EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: 2018 February 9

SUBJECT: Q4 2017 Annual Policing Plan: Public Initiatives

RECOMMENDATION(S):

That the 2017 Q4 Annual Policing Plan: Public Initiatives report be received for information at the EPC public meeting February 22, 2018.

INTRODUCTION:

This report will provide information, present recommendations for action or update the EPC on the Edmonton Police Service's 2017 Annual Policing Plan (APP) which was developed to respond to community needs and expectations, organizational priorities, and emerging trends.

BACKGROUND:

The 2017 Q4 APP report consists of 21 public stand-alone performance measures and 12 public strategic initiatives. Each performance measure and strategic initiative has been assigned a performance status: "on-target" (met or exceeded target), "near target" (within 10% of meeting target), or "off-target" (more than 10% off-target). Narrative commentary has been provided for each strategic initiative.

COMMENTS/DISCUSSION:

The attached Q4 report outlines the results on the performance measures and strategic initiatives accordingly.

CONCLUSION:

For review and consideration in conjunction with the required quarterly reporting.

ADDITIONAL INFORMATION ATTACHED:

- Attachment 1 – 2017 Annual Policing Plan – Q4 Report
- Attachment 2 – 2017 Annual Policing Plan – Q4 Presentation

Written by: Strategic Analyst, Cal SCHAFER,
Strategic Planning, Evaluation & Research Unit (SPERU), OSM Division

Reviewed By: Daniel Spanu, Manager
Strategic Planning, Evaluation & Research Unit, OSM Division

Reviewed By: Inspector Marc COCHLIN,
Strategic Business Planning Section, OSM Division

Approved by: Acting Executive Director, Roxanne Davignon
Office of Strategy Management Division

Chief of Police: _____

Date: FEB 1 4 2018

2017

ANNUAL POLICING PLAN

Q4 REPORTING

Performance Measures

Strategic Initiatives

Reduced Crime & Victimization

Crime in Edmonton

1. Crime Severity Index

ABOUT THIS MEASURE

Measures Edmonton's Crime Severity Index (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

Edmonton's CSI rose **4.8%** in 2017[1]. Notable crime trends that caused the CSI to rise include Breaking & Entering (up 11%), Fail to Comply with Order (up 24%), Obtaining Sexual Services for Consideration (up 371%), Fraud (up 7%) and Dangerous Vehicle Operation Evading Police (up 36%).

The CSI was held back from rising further due to decreasing crime in areas such as Trafficking Cocaine (down 38%, although Trafficking Crystal Meth increased by 40%), Discharge Firearm with Intent (down 58%) and Possession of Weapons (down 10%, although other gun-related criminal code levels were up).
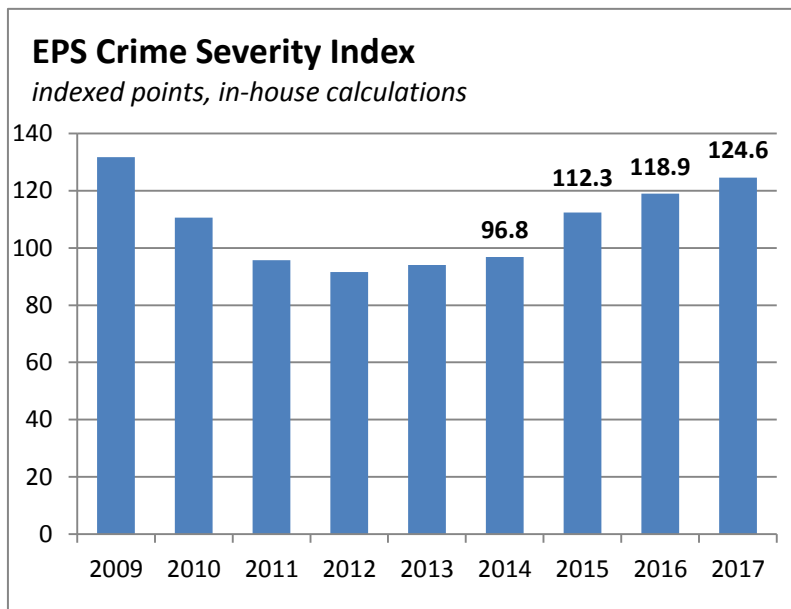
---

[1] Source: Cognos CSR-02 Crime Severity Index

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

Victimizations of violent crime rose **8.1%** in 2017[2].

Violent Crime figures here are made up of 5 categories, which experienced the following from 2016-2017:

Other Violent Crime: up 19.9% (driven by Harassment and Prostitution)
Sexual Assault: up 10.4%
Assault: up 5.1%
Robbery: down 0.5%
Homicide: down 4.8%

Violent Crime in Edmonton
number of victimizations

Note: "Other Violent Crime" is an expansion of violent crime types beyond the traditional reporting of EPS's 4 Violent Crime Indicators. Other Violent Crime is composed of various offences, such as uttering threats; kidnapping/confinement; child abuse; criminal deaths; commodification of sexual activity, other types of sexual violations or assault; and violent-based arson.
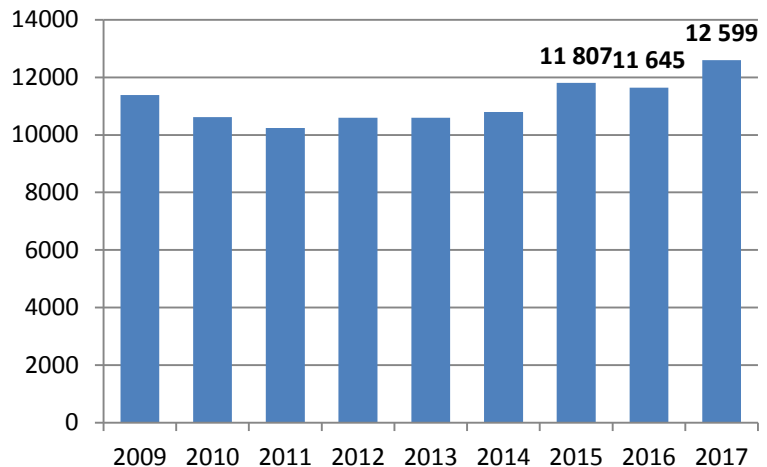
3. Property Crime

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).
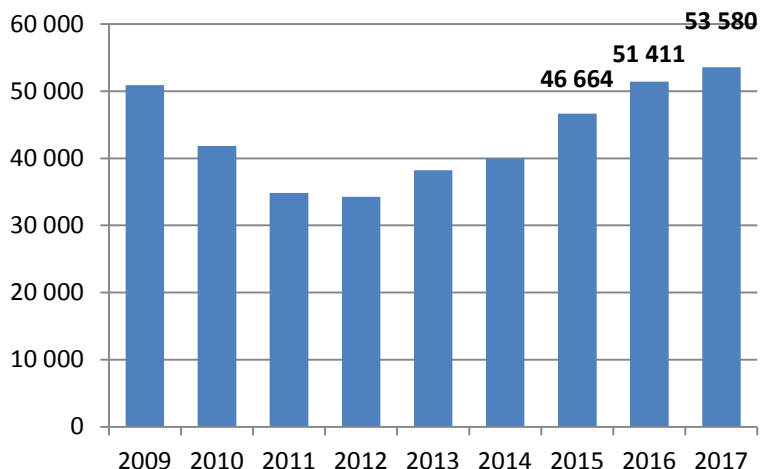
TARGET

A reduction from 2016 levels.

RESULT - off target

Property Crime in Edmonton
number of incidents

---

[2] Source: Cognos CSR-02 Crime Severity Index

Incidents of property crime increased **4.2%** in 2017[3].

Property Crime figures here are made up of 5 categories, which experienced the following from 2016-2017:

        Break & Enter: up 10.6%
        Other Property Crime: up 5.8%
        Theft over $5,000: up 3.9%
        Theft From Vehicle: down 1.8%
        Theft of Vehicle: up 0.4%

Note: "Other Property Crime" is an expansion of property crime types beyond the traditional reporting of EPS's 4 Property Crime Indicators. Other Property Crime is composed of various offences, such as theft under $5,000, mischief, possession of stolen property, fraud, and arson (non-violent).

4. Social Disorder

ABOUT THIS MEASURE

Measures the number of occurrences generated from disorder-based CAD event types.

TARGET

A reduction from 2016 levels.

RESULT – off target

Social disorder occurrences increased **4.0%** in 2017[4]. Social Disorder is made up of 9 distinct categories. 2016-2017 changes are highlighted for categories with significant changes:

Prostitution: up 384%
Mental Health Act Complaints: up 18%
Abandoned Vehicle: down 74%

Social Disorder
number of occurrences

---
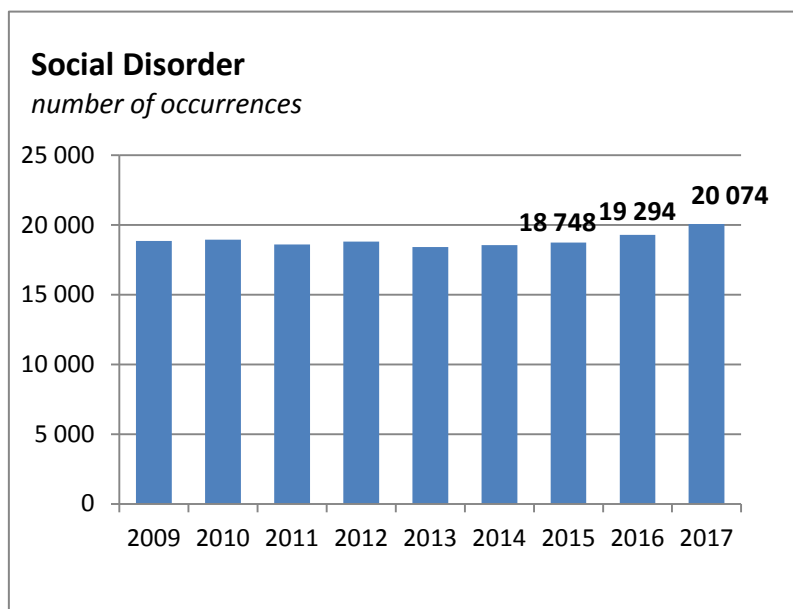
[3] Source: Cognos CSR-02 Crime Severity Index
[4] Source: Cognos R17-001 Social Disorder

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).

RESULT – on target

Major injuries from collisions increased **4.1%** in 2017 and was 25.5% below the 2010-2014 average.

Major Injuries from Collisions
injuries requiring hospitalization

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).

RESULT – off target
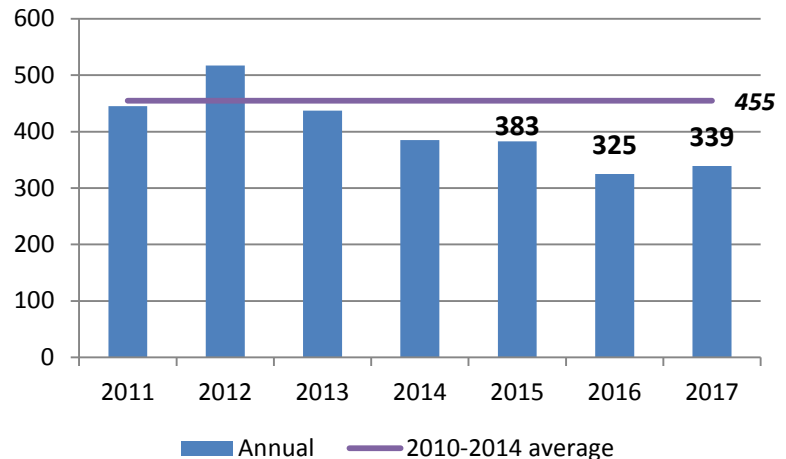
Traffic fatalities increased **16.7%** in 2017, and was 16.7% above the 2010-2014 average.

Traffic Fatalities in Edmonton
persons
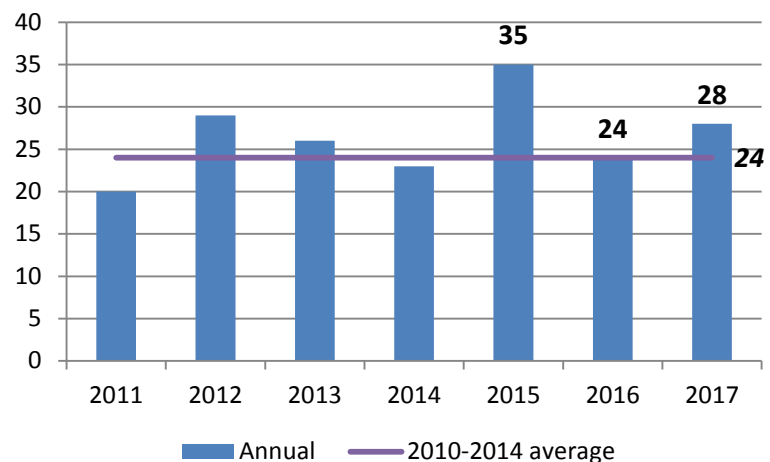
7. Speeding Enforcement

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 - off target

Speeding tickets issued by EPS decreased **7.3%** in 2017[5].

