



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: September 19, 2019

SUBJECT: Q2 2019 Semi Annual APP Report

RECOMMENDATION(S):

That the 2019 Annual Policing Plan Q2 Results Report be received for information at the Edmonton Police Commission (EPS) public meeting September 19, 2019.

INTRODUCTION:

This report (Attachment 1) provides status update information for EPS's 2019 Annual Policing Plan (APP), which was developed to respond to community needs and expectations, organizational priorities, and emerging trends. In order to streamline reporting requirements, this report now includes HR information that was previously provided to the EPC as two standalone reports: "Authorized Establishment Change Report" and "EPS Quarterly Full Time Equivalent Report". Additionally, this report provides a summary update of new funding allocations taking place in 2019 as per EPS's 2019-2022 Business Plan.

BACKGROUND:

The 2019 Q2 APP report consists of 21 stand-alone performance measures 5 strategic initiatives. Narrative commentary has been provided for each strategic initiative.

With the arrival of Chief McFee, the EPS is undergoing substantial change in organizational direction and alignment. The attached report is following through with the commitment made by EPS to the EPC to report back on the progress of the 2019 APP.

The process of strategic planning is critically important for a well-run organization as it sets priorities and allocates resources to deliver on those priorities. As per the approved Strategic Planning Framework (Attachment 2) by EPC on July 19, 2019, the EPS Strategic Plan and Business Plan will capture organizational outcomes and key work identified to deliver on those outcomes. Performance metrics to report on progress towards our outcomes will also be developed. The framework presents the goals and

outcomes EPS intends to achieve, how EPS will work together to prioritize efforts and resources and how success will be measured to meet community needs.

COMMENTS/DISCUSSION:

The attached Q2 report outlines the results on the performance measures and strategic initiatives accordingly.

CONCLUSION:

EPS will return in Q1 2020 with a draft Strategic Plan for 2020-2022.

ADDITIONAL INFORMATION ATTACHED:

- Attachment 1 – 2019 Annual Policing Plan – Q2 Results Report
- Attachment 2 – Strategic Planning Framework

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Date: _____



Annual Policing Plan

2019 Q2 Status Report

Edmonton Police Service



2019 Annual Policing Plan – Q2

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Reduced Crime & Victimization

Crime in Edmonton

1. Crime Severity Index

ABOUT THIS MEASURE

This Statistics Canada-based measure, with results here from in-house calculations, factors for the amount of reported crime, its relative severity, and Edmonton's population. Severity is based on weights assigned to each Criminal Code of Canada offence, based on judicial sentencing data.

TARGET: a reduction from 2018 levels.

RESULT - on target

Year-to-Date (January-June), Edmonton's CSI has reduced 1.5% compared to the same period in 2018¹. The CSI is composed of a significant number of criminal code offences (160+), but there are several crime types that have exhibited noteworthy year-over-year percentage changes (2018-2019), including:

+37%: Theft under \$5,000. Escalating levels over the last several years have been driven by liquor store thefts. As well, EPS has recently implemented online reporting for participating liquor stores to help divert the need for a patrol response, which is expected to be a contributor to the most recent rise in reported-levels.

+15%: Theft from Vehicle

+11%: Sexual Assaults

-8%: Criminal Harassment

-13%: Break & Enter

-28%: Breach Recognizance violations. This is due to the adoption of more accurate data entry practices since May 2019. These new rules and standards more accurately follow the counting rules established by the Centre for Justice Statistics.

2. Violent Crime

ABOUT THIS MEASURE

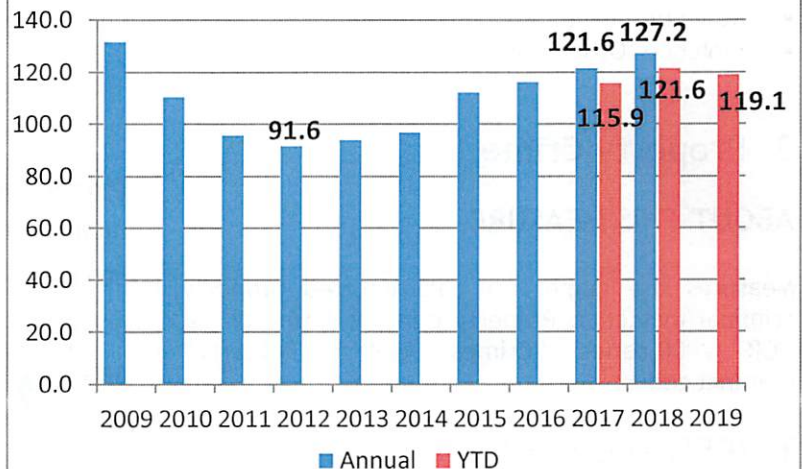
Measures the number of EPS-reported violent crime victimizations. Violent Crime is based on all Uniform-Crime-Reporting (UCR2) 1000-series "Crimes Against the Person" criminal codes.

TARGET: a reduction from 2018 levels.

RESULT - on target

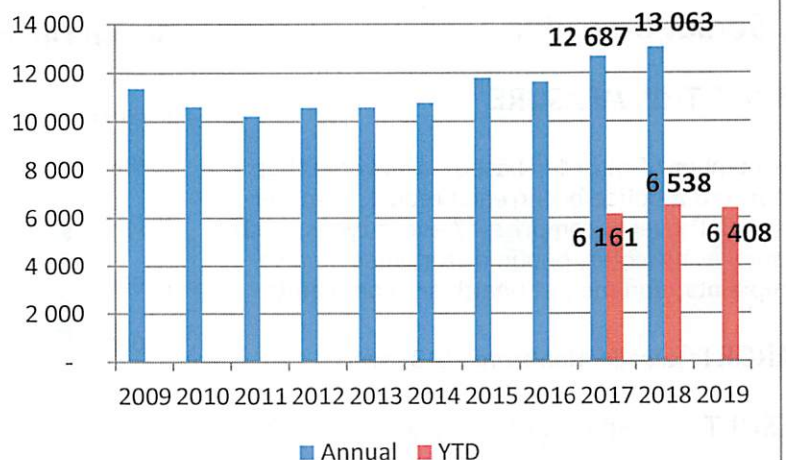
EPS Crime Severity Index

indexed points, in-house calculation



Violent Crime in Edmonton

number of victims (UCR 1000-series)



¹ Source: Cognos CSR-02. Population is forecast to rise 2% in 2018 and 2019.



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YTD, victims of violent crime fell 2.0% compared to the same period in 2018. Violent crime is grouped by 5 categories, which experienced the following percentage change in victimizations year-over-year (2018-2019):

- Sexual Assault: up 10.8%
- Homicide: unchanged (16 in both periods)
- Assault: down 0.7%
- Robbery: down 2.7%
- Violence 'Other': down 8.5%

3. Property Crime

ABOUT THIS MEASURE

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

TARGET: a reduction from 2018 levels.

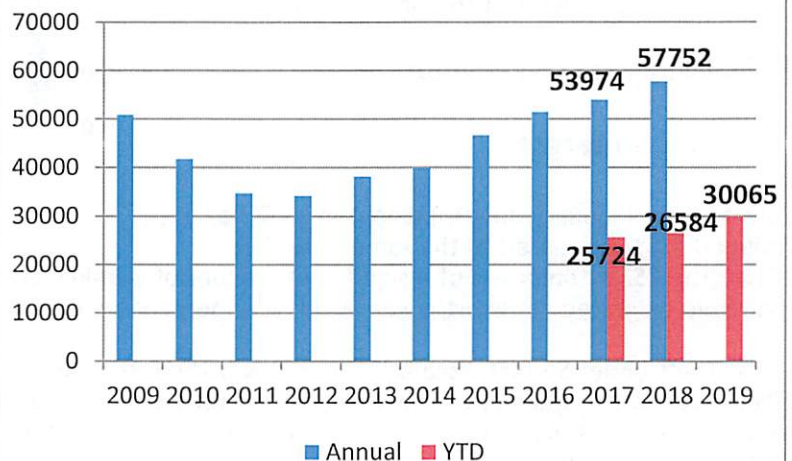
RESULT - off target

YTD, property crime incidents increased 13.1% compared to the same period in 2018. Property crime is grouped by 5 categories, which experienced the following percentage change in incidents year-over-year (2018-2019):

- Other Property Crime: up 20.3%
- Theft over \$5,000: up 12.9%
- Theft From Vehicle: up 15.2%
- Theft of Vehicle: down 2.2%
- Break & Enter: down 12.9%

Property Crime in Edmonton

number of incidents (UCR 2000-series)



4. Social Disorder

ABOUT THIS MEASURE

The number of disorder-based CAD events that generated a police occurrence report. Disorder-based CAD events comprise 17 event types, such as mischief, public disturbances, noise complaints, and mental health act complaints.

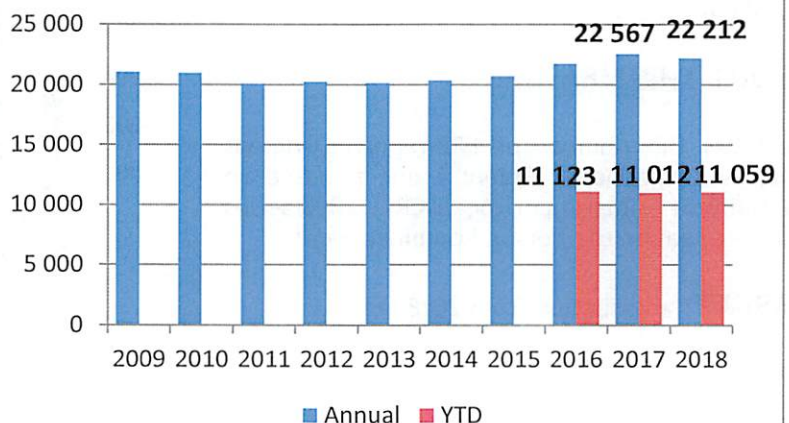
TARGET: a reduction from 2018 levels.

