auto Theft Joint Task Force

    *   May 2017, the EPS Targeted Response to Auto Theft Prevention (TRAP) integrated a sworn operational RCMP member. The RCMP member came equipped with a RCMP radio and a computer for access to PROS to provide immediate access to additional intelligence / information surrounding stolen auto occurrences from RCMP territory. The radio provided immediate access to RCMP communications so local detachments can be made aware that TRAP is operating in their territory and to obtain additional resources if required. The RCMP will be sharing principles and protocols through a document outlining the operation of TRAP. This document is to be shared with surrounding detachments and KMOS to ensure awareness and standardization on how TRAP operates. The RCMP member within TRAP has direct contact to the RCMP auto theft investigators in order to leverage, share intelligence and cooperate during cross jurisdictional investigations. Due to the heightened demand in mobile surveillance,

integrated TRAP teams will need the required training to meet the minimum requirements of the home agency.

Investigations:

1. Integrated Technological Crime Units

- Inter-agency discussions have been initiated and concluded. The result of this is that two EPS Digital Forensic Services Detail (DFSD) technicians will be embedded with the RCMP TCU at the ALERT building. The pilot project is scheduled to run for six months with the possibility of a further six month extension.
- Progress in implementation is as follows:
  o Site assessment and preparation completed.
  o EPS TCU member participants identified and security clearance process initiated.
  o Memorandum of Understanding ("MOU") drafted and executed.
  o Technical infrastructure assessed and established.
  o Requisite computer hardware and software considered, requisitioned and received.
  o Additional required resources identified and assigned (e.g., unmarked service vehicle).
  o Assigned EPS Digital Forensic Services Detail members are scheduled to begin operating (remotely) from the ALERT building - co-located with RCMP TCU: 2017 July 9.
- This exercise has already yielded both positive and negative effects all of which will be itemized and debriefed at the conclusion of this initiative.

2. Integration of Surveillance Teams
- Inter-agency discussions have been initiated and are on-going.
- Personnel contact information has been collected, collated and shared; to be used in the event of an emergency, for de-confliction or other business purposes.
- Agreement to "audit" each agency's surveillance training course; to share ideas and develop best practices.
- EPS attendance at RCMP "Special O" surveillance training - 2017 March 27-31.
- RCMP Special "O" attendance at EPS surveillance training - 2017 May 15-June 1.
- Finished a comprehensive comparison of RCMP/EPS surveillance team composition, training and operation. The primary conclusion was that RCMP and EPS surveillance teams use similar techniques with minor differences in policy and terminology.
- There are planned discussions regarding a joint forces training scenario likely developed around a mock national security or major case type event. This training could also involve other agencies such as ALERT (Alberta Sherrifs Branch) and CSIS.

Operational Support:

1. Integrated Flight Operations Support

- The RCMP Helicopter, with an EPS Tactical Flight Operator, flew 4 shifts over EPS jurisdiction over the last several months.

2. Integrated Tactical-Emergency Response Teams & Public Order Units
   - ➢ During the 2016/2017 NHL Season, the Edmonton Oilers made the playoffs for the first time in 11 years. Early on in the planning process, The EPS reached out to the RCMP's PSU/STO team in order to integrate our PSU with theirs for the playoff run. As a result, 58 members of the RCMP were used to assist with the playoff SOP, mainly on nights that were home games or on weekends. Overall, the experience was welcomed, and the integration was seamless. The EPS will continue to look for continued integration opportunities with the RCMP PSU team.

Corporate Services:

1. Creation of an overarching Memorandum of Understanding (MOU)
   - EPS is currently formulating a draft overarching MOU to describe a working relationship between the RCMP and the EPS. Further work/area specific, appendices, currently in draft include; a MOU for the Auto Theft Task Force which is currently with the RCMP counterparts for review and an updated MOU for Epros access.
2. Commissioned Officer Education Program (COEP)
   - This course was co-developed by the EPS and RCMP with the intent of providing practical skills and knowledge to newly commissioned officers so they can best approach the ever changing policing environment. Agencies from across Alberta were invited. Participating agencies included:
     - o Edmonton Police Service (7 Inspectors)
     - o RCMP (8 Inspectors from various regions across Alberta)
     - o Medicine Hat Police (1 Inspector)
     - o Alberta Sheriffs Branch (1 Superintendent)
       - ▪ (Total of 17 participants)
   - The pilot course for the Commissioned Officer Education Program was held over two weeks, with a total of 9 modules, concluding with a distinguished leader panel, on May 15 -19 and June 12-16 respectively.
   - COEP was evaluated with participants finding value in the program. A second course is scheduled to be delivered to provincial police agencies either this fall or in early spring.

