



Annual Policing Plan

Public Initiatives

2015 Q2 Report

Edmonton Police Service
Edmonton Police Commission Copy

EPS Annual Policing Plan Dashboard - 2015 Q2

Reduced Crime & Victimization

1. Crime Severity Index

EPS Crime Severity Index (estimated, annualized)

101.2

Target (year): ≤ 90.0 (4.0 point reduction from 2013 Statistics Canada levels)

2. Violence Reduction Strategy: Violent Crime

of 4 Violent Crime Indicators

4,462

Target: ≤ 3,965 (maintain 2014 levels)

3. Violence Reduction Strategy: Social Disorder

of social disorder incidents

9,200

Target: ≤ 8,945 (maintain 2014 levels)

4.1 Domestic Violence Intervention: Offender Checks

of domestic offender management checks

95

Target: ≥ 150 (5% increase from 2014)

4.2 Domestic Violence Intervention: Victim Checks

of domestic victim support contacts

490

Target: ≥ 492 (2% increase from 2014)

5. Property Crime

of 4 Property Crime Indicators

9,013

Target: ≤ 7,375 (maintain 2014 levels)

6. Traffic Safety

of traffic corridor/intersection collisions

126

Target: ≤ 126 (2% reduction from 2014 levels)

7.1 Gang & Drug Enforcement

of high-level criminal network disruptions

5

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

7.2 Gang & Drug Enforcement

of medium-level criminal network disruptions

16

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

7.3 Gang & Drug Enforcement

of low-level criminal network disruptions

5

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

8. Safe in Six

Q2 Activities: learning modules tested, evaluation plan developed

On-target

Investigative Excellence

9. Clearance Rates

% of criminal incidents cleared (weighted)

41.1%

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

35

Target: 54 of the 72 files identified in 2013

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Increased Efficiency & Effectiveness

12.1 GDM: Priority 1 Response Time

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

69.1%

Target: ≥ 80%

12.2 GDM: Directed Patrol Time

% of patrol time spent as directed

11.6%

Target: ≥ 25%

13. 9-1-1 Emergency Call Management

of bypass emergency calls

17

Target: ≤ 35 (maintain 2014 levels)

14. Police Non-Emergency Calls

Average time (seconds) to answer non-emergency calls

90.4

Target: ≤ 50 seconds

Commitment to Professionalism

15. Public Complaints

% of public complaint investigations concluded ≤ 6 months

40.5%

Target: ≥ 75%



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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:** 90 or below (a 4.0 point reduction from Statistics Canada 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:

Off-target
Crime Severity Index
100.7 points (annualized)
(Target: 89.3)

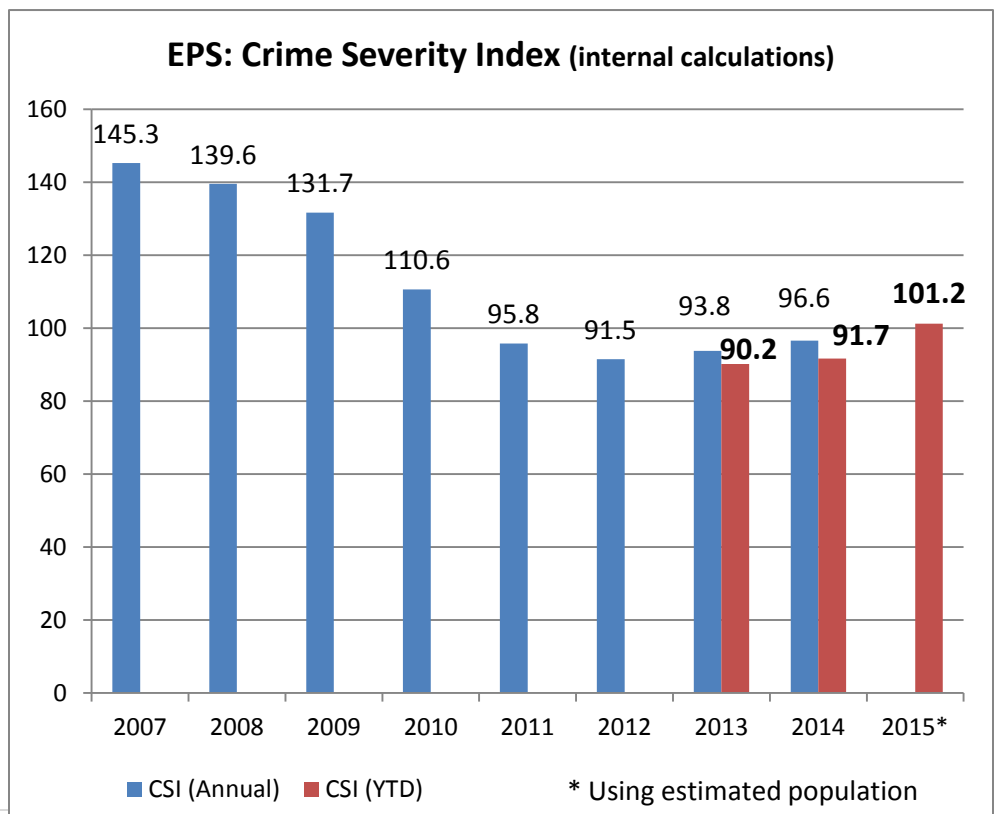
Analysis:

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

Current Results

In the first half of 2015, Edmonton’s *estimated* Crime Severity Index (CSI) for all crimes was 100.7, compared to 91.3 for the same period last year. Long-term, Edmonton’s CSI has fallen significantly from a high of 145.3 in 2007 to 93.9 in 2014, a 33.7% reduction. However, the CSI hit a bottom in 2012 and has since experienced continual increases carrying into 2015.

Population from Statistics Canada is only available to 2014, and 2015 data is an estimated CSI.



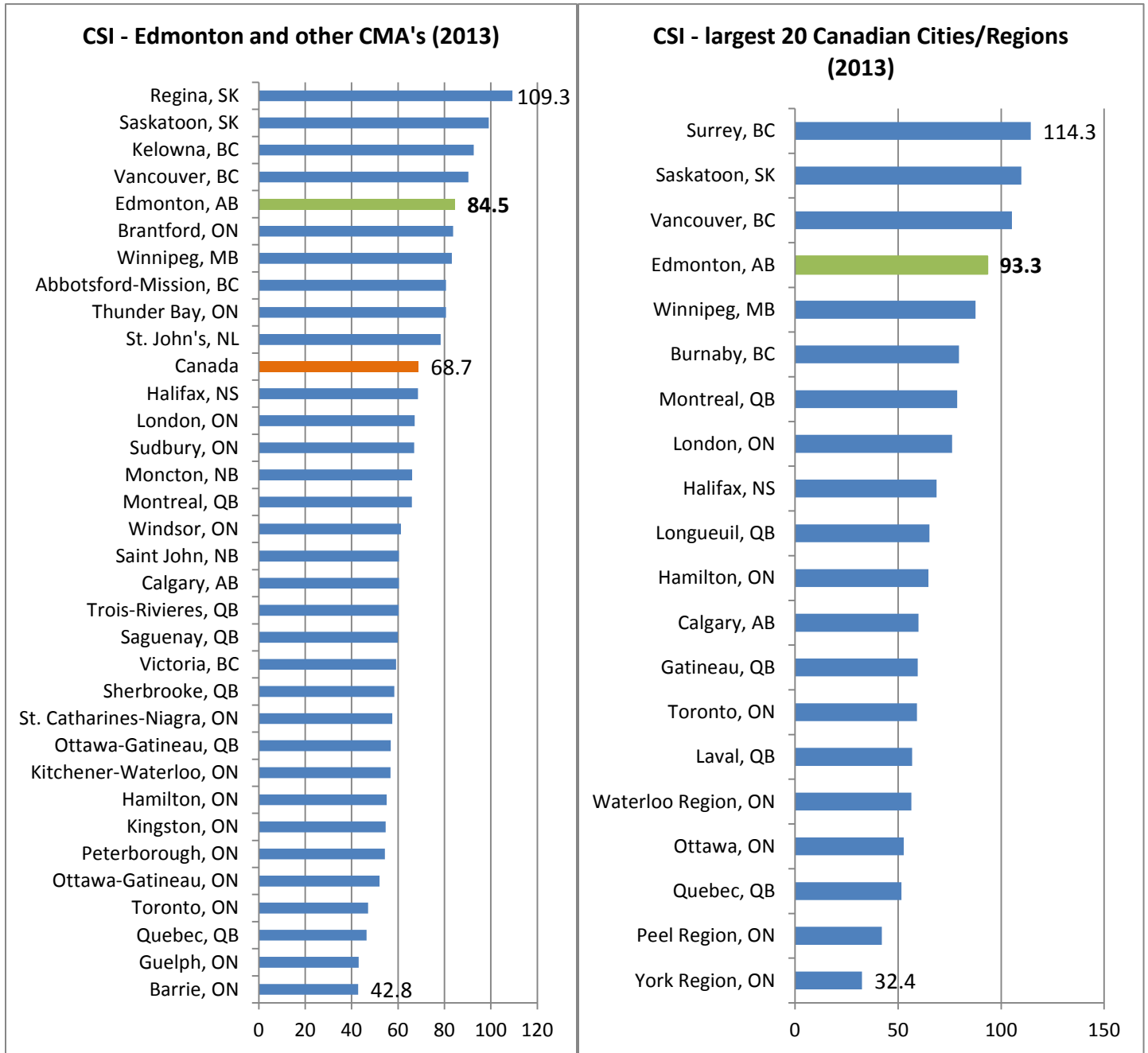


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The 2015 estimate assumes a 1.7% population growth rate¹.

Municipal Comparison

Compared to 33 other Canadian cities at the Census Metropolitan level (CMA) in 2013, Edmonton had the 5th highest Crime Severity Index, which was only lower than Regina, Saskatoon, Kelowna, and Vancouver². When measured at the city-level, EPS ranked 16th for lowest CSI among the 20 largest cities (or regions) in Canada³.



¹ Based on forecasts by the City of Edmonton's Chief Economist

² Source: Statistics Canada, table 252-0052.

³ Source: Statistics Canada, tables 252-0083 to 252-0090; [Statistics Canada 2011 Census](#).



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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 0.7% range of what Statistics Canada publishes for the City of Edmonton. The larger gap in 2009 (off by 1.8%) 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 (%) of EPS and 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 | -0.2% |
| 2012 | 91.5 | 92.0 | -0.5% |
| 2013 | 93.8 | 94.0 | -0.2% |
| 2014 | 96.6 | 97.0 | -0.4% |

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.



