2018 ANNUAL POLICING PLAN REPORT CARD

COMMITTED TO POLICING EXCELLENCE

A	MEETS OR EXCEEDS PERFORMANCE TARGET
B	PERFORMANCE WITHIN ACCEPTABLE RANGE OF TARGET
C	OUTSIDE ACCEPTABLE RANGE OF TARGET
M	MONITORING

WE ARE PLEASED TO PRESENT THE 2018 ANNUAL POLICING PLAN REPORT CARD FOR THE EDMONTON POLICE SERVICE.

The Annual Policing Plan is developed to respond to community needs and expectations while recognizing organizational priorities and emerging trends. Each year, the Edmonton Police Service (EPS) and the Edmonton Police Commission work together to identify initiatives and corresponding targets that will have the greatest impact on crime and safety in communities across the city. Each initiative will assist the EPS in achieving its 4 main goals:

- Reduced crime and victimization
- Investigative excellence
- Increased efficiency and effectiveness
- Commitment to professionalism

In 2018, 6 strategic initiatives were developed, and 30 performance measures were identified. The Annual Policing Plan Report Card summarizes the results of each initiative and provides context to help interpret the outcome. For the purpose of the report card the targets are categorized with the following results:

- Grade A (meets or exceeds performance measure target): 12 measures.
- Grade B (performance measure within acceptable range of target): 9 measures.
- Grade C (performance measure outside acceptable range of target): 6 measures.
- Monitoring Only: 9 measures.

The successes outlined in this report show that the women and men of the EPS continued to provide outstanding policing services in Edmonton, despite funding challenges. While there is always work to be done and improvements to be made, it is important to recognize the great work by all EPS staff, sworn and civilian, who strive to make Edmonton safer for everyone behind the scenes and on the frontline.

As we move into 2019, our collective promise to Edmontonians is to continue to operate the business of policing in an open and transparent fashion. We will remain steadfast in building a proficient and effective police service that benefits all Edmontonians and makes Edmonton the safest major city in Canada.

Tim O'Brien
Chair
Edmonton Police Commission

Dale McFee
Chief of Police
Edmonton Police Service

A MEETS OR EXCEEDS PERFORMANCE TARGET

B PERFORMANCE WITHIN ACCEPTABLE RANGE OF TARGET

C OUTSIDE ACCEPTABLE RANGE OF TARGET

M MONITORING

MEETS OR EXCEEDS PERFORMANCE TARGET	**A**
PERFORMANCE WITHIN ACCEPTABLE RANGE OF TARGET	**B**
OUTSIDE ACCEPTABLE RANGE OF TARGET	**C**
MONITORING	**M**

EXECUTION OF CRIMINAL WARRANTS – PERSONS

2018 Target: 31,562 (an increase from 2018 levels)	**2018 Results:** 40,087 (15.7% increase year-over-year (y/y))

Despite a substantial increase in the execution of criminal warrants by EPS, the intake of new criminal warrants rose by an identical rate in 2018. As such, outstanding criminal warrant levels have not been reduced.

911 OPERATOR ANSWER PERFORMANCE

2018 Target: 911 calls are answered within 15 seconds, 95% of the time	**2018 Results:** 99.1% of the time

This measure is one of several in the recently approved 911 provincial standards.

911 CALL EVALUATOR AVERAGE SPEED OF ANSWER (ASA)

2018 Target: 10 seconds or less	**2018 Results:** 4.1 seconds (Mar-Dec)

NON-EMERGENCY AVERAGE SPEED OF ANSWER (ASA)

2018 Target: 50 seconds or less	**2018 Results:** 41.4 seconds (8.7% increase y/y)

SWORN RECRUIT APPLICANTS

2018 Target: 575	**2018 Results:** 674 (14.2% increase y/y)

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

Graham Beevers and Candy Johnson, relatives of Constable Beevers, travelled from London, England, to participate in the unveiling of the new monument.

