



# EDMONTON POLICE SERVICE

## **REPORT TO THE EDMONTON POLICE COMMISSION**

**DATE:** 2019 February 26

**SUBJECT:** Final 2019 Annual Policing Plan

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### **INTRODUCTION:**

Attached is the final 2019 Annual Police Plan as supported at the closed Edmonton Police Commission meeting on February 21, 2019. Final version submitted for approval.

### **BACKGROUND:**

The EPS has developed the 2019 APP based on EPS's 2019-2022 Business Plan and from strategic discussions with its leadership. This plan identifies strategic initiatives for the year, which performance measures will be used to assess organizational success, and identifies which areas in the EPS will be subject to budgetary changes to address workload capacity issues and to meet other policing needs.

In summary, the 2019 APP contains content for:

- Seven core areas in 2019 that will be subject to staffing increases given the direction of our approved 2019-2022 Business Plan.
- The renewal and growth capital projects in 2019 that have secured funding and will be advanced, given the direction of our approved 2019-2022 Business Plan.
- Five Strategic Initiatives the organization will be focused on advancing in 2019.
- 21 performance measures aligned to our organization's four Strategic Goals

### **ATTACHMENTS**

1. 2019 Annual Policing Plan

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**Date:** \_\_\_\_\_

# 2019 EPS Annual Policing Plan

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# Introduction

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Each year, the Edmonton Police Service (EPS) develops a plan that provides a forward outlook for the upcoming year towards its organizational priorities, strategic initiatives, and indicators that monitor success. This promotes collaboration, communication and accountability for ensuring excellent service delivery.

Unlike previous policing plans, this planning cycle has been developed during a transition period for the EPS. After almost seven years of operating under the leadership of Chief of Police Rod Knecht, February 2019 saw the official start of our new Chief of Police, Dale McFee. The initial onboarding of Chief McFee will require detailed and multiple discussions about our organizational structure, the function and mandate of our policing programs, the prevailing EPS work culture, our stakeholder partners, our criminal landscape, etc. As Chief McFee sets out a new course for the organization, the direction set out of this plan will be subject to change.

Our 2019 APP is organized, and will be reported back on, in three sections:

## ***Business Plan Implementation***

New for this year's policing plan, this plan highlights the operational and capital growth projects that will be implemented and funded in 2019, as per our City-Council approved 2019-2022 Business Plan. As this plan is reported back upon, progress updates will be provided on the implementation of these budgeted priority areas as well as relevant data and measurements to monitor achievement of desired outcomes.

For operations, staffing growth in 2019 will be occurring for front-line patrol, the Operations and Intelligence Command Centre, 911 dispatch, tactical, cybercrime, and a number of areas in our Corporate Services Bureau.

For capital, expenditures in 2019 will be focused on advancing Information Technology enhancement projects, as well as capital renewal related to lifecycle equipment, vehicle replacement, and maintaining IT infrastructure and applications

## ***Strategic Initiatives***

As a 24/7 emergency-response organization that serves nearly one million people across 767 square kilometers, priority comes first in insuring that we meet our core service delivery standards and mandate. As opportunities and risks emerge in our operating environment, the EPS must still be willing to alter its strategic course. This plan identifies six strategic initiatives EPS will undertake in 2019. Each initiative identifies actions and identifies performance measures to track progress.

## ***Performance Measures***

Our 2019 Annual Policing Plan contains a diverse set of performance measure data that speaks to how closely we are meeting our organization's long-standing Strategic Goals. Although data is often viewed as "cold" and somewhat removed from the personal anecdotes and stories that

draw our attention, the use of objective, standardized, and reliable data is crucial to truthfully evaluate our organization's performance. Good measurement is a precursor to diagnosing, managing, and improving our results.

The performance measures in this plan are organized by our organizations four Strategic Goals:

- Reduced Crime & Victimization
- Investigative Excellence
- Increased Efficiency & Effectiveness
- Commitment to Professionalism

Altogether, data will be collected, analyzed, and reported for 21 performance measures.

