

PROVINCIAL POLICE STANDARDS AUDIT: EDMONTON POLICE SERVICE 2020



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EXECUTIVE SUMMARY

This report summarizes the findings of the EPS 2020 Policing Standards Audit. This year marks the start of the Fourth Cycle of Policing Standards Audits.

Policing Standards enhanced the Fourth Cycle audit methodology build on the lessons of the previous three Cycles. Cycle 4 audits comprise two stages.

- Stage 1: Offsite document review to evaluate Standards compliance.
- Stage 2: Three-day onsite visit to test targeted processes, facility and equipment requirements.

The 2020 pandemic required modifications to the Stage 2 methods. Telephone interviews replaced onsite visits.

POLICE PERFORMANCE

Edmonton Police Service performed well over the audit period. Available data indicates:

- EPS met community expectations and;
- Provided the community with expected level and quality of service in the Five Categories.

STANDARDS COMPLIANCE

The Audit Team found that EPS was compliant with all (152 of 152) Policing Standards.

- OM: 13 of 13 Standards.
- OP: 38 of 38 Standards.
- PA: 56 of 56 Standards.
- SS: 45 of 45 Standards.

OPPORTUNITIES FOR IMPROVEMENT

The Audit Team identified the following opportunities that the agency and their oversight body should consider to improve performance.

- Business and Operational Intelligence systems: Ensure data collected, information developed and reports produced maximally support all decision makers and record work performed
 - Business planning (OM3.1): Data to support links from Goals, to work and resources, define performance measures.
 - Annual Performance (OM3.2): Performance against targets, effectiveness, feedback to support adjustments to plan.
 - Audits (OM 5.1): Feedback on policy compliance, training, risk analysis and corrections.
 - Process reviews (i.e. Force use, Criminal Flights, Recruit Selection, Sexual violence): Feedback on policy compliance, training, risk analysis and corrections, and effectiveness.
 - Problem Projects and Targeted plans (ie community projects, traffic plan): Provide analysis of data to support links of goals to outputs and resources assigned, define performance measures.
- Review organization chart and element descriptions (OM2.1) to ensure they reflect current structures.

CONCLUSION: ADEQUATE AND EFFECTIVE

Using available data and information, the Audit Team found EPS

- Provided the required policing services to the communities they serve (Adequate); and
- Met the needs and expectations of the communities served (Effective).

The Audit Team found that the EPS and its staff enthusiastically engage with their community, partner organizations, and other agencies to provide safe and secure communities in which to live, work, and raise families.

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INTRODUCTION

1. The Government of Alberta introduced Policing Standards (Standards) in 2006. The Government developed the Standards in consultation with policing stakeholders to provide a tool that would allow the stakeholders to assess whether the Service provided was adequate and effective.
2. Alberta Justice and Solicitor General (AJSG) created the Policing Standards and Audits Section (PSAS) of the Law Enforcement and Oversight Branch (LEO) to manage the Standards and conduct audits and reviews of police performance to evaluate compliance.
3. The PSAS audit and review responsibilities include all standards listed in the Alberta Policing Standards Manual as well as any other auditable topic requested by the Minister.

MANDATE OF THE STANDARDS AND AUDITS SECTION

4. AJSG created PSAS under the authority of section 3.1 of the *Police Act*. The mandate of the PSAS is to evaluate police performance in accordance with section 8(2) (a) of the *Police Act*.
5. The PSAS reports to the Director, Law Enforcement Standards and Audits of the LEO.

COMPLIANCE AUDIT OBJECTIVE, SCOPE AND CONDUCT

6. The Edmonton Police Service (EPS) audit had two objectives:
 - a. Evaluate the adequacy and effectiveness of policing provided by the agency; and
 - b. Evaluate the agency's compliance with the Alberta Policing Standards (2018)¹ in accordance with Section 3.1 of the Alberta *Police Act*.
7. The scope of Policing Standards audits encompasses any areas of practice required to meet the audit objectives.
8. Policing Standards audit teams (Team) apply the following definitions when assessing the adequacy and effectiveness of policing provided to Alberta's communities.
 - a. Adequate: Police provide service that is acceptable in quality and quantity. It is evaluated on two dimensions:
 - i. Equitable: Delivered all necessary Services in fair and impartial manner; and
 - ii. Efficient: Benefits of providing equitable service balances with the costs.
 - b. Effective: Police successfully meet community goals and/or expectations.
9. Police agencies are the primary source of data and information used to evaluate police service organization, resources, work and performance. Other sources include Police Commission and municipal government business plans, annual reports, agendas and meeting minutes.
10. PSAS standardizes the assessment of adequacy and effectiveness using a framework developed from legislated duties and research on police practices.^{2/3} The framework groups' police work into five Service Categories each with critical sub-processes (described below).
 - a. **Enforcement:** Identify, respond, investigate, and provide required support for the administration of justice and to keep the peace.

¹ Alberta Justice and Solicitor General (2018) Alberta Provincial Policing Standards Manual

² *Police Act*, RSA 2000, c P-17, Sections 38(1) and 41 (1). Retrieved on 2019 Dec 19 from <http://canlii.ca/t/52vnj> on 2019, Dec 19

³ CCA (2014) *Policing in Canada in the 21st Century: New Policing for New Challenges*. Ottawa: Expert Panel-Policing (Ch 2) / Moore & Braga (2003) *The Bottom Line of Policing...* / National Institute of Justice (1999) *Measuring What Matters (Proceedings)*...

- i. Call evaluation / dispatch: Facilitate the management of police resources and risk;
 - ii. Respond / investigate: Facilitate timely and professional resolution of citizen requests; and
 - iii. Support to crown / victim: Support prosecution and aid victim / witness trauma management.
- b. **Problem solving:** Identify crime and social disorder issues within a community, examine root causes and establish strategies to assist in resolving and preventing them.
 - i. Scan / analyze: Break complex topics into smaller parts to identify and describe problems and develop viable solutions;
 - ii. Plan: Direction on actions to take and resources assigned to effectively resolve identified issues; and
 - iii. Implement / assess: Apply resources to address issues and evaluate outcomes.
- c. **Awareness:** Promote an accurate perception of safety, prevent and reduce crime and victimization and ensure effective communication between police and their communities.
 - i. Scan / analyze: Break complex topics into smaller parts to identify and describe problems and produce factual (reliable and valid) “safety” statistics; and
 - ii. Communicate: Ensure public access to information that informs community and individual understanding of risk from crime and actions to take to reduce crime and victimization.
- d. **Community coordination:** Cultivate and maintain positive, productive and creative public safety relationships with communities.
 - i. Cultivate: Actively acquire and develop relationships with the community at all levels resources; and
 - ii. Maintain: Preserve trusting and cooperative relationships with the community.
- e. **Professionalism:** Promote and maintain organizational and individual competence through internal performance management systems.
 - i. Individual competence: Establish and maintain behaviour and practice expectations;
 - ii. Supervision and guidance: Employ policies, procedures, and management and supervision to direct and monitor individual, unit and agency to meet expectations; and
 - iii. Organization and planning: Develop, implement and coordinate agency actions and deploy resources to identify and address community needs through business planning, management, awareness and feedback.

11. For each of the Service Categories the Team examines available data and information using the following questions:
 - a. Equitable: Did police provide required Service?
 - i. Resources: What resources deliver each Service?
 - ii. Workload: What work (outputs) are delivered by each Service?
 - b. Efficient: How did the cost of providing the Services balance with benefits?
 - i. What were the costs to provide the Service?
 - ii. What were the direct benefits from receiving that Service?
 - iii. Are the costs acceptable? What should change?
 - c. Effective: Did efforts achieve desired results?
 - i. "Overall" service: Was the quantity and quality of the work acceptable?
 - ii. Evaluate established goals: Was progress toward goal acceptable?
12. PSAS conducts audits in three phases: Planning (Phase 1), Auditing (Phase 2), and Reporting (Phase 3).
 - a. Phase 1: Audit planning.
 - b. Phase 2: Audit execution in two stages:
 - i. Offsite document review (Stage 1): Team reviews compliance files to evaluate compliance and police performance (adequate and effective).
 - ii. Onsite observations and interviews (Stage 2): Team attends each police agency to assess police practice for compliance with policy and the standards. In 2020 the Team evaluated the following practices:
 1. Use of force and Motor Vehicle Pursuits;
 2. Records Management and Property and Exhibits Handling; and
 3. Observations of facilities and equipment.
 - c. Phase 3: Audit reporting. Team analyzes the available information to evaluate compliance with the Alberta Policing Standards and police performance in the community.
13. The Phases were completed as follows:
 - a. Phase 1: November 2019;
 - b. Phase 2: January-November 2020; and
 - c. Phase 3: October-December 2020.
14. The Cycle 4 2019 PSAS Team comprised:
 - a. Peter Layden: Team Lead (Organization Analyst); and
 - b. Craig Barry: Auditor.
15. Team findings presented in this report are organized into four sections:
 - a. Overview of the community and the police service;
 - b. Analysis of work;
 - c. Police performance; and
 - d. Standards compliance.
16. The Team makes all decisions and reaches their findings using information available at the time of the audit. Policing Standards and Audits Section reserves the right to amend their findings should the Team receive new material information.

OVERVIEW OF COMMUNITY AND POLICE

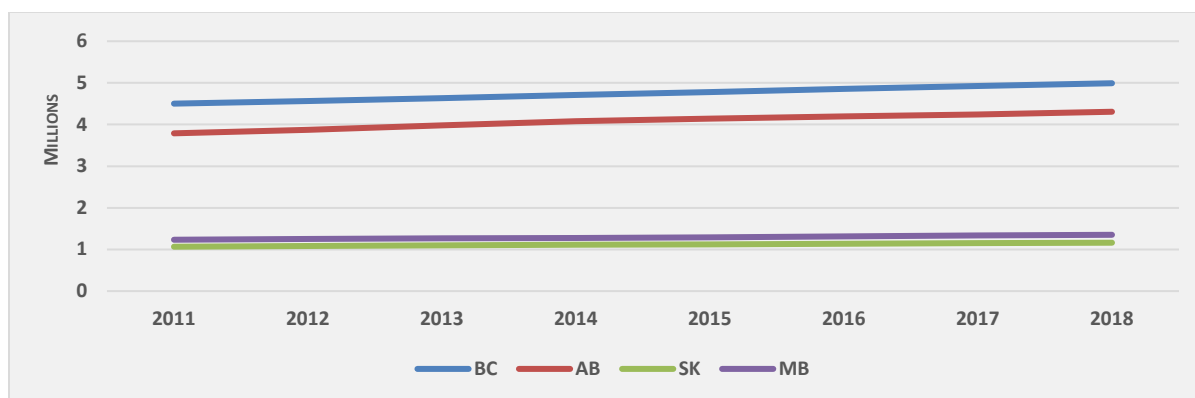
17. The EPS serves the city of Edmonton. The 2016 census described Edmonton as follows.

| POPULATION | CENSUS 2016 | CHANGE FROM 2011 % |
|------------------------|----------------|--------------------|
| ALBERTA | 4.07 million | 11.6 |
| EDMONTON (CITY) | 932,546 | 14.8 |

18. The census includes data on private dwellings as an indicator of long-term area residency as opposed to temporary residency (work camps, students, tourists). Private dwellings are a separate set of living quarters which has a private entrance either directly from outside or from a common hall, lobby, vestibule or stairway leading to the outside, and in which a person or a group of persons live permanently.⁴

| LAND AREA | SQUARE KM | POPULATION DENSITY | PRIVATE DWELLINGS |
|------------------------|---------------|--------------------|-------------------|
| ALBERTA | 604,330 | 6.4 | 1.5 million |
| EDMONTON (CITY) | 685.25 | 1,360.9 | 360,828 |

19. The demographic makeup of a population or sub-population interacts with culture, education and economic opportunity to shape the character of a community. Age, gender, social status education, and employment status of individuals shape the types of crimes committed. Thus, the demography of a community influences the nature of crime occurring in that community and, by default, the nature of policing in that area.
20. In the 5 years between the 2011 and 2016 census, Alberta's population grew by 11.6%. The national population increased by approximately 5%.⁵

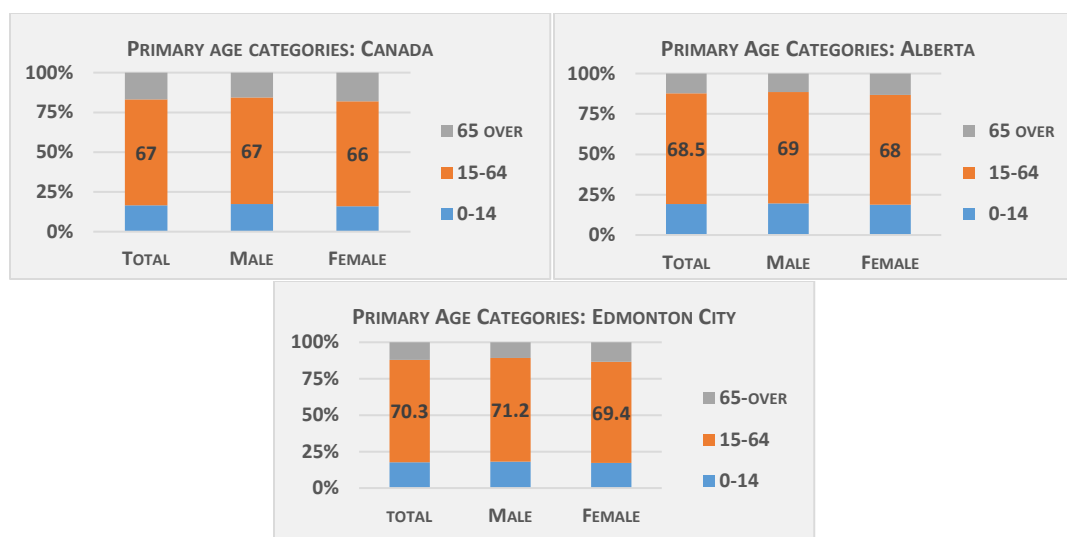


21. The middle age range (15-64) of a population makes the greatest contribution to calls for police assistance related to social disorder and crime. The median age of the Alberta and Edmonton City (CY) populations in years are:

| GEOGRAPHY | POPULATION | MALE | FEMALE |
|------------------------|-------------|-------------|-------------|
| ALBERTA | 36.7 | 36.2 | 37.2 |
| EDMONTON (CITY) | 35.7 | 35.2 | 36.4 |

⁴ Statistics Canada (2017) Census Profile. 2016 Census. Downloaded Feb 27, 2019 from <https://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/index.cfm?Lang=E>

⁵ Statistics Canada (2017) Table 17-10-0005-01 Population estimates on July 1st, by age and sex. Downloaded on Mar 12, 2019, from <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1710000501>



22. The population growth rate and diversity of Edmonton is similar to that experienced by Alberta as a whole. The 2016 Census Profile described the age distribution of the populations of Canada, Alberta and Edmonton (city and CMA).⁶ Statistics Canada assigns an individual's geographic location (residence) for the census count using the participant's "usual place of residence".⁷ Where individuals are members of a transient population such as students or seasonal workers, the census "counts" them in their "usual place of residence" even though they may spend more time in the location where they attend school or work.
23. "Usual-place-of-residence" counting can create a "shadow" population in some municipalities—people who live in an area for work or school but are not "counted" as residents of that area. Edmonton is home to four universities and several other post-secondary education institutions. Approximately 90,000 learners attend these post-secondary institutions. The "usual place of residence" for 15-25% of these learners is another city, province (12%) or country (15%).⁸ This large group of "non-residents" (shadow population) lies in the 17-30 year age range so likely generates a significant amount of work for police—in entertainment areas in particular.
24. Approximately 5% of the population of Edmonton identifies as Indigenous. Statistics Canada uses three groups to describe Canada's Indigenous population: First Nations, Metis and Inuit.⁹

| | POPULATION | INDIGENOUS | PROPORTION | FIRST NATION | METIS | INUIT |
|-------------|--------------|--------------|------------|----------------|----------------|---------------|
| CANADA | 37.6 million | 1.67 million | 5% | 977,230 (2.6%) | 587,545 (1.6) | 65,025 (0.1%) |
| ALBERTA | 4.07 million | 258,000 | 6% | 136,585 (3.4%) | 114,375 (2.8%) | 2,500 (--) |
| EDMONTON CY | 932,546 | 50,280 | 5.4% | 22,840 (2.5%) | 25,440 (2.7%) | 715 (0.1%) |

25. The 2016 Census Profile found that 36.4% of the population of Edmonton City identified as a visible minority. The following chart shows the breakdown of visible minorities (as percent visible minority population).¹⁰

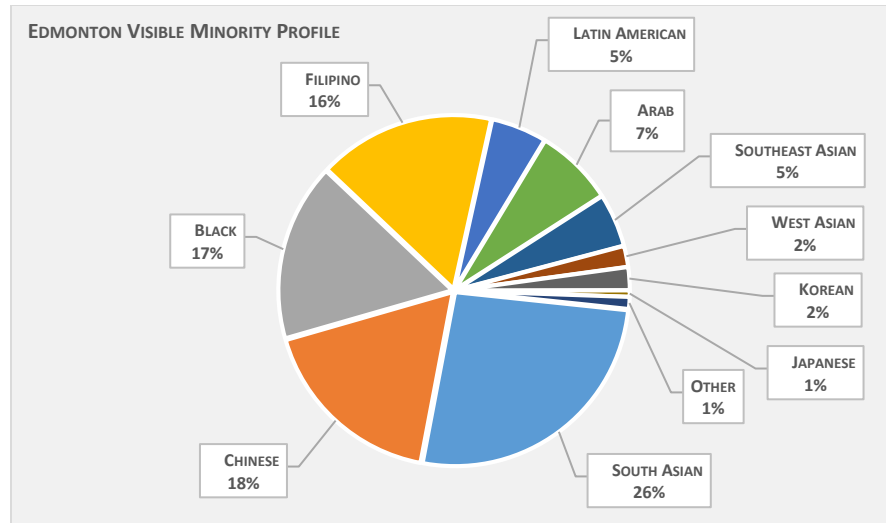
⁶ ibid

⁷ Statistics Canada (2016) Dictionary, Census of Population: "Usual place of residence" downloaded on April 15, 2019 from <https://www12.statcan.gc.ca/census-recensement/2016/ref/dict/az1-eng.cfm#U>

⁸ Various sources, post-secondary institution documents, downloaded 2020 February 2020

⁹ Statistics Canada (2016) opcit

¹⁰ Ibid



26. Edmonton (CY) growth rate and diversity is similar to other municipalities in Alberta.¹¹ Age, gender, social status, education, and employment status of individuals shape the types of crimes committed. Thus, the demography of a community influences the nature of crime occurring in that community and, by default, the nature of policing in that area.
27. Provincial and City of Edmonton planning documents and annual reports (2015-2019) found that indicators such as population, economy and social factors presented a positive outlook out to 2022. A recent economic analysis indicates that unanticipated challenges in interprovincial and global trade may negatively affect the economies of Alberta and Edmonton. These challenges may influence the police workload and, therefore, resources and budget.¹²

POLICE SERVICE ORGANIZATION AND RESOURCES

28. The EPS was comprised of six elements (see appendix 1: Organization Chart).
 - a. Office of the Chief: Overall authority and responsibility for the organization.
 - b. Community Policing Bureau: Delivery of day-to-day, street-level service to the community.
 - c. Intelligence and Investigation Bureau: Provide actionable intelligence to support planning and operations; conduct major / organized crime investigations.
 - d. Corporate Services Bureau: Deliver administrative, training and logistics support.
 - e. Community Safety and Well-Being Bureau: Support investigative records management (internal, external) and legal services; support community / collaboration programs and develop community partnerships.
 - f. Innovation and Technology Bureau: Provide Information, Communication and Technology services and support.
29. In 2019, the new Chief of Police initiated an organization review that may have resulted in significant changes to the EPS structure.¹³

¹¹ ibid

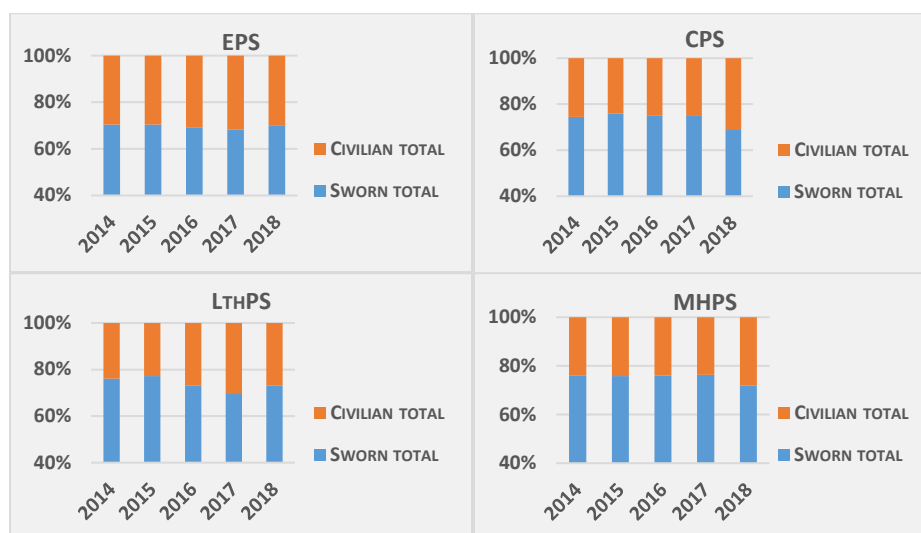
¹² Conference Board of Canada (Mar 2019) Alberta Limits Fiscal Damage but Still Not on a Path to Balance.

¹³ Personal communication, T.Pawelec, received 2020Mar02

30. EPS reported the following staffing levels between 2017 and 2019.

| STAFF | POSITION | 2017 | 2018 | 2019 |
|----------|---|--------------|-------------|-------------|
| SWORN | Chief | 1 | 1 | 1 |
| SWORN | D.Chief | No data | 3 | 3 |
| SWORN | Superintendent | No data | 12 | 11 |
| SWORN | Inspector | (Total: 39) | 25 | 26 |
| SWORN | Staff Sergeant | No data | 78 | 85 |
| SWORN | Sergeant (Supervisor Only) | No data | 213 | 226 |
| SWORN | Detective (Includes Sgts) | (Total: 435) | 206 | 204 |
| SWORN | Cst (Specialists: Traffic, Tactical, Forensic Ident, Other) | No data | 214 | 226 |
| SWORN | Cst (Patrol) | No Data | 485 | 454 |
| SWORN | Total | 1775 | 1882 | 1887 |
| CIVILIAN | Administration (excluding analysts) | No data | 623 | 674 |
| CIVILIAN | Call Evaluation and Dispatch (includes sworn members) | No data | 190 | 168 |
| CIVILIAN | Analyst | No data | 134 | 123 |
| CIVILIAN | Guards (Peace Officers including Contracts) | (Contract) | (Contract) | (Contract) |
| CIVILIAN | Community Peace Officer (Facility security) | (Contract) | (Contract) | (Contract) |
| CIVILIAN | Total | 763 | 898 | 917 |
| STAFF | Total | 2538 | 2780 | 2803 |

31. Civilians comprise approximately 40% of EPS staff. This is similar to other large / medium police services: Calgary (36%), Lethbridge (36%), and Medicine Hat (33%). The following graphs show this split in each agency (axis start at 40%).¹⁴

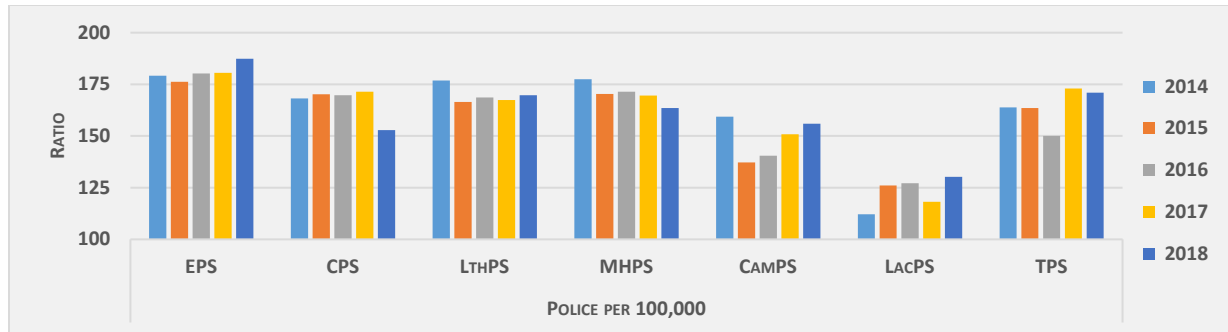


32. Females comprise slightly more than 50% of the population of Edmonton (CY). Approximately 24% of EPS sworn members are female. This is similar to CPS (22%), but larger than other agencies: Lethbridge (12%), and Medicine Hat (9%).¹⁵ EPS does not capture data on the number of visible minorities serving in the agency.
33. Available data show that the EPS has the highest police to population ratio of independent municipal police agencies in Alberta. The following graph shows the police to population ratio for Alberta's independent municipal police services (axis starts at 100).¹⁶

¹⁴ Statistics Canada. CANSIM Table: 35-10-0077-01, Personnel and selected crime statistics, Municipal Police

¹⁵ Ibid.

¹⁶ Statistics Canada, CANSIM 35-10-0077-01, police personnel and selected crime statistics, municipal police service



34. When considering the police to population ratio, readers must remember that this ratio
- Includes ALL sworn police officers even those not available to provide “policing” such as managers, planners, trainers and other specialists.
 - Excludes civilian members who are essential to the delivery of “policing” such as emergency and non-emergency telephone staff, record management staff, crime analysts and victims support workers.

