2018

ANNUAL POLICING PLAN

Q1 REPORTING

EDMONTON POLICE COMMISSION

EDMONTON
POLICE
SERVICE

Performance Measures

Strategic Initiatives

Reduced Crime & Victimization

Crime in Edmonton

1. Crime Severity Index

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

In Q1 2018, Edmonton's CSI **decreased slightly by 1.1%** compared to the same period in 2017[1].

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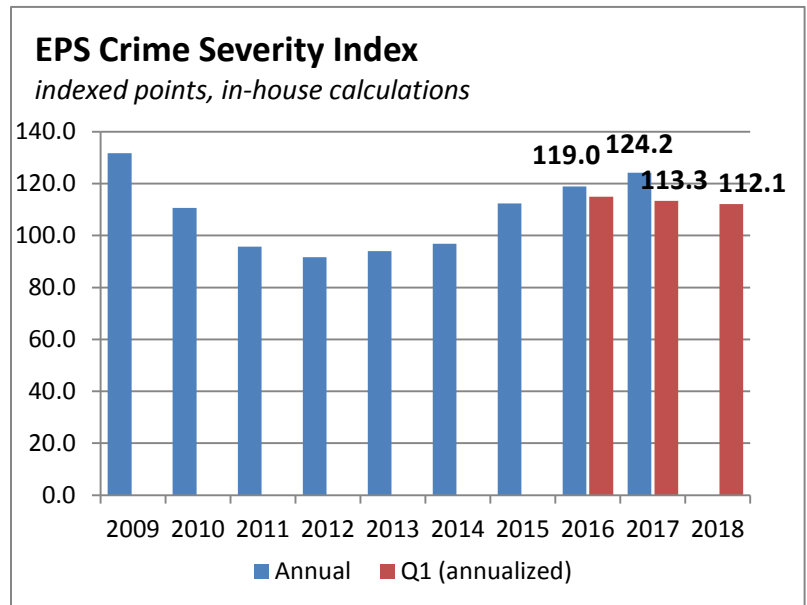
2. Violent Crime Rate

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

In Q1 2018, Edmonton's Violent Crime Rate **fell 1.6%** compared to the same period in 2017[2]. This still represents a slight increase in total incidents, as population is forecasted to increase by 2% in 2018.

The Violent Crime Rate is made up of 5 categories, which experienced the following change in the *number* of victimizations from Q1 2017-2018:

      Violence 'Other': down 7.4%

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

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

Sexual Assault: up 0.4%
Assault: 3.0%
Robbery: up 3.1%
Homicide: down 61.5% (from 13 incidents to 5)
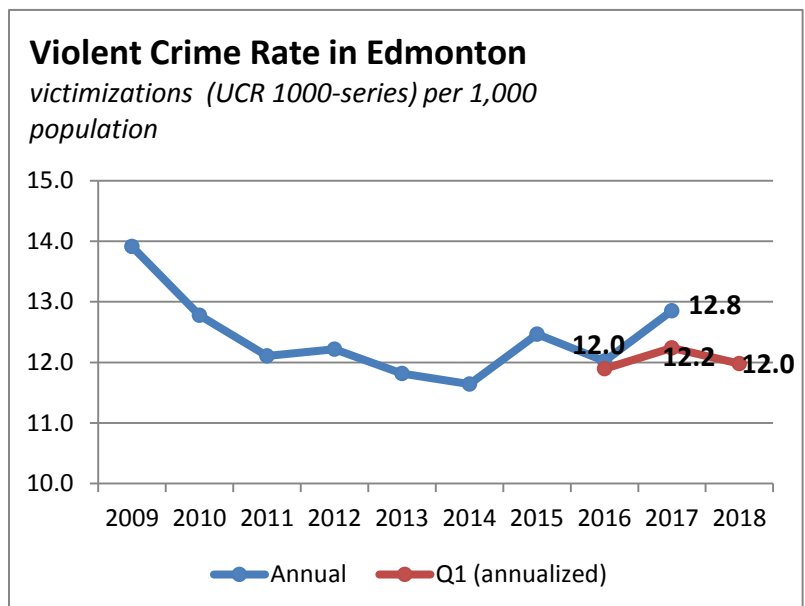
3. Property Crime Rate

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

Edmonton's Property Crime Rate increased by **2.1%** in Q1 2018 compared to the same period in 2017[3].

Property Crime Rate in Edmonton
incidents (UCR 2000-series) per 1,000 population
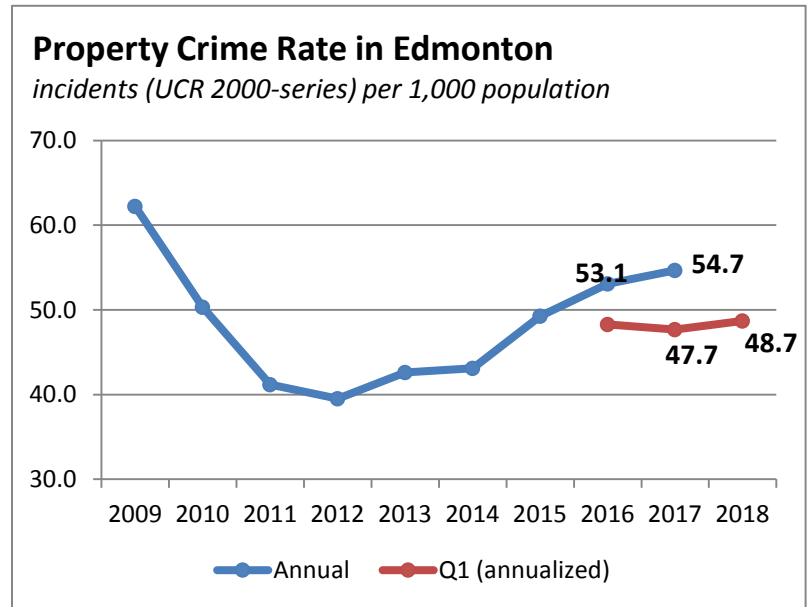
The Property Crime Rate is made up of 5 categories, which experienced the following change in the *number* of incidents from Q1 2017-2018:

Break & Enter: up 23.0%
Other Property Crime: up 4.4%
Theft over $5,000: down 1.8%
Theft From Vehicle: down 7.2%
Theft of Vehicle: up 4.9%

4. Social Disorder

ABOUT THIS MEASURE

The number of occurrences resulting from 17 disorder-based CAD events, such
as mischief, public disturbances, noise complaints, and mental health act complaints.

TARGET

Monitoring only.

RESULT

Social disorder occurrences **decreased by 3.8%** in Q1 2018 compared to the same period in 2017.

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

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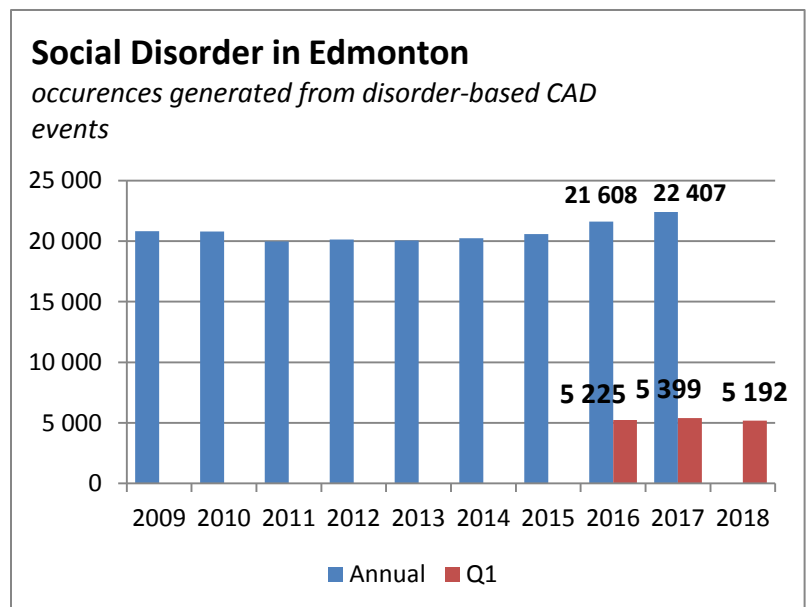
[3] Source: Cognos CSR-02 Crime Severity Index

5. Firearms Seized

ABOUT THIS MEASURE

Measures the number of firearms seized by EPS. Firearms are defined as handguns, fully automatic guns, rifle or shotguns, sawed-off rifle or shotguns, or "other" firearms.

TARGET

Monitoring only.

RESULT

In Q1 2018, EPS seized **394 firearms**. On an annualized basis, this would equate to 1576, just slightly above 2017 levels. Levels are still elevated, but have come down from the peak experienced in 2015 at 1879 firearms[4].