### **Reporting Back on the Plan**

The results of this plan will be reported back on with a mid-year report (September 2019) and with a year-end report (February 2020). This will include a public report, presentation, and opportunity for discussion with the Edmonton Police Commission (EPC) on our results, progress, and challenges in implementing this plan.

# Business Plan Implementation

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In December 2018, the EPS and EPC brought forward a 2019-2022 Business Plan to City-Council that articulated how new funding for the operating and capital budgets would be allocated. The 2019-2022 Business Plan described the framework that EPS uses to decide upon these priorities, the outcomes to address with these investments, and the measurements to assess movement on these outcomes.

## ***Operating Priorities***

Throughout 2019, personnel positions will be allocated across the EPS in the following priority areas:

### **Front-line Policing**

In response to significant increases in dispatch call workload and to better meet our core policing goals for response times and proactive policing, patrol will require ongoing growth positions.

*In 2019, 11 sworn positions will be added to front-line policing, as well as 1 sworn position for the Investigation Management Approval Centre.*

### **Operations and Intelligence Command Centre (OICC)**

Currently under development, the OICC will provide a “real-time” centralized center of tactical and operational intelligence and provide for optimized centralized command. Among other things, this will provide for enhanced situational awareness of general crime and disorder, better situational management during major incidents, and more efficient and effective deployment of resources.

*In 2019, 10 sworn positions will be added to the upcoming OICC.*

### **Civilianization of the 911 Dispatch Function**

Since 2018, EPS has formally begun the process of civilianizing its 911 sworn dispatchers in our 911 Communications Branch. The next several years will see a continual flow of civilians being trained to provide the core functions of 911 call answering, emergency and non-emergency call evaluation, and now the dispatching of calls to front-line patrol. As capacity is built with our civilian dispatchers, existing sworn members will be redeployed to other areas of the EPS.

*In 2019, 9 civilian positions will be added to 911 Communications Branch.*

## **Tactical**

Workload for the Tactical Section is significant and gaps in coverage are currently being mitigated with high levels of standby pay and overtime. The Tactical Unit currently operates with three squads, and the injection of additional resources will allow for the transition to a four squad model.

*In 2019, 3 sworn positions will be added to the Tactical Unit.*

## **Cybercrime Investigations**

An acceleration in technology advancements and a proliferation of the use of digital devices by persons of all walks of life has corresponded to a vast rise in cybercrime. Addressing these complex and diverse crimes requires an increase in staffing capacity for this investigative area.

*In 2019, 1 sworn and 2 civilian positions will be added to the Cybercrime unit.*

## **Corporate Services**

Corporate Services Bureau (CSB) provides the administrative functions required to support an organization that, by 2022, will have 3,000 employees and a budget exceeding \$400 million. As front-line policing grows, pressure points in particular administrative areas will need to grow as well.

*In 2019, 1 sworn and 11 civilian positions will be added to divisions throughout Corporate Services Bureau. Specifically:*

### *Supply Services Division*

- One legal advisor for corporate services in relation to procurement

### *Human Resources Division*

- One constable for Firearms Training Unit
- One clerk for Employee & Family Assistance Section
- One director for Organizational Development Branch
- One program manager for Occupational Health & Safety Section

### *Informatics Division*

- Four CPIC operators for CPIC Warrant Unit
- Three analysts for Business Applications

### *Business Development Division*

- One senior accountant related to IT & Asset Management



## **Operating Impacts of Capital**

Based on the EPS Funding Formula policy, funding from EPS's 2019-2022 operating budget will be used to address the operating impacts of capital projects. For the 2019 year, 13 positions will be added to EPS to address completed capital spending or organizational restructuring:

### *Administrative Lease Space*

- One IT technician, one facilities maintenance clerk, and one lease space admin support

### *North West Campus*

- One clerk, and three Identification Technicians for the Criminal History Unit

### *Intelligence Production Division*

- One Clerk, three analysts, and one data scientist

### *Security Equipment Lifecycle*

- One security analyst

## **Legalization of Cannabis**

The EPS 2019-2022 Business Plan brought forward to City Council a service package to address new policing needs to operate in a legalized cannabis environment. City Council deferred this service package to the 2019 Spring Supplemental Operating Budget, where one-time funding for 2019 will be decided. To support the need of this service package, EPS will prepare a quarterly report throughout 2019 to Community and Public Services Committee on Cannabis activities and impacts resulting from legalization