POLICE OVERSIGHT

35. The *Police Act* (Act) provides the legal framework for all policing in Alberta. In accordance with Section 20(1) of the Act, municipalities with standalone police services must establish an oversight body—police commission.
36. The Edmonton Police Commission (Commission) oversees EPS. This eleven-member body is comprised of nine citizens appointed by city council and two city councilors and is supported by dedicated administrative staff.¹⁷
37. In accordance with the Act (29(1) and 30(1)) the Commission has the following responsibilities:
- Allocate funds provided by the City of Edmonton in consultation with the Chief;
 - Establish policies that provide for efficient and effective policing;
 - Issue instructions as necessary to the Chief in regard to policy;
 - Ensure a sufficient level of personnel to carry out the functions of the police service; and
 - Represent the interests and concerns of the public.
38. The Edmonton Commission meets once per month, eleven times per year—except August. The Commission also employs four standing committees as well as ad hoc committees to manage its work. Standing committees include Governance, Finance and Audit, Professional Standards, and Human Resources.
39. The Commission publishes the agenda and minutes (and other reports) for each meeting on their website.¹⁸

¹⁷ Edmonton Police Annual Reports, www.Edmontonpolicecommission.com

¹⁸ Edmonton Police Commission website <https://www.Edmontonpolicecommission.com>

BUSINESS PLANNING

40. Business plans are decision-making tools that guide movement toward goals. Business plans are an essential source of information for evaluating the function and performance of police services. The business planning process must include community surveys, environmental scans and consultations with oversight bodies followed by planning sessions to identify goals, develop tasks and assign resources then establish performance measures to track progress toward the goals.
41. EPS business planning cycle is three-years. The planning process includes community consultation and formal analysis of environmental and organization factors.¹⁹ The Team reviewed the 2016-2018 and 2019-2021 Business Plans as well as the Performance Reports—Report Cards and Dashboard—to the community for the years 2016-2019.
42. The Team evaluated the EPS Business plan and performance reports using frameworks described in Appendix 2 (Police Performance Review). The EPS Business Plan generally complied with the evaluation framework:
 - a. Goals largely met the conditions described in the framework;
 - b. Tasks and outputs largely aligned with goals;
 - c. Assigned EPS resources and accessed partner resources where appropriate; and
 - d. Performance measures largely met the conditions described in the framework.
43. The EPS Performance Reports generally complied with the evaluation framework:
 - a. Performance was largely described using stated agency measures;
 - b. Described citizen complaints;
 - c. Cost of policing was provided; and
 - d. Presented results of community policing consultations.
44. The Team found that the EPS Business Plan and Performance Reports generally supported efforts to provide adequate and effective policing. The Team did identify opportunities for improvement of the business plan and Performance Reports (see Appendix 2 for details).
45. As with other municipalities, Edmonton funds policing primarily through property taxes. The Provincial Government also provides funding for municipal policing through grants and transfers of funds received from provincial sanctions (fines). These include:
 - a. (MPAG) Municipal Policing Assistance Grants: Provided to all municipalities that fund their own policing. Formula includes a base amount plus a per capita payment.
 - b. (POG) Police Officer Grant program: Eligible municipalities received \$100,000 per new position created (2008-2011). Ongoing but is dependent on yearly allocations.
 - c. (Sanction) Provincial sanctions (fines): Allocation of a portion of financial sanctions collected on conviction of offences under Provincial Acts provided to municipalities.
 - d. (ALERT) Alberta Law Enforcement Response Teams: Municipal police receive funding for any staff provided. GOA is a primary funder; Government of Canada also contributes.
46. Municipalities MUST USE funds received from MPAG, POG and ALERT to support policing—in accordance with relevant agreements. Municipalities MAY USE funds received from provincial sanctions to support any aspect of government.

¹⁹ Edmonton Police Service (2019) Policy and Procedure Manual. Standards Compliance files / Edmonton Police Service, www.Edmontonpolice.ca

47. In this audit period, the City of Edmonton received the following policing-related funding from the province. The table below shows the amount transferred (Transfer) to the City of Edmonton and subsequent amounts of those funds received by EPS (Received by police). ^{20/21/22}

PROVINCIAL FUNDING (PROVINCIAL)

| EPS | 2016-2017 | | 2017-2018 | | 2018-2019 | |
|----------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | GOV. TRANSFER | POLICE RECEIVED | GOV. TRANSFER | POLICE RECEIVED | GOV. TRANSFER | POLICE RECEIVED |
| MPAG | 14,046,816 | 14,046,816 | 14,391,152 | 14,391,152 | 14,920,736 | 14,920,736 |
| POG | 10,500,000 | 10,500,000 | 10,500,000 | 10,500,000 | 10,500,000 | 10,500,000 |
| SANCTION | 63,075,763 | 17,808,000 | 65,372,618 | 15,508,000 | 64,758,989 | 15,032,000 |
| ALERT | 6,717,447 | 6,717,447 | 6,813,080 | 6,813,080 | 7,658,894 | 7,658,894 |
| PROVINCIAL TRANSFER TOTAL | 94,340,026 | 49,072,263 | 97,076,850 | 47,212,232 | 97,838,619 | 48,111,630 |

48. The table below shows the operational expenses and funding reported in business planning documents provided by EPS and Edmonton City.²³ The table includes:
- Operating budgets: Municipal Operating and Police Operating;
 - Police Funding: Municipal Tax and Provincial Transfer; and
 - Police budget and funding as a proportion (%) of:
 - Municipal operating budget (Police / Muni Budget).
 - Municipal taxes (Tax / Police Budget).
 - Provincial funding (Provincial / Police Budget).

EPS BUDGET AND FUNDING SOURCES (NOT EXACT DUE TO ROUNDING)

| EPS BUDGET AND POLICE FUNDING | 2016 | 2017 | 2018 | 2019 |
|--|---------------|---------------|---------------|---------------|
| MUNI OPERATING BUDGET (\$) | 2,532,240,000 | 2,629,596,000 | 2,843,226,000 | 2,973,035,000 |
| POLICE OPERATING BUDGET (\$) | 398,498,000 | 410,985,000 | 433,095,000 | 454,581,000 |
| POLICE FUNDING MUNI TAX (\$) | 307,314,041 | 319,508,276 | 337,377,273 | 357,626,889 |
| PROVINCIAL TRANSFER TOTAL (FROM EPS) (\$) | 94,415,898 | 91,545,409 | 97,103,675 | 93,138,079 |
| BUDGET AND FUNDING PROPORTIONS | 2016 | 2017 | 2018 | 2019 |
| POLICE / MUNI BUDGET (%) | 15.7% | 15.6% | 15.2% | 15.3% |
| TAX / POLICE BUDGET (%) | 77% | 78% | 78% | 79% |
| PROVINCIAL / POLICE BUDGET (%) | 24% | 22% | 22% | 20% |

²⁰ City of Edmonton, Annual Report. Downloaded Feb 2019 from <https://www.Edmonton.ca>

²¹ Alberta Justice and Solicitor General internal documentation. <https://www.alberta.ca/policing-police-oversight.aspx>

²² OM 3.1 Standards proofs submission

²³ See references in paragraphs above / Edmonton City Business Planning and reporting documents

ANALYSIS OF WORK

49. The Team compiled available data into the five Service Categories to assess Equitability
 - a. Determine how EPS provides the required Services in each category; and
 - b. Describe the nature and volume of the work performed in each category.
50. Work and workload analysis uses information from a number of sources. At this time, police are the primary information source; when available, the Team uses other sources. For this audit the Team gathered information from the following sources:
 - a. Computer Aided Dispatch (CAD) systems: Information and communication technology (ICT) that facilitates police communication with the public and its members, incident management, and resource management.²⁴;
 - b. Uniform Crime Report (UCR2): Statistics Canada survey designed to measure the incidence and characteristics of crime in Canada. UCR provides the source data to calculate the Crime Severity Index (CSI) and Weighted Clearance Rate (WCR)²⁵; and
 - c. Other sources: Where applicable the Team also used data and information from community and partner surveys, police and government analytical reports, academic and professional research, media.
51. Where applicable and available similar data from peer agencies (Peers) audited in 2020 is included to provide context for the EPS data.

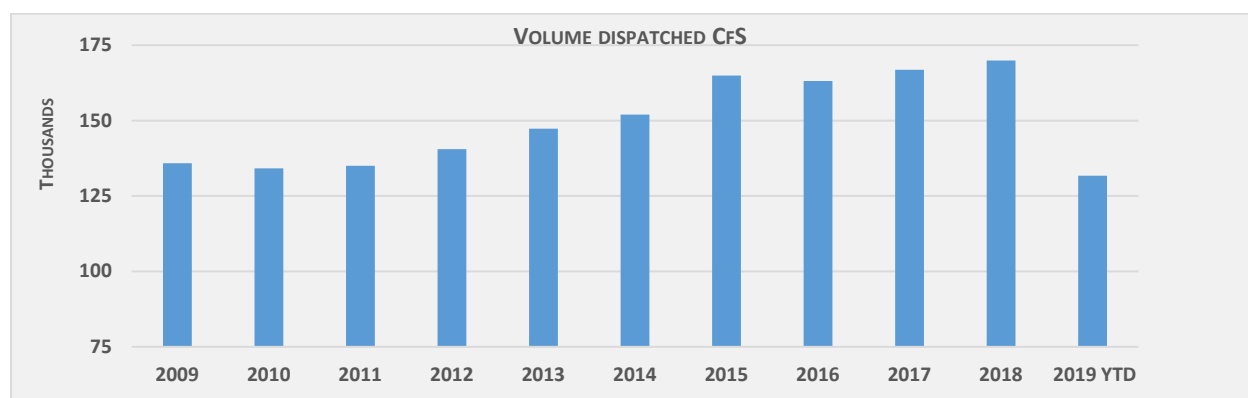
ENFORCEMENT

52. The Enforcement service category includes all work performed to identify, respond to, investigate and resolve issues in support of the administration of justice and to keep the peace. EPS have a number of options to address police-related citizen requests for assistance:
 - a. Dispatch response units: Patrol (General Duty) units assigned primary responsibility for CfS response. This may also include teams created for projects; specialist units assigned response as a secondary duty (i.e. Traffic, Tactical, CARRT, DVIT, PACT, SRO); and
 - b. Alternate response: Resources assigned to address requests that do not require a unit to attend the scene. The resources assess the incident, address it as required and document their findings / actions.
 - i. Station: Front counter reports.
 - ii. Telephone: Interactive Voice Response (IVR—questions, information).
 - iii. On-line reports.
 - iv. On-view: Police officer observes or is notified of incident and addresses it
 - v. Special Units: Work diverted from dispatch to specialist units.
53. The Information Management and Approval Center (IMAC) Branch provides support to the Crown. IMAC is responsible for charge-report quality assurance and is the Crown's primary point of contact for managing police involvement in the justice process.
54. Victim Services Unit (VSU) supports victims of crime. VSU is responsible for crisis response in instances of severe trauma, prevention information, and guidance before and during trials including victim impact statements.

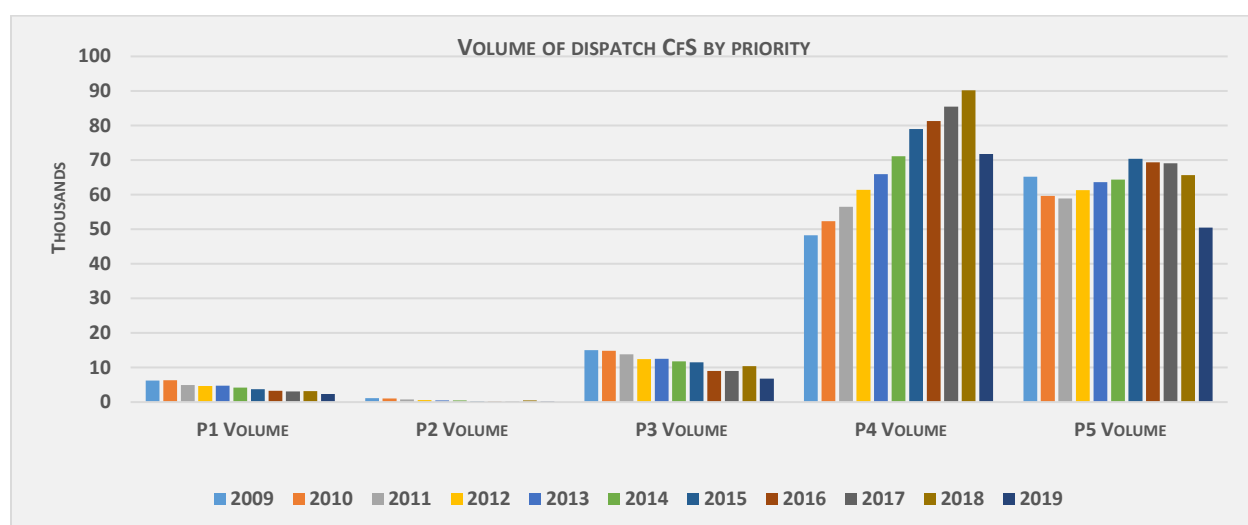
²⁴ Specific sources include: EPS compliance files; EPS

²⁵ Pare, P-R, Gelson, R. and Ouimet, M. (2007) Community variation in crime clearance: A multilevel analysis with comments on assessing police performance. *Journal of Quantitative Criminology*, Vol.23, p. 243-258

55. The following graph shows the EPS dispatched calls for service (CfS) for a 10-year period (axis starts at 75,000).



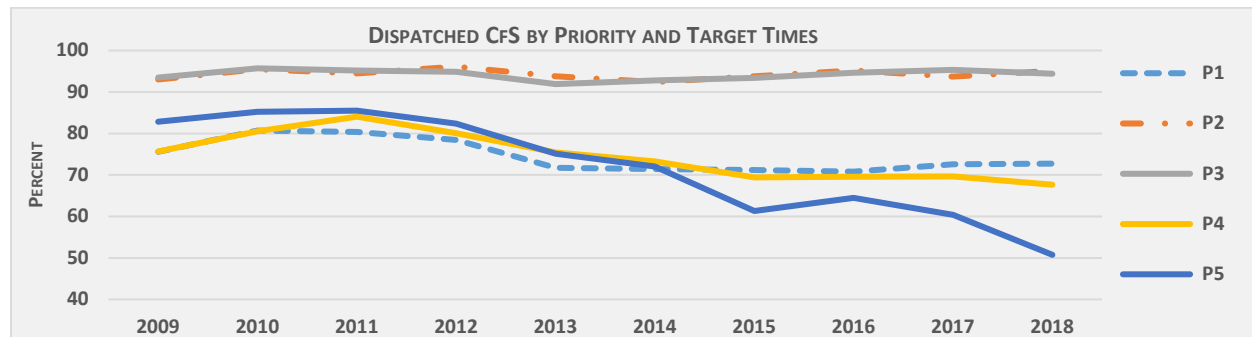
56. EPS assigns one of five priorities to all calls for service dispatched. The following graph shows the volume of EPS CfS by priority.



57. Each EPS priority has a Response Target Time (see the table below). The time starts when the dispatcher receives an event and stops when the unit arrives on-scene.
- Response Target Time: Desired response time for priority level;
 - Calculation: Only includes fixed-location events (excludes those without locations i.e. impaired driving, on-view calls, follow-up calls); and
 - Goal target time: 80% of CfS meet the Target Time in each priority.
58. Response Target Time are defined as:

| PRIORITY | DEFINITION | TARGET TIME |
|-------------------------------|---|---------------------|
| 1. IN PROGRESS: PERSON RISK | RAPID RESPONSE: PREVENT OR REDUCE FURTHER HARM TO A PERSON. | 7 MINUTES OR LESS |
| 2. IN PROGRESS: PROPERTY RISK | IMMEDIATE RESPONSE: PREVENT OR REDUCE THE FURTHER LOSS OF PROPERTY. | 12 MINUTES OR LESS |
| 3. JUST OCCURRED | IMMEDIATE RESPONSE: INCREASE THE LIKELIHOOD OF LOCATING A SUSPECT. | 17 MINUTES OR LESS |
| 4. TIME SENSITIVE OCCURRENCE | INCIDENT REQUIRES TIMELY POLICE RESPONSE. | 40 MINUTES OR LESS |
| 5. GENERAL SERVICE | NATURE OF THE OFFENCE IS NOT TIME SENSITIVE. | 180 MINUTES OR LESS |

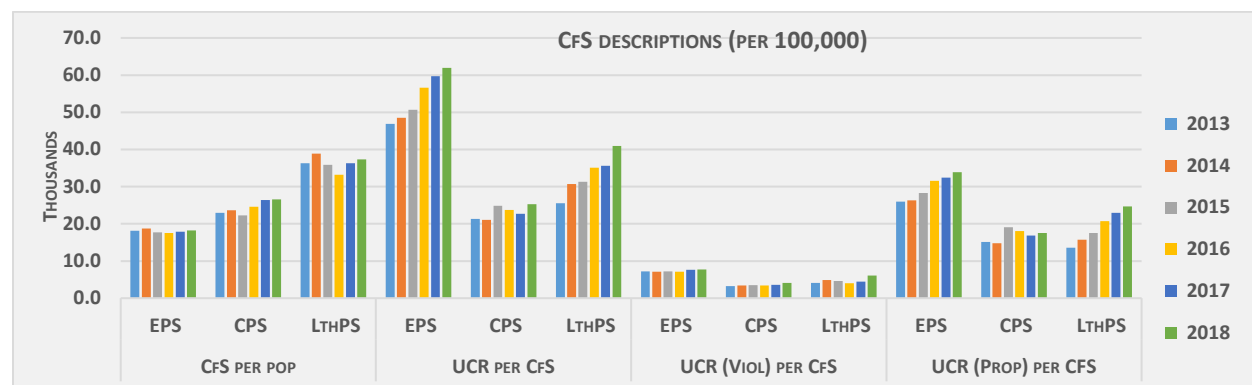
59. The following graph shows the percent of Cfs by priority that achieve the target time goal. Since 2011 has only achieved the target time goal of 80% in Priority 2 and 3 Cfs.



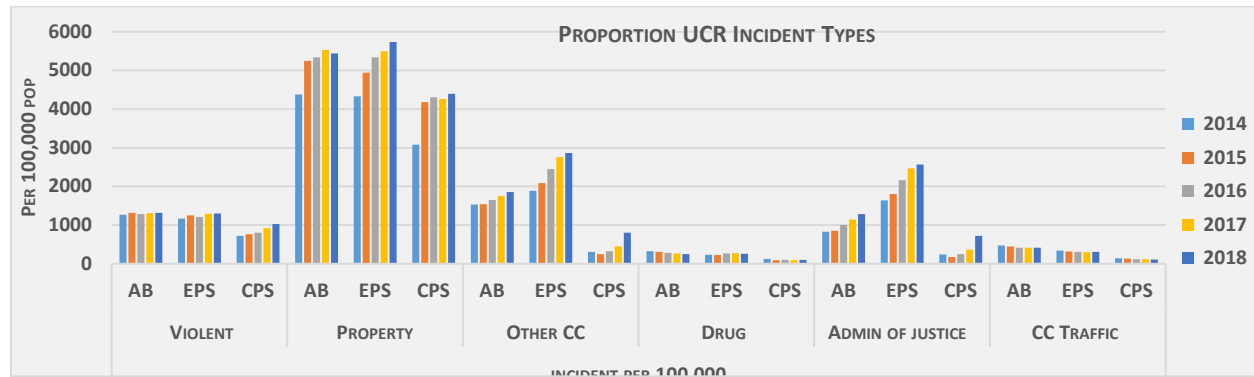
60. The following table is an overview of the volume work incidents assigned to EPS dispatch units and alternate response resources. It includes a high-level description of the nature of the work. Similar to other agencies, EPS only provided a limited analysis of this dispatch resource work and did not capture a full range of data on the use of Alternate Response resources.

| DISPATCH / NON-DISPATCH WORK | 2015 | 2016 | 2017 | 2018 |
|---------------------------------------|---------|---------|---------|---------|
| DISPATCH EVENTS | 164,880 | 163,168 | 166,788 | 170,000 |
| DISPATCH SOCIAL DISORDER | 18,748 | 19,295 | 20,074 | 22,212 |
| UCR (ALL INCLUDING TRAFFIC) | 83,592 | 92,438 | 99,571 | 105,343 |
| SUMMONS (TICKETS) | - | - | - | - |
| VEHICLE COLLISIONS (ALL) | 25,517 | 23,139 | 23,906 | 24,003 |
| COLLISION (NON-INJURY ONLY) | 22,454 | 20,462 | 21,170 | 21,373 |
| COLLISION (INJURY /FATAL ONLY) | 3,063 | 2,677 | 2,736 | 2,630 |
| ALT RESPONSE: ONVIEW EVENT (NON-DISP) | - | - | - | - |
| ALT RESPONSE: ONLINE REPORTING | 4,712 | 7,368 | 7,520 | 8,248 |

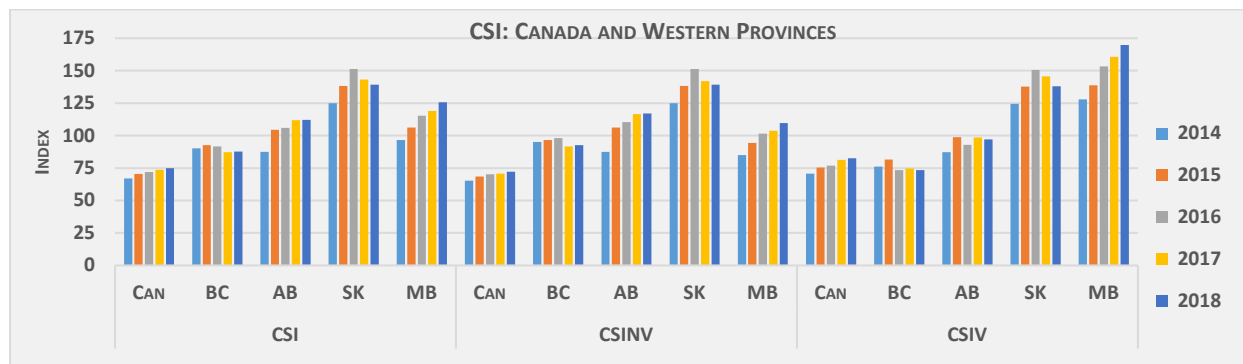
61. The graph below show the distribution of EPS Cfs using data from the agency and UCR. The graph shows the number of Cfs along with the number UCR generated from those Cfs. Operational and academic research finds that the majority of police Cfs do not involve criminal acts.
62. The bar graph below describes EPS and Peer Cfs using rates per 100,000 from 2013-2018. The graph is divided into four sections to describe:
- Cfs generated per 100,000 population;
 - All types of UCR per 100,00 Cfs;
 - Violent UCR (Viol) per 100,00 Cfs; and
 - Property UCR (Prop) per 100,00 Cfs.



