2018

ANNUAL POLICING PLAN

Q2 REPORTING

EDMONTON POLICE COMMISSION

EDMONTON POLICE SERVICE

Performance Measures

Strategic Initiatives

Reduced Crime & Victimization

Crime in Edmonton

### 1. Crime Severity Index

ABOUT THIS MEASURE

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

TARGET: Monitoring only.

RESULT

YTD (Jan-June), Edmonton's CSI **increased 2.3%** compared to the same period in 2017[1].

EPS Crime Severity Index
indexed points, in-house calculations
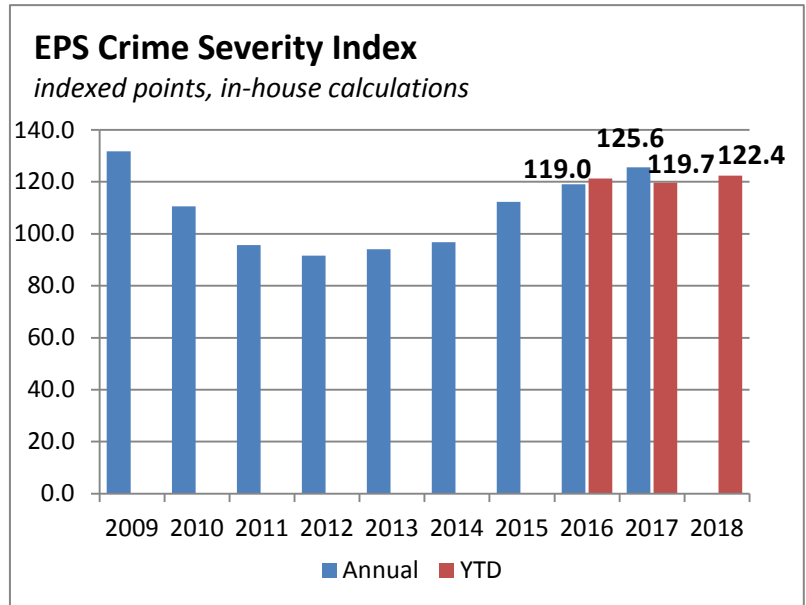
2. Violent Crime Rate

ABOUT THIS MEASURE

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

TARGET: Monitoring only.

RESULT

YTD, Edmonton's Violent Crime Rate stood at 12.8 victimizations per 1,000 population, an **increase of 1.9%** compared to the same period in 2017[2].

The Violent Crime Rate is made up of 5 categories, which experienced the following change in the *number* of victimizations YTD 2017-2018:

- Robbery: up 14.0%
- Sexual Assault: up 8.9%

Violent Crime Rate in Edmonton
violent crime victims per 1,000 population

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

- Assault: up 4.2%
- Violence 'Other': down 1.2%
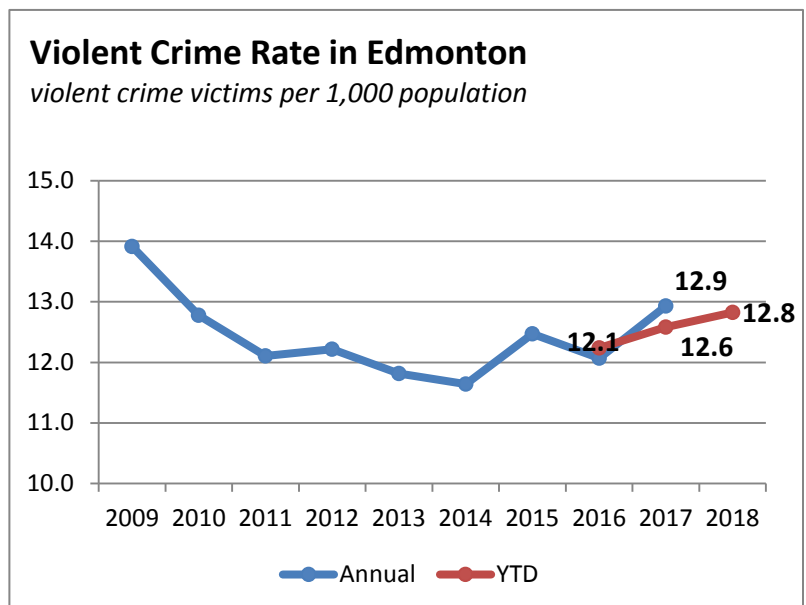- Homicide: down 40.7% (from 27 incidents to 16)

3. Property Crime Rate

ABOUT THIS MEASURE

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

TARGET: Monitoring only.

RESULT

YTD, Edmonton's Property Crime Rate stood at 52 incidents per 1,000 population, a **decrease of 0.8%** compared to the same period in 2017[3].

The Property Crime Rate is made up of 5 categories, which experienced the following change in the *number* of incidents YTD 2017-2018:

- Break & Enter: up 15.9%
- Theft over $5,000: up 12.7%
- Other Property Crime: up 2.3%
- Theft of Vehicle: down 2.8%
- Theft From Vehicle: down 9.2%

Property Crime Rate in Edmonton
property incidents per 1,000 population
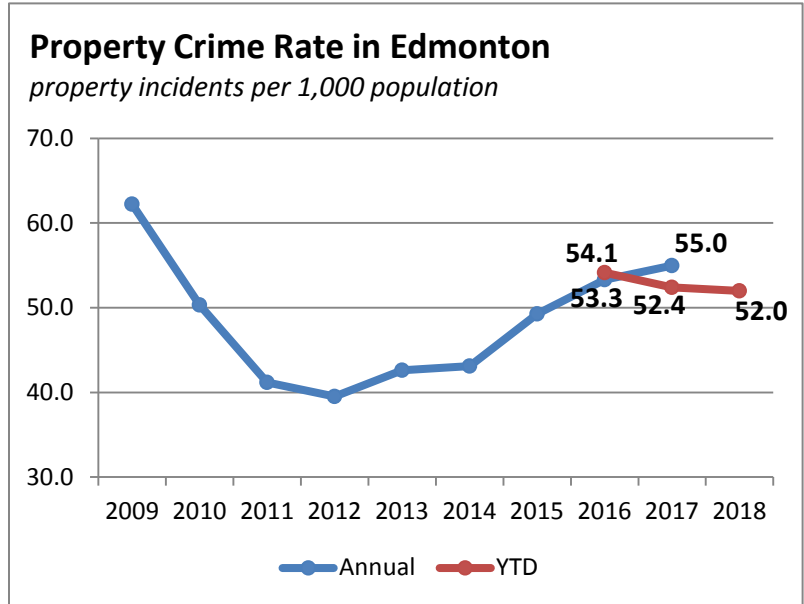
4. Social Disorder

ABOUT THIS MEASURE

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

TARGET: Monitoring only.

RESULT

YTD, social disorder occurrences **decreased 1.0%** compared to the same period in 2017.
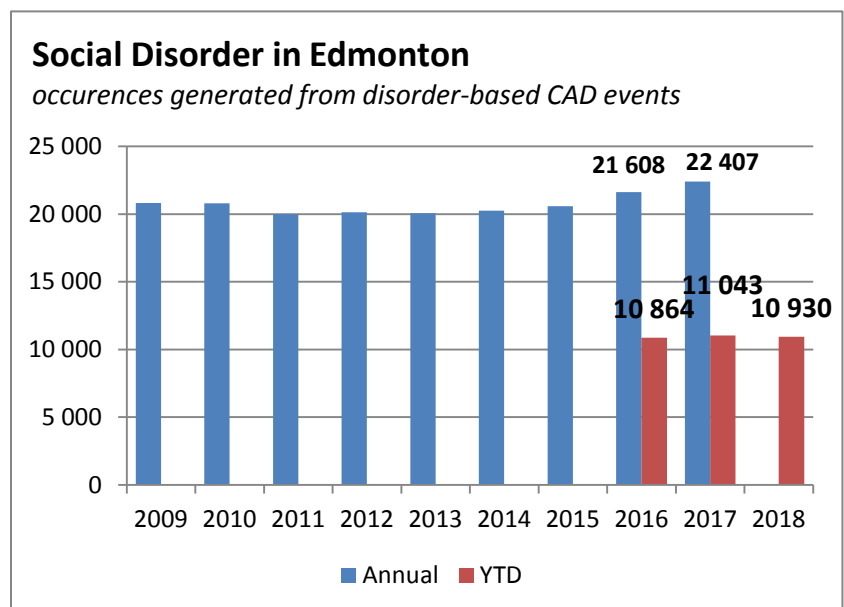
Social Disorder in Edmonton
occurences generated from disorder-based CAD events

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

5. Firearms Seized

ABOUT THIS MEASURE

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

TARGET: Monitoring only.

RESULT

YTD, EPS seized **794** firearms. On an annual basis, this would equate to 1,588, which would be slightly above 2017 levels of 1,573. While levels are still high, they have moderated somewhat from the peak experienced in 2015 at 1,879 firearms[4].

EPS Firearm Seizures
number of firearms
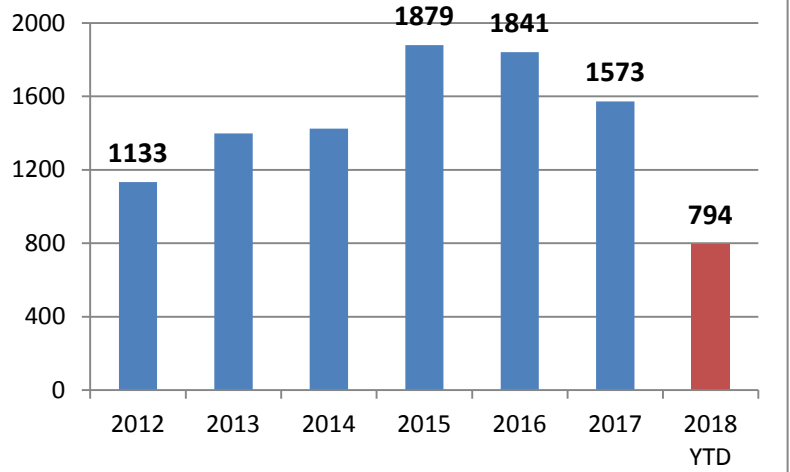
Traffic Safety & Enforcement

6. Major Injury Collisions

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

YTD, Major Injuries Collisions **decreased 7.3%** compared to the same period in 2017.