EPS Firearm Seizures
Number of firearms seized
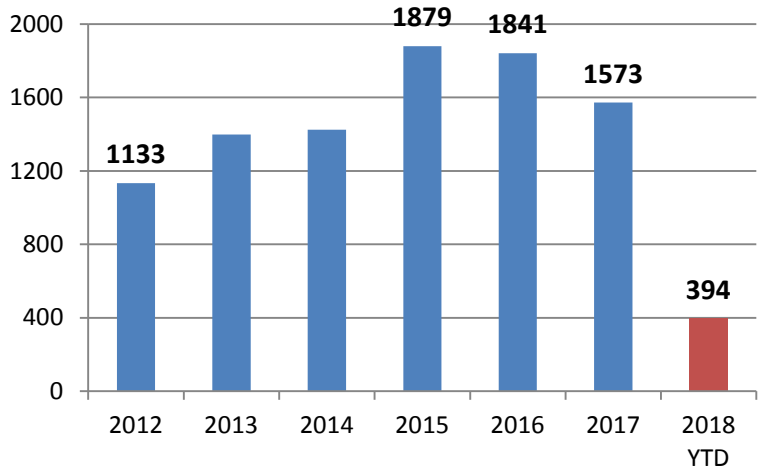
Traffic Safety & Enforcement

6. Major Injury Collisions

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

In Q1 2018, Major Injuries from Collisions **decreased 21.2%** compared to the same period in 2017.

Major Injuries from Collisions
traffic injuries requiring hospitalization

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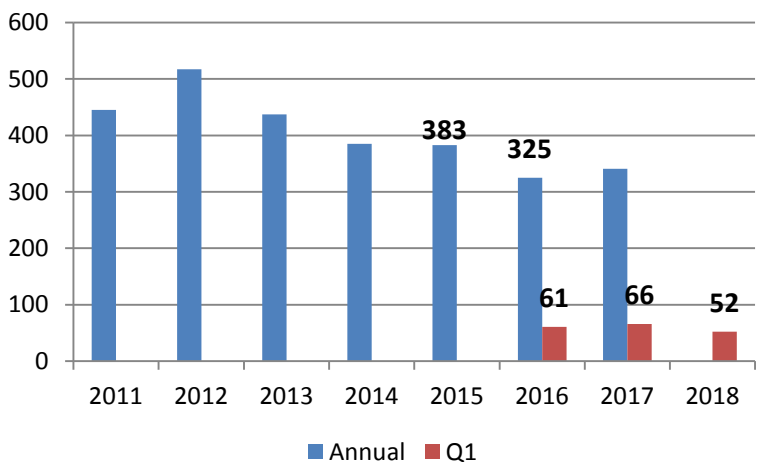
7. Traffic Fatalities

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

Comparing Q1 2017 to Q1 2018, **Traffic fatalities fell from 5 to 0**.

Traffic Fatalities in Edmonton

persons

■ Annual ■ Q1
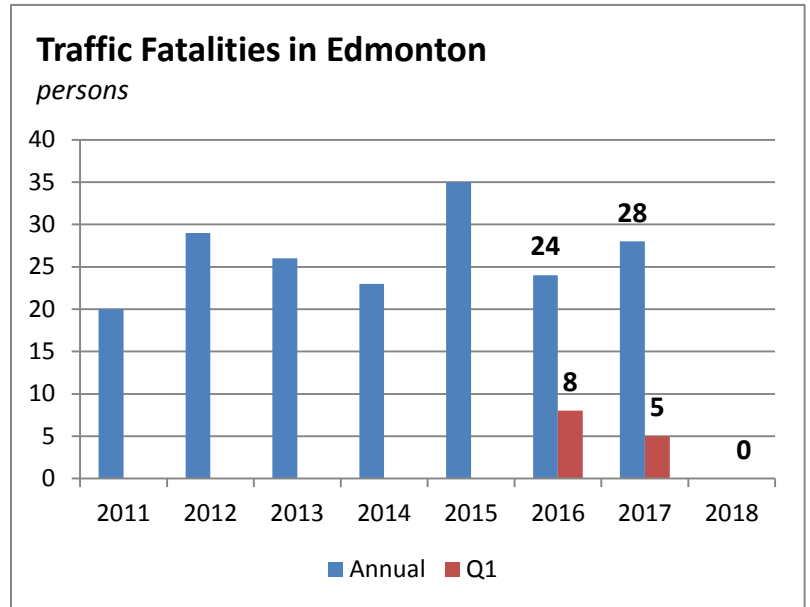
Investigative Excellence

8. Weighted Clearance Rate

ABOUT THIS MEASURE

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

TARGET

43% or greater.

RESULT – on target

In Q1 2018, EPS's Weighted Clearance Rate stood at **43.6%**[5], a decrease from the 45.1% experienced in Q1 2017, but still above our annual target.

Weighted Clearance Rate
% of weighted criminal incidents cleared
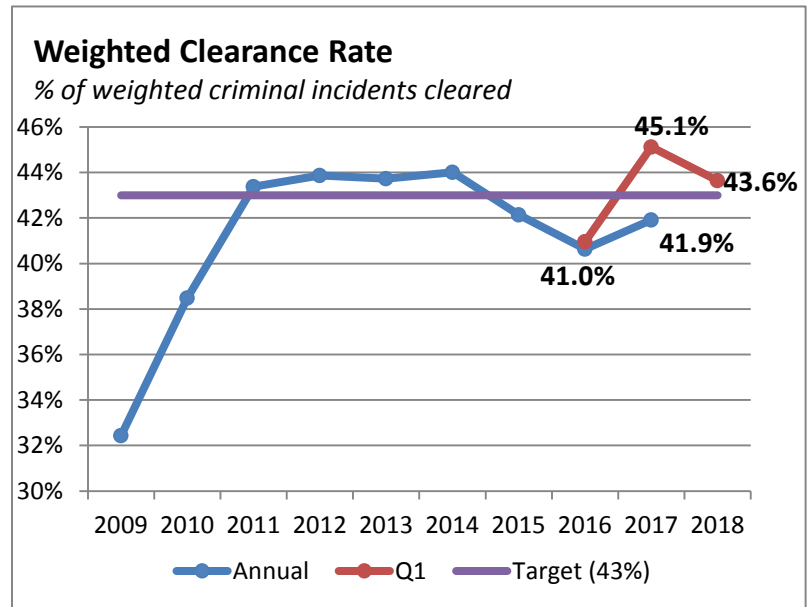
9. Persons with Criminal Warrants

ABOUT THIS MEASURE

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

TARGET

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

RESULT – near target (within 5% of target)

At the end of Q1 2018, EPS held criminal warrants for **7,802 persons** that have yet to be executed upon, marking a 1.2% increase from 2017 year-end levels[6]. Persons with outstanding criminal warrants are currently up 24.9% since early 2015. While EPS has taken significant steps to better manage warrants with its new Offender Management system, EPS

Persons with Outstanding EPS Warrants
# of persons

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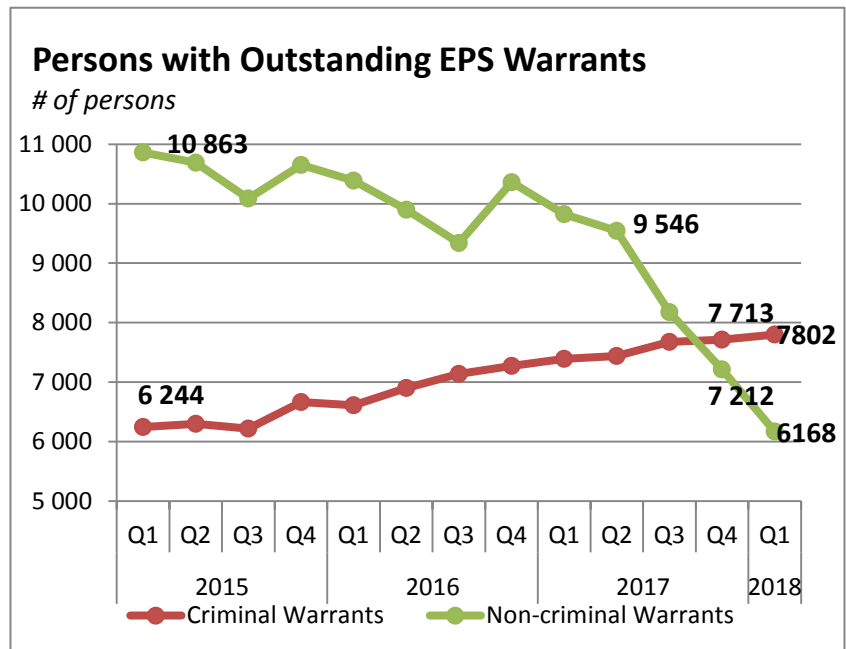
[5] Source: Cognos CSR-02 Crime Severity Index
[6] Source: CPIC Ottawa data, obtained by EPS Police Information Management Section.

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

A very different trend has occurred when it comes to persons with provincial (non-criminal) warrants. From Q1 2017-2018, levels have fallen by 37.2%. The key driver of this result arose from Bill 9 - An Act to Modernize Enforcement of Provincial Offences, which went into effect May 2017. This bill has ended the practice of issuing provincial warrants for unpaid fines for minor infractions (those with a fine of $1000 or less), such as not shoveling a sidewalk or not paying a transit fare fine. As this provincial amendment was not retroactive to existing provincial warrants prior to May 2017, it's anticipated that outstanding non-criminal warrants will diminish for a number of years as these warrants are gradually executed upon or withdrawn by the courts.

10. Execution of Criminal Warrants

ABOUT THIS MEASURE

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

TARGET

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

RESULT – on target

In order to reduce outstanding criminal warrants, EPS must execute upon more warrants than the new intake of warrants. Additionally, outstanding warrants can change by actions taken by the courts such as withdrawing/wavering/recalling warrants.

