

North West Police Campus Capital Project

Follow-up Information

Recommendation:

That the July 7, 2014, Edmonton Police Commission report CR_1451, be received for information.

Report Summary

This report provides additional information for the EPS North West Campus following questions from the May 14, 2014, City Council meeting.

Report

Introduction

In 2011, City Council approved funding for the EPS North West Campus development. To be cost effective, the Campus combined three separate projects under one roof – a divisional police station, a training facility and a detainee management facility where prisoners would be held until they could be transferred to the Remand Centre or released.

As communicated in the May 14, 2014, report to City Council, detailed space planning and delays in the project commencement have determined that the initial funding of \$81.4 million will not be enough to cover all proposed elements. This report will provide further information focused on Council's questions of May 14, 2014.

Questions

1. Why has the price of the facility escalated?

As communicated in the May 14, 2014, report to City Council, detailed space planning and delays in the project commencement have determined that the initial funding of \$81.4 million will not be enough to cover all proposed elements. This report will provide further information focused on Council's questions of May 14, 2014.

To deliver all elements of the original concept an additional \$17.5 million is estimated to be needed prior to the finalization of the detailed design phase currently underway. The table below breaks out the cost increases.

Description	Cost Impact
Land Increase	\$2.75 million
Inflationary Impact Due to Delay	\$4.90 million
Increase in Square Footage	\$19.40 million
Offset by reduction in Fit-Up Costs	\$(9.5) million
Total Increase	\$17.5 million

This cost estimate does not include space for additional program elements for the Investigation Management and Approval Centre. Investigation Management and Approval Centre is a recently integrated function of the EPS that includes Detainee Management.

2. Why was Investigation Management and Approval Centre developed and what does it do?

For every case that is required to be forwarded to the Crown, police officers must assemble their findings into a package of investigative information that is disclosed to the Crown. This information outlines the charges and supporting evidence that is to be presented in court.

In January 2006, the Crown Prosecutor in Edmonton returned approximately 300 police investigative files to the EPS marked incomplete, inaccurate or late. The return of these files initiated a review to improve providing this information to the Crown. Not only were late or incomplete reports resulting in delays in court, they were leading to significant legal fees and settlement costs for the EPS arising from civil suits where disclosure issues remained a focal point.

In response, the EPS first developed the Court Report Management Office which was tasked with the mandate of reviewing all charge reports prior to submission to the Crown. The implementation of this office confirmed that the only way to have consistent Crown reports coming from hundreds of different authors (all police officers) was to have a centralized, systematic and consistent quality control process.

This evolved into Investigation Management and Approval Centre, which became operational October 2010. Investigation Management and Approval Centre currently oversees multiple processes that all relate to the prosecution of an accused person. This begins with the front line officer arresting an accused person and compiling the necessary investigative information. Investigation Management and Approval Centre reviews this information and ensures it meets an acceptable standard before taking custody of an individual in the central detainee management facility. Additional information to complete full disclosure is tracked from this point. Investigation Management and Approval Centre is then responsible to complete bail hearings, if required, and produce a disclosure package to the standard set by the court. Presently Investigation Management and Approval Centre consists of six integrated work units housed in Police Headquarters that provide service to EPS members around the clock including:

- 24/7 Approval Centre - review and approval of charge reports
- Detainee Management Unit - processing of detainees through bail hearing, transport of remanded detainees to Edmonton Remand Centre/Edmonton Young Offender Centre
- Charge Report Management Unit - processing of charge reports where accused people can be released

- Charge Report Disclosure Unit - processing of charge reports where people are kept in custody
- Criminal Records Management Unit - processing and notification of court disposition
- Crown Liaison Unit - onsite link between the EPS and Crown Counsel.

Today, this area is resourced by 99 EPS employees composed of 60% sworn and 40% civilian staff. The operation of Detainee Management Unit is shared between EPS staff and Community Peace Officers employed under contract from the Corps of Commissionaires. The 24/7 Approval Centre approves between 6,500 – 7,500 tasks each month, with Detainee Management Unit processing 16,172 detainees in 2013. In 2014, the number of detainees has risen by 5%.