RESULT - near target (< 5% above target)

YTD, Social disorder occurrences increased by 0.4% compared to the same period in 2018.

Social Disorder in Edmonton

disorder-based CAD events that generated an occurrence report





2019 Annual Policing Plan – Q2

Traffic Safety

5. Collision Injury Rate

ABOUT THIS MEASURE

Measures the number of collision injuries per 1,000 population. Injuries are those that are recorded as requiring hospitalization, but are not fatal.

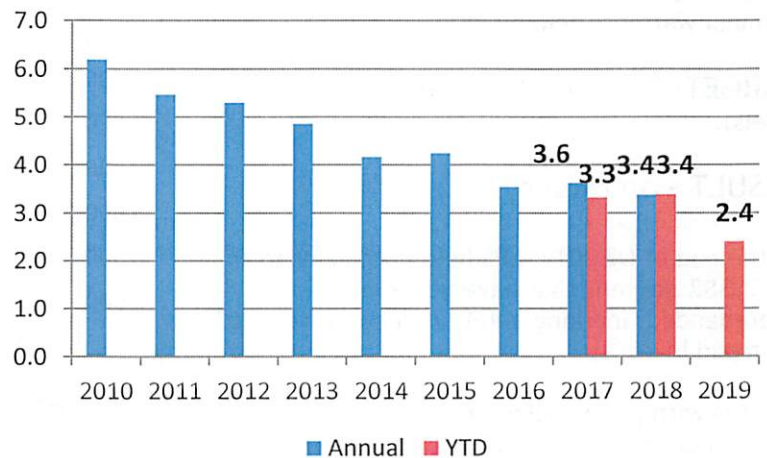
TARGET: 3.1 injuries per 1,000 population (as per the 2016-2020 Vision Zero Road Safety Plan)

RESULT -

YTD, the Collision Injury Rate in Edmonton was 2.4 (1200 collision injuries total), marking a 29% reduction from the same period in 2018².

Collision Injury Rate in Edmonton

injuries per 1,000 population



Investigative Excellence

6. 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' (e.g., using departmental discretion, the complainant declines to press charges, or referral to a diversion program).

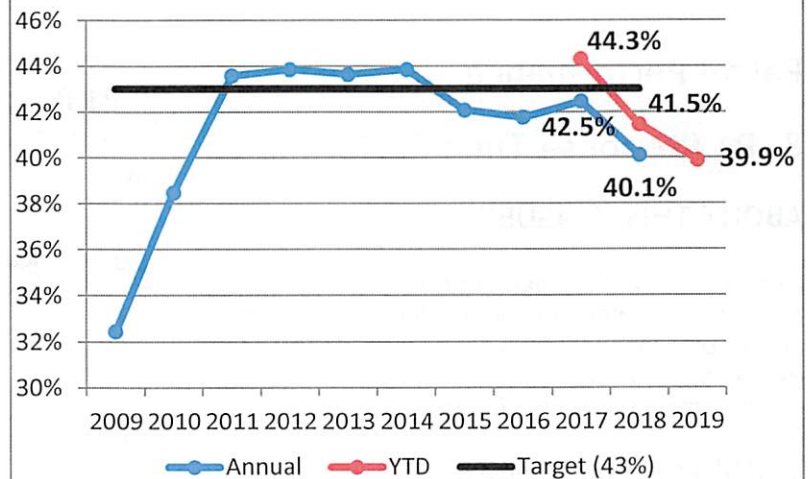
TARGET: 43% or higher.

RESULT - off target

YTD, EPS's Weighted Clearance Rate was 39.9%, a reduction from the 41.5% for the same period in 2018³. The most recent decline has been due to lower clearance rates in non-violent crimes, while clearance rates in violent crimes have improved slightly. Another factor weighing down the Weighted Clearance Rate has been an increasing proportion of total crime being property-crime based (rather than violent crime), which by its nature has lower solvability.

Weighted Clearance Rate

% of weighted criminal incidents cleared



² Source: City of Edmonton – Traffic Safety section, department of City Operations.

³ Source: Cognos CSR-02 Crime Severity Index



2019 Annual Policing Plan – Q2

7. Persons with Criminal Warrants

ABOUT THIS MEASURE

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

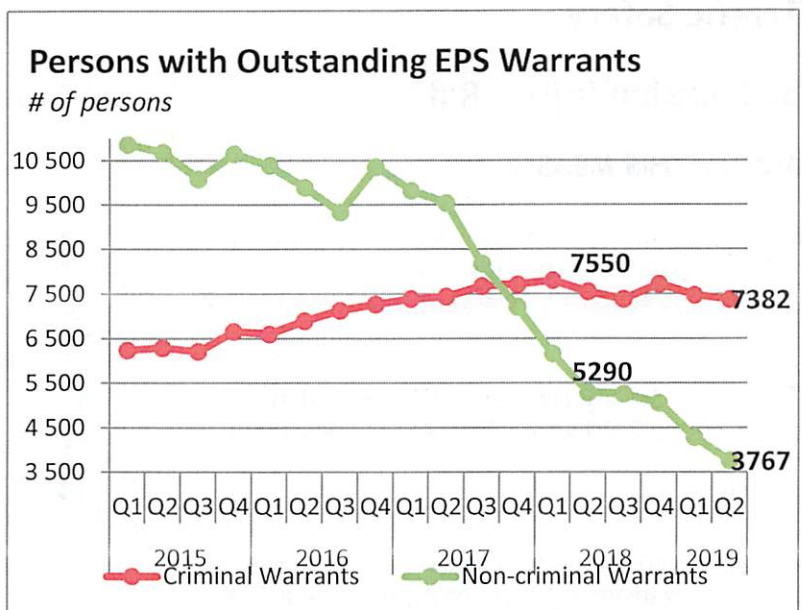
TARGET: 7,720 (a reduction from 2018 year-end levels).

RESULT - on target

At the end of Q2 2019, EPS held criminal warrants for 7,382 persons that have yet to be apprehended, marking a 4.4% reduction from 2018 year-end levels⁴.

Persons with provincial warrants (non-criminal) have fallen by a substantial 61.7% since Q1 2017.

The driver for this was Bill 9 - An Act to Modernize Enforcement of Provincial Offences. Since May 2017, the practice has ended the practice of issuing provincial warrants for unpaid bylaw or provincial fines for amounts of \$1,000 or less. Since Bill 9 was not retroactive for provincial warrants since May 2017, and because provincial warrants generally expire only after two years, it has been anticipated that outstanding provincial warrants would gradually fall over the last two years.



Increased Efficiency & Effectiveness

Patrol Performance

8. P1 Response Time Performance

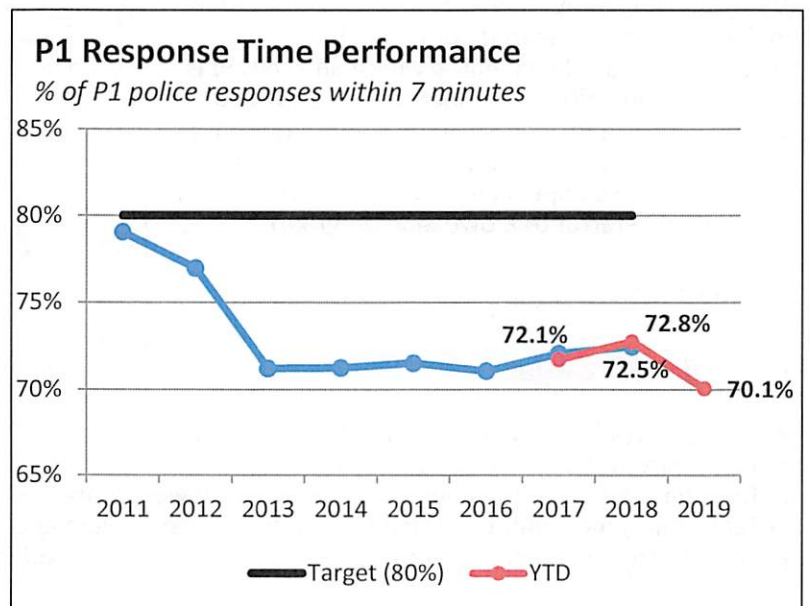
ABOUT THIS MEASURE

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

TARGET: 80% of the time or more.

RESULT - off target

YTD, P1 Response Time Performance was at 70.1% marking a 2.7% point drop from the same period in 2018⁵.



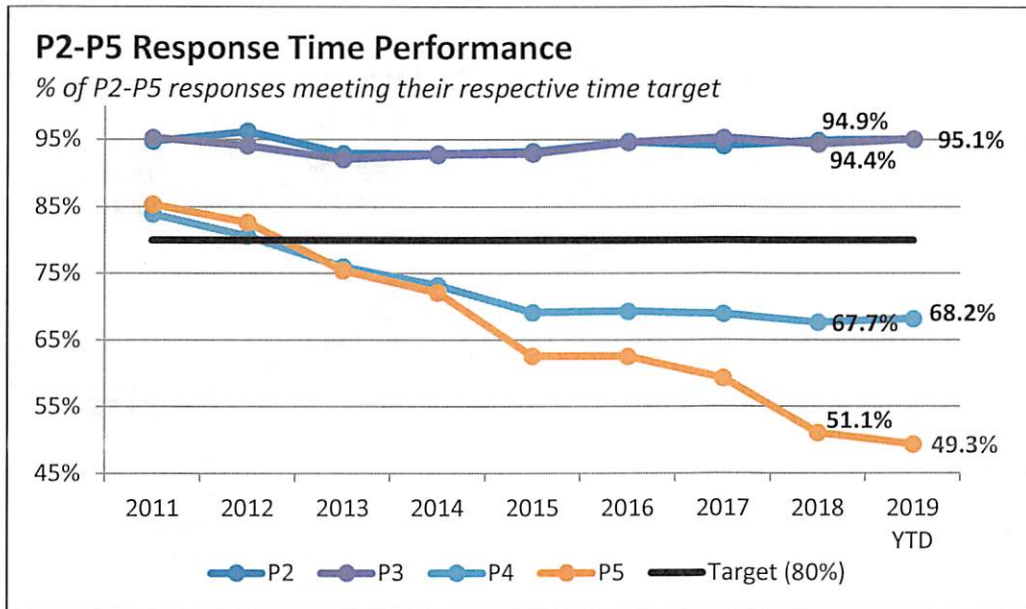
⁴ Source: CPIC Ottawa; EPS CPIC Warrant Unit.