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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:

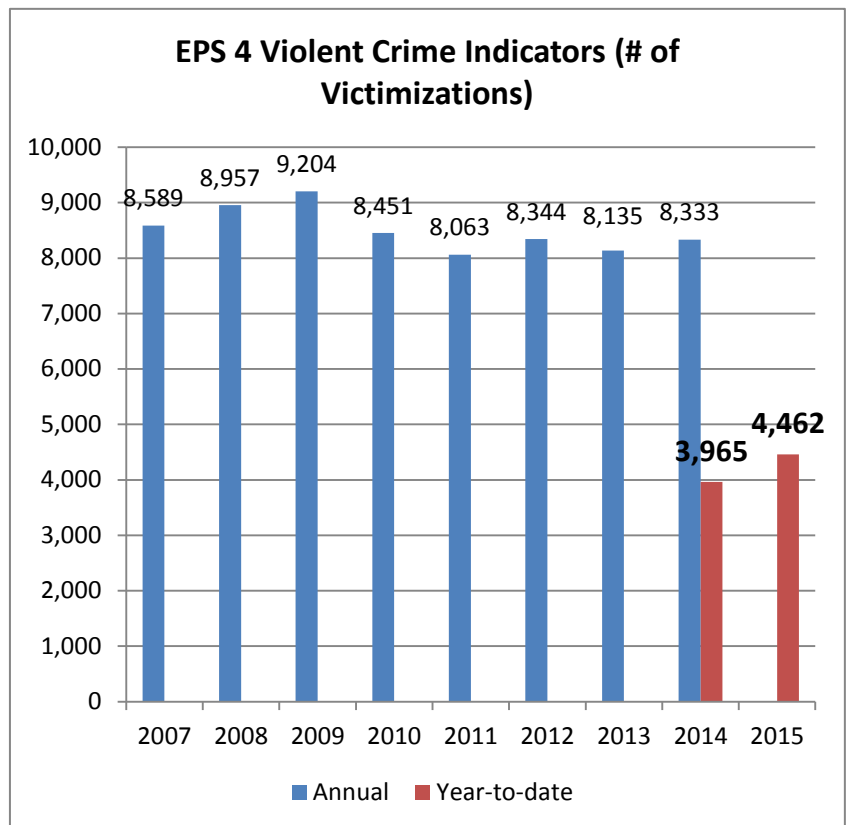
Off-target
4 Violent Crime Indicators
4,462 victimizations
(12.5% above 2014 levels)

Analysis:

Year-to-date (YTD) to the end of Q2 2015, the total number of victimizations from the 4 violent crime indicators was 4,462, a 12.5% increase from the same period in 2014.

The 4 violent crime indicators are 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 14.8%, **Robberies** are up 9.6%, **Sexual Assaults** are up 2.1%, and **Homicides** are down 21.4%.

Over the long-term, the 4 violent crime indicators have fallen slightly from 8,589 victimizations in 2007 to 8,333 in 2014, a 3.0% reduction. The reduction has been entirely due to less victimizations of robbery, which decreased 38.1% over the same period. Victimizations of Sexual Assault peaked in 2012, and have experienced a slight reduction since.

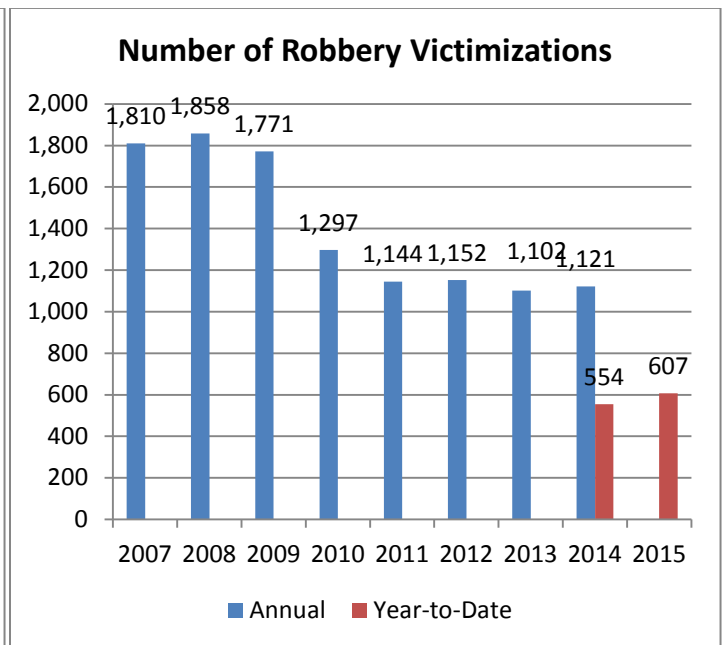
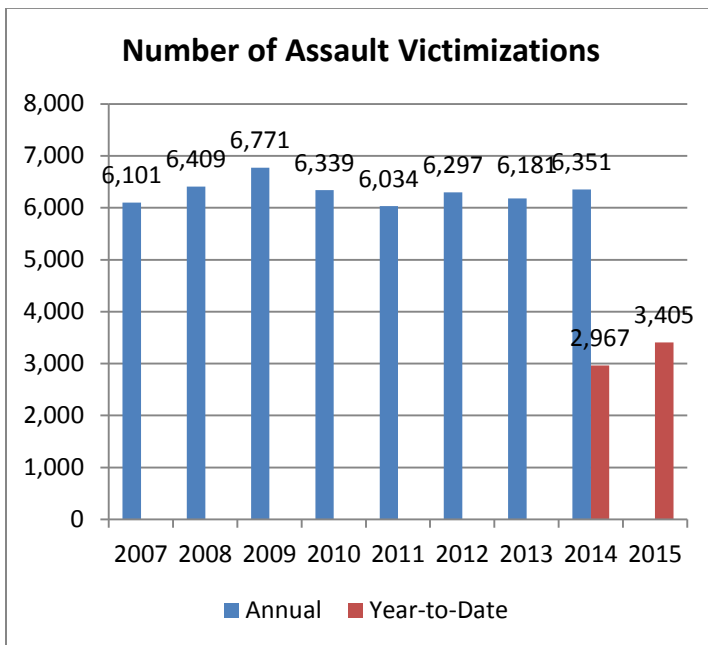




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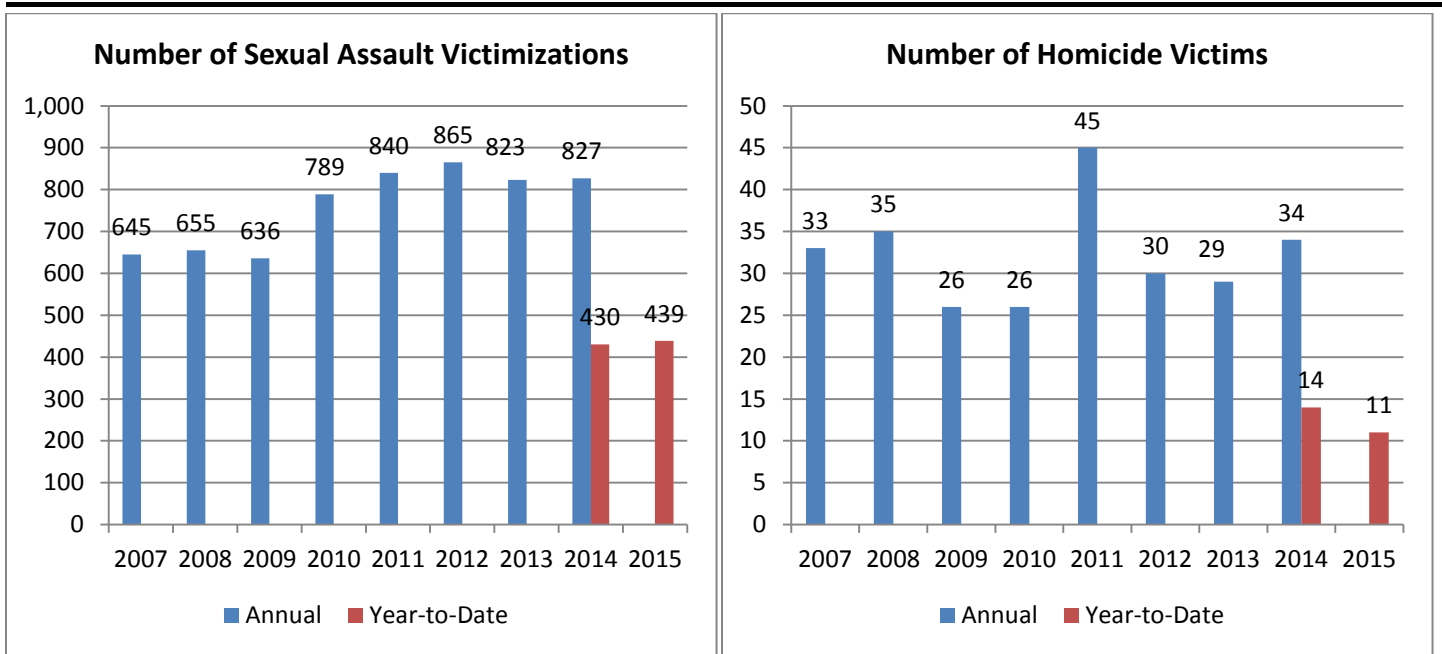
Some responses to the noted increase are:

- Divisions are re-thinking their crime reduction models to include a formal Offender Management and Hot Spot management components
- The Fail to Appear Pilot Project as a function of the Warrant Review Project has been under way for about 60 days and is seeing some success, but the time afforded to tracking down those on warrants is taken up by response to CFS,
- Hot Spot Management continues to be re-examined and mini CATs and specially funded CSI shifts are being directed to specific areas
- A city wide undercover anti-drug trafficking SOP is being developed, to deal with the prevalence of drugs, namely methamphetamine and cocaine, which seems to be a root cause of much of the violence and property crimes identified in every Division
- Strategic analysis of Home Invasions (60 so far have been experienced) and have accounted for a homicide and other acts of violence. A comprehensive response to this activity is being conceptualized for Q3





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The 4 violent crime indicators have increased across all divisions. Notably, South West division has experienced a 52.9% increase over the same period last year.

| 4 Violent Crime Indicators Q2 YTD | Downtown | North East | North West | South East | South West | West |
|-----------------------------------|--------------|-------------|-------------|-------------|--------------|-------------|
| 2014 | 900 | 701 | 697 | 499 | 427 | 587 |
| 2015 | 1,044 | 735 | 708 | 535 | 653 | 640 |
| % change | 16.0% | 4.9% | 1.6% | 7.2% | 52.9% | 9.0% |



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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 July 13, 2015.