Speeding Enforcement
number of EPS tickets issued

Year	Tickets
2011	
2012	
2013	
2014	40 431
2015	
2016	46 558
2017	43 142
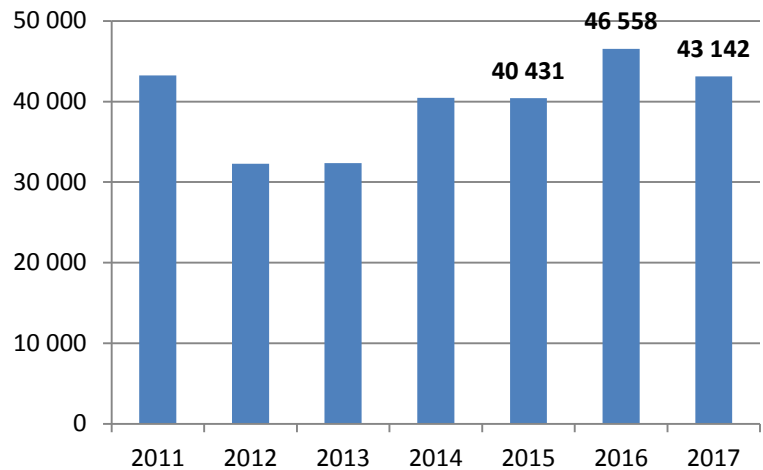
8. Distracted Driving Enforcement

ABOUT THIS MEASURE

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

TARGET

An increase from 2016 levels.

RESULT - off target

Distracted driving tickets issued by EPS decreased **12.7%** in 2017[7].

Distracted Driving Enforcement
number of tickets issued by EPS

Year	Tickets
2013	
2014	
2015	5 506
2016	8 473
2017	7 398

---

[5] Source: Cognos R17-001 Speeding and Distracted Driving

Investigative Excellence

9. Weighted Clearance Rate

ABOUT THIS MEASURE

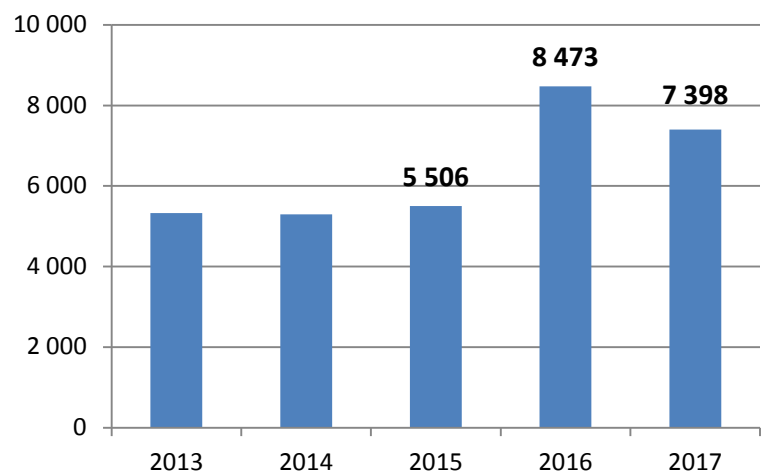Measures the percentage of EPS-reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused has been identified and charged, or 'cleared otherwise'.

TARGET

43% or greater.

RESULT – near target

EPS's Weighted Clearance Rate was 42% in 2017[6], marking a 1.3% point increase from 2016 levels.

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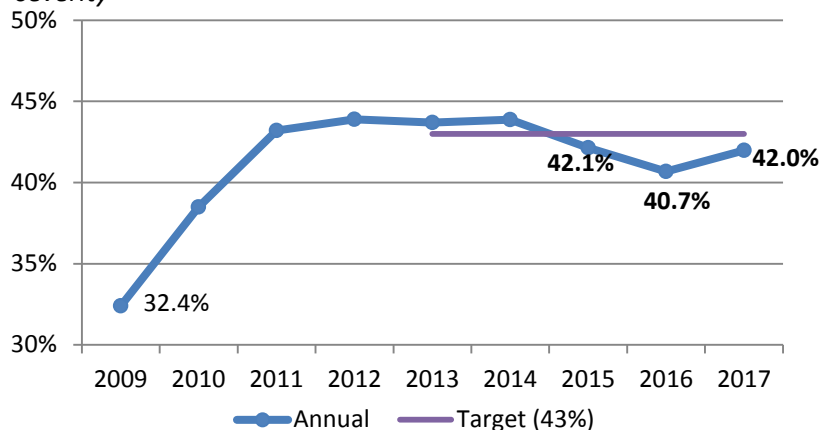
10. Criminal Network Disruptions

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 – off target

Criminal Network Disruptions
number of disruptions resulting from EDGE investigations

Criminal network disruptions for all three levels (low, medium, and high) were below 2016 levels[7]. Nonetheless, and as shown in the next performance measure, organized crime seizures hit record levels in 2017 in areas such as buffing agent, fentanyl pills & powder, and money.

---
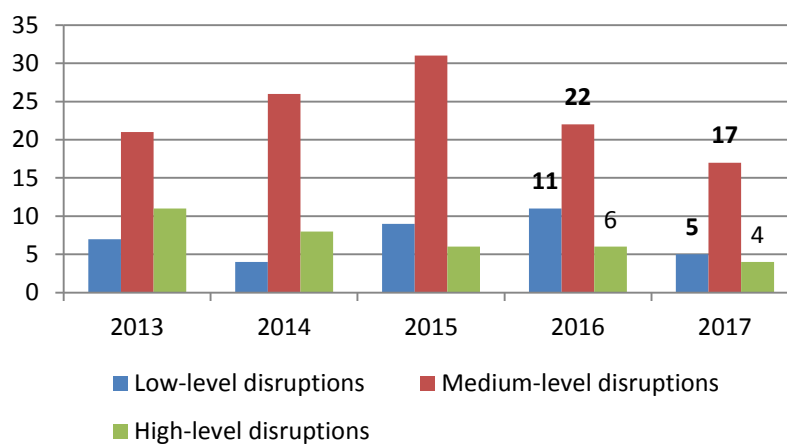
[6] Source: Cognos CSR-02 Crime Severity Index
[7] Source: EPS EDGE section.

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.

RESULT

EDGE Seizures/Charges	2013	2014	2015	2016	2017
Cocaine (kg)	54.9	9	6.8	13.5	24.9
Marihuana (kg)	45.7	207.7	51.7	22.2	56.6
Heroin (kg)	0.3	0.17	0.35	0.25	0.6
Meth (kg)	0.4	2	4.7	11	6.9
GHB (litres)	251.3	22.9	8.4	0	0
Buffing Agent (kg)	14.1	27.4	7.4	82.1	356.1
Fentanyl (pills)	-	-	-	655.5 (+0.06 kg powder)	65907 (+8.2 kg powder)
Money ($CDN)	$1,331,500	$1,510,000	$566,600	$509,900	$1,703,377
Firearms	38	28	40	69	21
Arrests	147	88	61	80	66
Charges	350	289	412	365	364

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

Priority 1 Response Time Performance was **71.9%** in 2017[8], marking a **1%** point increase from 2016 levels.

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 responses meeting their respective time target

---
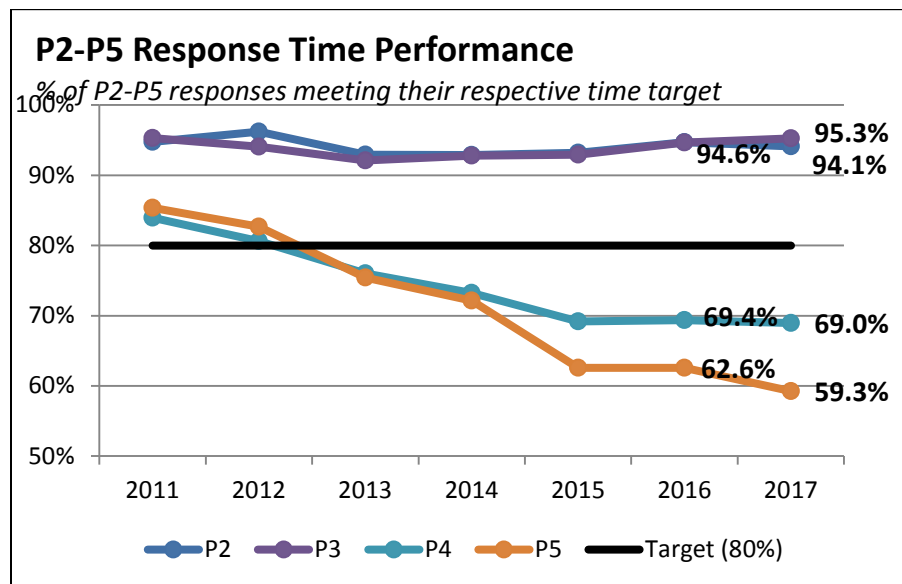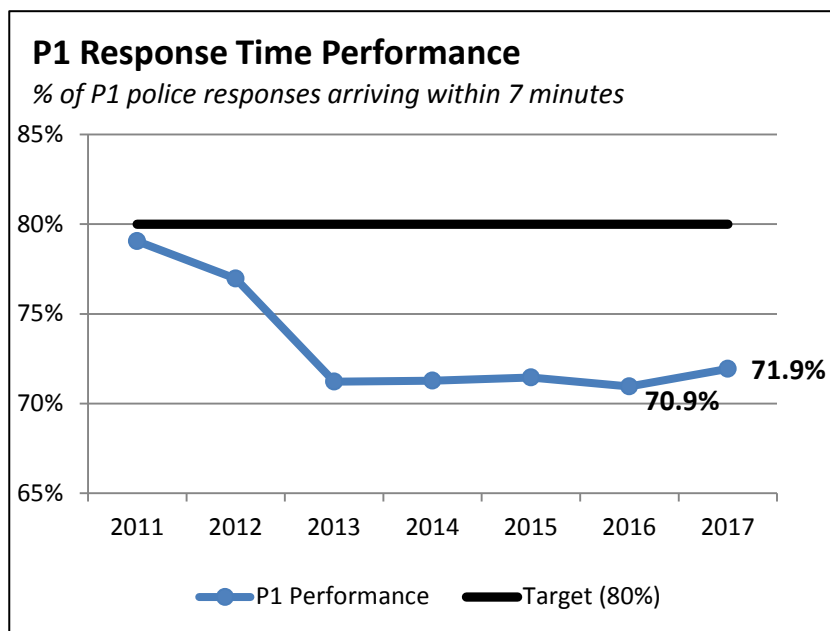
[8] Source: Cognos PMR 9Q.

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

Proactive Patrol Time in 2017 was **12.6%**[9], marking a small improvement from 2016 levels.

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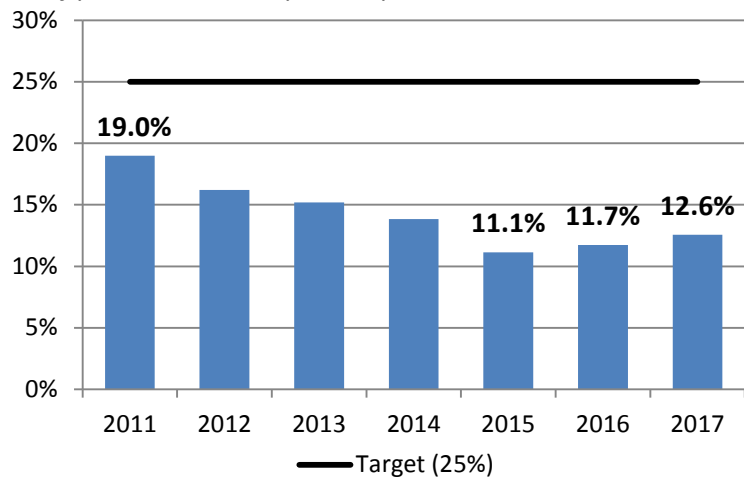
911 Police Communications Performance

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

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

In 2016 Q4, 911 calls were answered by EPS Operators in 15 seconds **99.8%** of the time[10]. As shown in the graph, EPS faces no challenges in achieving this draft provincial standard, nor with a more aggressive standard such as within 10 seconds.

---
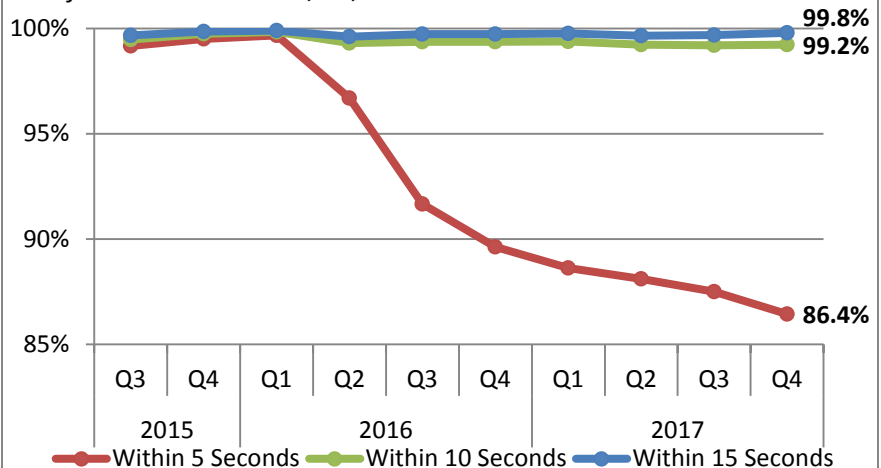
[9] Source: Cognos PMR 34.
[10] Source: 911 Communications Genesis system.