⁵ Source: Cognos PMR 9Q.



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



9. Proactive Time

ABOUT THIS MEASURE

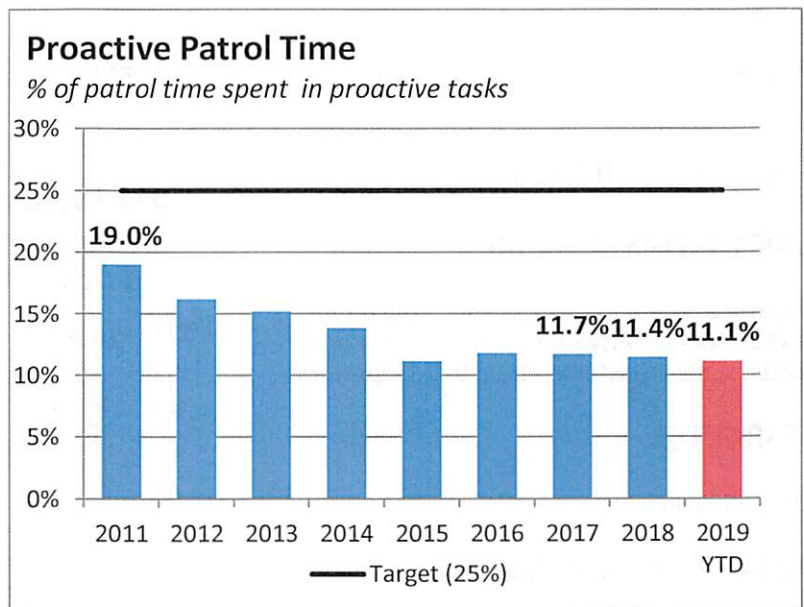
Measures the percentage of patrol's time that is dedicated to activities that aim to prevent or deter crime or disorder from occurring (e.g., probation checks for prolific offenders, patrolling a crime hot-spot, locating an offender with outstanding warrants).

TARGET

25% or greater.

RESULT - **off target**

YTD, Proactive Patrol Time was 11.4%⁶, a level more or less unchanged since 2015.



⁶ Source: Cognos PMR 34.



2019 Annual Policing Plan – Q2

911 Police Communications Performance

10. 911 Operator Answer Performance

ABOUT THIS MEASURE

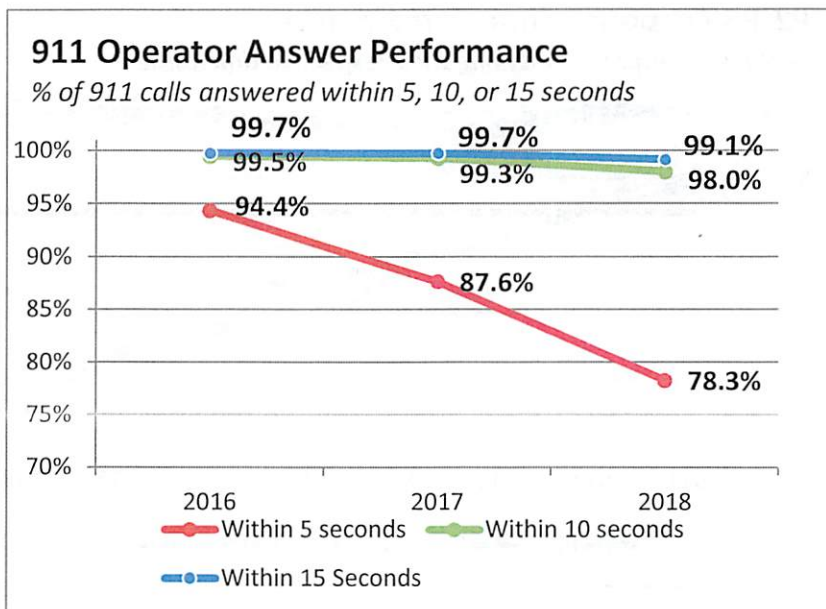
Measures the percentage of the time that 911 calls are answered by an EPS 911 Operator within 15 seconds. This includes emergency calls that are subsequently directed to other emergency providers, such as Fire Services or EMS.

TARGET

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

RESULT - recent data unavailable

2019 Data from Genesis (a data vendor of EPS) has been found to be incomplete and unreliable. EPS is working with the vendor to resolve these issues. Data up to the end of 2018 is provided here.



This measure and its target are based on province-wide 911 call standards established in June 2018⁷.

18. 911 Call Evaluator ASA

ABOUT THIS MEASURE

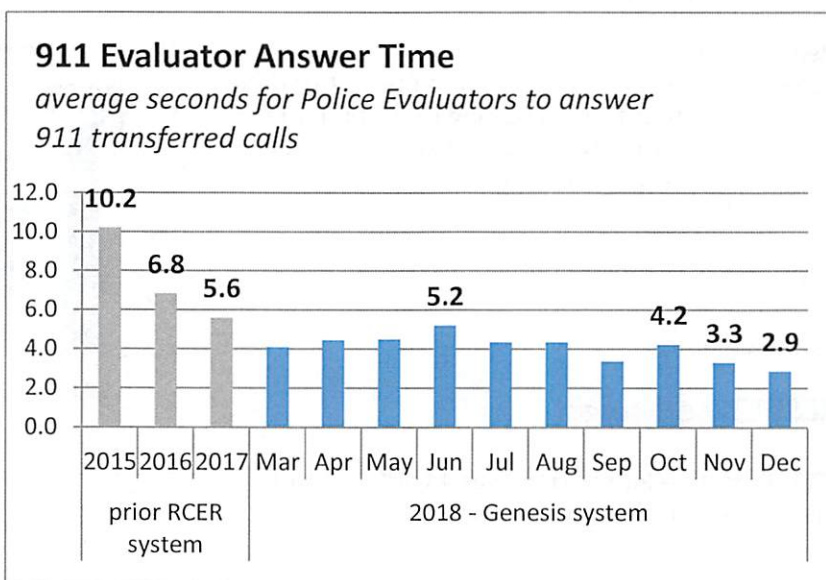
Measures the average time for Police Call Evaluators to answer 911 police emergency calls, once transferred by a 9-1-1 Operator.

TARGET

10 seconds or less.

RESULT - recent data unavailable

2019 Data from Genesis (a data vendor of EPS) has been found to be incomplete and unreliable. EPS is working with the vendor to resolve these issues. Data up to the end of 2018 is provided here.



⁷ <http://www.aema.alberta.ca/911>; <http://www.aema.alberta.ca/documents/911-standards-aug-2018.pdf>



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Since mid-March 2018, data has been made available in our Genesis 911 Communications database to calculate this metric accurately. 2015-2017 results are also provided from our prior (and now decommissioned) RCER database system. However, it's not evident how comparable the results from these two systems are.

12. EPS Call Answer Delay

ABOUT THIS MEASURE

Measures the average speed of answer (ASA) to answer a 911 or EPS non-emergency line call. Time tracking for non-emergency calls begins once a caller has completed the automated Interactive Voice Response (IVR) system and requires speaking with a call evaluator.

Note: this measure has been mistakenly described as measuring non-emergency calls only. Perimeter data for this metric is only available as a combined calculation for both 911 and EPS non-emergency line calls.

TARGET

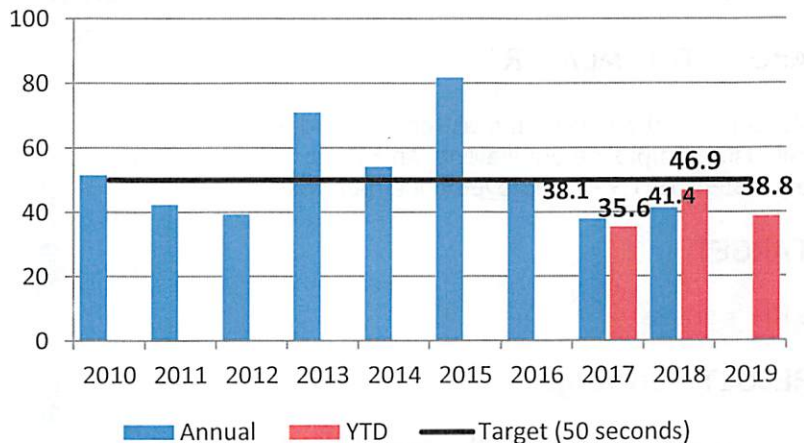
50 seconds or less.

RESULT - on target

YTD, EPS's Call Answer Delay was 38.8 seconds, marking a moderate improvement from the 46.9 seconds occurring for the same period in 2018.

EPS Call Answer Delay

Answer delay for 911 and non-emergency line, seconds



Fiscal Efficiency

13. Sworn Overtime

ABOUT THIS MEASURE

Measures sworn member overtime, represented as a Full-Time-Employee equivalent. An FTE is equivalent to 2,080 employee hours. This measure excludes overtime from Extra Duty events.

