

# Edmonton Police Services - Annexation Impacts

## Resources Requirements - Timelines and Rural Service Level Options

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### Recommendation

That the February 21, 2017, Edmonton Police Commission report CR\_5266rev, be received for information.

### Previous Council/Committee Action

At the November 6, 2017, Community and Public Services Committee meeting, the following motion was passed:

1. That the November 6, 2017, Edmonton Police Commission report CR\_5266, (Edmonton Police Services – Annexation Impacts – Resource Requirements), be referred back to Edmonton Police Commission to return February 2018, with updated information on timelines and rural service level options.

### Executive Summary

This report provides the Edmonton Police Commission's response to the motion from Community and Public Services Committee to consider a tiered policing performance model for the City of Edmonton.

The Edmonton Police Commission continues to support the current performance goal of a seven-minute response time for Priority 1 calls, 80% of the time and believes it meets the policing needs for the City of Edmonton. This performance goal reflects that the Edmonton Police Service already includes a factor for distant geographic areas, as those areas receive a reduced level of response 20% of the time. Implementing differing performance response times across the City, based on geography or population density, will have unforeseen consequences and will present challenges with the equitable access to policing resources.

The Edmonton Police Commission continues to support the results of the analysis presented in the November 6, 2017 report for twenty-five (25) resources.

In summary, the total FTE request of twenty five (25) officers equates financially to \$1.9 million in 2018 and an additional \$2.4 million in 2019. These figures are based on the assumptions that January 1, 2019 as the date for annexation and the operational fit up would begin in July of 2018. The one-time costs will be \$0.8 million which the Edmonton Police Service will fund internally. No additional requests for supervisory or support staff have been requested.

## Report

For the past several years, the Edmonton Police Commission has endorsed the performance goal of a seven-minute response time for Priority 1 calls, 80% of the time. The Edmonton Police Service has designated patrol response time protocols to meet this standard. While an increased response time may reduce the need for additional policing resources required for Annexation, it would have a serious and negative consequence for emergency response times across the City. The increased geography of 12.8 percent with Annexation will create a domino effect across divisions which are currently struggling to reach established performance standards.

Because the Edmonton Police Service already includes the factor of reaching our Standards only 80% of the time, the Edmonton Police Service accepts that Distant geographic areas receive a reduced level of response 20% of the time.

Differing performance response times across the City will cause foreseen and unintended consequences, such as challenges with the equitable access to policing resources and the ability to address crime severity. In addition, without clear definitions and guidelines around what is a “rural” response within an urban setting, there is the risk of inconsistency of current policing practices that include both front-line policing and specialized policing resources who respond to individuals and communities.

In 2017, the Geographic Deployment Model and the Managing Patrol Performance workload analysis were validated by the City Auditor, David Wiun. This included recognition that these processes were leading practice in policing. Forecasting for policing resources is a complex matter and must consider the entire geographical catchment area, differentiating land use and the need for policing, the social and economic characteristics of neighbourhoods and the impact of population density

In 2018, as part of its annual operating plan, the Edmonton Police Service will follow-up on the recommendations of the 2017 Staffing Audit. The plan is to review performance standards by testing and validating the assumptions in the Managing Patrol Performance Model. This will include re-visiting the existing standards, public consultation through the 2018 Citizen Survey and strategic conversations with the Edmonton Police Commission.

The objective of this work will be to either confirm or update the existing standards, prior to the next multi-year operational budget and funding process (2019-2022). This important work requires a comprehensive and thoughtful approach to acquire the best evidence to inform police response requirements aligned to crime severity. The Edmonton Police Service anticipates that this will require a year to complete – including research, analysis, public consultation and assessment of impact on policing operations and organizational risk.

At the end of this work, the Edmonton Police Commission, in consultation with the Edmonton Police Service, will be able to speak to any changes, if indicated by this work, on the appropriate performance standards for the Edmonton Police Service.

The Edmonton Police Commission continues to support the results of the analysis presented in the November 6, 2017 report for twenty-five (25) resources. These 25 resources will simply result in being able to supply basic resources for 24/7 policing coverage of 2 officers in each shift.