## **Capital Priorities**

For the 2019 – 2022 Capital Budget Cycle, the EPS brought forward had capital renewal and growth requirements requests to City Council. The nine renewal projects that support ongoing police operations (vehicles, equipment and technology) were all approved, and one of the six growth projects to support Information Technology Enhancements was approved. The remaining projects – the OICC, firearms facility, canine facility, police seized vehicle storage lot, and north west land purchase – were deferred and will be resubmitted during Supplemental Capital Budget Adjustments.

## **Approved Renewal Capital Projects**

The concept of renewal refers to investment in existing infrastructure to restore it to an efficient operational condition and extend its service life. As an on-going requirement, the EPS has an approved capital budget for lifecycle equipment, vehicles, helicopter and information technology, bringing the total approved Capital Budget for the EPS for the 2019-2022 budget cycle to \$78.0 million to replace this equipment as it reaches the end of its expected life.

The approved helicopter replacement will to be funded from debt financing with debt servicing costs coming from the EPS budget. A report to Community and Public Services Committee identifying the source of the funding will be prepared for June 26, 2019.

The following renewal capital projects will be advanced in 2019, with the associated capital spending over the 2019-2022 period:

- Helicopter Replacement. \$6.2 million
- Telecom Life Cycle. \$2.13 million
- Police IT Systems – Infrastructure. \$14.23 million
- Police IT Systems – Applications. \$14.40 million
- Security Equipment Lifecycle. \$5.06 million
- Vehicle Replacements. \$28.19 million
- Specialized Police Equipment. \$6.18 million

### **Approved Growth Capital Projects**

The 2019-2022 Capital Budget Cycle approved a \$9.3 million Information Technology growth project. This is a composite project that encompasses various initiatives to enhance the capability of EPS software applications and systems to support police operations. Specific for 2019, \$2.9 million of these funds will be invested. Project selections will be decided by our IT Strategy Committee, based on an existing inventory of ranked IT proposals.

# Strategic Initiatives

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## 1. Policing in a Legalized Cannabis Environment

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

### Activities:

- Continue to monitor the impact of cannabis legalization on EPS resources and report to City Council each quarter on these policing impacts
- Continue to research policy implications, and develop new policy as needed
- Pilot and evaluate the Dräger 5000 - the only current federally approved roadside drug testing device
- Pilot and evaluate alternative roadside testing devices as they are federally approved
- Continue to advocate for police funding in response to enforcement costs of legalized cannabis
- Conduct a review of the EPS Checkstop program

### Performance Measures:

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

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

Additional statistics will be provided surrounding the several dozen new criminal and provincial violations that have been introduced under the *Cannabis Act* section of the *Criminal Code of Canada*.

## 2. Implementation of a Firearms Strategy

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

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

### Activities:

- Finalize the new Firearm, Crime Gun policy & procedure and communicate changes to EPS membership
- Purchase a Mobile Shooting Facility to process and test criminal gun incidents in a timely manner (currently in the procurement stage)
- Develop and submit a business case proposal to secure grant funding from the federal government's initiative for Criminal Gun and Gang Violence
- Train all patrol members in the new Basic Firearms Investigation Course (half-day) as part of annual Geographic Deployment Model (IDM) training
- Train all new sworn recruits in the new Basic Firearms Investigations Course beginning in September 2019
- Develop a new Advanced Firearms Investigation course for future training for specialized investigative areas (e.g., Edmonton Drug and Gang Enforcement (EDGE), Alberta Law Enforcement Response Team (ALERT))
- Pursue creation of a new EPS Guns and Gangs Investigative Team with the mandate to investigate firearm crimes

### Performance Measures:

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

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

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

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

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

Although the capital request for this new policing program (\$4.3 million from 2019-2022) was deferred by City-Council in December 2018, the OICC will still proceed and be operating in 2019. The capital request centered on technology enhancements that would be steadily adopted and deployed by the OICC. This funding shortfall will be mitigated by (1) reviewing and reprioritizing all proposed future OICC technology projects, and (2) determining what projects can proceed using EPS's overall IT budget.

