



# **Annual Policing Plan**

## **Public Initiatives**

### **2015 Q1 Report**

**Edmonton Police Service**  
**Edmonton Police Commission Copy**

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# EPS Annual Policing Plan Dashboard - 2015 Q1

## Reduced Crime & Victimization

### 1. Crime Severity Index

EPS Crime Severity Index (estimated)

**94.2**

Target (year): ≤ 89.3 (4.0 point reduction from 2013)

### 2. Violence Reduction Strategy: Violent Crime

# of 4 Violent Crime Indicators

**2,198**

Target: ≤ 1,935 (maintain 2014 levels)

### 3. Violence Reduction Strategy: Social Disorder

# of social disorder incidents

**4,457**

Target: ≤ 4,164 (maintain 2014 levels)

### 4.1 Domestic Violence Intervention: Offender Checks

# of domestic offender management checks

**61**

Target: ≥ 79 (5% increase from 2014)

### 4.2 Domestic Violence Intervention: Victim Checks

# of domestic victim support contacts

**261**

Target: ≥ 258 (2% increase from 2014)

### 5. Property Crime

# of 4 Property Crime Indicators

**4,108**

Target: ≤ 3,216 (maintain 2014 levels)

### 6. Traffic Safety

# of traffic corridor/intersection collisions

**63**

Target: ≤ 59 (2% reduction from 2014 levels)

### 7.1 Gang & Drug Enforcement

# of high-level criminal network disruptions

**2**

Target (year): ≥ 8 (maintain 2014 levels)

### 7.2 Gang & Drug Enforcement

# of medium-level criminal network disruptions

**7**

Target (year): ≥ 26 (maintain 2014 levels)

### 7.3 Gang & Drug Enforcement

# of low-level criminal network disruptions

**2**

Target (year): ≥ 4 (maintain 2014 levels)

### 8. Safe in Six

Q1 Activities: complete MoU, develop modules, and receive partner feedback

**On-target**

## Investigative Excellence

### 9. Clearance Rates

% of criminal incidents cleared (weighted)

**43.0%**

Target: ≥ 43%

### 10. Historical Homicides

# of cleared historical homicides

**2**

Target (year): ≥ 5 (maintain 2014 levels)

### 11. Missing Persons

# of fully reviewed historical missing person files

**34**

Target: 45 of the 72 files identified in 2013

# EPS Annual Policing Plan Dashboard - 2015 Q1

## Increased Efficiency & Effectiveness

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### 12.1 GDM: Priority 1 Response Time

% of Priority 1 events with patrol on-scene ≤ 7 min

**68.8%**

Target: ≥ 80%

### 12.2 GDM: Directed Patrol Time

% of patrol time spent as directed

**15.4%**

Target: ≥ 25%

### 13. 9-1-1 Emergency Call Management

# of bypass emergency calls

**7**

Target: ≤ 26 (maintain 2014 levels)

### 14. Police Non-Emergency Calls

Average time (seconds) to answer non-emergency calls

**65.5**

Target: ≤ 50 seconds

## Commitment to Professionalism

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### 15. Public Complaints

% of public complaint investigations concluded ≤ 6 months

**34.8%**

Target: ≥ 75%



# 2015 Annual Policing Plan – Q1

## INITIATIVE 1

### Crime Severity Index

**Initiative Owner:** Organization-wide

#### Initiative Context:

EPS will demonstrate, through directed and self-initiated policing services that the severity of crime occurring in Edmonton continues to be reduced.

#### Performance Measures / Targets:

*Crime Severity Index* – Edmonton’s Crime Severity Index value. This Statistics Canada measure factors for volume of crime, its severity, and

population. **Target:** 89.3 or below (a 4.0 point reduction from 2013 levels).

*Note:* the target is based on Statistics Canada calculations but the results shown are in-house calculations.

#### Additional Reporting:

Comparison statistics with other large Canadian Cities.

#### Year to Date Status:

**On-target**  
**Crime Severity Index**  
**94.2 points (annualized)**  
**(Target: 89.3)**

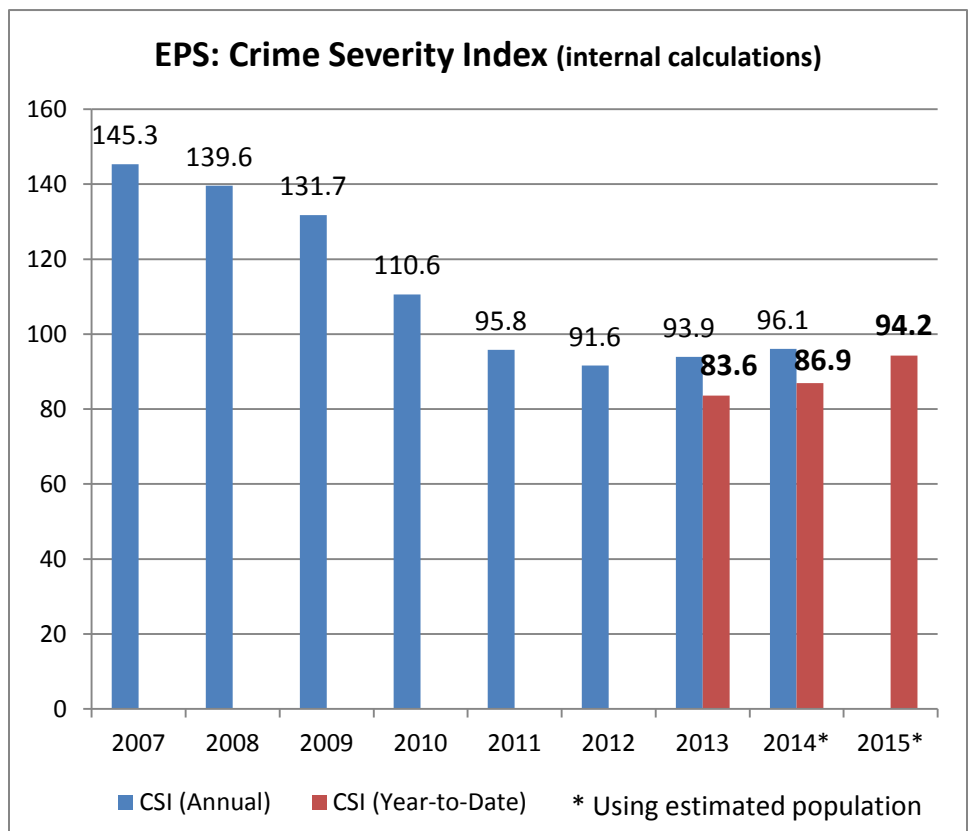
#### Analysis:

*Note:* statistics here are in-house calculations and do not directly match from what Statistics Canada publishes for Edmonton.

#### Current Results

In 2015 Q1, Edmonton’s *estimated* Crime Severity Index (CSI) for all crimes was 94.2, compared to 86.9 for the same period in 2014. Long-term, Edmonton’s CSI has fallen significantly from a high of 145.3 in 2007 to 93.9 in 2013, a 35.4% reduction.

Population from Statistics Canada is only available to 2013, and hence 2014 and 2015 is an estimated CSI. Our estimates assumed 3.56% population growth for 2014 (based on the 2014 City Census), and an additional 1.7% growth increase for



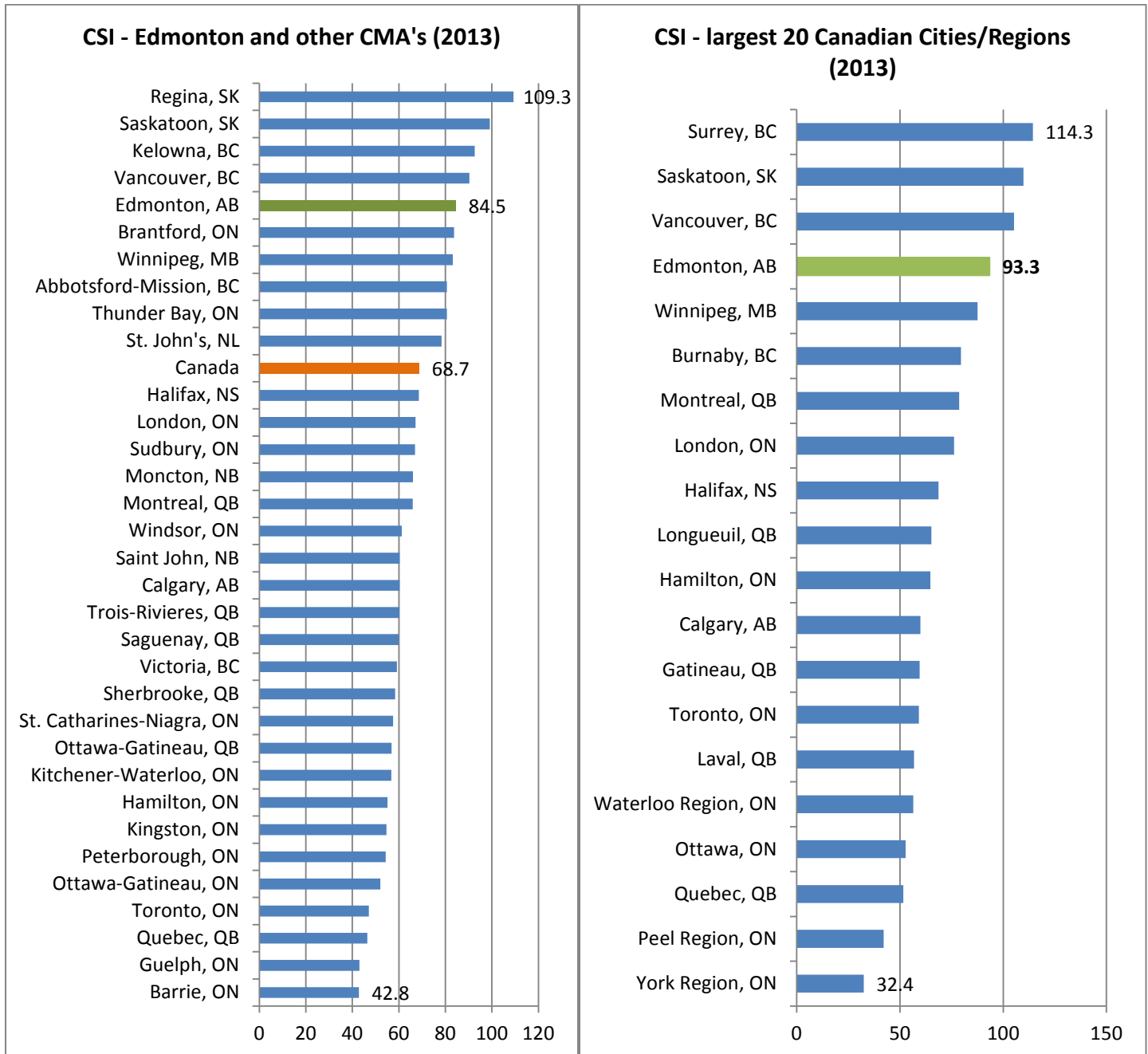


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2015 (based on forecasts by the City of Edmonton's Chief Economist).

### Municipal Comparison

Compared to 33 other Canadian cities at the Census Metropolitan level (CMA) in 2013, Edmonton had the 5<sup>th</sup> highest Crime Severity Index, with was only lower than Regina, Saskatoon, Kelowna, and Vancouver<sup>1</sup>. When measured at the city-level, EPS ranked 16<sup>th</sup> place for lowest CSI among the 20 largest cities (or regions) in Canada<sup>2</sup>.



<sup>1</sup> Source: Statistics Canada, table 252-0052.

<sup>2</sup> Source: Statistics Canada, tables 252-0083 to 252-0090; [Statistics Canada 2011 Census](http://www150.statcan.gc.ca/n1/pub/252-0000/2013001/article/11831-eng.htm).



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### Understanding the CSI

A traditional Crime Rate measures the number of criminal incidents per 100,000 people. The CSI is a refinement in that it factors for crime severity so more serious crimes have a greater impact on the indexed value. This crime weighting is based on Canadian judicial sentencing length data. As well, the CSI accounts for some crime types that are not normally captured with other crime rate statistics, including controlled drugs and substance act offences, other federal statute violations, and criminal code traffic violations.

### Comparing the Crime Severity Index between EPS and Statistics Canada

The CSI was created by Statistics Canada (specifically the Centre for Justice Statistics), and every July they calculate and publish new statistics for every Canadian city. As shown in the table below, our internal calculations are generally within a 0.6% range of what Statistics Canada publishes for the City of Edmonton. The larger gap in 2009 (off by 1.8% points) was due to a data submission policy by Statistics Canada which resulted in not all EPS submitted criminal incidents to Statistics Canada to be reflected in their statistics for Edmonton for 2009.

Year	CSI: EPS calculated	CSI: Statistics Canada	CSI spread (%) EPS vs. Stats Can
2007	145.3	145.6	-0.3%
2008	139.6	139.2	0.3%
2009	131.7	129.4	1.8%
2010	110.6	111.3	-0.6%
2011	95.8	96.0	-0.3%
2012	91.6	92.0	-0.4%
2013	93.9	93.3	0.6%

One of the primary reasons that consistently prevent our calculated CSI from fully aligning with Statistics Canada is that Statistics Canada includes criminal incidents in Edmonton that are submitted by ALERT (Alberta Law Enforcement Response Teams). Not all EPS-ALERT joint operation data is reflected in our database, due to security protocols.



