

# 2017

ANNUAL POLICING PLAN

Q1 REPORTING





## 2017 Annual Policing Plan – Q1 Public

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## Reduced Crime & Victimization

### Crime in Edmonton

#### 1. Crime Severity Index

##### ABOUT THIS MEASURE

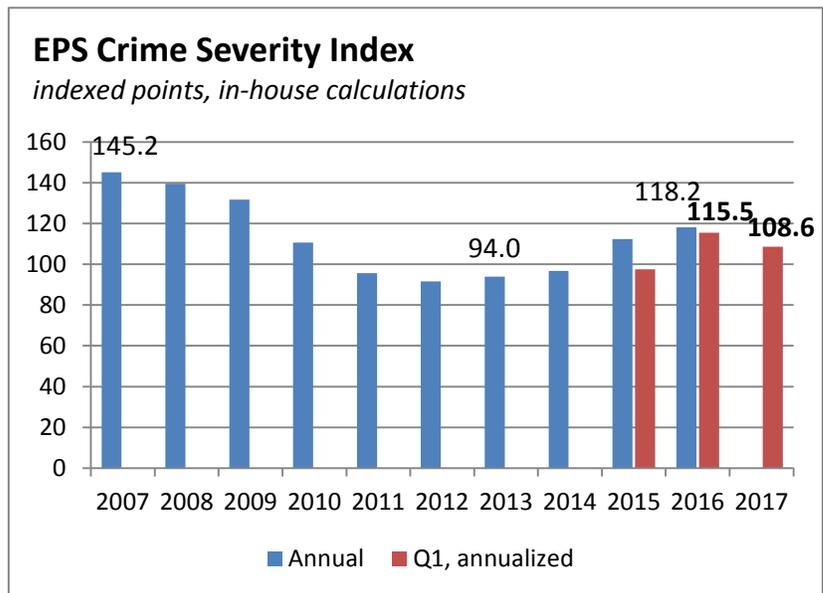
Measures Edmonton’s Crime Severity Index value (CSI). This internally calculated measure follows the measuring methodology established by Statistics Canada. The index measures the amount of crime reported to EPS, factors for the severity of the crime that occurred, and additionally factors for population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

##### TARGET

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

##### RESULT - off target

For the first quarter of 2017, Edmonton’s CSI fell 5.9% from the same period last year. This result was primarily driven by a reduction in property crime incidents (in particular, break & enters, mischief, and theft from vehicle), and because homicides and robberies - highly weighted violent crimes - were down.





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## 2. Violent Crime

### ABOUT THIS MEASURE

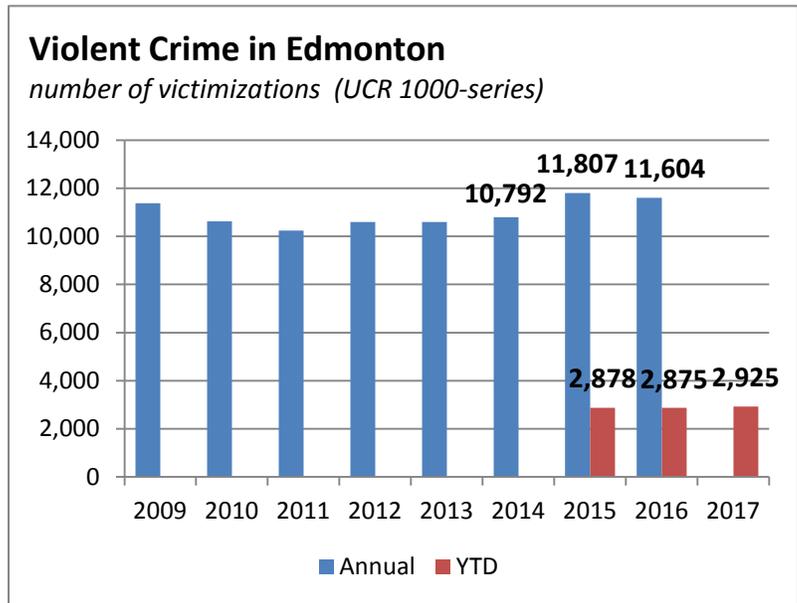
Measures the total number of violent crime victimizations reported to EPS. This covers victimizations for any 1000-series UCR criminal code.

### TARGET

A reduction from 2016 levels.

### RESULT - near target

For the first quarter of 2017, victimizations of violent crime rose 1.7% from the same period last year.



*Note:* statistics reported here now cover a wider expansion of violent crime than in previous years of reporting, which was limited to EPS’s 4 Violent Crime Indicators (homicide, sexual assault, assault, and robbery). Newly added violent crime types include uttering threats; kidnapping/confinement; child abuse; criminal deaths; other types of sexual violations or assault; and violent-based arson.

## 3. Property Crime

### ABOUT THIS MEASURE

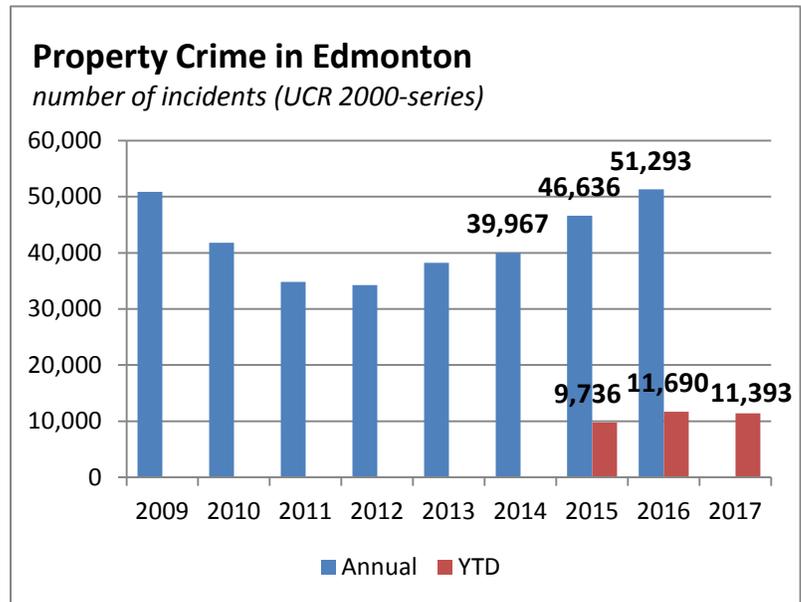
Measures the total incidents of property crime reported to EPS. This covers incidents for any 2000-series UCR criminal code.

### TARGET

A reduction from 2016 levels.

### RESULT - on target

For the first quarter of 2017, incidents of property crime fell 2.5% compared to the same period last year.



*Note:* statistics here now cover a wider expansion of property crime than in previous years of reporting, which was restricted to EPS’s 4 Property Crime Indicators (break & enter, theft from vehicle, theft of vehicle, theft over \$5,000). The newly reported property crime types include theft under \$5,000, mischief, possession of stolen property, fraud, and non-violent arson.



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### 4. Social Disorder

#### ABOUT THIS MEASURE

Measures the number of occurrences from disorder-based events.

#### TARGET

A reduction from 2016 levels.

#### RESULT - near target

For the first quarter of 2017, social disorder occurrences increased 2.7% compared to the same period last year. Disorder-based events cover the following areas:

- Weapons Complaints
- Trouble with Persons
- Prostitution
- Noise Complaints
- Mischief
- Mental Health Act Complaints
- Disturbances
- Arson
- Abandoned Vehicle

### Traffic Safety & Enforcement

### 5. Major Injury Collisions

#### ABOUT THIS MEASURE

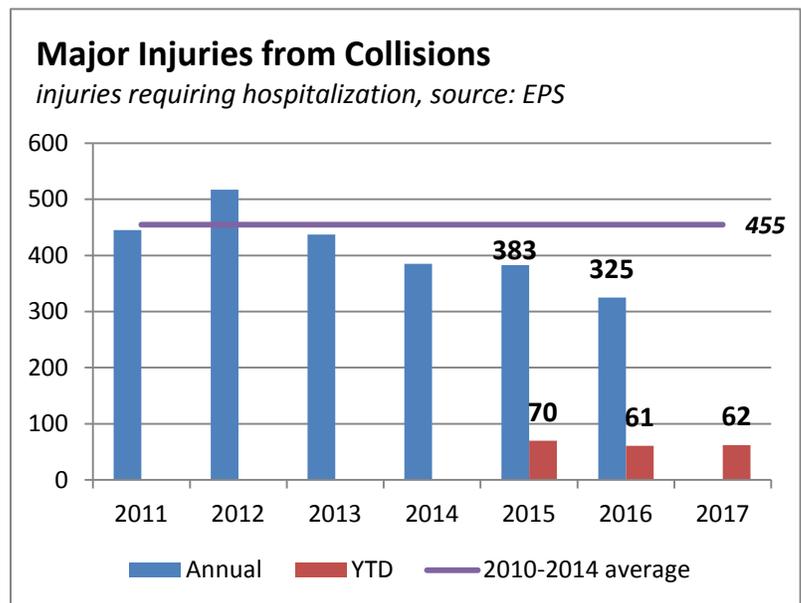
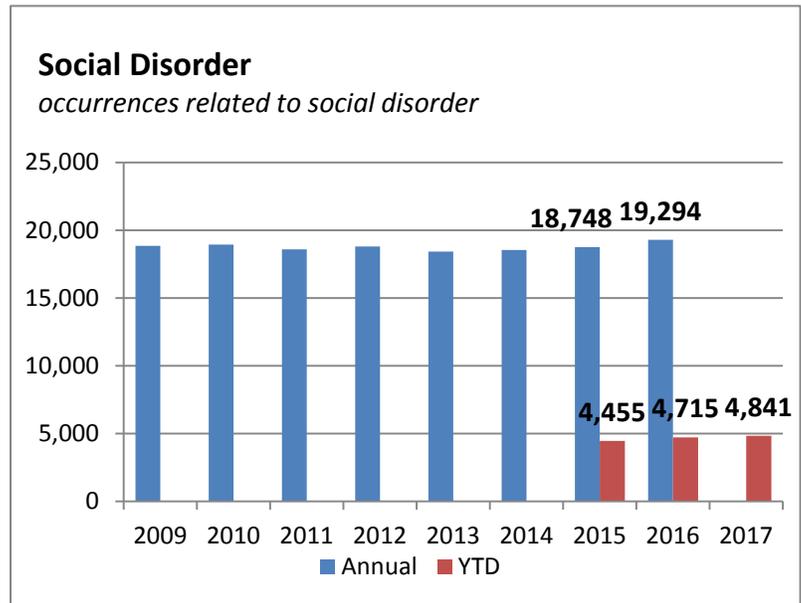
Measures the number of major injuries resulting from vehicle collisions. Major injuries are those that require hospitalization, but are not fatal.

#### TARGET

437 (a 4% reduction from the ~~2011-2015~~ 2010-2014 average, as per EPS's 2016-2020 Traffic Safety Plan) <sup>1</sup>.

#### RESULT - on target

For the first quarter of 2017, major injuries from collisions were up 1.6% from the same period last year, but are still on-track to meet the 4% reduction target from the 2010-2014 baseline average.



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



## 2017 Annual Policing Plan – Q1 Public

### 6. Traffic Fatalities

#### ABOUT THIS MEASURE

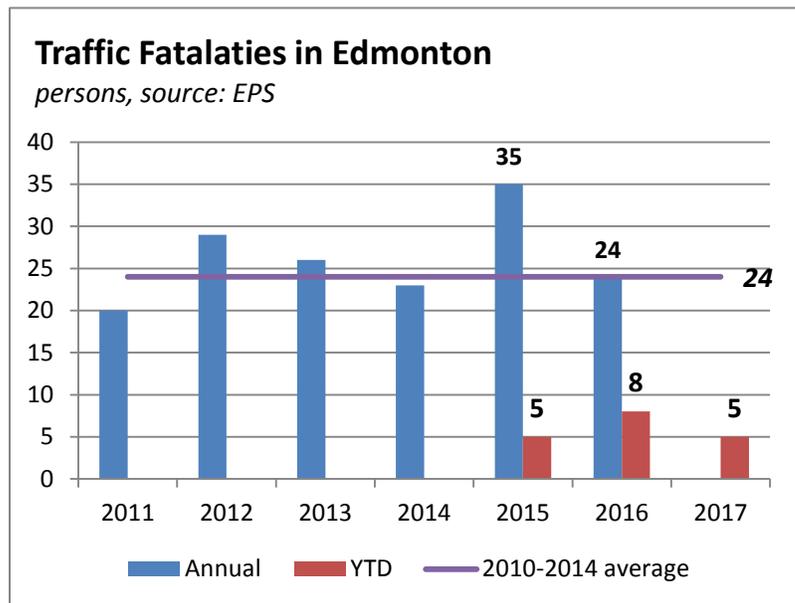
Measures the number of fatalities occurring as a result of vehicle collisions.