Q1 Reporting:

In Q1, the EPS and RCMP integration committee convened. At this meeting, the co-chairs selected and identified two primary initiatives or programs per integration area to commit for initiation and development in 2017. It should be noted, in addition to the two identified primary initiatives per area, all four areas identified supplemental initiatives which could be further explored in 2017. All four area groups shared and deliberated their initiative plans with the larger group which included successes, challenges and opportunities.

Patrol and General Duties:

1. Intelligence Led Offender Management
   - Opportunities to share intelligence and coordinate unified monitoring and enforcement of the region's top offenders.
   - Could evolve or integrate with Provincial Prolific Offender Program (PPOP).
   - Opportunity to co-investigate regional investigations (e.g., ATM thefts).

2. Auto Theft Joint Task Force
   - Creation of a Metro/Regional team. Both organizations would work together with a unified approach in relation to common external stakeholders (e.g., insurance companies).
   - Opportunities to share intelligence and work collaboratively on regional projects.
   - Opportunities to blend existing resources for efficiencies and de-confliction.

Investigations:

1. Integrated Technological Crime Units
   - Opportunity to integrate members from both organizations at Alberta Law Enforcement Response Teams (ALERT).
   - Sharing of expertise, equipment, training and best practices. (Tech Crime / Cyber Crime have no borders).
   - Opportunity for substantial efficiencies given the large expense of training and equipment as well as the sharing of expertise.

2. Integration of Surveillance Teams
   - Opportunities to integrate resources on mission specific assignments as well as possibility of joint training.

Operational Support:

1. Integrated Flight Operations Support
   - Opportunities to share resources; pilots, tactical flight officers (TFOs) and provide coverage for the region when existing equipment is not available due to required maintenance, etc.
   - Blended teams have already flown together, resulting in positive feedback from both organizations.

2. Integrated Tactical-Emergency Response Teams & Public Order Units
   - Opportunities to integrate resources on mission specific assignments.
   - Opportunities to have blended training sessions, collaborate on research of tactics, and plan for long term integration and to ensure ability to scale operations to assist either agency.
   - Initiative has progressed with positive examples: blended support for major events, Public Safety Unit blended training at large facilities and rapid response, and command structure training.

Corporate Services:

1. Creation of an overarching Memorandum of Understanding (MOU)

- A parent MOU would be general agreements put in place for both organizations to ensure the ability to cover resource sharing, cross jurisdictional investigations and operations, joint efforts on major incidents, regimental funerals, extra duty, communication and authorizations.
- As required, the parent MOU could be supplemented by more detailed, work/area specific, appendices.

2. Commissioned Officer Education Program
   - The course is to be developed by both organizations.
   - The target audience is the newly promoted/commissioned officer or transitioned officer.
   - A blended course with overarching, high level content with specific organizational breakout lectures and chapters.
   - Course content includes: financial accountability, strategic communication, resource management, labor relations, police governance and more.

Both agencies developed their respective internal communication plans. The EPS leveraged Corporate Communications Branch and communicated an internal EPSnet article introducing and explaining the initiative to the organization.

9. Organizational Efficiency Review

Along with all City of Edmonton departments, the EPS participates in the annual Positive Change, Innovation and Continuous Improvement program. This program requires EPS to annually identify and implement financial efficiencies of 2% of its operating budget, equating to roughly $4.0 million. $1.6 million of this was factored directly in EPS's 2016-2018 annual budget via the new EPS funding formula, with the remainder to be identified annually. However, in order to fund a greater number of needed positions, EPS strives to identify $6-7 million each year. As a result of this work, the EPS will ensure that citizens receive the police services they expect while being fiscally efficient with the funding that has provided by citizens.