# 2015 Annual Policing Plan – Q1

## INITIATIVE 2

### Violence Reduction Strategy: Violent Crime

**Initiative Owner:** Organization-wide

#### Initiative Context:

EPS will demonstrate, through directed and self-initiated policing services and the Violence Reduction Strategy, that violent crime levels are maintained or reduced.

#### Performance Measures / Targets:

*4 Violent Crime Indicators* – the number of EPS’s 4 violent crime indicators, including Homicide, Sexual Assault, Assault, and Robbery. **Target:** Maintain or achieve a reduction from 2014 levels.

#### Additional Reporting:

Divisional level Violent Crime statistics.

#### Year to Date Status:

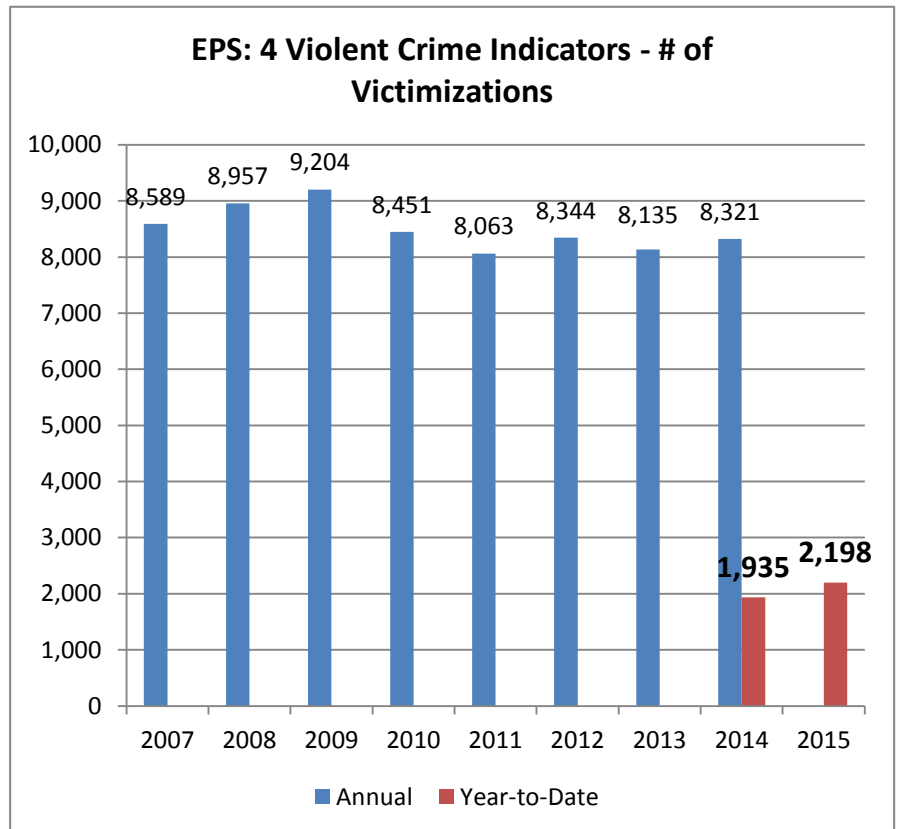
***Off-target***  
**4 Violent Crime Indicators**  
**2,198 victimizations**  
**(13.6% above 2014 Q1)**

#### Analysis:

In Q1 2015, the total number of victimizations from the 4 violent crime indicators was 2,198, a 13.6% increase from the same period last year.

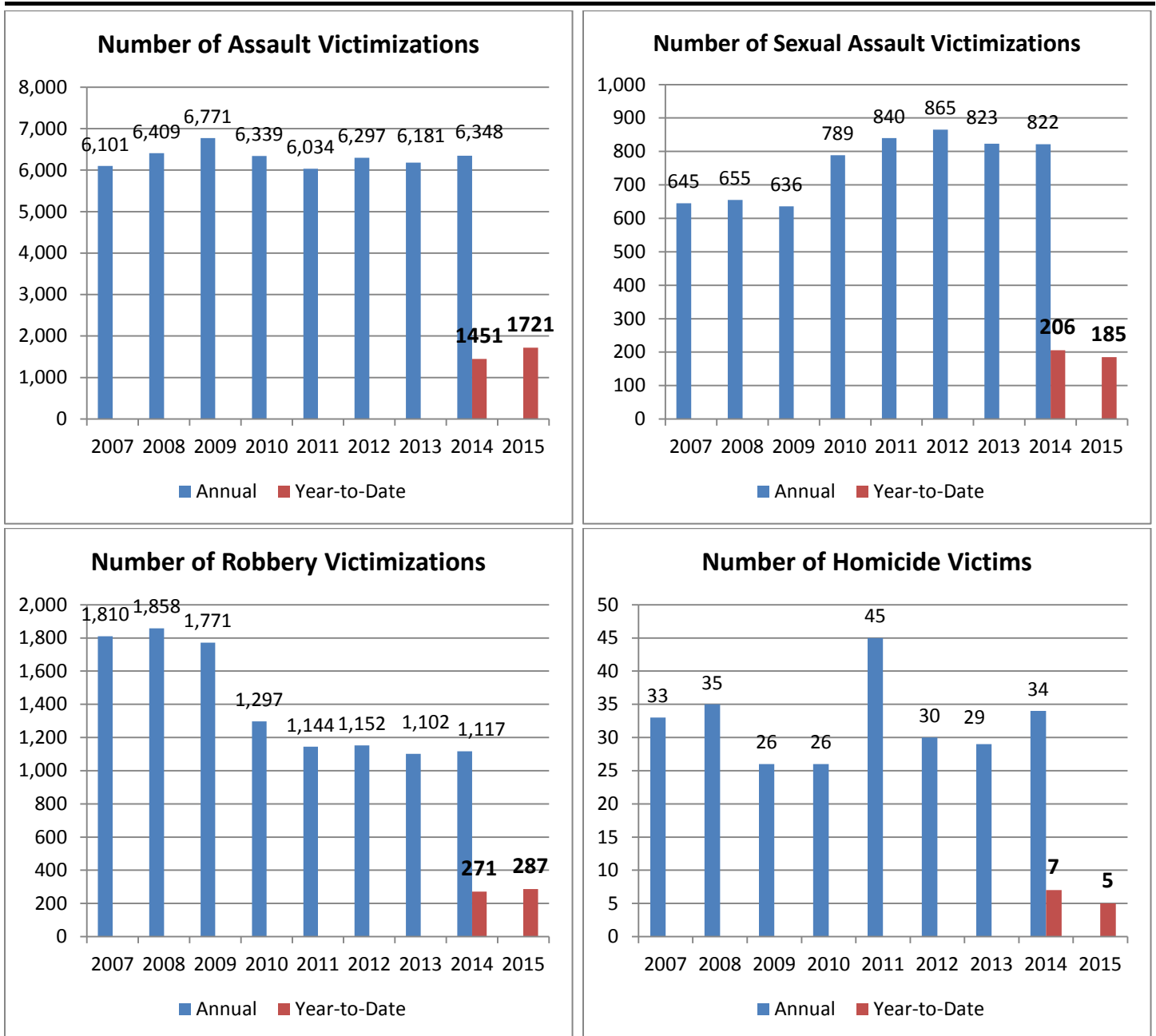
The 4 violent crime indicators is largely driven by what happens in assaults, since this category represents about 75% of the total. Compared to the same period last year, Victimizations of **Assault** are up 18.6%, **Homicides** are down 28.6%, **Robberies** are up 5.9%, and **Sexual Assaults** are down 10.2%.

Over the long-term, the 4 violent crime indicators have fallen slightly from 8,589 victimizations in 2007 to 8,321 in 2014, a **3.1% reduction**. The reduction has been entirely due to less victimizations of robbery, which decreased 38.8% over the same period. Victimizations of Sexual Assault peaked in 2012, and have experienced some minor reductions since.





## 2015 Annual Policing Plan – Q1



At the divisional level, the 4 violent crime indicators have increased in all divisions except for South East. Most notably, South West division experienced an enormous Q1 2014/2015 increase in the 4 Violent Crime Indicators of 64.5%.

4 Violent Crime Indicators	Downtown	North East	North West	South East	South West	West
2014 Q1	427	352	341	254	203	278
2015 Q1	512	368	350	251	334	320
% change	19.9%	4.5%	2.6%	-1.2%	64.5%	15.1%





# 2015 Annual Policing Plan – Q1

## INITIATIVE 3

### Violence Reduction Strategy: Social Disorder

Initiative Owner: Organization-wide

#### Initiative Context:

EPS will demonstrate, through directed and self-initiated policing services and the Violence Reduction Strategy, that social disorder levels are maintained or reduced. Social disorder is a contributor to violent crime.

#### Performance Measures / Targets:

*Social Disorder Incidents* – the number of social disorder incidents reported, composed of 17 specific disorder-type events, such as mischief, public disturbances, prostitution, and mental health act complaints. **Target:** Maintain or achieve a reduction from 2014 levels. Source: Cognos R14-004 Historical Social Disorder, Ran April 27, 2015.

#### Additional Reporting:

Divisional level Social Disorder statistics

#### Year to Date Status:

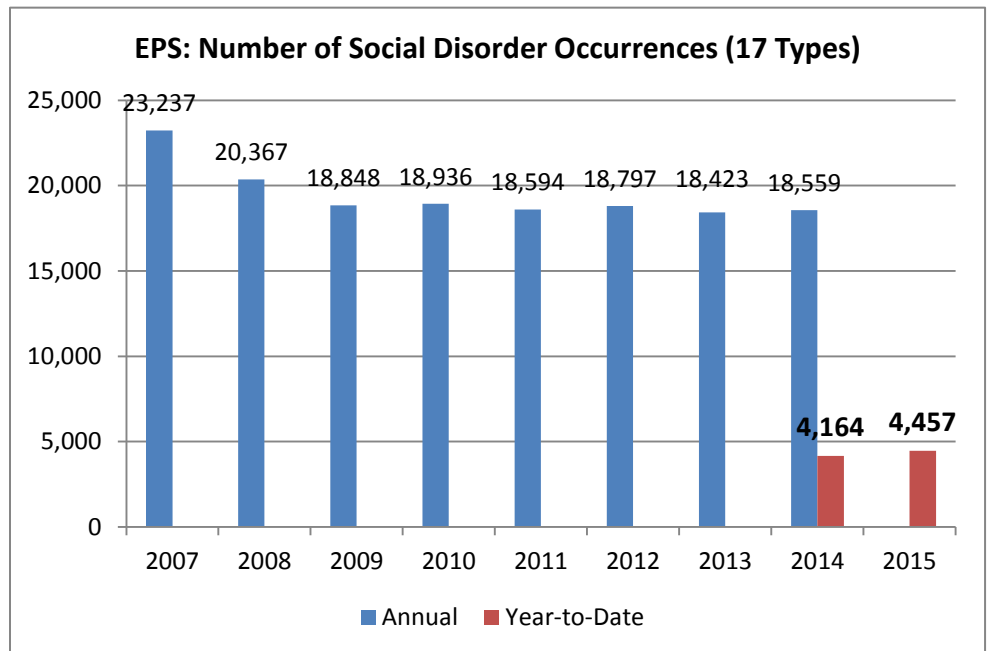
**Off-target**  
**Social Disorder**  
**4,457 occurrences**  
**(7.0% above 2014 Q1)**

#### Analysis:

In Q1 2015, the total number of social disorder occurrences was 4,457, a 7.0% increase from the same period in 2014.

Over the long-term, social disorder occurrences have fallen moderately from a high of 23,237 in 2007 to 18,559 in 2014, a 20.1% reduction. The reductions came almost exclusively throughout the 2008/2009 time periods, and since then have stayed relatively constant, albeit in the context of a growing population.