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 risk 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 911 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 Q4, 911 Call Assessment Performance was **89.4%**[11], an 8.5% 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.

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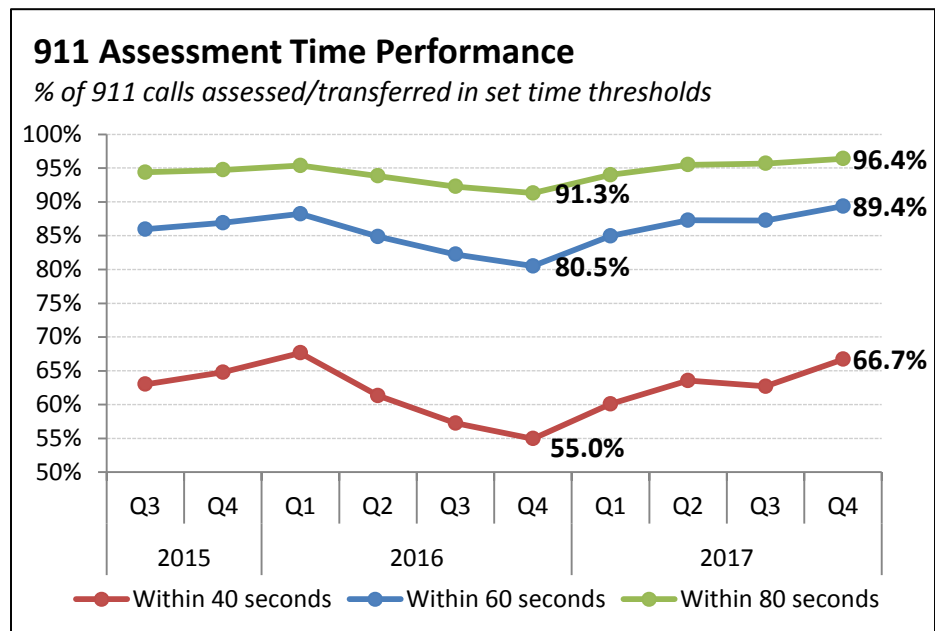
16. 911 Call Evaluator ASA

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 - delayed reporting

EPS reported on the results of this metric for the last few quarters, and upon further reflection and analysis believes that the new database system ("Genesis") has several issues that affect the reliability of calculating this particular metric. The primary issue is that the data from Genesis includes a subset of non-emergency police calls ("Bypass IVR" calls), and there is no current way to identify and filter out these records. These calls by their nature are not prioritized for Police Evaluators to answer and are thus substantially inflating the

---

[11] Source: 911 Communications Genesis system.

metric calculation. There have been continual delays arising from new Telus data and the Genesis vendor implementing required solutions, and it is hoped that necessary solutions will be in place in time for 2018 Q1 reporting.

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

In 2017, Non-emergency Call ASA was **38.1 seconds**[12], marking a **22.5%** reduction from 2016 levels.

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

---
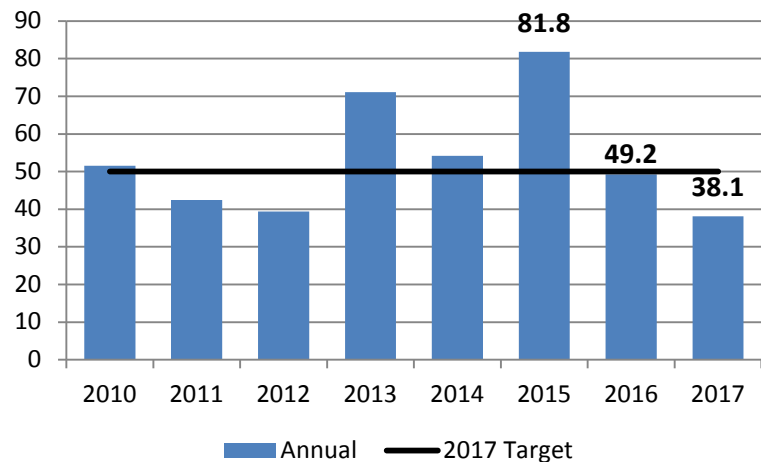
[12] Source: 911 Communications Perimeter system.

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

In 2017, EPS received **590** sworn member applications, marking a **13.9% reduction** from 2016 levels. It should be noted that 2016 application levels were at record levels, and current applicant levels are still within historical levels.

EPS Applicants
Sworn recruit applications received

Year	Applicants
2012	
2013	
2014	
2015	631
2016	686
2017	590
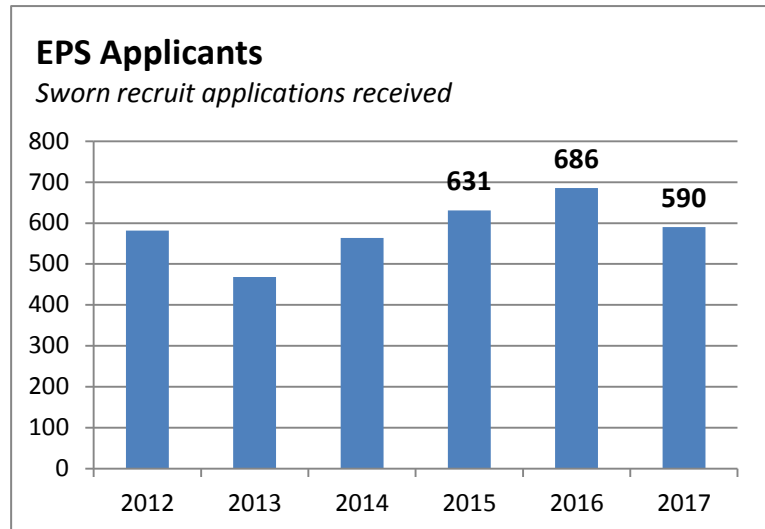
19. Female Applicants

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 – on target

In 2017, EPS received 120 female applications, marking a **6.2% increase** from 2016 levels. This resulted in 20.5% of applications coming from females in 2017.

Female Sworn Applicants
number of applicants received
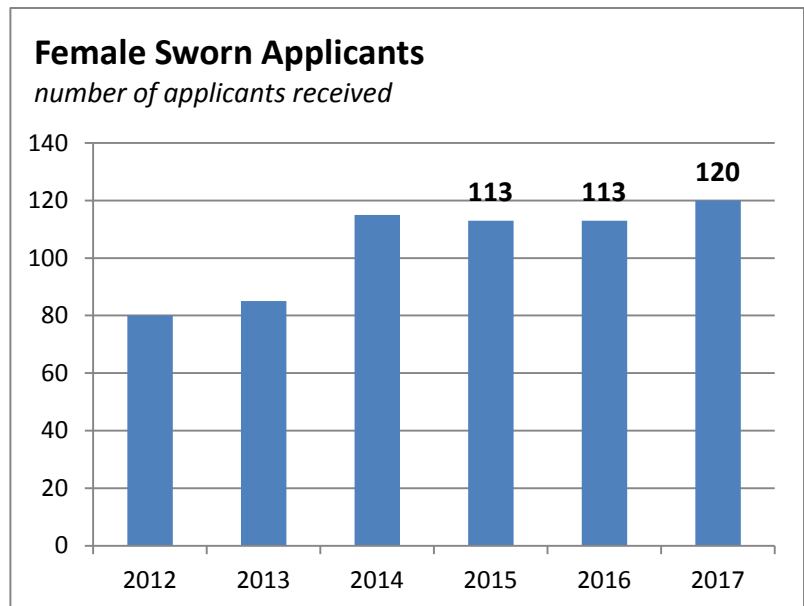
Year	Applicants
2012	
2013	
2014	
2015	113
2016	113
2017	120

20. Culturally Experienced Applicants

ABOUT THIS MEASURE

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

TARGET -

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

RESULT – off target

Culturally Experienced Applicants
as determined at stage 5 application interview

[Bar chart showing # Culturally Experienced Applicants and Culturally Experienced Applicants as a % of total interviews]

Legend:
- # Culturally Experienced Applicants
- Culturally Experienced Applicants as a % of total interviews

Data points: 2014; 2015; 2016 (207, 74%); 2017 (158, 58%)

Applicants are assessed in their degree of cultural experience during Stage 5 of the application process. In 2017, **158 applicants** were assessed as being culturally experienced, marking a 23.4% decrease from 2016 levels. 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 diversity recruitment in the future.

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 – off target

Data available is only until the end of 2017 Q2, as the measure can only assess public complaint files that would have

Public Complaint Investigation Speed
% of files investigations completed within 6 months

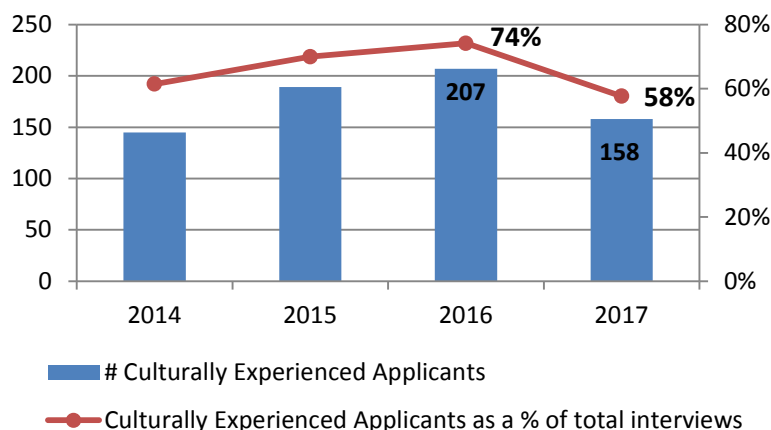[Bar chart showing % of files completed within 6 months vs Target line at 50%, spanning 2013 Q3 through 2017 Q2. Final value Q2 2017: 32.0%]

Legend:
- % of files completed within 6 months
- Target

reached an age of six months by now. For the latest available period, **32%** of public complaint files were investigated and completed within 6 months.
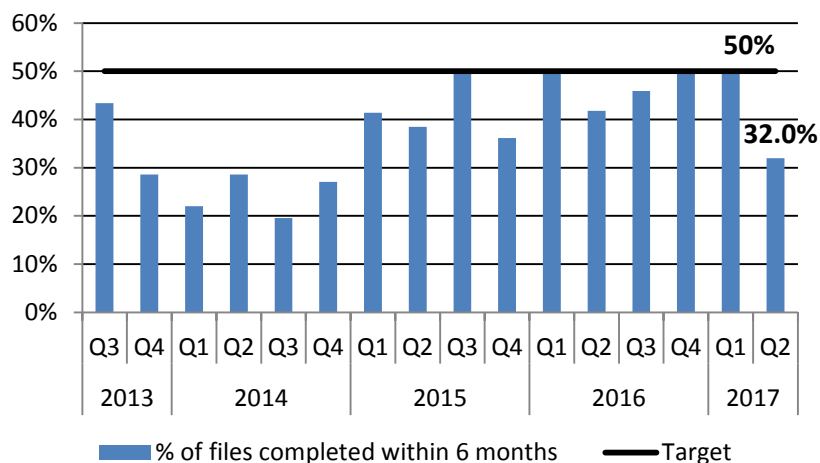
Note: previous reporting on this metric was based on a looser definition of "completed" files, which covered files that had been concluded by Chief sign-off, or where the file had been internally investigated but still required final executive or investigative document review. The new, more stringent measure definition covers only files that have been *concluded* by Chief sign-off within 6 months. Files can be concluded by (1) being not sustained at hearing; (2) sustained or sustained in part; (3) resolved through supervisor intervention; (4) dismissed/withdrawn; (5) no reasonable prospect; or (6) resolved through Alternative Dispute Resolution.

Q4 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:

Off-target
Completion of Quarterly Activities

On-target
91 Firearm Injuries
(5.2% decrease from 2016 levels)

On-target
290 violent firearm incidents
(18.3% below 2016 levels)

Analysis:

Q4 Reporting:

- The Home Invasion analysis is still being finalized for Q4; initial results indicate there were 34 home invasions in Q4, marking a total of 118 for 2017. 33 (28.9%) involved firearms.
- The Violence Reduction Analyst continues to develop a list of persons wanted for firearms offences and distributes this list to operational and investigative areas for follow-up action.
- A review and implementation of the Firearms Revocation Program is behind schedule and will be a priority deliverable in Q1 2018.
- The Crown Bail Hearing Office is aware of the trend with prevalence of firearms in the commission of offences as well as possession, and puts a priority on release conditions or opposing Bail where applicable. This also includes seeking application for revocation of release orders on offenders who come before the JP as part of the Bail Hearing process. It is difficult to pull the number of revocations under Section 524 CC, and efforts are being made to receive better data from the Bail Hearing Office to ascertain the number of revocations.

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 other numerous types of criminal incidents such as assault, or kidnapping. After stable levels in Violent Firearm incidents from 2008-2014, incidents saw a significant jump in 2015. In 2017, there were 290 violent firearm incidents, marking an encouraging **18.3% reduction** from 2016 levels[13].