TARGET

40 FTEs or less

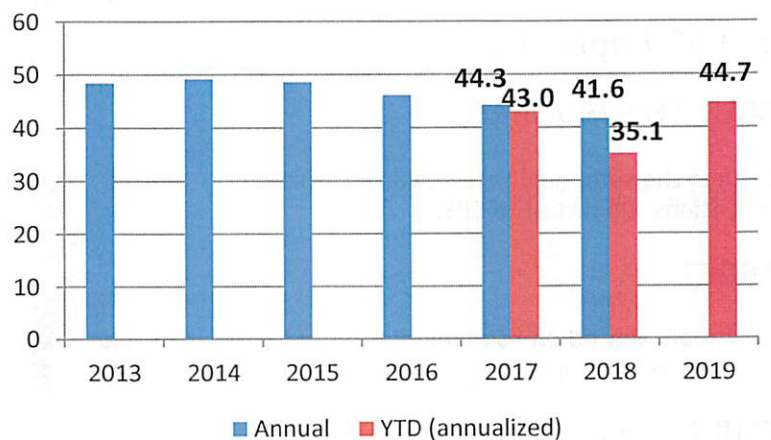
RESULT - near target (below 48 FTEs)

YTD, Sworn member overtime was the equivalent of 44.7 FTEs (annualized), a 27% increase from the same period in 2018.

Major drivers for this recent increase include:

Overtime for Sworn Staff

Full-Time-Employee Equivalent





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- The Edmonton Drug Gang Enforcement Section was approved to proceed with a number of high-value gang investigative projects, funded on overtime.
- Overtime has been incurring since March to carry out the Transit Safety Initiative, which since involves sworn members working overtime shifts with Transit Peace Officers to conduct hot-spot policing at high-crime LRT and Transit Centre locations. The City of Edmonton will be fully reimbursing EPS for its contribution to this initiative.

14. Civilian Overtime

ABOUT THIS MEASURE

Measures civilian overtime, as represented as a Full-Time-Employee equivalent. An FTE is equivalent to 1,990 employee hours per year.

TARGET

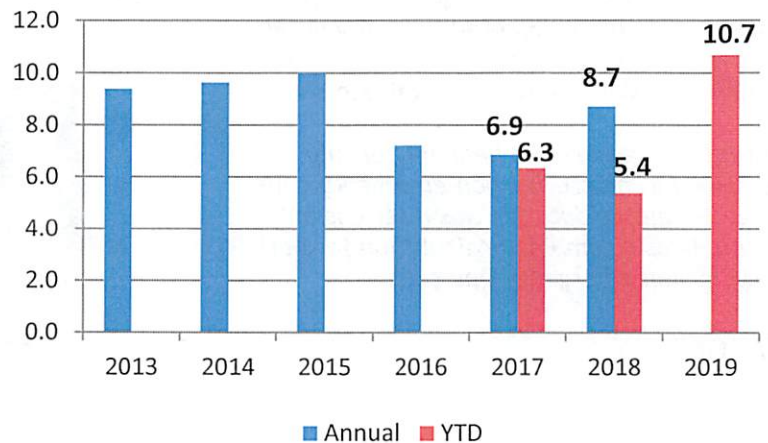
6 FTE's or less

RESULT - off target

YTD, civilian overtime was the equivalent of 10.7 FTEs (annualized), marking a significant **98% increase** from the same period in 2018. This increase has been driven by the Police Communications Branch. The ongoing, gradual process to civilianize the dispatch function requires Emergency Communication Officers to be pulled away from their regular shifts to undergo dispatcher training. This creates shift coverage gaps, which often need to be filled with overtime shifts by other staff members.

Overtime for Civilian Staff

Number of Full-Time-Employee equivalent



Commitment to Professionalism

Recruitment

15. EPS Applicants

ABOUT THIS MEASURE

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

TARGET

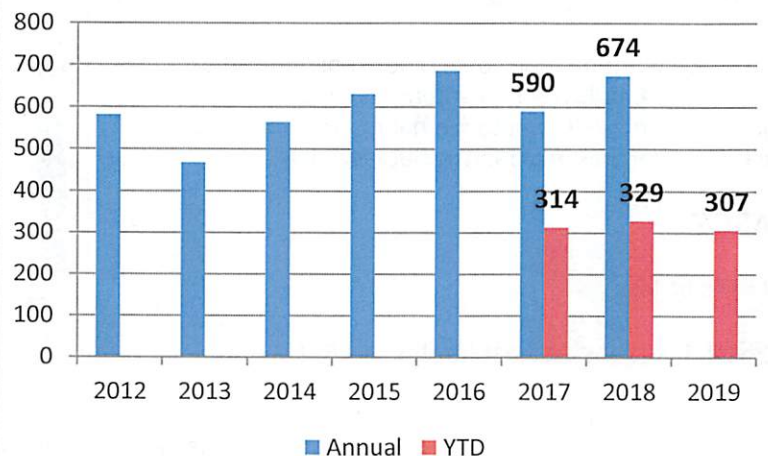
425 or more (based on 85 planned hires for 2019, and a desired 5 applicants per hire ratio).

RESULT - on target

YTD, EPS received 307 sworn member applications, marking a 6.7% reduction from the same period in 2018. However, with only half of the year

EPS Sworn Applicants

Number of stage 1 applications received





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completed, EPS has already received 72% of the annual applicants it is targeting for (425).

In March 2018, the EPS transitioned from hard copy application submissions to the Alberta Police Applicant Tracking System (APATS)⁸. This web portal provides applicant a profile that streamlines and standardizes the process to apply to multiple police agencies in Alberta.

16. Female Applicants

ABOUT THIS MEASURE

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

TARGET

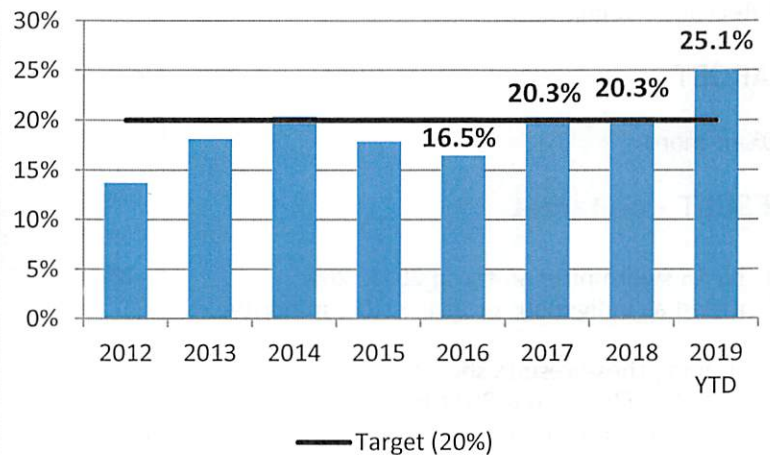
20% or more.

RESULT - on target

YTD, 25.1% of sworn-member applications were completed by women, sitting comfortably above our 20% annual target. Altogether, 77 out of the total 307 applicants received were female.

EPS Sworn Female Applicants

% of stage 1 applications from females



17. Female Hires

ABOUT THIS MEASURE

Measures the percentage of new sworn hires that are female.

TARGET

25% or more.

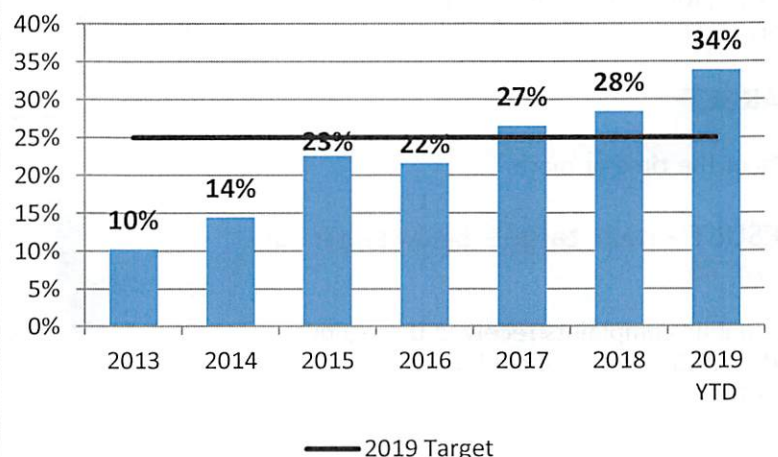
RESULT - on target

Of the 56 sworn hires so far in 2019, 34% were female (19 female, 37 male).

Maintaining these results will progressively diversify the EPS, as EPS's current proportion of female sworn members is 18.9% (as of 2017).

Female Sworn Hires

% of sworn hires that are female



⁸ See <https://applynow.apats.ca/>



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18. 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 indigenous or as a visible minority. Voluntary survey data is collected for this during the 1st day of Recruit Training Class.

TARGET

20% or more.

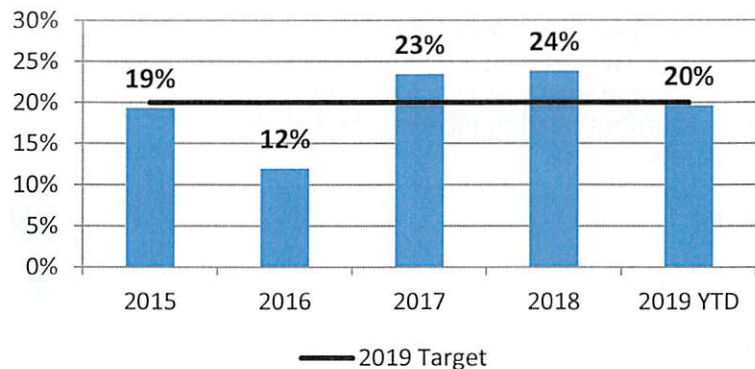
RESULT - on target

Of the 56 sworn hires so far in 2019, 20% identified as Indigenous or as a visible minority.

Maintaining these results should progressively diversify the EPS, as our 2017 Employee Engagement Survey only found 11.8% of respondents identifying as Indigenous or as racially visible.