Throughout 2017, the EPS is working on three different budget years. In early 2017, EPS Finance Division will finalize the 2017 budgets. The details of the funding efficiencies will be identified and approved by June 30, 2017 for submission to the City for the 2018 budget. Decisions made after July 1 will inform the 2019 budget.

Activities:

Q1:
- Instructions and efficiency targets provided to EPS bureaus for the Budget 2018 Organizational Efficiency Review.
- Collection of efficiencies from bureaus.
- Review of financial efficiencies previously identified and requiring additional information.

Q2:
- Validation and preparation of costing of proposed financial efficiencies from EPS bureaus.
- Review deferred employee position listing and update as required.
- Chiefs Committee decisions on funding reallocation for Budget 2018.

Q3:
- Review 2018 efficiency results and seek endorsement from the EPC.

Q4:
- Submit narrative summary of efficiencies to Corporate Administration for inclusion in the Fall 2018 Supplemental Operating Budget Adjustment.
- Provide results and decisions update at EPS Executive Offsite session.
- Adjust 2018 Budget in the Capital and Operating Budget System (COBS).
- Continued evaluation of efficiencies for possible implementation for Budget 2019.

Performance Measures:

Financial Efficiency Results – dollars in financial efficiencies EPS identifies as part of the Organizational Efficiency Review, to inform the 2018 operating budget. **Target:** $4.0 million or more.

Year to Date Status:

On-target
Completion of Quarterly Activities

Analysis:

Q2 Reporting:

Validation and preparation of costing of proposed financial efficiencies from EPS bureaus.

Complete. Finance collected efficiencies from bureaus, evaluated and validated costing of opportunities for discussions with Chiefs Committee.

Review deferred employee position listing and update as required.

Complete. Investigative Support Bureau (ISB) positions were based on risk capacity, Community Policing Bureau (CPB) positions were based on EPS's Geographic Deployment Model (GDM) as supported by the staffing audit performed by the City auditors, and Corporate Services Bureau were based on highest needs to support the other bureaus.

Chiefs Committee decisions on funding reallocation for Budget 2018.

Complete. Chiefs Committee had informal meetings on May 8 and June 13, 2017 with a Record of Decision recorded and approved on June 29, 2017.

Q1 Reporting:

Instructions and efficiency targets provided to EPS bureaus for the Budget 2018 Organizational Efficiency Review.

All instructions and information has been provided to EPS bureaus for the Budget 2018 Organizational Efficiency Review.

Collection of efficiencies from bureaus.

Bureaus identified additional efficiencies for consideration and all deferred positions were provided to the bureaus for review and validation.

Review of financial efficiencies previously identified and requiring additional information.

Financial efficiencies identified as part of Budget 2017 that required additional information were reviewed to determine how to proceed with these initiatives in this current budget cycle.

10. Digital Asset Management System (DAMS)

The Digital Asset Management System (DAMS) initiative is a four year project to implement an enterprise data management system and protocol to organize unstructured data into a consistent, easily searchable format. This will reduce unproductive time spent searching for documents and digital exhibits and slow the growth of data storage requirements for the EPS.

The EPS currently manages over 1.2 million gigabytes of data. A petabyte is equivalent to 20 million four-drawer filing cabinets filled with text or 13.3 years of HD-TV video. Over the last several years, growth of electronic data storage requirements has been increasing annually at about 35%, roughly equivalent to 165,000 gigabytes. DAMS will initiate major business changes for data management of all data sources, such as, but not restricted to:

- Electronic forms that can be filled out online and automatically advanced based on predetermined workflows to reduce time, lost paperwork, and increased accuracy.
- A version and access controlled environment for all business units
- A repository to effectively data mine existing EPS records, audio, video, and images.
- Eliminating or reducing business processes related to storing of exhibits on DVDs or USB drives, thus streamlining digital media for Crown disclosure requirements.
- Integration between key EPS systems such as Gateway, EPROS, CAD, Cognos, and I2.

In 2016, EPS established business requirements, created a statement of work, and created an implementation plan. A Request for Proposal has been issued to software vendors and solution integrators to select a suitable solution. Capital funding will cease at the end of 2018.

Activities:

Q1:
- Review RFP submissions and select a software platform and integration partner.
- Prepare data and document procedures required for the proposed future state.
- Create a digital warehouse to host initial volumes of project data.

