

2017

ANNUAL POLICING PLAN

Q3 REPORTING





2017 Annual Policing Plan – Q3 Public

Performance Measures

1. Crime Severity Index.....	3
2. Violent Crime	4
3. Property Crime.....	4
4. Social Disorder	5
5. Major Injury Collisions.....	6
6. Traffic Fatalities	6
7. Speeding Enforcement	7
8. Distracted Driving Enforcement.....	7
9. Weighted Clearance Rate	8
10. Criminal Network Disruption.....	8
11. Organized Crime Arrests & Seizure	9
12. Response Time Performance	9
13. Proactive Time.....	10
14. 911 Operator Answer Performance.....	11
15. 911 Call Assessment Performance	12
16. 911 Call Evaluator ASA	13
17. Non-Emergency Call ASA.....	13
18. EPS Applicants	14
19. Female Applicants	14
20. Culturally Experienced Applicants.....	15
21. Public Complaint Investigation Speed.....	15

Strategic Initiatives

1. Reducing Gun Violence	18
2. Engagement Strategy with Diverse Communities	22
3. Community Wellness Centre.....	25
4. Implementation of an Intelligence-based Bureau	28
5. Warrant Project.....	31
6. Efficient Management of Mental Health Calls.....	36
7. Collision Reporting Centres	41
8. EPS/RCMP Integration and Collaboration.....	44
9. Organizational Efficiency Review	52
10. Digital Asset Management System (DAMS)	55
11. Provincial Radio Network	58
12. Proactive Recruiting & Mentoring.....	62



2017 Annual Policing Plan – Q3 Public

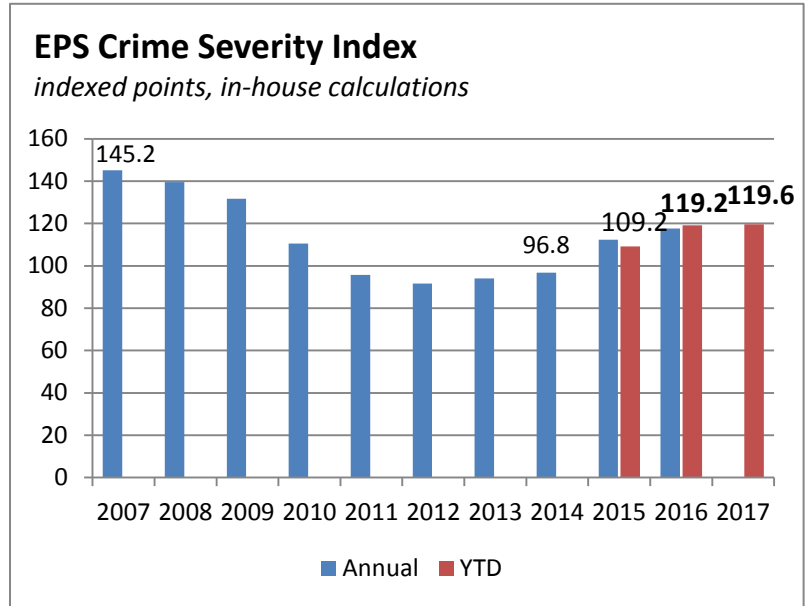
Reduced Crime & Victimization

Crime in Edmonton

1. Crime Severity Index

ABOUT THIS MEASURE

Measures Edmonton’s Crime Severity Index value (CSI). This internally calculated measure follows the measuring methodology established by Statistics Canada. The index measures the amount of crime reported to EPS, factors for the severity of the crime that occurred, and additionally factors for population growth. Severity is based on weights assigned to each Criminal Code of Canada offence, based on judicial sentencing data. The index is set to equal 100 in the year 2006 for Canada.



TARGET

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

RESULT - off target

YTD, Edmonton’s CSI rose 0.4% from the same period last year. Rising crime has primarily been observed in Harassment, Sexual Assaults, Assaults, and Fraud, while decreasing crime has primarily been observed in Theft from Vehicle, Robbery, and Mischief.



2017 Annual Policing Plan – Q3

2. Violent Crime

ABOUT THIS MEASURE

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

TARGET

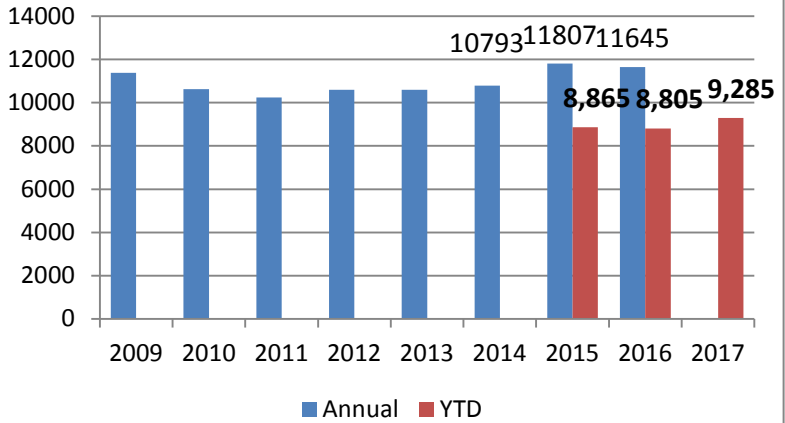
A reduction from 2016 levels.

RESULT - off target

YTD, victimizations of violent crime rose 5.5% (from 8805 to 9285) from the same period last year.

Violent Crime in Edmonton

number of victimizations (all "Crime Against the Person" UCR codes)



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

- Other Violent Crime: up 16.0% (driven by Harassment and Prostitution)
- Sexual Assault: up 9%
- Assault: up 3.5%
- Homicide: up 2.8%
- Robbery: down 7.1%

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

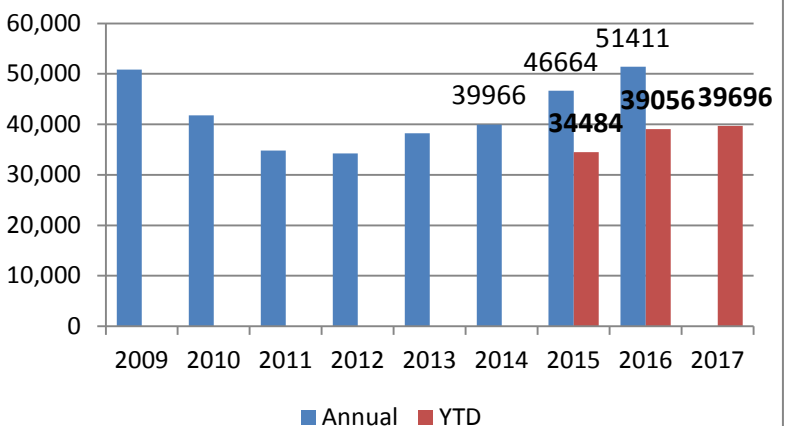
A reduction from 2016 levels.

RESULT - off target

YTD, incidents of property crime increased 1.6% (39056 to 39696) compared to the same period last year.

Property Crime in Edmonton

number of incidents (all "Crime Against Property" UCR codes)



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



2017 Annual Policing Plan – Q3

- Theft over \$5,000: up 7.3%
- Other Property Crime: up 3.7%
- Break & Enter: up 3.4%
- Theft of Vehicle: up 1.4%
- Theft From Vehicle: down 5.1%

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.

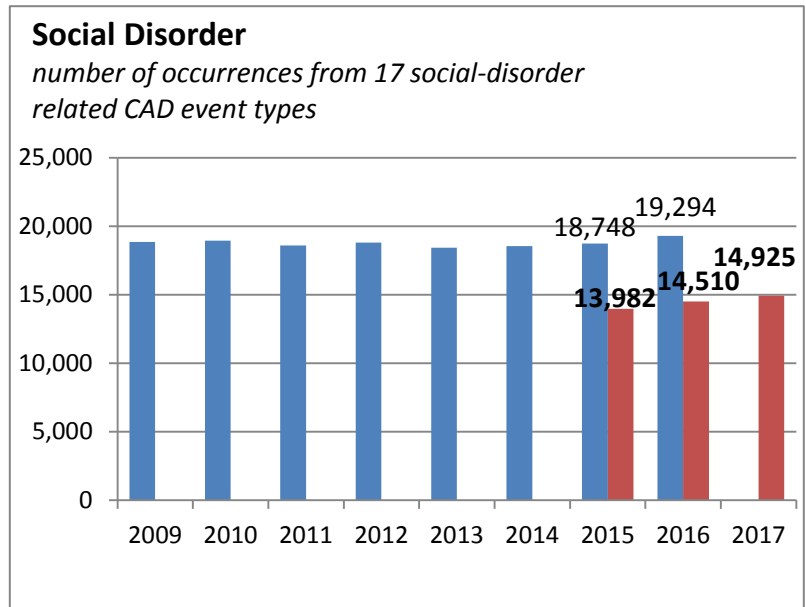
TARGET

A reduction from 2016 levels.