Additional Reporting:

Divisional level Social Disorder statistics

Year to Date Status:

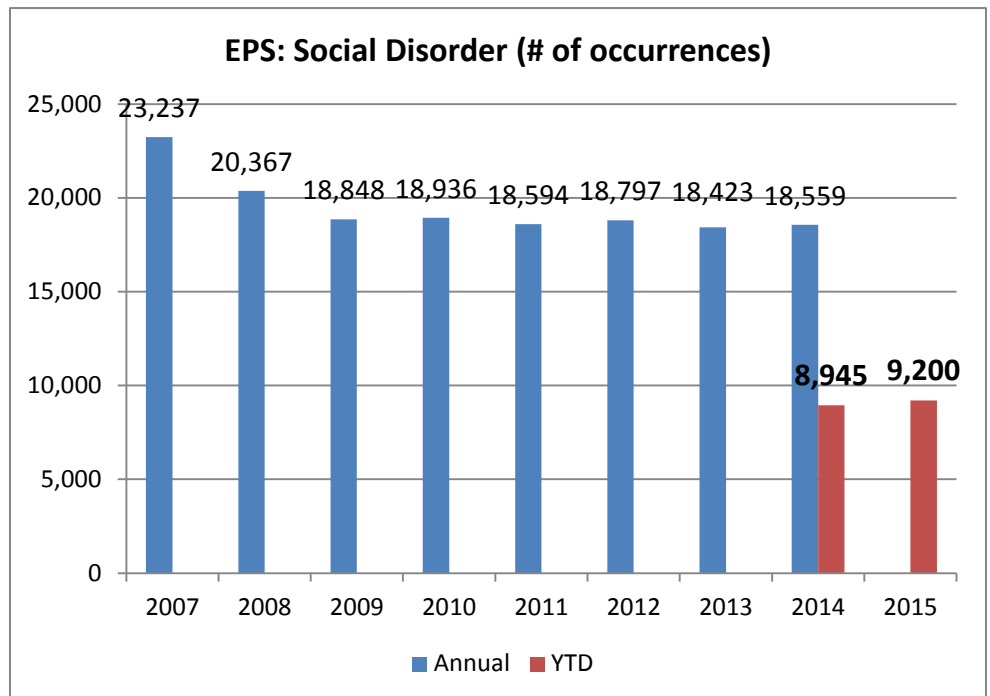
Off-target
Social Disorder
9,200 occurrences
(2.9% above 2014)

Analysis:

In the first half of 2015, the total number of social disorder occurrences was 9,200, a 2.9% 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 from 2007-2009, and has since 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,

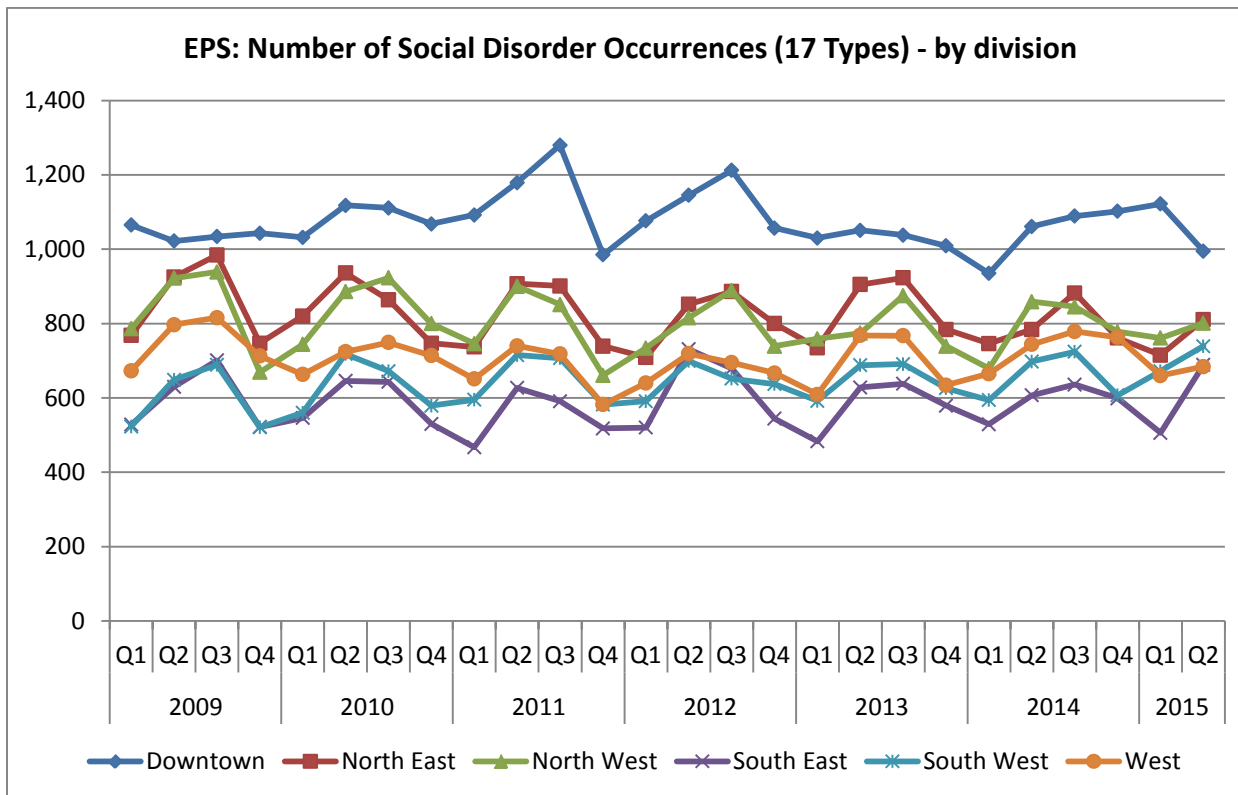




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social disorder occurrences has risen the most in Downtown at 19.8%, however, last year's levels were exceptional low for that quarter.

| # of Social Disorder Occurrences (17 types) | Downtown | North East | North West | South East | South West | West |
|---|-------------|--------------|-------------|-------------|-------------|--------------|
| 2014 YTD (Q2) | 1,996 | 1,530 | 1,538 | 1,136 | 1,292 | 1,409 |
| 2015 YTD (Q2) | 2,117 | 1,525 | 1,562 | 1,195 | 1,411 | 1,344 |
| % change | 6.1% | -0.3% | 1.6% | 5.2% | 9.2% | -4.6% |





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INITIATIVE 4

Domestic Violence Intervention

Initiative Owner: ISB, 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:

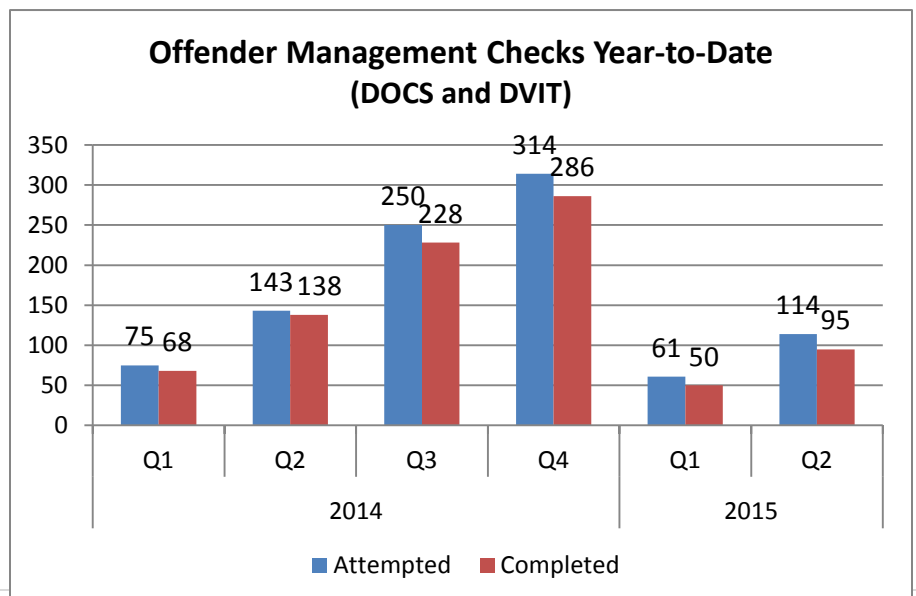
Off-target
Domestic Offender Management Checks
95 completed checks
(31.2% below 2014)

Off-target
Domestic Violence Victim Interventions
490 completed interventions
(0.2% above 2014)

Analysis:

Domestic Offender Management Checks

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





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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 for DOCS and DVIT, *city wide*.

| Offender Management | DOCS | DVIT | Patrol | Total |
|--|----------------------|---------------------|----------------------|----------------------|
| 2015 Q2 | | | | |
| # Files Attempted* | 46 | 68 | 241 | 355 |
| Completed Offender Management Checks Q2 | 46 (100%) | 49 (72%) | 185 (77%) | 280 (79%) |
| 2014 Q2 | | | | |
| # Files Attempted* | 64 | 79 | 219 | 362 |
| Completed Offender Management Checks Q2 | 64 (100%) | 74 (94%) | 175 (80%) | 313 (86%) |

**Files attempted, but not completed, represent those instances where the member was unable to make contact with the complainant.*

DOCS: While the completion rate remained steady at 100% in Q2 2015, there are a number of contributing factors as to why there has been a decrease in the number of offender checks, from 64 to 46 year over year, during the first half of the year. Firstly, the DOCS Detectives have simply been assigned fewer files during Q2 2015. Several of these files involved extremely complex investigations and did require significant use of DOCS resources. Secondly, it is important to keep in mind that 30% of the DOCS Primary Files were either still SUI or had been deemed Non-Criminal by the end of Q2 2015, and therefore not counted in the total number of attempted Offender Management checks during this time frame.

In May 2015 two DOCS Detectives were assigned to a pilot project referred to as the Domestic Violence Offender Management Team. The Offender Management Team focused on monitoring and enforcement of serious domestic violence offenders who had been released on conditions and / or wanted on outstanding domestic violence related warrants issued by DOCS. The two members of this team conducted numerous tasks which DOCS Detectives do not typically have the resources to do, such as static surveillance, proactive offender contacts and face to face visits. Over the course of one month, the Offender Management Team completed **63** proactive visits / offender contacts, **1** new breach arrest, apprehended **2** offenders on outstanding warrants and issued **2** Judge’s Orders. The pilot project was concluded at the beginning of June due to resourcing issues.

DVIT: While the total number of attempted Offender Management Checks completed by DVIT in Q2 2015 is comparable to Q2 2014 (68 and 79), the number of completed checks YTD is down 34%. This decrease is likely a result of DVIT shifting their mandate during Q2 2015. Files for assignment were shifted from severity of index offence to developing risk within the relationship. Following changes to the DVIT mandate, there was a notable increase in the number of long-term and complex domestic violence investigations being assigned to members of this area. As a result, DVIT members were involved in prolonged Offender Management, thus decreasing the number of files they were able to complete during Q2 2015. It should also be noted that DVIT faced numerous challenges with respect to backfilling positions with Patrol members during the first half of the year.



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Patrol Divisions: 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 half of 2015.

Domestic Violence Victim Intervention Checks

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. 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).

| Interventions | DOCS | DVIT | VST | Total |
|---|-------------------|-----------------|------------------|------------------|
| 2015 Q2 | | | | |
| # Files Attempted | 70 | 83 | 487 | 640 |
| Attempt made but unable to contact | | 21 | 129 | |
| Successful contact made | | 56 | 335 | |
| Contact/ victim declined | | 6 | 23 | |
| Completed Interventions Q2 (success + decline) | 70 (100%) | 62 (75%) | 358 (74%) | 490 (77%) |
| 2014 Q2 | | | | |
| # Files Attempted | 101 | 102 | 389 | 592 |
| Attempt made but unable to contact | | 6 | 104 | |
| Successful contact made | | 87 | 258 | |
| Contact/ victim declined | | 9 | 27 | |
| Completed Interventions Q2 (success + decline) | 101 (100%) | 96 (94%) | 285 (73%) | 482 (81%) |

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%. As previously noted, both DOCS and DVIT experienced a decrease in the number of files assigned to them during Q2 2015, as compared to Q2 2014. Both areas were assigned a significant number of complex investigations during the first half of the year. These types of investigations require dedicated resources for a considerable amount of time. As such, 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.