---

[13] Source: Cognos R17-001 Violent Crimes with Weapons, generated Jan 17, 2018

Violent Firearm Crimes

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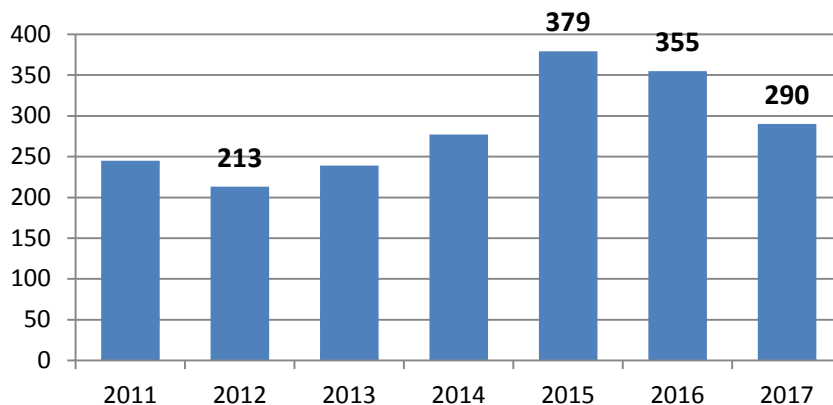
Note: these statistics do not include non-violent occurrences where EPS comes across the illegal possession of weapon(s), such as a traffic stop where a firearm is subsequently discovered by police. Additionally, figures here will not match those in EPS's Control Statistics reporting which look at the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

Firearm Injuries

In 2017, there were 91 victim injuries resulting from the criminal use of a firearm, marking a **5.2% decrease** from 2016 levels[14]. This marks an ongoing improvement over the peak experienced in 2015 at 105 victim injuries.

Firearm Injuries

victim injuries from the use of a firearm

---
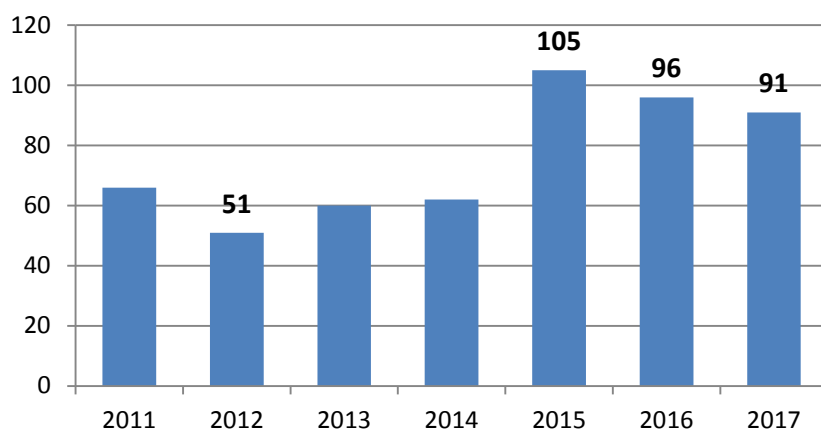
[14] Source: Cognos R17-001 Injuries from Weapons, generated Jan 17, 2018

Q3 Reporting:

- In Q3, EPS provided statistical data to Alberta Crown on gun-related charge trends in Edmonton. The evidence was used with testimony - as part of a sentencing hearing for a significant gun-violent home-invasion for [Jonathan Henry](#) - where the argument was made that since gun-crime is up significantly in Edmonton, a longer sentence should be considered for deterrence. Ultimately Alberta Crown and the Defense Counsel agreed on a significant 10-year sentence. Supporting the Alberta Crown with statistical crime trend data is a new form of collaboration, and follow-up will take place to determine if this type of assistance is helpful for future sentence hearings for gun-violence, as well as other types of crimes.
- 41 names have been removed from the Q2 Firearms related Warrant list out of 122. There are still 81 remaining on the list. The List will be updated for Q4 and new names identified with Firearms Related warrants will be included.
- The Q3 work on Home Invasions continues and due to the difficulty with coding (as described in Q2 reporting), files have to be manually examined. When relying on the local-code for Home Invasions, Home Invasions were recorded to be 44 for the first six months of 2017[15], but manual file review found this to be 63. Additional analysis is required, and this report will be distributed to divisional command teams and investigation areas related to robbery and gang enforcement.

Q2 Reporting:

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.

---

[15] Source: Cognos CMR 70.

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
Engagement Strategy to be approved in Q1 2018

Analysis:

Q4 Reporting:

In Q4, the Police and Community Engagement (PACE) initiative (previous working title: Community Operations Support Team (COST)) framework was created and approved by Coordinated Policing Division and then presented to the entire EPS leadership cadre via Joint Bureau. The mandate for PACE is defined as an opportunity spanning all ranks across the entire Service to work towards developing police legitimacy, trust, and relationships with Edmonton's emerging and diverse communities. The newly formed team would have a designated oversight under the Community and Operations Unit (COSU) and will consist of 6-10 members made available on a needs basis.

On 2017 Dec 21, Chief's Committee supported the development of a Police and Community Engagement (PACE) team and ensured that diverse community outreach and engagement was the primary PACE role. PACE was approved as a pilot for 2018. During the 2018 calendar year, PACE will be monitored and evaluated for effectiveness and whether or not the newly created framework is meeting the needs of the organization and the City's diverse communities.

In Q4, working in parallel with the Engagement Strategy with Diverse Communities, the final draft for the Indigenous Community Engagement Strategy was completed. Previously known as the '*EPS Aboriginal Strategy'*, the updated and revised Indigenous Community Engagement Strategy was co-authored by the Indigenous Community Liaison Committee (ICLC), Community and Operations Unit (COSU) in collaboration with the Office of Strategy Management and Equity Diversity and Human Rights Section (EDHRS). The revised strategy will cover the years 2018-2022. The final draft of the Indigenous Community Engagement Strategy will be before Chief's Committee for final approval Q1 2018.

Also recommended at Chief's Committee on 2017 Dec 21, Equity Diversity and Human Rights Section (EDHRS) will assist with an organizational review of community engagement with diverse communities, which would include a tailored definition of community engagement which will be aligned with EPS Core Competencies and Core Values.

Q3 Reporting:

In Q3, findings from the consultation process conducted in Q1 & Q2 were reviewed. There was a recognized need to meet increased demands for participation with external community stakeholders. To that end, leveraging the existing Emerging Framework and the Indigenous Policing Strategy, the Community and Operations Unit (COSU) explored the creation of the Community Operations Support Team (COST) to increase engagement within the community.

COSU is dedicated to promoting effective two-way communication between all levels of the Edmonton Police Service and the Edmonton's diverse communities. COSU recognizes the benefits of leveraging the front line patrol membership for assistance with community engagement, education and grass roots Community Policing.

Planning the framework and mandate for the Community Operations Support Team (COST) will commence in Q4. The creation of this team and framework would enable the EPS to expand existing community policing practices and enhance participation and engagements with more diverse communities. In principle, the vision of COST is to create a frontline force multiplier in all Community Policing Divisions to work towards developing police legitimacy, trust, and relationships with Edmonton's emerging and diverse communities.

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:

<div align="center">

Off-target
Integrated Case Planning Hub <u>and</u> The Community Centre at Boyle Street will not proceed

</div>

Analysis:

Q4 Reporting:

A recent email from Julian Daly Executive Director, Boyle Street Community Services, informed the Core partners Working Group that:

> *"Just before Christmas and following several direct and indirect conversations with key municipal and provincial politicians it became clear that our partnership project does not have the necessary political support at City Hall or at the Legislature to be funded and move forward in the budget year 2018-19 as we had hoped."*

Along with the termination of the Integrated Case Planning Hub (ICPH, formerly titled Community Wellness Services for Vulnerable Persons with Complex Needs) there remains Recover: Edmonton's Urban Wellness Plan, which most of the research from the ICPH has been transitioned. Recover has as *its focus to better understand the cumulative impacts of all the different activities and systems that affect wellness in the urban core*. Recover takes a social innovation approach and looks at wellness from a person, neighbourhood, community, businesses, social services and natural environments that provide supports. Recover is focused on 5 core inner city neighbourhoods currently: Boyle Street, Central McDougall, Downtown, McCauley and Queen Mary Park.

EPS has Inspector Dan Jones, Downtown Division and A/Insp Derek McIntyre, Co-Ordinated Policing Division attending Recover meetings.

Key to the ICPH and The Community Centre projects was to create permanency for the Heavy Users of Services funding of which has been provided by Justice and Solicitor General Ministry until June 30th of 2018. Two recent evaluations of the HUoS project were completed in December of 2017 and speaks to the value of HUoS. The Social Return on Investment (SROI) indicates that for every dollar spent there is a social benefit of $1.53, as significant reductions were noted with HUoS Clients accessing emergency services.

Currently HUoS and the Navigation and Coordination Centre are developing an alternative model that is intended to 'scale up' the HUoS client base, involving a combination of primarily Government of Alberta resources, already dealing with HUoS clients or people with significant mental health and or addictions problems. The Plan is based on 4 key elements: To Commit, To Integrate, Cultivate, and Scale. It is hoped that HUoS is funded and supported beyond June 30th 2018.

Q3 Reporting:

It has been decided, based on responses from most of the stakeholders who represented the Inner City Service providers, as well as AHS Mental Health and Addictions, that the Integrated Case Planning Hub cease to proceed. The research and associated deliverables requested by the Funder, the Ministry of Community and Social Services will be transitioned to Recover: Edmonton's Urban Wellness Plan.

The issues that led to this decision included:
- The partners are more committed to augmentation of current services to address capacity
- The partners felt the research wasn't reflective of the work being done by their agencies
- The process was moving too fast and required more time to understand the research findings and requested that the barriers and gaps be thoroughly identified.
- More importantly, there was no 'collective endorsement' on a physical location for the Integrated Case Planning Hub. This resulted in the associated *capital ask*, to the Province being 'pulled'.

Although this development is disappointing from the perspective of the EPS and some of the agencies who attended the ICP Hub, the Boyle Street Community Services' (BSCS) *The Community Centre* proposal still proceeds to the province under the Community Wellness Services mandate. With the BSCS proposal and the 'Recover' initiative that resulted from the Mayor's Motion, there still remain opportunities to provide input regarding a change to the manner services are delivered to homeless people in crisis who require access to services and programs.

The EPS has representatives attending both of these program initiatives.

Q2 Reporting:

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:

Q4 Reporting:

- The OICC Design and Development plan was completed which includes a floor plan layout, suggested work area design and finishing materials.
- Colliers LTD provided project management oversight for OICC Design and Development, including identifying construction and equipment costs.
- An OICC administrative Sergeant position was created and posted for competition with an individual being identified and scheduled to start in the position in early 2018.
- Requirements were set for the main OICC technical interface with an enterprise Geographical Information System (GIS) identified as the solution.
- The centralized Intelligence Production Division work area was established in Southwest Division in support of the Crime Analysis Section (CAS) and Business Intelligence Section.
- A CAS Manager position and two CAS Supervisors positions were created and filled.   All will be in place by early 2018.
- IPD personnel continued to develop a centralized citywide analysis and offender identification model
- Work was initiated on creating the Criminal Intelligence Coordination Unit with two additional constable positions being created. These are targeted to be filled in Q1 of 2018.
- The function of the Business Intelligence Section was reviewed and realigned to support the development of timely, actionable intelligence.

Activities behind schedule

- The Source Management Database Project was initiated however has been placed on hold pending further cost, architecture and operational impacts. Funding has been allocated in support of this project and it will be likely moved to development in 2018.
- The initiative for the declassification of sensitive source information for the purpose of disseminating critical intelligence will proceed in accordance with the Source Management Database project above.

Q3 Reporting:

- The Intelligence Production Division (IPD) was officially stood up in Q3 with a structure being identified.
- Initial alignment of intelligence units into the IPD occurred in Q3, with the Crime Analysis Unit (CAU) and CICU being aligned under the Intelligence Section Staff Sergeant.

- The Strategic Intelligence Unit (SIU) was renamed to the Criminal Intelligence Coordination Unit (CICU) to reflect its change in role.
- Critical leadership roles have been identified and created including the Criminal Intelligence Branch Inspector, Intelligence Section Staff Sergeant, the Crime Analysis Section Manager, and two Crime Analysis Unit Supervisors positions.
- A job description for the Crime Analysis Section (CAS) Manager was completed and posted for competition.
- Two vacant Crime Analysis Unit supervisor positions will be filled once the CAS Manager has been hired.
- Lemay & Toker has been secured as the Architecture and Design firm to oversee OICC development, planning and construction. Project targets include completing functional design in Q4 2017 with construction starting Q1 2018.
- Work commenced on identifying the functional design for the reallocated Southwest Division space that is designated for the IPD. Construction is anticipated to be completed in Q4 2017 or beginning of Q1 2018.
- The CICU assumed centralized review and approval of all Street Check Report (SCR) submissions.
- The IPD started work on creating a centralized crime analysis model, including developing a weekly briefing for Chiefs Committee which approaches crime analysis from a centralized and city wide view.

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 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:

Off-target
Quarterly Activities

Monitoring for 2017
481 Proactive Warrant Executions

Monitoring for 2017
9,574 Offender Management Activities

Off-target
**7,713 Persons with Criminal Warrants
(6.0% increase from 2016 year-end)**

Source: CPIC Ottawa, EPS CPIC Warrant Unit, Cognos OMR 06 Offender Management Report Outcomes

Analysis:

Q4 Reporting:

A major change of direction has occurred with the goal and approach of the Warrant Project. The original objective was to setup an IT and oversight management system so that every patrol member would be responsible for a list of criminal warrants to investigate, with 90 day deadlines to complete proactive and tracked tasks in locating these persons. While the IT requirements are largely unaffected, the focus is now to first triage criminal warrants based on the severity of the criminal charges, with the most serious warrants in descending order being assigned to investigative and patrol teams.