Q2:
- Proof of concept evaluation – software installation, configuration, and tests to ensure that the selected product and integrator are capable of meeting EPS business requirements.

Q3:
- Undergo contract negotiations and purchase software.
- Create and configure DAMS production environment.

Q4:
- Begin to configure production environment and import data staged in virtual warehouse.

Year to Date Status:

Off-target
Completion of Quarterly Activities

Q2 Reporting:

The Sierra team did a pre-load and test of all of the software in their "cloud" environment where they configured the software based on test scenarios supplied by the DAMS team. The software was then loaded into the EPS datacenter environment where the Sierra configurations will be uploaded to run the POC scenarios inside EPS. The cloud scenarios were demonstrated to the DAMS team and were successful. The scenarios will be demonstrated to the DAMS advisory committee and guests in Q3.

Next steps for Q3:
- Continue working with EPS Business units on initial business requirements.
- Configure initial mock ups of production requirements.
- Begin test integration with Gateway and EPROS and determine complexities and costs involved.
- Work with Sierra and IBM to understand their software licensing and the complexities of the various software components.
- Complete proof of concept (POC) demonstrations.
- Complete statement of work (SOW) that will detail the project deliverables, timelines and related costs to the end of 2018. SOW will be reviewed and approved by the DAMS committee. SOW will be presented to the EPS Information Technology Strategy Committee (ITSC) in October 2017.

Q1 Reporting:

The DAMS RFP scoring was completed and a consortium consisting of Sierra Consulting, Genus, and IBM scored the highest to become the "preferred proponent". This entitles the Sierra consortium to do a Proof of Concept project to demonstrate that their solution will meet all of the mandatory business requirements detailed in the RFP. On March 13th and 14th initial information sessions were held to introduce some of the capabilities of the proposed software platform to EPS business units. The purpose of these sessions was to give some context to the size and complexity of this project and the potential alignments with other strategic EPS technology initiative requests.

Information Management Approval Centre (IMAC) has changed procedures for media disclosure and the data is being stored in electronic format that will enable it to be "ingested" into the production environment when the time arrives. Digital media from Air One and CSIU is also ready to be "ingested" as well. Finally, data from the SCRIBE (major case files) project may also be stored in the DAMS system depending on Organizational decisions on a Major Case Management solution.

Design of the Proof of Concept server environment has been completed and staff from Information Technology Branch (ITB) is beginning to work on configuring it.

Next steps:

- Load and configure software for Proof of Concept Q2
- Configure test scenarios that will demonstrate functionality required by RFP mandatories Q2
- Test and evaluate results of Proof of Concept Q3
- Go / No Go decision made after POC evaluation Q3
    - Go - If successful Proof of Concept

- Begin negotiations with Sierra consortium (this was a Negotiated RFP) Q3
- Install Development, test, and production environments Q3 / Q4
- Begin configuring production environment Q3 / Q4
  o No Go – if unsuccessful Proof of Concept
    - Initiate Proof of Concept process with number two candidate from RFP process

11. Provincial Radio Network

The City of Edmonton (COE) radio system is at the end of product life and vendor support will no longer be available as of December 31, 2017. COE and EPS radio users will migrate to the Alberta First Responders Radio Communications System (AFRRCS) network service. This will include all COE business areas utilizing radios and consoles on the current radio system. Estimated aggregate capacity is 6,000 devices and over 500 talk groups. The migration will be coordinated with all business areas and an integrated approach will be used to transform each business area's radios and dispatch operations. Both EPS and Edmonton Fire Rescue Service (EFRS), as the first responders, will provide oversight for the CoE migration activities with the various business areas. The provincial radio network shall align to life critical requirements and ensure the safety of officers, and the safety and security of the public.

Primary risks to manage in 2017 are obtaining an acceptable agreement that aligns to the COE's requirements, ensuring AFRRCS operating services are stable, determining AFRRCS ability to perform the services and achieving the service levels as mutually agreed, and coordinating with interdependent business areas (e.g., Edmonton Transit Security).

Activities:

Q1:
- Finalize the CoE AFRRCS Access Agreement with the Justice and Solicitor General.
- Complete implementation of internal AFRRCS and transition environments.
- Complete submissions of extended coverage Request for Proposal.