63. The graph shows that, among Peer agencies, EPS had:
- Lowest rate of dispatched CfS per 100,000 population; and
 - Highest proportion of UCR (including violent and property) per 100,000 CfS.
64. The graph below describes AB (province), EPS and CPS UCR rates (per 100,000 population) for broad UCR offence categories.²⁶



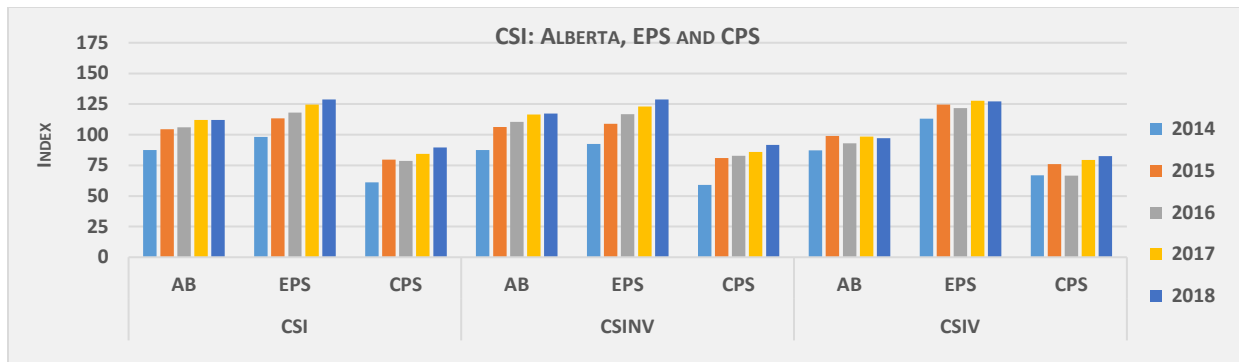
65. The graph shows the EPS report rate for all UCR categories is significantly higher than CPS and above AB.
66. The Crime Severity Index (CSI) tracks changes in the severity of police-reported crime by accounting for both the amount of crime reported by police in a given jurisdiction and the relative seriousness of these crimes. It tells us how much crime is coming to the police and as well as the seriousness of that crime.²⁷
67. The following graphs shows the changes in CSI and the non-violent (CSINV) and violent (CSIV) sub-indices from 2014 to 2018.²⁸



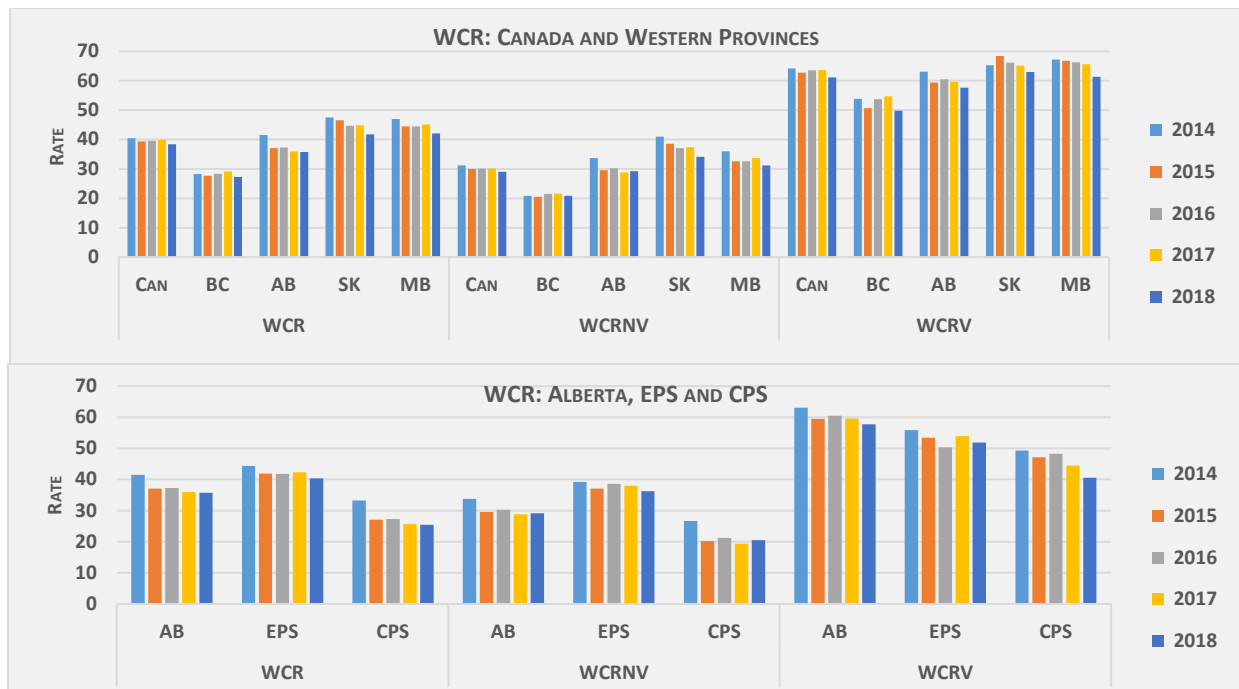
²⁶ Statistics Canada. (2020) Statistics Can. Table 35-10-0183-01 Incident based crime statistics. Downloaded on Mar 13, 2020 from <https://www150.statcan.gc.ca>

²⁷ Statistics Canada. (2017) Statistics Can. Table 35-10-0026-01 Crime severity index and weighted clearance rates. Downloaded on Mar 13, 2019 from <https://www150.statcan.gc.ca>

²⁸ ibid



68. The weighted clearance rate (WCR) also assigns values to crimes according to their seriousness. The WCR balances the social value of solving lower-volume, "serious" crime with the high-volume, difficult to solve less-serious crimes (serious crimes have a higher statistical "weight").²⁹
69. The following graphs shows the changes in WCR and the violent (WCRV) and non-violent (WCRNV) sub-indices from 2014 to 2018

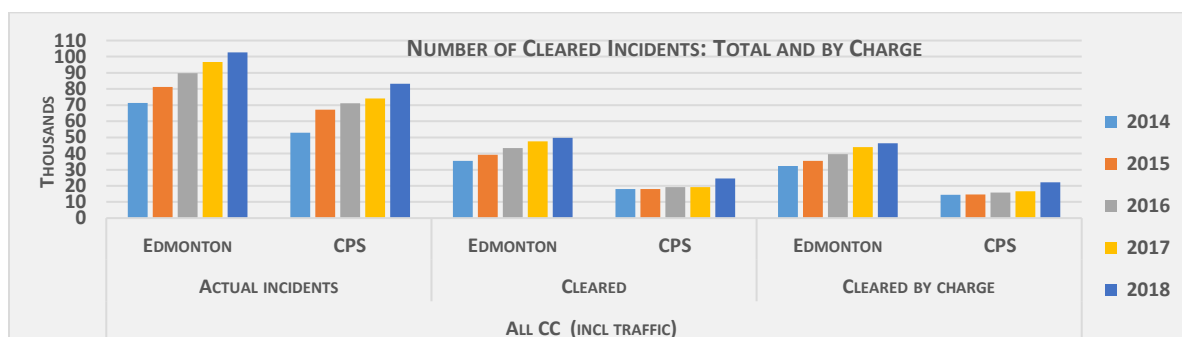


70. As described in the charts above, crime in Western Canada tends to be more serious (above national CSI) and the clearance rates tend to be on par with the rest of the country (WCR). Crime in Edmonton tends to be more serious than the provincial average and the clearance rates in Edmonton tend to be above the provincial average.
71. Support to Crown facilitates the timely and lawful prosecution of persons charged with criminal offences. This process begins with a police criminal investigation and concludes after a criminal trial. The table below shows the number of criminal investigations forwarded to the Crown by EPS from 2014 to 2018.

²⁹ Statistics Canada. (2017) Statistics Can. Table 35-10-0026-01 Crime severity index and weighted clearance rates. Downloaded on Jan 15, 2020 from <https://www150.statcan.gc.ca>

| SUPPORT TO CROWN | 2014 | 2015 | 2016 | 2017 | 2018 |
|-------------------|--------|--------|--------|--------|--------|
| CLEARED CHARGE | 15,836 | 15,808 | 16,966 | 17,657 | 23,384 |
| PERSONS CHARGED | 14,349 | 14,791 | 15,829 | 16,330 | 21,834 |
| CLEARED OTHERWISE | 3,834 | 3,591 | 3,524 | 2,844 | 2,485 |

72. The graph below shows the total number of criminal offences investigated, the total number cleared (charge and otherwise) and the number cleared by charge. This is an indicator of volume of work forwarded to the Crown by EPS and by CPS.



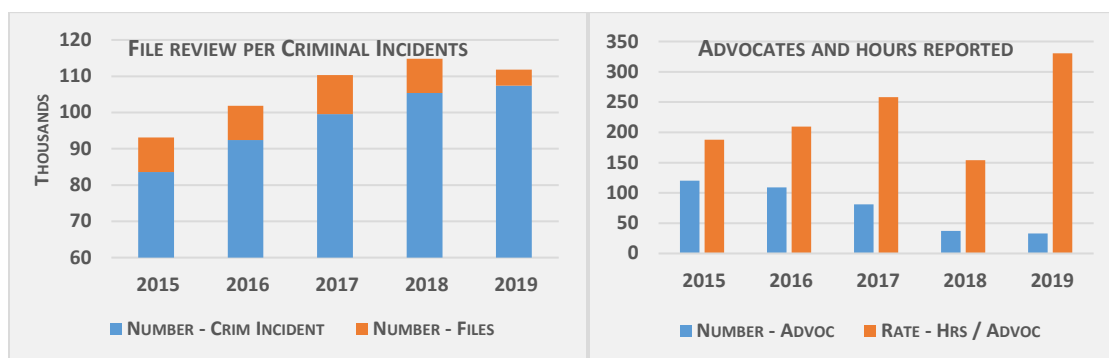
73. Victims of crime receive support from EPS Victim Services Unit (VSU). Victim support ranges from urgent assistance to victims experiencing emotional trauma to facilitate victim movement through police investigations and the justice system. This process usually begins with a police criminal investigation and may conclude after a criminal trial.
74. VSU staff comprise both paid and volunteer positions. Paid staff include the manager, advocate coordinators and administrative support. Volunteer advocates are the primary providers of victim assistance.
75. The table below shows VSU resources and workload data.

| VSU DATA (NUMBERS, ANNUAL) | 2015 | 2016 | 2017 | 2018 | 2019 |
|------------------------------|---------|---------|---------|---------|---------|
| DISPATCH EVENTS (CfS) | 164,880 | 163,168 | 166,788 | 170,000 | - |
| CRIMINAL INCIDENT (UCR) | 83,592 | 92,438 | 99,571 | 105,343 | 107,445 |
| STAFF (PAID) | 9 | 10 | 11 | 9 | 12 |
| ADVOCATE (ADVOC) | 120 | 109 | 81 | 37 | 33 |
| ADVOCATE HOURS (TOTAL HOURS) | 22,529 | 22,858 | 20,917 | 5,697 | 10,904 |
| FILES REVIEWED | 9,540 | 9,404 | 10,781 | 9,460 | 4,398 |
| VICTIMS SUPPORTED | 11,515 | 10,979 | 12,838 | 11,249 | 5,244 |
| TRIAL SUPPORT (# TRIALS) | 305 | 263 | 388 | 379 | 550 |

76. For this period, dispatched events and Criminal Incidents generate most work for VSU; they indicate an increasing trend over the period. Files reviewed by VSU and the number of victims supported appears to remain relatively stable. The number of (paid) staff remained relatively constant while the number of advocates decreased significantly from 120 to 33 (-28%).
77. The following table uses a variety of rates to describe VSU work and resource use.

| VSU STATISTIC (RATE PER YEAR) | 2015 | 2016 | 2017 | 2018 | 2019 |
|---|--------|--------|--------|--------|--------|
| FILES REVIEWED PER CRIMINAL INCIDENT (FILES / CRIM IN) | 0.11 | 0.10 | 0.11 | 0.09 | 0.04 |
| VICTIMS SUPPORTED PER CRIMINAL INCIDENT (VIC / CRIM IN) | 0.14 | 0.12 | 0.13 | 0.11 | 0.05 |
| VICTIMS SUPPORTED PER FILE REVIEWED (VIC / FILES) | 1.21 | 1.17 | 1.19 | 1.19 | 1.19 |
| FILES REVIEWED PER ADVOCATE (FILES / ADVOC) | 79.50 | 86.28 | 133.10 | 255.68 | 133.27 |
| HOURS WORKED PER ADVOCATE (HRS / ADVOC) | 187.74 | 209.71 | 258.23 | 153.97 | 330.42 |
| ADVOCATE HOURS WORKED PER FILE (Adv Hr / FILE) | 2.36 | 2.43 | 1.94 | 0.60 | 2.48 |
| TRIALS PER FILE REVIEWED (TRIAL / FILE) | 0.03 | 0.03 | 0.04 | 0.04 | 0.13 |
| PERCENT FILES THAT END IN A TRIAL (TRIAL %) | 3.20 | 2.80 | 3.60 | 4.01 | 12.51 |

78. Chart one shows that the volume of Files Reviewed in relation to the volume of Criminal Incidents was relatively consistent. Chart two shows that the hours worked per advocate increases as their number decreases.



79. Advocates are the primary contact between VSU and victims; as such, a rapid decrease in resources (advocates) should negatively affect the volume and quality of work performed to provide support. EPS requires Advocates to make a one year commitment and provide a minimum of three hours of work per week (contract time)—annual requirement not stated. The following table describes the difference between Advocate contract time (predicted) and reported time (actual).

| | STATISTIC | 2015 | 2019 |
|-----------------------|---|--------|--------|
| ADVOCATE | NUMBER | 120 | 33 |
| CONTRACT (INDIVIDUAL) | HOURS PER WEEK | 3-3.5 | 3-3.5 |
| CONTRACT (INDIVIDUAL) | HOURS PER YEAR | 156 | 156 |
| CONTRACT (ALL) | HOURS PER WEEK (3HR X ADVOC NUMBER) | 360 | 99 |
| CONTRACT (ALL) | HOURS PER YEAR (WK HRS X 52 WEEKS) | 18,720 | 5,148 |
| REPORTED (ALL) | HOURS PER YEAR | 22,529 | 10,904 |
| REPORTED (INDIVIDUAL) | HOURS PER FILE (ADVOC HRS / FILE NUMBERS) | 2.36 | 2.48 |
| REPORTED (INDIVIDUAL) | HOURS PER YEAR (CALCULATED) | 187.7 | 330.4 |

80. In 2015, annual advocate reported (actual) hours was 17% higher than contracted (predicted) hours. In 2019, annual advocate reported hours was 53% higher than contracted.
81. Analysis indicates the loss of advocates negatively affected the VSU work / resource balance:
- Advocate numbers decrease from 120 to 33;
 - Files reviewed per advocate increased from 79.5 to 133.3; and
 - Hours worked per advocate increased from 187.7 to 330.4.
82. The Team observes that this negative trend remains even when (paid) staff are employed to deliver Victim Service. Access to resources and resource capacity is especially important when police consider that in the past fewer than 10% of victims access victim services—demand for victim support could increase significantly in a very short period of time.³⁰
83. At this time, the Team was not able to obtain data on the quality or effectiveness of Victim Service delivered. However, it is reasonable to predict that resource strain or shortages will negatively affect the quality of service delivered.

SUMMARY: ENFORCEMENT

84. The Enforcement category provides the largest pool of data and EPS provided a number of documents describing this work. The Team found EPS performed work that:

³⁰ AJSG (Feb 2015) Public Opinion Survey 2014-2015

- a. Facilitated the management of police resources and risk;
 - b. Facilitated timely and professional resolution of citizen requests; and
 - c. Supported the Crown and Victims / Witnesses of crime.
- 85. The Team found that the agency performs a range of Enforcement work. However, the proofs provided did not fully demonstrate how the data collected and analyzed might further support EPS in their efforts to:
 - a. Manage dispatch resource use and the work they perform. For example:
 - i. How can non-dispatch resource decrease dispatched CFS?
 - ii. How can Problem Solving projects decrease dispatched CFS?
 - iii. How can Awareness engage the community to decrease requests for police?
 - b. Provide support to crown and victims of crime: For example:
 - i. What is the volume and quality of work forwarded to Crown?
 - ii. How is Crown work and Victim work performed efficiently?
 - iii. How does it meet the needs of the Crown and Victims (effective)?
 - c. Facilitate understanding how Problem Solving, Awareness and Community Coordination work may help manage resources and community relations.
- 86. The Team recommends that EPS review their business and operational intelligence practices to ensure they fully support the management of all work and resource use.

PROBLEM SOLVING

- 87. Problem Solving is the systematic and proactive use of police resources to identify and resolve crime and social disorder issues within a community. Information developed during the scanning phase allows police and community partners to:
 - a. Target underlying causes and tailor solutions to meet the local context; and
 - b. Maximize efficient use of available resources.
- 88. EPS policy specifically assigns this responsibility for this work to the Community Policing Bureau Patrol Divisions. Each Patrol Division includes several units and positions specifically assigned the authority and responsibility to engage in problem solving. Policy states:
 - a. Patrol members, Community Sgts, Neighbourhood Empowerment, Beats:
 - i. Patrol must dedicate 0.25% of shift time to proactive work;
 - ii. Community Sgt must plan and direct proactive work; and
 - iii. NET Cst must address problems through problem-solving.
 - b. Community Crime Management Team: Must coordinate police and community resources in problem solving initiatives;
 - c. Division intelligence analysts provide analytical support to patrol divisions; and
 - d. Traffic Units provide enforcement targets and support education and awareness.
- 89. Other EPS elements also provide problem-solving programs. These include:
 - a. Intelligence and Investigations Bureau (analysis and intelligence);
 - b. Community Safety and Well-Being Bureau (analysis and programs);
 - c. Community Support Branch (Community and Youth programs);
 - d. Strategic Social Development Division (develop, maintain external partnerships); and
 - e. Innovation and Technology Bureau (Community Solutions Accelerator).

90. At this time, police in Alberta do not collect data that supports a detailed analysis of police Problem Solving work. Available information sources (business plans, annual reports, media releases) demonstrate that EPS did perform work in this area. For example, EPS requires that patrol members spend 25% of their time engaged in Proactive Activities (prevention, problem solving).
91. In 2019, an EPS patrol shift was approximately 11 hours. The 0.25 per hour target predicts 2.75 hours of proactive activities per member, per shift (single-shift hours). In 2019, EPS reported there were 454 members assigned to patrol. The Team calculated the predicted proactive single-shift hours.
 - a. Single-shift patrol hrs: 11hr shift x 454 members assigned to patrol= 4,994 hours; and
 - b. Single-shift proactive hrs: 4,994 single-shift hrs x 0.25=1,248.5 hours (minimum).
92. In 2019, EPS patrol should have generated AT LEAST 1,248.5 Proactive single-shift hours (minimum). The 2019, EPS dashboard results showed patrol generated only 10.5% hrs of proactive activities (Actual). This converts to approximately 1.2 single-shift hrs per member and 524.4 hrs for all patrol members.
 - a. Single-shift proactive hrs per member: 11hr shift x 0.105= 1.16hr per member; and
 - b. Single-shift proactive hrs: (11hr x 454= 4,994hr) x 0.105= 524.4 hrs (actual).
93. Although EPS tracks proactive time, they were not able to describe how they used it. The Road Safety Strategy Plan (2016-2020) provides a good example of how they might track Problem Solving projects. The Road Safety Strategy Plan demonstrates that the systematic use of data does identify underlying causes of problems, maximizes the use of community resources to address concerns, communicates progress to the community and uses performance measures to describe effectiveness.
94. EPS should take the same approach in other long-term Problem Solving projects such as the Police and Crisis Team, Children at Risk Response Team, Heavy Users of Service, and the Cooperative Policing Program.

SUMMARY: PROBLEM SOLVING

95. Using available information the Team found that EPS engaged in Problem Solving. Specifically, EPS assigned resources and performed work that:
 - a. Identified and described problems and developed viable solutions;
 - b. Provided direction to staff to implement plans to resolve identified issues; and
 - c. Implemented projects to address identified issues.
96. The Team noted that EPS might improve their efforts in this category by reporting on all problem-solving projects. This information should be available from:
 - a. Data and information used to develop goals;
 - b. Clearly established goals, outputs, tasks and resources;
 - c. Performance measures to evaluate progress;
 - d. Provide resources to facilitate analysis of the project's efficiency and effectiveness;
 - e. Use performance measures to report on projects to commission and community; and
 - f. Project plans implemented.

AWARENESS

97. Police communicate with their community to promote an accurate perception of safety, prevent and reduce crime and victimization. Police use data systematically to develop information that informs individual and community understanding of risk from crime and other social issues and actions to take to reduce crime and victimization.
98. The Team found EPS training, policy and job descriptions stress that members engage with communities and other groups to address crime and disorder. EPS has dedicated extensive resources to provide this service. EPS delivers awareness work through:
 - a. Community Policing Bureau: Community Sgts, Neighbourhood Empowerment, Beats Constable, Community Crime Management, Victim Services;
 - b. Intelligence and Investigation Bureau: Intelligence, Specialized Investigations;
 - c. Integrated and Community Safety Branch: Violence Reduction, Collaborative Policing;
 - d. Community Support Branch: School Resource Officer (others);
 - e. Innovation and Technology Bureau: Community Solutions Accelerator;
 - f. Strategic Social Development Division; and
 - g. Value and Impact Division: Strategy and Engagement Branch.
99. At this time, police in Alberta do not collect data that supports a detailed analysis of Awareness work. The agency employs a variety of means to communicate with individuals and groups on risks arising from crime and social disorder. The Team reviewed a range of materials used to facilitate community Awareness including meetings and information sessions, written material (pamphlets, handouts), website and social media.

SUMMARY: AWARENESS

100. Specifically, EPS assigned resources and performed Awareness work including:
 - a. Analyzed data to produce factual “safety” statistics and preventative actions to take; and
 - b. Provided public access to safety statistics and preventative actions to assist individual and community efforts to reduce crime and victimization.
101. The Team noted that EPS might improve their efforts in this category by documenting all Awareness activities. The document should record at a minimum:
 - a. Information used to develop safety statistics and guidance on preventative actions;
 - b. Statistics and information products provided to individuals and the community;
 - c. Resources assigned to facilitate analysis and develop awareness; and
 - d. Measures used to evaluate performance.

COMMUNITY COORDINATION

102. Community Coordination work establishes relationships that build and preserve trusting and cooperative police-community partnerships. These relationships allow the police and the community to coordinate their actions to achieve safe and secure communities.
103. EPS has assigned resources to create specialized elements dedicated to building community-police relationships that facilitate Community Coordination.
104. While all EPS staff have the responsibility to cultivate and maintain positive and productive relationships, the Executive has created three positions dedicated to perform this work:

- a. Community Safety and Well-being Bureau;
 - b. Community Solutions Accelerator;
 - c. Specialist units: Traffic, PACT, CARRT, SRO, NET, Coordinated Policing Division; and
 - d. All members of the agency and community partners.
105. The Team reviewed a range of data and information related to Community Coordination including policy documents, meetings and information sessions, written material (pamphlets, handouts), website and social media. The agency also delivers and supports a number of programs (i.e. Coordinated Policing Div, victim service) that encourage community engagement and involvement in maintaining community safety.

SUMMARY: COMMUNITY COORDINATION

106. Using available information the Team found that EPS performed Community Coordination work. Specifically, EPS assigned resources and performed work that:
- a. Actively acquired and developed relationships; and
 - b. Preserved trusting and cooperative relationships.
107. The Team noted that EPS might improve their efforts in this Category by documenting all community coordination efforts. The record should include at a minimum:
- a. Information used cultivate and maintain relationships;
 - b. Record of relationships with community groups and group contacts;
 - c. Resources assigned to cultivate and maintain relationships; and
 - d. Record of contacts with community groups and quality or relationships.

PROFESSIONALISM

108. The purpose of Professionalism work is to promote and maintain organizational and individual competence through internal performance management systems. Professional conduct shapes the character of the relationship between police and the communities they serve. Interactions that are respectful, inclusive, fair, and transparent promote cooperation between police and communities and individuals thereby creating opportunities to establish higher levels of trust and willingness to comply with laws.
109. EPS policy clearly assigns all members responsibility for Professionalism. EPS assigns specific responsibility to the following elements:
- a. Chief of Police, all executive, management and supervisors;
 - b. Intelligence and Investigations Bureau;
 - c. Corporate Services Bureau;
 - d. Legal and Regulatory Services Division; Value and Impact Division; and
 - e. Chief of Staff, Hearing Officer.
110. The Team reviewed a range of data and information related to Professionalism including recruit training guidance, ongoing training plans; policy manuals and other guidance on practice; operational performance data (complaints, force, pursuits); business plans and annual reports and other operations documents. The Team found EPS provided support to other agencies through training and technical support and information exchanges.

SUMMARY: PROFESSIONALISM

111. The Team found that available data shows EPS performed Professionalism work. Specifically, EPS assigned resources and performed work that:

- a. Established and maintained behaviour and practice expectations;
 - b. Employed policies, procedures, and management and supervision to direct and monitor individual, unit and agency to meet behaviour and practice expectations; and
 - c. Developed, implemented and coordinated agency actions and resources to identify and address community needs through business planning, management, awareness and feedback.
112. The Team noted that all agencies collect data and produce information in this Category. EPS can improve proofs in Professionalism by ensuring all information produced and documented in mandated reviews are included. This would include at a minimum:
- a. Recruiting and selection (PA1-2): Demonstrate compliance with Guidelines and related statistics;
 - b. Training (PA3): Training provided, external training, effectiveness;
 - c. Individual performance and promotion system reviews (PA4-5);
 - d. Internal audits (OM5): Policy and practice compliance; and
 - e. Business Plan (OM1-3): Business planning process documents including environmental scans and agency annual reporting to community and commission.

POLICE PERFORMANCE

113. The following is a summary of the Team findings on the adequacy and effectiveness of policing provided to Alberta's communities. The Team reviewed and considered the data and information from the following sources:
- Business plans: EPS (2016-2018; 2019-2022) and Edmonton City (2016-2018);
 - Annual Reports (2016 to 2019) and EPS digital dashboard;
 - Workload data, Police Commission agendas and minutes; and
 - EPS survey results (2016, 2018) and City survey (2016, 2017).

BUSINESS PLAN AND ANNUAL REPORTS

114. The EPS Business Plan generally supported EPS efforts to provide adequate and effective policing. The Team found the plan:
- Established goals;
 - Aligned tasks with goals;
 - Assigned EPS resources and accessed partner resources where appropriate; and
 - Lists performance measures.

| GOALS | PERFORMANCE MEASURES |
|---|----------------------|
| REDUCE CRIME AND VICTIMIZATION | |
| 1. Crime severity index | Appendix 2 |
| 2. Violence reduction strategy: Violent crime | Appendix 2 |
| 3. Violence reduction strategy: Social disorder | Appendix 2 |
| 4. Property crime | Appendix 2 |
| 5. Domestic violence intervention | Appendix 2 |
| 6. Gang and drug enforcement | Appendix 2 |
| 7. Traffic safety | Appendix 2 |
| 8. Distracted driving | Appendix 2 |
| 9. Safe in Six | Appendix 2 |
| 10. Transit beat | Appendix 2 |
| 11. Prevent vehicle crime | Appendix 2 |
| 12. Coordinated Policing Division strategy | Appendix 2 |
| INVESTIGATIVE EXCELLENCE | |
| 13. Clearance rate | Appendix 2 |
| 14. Missing person | Appendix 2 |
| INCREASE EFFICIENCY AND EFFECTIVENESS | |
| 15. Geographic deployment model | Appendix 2 |
| 16. 911 Cal management | Appendix 2 |
| 17. Police call management | Appendix 2 |
| 18. Online reporting | Appendix 2 |
| 19. Mental health calls | Appendix 2 |
| 20. Heavy User of Services | Appendix 2 |
| COMMITMENT TO PROFESSIONALISM | |
| 21. Public complaint investigations | Appendix 2 |
| 22. Recruitment | Appendix 2 |
| 23. Diversity in recruitment | Appendix 2 |

115. EPS communicated their performance in Performance Reports and the Dashboard. Both report formats are available to all community members. EPS also publishes the results of the Community Survey.