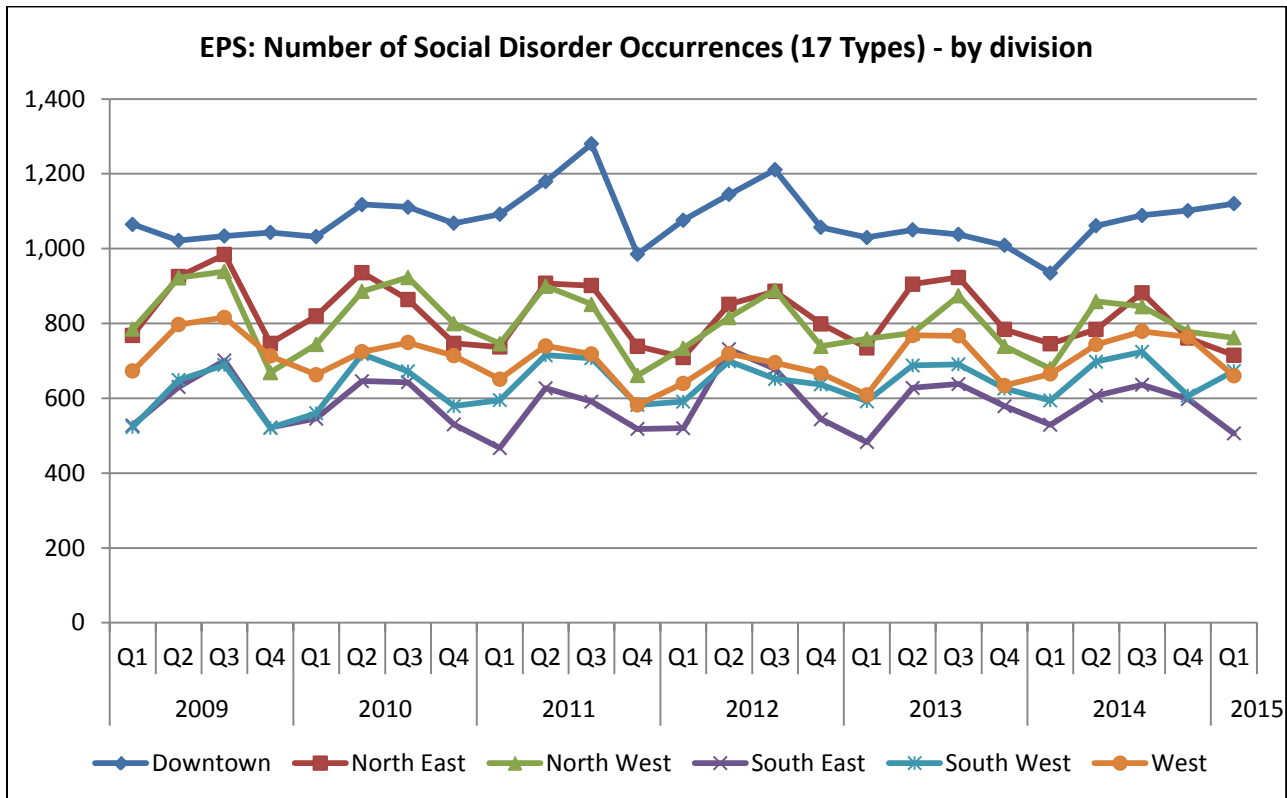
Social disorder occurrences are most heavily concentrated in the Downtown Division, and the least in South East division. Compared to the same period last year, social disorder occurrences have risen the most in Downtown at 19.8%, however, last year's levels were exceptional low for that quarter.





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# of Social Disorder Occurrences (17 types)	Downtown	North East	North West	South East	South West	West
<b>2014 Q1</b>	935	746	679	529	594	665
<b>2015 Q1</b>	1,120	715	762	506	673	660
<b>% change</b>	<b>19.8%</b>	<b>-4.2%</b>	<b>12.2%</b>	<b>-4.3%</b>	<b>13.3%</b>	<b>-0.8%</b>





## 2015 Annual Policing Plan – Q1

### INITIATIVE 4

## Domestic Violence Intervention

**Initiative Owner** – Investigative Support Bureau, Community Policing Bureau

### Initiative Context:

In 2013, there were roughly 7,900 occurrences throughout Edmonton that had a domestic violence component. The EPS is committed to improving offender management and victim intervention/support, to enhance public safety and reduce recidivism associated with domestic violence investigations.

### Performance Measures / Targets:

*Domestic Offender Management Checks* – the number of completed unscheduled visits to domestic violence offenders to ensure they are complying with court-ordered conditions. Measured

for Domestic Offenders Crime Section (DOCS) and Domestic Violence Intervention Team (DVIT). **Target:** 5% increase from 2014 levels.

*Domestic Violence Victim Interventions* – the number of EPS follow-up contacts with domestic violence victims. These represent a direct attempt by the EPS to provide victims of domestic violence with safety planning, support mechanisms and professional referrals to reduce re-victimization. Measured for DOCS, DVIT, and Victim Support Team (VST). **Target:** 2% increase from 2014 levels.

### Year to Date Status:

**Off-target**  
Domestic Offender Management Checks  
61 checks  
(26.5% below 2014 Q1)

**On-target**  
Domestic Violence Victim Interventions  
261 completed interventions  
(3.2% above 2014 Q1)

### Analysis:

#### 1) Offender Management/Oversight:

Offender management is done by the Domestic Offender Crimes Section (DOCS), the Domestic Violence Intervention Teams (DVIT), or the respective Divisional Domestic Violence Reduction Coordinators (DVR) and/or respective divisional registered social workers in one of the six divisions. Assignment of files to any of these areas is based on factors such as relationship history, frequency and severity of violence between the partners and ongoing risks to the complainant. The most serious domestic violence files go to DOCS to be managed by a specialized group of detective investigators. Serious files that do not meet the DOCS mandate are instead assigned to DVIT members whose mandate is to conduct offender management checks and to do victim interventions and support. Less serious domestic violence files go out to a DVR coordinator in one of the six Patrol Divisions to be assigned as a proactive task to a Patrol officer.

The target for 2015 is a 5 percent increase in *completed* offender management checks over 2014, *city wide*. The actual numbers of *completed* checks in DOCS, DVIT and VST in both 2014 and in 2015 are known values, and available to us for comparison.

### Attempted vs Completed Offender Management Checks, end of Q1 2015 YTD vs end of Q1 2014 YTD:



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**DOCS:** By the end of Q1 2015, DOCS attempted 19 Offender Management checks. All were *completed* either by *no breach identified*, or by a *confirmed breach/violation* of the conditions, for a successful completion rate of 100%.

By the end of Q1 2014, DOCS attempted 32 Offender Management Checks, all of which were *completed* either by *no breach identified*, or by a *confirmed breach/violation* of the conditions, also for a successful completion rate of 100%.

While the completion rate remained steady at 100% in 2015, the decrease in the number itself, from 32 to 19 year over year, may be indicative of the fact that overall domestic violence occurrences citywide are down 20% (1,390 by the end of Q1 2015 vs 1,739 by the end of Q1 2014).

In addition, it is important to keep in mind that almost 40% of the DOCS Primary Files were either still SUI or had been deemed Non-Criminal by the end of Q1 2015, and therefore not counted in the total number of attempted Offender Management checks during this quarter.

**DVIT:** By the end of Q1 2015, DVIT had attempted 42 Offender Management Checks, 31 of which were *completed* either by *no breach identified*, or by a *confirmed breach/violation* of the conditions, for a completion rate of 74%. Checks attempted, but not completed, represent those instances where the DVIT member was unable to make contact with the complainant.

In comparison, by the end of Q1 2014, DVIT had attempted 43 Offender Management Checks, of which 36 were *completed* either by *no breach identified*, or by a *confirmed breach/violation* of the conditions, for a completion rate of 84%. Again, checks attempted, but not completed, represent those instances where the DVIT member was unable to make contact with the complainant.

**Patrol Divisions:** By the end of Q1 2015, a total of 130 Offender Management Checks had been *attempted* in five of the six Patrol Divisions. Of these 130 attempted checks, 92 were *completed*, either by no breach identified, or by a confirmed breach/violation of the conditions for a completion rate of 71%. Checks attempted, but not completed, represent those instances where the patrol member was unable to make contact with the complainant.

The total of 130 Offender Management Checks attempted in five of the six divisions in the first three months of 2015 was a 26% increase compared to the 103 Offender Management Checks attempted in the same divisions by the end of Q1 2014. It should be noted that there were no Offender Management Checks attempted in the new North West division due to a limitation in the number of resources available during the first quarter.

### 1) Victim/Intervention Support:

Interventions with domestic violence victims are done by DOCS, DVIT, and in the six Divisions, and are assigned according to the same criteria as the offender management protocols noted above.

In order to capture accurate data for the number of victim-based interventions conducted in 2014 and 2015, three categories are used to track the number of interventions. These categories are used by each VST in all six divisions and by DOCS detectives and Domestic Violence Intervention Team (DVIT) members as well. Intervention is measured based on three different 'contact results':

1. Successful contact made with victim: VST constable or DVIT did safety planning with the victim, either in person or over the phone.



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2. Attempt made but unable to contact victim: VST constable or DVIT made attempt(s) to safety plan with victim (i.e. phone message left, visited victim's residence) but contact was not made.
3. Contact made and victim declined: VST constable or DVIT made contact with the victim and victim declined any safety planning/intervention.

The number of 'completed interventions' is most accurately captured by the number of files where actual contact with the victim was made (whether or not intervention services were accepted or declined).

Table 1 shows the intervention work with domestic violence victims across all divisions and among DOCS detectives and DVIT members.

*Table 1 DOCS, DVIT and VST Q1 YTD Interventions 2014-2015*

Interventions	DOCS	DVIT	VST	Total
<b>2015 Q1</b>				
<b># Files Attempted</b>	<b>38</b>	<b>46</b>	<b>259</b>	<b>343</b>
Attempt made but unable to contact		12	70	
Successful contact made		30	179	
Contact/ victim declined		4	10	
<b>Completed Interventions Q1 (success + decline)</b>	<b>38 (100%)</b>	<b>34 (74%)</b>	<b>189 (73%)</b>	<b>261 (76%)</b>
<b>2014 Q1</b>				
<b># Files Attempted</b>	<b>56</b>	<b>58</b>	<b>191</b>	<b>305</b>
Attempt made but unable to contact		7	45	
Successful contact made		47	131	
Contact/ victim declined		4	15	
<b>Completed Interventions Q1 (success + decline)</b>	<b>56 (100%)</b>	<b>51 (88%)</b>	<b>146 (76%)</b>	<b>253 (83%)</b>

The most serious domestic violence files occurring in Edmonton are assigned to either DOCS or DVIT for follow-up investigation and/or offender management and victim intervention and support. DOCS and DVIT are mandated to work on this type of crime exclusively, and the previously noted functions that land in either of these areas will generally experience a completed rate at or near 100%. Any restriction in the number of offender management checks and intervention *attempted* by these two areas is as a result of limitations around staffing and capacity only. Further to this, it is evident that the number of new Primary Files managed by DOCS in Q1 2015 is slightly lower than Q1 2014. With that being said, it is important to keep in mind that during Q1 2015 DOCS detectives were involved in some very complex investigations, including an Attempted Murder file, which utilized all resources in the office, for a considerable amount of time. In addition, during Q1 2015 a number of DOCS resources have been working towards establishing the framework of a pilot-project which would focus on in-depth investigations to support breach charges against domestic violence offenders.

Less serious domestic violence occurrences are tasked to Patrol via the DVR coordinators for offender management and victim intervention and support. Patrol members must manage time constraints and competing Patrol and emergency response related demands in their efforts to provide this type of service. That being said, we see that Patrol members are completing 71% of their offender management checks they attempt and 73% of their attempted victim intervention and support follow-ups. In addition, during the first quarter of 2015 Patrol saw an increase of 32% in the overall number of offender management checks and victim interventions attempted, in comparison to 2014.



## 2015 Annual Policing Plan – Q1

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# 2015 Annual Policing Plan – Q1

## INITIATIVE 5

### Property Crime

**Initiative Owner:** Organizational-wide

#### Initiative Context:

EPS will demonstrate through responsive and directed policing services that property crime levels are maintained or reduced.

#### Performance Measures / Targets:

*4 Property Crime Indicators* – the number of EPS's 4 property crime indicators, including Break & Enter, Theft from Vehicle, Theft of Vehicle, Theft over \$5,000. **Target:** Maintain or achieve a reduction from 2014 levels. *Source: Cognos CSR-12 8 Crime Indicators, April 24 2015*

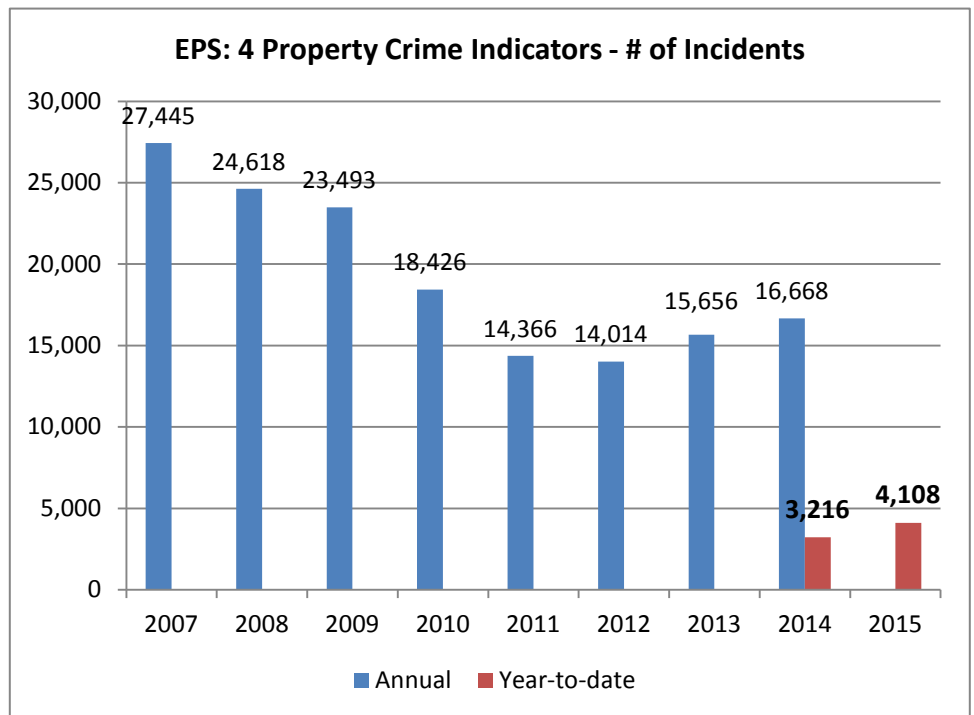
#### Year to Date Status:

**Off-target**  
**4 Property Crime Indicators**  
**4,108 Incidents**  
**(27.7% above 2014 Q1)**

#### Analysis:

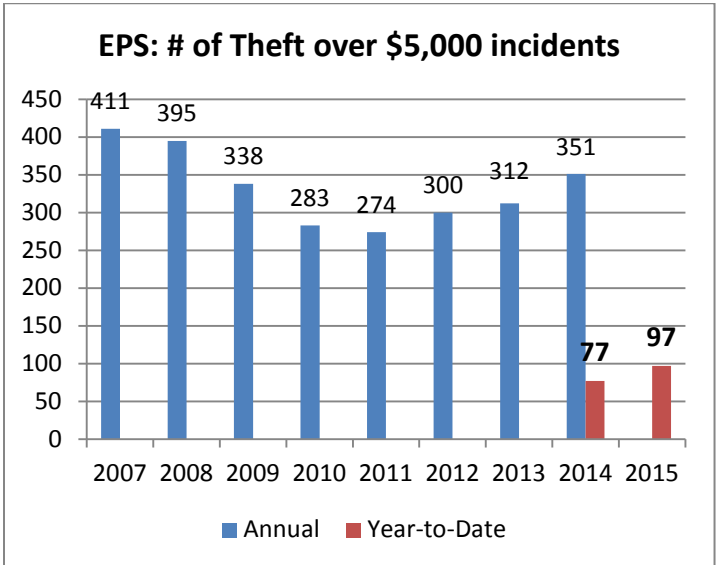
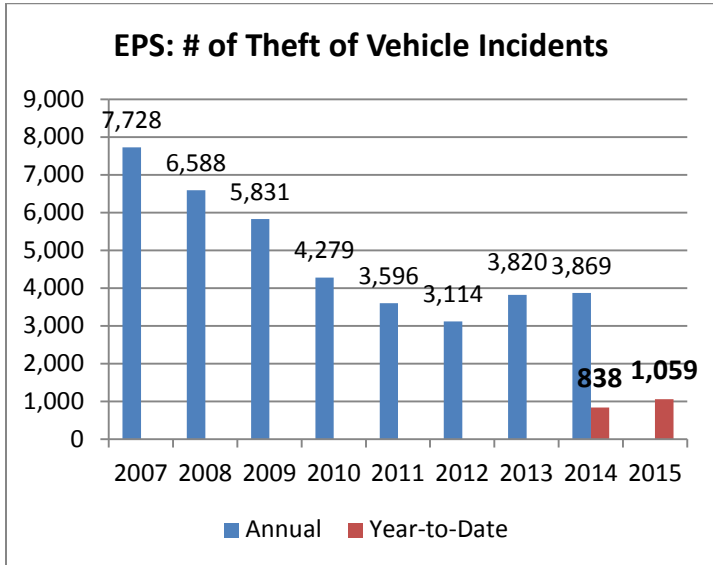
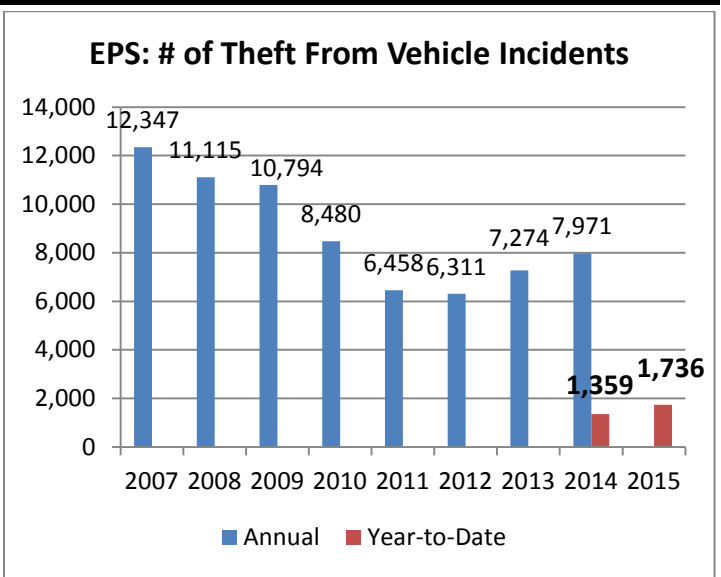
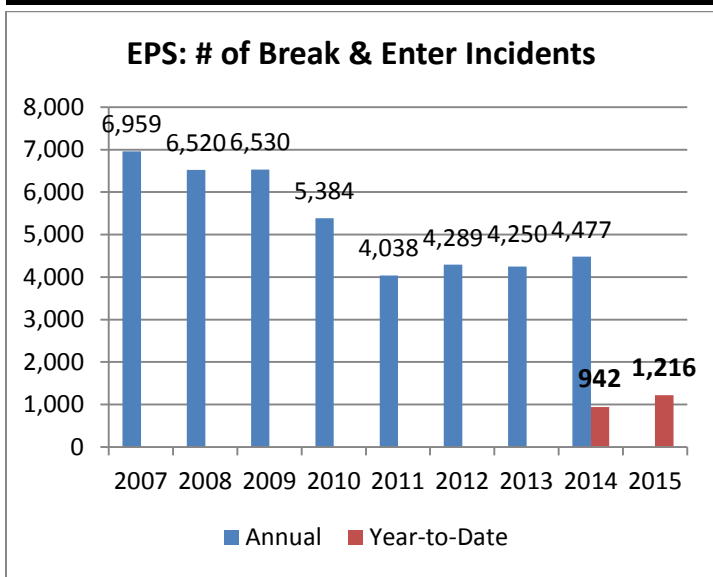
In Q1 2015, the total number of incidents from the 4 property crime indicators was 4,108, which was 27.7% higher than 2014 Q1 levels. This very significant increase was shared almost evenly among each of our property crime indicators, with **Break and Enters** up 29.1%, **Theft From Vehicles** up 27.7%, **Theft of Vehicles** up 26.4%, and **Theft over \$5,000** up 26.0%.

Still, long-term the 4 property crime indicators have fallen substantially from a high of 27,445 incidents in 2007 to 16,668 incidents in 2014, a 39.3% reduction.





## 2015 Annual Policing Plan – Q1



At the divisional level, from Q1 2014 to Q1 2015, the 4 property crime indicators have increased across all divisions, with substantial increases occurring in North West, with a 40.5% increase, and South West, with a very significant 62.3% increase.

4 Property Crime Indicators	Downtown	North East	North West	South East	South West	West
2014 Q1	423	575	543	629	470	539
2015 Q1	567	661	763	663	763	636
% change	34.0%	15.0%	40.5%	5.4%	62.3%	18.0%





## 2015 Annual Policing Plan – Q1

### INITIATIVE 6

## Traffic Safety

**Initiative Owner:** Investigative Support Bureau, Community Policing Bureau

### Initiative Context:

Citizen satisfaction surveys of Edmontonians have identified traffic/road user safety as a priority public safety concern. The safety of road users – pedestrians, cyclists, and motorists – is most vulnerable in high-risk collision corridors and intersections.

### Performance Measures / Targets:

*Traffic Corridor/Intersection Collisions* – the number of collisions occurring in high frequency collision corridors/intersections, as identified by the Office of Traffic Safety. **Target:** 2% decrease from 2014 levels.

### Year to Date Status:

**Off-target**  
**63 collisions in 2015 as compared to 60 for the same period in 2014.**  
**(+5.0% above 2014)**

### Analysis:

The OTS provides data on high collision locations as part of the EPS DDACTS (Data-Driven Approach to Crime and Traffic Safety) strategy. Locations that fall in crime and traffic hot spots are identified and targeted.

In Q1, there were 4 high collision locations in DDACTS target areas. These locations change each quarter, according to collision rates and DDACTS target areas.

OTS High Collision Locations - DDACTS Program 2015						
Quarter	Months	Locations in Target Areas	Collisions 2014	Collisions 2015	Change (#)	Change (%)
Q1	Jan – Mar	4	60	63	+ 3	+ 5.0%
Q2	Apr – Jun					
Q3	Jul – Sep					
Q4	Oct – Dec					
Total, 2015 YTD		4	60	63	+ 3	+ 5.0%

Results are dependent on the amount of directed time spent in the target areas, and independent factors such as weather and road conditions.



## 2015 Annual Policing Plan – Q1

Detailed collision data for Q1 target locations is as follows:

OTS High Collision Locations – DDACTS Program Q1 2015						
#	Location Type	Location	Q1 2014	Q1 2015	Change (#)	Change (%)
1	Intersection	104 Av / 109 St	13	7	- 6	- 46.2%
2	Intersection	137 Av / 50 St	15	17	+ 2	+ 13.3%
3	Intersection	90 Av / 85 St	12	20	+ 8	+ 66.7%
4	Intersection	Whitemud Dr / Gateway Blvd	20	19	- 1	- 5.0%
Total, All Target Locations			60	63	+ 3	+ 5.0%



# 2015 Annual Policing Plan – Q1

## INITIATIVE 7

### Gang & Drug Enforcement

**Initiative Owner:** Investigative Support Bureau

#### Initiative Context:

The Edmonton Drug and Gang Enforcement (EDGE) Unit will assist in the reduction of violence and victimization in the city by targeting and disrupting drug traffickers and high level Criminal Organizations. The overall goal is to decrease the impact of gang related/motivated violence to enhance public safety and reduce community harm.

*Medium-level Disruption* - the number of medium-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2014 level.

*Low-level Disruption* - the number of low-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2014 level.

#### Performance Measures / Targets:

*High-level Disruptions* – the number of high-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2014 level.

#### Additional Reporting:

Statistics related to Civil Forfeitures, Drugs, Cash, and Firearms seized

#### Year to Date Status:

**On-target**  
*High-level Disruptions*  
**2**  
(Year-end Target: 8)

**On-target**  
*Medium-level Disruptions*  
**7**  
(Year-end Target: 26)

**On-target**  
*Low-level Disruptions*  
**2**  
(Year-end Target: 4)

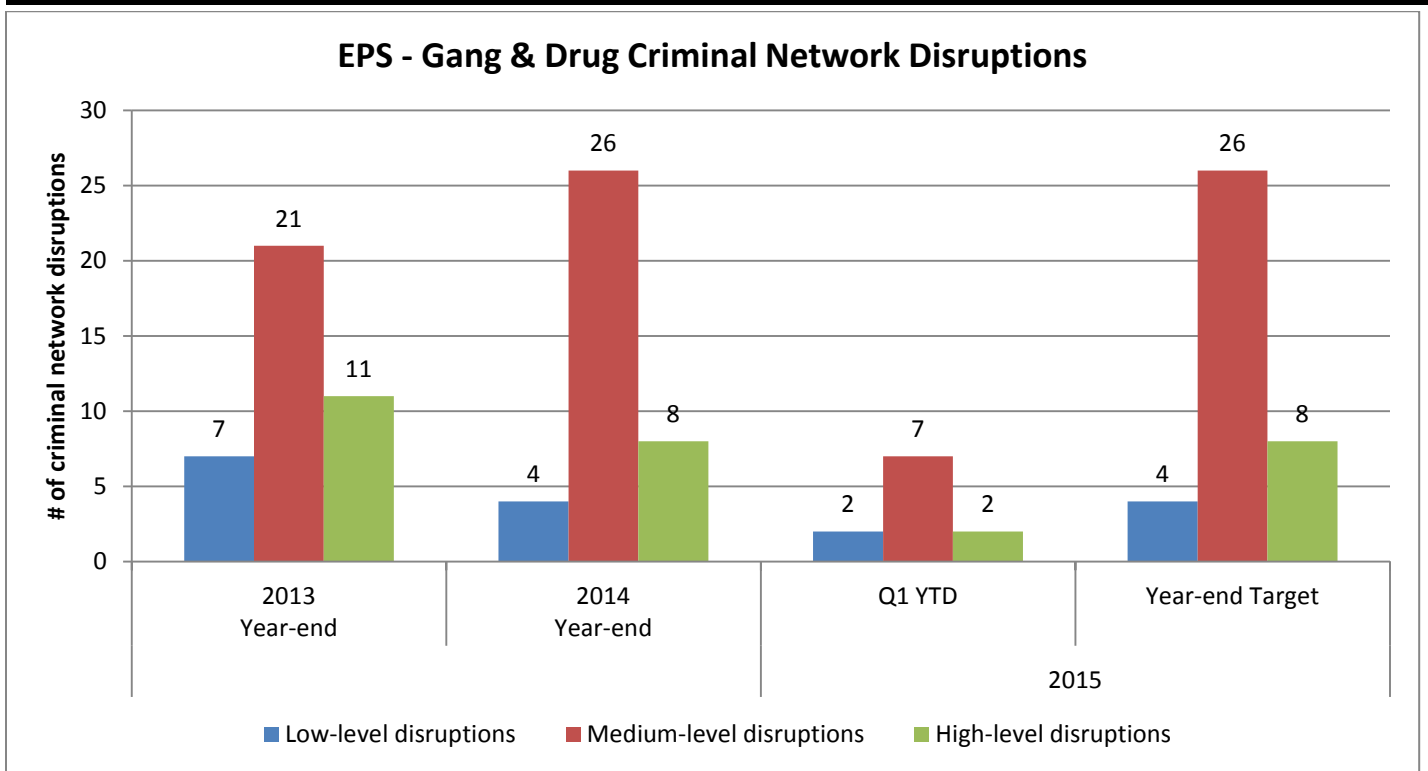
#### Analysis:

2015 marks the second year that EDGE unit has measured criminal network disruptions based on an assessment of various factors including criminal complexity, harm to the community, level of violence, and quantity of drugs and weapons seized following the conclusion of an investigation. When compared to more traditional drug and weapon seizure statistics, criminal network disruption measurements offer a more comprehensive assessment of EDGE unit’s workload and successes relative to decreasing the impact of organized crime on the community.