% FEMALE SWORN RECRUIT APPLICANTS

| **2018 Target:** 20% female applicants | **2018 Results:** 20.3% (unchanged from 2017 levels) |

Of the 674 sworn recruit applications in 2018, 137 were from females. Female recruit levels have increasing over the last couple years, which is believed to be driven by offering enhanced 'Women in Policing' recruit events, and the Applicant Mentorship program that focuses recruitment for females and other underrepresented groups.

% FEMALE RECRUIT HIRES

| **2018 Target:** 25% female hires | **2018 Results:** 28.4% (26.5% in 2017) |

The proportion of female hires has progressively improved since 2013 from a low of 10.3%. This has been supported by increases in female representation in the sworn applicant pool.

% UNDERREPRESENTED ETHNIC COMMUNITY HIRES

| **2018 Target:** 20% of hires from Indigenous or racially visible communities | **2018 Results:** 23.9% |

These levels have improved in 2017 and 2018, and support diversity hiring efforts by the EPS. EPS's 2018 Employee Engagement Survey found 11.8% of sworn respondents identifying as Indigenous or as racially visible.

SWORN SICK RATE – ANNUAL SICK HOURS PER EMPLOYEE

| **2018 Target:** 60 hours of less | **2018 Results:** 47.3 hours (4.9% increase y/y) |

Chief Kevin Brezinski starts the game by dropping the puck for a youngster and incoming Chief Dale McFee.

MEETS OR EXCEEDS PERFORMANCE TARGET	**A**
PERFORMANCE WITHIN ACCEPTABLE RANGE OF TARGET	**B**
OUTSIDE ACCEPTABLE RANGE OF TARGET	**C**
MONITORING	**M**

PUBLIC COMPLAINT INVESTIGATION SPEED -% OF PUBLIC COMPLAINT INVESTIGATIONS COMPLETED WITHIN 6 MONTHS

2018 Target: 50% of the time	**2018 Results:** 52.7% (Q1-Q2 files only) (49.5% in 2017)

Performance has improved considerably since 2014 – in which the standard was only met 27% of the time.

INITIATIVE 1 – LEGALIZATION OF CANNABIS

2018 Target: Completion of quarterly activities	**2018 Results:** Quarterly activities completed

Key completed deliverables in 2018 included:
- All frontline EPS members received basic training in anticipation of the new legislation. The training focused on policy, OH&S concerns, exhibit handling, and investigating drug impaired driving
- EPS commenced an "Oh High There" public education campaign with the City of Edmonton's Office of Traffic Safety. This discouraged people from cannabis impaired driving and included answering Frequently Asked Questions on the EPS website.

Impaired driving by drug incidents increased 72% year-over-year. This could be due to confounding factors of the legalization of cannabis and a substantial increase in EPS members trained in Standard Field Sobriety.

INITIATIVE 3 – IMPLEMENTATION OF THE INTELLIGENCE PRODUCTION DIVISION

2018 Target: Completion of quarterly activities	**2018 Results:** All quarterly activities completed

Key completed deliverables in 2018 included:
- Initiation of operations for the Criminal Intelligence Coordination Unit
- Upgrading crime analysis and business intelligence software solutions (ESRI, Cognos)
- Creating policy & procedure for sharing information and intelligence with external policing partners
- Establishment of a centralized offender identification and management program

Sergeant Cory Huculak offers a citizen a hot lunch and a warm smile.

In late fall, Downtown Division officers organized a series of food truck hot lunches for the homeless in the inner city. Officers took this opportunity to give back to the community and to engage with citizens who live in the downtown core.

WEIGHTED CLEARANCE RATES (WCR)

2018 Target: 43% or higher	**2018 Results:** 40.4% WCR

The WCR represents the proportion of reported criminal incidents cleared by police, weighted by crime severity. Police can clear an incident by identifying an accused and laying a charge, or clearing by other means.

OUTSTANDING CRIMINAL WARRANTS – PERSONS

2018 Target: 7,712 or less (a reduction from 2017 levels)	**2018 Results:** 7,721 (0.1% increase y/y)

Persons with outstanding criminal warrants in EPS jurisdiction have been gradually increasing since 2015, from a low of 6,244 persons. Edmonton has been experiencing rising crime for the last several years, which tends to translate into new criminal warrants. A rising proportion of these new criminal warrants are in non-violent offences, in particular failing to attend court and failing to comply with court-ordered conditions.