In Q1 2018, EPS **executed 8,753 criminal warrants**[7]. This is not be confused with the number of *persons* with criminal warrants used in the

Execution and Intake of Criminal Warrants
Number of criminal warrants

measure above). This marks a 26.2% increase from the same period in 2017. Nonetheless, for every period of available data since Q3 2016, the new intake of criminal warrants has exceeded our execution levels.

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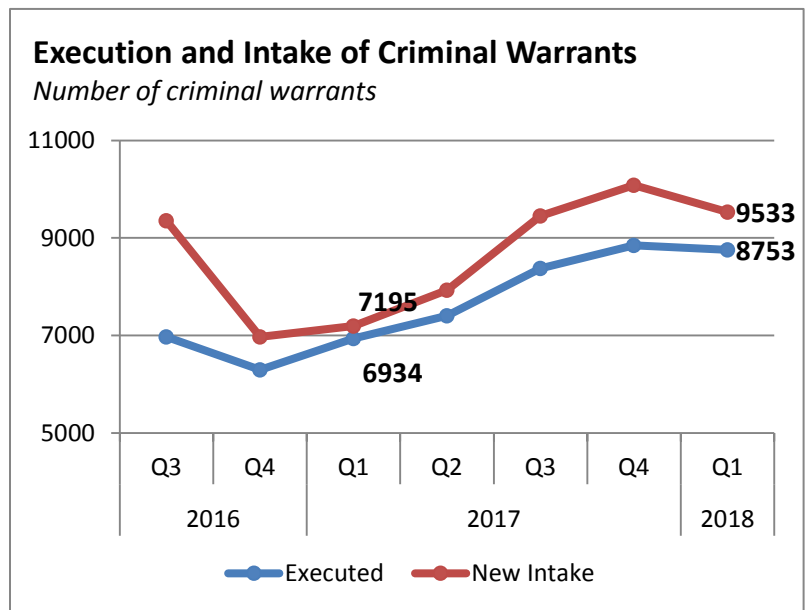
[7] Source: EPS Police Information Management Section.

Increased Efficiency & Effectiveness

Patrol Performance

11. 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 excludes "on-view" events and moving vehicle events - most common with impaired driving calls.

TARGET

80% of the time or more.

RESULT - off target

P1 Response Time Performance

% of P1 police responses arriving within 7 minutes

Annual — Target (80%) — Q1

Values shown: 76.3%, 74.1%, 71.1%, 72.1%, 71.8%
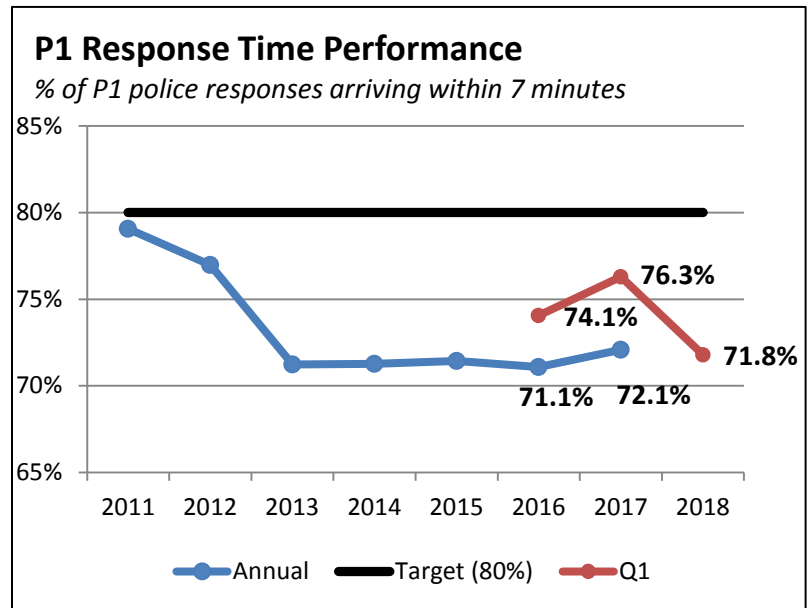
Priority 1 Response Time Performance was **71.8%** in Q1 2018[8], marking a 4.5% point fall from the same period in 2017.

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

P2-P5 Response Time Performance

% of P2-P5 responses meeting their respective time target

P2 — P3 — P4 — P5 — Target (80%)

Values shown: 95.3%, 96.0%, 95.0%, 94.1%, 69.0%, 68.9%, 59.3%, 57.4%

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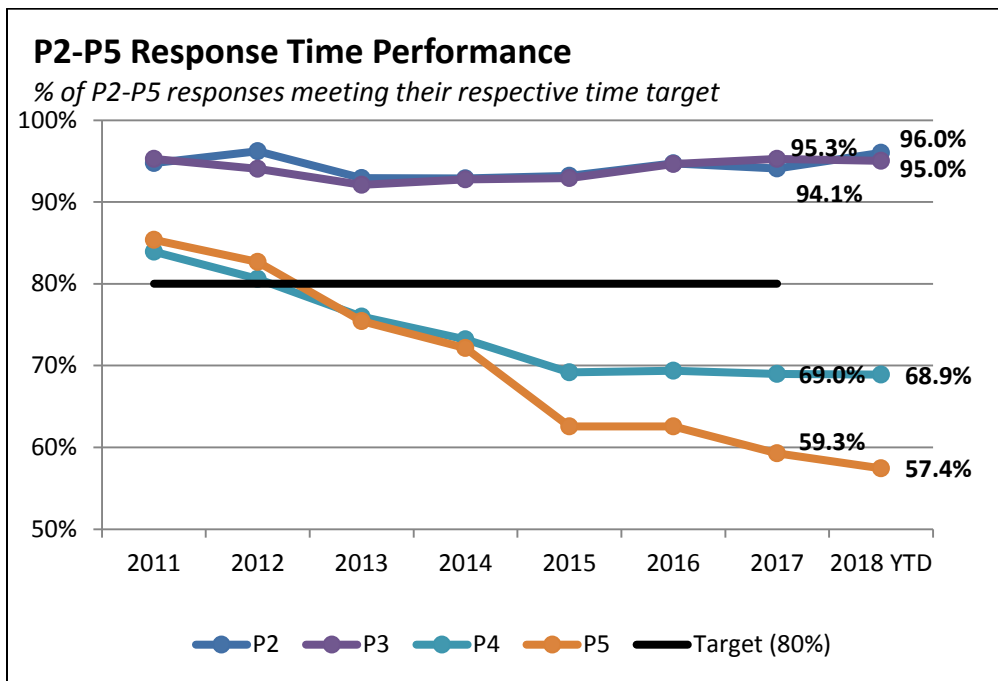
[8] Source: Cognos PMR 9Q.

12. Proactive Time

ABOUT THIS MEASURE

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

TARGET

25% or greater.

RESULT – off target

Proactive Patrol Time in Q1 2018 was 11.8%[9], marking a low level that has remained unchanged since 2015.

Proactive Patrol Time
% of patrol time spent in proactive tasks

19.0%   11.8% 11.7% 11.8%

2011 2012 2013 2014 2015 2016 2017 2018 YTD

— Target (25%)

13. Mental Health Hospital Wait Time

ABOUT THIS MEASURE

Measures the percentage of Form 10 Mental Health Act apprehension hospital events with hospital wait times of 90 minutes or less. Since mid-2016, EPS and Alberta Health Services have used a new Transfer of Care communications protocol to more efficiently transfer mental health patients at Edmonton hospitals.
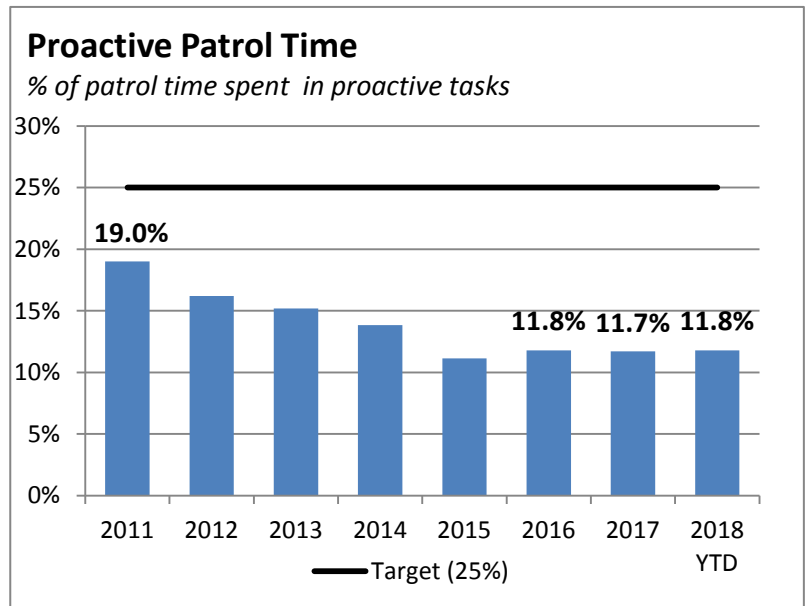
TARGET

80% or more.