In the first quarter of 2015, EDGE exceeded the number of high-level disruptions that were achieved in 2014. There were, however, fewer medium and low-level disruptions in the first three months of 2015. In the first quarter of 2015 EDGE Unit dedicated a significant amount of resources to a major, multi-agency investigation that resulted in the arrest and charging of several high-level, violent individuals. The investigation was based out of an EPS major crimes unit; as a result the arrests and subsequent disruptions of criminal activity are not captured in EDGE Unit’s performance assessment. This major investigation affected EDGE Unit’s ability to target low and medium-level networks. Regardless, EDGE’s efforts over the first quarter of 2015 have resulted in a significant decrease in the impact of gang related/motivated criminal activity in Edmonton.



## 2015 Annual Policing Plan – Q1



As noted in the following table, quarter one of 2015 has yielded some substantial drug, property, and weapons seizures.

EDGE Seizures	Q1 2015	Q1 2014
<b>Cocaine</b>	4.3 kg	3.9 kg
<b>Marihuana</b>	1690 g	335 g
<b>Heroin</b>	85.5 g	31.8 g
<b>Meth</b>	2.9 kg	1.6 kg
<b>GHB</b>	4.06 L	11.9 L
<b>Buffing Agent</b>	2.9 kg	27 kg
<b>Money</b>	\$311,785 (CAD)	\$861,172 (CAD) & \$8,600 (USD)
<b>Firearms</b>	12	10
<b>Arrests</b>	27	40
<b>Charges</b>	156	114

It is important to be cautious when attempting to draw inferences on trends based on changes in seizures from one year to the next. An atypically large volume single seizure of any particular drug type can dramatically inflate the overall statistics. There are, nonetheless, a few important highlights to note from the quarter one seizure statistics. Cocaine continues to be the most commonly seized drug by EDGE, with a slight increase in the quantity seized in quarter one 2015 over 2014. There have been some significant marijuana seizures so far in 2015, accounting for the noted increase over 2014 levels.

Heroin seizures have again increased in this reporting period. This is consistent with reports of increased heroin use in Edmonton and other North America cities, which is thought to be related to the changing availability of specific opioids (e.g., Oxycontin) over the last few years. Another opioid, Fentanyl, is becoming increasingly prevalent in Edmonton with a few large scale seizures so far in 2015. The Fentanyl being sold on the street is particularly dangerous as it is often manufactured to resemble Oxycontin, which is much weaker



## 2015 Annual Policing Plan – Q1

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than Fentanyl. Many people overdose on street-purchased Fentanyl as they believe they are taking Oxycontin and/or have mixed it with cocaine or heroin. It is expected that this trend will continue into the remaining quarters of 2015.

The total amount of cash seized in quarter one 2015 is lower than 2014. It is crucial to note, however, that there was an atypically large single cash seizure made in the first quarter of 2014 which inflated the statistics for that time period. EDGE unit arrested fewer individuals in quarter one 2015 than in the previous year, yet the arrests made have yielded substantially more charges than the first quarter of 2014. This speaks to the increased criminal complexity of many of the files investigated so far in 2015.



## 2015 Annual Policing Plan – Q1

### INITIATIVE 8

## Safe in Six

**Initiative Owner** – Investigative Support Branch – ISB

### Initiative Context:

The EPS has developed its Youth Strategy over the past two years. The engagement & education component of the Strategy has been reviewed and adapted to have tentacles in all school aged populations. Although junior and senior high school initiatives are being piloted, the development of the Safe in Six program promotes positive police/youth engagement at the Grade Six level (elementary) and an alternative program to D.A.R.E. The educational program contains three modules that focus on healthy relationships, internet safety and drug resistance.

### Activities:

#### Q1:

- MOU with partners is completed and signed
- All three modules are developed (power points and speaker notes) in draft form
- Partners provide feedback and edits to draft modules

#### Q2:

- Each module is tested in a Grade Six classroom by three different officers
- School contract, parent letter and family activity guide are created
- Evaluation plan for the program is developed

#### Q3:

- Program binders are professionally designed and printed
- Program is promoted internally for officer/supervisor buy-in & externally for school buy-in
- 20 officers are trained in the program

#### Q4:

- Material & supply budget is approved in annual budget to Youth Unit
- 15 officers facilitate the program in both public and separate school systems city-wide
- Yearly evaluation is reviewed to determine program enhancements and sustainability

### Year to Date Status:

**On-target**

### Analysis:

#### Q1 Reporting:

#### **MoU with Partners is completed and signed (incomplete)**

Presentation agreements were developed by both Red Cross and Canadian Centre for Child Protection in order to utilize their materials in our modules for Safe in Six. These partnership agreements have been submitted to OSM for their approval and forwarding for signature. Due to the complexity of the partnership agreements forwarded by two partner organizations, they needed to be forwarded to City of Edmonton lawyers for review. This process was slow and has resulted in us requesting partners to revise their MoU agreements significantly.

#### **All three modules are developed in draft form (completed)**

The three “Safe in Six” modules have been reviewed and edited by all partners who have given their final approval to test these within the classroom before printing. These modules focus on topics that are deemed the riskiest youth behaviors; Healthy Relationships, Online Safety, Drug Awareness.



## 2015 Annual Policing Plan – Q1

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### **Partners provide feedback and edits to draft modules (complete)**

Modules for Safe in Six (designed with partners) have been forwarded to Edmonton Public School Board for review by an educator for age appropriateness.



# 2015 Annual Policing Plan – Q1

## INITIATIVE 9

### Clearance Rates

**Initiative Owner:** Organizational-wide

#### Initiative Context:

Investigating and solving crime is a core responsibility of EPS. EPS will maintain a high success rate in solving crimes in order to maintain public confidence and deter criminal activity.

#### Performance Measures / Targets:

*Weighted Clearance Rate* – the percentage of 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’. The measure results are from internal calculations but follow the same methodology as Statistics Canada. **Target:** 43% or greater.

#### Year to Date Status:

**On-target**  
**Weighted Clearance Rates**  
**43.0%**  
**(45.1% in 2014 Q1)**

#### Analysis:

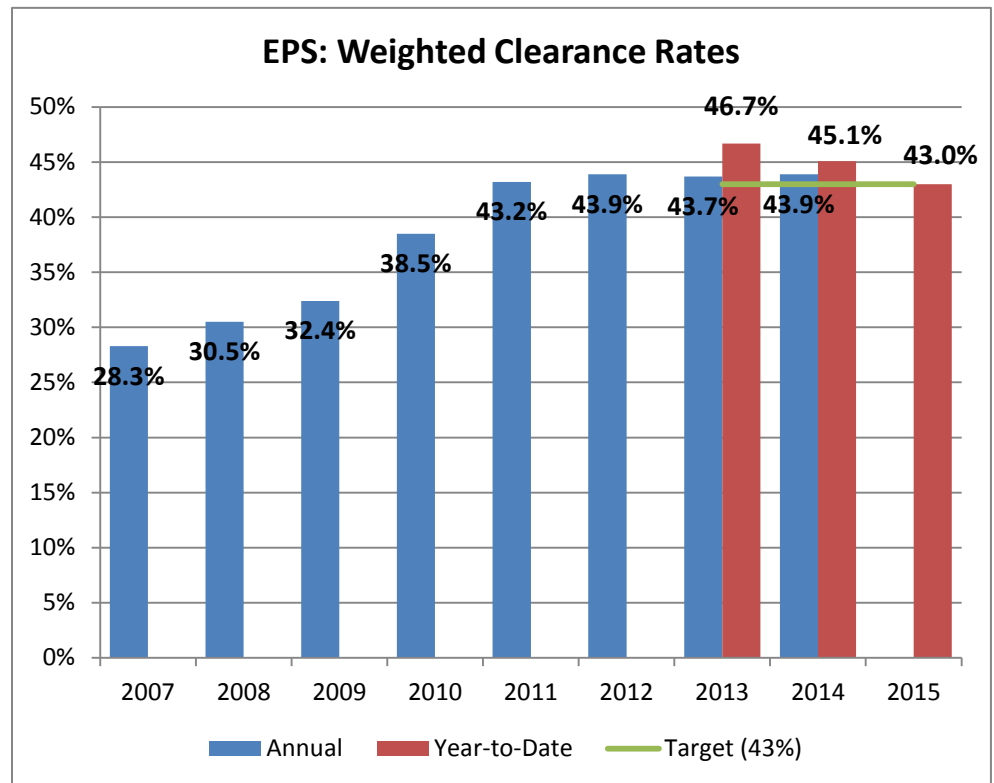
*Note:* statistics here are in-house calculations and do not directly match from what Statistics Canada publishes for Edmonton.

#### Current Results

In 2015 Q1, Edmonton’s Weighted Clearance Rate (WCR) for all crimes declined to 43.0%, compared to 45.1% in the same period in 2014. Long-term, the WCR has steadily improved from 2007-2011, and has since stayed consistently above 43%.

#### Municipal Comparison

In 2013, compared to 33 other Canadian cities at the Census Metropolitan level (CMA), Edmonton had the 14<sup>th</sup> highest WCR at 41.6%. Peterborough, ON had the highest at 54% and

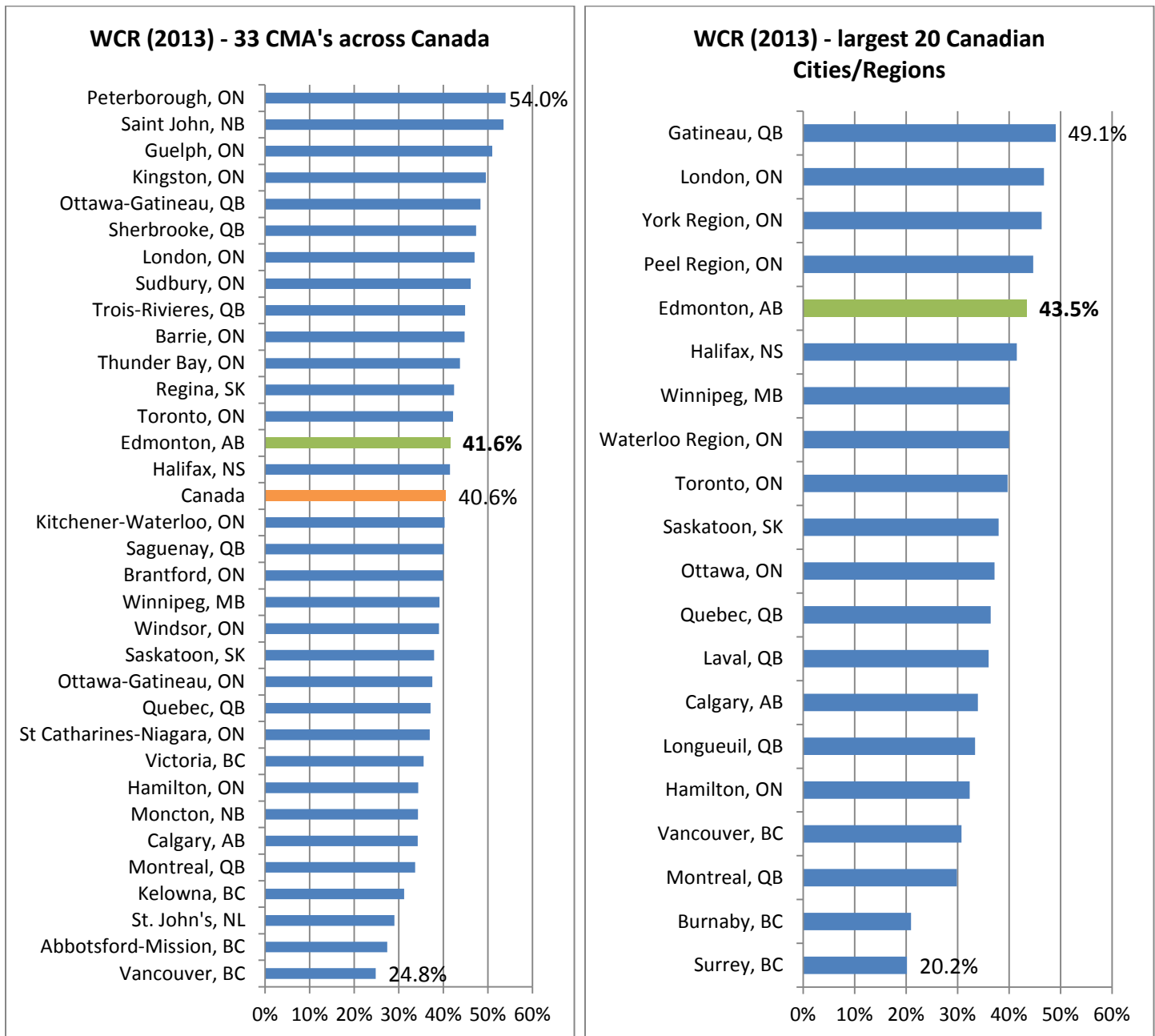






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Vancouver the lowest at 24.8%<sup>3</sup>. When measured at the city CMA-level, the EPS had the 5<sup>th</sup> highest WCR among the 20 largest cities in Canada (in 2013)<sup>4</sup>.