#### TARGET

23 (a 4% reduction from the ~~2011-2015~~ **2010-2014** average, as per EPS's 2016-2020 Traffic Safety Plan)<sup>2</sup>.

#### RESULT - on target

For the first quarter of 2017, traffic fatalities were down 37.5% from the same period last year (from 8 to 5), and are on-track to meet the 4% reduction target from the 2010-2014 baseline average.



### 7. Speeding Enforcement

#### ABOUT THIS MEASURE

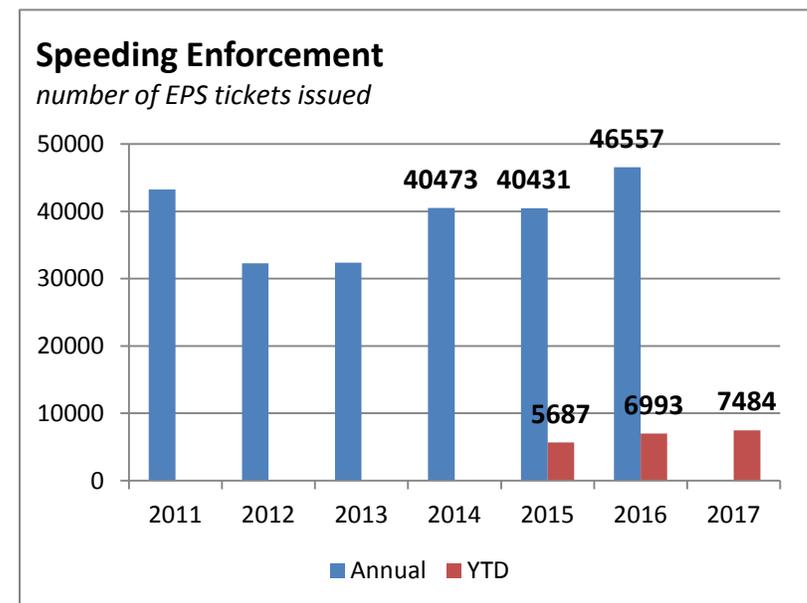
Measures the number of speeding-related traffic violations identified and subsequent tickets issued by EPS. This excludes tickets issued by the Office of Traffic Safety from automated enforcement.

#### TARGET

An increase from 2016 levels.

#### RESULT - on target

For the first quarter of 2017, speeding tickets issued by EPS were up 7.0% from the same period last year.



<sup>2</sup> See previous footnote.



## 2017 Annual Policing Plan – Q1 Public

### 8. Distracted Driving Enforcement

#### ABOUT THIS MEASURE

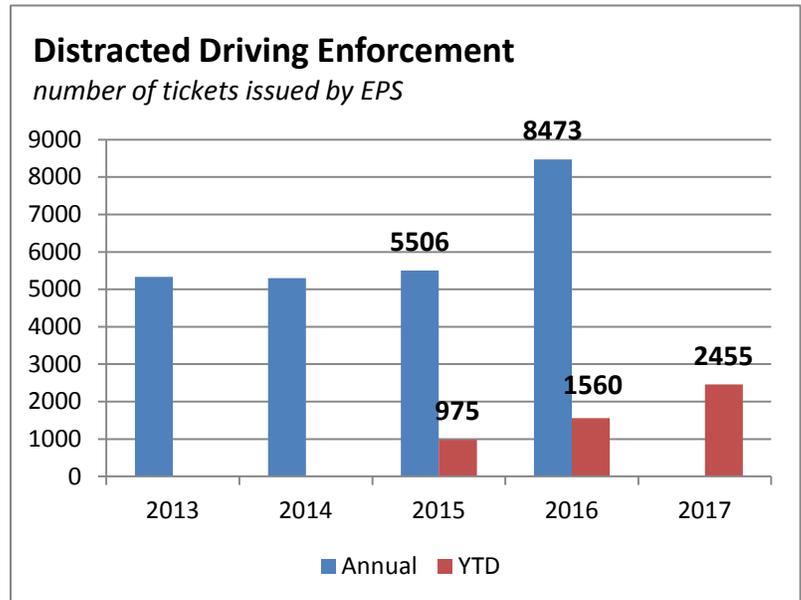
Measures the number of Traffic Safety Act violations for Distracted Driving issued by EPS.

#### TARGET

An increase from 2016 levels.

#### RESULT - on target

For the first quarter of 2017, distracted driving tickets issued by EPS were up 57.4% compared to the same period last year.



### Investigative Excellence

### 9. Weighted Clearance Rate

#### ABOUT THIS MEASURE

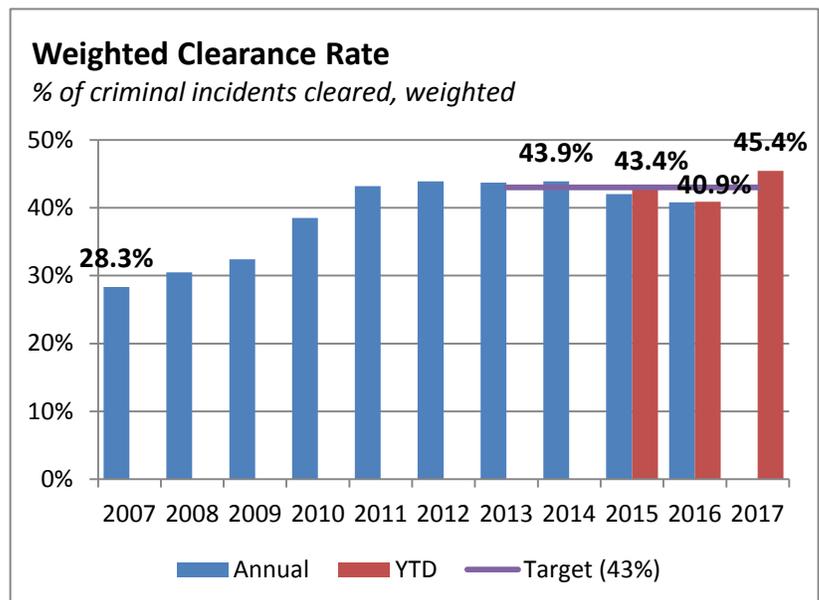
Measures the percentage of EPS-reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused has been identified and charged, or 'cleared otherwise'.

#### TARGET

43% or greater.

#### RESULT - on target

For the first quarter of 2017, EPS's Weighted Clearance Rate was 45.4%, marking a 4.5% point increase from the same period last year.





## 2017 Annual Policing Plan – Q1 Public

### 10. Criminal Network Disruptions

#### ABOUT THIS MEASURE

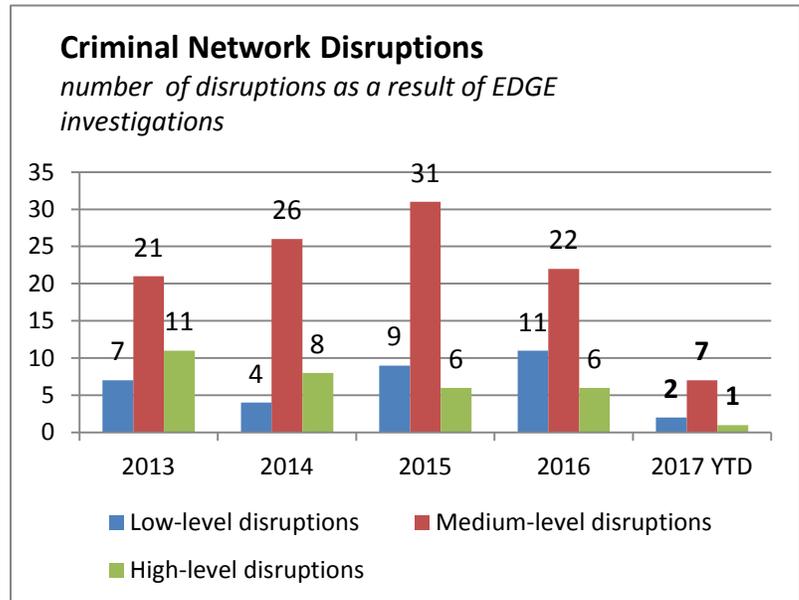
Measures the number of low-level, medium-level, and high-level criminal networks that are disrupted as a result of concluded investigations by EPS's Edmonton Drug & Gang Enforcement section (EDGE).

#### TARGET

Maintain or increase disruptions from 2016 levels.

#### RESULT - near target

So far in 2017, criminal network disruptions are on-target for mid-level disruptions, but off-target for low and high level targets.



### 11. Organized Crime Arrests & Seizures

#### ABOUT THIS MEASURE

Investigative results from Edmonton Drug & Gang Enforcement section (EDGE) for arrests; charges; and seizures for drugs, money, and firearms.

#### TARGET

Monitoring only.

#### RESULT - monitoring only

EDGE Seizures/Charges	2013	2014	2015	2016	2016 Q1	2017 Q1
Cocaine (kg)	54.9	9	6.8	13.5	2.1	16.2
Marihuana (kg)	45.7	207.7	51.7	22.2	0.2	1.4
Heroin (kg)	0.3	0.17	0.35	0.25	0.3	0.4
Meth (kg)	0.4	2	4.7	11	0.4	3.7
GHB (litres)	251.3	22.9	8.4	0	0.0	0.0
Buffing Agent (kg)	14.1	27.4	7.4	82.1	13	335
Fentanyl (pills)	-	-	-	655.5 (+ 0.064 kg powder)	380	55
Money (\$CDN)	\$1,331,500	\$1,510,000	\$566,600	\$509,900	\$10,280	\$158,672
Firearms	38	28	40	69	16	9
Arrests	147	88	61	80	21	16
Charges	350	289	412	365	84	97



# 2017 Annual Policing Plan – Q1 Public

## Increased Efficiency & Effectiveness

### Patrol Performance

#### 12. Response Time Performance

##### ABOUT THIS MEASURE

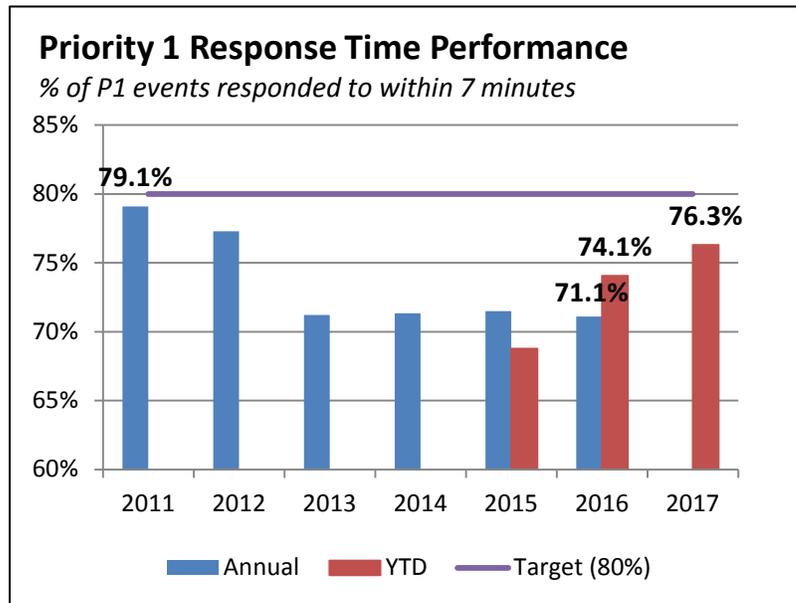
Measures the percentage of priority 1 events where the event is dispatched and an EPS first responder arrives on-scene in 7 minutes or less. Measured for fixed locations only and excludes "on-view" calls.