MENTAL HEALTH HOSPITAL WAIT TIME - % OF MENTAL HEALTH HOSPITAL EVENTS WITH WAIT TIMES WITHIN 90 MINUTES

2018 Target: 80% or higher	**2018 Results:** 75.7% (1.9% point reduction y/y)

SWORN OVERTIME HOURS

2018 Target: 83,200 hours or less	**2018 Results:** 84,044 hours (8.7% decrease y/y)

Overtime by sworn members has been decreasing since 2015. The latest reduction in 2018 was driven by fewer homicides and the Oilers not making the playoffs. This reduced the need for overtime by homicide investigators, and for front-line patrol during busy playoff nights.

CIVILIAN SICK RATE – ANNUAL SICK HOURS PER EMPLOYEE

2018 Target: 45 hours of less	**2018 Results:** 53.1 (0.3% decrease y/y)

EPS COMPLAINT RATE – FORMAL OR INTERNAL COMPLAINTS RECEIVED PER 1,000 DISPATCH CALLS

2018 Target: 1.5	**2018 Results:** 1.8 (20% increase y/y)

EPS's Complaint Rate spiked in 2018, in part due to a policy change that impacts how complaints are counted. Previously, repeated traffic violations by sworn members were investigated and disciplined directly by the reporting supervisor; these incidents are now investigated by our Professional Standards Branch, which now counts as an internal complaint.

INITIATIVE 2 – IMPLEMENTATION OF THE OPERATIONS AND INTELLIGENCE COMMAND CENTRE

2018 Target: Completion of quarterly activities	**2018 Results:** Delay in some deliverables

Key completed deliverables in 2018 included:
- Filling of key personnel positions
- Establishment of the OICC operating budget
- Defining roles & responsibilities for staff positions, including job descriptions
- Defining OICC business and operational procedures

Delays in this initiative include the completion of training material for OICC members, and occupancy of the facility pushed out to Q2 2019.

INITIATIVE 5 – CIVILIANIZATION OF DISPATCH: DISPATCH TRAINING DEVELOPMENT

2018 Target: Completion of quarterly activities	**2018 Results:** Delay in some deliverables

Key completed deliverables in 2018 included:
- The 16-week civilian dispatch training pilot module in May, with the four trained civilians now operating as dispatchers since September
- Elimination of the 911 Operator position. Emergency Communication Officers (ECOs) now perform this function as well as police call evaluation (and eventually dispatch)

The offering of the first class of finalized civilian dispatch training has been delayed until Fall 2019.
Three ECO classes will be offered in 2019 to address the eliminated 911 Operator positions and to increase overall staffing.

INITIATIVE 6 – PEOPLE PLAN: COMPETENCY MODEL

2018 Target: Completion of quarterly activities	**2018 Results:** Delay in some deliverables

Key completed deliverables in 2018 included:
- The Competency Models' five core competencies have been integrated in sworn member performance appraisals. Integration for civilians has been delayed until Q1 2019
- A Technology Investment Request for a Human Resource Information Management software system was completed and is being advanced by IT

Delays/changes in this initiative include:
- The integrating of core competencies in recruit training has been re-evaluated and is no longer being pursued at this time.
- Score leveling associated with Job Family Competencies will not be finalized until 2019

The Honourable Shaye Anderson, Minister of Municipal Affairs, Acting Chief Greg Preston, and Deputy Mayor Mohinder Banga unveiled the new helicopter in the EPS Flight Operations hangar at Villeneuve Airport on Feb. 23, 2018.

PRIORITY 1 RESPONSE TIME PERFORMANCE

2018 Target: Dispatch and Arrive on-scene within 7 minutes, 80% of the time	**2018 Results:** 72.5% of the time

Priority 1 Response Time Performance has been low but stable since late 2013, a consequence of rising dispatch call volumes and high workload for patrol.