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. With that being said, we see that Patrol members are completing 77% of their offender management checks they attempt and 74% of their attempted victim intervention and support follow-ups.



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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, July 21, 2015*

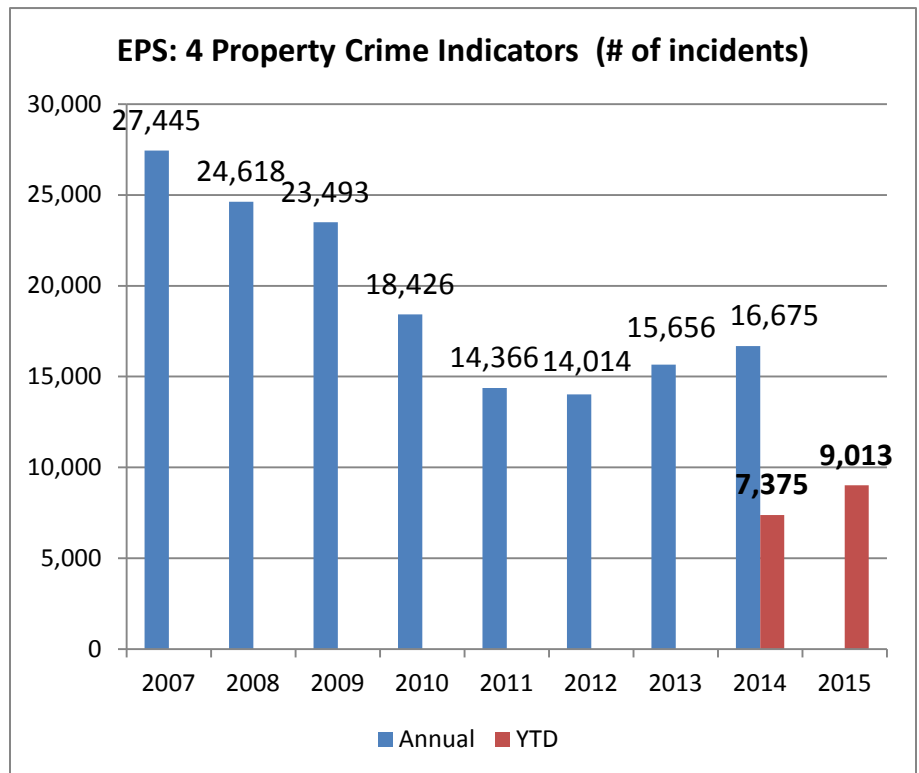
Year to Date Status:

Off-target
4 Property Crime Indicators
9,013 Incidents
(22.2% above 2014 levels)

Analysis:

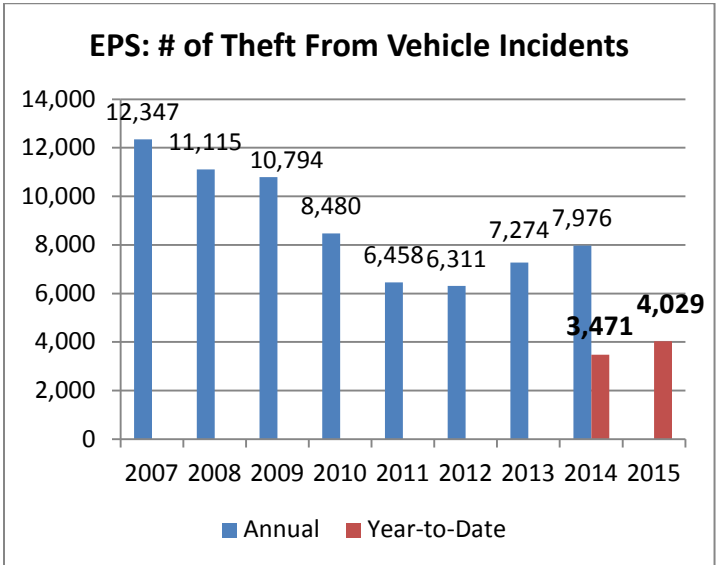
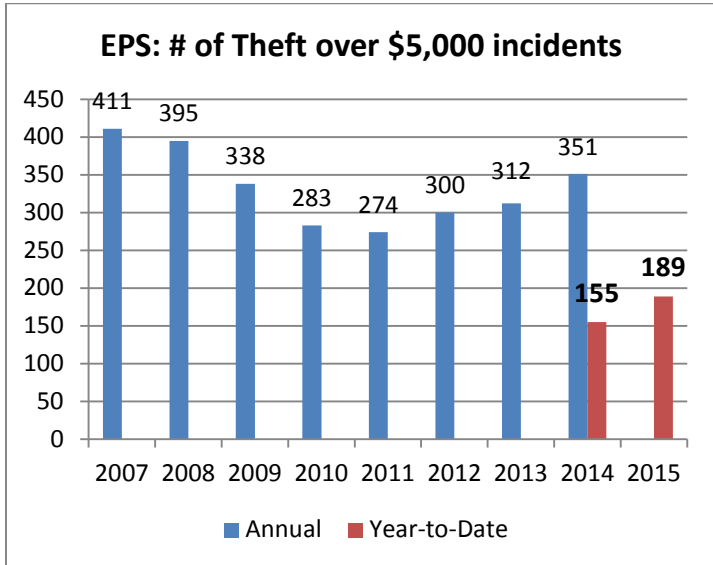
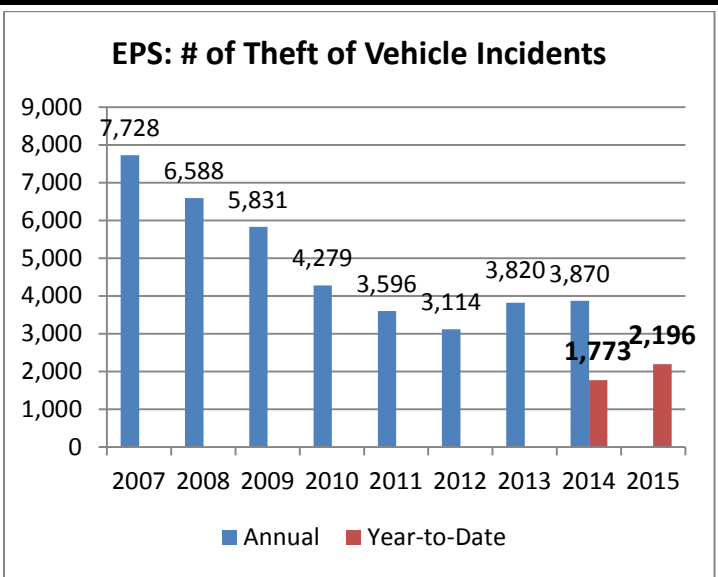
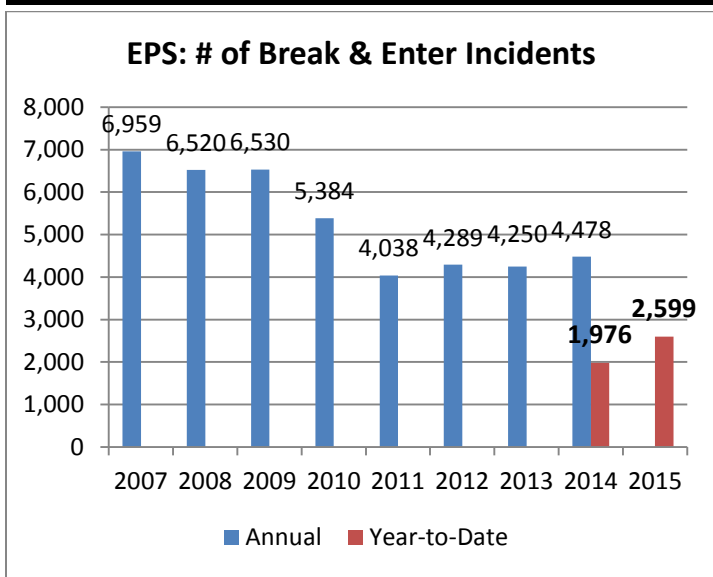
Year-to-date to the end of Q2 in 2015, the total number of incidents from the 4 property crime indicators was 9,013, which was 22.2% higher than 2014 YTD levels. This significant increase was shared across each of our property crime indicators, with **Break and Enters** up 31.5%, **Theft of Vehicles** up 23.9%, **Theft over \$5,000** up 21.9%, and **Theft From Vehicles** up 16.1%.

Nonetheless, the 4 property crime indicators have fallen substantially long-term from a high of 27,445 incidents in 2007 to 16,675 incidents in 2014, a 39.2% reduction.





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At the divisional level YTD, the 4 property crime indicators have increased across all divisions, with the most substantial increases in North West, North East, and South West divisions.

| 4 Property Crime Indicators Q2 YTD | Downtown | North East | North West | South East | South West | West |
|------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| 2014 | 864 | 1,332 | 1,208 | 1,388 | 1,220 | 1,268 |
| 2015 | 1,051 | 1,465 | 1,652 | 1,592 | 1,661 | 1,458 |
| % change | 21.6% | 10.0% | 36.8% | 14.7% | 36.1% | 15.0% |



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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:

On-target
126 Traffic Corridor/Intersection Collisions
(2.3% below 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 Q2, there were 10 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 | 10 | 69 | 63 | -6 | -8.7% |
| Q3 | Jul – Sep | | | | | |
| Q4 | Oct – Dec | | | | | |
| Total, 2015 YTD | | 14 | 129 | 126 | -3 | -2.3% |

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



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Detailed collision data for Q2 target locations is as follows:

| OTS High Collision Locations – DDACTS Program Q2 2015 | | | | | | |
|---|---------------|-----------------------------------|---------|---------|------------|------------|
| # | Location Type | Location | Q2 2014 | Q2 2015 | Change (#) | Change (%) |
| 1 | Intersection | 104 Av / 101 St | 5 | 5 | 0 | 0.0% |
| 2 | Intersection | 104 Av / 109 St | 5 | 7 | +2 | 40.0% |
| 3 | Intersection | 107 Av / 109 St | 3 | 3 | 0 | 0.0% |
| 4 | Intersection | 137 Av / 50 St | 11 | 10 | -1 | -9.1% |
| 5 | Intersection | 137 Av / 82 St | 11 | 4 | -7 | -63.6% |
| 6 | Intersection | 137 Av / 97 St | 10 | 12 | +2 | 20.0% |
| 7 | Intersection | 90 Av / 85 St | 8 | 13 | +5 | 62.5% |
| 8 | Intersection | Stony Plain Rd / 184 St | 11 | 5 | -6 | -54.5% |
| 9 | Midblock | 137 Av W of 93 St | 4 | 0 | -4 | -100.0% |
| 10 | Midblock | Yellowhead Tr EB W of Victoria Tr | 1 | 4 | +3 | 300.0% |
| Total, All Target Locations | | | 69 | 63 | - 6 | - 8.7% |