##### TARGET

80% of the time or more.

##### RESULT - near target

For the first quarter of 2017, Priority 1 Response Time Performance was 76.3%, marking a 2.2% point increase from the same period last year.



As directed by the Edmonton Police Commission, EPS will include statistical results for its other priority response levels (2-5) in Q2 2017 APP reporting.

#### 13. Proactive Time

##### ABOUT THIS MEASURE

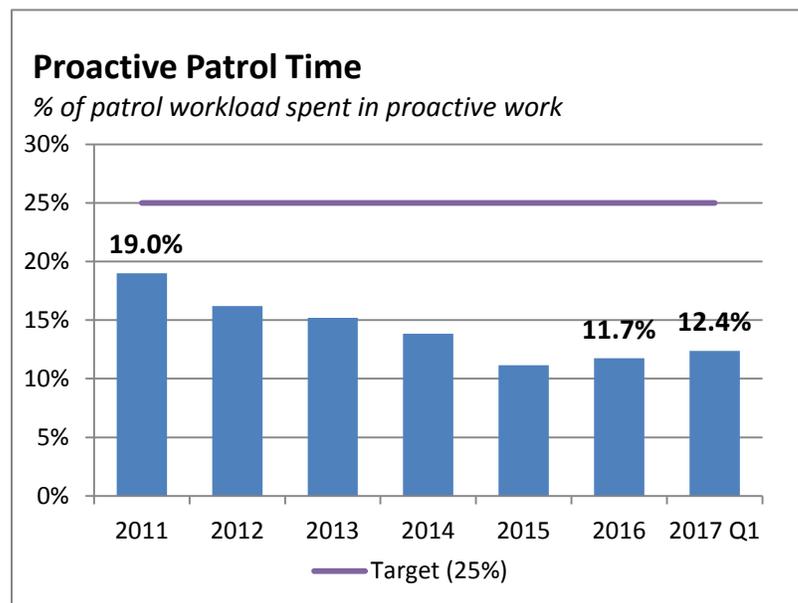
Measures the percentage of patrol's time that is dedicated to activities that are prevention, intervention or suppression based.

##### TARGET

25% or greater.

##### RESULT - off target

For the first quarter of 2017, Proactive Patrol Time was 12.4%, marking a slight improvement over the 11.7% experienced in 2016.





# 2017 Annual Policing Plan – Q1 Public

## 911 Police Communications Performance

### 14. 911 Operator Answer Performance

#### ABOUT THIS MEASURE

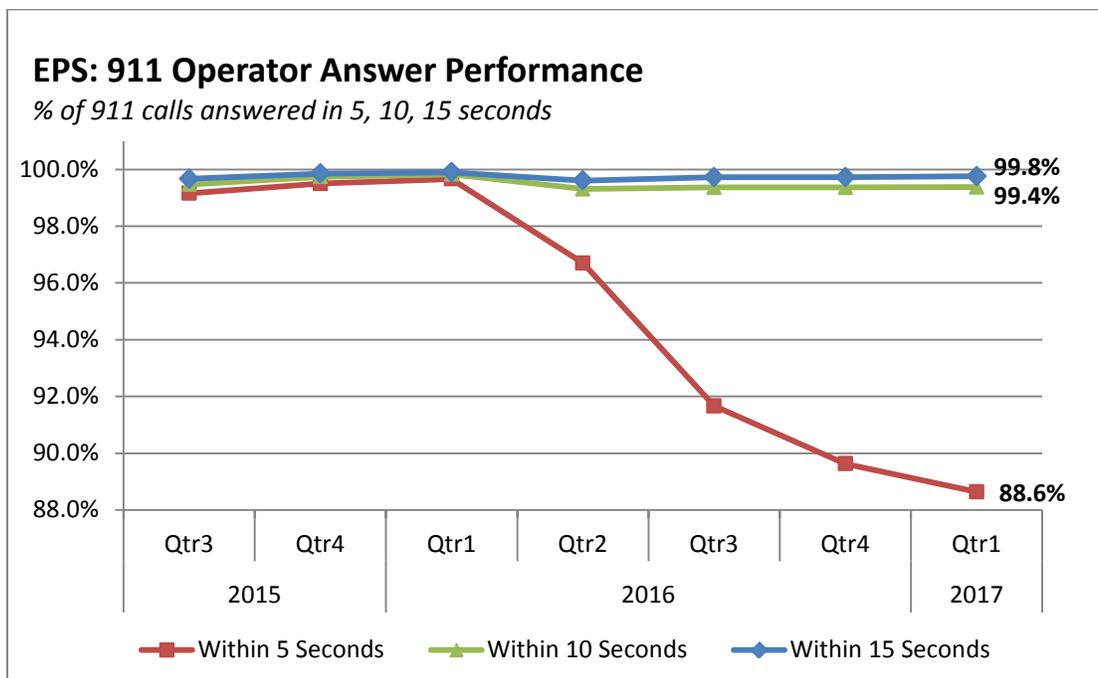
Measures the percentage of the time that 911 calls are answered by EPS 911 Operators within 15 seconds. This includes emergency calls that are directed to other emergency providers, such as Fire or Ambulance.

#### TARGET

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

#### RESULT - on target

For the first quarter of 2017, 911 calls were answered by EPS Operators in 15 seconds 99.8% of the time. As shown in the graph, EPS faces no challenges in achieving this draft provincial standard, nor with a more aggressive standard of within 10 seconds.



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



# 2017 Annual Policing Plan – Q1 Public

## 15. 911 Call Assessment Performance

### ABOUT THIS MEASURE

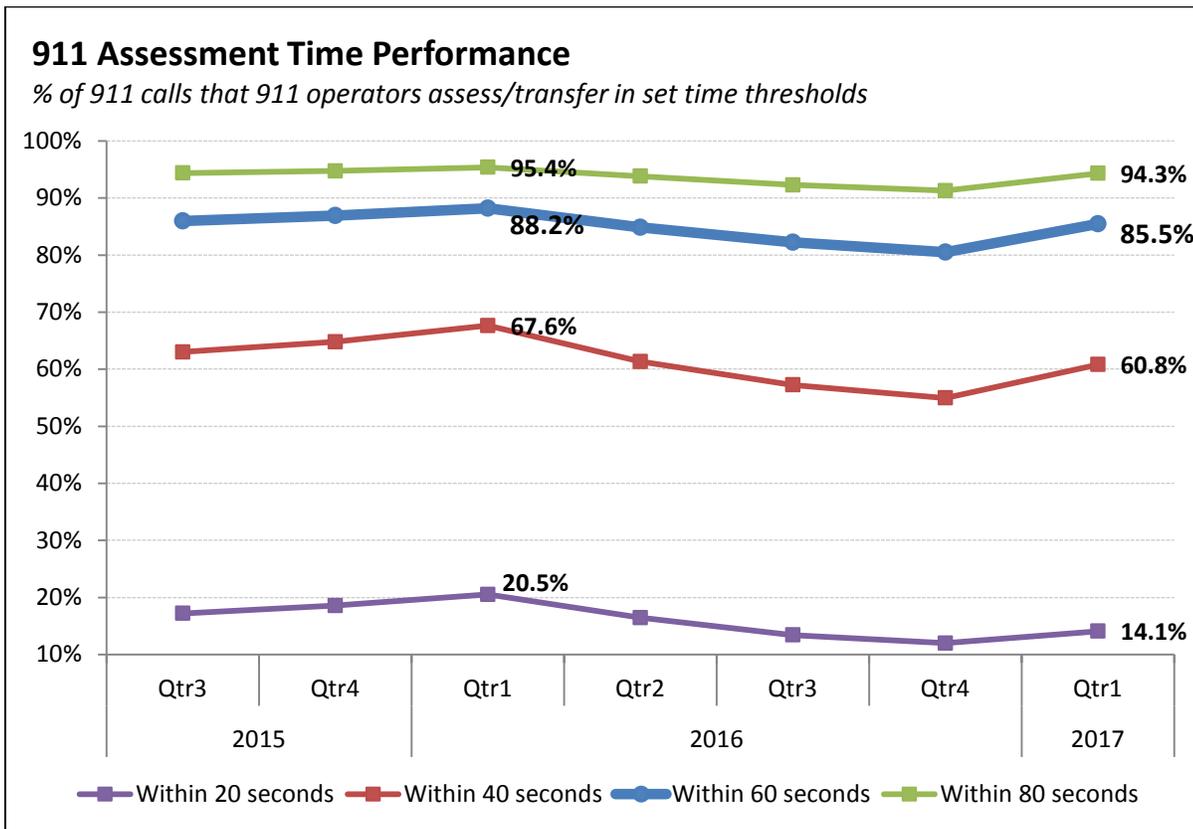
Measures the percentage of the time for 9-1-1 Operators to assess and transfer a 911 call to a Police Call Evaluator or secondary Public Safety Answering Point.

### TARGET

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

### RESULT - near target

For the first quarter of 2017, 911 Call Assessment Performance was 85.5%, a 2.7% point reduction from the same period last year. The associated graph also shows performance when established for different standards, that being assessing and transferring within 20 seconds, 40 seconds, and 80 seconds.





## 2017 Annual Policing Plan – Q1 Public

### 16. 911 Call Evaluator ASA

#### ABOUT THIS MEASURE

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

#### TARGET

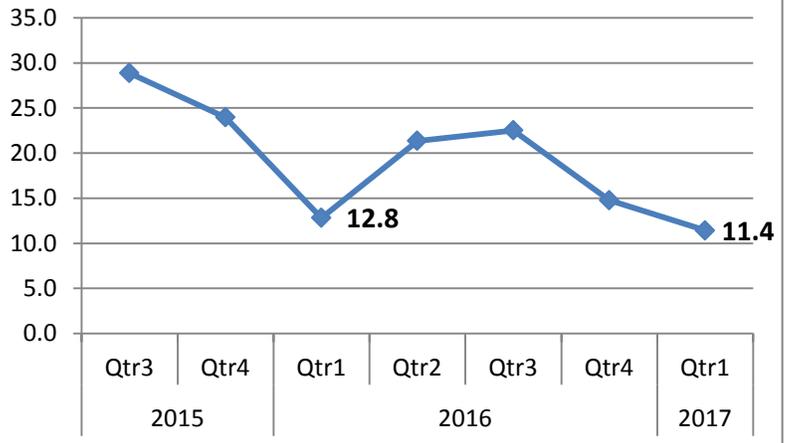
20 seconds or less.

#### RESULT - on target

For the first quarter of 2017, 911 Call Evaluator ASA was 11.4 seconds, marking a 1.4 second reduction from the same period last year.

#### 911 Call Evaluator ASA

average time (seconds) for Police Evaluators to answer 911 transferred calls



*Note:* an issue has been discovered that the Genesis dataset used for this metric includes some non-emergency police calls (specifically “Bypass IVR” calls), with no existing ability to identify and filter these records out. By their nature these calls take longer for Police Evaluators to answer, and are thus inflating the results here. It is anticipated that this issue will be resolved with the Genesis vendor in time for Q2 reporting.

### 17. Non-Emergency Call ASA

#### ABOUT THIS MEASURE

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

#### TARGET

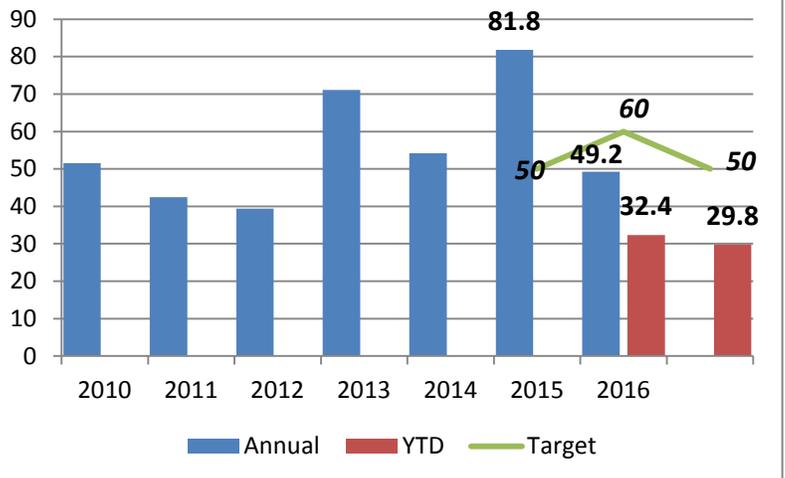
50 seconds or less.