Q2:
- Complete Phase I verifications of AFRRCS operation readiness.
- Coordinate EPS and AFRRCS approval to initiate migration.
- Pilot verification of radio programming for transition.

Q3:
- Update radio MOUs, policies, and standard operating procedures.
- Pilot small group of radio users.

Q4:
- Cutover dispatch for SE and HQ.
- Initiate extended coverage at all locations.
- Initiate Phase II radio migration.

Performance Measures:

Radio Migration Readiness – Implement CoE Radio Governance and prepare service environment to conform to AFRRCS policy. **Target:** 100% completion by end of Q2.

CoE/EPS Radio Migration to AFRRCS – Percent complete to migrate to AFRRCS. **Target:** 10% completion for EPS radios and appliances, and 40% of COE radios, by end of Q4.

Year to Date Status:

On-target
Completion of Quarterly Activities

Off-target
Migration to AFRRCS – 0% complete
(Target: 10% by end of Q4)

Off-target
Radio Migration Readiness – 70% complete
(Target: 100% by end of Q2)

Analysis:

Q2 Reporting:

Major Accomplishments:
- Fleet map and Talk group structure – move to maintenance mode.
- Operations processes in place to keep AFRRCS in synch with EDACS talk group changes and radio changes.
- AFRRCS UAS populated with EPS radios.
- Key Management Facility configured for EPS with shared service for City agencies.
- Air3 radio pilot established for implementation of the new Technisonic radios.
- AFRRCS dispatch configuration setup for SE Division.
- Audio Recorder vendor negotiation completed including design for short term recording for telephony.
- AFRRCS network failover testing completed.
- 4 of 8 City agencies have moved forward with migration activities to AFRRCS, with ETS dispatch completed.
- CAD interface for P25 system gateway vetted with approval to resolve operational issues.
- Interoperability with ALERT has been defined and integrated with shared talk groups.
- Extended Coverage NRFP released.
- CoE governance has assumed operations mode for City agencies.
- Radio licensing change requirements have been established with Industry Canada.

EPS Radio Migration AFRRCS Status:
- Although Air3 arrival was delayed to mid-August, preparations for initiating the pilot will continue to review support requirements, radio EDACS translation gateway tables and the initial implementation of crypto nets for ensuring secure communications on AFRRCS.
- The access control list for EPS devices is being developed and put in place as the final step of the internal network integration with the AFRRCS network.
- COE Procurement is finalizing an agreement with the Audio Recorder vendor and is focussing on implementation planning, support service levels, and acceptance plans.
- For a fall back plan, existing Transit Harris switches are being assessed for reuse at EPS with plans to relocate if feasible.
- The software maintenance program SUMS/FX for Harris consoles is under review as the appropriate tool for device patching / updating. Other alternatives for consideration are currently being developed with both AFRRCS and Harris.

- Triggers and Banner filter solutions have being identified by Hexagon to resolve integration concerns with the P25 CAD gateway of which should be available for testing in late August.
- The KMF is being setup for EFRS access to enable encryption of EFRS talk groups. Operation support activities are currently being developed for administration requirements and services requests.
- Project resources have been added to assist and ensure City agencies agencies are moved off of EDACS by end of 2018 to enable shutdown.
- Radio Migration Readiness is now targeting end of Q4 for completion.

Q1 Reporting:

Major Accomplishments:

- Established internal AFRRCS network and access via SuperNet and EPS production ready environments.
- Implemented consoles, CAD gateway and Key Management Facility for encryption.
- Implemented City Governance and agency model. City is now comprised of 8 agencies.
- The Audio Recorder RFP evaluation completed with a preferred proponent identified.
- Acceptance test of production ready and transition environment complete.
- New talk group structure configured in AFRRCS Unified Administration System (UAS).
- City access agreement with JSG signed off and onetime payment completed.