SURVEY RESULTS: COMMISSION AND CITY

117. Surveys collect information from a sample of a community to make inferences about a wider population. In the case of policing, agencies employ community (and other group) surveys to develop information on past police performance and on community needs and / or concerns (Standard OM 1.1 mandates questions).
118. Commission and City Survey responses aligned with the Standards mandated questions (survey results from 2016 and 2018).³¹ The Team found the survey results are useful in evaluating EPS performance. The team identified a number of improvements that would increase the value of the survey results for planning and evaluation (see Appendix 2).
119. The following tables present the survey results.

| MANDATED QUESTIONS | COMMISSION SURVEY QUESTION | 2016 (%) | 2018 (%) |
|--|---|---|---|
| What is the public perception of safety and security in the community | Safe walking neighbourhood after dark | Very / reasonable: 80 | Very / reasonable: 56 |
| | In past 12 (24 in 2018) months neighbourhood crime has: | Increased: 6 Same: 75 Decreased: 19 | Increased: 35 Same: 60 Decreased: 6 |
| | Compared to other communities our crime rate is... | Less: 17 Same: 61 More: 23 | Less: 8 Same: 50 More: 42 |
| | EPS enforce law... | Good / Ave: 97 | Good / Ave: 63 |
| How are police perceived to conduct themselves while performing their duties | Police approachable / easy to talk to | Good / Ave: 86 | Good / Ave: 52 |
| | Level of confidence in police has gone... | Down: 7 Same: 81 Up: 12 | Down: 25 Same: 62 Up: 11 |
| | Keep public informed on crime | Good / Ave: 95 | Good / Ave: 60 |
| | Treat people fairly | Good / Ave: 94 | Good / Ave: 64 |
| | Officers are competent | Strong / somewhat: 62 | Strong / somewhat: 64 |
| What is the level of police officer involvement with community and citizens | Ensure citizen safety | Good / Ave: 98 | Good / Ave: 63 |
| | EPS provide adequate level of service | Strong /somewhat: 74 | Strong /somewhat: 58 |
| What is the citizens' level of satisfaction with policing | Had (formal) contact with... | Yes: 31 | Yes: 65 |
| | Satisfied with telephone contact... | Very / somewhat: 86 | Very / somewhat: 75 |
| | Satisfied with dispatch contact... | Very / somewhat: 87 | Very / somewhat: 76 |
| | Satisfied with station contact... | Very / somewhat: 83 | Very / somewhat: 72 |
| | Satisfied with online report... | Very / somewhat: 87 | Very / somewhat: 69 |
| | Wait for dispatch unit was ___ | Longer: 22 Expected: 56 Shorter: 22 | Longer: 49 Expected: 36 Shorter: 15 |
| | Satisfied with EPS initiated contact | Very / somewhat: 83 | Very / somewhat: 68 |

³¹ Edmonton Police Commission, Community surveys, from Standards Compliance files.

120. The following table is a summary of Edmonton City survey responses aligned with the Standards mandated questions (2016, 2017 survey results).³²

| MANDATED QUESTION | CITY OF EDMONTON CITIZEN SURVEY | 2016 (%) | 2017 (%) |
|---|---|--------------------|--------------------|
| What is the public perception of safety and security in the community | How do you feel about your quality of life.... | Excellent/good: 78 | Excellent/good: 77 |
| | Edmonton is a safe overall | Agree: 66 | Agree: 66 |
| | Edmonton is safe during day | Agree: 88 | Agree: 85 |
| | Edmonton is safe during night | Agree: 41 | Agree: 44 |
| | I feel safe in my home | Agree: 94 | Agree: 93 |
| | ... walking in local parks | Agree: 85 | Agree: 84 |
| | ... walking in my neighbourhood | Agree: 85 | Agree: 86 |
| | ... leaving my residence / property unattended | Agree: 70 | Agree: 71 |
| | ... using the bus | Agree: 65 | Agree: 65 |
| | ... using the LRT | Agree: 64 | Agree: 61 |
| | ... in river valley parks | Agree: 62 | Agree: 58 |
| | ... walking downtown | Agree: 56 | Agree: 53 |
| | ... prevention is an approach to reduce crime | Agree: 88 | Agree: 81 |
| Volunteerism | ... donated time for a community safety project | Yes: 8 | Yes: 8 |

SUMMARY: PERFORMANCE MEASURES AND SURVEYS

121. The review of EPS 2016-2018 performance varied depending on the data and information source:
- Report Card: Indicated overall poor performance using the business plan measures:
 - Achieved target only 6 times in 5 of 12 measures used;
 - Most BP measures were not used or not reported in the Report Card;
 - Targets of measures were changed a number of times without explanation; and
 - Team analysis of measures found a number of problems with quality.
 - Dashboard: Performance was poor using the business plan measures:
 - Different measures are used in the Report Card and the Dashboard;
 - Achieved target only 3 times in 2 of the 12 measures used;
 - Targets of measures were changed a number of times without explanation; and
 - Team analysis of measures found a number of problems with quality.
122. The results presented in the Report Card and Dashboard suggest that EPS performance was not effective. However, this finding contrasted with the results reported in both the Commission and City Survey. The survey results suggest that EPS performance was good to very good.
123. The Team made the following observations regarding the EPS survey:
- Evaluated operational policing better than the Report Card and Dashboard indicated;
 - Results contradict those shown in the Report Card and Dashboard;
 - Survey value can be improved if questions were aligned with goals; and
 - Did not use survey results as measures of performance for any goal.

³² City of Edmonton (Jan 2017) Measuring Progress Survey Report, downloaded 2020 Feb 27 from https://www.edmonton.ca/programs_services/public_engagement/results-reports.aspx

124. Appendix 2 is a detailed summary of the Business Document review. It includes a summary of EPS performance results and identifies a number of concerns on how performance is measured.

SUMMARY: FIVE SERVICE CATEGORIES

125. The Team compiled available performance measures to evaluate police performance in each of the five Service Categories. The survey column includes a summary of relevant survey questions and concludes with any recommendations provided by survey respondents.

| CATEGORY | SUB-PROCESS | MEASURE | SURVEYS |
|------------------------|---|---|--|
| ENFORCEMENT | <ul style="list-style-type: none"> Manage resources, risk Timely, professional response Support crown, witness | Business plan <ul style="list-style-type: none"> Resources / risk: Managed Response time: Satisfied Support: Satisfied | <ul style="list-style-type: none"> Overall city is safe. Do not feel as safe during the night. Satisfied: Agency and enforcement Satisfied: Interaction and response time Alternate response: Satisfied online tool, satisfied station visit Survey respondents recommended a faster response time |
| PROBLEM SOLVING | <ul style="list-style-type: none"> Scan Plan Implement and assess | Business plan / survey <ul style="list-style-type: none"> Scan Plan Implement | Crime prevention is a good approach <ul style="list-style-type: none"> Collect and analyze data Issues: Crime / disorder, traffic. Projects initiated Survey respondents recommend more crime prevention projects |
| AWARENESS | <ul style="list-style-type: none"> Scan Communicate | Business plan / survey <ul style="list-style-type: none"> Scan Communicate | <ul style="list-style-type: none"> Satisfied: community policing information Satisfied: News, information about EPS Survey respondents recommend more effective communication with the community |
| COMMUNITY COORDINATION | <ul style="list-style-type: none"> Cultivate Maintain | Business plan / survey <ul style="list-style-type: none"> Cultivate Maintain | <ul style="list-style-type: none"> No related measures |
| PROFESSIONALISM | <ul style="list-style-type: none"> Individual Supervise and guide Organize and plan | Business plan / survey <ul style="list-style-type: none"> Individual Supervise Organize | <ul style="list-style-type: none"> Individuals: Approachable / fair Organization: Satisfied but decreasing Survey respondents recommend increased police visibility, improve member's behaviour, and more effective and respectful contact with the public |

126. The Team found that although available measures did not provide a thorough evaluation of effectiveness in all Service Categories, the results were sufficient to indicate that EPS performed effectively in each Service Category.

FINDINGS: ADEQUATE AND EFFECTIVE

127. Using available data and information, the Team found that EPS (see details in Appendix 2):
- Provided policing in all five Service Categories (Equitable);
 - Overall cost of policing was acceptable, issues were identified and addressed (Efficient); and
 - Provided effective policing:
 - Met community expectations.
 - Met the goals of the five Service Categories.
128. Overall, EPS performance was very good across the period examined for this audit. Of particular note is that the EPS employs a collaborative and innovative approach to providing policing to the communities they serve.

STANDARDS COMPLIANCE

129. The following are the Team findings with regard to compliance with the Alberta Policing Standards (2018). Agencies compliant with a Standard when they demonstrate that agency practices conform to stated requirements for that area. Agencies are non-compliant when they cannot demonstrate compliance. Agencies must correct findings of non-compliance as soon as possible.
130. PSAS is also responsible for “...developing and promoting programs to enhance professional practices, standards and training for police services...” The Policing Standards audit program provides many opportunities for PSAS staff to study police practices within and across agencies. These interactions provide PSAS with information that they employ to “promote programs to enhance” police practices. Any “enhancement” identified during an audit is offered as an “opportunity for Improvement” to the agency being audited.
131. The Team develops “opportunities for improvement” from a combination of observations made during audits, ongoing interactions with police and research performed by PSAS staff. The Team records “Opportunities” in the audit report for the consideration of the agency and their oversight body. Opportunities for improvement do not affect agency compliance with the Standards.

FINDINGS: COMPLIANCE

132. The Team found that the Edmonton Police Service was compliant with all (152 of 152) policing standards (Appendix 3: Offsite File Review and Appendix 4: Onsite Process Review):
 - a. OM: 13 of 13 Standards;
 - b. OP: 38 of 38 Standards;
 - c. PA: 56 of 56 Standards; and
 - d. SS: 45 of 45 Standards.
133. The Team found that EPS demonstrated very good administrative performance throughout the audit. Specifically, EPS role in the audit was managed well:
 - a. Assigned responsibilities, authorities and resources;
 - b. Compliance file submissions: Thorough, complete, audit timelines met; and
 - c. Communication: Timely, clear, complete.

FINDINGS: OPPORTUNITIES FOR IMPROVEMENT

134. The Team offers the following observations as opportunities for the agency to improve performance.
 - a. Organization chart and element descriptions appear misaligned. For example:
 - i. OM 2.1: Auditors identified two discrepancies between the Organization Chart and the Element Description: IMAC and VSU:
 1. Organization Chart: IMAC and VSU shown under the Community Policing Bureau (Coordinated Policing Division);
 2. Element Description: IMAC and VSU shown under the Community Safety and Wellbeing Bureau; and
 3. Element description: States VSU units exist in each Division. In contradiction, VSU Review states that in October 2017 all staff and advocates relocated to the Nexus Business Park.
 - ii. Recommendation: Review and ensure both sources accurately describe the current organization.

- b. OM 3 Business planning and reports: Agency should study the current state of planning including: environmental scans (current and future state), data collection and analysis; goal development; goal analysis to identify work and resources necessary to achieve them and performance measurement. As well as documenting, distributing and implementing the plan and reporting results:
 - i. Observation: EPS business plans and annual reports are in line with current practice among police in Alberta. However, the current police practices do not fully align with optimal business planning practices.
 - ii. Recommendation: Adopt optimal business planning practices. Such practices state that an organization's goals must align effort with desired outcomes (goals). To do this business plans should include:³³
 - 1. Goal setting: Is the agency capable of achieving them? Are goals defined; are goals measurable?
 - 2. Are tasks linked to outputs required to achieve goals?
 - 3. Are resources assigned to perform tasks / produce outputs?
 - 4. Performance measures: Do they align goals and work required to achieve them. Do they provide diagnostic feedback on performance?
 - iii. Recommendation: Goals should address all aspects of police work including:
 - 1. Long term: Goals should guide ongoing "Day-to-Day" Service provided to the community. Goals should support longitudinal analysis of performance (see para 10 above and related footnotes); and
 - 2. Short term: Goals guide "projects" focused on community needs or support (police) internal change management (IT, records, training).
 - iv. Performance Measures should provide feedback to support decision making by both police executive and the oversight body. For example:³⁴
 - 1. Performance against goals;
 - 2. Ensure assigned work is performed;
 - 3. Financial oversight;
 - 4. Motivate (people do what is measured); and
 - 5. Learn and improve.
- c. Data collection and analysis: Many standards specifically state or imply that police must establish (business and operational) intelligence systems to support decision-making. Intelligence produced must describe the demands of work and resources required to perform it and the information required to balance work and resources.
 - i. Observation: Reviews of analysis documents (environmental scans, audits, use of force, professional standards) did not demonstrate that decision makers have access to all relevant data needed to understand and make decisions. For example; Data collected and information developed is essential to
 - 1. Business and project planning: Support decision-maker's understanding of how organization design, staffing (skills, knowledge, competency) and information systems facilitate resource and risk management;

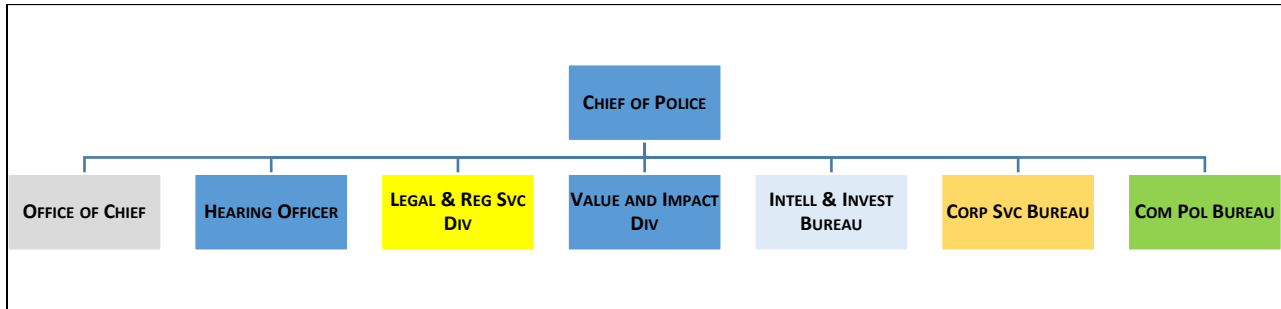
³³ Sull, D (June 5, 2018) With Goals, FAST beats SMART. MIT Sloan Management Review downloaded <https://sloanreview.mit.edu/article/with-goals-fast-beats-smart/>

³⁴ Behn, R.D. (2003) Why measure performance? Different purposes require different measures. *Public Administration Review*, Vol 63, p. 586-606 / Sparrow, M.K. (March 2015) Measuring performance in a modern police organization. *New Perspectives in Policing*. Harvard Kennedy School and National Institute of Justice

2. Call evaluation and dispatch (CED) system: Support management of resources through understanding of work (volume and nature) and all the resources used—or available—to perform that work; and
 3. Training analysis: Support evolution of the skills, knowledge and competencies necessary (see police role; five service categories).
- ii. Recommendation: Review all organization structures, planning processes, and reporting systems to evaluate the data and information required to support understanding and decision-making. Identify and act on changes to data systems and intelligence systems as required.

APPENDIX 1: ORGANIZATION CHART

135. The following Chart is a high level view of the Edmonton Police Service.



136. Charts 1 through 5 expand the structure of the above Elements of the EPS.

FIGURE 1 COMMUNITY POLICING BUREAU

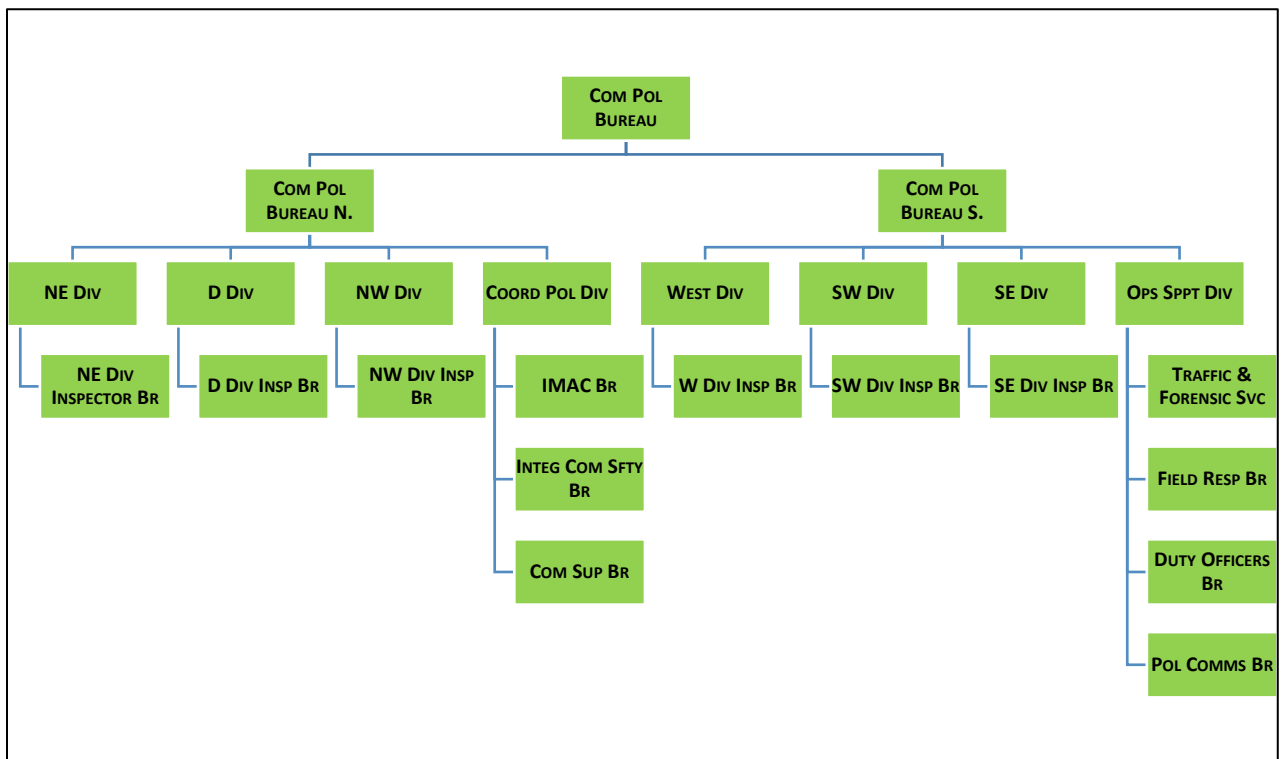


FIGURE 2 CORPORATE SERVICES BUREAU

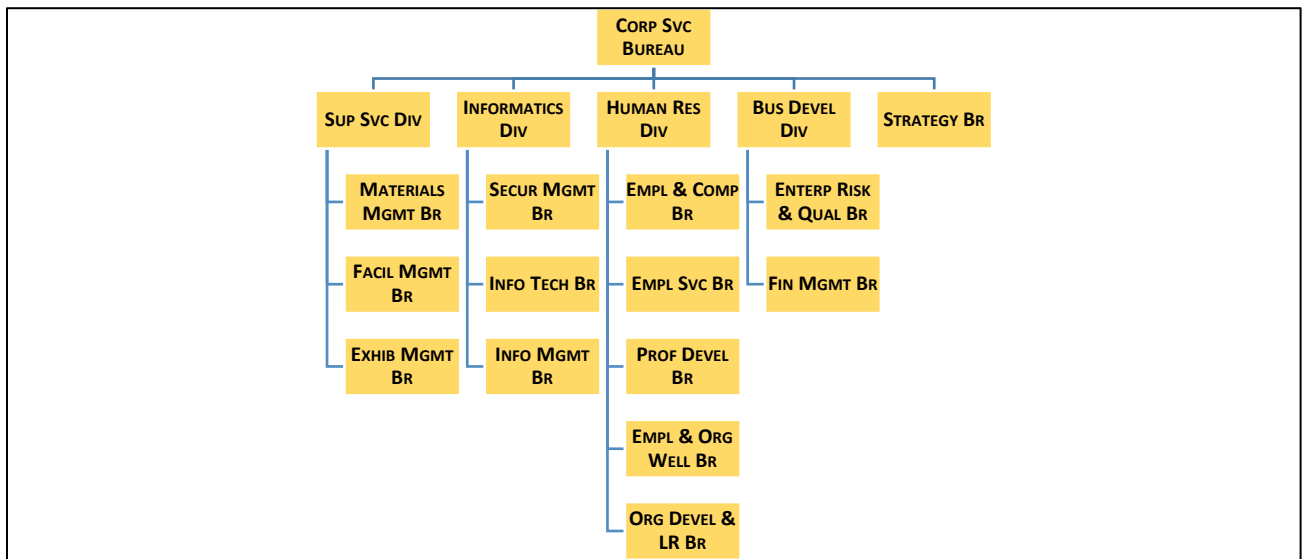


FIGURE 3 INTELLIGENCE AND INVESTIGATIONS BUREAU

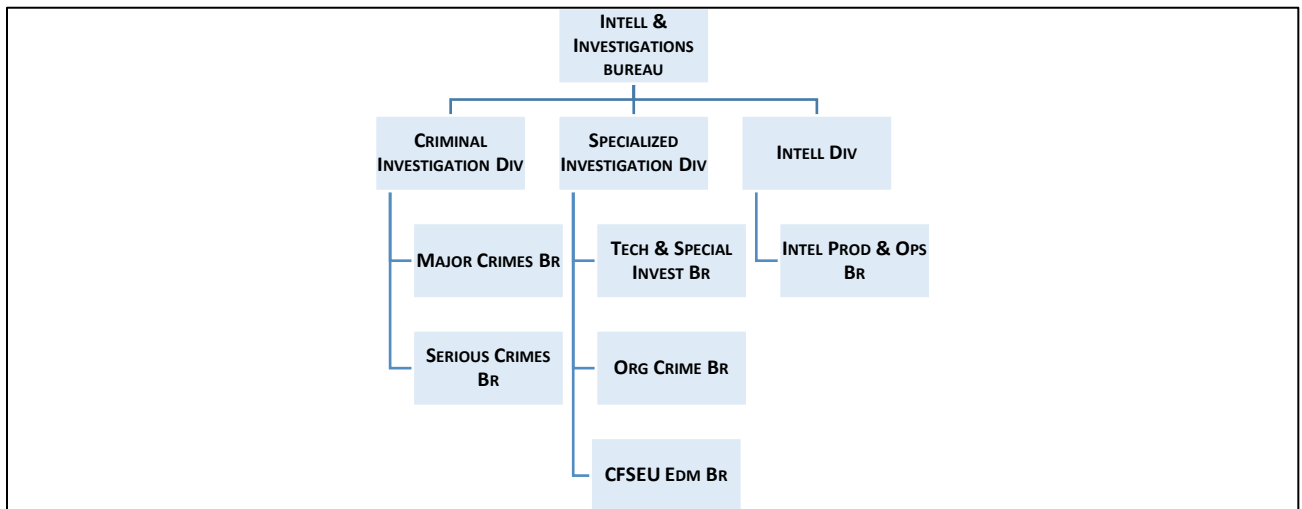


FIGURE 4 LEGAL AND REGULATORY SERVICES DIVISION

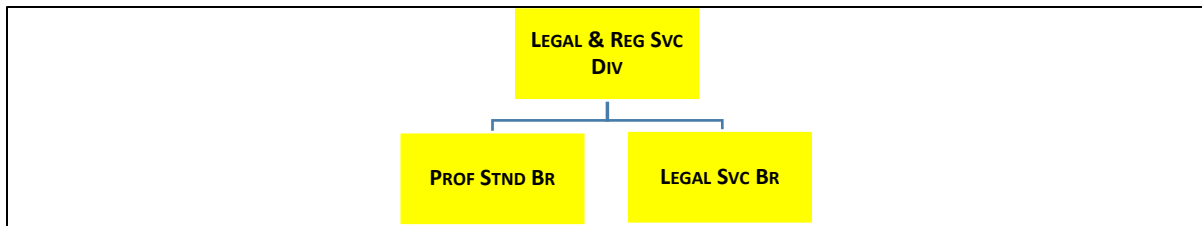
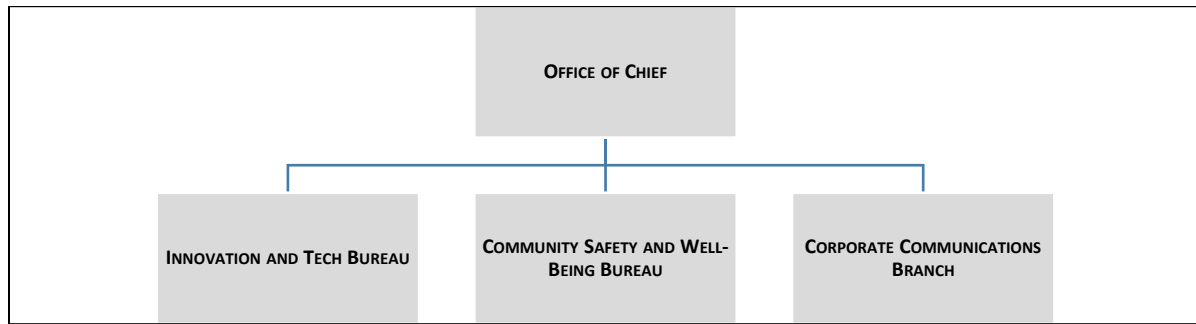


FIGURE 5 OFFICE OF THE CHIEF OF POLICE



APPENDIX 2: POLICE PERFORMANCE REVIEW SUMMARY

137. Business plans establish goals and describe work (tasks) required to achieve them. Plans assign resources to perform work and include information necessary to coordinate efforts to achieve goals such as authority to use resources, timelines, performance measures and reporting (feedback) structures.^{35/36/37}
138. The Team identified four Business Plan elements essential assessing police performance: Business Plan (document), goals, performance measures, and surveys. The Team developed separate frameworks to standardize evaluation of each of the Elements.