#### RESULT - on target

For the first quarter of 2017, Non-emergency Call ASA was 29.8 seconds, marking a 2.6 second reduction from the same period last year.

#### Police Non-Emergency Calls

average time to answer





## 2017 Annual Policing Plan – Q1 Public

### Commitment to Professionalism

#### Recruitment

#### 18. EPS Applicants

##### ABOUT THIS MEASURE

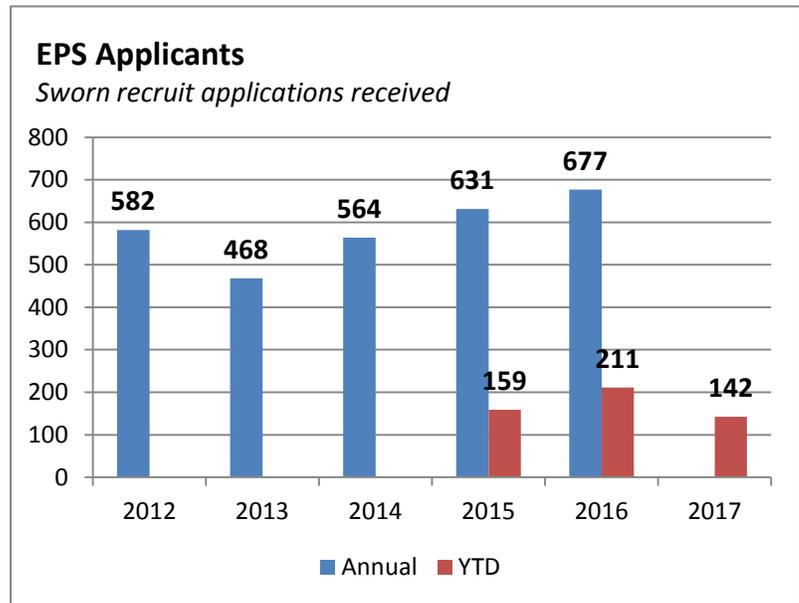
Measures the total number of sworn-member applications submitted to EPS.

##### TARGET

An increase from 2016 levels.

##### RESULT - off target

For the first quarter of 2017, EPS received 142 sworn member applications, marking a 32.7% reduction from the same period last year. However, Q1 2016 levels were an exceptionally high period for comparison.



#### 19. Female Applicants

##### ABOUT THIS MEASURE

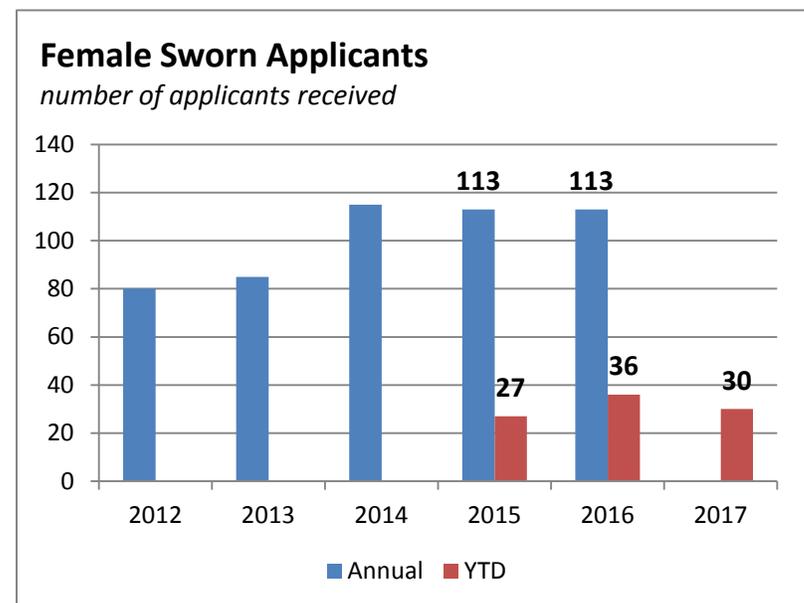
Measures the number of EPS sworn applicants submitted that are female.

##### TARGET

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

##### RESULT - on target

For the first quarter of 2017, EPS received 30 applications from female, which was 16.7% below the same period last year. However, Q1 2016 was a very strong quarter to compare to, and 30 female applications is still on-track to meet the annual target of 118.





## 2017 Annual Policing Plan – Q1 Public

### 20. Culturally Experienced Applicants

#### ABOUT THIS MEASURE

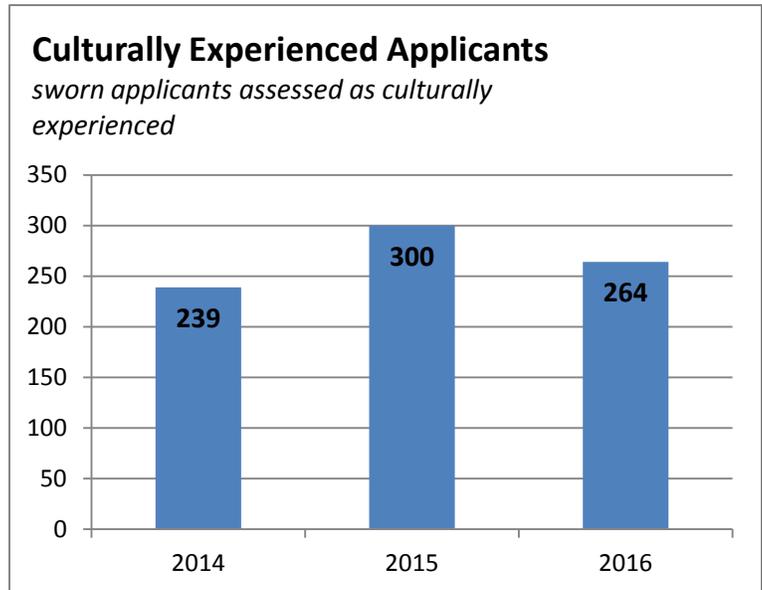
Measures the **number** percentage<sup>3</sup> of EPS sworn applicants with credible cultural training, experience, or speak second languages.

#### TARGET

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

#### RESULT - monitoring until Q2

Data here excludes the first quarter of 2017, as there can be a couple months delay in the time from when an applicant completes their stage 1 EPS application, and until stage 5, where the applicant is assessed on their culturally experience. Q2 APP reporting will provide Q1 2017 results for this measure.



### 21. Public Complaint Investigation Speed

#### ABOUT THIS MEASURE

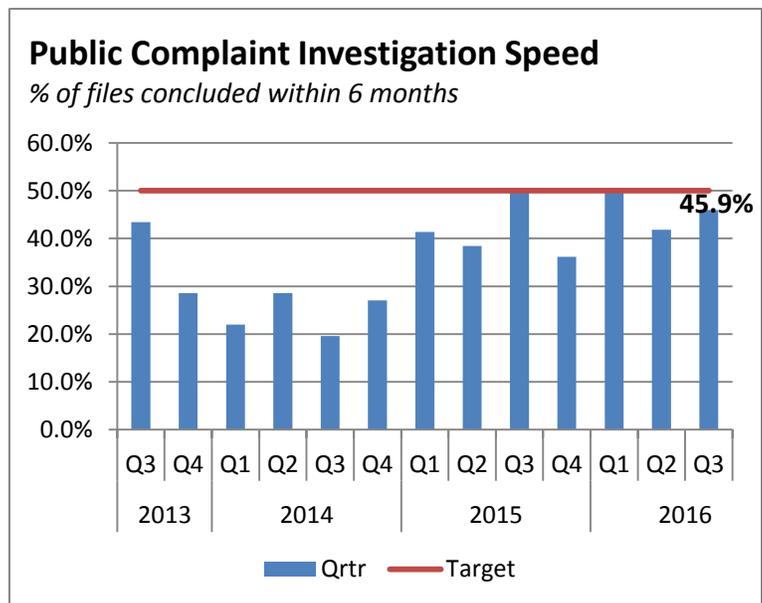
Measures the percentage of public complaint investigations completed within 6 months or less.

#### TARGET

50% of the time or more.

#### RESULT - near target

Data here is only until 2016 Q3, as the measure can only assess public complaint files that are six months or older. For the latest available period (2016 Q3), 45.9% of public complaint investigations were completed within 6 months.



*Note:* previous reporting on this metric was based on a looser definition of “completed” files, which covered files that had been concluded by Chief sign-off, or where the file had been internally investigated but still required final executive or investigative document review.

<sup>3</sup> Although the 2017 APP was formally approved by EPC using the word “percentage”, analysis in the recruit database has found that it would be more straightforward and accurate to measure using the “number” instead.



## 2017 Annual Policing Plan – Q1 Public

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The new stricter measure definition covers only files that have been *concluded* by Chief sign-off within 6 months. Files can be concluded by being not sustained at hearing; sustained or sustained in part; resolved through supervisor intervention; dismissed/withdrawn; no reasonable prospect; resolved through Alternative Dispute Resolution.



## 2017 Annual Policing Plan – Q1 Public

### Reduced Crime & Victimization

#### 1. Reducing Gun Violence

There has been a notable rise in the use of guns in the commission of crimes in Edmonton (an 80% increase from 2012-2015). Members are increasingly involved with vehicle stops and search warrants that result in the seizure of firearms and ammunition. Home invasions are on the rise, often involving firearms. In addition, incidents involving shootings create fear in the community and impact officer safety.

The goal of this initiative is to develop and implement a strategy to address the growing prevalence of guns in Edmonton, and to ultimately reduce gun-related crimes and injuries.

This initiative reflects a change in focus in EPS's Violence Reduction Strategy from weapons in general to specifically firearms. This initiative provides a formal structured plan for 2017, involving multiple EPS work areas along with Alberta Justice, to decrease gun violence through a focused risk based response.

#### Activities:

##### Q1-Q4:

- Conduct an ongoing geographical analysis of specific and persistent gun crimes hot spots. These concentrations will be assigned for weekly proactive police targeting.
- Identify offenders under conditions for gun related crimes, assign mandatory Offender Management checks to patrol, and compile a monthly gun crimes bulletin.
- Conduct ongoing analysis on home invasions by place, victim, and offender, and distribute to areas of responsibility within EPS.
- Create association and social network charts to link high-risk offenders to best determine a targeted police response.

##### Q2:

- Engage with Justice partners to acquire judicial sanctions and management of offenders charged with use/possession of guns, including mandatory post arrest interviews and seeking bail revocation under Section 524.

##### Q3:

- Review and implement Firearms Revocation program.

#### Performance Measures:

*Firearm Violations* – the number of violent criminal incidents involving a firearm, either used or present during the incident. Firearm definitions include handguns, fully automatic guns, rifle or shotguns, sawed-off rifle or shotguns, or “other” firearms. **Target:** a reduction from 2016 levels.

*Firearm Injuries* – the number of injuries from the use of a firearm. **Target:** a reduction from 2016 levels.



## 2017 Annual Policing Plan – Q1

### Year to Date Status:

On-target  
Completion of Quarterly Activities

Off-target  
31 Firearm Injuries  
(14.8% increase from 2016 levels)

On-target  
77 violent firearm incidents  
(27.4% below 2016 levels)

### Analysis:

#### Q1 Reporting:

During the first quarter, EPS worked 'pulling the data' processes and determining responsibility for some of the associated tasks.