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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
5 High-level Disruptions
 (Year-end Target: 8)
 (Target: 63% achieved)

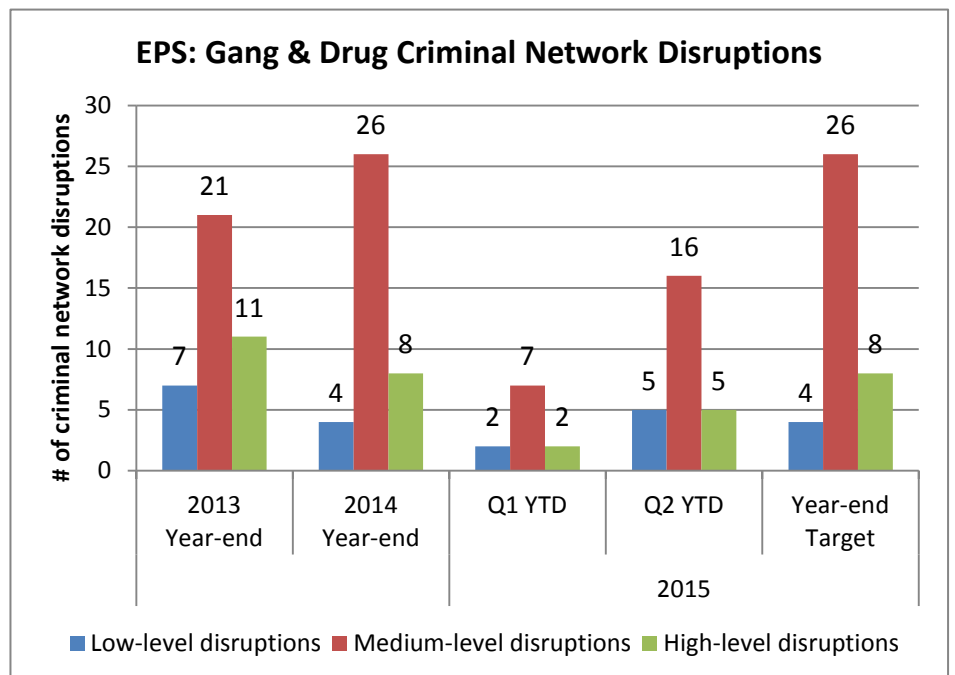
On-target
16 Medium-level Disruptions
 (Year-end Target: 26)
 (Target: 62% achieved)

On-target
5 Low-level Disruptions
 (Year-end Target: 4)
 (Target: 125% achieved)

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 2nd quarter of 2015, EDGE disrupted 3 low-level groups, 10 mid-





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level groups, and 2 high-level groups. Year to date in 2015, EDGE is on pace to meet the year-end targets for all levels of criminal disruption.

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

| | Q1 2015 | Q2 2015 | Q1 2014 | Q2 2014 | 2015 YTD | 2014 YTD |
|----------------------|---------------------|---------------------|---------------------------------------|---------------------|---------------------|--------------------------------------|
| Cocaine | 4.3 kg | 1.1 kg | 3.9 kg | 4.5 kg | 5.4 kg | 8.4 kg |
| Marihuana | 0.17 kg | 49.5 kg | .36 kg | 200 kg | 49.7 kg | 200.4 kg |
| Heroin | 85.5 g | 266 g | 31.8 g | 136 g | 351.5 g | 167.8 g |
| Meth | 2.9 kg | 0.036 kg | 1.6 kg | 0.003 kg | 2.9 kg | 1.9 kg |
| GHB | 4.1 L | 4.3 L | 11.9 L | 11 L | 8.4 L | 22.9L |
| Buffing Agent | 2.9 kg | 0.18 kg | 27 kg | 0.37 kg | 3.1 kg | 27.4kg |
| Money | \$311, 785 (CAD) | \$244, 712 (CAD) | \$861,172 (CAD) + \$8,600 (USD) | \$518, 780 (CAD) | \$556, 497 (CAD) | \$1.38 M (CAD) + \$8,600 (USD) |
| Firearms | 12 | 28 | 10 | 3 | 40 | 13 |
| Arrests | 27 | 27 | 40 | 28 | 54 | 68 |
| Charges | 156 | 209 | 114 | 133 | 365 | 247 |

It is important to be cautious when attempting to draw inferences on trends based on changes in seizures from one year to the next, or from one quarter to the next. An atypically large volume single seizure of any particular drug type can dramatically inflate the overall statistics. With the exception of heroin, we have had below average seizures in most drug types in the 2nd quarter of 2015. The increase in heroin prevalence is consistent with what we have documented in previous APP reports and is thought to be an offshoot of the changing availability of specific opioids in recent years. This is consistent with trends in other jurisdictions in Canada and the U.S.

EDGE has also had several Fentanyl seizures so far on 2015. Historically, EDGE has captured the quantity of pills seized in the course of an investigation, but has not tracked specific pill types making it difficult to quantify changes in the amount of Fentanyl seized from year to year. So far in 2015, EDGE has seized 3,220 Fentanyl pills, all of which were seized in the 2nd quarter of 2015.

We have seen a dramatic increase in the number of firearms seized in Q2 2015, and year-to-date we have seized 40 firearms compared to 13 in the same period in 2014.

We have also seen an increase in the number of charges laid in Q2 2015 compared to both Q1 2015 and Q2 2014. This increase in charges is evident despite the number of people arrested remaining relative constant over the noted time periods. Many of the charges in the 2nd quarter of 2015 relate to firearms offenses. This speaks to an increased tendency for drug traffickers to carry and/or store firearms, thereby increasing the threat of potential harm to the community.



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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:

Q2 Reporting:

Each module is tested in a Grade Six classroom by three different officers (complete)

Each of the three modules for the “Safe in Six’ program have been tested in three different schools (grade six classes) by three different officers. These three officers then presented to the formal partner group for final edits.

School contract, parent letter and family activity guide are created (complete)

These documents are complete and are being edited. The parent letter is combined with the family activity guide. After final edits by our partners we will be forwarding them to be professionally designed to match the module formatting.



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Evaluation plan for the program is developed (complete)

The Strategic Planning, Evaluation and Research Unit has completed a school programs evaluation plan. The evaluation will provide a systematic assessment of youth engagement and education programs offered by the Youth Services Section. The goals that are being evaluated within this program are as follows:

- To what extent has youth safety changed as a result of this program?
- To what extent does the program facilitate the building of trust between youth and police officers?
- To what extent does EPS work collaboratively with partner agencies and community stakeholders to develop and sustain youth initiatives?

Please note: MoU with Partners are completed and signed (Q1 reporting activity)

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.

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.



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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:

Off-target
Weighted Clearance Rates
41.1%
(44.8% in 2014)

Analysis:

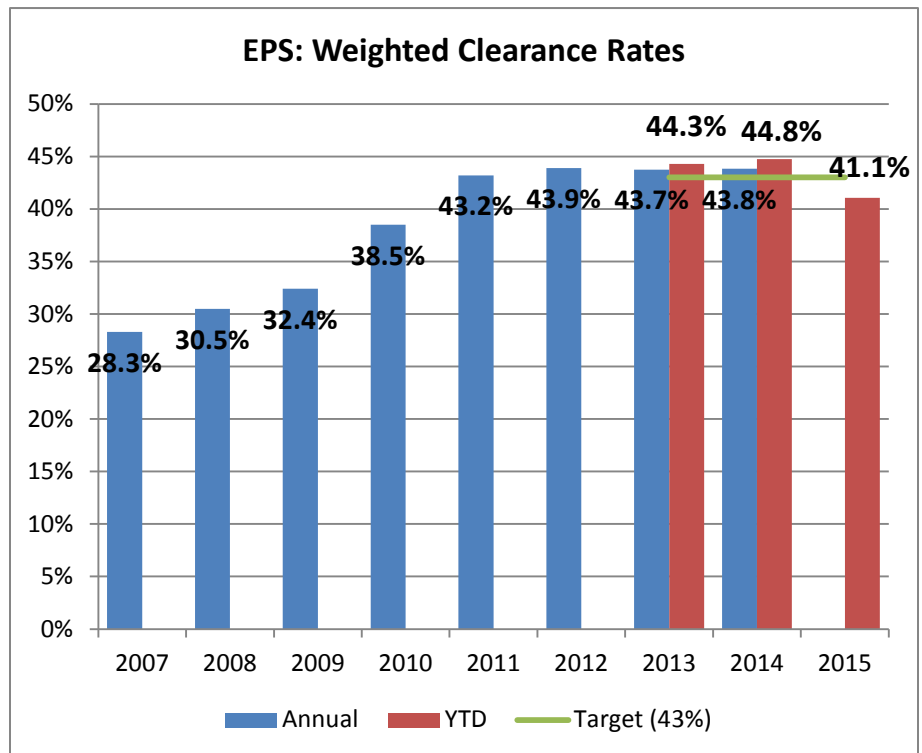
Note: statistics here are in-house calculations and do not directly match from what Statistics Canada publishes for Edmonton.

Current Results

In the first half of 2015, Edmonton’s Weighted Clearance Rate (WCR) for all crimes declined to 41.1, compared to 44.8% in the same period in 2014. Long-term, the WCR has steadily improved from 2007-2011, and has peaked at a relatively high level.