EPS Radio Migration to AFRRCS Status:

- Governance group formed and continue to administer the transition of Public Safety Public Service Radio System (PSPSRS) and alignment to the new AFRRCS agreement.
- Phase 1 pre-migration verification activities initiated starting with coverage. Steps are being taken to independently perform coverage testing to establish the City baseline for AFRRCS on-going support.
- Fleet map and talk group structure have been setup on UAS so that configuration of the transition gateway translation tables can be built to support communications between EDACS (current radio system) and AFRRCS.
- The Key Management Facility (KMF) is being configured for crypto nets to verify exposure in support of other agencies using EPS shared talk groups Also, testing is being conducted to verify AFRRCS multi-KMF environment for sharing EPS's KMF for other agency crypto nets.
- With Air3 plan to be in service in July and only coming equipped with radio that will function on AFRRCS, consideration are being made to configure the EPS's transition environment in support of pilot.
- Harris and Intergraph have been engaged to develop a work around for handling the banner filter when patching response talk groups together so dispatch would have the same functionality used today.
- Extended coverage RFP is being prepared by Procurement for release.

12. Proactive Recruiting & Mentoring

The EPS, like many other police services across Canada, faces ongoing challenges in growing its police service to sufficiently match a growing population and to meet the associated policing demand. To increase the number of sworn member employee applications submitted to the EPS, as well as increase the number of people hired from underrepresented communities, EPS's Recruit Selection Unit will be implementing two targeted recruiting programs in 2017:

Applicant Mentorship Program – EPS recruiters will select two interested applicants per upcoming recruit class (one female and one minority) to be mentored through the application process to better assist their hiring prospects. 30 applicants will be mentored in total in 2017.

Post-Secondary Institutions – All EPS recruiters will be assigned to an Edmonton based post-secondary institution in order to increase sworn member applications from post-secondary students and graduates.

Activities:

Q1:
- Finalize mentoring strategy for applicants who are part of the Applicant Mentorship Program.
- Complete an EPS recruitment event at every post-secondary institution.

Q2:
- Recruiters begin to mentor their selected applicants for selection into the next recruit class.
- Recruiters hold campus recruitment events.

Q3:
- Recruiters continue mentoring selected applicants for selection into the next recruit class.
- Complete recruitment on-campus plan for students who started in September or January.

Q4:
- Recruiters continue mentorship of their selected applicants into final recruit class of 2017.
- Recruiters hold on campus recruitment events.

Performance Measures:

Recruit Mentorships – the percentage of mentorship program sworn applicants who have completed their application package (stage 1 of 8). Mentored applicants will continue to be mentored as they progress through EPS's 8 application stages. **Target:** 50% or more.

On campus events – the number of recruiting events EPS recruiters complete at Edmonton post-secondary institutions. Institutions include the University of Alberta, MacEwan University, NAIT, Norquest College, Concordia University, and King's University. **Target:** 25% increase from 2016 levels.

Year to Date Status:

On-target
Completion of Quarterly Activities

Off-target
Recruit Mentorships
26% mentorships with completed applications
(Target: 50% or more)

On-target
On Campus Events
22 events occurred
(214% increase from 2016 levels)

Analysis:

Recruit Mentorships – In addition to mentoring their selected applicant from last quarter, recruiters have also selected additional applicants. The number of mentored applicants has grown from 19 in Q1 to 27 in Q2. The demographics of the participants are:

	Gender		Minority		Submitted Application	
	Male	**Female**	**Yes**	**No**	**Yes**	**No**
Applicants	33%	67%	63%	37%	26%	74%

Currently 4 recruiters are working with 27 people with 7 of those participants having been successfully mentored to submit an application. During the first 6 months of the program, recruiters have noted that participants may take 6 months or more to be ready to submit their application. As it is only half way through the year and recruiters are currently mentoring 27 people, it is believed RSU will meet or exceed the target goal of mentoring 30 people this calendar year.

On campus events – As post-secondary courses end in mid-April, the number of on-campus events recruiters can attend is greatly reduced. An event was conducted mid-April at NAIT however no additional events could be conducted on any campuses in May and June due to class being out. Although no additional events were held in Q2, recruiters are already planning events for the fall school semester with events booked at the University of Alberta, Kings University, and MacEwan University.

	# of Events – Q1-Q2 2017	# of Events - Q1-Q2 2016	% Change
University of Alberta	2	1	+ 100%
MacEwan University	16	3	+ 433%
NAIT	2	2	0%
Norquest College	0	0	0%
Concordia University	1	1	0%
Kings University	1	0	+100%
Total	22	7	+214%