PROACTIVE PATROL TIME

2018 Target: 25% of patrol time spent as proactive	**2018 Results:** 11.4% proactive

Proactive patrol time focuses on crime prevention, intervention and suppression activities, such as searching for an individual with outstanding criminal warrants, conducting traffic stops, and patrolling a known crime hot spot. Proactive time has been low for several years due to rising dispatch call volume that patrol members must prioritize.

MENTAL HEALTH PRE-CONSULTING - % OF MENTAL HEALTH HOSPITAL TRANSFERS THAT INVOLVED A PRE-CONSULT

2018 Target: 70% or more	**2018 Results:** 62%

EPS is proud to announce two four legged recruits to the service. Bama and Crimson are the newest members and were born in late 2017 and are from a breeder in Alabama.

If all goes well, Bama will begin training in 2019 and Crimson in late 2019 or early 2020.

The EPS Canine Unit was officially formed in 1967 by Val Vallevand. Presently there are 14 handler and dog teams and two sergeants stationed at Vallevand Dog Kennels.

911 CALL ASSESSMENT PERFORMANCE

2018 Target: 911 calls are assessed and transferred within 60 seconds, 95% of the time	**2018 Results:** 86.7% of the time

This measure is one of several in the recently approved 911 provincial standards.

CIVILIAN OVERTIME HOURS

2018 Target: 11,940 hours or less	**2018 Results:** 17,724 hours (30% increase y/y)

Overtime by civilian members fell in 2016 and 2017, but experienced a substantial spike in 2018. This was primarily concentrated in overtime in 911 Communications Branch, an area largely staffed by civilians. Increased overtime was in part driven by the elimination of the 911 Operator position, which required overtime to fill this operational gap until former 911 Operators could be trained as Emergency Call Evaluators.

INITIATIVE 4 – IMPLEMENTATION OF MAJOR CAPITAL INVESTMENTS:

2018 Target: Completion of quarterly activities	**2018 Results:** Delays in some deliverables

North West Campus
- While the building was completed in 2018, the general contractor needs to rectify a number of deficiencies
- Due to these deficiencies the in service date is currently under review

Firearms Facility
- City Council did not approve funding for the schematic design of the Firearms Facility, as part of the 2019-2022 Capital Budget

Digital Asset Management System
DAMS deliverables are delayed, but saw some progress in areas including:
- Development of training material for IBM FileNet
- Completing the IT delivery of the new Employee Performance Development Program solution for Human Resources
- Converting 28 EPS systems to Active Directory security authentication

Provincial Radio Network
- migration to the new network is largely complete with a few outstanding items extending into Q1 2019