### Understanding the WCR

A traditional Clearance Rate measures the percentage of criminal incidents that are cleared (i.e., are solved). The WCR is a refinement in that it accounts for crime severity, so clearing or not clearing a criminal incident has a greater impact on the calculation. The crime weighting is based on Canadian judicial sentencing length data. As well, the WCR includes some crime types that are not normally captured with a traditional Clearance

<sup>3</sup> Source: Statistics Canada, table 252-0052

<sup>4</sup> Source: Statistics Canada, tables 252-0083 to 252-0090



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Rate measure, including controlled drugs and substance act offences, other federal statute violations, and criminal code traffic violations.

Solving a crime means an accused has been identified, and either criminally charged or ‘cleared otherwise’. Some examples of ‘cleared otherwise’ include the accused being deceased; the accused having been dealt with via the Youth Criminal Act; or the victim no longer cooperates with an investigation.

### Comparing the Weighted Clearance Rate between EPS and Statistics Canada

The Weighted Clearance Rate was created by Statistics Canada, and every July they calculate and publish statistics for every Canadian city. As shown in the table below, our internal calculations are generally within a 0.4% points range of what Statistics Canada publishes for the City of Edmonton. The Centre for Justice Statistics (CCJS) has made it clear that it isn’t realistic for a police service to have their in-house calculations to 100% match what Statistics Canada publishes for that police jurisdiction. However, CCJS has told us that that we have come closer than any other police service in following their CSI calculation rules. The larger gap in 2009 (off by 0.9% points) was due to a data submission policy by Statistics Canada which resulted in not all EPS submitted criminal incidents to Statistics Canada to be reflected in their statistics for Edmonton for 2009.

Year	WCR: EPS calculated	WCRI: Statistics Canada	WCR spread (% points) EPS vs. Stats Can
2007	28.3%	28.3%	0.0%
2008	30.5%	30.7%	-0.2%
2009	32.4%	33.3%	-0.9%
2010	38.5%	38.7%	-0.2%
2011	43.2%	43.3%	-0.1%
2012	43.9%	43.5%	0.4%
2013	43.7%	43.5%	0.2%

One of the primary reasons that consistently prevent our calculated WCR from fully aligning with Statistics Canada is that Statistics Canada includes criminal incidents in Edmonton that are submitted by ALERT (Alberta Law Enforcement Response Teams). Not all EPS-ALERT joint operation data is reflected in our database, due to security protocols.



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### INITIATIVE 10

### Historical Homicides

**Initiative Owner:** Investigative Support Bureau

#### Initiative Context:

In addition to investigating recent homicides with urgency, the Homicide Section will maintain or increase its levels of clearing cold case homicide files.

#### Performance Measures / Targets:

*Cleared Cold Case Homicides* – the number of cleared cold case homicide files. **Target:** 5 or more.

#### Year to Date Status:

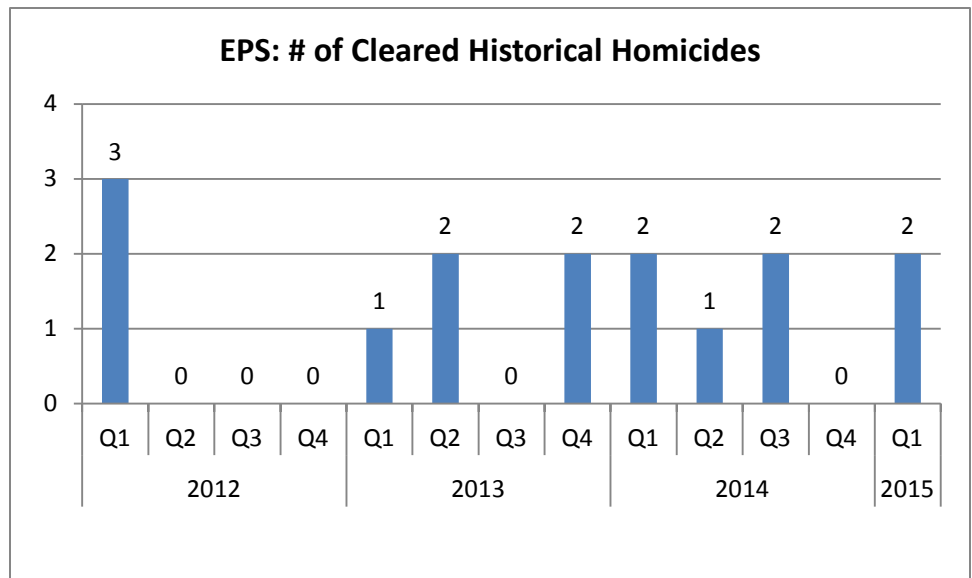
*On-target*

#### Analysis:

2 Cases cleared and closed in the 1<sup>st</sup> quarter of 2015.

**MILLIKEN:** EPS File #97-46369  
 Accused: Darren YOUNG (77Jun04) - Charged with Second Degree Murder and Possession of an Offensive Weapon

Yalowicka Homicide – 06-81787  
 File reviewed and potential source/witness issues were discovered by investigators. The file was taken to the Crown for a review and Lisa Tchir advised that they would not be able to prosecute the case. File is closed.





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### INITIATIVE 11

## Missing Persons

**Initiative Owner:** Investigative Support Bureau

### Initiative Context:

In addition to investigating new missing person complaints in an efficient and effective manner, Missing Persons Unit will substantially reduce the number of outstanding investigative tasks related to historical missing person cases.

### Performance Measures / Targets:

*Fully Reviewed Historical Missing Person Files* – the number of historical missing person files where all identified investigative tasks have been completed. **Target:** full investigative review of all 72 historical missing person files with outstanding investigative tasks as identified in 2013.

### Year to Date Status:

**On-target**  
**Fully Reviewed Historical Missing Person Files to Date**  
**34 (Target 45)**

### Analysis:

#### Investigate Tasks

In the fall of 2013, in an attempt to move historical missing person files forward, a review was conducted to ensure all historical<sup>5</sup> missing person files had a consistent and complete level of investigation. This review resulted in the identification of additional investigative tasks that could be completed for 72 historical files.

Prior to the review, historical files were worked on as new information was received. The record of progress was recorded on a “*monthly workload sheet*”. As a result of the review a more comprehensive tracking system is now in place to record progress on the historical files.

In March of 2014, a sergeant position was added to Missing Persons Unit (MPU). The addition of this position enhanced the ability to monitor ongoing missing person investigations; as well as, concluding historical missing person cases.

MPU set a target to exhaust all available outstanding investigative tasks in an additional 9 historical missing person files. On January 2, 2015 a Constable position in MPU was vacated due to promotion. The vacancy was not back filled due to a significant number of member transfers within EPS at the beginning of the year. As a result, MPU has only had 1 Sergeant and 1 Constable Position staffed throughout all Q1 of 2015. Due to this decreased capacity only 1 historical file had been fully reviewed and concluded at the end of Q1.

<sup>5</sup>Going forward, the EPS Missing Persons Unit is considering a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



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### Historical Missing Person Files

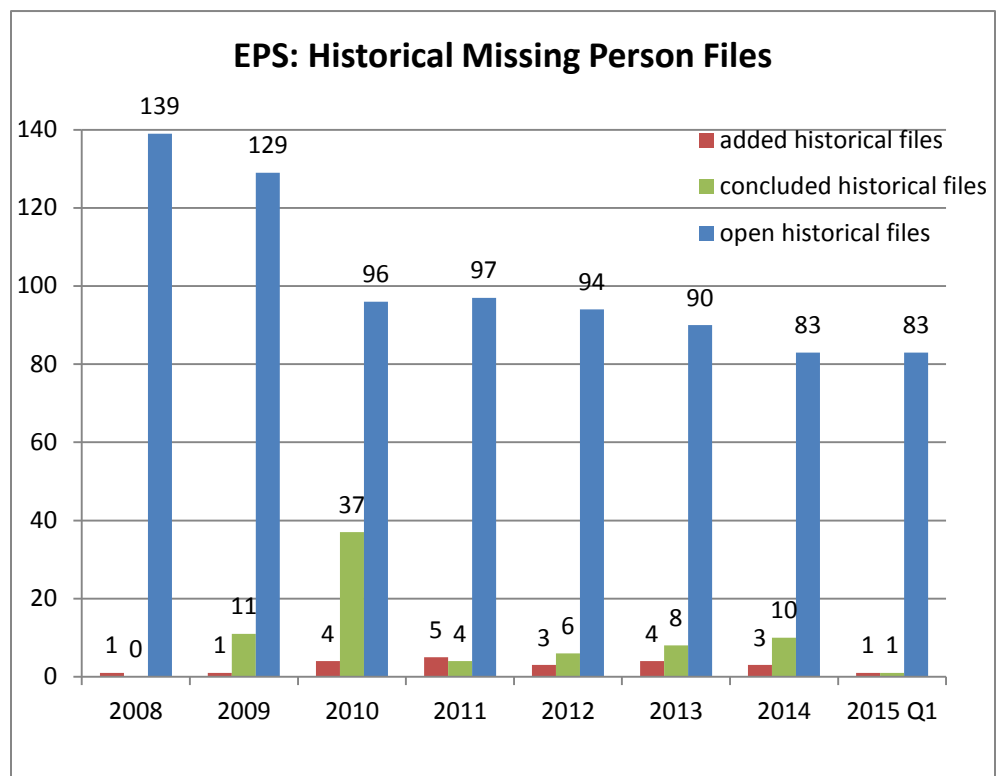
By exhausting all outstanding investigative tasks for historical missing person files, it is hoped that the total number of open historical missing person files will be reduced by conclusion. Files can be concluded by:

- Locating the missing person - alive or deceased
- Transferring investigative responsibility to another police jurisdiction, which would occur when new information shows the missing person to have last been seen in a non-EPS jurisdiction

In addition to the ongoing work on historical files by MPU staff nine historical files were assigned to divisions for investigation and task completion but only 1 file was fully completed in Q1 of 2015. The file was a missing person reported to EPS in 1984. It was eventually determined the missing subject died in hospice in B.C. in 1993 but the death certificate had an incorrect DOB. This file required a significant amount of investigative effort (including use of the Missing Persons Act) to eventually conclude and confirms the subjects identity.

At the end of 2014, EPS Missing Persons Unit had 83 open historical missing person files. Although 1 historical file was successfully concluded, EPS inherited one additional historical file from a RCMP in B.C. This was because the missing subject was last known to be in the Edmonton area. As a result, EPS historical files remain at a total of 83.

In Q1 of 2015, the Missing Persons Unit reviewed and quality assured 1143 Computer-Aided Dispatch (CAD) calls related to missing persons; check on the welfare and Form 3 Warrants. This is the primary responsibility of MPU in addition to completing tasks associated to historical missing person's files. This quarter saw an increase of 8.9% in calls from the previous quarter in 2014 (1050 CAD calls). The general increase in calls to EPS translated into more missing person calls being reviewed by MPU to ensure thorough investigations were completed in all missing person files.



This subsequently resulted in 54 current files being transferred from patrol to MPU for continued investigation in Q1 of 2015. This is an **increase of 145% in files from the previous quarter** (22 files) that MPU took over from patrol. 3 of the 54 files are expected to become historical in Q2 of 2015 as they remain unsolved without any new leads, plus 1 file transferred to EPS from B.C. was already a historical file. The remaining files were all concluded by MPU.



# 2015 Annual Policing Plan – Q1

## INITIATIVE 12

### Geographic Deployment Model (GDM)

**Initiative Owner:** Chief of Police, Community Policing Bureau

#### Initiative Context:

The Geographic Deployment Model (GDM) is a service delivery philosophy of ‘District Team Policing Model built on Geographic Ownership’. The effective use of GDM helps ensure that Response Times are maintained, and that an adequate amount of shift time is dedicated to Directed Activities.

#### Performance Measures / Targets:

*Priority 1 Response Time Performance* – 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. **Target:** 80% of events or greater.

*Preventive Activities* – the percentage of patrol shift work that is dedicated to activities that are either assigned to patrol or self-initiated that are prevention, intervention or suppression based. **Target:** 25% or greater.