RESULT - off target

YTD, social disorder CAD events increased 2.9% (14510 to 14925) compared to the same period last year. Social Disorder is made up of 9 distinct categories. 2016-2017 YTD changes are highlighted for key categories:

- Prostitution: up 253% (primarily driven by Prostitution Soliciting Male)
- Mental Health Act Complaints: up 19%
- Trouble with Person: up 8.9%
- Abandoned Vehicles: down 71%





2017 Annual Policing Plan – Q3

Traffic Safety & Enforcement

5. Major Injury Collisions

ABOUT THIS MEASURE

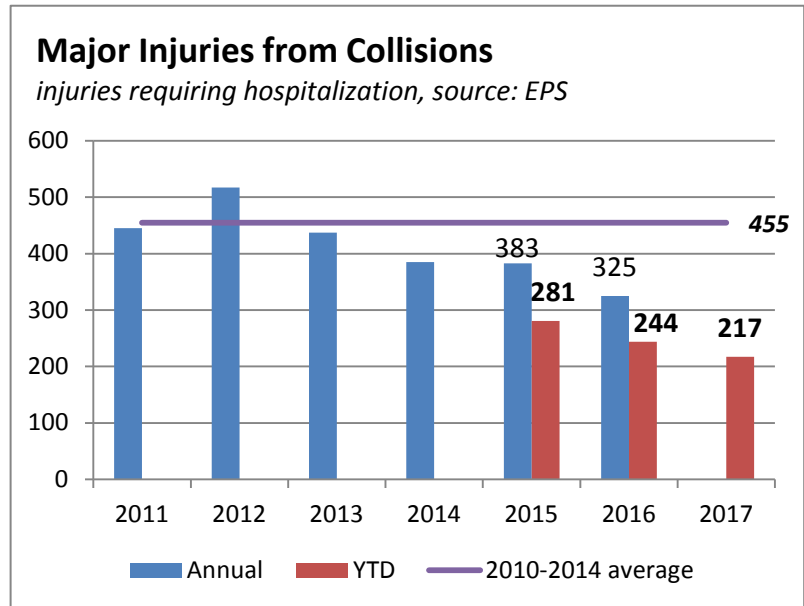
Measures the number of major injuries resulting from vehicle collisions. Major injuries are those that require hospitalization, but are not fatal.

TARGET

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

RESULT - on target

YTD, major injuries from collisions decreased 11.4% (244 to 217) from the same period last year, and are on-track to meet the 4% reduction target from the 2010-2014 baseline average.



6. Traffic Fatalities

ABOUT THIS MEASURE

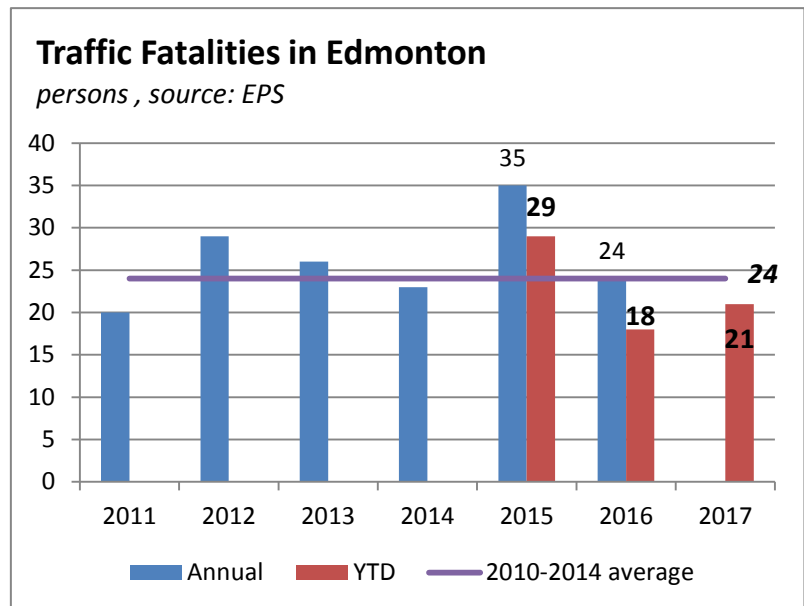
Measures the number of fatalities occurring as a result of vehicle collisions.

TARGET

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

RESULT - off target

YTD, traffic fatalities increased 16.7% (18 to 21) from the same period last year, and are anticipated to be above the 4% reduction target by year-end.



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

² See previous footnote.



2017 Annual Policing Plan – Q3

7. Speeding Enforcement

ABOUT THIS MEASURE

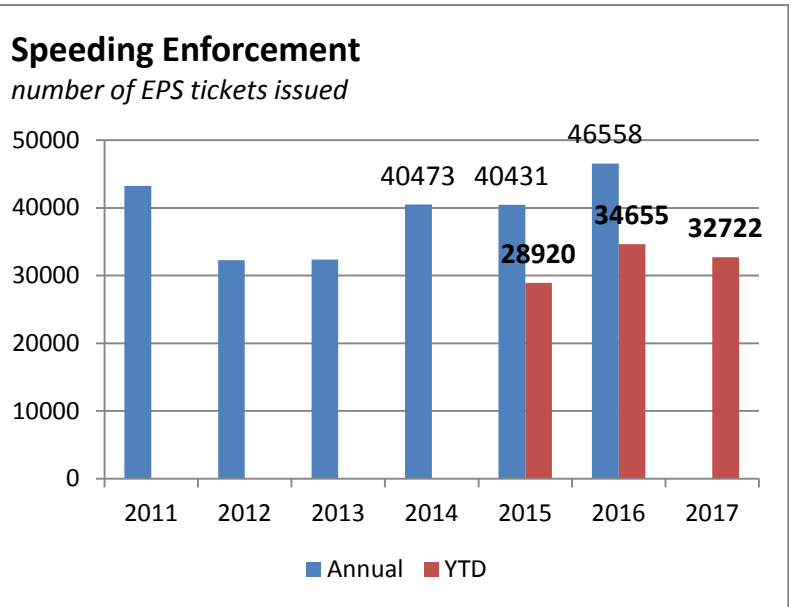
Measures the number of speeding-related traffic violations identified and subsequent tickets issued by EPS. This excludes tickets issued by the Office of Traffic Safety from automated enforcement.

TARGET

An increase from 2016 levels.

RESULT - off target

YTD, speeding tickets issued by EPS decreased 5.6% (34655 to 32722) from the same period last year.



8. Distracted Driving Enforcement

ABOUT THIS MEASURE

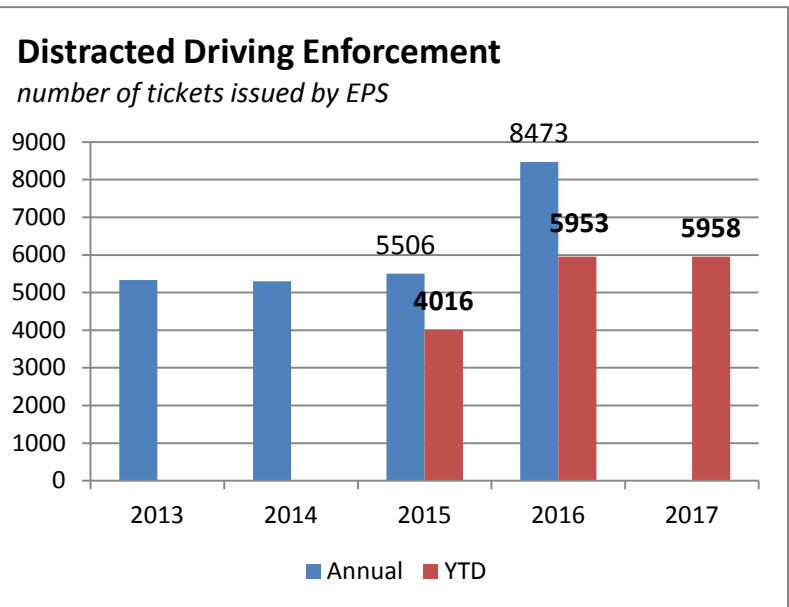
Measures the number of Traffic Safety Act violations for Distracted Driving issued by EPS.