Municipal Comparison

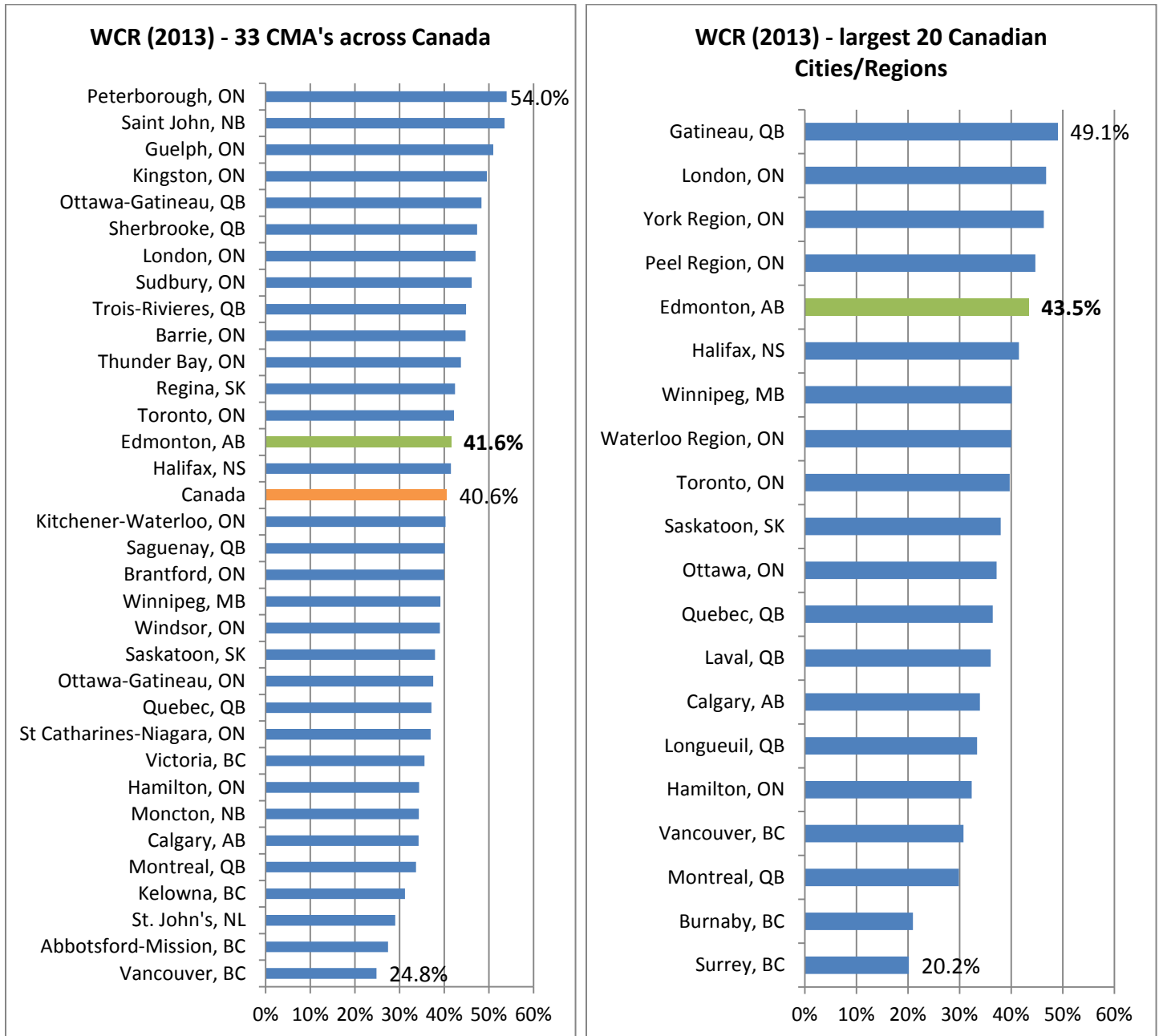
In 2013, compared to 33 other Canadian cities at the Census Metropolitan level (CMA), Edmonton had the 14th highest WCR at 41.6%. Peterborough, ON had the highest at 54% and Vancouver the lowest at





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



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

⁴ Source: Statistics Canada, table 252-0052

⁵ 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.

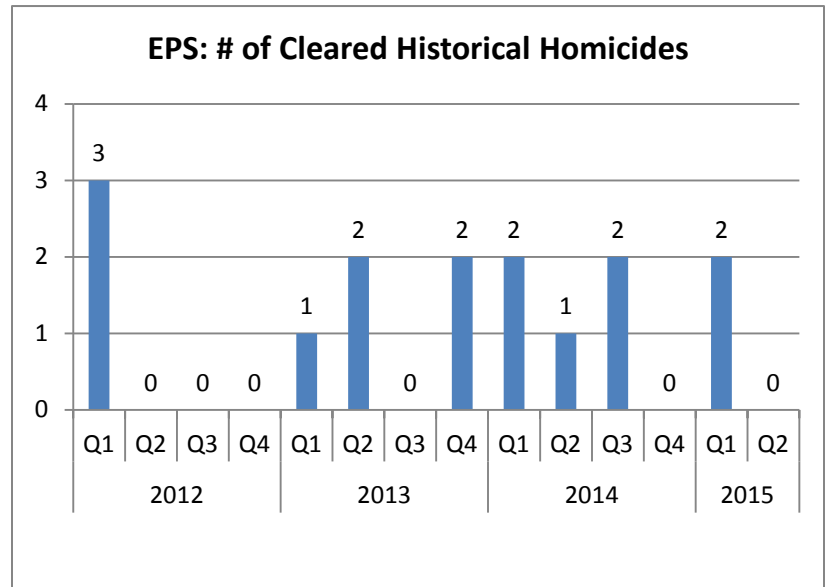
Year to Date Status:

Off-target
2 Cleared Cold Case Homicides
 (Year-end Target: 5)

Analysis:

There has not been any additional cleared cold case homicides completed in Q2 2015. There was one file sent to the Crown Prosecutor's Office for a legal opinion regarding a potential extradition, but a response is not anticipated to be received until August of 2015.

The Historical Homicide Section has commenced a comprehensive case review of two of the most dated files being held in the office to assess their viability to be advanced. It is intended that these Case Reviews will become a template for the remainder of the unsolved investigations being held by the section. The Case Reviews will provide a means to identify and prioritize the files that will be actively investigated by members of the Historical Homicide Section moving forward.





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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:

Off-target
Fully Reviewed Historical Missing Person Files Since 2013
35
(YTD Target: 54)

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 historical⁶ 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. However on January 2, 2015 a Constable position in MPU was vacated due to the member being promoted to another area. The vacant position was not back filled until May 5, 2015.

In Q2 2015, 1 historical file had been reviewed and concluded. 2 historical files were returned to MPU but with additional tasks remaining for follow up by MPU. In addition to the ongoing work on historical files by MPU staff, there remain six historical files assigned to divisions for investigation and task completion that have yet to be returned to MPU.

⁶ EPS Missing Persons Unit considers a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



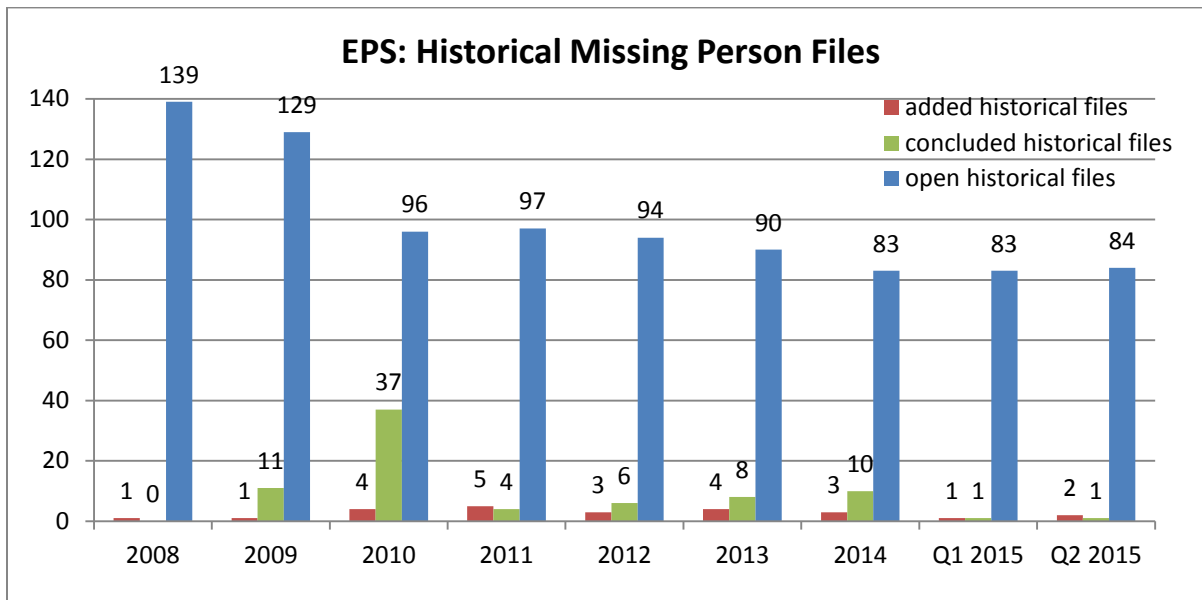
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Historical Missing Person Files

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 when new information points to them being last seen there

At the end of Q2, EPS historical missing person files are now 84. One historical file was concluded in Q2, arising from the 2005 missing persons case of Delores BROWER, where her remains were found in a rural area east of Leduc, with responsibility now being transferred to the RCMP Historical Homicide Unit K-Division. At the same time, two missing person files reached a point where they became historical.



In Q2 of 2015, the Missing Persons Unit reviewed and quality assured 1225 Computer-Aided Dispatch (CAD) calls related to missing persons; check on the welfare and Form 3 Warrants. This is a primary responsibility of MPU in addition to investigating files taken over from patrol or assigned directly to MPU, along with completing tasks associated to historical missing person files. This quarter saw an increase of 7.2% in calls from the previous quarter and an 8.9% increase in the quarter before that. The general increase in calls to EPS translated into more missing person calls having to be reviewed by MPU to ensure thorough investigations are completed in all EPS missing person files.

This resulted in 40 missing person files being transferred from patrol or being directly assigned to MPU for investigation and conclusion in Q2. Although this is slightly down from Q1 it is still well above the previous quarter (22 files). None of the 40 missing person files taken for investigation by MPU in Q2 will become historical since all were successfully concluded, with the exception of one file transferred to Homicide Section following the initial investigations by MPU.



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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

69.1% of events with patrol on-scene ≤ 7 min
(Target: 80%)

Off-target

Preventive Activities

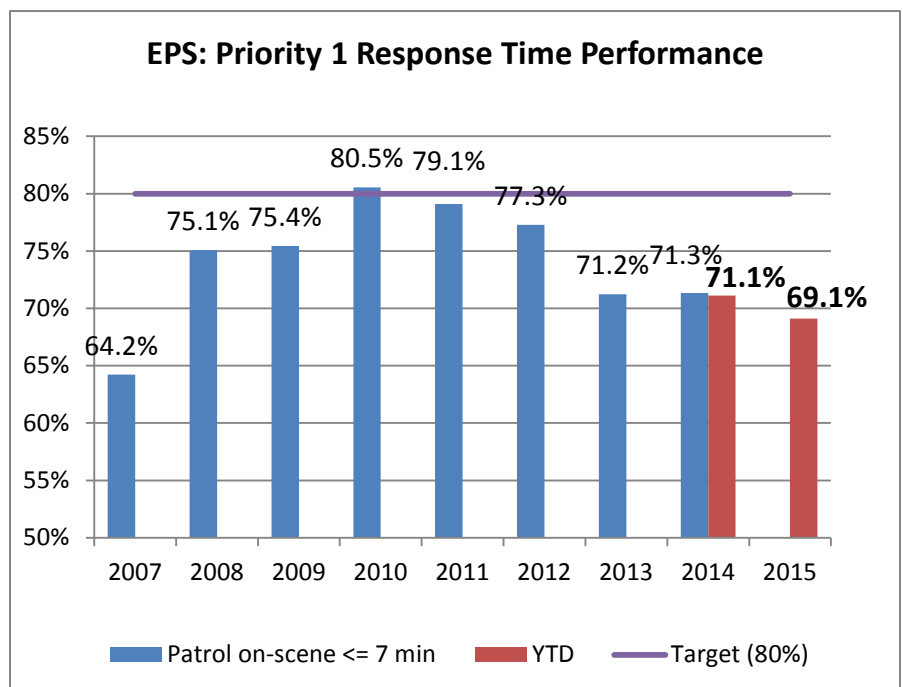
11.6% of patrol shift time spent as Preventive
(Target: 25%)

Analysis:

Priority 1 Response Time Performance

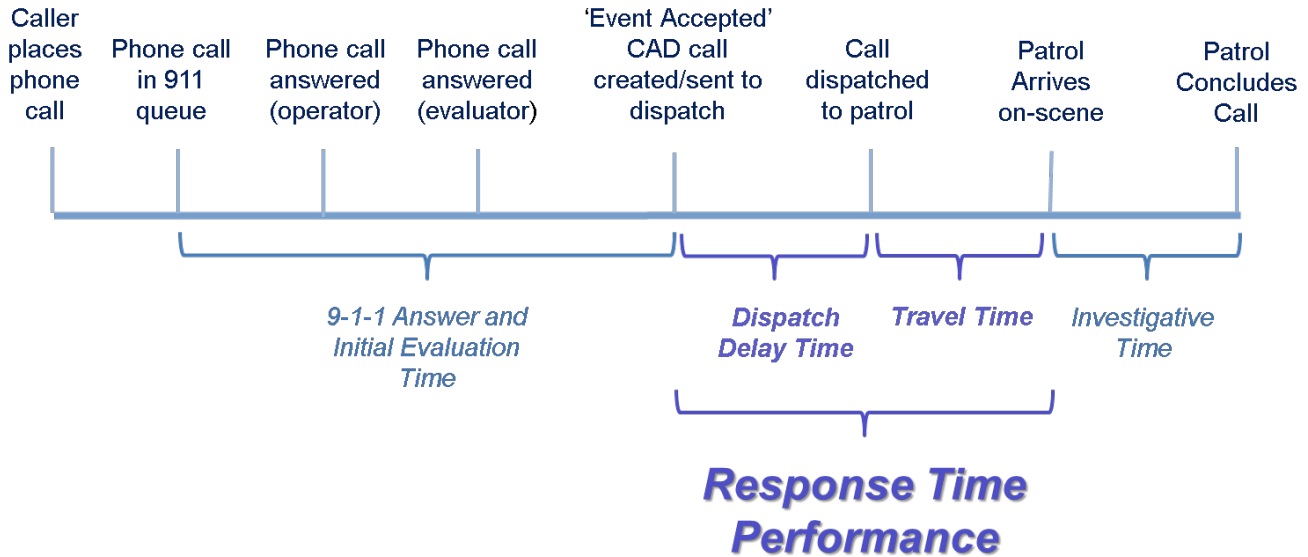
Priority 1 Response Time Performance has consistently been falling since Q4 2012. For the first half of 2015 (YTD), Priority 1 Response Time targets were met for only 69.1% of events.

Performance is measured for fixed locations only, which excludes “moving” calls (generally impaired driving calls). EPS’s priorities for public-generated calls range from 1-5, with 1 being the most serious as “In Progress Person At Risk”. 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.

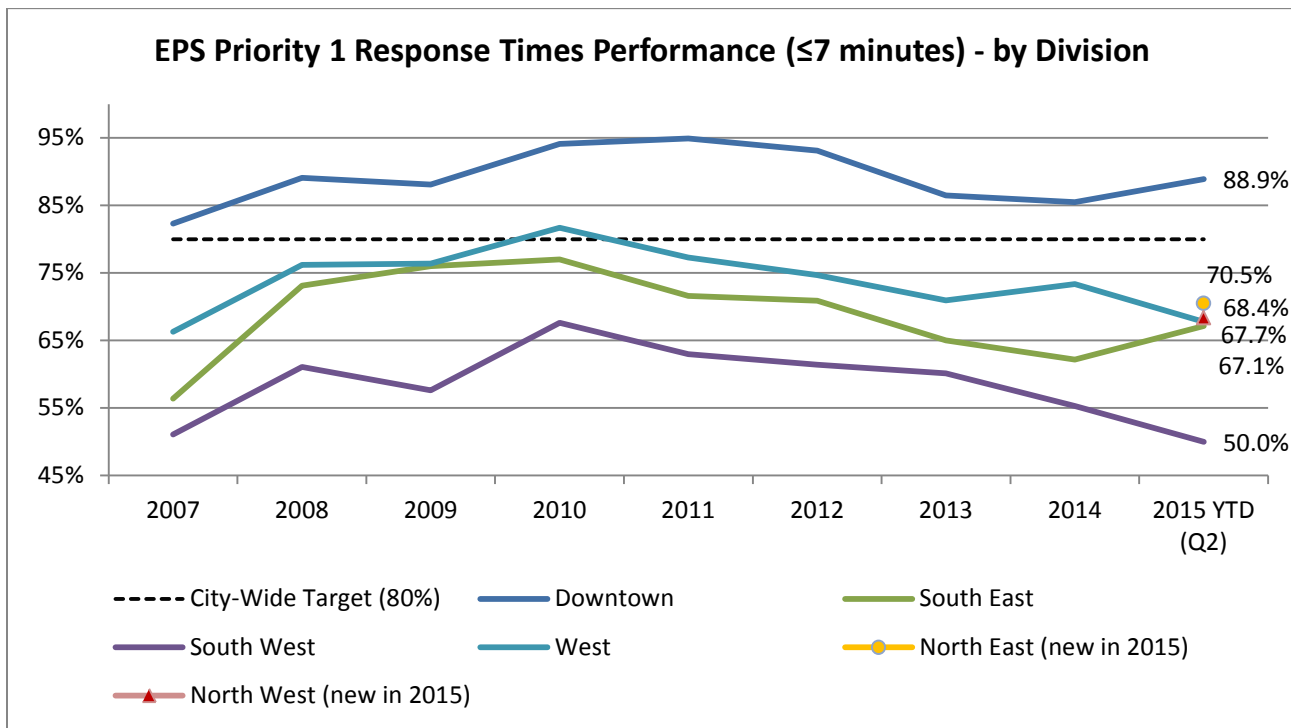




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Beginning in 2015, EPS went from a 5 to 6 divisional model which resulted in new boundaries for all divisions, with North West becoming the new 6th division. Responses have declined the most recently in South West (50.0%) and West division (67.7%). Responses have been improving modestly in the North East and Downtown divisions. Downtown is the only division to consistently meet its target, which benefits from a small geographic size and grid-based road design.





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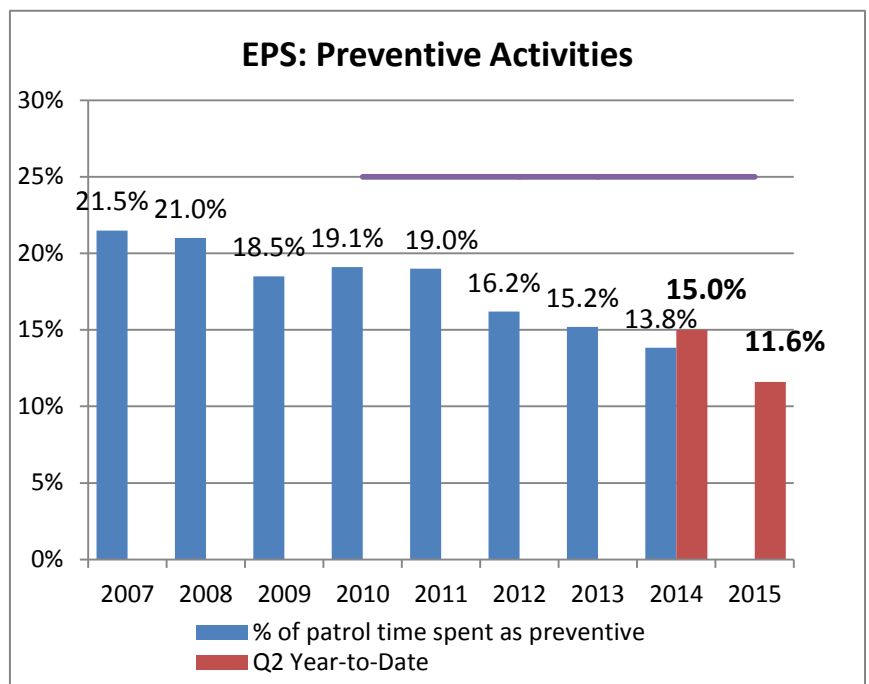
| P1 Response Time Performance by Division | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 YTD (Q2) | 2014 YTD (Q2) |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---------------|---------------|
| Downtown | 82.3% | 89.1% | 88.1% | 94.1% | 94.9% | 93.1% | 86.5% | 85.5% | 88.9% | 83.7% |
| South East | 56.4% | 73.1% | 76.0% | 77.0% | 71.6% | 70.9% | 65.0% | 62.1% | 67.1% | 63.2% |
| South West | 51.1% | 61.1% | 57.6% | 67.6% | 63.0% | 61.4% | 60.1% | 55.3% | 50.0% | 54.4% |
| West | 66.3% | 76.2% | 76.4% | 81.7% | 77.3% | 74.7% | 70.9% | 73.4% | 67.7% | 76.8% |
| North East (new) | | | | | | | | | 70.5% | |
| North West (new) | | | | | | | | | 68.4% | |
| Target (80%) | 80% | 80% | 80% | 80% | 80% | 80% | 80% | 80% | 80.0% | 80.0% |

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 have steadily reduced from a high of 21.5% in 2007 to **11.6% in 2015 YTD**. This is below the 15% achieved in the same period in 2014. The continued reduction in Preventive Patrol Time is entirely a consequence of patrol shift time increasingly being dominated by Calls-for-Service, which has increased from 46.9% in 2007 to 64.5% in 2015 YTD. Preventive Activities is most available in South East division (14.9%) and lowest in Downtown division (10.1%).