- There is now an EPROS local code for identifying incidents determined to be classified as Home Invasions (8560).
- Based on this local code, there were 43 Home Invasion events in 2016. In Q1 2017, there were 15 events, compared to 9 in Q1 2016. This increase may be due to improved coding. Analysis will be completed when a Criminal Intelligence Analyst is assigned to provide information on *who were involved and have shown previous criminality*.
- A list of 230 people with firearms related warrants sorted by Division has been produced. Before this list is provided to operational divisions and Investigative Support Bureau, areas of de-confliction have to be completed and a method to determine the elevated risk associated with these individuals.
- A meeting was held with Chief Crown Ms. Bykewich to discuss release conditions for persons charged with firearms related offences.
- Occurrences of Robbery with a firearm dropped from 51 in Q1 2016, to 38 in Q1 2017 (a 25.5% reduction). Additionally, the number of occurrences where EPS responded to a firearm weapon complaint dropped from 170 in Q1 2016, to 148 in Q1 2017 (a 13.0% reduction).

#### **Violent Crimes with Firearms**

Violent Firearm incidents are violent-based criminal acts where a gun was present or used during the commission of the offence. These violent-based crimes are generally robberies, but also include crime types such as assault or pointing a firearm with intent. After flat levels in Violent Firearm incidents from 2008-2014, incidents saw a significant increase in 2015. In Q1 2017, there were 77 violent firearm incidents, marking a 27.4% reduction from the same period in 2016.

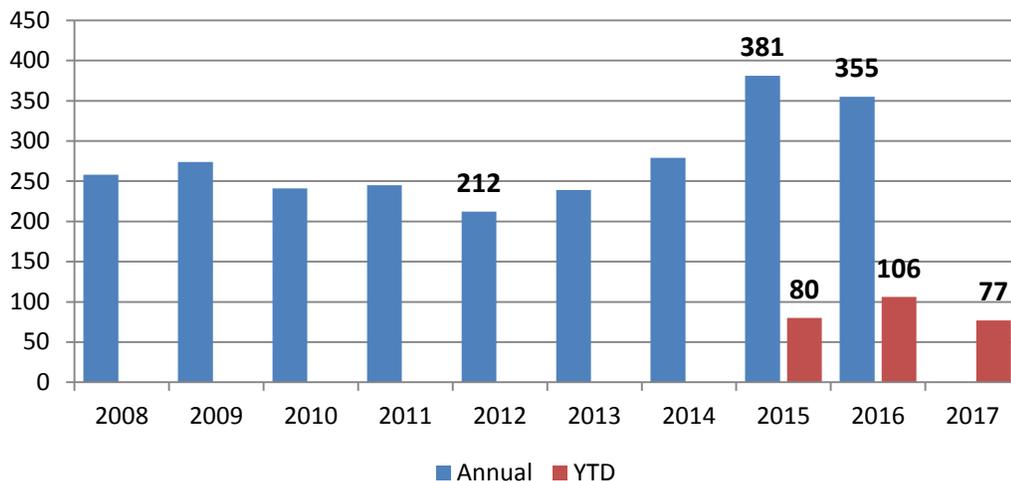
*Note:* these statistics don't cover instances where EPS comes across illegal possession of weapons, but where no violent crime took place (e.g., a basic traffic stop where a firearm is subsequently discovered by police).



## 2017 Annual Policing Plan – Q1

### Violent Firearm Crime

*number of violent criminal incidents with a firearm used or present*

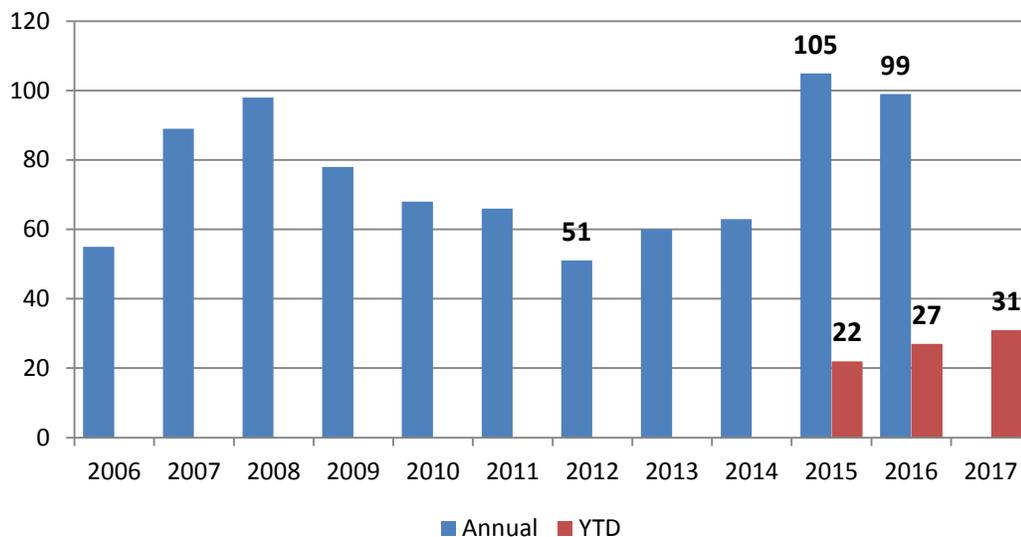


### Firearm Injuries

In Q1 2017, there were 31 victim injuries resulting from the criminal use of a firearm, marking a 14.8% increase from the same period in 2016. Similar to Violent Firearm incidents, injuries from firearms saw a significant increase in 2015, with high levels persisting since then.

### Firearm Injuries

*number of victim injuries from the use of a firearm*





## 2017 Annual Policing Plan – Q1

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### 2. Engagement Strategy with Diverse Communities

In 2012, an organizational strategy pertaining to EPS's commitment to improving Indigenous/Police relations was created. In 2016, the EPS developed an Emerging Communities Framework to work with newcomer communities and assist with positive integration of those communities from a policing perspective.

In order to stay relevant and responsive to the evolving needs of the organization and continually changing community, the development of a comprehensive Community Engagement Strategy is required. The new strategy would augment the Indigenous Relations Strategy, Emerging Communities Framework and overall organizational road map to community engagement from an equitable, inclusive and culturally safe approach.

The *Engagement Strategy with Diverse Communities* with the *Indigenous Policing Strategy* will provide a holistic approach, and support the EPS in establishing and strengthening trust and police legitimacy with diverse communities through culturally safe, fair and equitable community engagement approaches. These updated community engagement approaches will also leverage the EPS Chief's Advisory Council (CAC) whose mission is to "improve public safety and quality of life for all Edmontonians by actively promoting dialogue and collaboration between and amongst Edmonton's diverse communities and the Edmonton Police Service while building and maintaining positive relationships."

The development of an *Engagement Strategy with Diverse Communities* will require a collaborative effort between EPS's Office of Strategy Management (OSM) division and Equity Diversity and Human Rights Section (EDHRS). Consultation with diverse community stakeholders and partners will be required.

#### Activities:

##### Q1:

- EDHRS and OSM to develop a community and internal stakeholder consultation process.

##### Q2:

- Engage in consultation process.

##### Q3:

- Complete consultation process.
- Begin development of the Engagement Strategy with Diverse Communities.

##### Q4:

- Finalize an Engagement Strategy with Diverse Communities.
- Present strategy to EPS's Chief's Committee for approval.

#### Year to Date Status:

**On-target**  
**Quarterly Activities**



## 2017 Annual Policing Plan – Q1

### Analysis:

#### Q1 Reporting:

In Q1, the EPS was able to share research findings with the community stakeholders stemming from the *'Urban Aboriginal Policing and Edmonton's Aboriginal Community Research'* conducted in 2015/2016. The findings were shared with the Indigenous Community Liaison Committee (ABCLC) and other stakeholders. Moving forward, the findings will be leveraged to assist in the future development of the *Engagement Strategy with Diverse Communities*, including the evolution of both the Indigenous Relations Strategy and the Emerging Communities Framework.

In Q1, the EPS Strategic Planning, Evaluation and Research Unit conducted an environmental scan on the topic of community engagement, specifically with Diverse Communities. The environmental scan was primarily focused on best practices at the National, Provincial and Municipal levels. The subsequent reports stemming from the environmental scan will be leveraged to assist in the future development of the *Engagement Strategy with Diverse Communities*.

In Q1, meetings were held between the EPS's Office of Strategy Management (OSM) Division and Equity Diversity and Human Rights Section (EDHRS) initiating the development of the community and internal stakeholder consultation process. These meetings continue and will carry through into Q2.



## 2017 Annual Policing Plan – Q1

### 3. Community Wellness Centre

For the past four years, EPS has continued to advocate the creation of a Community Wellness Centre (CWC) that will improve the abilities of our most vulnerable to access social programs quickly and effectively. At the same time, this initiative will reduce attendances by police to those events that more appropriately lie with other agencies, freeing up for police to focus on more urgent priorities.

The success of this work is contingent on the provincial government demonstrating leadership of issues surrounding mental health. In Q2 2016, a co-authored (EPS and City of Edmonton) (CWC) proposal was presented to the Ministers of Health, Human Services, Justice, Indigenous Relations and Transportation seeking their collective support in funding a facility and operating framework. At the end of 2016, EPS had meaningful dialogue about this proposal with the provincial government. In conjunction to this initiative is work in furthering development of a “Safe Detoxification Act” in order to give social agencies the legislated authority to hold onto people for the purpose of improving their wellness.

Dialogue is expected to continue with the provincial government in 2017 and may take 2-3 more years before this initiative is fully implemented.

#### Activities:

##### Q1-Q4:

- Quarterly status updates on CWC developments with the Provincial Government.

#### Year to Date Status:

**On-target**  
**Completion of Quarterly Activities**

#### Analysis:

##### Q1 Reporting:

- EPS representation is actively engaged with City of Edmonton (CoE) and Community Social Service (*Inner City Agency Dialogue*) providers, as well as Provincial Ministry service providers on Co-located Integrated Case Planning Hub Project.
- On March 27<sup>th</sup> 2017, Minister Sabir (Human Services) provided CoE one time grant funding of \$250,000 for (main deliverables):
  1. Identification of current service gaps in Edmonton in the provision of crisis, post crises, and transitional services.
  2. Development of a proposal of a Co-located Health and Social Services Hub concept, client group, and develop an associated governance model.
- CoE has identified REACH Edmonton as the fiscal agent and project administrator for the grant funding.
- EPS is working directly with REACH Edmonton, at their request, in aid of project development, and reporting back on Gaps identification and also on other research identified to provide awareness to the Inner City Agency Dialogue Group.



## 2017 Annual Policing Plan – Q1

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- Working in parallel is a plan brought forward by Boyle Street Community Services to create a larger and complimentary vision of a Community Wellness centre.
- EPS has been included in these planning sessions, referred to as The Core Partners Meetings.



### Investigative Excellence

#### 4. Implementation of an Intelligence-based Bureau

A comprehensive review of the EPS intelligence environment was completed at the end of 2015. It considered the structure and processes of the existing EPS Intelligence Model. Several recommendations for change were provided based on the following principles:

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

The EPS intelligence function is currently structurally aligned with dissimilar functional units. Specifically, across the organization, a separation exists between units responsible for critical elements of the intelligence cycle. .

In light of the above, the EPS has taken steps to: a) refine and centralize the intelligence process, and b) enhance the organizational profile of intelligence in general through the creation of the Intelligence and Investigations Bureau (IIB). Although, the general framework of this new bureau has been established, the precise structure will be determined through further consultation and analysis. The evolution of the IIB is expected to take several years with the focus in 2017 to be: a) identifying and implementing critical leadership positions, b) identifying and further assessing implementation/transition costs, c) developing a transition plan and d) identifying, refining and formalizing any process goals.

#### Activities:

##### Q1:

- Secure employment of a contract Project Manager for overall bureau strategic planning.
- Supt. / Executive Director staffed in upcoming Bureau.
- Develop a renovation plan for the Operations and Intelligence Command Centre (OICC) identified space.
- Finalize the identification of business areas to be realigned to new bureau.
- Establish a steering committee to advise and consult for bureau implementation.

##### Q2:

- Initiate projects to manage changes necessary for bureau implementation.

##### Q3:

- Continue growth to proposed bureau model as resources are made available.
- Continue to advance the implementation of the OICC Business Case.