TARGET

An increase from 2016 levels.

RESULT - on target

YTD, distracted driving tickets issued by EPS were up 0.1% (5953 to 5958) compared to the same period last year.





Investigative Excellence

9. Weighted Clearance Rate

ABOUT THIS MEASURE

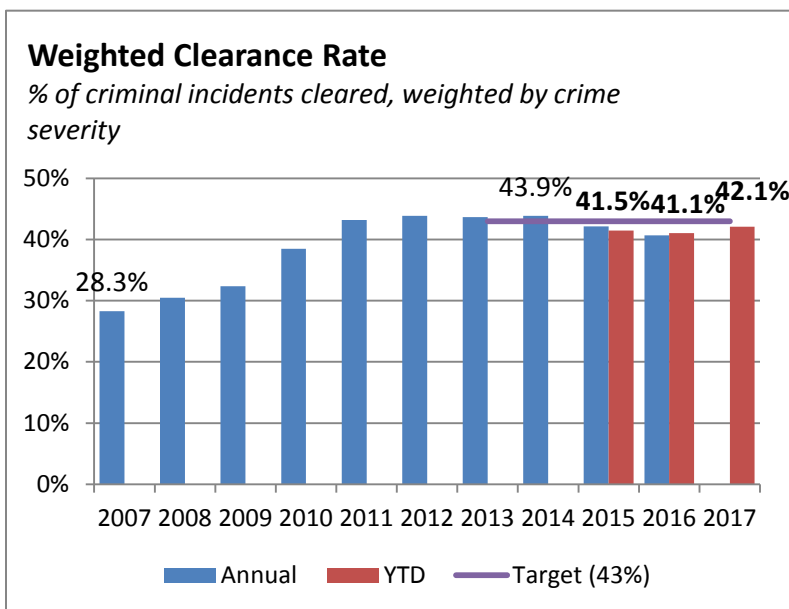
Measures the percentage of EPS-reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused has been identified and charged, or 'cleared otherwise'.

TARGET

43% or greater.

RESULT - near target

YTD, EPS's Weighted Clearance Rate was 42.1%, marking a 1.0% point increase from the same period last year.



10. Criminal Network Disruptions

ABOUT THIS MEASURE

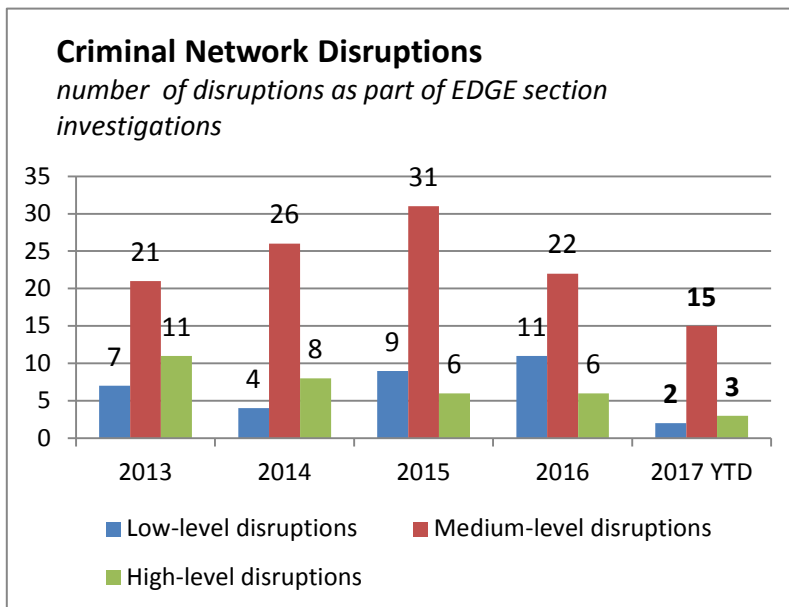
Measures the number of low-level, medium-level, and high-level criminal networks that are disrupted as a result of concluded investigations by EPS's Edmonton Drug & Gang Enforcement section (EDGE).

TARGET

Maintain or increase disruptions from 2016 levels.

RESULT - near target

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





2017 Annual Policing Plan – Q3

11. Organized Crime Arrests & Seizures

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

EDGE Seizures/Charges	2013	2014	2015	2016	2017 YTD
Cocaine (kg)	54.9	9	6.8	13.5	23.2
Marihuana (kg)	45.7	207.7	51.7	22.2	19.9
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)	65855 (+ 8.2 kg powder)
Money (\$CDN)	\$1,331,500	\$1,510,000	\$566,600	\$509,900	\$1,377,597
Firearms	38	28	40	69	13
Arrests	147	88	61	80	48
Charges	350	289	412	365	222

Increased Efficiency & Effectiveness

Patrol Performance

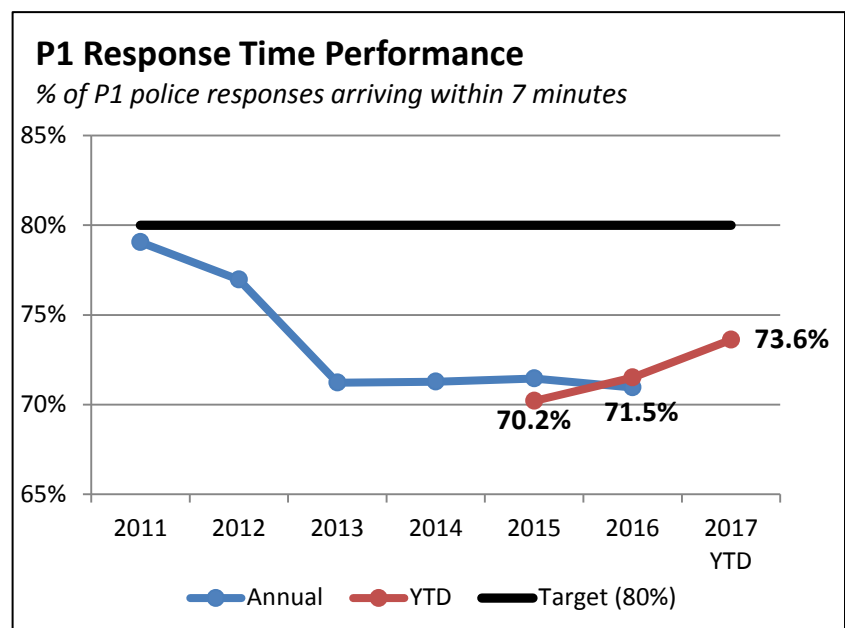
12. Response Time Performance

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.



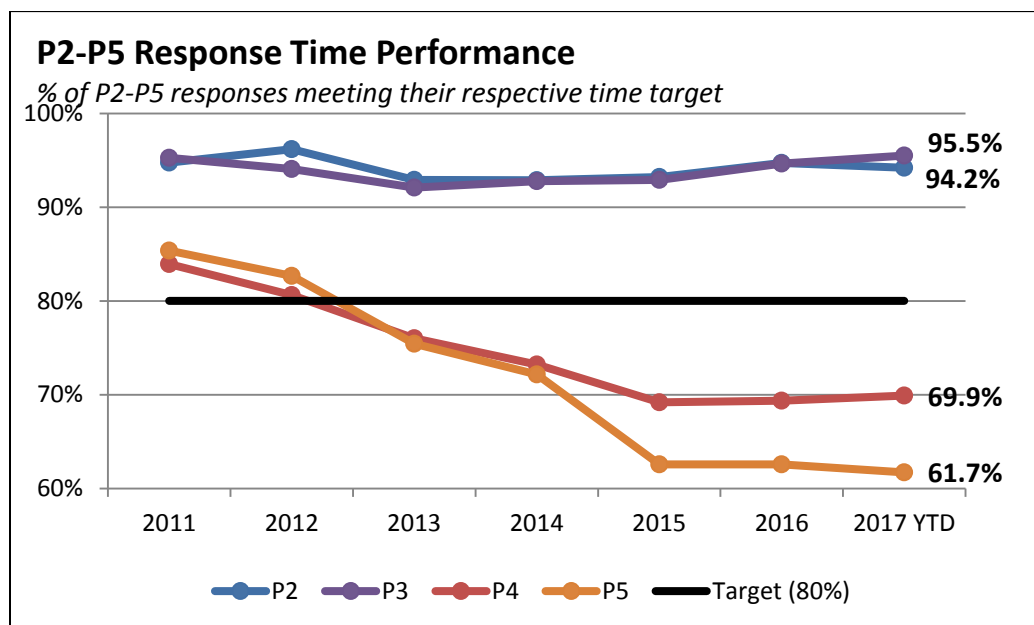


2017 Annual Policing Plan – Q3

RESULT - off target

YTD, Priority 1 Response Time Performance was 73.6%, marking a 2.1% point improvement over the same period in 2016.