PERFORMANCE DOCUMENT REVIEW

139. The Team reviewed and considered the EPS performance data and information from the following sources:
 - a. Business plans: EPS (2016-2018; 2019-2022) and Edmonton City (2016-2018);
 - b. Annual Reports (2016 through 2019) and EPS digital dashboard;
 - c. Workload data, Police Commission agendas and minutes; and
 - d. EPS survey results (2016, 2018) and City survey (2016, 2017).

BUSINESS PLAN REVIEW

140. The Team used the following framework to assess the EPS Business Plan (documents) specifically to determine if it contained these elements:
 - a. Goals are clearly described and aligned with outputs required to achieve them.
 - b. Activities necessary to deliver outputs.
 - c. Resources: Staff, equipment, funding, et cetera:
 - i. Assign resources based on goals / outputs assigned to elements or units; and
 - ii. Assign resources required to perform work and deliver outputs.
 - d. Performance measures:
 - i. Linking activities to outputs and outputs to goals;
 - ii. Facilitate understanding of performance and support problem solving; and
 - iii. Manage schedules and timelines.
 - e. Performance management: Work, resources; identify and resolve concerns:
 - i. Achieve goals;
 - ii. Work performed and deliver outputs; and
 - iii. Achieve scheduled milestones.
141. The Team also examined the EPS planning process to determine whether it:
 - a. Communicated the intent of the plan intent to the organization and community; and
 - b. Allocated resources, coordinated activities.

³⁵ George, B., Walker, R.M. & Monster, J. (2019) Does strategic planning improve organizational performance? A meta-analysis. *Public Administration Review*, Vol. 79, pp. 810-819

³⁶(Example) Government of Canada, Supporting effective evaluations: A Guide to Developing Performance Measurement Strategies, downloaded on 2019Nov20 from <https://www.canada.ca/en/treasury-board-secretariat/services/audit-evaluation/centre-excellence-evaluation/guide-developing-performance-measurement-strategies.html#PMSF>

³⁷ Behn, R.D. (2003) Why measure performance? Different purposes require different measures. *Public Administration Review*, Vol 63, p. 586-606 / Sparrow, M.K. (March 2015) Measuring performance in a modern police organization. *New Perspectives in Policing*. Harvard Kennedy School and National Institute of Justice

142. The EPS business plan included all elements of the framework. The plan communicated intent and facilitated management of work and resources. The Team identified the following opportunities for improvement to the plan:
- a. Goals: Some goals cannot be achieved (i.e. 1.1-1.3, 1.4). EPS should review their goal setting process to ensure goals are clearly defined including:
 - i. Recognize limitations of control over factors that affect achieving goals; and
 - ii. Describe the desired impact of outputs on efforts to achieve goal.
 - b. Tasks: Clarify relationship between tasks, outputs and goals (outcome). EPS should review their planning process to clarify those relationships:
 - i. What outputs will tasks deliver; how are they linked to a goal (outcome);
 - ii. What resources will perform the tasks (staff, funds, equipment); and
 - iii. What is the timeline to perform tasks, deliver outputs, and / or achieve goals.
 - c. Performance measures: Do not always facilitate alignment of work performed and goals. EPS should review the process to develop measures:
 - i. Ensure measures explain how changes support understanding of work performed to achieve a goal;
 - ii. Ensure measures provide sufficient feedback on efforts to achieve goals and support monitoring problems, concerns or failures; and
 - iii. Ensure EPS does not use performing tasks as measures.

GOALS

143. Goal assessment framework:
- a. Capability: Agency must have the ability to perform the work and deliver the outputs required to achieve the goal. Capability is a collective inventory of skills, knowledge, competencies, staff and other resources. Plan must recognize the balance between:
 - i. What outputs are required to achieve a goal; and
 - ii. What outputs can an agency deliver given their capabilities.
 - b. Define goal: Planners and those implementing the plan must understand how work performed contributes to achieve the goal:
 - i. Tasks: How do tasks contribute to achieving a goal (what is the output);
 - ii. Impact: Explain how outputs contribute to achieving goals;
 - iii. Resources / time: Who will perform the work, when will the work / goal be complete (timeline); and
 - iv. Other conditions / limitations: What other partner resources and inputs are required to achieve a goal (due to conditions, limitations).
144. The Team found that while EPS could use most goals to review performance some goals were not suitable. The Team made the following observations about the goals:
- a. Define Goal: Relationship between the goals and work performed (tasks) not always clear. Responsibility for performing work and resource assignment not always clear; and
 - b. Capability: Some goals cannot be achieved (i.e. 1.1-1.3, 1.4) because of the agency's limitations. Definitions do not clearly:
 - i. Recognize limited control over factors that affect achieving stated goals; and
 - ii. Describe the desired impact of outputs on efforts to achieve goal.

PERFORMANCE MEASURES

145. Performance Measure Assessment Framework:
- a. Defined: Measures must have a clear and intelligible definition to ensure consistent collection and fair comparison. Include:
 - i. Why, how, when data is collected and who is responsible;
 - ii. How changes in the measure in relate to efforts to achieve a goal; and
 - iii. Employ terms information users will understand. Public indicators should avoid using management jargon or abstract concepts.
 - b. Relevant / Attributable:
 - i. Relevant: Indicators should be germane to the organization and its staff; and
 - ii. Attributable: Measures must link goals, tasks, and resources. Organization / staff must be able to influence the performance measured.
 - c. Valid: Measure what they are purported to measure;
 - d. Reliable: Produce similar results under similar (consistent) conditions allowing comparison over time (or between organizations if necessary);
 - e. Verifiable: Data collection and analysis must take place within a robust system; allowing staff to verify the information's accuracy and consistency;
 - f. Timely: Time scale depends on use of data. Indicator must be calculated using data available within a reasonable time scale; and
 - g. Cost effective: Cost of collecting information must be in balance with its usefulness. Ideally, indicators should use data / information already available.
146. EPS uses their performance measures to report on performance in their Annual Report Cards and the Digital Dashboard. However, the measures used differ between the report formats (Report Card vs Dashboard) and over time, for example, across the reporting period:
- a. The measures used differ between the Report Card and the Dashboard;
 - b. Some measures are changed without explanation;
 - c. Some measures are removed or not reported; and
 - d. Introduced new measures without explanation.
147. The 2016-2018 EPS business plan included measures for most goals. However, the measures did not fully assist in aligning goals with the resources and work required to achieve those goals. As such, it was difficult to determine whether or not the data collected:
- a. Provided feedback necessary to identify and resolve concerns regarding performance; and
 - b. Supported decision making by both police executive and the oversight body.
148. The Team made the following observations regarding the EPS performance measures:
- a. Relevant / attributable: Most goals included measures. Most measures used were milestones (start or finish of work):
 - i. Milestones focused attention on work performed and not the intended results (achieving a goal) EPS had the ability to achieve stated goals using available resources; and
 - ii. However, the goals stated tended to focus on internal processes and / or short-term projects. Longitudinal analysis was not possible.
 - b. Valid and reliable: These were concepts were difficult to assess using the listed measures.

- c. Defined: Did not define measures. None of the measures explained clearly what changes in the measure meant in relation to efforts to achieve a goal:
 - i. Measures do not explain how changes in a measure support understanding of work performed or efforts to achieve a goal; and
 - ii. Some measures listed are actually tasks. As described, those measures do not provide sufficient feedback on efforts to achieve goals; or support monitoring performance for problems, concerns or failures.
- d. Verifiable / timely: Agency business intelligence system should be reviewed to identify improvements; and
- e. Cost effective (Manageable): Interviews with agency staff and reviews of available analytical documents indicate that the agency lacks sufficient capacity to develop business intelligence (operational and business planning).

SURVEY

- 149. Survey assessment framework:
 - a. Survey objectives (clear, focused);
 - b. Population sample strategy (representative, random);
 - c. Question design (clear, focused, Standard compliant) and response scale;
 - d. Response analysis; and
 - e. Results (presenting and reporting).
- 150. The EPS Community Survey and City Survey were a good source of information on high-level police performance (agency as a whole). The EPS Surveys addressed all areas within the framework and that the questions met the requirements of standard OM 1.1. The Team noted the following potential issues:
 - a. Not linked to specific goals;
 - b. Not used to evaluate performance in relation to goals stated in the Business Plan;
 - c. Question format was not sufficient to identify where improvements could be made; and
 - d. Could not find survey data referenced to guide follow-up data collection to identify targets for improvement (interviews, focus groups, targeted surveys).
- 151. The following sections present the Teams' findings regarding the policing provided by EPS.

FINDINGS: ADEQUATE AND EFFECTIVE

152. The Team reviewed available performance data and information to determine whether the EPS provided adequate and effective policing (see para 10 and footnotes).

ADEQUATE (EQUITABLE)

153. The Team determined that EPS assigned resources to provide the required services. Available information indicates EPS provided equitable policing.

ENFORCEMENT: IDENTIFY, RESPOND TO, INVESTIGATE AND RESOLVE ISSUES IN SUPPORT OF THE ADMINISTRATION OF JUSTICE AND TO KEEP THE PEACE

| SUB-PROCESSES | RESOURCES ASSIGNED |
|--|--|
| Call evaluation / dispatch: Facilitate the management of police resources and risk | Agency CED unit (includes analyst) Resource management: OPPIC, Duty Officer, Div Watch / shift supervisors. Business and crime analysts |
| Respond / investigate: Facilitate timely and professional resolution of citizen requests | Response resources: Patrol, on-line, station reporting Additional Response: Traffic, Beats, PACT, CARRT, DVIT, NET, Crime Management Team, special teams Response support: Major crimes, Forensic Ident, Tactical, air support External Partnerships: Local support agreements, ALERT |
| Support to crown / victim: Support prosecution and aid victim / witness trauma management | Crown support: Court Unit, Exhibit Management, Operational Information Management Section, IMAC Victims Service |

PROBLEM SOLVING: IDENTIFY CRIME AND SOCIAL DISORDER ISSUES WITHIN A COMMUNITY, EXAMINE ROOT CAUSES, ESTABLISH STRATEGIES TO ASSIST IN RESOLVING AND PREVENTING THEM

| SUB-PROCESSES | RESOURCES ASSIGNED |
|---|--|
| Scan / analyze: Break complex topics into smaller parts to identify and describe problems and develop viable solutions | Div Staff, Crime Mgmt Team, Comm Sgt, NET Intell Div, OICC, Targeted Offender Sect, Comm Safety / Well-being Traffic, PACT, CARRT, SRO, Coordinated Policing Div, DOCS, Community Solution Accelerator Community partners |
| Plan: Direction on actions to take and resources assigned to effectively resolve identified issues | Division staff, Crime Mgmt Team, Comm Sgt, NET Intelligence Branch, OICC, Targeted Offender Sect, Comm Safety / Well-being Traffic, PACT, CARRT, SRO, Coordinated Policing Div, DOCS Community partners |
| Implement / assess: Apply resources to address issues and evaluate outcomes | Division staff Crime Mgmt Team, Comm Sgt, NET Intelligence Branch, OICC, Targeted Offender Sect, Comm Safety / Well-being Traffic, PACT, CARRT, SRO, Coordinated Policing Div, DOCS Community partners |

AWARENESS: PROMOTE AN ACCURATE PERCEPTION OF SAFETY, PREVENT AND REDUCE CRIME AND VICTIMIZATION AND ENSURE EFFECTIVE COMMUNICATION WITH THEIR COMMUNITIES

| SUB-PROCESSES | RESOURCES ASSIGNED |
|--|---|
| Scan / analyze: Break complex topics into smaller parts to identify and describe problems and produce factual (reliable and valid) "safety" statistics | Intell Div, OICC Crime Mgmt Team, Comm Sgt, NET Traffic, PACT, CARRT, SRO, Coordinated Policing Div, Community Solution Accelerator Community partners |
| Communicate: Ensure public access to information that informs community and individual understanding of risk from crime and actions to take to reduce crime and victimization | All staff Corporate Communications Traffic, PACT, CARRT, SRO, NET, Coordinated Policing Div Community meetings, media releases Annual reports, surveys, pamphlets, website, |

COMMUNITY COORDINATION: CULTIVATE AND MAINTAIN POSITIVE, PRODUCTIVE AND CREATIVE PUBLIC SAFETY RELATIONSHIPS WITH COMMUNITIES

| SUB-PROCESSES | RESOURCES ASSIGNED |
|---|---|
| Cultivate: Actively acquire and develop relationships with the community at all levels | Comm Safety / Well-being Community Solutions Accelerator Community and partner meetings Traffic, PACT, CARRT, SRO, NET, Coordinated Policing Div |
| Maintain: Preserve trusting and cooperative relationships with the community | Community Solutions Accelerator, Comm Safety / Well-being Entire agency and community partners Traffic, PACT, CARRT, SRO, NET, Coordinated Policing Div, DOCS |

PROFESSIONALISM: PROMOTE AND MAINTAIN ORGANIZATIONAL AND INDIVIDUAL COMPETENCE THROUGH INTERNAL PERFORMANCE MANAGEMENT SYSTEMS

| SUB-PROCESSES | RESOURCES ASSIGNED |
|---|---|
| Individual competence: Establish and maintain behaviour and practice expectations. | Executive, managers, supervisors, members Professional Development Branch |
| Supervision and guidance: Direct and monitor individual, unit and agency to maintain behaviour and practice expectations through policies / procedures, management / supervision, guidance | Executive, Managers, Supervisors Regulatory Services (Professional Standards), Enterprise Risk & Quality Management Branch |
| Organization and planning: Develop, implement and coordinate agency actions and deploy resources...through business planning, management, awareness and feedback | Commission, Executive, Management Corporate Services Bureau, Regulatory Services Human Resources Div, Enterprise Risk and Quality Management Branch |

ADEQUATE (EFFICIENT)

154. The Team analyzed available data to determine whether the cost of providing the services balanced against the benefits received (efficient).
155. At the time of this audit, none of Alberta's police agencies was able to provide financial data down to the service category level. Available Commission reports and financial analysis did not indicate any concerns with regard to EPS budgets or financial management practices.³⁸
156. The available information indicates EPS provided efficient policing.

³⁸ City of Edmonton Business Plans, Annual Reports, Unaudited financial Information, Police Commission minutes

EFFECTIVE

157. The Team reviewed the goals and measures of performance listed in planning documents and community surveys to assess effectiveness. The following table presents the results.

| GOAL: REDUCE CRIME AND VICTIMIZATION | | |
|--|--|---|
| GOAL | DEFINED | MEASURABLE |
| CRIME SEVERITY INDEX | Tasks: Required work not described other than directed and self initiated. Agency has some capabilities but not all required. Impact: Does not describe intended effects of work performed Resources: Assigned Other: none listed | Goal is measureable. Outputs are measurable. <ul style="list-style-type: none"> Police are not able to reduce CSI <ul style="list-style-type: none"> No control of type of crime committed No control over length of sentence Police have only minimal control over factors that affect achieving this goal (social factors). Outputs not described other than "directed and self-initiated" Observations <ul style="list-style-type: none"> Limited ability to control direction of existing measures (CSI / UCR). Link between outputs and effects that may cause change is not explained No control of weighting factors (sentencing) Desired outcome and measure could be described better "Natural" state crime severity index not known |
| VIOLENCE REDUCTION STRATEGY: VIOLENT CRIME | As above | Goal is measureable. Outputs are measurable. Limited ability to control direction of existing measure: <ul style="list-style-type: none"> Police are not able to reduce violence Measure: Reduce occurrence of four indicator crimes (homicide, sex assault, assault, robbery) Outputs not described but "enforcement" is implied. Desired effects not described Observations <ul style="list-style-type: none"> Police have only minimal to moderate control over factors that affect commission of crime and resources to change those factors. <ul style="list-style-type: none"> Commit: behavioural, social, economic Change: Education, health, employment, etc Police have limited ability to control direction of existing measures (reporting rates) No description of how outputs will cause a decrease in indicator crimes |
| VIOLENCE REDUCTION STRATEGY: SOCIAL DISORDER | As above | Goal is measureable. Outputs are measurable. Limited ability to control direction of existing measure: <ul style="list-style-type: none"> Measure: Reduce occurrence of 17 indicator crimes Outputs not described but "enforcement" is implied. Desired effects not described Observations <p>Reduce social disorder difficult. Police have only minimal to moderate control over factors that affect committing crime and resources to change those factors.</p> <ul style="list-style-type: none"> Commit: behavioural, social, economic Change: Education, health, employment, etc Police have limited ability to control direction of existing measures (reporting rates) No description of how outputs will cause a decrease in indicator crimes Desired outcome and measure could be described better |

| | | |
|--------------------------------|--|---|
| DOMESTIC VIOLENCE INTERVENTION | <p>Tasks: Required work described—"checks". Units appear to have required capabilities</p> <p>Impact: Effects described</p> <ul style="list-style-type: none"> Offender check: Ensure compliance with conditions Victim: safety plans, referrals, support <p>Resources: Assigned units and partnerships described and appear capable</p> <p>Other: none listed</p> | <p>Goal is measureable. Outputs are measurable.</p> <ul style="list-style-type: none"> Measures described; target stated. Outputs described. Desired effects described. <p>Observations:</p> <p>Intervention is good. Police have moderate to high control over factors / resources.</p> <ul style="list-style-type: none"> Improve DV offender management Improve victim intervention / support and Have ability to control direction of measures Outputs can generate desired effects; and control direction of measure Desired outcome and measure could be described better |
| PROPERTY CRIME | <p>Tasks: Required work not described other than responsive and directed service. Agency has some capabilities but not all required.</p> <p>Impact: Does not describe intended effects of work performed</p> <p>Resources: Assigned</p> <p>Other: none listed</p> | <p>Goal is measureable. Outputs are measurable.</p> <p>Limited ability to control direction of existing measure:</p> <ul style="list-style-type: none"> Measure: Reduce occurrence of four indicator crimes (B&E, theft from veh, theft of veh, theft over). Target annual reduction Outputs not described but "enforcement" is implied. Desired effects not described <p>Observations</p> <ul style="list-style-type: none"> Maintain / Reduce property (esp vehicle theft). Police have only minimal to moderate control over factors that affect commission of crime and resources to change those factors. Commit: behavioural, social, economic Change: Education, health, employment, etc Police have limited ability to control direction of existing measures (reporting rates) No description of how outputs will cause a decrease in indicator crimes. PREVENTION not noted but research has shown it is most effective to reduce occurrence Desired outcome and measure could be described better |
| TRAFFIC SAFETY | <p>Tasks: Required work described in Traffic Safety Plan including partnerships with others including City of Edm, province and other partners</p> <p>Impact: Effects explained in Traffic Safety Plan</p> <p>Resources: Assigned</p> <p>Other: none listed</p> | <p>Goal (reduce intersection collisions) is measurable. Outputs listed in Traffic Safety Plan (enforcement, awareness, education) are measurable.</p> <ul style="list-style-type: none"> Measure: decrease number of collisions in high frequency collision corridors / intersections. Target not wholly within police control Outputs measurable. Desired effects described (Traffic Safety Plan / Vision Zero) <p>Observations:</p> <ul style="list-style-type: none"> Improve traffic safety by reducing collisions in high risk corridors / intersections Police have minimal to moderate control over factors that affect collisions Driver choices: rules, safety Vehicle design Road engineering Effects of output on goal explained. However, ability of police to reduce collisions is not fully within police control Enforcement is better measure with long term outcome of driver compliance with rules and reduced collisions Desired outcome and measure could be described better |

| | | |
|---------------------------|--|---|
| GANG AND DRUG ENFORCEMENT | Tasks: Described in plan (high level). Agency has capability to perform tasks. Impact: Effects implied in plan Resources: Assigned Other: none listed | Goal / tasks are measurable. <ul style="list-style-type: none"> Measure: increase number of gang interventions. Target within police control Connection (impact) between task / goal not clear Outputs measurable. Desired effects implied in plan Observations <ul style="list-style-type: none"> Decrease impact of gang motivated violence on public safety Police have minimal to moderate control over factors that might reduce gang violence <ul style="list-style-type: none"> Reduce desire to use violence as tool Reduce desirability of membership Desired outcome and measure could be described better |
|---------------------------|--|---|

| GOAL: INVESTIGATIVE EXCELLENCE | | |
|--|--|--|
| GOAL | DEFINED | MEASURABLE |
| CLEARANCE RATE | Tasks: Tasks assigned recognize all capabilities Impact: Effects of work on goal implied in plan Resources: Assigned Other: none listed | Goal is measurable. Outputs are measurable. <ul style="list-style-type: none"> Maintain high clearance rate to support public confidence / deter crime Police have moderate control of factors to achieve goal Measure described. Target stated. Link between work and effects to cause change not explained Outputs not described. Must include reporting process, investigation and support elements. Observations <ul style="list-style-type: none"> No control of type of crime reported or length of sentence Limited control of investigation outcome "Natural" weighted clearance rate not known Police have limited ability to control direction of existing measures (CSI / UCR) No description of how outputs will influence CSI Desired outcome and measure could be described better "Natural" weighted clearance rate not known |
| GOAL: INCREASED EFFICIENCY AND EFFECTIVENESS | | |
| GEOGRAPHIC DEPLOYMENT MODEL | Tasks: Tasks assigned recognize all capabilities Impact: Effects implied in plan Resources: Assigned Other: none listed | Goal is measurable. Outputs are measurable. Priority 1 response time <ul style="list-style-type: none"> Meet or exceed established response times. Directed activities: <ul style="list-style-type: none"> Assigned / self-initiated work dedicated to prevent, intervene, suppress Police have high control of factors to achieve this goal Measure described. Target stated. Link between work and effects to cause change explained Outputs described. Observations <ul style="list-style-type: none"> Link between work and resource use analysis and resource management not explained in plan. Analyst work and assigning directed activities should be explained |
| GOAL: COMMITMENT TO PROFESSIONALISM | | |
| PUBLIC COMPLAINT INVESTIGATION | Tasks: Tasks assigned recognize all capabilities Impact: Effects of Goal/work effects not included Resources: Assigned Other: none listed | Goal is measurable. Outputs are measurable. Timely conclusion of professional standards investigations. Goals <ul style="list-style-type: none"> Concluded ...OR All steps completed within 6months Target 75% Police have high control of factors to achieve goal Measure described. Target stated. Link between work and effects to cause change are explained Outputs described...investigations and outcomes |

158. Goals and measures related to police (alone) reducing crime are impossible to achieve. Two important issues with this measure are:
- a. Who “controls” the factors that underlie the “choice” to engage in crime:
 - i. Economy, poverty, social, family, and laws (i.e. what is legal and what is not? What has changed—marijuana legalization; protests; economy); and
 - ii. We will always have crime. What is the “base” rate of crime in society? How close is the current crime rate a “base” rate of crime?
 - b. Both Crime Severity Index and Weighted Clearance Rate use sentence severity as weighting factors in their calculations:
 - i. Sentencing is a primary weighting factor used to calculate CSI and WCR; and Police have limited ability to no impact impacted by changes in sentencing
 - ii. CSI / WCR are better measures of environmental conditions.
159. EPS reports on performance in two places:
- a. Annual reporting in the Police Performance Report Card (Report Card); and
 - b. Quarterly reporting in the Edmonton Electronic Dashboard (Dashboard).³⁹
160. Tables 1 through 4 list EPS goals (column 1) and performance measures:
- a. Column 2: Annual Report Card performance measures
 - b. Column 3: Dashboard measures
161. The last table (Table 5) shows Edmonton City Business Plan performance measures and results for the EPS.