Q4 Activity to complete: Implement the IT solution to improve the functionality of the RMS.

A couple issues have delayed the IT solutions for the Warrant Project, including the reassignment of this project to a new Project Manager. Progress and challenges include:

- Development is underway to configure Offender Management IT enhancements with the provincial JOIN system (Justice Online Information Network). User Acceptance Training is expected to start in Q2 2018.
- An Offender Management interface in the Gateway system of patrol cars is due to start in Q2 2018.
- Resourcing requirements have increased the fiscal demands on the project, and additional funding will need to be approved by EPS in Q1 2018.

Persons with Outstanding Criminal Warrants

At the end of 2017, EPS held criminal warrants for 7,178 persons that have yet to be executed upon, marking a **6.0% increase** from 2016 year-end levels. Persons with outstanding criminal warrants are currently up **23.5%** since early 2015. While EPS has taken significant steps to better manage warrants, this rise is arguably a consequence of the substantial rise in crime in Edmonton 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. EPS observed that the intake of new criminal warrants in 2016 was 29% higher than 2014 levels.

Persons with Outstanding Warrants
# of persons with outstanding EPS-issued warrants
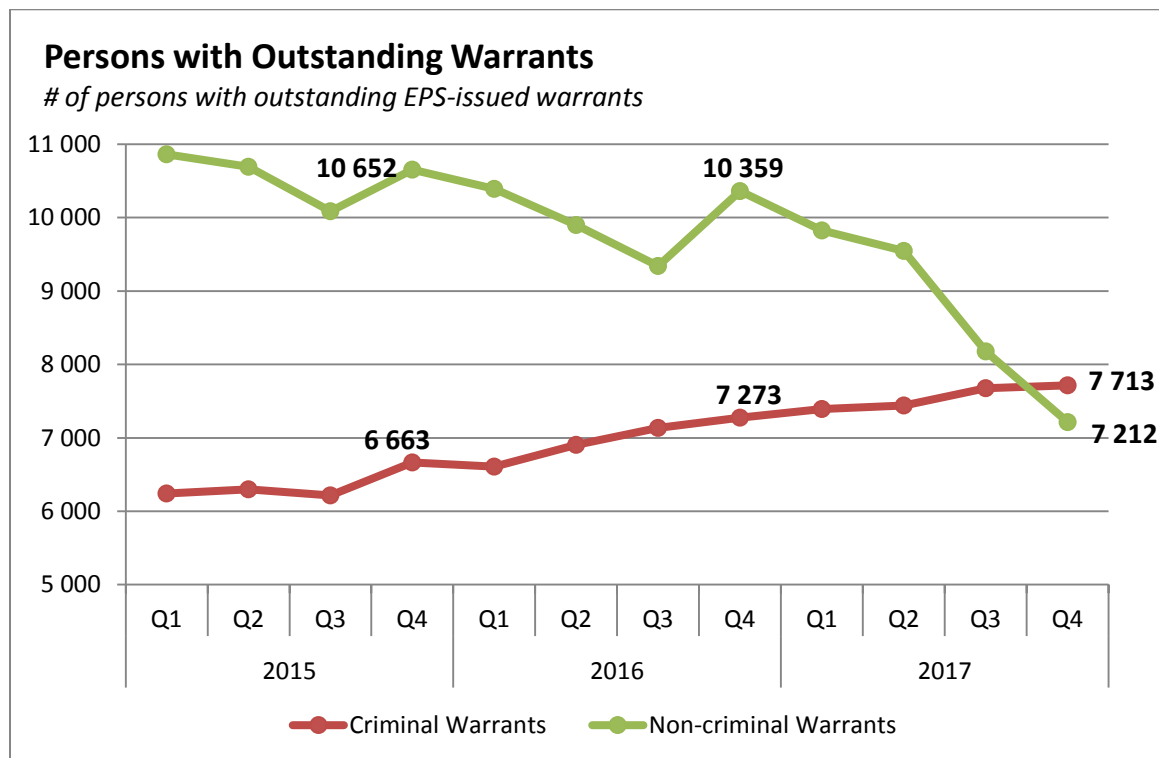
At the same time, EPS held non-criminal warrants for 7,748 persons that have yet to be executed, marking a **30.4% decrease** from 2016 year-end levels.

An key driver of this result came from Bill 9 *An Act to Modernize Enforcement of Provincial Offences* (achieving royal assent in May 2016 and coming into effect May 2017) which ended the practice of issuing warrants for unpaid fines for minor infractions (those with a fine of $1000 or less), such as not shoveling a sidewalk or not paying a transit fare fine. As this provincial amendment was not retroactive to existing non-criminal warrants prior to May 2017, it's anticipated that outstanding non-criminal warrants will diminish for the foreseeable future as they are gradually cleared.

Q3 Reporting:

- Significant IT development underway including Niche upgrade, EPROS Gateway changes, and Niche/JOIN interface

- Each level of IT development has both architectural and business practice implications
- Resourcing for these developments are in consideration with other high priority IT developments

Following Q2 APP reporting, the EPC made a request that the, "EPS to provide a breakdown of criminal warrants in its "2017 Q3 APP: Public Initiatives" report to the Commission. Information to include first instances; breach of probation; failure to appear; non-compliance; any other information the EPS system can provide."

The information as requested is not immediately available without conducting a full paper audit of all current warrant files held in CPIC/Warrant Unit. Individualized warrant data is not currently inputted into the EPS Records Management System (RMS). This limitation is a gap the EPS identified when it created the Warrant Project. The current IT solution in development is designed to ensure all warrant data is transferred directly from JOIN and stored in our RMS and not existing solely in paper or scanned image formats. The earlier deliverables of the Warrant Project were directed at creating offender management activity during the intake phase of the warrant management process. Since the Warrant Management Model commenced in April 2016 2,500+ warrant check tasks have been created and assigned for follow-up by the original investigators as a result of the accused persons failing to appear in court.

CPIC Ottawa provides the EPS warrant data based on the number of active warrants listed on their information system by the EPS. CPIC Ottawa formats warrant data wherein only the most serious criminal code offence name is identified. When more than one offence which has gone to warrant is associated to the same offender, the remaining offences are referred to as 'additional' and are unknown without pulling the paper file. Additionally, the criminal code offence name is based on manual data entry, and currently results in 6900+ unique warrant offence name entries. Normally the data from CPIC Ottawa is only utilized within this initiative to determine the volume of outstanding warrants and cannot easily be broken down into criminal code warrant types.

Recognizing this limitation with CPIC Ottawa data, EPS has performed basic keyword searches on the dataset (current as of Oct 12th) to identify the number of persons with warrant types of interest (based on the most serious warrant for the person). A margin of error is to be expected with these results.

Persons with Assault-based Warrants = **809**
Persons with Robbery-based Warrants = **49**
Persons with Sexual Assault-based Warrants = **66**
Persons with Murder/Attempted Murder based Warrants = **8**
Persons with Fail to Comply with Order / Conditions / Probation / Attend court = **1,650**

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.

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:

<div align="center">

Off-target
Completion of Quarterly Activities

Off-target
AHS Pre-Consulting (Q4)
66% of Form 10's used pre-consult
(Target: 70% or more)

On-target
Form 10 Diversion (Q4)
93% of pre-consults resulted in diversion
(Target: 90% or more)

Off-target
Mental Health Hospital Wait Time (Q4)
79% of events with <= 90 min wait time
(Target: 80% or more)

</div>

Analysis:

Q4 Reporting:

Project Updates

- Form 3 – no change from Q3 reporting.
- Form 23 – workflow being finalized by AHS – Intensive Services to make enhanced efforts to connect patients to community treatment prior to Form 23 being issued and sent to EPS.
- Form 1 – EPS established new procedures in relation to Form 1 apprehension and conveyance. This change in practice was delivered to AHS – Mental Health & Addictions, via letter from Chief Knecht.
- Form 10 – Drafts of updated Transfer of Care form have been distributed to stakeholders for feedback.
- Request for inclusion of mental health training in a 2018 Geographic Deployment Model training day was submitted to EPS's Continuing Education Unit for consideration.
- EPS dispatch event types Mental Health Act Complaint and Attempted Suicide saw marked increases in 2017 (up 24% & 16% respectively). If combined into one event type it would become the 5th most dispatched call the EPS responds to.

Performance Measures[16]

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

---

[16] In this report, the AHS provided data to EPS that now includes form 10's involving the Stollery hospital site. Data for 2016 and 2017 has been updated accordingly.

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 Q4 2017, **Form 10 Pre-Consulting** rose to 66%. Pre-consulting has seen consistent improvement from a low of 19% in Q1 2016 when data tracking, and pre-consulting first began.

Form 10 Pre-Consulting

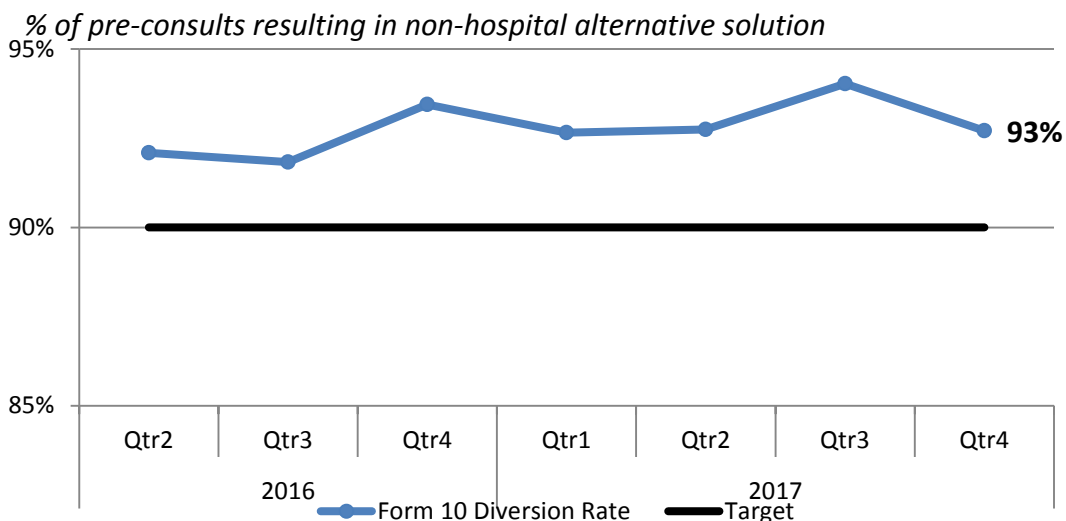*% of form 10 hospital events that had a prior PACT/US consult*
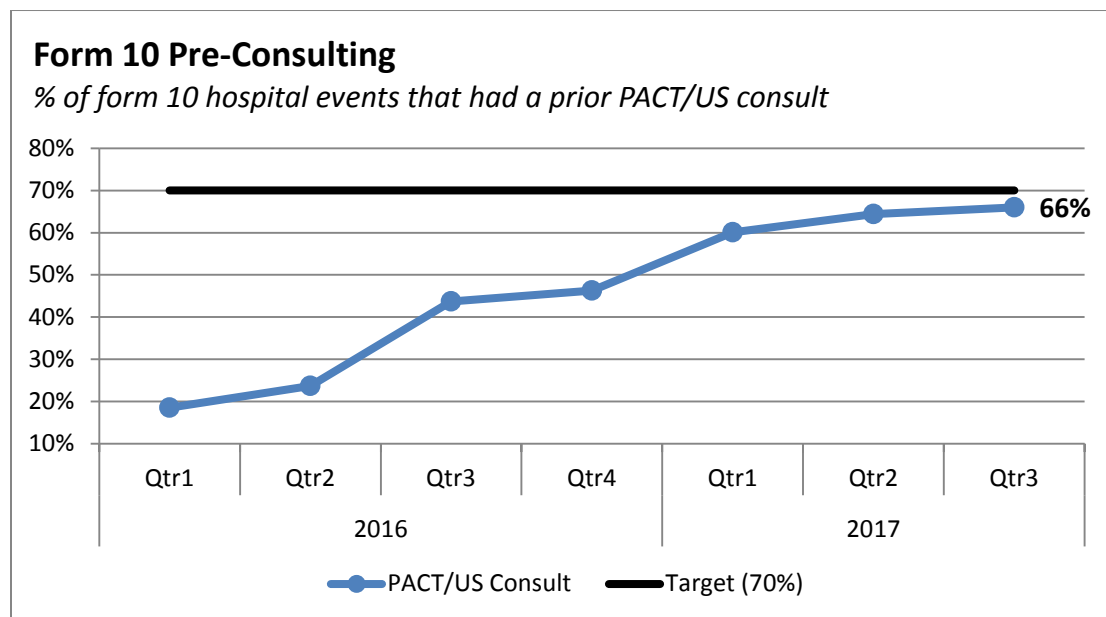
Form 10 Diversion has consistently stayed above the 90% target since data tracking began in Q1 2016, and in Q4 2017 saw 93% of mental health pre-consults with PACT/US resulting in an alternative solution to a hospital visit.