With the integrated and improved review of every case going to the Crown as a result of the Investigation Management and Approval Centre process, the number of returned files has dropped significantly over the past several years. In a letter to EPS, then Chief Crown Prosecutor Steven Bilodeau noted the Investigation Management and Approval Centre “...serves to inspire confidence in the justice system by all parties impacted by the process”.

Investigation Management and Approval Centre has evolved as an integral core program and function within the EPS. In 2011, when the Campus project was presented to Council, Investigation Management and Approval Centre was still developing its processes, and the efficiencies created by integrating into the detainee management had not been realized. The cost to add space to accommodate Investigation Management and Approval Centre staff and functions would be \$7.9 million.

Justice stakeholders, nationally, continue to request onsite tours through Investigation Management and Approval Centre, with visits already facilitated for the Provincial Court of New Brunswick, RCMP Ottawa, Winnipeg Police Service, Regina Police Service, Calgary Police Service and Lethbridge Police Service. Investigation Management and Approval Centre was a runner up in the 2012 International Association of Chiefs of Police Weber Seavey Award for Quality in Law Enforcement.

3. What efficiencies does the Investigation Management and Approval Centre bring to the EPS?

The quality control function provided by Investigation Management and Approval Centre is its most significant benefit, as the completeness of reports has been significantly increased. Investigation Management and Approval Centre creates a system that identifies errors or omissions on a report and allows the police officer to collect the missing or required supplementary information within specified time frames. Without this level of quality control, it could be weeks or months before deficiencies are noted at the Crown's level, and providing this information long after the fact is difficult and inefficient. The quality control of the reports leads to greater success in the judicial system,

including higher conviction rates, fewer files returned, and better quality of investigative files. This results in less administrative time for police members, which enables them to spend more time on patrol and investigations. Associated to the quality control benefit is the fact that civil lawsuits relating to disclosure issues have reduced significantly over the years, and a reduction in associated settlements and legal fees has been experienced.

The improvement in processing of accused persons as a result of Investigation Management and Approval Centre can also be attributed to the physical proximity of the Investigation Management and Approval Centre work units. If there was a separation of the staff, new processes would have to be developed, and it is anticipated to require additional staff to provide the same level of service. Proximity of the 24/7 Approval Centre with the Intake Office and Detainee Management Unit facilities provides both a co-ordinated approach, in terms of prioritization of detainees, as well as the timeliness of the appearance before a Justice of the Peace. The co-location of the Charge Report Disclosure Unit facilities the reduction/elimination of errors at the disclosure stage of the process.

Additional information on phasing options that have been considered is attached.

Corporate Outcomes

Improve Edmonton's Liveability

- Edmonton is a safe city

Budget/Financial Implications

Once Council has confirmed the Project scope and a detailed design has been completed, a budget adjustment to Profile 12-60-1376 will be brought forward. During the 2012-2014 capital budget deliberations, Council approved a levy to be applied in each of 2012, 2013 and 2014 for the ultimate debt service funding required for three capital projects: Southeast to West LRT Land Acquisition; Walterdale Bridge; and the North West Police Campus. Based upon the expected project cash flows at the time, an additional \$21 million would be raised for Pay-As-You-Go and utilized in the 2012-2014 capital plan. The delay and revised cash flows for the North West Police Campus is expected to generate an additional \$8.2 million in Pay-As-You-Go funding that could be utilized for this project. The balance of funding required would need to be prioritized in the 2015-2018 capital plan.

Attachments

1. Overview North West Campus
2. Summary Table of Phasing Options for North West Campus

Others Reviewing this Report

- L. Rosen, Chief Financial Officer and Treasurer
- L. Cochrane, General Manager, Community Services
- R. G. Klassen, General Manager, Sustainable Development