RESULT – off target

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

78.6%
71.3%
68.8%

Q1 Q2 Q3 Q4 | Q1 Q2 Q3 Q4 | Q1
2016 | 2017 | 2018

—●— Within 90 minutes   — Target 80%

In Q1 2018, 68.8% of EPS mental health apprehensions to hospitals incurred hospital wait times of 90 minutes or less[10]. This is a noticeable drop compared to the previous quarter (at 78.6%), and our lowest result since Edmonton hospitals began data tracking. More monitoring is needed throughout 2018 to determine if this was a one-off result or a persistent result.

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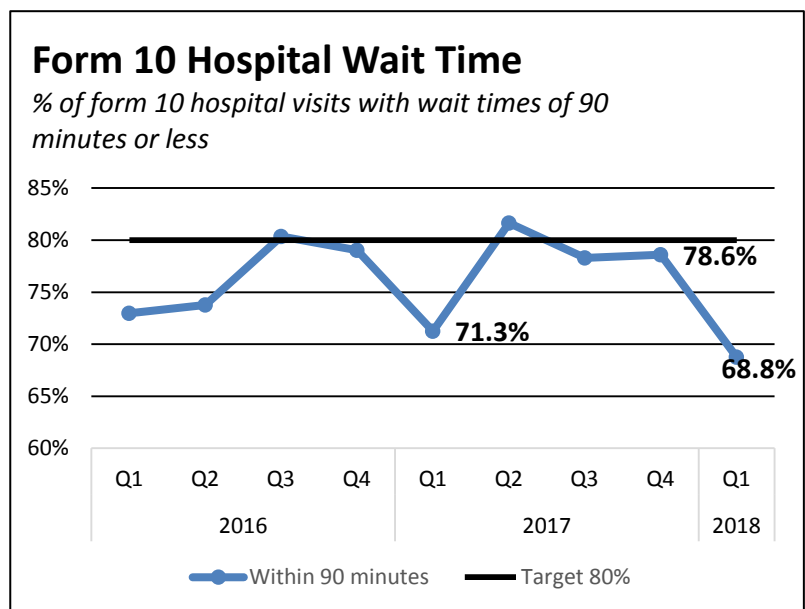
[9] Source: Cognos PMR 34.
[10] Source: Alberta Health Services.

14. Mental Health Hospital Visits

ABOUT THIS MEASURE

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

TARGET

Monitoring only.

RESULT

EPS Form 10 Hospital Events
persons admitted to hospital via Mental Health Act

In Q1 2018, Mental Health Hospital Visits dropped 16.0% compared to the same period in 2017. Year-over-year 2016-2017, these events fell 7.1%.
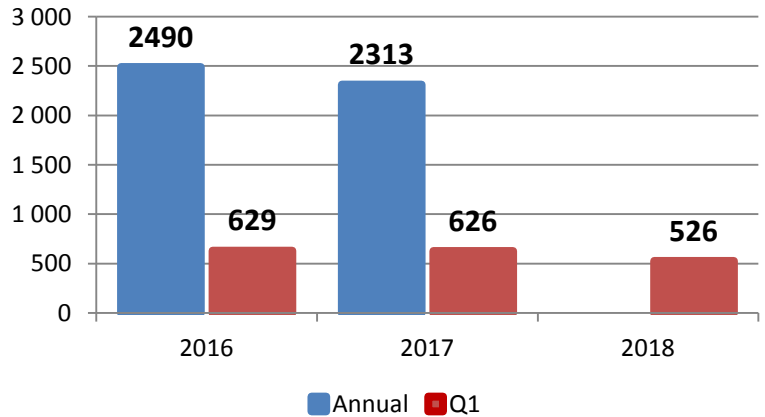
15. Mental Health Pre-Consulting

ABOUT THIS MEASURE

Measures the percentage of Form 10 hospital apprehensions where AHS-Urgent Services was consulted with prior to apprehension. Pre-consultations help insure that EPS only detains and delivers persons to hospital for mental health reasons when appropriate, which reduces instances where the hospital turns us away after waiting at the hospital.

TARGET

70% or more.

RESULT

Form 10 Pre-Consulting
% of form 10 hospital events that used a PACT or Urgent Services consult

In Q1 2018, 60% of Form 10 hospital events involved EPS pre-consulting with PACT or AHS Urgent Services.

911 Police Communications Performance

16. 911 Operator Answer Performance

ABOUT THIS MEASURE

Measures the percentage of the time that 911 calls are answered by EPS 911 Operators within 15 seconds. This includes emergency calls that are 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

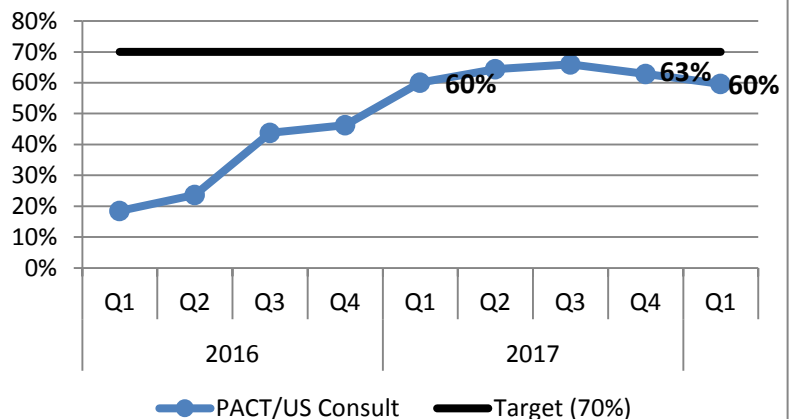In Q1 2018, 911 calls were answered by EPS Operators in 15 seconds **99.7%** of the time[11] (equating to 3 out of 1000 calls exceeding 15 seconds). As shown in the graph, EPS faces no challenges in achieving this draft provincial standard, nor with a more aggressive standard such as within 10 seconds.

911 Operator Answer Performance
% of 911 calls answered within 5, 10, or 15 seconds
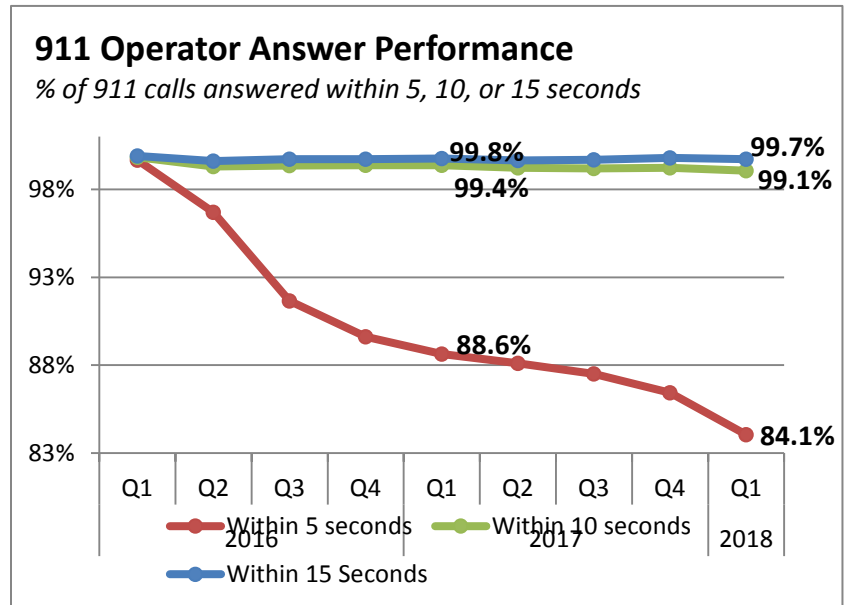
When measuring performance for answering calls within 5 seconds, performance dropped starting in May 2016. This coincided with a change in operational policy where 911 Operators now must now manually answer their calls. This has added a slight delay in answering calls, but eliminates any risk that a call is dropped onto a 911 Operators phone-line while they aren't at their desk.

17. 911 Call Assessment Performance

ABOUT THIS MEASURE

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

TARGET

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

RESULT - off target
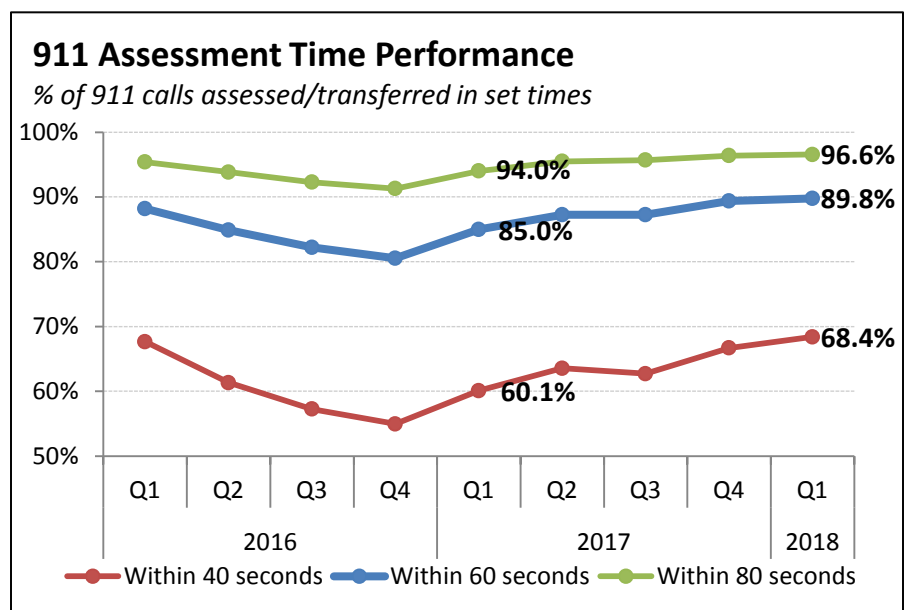
911 Assessment Time Performance
% of 911 calls assessed/transferred in set times

[11] Source: 911 Communications Genesis system.