#### Activities:

- Develop with TELUS an off-premise CCTV solution for EPS proprietary cameras.
- Develop a Road Map to guide the evolution of the CCTV solution.
- Finish construction of the facility and set up of furniture and all other needed equipment
- Complete staff hiring for four OICC Operation Sergeant Positions
- Review and reprioritize the inventory of all proposed OICC technology projects
- Identify other funding sources within the centralized IT budget to support reprioritized projects.

#### Performance Measures:

To be developed

## 4. Optimization of EPS's Patrol Deployment Model

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

### Activities:

- Increase patrol squad staffing with 1 Sergeant and 10 Constables, based on areas of most critical need
- Pilot and evaluate a 10 patrol squad model to improve supervisor span of control
- Conduct statistical modelling to evaluate the optimal patrol shift schedule based on an updated analysis of daily call workload
- Discuss current and emerging issues impacting response times and proactive availability at monthly patrol bureau meetings
- Address relevant City Auditor Recommendations, including:
  - evaluating EPS's patrol staffing model as per research agreement with MacEwan University (scheduled for full completion in 2020)
  - review the suitability of EPS's 25% proactive time based on an environmental scan of other police agencies
  - review the suitability of EPS's Priority 1 seven minute response time target based on surveying citizens on their response time expectations

### Performance Measures:

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

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

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

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

## 5. Implementing the Indigenous Community Engagement Strategy

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

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

The EPS will be working towards five goals that encompass the needs of both the EPS and the Indigenous community it serves.

### Activities:

- Develop an evaluative framework which will assess our organizational situation as it relates to Indigenous communities and inform the creation of an action plan
- Develop strategic community partnerships
- Increase education, training, and cultural awareness for EPS members
- Increase recruitment from the Indigenous community
- Develop Indigenous engagement best practices and procedures in policing

### Performance Measures:

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

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

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

# Performance Measures

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## Strategic Goal: Reduced Crime & Victimization

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*“This goal speaks to reducing the frequency and severity of crime and disorder as well as the related fear caused by victimization.”*

### Crime in Edmonton

**1. Crime Severity Index** – Edmonton’s Crime Severity Index value. This Statistics Canada-based measure factors for the amount of reported crime occurring, its relative severity, and population. **Target:** a reduction from 2018 levels. **Near Target:** 3% above target.

**2. Violent Crime** – the number of EPS-reported violent crime victimizations. Violent Crime is based on all UCR 1000-series “Crimes Against the Person” criminal codes. **Target:** a reduction from 2018 levels. **Near Target:** 5% above target.

**3. Property Crime Rate** – the number of EPS-reported property crime incidents per 1,000 population. Property crime is based on all UCR 2000-series “Crimes Against Property” criminal codes. **Target:** a reduction from 2018 levels. **Near Target:** 5% above target.

**4. Social Disorder** – the number of criminal occurrences resulting from 17 disorder-based CAD events, such as mischief, public disturbances, noise complaints, and mental health act complaints. **Target:** reduction from 2018 levels. **Near Target:** 5% above target.

### Traffic Safety

**5. Collision Injury Rate** – the number of collision injuries per 1,000 population. Injuries are those that are recorded as requiring hospitalization, but are not fatal. **Target:** 3.1 (as per 2016-2020 Vision Zero Road Safety Plan). **Near Target:** 3.4.



## Strategic Goal: Investigative Excellence

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*“This goal speaks to ensuring a high standard of investigative competency which can be reflected in increased clearance rates and successful prosecutions that support the administration of justice.”*

**6. Weighted Clearance Rate** – the percentage of EPS-reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused is identified and sufficient evidence exists to lay a charge. **Target:** 43% or greater. **Near Target:** 40%.