Hires from Underrepresented Ethnicities

% of sworn hires identifying as aboriginal or visible minority



Complaints Against EPS

19. Public Complaint Investigation Speed

ABOUT THIS MEASURE

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

TARGET

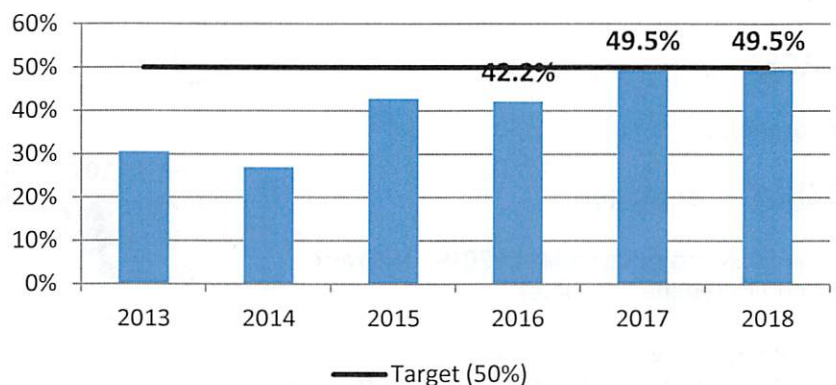
50% of the time or more.

RESULT - near target (below target but above 45%)

For public complaints received throughout 2018, 49.5% were concluded within 6 months.

Public Complaint Investigation Speed

% of file investigations concluded within 6 months





2019 Annual Policing Plan – Q2

20. 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

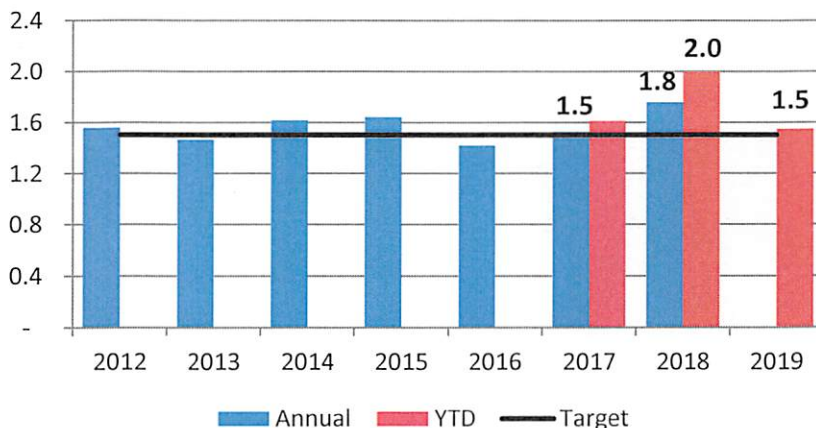
1.5 complaints per 1,000 dispatch calls or less.

RESULT - on target

YTD, 131 formal public and internal complaints were made against the EPS, resulting in 1.5 complaints per 1,000 dispatch calls. Detailed analysis on EPS Complaints is available in EPS's 2018 Professional Standards Branch Annual [Report](#).

EPS Complaint Rate

public or internal complaints per 1,000 dispatch calls



21. 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.

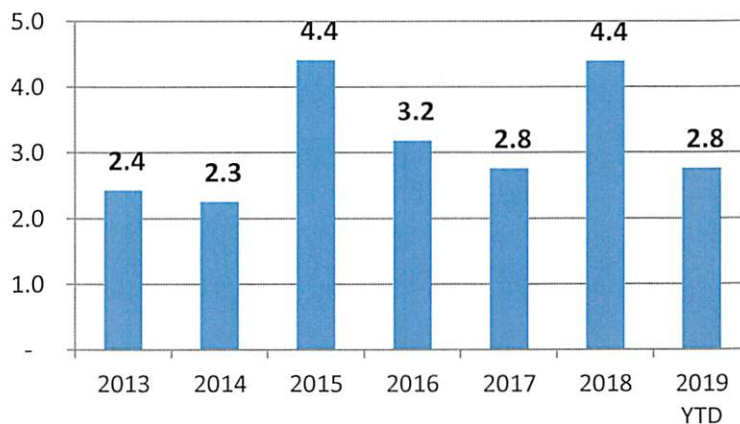
TARGET

Monitoring only for 2018.

RESULT

Police Misconduct

Sustained or minor contravention complaint files per 100 officers



YTD, the Police Misconduct Rate was 2.8 files per 100 officers⁹. This corresponded to 122 completed complaint investigations with 25 of these proven to involve police misconduct.

⁹ 2019 data assumes 2% growth in sworn staffing from 2018 levels. Historical sworn staffing levels are sourced from the Statistics Canada Police Administrative Survey.



Reporting on EPS Strategic Initiatives



2019 Annual Policing Plan – Q2

1. Policing in a Legalized Cannabis Environment

In October 2018 the Government of Canada legalized cannabis. EPS has proactively responded to this new legislation and its impact on policing with our enforcement practices, drug-recognition training for our members, enhancing our Checkstop program during this initial transition period, and developing appropriate internal and external messaging. The EPS will need to further adapt in anticipation of the new laws and regulation regarding the legalization of cannabis edibles, anticipated for October 17, 2019.

Activities:

Continue to monitor the impact of cannabis legalization on EPS resources and report to City Council each quarter on these policing impacts

- Reporting to City Council continues on an ongoing basis.

Continue to research policy implications, and develop new policy as needed

- No current updates to provide

Pilot and evaluate the Dräger 5000 - the only current federally approved roadside drug testing device

- The pilot is ongoing with a tentative closing date of December 31st. No specific issues have arisen to date.

Pilot and evaluate alternative roadside testing devices as they are federally approved

- No current updates to provide

Continue to advocate for police funding in response to enforcement costs of legalized cannabis

- No current updates to provide

Conduct a review of the EPS Checkstop program

- The EPS Checkstop program is being examined as part of a broader review currently taking place on modernizing and optimizing the mandate, roles, deployment, and functions of the Traffic & Forensic Services Division. A key deliverable being looked at is to design and operate the Checkstop program entirely on regular police shifts in order to avoid considerable overtime expenses currently incurred by the program.

Measurements:

Standard Field Sobriety Training – the number of EPS members trained and certified in the Standard Field Sobriety (SFST) method. **Target:** 262 by the end of 2019. **Near Target:** 235 by end of 2019.

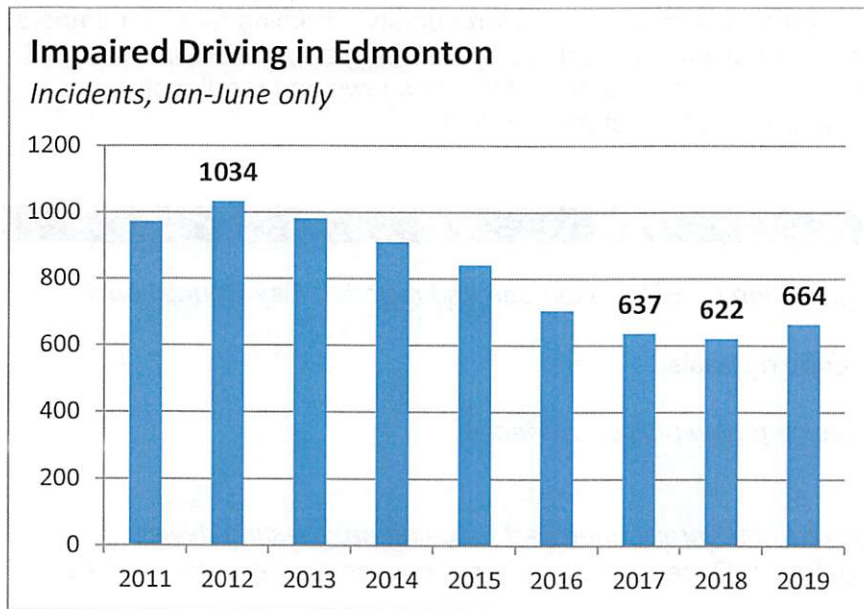
Data will be provided in the next Annual Policing Plan results report.

Cannabis Impaired Driving – the number of impaired driving incidents with the motivating factor identified as being derived from cannabis. **Target:** monitoring only.

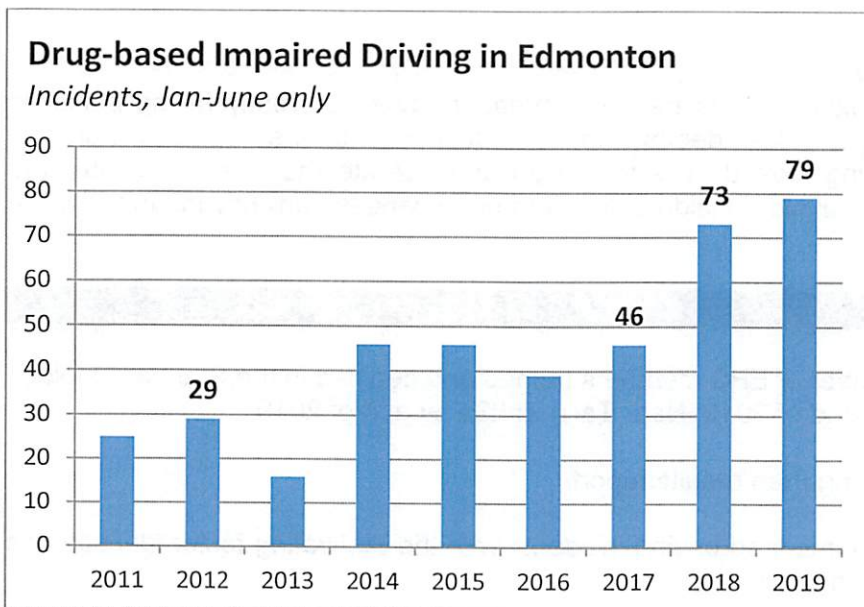


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Data on impaired driving is provided here only at an alcohol or drugs level, due to what's specified under the Criminal Code of Canada. Looking at the Jan-June period only, total impaired driving incidents have risen 6.7% from 2018-2019¹⁰. Long term however, levels have fallen 36% from a peak in 2012.



