



Integrated Call Evaluation and Dispatch System or Centre Project Charter

Edmonton Police Service
Citizen Services

Executive Project Sponsors:

Rob Smyth, Deputy City Manager, Citizen Services
Dale McFee, Police Chief, Edmonton Police Service

The undersigned hereby agree to implement this project in accordance with the Charter including any subsequent revisions and appendices to this document which will require approval. This includes acknowledgement of associated roles and responsibilities as outlined within this document.

Version #	Approver Name and Title	Signature	Signing Date
Final	Dale McFee, Police Chief		
Final	Rob Smyth, Deputy City Manager		

Charter Overview

Project Name	
Goals and Objectives	To move from a traditional emergency response towards getting the right response at the first call to Edmontonians
Scope	Development of a business case
Major Deliverables and Timelines	Project charter presented to Community & Public Services Committee March, 2021 and Business case presented to Council July 2021
Sponsors	Police Chief Dale McFee, Deputy City Manager Rob Smyth
Project Leads	Director Lori Solon & Deputy Fire Chief Bryan Singleton

1 Background

Currently, calls for service are received by various sections within the City, the Edmonton Police Service and community agencies. Each organization has their own mandate, area of specialization and telephone number to receive calls for service. Calls are often received by one service provider that are better suited for one of the other service providers; these calls are referred, transferred or coordinated between organizations. Additionally, emergency calls for police, fire and medical services come through 911.

As part of the 2015-2018 capital budget, City Council approved funding for a co-located dispatch and emergency operations center. The business case for this project included efficiencies by co-locating Edmonton Police Service, Fire Rescue Services, and Community Standards and Neighborhoods dispatch centres in the same building. This project did not include an in-depth evaluation of integrating business processes or consideration of how to best dispatch the right resources at the right time. During the Fall 2019 Supplemental Capital Budget Adjustment deliberation, City Council directed that capital profile 15-70-0003 - Co-Located Dispatch and Emergency Operations Centre be deferred and the project be re-scoped for consideration in the next budget cycle.

In 2018, Administration conducted a program and service review of the bylaw and provincial act enforcement service, which included consideration of the integration of dispatch involving Community Standards and Neighbourhoods, Edmonton Transit Service, Corporate Security and Development Services. One of the recommendations of the review was to build a business case to consolidate dispatch services for Community Standards and Neighbourhoods.

2 Project Objectives

To bring together Edmonton Police Service, Community Standards and Neighborhoods, Fire Rescue Services, Alberta Health Services, housing services and the community social agencies providing service response. This will eliminate barriers, increase understanding and engagement by stakeholders, and move the response from a traditional emergency response of police, fire, and medical toward an integrated continuum of response.

The development of a business case needs to address:

- a comprehensive summary of the need and ability of each partner/service
- clear understanding of risk, risk ownership and mitigations
- viable delivery options and pathways for an integrated continuum of response
- financial analysis and impact of options
- overarching governance for integrated service provision
- parameters to measure success

- an assessment of the transformation readiness of the various partners/service providers
- potential sequencing for the implementation of delivery options

3 Scope

The scope of this project is to develop a business case for an integrated call evaluation and dispatch system or center that addresses requests for service with an addiction, mental health or social services component. It encompasses call intake, triage and dispatch. Dispatch centres within the control of the partners are Edmonton Police Service, Fire Rescue Services, Community Standards and Neighbourhoods, Alberta Health Services - Emergency Medical Services. Social agencies such as REACH need to be included but the partners may not have influence over their operations.

3.1 In Scope

The comprehensive business case includes:

- Current state inventory and process map for the deployment of emergency, social, and addiction and mental health resources.
- Identification of limitations with the current state
- Review of other jurisdiction's approach and programs
- Options and recommendations for a desired state including
 - Gap analysis
 - Financial analysis (both capital and operating)
 - Risks
 - Legal and privacy implications
 - Governance model
 - Success measures
- Approach to reach desired state
- Technical and cost benefits of future needs and any current potential synergies

3.2 Out of Scope

- Event based operational services that do not perform a dispatch function such as Emergency Operations Centre, the Operational Intelligence Command Centre, and Fire Rescue Services scene support.
- A detailed implementation plan or implementation of a new service model.
- Deployment models for the partners

If the integrated call evaluation and dispatch system or center business case is approved, a separate project will need to be completed on joint deployment models for the various partners and services.

4 Constraints and Dependencies

4.1 Constraints

- Resourcing in the social sector to respond to social and mental health type events 24x7 in a timely manner
- Small gains could be made by more integration between existing emergency services dispatch centers. However the full benefit will not be realized unless other resources are available to respond instead of traditional emergency services.

4.2 Dependencies

- Availability of resources outside the traditional emergency services of police/peace officers, fire, and medical.
- The participation and buy-in of all partners - success will require participation of Alberta Health Services and community-operated social agencies.