Combined Patrol Shift Time by Task - 2015 Q2 YTD

| Division | Preventive | CFS | Admin | Undefined |
|------------|--------------|-------|-------|-----------|
| Citywide | 11.6% | 64.5% | 14.3% | 9.6% |
| Downtown | 10.1% | 66.9% | 13.6% | 9.5% |
| North East | 10.8% | 68.8% | 10.9% | 9.6% |
| North West | 10.5% | 64.4% | 16.4% | 8.8% |
| South East | 14.9% | 59.0% | 16.6% | 9.5% |
| South West | 12.0% | 62.2% | 15.2% | 10.7% |
| West | 10.3% | 67.3% | 12.9% | 9.7% |

INITIATIVE 13



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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:

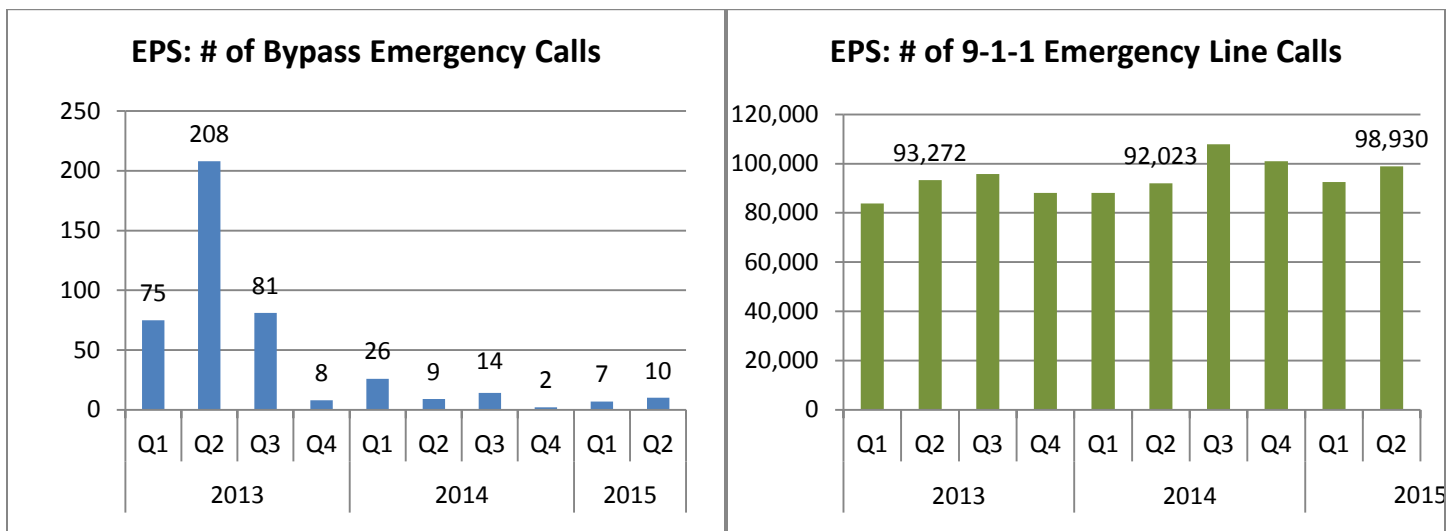
Bypass Calls – the number of 9-1-1 emergency calls that bypass the 9-1-1 PSAP and enter the non-emergency police call center. Bypass calls occur when the call has taken 42 or more seconds to answer, or when there are more than 5 additional calls waiting to be answered. **Target:** Maintain or achieve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

Year to Date Status:

On-target
17 Bypass Emergency Calls
(51.4% below 2014)

Analysis:

Year-to-date, Police Communications Branch 911 Operators answered 191,500, '911 Emergency Line' calls compared to 180,193 in the same period last year (a 6.3% increase). Despite this increase in 911 calls volume, the number of '911 Bypass' calls decreased by 51.4% compared to the same period last year.



This significant and continuing reduction in 911 bypass calls is 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.

INITIATIVE 14



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Non-Emergency Call Management

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.

Performance Measures / Targets:

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.

Year to Date Status:

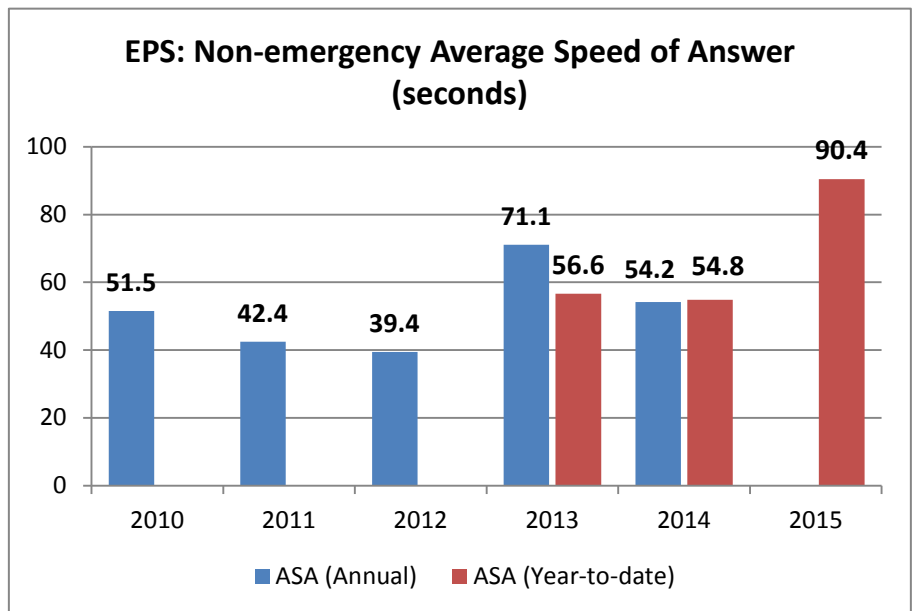
Off-target
90.4 seconds
(66.8% above 2014)

Analysis:

Average Speed of Answer (ASA)

For the first half of 2015, the Average Speed of Answer (ASA) for non-emergency calls was 90.4 seconds, or 66.8% higher than the in the same period last year.⁷

This current result is inconsistent with the significant reduction in ASA recorded in late 2014 following the implementation of an automated Interactive Voice Response (IVR) system (June 26, 2014). Post-IVR implementation, 2014 Q3 ASA decreased by 44.1% compared to 2013 Q3, and the 2014 Q4 ASA decreased by 27.5% compared to 2013 Q4.



⁷ Note: the method for calculating the ASA for non-emergency calls was revised this quarter. The change is minor with 2010-2014 annual figures changed by less than 0.5 ± seconds.



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Our previous Q1 report indicated that the high ASA may have been an anomaly, however, a near doubling in the ASA in Q2 of 2015 versus 2014 is concerning, especially given decreases in ‘Calls Answered’ and ‘Abandoned Calls’.

Attempts to identify a root cause for the increased ASA has resulted in no one particular cause being identified, but instead Police Communication Branch (PCB) staff have discussed and identified a mix of variables and less obvious factors which when combined would have a negative impact on ASA. These discussions are resulting in efforts to:

- ensure minimum staffing levels are being met,
- increase focus on staffing to workload by adding additional ECO staffing during peak call periods,
- increase supervisor and staff accountability for work performance,
- reduce complaint call evaluation duration where possible,
- ensure ECO breaks are more closely monitored and managed,
- increase supervision of call taker activity to identifying ECOs in need of coaching / mentoring,
- maximizing call taker efficiency through business process and policy changes,
- ensure PCB operations staff awareness of this APP initiative and 2015 ASA goal, and
- conduct a comprehensive review of current ECO shift schedules, etc.

In the first few weeks of Q3, the effects of the above noted measures are having a noticeable effect on decreasing the ASA. PCB will continue to closely monitor ASA levels and make adjustments necessary toward achieving the 2015 ASA target.

| EPS Non-Emergency Calls | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 YTD | 2014 YTD |
|-------------------------|---------|---------|---------|---------|----------|----------|----------|
| Total Calls Placed | 480,109 | 485,955 | 494,806 | 537,268 | 540,784* | 255,249 | 257,837 |
| IVR Concluded Calls | | | | | 124,138 | 77,491 | n/a |
| ECO Answered Calls | 417,018 | 432,660 | 440,324 | 452,288 | 416,678 | 186,496 | 224,106 |
| Abandoned Calls | 63,156 | 53,283 | 54,466 | 84,980 | 45,130 | 18,608 | 33,731 |

*The 2014 ‘Total Calls Placed’ indicated in the previous Q1 report of 585,946 was incorrect and has been revised here.

Other Non-Emergency Statistics

‘Abandoned Calls’ have continued to decrease substantially post-IVR, with a 44.8% reduction this year compared to the same period last year. This continuing improvement in this aspect of customer service is largely attributable to IVR now triaging calls, allowing callers to listen to automated information messaging and/or transfer their call without ECO intervention. Total ‘Calls Placed’ to the Police Non-Emergency Line is also down 1% compared to the same period last year.



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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.

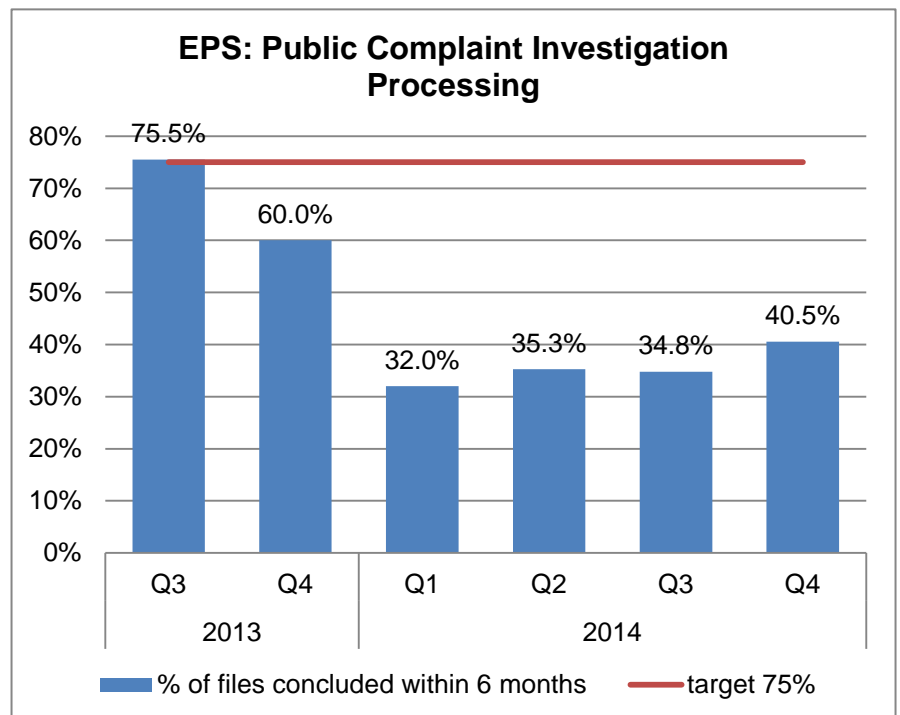
Year to Date Status:

Off-target
Public Complaint Investigation Processing
40.5% of 2014 Q4 files concluded in ≤ 6 months
(Target: 75%)

Analysis:

For the latest available quarter, Public Complaint Investigation Processing was 40.5%, below the target of 75%.

The graph here for our performance measure was created July 16, 2015. The status of all public complaints (external complaints) received during the fourth quarter of 2014 – that is, all files that would have reached an age of 6 months during the second quarter of 2015 – are displayed in the table below. 10 of the 37 files have been listed as completed within 6 months (27%) and an additional 5 files (listed as 4 suspended and one forwarded) went to the stage of executive review, investigative review, or with a legal advisor to obtain a legal opinion within 6 months of their received date (i.e. the investigation of the complaint is complete). Based on this information, 40.5% of the investigations received in Q4 of 2014 are either concluded within 6 months or the investigation of the complaint is complete within 6 months and awaiting disposition.





2015 Annual Policing Plan – Q2

| File Status | Number of Files |
|---|-----------------|
| Active | 21 |
| Completed | 10 |
| <i>Resolved through Supervisor Intervention</i> | 4 |
| <i>Dismissed/Withdrawn</i> | 3 |
| <i>No Reasonable Prospect</i> | 2 |
| <i>Resolved through ADR</i> | 1 |
| Forwarded | 2 |
| <i>With Outside Investigator</i> | 1 |
| <i>Obtaining Legal Opinion</i> | 1 |
| Suspended | 4 |
| <i>Executive Review</i> | 2 |
| <i>Investigative Review</i> | 2 |
| Grand Total | 37 |