#### Year to Date Status:

***Off-target***

#### P1 Response Time Performance

68.8% of events with patrol on-scene ≤ 7 min  
(Target: 80%)

***Off-target***

#### Preventive Activities

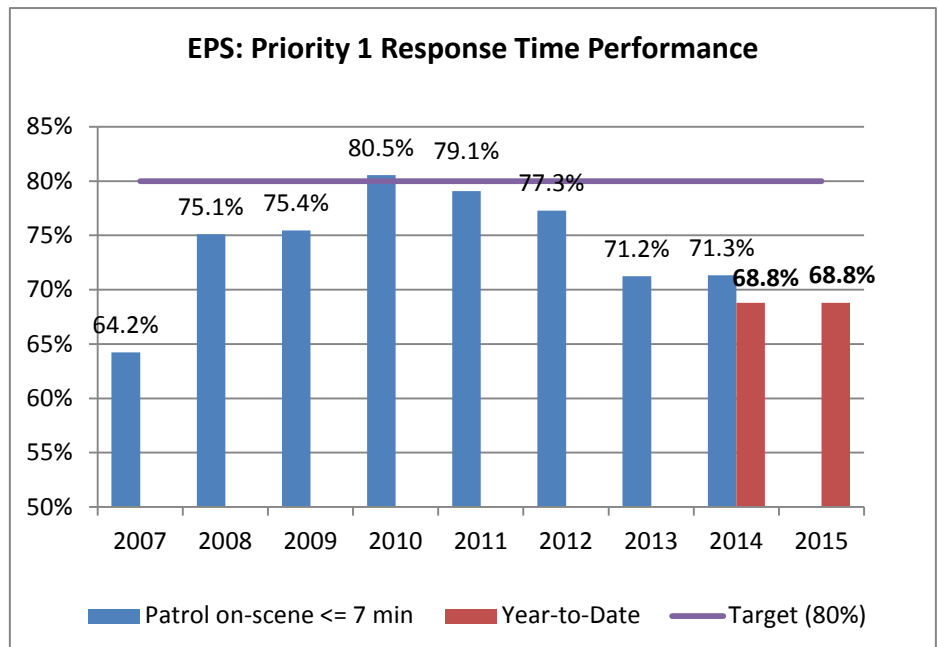
15.4% of patrol shift spent as Preventive  
(Target: 25%)

#### Analysis:

#### Priority 1 Response Time Performance

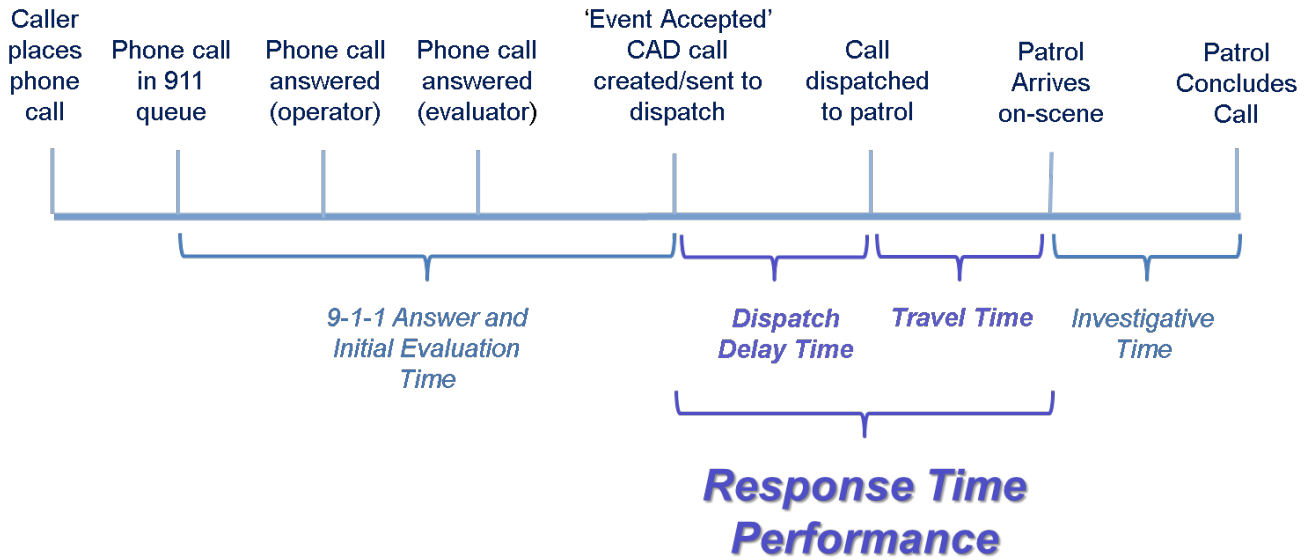
After experiencing significant improvement in 2010/2011, Priority 1 Response Time Performance has consistently underperformed since Q4 2012. In Q1 2015, City-wide Priority 1 Response Time targets were met for 68.8% of events.

Priority 1 Response Time Performance is measured for fixed locations only, which excludes “moving” calls (generally impaired driving calls). Time is measured when the dispatcher has received the call until the first-unit has arrived on scene. As shown in the diagram below, the measure does not factor for the time to answer the call, transfer to an evaluator, and for the evaluator to initially evaluate the call.

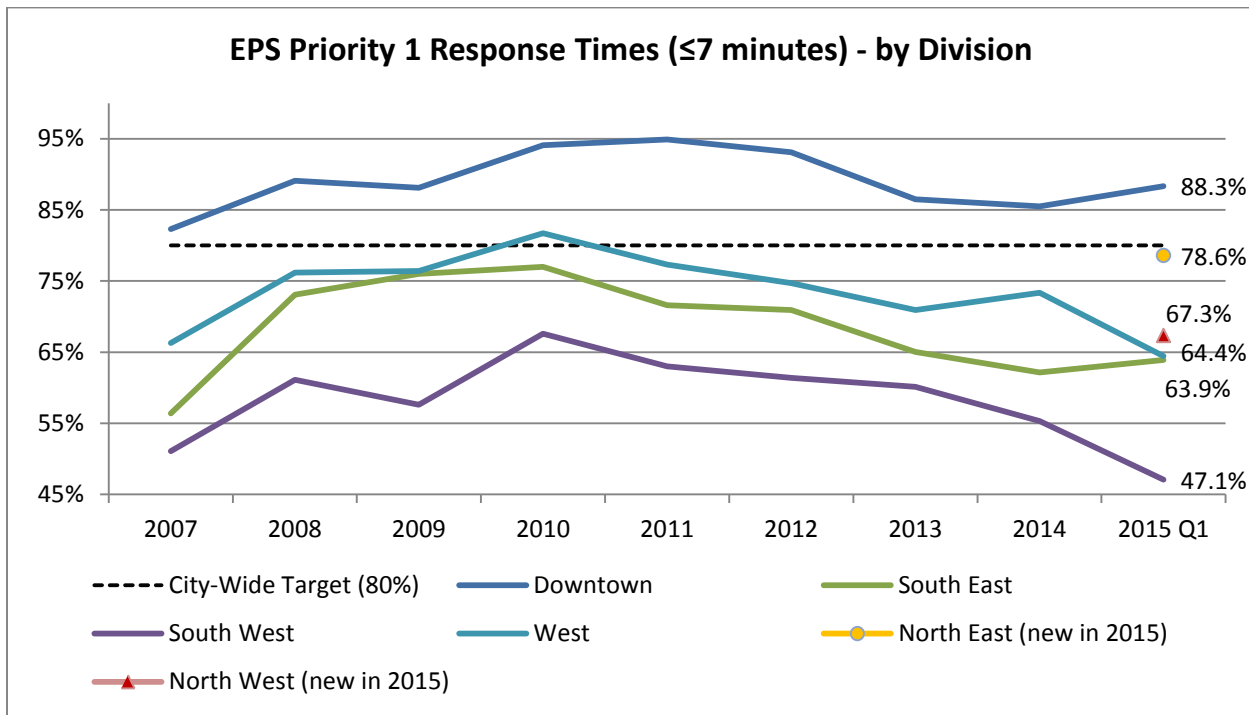




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Beginning in 2015, EPS went from a 5 to 6 divisional model which resulted in new boundaries for all divisions, with North West becoming the 6<sup>th</sup> division. Responses have declined the most recently in South West (47.1%) and West division (64.4%). Responses have been improving in the North East division and Downtown. Downtown is the only division to consistently meet its target, which benefits from a small geographic size and grid-based road design.





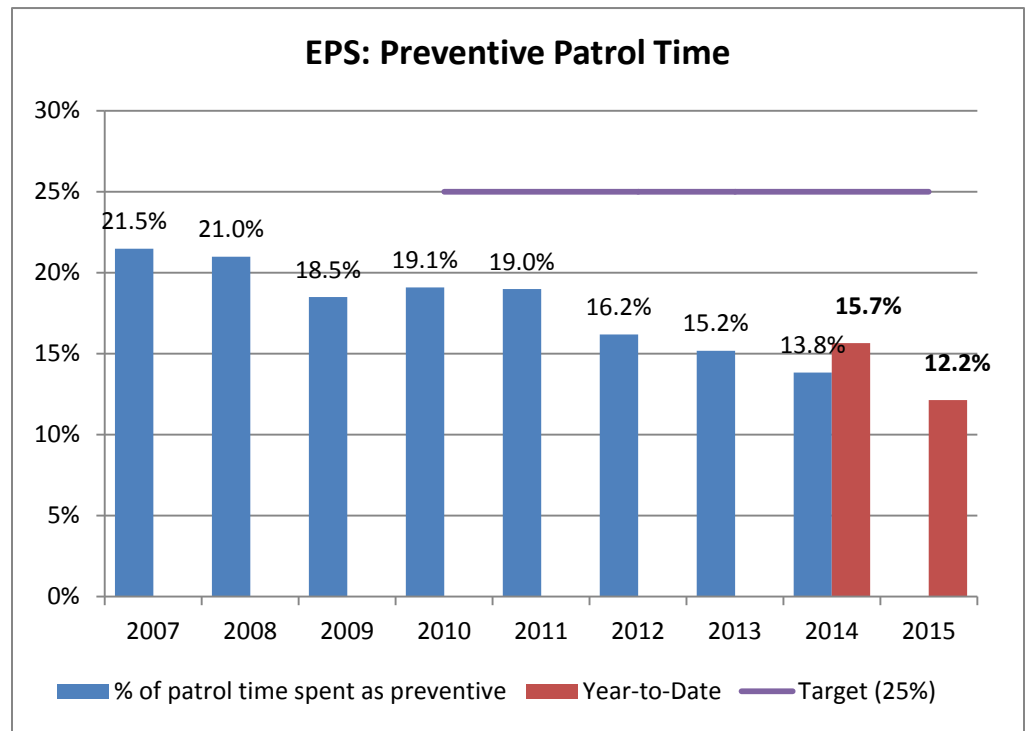
## 2015 Annual Policing Plan – Q1

P1 Response Time Performance by Division	2007	2008	2009	2010	2011	2012	2013	2014	2015 Q1	2014 Q1
Downtown	82.3%	89.1%	88.1%	94.1%	94.9%	93.1%	86.5%	85.5%	<b>88.3%</b>	80.1%
South East	56.4%	73.1%	76.0%	77.0%	71.6%	70.9%	65.0%	62.1%	<b>63.9%</b>	60.9%
South West	51.1%	61.1%	57.6%	67.6%	63.0%	61.4%	60.1%	55.3%	<b>47.1%</b>	58.1%
West	66.3%	76.2%	76.4%	81.7%	77.3%	74.7%	70.9%	73.4%	<b>64.4%</b>	71.4%
North East (new)									<b>78.6%</b>	
North West (new)									<b>67.3%</b>	
Target (80%)	80%	80%	80%	80%	80%	80%	80%	80%	<b>80%</b>	80%

### Preventive Patrol Time:

When Patrol is on shift, their time is tracked as “Calls-for-Service”, “Preventive”, “Administrative”, or “Undefined”. EPS has a target that 25% of patrol time is engaged in Preventive activities.

Preventive activities can be thought of as those that prevent or suppress potential future crime. Some examples of this would include patrolling a drinking establishment for potential impaired drivers, proactively locating an individual with outstanding criminal warrants, or visiting a domestic offender to ensure they are complying with their court ordered conditions.



Preventive Activities has steadily reduced from a high of 21.0% in 2008 to **12.2% in Q1 2015**. This is the same period last year at 15.7%. The continued reduction in Preventive Patrol Time is a consequence of patrol shift time increasingly being spent in Calls-for-Service, which has increased from 46.9% in 2007 to 63.6% in Q1 2015. Preventive Patrol Time is the most available in South East division (16.9%) and lowest in Downtown division (9.5%).

### **Combined Patrol Shift Time by Task - 2015 Q1**

Division	Preventive	CFS	Admin	Undefined
Citywide	<b>12.2%</b>	63.6%	14.6%	9.7%
Downtown	9.5%	67.4%	14.0%	9.2%
North East	11.2%	67.8%	11.2%	9.9%
North West	11.4%	63.1%	16.8%	8.8%
South East	16.9%	56.8%	16.9%	9.4%
South West	12.3%	61.5%	15.5%	10.7%
West	10.3%	66.7%	13.2%	9.8%





## 2015 Annual Policing Plan – Q1

### INITIATIVE 13

## 9-1-1 Emergency Call Management

**Initiative Owner:** Investigative Support Bureau – Police Communications Branch

### Initiative Context:

The 9-1-1 Public Safety Answering Point (PSAP) for the City of Edmonton is managed by the EPS Police Communications Branch – Call Center. The 9-1-1 PSAP answers all emergency calls related to Police, Fire, and Ambulance. The 9-1-1 PSAP will strive to answer all emergency calls in an efficient manner, in an effort to increase public safety and increase public confidence.