Major Injuries from Collisions
persons injured requiring hospitalization

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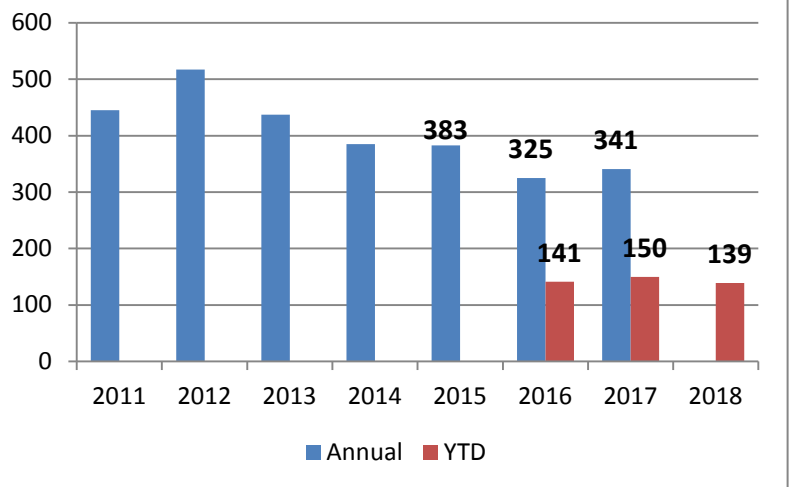
[4] Source: EPS Property Exhibit Unit.

7. Traffic Fatalities

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

YTD, four (4) traffic fatalities took place on Edmonton roads, compared to 10 in the same period in 2017. This marks 60% reduction, but should be couched in the fact that traffic fatalities can vary significantly quarter by quarter, and impacted greatly if the fatal traffic accident involved individual drivers or had a full vehicle of occupants.

Traffic Fatalities in Edmonton
persons
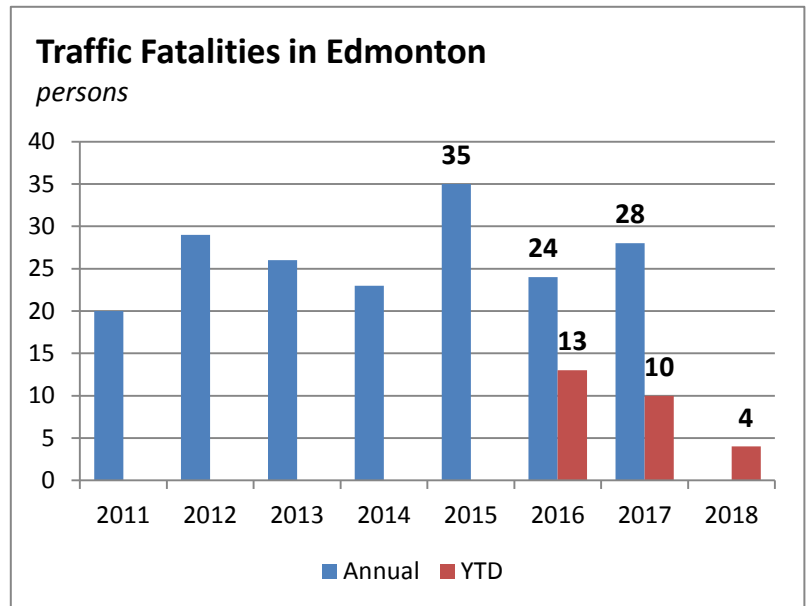
Investigative Excellence

8. Weighted Clearance Rate

ABOUT THIS MEASURE

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

TARGET: 43% or higher.

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

Weighted Clearance Rate
% of weighted criminal incidents cleared
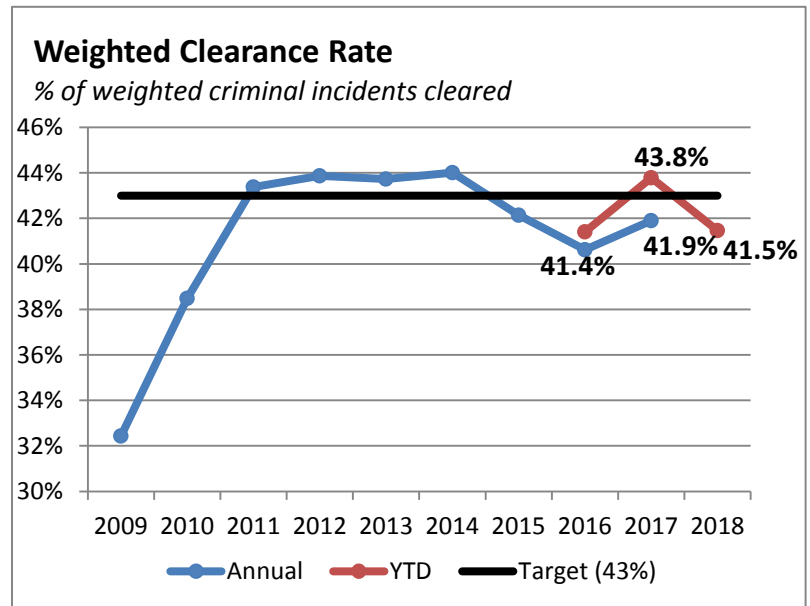
YTD, EPS's Weighted Clearance Rate stood was **41.5%**[5], a decrease from the 43.8% experienced in the same period in 2017, and marginally below our annual target.

9. Persons with Criminal Warrants

ABOUT THIS MEASURE

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

TARGET: 7,713 or less (a reduction from 2017 year-end levels).

RESULT – on target
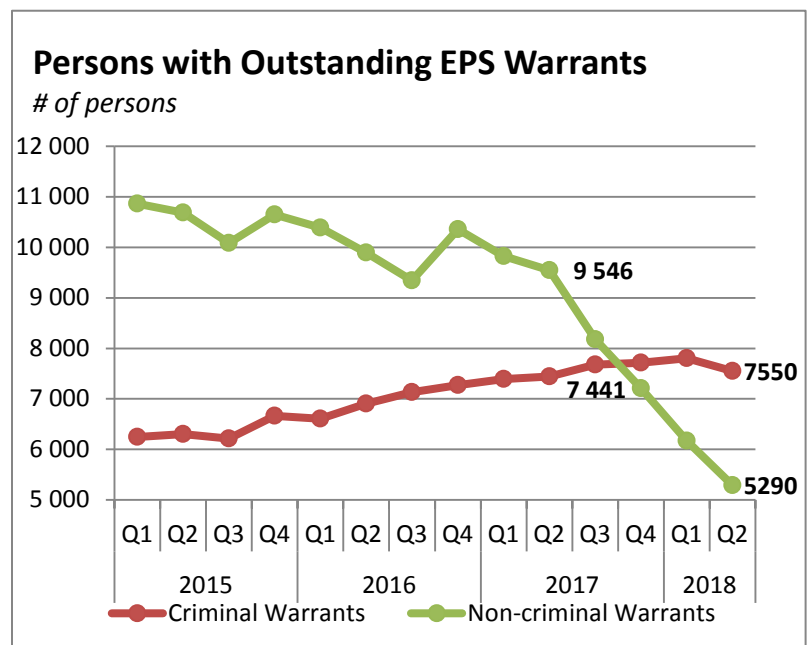
At the end of Q2, EPS held criminal warrants for **7,550 persons** that have yet to be apprehended, marking a 2.1% reduction from 2017 year-end levels[6]. However, persons with outstanding criminal warrants are still up 21% since early 2015. While EPS has taken significant steps to better manage warrants with its new Offender Management system, EPS has had to contend with

Persons with Outstanding EPS Warrants
# of persons

a substantial rise in crime that began in 2015 and has stayed elevated since. Rising crime naturally translates in an increased intake of warrants that EPS then needs to execute upon.

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[5] Source: Cognos CSR-02 Crime Severity Index
[6] Source: CPIC Ottawa data, and EPS CPIC Warrant Unit.

A very different trend has occurred when it comes to persons with provincial (non-criminal) warrants. Since Q1 2017, levels have fallen by 51.3%. The key driver of this result arose from Bill 9 - An Act to Modernize Enforcement of Provincial Offences. Coming into effect May 2017, this bill ended the practice of issuing provincial warrants for unpaid bylaw or provincial fines for amounts of $1,000 or less (e.g., transit fare fines or not shovelling a sidewalk). Bill 9 is not retroactive for provincial warrants issued prior to May 2017. As provincial warrants generally expire automatically after two years, it's that provincial warrants will diminish until May 2019, when the remainder of these pre-Bill 9 provincial warrants reach an age of two years.

10. Execution of Criminal Warrants

ABOUT THIS MEASURE

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

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

RESULT - on target

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

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

Execution and Intake of Criminal Warrants
number of criminal warrants

In Q2 2018, EPS **executed 9,177 criminal warrants**[7], marking a 24.0% rise compared to the same period in 2017. However, the intake of criminal warrants rose by a similar, but slightly lower margin, at 22.9%.

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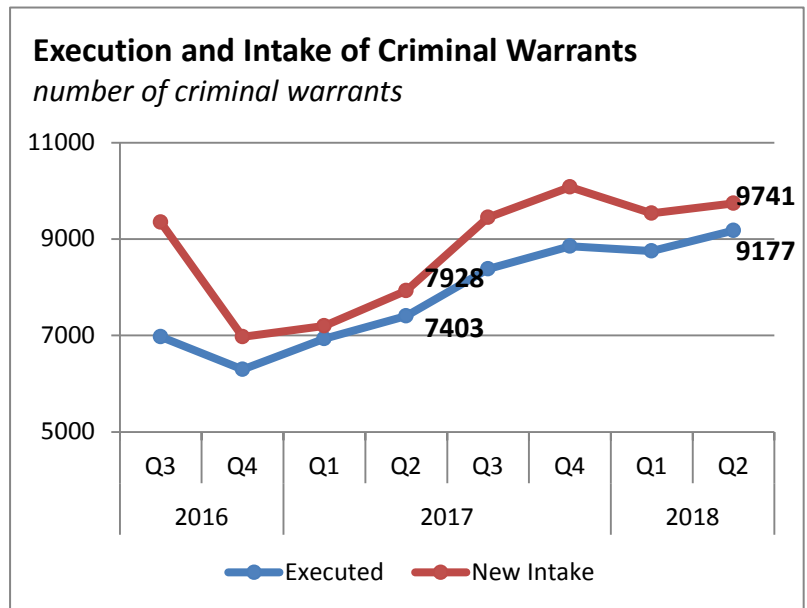
[7] Source: EPS CPIC Warrant Unit.

Increased Efficiency & Effectiveness

Patrol Performance

11. Response Time Performance

ABOUT THIS MEASURE

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

TARGET: 80% of the time or more.

RESULT – off target

YTD, Priority 1 Response Time Performance was **72.5%**[8], marking a 0.8% point improvement from the period in 2017.