In Q1 2018, 911 Call Assessment Performance was **89.8%**[12], marking an encouraging 4.8% point increase from the same period last year. The associated graph also shows performance when set against different measurement standards, such as calls being assessed and transferring within 40 seconds or 80 seconds.

18. 911 Call Evaluator ASA

ABOUT THIS MEASURE

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

TARGET

10 seconds or less.

RESULT – delayed reporting

EPS has been delayed since 2017 from reporting the results for this metric. In the most recent quarter, work has taken place with the database system vendor ("Genesis") to be provided with a new data stream with the necessary data attributes to calculate this metric. Quality analysis needs to first take place on this data, and this work will be completed in time for results to be reported next quarter.

19. Non-Emergency Call ASA

ABOUT THIS MEASURE

Measures the average speed of answer (ASA) for Police Call Evaluators to answer non-emergency calls. This is measured following a callers completion of the automated Interactive Voice Response (IVR) system.

TARGET

50 seconds or less.

RESULT – on target

In Q1 2018, Non-emergency Call ASA was **42.2 seconds**[13], marking a significant rise from the 29.8 seconds in Q1 2017, but still well below our annual target of less than 50 seconds.

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

Year	Annual	YTD
2010	~51	
2011	~43	
2012	~40	
2013	~71	
2014	~54	
2015	~82	
2016	49.2	32.4
2017	38.1	29.8
2018		42.2

2018 Target: 50

Legend: Annual (blue), YTD (red), 2018 Target (black line)

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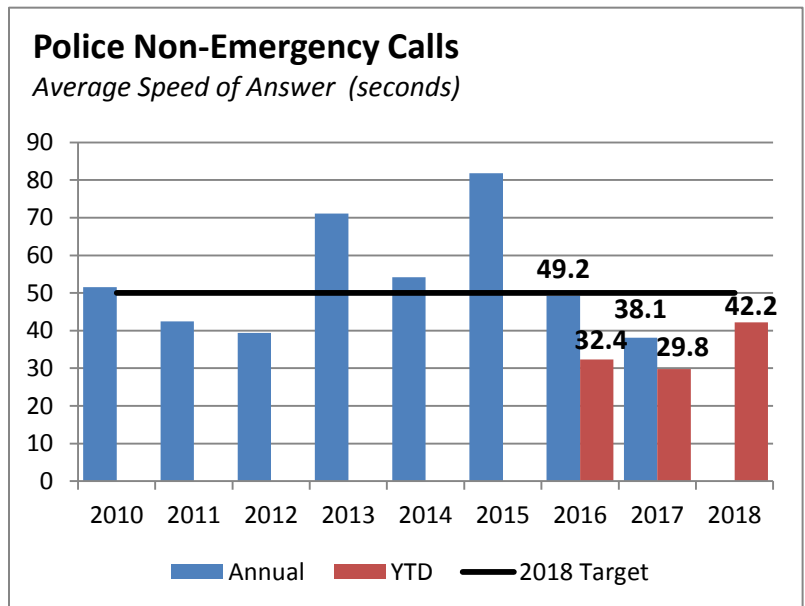
[12] Source: 911 Communications Genesis system.
[13] Source: 911 Communications Perimeter system.

Commitment to Professionalism

Recruitment

20. EPS Applicants

ABOUT THIS MEASURE

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

TARGET

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

RESULT – on target

Note: the original target of 425 applicants was based on planned hiring of 85 recruits. The budgetary outlook has since changed with funding approvals for Annexation and Legalization of Cannabis, which has caused us to revise our necessary planned hires to 115 for 2018.

In Q1 2018, EPS received 163 sworn-member applications. This equates to 652 applicants on an annual basis, which for now is positioning us adequately to meet our annual target of 575 applicants.

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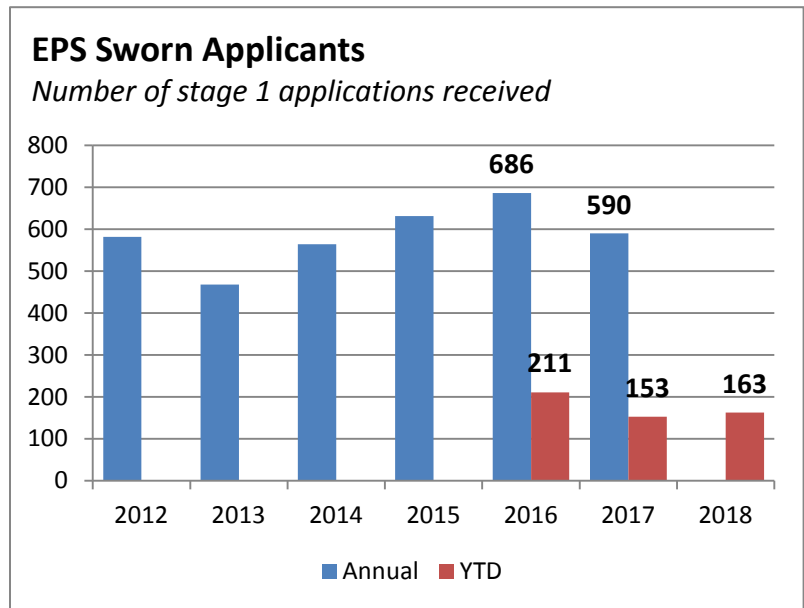
21. Female Applicants

ABOUT THIS MEASURE

Measures the percentage of sworn applicants that from females. By undertaking effective sworn recruitment campaigns and strategies for women, we are better positioned to increase our hiring of women.

TARGET

20% or more.

RESULT – on target

In Q1 2018, 23.3% of our sworn-member applications were completed by women, surpassing our annual target and a substantial increase from 2016 and 2017 levels.

EPS Female Applicants
% of female stage 1 applications
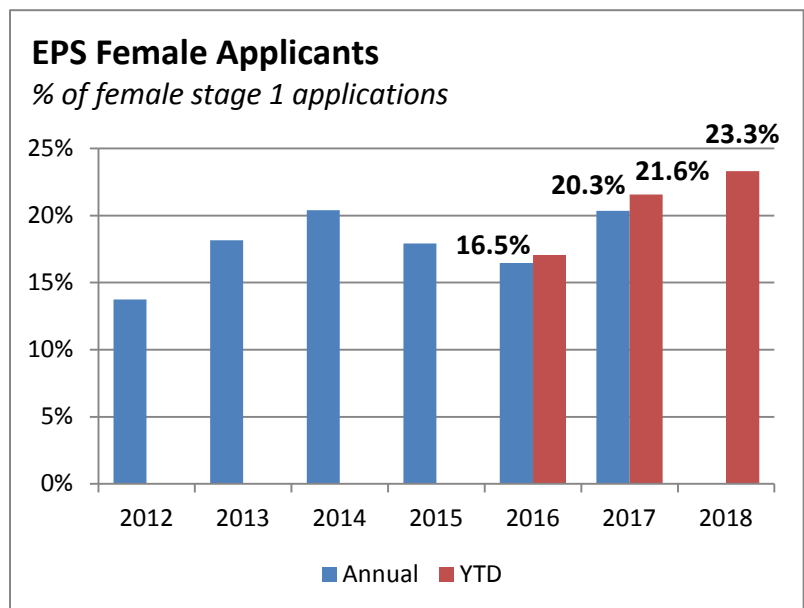
22. Female Hires

ABOUT THIS MEASURE

Measures the percentage of new sworn hires that are female. As about 18.9% of EPS sworn members are female, increasing our proportion of female hires will help to gradual bring us towards the national policing average of female officers, currently at 21%.

TARGET

25% or more.

RESULT – on target

During Q1 2018, EPS began Recruit Training Class #143. Of the 31 hires, **25.8% were female** (8 female and 23 male).

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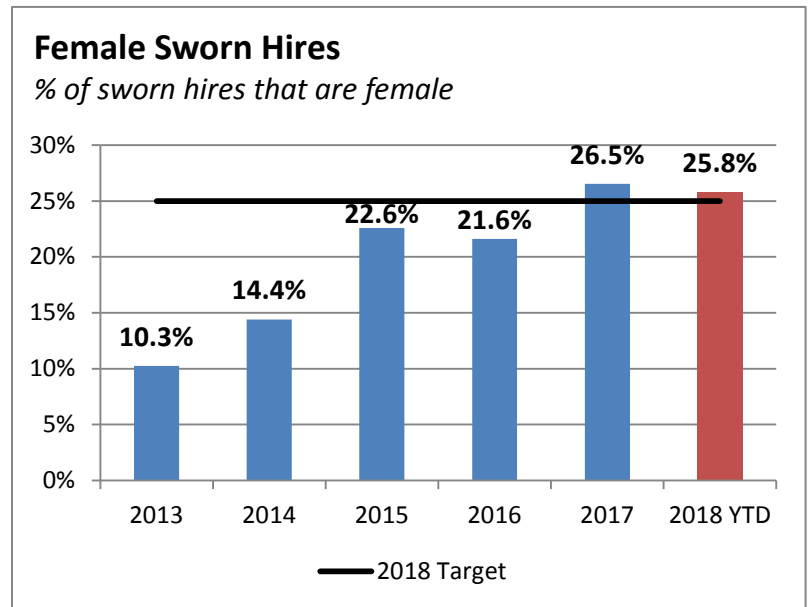
23. Hires from Underrepresented Ethnic Communities

ABOUT THIS MEASURE

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

TARGET

20% or more.