³⁹ Results downloaded from <https://dashboard.edmonton.ca/eps> on 2020Aug)

TABLE 1: REDUCE CRIME AND VICTIMIZATION PERFORMANCE MEASURES

| REDUCE CRIME / VICTIMIZATION | REPORT CARD MEASURES | DASHBOARD MEASURES |
|--|---|--|
| <p>Tasks</p> <ul style="list-style-type: none"> • Reduce the frequency and severity of crime and disorder • Reduce fear caused by victimization • Prevention, intervention and suppression activities <p>Positive change opportunities (Problem projects?)</p> <ul style="list-style-type: none"> • Warrant project • Heavy Users of Service • Community Wellness Center • Transit policing • Downtown Revitalization • Counter Terrorism Strategy • Domestic Offender management • Safe in Six | <p>Crime Severity</p> <ul style="list-style-type: none"> • Reduce CSI by 2 points annually <ul style="list-style-type: none"> ◦ Benchmark: 93.34 (2013) ◦ 2016-2019: Not achieved • Compare CSI to other large Canadian Cities: <ul style="list-style-type: none"> ◦ In line with trends in AB, Western Canada and large municipalities in East <p>Violent crime: Measures and target changed</p> <ul style="list-style-type: none"> • Reduce Viol Crime indicators annually (4 indicators) <ul style="list-style-type: none"> ◦ 2016: Achieved (3.2% reduction) ◦ 2017: Not achieved ◦ 2018: Achieved (0.2%) ◦ 2019: Not achieved • Reduce social disorder annually (17 types) <ul style="list-style-type: none"> ◦ 2016-2019: Not achieved • Dom Viol: Offender Checks 5% increase (2014) <ul style="list-style-type: none"> ◦ 2016: Achieved (34% increase) ◦ 2017-2019: Not reported • Dom Viol: Victim follow up checks 2% increase (2014) <ul style="list-style-type: none"> ◦ 2016: Achieved (9.9% increase) ◦ 2017-2019: Not reported <p>Property crime</p> <ul style="list-style-type: none"> • Reduce Prop crime indicator annually (4 indicators) <ul style="list-style-type: none"> ◦ 2016-2018: Not achieved <p>Traffic: Measure and target changed</p> <ul style="list-style-type: none"> • Corridor / intersection collision: Reduce # Collisions 2% annual <ul style="list-style-type: none"> ◦ 2016: Not achieved ◦ 2017-2019: Not reported <p>Gang / Drug enforcement:</p> <ul style="list-style-type: none"> • High- med- low- level disruption: Annual maintain or increase (2015) <ul style="list-style-type: none"> ◦ 2016: Achieved ◦ 2017: Not achieved ◦ 2018-2019: Not reported | <p>Crime Severity</p> <ul style="list-style-type: none"> • Reduce CSI by 2 points annually <ul style="list-style-type: none"> ◦ Benchmark: 93.34 (2013) ◦ 2016-2018: Not achieved • Compare CSI to other large Canadian Cities: <ul style="list-style-type: none"> ◦ In line with trends in: AB, Western Canada and large municipalities in East <p>Violent crime</p> <ul style="list-style-type: none"> • Reduce Viol Crime indicators annually (4 indicators) <ul style="list-style-type: none"> ◦ 2016-2018: Not achieved • Reduce social disorder annually (17 types) <ul style="list-style-type: none"> ◦ 2016-2018: Not achieved • Dom Viol: Offender Checks 5% increase (2014) <ul style="list-style-type: none"> ◦ 2016-2018: Not reported • Dom Viol: Victim follow up checks 2% increase (2014) <ul style="list-style-type: none"> ◦ 2016-2018: Not reported <p>Property crime</p> <ul style="list-style-type: none"> • Reduce Prop crime indicator annually (4 indicators) <ul style="list-style-type: none"> ◦ 2016-2018: Not achieved <p>Traffic</p> <ul style="list-style-type: none"> • Corridor / intersection collision: Reduce # Collisions 2% annual <ul style="list-style-type: none"> ◦ 2016-2018: Not reported • [City reported intersection collision: 2015 Start (14,516)] <ul style="list-style-type: none"> ◦ 2016: Achieved ◦ 2017: Not achieved ◦ 2018: Achieved <p>Gang / Drug enforcement</p> <ul style="list-style-type: none"> • High- med- low- level disruption: Annual increase (2015) <ul style="list-style-type: none"> ◦ 2016: Not reported ◦ 2017: (Reported) Not achieved ◦ 2018-2019: Not reported |

TABLE 2: INVESTIGATIVE EXCELLENCE PERFORMANCE MEASURES

| INVESTIGATIVE EXCELLENCE | REPORT CARD MEASURES | DASHBOARD MEASURES |
|---|---|--|
| <p>Tasks</p> <ul style="list-style-type: none"> • Ensure a high standard of investigative competency reflected in <ul style="list-style-type: none"> ○ increased clearance rates and successful prosecutions that support the administration of justice <p>Positive change opportunities (Problem projects?)</p> <ul style="list-style-type: none"> • Corrections investigation • Crime management teams • Intelligence model review • Cybercrime investigations • Community outreach | <ul style="list-style-type: none"> • WCR: 43% or higher (Annual from StatsCan CANSIM) <ul style="list-style-type: none"> ○ 2016: Not achieved ○ 2017: Not achieved ○ 2018: Not achieved | <ul style="list-style-type: none"> • WCR: 43% or higher (Annual from StatsCan CANSIM) <ul style="list-style-type: none"> ○ 2016: Not achieved ○ 2017: Not achieved ○ 2018: Not achieved <p>[See above Workload Analysis section for WCR details]</p> |

TABLE 3: INCREASED EFFICIENCY AND EFFECTIVENESS PERFORMANCE MEASURES

| INCREASE EFFICIENCY AND EFFECTIVENESS | REPORT CARD MEASURES | DASHBOARD MEASURES |
|---|--|--|
| <p>Tasks</p> <ul style="list-style-type: none"> • Effectiveness involves “doing the right thing” and efficiency involves doing things right. Included are initiatives <ul style="list-style-type: none"> ○ Process simplification ○ Effective use of technology ○ Effective policing practices ○ Sound leadership, management and supervisory practices ○ Collaborate with partners (city departments, external partners, levels of government) ○ Use best practices, professional standards <p>Positive change opportunities (Problem projects?)</p> <ul style="list-style-type: none"> • Collision reporting center • Online reporting • Communication (CED) revitalization • Public Safety Radio Network (AFRRCS) • Law Enforcement Automated Disclosure • Digital Asset Management System • Strategic facilities plan • North-West Campus • IT Governance • Cyber Security • Enterprise Mobility Solution • Human Resource Information System • Employee Development Model • Learning Management System • Three Year Budget and Planning process • Budget Coaching and Mentoring • Review of Senior Mgmt Structure • Long Term Capital Plan | <p>Geographic deployment model</p> <p>P1 Response Time: 7 min or less for 80%</p> <ul style="list-style-type: none"> • 2016-2019: Not achieved <p>Proactive time: 25% time dedicated to prevention, intervention, suppression</p> <ul style="list-style-type: none"> • 2016-2019: Not achieved | <p>Geographic deployment model</p> <p>P1 Response Time: 7 min or less for 80%</p> <ul style="list-style-type: none"> • 2016-2019: Not achieved <p>Proactive time: 25% time dedicated to prevention, intervention, suppression</p> <ul style="list-style-type: none"> • 2016-2019: Not achieved |

TABLE 4: COMMITMENT TO PROFESSIONALISM PERFORMANCE MEASURES

| COMMITMENT TO PROFESSIONALISM | REPORT CARD MEASURES | DASHBOARD MEASURES |
|--|---|--|
| Tasks <ul style="list-style-type: none"> Adhere to the core values of EPS Build on the cornerstones of organizational effectiveness to strive for excellence in all activities Professionalism applies to everyone, all the time Positive change opportunities (Problem projects?) <ul style="list-style-type: none"> Strategic recruiting plan Ability to deliver services at a Corporate Level Professional Standards Organizational Communication Strategy | Public complaint investigation concluded or all invest steps completed within 6 months: <ul style="list-style-type: none"> Target: 75% of files <ul style="list-style-type: none"> 2016: Not achieved Target change: 50% of files <ul style="list-style-type: none"> 2017: Not achieved 2018: Achieved (52% referencing Q 1 and 2 files only) 2019: Not achieved (36% referencing Q1 and 2 files only) | Public complaint investigation concluded or all invest steps completed within 6 months: <ul style="list-style-type: none"> Target: 75% of files <ul style="list-style-type: none"> 2016: Not achieved Target (2017 change): 50% of files <ul style="list-style-type: none"> 2017-2018: achieved in 5 of 12 quarters |

TABLE 5: CITY OF EDMONTON BUSINESS PLAN (2016-2018) IMPROVE LIVABILITY

| IMPROVE LIVABILITY | EPS PERFORMANCE MEASURES |
|---|---|
| Tasks <ul style="list-style-type: none"> Focus on people concerns associated with improved efforts on prevention and identifying and addressing the root causes <ul style="list-style-type: none"> “Welcoming , safety perception, cleanliness and aspects important to the notion of urban village creation EPS efforts commence with the environmental scan <ul style="list-style-type: none"> Identify community issues / concerns and priorities that inform day-to-day public safety and security operations. Key efforts are included in the Violence Reduction Strategy | Goal is measured on a strategic level using: <ul style="list-style-type: none"> Reduce CSI by 2 points annually <ul style="list-style-type: none"> Benchmark: 93.34 (2013) 2014-2018: Not achieved [See workload analysis data for details] |

162. The Team reviewed the measures used in both the Annual Report and the Dashboard.
- Measures differ between locations;
 - Many measures are presented in the Business Plan:
 - Have been eliminated in the Annual Report Card; and
 - Some Report Card targets were changed without explanation.
 - Neither presentation facilitates longitudinal (year over year) analysis.
163. The Team also noted that there are many measures used the Annual Report and the Dashboard are not included in the Business Plan (see following table). Table 6 lists the differences.

TABLE 6: DIFFERENCES BETWEEN MEASURES IN REPORT CARD AND THE DASHBOARD

| MEASURES USED IN THE POLICING PERFORMANCE REPORT CARD AND DASHBOARD BUT NOT IN BUSINESS PLAN | |
|--|--|
| POLICE SERVICE PERSONNEL | |
| <ul style="list-style-type: none"> Sworn recruiting: <ul style="list-style-type: none"> Trainee numbers: Reported 2016-2019 Female applicant: Reported 2016-2019 Female hire: Reported 2018-2019. Minority (also: diverse, culturally experienced, indigenous or racially visible). Reported 2016-2019. Staff time: Reporting sick time and overtime. <ul style="list-style-type: none"> Sick time (sworn / civilian): Reported 2018 only Overtime (sworn / civilian): Reported 2018 (total agency hours) 2019 (Full Time Equivalent hours) Public Complaints: Time to resolve complaint (investigation speed) and complaint rate per 100 sworn members <ul style="list-style-type: none"> Investigation speed: Reported 2016-2019 Complaint rate: Reported: 2018-2019 Police strength: <ul style="list-style-type: none"> Officers per 100,000 pop. Reported 2016-2019 Confidence in EPS: <ul style="list-style-type: none"> Public confidence: % strong / somewhat agree | |
| POLICE WORK | |
| <ul style="list-style-type: none"> Call evaluation and dispatch: Average speed of answer (ASA) to various time points <ul style="list-style-type: none"> ASA 911, evaluator, non-emergency line: Reported 2016-2018 ASA 911, evaluator: Reported 2019 911-Dispatch call volume: Reported 2016-2019 Mental Health Act (MHA) related calls for service <ul style="list-style-type: none"> Time on call: reported only in 2016 Form 10 process: pre consult, diversion, police hospital wait time: Reported 2017-2018 Mental health hospital visits: Reported only in 2018 Warrants: <ul style="list-style-type: none"> Decrease outstanding warrants: Reported 2017 (milestone project start) Execute warrants: Reported 2018-2019 Missing persons: Historical reviews <ul style="list-style-type: none"> Historical: Reported 2016 Domestic violence <ul style="list-style-type: none"> Occurrence count: Reported 2016-2019 (quarterly) Online reporting: Volume of reports received via online tool <ul style="list-style-type: none"> Number of reports: Reported 2016-2019 (quarterly) | |

Survey Results: City and EPS Community Survey

164. Police and Commissions employ surveys as a primary performance measurement tool. The following table is a summary of the Edmonton City Survey results (2013 and 2019).

| MANDATED QUESTION | EDMONTON CITY SURVEY 2013 (%) | EDMONTON CITY SURVEY 2019 (%) |
|---|--|---|
| What is the public perception of safety and security in the community | ...Factors contribute to high quality of life <ul style="list-style-type: none"> Safe community / low crime: 12% of all mentions ...factors contribute to low quality of life <ul style="list-style-type: none"> High crime / drug use: 4% of all mentions | What do you consider Edmonton's strengths <ul style="list-style-type: none"> Safe community / Low crime rate: 6% of all mentions |
| | How would you rate Edmonton...(Excellent / Good responses) <ul style="list-style-type: none"> Good place to live long term: 94 Good place to raise family: 94 Quality of environment: 95 Overall quality of life: 96 | Rate following aspects Edmonton (Very / Good responses) <ul style="list-style-type: none"> Good place to live long term: 79 Good place to raise family: 82 Quality of environment: 79 Overall quality of life: 79 |
| What is the citizens' level of satisfaction with policing | How important is Edmonton Police Service <ul style="list-style-type: none"> Very / Important: 92 | How important is Edmonton Police Service: <ul style="list-style-type: none"> Very / Important: 90 |
| | How satisfied are you with Edmonton Police Service <ul style="list-style-type: none"> Very / Satisfied: 72 | How satisfied are you with Edmonton Police Service <ul style="list-style-type: none"> Very / Satisfied: 70 |

165. The following table is a summary of the EPS Community Survey results (2016 and 2018).

| MANDATED QUESTIONS | COMMISSION SURVEY QUESTION | 2016 (%) | 2018 (%) |
|---|---|---|---|
| What is the public perception of safety and security in the community | ...feel safe walking in your neighbourhood after dark: | Very / reasonable: 80 | Very / reasonable: 56 |
| | In past 12 (24 in 2018) months neighbourhood crime has: | Increased: 6 Same: 75 Decreased: 19 | Increased: 35 Same: 60 Decreased: 6 |
| | Compared to other communities our crime rate is... | Less: 17 Same: 61 More: 23 | Less: 8 Same: 50 More: 42 |
| | EPS enforce law... | Good / Ave: 97 | Good / Ave: 63 |
| How are police perceived to conduct themselves while performing their duties | Police approachable / easy to talk to | Good / Ave: 86 | Good / Ave: 52 |
| | Level of confidence in police has gone... | Down: 7 Same: 81 Up: 12 | Down: 25 Same: 62 Up: 11 |
| | Keep public informed on crime | Good / Ave: 95 | Good / Ave: 60 |
| | Treat people fairly | Good / Ave: 94 | Good / Ave: 64 |
| | Officers are competent | Strong / somewhat: 62 | Strong / somewhat: 64 |
| What is the level of police officer involvement with their community and its citizens | Ensure citizen safety | Good / Ave: 98 | Good / Ave: 63 |
| | EPS provide adequate level of service | Strong /somewhat: 74 | Strong /somewhat: 58 |
| What is the citizens' level of satisfaction with policing | Had (formal) contact with... | Yes: 31 | Yes: 65 |
| | Satisfied with telephone contact... | Very / somewhat: 86 | Very / somewhat: 75 |
| | Satisfied with dispatch contact... | Very / somewhat: 87 | Very / somewhat: 76 |
| | Satisfied with station contact... | Very / somewhat: 83 | Very / somewhat: 72 |
| | Satisfied with online report... | Very / somewhat: 87 | Very / somewhat: 69 |
| | Wait for dispatch unit was ___ than expected | Longer: 22 Expected: 56 Shorter: 22 | Longer: 49 Expected: 36 Shorter: 15 |
| | Satisfied with EPS initiated contact | Very / somewhat: 83 | Very / somewhat: 68 |

Summary: Effectiveness

166. The Team's review found that the business plan guides EPS activities to achieve EPS stated goals (Public Initiatives):
- Reduced Crime and Victimization: Reduce the frequency and severity of crime and disorder, as well as the related fear caused by victimization;
 - Investigative excellence: Ensure a high standard of investigative competency [reflected in] increased clearance rates and successful prosecutions that support the administration of justice;
 - Increase Efficiency and effectiveness: Ensure that EPS both "does the right thing" and "does things right"; and
 - Commitment to professionalism: Professionalism applies to all EPS staff, all the time. ... [Strive] for excellence in all activities.

167. The Team made the following observations about EPS 2016-2018 performance against those goals as reported in the Annual Report Card, Dashboard and the Community and City surveys:
- a. Report Card: Performance was poor using the business plan measures:
 - i. Achieved target only six times in five of 12 measures used;
 - ii. Most BP measures not used or not reported in the Report Card;
 - iii. Targets of measures are changed without explanation; and
 - iv. Analysis of measures found a number of problems with quality.
 - b. Dashboard: Performance was poor using the business plan measures:
 - i. Achieved target only 3 times in two of the 12 measures used;
 - ii. Measures differ between the Report Card and the Dashboard;
 - iii. Targets of measures are changed without explanation; and
 - iv. Analysis of measures found a number of problems with quality.
168. The results presented in the Report Card and Dashboard indicate that EPS performance was not effective. However, the Survey results provide a different view of EPS performance.
169. The Team reviewed both the Commission and the City Survey results and found EPS performance was good to very good. The Team found the Survey:
- a. Results confound those shown in the Report Card and Dashboard;
 - b. Results were not employed as measures of performance for any goal; and
 - c. Questions did not align with the Business Plan goals.
170. Finally, the Team compiled available performance measures—including the Survey results—to evaluate EPS performance in each of the five Service Categories.

| CATEGORY | SUB-PROCESS | MEASURE | SURVEYS |
|------------------------|---|---|---|
| ENFORCEMENT | <ul style="list-style-type: none"> Manage resources, risk Timely, professional response Support crown, witness | Business plan <ul style="list-style-type: none"> Resources / risk: Managed Response time: Satisfied Support: Satisfied | <ul style="list-style-type: none"> Overall city is safe. Do not feel as safe during the night. Satisfied: Agency and enforcement Satisfied: Interaction and response time Alternate response: Satisfied online tool, satisfied station visit Recommend improvements: Faster response time |
| PROBLEM SOLVING | <ul style="list-style-type: none"> Scan Plan Implement / assess | Business plan / survey <ul style="list-style-type: none"> Scan Plan Implement | Crime prevention is a good approach <ul style="list-style-type: none"> Collect and analyze data Issues: Crime / disorder, traffic. Projects initiated Recommend improvements: |
| AWARENESS | <ul style="list-style-type: none"> Scan Communicate | Business plan / survey <ul style="list-style-type: none"> Scan Communicate | <ul style="list-style-type: none"> Satisfied: community policing information Satisfied: News, information about EPS Recommend improvements: Communication |
| COMMUNITY COORDINATION | <ul style="list-style-type: none"> Cultivate Maintain | Business plan / survey <ul style="list-style-type: none"> Cultivate Maintain | <ul style="list-style-type: none"> No related measures |
| PROFESSIONALISM | <ul style="list-style-type: none"> Individual Supervise / guide Organize / plan | Business plan / survey <ul style="list-style-type: none"> Individual Supervise Organize | <ul style="list-style-type: none"> Individuals: Approachable / fair Organization: Satisfied but decreasing Recommend improve service: Better visibility, improve behaviour, better public contact, more crime prevention |

171. Available performance measures did not provide a thorough evaluation of effectiveness in all Service Categories, however; the Team was satisfied that EPS performed effectively in each.

APPENDIX 3: OFFSITE STANDARDS FILE REVIEW

POLICING STANDARDS FILE REVIEW LEDGER: Organization Management (OM)

| OM (2018): STANDARD - LEDGER | C | N | P | NA |
|--|----------|----------|----------|-----------|
| OM 1.1 – Formally consult with the community every four years (at a minimum) to identify community needs, concerns and expectations regarding policing. | X | | | |
| OM 1.2 – Shall take steps to address identified community needs, concerns and expectations. | X | | | |
| OM 2.1 – Shall ensure all personnel have access to a current organizational chart with a written description of the organization's structure and a policy describing each organizational component or function. | X | | | |
| OM 2.2 – Policy shall outline command protocol for various situations. | X | | | |
| a. Chief is absent, off duty, or incapacitated. | | | | |
| b. Involving personnel from different jurisdictions in a joint operation. | X | | | |
| c. Day-to-day operations. | X | | | |
| OM 2.3 – Policy require members to obey any lawful order from a supervisor. Also deal with situations where the member receives a conflicting or unlawful order. | X | | | |
| OM 2.4 – Shall have a system of policy and procedures. | X | | | |
| OM 2.5 – Shall include mission and values statements of the service. | X | | | |
| OM 2.6 – Shall adopt a Code of Conduct and ensure all members abide by the Code. | X | | | |
| OM 3.1 – Shall develop a multi-year plan that includes. | X | | | |
| OM 3.2 – Shall produce an annual report covering their operations during the previous fiscal year. | X | | | |
| OM 4.1 – Shall have an accounting system that complies with generally accepted accounting principles. | X | | | |
| OM 4.2 – Policy shall outline financial considerations. | X | | | |
| a. Budget process | X | | | |
| b. Responsibilities for the budget preparation. | X | | | |
| c. Responsibilities for the fiscal management. | X | | | |
| OM 5.1 – Shall have policy describing internal audits. | X | | | |
| Comments: OM ALL STANDARDS: FULL COMPLIANCE (13 of 13). | | | | |
| ONSITE FOLLOW UP QUESTIONS 2.1: Organization description should be updated to reflect changes in VSU (now centralized not at division stations) 3.1: Business plan includes all essential elements. See BP analysis in Appx 2 of Audit Report. Primary BP issues: <ul style="list-style-type: none"> • Link between goal and tasks (output) not clear. • Meaning of changes in perf measure not clear; review of plan not clear. Agency does not have the capacity to influence all critical elements to achieve some goals (ie. Reduce CSI, improve WCR, decrease violent crime, etc) 3.2: Annual reports available on-line (commission), Annual Policing Plan results presented on-line (commission). EPS Dashboard (city of Edmonton). <ul style="list-style-type: none"> • How does the performance measure data impact implementation of business plan (task, use of resources, timelines) 5.1: follow-up questions / observations for Onsite. Internal audits: need to review / see <ul style="list-style-type: none"> • Agency level audit plan / schedule. • Documentation that OHS action plan has been implemented (results?). • Something showing the August 2019 Property Audit follow-up was completed | | | | |

POLICING STANDARDS FILE REVIEW LEGER: Personnel Administration (PA)

| PA (2018): STANDARD - LEDGER | C | N | P | NA |
|---|----------|----------|----------|-----------|
| PA 1.1 – Policy shall outline the position(s) responsible for recruiting | X | | | |
| PA 1.2 – Ensure position(s) responsible for recruiting have the skills and competencies required | X | | | |
| PA 1.3 – Shall have a written recruiting plan that includes, at a minimum, member requirements accounting for community diversity and a documented process for evaluating the recruitment plan considerations. | X | | | |
| PA 1.4 – Shall, at the time of the application, provide applicants written information about recruiting process, associated costs to be borne by applicant | X | | | |
| PA 2.1 – Shall ensure their recruit selection complies with Alberta Police Recruit Selection Guidelines. | X | | | |
| PA 2.2 – Policy shall outline who has the responsibility for the selection of members. | X | | | |
| PA 2.3 – Shall ensure position(s) responsible for selecting members have the skills and competencies required to fulfill responsibilities. | X | | | |
| PA 2.4 – Shall comply with the Alberta Police Recruit Selection Guidelines. | X | | | |
| PA 2.5 – To be confirmed with permanent status [Alberta police] must have graduated from recognized / approved training program; completed requirements of probation [4(1)(a) <i>Police Act, Regs</i>] | X | | | |
| PA 2.6 – For appointment to police officer under the Act and/or Tripartite Agreement shall receive • <i>Act and Regs</i> , Code of Conduct / Ethics, Tripartite Agreement, or By-law or schedule (if applicable) | X | | | |
| PA 2.7 – For appointment to police officer status under the <i>RCMP Act</i> • <i>RCMP Act</i> , Code of Conduct / Ethics | | | | X |
| PA 3.1 – Outline responsibilities for the research, design and delivery of in-service training and professional development | X | | | |
| PA 3.2 – Shall ensure individuals who are responsible for training have the skill and competencies required. Shall include | X | | | |
| PA 3.3 – CTS and lesson plans shall adhere to a curriculum recognized by the Ministry and approved by the Chief. Shall include | X | | | |
| PA 3.4 – Shall manage training | X | | | |
| PA 3.5 – Recruit field training programs shall include | X | | | |
| PA 3.6 – Describe training for any specialized services delivered | X | | | |
| PA 3.7 – Shall identify and provide training which meets the needs of civilian employees | X | | | |
| PA 3.8 – Shall identify and provide the training needs of supervised volunteers. | X | | | |
| PA 3.9 – Shall identify and provide for the training needs of newly promoted people. | X | | | |
| PA 3.10 – Shall conduct training needs analysis ensure knowledge, skills current. | X | | | |
| Comments: OP ALL STANDARDS: Compliant 56 of 56 Standards | | | | |
| PA 3-10: Training needs analysis. Training Advisory Committee reinstated | | | | |
| <ul style="list-style-type: none"> • Training evaluation report not available. Quarterly meeting agenda and minutes not available • Evaluation process assessed through Force and Pursuit training review process | | | | |
| ONSITE FOLLOW UP QUESTIONS | | | | |
| 3.9 Training for newly promoted. | | | | |
| <ul style="list-style-type: none"> • How has this training supported the organization, its members and the community? • Supervisors not regularly provided training on duties in high risk areas (Force, Pursuits) • How can EPS improve supervisory training? | | | | |

| PA (2018): STANDARD - LEDGER | C | N | P | NA |
|--|----------|----------|----------|-----------|
| PA 4.1 – Shall describe its evaluation procedures (unless described in collective agreement or associated legislation) | X | | | |
| PA 4.2 – Shall ensure evaluated personnel are interviewed at the conclusion of the performance evaluation. | X | | | |
| PA 4.3 – Shall provide a copy of completed performance evaluations to personnel being evaluated. | X | | | |
| PA 4.4 – Shall provide written performance feedback to probationary personnel during probation | X | | | |
| PA 4.5 – Shall ensure sustained complaints are considered when evaluating member performance. | X | | | |
| PA 4.6 – Performance evaluation system shall set out the use of remedial measures to improve performance. | X | | | |
| PA 4.7 – Performance management system shall include an "early intervention" component to proactively address potential performance issues. | X | | | |
| PA 5.1 – Administration of the promotion system shall be outlined in the police service policy. | X | | | |
| PA 5.2 – Shall have a documented promotion process | X | | | |
| PA 5.3 – Promotional opportunities shall be posted | X | | | |
| PA 5.4 – Ensure outside agency evaluation will not be the sole determinant for promotion of a successful applicant nor for elimination of any applicant from the promotion process. | X | | | |
| PA 5.5 – Shall conduct an analysis, evaluation, and amendment of the promotion system. | X | | | |
| Comments: 4.1 / 4.2: What does "...informal supervisor feedback..." look like (structure, details)? Is it documented? 4.0....How do supervisors / management follow up with incomplete results (see proof provided). What improvement resources are available (training, education) and how do members access them? 4.7 Early intervention...How does this system employ feedback / input from reporting systems like Professional Standards, Force Reporting, Pursuit Reporting. What Alerts do those systems have? How do Intervention Staff decide if an intervention is required? | | | | |