P1 Response Time Performance
% of P1 police responses within 7 minutes
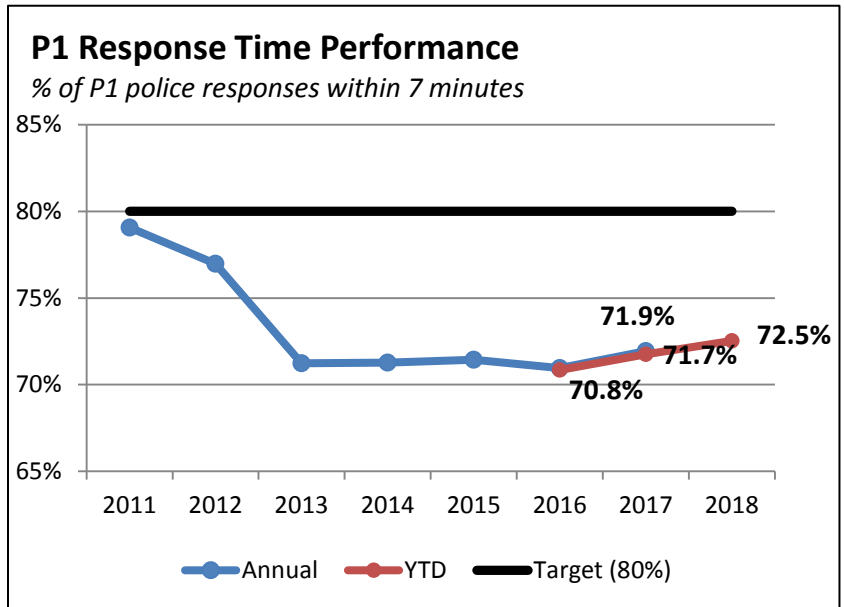
Additionally, EPS evaluates its performance against less urgent police calls, classified as priorities 2, 3, 4, and 5. Each of these additional priority levels have an associated timed target, ranging from 12 to 180 minutes. EPS targets that these respective timed targets are met 80% of the time.

P2-P5 Response Time Performance
% of P2-P5 responses meeting their respective time target

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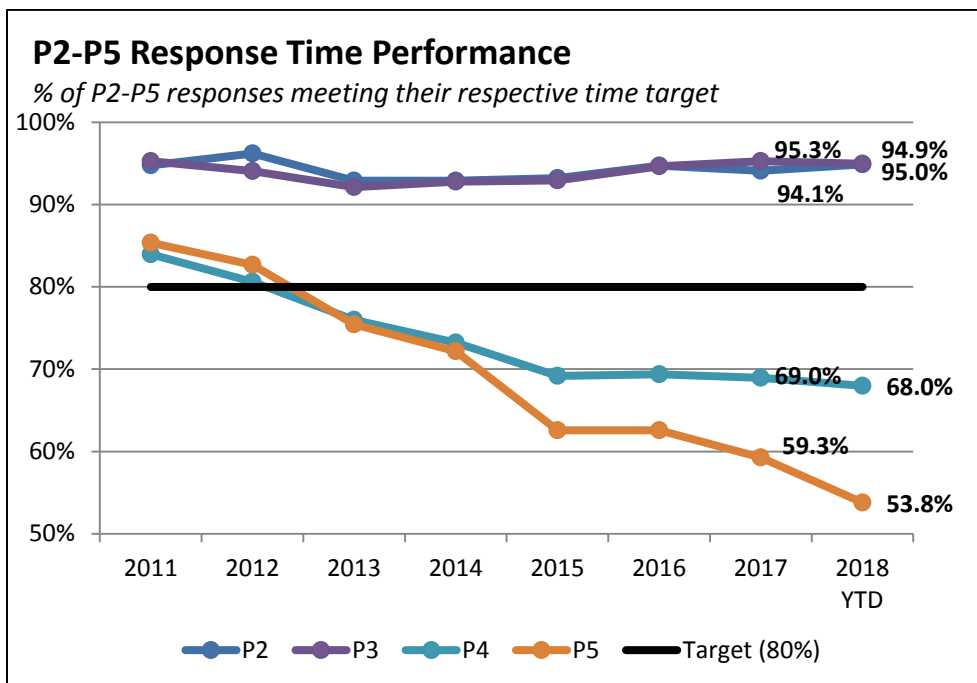
[8] Source: Cognos PMR 9Q.

12. Proactive Time

ABOUT THIS MEASURE

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

TARGET

25% or greater.

RESULT – off target

YTD, Proactive Patrol Time was 11.6%[9], a level that has been largely unchanged since 2015.

Proactive Patrol Time
% of patrol time spent in proactive tasks
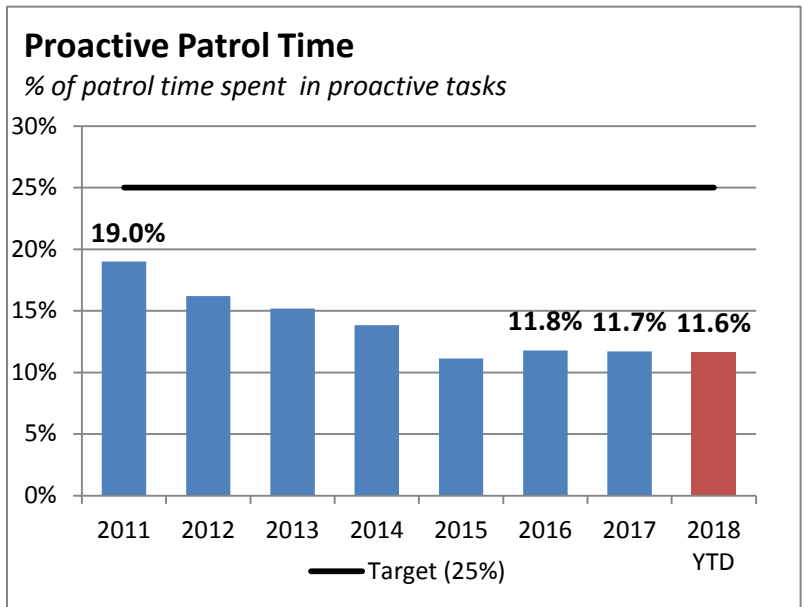
13. Mental Health Hospital Wait Time

ABOUT THIS MEASURE

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

TARGET

80% or more.

RESULT – off target

Since mid-2016, EPS and Alberta Health Services have used a new Transfer of Care communications protocol to more efficiently transfer mental health patients at Edmonton hospitals.

Form 10 Hospital Wait Time
% of form 10's with wait times of 90 minutes or less
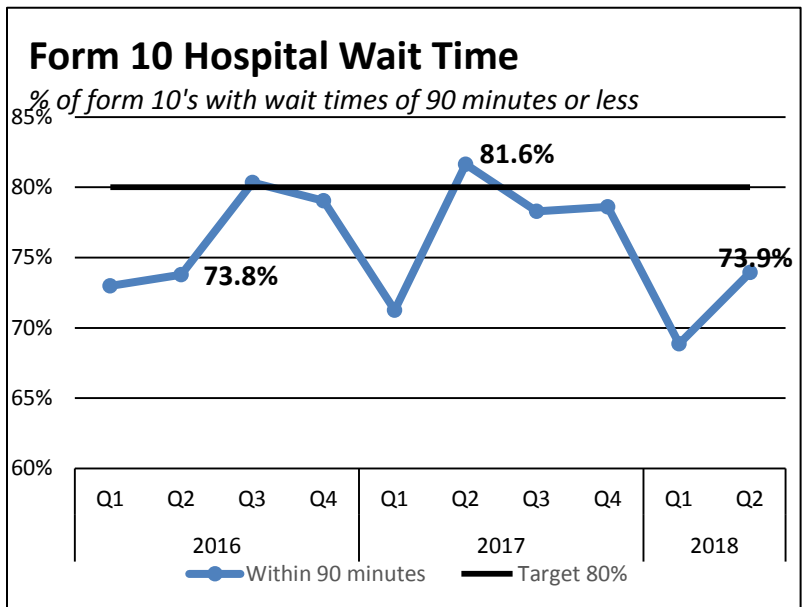
In Q2 2018, **73.9%** of EPS hospital mental health apprehensions had wait times at hospital of 90 minutes or less[10].

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

14. Mental Health Hospital Visits

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

YTD, Mental Health Hospital Visits dropped **0.7%** compared to the same period in 2017. From 2016-2017, these events fell 7.1%[11].

Form 10 Hospital Events
Number
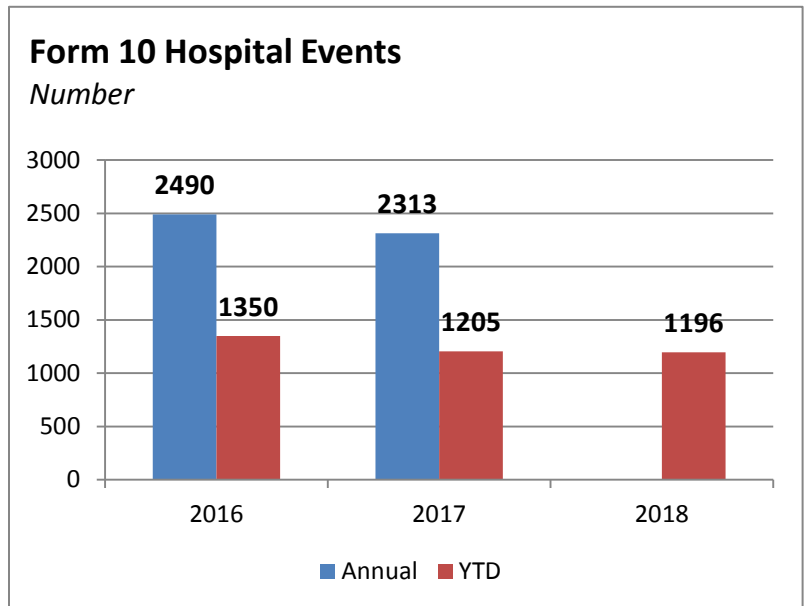
15. Mental Health Pre-Consulting

ABOUT THIS MEASURE

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

TARGET

70% or more.

RESULT

In Q2 2018, **63.5%** of EPS Form 10 hospital events involved pre-consulting[12].

Form 10 Pre-Consulting
% of form 10 hospital events involving a pre-consult

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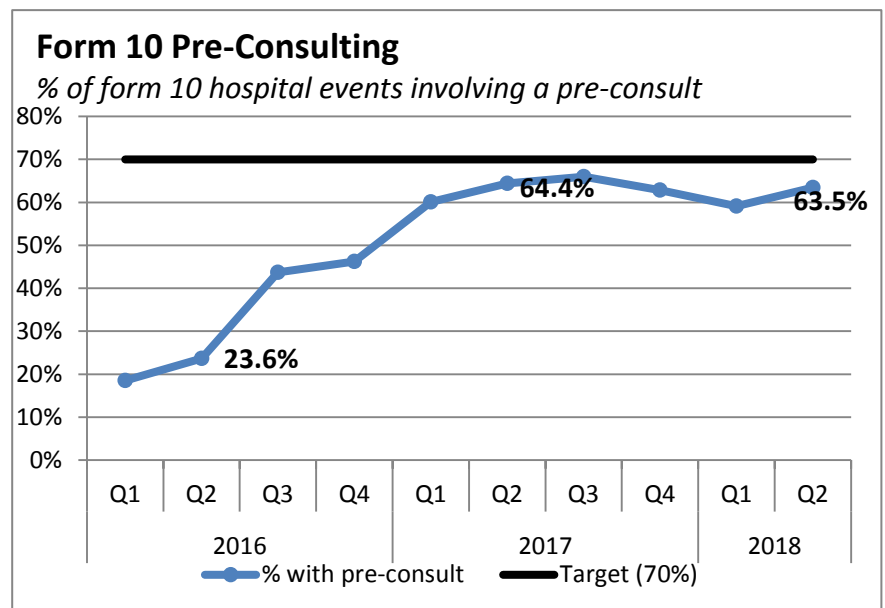
[11] Source: Alberta Health Services.
[12] Source: Alberta Health Services.