EPS's "A Vehicle is Not a Babysitter" campaign ran in July and August, resulting in a 33.3 per cent decrease in the number of police calls involving children left alone in vehicles compared to the number of cases seen the previous summer.
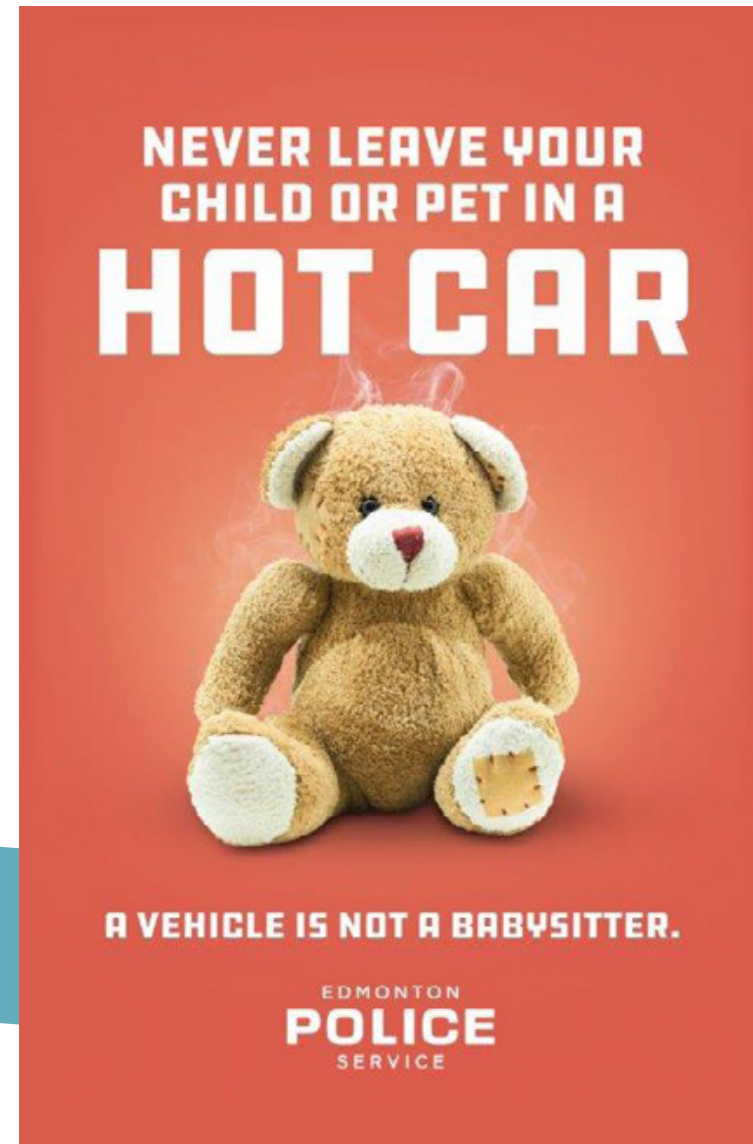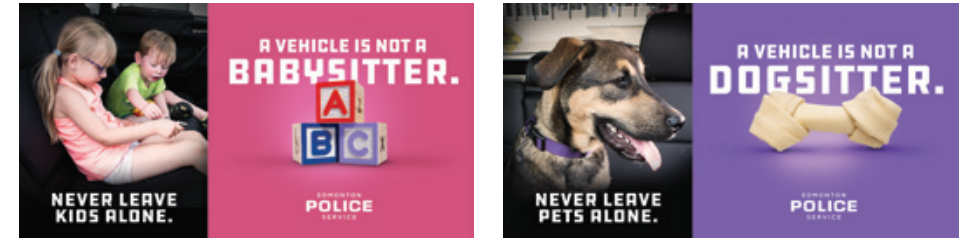
CRIME SEVERITY INDEX (CSI)

2018 Target: Monitoring only	**2018 Results:** 125.2 (2.9% increase y/y)

The CSI factors the amount of crime occurring in Edmonton, the relative severity of these criminal offences, and population growth. The CSI has experienced annual increases since 2015.

VIOLENT CRIME RATE – VICTIMIZATIONS PER 1,000 POPULATION

2018 Target: Monitoring only	**2018 Results:** 12.9 (0.2% decrease y/y)

Victim counts experienced the following percentage change from 2017-2018:
- Robbery: +7.3%
- Sexual assault: +6.8%
- Assault: +3.2%
- Violence 'Other': -4.6%
- Homicide: -32.5%

PROPERTY CRIME RATE – INCIDENTS PER 1,000 POPULATION

2018 Target: Monitoring only	**2018 Results:** 157.1 (3.9% increase y/y)

Incidents counts experienced the following percentage changes from 2017-2018:
- Theft over $5,000: +17.6%
- Break & Enter: +10.3%
- 'Other' Property Crime: +9.1%
- Theft of Vehicle: -1.6%
- Theft from Vehicle:-2.9%

On Sept. 8, nine members of EPS Northeast Beats participated in the 2018 Courage Ride for Rehab in support of the Glenrose Rehabilitation Hospital Foundation.
The members rode the 60 km distance in full uniform, that's approximately 30 lbs of equipment. Everyone who participated in this ride had a challenging day in rainy, windy conditions.

SOCIAL DISORDER - OCCURRENCES

2018 Target: Monitoring only	**2018 Results:** 22,060 (1.7% decrease y/y)

Social disorder is a composite of 17 disorder-based Calls for Service events that result in a generated police report. Disorder covers areas such as arson, prostitution, mental health incidents, abandoned vehicles, and mischief. Social disorder is highest in Downtown Division, and is otherwise evenly distributed among EPS's five other patrol divisions.