Although overall impaired driving incidents have been mostly flat over the last four years, there has been a noticeable escalation of drug-based impaired driving incidents. From 2012-2018, levels increased 172% (Jan-June only), and a further 8.2% from 2018-2019.



Note that drug-related impaired driving incidents are expected to be underestimated in cases where a combination of alcohol and drug use took place. Alcohol impairment testing will occur first, and when this is confirmed, alcohol charges will be laid, and generally, further testing for other types of impairment will not take place.

¹⁰ Source: Cognos CSR-02.



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Table 1 shows the most common non-criminal cannabis-related charges EPS has issued under the new Gaming, Liquor and Cannabis Act from January to August 2019. Since recreational cannabis became legal, the majority of non-criminal charges have been related to improper storage while driving (at 69% of all charges). The EPS has taken efforts to address public misconceptions on these rules with a “Put Your Skunk in the Trunk” public advertisement, and working with cannabis retailers to educate the public about how to transport their purchase legally.

Table 1 – Cannabis charges - Gaming, Liquor and Cannabis Act, Jan to Aug 2019

Charge	Total by Charge	Percentage of Total
TRANSPORT.CANNABIS IN OPEN PKG W/I EASY ACCESS OF DRIVER/OCC	209	68.8%
USE OF CANNABIS IN A VEHICLE	57	18.8%
MINOR POSSESS/ATMPT. TO POSSESS CANNABIS	23	7.6%
MINOR OBTN/ATMPT. TO OBTAIN CANNABIS	4	1.3%
UNLAWFULLY SELL CANNABIS	3	1.0%
GROW UNAUTHORIZED CANNABIS	3	1.0%
SMOKE/VAPE CANNABIS ON HOSPITAL/SCHOOL/CHILD CARE PRPT.	2	0.7%
SMOKE/VAPE CANNABIS WHERE SMOKING PROHIBITED	2	0.7%
Subject to the federal Act, no person may import, distribute, grow, transport, store, purchase, sell, give, possess or use cannabis except in accordance with this Act or a cannabis licence.	1	0.3%
Total by Month	304	100%





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2. Implementation of a Firearms Strategy

There has been a proliferation of firearm related activity in EPS jurisdiction, with firearms seizures up 39% from 2012-2017, as well as a 78% increase in victim injuries related to firearms. The EPS Firearms Strategy was developed in June 2018 to identify and implement improved investigative techniques and processes to manage firearm crime.

Currently the EPS has identified gaps in a number of areas including firearms investigations expertise, lack of consistent procedures for the collection of firearms evidence, and lack of a consistent methodology for intelligence gathering and dissemination processes. There is a need to modernize current policy and procedures to best position our organization to respond to firearm incidents.

Activities:

Finalize the new Firearm, Crime Gun policy & procedure and communicate changes to EPS membership

- A new policy and Service Directive is expected to be signed off soon

Purchase a Mobile Shooting Facility to process and test criminal gun incidents in a timely manner

- Additional funding was secured EPS earlier in the year, and EPS is now at a procurement purchasing stage. Procurement is expected to be completed by the end of 2019.

Develop and submit a business case proposal to secure grant funding from the federal government's initiative for Criminal Gun and Gang Violence

- The Business Case to seek federal grant funding has been completed

Train all patrol members in the new Basic Firearms Investigation Course (half-day) as part of annual Geographic Deployment Model training

- GDM training on this topic was completed in the first half of 2019, and as well was offered to all divisional Criminal Investigation Division sections. More advanced training will be rolled out for Criminal Investigation Detail and Forensics in late 2019 or early 2020.

Train all new sworn recruits in the new Basic Firearms Investigations Course beginning in September 2019

- Training will occur in the Post Foundational (Block III) portion of new recruit training, led by Continuing Education Unit. This will occur in early 2020.

Develop a new Advanced Firearms Investigation course for future training for specialized investigative areas (e.g., Edmonton Drug and Gang Enforcement (EDGE), Alberta Law Enforcement Response Team (ALERT))

- This is currently being developed and is scheduled for roll-out in early 2020.

Pursue creation of a new EPS Guns and Gangs Investigative Team with the mandate to investigate firearm crimes

- Existing FTE positions in the Edmonton Drug Gang Enforcement section will be repurposed into a Guns and Gangs team. One Sergeant and one Detective have been selected and are expected to stand up the team in Q4 2019 with the addition of 4 Constables. Full capacity is set to be achieved in early 2020.

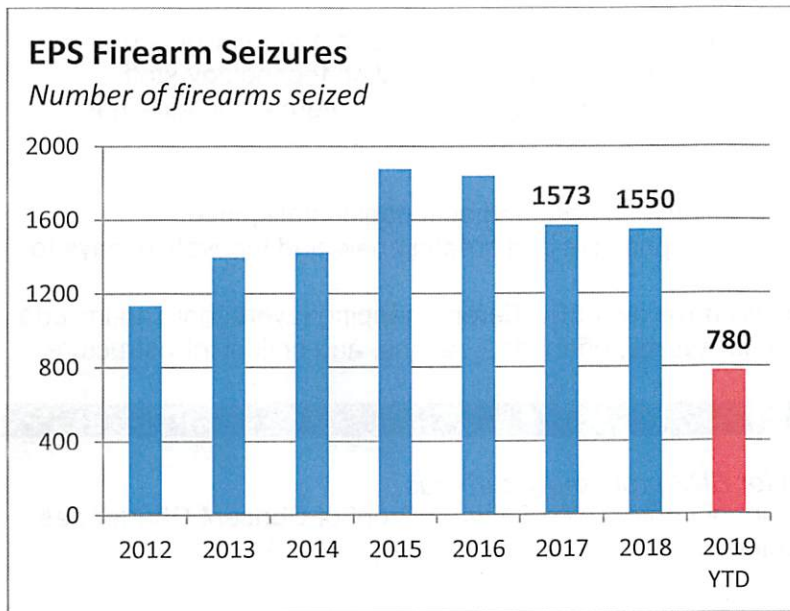
Measurements:

Firearms Seized – the number of firearms seized by EPS. Firearms are considered handguns, fully automatic guns, rifle or shotguns, sawed-off rifle or shotguns, or “other” firearms. **Target:** monitoring only.



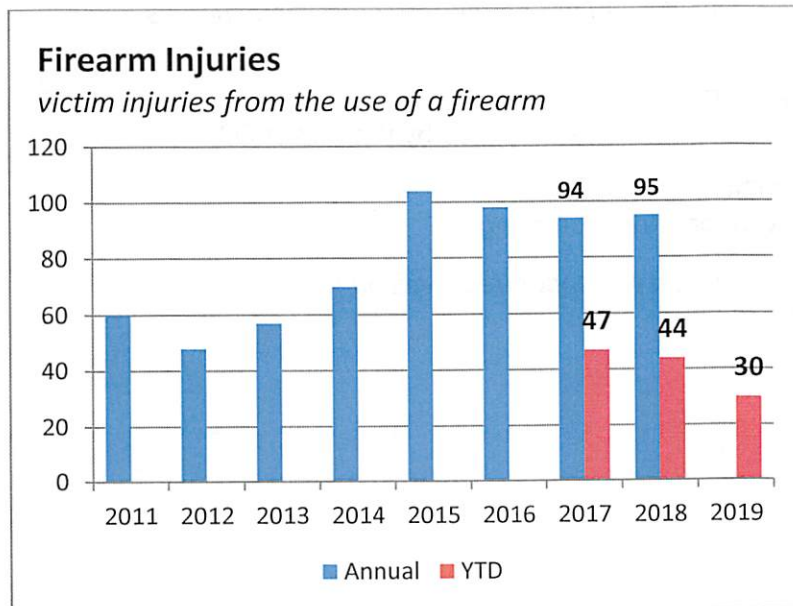
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YTD, 780 firearms seized have been seized. On an annualized basis, this would equate to a minor 0.6% increase from 2018 levels¹¹.



Firearm Injuries - the number of injuries resulting from the use of firearms. **Target:** monitoring only.

YTD, firearm injuries are down 32% compared to the same period in 2018¹².



¹¹ Source: EPS Property Exhibit Unit.

¹² Source: Cognos ad-hoc report.



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3. Implementation of the Operations and Intelligence Command Centre (OICC)

Over the past year, EPS's Intelligence Division has been implementing an Operations and Intelligence Command Center (OICC). This includes planning for the operational staff, information technology staff, facilities staff necessary for this program, and how it will integrate and work with our internal and external partners. Benefits of the OICC include:

- Providing frontline members and investigators timely, accurate and actionable intelligence.
- Ensuring police resources are used as efficiently as possible and creating new and innovative ways to look at crime, offenders and enforcement priorities.
- House a situational awareness platform that will have over 50 different mapping layers that can include relevant intelligence for current events, historical events, offender locations, and critical infrastructure

Activities:

Develop with TELUS an off-premise CCTV solution for EPS proprietary cameras

- EPS's Informatics Division is now the primary point of contact with Telus. A Proof of Concept Charter has been drafted to define the scope of the CCTV solution and is being reviewed by TELUS

Develop a Road Map to guide the evolution of the CCTV solution

- The development of the Road Map will commence following a signed Proof of Concept Charter between EPS and TELUS.

Finish construction of the facility and set up of furniture and all other needed equipment

- *Construction is complete. The CineMassive Video Wall has been installed, but due to some technical difficulties, will be functional by the end of August. This system will be utilized for training such as Situational Awareness.*

Complete staff hiring for four OICC Operation Sergeant Positions

- Three operational Sergeants have been hired, and the 4th will be identified by the end of Q3.

Review and reprioritize the inventory of all proposed OICC technology projects

- IT projects related to the OICC have been reviewed for priority ordering

Identify other funding sources within the centralized IT budget to support reprioritized projects

- No new funding sources have been identified at this time.