911 Police Communications Performance

16. 911 Operator Answer Performance

ABOUT THIS MEASURE

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

TARGET

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

RESULT – on target

911 Operator Answer Performance
% of 911 calls answered within set times

On June 12, 2018, the provincial government proclaimed new province-wide 911 call standards[13]. The EPS was heavily engaged with developing these standards over the last couple years, including the metric here. In Q2 2018, 911 calls were answered within 15 seconds **99.3%** of the time (equating to 7 out of 1000 calls exceeding 15 seconds)[14]. EPS easily succeeds in meeting this provincial standard, and would do so as well if the standard was more aggressive at 10 seconds or less.

For calls answered within 5 seconds, performance saw an abrupt drop beginning in May 2016. This was due to a change in operational policy where 911 Operators must manually answer their call. This has added a slight delay in answering calls, but eliminates any risk that a call is given to a 911 Operators phone-line while they are away from their desk.
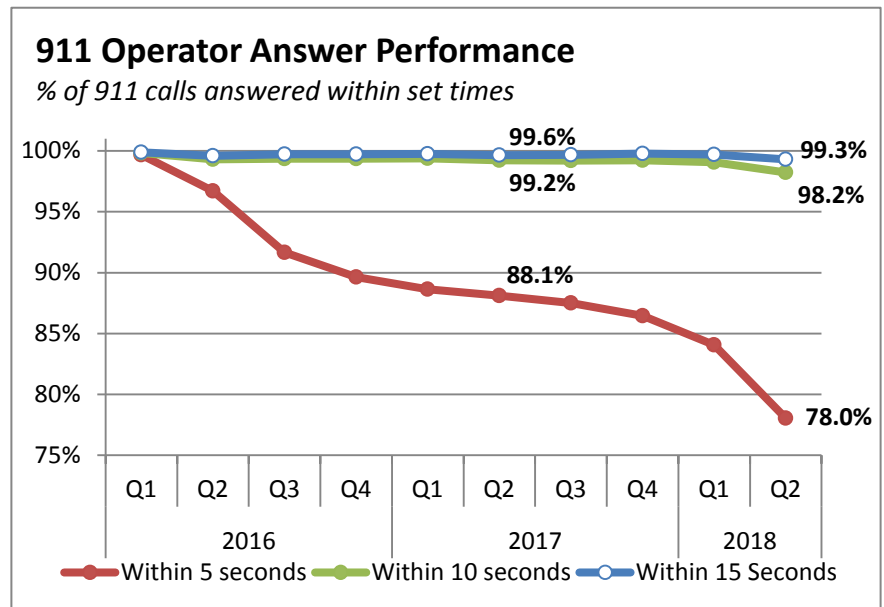
17. 911 Call Assessment Performance

ABOUT THIS MEASURE

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

TARGET

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

RESULT – off target

911 Call Assessment Performance
% of 911 calls assessed/transferred within set times

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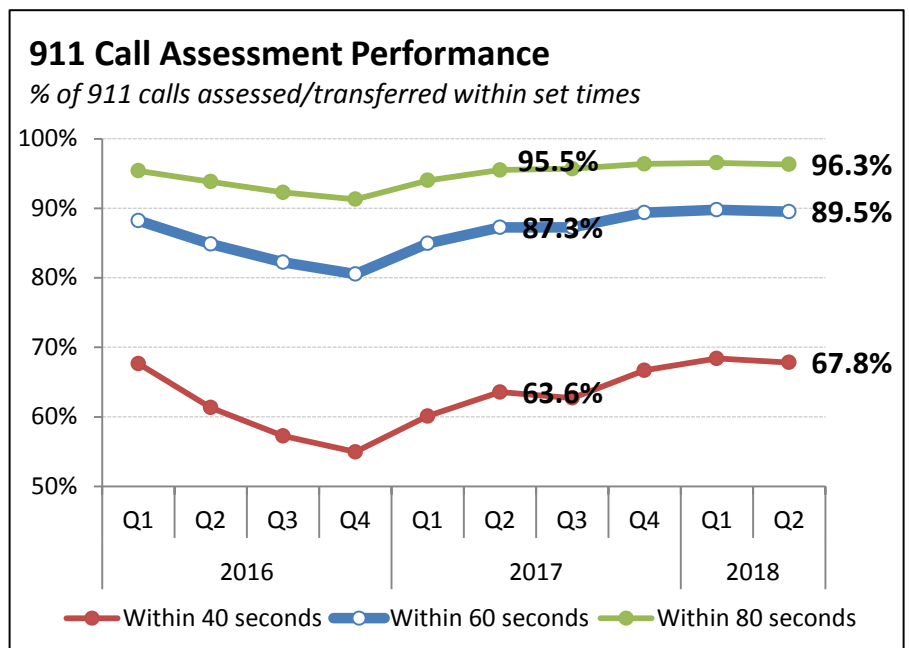
[13] http://www.aema.alberta.ca/911 ; http://www.aema.alberta.ca/documents/911-standards-aug-2018.pdf
[14] Source: 911 Communications Genesis system.

On June 12, 2018, the provincial government proclaimed new province-wide 911 call standards. The EPS was heavily engaged with developing these standards over the last couple years, including the metric here.

In Q2 2018, 911 calls were assessed and transferred within 60 seconds **89.5%** of the time, marking a 4.2% point increase from the same period last year. The associated graph also shows performance when set against different measurement standards, such as calls being assessed and transferring within 40 seconds or 80 seconds.

Although the target for this measure is not currently being met, it's arguable that the current measuring methodology is stricter than the intention of the new provincial standards, which is to only cover calls where the 911 operator is not doing call evaluation on the call. Current calculations make no effort to exclude call types that could be considered to be doing call evaluation. The new provincial standards provide a 12-month period (until June 2019) for each Alberta 911 call centre to finalize a defensible measuring methodology for this metric and others in the standards. It's expected that this measure will face revisions over the next 12 months.

18. 911 Call Evaluator ASA

ABOUT THIS MEASURE

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

TARGET

10 seconds or less.

RESULT – on target

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

911 Evaluator Answer Time
average time (seconds) for Police Evaluators to answer 911 transferred calls
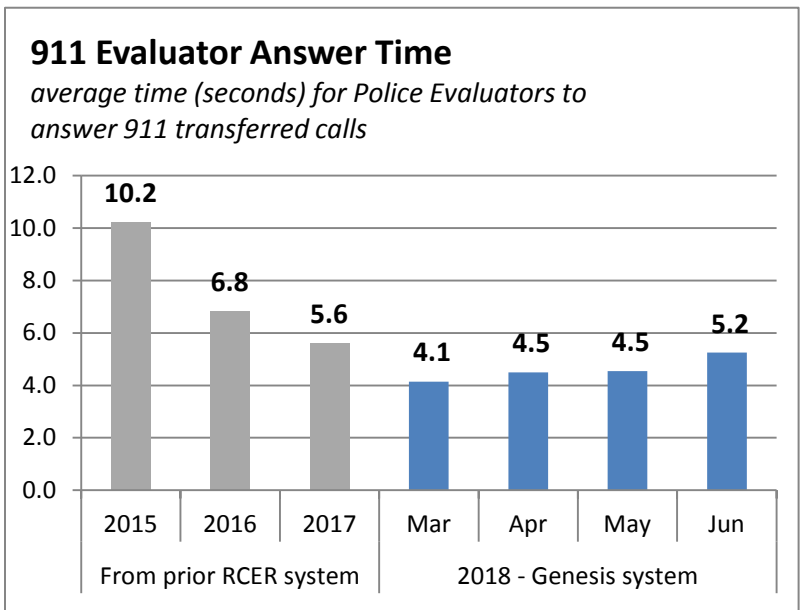
From prior RCER system			2018 - Genesis system			
2015	2016	2017	Mar	Apr	May	Jun
10.2	6.8	5.6	4.1	4.5	4.5	5.2

19. Non-Emergency Call ASA

ABOUT THIS MEASURE

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

TARGET

50 seconds or less.

RESULT – on target

YTD, Non-emergency Call ASA was **46.9 seconds**[15], marking a significant rise from the 35.6 seconds in the same period last year, but still marginally below the EPS target of less than 50 seconds.

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

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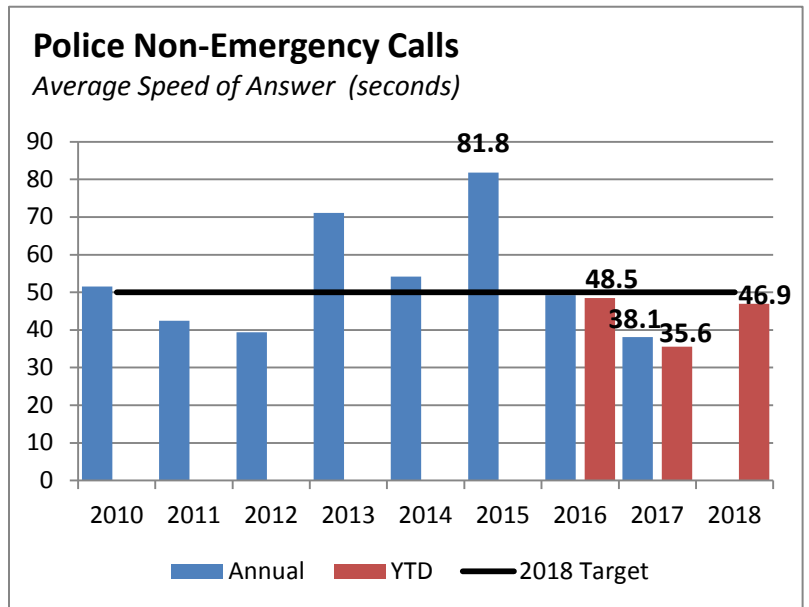
[15] Source: 911 Communications Perimeter system.

Commitment to Professionalism

Recruitment

20. EPS Applicants

ABOUT THIS MEASURE

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

TARGET

575 or more (based on 115 planned hires for 2018, and 5 applicants per hire)[16].