##### Q4:

- Continue to oversee initial setup of OICC facilities and infrastructure.
- Continue development of the Source Management Database.
- Create processes for the review of secure source information for the purpose of declassification and dissemination of critical intelligence.



## 2017 Annual Policing Plan – Q1

### Year to Date Status:

**On-target**  
**Completion of Quarterly Activities**

### Analysis:

#### Q1 Reporting:

- The Superintendent / Executive Director (i/c Intelligence Production Division) position was finalized and a competitive hiring process was developed. The position was posted February 2017 with the interview and hiring process occurring in the beginning of Q2, 2017.
- A position description was drafted and submitted for a new CEMA class Analytical Supervisor position. Funding was secured for two permanent Analytical Supervisor positions in the 2017 budget. It is intended that posting and initiating the hiring process for these positions will occur in Q2 and Q3, 2017.
- Establishing a project manager for Intelligence Bureau has at this time been suspended, with the Staff Sergeant i/c Intelligence Review Project managing project implementation. Securing critical leadership positions (Supt. / Exec. Director and Analyst Supervisors) will assist in process development according to the recommendations of the 2014-2015 Intelligence Review Report.
- A request was submitted to the City of Edmonton initiating a request for design development for the proposed OICC location in Southwest Division.
- An organizational committee consisting of critical stakeholders and subject matter experts was developed to guide both the Intelligence and Investigative Bureau creation, as well as the overall wider organizational restructuring process.
- Several critical external partners have been engaged for intelligence sharing, notably the City of Edmonton Office of Traffic Safety and Corrections Services Canada.
- The Licence Plate Recognition (LPR) pilot project moved to an operational stage.



## 2017 Annual Policing Plan – Q1

### Increased Efficiency & Effectiveness

#### 5. Warrant Project

The EPS has committed to a full review of the management of criminal and non-criminal warrants to address gaps in data systems, data processing, and business practices. The goal is to increase the efficiency and effectiveness of EPS's approach to outstanding warrants, and minimize organization and societal risk. EPS is cognizant of current challenges in achieving this given increasing crime levels (with associated warrants to execute), and patrol workload levels.

The Warrant Project commenced in Q4 2014 and was initiated to address the large number of unexecuted warrants the EPS holds, improve the warrant information available in our Record Management System (RMS), improve the warrant administrative process, and develop a clear and consistent workflow process to manage offenders with outstanding warrants. In 2015 and 2016 a full review of all warrant processes was completed, with several solutions now implemented, including:

February 2016 - development of an Offender Management Report (OMR) for officers to document proactive offender management tasks.

April 2016 - implementation of the Warrant Management Model, an organizational model to manage all outstanding arrest warrants held by the EPS, including assigning tasks to members aimed at locating individuals with outstanding warrants.

In 2017, the next phase of the project will improve the OMR to be more user friendly for members, develop basic outcome reporting and improve the functionality of the RMS for data entry, storage, management and reporting on warrant information.

#### Activities:

##### Q1:

- Finalize business requirements for Phase 2 IT solution to improve RMS functionality.
- Implement the Outcome Reporting for OMRs.
- Implement additional and updated training/communication plans on OMRs.

##### Q2:

- Staff the full time Warrant Manager position in CPIC Warrant Unit.

##### Q3:

- Warranty period to access any changes needed to the IT solution.
- Complete evaluation/after actions of the Warrant Project.

##### Q4:

- Submit evaluation/after actions of the Warrant Project.
- Implement the IT solution to improve the functionality of the RMS.



## 2017 Annual Policing Plan – Q1

### Performance Measures:

*Proactive Warrant Executions* – the number of warrant executions by EPS as a direct result of patrol follow-up from the Warrant Management Model. **Target:** develop benchmarks in 2017.

*Offender Management Activities* – the number of offender management activities documented using the OMR in EPROS. **Target:** develop benchmarks in 2017.

*Outstanding Criminal Warrants* – the number of outstanding criminal warrants EPS has yet to execute. **Target:** maintain or reduce from 2016 levels.

*Persons with Criminal Warrants* – the number of persons with outstanding criminal warrants held by EPS who have yet to be arrested. **Target:** maintain or reduce from 2016 levels.

### Year to Date Status:

<u>Off-target</u> Quarterly Activities	<u>Off-target</u> 29,893 Outstanding Criminal Warrants (1.4% increase from 2016 year-end )
<u>Monitoring for 2017</u> 98 Proactive Warrant Executions	<u>Off-target</u> 7,391 Persons with Criminal Warrants (1.6% increase from 2016 year-end)
<u>Monitoring for 2017</u> 2,768 Offender Management Activities	

### Analysis:

#### Q1 Reporting:

- The Offender Management Report (OMR) enhancements in EPROS are complete.
- Outcome reporting (OMR05 & 06) was launched in Cognos BI.
- A Warrant Manager FTE position was created and transitioned to the CPIC Warrant Unit in Q1.
- A FTE seconded to Warrant Project was reassigned. The Warrant Project will be solely IT development focused moving into Q2.
- An assessment of RMS functionality in relation to warrant data was conducted, with results pending.
- The finalization of business requirements for Phase 2 IT Solution has been delayed.

#### **Outstanding Criminal Warrants**

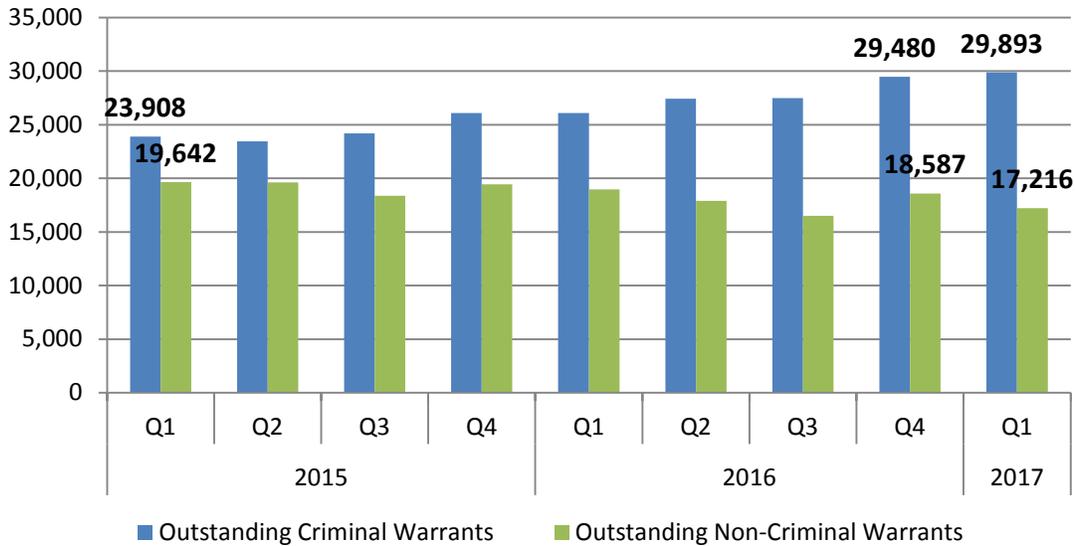
At the end of Q1 2017, EPS had 29,893 criminal warrants that had yet to be executed, marking a 1.4% increase from 2016 year-end levels. Outstanding Criminal Warrant levels are currently up 25% since early 2015. While EPS has taken significant steps to better manage warrants, this significant rise is arguably a consequence of the substantial rise in crime in Edmonton that began in 2015 and has stayed elevated since. Rising crime naturally translates in an increased intake of warrants that EPS then needs to execute, and in fact, the intake of new criminal warrants in 2016 was 29.0% higher than 2014 levels.



## 2017 Annual Policing Plan – Q1

### Outstanding Warrants

# of outstanding EPS-issued warrants

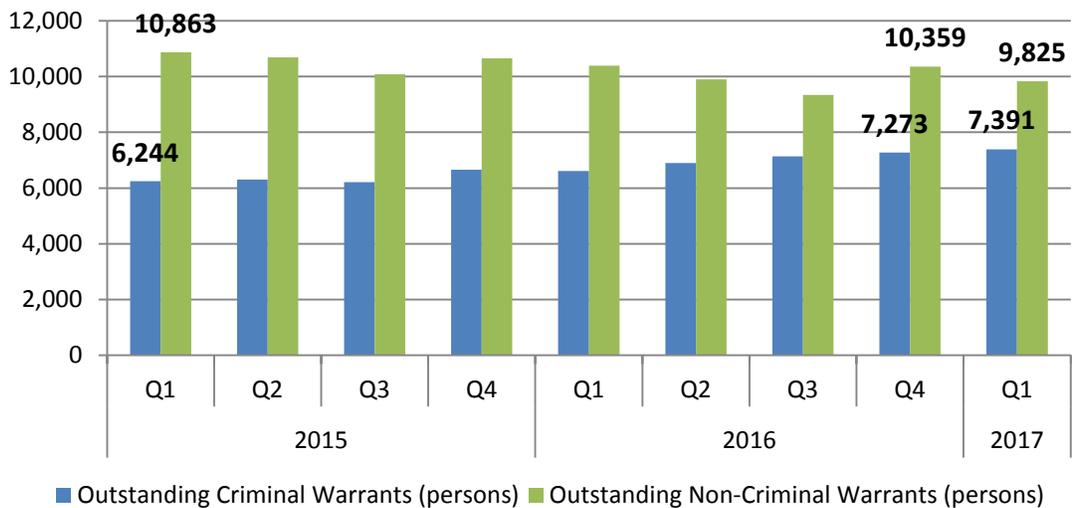


### Persons with Outstanding Criminal Warrants

At the end of Q1 2017, EPS had 7,391 persons with criminal warrants that have yet to be executed upon, marking a 1.6% increase from 2016 year-end levels. Persons with outstanding criminal warrants are currently up 18.4% since early 2015, and as suggested earlier, this is largely a consequence of rising criminal warrant intake levels arising from higher crime levels in Edmonton.

### Persons with Outstanding Warrants

# of persons with outstanding EPS-issued warrants





## 2017 Annual Policing Plan – Q1

### 6. Efficient Management of Mental Health Calls

This initiative is designed to improve utilization of police resources in relation to mental health complaints. The focus is utilization of front-line, crisis intervention focused, mental health resources as a catalyst to stronger decision making by police for individuals suffering from mental illness; either through Emergency Department (ED) visits or to connect individuals with the appropriate social agency supports.

Effective use of AHS partners in the decision making process reduces the time police spend waiting at hospitals, both in a total reduction of hospital visits, and the time waiting when a visit needs to occur.

This initiative commenced in 2016 as a project addressing hospital wait times in relation to Mental Health Act (MHA) Form 10 apprehensions, with the Transfer of Care protocol resulting from those efforts. Adoption of the protocol by all four designated AHS sites took place by Q4 2016. In addition concurrent strategies are being developed in relation to warrant apprehensions (Form 3 MHA) and Community Treatment Order compliance (Form 23) which both upon arrest currently incur a hospital wait time for police. It is anticipated the end of 2017 will bring a collaborative business practice framework and associated governance to appropriately identify EPS's role and requisite investment of time and resources in the spectrum of care for individuals suffering from mental illness.

#### Activities:

##### Q1:

- Align strategies from the Form 23, Form 3, and Form 10 working groups.
- Identify available data analytics for Form 23 and Form 3 ED presentations and wait times.
- Develop more granular analysis and direct communication to identify deficiencies in Form 10 Transfer of Care protocol.

**Q2:** Identify EPS/AHS gaps in process, training, and governance for Form 3 and 23 warrants.

##### Q3:

- Develop a training package for Q4 delivery to all patrol squads during GDM training.
- Develop a communication strategy for training and governance implementation.

##### Q4:

- Deliver training to all patrol squads.
- Launch any new or altered mental health governance components.

#### Performance Measures:

*AHS Pre-Consulting* – the percentage of potential Form 10 apprehensions consulted upon with AHS-Urgent Services resources prior to apprehension. **Target:** 70% or more.

*Form 10 Diversion* – the percentage of potential Form 10 apprehensions diverted from hospital through consultations with AHS-Urgent Services. **Target:** 90% or more.