**7. Persons with Criminal Warrants** – the number of persons with outstanding criminal warrants held by EPS. **Target:** 7,720 (a reduction from 2018 year-end levels). **Near Target:** 8,106 (within 5% above target).

## Strategic Goal: Increased Efficiency & Effectiveness

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*“This goal speaks to the achievement of policing effectiveness - “doing the right thing” – and efficiency - “doing things right”.”*

### Patrol Performance

**8. P1 Response Time Performance** – the percentage of priority 1 dispatch calls where the event is dispatched and police arrives on-scene in 7 minutes or less. Measure excludes moving vehicle events, most common with impaired driving calls. **Target:** 80% of the time or more. **Near Target:** 75%.

**9. Proactive Time** – the percentage of patrol’s time that is dedicated to activities that aim to prevent crime or disorder occurring in the future (e.g., probation checks for prolific offenders, patrolling a crime hot-spot, locating an offender with outstanding warrants). **Target:** 25% or greater. **Near Target:** 20%.

### 911 Police Communication Performance

**10. 911 Operator Answer Performance** – the percentage of the time that 911 calls are answered by EPS 911 Operators within 15 seconds. This includes emergency calls that are directed to other emergency providers, such as Fire or Ambulance. **Target:** 95% of the time. **Near Target:** n/a.

**11. Police Evaluator Answer Speed** – the average time for Police Call Evaluators to answer 911 police emergency calls that have been transferred by a 911 Operator. **Target:** 10 seconds or less. **Near Target:** 15 seconds.

**12. Non-Emergency Calls ASA** – the average time for Police Call Evaluators to answer non-emergency calls. **Target:** 50 seconds or less. **Near Target:** 55 seconds.

## Fiscal Efficiency

**13. Sworn Overtime** – the total sworn overtime hours worked, expressed as Full-Time-Equivalent (FTE). An FTE is budgeted to work 2,080 hours per year. This measure excludes overtime related to Extra Duty events that are billed to an external organization. **Target:** 40 FTE's or less. **Near Target:** 48 FTE's.

**14. Civilian Overtime** – the total civilian overtime hours worked, expressed as Full-Time-Equivalents (FTEs). An FTE is budgeted to work 1,990 hours per year. **Target:** 6 FTE's or less. **Near Target:** 7.5 FTEs.

## Strategic Goal: Commitment to Professionalism

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*"This goal speaks to adhering to EPS's core values and building on the cornerstones of organizational effectiveness. Professionalism applies to everybody, all the time. It involves striving for excellence in all activities."*

### Recruitment

**15. EPS Applicants** – the total number of EPS sworn-member applications submitted. **Target:** 425 or more (based on 85 planned hires and an ideal 5:1 applicant-to-hire ratio). **Near Target:** 340 (based on a less ideal 4:1 applicant-to-hire ratio).

**16. Female Applicants** – the percentage of EPS sworn applicants that are female. **Target:** 20% or more. **Near Target:** 15%.

**17. Female Hires** – the percentage of EPS sworn hires that are female. **Target:** 25% or more. **Near Target:** 20%.

**18. Hires from Underrepresented Ethnic Communities** – the percentage of sworn hires that are from underrepresented ethnic communities. This is based on those who voluntarily identify as indigenous or as a visible minority. **Target:** 20% or more. **Near-target:** 15%.

### Public Complaints

**19. Public Complaint Investigation Speed** – the percentage of public complaint investigations completed within 6 months or less. **Target:** 50% of the time or more. **Near Target:** 45%.

**20. EPS Complaint Rate** – the number of public or internal complaints made against EPS conduct, per 1,000 dispatch calls. **Target:** 1.5 or less. **Near Target:** 3.

**21. Police Misconduct Rate** - the number of concluded complaint files where police misconduct was deemed to have occurred, per 100 sworn members. Police misconduct is defined as complaint files generated from the public or by EPS staff that was either sustained at a complaint hearing or sustained as a Minor Contravention (of Police Service Regulations). The number of sworn members is based on the previous year. **Target:** monitoring only.