RESULT – on target

YTD, EPS received 331 sworn-member applications. On an annual basis this equates to 662, which is positioning EPS to meet the annual target of 575 applicants.

EPS Sworn Applicants
number of stage 1 applications received
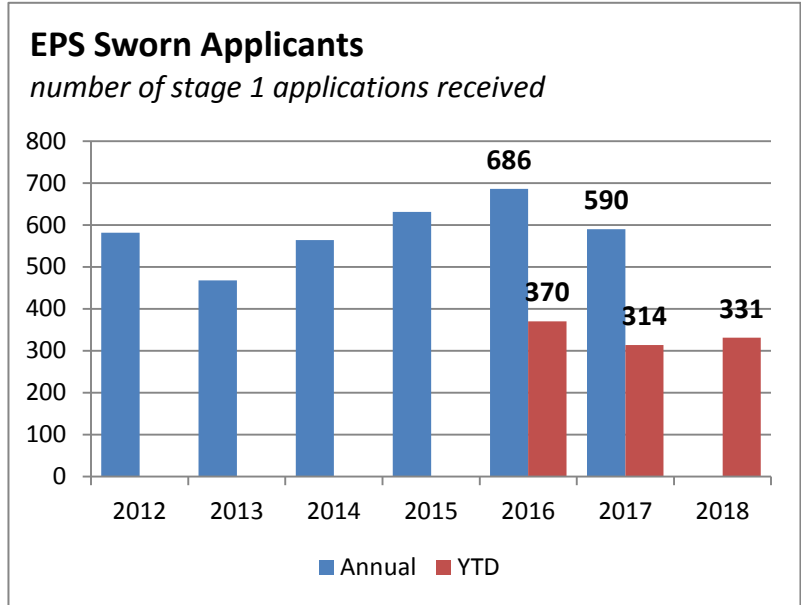
21. Female Applicants

ABOUT THIS MEASURE

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

TARGET

20% or more.

RESULT – on target

YTD, 21.5% of sworn-member applications were completed by women, surpassing our annual target and marking a marginal improvement from 2017 levels.

EPS Sworn Female Applicants
% of stage 1 applications from females

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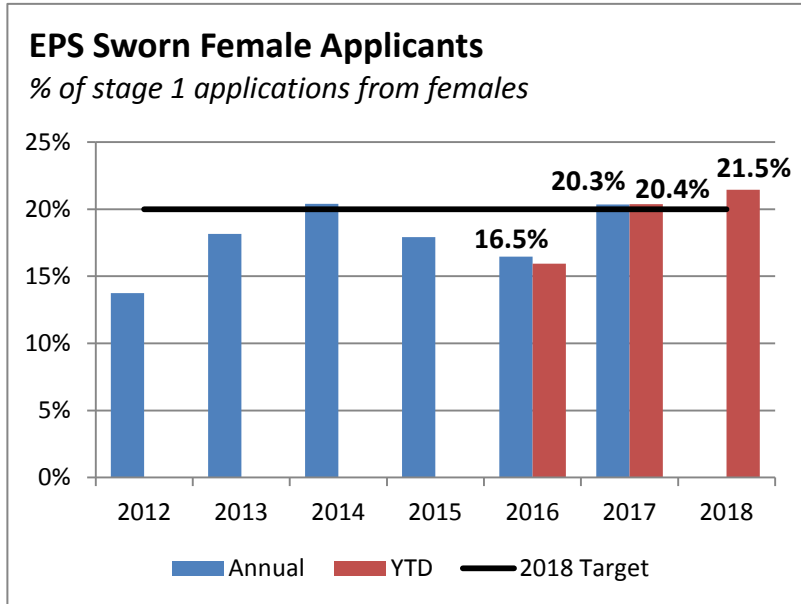
[16] The approved 2018 APP originally set the target at 425, in line with EPS's plan to hire 85 recruits for the year. Hiring needs have since changed due to developments with annexation and the legalization of cannabis, with new planned hiring for 115 recruits. The target above for sworn applicants has been adjusted accordingly.

22. Female Hires

ABOUT THIS MEASURE

Measures the percentage of new sworn hires that are female.

TARGET

25% or more.

RESULT - on target

So far this year, EPS has initiated Recruit Training Class #143. Of the 31 hires, **25.8% were female** (8 female and 23 male). Two additional recruit training classes, and an Experienced Officer Program class, will occur during the second half of 2018.

Female Sworn Hires
% of sworn hires that are female
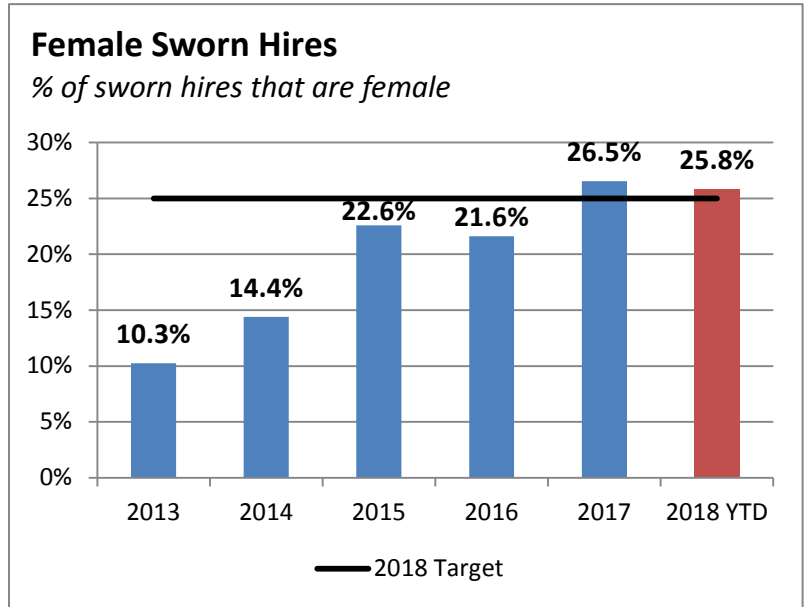
As of 2017, 18.9% of EPS sworn members were female. Striving to maintain our proportion of female hires at 25% will gradually bring us towards the national policing average of 21% female officers.

23. Hires from Underrepresented Ethnic Communities

ABOUT THIS MEASURE

Measures the percentage of sworn hires from underrepresented ethnic communities. This is based on those who voluntarily identify as Aboriginal or as a visible minority, as part of information collected during the 1st day of Recruit Training Class.

TARGET

20% or more.

RESULT - near target (within 5% points from target)

So far this year, EPS has initiated Recruit Training Class #143. Of the 31 hires, **16.1%** identified themselves as Aboriginal or as a visible minority (5).

Hires from Underrepresented Ethnicities
% of sworn hires identifying as aboriginal or visible minority
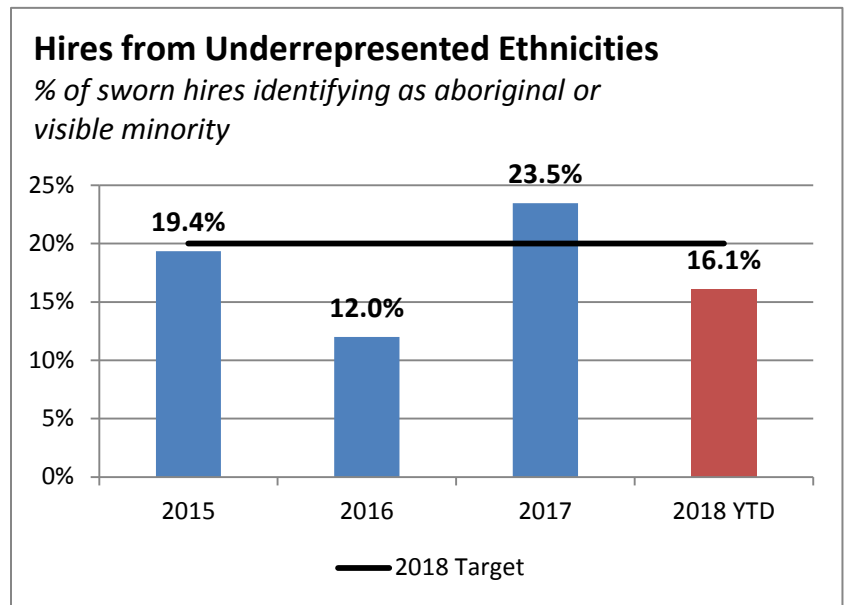
Looking at the EPS as a whole, our 2017 EPS Pulse Check Employee Engagement Survey found 11.8% of sworn members respondents identifying themselves as aboriginal or as a visible minority.

24. Sworn Overtime

ABOUT THIS MEASURE

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

TARGET

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

RESULT – on target

YTD, EPS incurred 38,470 overtime hours for sworn members, a **14.6% decrease** from the same period in 2017. If reductions so far this year were to continue throughout 2018, year-end overtime can be expected to be around 79,127 hours, moderately below our annual target.

Overtime for Sworn Staff
Hours of paid overtime
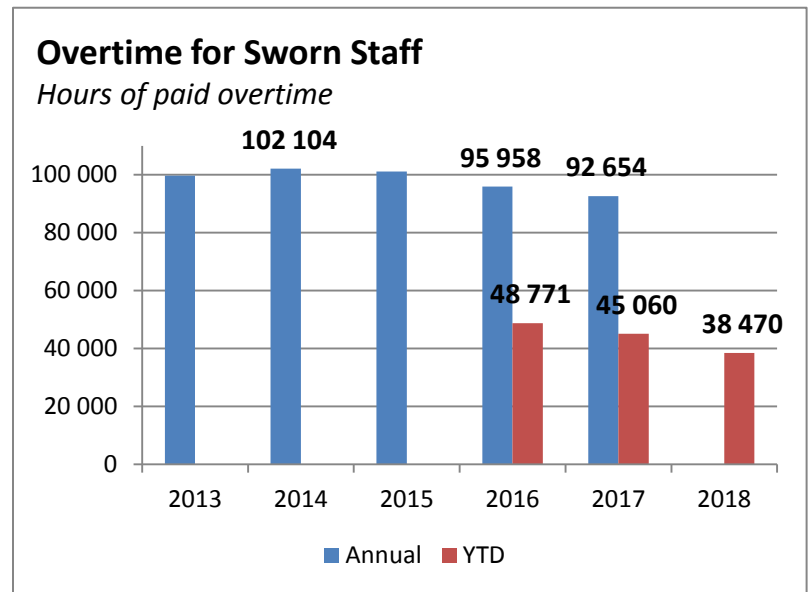
There are several EPS initiatives and city-events which have driven overtime expenses (both for sworn members and civilians) over the last several years:

- In 2015, overtime was impacted by the Fort McMurray wildfires, with the temporary displacement of its residents to Edmonton (expenses were recovered from the provincial government). Additionally, a major joint project between Homicide Investigators and the RCMP resulted in substantial overtime.
- Based on the Chief's directive, the 2016 total overtime budget was reduced by 5%. Financial analysis informed the targeting of budget cuts to EPS areas where reductions would have the least operational impact, and where better workforce planning and shift scheduling could be used to mitigate the need for overtime.
- For 2017, overtime budgets were kept frozen, despite Collective Agreement wage settlement increases. Additionally, two rounds of NHL Oilers playoffs resulted in close to a million dollars in overtime.
- Much of the 2017-2018 reduction in overtime is a result of the Oilers not making the 2018 playoffs. The EPS anticipates about $600,000 in overtime expenses for each playoff round.