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



13. Proactive Time

ABOUT THIS MEASURE

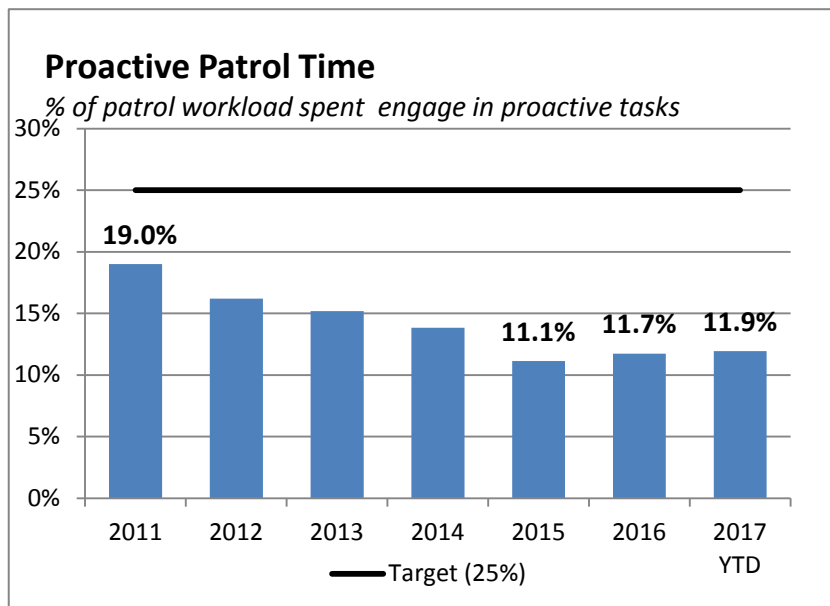
Measures the percentage of patrol's time that is dedicated to activities that are prevention, intervention or suppression based.

TARGET

25% or greater.

RESULT - off target

YTD, Proactive Patrol Time was 11.9%, essentially unchanged over the 11.7% experienced in 2016 (full-year).





2017 Annual Policing Plan – Q3

911 Police Communications Performance

14. 911 Operator Answer Performance

ABOUT THIS MEASURE

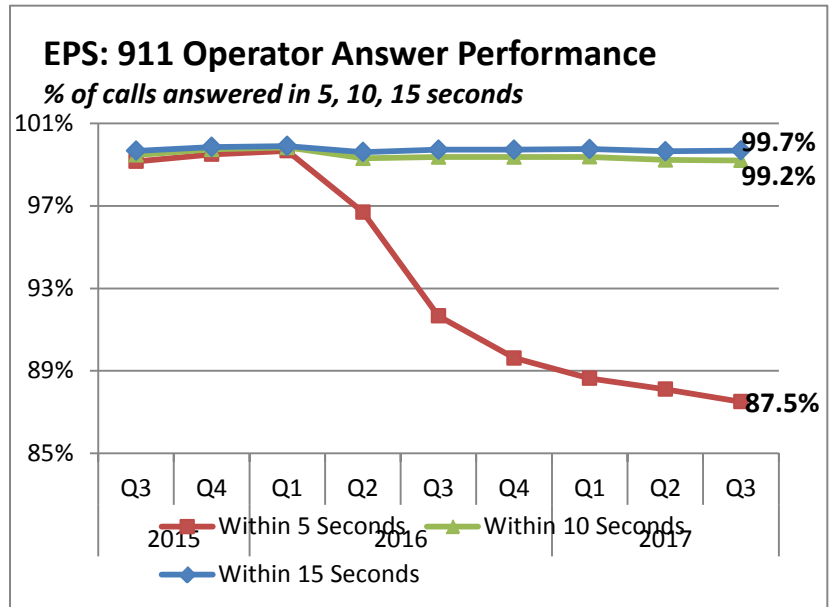
Measures the percentage of the time that 911 calls are answered by EPS 911 Operators within 15 seconds. This includes emergency calls that are later directed to other emergency providers, such as Fire or Ambulance.

TARGET

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

RESULT - on target

In 2016 Q3, 911 calls were answered by EPS Operators in 15 seconds 99.7% of the time. As shown in the graph, EPS faces no challenges in achieving this draft provincial standard, nor with a more aggressive standard of within 10 seconds.



When measuring performance for answering calls within 5 seconds, performance dropped considerably beginning in May 2016. This result is due to a business process change where 911 Operators must now manually answer their calls, which has added several seconds to answer most calls. This change was made in the interest of public safety, in order to reduce any possibility that a 911 call is automatically dropped into a 911 Operator's phone line while they aren't at their desk.



2017 Annual Policing Plan – Q3

15. 911 Call Assessment Performance

ABOUT THIS MEASURE

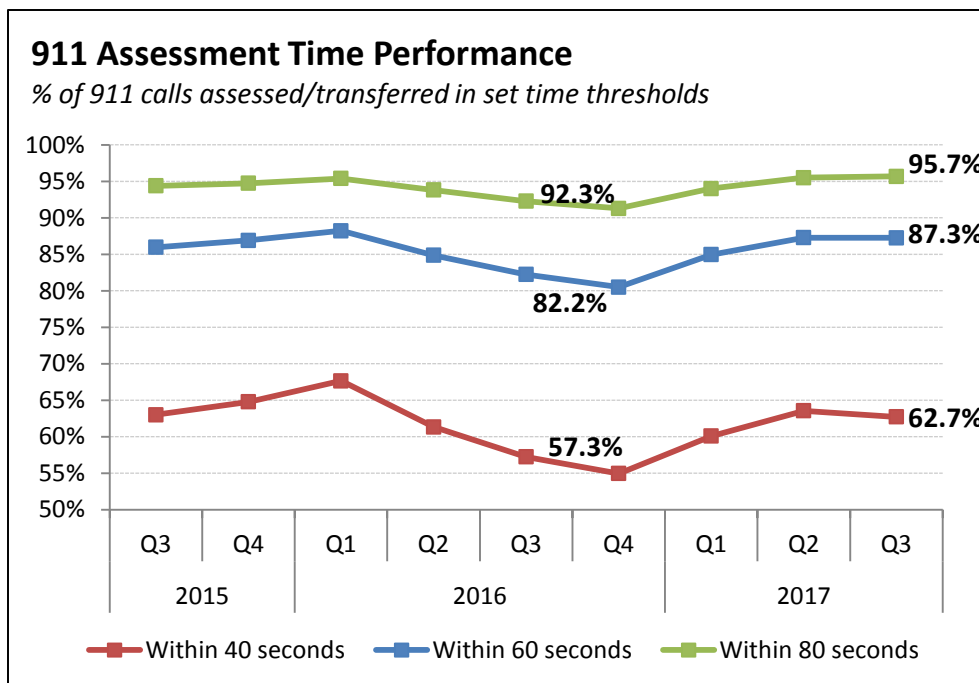
Measures the percentage of the time for 911 Operators to assess and transfer a 911 call to a Police Call Evaluator or secondary Public Safety Answering Point.

TARGET

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

RESULT - near target

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





2017 Annual Policing Plan – Q3

16. 911 Call Evaluator ASA

ABOUT THIS MEASURE

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

TARGET

20 seconds or less.

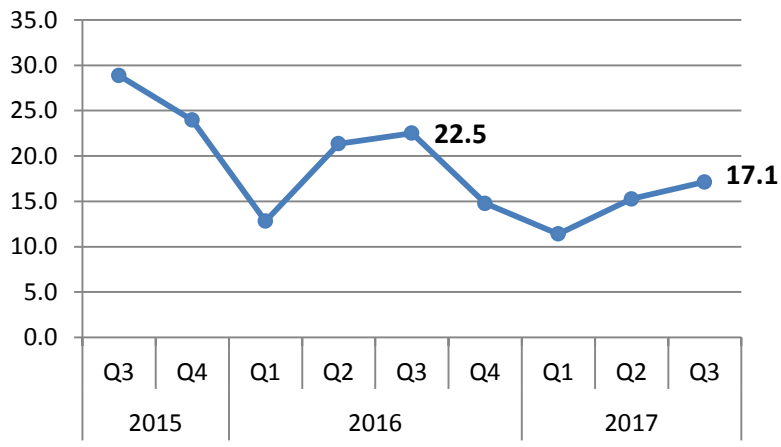
RESULT - on target

In 2016 Q3, 911 Call Evaluator ASA was 17.1 seconds, marking a 5.4 second reduction from the same period last year.