| PA (2018): STANDARD - LEDGER | C | N | P | NA |
|---|----------|----------|----------|-----------|
| PA 6.1 – Shall describe its grievance policy and procedures unless it has articulated a comprehensive grievance process in its collective agreement or legislation | X | | | |
| PA 6.2 – Shall require an annual analysis of grievances to identify and respond to evolving trends | X | | | |
| PA 7.1 – Shall outline the responsibility for the administration and investigation of complaints against members. | X | | | |
| PA 7.2 – Shall use the approved public complaints management system. | X | | | |
| PA 7.3 – Shall define a complaints process which complies with the applicable legislation, tripartite agreement or provincial policing agreement. | X | | | |
| PA 7.4 – Shall provide for written information explaining the complaint process to the public and members. The information shall be available in public areas of all police service facilities as well as in any arrest processing areas. | X | | | |
| PA 7.5 – Shall have written policy stating that every member is required to inform the Chief of police or detachment commander of the conduct of another member (on or off duty) when such conduct is likely to constitute a breach ... | X | | | |
| PA 7.6 – Shall have policy stating that a member who is acting in the capacity of a designated union or association representative may be informed of the non-criminal conduct of another member as it relates to a contravention of disciplinary regulations or the failure to perform duties. In these cases, the police service shall not require the member to disclose this information. | X | | | |
| PA 7.7 – Shall have policy to ensure that no person may discriminate or retaliate against any member who makes a complaint about the conduct of another member or who acts in the capacity of a designated union or association representative. | X | | | |
| PA 7.8 – Shall require an annual analysis of complaints to identify, and respond to evolving trends summarized in the police service's annual report to the Commission / oversight | X | | | |
| PA 7.9 – Shall ensure the people assigned to investigate the conduct of any member, the quality of police service, or policy, have the skill, and competencies required to fulfill their responsibilities. | X | | | |
| PA 7.10 - Shall have positions with the authority and accountability to administer corrective action for specified occurrences, in accordance with applicable legislation. | X | | | |
| Comments: 7.8: Complaint analysis: <ul style="list-style-type: none"> How has Professional Standards analysis influenced training / policy / early intervention practices. | | | | |

| PA (2018): STANDARD - LEDGER | C | N | P | NA |
|---|----------|----------|----------|-----------|
| PA 8.1 – Shall have comprehensive policy describing the benefits available to employees in accordance with relevant provincial labor legislation. | X | | | |
| PA 8.2 – Shall include employee assistance programs or services. | X | | | |
| PA 8.3 – Shall have policy in relation to off-duty and extra duty employment. | X | | | |
| PA 9.1 – Shall outline the responsibility for the co-ordination and supervision of volunteer services. | X | | | |
| PA 9.2 – Shall maintain a written description of the duties of supervised volunteers. | X | | | |
| PA 9.3 – When recruiting supervised volunteers police shall take into account the cultural diversity of the community, the nature of the program, and the availability of volunteers | X | | | |
| PA 9.4 – Shall direct a screening process be completed on supervised volunteers. | X | | | |
| PA 9.5 – Shall ensure all records of applicants for a supervised volunteer role are maintained for a period consistent with their internal retention schedule. | X | | | |
| PA 9.6 – Shall ensure supervised volunteers are identifiable to the general public. | X | | | |
| PA 9.7 – Shall ensure supervised volunteers acknowledge an Oath of Office and secrecy | X | | | |
| PA 9.8 – Shall evaluate and document the performance of supervised volunteers annually. | X | | | |
| Comments: | | | | |

POLICING STANDARDS FILE REVIEW LEDGER: Operations (OP)

| OP (2018): STANDARD - LEDGER | C | N | P | NA |
|---|---|---|---|----|
| OP 1.1 – Policy shall outline which position is responsible for crime prevention, as well as the relationship among all organizational elements of the police service in pursuing crime prevention. | X | | | |
| OP 1.2 – Shall establish crime prevention priorities, goals, objectives, evaluation criteria and time lines. | X | | | |
| OP 2.1 – Shall have policy which describes the traffic function. | X | | | |
| a. Specify Position responsible for traffic function | X | | | |
| b. Responding to motor vehicle collisions when applicable. | X | | | |
| c. Address tactical enforcement, and education efforts. | X | | | |
| d. Ensuring the safety of the public at collision scenes. | X | | | |
| e. Provide traffic control, the removal of vehicles, and debris. | X | | | |
| OP 2.2 – Policy shall describe the process for reporting collisions at reporting centers, on scene, or at police facilities. | X | | | |
| OP 2.3 – Policy shall require police services to maintain a traffic record system for collision and enforcement data. | X | | | |
| a. Location | X | | | |
| b. Time of collisions. | X | | | |
| c. Cause of collisions. | X | | | |
| d. Traffic offences. | X | | | |
| e. Problem areas/intersections. | X | | | |
| OP 2.4 – Policies to improve road safety police services shall develop a minimum three-year traffic services plan. (Traffic Safety Strategy 2016-2019) | X | | | |
| a. Enforcement | X | | | |
| b. Education. | X | | | |
| c. Research and evaluation. | X | | | |
| d. Communication and awareness. | X | | | |
| e. Engineering and technology. | X | | | |
| f. Related stakeholders. | X | | | |
| g. Reviewed annually and updated as necessary. | X | | | |
| OP 3.1 – Policy shall address responding to routine, urgent, and emergency calls. | X | | | |
| OP 3.2 – Must address issues raised in the citizen survey and their analysis. Police demonstrate operational response to identified issues | X | | | |
| OP 3.3 – Shall have policy outlining responsibility for administration of the ride-along program. | X | | | |
| <p>Comment: OP: FULL COMPLIANCE (38 of 38)</p> <p>ONSITE FOLLOW UP QUESTIONS</p> <p>1.1: What is crime prevention? Define and describe it.</p> <ul style="list-style-type: none"> Should address prevention of crime / social disorder by dealing with all relevant elements. Tie in with Prevention Planning, recognize partners: individuals, businesses, communities, other gov orgs Stress importance of community of practice in prevention Many of CP responsibilities speak to “attend community meetings and liaise with stakeholders to share info and address growing concerns” but do not specify working in partnership (as a primary or resource) to identify problems (analysis) and develop plans to deal with problem (develop strategy, set goals, design related tasks, timelines, deploy resources and evaluate). <p>1.2: Many of these issues are addressed in BP. See details of BP assessment (Appx 2 BP assessment)</p> <ul style="list-style-type: none"> Need to define and describe Goals and evaluation. Should collect and report on work performed by elements / units / individuals who have responsibility / authority | | | | |

| OP (2018): STANDARD - LEDGER | C | N | P | NA |
|---|---|---|---|----|
| OP 4.1 – Shall have a written motor vehicle pursuit policy that is consistent with the MVP Guidelines | X | | | |
| OP 5.1 – Policy shall outline their capability to respond to complex investigations in a timely manner. | X | | | |
| OP 5.2 – Shall use a defined case management system that monitors investigation progress. Police services shall define the responsibilities and procedures for conducting preliminary and follow-up investigations. | X | | | |
| OP 5.3 – Policy shall require the use of the major case management model where the application of those principles is necessary to manage investigations that are serious or complex in nature. | X | | | |
| OP 5.4 – Policy shall govern Hate, Bias, Technological, Missing Person investigations. | X | | | |
| OP 5.5 – Policy, in coordination with the Ministry of Labour | X | | | |
| a. Division of authority and responsibilities | X | | | |
| b. Conduct of investigation (policies and procedures) | X | | | |
| c. Allowable concurrent activities | X | | | |
| d. Evidence handling including search, seizure and forensic ident support | X | | | |
| e. Training | X | | | |
| f. Liaison with regulatory bodies responsible for investigations | X | | | |
| g. Liaising with Alberta's Regulatory Unit of Special Prosecutors resp for OHS prosecutions | X | | | |
| OP 5.6 – Policy shall govern cross jurisdiction investigations and the sharing of information with other law enforcement services and regulatory bodies. | X | | | |
| OP 5.7 – Policy shall govern the use of polygraph or any other truth verification systems. | X | | | |
| OP 5.8 – Policy shall require compliance with the reporting requirements of ViCLAS | X | | | |
| OP 6.1 – Policy shall ensure criminal information collected be shared only with authorized recipients and exchanged in a timely fashion. | X | | | |
| OP 6.2 – Shall ensure personnel assigned to the criminal intelligence function have the skills and competencies required to fulfill their responsibilities. | X | | | |
| OP 6.3 – CISA Level I police service will have an intelligence program. | X | | | |
| OP 6.4 – Policy shall ensure the protection of information sources. | X | | | |
| OP 6.5 – Policy shall ensure the "Third Party Rule" is used to control the release of all criminal intelligence. | X | | | |
| OP 7.1 – Policy shall establish formal and informal mechanisms for Crown liaison | X | | | |
| OP 8.1 – Policy shall designate position(s) that are responsible for coordinating the police response to natural and other disasters. | X | | | |
| OP 8.2 – Policy shall have a disaster/contingency plan relevant to the community context in accordance with AEMA expectations. | X | | | |
| OP 8.3 – Policy shall require the review and amendment of their disaster/contingency plans on an annual basis and following activations for real events or exercises. | X | | | |
| Comments: OP 4.1 Criminal Flight: Proofs not submitted until 2020Jul24 due to EPS internal reporting issues. <ul style="list-style-type: none"> Compliance file contains "Criminal Flight Event Form". PDF file not visible"....Form not included. Compliance self evaluation list completed. Each area marked as "verified" See OP40CSEPS2020Jul27 for review of EPS Pursuit / Criminal Flight policy 5.2. Defined Case Management System (Not Major Case Management) : Describes part of RMS that manages records related to dispatch, investigation, recording and resolution of criminal and related investigations. 5.3 Major case management is a sub-set of the Case Management System . Proofs must demonstrate MCM is used in all serious / complex investigations (when necessary) 5.8: Does training describe offences requiring ViCLAS reports (Requirement to complete ViCLAS forms) 6.1: Why include a list of Cat 1 agencies? What if this changes? If necessary why not list criteria to be a Cat 1, 2, and 3 agency? 8.3: Follow-up questions in Onsite <ul style="list-style-type: none"> What is the review process? Who is involved? When? How? Performance data / information collected when plan is activated How that data / information is used when analyzing the plan | | | | |

| OP (2018): STANDARD - LEDGER | C | N | P | NA |
|---|----------|----------|----------|-----------|
| OP 9.1 – Policy shall ensure use of force is consistent with the Criminal Code of Canada. | X | | | |
| OP 9.2 – Policy shall ensure the weapons, techniques and applications of force comply with the Use of Force Guidelines. | X | | | |
| OP 9.3 – Shall ensure reports of incidents involving force are compliant with the Use of Force Guidelines. | X | | | |
| OP 9.4 – Policy shall require an annual review and analysis of use of force procedures and incidents. | X | | | |
| OP 10.1 – Policy shall comply with the Domestic Violence Guidelines, and Victims of Crime Protocol (VCP) (Elder Abuse, Mental Health Persons, and Sexual Violence) for police services issued by the Ministry. | X | | | |
| OP 10.2 – Policy shall designate a position of domestic violence coordinator. | X | | | |
| OP 10.3 – Policy shall ensure a position exists for liaising with community representatives, responding to issues related to domestic violence and other vulnerable population occurrences. | X | | | |
| OP 10.4 – Policy shall ensure domestic violence training is provided to all personnel who provide service in this area. | X | | | |
| OP 10.5 – Shall retain statistical data on domestic violence occurrences. | X | | | |
| OP 10.6 – Policy shall require supervisor to read and approve all domestic violence reports | X | | | |
| OP 10.7 – Shall annually review domestic violence policy and procedures to ensure consistency with legislative and case law changes. | X | | | |
| Comments: OP 9: FINAL COMPLIANCE DETERMINATION PENDING ONSITE TESTS <ul style="list-style-type: none"> 9.4: How does analysis influence force training, policy? Pending 10.7: Follow-up questions in Onsite <ul style="list-style-type: none"> [See attached checksheet] Proof does not include a report demonstrating that the actions taken were based on findings supported by data / information and analysis. What other amendments do you anticipate in 2020? Please provide a report. Review should examine compliance with Policy / Guidelines including test of risk controls | | | | |

POLICING STANDARDS FILE REVIEW LEGER: Special Services (SS)

| SS (2018): STANDARD - LEDGER | C | N | P | NA |
|---|---|---|---|----|
| SS 1.1 – Policy shall provide victim and witness assistance that is consistent with the VCP established by the Ministry, or arrange referral of victims to community programs and services. | X | | | |
| SS 1.2 – Policy shall ensure victims of crime are provided with information about victim programs and services. | X | | | |
| SS 1.3 – Shall review victim and witness services every three years (at a minimum) and adjust policies as deemed necessary. | X | | | |
| SS 2.1 – Responsibility for the communications system shall be outlined in police service policy. | X | | | |
| SS 2.2 – Policy shall require personnel assigned to communications to have the skills and competencies required to fulfill their responsibilities. | X | | | |
| SS 2.3 – Shall ... provide 24-hour emergency service. | X | | | |
| SS 2.4 – Communications policy shall require at a minimum: track on-duty members, require use of formal procedures for radio, telephone, data, priority levels for CfS | X | | | |
| SS 2.5 – Policy shall ensure all on-duty patrol members are provided with continuous access to communications services. | X | | | |
| SS 2.6 – Require recording of all radio transmissions, emergency telephone calls. Capable of immediate playback of recordings, minimum retention of 1 year for all recordings. | X | | | |
| SS 3.1 – Policy shall outline the positions responsible for collection, analysis, and dissemination of crime data and information. | X | | | |
| SS 3.2 – Policy shall require procedures for analyzing crime trends. Their analysis shall address community needs and future policing requirements. | X | | | |
| SS 3.3 – Shall ensure personnel assigned to crime analysis have the skills and competencies required to fulfill their responsibilities. | X | | | |
| SS 4.1 – Policy shall establish incident command structure for HRIR Units. | X | | | |
| SS 4.2 – Policy shall include emergency procedures for higher risk events (see standard) | X | | | |
| SS 5.1 – Shall have, or have access to, forensic identification services. | X | | | |
| SS 6.1 – Policy shall govern the operation of their holding facilities (see standard) and comply with OHS and WHIMS requirements | X | | | |
| SS 6.2 – Policy shall govern the processing of people in custody (see standard) | X | | | |
| SS 6.3 – Policy requires CCV monitoring of arrest processing and holding cells to be monitored and recorded by CCVE. | X | | | |
| SS 6.4 – Policy requires CCVE recording medium, as required in Standard SS 6.3, be retained for a minimum of one year. | X | | | |
| SS 7.1 – Policy shall have written policy that address transporting people in custody. | X | | | |
| SS 7.2 – Policy shall address unique circumstances when transporting people in custody. | X | | | |
| Comments: SS: FULL COMPLIANCE (45 of 45) ONSITE FOLLOW UP QUESTIONS 1.0: Victim Service. Questions for onsite audit. <ul style="list-style-type: none"> 1.3 Victims Service review: Do you have data that describes: work performed, services provided, resources (advocate) used to provide that work Training provided Analysis of police and advocate compliance with policy / procedure? 2.0: Communications. Questions for onsite audit <ul style="list-style-type: none"> Analysis of telephone contacts, Calls for Service Workload for other non-dispatch resources (on-line, collision reporting, community stations, neighbourhood teams..etc) 6.0 FINAL FINDINGS ON COMPLIANCE PENDING ONSITE TESTS. <ul style="list-style-type: none"> Visitor sign in log sheet provided in FoUUp files was over capacity. This is not good practice...does this happen often? How has the current pandemic impacted detention and transportation 7.0 FINAL FINDINGS ON COMPLIANCE PENDING ONSITE TESTS <ul style="list-style-type: none"> Does EPS consider police vehicles (patrol, Tpt wagon) temporary holding facilities How has the current pandemic impacted detention and transportation | | | | |

| SS (2018): STANDARD - LEDGER | C | N | P | NA |
|--|----------|----------|----------|-----------|
| SS 8.1 – Policy shall outline the positions responsible for the records function. | X | | | |
| SS 8.2 – Policy shall index records for quick retrieval. | X | | | |
| SS 8.3 – Policy shall ensure the operational status of records is clear (e.g. open, closed, inactive). | X | | | |
| SS 8.4 – Policy shall maintain records regarding crime and investigations. | X | | | |
| SS 8.5 – Policy shall address the use of forms. | X | | | |
| SS 8.6 – Policy shall address record retention schedules. | X | | | |
| SS 8.7 – Policy shall include procedures for handling funds. | X | | | |
| SS 8.8 – Policy shall address document security. | X | | | |
| SS 8.9 – Policy shall address the recording of arrest information. | X | | | |
| SS 8.10 – Policy shall address the maintenance of disposition records on all cases where charges are laid | X | | | |
| SS 8.11 – Policy shall address the procedures for maintaining warrants. | X | | | |
| SS 9.1 – Policy and procedures for evidence and property in police control: Maintain inventory, transfer of control / possession, disposing property, locate / notify owner | X | | | |
| SS 9.2 – Shall ensure seized, recovered, evidence, abandoned, safekeeping and found property be indexed, preserved, secure, and audited annually. | X | | | |
| SS 10.1 – Facilities shall be publically accessible and equipped to deal with the public. | X | | | |
| SS 10.2 – Policy shall govern the issue of service-controlled property. | X | | | |
| SS 10.3 – Policy shall ensure police service maintain controlled property in a state of operational readiness. | X | | | |
| SS 10.4 – Policy shall include the procedures for evaluating the effectiveness of service-controlled property (e.g. vehicles, emergency equipment, weapons, radios and clothing). | X | | | |
| SS 10.5 – Policy shall ensure vehicles used in routine or general patrol, whether conspicuously marked or unmarked, be equipped with operational emergency lights and a siren. | X | | | |
| SS 10.6 – Policy shall specify the equipment to be included in every patrol vehicle to address safety and liability issues for members and the public. | X | | | |
| SS 10.7 – Policy shall designate specifications for all authorized personal equipment and apparel of uniformed members. | X | | | |
| SS 10.8 – Policy shall specify the personal protective equipment to be available for all members, which (at a minimum) shall include body armor and guidelines for wearing that equipment. | X | | | |
| SS 10.9 – Policy shall govern the circumstances under which an off-duty police officer may carry an authorized weapon, in accordance with legislation. | X | | | |
| SS 10.10 – If a police service has Special Purpose Vehicle(s) for their High Risk Incident Response Unit(s), it shall have policy to govern its use. | X | | | |
| SS 11.1 – Policy shall govern the release of information. | X | | | |
| Comments: <ul style="list-style-type: none"> 8.0: 2018 Proofs compliant. <ul style="list-style-type: none"> 2017 / 2018 Property and Exhibit Audit: Report is good. What is the status of all recommendations? 8.0 2019 proofs “to be submitted” <ul style="list-style-type: none"> 2018/2019 Property and Exhibit Audit: Must see report and status of recommendations Conduct onsite tests for Standards <ul style="list-style-type: none"> 10.3: [EPS policy, G04PO, Appendix A. Must review Administrative Reports listed in proof. Weekly: Facility Inspection Report, Detainee Management Unit, Tactical Section Vehicle and Equipment and Patrol Vehicles. Health and Wellness Facility Checklists 10.4: Review report for Extended Range Impact Weapon, Handgun Replacement. | | | | |

Backup

APPENDIX 4: ONSITE PROCESS REVIEW

FACILITY AND ONSITE OBSERVATIONS: Methods during pandemic rely on information obtained via interview / photographs

| STANDARD | OBSERVATION | COMMENT | C / NC |
|--------------|--|--|--------|
| SS 2 | COMMUNICATIONS | | |
| | DV and medical emergency dispatch | | C |
| | Recording radio and phone communications | | C |
| | Data collection: incoming calls (police vs non police work) | | C |
| | GPS: tracking, retention, pursuits / member injury | GPS used extensively | C |
| | Communication system failure / plan | Duplicate CED sites: D / SE | C |
| SS 6 | PERSONS IN CUSTODY | | |
| 6 | Number of cells / holding facilities | Cells: 50 plus Facilities: 6 Division / Central | C |
| 6.1 (b) | Security / welfare checks persons in custody 15 min | | C |
| 6.1 (c) | Maintain holding facility sanitary conditions | | C |
| 6.1 (d) | First aid kit present / maintained | | C |
| 6.1 (h) | Toilet / bathing facilities available | | C |
| 6.1 (k) | Cell key kept in readily available secure location | | C |
| 6.1 (p) | Phone provides confidential communication with counsel | | C |
| 6.2 (f) | Secure storage for prisoner property | | C |
| 6.2 (g) | Separate holding facilities for youth, male, female | | C |
| 6.3 | Booking area video monitored and recorded | | C |
| 6.4 | Video records retained for minimum 365 days | | C |
| OP 7 | BRING EVIDENCE BEFORE COURT | | |
| 7.1 | All bullets | | C |
| SS 8 | RECORDS | | |
| All paras. | All bullets | | C |
| | | | |
| SS 9 | PROPERTY / EVIDENCE | | |
| 9.1(A) | Inventory of all property / evidence | | C |
| 9.1(b) | Transfer possession | | C |
| 9.1(c) | Dispose property | | C |
| 9.1(d) | Locate notify owners | | C |
| 9.2 | Property / evidence records: indexed, preserved, secure, audit | | C |
| SS 10 | FACILITIES | | |
| 10.1(a) | Interview rooms | | C |
| 10.1(b) | Public access / disabled access | | C |
| 10.1(c) | Security for critical / sensitive operations (CED, records, property, cells, facilities) | | C |
| 10.2 | Police issue uniforms / equipment (security, storage, records) | | C |
| 10.5 | Vehicles: marking, emergency lights, siren, GPS | | C |
| 10.6 | Vehicles: emergency equipment (safety, liability) | | C |
| 10.7 / 8 | Police equipment issue (PPE, force option, uniform) | | C |
| 10.10 | Special purpose vehicles: training, maint, logs, condition | | C |

FORCE AND PURSUIT TELEPHONE INTERVIEWS (DATES: 2020 OCT 19-21; Nov 3 and Nov 5)

- INTERVIEWER: P. Layden
- FINDINGS: Compliance with Standards and Practice
 - Standards: Agency policy and practice compliant with standards
 - Practice: Interviewee practice compliant with agency policy and standards

| FORCE USE (EPS) | Cst 1 | Cst 2 | Cst 3 | Cst 4 | SGTA | SGTB |
|---------------------------------|-------|-------|-------|-------|-------|-------|
| WHEN CAN YOU USE FORCE | C / C | C / C | C / C | C / C | C / C | C / C |
| WHEN IS FORCE NOT PERMITTED | C / C | C / C | C / C | C / C | C / C | C / C |
| HOW MUCH FORCE MAY YOU USE | C / C | C / C | C / C | C / C | C / C | C / C |
| REPORTING FORCE USE: WHEN | C / C | C / C | C / C | C / C | C / C | C / C |
| REPORTING FORCE USE: HOW | C / C | C / C | C / C | C / C | C / C | C / C |
| SUPERVISORS ROLE: REPORTING | C / C | C / C | C / C | C / C | C / C | C / C |
| FORCE OPTIONS AVAILABLE | C / C | C / C | C / C | C / C | C / C | C / C |
| MANAGE FORCE RISK: WPN FUNCTION | C / C | C / C | C / C | C / C | C / C | C / C |
| MANAGE FORCE RISK: INJURY | C / C | C / C | C / C | C / C | C / C | C / C |
| FORCE TRAINING: LAST 2 YEARS | C / C | C / C | C / C | C / C | C / C | C / C |
| SUPER DUTIES WHEN FORCE REPORT | C / C | C / C | C / C | C / C | C / C | C / C |
| SUPER ACTIONS ON CONCERNS | -- | -- | -- | -- | C / C | C / C |
| YRS OF SERVICE | 6 | 7 | 6 | 10 | 14.5 | 25 |

Comments: (C / C = Competent / compliant)