25. Civilian Overtime

ABOUT THIS MEASURE

Measures the total overtime hours worked by civilian members.

TARGET

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

RESULT – near target (within risk tolerance of 14,925 annual hours)

YTD, EPS incurred 5,835 overtime hours for civilian members, marking a **10.2% decrease** from the same period in 2017. If reductions so far this year were to continue throughout 2018, year-end

Overtime for Civilian Staff
Hours of paid overtime
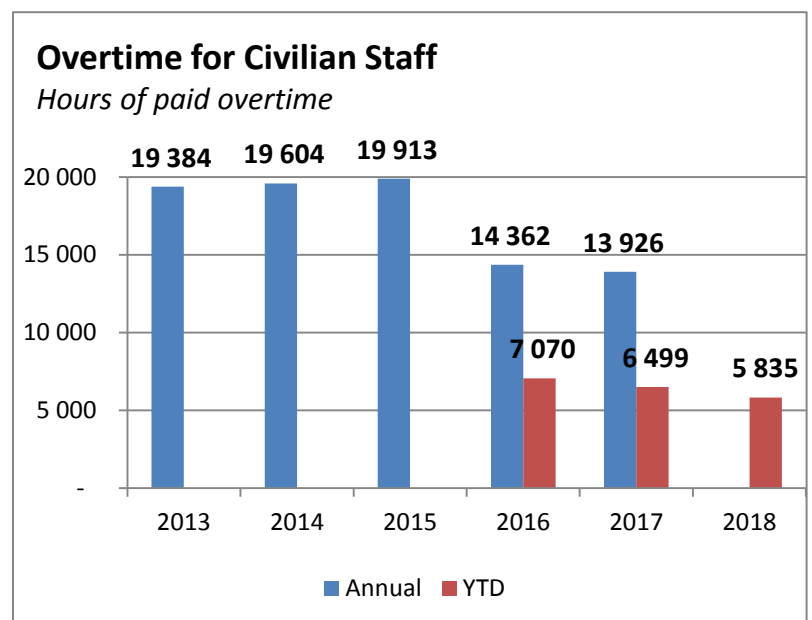
overtime can be expected to be around 12,506 hours.

Civilian overtime has also experienced a decrease of 30% from 2015-2017, despite an 18.3% increase in civilian staffing levels during this same period[17].

26. Sworn Sick Rate

ABOUT THIS MEASURE

The average hours per year that sworn staff are absent from scheduled shifts due to medical reasons. Data here excludes sick time generated by those classified under Position Management.

TARGET

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

RESULT – on target

Based on data to the end of June, sworn members are on course to incur **50.6 hours** of paid sick time for 2018. This marks an 8.1% increase from the same period in 2017, but is still within established targeted levels.

Sworn Abseentism Rate
sick hours paid out per sworn member

	Annual	YTD
2016	43.7	41.3
2017	45.1	46.8
2018		50.6

As sworn members work more paid hours than civilian staff (40-hr weekly averages, compared to 33.75, 36.9, or 40-hr weeks for civilians), all other things being equal, sworn members should generate more paid sick hours. Nonetheless, in 2017, the Sworn Sick Rate was 17.8% lower than for civilian staff.
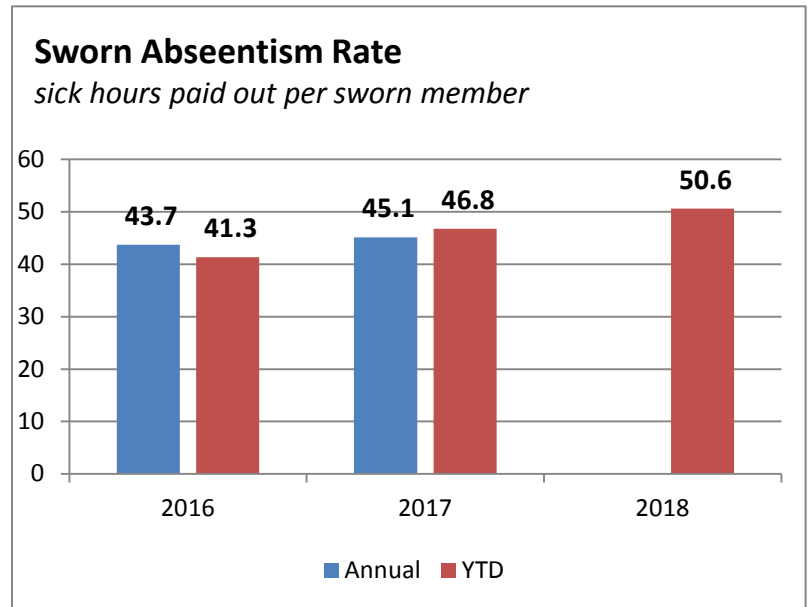
27. Civlian Sick Rate

ABOUT THIS MEASURE

The average hours per year civilian staff are absent from scheduled shifts due to medical reasons. Data here excludes sick time generated by those classified under Position Management.

TARGET

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

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

Based on data to the end of June, civilian members are on course to incur **54.8 hours** of paid sick time for 2018. These levels have seen very little change since 2016.

Civilian Abseentism Rate
sick hours paid out per employee

	Annual	YTD
2016	54.9	56.5
2017	54.9	55.0
2018		54.8

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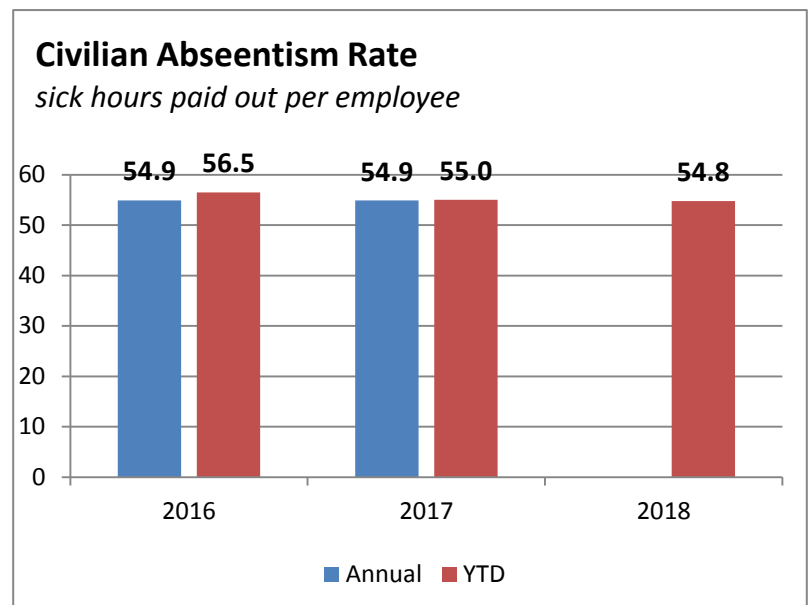
[17] Source: Statistics Canada CANSIM table 254-0004.

Complaints Against EPS

28. Public Complaint Investigation Speed

ABOUT THIS MEASURE

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

TARGET

50% of the time or more.

RESULT – off target

For public complaints received in 2017 Q4, **42.5%** were investigated and completed within 6 months.

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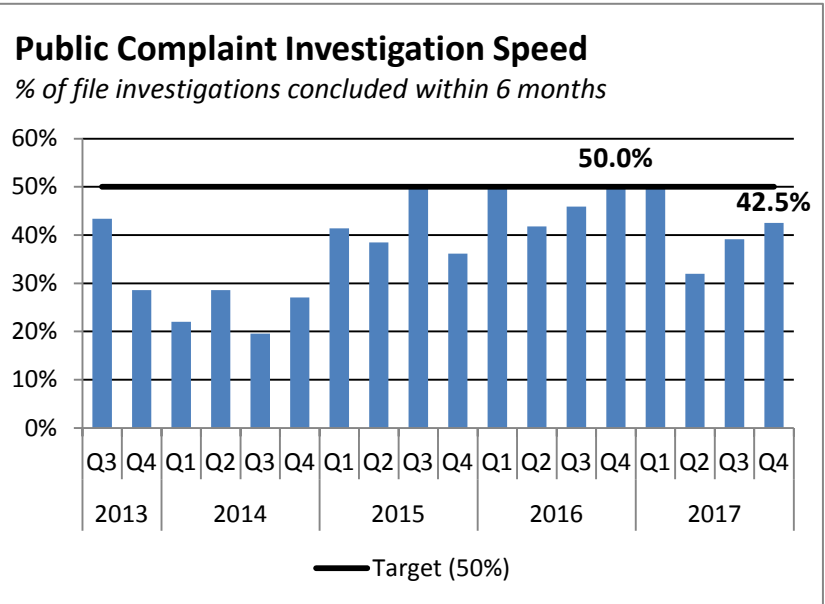
29. EPS Complaint Rate

ABOUT THIS MEASURE

Measures the number of formal public and internal complaints made against EPS conduct per 1,000 dispatch calls[18].

TARGET

1.5 formal complaints per 1,000 dispatch calls.

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

YTD, 145 formal complaints were made against the EPS, equating to **1.8 complaints per 1,000 dispatch calls**.

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

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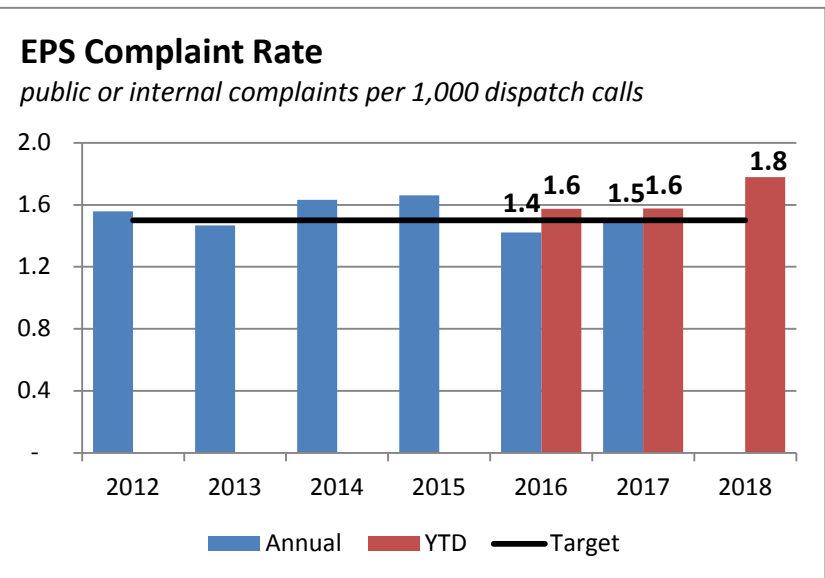
[18] The approved 2018 APP made a mistake in not stating that internal complaints were included in this measure. However, internal complaints are included here as the target – which has existed for several years – is based on counting both types.