Note: the source data used for this metric is provided by our vendor (Genesis), and currently includes a subset of non-emergency police calls (“Bypass IVR” calls). By their nature these calls take longer for Police Evaluators to answer, and are thus inflating the ASA results here. The Genesis data vendor is aware of the issue, but delays in implementing new Telus data feeds into the IT production environment has pushed this solution until December.

911 Call Evaluator ASA

average seconds for Police Evaluators to answer 911 transferred calls



17. Non-Emergency Call ASA

ABOUT THIS MEASURE

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

TARGET

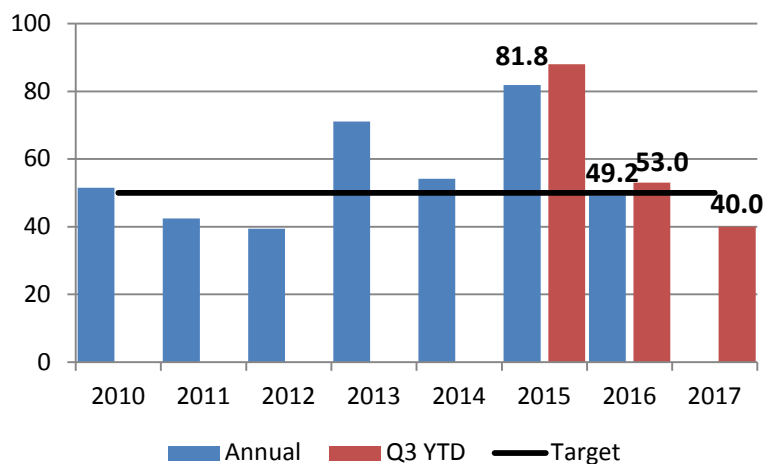
50 seconds or less.

RESULT - on target

YTD, Non-emergency Call ASA was 40.0 seconds, marking a 24.5% reduction from the same period last year.

Police Non-Emergency Calls

Average Speed of Answer (seconds)





2017 Annual Policing Plan – Q3

Commitment to Professionalism

Recruitment

18. EPS Applicants

ABOUT THIS MEASURE

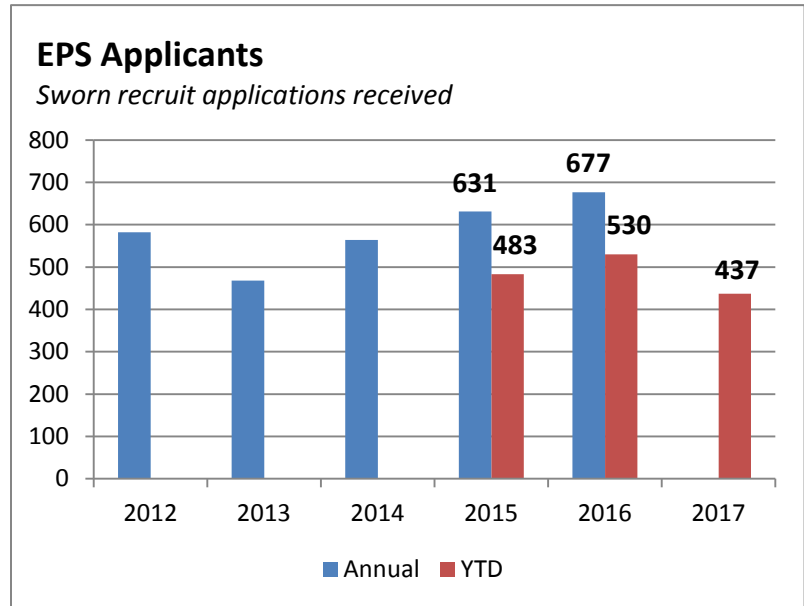
Measures the total number of sworn-member applications submitted to EPS.

TARGET

An increase from 2016 levels.

RESULT - off target

YTD, EPS received 437 sworn member applications, marking a 17.5% reduction from the same period last year. It should be noted that 2016 application levels were at record levels, and current applicant levels are still within a historical ranges.



19. Female Applicants

ABOUT THIS MEASURE

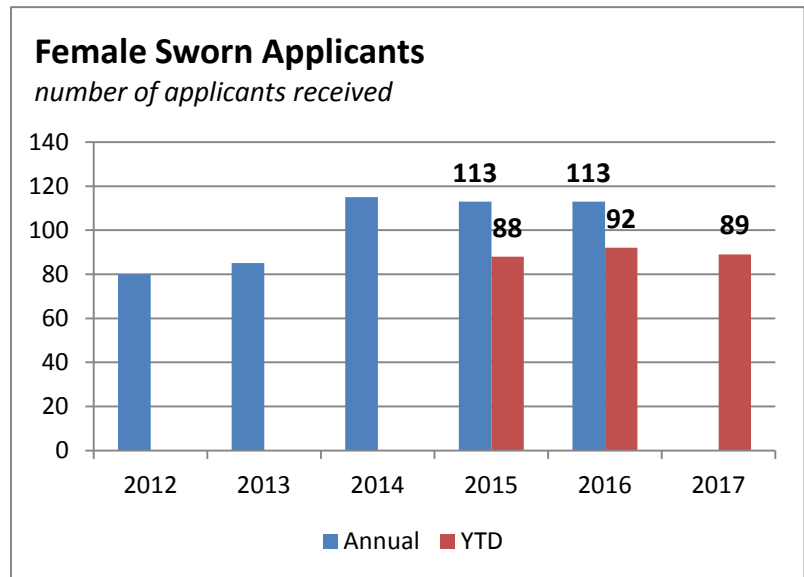
Measures the number of EPS sworn applicants submitted that are female.

TARGET

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

RESULT - near target

YTD, EPS received 89 female applications, marking a 3.3% decrease from the same period in 2016.





2017 Annual Policing Plan – Q3

20. Culturally Experienced Applicants

ABOUT THIS MEASURE

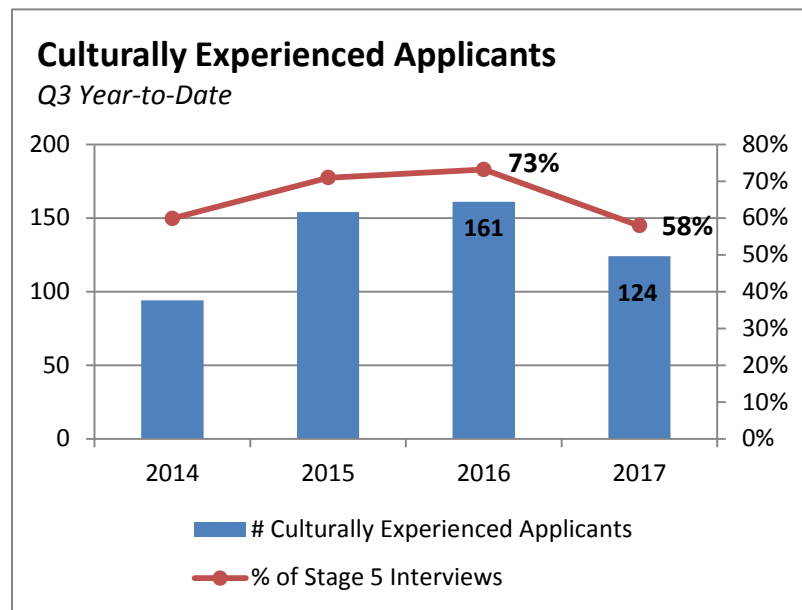
Measures the number of EPS sworn applicants with credible cultural training, experience, or speak second languages.

TARGET -

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

RESULT - off target

Applicants are assessed in their degree of cultural experience during Stage 5 of the application process. YTD, **124 applicants** were assessed as being culturally experienced (from a total of 214 Stage 5 interviews). This marks a **42.1% decrease** from the same period in 2016. However, EPS has been focusing its efforts in two programs in 2017 which involve pursuing applicants from diverse backgrounds (see initiative #12 in this report), which should have a positive effect on this metric as the year progresses.