It should be noted that there is no additional requests included for supervisory or staff to support these resources.

### **Budget/Financial Implications**

The terms of the Funding Formula address normal growth needs for the EPS but do not cover exceptional circumstances such as Annexation that create an immediate change in service delivery needs or expectations. Annexation will require increases in resources that the Edmonton Police Service would not be able to accommodate within the funding formula and meet other needs.

Financial Requirements:

Category	Millions
Annual Operating Costs	\$4.3
One-time Costs	\$0.8
EPS Internal Reallocation to Cover One-time Costs	(\$0.8)
Total	\$4.3

The one-time costs of \$0.8 million will be managed internally by the EPS over 2018 and 2019.

**Corporate Outcomes and Performance Management**

The Edmonton Police Service’s mission is to “increase public safety through excellence in the prevention, intervention and suppression of crime and disorder.” The expectation from citizens is that the EPS will keep the public and communities safe. The expectation of the newly annexed citizens joining the City is that they can expect the same or similar service standards that other Edmontonians receive. In this way, both the Edmonton Police Commission and the Edmonton Police Service supports the City’s corporate outcome of “Edmonton is a safe city.”

**Corporate Outcome(s): Edmonton is a safe city.**

Outcomes (s)	Measures (s)	Results (s)	Target (s)
Reduce crime and victimization	<u>Response Time Performance</u> 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.)	71.5% (2016)	80% of the time or more

<p>Decrease the number of injuries suffered by Edmontonians due to vehicle accidents</p> <p>Decrease costs due to traffic accidents related to Health, Fire Rescue and Policing</p>	<p><u>Major Injury Collisions</u> Measures the number of major injuries resulting from vehicle collisions. Major injuries are those that require hospitalization, but are not fatal.</p>	325 (2016)	437 (a 4% reduction from the 2010-2014 average, as per EPS's 2016-2020 Traffic Safety Plan)
<p>Increase the level of traffic safety in Edmonton for citizens</p>	<p><u>Speeding Enforcement</u> 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.</p>	46,558 (2016)	46,559 (An increase from 2016 levels.)

**Risk Assessment**

Risk Element	Risk Description	Likelihood	Impact	Risk Score (with current mitigations)	Current Mitigations	Potential Future Mitigations
Response	<p>Failure to provide efficient and effective customer service including an appropriate and timely response to community concerns, calls for service, and high risk incidents.</p> <p>Consequence: Reduction in public and officer safety due to inability to respond to calls for service in a timely manner.</p>	4 Likely	4 Severe	16 High	<ul style="list-style-type: none"> <li>- Call Prioritization;</li> <li>-Redistribution of resources;</li> <li>-Use of Overtime to maintain appropriate staffing levels;</li> <li>-Reduction of members / patrol unit from 2 to 1 member.</li> </ul>	<ul style="list-style-type: none"> <li>- Reduction of service standards for the entirety, or particular segments, of the City of Edmonton.</li> </ul>

Capacity	<p>Failure to align human resource levels and associated capacity to workload expectations.</p> <p>Consequence: Inability to provide the appropriate number of resources required to adequately police the City to public expectations.</p>	4 Likely	4 Severe	16 High	<p>MPP Model for Patrol Resource</p> <ul style="list-style-type: none"> <li>-Monitoring;</li> <li>Workload risk assessment for resource prioritization;</li> <li>-Redistribution of resources.</li> </ul>	- Reduction of service standards for the entirety, or particular segments, of the City of Edmonton.
Demo-graphics	<p>Failure to identify and respond effectively to changes in the demographic of the City of Edmonton and greater metropolitan area.</p> <p>Consequence: Inability to meet citizens' needs and expectations for service delivery.</p>	4 Likely	4 Severe	16 High	<ul style="list-style-type: none"> <li>-Utilization of the MPP Geographic Deployment Model;</li> <li>-Monitoring changes in external environment.</li> </ul>	Continue to monitor external environment