30. Police Misconduct

ABOUT THIS MEASURE

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

TARGET

Monitoring only for 2018.

Police Misconduct

minor contraventions or sustained complaints per 100 officers

RESULT

YTD, the Police Misconduct Rate was **4.2 files** per 100 officers. This corresponded to 133 completed complaint investigations with 37 of these proven to involve police misconduct.

Each year, EPS investigates and concludes several hundred public and internal complaint investigations. For files investigated for the 2013-2017 period, 20% of these investigations concluded that police misconduct occurred (at a court hearing or concluded as a minor contravention). Of these files where misconduct was proven, 78% were classified as Minor Contravention violations, with the remaining 22% sustained at hearing (which generally involves more serious misconduct violations).
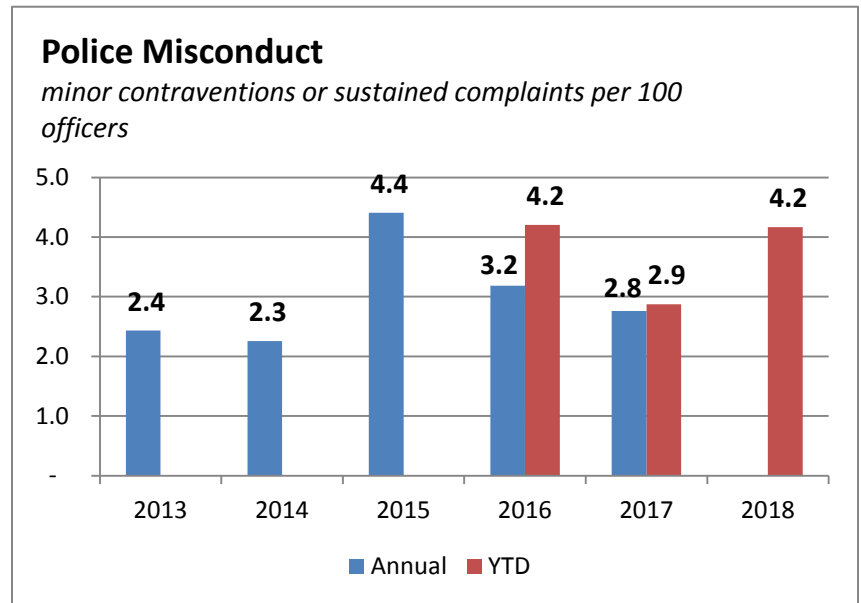
Q2 Reporting on EPS Strategic Initiatives

1. Legalization of Cannabis

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

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

Activities:

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

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

Q3:
- Public education campaign will continue.

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

Performance Measures:

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

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

Year to Date Status:

On-target
Quarterly Activities

Cannabis Impaired Driving
25 Impaired Driving Incidents involving Cannabis

Analysis:

Q2 Reporting:

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

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

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

Statistically Reporting

Impaired Driving by Cannabis

Based on present Uniform-Crime-Reporting (UCR) data collection standards, police agencies only record impaired driving incidents as either due from alcohol or drugs in general – not specifically broken down by Cannabis. Because of this gap, and in anticipation of the legalization of Cannabis, EPS added in November 2017 a flag to its criminal reports for members to indicate – based on police member's assessment – whether they believed the accused to be under the influence of Cannabis. Because of the delay involved in laboratory analysis of drug impairment samples, our data tracking provides a more timely – albeit preliminary and unofficial - indication of cannabis impaired driving.

Cannabis Impaired Driving
Impaired driving Incidents flagged as Cannabis influenced
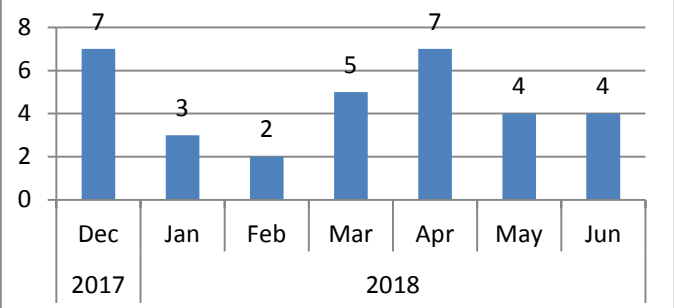
For the first half of 2018, **25 impaired driving incidents were flagged as involving cannabis impairment**[19]. A sizable proportion of these incidents also involved alcohol impairment, which suggests that individuals do not exclusively consume one type of substance when driving impaired.

Impaired Driving

The next set of graphs show trends in EPS-recorded incidents in Impaired Driving more generally[20]. The majority of these incidents were coded to be due to alcohol rather than illicit drugs; despite an uptick in 2017, just 6% of impaired driving incidents were coded as drug impairment.

As well, there has been an ongoing reduction in recorded incidents of Impaired Driving since peaking in 2012. In the last five years (2013-2017), total incidents fell by 29%, and totaled 1,332 in 2017.

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[19] *Source: Cognos R18-003 Cannabis Incidents, generated July 23, 2018.*
[20] *Source: Cognos CSR-02 CSI WCR, generated April 16 2018*

Drugged Impaired Driving
Incidents

Impaired Driving
Incidents
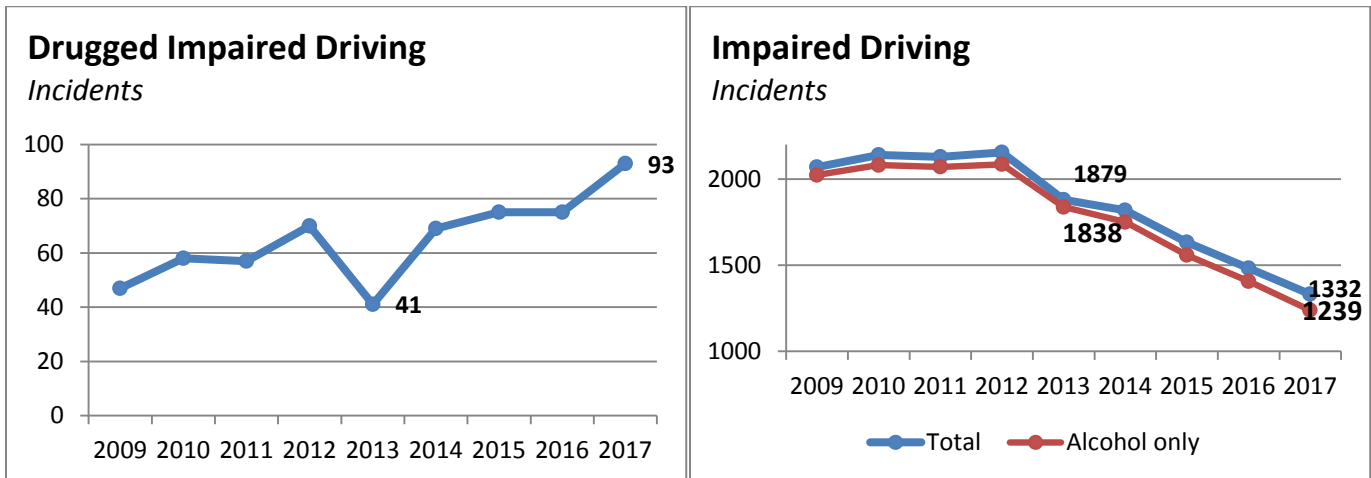
Possession and Trafficking of Cannabis

Possession and trafficking of Cannabis, compared to other controlled and illicit substances, has experienced diverging trends[21]. When it comes to possession incidents, Cannabis peaked in 2014 and has been falling steadily since. Over the last five years (2013-2017), possession of cannabis incidents fell 26%, while possession of all other illicit drugs increased by 202%. This increase in non-cannabis possession is composed of major increases in meth, "Other" Controlled Drugs (primarily synthetic opioids), and heroin. Possession of cocaine incidents have experienced almost no change.

Drug Possession
Incidents
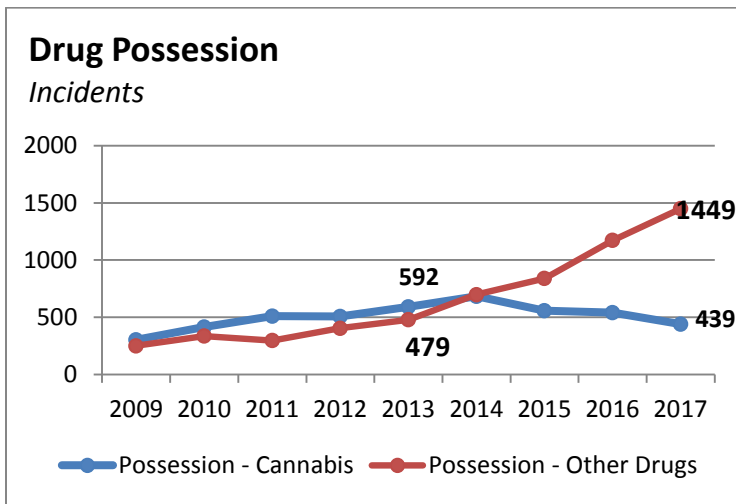
When it comes to Trafficking incidents, Cannabis has fallen 25% over the same period, while non-Cannabis Drugs have increased by 20%. This increase in non-Cannabis trafficking is composed of large increases in meth, "Other" controlled drugs (primarily synthetic opioids), heroin, followed by significantly fewer incidents of cocaine trafficking.

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[21] Some Possession, Trafficking, and Production drug incidents are excluded in our statistics as they are instead recorded on RCMP databases as part of the Alberta Law Enforcement Response Team (ALERT) operations coordinated by the EPS and RCMP.