- Cst demonstrated sufficient understanding of force use policy / training. Discussions indicate they were able to apply their training and policy in operational conditions.
 - Interviewees expressed they were nervous at start of interview
 - For all interviewees: Answers at start were broad but compliant. Improved during interview
- Supervisor: Demonstrated good understanding of force use law / policy / training.
 - Discussions indicate place a high value in early review and intervention in incidents involving force use.
 - Incident Review process: Review for completeness, compliance with law / policy / training, evaluate incident and everyone involved; add comments and forward to Inspector / executive. Where appropriate engage resources required for early intervention
- Incident Review process: Supervisor reviews all force incidents (Cat1/2). S/Sgt and Inspector attend and review all Cat 2 incidents
 - Supervisors must review all reports. Forward up chain for further review.
 - Reviews check: Compliance with law, policy, and training. Any issued identified studied to determine if early intervention or discipline required.
 - Information source: Force and incident reports, video evidence, radio / phone recordings
 - RMS facilitates monitoring training and training status. Information forwarded to supervisors.
 - Have ready access to HR and other personnel supports
- Armourer: In-house staff trained by manufacturers to service firearms and CEW
 - Pooled weapons; serial number linked maintenance records. Systems in place to ensure maintain function of weapons / firearms...required service / repair takes place.
 - Weapon function: Sgt monitor members of his team / squad as they prepare for shift. Ensure any problems noted and addressed quickly or maintainer notified where appropriate
- Communications: In-house unit
 - Provide tactical support to all members: run names, plates.
 - Training and expectation is to anticipate need for emergency medical support, dispatcher interviewed has done this on several occasions
- Training: Provide effective force training as required
 - Nixon range: Mat room, classes, PRISM range, outdoor range, "Village"
 - North West campus: Mat rooms, class rooms, simunition room
 - D Division: Indoor range, classes
 - Extensive courses: Recruit, annual, special weapon, remedial, instructor, armourer / maintainer

| MOTOR VEHICLE PURSUITS (EPS) | CST 1 | CST 2 | CST 3 | CST 4 | SGT A | SGT B |
|--------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| DEFINE PURSUIT | C / C | C / C | C / C | C / C | C / C | C / C |
| WHEN CAN YOU INITIATE | C / C | C / C | C / C | C / C | C / C | C / C |
| FACTORS TO CONSIDER (BALANCE) | C / C | C / C | C / C | C / C | C / C | C / C |
| MOST IMPORTANT FACTOR | C / C | C / C | C / C | C / C | C / C | C / C |
| WHO IS THE PUBLIC | C / C | C / C | C / C | C / C | C / C | C / C |
| WHAT IS CLOSING THE DISTANCE | C / C | C / C | C / C | C / C | C / C | C / C |
| WHEN DO YOU EMPLOY CLOSING | C / C | C / C | C / C | C / C | C / C | C / C |
| AGENCY ALTERNATIVES TO PURSUIT | C / C | C / C | C / C | C / C | C / C | C / C |
| AGENCY OPTIONS TO TERMINATE | C / C | C / C | C / C | C / C | C / C | C / C |
| CONDUCT: WHAT VEHICLES CAN ENGAGE | C / C | C / C | C / C | C / C | C / C | C / C |
| USE OF UNMARKED / MOTORCYCLES | C / C | C / C | C / C | C / C | C / C | C / C |
| HOW MANY VEH CAN ENGAGE | C / C | C / C | C / C | C / C | C / C | C / C |
| CAN YOU FIRE AT MOVING VEH | C / C | C / C | C / C | C / C | C / C | C / C |
| ...UNDER WHAT CIRCUMSTANCES? | C / C | C / C | C / C | C / C | C / C | C / C |
| VEH-VEH CONTACT PERMITTED? WHEN | C / C | C / C | C / C | C / C | C / C | C / C |
| PRIMARY RESPONSIBILITIES | C / C | C / C | C / C | C / C | C / C | C / C |
| SECONDARY RESPONSIBILITIES | C / C | C / C | C / C | C / C | C / C | C / C |
| WHY DO YOU BROADCAST INFO | C / C | C / C | C / C | C / C | C / C | C / C |
| WHEN MUST TERMINATE | C / C | C / C | C / C | C / C | C / C | C / C |
| WHO HAS AUTHORITY TO TERMINATE | C / C | C / C | C / C | C / C | C / C | C / C |
| WHAT ARE SUPERVISOR RESPONSIBILITIES | C / C | C / C | C / C | C / C | C / C | C / C |
| YEARS OF SERVICE? | 20 | 5 | 5.5 | 4 | 16 | 17 |

Comments: (C / C = Competent / compliant)

- Cst demonstrated good understanding of pursuit policy / training. Discussions indicate they were confident in their training, avoiding pursuits and conduct of pursuits.
 - Answers were compliant with Standards / agency policy.
 - Demonstrated competency by explaining how policy / procedure / training is applied to real world risk of and conduct of motor vehicle pursuits
 - All interviewees stressed would only pursue if SERIOUS criminal offence....threat of GBH, death
- Supervisor: Comfortable in discussing the topics. Knowledgeable in law / policy / (past) training.
 - Knowledgeable of Pursuit policy, procedure, training. Able to discuss applying policy etc.
 - Able to clearly explain their role in incident reviews, identify concerns, take early corrective action
 - Stressed important to reduce pursuits. Use tactics and strategies to identify offenders and apply law safely
- Incident Review process: Supervisor reviews all force incidents. Inspector and board review significant incidents
 - Supervisors must review all reports. Forward up chain for further review.
 - Criminal Flight (CF) reviewed in 3 levels: CFE (Event: May result in pursuit), CF (suspect flees police don't chase), CFR (Response: police chase fleeing suspect)
 - Information: GPS, Audio recordings (radio, phone), pursuit report, investigation report
 - Tests: Compliance with law / acts, policy, training; Review all independent evidence (audio, visual) for concurrence with reports
 - RMS facilitates monitoring training and training status. Information forwarded to supervisors.
 - HR and other personnel supports readily available
- Vehicle maintenance: VIN based maintenance records.
 - Shift based vehicle system check sheets employed. All members expected to check vehicles at shift start/end
 - Checks recorded on sheet and passed to supervisor for review. Deficiencies passed to fleet technician.
- Communications: In-house unit
 - Provide tactical support to members: run names, plates.
 - Training and expectation is to anticipate need for emergency medical support, dispatcher interviewed has done this on several occasions
- Training:
 - Recruit: Basic EVOC and Pursuit training (classroom and track)
 - Requalification: Attempt to provide every few years (classroom and track)

| TRAINING (EPS): FORCE AND MOTOR VEHICLE PURSUIT | | |
|--|-----------------------|---|
| Training resources | Staff and facilities | EPS training branch: Inspector and Staff Sgt <ul style="list-style-type: none"> • Branch (3 units): Inspector, Staff Sgt, Training manager, curriculum designer • Tactics: 7+Sgt (class, mat rooms, mock building) • Firearms: 8+Sgt (class, ranges indoor, outdoor, PRISM, simunition) • Driver training: 2+Sgt (class, track) All training staff actively involved in policy, training development and incident reviews |
| Force training policy and practice | Compliant / competent | Force training provided: <ul style="list-style-type: none"> • Recruit: In house, provide Recruit Training for other agencies • Requalification: Firearms, LLT, Control tactics, includes scenarios • Specialist: As required • Maintainer: Manufacturer; other agency • Instructor: Firearms, LLT, empty hand, tactics, instruction |
| Pursuits training policy and practice | Compliant / competent | Pursuit training: <ul style="list-style-type: none"> • Recruit: EVOC (7 days) and pursuit (3days: 0.5 lecture, 2.5 track) • Requalification: Class and track training. <ul style="list-style-type: none"> ○ Tier 1 (stationary vehicle): 3hr lecture / 3hr track ○ Tier 2 (moving vehicle): 2 day (lecture /track) |

| MAINTAINER (EPS): FIREARMS, LESS LETHAL WEAPONS | | |
|--|------------------------------------|---|
| Maintainer training, policy and practice | Compliant / competent | Manufacturer provides: Other agencies as necessary <ul style="list-style-type: none"> • CEW: Master instructor, maintainer • ARWEN: Master instructor, maintainer |
| CEW training policy and practice | Training: Compliant / competent | CEW: Individual issue. |
| | Maintenance: Compliant / competent | Basic user and annual requalification |
| | Records: Compliant / competent | User daily checks and problem solving |
| ERIW (ARWEN) training policy and practice | Training: Compliant / competent | Individual issue, daily check records, annual service, repair, annual testing |
| | Maintenance: Compliant / competent | Basic user and requalification |
| | Records: Compliant / competent | |

| COMMUNICATIONS (EPS) | | |
|--|---|--|
| CALL EVALUATION DISPATCH | | <p>In house unit in two Sites (Downtown, South-East)</p> <ul style="list-style-type: none"> Staff: 4 squads. Duty staff split between 2 locations <ul style="list-style-type: none"> Dispatchers / shift: 9 +2 super Call takers / shift: 14 (high) 4-5 (low) Support: Admin / mgmt., training, quality control (QA, court). <ul style="list-style-type: none"> Approximately 20 staff Software: Intergraph / ProQA |
| CED TRAINING | Extensive in-house | <p>Baseline training: Dispatch, call-taker, 9-11:</p> <ul style="list-style-type: none"> 6-8 weeks: CAD, CPIC, EPROS, hardware, agency familiarization (including relevant policy), professional conduct Employment starts at 9-11 staff, move to call taker, then dispatch <p>Annual refresher:</p> <ul style="list-style-type: none"> Tech / skill updates (CAD, CPIC, PROS, policy) Investigation support; Screening relevant to investigations, (homicide), culture, practice updates (mental health) etc <p>Specialist: Advanced training in software, technical skills</p> |
| CED DISASTER RECOVERY | Compliant | <ul style="list-style-type: none"> Two sites: CED move to single site if one is disabled Extensive audio / data backup systems (computer, radio, phone) |
| CED QUALITY ASSURANCE | Compliant / competent: well planned and executed system | <p>Extensive quality reviews</p> <ul style="list-style-type: none"> Software: ProQA manages call taking / evaluation Supervisor: Monitor calls, read evaluation QA unit: reviews evaluation events Court: Collect, evaluation, prepare investigation / court submissions |
| PURSUIITS / CRIMINAL FLIGHT | Compliant / competent: articulate, very thorough, thoughtful | <p>Call-taker and dispatch training includes Pursuits. Duties: Outlined in training: policy, procedure, practice...extensive</p> <ul style="list-style-type: none"> provide direct support by checking names, license plates, vehicle description Confirm locations, contact EMS for collisions / injuries Update event, assign file numbers, transcripts / recordings Monitor CFS, request additional support including EMS |
| USE OF FORCE | Compliant / competent: articulate, very thorough, thoughtful | <p>Call takers and dispatch received training. Training focuses on Category 2 events. Evaluators trained to evaluate risk</p> <ul style="list-style-type: none"> Ask questions re drugs / alcohol, number of persons as scene, nature of event, suspect and victim names , vehicles Monitor CFS, request additional support including EMS |

RECORDS, EXHIBITS AND PROPERTY TELEPHONE INTERVIEWS (DATES: 2020 NOV 16-20)

- INTERVIEWER: C. Barry
- FINDINGS: Compliance with Standards and Practice
 - Standards: Agency policy and practice compliant with standards
 - Practice: Interviewee practice compliant with agency policy and standards

Day 1

Investigation reports and Crown (OP 7 – Evidence To Court)

1. 22 yrs w EPS, Insp since 2015, currently heading Info Mgt Approval Center (IMAC) which is becoming *Detainee Care Branch* in very near future 2021
2. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
3. Crown relations, charge rpts, court pkgs, - major project w Crown re: consistency of pkgs for review by crown re: charge elements of offence from theft to homicide – project commenced 2016 but gained full momentum in 2020
4. This new process will be standard across EPS Q1 2021
5. Only police service in AB doing this but Calgary is looking into it due to the nature of transient criminals around the province – looking for consistency in service to avoid errors and lost opportunities
6. Current system is based on One Note, however, EPS is developing proprietary system based on One Note foundation bc Windows is discontinuing support
7. Looking to establish consistent outcomes between EPS/Crown, quick reciprocal turnarounds
8. Wkly communication and meetings in future, post corona, regularly scheduled, witness/officer quality to establish what they are trying to address. (OP7.1.A)
9. OP 7.1.B standard patrol file, specialized prosecutions for complex files, high intensity/low frequency
10. OP 7.1.C phone vs in person bc of corona, he who lay claim has the burden of proof
11. OP 7.1.D very timely, Gibson model of charge reviews – even tighter review than normal, looking for standardization in reporting for ALL case files... pages 1 2 3 etc always identical
12. Crowns have autonomy to proceed or not, duty of care, process evolving
13. Currently, 10 Policies (What) & Procedures (How) on the IMAC books, however, they are living documents as they transition to Detainee Care Branch
14. Not a fan of restrictive policy – thin policy and robust procedure is better.

Facilities & Equipment (SS 10.3, 10.4, 10.7)

15. 10yrs as director, 15 in the branch. Master Cpl, 20yrs of supply chain in military
16. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
17. QM, procurement/equipment – vehicles are CofE + Buildings
18. Facility maintenance/renos are a blend of CofE/EPS
19. Equipment acquired by RFP when larger agreements – ie: uniforms, 10yr terms/intervals
20. Body armour and most equipment depends on anticipated lifecycle
21. Officer Safety Unit does research and specs bc of expertise, sets the standards
22. Free Trade/NWPTA/Euro agreement govern procurement
23. \$75k+ = report to police commission
24. \$500k+ = report to police commission and council
25. Weapons – only 1 vendor in Canada for Glock, other weapons are sole sourced as required
26. Weapons arrive new, armourer inspects before issuing. Repair and reissue, not usually inoperable but rather a safety check, repair in house via armourer who received vendor training
27. Transition from 40cal to 9mm

28. Register all weapons with Cdn Firearms Center
29. Weapons audit annually by Strategic Mgt Unit, semi-annual spot checks for anomalies (District Insp will advise him of anomalies)
30. General pool for CEW, not assigned, gas guns, Arwen etc also pool
31. Eps has tightened up weapons tracking during his tenure – combination of manual/e-records – 3000-4000 weapons, 'chipping' w door sensors etc is possible but vendor was not interested in small relatively contract
32. OSU issues shells which are stored separately from guns
33. Body armour serial # are recorded and returned when expired – recycled in Florida (free shipping and destruction verification included)
34. Also uses paper shredding company out of Red Deer 3-4x/yr (Merlin)
35. 2x/yr weapons disposal – gun crushers in house (\$160k unit)
36. Property and Exhibit Unit does property and exhibit disposal + EPS guns
37. Dress & Department Committee establishes uniforms
38. Staffing within QM is 1 Director, 5 buyers + 6 warehouse techs
39. No in house billing for dept to dept but EPS/city can result in extra charges
40. Materials unit is creating SOPs + Job Descriptions + Cross training
41. Laser engraving, value added service on police controlled property to prevent things from going missing

Day 2

Vehicle Maintenance (SS 10.3 Records)

42. 43yrs w EPS, 5yrs @ front counter. Wants to reach 45yrs.
43. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
44. Property at the ready – wkly vehicle inspections on Sunday mornings (2hrs) @ HQ parking lot, checklist – comprehensive Missing or Damaged, storage area for replenishment, Patrol can self admin
45. He communicates w warehouse tech for resupply, rarely runs low, works well.
46. Noted that vehicles are not big enough for all of the gear they should, ideally, be carrying.
47. Each Division has an equivalent position. 4x12hrs with co Sgt on opposite shift.
48. Daily CEW pool inventory – sign in/out
49. Additional member from OSU monitors carbine locker room
50. He sits on OHS committee and does cell block insp 1x/mo, entire patrol area quarterly – while replenishing equipment as necessary
51. Each Division has a garage of its own for minor repairs + the rest is farmed out

Risk Mgt/QA Coordinator (OM 5 Internal Audits)

52. 2yr Civilian @ EPS, CPA background, likes crime shows. Previously employed w Auditor General of AB. Works @ TD Tower.
53. Previously served as external auditor vs internal auditor
54. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
55. Annual procedures, objectives, reasonable assurance that things are done properly, list of criteria and assoc procedures
56. Audit entry – all parties on the same page re priorities and risks, Brass officially signs and endorses the plan before commencing.
57. Annual report tracks all audit recommendations + Status of follow up actions
58. Very outside the box thinker, valid considerations and potential projects. Foresaw future need to promote his unit and capabilities Would like to take on additional responsibilities as a unit within the

org. Wants to partner w social agencies to determine effectiveness of resources. "Things that could be but are not."

- 59. Urgency of fraud protection/safe practices in the day of remote working
- 60. "If a control is important enough to be noted, we test."
- 61. Knowledgeable of steps from Case File creation through to destruction (PL1-6)

Forensics Identification (SS5 Forensics)

- 62. 26yrs w eps, 10.5 patrol, 16 forensics, South Division.
- 63. 5 squads, 4 are crime scenes, 1 is support – each squad is 1sgt/6csts
- 64. Discussed files she handled as well as hypothetical scenarios. She was very knowledgeable and thorough with each topic.
- 65. Predominant area of work focus now is blood stain/pattern
- 66. Calls for service could range from – graffiti to homicide, RCMP further analysis, report writing, divisional locker requests co patrol to investigate further (handoffs)
- 67. Vehicle processing compound South Division – ident purposes. Mechanical is diff unit.
- 68. In house labs for some exhibits – prints, bio, farm to RCMP when authorized, guns etc
- 69. Rate of success for finger prints – Edmo vs AB vs Can databases (candidates/possible by algorithms + yearly proficiency tests – quals/competencies, additional specializations,
- 70. SS 5.1.A – support squad oversees selection, diff process from 16yrs ago.
- 71. Succession list is created for 1yr on hold at a time, qualified but needs vacancy rates
- 72. Posting apply, criteria – skillset, yrs of service
- 73. She needed 8, now you need 3. She does not like how low it is.
- 74. SS 5.1.B - 6ppl interviewed, 2wk intro to forensics, exposure to loads and responsibilities, 85% mark required to pass – written and practical tests (B&E + Outdoor sex assault)
- 75. If you pass, you are on succession list, then attend Ottawa if vacancy created @ EPS – EPS is doing this in house during Corona. – Mentorship/under study program is 8-12mos. Must complete and demonstrate before autonomous
- 76. SS 5.1.C – members can call for any reason – attend vs walk through over the phone
- 77. Sgt filters calls to determine whether attendance is required
- 78. SS 5.1.D – 12hr day – possible avg of 5 per day, resource intensive lately due to high # of homicides, highly variable lengths of time on scene

Intoxilyzer (SS 10.3 property ready)

- 79. Been in the unit for 4yrs
- 80. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
- 81. Oversees all impaired training, assoc equip, + DRE + maintenance, monthly/yrly, documentation
- 82. Various SFT/DRE Standards via Intl Assoc Chiefs of Police
- 83. Kerry is head for breath, Cpl Richard Nowak (RCMP) heads DRE.
- 84. 48 DRE in EPS – ops tests, classroom etc
- 85. Evidence Instruments, AB Software, Ntl Alcohol Test Committee
- 86. SFT Screener Equip – CPS/EPS do their own maintenance co St Louis Training + DavTech for rest of AB
- 87. Each Division has calibration tag on equip re expiry date
- 88. Spreadsheet 109 pcs of equip w EPS – maintenance before due date on whiteboard
- 89. 3 Cst + Sgt + Rob
- 90. Backup equip pool available within 1hr, equipment has fail safes – self-locking – policy and procedure mitigates ahead of equipment
- 91. RCMP training instruments + Kerry
- 92. Checkstop operations have ceased to exist during corona

- 93. Intoxnet speaks w all instruments and can troubleshoot remotely + remote breath tests & historical records but Rob prefers spreadsheet
- 94. Huge amounts of maintenance/equip/records
- 95. Dbl check all info/records/maintenance, 2 sets of eyes, 2 sets of signatures, checks and balances
- 96. 150 Breath Techs @ eps
- 97. Dec 1, ab impaired laws changing – would like the equipment to reflect those changes – ie: FAIL and #, not only FAIL

Speed Measurement Equipment (SS10.3 property ready)

- 98. 23 yrs w EPS, MP for 10 prior
- 99. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
- 100. No standards for radar (photo is exception), TSA re Tuning Forks – 1x/yr, fork/radar/vehicle consistently paired
- 101. Binder full of fork and unit certificates from MegaTech (old school backup)
- 102. E-version is spreadsheet like Intox.
- 103. Lidar – test pre/post shift (no quals otherwise)
- 104. Noise testing equipment – certified
- 105. Diary dates are scheduled 6wks before expiries
- 106. 6 motos equipped w radar, 32 cars in traffic unit
- 107. Patrol Divisions – separate equipment (5 on avg)
- 108. Of approx. 450 cars, eps wide, 130-200 have radar
- 109. July 2021 is next major recalibration

Day 3

Manager Information Section (SS8 Records)

- 110. 39 yrs w EPS, 32 Sworn, 7 Civilian
- 111. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
- 112. Manages hard and e-copies
- 113. Ops records in niche system, retention schedule, e-reports RMC etc, Stats Can, Calls For Service
- 114. Info captured by investigators paper or e-doc, papers are scanned by civilians to e-doc rms within 48hrs , permissions are set to access the e-doc and log the activity, Cst never touches the papers again
- 115. Servers are in secure enviro in HQ + secondary offsite, dedicated IT staff
- 116. He manages docs, Debbie manages Forms, Notebooks are issued and managed by Divisions and placed into Exhibit Mgt area – 4yr retention (Generally odd disconnects unit wise as to what is/n't in in the RMS or deemed 'records')
- 117. SS.8.1 - OK
- 118. SS.8.2 – ok
- 119. SS.8.3 – within rms, resp of investigator
- 120. SS.8.4 – Records re exhibits are resp of exhibit unit
- 121. SS.8.5 - Debbie
- 122. SS.8.6 – ok
- 123. SS.8.7 – funds, informants etc, front counter and financial docs by fin dept
- 124. SS.8.8 - fobs
- 125. SS.8.9 – function in rms arrest booking unit
- 126. SS.8.10 – separate unit – Crown Records Unit

127. SS.8.11 – section resp for warrants (civilians) some sworn oversight

Property & Exhibits (SS9 Property & Exhibits)

128. 7yrs w prop ex, Mgr since Oct – Yellowhead location (non-descript St Albert Tr/127)
129. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
130. Drivers to 6 Divisions to remove exhibits – prop ex/paperwork to warehouse
131. Drugs @ HQ for security purposes
132. “Pirate” old software specific to EPS but works well, enter to database, sign items in/out , barcodes/laser gun
133. 1 million items, 45000sq ft, divided by genre
134. Court conclusion, manifest, court order, manual checks through JOIN
135. No sworn members, only civilians – they will hand off to sworn on indictable offences as sign off required
136. Disposal – general property could be dumpster, incinerator (old crematorium), gun alligator sheer/jaws of life, gun pulveriser (rolling pin)
137. Occasionally destroy for other PS
138. Frequency of destruction – drugs 1x/wk (100kg), guns 1x/wk (50-400 units)
139. 4200 guns on file at moment
140. Drugs and money are separate unit/runs to Districts on Tues/Fri w varied routes – each District has a safe for guns and drugs
141. Bank account – 2-4wks turnaround to get \$ back, mail cheque
142. Drugs triple checked weight c/o cops and prop ex unit
143. EPS report to Health Can via spreadsheet rather than traditional forms due to volume (mutually agreeable arrangement)
144. Houses new Remand guests property which then could be forfeited through Mun Gov Act process
145. Annual Audit – via Risk Mgt Unit + 300-400 spot check – 95%-98% success rate on spot checks
146. In house inventory – every item is 99% success rate
147. Facility is adequately sized, for now
148. Safety – 2 DNA fridges, alarmed by comms, flag if temp dips, 400 sq. ft, most fridge units are used for Intox
149. District fridges – ident @ south location ONLY
150. SS 9.1 & 9.2 OK

Day 4

General Property and Records (SS9)

151. 16yrs @ EPS, acting Det role, West End
152. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
153. Processing exhibits, RP 1, RP 2, RP 2A etc, file # on samples/exhibits, pics, pcopies, forms, dates, times, notes
154. Safely secure and empty gun, isolate ammo, note whether 1 in chamber, zip ties + in house certification whether gun is gun
155. Drug Vault is separate from rest of prop/ex
156. Noting conditions and breaches paperwork, release, if applicable

- 157. Fingerprints and pics -> Special Csts @ holding cells + personal property handling, NOT exhibits
- 158. PL 1-3 OK
- 159. PL 4 Crown – depends on the nature and severity of the charge. Typically, close relations. Primary investigator/file coordinator/additional resources as requested.
- 160. MAY hand off exhibits to coworker @ PS if dealing w suspect
- 161. PL 5 No guns/drugs to court (recently changed) pics sufficient unless requested by crown or judge (old style was boxes)
- 162. PL 2 & 3 SUI – Still Under Investigation Lockers – a type of temp locker, self-administered keys co watch commander
- 163. PL 6 – 0 post trial involvement – file concluded

Day 5

General Property and Records (SS9)

- 164. 9yrs w EPS, Generally unfamiliar w AB Pol Stds, West End
- 165. Discussed files he handled as well as hypothetical scenarios. He was very knowledgeable and thorough with each topic.
- 166. Ukrainian doll analogy, methodically search and chronicle prop ex – may assign responsibility to partner as handler
- 167. KR 8 Gun, KR 8A Mag, KR 8B Rounds
- 168. Diligence in investigation makes court easier
- 169. PL 3 Exhibit tracking sheet, Analysis – believe cocaine, drug vault, Drug Unit contacts Health Can (Not KR – luxuries not in small PS)
- 170. PL 4 processes vary by case re level of interaction w crown
- 171. Movement of exhibits from Yellowhead to HQ or court related pickups
- 172. Physical to court if safe, pics sufficient, otherwise – MAY return physicals to WEST @ end of day if HQ is closed and then Yellowhead picks up
- 173. Once out of his custody, post court, he never sees it again
- 174. They are generally not permitted to touch guns now (Jan 2021??)
- 175. Money files, denominations, 2nd set of eyes – partn