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

During Q1 2018, EPS began Recruit Training Class #143. Of the 31 hires, 16% identified as Aboriginal or as a visible minority (5).

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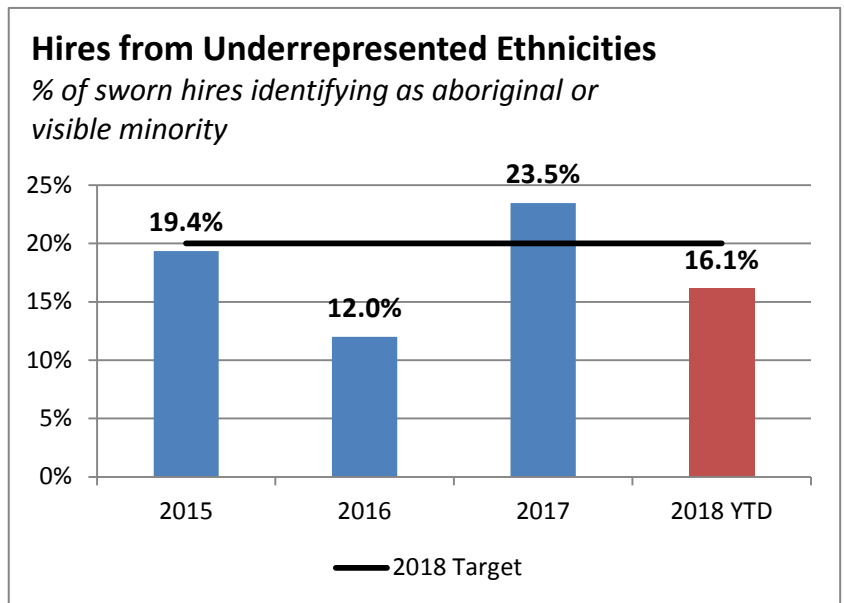
24. Sworn Overtime

ABOUT THIS MEASURE

Measures the total overtime hours worked by sworn members. This measure excludes overtime from Extra Duty events.

TARGET

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

RESULT – near target (on-track to be below the near-target threshold of 99,840 annual for the year)

In Q1 2018, EPS incurred 18,499 sworn member overtime hours, marking a **2.8% increase** from the same period in 2017.

Overtime for Sworn Staff
Hours of paid overtime

Nonetheless, from **2015-2017**, overtime has **decreased 8.4%**, or 8,489 fewer hours (the equivalent of 4.1 FTE's). This is more significant given that during this same period, sworn member staffing levels increased 6.6%[14]

25. Civilian Overtime

ABOUT THIS MEASURE

Measures the total overtime hours worked by civilian members.

TARGET

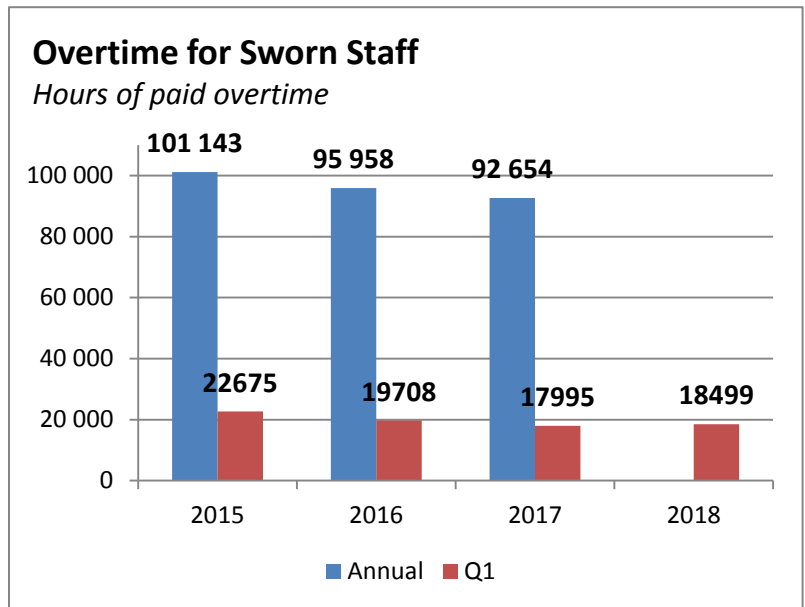11,940 hours or less (the equivalent of 6 full-time employees working 1,990 hours per year).

RESULT – off target (off-track to be below the near-target threshold of 14,925 annual hours)

In Q1 2018, EPS incurred 3,324 civilian member overtime hours, marking a **12.5% increase** from the same period in 2017.

Overtime for Civilian Staff
Hours of paid overtime
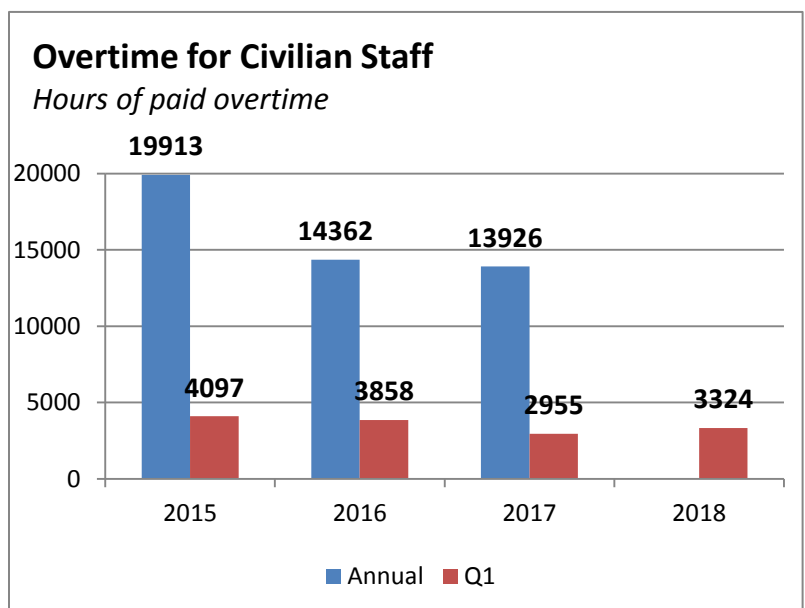
Nonetheless, from **2015-2017**, overtime has **decreased a substantial 30.0%**, or 5,987 hours (the equivalent of 3.0 FTE's). This is more significant given that during this same period, civilian staffing levels increased 18.3%[15].

The next quarterly report will attempt to obtain more historical data pre-2015.

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

26. Sworn Sick Rate

ABOUT THIS MEASURE

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

TARGET

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

RESULT – monitoring until Q2 reporting

Sworn Sick Rate

sick hours paid out per employee

	2016	2017
	43.7	45.1

Insufficient data was unavailable to report on Q1 results, but will be provided in the next quarterly reporting (along with Q2 results). The next quarterly report will also attempt to obtain more historical data pre-2016.

For the 2017 year, sworn members on average incurred **45.1 hours** of paid sick time. As sworn members generally work more paid hours than civilian staff (40-hr weekly averages, compared to 33.75/36.9/40-hr weeks for civilians), all other things being equal, we should observe sworn members to generate more paid sick hours. Nonetheless, the Sworn Sick Rate was 17.8% lower than the Civilian Sick Rate in 2017.

27. Civlian Sick Rate

ABOUT THIS MEASURE

The average hours per year civilian staff are absent from scheduled shifts due to medical reasons. Data here excludes sick time generated by those classified under Position Management (e.g., maternity/paternity leaves).
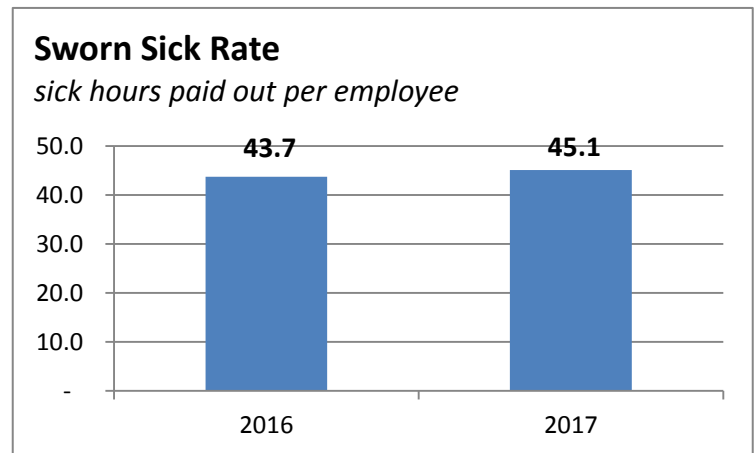
TARGET -

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

RESULT – monitoring until Q2 reporting

Civilian Sick Rate

sick hours paid out per employee

	2016	2017
	54.9	54.9

Insufficient data was unavailable to report on Q1 results, but will be provided in the next quarterly reporting (along with Q2 results). The next quarterly report will also attempt to obtain more historical data pre-2016.