*Hospital Wait Time (mental health)* – the percentage of ED hospital events for Form 3, 10 and 23 apprehensions with police wait time 90 minutes or less. **Target:** 80% of the time.



## 2017 Annual Policing Plan – Q1

### Year to Date Status:

**On-target**  
Completion of Quarterly Activities

**Off-target**  
AHS Pre-Consulting  
62.5% of Form 10's used pre-consult  
(Target: 70% or more)

**On-target**  
Form 10 Diversion  
94.2% of pre-consults resulted in diversion  
(Target: 90% or more)

**Off-target**  
Hospital Wait Time (mental health)  
71.3% within 90 minutes  
(Target: 80% or more)

Data source: AHS – Urgent Services

### Analysis:

#### Q1 Reporting:

- EPS has representation on working committees aimed at process improvement for Form 10 and Form 3 strategies. No committee is established in relation to Form 23s.
- Both working committees have identified excellent patient care, efficiency, decreasing unnecessary tasks/wait times for police, and leveraging partnerships with community as strategic priorities.
- Form 10 analytics are completed by AHS and distributed monthly to EPS. While EPS tracks the number of Form 10 occurrences, it doesn't specifically track the time that members spend waiting in hospitals. Form 3 data is tracked by OSM-Policing Innovation Unit as part of project development and process improvement. Form 23 data is available upon request from the Community Treatment Order (CTO) Coordinator at AHS-Intensive Services.
- The Form 10 working group meets monthly and communicates as needed between meetings in relation to enquiries into any Form 10 presentations which are interpreted by EPS, AHS/Covenant clinical or protective services staff as not meeting the expectations of the Transfer of Care protocol. Case by case analysis and vetted information are exchanged for development of any messaging or additional training within the partner agencies.



## 2017 Annual Policing Plan – Q1

### 7. Collision Reporting Centres

Collision Reporting Centres (CRCs) is a proposed service delivery model designed to reduce the workload of patrol and front-counter members through better deployment and alignment of resources. It is aimed at allowing members to attend higher priority needs in the organization such as traffic safety, customer service, and police response time efficiencies. In the City of Edmonton, there were approximately 40,500 collision occurrences in 2015 in which the drivers had a legislated duty to report. Historically, the EPS has been tasked with receiving and processing these reports; however, approximately 29,000 collision reports annually do not require the dispatch of a police unit, as drivers report these at the nearest police station.

As the City of Edmonton continues to grow in population and geographic footprint with proposed annexation for part of the County of Leduc, the EPS will endure increased demands for resources, time, money, and an escalation in calls for service. By diverting collisions from patrol to a centralized establishment, CRCs offer a viable and effective solution for the anticipated increase in front-line workload.

Other police agencies in Alberta and across Canada have successfully implemented CRCs. However, successful implementation is contingent on a number of variables including: addressing security of information and privacy concerns under the FOIPP Act, ensuring data integrates with EPS and Alberta Transportation Records Management Systems, and adherence to provincial legislation (Traffic Safety Act). By meeting these conditions, the potential exists to create significant operational efficiencies by diverting non-serious property damage collisions to a CRC.

#### Activities:

##### Q1:

- Establish requirements and submit a Request For Proposal (RFP) for private sector companies currently operating in this market.
- Collaborate with Alberta Transportation to ensure this new business model meets Alberta Transportation data requirements.

##### Q2-3:

- Evaluate RFP submissions and identify a successful vendor for the development of a contract that meets business requirements.

##### Q4:

- Identify timelines for implementation based upon requirements of the selected vendor, the provincial government, Information Technology, and privacy impact assessment.

#### Year to Date Status:

**Off-target**  
**Quarterly Activities**



## 2017 Annual Policing Plan – Q1

### Analysis:

#### Q1 Reporting:

In Q1, the EPS communicated with other agencies in Canada regarding procurement processes followed in the past. Consultation also occurred with the Materials Management Branch regarding the best process for seeking procurement due to the unique nature of the initiative. It was recommended to proceed with a Negotiation Request for Proposals (N-RFP) as it would provide the most flexibility given all of the factors and variables and unique circumstances associated with this project. The EPS began drafting the N-RFP with an initial draft submitted to Materials Management Branch for review and feedback. Once completed, the N-RFP will be put forward to the associated market place vying for potential vendors to provide a proposed service delivery model in relation to Collision Reporting Centres.

The EPS consulted and collaborated with representatives from Alberta Transportation, including Executive Director Terry Wallace regarding the requirements from their perspective. Criteria to satisfy the Alberta Government would include:

- Alberta Transportation is moving along the continuum to a paperless system province-wide for collision reporting within the parameters of the Traffic Safety Act.
- Any third party provider will likely not have direct access to either eCruiser or eCollision (applications that process the collision report data).
- Third party providers will be allowed to send collision data to Alberta Transportation in a form and manner deemed acceptable if the Police Service involved can show an approved Privacy Impact Assessment from the Alberta Privacy Commissioner and the vendor can show Alberta Transportation how the third party vendor can provide the electronic data to Alberta Transportation in a form and manner the government can agree to.
- Alberta Transportation can make available the technical specifications the one way interface with the Alberta Transportation system the third party vendor would need to comply with.

Efforts will continue in defining both the third party and Alberta Transportation needs in moving this initiative forward.



## 2017 Annual Policing Plan – Q1

### 8. EPS/RCMP Integration and Collaboration

To be efficient and effective in providing policing services in the City of Edmonton and the surrounding region, the EPS works closely with a variety of law enforcement partners. Given the City of Edmonton's close proximity to smaller urban centers such as St. Albert, Sherwood Park, Leduc, and Spruce Grove - all of which are policed by the RCMP - opportunities exist for increased policing integration and collaboration. Integration refers to the targeted coordination of programs and activities across agencies in a metropolitan region serviced by multiple police agencies with differing levels of capacity, legislated competency, and expertise.

Integration is intended to share specialized functions, coordinate organizational operational planning, and strategically allocate resources. Integration is distinct from regional consolidation which would involve bringing agencies together under one umbrella of a single organization. The EPS and RCMP began exploring integration opportunities in 2016 and this work will continue into 2017 with a focus for enhanced integration in the Edmonton Region in four main areas with EPS/RCMP co-chairs:

1. Patrol and General Duties
2. Investigations
3. Operational Support
4. Corporate Services

#### Activities:

##### Q1:

- Co-chairs to identify primary initiatives or programs per integration area to commit for development in 2017. With four integration areas, this equates to eight initiatives.
- Complete the next full integration meeting with co-chairs and report on progress achieved.
- Establish a communication plan for both police agencies.

##### Q2-Q3:

- Implementation of the initiatives/programs from Q2-Q3.
- Discuss issues and evaluate integration progress at additional integration meetings.

##### Q4:

- Evaluate the success of initiatives and programs and report back on progress.
- Identify new opportunities for further integration and/or collaboration.

#### Performance Measures:

*Integration Initiatives* – the number of initiatives/programs implemented for collaboration and integration between EPS and the RCMP. **Target:** 8 programs or initiatives by the end 2017.

#### Year to Date Status:

**On-target**  
**Quarterly Activities**



## 2017 Annual Policing Plan – Q1

### Analysis:

#### Q1 Reporting:

In Q1, the EPS and RCMP integration committee convened. At this meeting, the co-chairs selected and identified two primary initiatives or programs per integration area to commit for initiation and development in 2017. It should be noted, in addition to the two identified primary initiatives per area, all four areas identified supplemental initiatives which could be further explored in 2017. All four area groups shared and deliberated their initiative plans with the larger group which included successes, challenges and opportunities.

#### Patrol and General Duties:

1. Intelligence Led Offender Management
  - Opportunities to share intelligence and coordinate unified monitoring and enforcement of the region's top offenders.
  - Could evolve or integrate with Provincial Prolific Offender Program (PPOP).
  - Opportunity to co-investigate regional investigations (e.g., ATM thefts).
2. Auto Theft Joint Task Force
  - Creation of a Metro/Regional team. Both organizations would work together with a unified approach in relation to common external stakeholders (e.g., insurance companies).
  - Opportunities to share intelligence and work collaboratively on regional projects.
  - Opportunities to blend existing resources for efficiencies and de-confliction.

#### Investigations:

1. Integrated Technological Crime Units
  - Opportunity to integrate members from both organizations at Alberta Law Enforcement Response Teams (ALERT).
  - Sharing of expertise, equipment, training and best practices. (Tech Crime / Cyber Crime have no borders).
  - Opportunity for substantial efficiencies given the large expense of training and equipment as well as the sharing of expertise.
2. Integration of Surveillance Teams
  - Opportunities to integrate resources on mission specific assignments as well as possibility of joint training.

#### Operational Support:

1. Integrated Flight Operations Support
  - Opportunities to share resources; pilots, tactical flight officers (TFOs) and provide coverage for the region when existing equipment is not available due to required maintenance, etc.



## 2017 Annual Policing Plan – Q1

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- Blended teams have already flown together, resulting in positive feedback from both organizations.
2. Integrated Tactical-Emergency Response Teams & Public Order Units
- Opportunities to integrate resources on mission specific assignments.
  - Opportunities to have blended training sessions, collaborate on research of tactics, and plan for long term integration and to ensure ability to scale operations to assist either agency.
  - Initiative has progressed with positive examples: blended support for major events, Public Safety Unit blended training at large facilities and rapid response, and command structure training.

### Corporate Services:

1. Creation of an overarching Memorandum of Understanding (MOU)
- A parent MOU would be general agreements put in place for both organizations to ensure the ability to cover resource sharing, cross jurisdictional investigations and operations, joint efforts on major incidents, regimental funerals, extra duty, communication and authorizations.
  - As required, the parent MOU could be supplemented by more detailed, work/area specific, appendices.
2. Commissioned Officer Education Program
- The course is to be developed by both organizations.
  - The target audience is the newly promoted/commissioned officer or transitioned officer.
  - A blended course with overarching, high level content with specific organizational breakout lectures and chapters.
  - Course content includes: financial accountability, strategic communication, resource management, labor relations, police governance and more.

Both agencies developed and have a planned for their respective internal communication plans. The EPS leveraged Corporate Communications Branch and communicated an internal EPSnet article introducing and explaining the initiative to the organization.



## 2017 Annual Policing Plan – Q1

### 9. Organizational Efficiency Review

Along with all City of Edmonton departments, the EPS participates in the annual Positive Change, Innovation and Continuous Improvement program. This program requires EPS to annually identify and implement financial efficiencies of 2% of its operating budget, equating to roughly \$4.0 million. \$1.6 million of this was factored directly in EPS's 2016-2018 annual budget via the new EPS funding formula, with the remainder to be identified annually. However, in order to fund a greater number of needed positions, EPS strives to identify \$6-7 million each year. As a result of this work, the EPS will ensure that citizens receive the police services they expect while being fiscally efficient with the funding that has provided by citizens.

Throughout 2017, the EPS work on three different budget years. In early 2017, EPS Finance Division will finalize the 2017 budgets. The details of the funding efficiencies will be identified and approved by June 30, 2017 for submission to the City for the 2018 budget. Decisions made after July 1 will inform the 2019 budget.

#### Activities:

##### Q1:

- Instructions and efficiency targets provided to EPS bureaus for the Budget 2018 Organizational Efficiency Review.
- Collection of efficiencies from bureaus.
- Review of financial efficiencies previously identified and requiring additional information.

##### Q2:

- Validation and preparation of costing of proposed financial efficiencies from EPS bureaus.
- Review deferred employee position listing and update as required.
- Chiefs Committee decisions on funding reallocation for Budget 2018.

##### Q3:

- Review 2018 efficiency results and seek endorsement from the EPC.

##### Q4:

- Submit narrative summary of efficiencies to Corporate Administration for inclusion in the Fall 2018 Supplemental Operating Budget Adjustment.
- Provide results and decisions update at EPS Executive Offsite session.
- Adjust 2018 Budget in the Capital and Operating Budget System (COBS).
- Continued evaluation of efficiencies for possible implementation for Budget 2019.