Form 10 Diversion
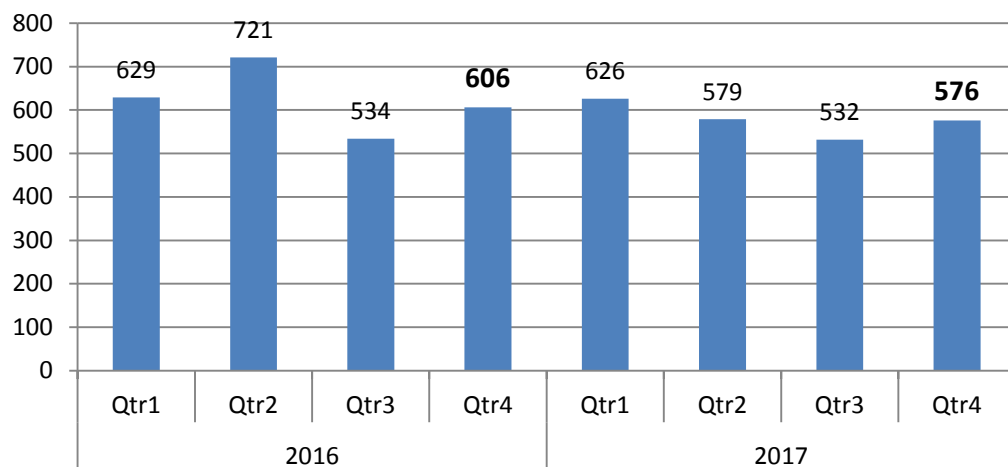
% of pre-consults resulting in non-hospital alternative solution

These mental health consultations are believed to be a factor in reduced Form 10 hospital events, with the number of these events 7.1% lower in 2017 compared to 2016 levels (2,490 in 2016, 2,313 in 2017).

Form 10 Hospital Events

Number of persons admitted to hospital via Mental Health Act

Finally, **Hospital Wait Time Performance** was slightly below target, with 79% of Form 10 hospital visits with wait times under 90 minutes. A major mechanism to improve hospital wait times has been 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.

Form 10 Hospital Wait Time
% of form 10 hospital visits with wait times of 90 minutes or less

79%

Within 90 minutes — Target 80%
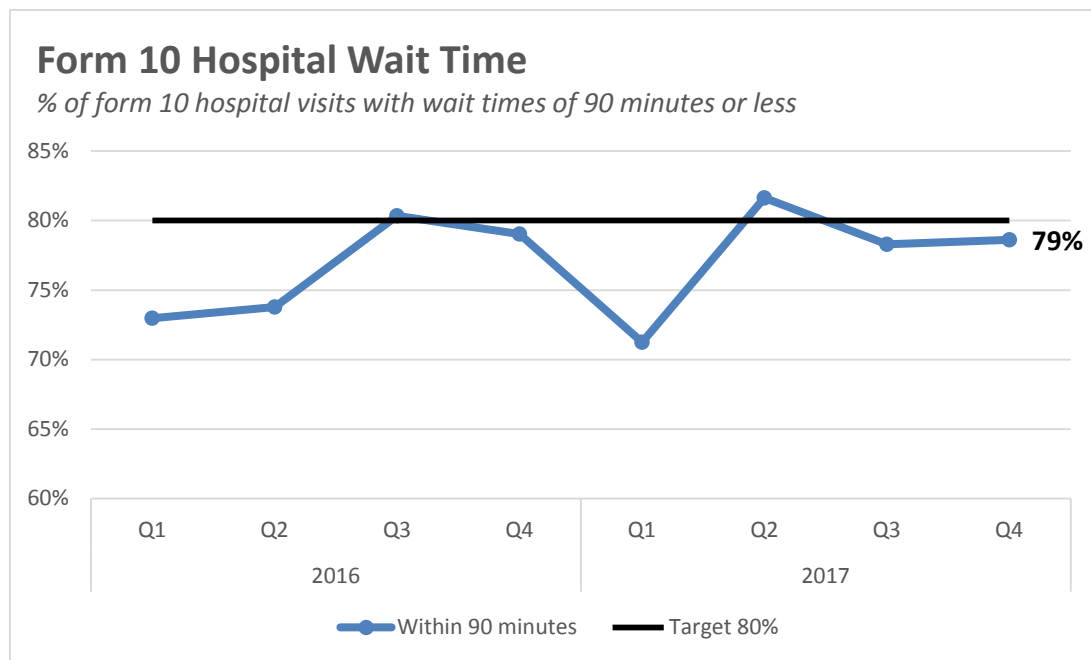
Q3 Reporting:

Project Updates

- Form 3 - The working group continues to meet and consult. Minimal commitment to process improvement has been garnered from Alberta Hospital Edmonton (AHE) representation. AHE represents the most significant portion of the Form 3's processed and executed by the EPS. The focus of this work has turned to internal process improvement mainly ensuring legislative requirements and risk criteria are met prior to the EPS dispatching unit(s) to investigate Form 3 apprehension orders.

- Form 23 - Director of AHS Urgent & Intensive Services has initiated a process improvement concept which will reduce the number of Form 23 apprehension orders coming to police for resolution. More to come in Q4.

- Form 10 - Transfer of Care sub-committee struck to evaluate the documentation utilized. Committee chaired by EPS representation.

- The Q3 deliverable to develop a new mental health training package for patrol members, and an associated communications strategy, did not occur and is not expected to be completed before the end of 2017. The new training package is dependent on the completion of legal opinions, MOUs, and internal process improvements and governance approvals in relation to all Mental Health Act forms.

- EPS invested two additional FTE's into mental health intervention. A 7th member to the Police and Crisis Team (PACT), and the creation of a new Youth PACT team.

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.

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

Q4 Reporting:

The Collision Reporting Centre initiative continues to be behind schedule. The draft Negotiated Request for Proposals (NRFP) was provided to the City of Edmonton for their review and consideration to proceed accordingly. Materials Management Branch within the EPS has been in contact with the City of Edmonton Procurement and unfortunately, there has been a delay in processing due to competing demands within RFP's. These delays are outside of the control of the EPS. The City of Edmonton has implemented new templates for Procurement documentation and the EPS Materials Management Branch is working with them to move the existing documentation into the new format. The initiative is anticipated to take considerable time to move through the procurement processes including the assessment of submitted proposals. In anticipation of this, the EPS has already identified the internal evaluation committee and subject matter advisors required for this process. In line with NRFP reporting requirements, the EPS will bring forward information to the Edmonton Police Commission as this initiative progresses through City procurement processes.

Q3 Reporting:

The Collision Reporting Centre initiative is slightly behind schedule. Efforts have been made to draft the Negotiation Request for Proposals (NRFP) and requirements as well as identify the internal evaluation committee and subject matter experts who will be involved with the RFP process. Due to the complexity of the initiative, the internal evaluation committee and subject matter expert advisors will be composed of representatives involving Traffic and Forensic Services Branch, Materials Management Branch, Policing Innovation Unit, Property and Exhibit Unit, and Legal Advisors Section. Specific individuals from each area have been identified to participate. Materials Management Branch has been provided with the NRFP to process through the City of Edmonton as per standard process. It is believed that the RFP will proceed through the City procurement process in Q4 which will result in the posting of the NRFP, however this is dependent upon timelines of City Procurement.

Q2 Reporting:

In Q2, the EPS continued with the drafting of the NRFP 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 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.

On-target
Quarterly Activities

On-target
**10 integration programs implemented
(Target: 8 by 2017-year-end)**

Q4 Reporting:

In Q4, the selected integration initiatives were evaluated. The evaluation determined whether the initiatives were successful and identified ongoing challenges. What made an initiative successful varied amongst the integration initiatives. Moving into 2018, future integration initiatives were contemplated and explored.

Patrol and General Duties:

1. Intelligence Led Offender Management- **Deemed successful**

    *   The Integrated Offender Management Initiative (IOMI) continues to work well and has evolved to include the future RCMP Crime Reduction Unit. Two meetings were held in Q4 with a group of regional RCMP analysts to develop a new process for timely sharing of intelligence. One challenge identified was the lack of the RCMP not having a centralized model of intelligence sharing within the Province. It is anticipated that a solution will be developed by the end of Q1 2018. Presently, outside of the established IOMI, intelligence sharing exists on a daily basis between individual EPS and RCMP criminal intelligence analysts but this is not an effective means of intelligence sharing. This will likely continue to be a work in progress until such time that the RCMP are able to develop a more centralized model of intelligence sharing. In the interim, a weekly Crime Management & Offender Identification meeting is held each Tuesday with our RCMP regional partners.
    *   Moving forward into 2018, the EPS and the RCMP have the opportunity to work together within various intelligence programs with the EPS standing up the Operations and Intelligence Command Centre. There is an opportunity to integrate within that model for the benefit of Edmontonians and the region.

2. Auto Theft Joint Task Force- **Deemed successful**

    *   The RCMP integrated secondment within the EPS Targeted Response to Auto Theft Prevention (TRAP) ended in Q4. The RCMP have committed to creating a succession plan to continue the integration. One challenge identified was the need to enhance the analytics support provided by the RCMP to their embedded member. The above Integrated Offender Management Initiatives should help improve this gap of analytics.
    *   Moving forward into 2018, the RCMP will be establishing their Regional TRAP Team. The EPS and the RCMP will have the opportunity to work together on various targets and files. There is an opportunity to integrate the teams for the benefit of Edmontonians and the region.

Investigations:

1. Integrated Technological Crime Units (TCU's)- **Deemed successful**

   - The integration of the two EPS Digital Forensic Services Detail (DFSD) technicians with the RCMP TCU at the ALERT building has been successful and continues to work well. Both agencies have leveraged each organizations shared capital investments in relation to Cyber Crime which has saved capital and avoided duplication and redundancy. An identified was the ability to prioritize and triage files according to equipment sharing.
   - Moving forward into 2018, the strengthening of opportunities to work together on various Cyber Crimes will be leveraged. Also, the EPS will conduct joint 'Train the Trainer sessions' with the RCMP.

2. Integration of Surveillance Teams- **Deemed successful**

   - Both agencies were able to meet and plan cross training sessions. The primary conclusion was that RCMP and EPS surveillance teams use similar techniques with minor differences in policy and terminology. One challenge identified was the need to share information directly between teams and security clearance levels needed for Federal National Security files. Solutions to information sharing and direct contact between teams have been established. The past year of integration has ensured the EPS and RCMP surveillance teams are able to work together in any future, large scale, files that require more resources than one agency can provide.
   - Moving forward into 2018, there is an opportunity to enhance the integration at the instructor level at the 2018 EPS Spring Advanced Surveillance Training Course and the opportunity to expand the current EPS-RCMP integration to include the Sheriffs and the Federal INSET Teams.

Operational Support:

1. Integrated Flight Operations Support- **Deemed successful**

   - The EPS and RCMP helicopter(s), with Tactical Flight Officers (TFO's) from both agencies have operated together and have covered each other's jurisdictions when needed. An identified challenge remains of developing a funding model for the greater Edmonton region.
   - Moving forward into 2018, there is an opportunity to enhance the integration of each agency's Traffic Services section. Integration between the EPS, the RCMP and the Alberta Sheriffs, has already commenced in relation to the Anthony Henday ring road and several commercial vehicle operations and check stops. Further integration opportunities could be expanded to include the upcoming annexation of lands which will include Highway 19.

2. Integrated Tactical-Emergency Response Teams & Public Order Units- **Deemed successful**

   - The EPS and the RCMP's Public Safety Unit and Tactical teams continue to train together. The EPS has adopted the common Tactical uniform colours based on the Federal JTF Teams. This integration and force multiplier proved effective during the 2017 NHL Oilers Playoff run.

- Moving forward into 2018, there is opportunity to expand the integration within the EPS Extra Duty Detail platform.

Corporate Services:

1. Creation of an overarching Memorandum of Understanding (MOU) - **Still In Progress**

- EPS continues to draft the overarching MOU to describe a working relationship between the RCMP and the EPS.
- The communication strategy 'telling the story and successes' of EPS-RCMP integration both internally and to the public has commenced and has received National attention. A prime example of this was the September 30th event in Edmonton where the EPS and RCMP (INSET and Executive) worked in an extremely collaborative way which led to the successful conclusion of the event and the related investigation. The cooperation of both agencies was noted at a national and international level and this level of successful collaboration only could've occurred with the efforts made through the RCMP/EPS Integration activities across all areas (Corporate Services, Operations, etc.) The continued sharing of Corporate Information, including leading practices and lessons learned, has been well received by both agencies.

2. Commissioned Officer Education Program (COEP) - **Deemed successful**

- The Commissioned Officer Education Program was a big success and has since evolved into the discussion of further developing it to be a course open to Sworn and Civilian Executive Leaders. This opportunity not only provides training but exposes the executives to other peers so they can build relationships which will undoubtedly assist in future operations. Success was defined as smooth integration of services, increased efficiency by preventing the duplication of work and seamless interoperability when the need arose.

Q3 Reporting:

In Q3, the remaining EPS and RCMP integration initiatives were able to be implemented. At the September 29 meeting, in addition to the two identified primary initiatives per area, all four areas identified supplemental initiatives which could be further explored in 2018. These supplemental initiatives will be identified in Q4. All four area groups shared and deliberated their ongoing plans with the larger group which included successes, challenges and further opportunities. The Committee agreed on scheduling the next meeting for early Q1 2018.