For the 2017 year, civilian staff on average incurred **54.9 hours** of paid sick time, unchanged from 2016 levels.
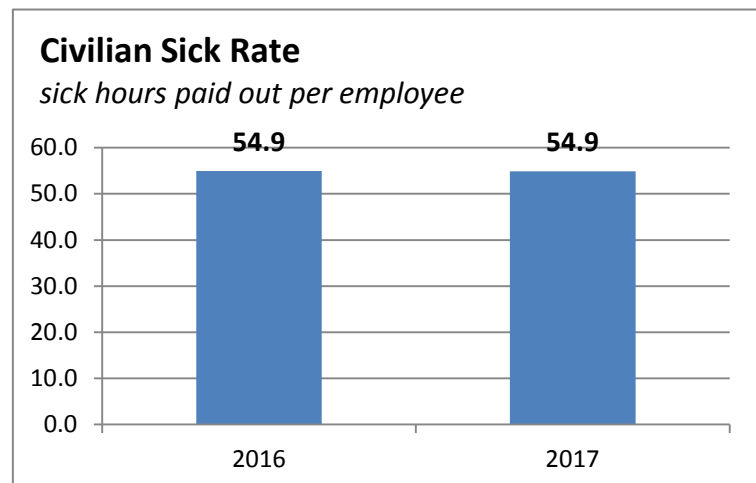
Complaints Against EPS

28. Public Complaint Investigation Speed

ABOUT THIS MEASURE

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

TARGET

50% of the time or more.

RESULT – off target

For public complaints received in 2017 Q3, **39.1%** were investigated and completed within 6 months.

Public Complaint Investigation Speed
% of files investigations completed within 6 months
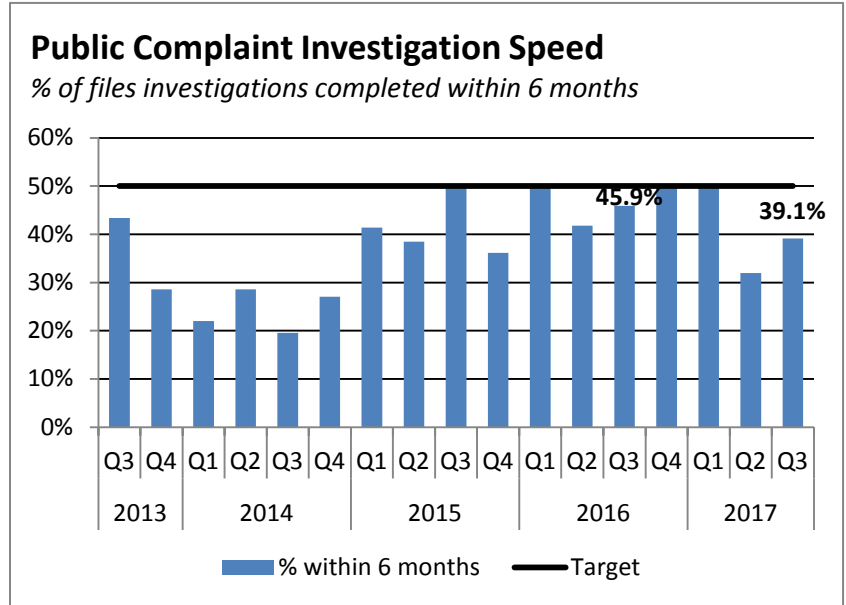
29. EPS Complaint Rate

ABOUT THIS MEASURE

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

TARGET

1.5 public/internal per 1,000 dispatch calls.

RESULT – near target (below the near-target threshold of 3 complaints per 1,000 dispatch calls)

In Q1 2018, 70 public and internal complaints were made against the EPS, equating to **1.9 complaints per 1,000 dispatch calls**.

EPS Complaint Rate
public or internal complaints per 1,000 dispatch calls
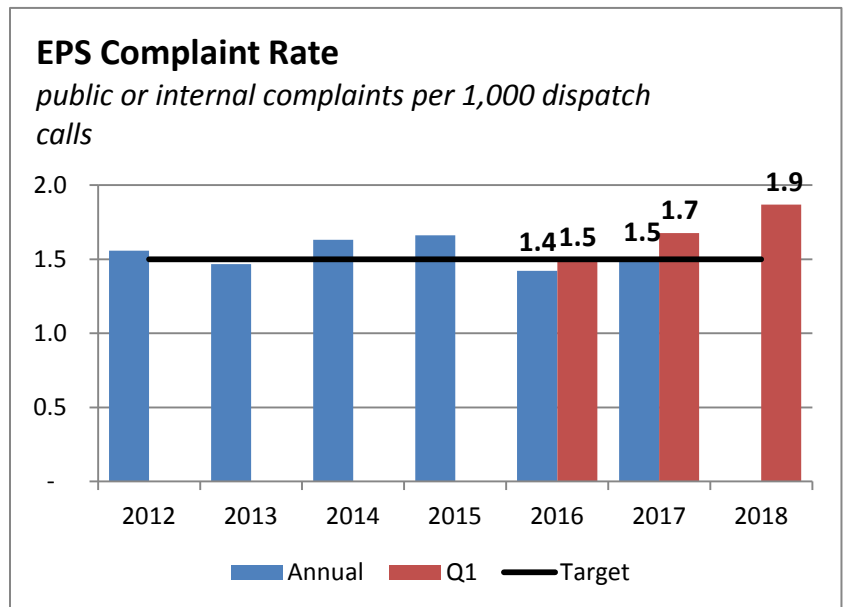
30. Police Misconduct

ABOUT THIS MEASURE

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

TARGET

Monitoring only for 2018.

RESULT

Police Misconduct

Sustained or minor contravention complaint files per 100 officers

The Police Misconduct Rate in Q1 2018 was **2.5 files** per 100 officers. This corresponded to 52 completed complaint investigations with 11 proven to involve police misconduct.

Each year, EPS investigates and concludes several hundred public and internal complaint investigation. From 2013-2017 14-23% of these investigations concluded that police misconduct occurred. (at a court hearing or concluded as a minor contravention) ranged from 14-23%. During this same period, 74-85% of these proven misconduct files were classified as Minor Contraventions, with the remaining 15-26% sustained at hearing.,
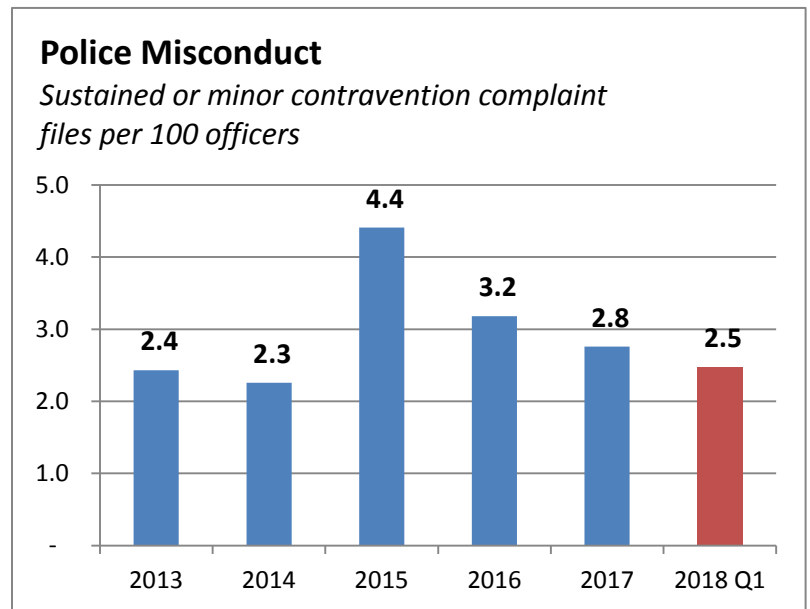
Q1 Reporting on EPS Strategic Initiatives

1. Legalization of Cannabis

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

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

Activities:

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

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

Q3:
- Public education campaign will continue.

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

Performance Measures:

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

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

Year to Date Status:

On-target
Quarterly Activities

7 Impaired Driving preliminary Incidents involving Cannabis

Analysis:

Q1 Reporting:

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

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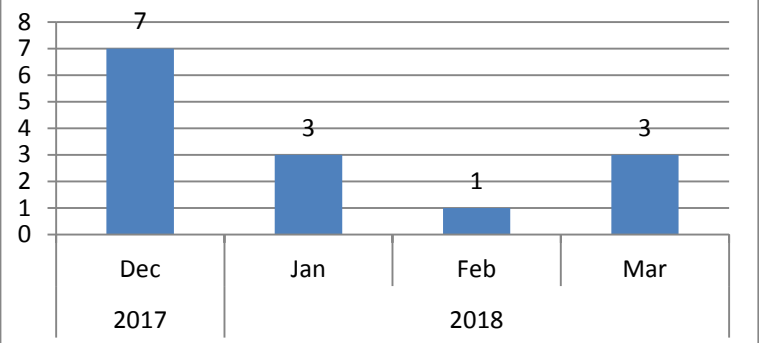
Cannabis Impaired Driving

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

In the first quarter of 2018, **7 incidents** involving Impaired Driving were identified as involving cannabis impairment[16]. About half of these of these incidents also involved alcohol impairment, which suggests that individuals do not exclusively consume one type of substance when driving impaired.