21. Public Complaint Investigation Speed

ABOUT THIS MEASURE

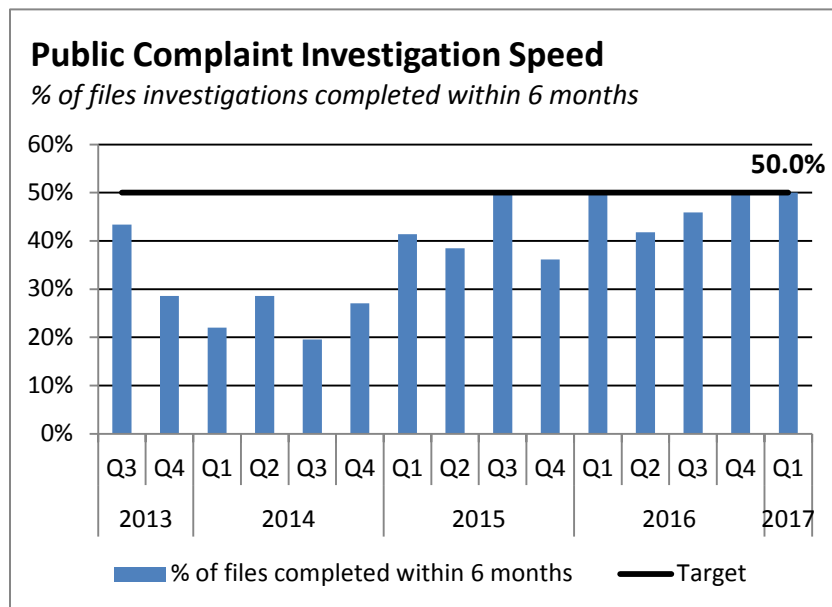
Measures the percentage of public complaint investigations completed within 6 months or less.

TARGET

50% of the time or more.

RESULT - on target

Data here is only until 2017 Q1, as the measure can only assess public complaint files that are six months or older. For the latest available period of 2017 Q1, 50% 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



2017 Annual Policing Plan – Q3

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.



Q3 Reporting on EPS Strategic Initiatives



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

Year to Date Status:

On-target
Completion of Quarterly Activities

On-target
137 violent firearm incidents
(21.8% below 2016 levels)

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

Analysis:

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 involving [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 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 2017³, 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.

Violent Firearm Crime

Violent Firearm incidents are violent-based criminal acts where a gun was present or used during the commission of the offence. These crimes generally take the form of robberies, but also include criminal incidents such as assault or pointing a firearm with intent. After flat levels in Violent Firearm incidents from 2008-2014, incidents saw a significant jump in 2015. Year-to-date (YTD) in 2017, there were 212 violent firearm incidents, marking an encouraging **21.8% reduction** from the same period in 2016.

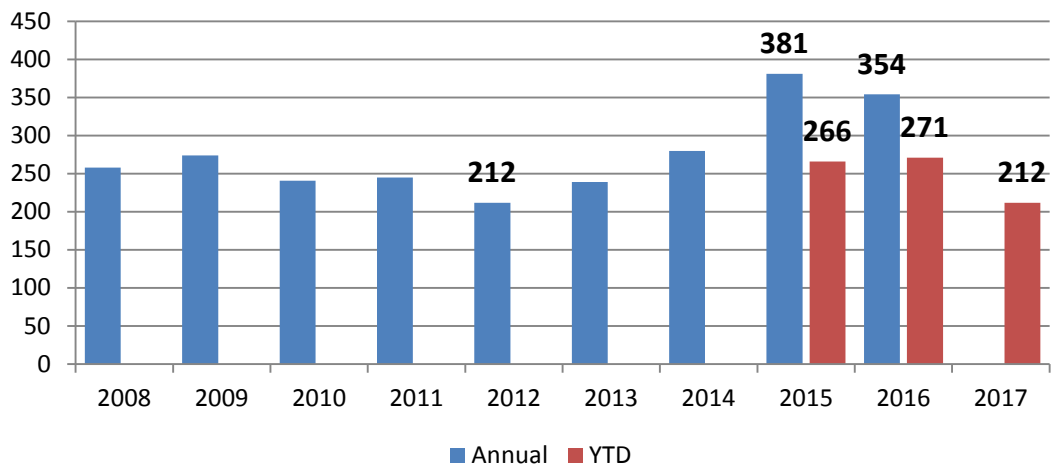
³ Source: Cognos CMR 70.



2017 Annual Policing Plan – Q3

Violent Firearm Crimes

number of violent criminal incidents with a firearm used or present



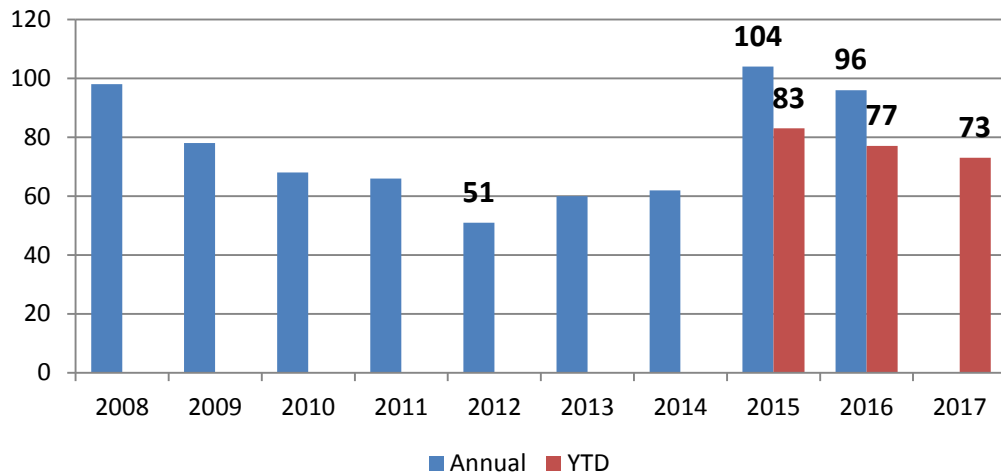
Note: these statistics do not include non-violent occurrences where EPS comes across the illegal possession of weapon(s), such as a traffic stop where a firearm is subsequently discovered by police. Additionally, figures here will not match those in EPS's Control Statistics reporting which look at the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

Firearm Injuries

YTD 2017, there were 48 victim injuries resulting from the criminal use of a firearm, marking a **5.2% decrease** from the same period in 2016. Similar to Violent Firearm incidents, injuries from firearms saw a significant increase in 2015.

Firearm Injuries

Number of victim injuries from the use of a firearm





2017 Annual Policing Plan – Q3

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.

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).



2017 Annual Policing Plan – Q3

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:

On-target
Quarterly Activities



2017 Annual Policing Plan – Q3

Analysis:

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



2017 Annual Policing Plan – Q3

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)*



2017 Annual Policing Plan – Q3

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:

Off-target
Integrated Case Planning Hub will not proceed

Analysis:

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 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’.



2017 Annual Policing Plan – Q3

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:
 - literature review of gaps and barriers to current services and service models
 - national environmental scan in relation to integrated case planning initiatives
 - development of a system assessment framework in relation to information collection, storage, sharing and privacy concerns
 - 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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

Year to Date Status:

On-target Completion of Quarterly Activities

Analysis:

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 Operations and Intelligence Command Centre (OICC) Functional Design Team was established and work has been initiated with the City of Edmonton.



2017 Annual Policing Plan – Q3

- 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



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

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:

<u>Off-target</u> Quarterly Activities	<u>Off-target</u> 30,816 Outstanding Criminal Warrants (4.5% increase from 2016 year-end)
<u>Monitoring for 2017</u> 361 Proactive Warrant Executions	<u>Off-target</u> 7,676 Persons with Criminal Warrants (5.5% increase from 2016 year-end)
<u>Monitoring for 2017</u> 7,235 Offender Management Activities	

Analysis:

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



2017 Annual Policing Plan – Q3

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**

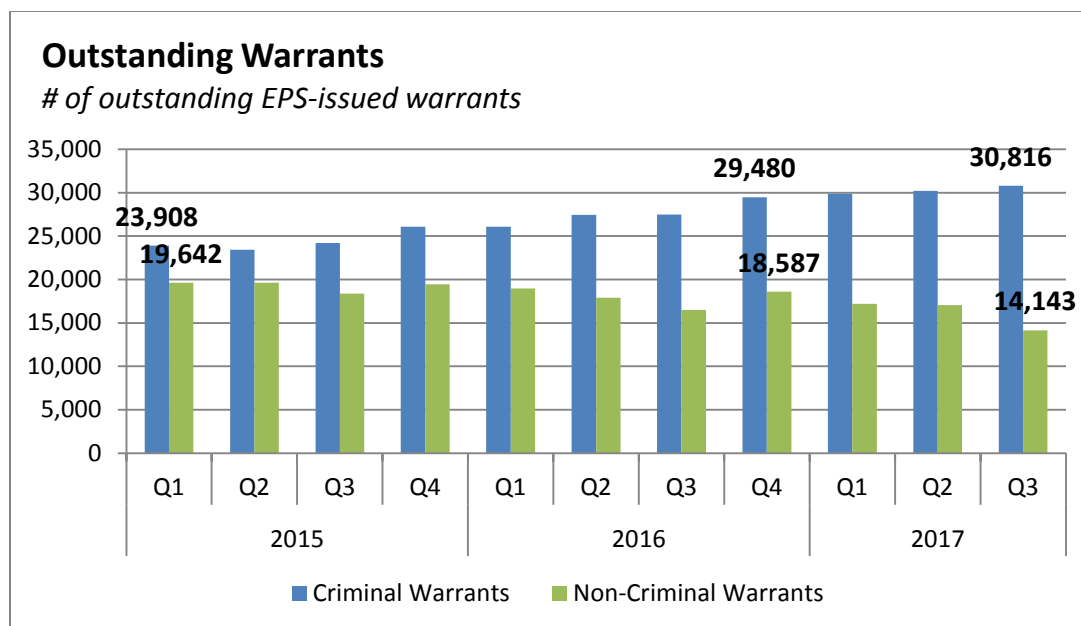
Persons with Sexual Assault-based Warrants = **66**

Persons with Murder/Attempted Murder based Warrants = **8**

Persons with Fail to Comply with Order / Conditions / Probation / Attend court = **1,650**

Outstanding Criminal Warrants

At the end of Q3, EPS held 30,816 criminal warrants yet to be executed, marking a **4.5% increase** from 2016 year-end levels. Outstanding Criminal Warrant levels are currently up 28.9% since early 2015. While EPS has taken significant steps to better manage warrants, this significant rise is arguably a consequence of the substantial rise in crime in Edmonton that began in 2015 and has stayed elevated since. Rising crime naturally translates in an increased intake of warrants that EPS then needs to execute. EPS observed that the intake of new criminal warrants in 2016 was 29% higher than 2014 levels.



Running in parallel, at the end of Q3, EPS held 14,143 **non-criminal warrants** yet to be executed, marking a **23.9% decrease** from 2016 year-end levels. An important driver of this came from Bill 9 *An Act to Modernize Enforcement of Provincial Offences* (assented May 2016) which ended the practice of issuing warrants for unpaid fines for minor infractions (specifically, offences with a specified penalty of



2017 Annual Policing Plan – Q3

\$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 2016, it's fully anticipated that outstanding non-criminal warrants will diminish for the foreseeable future.

Persons with Outstanding Criminal Warrants

At the end of Q3 2017, EPS held 7,676 persons with criminal warrants that have yet to be executed upon, marking a **5.5% increase** from 2016 year-end levels. Persons with outstanding criminal warrants are currently up 28.9% since early 2015. As suggested earlier, it is believed that this is largely explained by the rise of criminal warrant intake levels due to higher crime levels in Edmonton.



Running in parallel, at the end of Q3, EPS held 8,176 persons with non-criminal warrants yet to be executed, marking a **21.0% decrease** from 2016 year-end levels.

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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

Year to Date Status:

On-target
Completion of Quarterly Activities

Off-target
AHS Pre-Consulting
69.8 %of Form 10's used pre-consult
(Target: 70% or more)

On-target
Form 10 Diversion
95% of pre-consults resulted in diversion
(Target: 90% or more)

Off-target
Hospital Wait Time (mental health)
77.9% wait times within 90 minutes
(Target: 80% or more)

Data source: AHS – Urgent Services

Analysis:

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.

Performance Measures

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



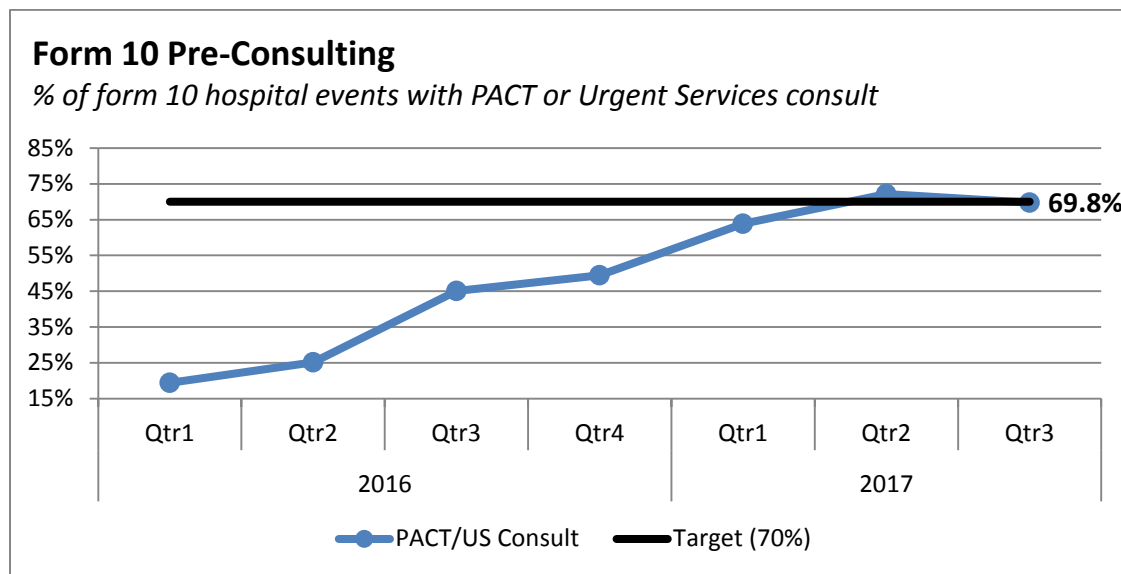
2017 Annual Policing Plan – Q3

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

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

3. Hospital Wait Time Performance. When a mental health event is consulted upon and a hospital apprehension is the appropriate course of action, EPS and AHS have protocols in place to limit unnecessary time that EPS waits in hospital. The **target** is that hospital wait time for EPS is **under 90 minutes**, and this occurs **at least 80%** of the time.

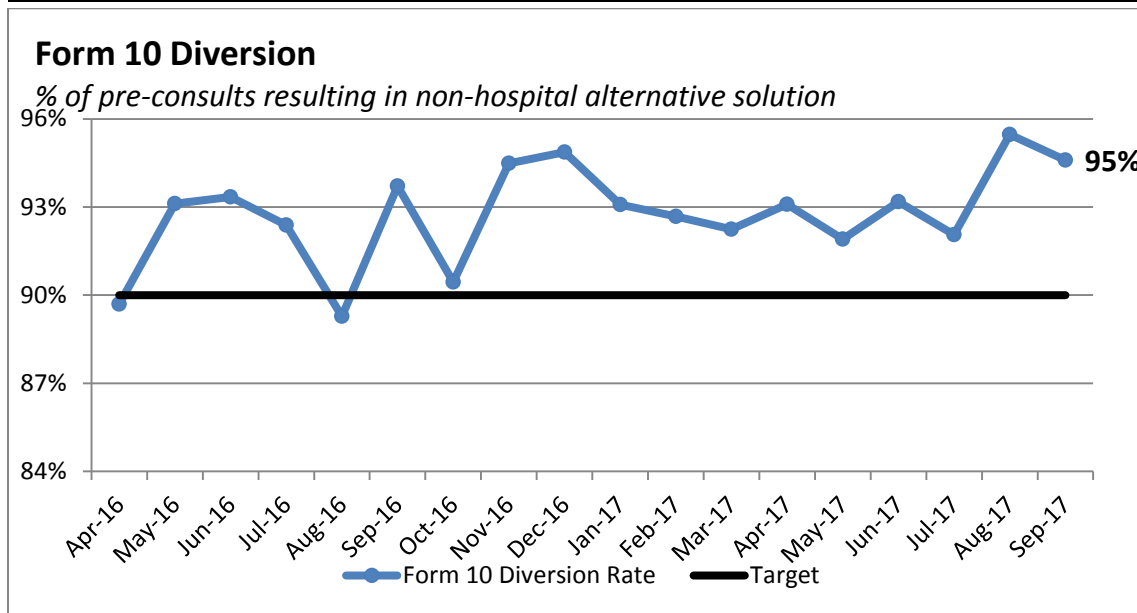
In Q3 2017, **Form 10 Pre-Consulting** slid below target at **69.8%**. Pre-consulting has seen overall improvement from a low of 19.4% in Q1 2016 when data tracking first began.