Patrol and General Duties:

1. Intelligence Led Offender Management

- The Integrated Offender Management Initiative (IOMI) continues to work well and has evolved to include the future RCMP Crime Reduction Unit (October 2017). The intelligence shared between the units will enhance the management of cross jurisdictional offenders.
- The Crime Collaborative Management Team has increased regional RCMP jurisdictional participants which has enhanced sharing crime trends, intelligence and de-confliction requests.

2. Auto Theft Joint Task Force

- The EPS Targeted Response to Auto Theft Prevention (TRAP) integrated a sworn operational RCMP member in May 2017. The RCMP secondment ends in November 2017. The RCMP have committed to creating a succession plan to continue the integration. The RCMP would like to enhance the analytics support provided to their embedded member in an effort to mirror EPS analytics for the benefit of the TRAP team and the region.

Investigations:

1. Integrated Technological Crime Units (TCU's)

- The integration of the two EPS Digital Forensic Services Detail (DFSD) technicians with the RCMP TCU at the ALERT building occurred in July 2017. This integration has been successful and continues to work well. Both agencies have empowered mid-level managers to be involved and to triage any equipment sharing challenges.
- There is an opportunity for the EPS to leverage the RCMP business case in relation to purchasing specialized TCU related hardware/software and conduct 'Train the Trainer sessions'.

2. Integration of Surveillance Teams

- Both agencies were able to review each other's training sessions. The primary conclusion was that RCMP and EPS surveillance teams use similar techniques with minor differences in policy and terminology. There is opportunity to enhance the integration at the instructor level at the EPS October Advanced Surveillance Training Course.
- The inter-operability of both services surveillance resources were tested in real time through a federal operation which concluded with favourable results. There is opportunity to expand the current EPS-RCMP integration to include the Sheriffs and the Federal INSET Teams.

Operational Support:

1. Integrated Flight Operations Support

- The EPS and RCMP helicopter(s) and aircraft now have had Tactical Flight Officers (TFO's) from both agencies operate in each other's platforms. There may be opportunities in the future for both agencies to share lease space for equipment and personnel at the Edmonton International Airport. Moving forward, an identified challenge is developing a funding model for the greater Edmonton region.

2. Integrated Tactical-Emergency Response Teams & Public Order Units

- The EPS and the RCMP's Public Safety Unit teams continue to train together. Recent training was held in Wainwright Alberta. There is opportunity to further integration efforts by standardizing equipment, and issuing standard PSU uniforms (other than the agency shoulder

flashes) for consistency purposes. This integration and force multiplier opportunity may be expanded into Extra Duty Detail.

Corporate Services:

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

   • EPS is drafting the overarching MOU to describe a working relationship between the RCMP and the EPS. Meetings are scheduled between both agencies in Q4 2017. Further work/area specific, appendices, included to be drafted include; the 'higher level' Advocacy Framework.
   • There is an opportunity to co-launch a communication strategy 'telling the story and successes' of EPS-RCMP integration both internally and to the public. The ongoing collaboration initiative is gaining national recognition and has been tested with very positive results in recent high profile investigations.

2. Commissioned Officer Education Program (COEP)

   • The COEP pilot was deemed a success. The course review and evaluation conducted by embedded curriculum designers will be leveraged in order to implement some slight curriculum changes over Q4. The next course will be held in spring 2018 and will be expanded to include civilian equivalents. The Calgary Police Service has also expressed interest and is requesting COEP accommodate some Calgary attendees.

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 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 Responsively (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:
    - Site assessment and preparation completed.
    - EPS TCU member participants identified and security clearance process initiated.
    - Memorandum of Understanding ("MOU") drafted and executed.
    - Technical infrastructure assessed and established.
    - Requisite computer hardware and software considered, requisitioned and received.
    - Additional required resources identified and assigned (e.g., unmarked service vehicle).
    - 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 Sheriffs 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

On-target
Financial Efficiency Results
$12.4m efficiencies identified to impact budget 2018
(Target: $4.0m)

Analysis:

Q4 Reporting:

In the 2018 calendar year, EPS identified $12,245,000 in financial efficiency improvements to be implemented throughout the 2018 and 2019 budget calendar years. Several highlights include:

- Closure and consolidation of low-use Community Policing Stations
- Towing incentives for companies to respond quicker to calls, freeing up patrol units sooner
- Hiring of civilian staff to complete daily mail service delivery across all EPS divisions, freeing up sworn staff from each division from completing this task
- Elimination of local printers at individual work stations
- Increased rates for police information checks and tow lot storage, to better reflect operating costs

The cumulative result of the identified $12.2 million translates 72 new or repurposed positions – composed of 43 positions re-purposed from low to high needs, and funding for 18 new positions.

Q3 Reporting:

Review 2018 efficiency results and seek endorsement from the EPC.

Complete. 2018 efficiency results have been endorsed by EPC Finance and Audit Committee on July 17, 2017, and subsequently approved by the EPC on July 20, 2017. Also complete is the Q4 requirement to submit a narrative summary of efficiencies to Corporate Administration for inclusion in the Fall 2018 Supplemental Operating Budget Adjustment.

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:

On-target
Completion of Quarterly Activities

Q4 Reporting:

The contract negotiations with Sierra and IBM were completed successfully at the end of Q4. The end result is a contract that has significant savings on the initial purchase, ongoing software maintenance costs, and establishes a "standing offer" software list that EPS may choose to make purchases from without the cost or complexity of going to RFP for up to ten (10) years. The contract positions EPS to evolve onto the new system and make future purchase decisions based on experience and firsthand knowledge. A detailed Statement of Work (SOW) was finalized and submitted to Chief's Committee as a supporting document to the RFP's final contract. While the contract was being finalized IBM made the software for the project available to EPS to enable the project team to install our development environment and begin initial configuration steps in parallel to the contract negotiations.

Q3 Reporting:

The proof of concept scenarios have been completed and demonstrated to the DAMS evaluation committee. A proof of concept integration of Gateway/EPROS and DAMS has also been completed and video produced to show the interaction of the systems. With these items completed the DAMS proof of concept has been concluded. Engagement with business areas and demonstrations of mockup solutions using the DAMS software was done with positive feedback from the business. The statement of work (SOW) has been delivered and is in the process of review and revision with other teams who will need to be engaged at various points in the project. A detailed understanding of licensing has been achieved and contract negotiations are near the end with next steps currently in the city's hands.

Next steps for Q4:

- Continue working with EPS Business units on initial business requirements.
- Complete contract negotiations.
- Complete necessary revisions and finalize statement of work for presentation on November 2, 2017.
- Begin work on initial work packages in the statement of work including environment builds and implementation framework development and planning.

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
    - 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:

Off-target
Lifecycle Radio Equipment Replacement
99% completed
(Target: 100% completion Q4)

On-target
Prepare CoE/EPS Service Agreement
95% completed
(Target: 95% completion Q4)

On-target
Radio Migration Readiness
70% completed
(Target 70% completion Q4)

Off-target
Radio Migration to AFRRCS
Deferred until 2018
(Target: 50% completion Q3)

Average Duration Radio Failures
0 min/hours

Analysis:

Q4 Reporting:

Major Accomplishments:

- Air One setup in a pilot on AFRRCS.
- EPS AFRRCS Production Environment consoles, CAD P25 gateway and encryption KMF implementation and configuration acceptance completed (Stage 4).
- CAD interface to P25 gateway back port for I/PPT and Banner implemented into production operations.
- Fleet map implemented in EDACS migration gateway translation table.
- EDACS radios setup in translation table in readiness for radio transition in 2018.
- Dispatch operations for North Comms and South Comms cutover to operate on AFRRCS.
- City radio governance model and agency model implemented with integration with AFRRCS OMS.
- Audio recorder replacement with NICE P25 audio recording system approved to proceed.
- Extended Coverage vendor evaluation in progress with 3 of 4 proponents consensus scoring completed.
- Radio encryption crypto nets defined and implemented on AFRRCS and translation tables in support of radio migration.
- Radio system layout, including profiles and personalities configurations finalized for radio migration event.
- AFRRCS EPS production network access control list implemented to restrict external access to EPS devices.
- Helpdesk SOP for AFRRCS notifications defined and implemented.
- Radio Communications team initiated radio licensing align with the City processes with ISED (Federal/Provincial licensing organization)

Major Accomplishments:

- Interoperability talk group sharing in place for City, ALERT, and RCMP.
- EDACS gateway for consoles and radios is in sync with AFRRCS Migration Gateway.
- AFRRCS UAS populated with shared talk groups will all agency sharing arrangements authorized by PCB.
- Key Management Facility is operationally ready with KMF sharing arrangements approved and in place with the other City agencies.
- Air3 aeronautic licensing approved by Industry Canada. Interim plan in place for air to ground operations.
- Fall back system relocated to SE communications center.
- Crypto nets design for securing talk groups and radios completed for final approval.
- For City agencies: ETS consoles are cutover, EFRS center ready for cutover, Waste started radio migration, other city agencies radios setup in migration gateway and AFRRCS UAS.
- P25 system gateway back port versions for CAD interface in place.
- Back port for CAD banner filter completed.
- Extended Coverage NRFP closed with four proponents for evaluation.

EPS Radio Migration AFRRCS Status:

- Air 3 radios are being configured for RCMP VHF channels and code plug for all EPS talk groups and crypto nets are being implemented on Technisonic radios for the AFRRCS pilot. The AFRRCS pilot is planned for operation starting November 2017.
- AFRRCS firewall configuration is being implemented for end of October.
- Audio Recorder procurement has been delayed waiting COE procurement.
- Fall back systems are being configured to support on-going operations on EDACS at SE.
- The software maintenance program SUMS/FX for Harris consoles solution provided but cost prohibited. Developing an alternative to take into account all City agencies devices.
- Triggers and Banner back port being tested for AFRRCS but will also be required in on-going operations for EDACS.
- The KMF usage is being tested for use in providing key usage on Motorola radios which is required for EFRS but also Air 3.
- Crypto net design, radio profiles and personalities, review and approval in progress with PCB.
- Dispatch console cutover to AFRRCS targeted for last week of November, is still on track.

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

On-target
On Campus Events
49 events occurred
(227% increase from 2016 levels)

Off-target
Recruit Mentorships
35% mentorships with completed applications
(Target: 50% by year-end)

Analysis:

Recruit Mentorships – In 2017, recruiters mentored a total of 34 applicants through this program. The demographics of the mentored participants are as follows:

	Gender		Underrepresented		Submitted Application	
	Male	**Female**	**Yes**	**No**	**Yes**	**No**
Participants	38%	62%	68%	32%	35%	65%

Overall, recruiters missed their target of getting 50% of participants to apply. Through the first year of conducting this program, recruiters have realized there is a wide variety of the type of applicants that are being mentored. Some participants are waiting to apply until they complete post-secondary, some are still not ready to submit an application and others started the program and requested that they no longer want to continue in the process. Although the 50% target was missed, it does not diminish the value of this program helping applicants be successful in applying and through the selection process. Additionally, those who haven't submitted an application in 2017 will be mentored through 2018.

On campus events – In 2017, RSU grew its number of on-campus recruitment events by 227%. MacEwan University showed the most growth in events through the creation of a specific Run with Recruiters program for the Police and Investigative Studies students. In 2018, RSU plans on adding additional post-secondary intuitions to start a Run with Recruiter program for those campuses. Overall, every institution except Concordia saw an increase in the number of events recruiters attended in 2017.

	# of Events – 2017	**# of Events - 2016**	**% Change**
University of Alberta	5	4	+25%
MacEwan University	35	6	+483%
NAIT	5	3	+67%
Norquest College	1	0	∞%
Concordia University	2	2	0%
Kings University	1	0	∞%
Total	**49**	**15**	**+227%**

2017 Annual Policing Plan – Q4 Results

Presented to the
Edmonton Police Commission
Feb 22, 2018

2017 Annual Policing Plan – Q4 Results

Purpose

- Provide EPS's quarterly report of 21 stand-alone performance measures, and 12 strategic initiatives

- Highlight successes and areas of concern for select areas

- Answer any questions related to performance and progress
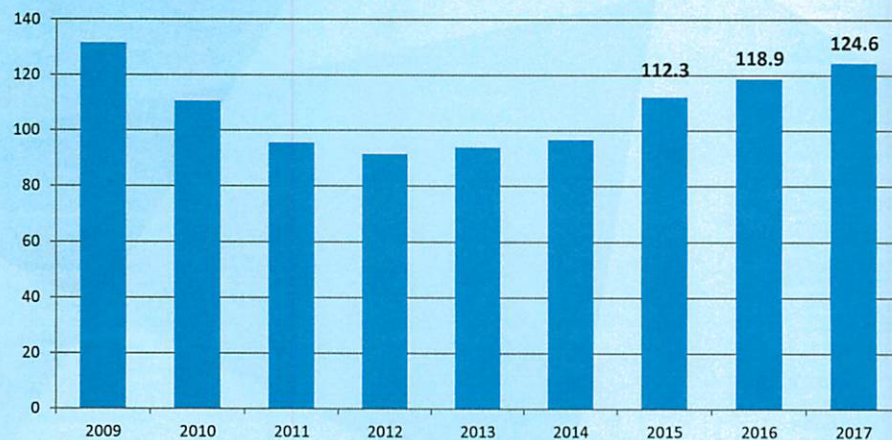
Performance Measures

1. Crime Severity Index

EPS's Crime Severity Index (EPS calculations)