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4. Optimization of EPS's Patrol Deployment Model

The effective deployment of patrol resources centers on two policing goals: that police emergency calls are responded to promptly, and patrol dedicate sufficient time towards proactive work to get ahead of crime and disorder. While EPS does not control incoming call workload, it does control when, where, and how it deploys its patrol resources most efficiently to help meet these goals. EPS will undertake a number of targeted initiatives related to research, analysis, and operational improvements in 2019 to better optimize its patrol deployment model.

Activities:

Increase patrol squad staffing with 1 Sergeant and 10 Constables, based on areas of most critical need

- The 2019 funding for one new patrol squad to bolster patrol divisions has been redirected towards positions to build the Navigation Coordination Centre concept within EPS's new Community Safety and Well Being Bureau. These positions will be focused on alleviating policing demand by creating alternative solutions to the "arrest – remand – release" cycle often experienced by vulnerable populations in Edmonton. Ultimately these positions will support patrol by freeing up frontline members time, and allow for more appropriate usage of EPS resources.

Pilot and evaluate a 10 patrol squad model to improve supervisor span of control

- The 10-squad patrol model pilot in South West and South East patrol divisions has been undertaken, with evaluation results expected to be discussed in fall 2019 with patrol Bureau leadership

Conduct statistical modelling to evaluate the optimal patrol shift schedule based on an updated analysis of daily call workload

- Enhancements to EPS's patrol deployment model, and rerunning of the model based on the latest workload data, has been completed with a partnership with professor in Statistics at MacEwan University. Results of this model, including implications for optimal distribution of resources across patrol divisions, and optimal shift scheduling, are planned for discussion in fall 2019 with patrol Bureau leadership.

Evaluate EPS's patrol staffing model as per research agreement with MacEwan University

- Completion of this research has been ongoing, and is expected to be completed by the end of 2020.

Review the suitability of EPS's 25% proactive time based on an environmental scan of other police agencies

- In July, EPS has sent out a survey to about 15 Canadian police agencies to understand how other agencies measure, monitor, report, and establish targets for patrol proactive time. Results have been collected, and EPS will by the end of 2019 analyze this information and make recommendations for consideration.

Review the suitability of EPS's Priority 1 seven minute response time target based on surveying citizens on their response time expectations

- EPS has reconsidered this activity and decided it would be most appropriate to review and potentially revise our response time target by benchmarking to the practices of other police agencies. Similar to reviewing our patrol proactive time targets, EPS has received survey responses from about 15 Canadian police agencies regarding their response time monitoring, reporting, and targeting standards. Results will be analyzed with related recommendations for consideration by the end of 2019.

Performance Measures:

P1 Response Time Performance - the percentage priority 1 dispatched calls where the event is dispatched and police arrive within 7 minutes. **Target:** 80% or more. **Near Target:** 75%.



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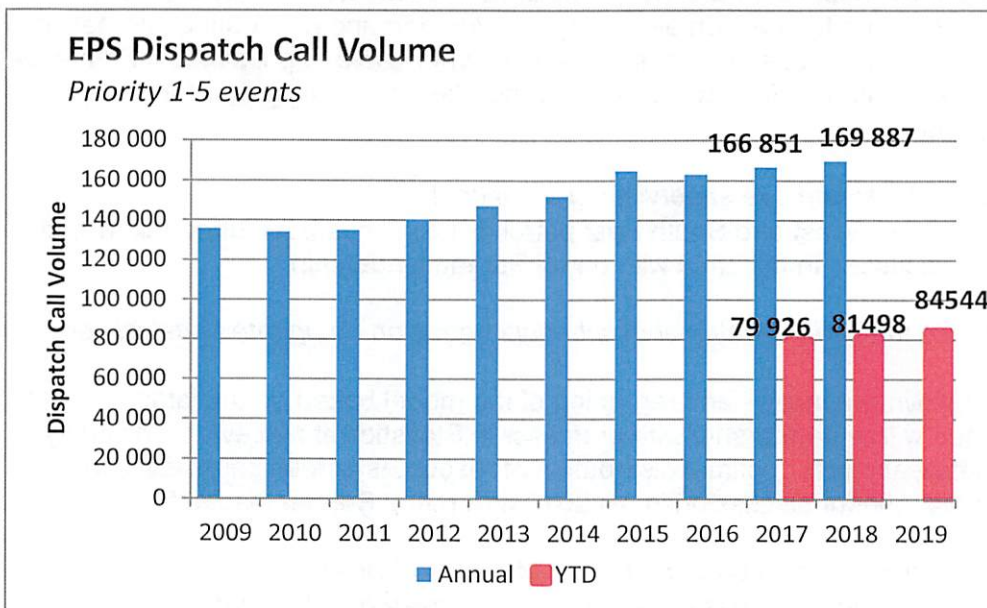
P1-P5 Response Time Performance - the percentage of priority 1-5 dispatched calls where the event is dispatched and police arrive within the priority-level targeted time. **Target:** 80% or more. **Near Target:** 75%.

Proactive Time – the percentage of patrol's time that is dedicated to activities that aim to prevent crime or disorder occurring in the future (e.g., conducting probation checks, patrolling crime hot-spots, locating persons with outstanding criminal warrants). **Target:** 25% or greater. **Near Target:** 20%.

Results for these first three metrics above are provided with Performance Measures #8 and #9 elsewhere in this report.

Dispatched Call Volume - the number of priority 1-5 EPS dispatched calls where police provided an on-scene response. **Target:** monitoring only.

YTD, Dispatch Call Volume has increased 3.7% compared to the same period in 2018.





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5. Implementing the Indigenous Community Engagement Strategy

In consultation with the Indigenous Community Liaison Committee (part of the Chief of Police Advisory Council), the EPS has developed and is implementing its 2018-2022 Indigenous Community Engagement Strategy. As a result of historical trauma and ongoing systemic barriers, many Indigenous communities and individuals are over-represented in their interactions with police and the criminal justice system, both as victim and offenders.

The objective of the Indigenous Community Engagement Strategy is to address the over criminalization and victimization of the Indigenous community. This strategy recognizes the traumatic history and current circumstances of Indigenous peoples', and that preserving public safety requires a collaborative and tailored policing strategy based on open communication, understanding, and trust.

Activities:

Develop an evaluative framework which will assess our organizational situation as it relates to Indigenous communities and inform the creation of an action plan

- The organization is committed to addressing the numerous recommendations made by reports and documents such as the TRC Calls to Action, and the Final Report of the Inquiry into Missing and Murdered Indigenous Women and Girls.

Develop strategic community partnerships

- The service continues to make new as well as strengthen existing relationships with community partners.

Increase education, training, and cultural awareness for EPS members

- Training is currently being offered at the Recruit level, focusing on Indigenous social history, historical trauma, and cultural safety

Increase recruitment from the Indigenous community

- Recruit and Selection Unit continue to work with community stakeholders to explore how to engage appropriately and effectively with Indigenous communities and individuals.

Develop Indigenous Engagement best practices and procedures in policing

- The Edmonton Police Service is committed to implementation of Indigenous values and ways of being throughout the organization through the process of Indigenization.

Performance Measures:

Sworn Indigenous Applicants – the percentage of sworn recruit applications that self-identify as Indigenous. Self-identification occurs as part of a broader questionnaire following completion of stage 1 (of 7) of the recruit hiring process. **Target:** monitoring only for 2019.



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Based on the 2016 Federal Census, the indigenous population in Alberta (composed of First Nations, Metis, and Inuit) was 6.5%. This provides a basic reference point to compare our results to in terms of indigenous applicants, hires, and current sworn employees.

YTD (Jan-March), 5 out of 122 (4.1%) EPS online sworn applicant respondents identified as Indigenous.

Self-Identify as having Indigenous Identity - Applications Submitted (Online)					
	Yes	No	Prefer Not To Say	Respondents	% Indigenous
2018	17	376	2	395	4.3%
2019 Jan-Mar	5	117	0	122	4.1%

Sworn Indigenous Hires – the percentage of new sworn hires that self-identify as Indigenous. Self-identification takes place with broader questionnaire during the 1st day of recruit class. **Target:** monitoring for 2019.

For the first two new recruit classes that have taken place in 2019, only 1 out of 56 (1.8%) respondents identified as Indigenous.

Self-Identify as having Indigenous Identity – RTC Day 1 Survey

Year	Yes	No	Did Not Answer	Total Respondents	% Indigenous
2015	9	106	0	115	7.8%
2016	5	86	2	93	5.4%
2017	7	91	0	98	7.1%
2018	4	82	2	88	4.5%
2019 YTD*	1	54	1	56	1.8%

Sworn Indigenous Members – the percentage of total EPS sworn members who self-identity as indigenous. Self-identification takes place as part of the reoccurring EPS Employee Engagement Survey. **Target:** monitoring for 2019.

The most current available data for this comes from EPS's 2017 Employee Engagement Survey. Of the 1,039 sworn member respondents, 3.7% identified as Indigenous. Of these 38 members, 21 identified as Metis, 14 identified as First Nations, and 3 as Inuit. The next EPS Employee Engagement Survey is set to take place in 2020.



Business Plan Status



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Alongside EPS's approved 2019-2022 operating and capital budget, EPS developed a 2019-2022 Business Plan for the funding priorities EPS was going to pursue over the four-year cycle. Reporting here provides a status update on each of the funding areas EPS identified to take place this year.

Most of the 2019 budget priorities have proceeded as originally planned. The primary exception has been with the redirection of funding originally planned for patrol squads, now towards staffing of EPS's new Community Safety & Well-Being Bureau. With the introduction of Dale McFee as EPS's new Chief of Police, it should be expected that future funding allocation decisions will change based on the development of new organizational direction.