Drug Trafficking

Incidents

Legend: Possession - Cannabis, Possession - Other Drugs

Data labels shown: 528, 632, 120, 90
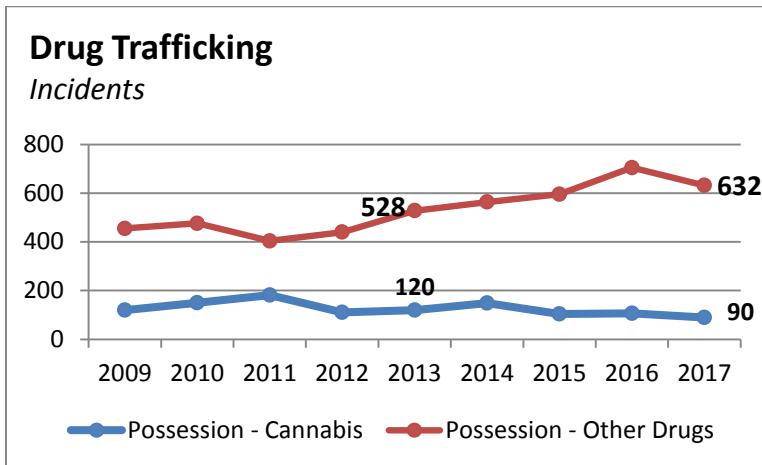
Q1 Reporting:

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

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

2. Implementation of the Operations and Intelligence Command Centre

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

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

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

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

Activities:

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

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

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

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

Year to Date Status:

__Off-target__

Analysis:

Q2 Reporting

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

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

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

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

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

- The IPD team has met on numerous occasions with representatives from TELUS and is working collaboratively with TELUS and EPS IT personnel to define the parameters of the TELUS In Kind Support.
- Identify and define personnel positions and roles for the OICC.
- Working groups have been established to discuss where the Duty Officer will be situated, either in the OICC or in their present position. A TELUS working group has also been created to ensure that the IT infrastructure is dealt with accordingly and that the needs of the OICC are considered.
- OICC construction has been delayed, all construction times and dates are dependent on the schedule of the COE approvals, permits and tendering processes. At present the OICC is projecting for the construction to be completed in Q1 2019.

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

Q1 Reporting

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

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

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

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

3. Intelligence Production Division Development

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

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

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

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

Activities:

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

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

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

Year to Date Status:

On-target
Completion of Quarterly Activities

Analysis:

Q2 Reporting

The Criminal Intelligence Coordination Unit (CICU) started operations including:

- Initiating several criminal organization and commodity based portfolios.
- Produced operational products for frontline members.
- Initiated intelligence investigations on organized crime groups.
- Established operations based out of the ALERT Building.
- Assisted the RCMP with a joint forces intelligence and enforcement operation.

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

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

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

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

Other IPD Projects moving forward:

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

Q1 Reporting

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

The CICU continues to work with the Crime Analysis Section (CAS) and Business Intelligence Section (BIS) to identify new methods to prioritize enforcement operations and opportunities. These include:
- o Risk and harm based methodologies to identify individuals for enforcement focus.
- o Thresholds to assess risk and prioritize crime types.
- o Revising existing and creating new Business Intelligence reports to better identify crime trend changes.

- The IPD relocated its central CAS and BIS personnel from EPS Headquarters to a vacant work area in Southwest Division. The CICU personnel were also relocated to Southwest Division from the ALERT facility. At the same time, critical IPD management, supervisory and support positions were created and filled. These included:
  - o Criminal Intelligence Branch Inspector *(presently filled by an acting inspector)*
  - o Crime Analysis Section Manager
  - o Two Crime Analysis Section Supervisors
  - o IPD Administrative Clerk
  - o Business Analyst to assist with the development of the Operations and Intelligence Command Centre project *(contract position)*

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

4. Implementation of Major Capital Investments

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

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

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

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

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

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

Activities:

North West Campus

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

Firearms Facility

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

Digital Asset Management System

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

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

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

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

Provincial Radio Network

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

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

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

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

Year to Date Status:

On-target	*Off-target*
NW Campus	**Digital Asset Management System**
Off-target	*Off-target*
Firearms Facility	**Provincial Radio Network**

Analysis:

North West Campus

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

Ongoing construction continued through Q2 and is about 90% complete. We have been advised by the City of Edmonton that the construction is estimated to be complete by late Q3 2018.

As well, the charges to purchase the land from the City of Edmonton were processed in late Q2, 2018.

We have now established the Operational Transition/Change Management group and the contacts for the Fit-up and Relocation group. These groups will be instrumental in managing the change from the existing facilities to the new campus and the fit-up of equipment, technology and furnishings required before occupancy can take place.

The focus for the next quarter will be the continued construction and the planning for the equipment, technology and furnishings fit-up.

Firearms Facility

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

The 2019-2022 Capital Budget approval that was scheduled by City Administration for June 2018 will now be occurring in November/December 2018.

The EPS and Integrated Infrastructure Services Department continue to work through the new City processes. An RFP for the Schematic Design is expected to be issued during Q3 with evaluation and award to follow. We currently don't expect the consultant to complete the Schematic Design until Q1, 2019. Based on the new process, the EPS must complete the Schematic Design (Checkpoint 3) prior to receiving approval for construction funds. However, as the transition to fully implement the new process continues in 2019-2022, indications are that the Council will approve projects expected to move to construction in the time period in 2018.

Digital Asset Management System

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

The project team is working with the following business units on our first deliverables with user acceptance and training in Q3
- Central Registries Unit
- Information Management Branch
- Police Communications Branch
- Human Resources

Q2 Deliverable: Develop training materials jointly with business units.

Training materials are being developed for the business units identified above and for general enterprise use. Our team is working with Corporate Communications to develop videos as required to augment written instructions. The training materials are developed with a Subject matter expert in each business unit and then reviewed by a small group to ensure content meets the business needs. This process will continue through Q3 and Q4 as we expand access to the materials.

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

This deliverable has been delayed until the following pre-requisites are in place.
- The project steering committee formally decided to align the EPROS active Directory change (initiated in Q1) with the Niche Life cycle upgrade underway with IT Apps to reduce duplicate testing efforts and the number of changes the end users would have in a short period of time. This change is forecast to be completed by the end of August by the IT Apps team.

- Installation and configuration of the Message Queue Enterprise Service that was identified and a change request issued for in Q1. Initial installation was completed at the end of Q2 and there will be configuration refinements at the beginning of Q3 and completed to align with the Niche change cycle.
- All other components required for this change have been tested in our development environment

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

The DAMS Project has completed installing the software in the development and is completing the certification and production environments. The certification and development environments' availability to the project are behind schedule but, the DAMS team is mitigating this with parallel processes.

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

The 28 applications associated with EPROS are moving forward smoothly in the development environment.

We have discovered the need for a Message Queue software that will ensure that transaction between the DAMS system and any other system (EPROS) are able to sync should one go offline for any reason (critical to the integrity of the systems and audit logs). A change request for the effort to bring this online is in progress

Provincial Radio Network

Q2 Deliverable: Complete cutover of radios

50% of the radios have been programmed of which the pilot group of approximately 400 radio have been cutover. Further cutovers have been put on hold due to issues discovered in the simulcast area affecting officer safety. A remediation plan is in progress but final resolution target is outstanding.

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

The Audio Recorder contract was awarded at the end of Q2. Implementation has been revised for completion in Q3 and Q4.

Q2 Deliverable: Complete extended coverage award and contract.

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

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

The Generic EPS Memorandum of Understanding (MOU) was completed. The ALERT MOU has been finalized. There are 7 remaining which will be completed when those agencies have completed migration to AFRRCS. Estimated completion is for Q4.

Q1 Deliverable: Monitor Dispatch and Air one operations on AFRRCS for defects.

AirOne and Dispatch centers are operationally functional and stable.

Q1 Deliverable: Prepare radio migration cutover plan to AFRRCS

Initiated the implementation of Standard Operating Procedures (SOP's) for AFRRCS and EPS for support functions.

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

Initiated radio cutover of pilot group which includes all of Downtown Division.

Other accomplishments include:

- Finalized Radio Personality Layouts
- Finalized Radio Transition Plan
- Initiated agreements for: Harris equipment, Audio Recorder and Ext. Coverage NRFP
- Drafted member orientation materials for radio transition

5. Civilianization of Dispatch: dispatch training development

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

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

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

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

Activities:

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

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

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

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

Year to Date Status:

On-target
Completion of Quarterly Activities

Analysis:

Police Communications Branch is on target to complete all of the 2018 objectives required to begin the civilianization of the role of Dispatcher.

- The Dispatch Training Officer course has been developed. Eight (8) sworn Dispatchers are identified to take the course scheduled for June 5-7.
- The majority of the Civilian Dispatch Training module is ready for the pilot, which is scheduled to begin in Q2.

The following is planned for the remainder of the year:

Q2:
- Four civilian Emergency Communications Officers have been selected to participate in the Civilian Dispatch Training pilot, which begins on May 01. The pilot will be 16 weeks long and is a combination of classroom instruction delivered by members of PCB Quality Assurance and Training, and monitored field training with their Dispatch Training Officers.

Q3:
- The Civilian Dispatch Training module will be enhanced based on the results of the pilot and readied for the first full class scheduled the first week of Q1 2019.

Q4:
- Prior to the first Civilian Dispatch Training module being delivered, a new class of civilian Emergency Communications Officers will be trained to enable service delivery to be maintained. They will complete their training the week before Christmas.
- This class of Emergency Communications Officers will be comprised of previous 911 Operators who met the qualifications for the role as a part of the 911 Operator position elimination process.
- As a result, the Civilian Dispatch Training module will begin after the Christmas and New Year's Eve holidays on January 03, 2019.

6. People Plan

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

The People Plan will be organized around three priorities:

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

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

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

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

Activities:

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

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

Year to Date Status:

Off-target
Completion of Quarterly Activities

Analysis:

Q2 Reporting

Integrate Competency Model core competencies in the recruit training program.

Off target. Consideration will be given as to where within the Recruit Training Program the competency model information can be presented. The evaluation of where in the program, to what extent and detail the model will be presented, and the application and relevance for a Recruit will be made in Q4 of 2018.

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

Off target. All positions within the organization have been 'mapped' to one of 20 Job Families. Through the coordination of the Competency Working Committee, Job Family Competencies continue to be developed and validated by Subject Matter Experts (SME's). Delays in meeting the time target are due to scheduling challenges in bringing subject matter experts together. It is anticipated that the family competencies for the twenty (20) family groupings will be complete by Q3 of 2018.

Q1 Reporting

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

Achieved. The new EPS Employee Performance and Develop Plan (EPDP) was rolled out to all EPS employees in Q1 of 2018. The EPDP required all supervisors to meet with their employees to create developmental goals and initiatives anchored to the EPS core competencies.

Completion of a Technology Investment Request (TIR) for a new Human Resources Information Management (HRIM) software system. This will assess the priority to implement a core HRIM system that will provide analytics, time scheduling, e-learning, and personnel competency management.

Off target. It was determined that a business case was required in advance of developing the TIR. Within this quarter the Chief Administrative Officer, Human Resources Division, and Informatics Division met to determine the scope of the business case. It is anticipated the business case will be completed in Q3.

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

Achieved. The 2018 sworn member promotion process – which took place in Q1 - was revised to include the core competencies. An evaluation is taking place to assess the fairness and equity of the new process. Preliminary survey results are highly favorable for the new process.

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

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

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