Driving while Impaired by Cannabis
Impaired driving Incidents flagged as being under the influence of Cannabis

Impaired Driving

The next set of graphs show trends in EPS-recorded incidents in Impaired Driving more generally[17]. The majority of these incidents were coded to be due to alcohol rather than illicit drugs; despite an uptick in 2017, just 6% of impaired driving incidents were coded as drug impairment.

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

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[16] *Source: Cognos R18-003 Cannabis Incidents, generated April 12 2018.*
[17] *Source: Cognos CSR-02 CSI WCR, generated April 16 2018*

Drugged Impaired Driving
Incidents

Impaired Driving
Incidents
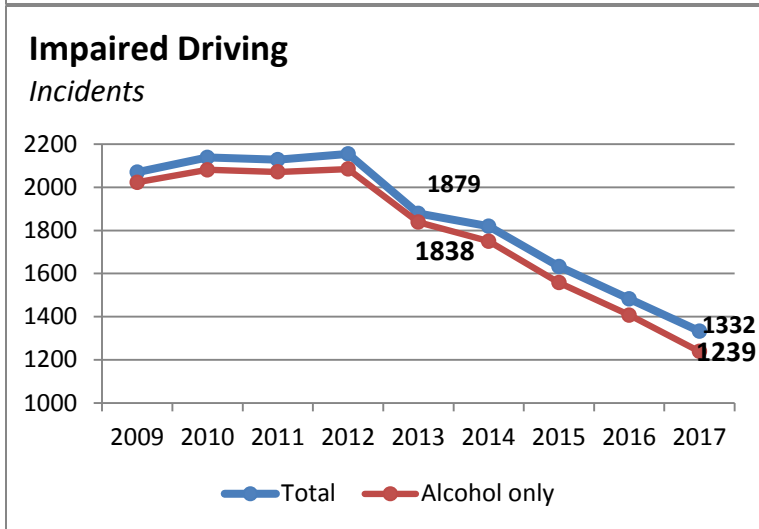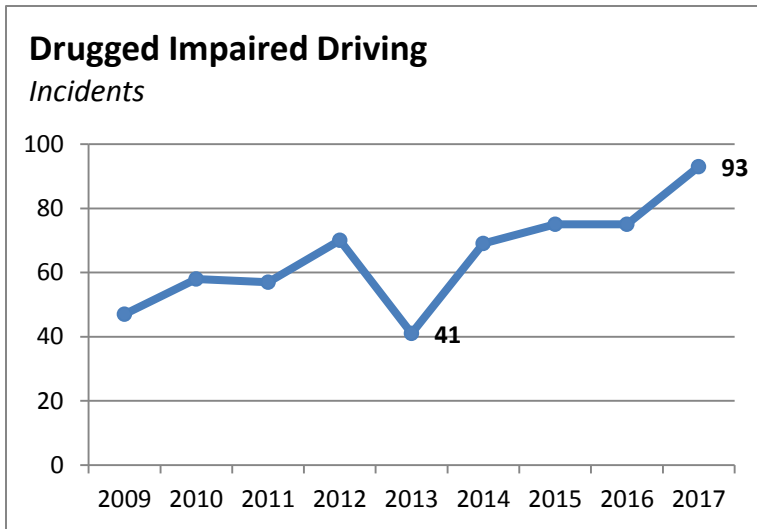
Possession and Trafficking of Cannabis

Possession and trafficking of Cannabis, compared to other controlled and illicit substances, has experienced diverging trends[18].

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

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

Drug Possession
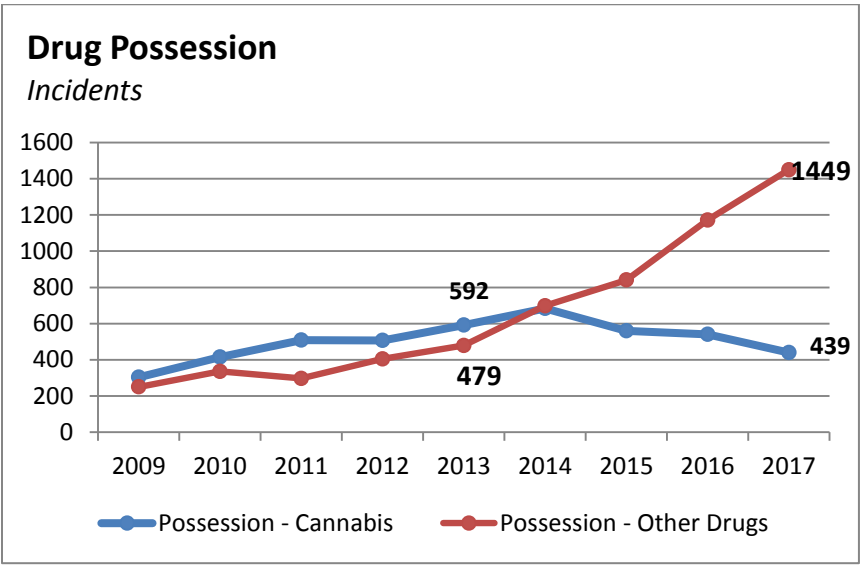
Incidents

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

Drug Trafficking

Incidents

2. Implementation of the Operations and Intelligence Command Centre

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

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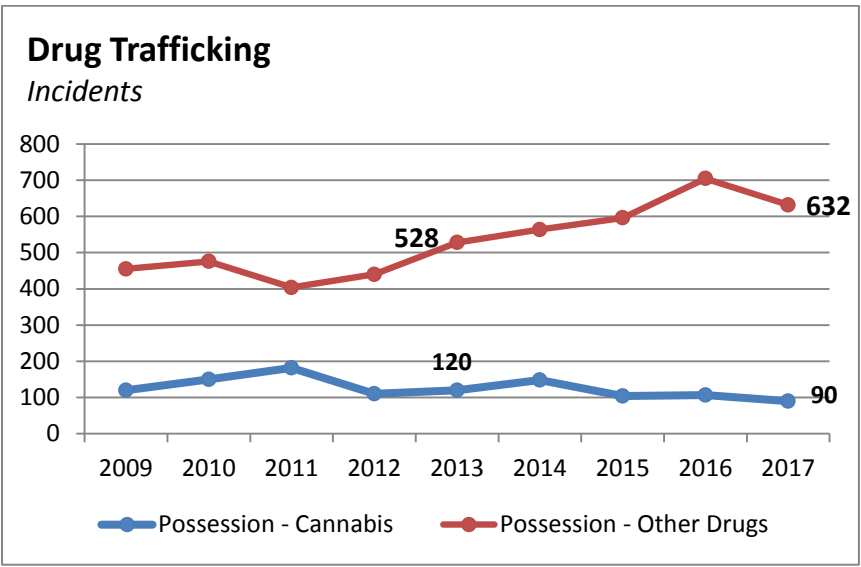- Units critical to the intelligence cycle should be aligned together.
- Efficiencies can be created by leveraging technology.

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

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

Activities:

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

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

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

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

Year to Date Status:

__Off-target__

Analysis:

Q1 Reporting

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

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

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

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

3. Intelligence Production Division Development

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

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

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

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

Activities:

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

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

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

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

Analysis:

Q1 Reporting

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

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

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

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

4. Implementation of Major Capital Investments

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

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

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

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

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

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

Activities:

North West Campus

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

Firearms Facility

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

Digital Asset Management System

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

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

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

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

Provincial Radio Network

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

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

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

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

Year to Date Status:

On-target
Completion of Quarterly Activities

Analysis:

North West Campus

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

Ongoing construction continued through Q1 and is about 75% complete. We have been advised by the City of Edmonton that the construction is estimated to be complete by late Q3 2018.

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

Firearms Facility

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

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

The EPS and Integrated Infrastructure Services Department continue to work through the new City processes. An RFP for the Schematic Design is expected to be issued shortly with evaluation and award to follow. Based on the new process, the EPS must complete the Schematic Design (Checkpoint 3) prior to receiving approval for construction funds. However, as the transition to fully implement the new process continues in 2019-2022, indications are that the Council will approve projects expected to move to construction in the time period in 2018.

Digital Asset Management System

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

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

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

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

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

Provincial Radio Network

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

AirOne and Dispatch centers are operationally functional and stable.

Q1 Deliverable: Prepare radio migration cutover plan to AFRRCS

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

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

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

Other accomplishments include:

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

5. Civilianization of Dispatch: dispatch training development

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

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

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

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

Activities:

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

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

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

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

Year to Date Status:

On-target
Completion of Quarterly Activities

Analysis:

PCB is on target to complete all of the objectives required to begin the civilianization of the role of Dispatcher.

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

The following is planned for the remainder of the year:

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

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

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

6. People Plan

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

The People Plan will be organized around three priorities:

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

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

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

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

Activities:

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

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

Year to Date Status:

Off-target
A business case is now necessary before completing a Technology Investment Request

Analysis:

Q1 Reporting:

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

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

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

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

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

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

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

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

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