#### Performance Measures:

*Financial Efficiency Results* – dollars in financial efficiencies EPS identifies as part of the Organizational Efficiency Review, to inform the 2018 operating budget. **Target:** \$4.0 million or more.

#### Year to Date Status:

**On-target**  
**Completion of Quarterly Activities**



## 2017 Annual Policing Plan – Q1

### Analysis:

#### **Q1 Reporting:**

#### ***Instructions and efficiency targets provided to EPS bureaus for the Budget 2018 Organizational Efficiency Review.***

All instructions and information has been provided to EPS bureaus for the Budget 2018 Organizational Efficiency Review.

#### ***Collection of efficiencies from bureaus.***

Bureaus identified additional efficiencies for consideration and all deferred positions were provided to the bureaus for review and validation.

#### ***Review of financial efficiencies previously identified and requiring additional information.***

Financial efficiencies identified as part of Budget 2017 that required additional information were reviewed to determine how to proceed with these initiatives in this current budget cycle.



### Commitment to Professionalism

#### 10. Digital Asset Management System (DAMS)

The Digital Asset Management System (DAMS) initiative is a four year project to implement an enterprise data management system and protocol to organize unstructured data into a consistent, easily searchable format. This will reduce unproductive time spent searching for documents and digital exhibits and slow the growth of data storage requirements for the EPS.

The EPS currently manages over 1.2 million gigabytes of data. A petabyte is equivalent to 20 million four-drawer filing cabinets filled with text or 13.3 years of HD-TV video. Over the last several years, growth of electronic data storage requirements has been increasing annually at about 35%, roughly equivalent to 165,000 gigabytes. DAMS will initiate major business changes for data management of all data sources, such as, but not restricted to:

- Electronic forms that can be filled out online and automatically advanced based on predetermined workflows to reduce time, lost paperwork, and increased accuracy.
- A version and access controlled environment for all business units
- A repository to effectively data mine existing EPS records, audio, video, and images.
- Eliminating or reducing business processes related to storing of exhibits on DVDs or USB drives, thus streamlining digital media for Crown disclosure requirements.
- Integration between key EPS systems such as Gateway, EPROS, CAD, Cognos, and I2.

In 2016, EPS established business requirements, created a statement of work, and created an implementation plan. A Request for Proposal has been issued to software vendors and solution integrators to select a suitable solution. Capital funding will cease at the end of 2018.

#### Activities:

##### Q1:

- Review RFP submissions and select a software platform and integration partner.
- Prepare data and document procedures required for the proposed future state.
- Create a digital warehouse to host initial volumes of project data.

##### Q2:

- Proof of concept evaluation – software installation, configuration, and tests to ensure that the selected product and integrator are capable of meeting EPS business requirements.

##### Q3:

- Undergo contract negotiations and purchase software.
- Create and configure DAMS production environment.

##### Q4:

- Begin to configure production environment and import data staged in virtual warehouse.



## 2017 Annual Policing Plan – Q1

### Year to Date Status:

#### On-target Completion of Quarterly Activities

### Analysis:

#### Q1 Reporting:

The DAMS RFP scoring was completed and a consortium consisting of Sierra Consulting, Genus, and IBM scored the highest to become the “preferred proponent”. This entitles the Sierra consortium to do a Proof of Concept project to demonstrate that their solution will meet all of the mandatory business requirements detailed in the RFP. On March 13<sup>th</sup> and 14<sup>th</sup> initial information sessions were held to introduce some of the capabilities of the proposed software platform to EPS business units. The purpose of these sessions was to give some context to the size and complexity of this project and the potential alignments with other strategic EPS technology initiative requests.

Information Management Approval Centre (IMAC) has changed procedures for media disclosure and the data is being stored in electronic format that will enable it to be “ingested” into the production environment when the time arrives. Digital media from Air One and CSIU is also ready to be “ingested” as well. Finally, data from the SCRIBE (major case files) project may also be stored in the DAMS system depending on Organizational decisions on a Major Case Management solution.

Design of the Proof of Concept server environment has been completed and staff from Information Technology Branch (ITB) is beginning to work on configuring it.

Next steps:

- Load and configure software for Proof of Concept Q2
- Configure test scenarios that will demonstrate functionality required by RFP mandatories Q2
- Test and evaluate results of Proof of Concept Q3
- Go / No Go decision made after POC evaluation Q3
  - Go - If successful Proof of Concept
    - Begin negotiations with Sierra consortium ( this was a Negotiated RFP) Q3
    - Install Development, test, and production environments Q3 / Q4
    - Begin configuring production environment Q3 / Q4
  - No Go – if unsuccessful Proof of Concept
    - Initiate Proof of Concept process with number two candidate from RFP process



## 2017 Annual Policing Plan – Q1

### 11. Provincial Radio Network

The City of Edmonton (COE) radio system is at the end of product life and vendor support will no longer be available as of December 31, 2017. COE and EPS radio users will migrate to the Alberta First Responders Radio Communications System (AFRRCS) network service. This will include all COE business areas utilizing radios and consoles on the current radio system. Estimated aggregate capacity is 6,000 devices and over 500 talk groups. The migration will be coordinated with all business areas and an integrated approach will be used to transform each business area's radios and dispatch operations. Both EPS and Edmonton Fire Rescue Service (EFRS), as the first responders, will provide oversight for the CoE migration activities with the various business areas. The provincial radio network shall align to life critical requirements and ensure the safety of officers, and the safety and security of the public.

Primary risks to manage in 2017 are obtaining an acceptable agreement that aligns to the COE's requirements, ensuring AFRRCS operating services are stable, determining AFRRCS ability to perform the services and achieving the service levels as mutually agreed, and coordinating with interdependent business areas (e.g., Edmonton Transit Security).

#### Activities:

##### Q1:

- Finalize the CoE AFRRCS Access Agreement with the Justice and Solicitor General.
- Complete implementation of internal AFRRCS and transition environments.
- Complete submissions of extended coverage Request for Proposal.

##### Q2:

- Complete Phase I verifications of AFRRCS operation readiness.
- Coordinate EPS and AFRRCS approval to initiate migration.
- Pilot verification of radio programming for transition.

##### Q3:

- Update radio MOUs, policies, and standard operating procedures.
- Pilot small group of radio users.

##### Q4:

- Cutover dispatch for SE and HQ.
- Initiate extended coverage at all locations.
- Initiate Phase II radio migration.

#### Performance Measures:

*Radio Migration Readiness* – Implement CoE Radio Governance and prepare service environment to conform to AFRRCS policy. **Target:** 100% completion by end of Q2.

*CoE/EPS Radio Migration to AFRRCS* – Percent complete to migrate to AFRRCS. **Target:** 10% completion for EPS radios and appliances, and 40% of COE radios, by end of Q4.



## 2017 Annual Policing Plan – Q1

### Year to Date Status:

**On-target**  
Quarterly Activities

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

**On-target**  
Radio Migration Readiness – 70% complete  
(Target: 100% by end of Q2)

### Analysis:

#### Q1 Reporting:

#### Major Accomplishments:

- Established internal AFRRCS network and access via SuperNet and EPS production ready environments.
- Implemented consoles, CAD gateway and Key Management Facility for encryption.
- Implemented City Governance and agency model. City is now comprised of 8 agencies.
- The Audio Recorder RFP evaluation completed with a preferred proponent identified.
- Acceptance test of production ready and transition environment complete.
- New talk group structure configured in AFRRCS Unified Administration System (UAS).
- City access agreement with JSG signed off and onetime payment completed.

#### EPS Radio Migration to AFRRCS Status:

- Governance group formed and continue to administer the transition of Public Safety Public Service Radio System (PSPSRS) and alignment to the new AFRRCS agreement.
- Phase 1 pre-migration verification activities initiated starting with coverage. Steps are being taken to independently perform coverage testing to establish the City baseline for AFRRCS on-going support.
- Fleet map and talk group structure have been setup on UAS so that configuration of the transition gateway translation tables can be built to support communications between EDACS (current radio system) and AFRRCS.
- The Key Management Facility (KMF) is being configured for crypto nets to verify exposure in support of other agencies using EPS shared talk groups Also, testing is being conducted to verify AFRRCS multi-KMF environment for sharing EPS's KMF for other agency crypto nets.
- With Air3 plan to be in service in July and only coming equipped with radio that will function on AFRRCS, consideration are being made to configure the EPS's transition environment in support of pilot.
- Harris and Intergraph have been engaged to develop a work around for handling the banner filter when patching response talk groups together so dispatch would have the same functionality used today.
- Extended coverage RFP is being prepared by procurement for release.



## 2017 Annual Policing Plan – Q1

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### 12. Proactive Recruiting & Mentoring

The EPS, like many other police services across Canada, faces ongoing challenges in growing its police service to sufficiently match a growing population and to meet the associated policing demand. To increase the number of sworn member employee applications submitted to the EPS, as well as increase the number of people hired from underrepresented communities, EPS's Recruit Selection Unit will be implementing two targeted recruiting programs in 2017:

*Applicant Mentorship Program* – EPS recruiters will select two interested applicants per upcoming recruit class (one female and one minority) to be mentored through the application process to better assist their hiring prospects. 30 applicants will be mentored in total in 2017.

*Post-Secondary Institutions* – All EPS recruiters will be assigned to an Edmonton based post-secondary institution in order to increase sworn member applications from post-secondary students and graduates.

#### Activities:

##### Q1:

- Finalize mentoring strategy for applicants who are part of the Applicant Mentorship Program.
- Complete an EPS recruitment event at every post-secondary institution.

##### Q2:

- Recruiters begin to mentor their selected applicants for selection into the next recruit class.
- Recruiters hold on campus recruitment events.

##### Q3:

- Recruiters continue mentoring selected applicants for selection into the next recruit class.
- Complete recruitment on-campus plan for students who started in September or January.

##### Q4:

- Recruiters continue mentorship of their selected applicants into final recruit class of 2017.
- Recruiters hold on campus recruitment events.

#### Performance Measures:

*Recruit Mentorships* – the percentage of mentorship program sworn applicants who have completed their application package (stage 1 of 8). Mentored applicants will continue to be mentored as they progress through EPS's 8 application stages. **Target:** 50% or more.

*On campus events* – the number of recruiting events EPS recruiters complete at Edmonton post-secondary institutions. Institutions include the University of Alberta, MacEwan University, NAIT, Norquest College, Concordia University, and King's University. **Target:** 25% increase from 2016 levels.



## 2017 Annual Policing Plan – Q1

### Year to Date Status:

On-target  
Quarterly Activities

On-target  
On Campus Events  
21 events occurred  
(250% increase from 2015 levels)

Off-target  
Recruit Mentorships  
16% mentorships with completed applications  
(Target: 50% or more)

### Analysis:

#### Q1 Reporting:

*Recruit Mentorships* - the Recruit Mentorship Program strategy has been completed and recruiters began selecting and working with their applicants in February. Currently 5 recruiters are mentoring a total of 19 applicants. Demographic and application status statistics are as follows:

	Gender		Minority		Submitted Application		
	Male	Female	Yes	No	Yes	No	Prior Submission
<b>Applicants</b>	32%	68%	72%	28%	16%	74%	11%

As the Recruit Mentorship Program only recently started, it is expected that the number of applications submitted by participants is low due to the fact that it can in general take several weeks to a few months to submit an application package. It should also be noted that a few of the current participants may take 6 months or more to mentor to an application package submission and those who have prior submissions may be to resubmit an application as they might not get hired prior to their first application expiring.

*On campus events* – on campus events that recruiters have attended has increased 250% compared to the same period in 2016. The majority of the growth comes from an increased presence at MacEwan University by conducting a private Run with Recruiter program every Friday morning for the Investigative and Policing Studies students. The only institution that was incomplete was Norquest which had an event scheduled for late March however got cancelled the day of due to unforeseen circumstances. This visit will be rescheduled.

	# of Events - Q1 2017	# of Events - Q1 2016	% Change
University of Alberta	2	1	+ 100%
MacEwan University	16	3	+ 433%
NAIT	1	1	0%
Norquest College	0	0	0%
Concordia University	1	1	0%
Kings University	1	0	+100%
Total	21	6	+250%