2019 Policing Area & Positions	2019 Funding Status	Comments
Front-line Policing <ul style="list-style-type: none">11 sworn positions (equivalent to one new patrol squad)	Redirected	2019 funding for patrol has been redirected towards building up the Navigation Coordination Centre concept within EPS's new Community Safety & Well-Being Bureau. These positions will be focused on alleviating policing demand by creating alternative solutions to the "arrest – remand – release" cycle often experienced by vulnerable populations in Edmonton. Ultimately these positions will support patrol by freeing up frontline members time, and allow for more appropriate usage of EPS resources. Funding will continue to be directed in 2020, while one patrol squad will be added in 2021 and two patrol squads in 2022.
Operations and Intelligence Command <ul style="list-style-type: none">10 sworn positions	Funding allocated	Construction of the associated facility is complete. Most IT infrastructure is in place, which will allow operations to commence in the near future.
Civilianization of the 911 Dispatch Function <ul style="list-style-type: none">9 civilian positions to Police Communication Branch operations	Funding allocated	Funding, hiring, and training of civilian positions to complete the 911 dispatch function is a gradual and ongoing process. As civilian capacity is slowly built up, existing sworn member 911 dispatchers will slowly be released back to other policing bureaus.
Tactical <ul style="list-style-type: none">3 sworn positions	Funding allocated	Funding and hiring have taken place. The addition of these positions allowed for transition from three tactical squads to four (albeit smaller). This has allowed for seven day a week shift coverage, which will minimize the amount of overtime call-outs.
Cybercrime Investigations <ul style="list-style-type: none">1 sworn and 2 civilian positions	Funding allocated	While 2019 funding has been allocated, planned funding increases for 2020-2022 are to be assessed and determined.



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Supply Services <ul style="list-style-type: none"> 1 legal advisor for supply services procurement 	Funding allocated	
Human Resources Division <ul style="list-style-type: none"> 1 sworn for Firearms Training Unit 1 civilian for Employee & Family Assistance Section 1 director for Organizational Development Branch 1 program manager for Disability Management 	Funding allocated except for Director position	Funding & hiring of a director for the Organizational Development Branch has been put on temporary hold as Human Resources works towards staffing some of its senior executive positions currently being undertaken by temporary acting roles.
Informatics Division <ul style="list-style-type: none"> 4 CPIC operators for CPIC Warrant Unit 1 IT analysts for Business Applications 	Funding allocated	
Business Development Division <ul style="list-style-type: none"> 1 senior accountant 	Funding allocated	
Operating Impacts of Capital <i>Administrative Lease Space</i> <ul style="list-style-type: none"> 1 IT technician 1 facilities maintenance clerk 1 lease space admin support <i>New staff at North West Campus</i> <ul style="list-style-type: none"> 1 clerk 3 Identification Technicians for Criminal History Unit <i>Intelligence Production Division</i> <ul style="list-style-type: none"> 1 clerk 3 analysts 1 data scientist <i>Security Equipment Lifecycle</i> <ul style="list-style-type: none"> 1 security analyst 	Funding allocated	
Capital Projects	Funding allocated	Capital funding for EPS Helicopter Replacement has been fully allocated in 2019 at \$6.2 million. All other capital projects, taking place from 2019-2022, are proceeding according to plan.



Human Resources Reporting



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As approved by the EPC on November 2018 (see TS #11041), it was agreed that previous HR reports that the EPC received - Authorized Establishment Change Report and Full Time Equivalent Report – would be consolidated in reporting here. As well, efforts have been made to summarize the level of detail provided here to be more appropriate for EPC's role as a governance body.

Full Time Equivalent (FTE) Reporting

The following table provides current figures for EPS authorized and actual FTEs, as of August 28, 2019. In summary, EPS is currently over strength by 19.6 positions, or 0.7% of total authorized positions. From Jan-June 2019, EPS had attrition of 34 sworn members. Of these 34 members, 12 were due to resignation (17.0% female and 83% male).

Edmonton Police Service
Full Time Equivalent (FTE) Report
As of 2019 August 28

Classification	Authorized Positions Including Temporary FTE's		Actual FTE's (Excluding Position Management)		Variance Between Authorized Positions & Temp FTE's & Actual FTE's (Excluding Position Management)		Position Management
	Externally Funded	EPS Funded	Externally Funded (Note #1)	EPS Funded	Externally Funded	EPS Funded	
Chief		1.00		1.00	0.00	0.00	
Deputy Chief		3.00		3.00	0.00	0.00	
Superintendent		12.00		10.50	0.00	(1.50)	
Inspector	3.00	25.00	2.00	25.00	(1.00)	0.00	
Patrol Staff Sergeant		24.00		23.00	0.00	(1.00)	
Staff Sergeant		57.00	1.00	57.00	1.00	0.00	2.00
Patrol Sergeant		52.00		52.00	0.00	0.00	
Sergeant	8.00	147.00	8.00	148.00	0.00	1.00	12.50
Detective	12.00	194.00	15.00	181.00	3.00	(13.00)	6.00
Constable	21.00	1 281.00	20.00	1 267.34	(1.00)	(13.66)	91.75
Recruit				57.00	0.00	57.00	
Sub Total Sworn:	44.00	1 796.00	46.00	1 824.84	2.00	28.84	112.25
Chief Administrative Officer		1.00		-	0.00	(1.00)	
Executive Director		5.00		7.00	0.00	2.00	
Director		14.00		12.00	0.00	(2.00)	
Other Civilians	14.00	809.00	12.67	802.63	(1.33)	(6.37)	56.00
Sub Total Civilians:	14.00	829.00	12.67	821.63	(1.33)	(7.37)	56.00
Sub Total EPS:	58.00	2 625.00	58.67	2 646.47	0.67	21.47	168.25
Edm Police Commission		8.00		5.50	0.00	(2.50)	
Totals:	2691.00		2710.64		19.64		

Authorized Positions & FTE's refers to Permanent positions approved in the 2019 budget
2666 Authorized FTE's plus 25 Temporary FTE's.



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Note #1:

Breakdown of Authorized Position Commitments (ALERT & Miscellaneous) to External Partners:

	Budget	Actual	Variance
ALERT:			
I-TRAC (Integrated Threat & Risk Assessment Centre)	1.00	1.00	0.00
CISA (Criminal Investigation Service Alberta) (Multi Jurisdictional - Sworn members)	7.00	5.00	(2.00)
ICE (Integrated Child Exploitation Unit) (Multi Jurisdictional - Supervisory positions)	2.00	-	-
Region 1 Organized Crime Branch (includes PROBE) (Multi Jurisdictional - Supervisory positions)	33.00	32.00	(1.00)
Sub Total - ALERT Funded:	43.00	38.00	(5.00)
Miscellaneous:			
EPA President &/or Vice President	2.00	2.00	0.00
Public Safety Compliance Team	1.00	1.00	0.00
ASIRT (AB Serious Incident Response Team) (Multi Jurisdictional - Supervisory positions)	3.00	2.00	(1.00)
INSET (Integrated National Security Enforcement Team)	2.00	2.00	0.00
Solicitor General - Secondments	0.00	1.00	1.00
NWEST	1.00	1.00	0.00
Priority Prolific Offender	2.00	1.00	(1.00)
Project HUoS	2.00	3.00	1.00
Victim Services	1.00	2.50	1.50
CFMHP	0.00	0.52	0.52
RESTORE	0.00	0.65	0.65
Public Compliance Team	0.00	1.00	1.00
Sub Total - Miscellaneous FTE's:	14.00	17.67	3.67
Total Authorized External Commitments:	57.00	55.67	(1.33)

All actual positions included in the above Authorized Position Commitments table are fully funded by external partners.

Sworn Attrition:

2019 Sworn Attrition as of 2019 June 30 by Category	Dismissed 18 Months or <	Dismissed > 18 Months	Deceased	Resign	Retire	Total Sworn Attrition
Total Members	0	1	0	12	21	34
Females	0	0	0	2	4	6
Males	0	1	0	10	17	28

Authorized Establishment Change Report

The following table tracks the changes over the course of 2019 in authorized FTE positions, along with figures showing the net FTE change in EPS's Bureaus. From the start of the year to Aug 28th, total authorized FTEs have been almost unchanged, with only an increase 1 position (from 2,665 to 2,666). However, the transition from the end of 2018 to the start of 2019 saw a net increase of 43 authorized FTEs.



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Edmonton Police Service
Authorized Establishment Change Report
As of Aug 28, 2019

Classification	Start of Year		2019 Aug 28		Variance from Start of Year	
	External Funded	EPS Funded	External Funded	EPS Funded	External Funded	EPS Funded
Chief		1		1	0	0
Deputy Chief		3		3	0	0
Superintendent		12		12	0	0
Inspector	2	25	3	25	1	0
Patrol Staff Sergeant		24		24	0	0
Staff Sergeant		57		57	0	0
Patrol Sergeant		48		52	0	4
Sergeant	7	139	8	147	1	8
Detective	11	196	12	194	1	(2)
Constable	23	1299	21	1281	(2)	(18)
Chief Administrative Officer		1		1	0	0
Executive Director		5		5	0	0
Director		14		14	0	0
Other Civilians	12	778	14	784	2	6
Sub Total:	55	2602	58	2600	3	(2)
Edm Police Commission		8		8	0	0
Total EPS, EPC & External:	2665			2666	(1)	

Authorized Position count DOES NOT include Temporary FTE's.

Start of Year Changes:

EPS ended 2018 with an authorized establishment of 2,622 and then:

Added 51 positions across EPS (of which 1 was externally funded) created from revenue increases, expense reallocations & City Council approved new funding formula and deleted 8 positions which brought the authorized establishment to 2,665.

Community Policing Bureau (South) Received 2 Constables;
Received 1 Sergeant;
Received 10 Civilians;
Deleted 7 Civilians;

Community Policing Bureau (North) Received 11 Constables;
Received 1 Sergeant;
Received 5 Civilian;

Corporate Services Bureau Received 1 Sergeant;
Received 11 Civilians;
Deleted 1 S/Sgt;

Intelligence & Investigations Bureau Received 2 Constables;
Received 6 Civilians;

Legal & Regulatory Division Received 1 Civilian;

EPS Strategic Planning Framework