5 Milestones and Deliverables

Project deliverables include:

- RFP and signed contract for consultant
- Full project charter for presentation to City Council
- Interim presentations to Steering Committee, EPS Chief’s Committee, Community Safety and Well-being sponsors
- Final report including presentations to Executive Leadership Team, Edmonton Police Commission, and City Council

Milestones Description	Proposed Completion Date
RFP release	December 3, 2020
Contract awarded	January 22, 2021
Final project charter for business case	February 1, 2021
Project charter presentation to City Council	March 3, 2021
Draft business case completed	May 21, 2021

Draft business case presented to steering committee	June 4, 2021
Final business case	June 8, 2021
Report to Edmonton Police Commission	June 18, 2021
Final report and presentation to City Council	June 30, 2021

6 Risks

	Risk	Likelihood	Impact	Score	Response Strategy	Response Strategy Description
1.	Not involving key stakeholders, results in an inability to implement recommendations / solutions	3 Possible	3 Major	9 Medium	Mitigate	Involvement of stakeholders at the beginning of the project
2..	Lack of integration between Administration, EPS and other service providers results in duplication of effort or inconsistency in information presented to Council	3 Possible	3 Major	9 Medium	Mitigate	Ongoing collaboration between all organizations Frequent meetings at the working, lead and sponsor levels
3.	Preference of a specific approach or model by the various partners	3 Possible	3 Major	9 Medium	Mitigate	Clarity on what will count as a successful solution and addressed in the business case
4.	Differing viewpoints and approaches to community safety result in different expectations and direction.	3 Possible	2 Moderate	6 Low	Mitigate	Create common understanding of community safety based on outcomes Clear communication and project updates to stakeholders Clear guidelines for what will be explored through the business case development

7 Governance

7.1 Project Governance

Executive Sponsors

Accountable for final delivery and budget of project

- Dale McFee - Police Chief, Edmonton Police Service
- Rob Smyth - Deputy City Manager, Citizen Services

Project Sponsors

Responsible for budget and internal resource availability. Informing Executive Sponsors

- Ron Anderson - Chief Innovation and Technology Officer, Edmonton Police Service
- Joe Zatylny - Fire Chief, Citizen Services

Steering Committee

Monitoring progress
 Monthly meeting to confirm direction, assumptions, and recommendations
 Issues resolution

- Executive Sponsors (2)
- Project Sponsors (3)
- Dave Elanik - Executive Director, Police Communications Branch, Edmonton Police Service
- David Aitken - Branch Manager, Community Standards and Neighbourhoods, Citizen Services
- Carrie Hotton-MacDonald - Acting Branch Manager, Edmonton Transit Service, City Operations
- Jim Garland - Associate Executive Director, Emergency Medical Services Dispatch, Alberta Health Services
- Mark Snaterse - Executive Director, Edmonton Zone Addiction and Mental Health, Alberta Health Services

Project Leads

Liaison with Steering Committee Partners
 Update Steering Committee monthly
 Monitoring progress

- Lori Solon - Acting Executive Director, Value and Impact Division, Edmonton Police Service
- Bryan Singleton - Deputy Chief, Technical Services, Fire Rescue Services, Citizen Services

Project Manager

Liaison with consultant
 Project management with consultant
 Attend Steering Committee

- Mariam Masud - Acting Director, Strategy and Engagement Branch, Edmonton Police Service

Meetings

Project Team

Weekly meetings

Work with consultant to facilitate data collection, interviews, etc.

Work with consultant on the development of business case.

- Christa Pennie - Inspector, Edmonton Police Service
- Norman Mendoza - Manager, Edmonton Police Service
- Grant Ward - Chief, Citizen Services
- Ian Robertson - Planner, Citizen Services
- Ryan Birch - Director, City Operations
- John Simmons - Director, Citizen Services
- Aisling Kientzel - Project and Policy Lead, Citizen Services
- Pam Coulson - Director, Alberta Health Services
- Graeme McAlister - Associate Executive Director, Alberta Health Services
- Stu Williams - Director, Alberta Health Services
- Emma Potter - Director, Crisis and Navigation Support Services Canadian Mental Health Association (211)
- Other social agencies as needed

7.2 Project Partners

There are a set of critical stakeholders that need to be included in the development of the business case for it to provide the full benefit.

Critical Internal Stakeholders

Edmonton Police Service
 Citizen Services - Community Standards and Neighbourhoods
 Citizen Services - Edmonton Fire Rescue Services
 Legal Services - Corporate Security

Critical External Stakeholders

The Support Network/211
 Alberta Health Services - Emergency Medical Services
 Alberta Health Services - Addiction and Mental Health
 Other not-for-profit agencies
 Unions (Edmonton Fire Fighters Union, Canadian Union of Public Employees (CUPE 30), Amalgamated Transit Union (ATU 569), Edmonton Police Association)