- City-council target: 86 or below (8.0 point reduction from 2013 levels)
- Status: 124.6 (+4.8% above 2016 levels) (off-target)

EPS Crime Severity Index
indexed points, in-house calculations

4

2-4. Crime Levels

- Target: reduction from 2016 levels
- Status: Violent Crime Indicators (+8.1%) (off-target)
- Property Crime Indicators (+4.2%) (off-target)
- Social Disorder occurrences (+4.0%) (off-target)

Violent Crime in Edmonton
number of victimizations

Property Crime in Edmonton
number of incidents
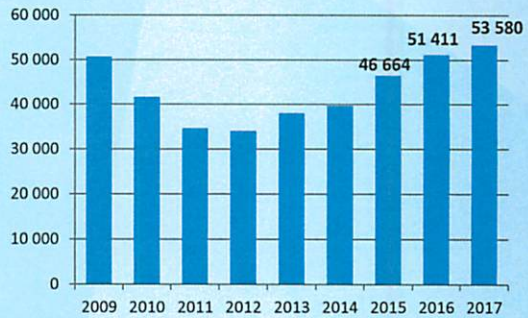
5-6. Traffic Safety & Enforcement

- Target: 4% reduction in traffic fatalities and major injuries from 2010-2014 average
- Status: -25.5% in major injuries (from 2010-2014 avg) (on-target)
- +16.7% in fatalities (from 2010-2014 avg) (off-target)

Major Injuries from Collisions
*injuries requiring hospitalization*
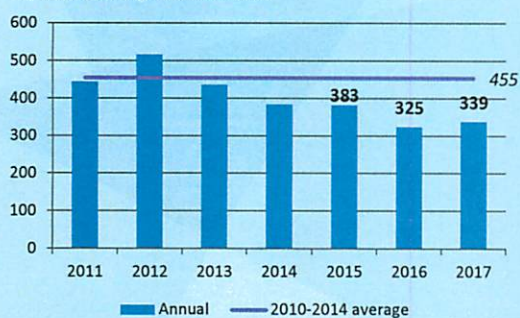
Traffic Fatalities in Edmonton
persons
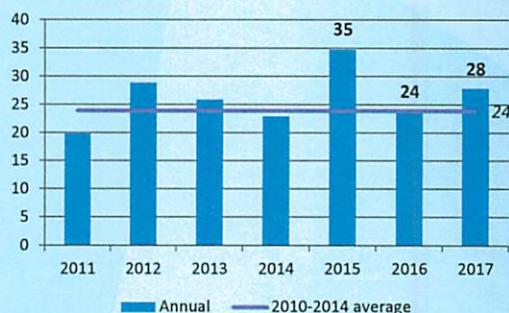
7-8. Speeding / Distracted Driving Enforcement

- Target: increase from 2016 levels
- Status: -7.3% in speeding tickets issued (off-target)
- -12.7% in distracted driving tickets issued (off-target)

Speeding Enforcement
number of EPS tickets issued
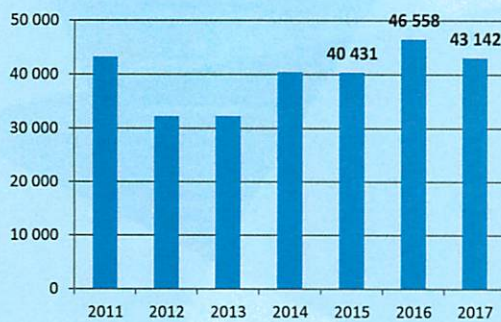
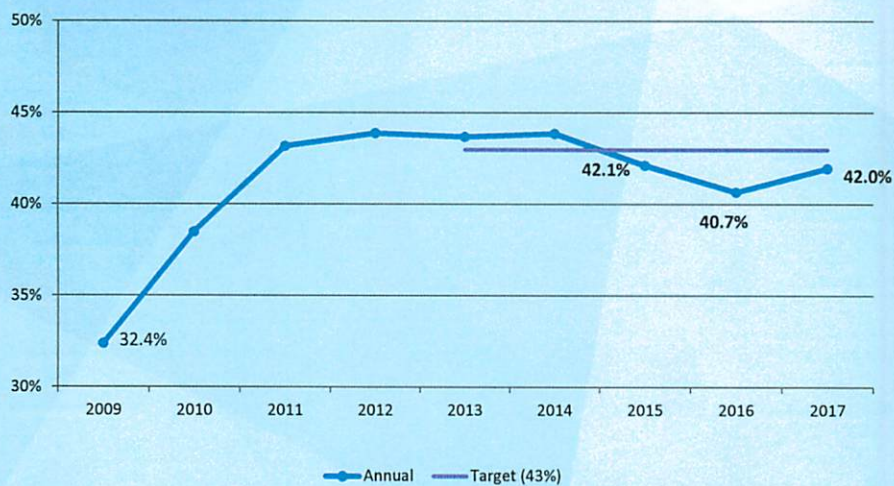**Distracted Driving Enforcement**
number of tickets issued by EPS
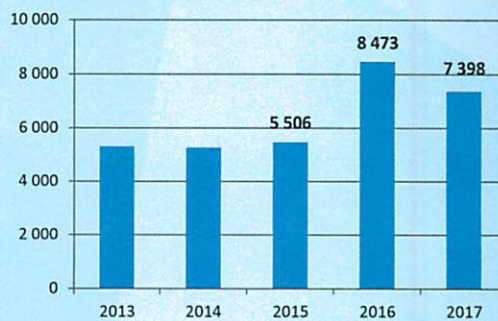
9. Weighted Clearance Rates

- Target: 43% or higher
- Status: 42.0% (near-target)

Weighted Clearance Rate
% of criminal incidents cleared, weighted by crime severity
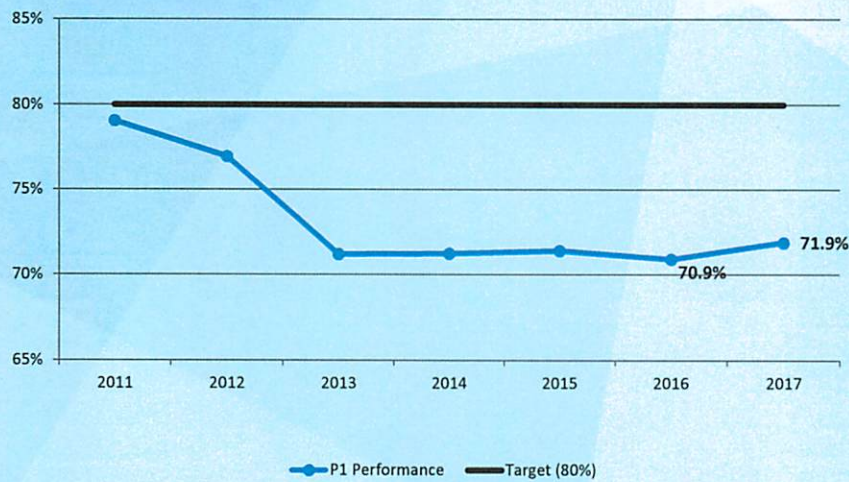

Legend: Annual — Target (43%)

12. Priority 1 Response Time Performance

- Target: 80% or higher
- Status: 71.9% of events met the target (off-target)

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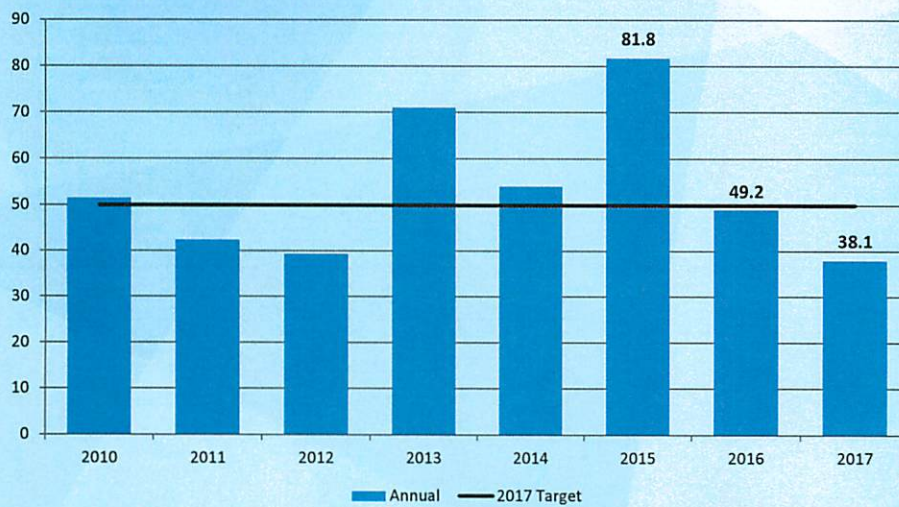

Legend: P1 Performance — Target (80%)

17. Non-emergency Call ASA

- Target: 50 seconds or less
- Status: 38.1 seconds (on-target)

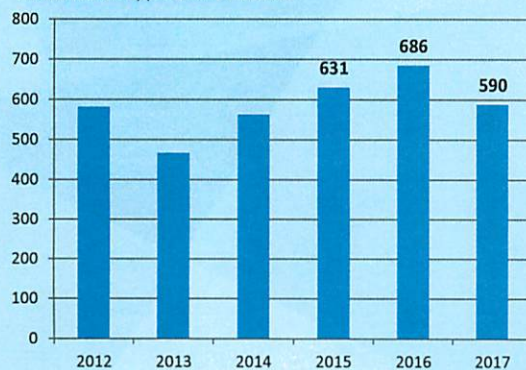**Police Non-Emergency Calls**
Average Speed of Answer (seconds)

18-19. Sworn Recruitment

- Target: increase in EPS applicants / +5% in female applicants
- Total EPS applicants: -13.9% (off-target)
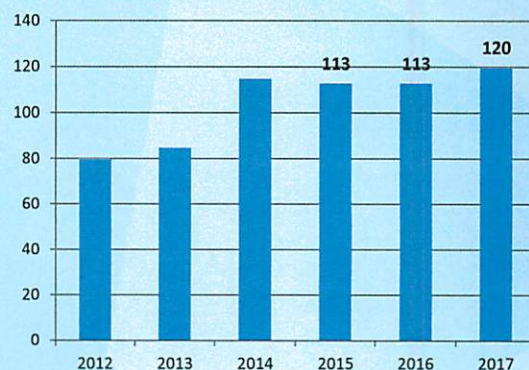- Female applicants: +6.2% (on-target)

EPS Applicants
Sworn recruit applications received

Year	Value
2015	631
2016	686
2017	590

Female Sworn Applicants
number of applicants received

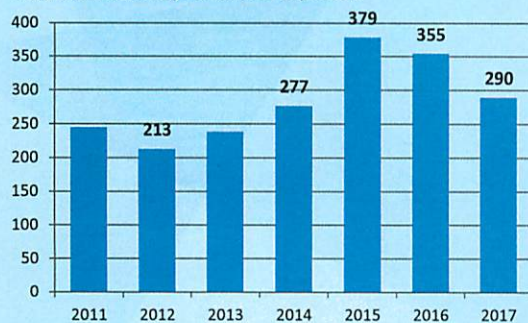| Year	Value
2015	113
2016	113
2017	120

11

Strategic Initiatives

12

1. Reducing Gun Violence

- Violent Firearm Crimes: -18.3% below 2016 levels (on-target)
- Firearm Injuries: -5.2% below 2016 levels (on-target)
- Q4 Implementation of a Firearms Revocation program is delayed will be prioritized in Q1 2018.

Violent Firearm Crimes
violent crime with a firearm used or present

Firearm Injuries
victim injuries from the use of a firearm

13

2. Engagement Strategy with Diverse Communities

Goal

- Establish and strengthen police legitimacy and trust with diverse communities with new community engagement approaches

Results

- Police and Community Engagement (PACE) initiative pilot approved for 2018. 6-10 sworn members will be mandated to advance this initiative operationally.
- EPS approved the Indigenous Community Engagement Strategy in Feb 2018 (replacing the previous EPS Aboriginal Strategy). Public release is upcoming.
- In 2018 EPS will conduct an organizational review of diverse community engagement practices. This work would add to the EPS Core Competencies used in the promotion process.

5. Warrant Project

- Target: reduce persons with criminal warrants from 2016 year-end levels
- Status: 7,713 persons (+6.0%) (off-target)

  - Rising crime since 2015 has increased the intake of new criminal warrants
  - Bill 9 *An Act to Modernize Enforcement of Provincial Offences* (effective May 2017):
    - Minor provincial fines will no longer go to warrant (under $1,000). Outstanding provincial warrants will fall for several years as old warrants are slowly cleared from the system.

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

15

5. Warrant Project

Q4 deliverable: planned IT enhancements for Offender Management have been delayed and pushed out by 6+ months.

Major directional change in the Warrant Project:

- Previous project goal: all criminal warrants will be assigned to individual patrol members, and proactively followed-up on within 90 days
- New focus: persons holding criminal warrants will be triaged by five levels based on their public safety risk. Priority on the highest risk levels, and follow-up work will be assigned to patrol and investigative teams.

7. Collision Reporting Centres (CRC's)

- The draft Request for Proposal was provided to the City's procurement branch in Q4. Our RFP is facing delays from proceeding given competing City procurement demands.

- EPS has started creating an internal evaluation committee to review the eventual submitted vendor CRC proposals.

2017 Annual Policing Plan
Q4 Results

Questions?