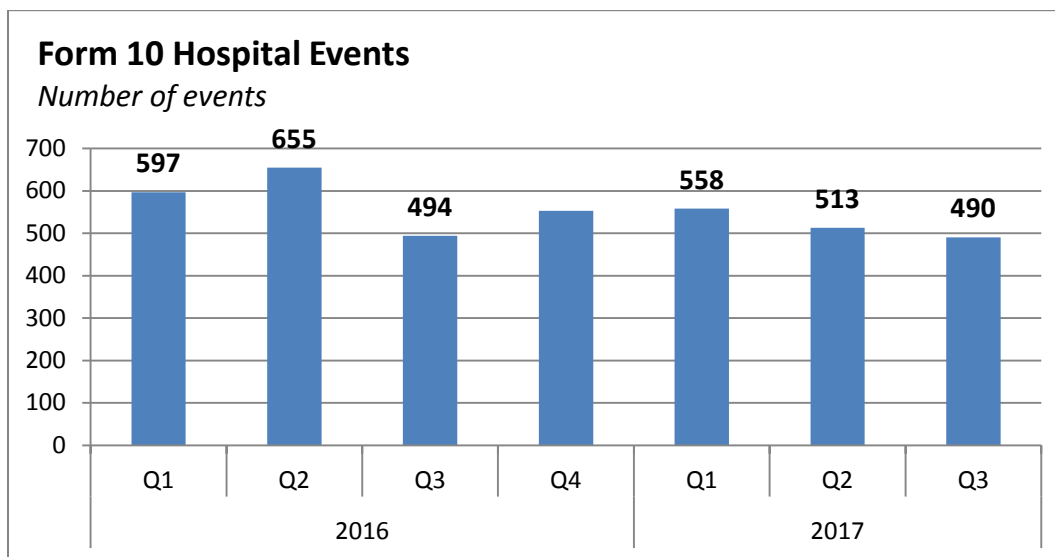
Form 10 Diversion has consistently stayed above the 90% target since Q1 2016, and in Sept 2017 saw 95% of form 10 pre-consults with PACT/US resulting in an alternative solution to a hospital visit.



2017 Annual Policing Plan – Q3



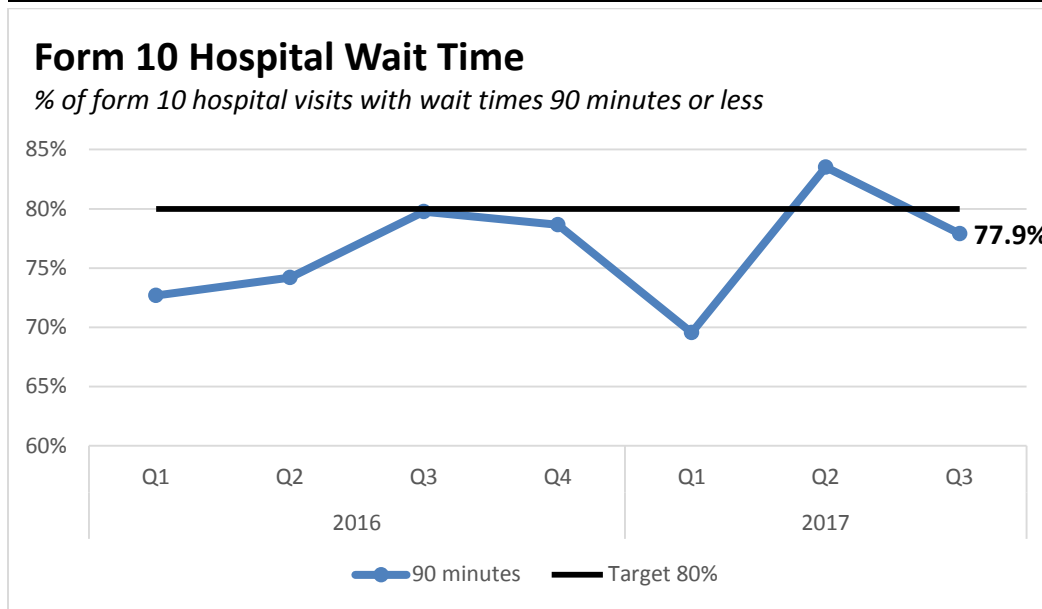
These mental health consultations are believed to be a factor in reduced Form 10 hospital events, with the number of these 10.6% lower year-to-date than the same period in 2016.



Finally, **Hospital Wait Time Performance** slipped slightly below target in Q3 2017, where 77.9% of Form 10 hospital visits had 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.



2017 Annual Policing Plan – Q3



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.



2017 Annual Policing Plan – Q3

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



2017 Annual Policing Plan – Q3

Analysis:

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 NRFP 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 NRFP 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 (MMB) to refine and continue to develop the specific requirements to be outlined within the document to be submitted to the City of Edmonton. The NRFP 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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

Year to Date Status:

On-target Quarterly Activities

Analysis:

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'.



2017 Annual Policing Plan – Q3

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



2017 Annual Policing Plan – Q3

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 is scheduled for September 29, 2017.

Patrol and General Duties:

3. Intelligence Led Offender Management

- The creation of the Integrated Offender Management Initiative (IOMI). IOMI is the integrated work between EPS and RCMP, connecting cross-jurisdictional offenders to social services to improve their chances at ending their criminal cycle. Integral to IOMI is an evidence-based model of offender rehabilitation called Risk Need Responsivity (RNR). The goal is to reduce recidivism in highly-complex offenders committing low-complexity crimes (Mischiefs, 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.

4. 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.



2017 Annual Policing Plan – Q3

Investigations:

3. 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.

4. Integration of Surveillance Teams

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

Operational Support:

3. Integrated Flight Operations Support

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



2017 Annual Policing Plan – Q3

4. 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:

3. 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.

4. 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:
 - Edmonton Police Service (7 Inspectors)
 - RCMP (8 Inspectors from various regions across Alberta)
 - Medicine Hat Police (1 Inspector)
 - 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.



2017 Annual Policing Plan – Q3

- 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



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

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:

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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

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



2017 Annual Policing Plan – Q3

Analysis:

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



2017 Annual Policing Plan – Q3

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



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

Year to Date Status:

Off-target
Completion of Quarterly Activities

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

Off-target
Radio Migration Readiness – 74% complete
(Target: 100% by end of Q2)

Analysis:

Q3 Reporting:

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.



2017 Annual Policing Plan – Q3

- 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.



2017 Annual Policing Plan – Q3

- Project resources have been added to assist and ensure City 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 (PSPSR) 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.



2017 Annual Policing Plan – Q3

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.



2017 Annual Policing Plan – Q3

Year to Date Status:

On-target
Completion of Quarterly Activities

On-target
On Campus Events
33 events occurred
(200% increase from 2016 levels)

Off-target
Recruit Mentorships
31% mentorships with completed applications
(Target: 50% by year-end)

Analysis:

Recruit Mentorships – In addition to mentoring their selected participants from previous quarters, recruiters have also selected additional participants. The number of mentored participants has grown from 27 in Q2 to 33 in Q3. The demographics of the mentored participants are as follows:

	Gender		Underrepresented		Submitted Application	
	Male	Female	Yes	No	Yes	No
Participants	36%	64%	69%	31%	31%	69%

Currently 4 recruiters are working with 33 participants. At this point, 10 of those participants have been mentored to the point of submitting an application. Recruiters have reiterated that some of the participants may take 6 months or more to be ready to submit their application.

On campus events – As a result of programs resuming in September, the number of on-campus events attended by recruiters has increased. MacEwan University continues to show significant growth in events attended by recruiters as well as student participation in a focused version of *Run with Recruiters*. This focused version of *Run with Recruiters* is specific to MacEwan students in the Police and Investigative Studies program. At the U of A and NAIT, on-campus events above and beyond traditional career fairs, were attended by recruiters. Recruiters will now focus on attending events at Norquest, Concordia, and Kings University during the last three months of the year.

	# of Events – Q1-Q3 2017	# of Events - Q1-Q3 2016	% Change
University of Alberta	5	2	+ 150%
MacEwan University	21	6	+ 250%
NAIT	5	2	+ 150%
Norquest College	0	0	0%
Concordia University	1	1	0%
Kings University	1	0	
Total	33	11	+200%