### Performance Measures / Targets:

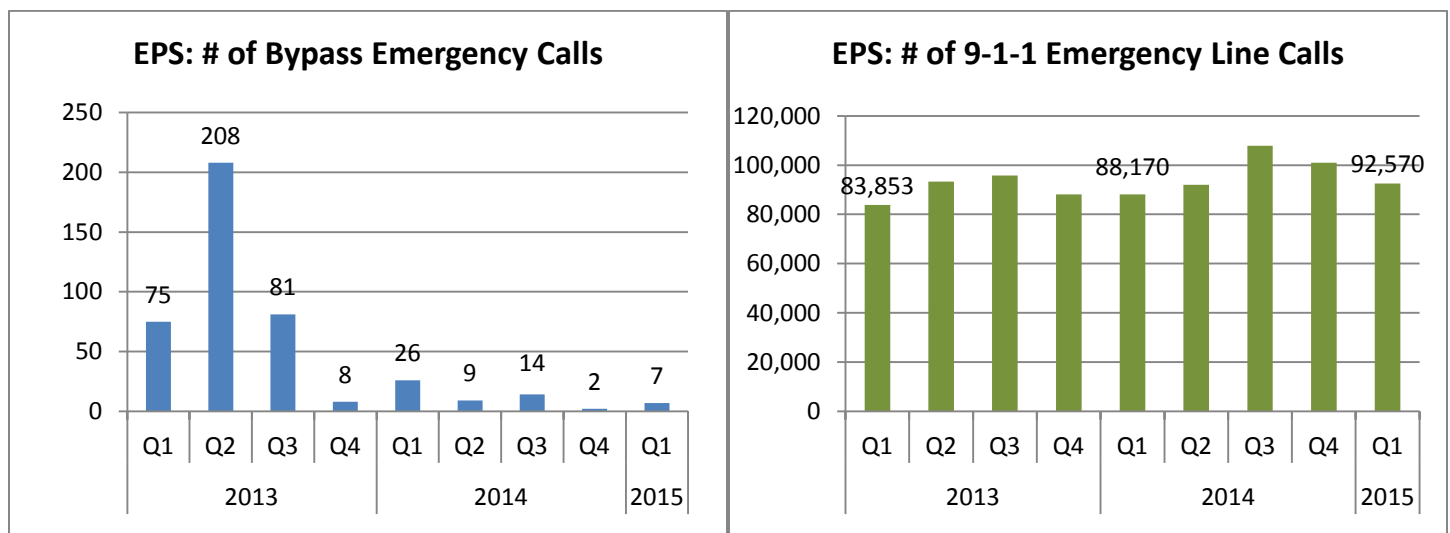
*Bypass Calls* – the number of 9-1-1 emergency calls that bypass the 9-1-1 PSAP and enter the non-emergency police call center. Bypass calls occur when the call has taken 42 or more seconds to answer, or when there are more than 5 additional calls waiting to be answered. **Target:** Maintain or achieve a reduction from 2014 levels.

### Year to Date Status:

**On-target**  
**7 Bypass Emergency Calls**  
**(73.1% below 2014 Q1)**

### Analysis:

In Q1 2015, Police Communications Branch 911 Operators answered 92,570, '911 Emergency Line' calls compared to 88,170 in Q1 2014 (a 5.0% increase). Despite this increase in 911 calls volume, the number of '911 Bypass' calls decreased by 73.1% to 7 calls in Q1 2015 compared to 26 in Q1 2014. As the target calls for maintaining or achieving a reduction in '911 Bypass' calls from 2014 levels, this initiative is clearly on-track.



This significant and continuing reduction in 911 bypass calls can be attributed to a revised staffing model that was implemented in July 2013. The increase in minimum 911 Operator staffing levels per shift had an immediate effect starting in Q3 of 2013.



# 2015 Annual Policing Plan – Q1

## INITIATIVE 14

### Police ‘Non-Emergency’ Calls

**Initiative Owner:** Investigative Support Bureau – Police Communication Branch

#### Initiative Context:

On a 24-hour basis, Police Communications Branch - Operations Section directs and controls response to calls for service, and provides communication links between the EPS, the public, and other essential services. Citizens place approximately 500,000 calls per year to the police non-emergency line which call evaluators strive to answer quickly to satisfy caller expectations.

*Average Speed of Answer (ASA)* – the average speed in seconds to answer inbound phone calls for police ‘non-emergency’ services. **Target:** 50 seconds (7% reduction from 2014 levels).

#### Additional Reporting:

Number of ‘Calls Placed’, ‘Calls Answered’, and ‘Calls Abandoned’. Trends in these statistics will be reported in the context of the automated Interactive Voice Response (IVR) system, implemented in late June 2014.

#### Performance Measures / Targets:

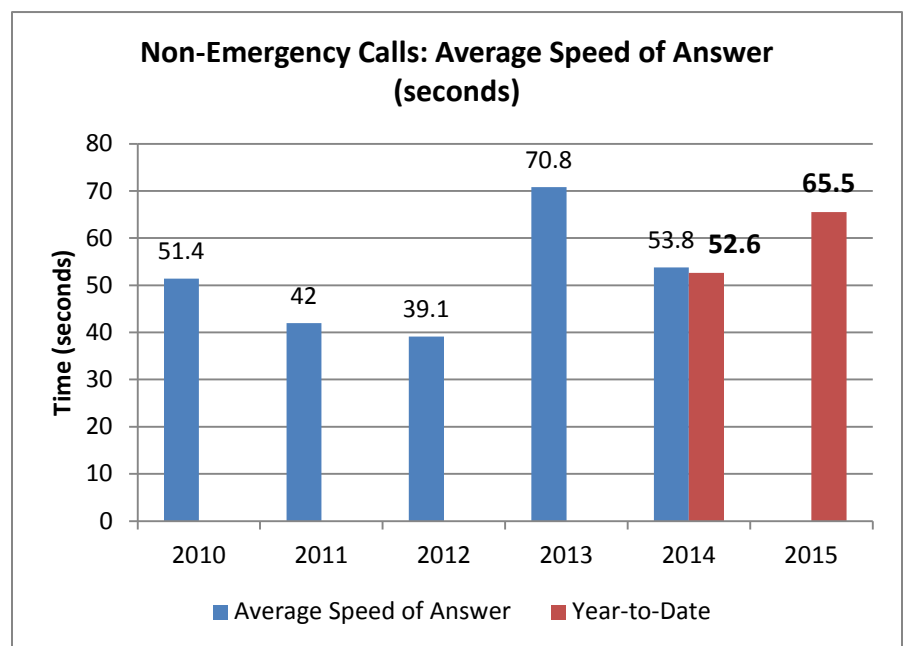
#### Year to Date Status:

**Off-target**  
**65.5 seconds**  
**(24.5% above 2014 Q1)**

#### Analysis:

In Q1 2015, the Average Speed of Answer (ASA) was 65.5 seconds or 21.7% higher than the in the same period last year.

This current result is inconsistent with the significant reduction in ASA recorded for 2014 Q3 and Q4 following the implementation of an automated Interactive Voice Response (IVR) system on June 26<sup>th</sup>, 2014. Post-IVR implementation, 2014 Q3 ASA decreased by 44.1% compared to 2013 Q3, while the 2014 Q4 ASA also decreased by 27.5% compared to 2013 Q4. ‘Abandoned Calls’ also decreased by 79% and 66% respectively for these same quarters. Comparatively, the 2015 Q1 ASA should also have decreased.



Total ‘Calls Placed’ to the Police Non-Emergency Line continued to trend upward in 2014 to 585,946 calls, a historical high and an increase of 48,678 calls versus 2013. Total ‘Calls Answered’ by Emergency Communications Officers (ECOs) in 2014 decreased by 35,610 calls to 416,678 calls.



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Despite the lower number of 'Calls Answered' in 2015 Q1 versus 2014 Q1, which generally correlates with a higher number of abandoned calls, 'Abandoned Calls' actually decreased by 58% or 8,955 calls in 2015 Q1 from 15,453 in 2014 Q1. Despite the decrease in 'Calls Answered', 'Abandoned Calls' continue to decrease substantially post-IVR which signals an improvement in customer service. Callers are less likely to abandon their call due to IVR now triaging calls before they reach an ECO by allowing callers to listen to automated information messaging and/or transfer their call without ECO intervention.

Based on the significant decrease in ASA and Abandoned Calls during 2014 Q3 & Q4 (post-IVR) and no clear cause for an ASA increase at this time, it appears the higher than anticipated 2015 Q1 ASA result may simply be an anomaly. In the interim, PCB will continue to closely monitor ASA levels, review ECO minimum staffing levels, consider business process change impact on ASA, seek ECO and PCB Supervisor feedback, and take all other necessary steps toward achieving the 2015 ASA target.

	2010	2011	2012	2013	2014	2015 Q1	2014 Q1
Total Calls Placed	480,109	485,955	494,806	537,268	585,946	118,467	120,930
IVR Concluded Calls					124,138	22,850	n/a
ECO Answered Calls	417,018	432,660	440,324	452,288	416,678	89,119	105,477
Abandoned Calls	63,156	53,283	54,466	84,980	45,130	6,498	15,453



# 2015 Annual Policing Plan – Q1

## INITIATIVE 15

### Public Complaint Investigations

Initiative Owner – Legal & Regulatory Services Division

#### Initiative Context:

Through a high degree of professionalism in EPS's interactions with the community, public complaints against EPS members will be concluded in a timely manner.

#### Performance Measures / Targets:

*Public Complaint Investigation Processing* – the percentage of public complaints investigations that are concluded or have all investigative steps completed, within six months. **Target: 75% or greater.**

#### Year to Date Status:

Off-target  
**Public Complaint Investigation Processing**  
**34.8% of files concluded in ≤ 6 months**  
**(Target: 75%)**

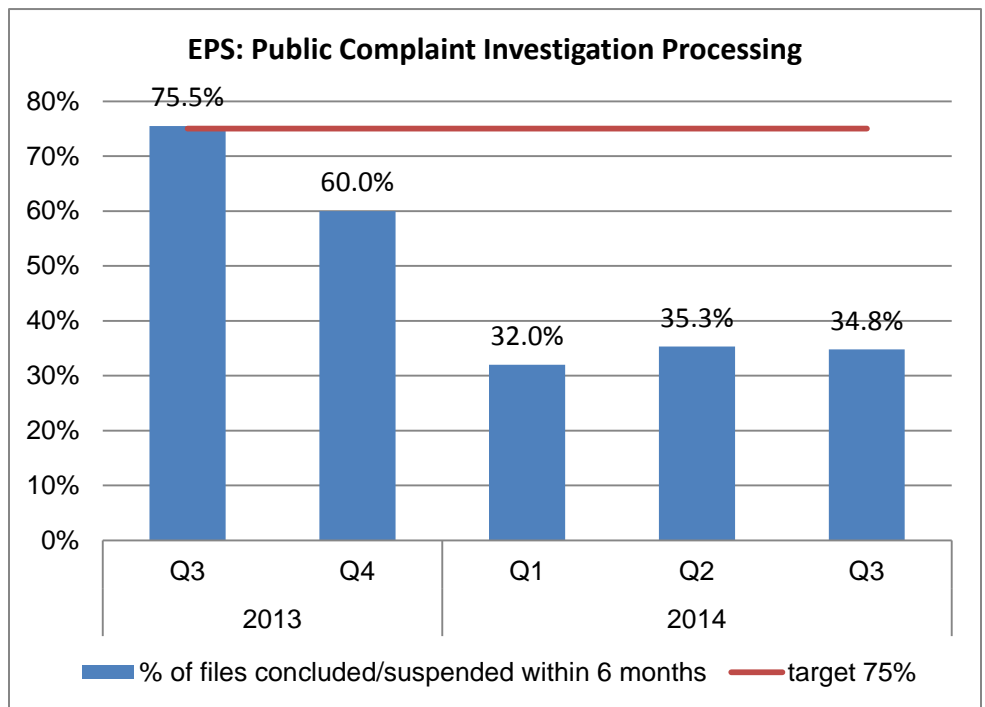
#### Analysis:

For the latest available quarter, Public Complaint Investigation Processing was 34.8%, below the target of 75%.

The graph here for our performance measure was created April 27, 2015, and revised the 2014 Q2 figure. 2014 Q2 was previously reported last quarter as 63.3% but has since been revised to 35.3%. The difference was due to a miscalculation in the previous report, where ALL files suspended (including those after 6 months) were counted as meeting the 6 month target.

The status of all public complaints (external complaints) received during the third quarter of 2014 –

that is, all files that would have reached an age of 6 months during the first quarter of 2015 – is displayed in the table below. 9 of the 46 files have been listed as completed within 6 months (19.6%) and an additional 7 files (listed as suspended) went to the stage of executive review or investigative review within 6 months (i.e. the investigation of the complaint is complete). Based on this information, 34.8% of the investigations received in Q3 of 2014 are either concluded within 6 months or the investigation of the complaint is complete within 6 months and awaiting disposition.





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File Status	Number of Files
Active	28
Completed	9
<i>Resolved through Supervisor Intervention</i>	3
<i>Dismissed/Withdrawn</i>	1
<i>No Reasonable Prospect</i>	2
<i>Resolved through PSB</i>	1
<i>Resolved through Mediation</i>	2
Forwarded	2
Suspended	7
<i>Executive Review</i>	4
<i>Investigative Review</i>	3
<b>Grand Total</b>	<b>46</b>