FIREARM SEIZURES

2018 Target: Monitoring only	**2018 Results:** 1,543 (1.9% decrease y/y)

Firearm Seizures have fallen from a peak in 2015. However, seizures are still elevated compared to 2012-2014 levels.

MAJOR INJURY COLLISIONS

2018 Target: Monitoring only	**2018 Results:** 305 (10.6% decrease y/y)

Major Injury Collisions – requiring hospitalization - have experienced annual reductions since 2012.

TRAFFIC FATALITIES

2018 Target: Monitoring only	2018 Results: 23 (18% decrease y/y)

Traffic fatalities – including pedestrian deaths – have stayed relatively consistent since 2011.

MENTAL HEALTH HOSPITAL VISITS

2018 Target: Monitoring only	2018 Results: 2,329 mental health hospital transfers (0.7% increase y/y)

Barney the Bear is ready to roll up his sleeve and donate blood on behalf of the EPS.

POLICE MISCONDUCT RATE – SUSTAINED COMPLAINT FILES PER 100 OFFICERS

2018 Target: Monitoring only	2018 Results: 4.3 (53.6% increase y/y)

This corresponded to 279 completed complaint investigations by EPS's Professional Standards Branch with 76 proven to involve police misconduct.

EPS's Police Misconduct Rate spiked in 2018, in part due to a policy change that impacts how complaints are counted. Previously, repeated traffic violations by sworn members were investigated and disciplined directly by the reporting supervisor; these incidents are now investigated by our Professional Standards Branch, which now counts as an internal complaint.

Hundreds of people gathered in Edmonton on Sept. 30 for the 2018 Police and Peace Officers Memorial. Police and peace officers from across the province marched to the lawn of the Alberta Legislature for the ceremony, which honoured officers who have lost their lives in active service in the province.

LOOKING FORWARD
2019 ANNUAL POLICING PLAN

Each year, the EPS and the Edmonton Police Commission work together to identify goals and initiatives to help realize the goals outlined in the EPS's Business Plan:

- reduced crime and victimization
- investigative excellence
- increased efficiency and effectiveness
- commitment to professionalism

These four goals, combined with concerns identified by citizens and local crime trends, helped the Commission and the EPS establish 21 measurable targets for the 2019 Annual Policing Plan.

HIGHLIGHTED BELOW ARE THE STRATEGIC INITIATIVES IN THE 2019 ANNUAL POLICING PLAN:

POLICING IN A LEGALIZED CANNABIS ENVIRONMENT

The EPS has proactively responded to this new legislation and will further adapt in anticipation of the new laws and regulations anticipated for October 2019. Current enforcement practises, drug-recognition training for members, and an enhanced Checkstop program will be implemented during the initial transition period.

IMPLEMENTATION OF A FIREARMS STRATEGY

The EPS Firearms Strategy will identify and implement improved investigative techniques and processes to manage firearm crime. There is a need to modernize current policy and procedures to best position the organization to respond to firearm incidents.

IMPLEMENTATION OF THE OPERATIONS AND INTELLEGENCE COMMAND CENTRE (OICC)

Benefits of the OICC include providing frontline members and investigators with timely and accurate intelligence. It will also ensure police resources are used as efficiently as possible and will help create new and innovative ways to look at crime, offenders and enforcement priorities.

ENHANCING EPS'S PATROL DEPLOYMENT MODEL

The effective deployment of patrol resources centres on two goals: that emergency calls are responded to promptly and that the officers dedicate sufficient time towards proactive work to get ahead of crime and disorder. Initiatives related to research, analysis and operational improvements in 2019 to optimize the Service's patrol deployment model will be undertaken.

IMPLEMENT THE 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. The objective of this strategy is to address this over criminalization and victimization of the Indigenous community. The EPS recognizes that preserving public safety requires a collaborative approach based on open communication, understanding and trust.