



Annual Policing Plan

Public Initiatives

2014 Q4 Report

Edmonton Police Service
Edmonton Police Commission Copy

EPS Annual Policing Plan Dashboard - 2014 Year-End

Reduced Crime & Victimization

1. Violence Reduction Strategy: Violent Crime

of 4 Violent Crime Indicators

8,311

Target: ≤ 7,962 (2% reduction from 2013)

2. Violence Reduction Strategy: Social Disorder

of social disorder incidents

18,561

Target: ≤ 18,055 (2% reduction from 2013)

3.1 Domestic Violence Intervention: Offender Checks

of domestic offender management checks

314

Target: ≥ 261 (5% increase from 2013)

3.2 Domestic Violence Intervention: Victim Checks

of domestic victim support contacts

965

Target: ≥ 957 (2% increase from 2013)

4. Senior Protection Strategy

On-target
Q4 Target: Produce Year-end report on Senior Abuse

5. Property Crime

of 4 Property Crime Indicators

16,633

Target: ≤ 15,030 (4% reduction from 2013)

6. Traffic Safety

of traffic corridor/intersection collisions

393

Target: ≤ 382 (2% reduction from 2013)

7.1 Gang & Drug Enforcement

of high-level criminal network disruptions

8

Target: ≥ 13 (25% increase from 2013)

7.2 Gang & Drug Enforcement

of medium-level criminal network disruptions

26

Target: ≥ 26 (25% increase from 2013)

7.3 Gang & Drug Enforcement

of low-level criminal network disruptions

4

Q4 Target: ≥ 7 (0% change from 2013)

Investigative Excellence

8. Clearance Rates

% of criminal incidents cleared (weighted)

40.6%

Target: ≥ 43%

9. Historical Homicides

of cleared historical homicides

5

Target: ≥ 6 (25% increase from 2013)

10. Missing Persons

of fully reviewed historical missing person files

33

Target: 36 of the 72 files identified in 2013

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Increased Efficiency & Effectiveness

11.1 GDM: Priority 1 Response Time

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

71.3%

Target: ≥ 80%

11.2 GDM: Directed Patrol Time

% of patrol time spent as directed

13.8%

Target: ≥ 25%

12. 9-1-1 Emergency Call Management

of bypass emergency calls

51

Target: ≤ 186 (50% reduction from 2013)

Commitment to Professionalism

13. Public Complaints

% of public complaint investigations concluded ≤ 6 months

63.3%

Target: ≥ 75%



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INITIATIVE 1

Violence Reduction Strategy: Violent Crime

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

Initiative Context:

EPS will demonstrate through directed and self-initiated policing services, and from the Violence Reduction Strategy, that violent crime is a focus for reduction.

reduction from 2013. Violent crime counts victims of Assault, Homicides, Robbery, and Sexual Assault. Based on the most serious violation attached to each victim record. Where no victim is recorded, the count is based on the most serious UCR violation for the incident. Source: CSR-12 8 Crime Indicators Report, Ran Jan 20, 2015.

Performance Measures / Targets:

Violent Crime Incidents – total number of violent crime victimizations reported. **Target:** 2 percent

Additional Reporting:

Divisional level Violent Crime statistics.

Year to Date Status:

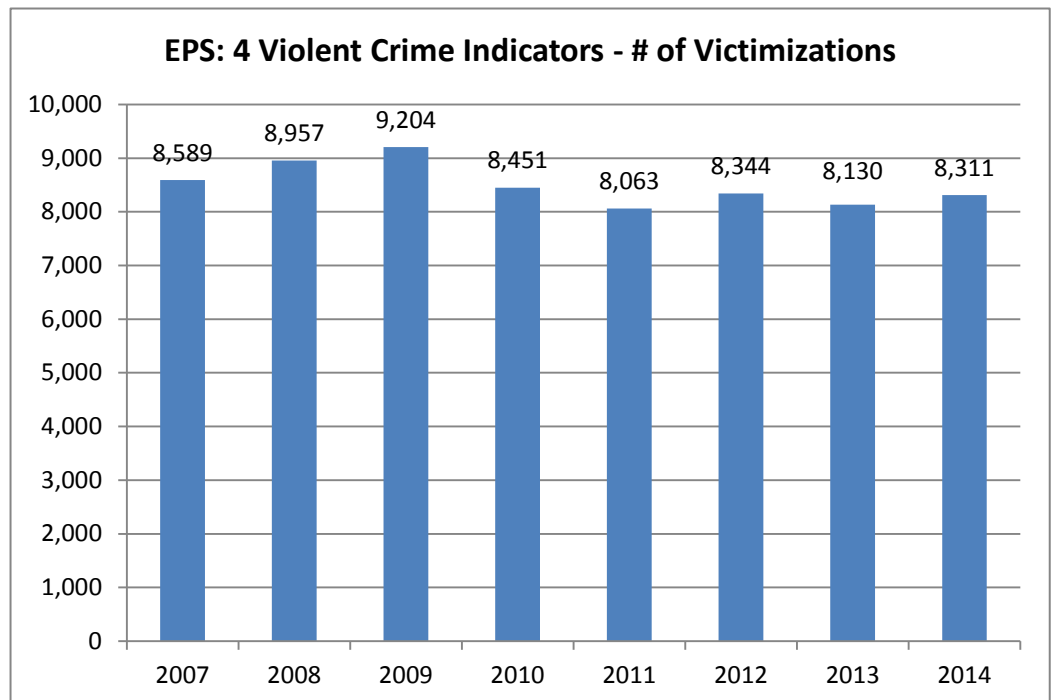
On-target
4 Violent Crime Indicators
8,311 victimizations
(2.2% above 2013)

Analysis:

In 2014, total number of victimizations as part of the 4 violent crime indicators was 8,311, or 2.2% above the 8,130 victimizations in 2013.

The overall trend for the 4 violent crime indicators is by and large driven by what happens in assaults, since this category represents about 75% of the total. Compared to 2013, Victimization of **Assault** are up 2.6%, **Homicides** up 17.2%, **Robberies** up 1.4%, and **Sexual Assaults** up 0.1%.

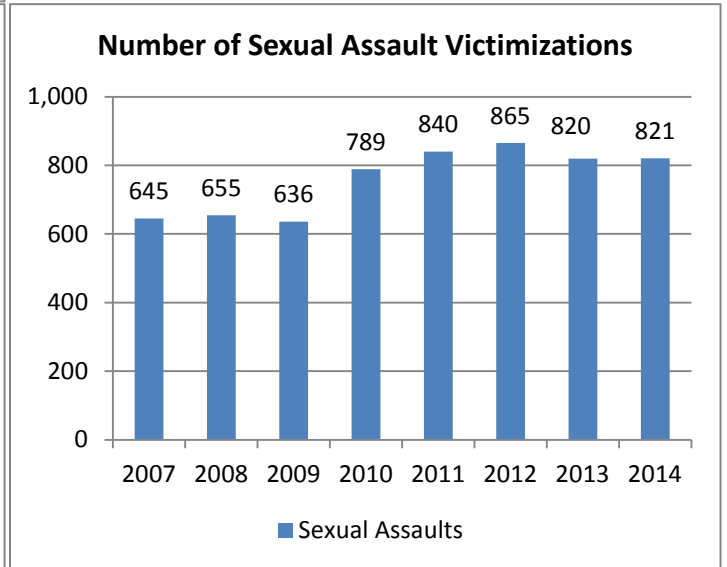
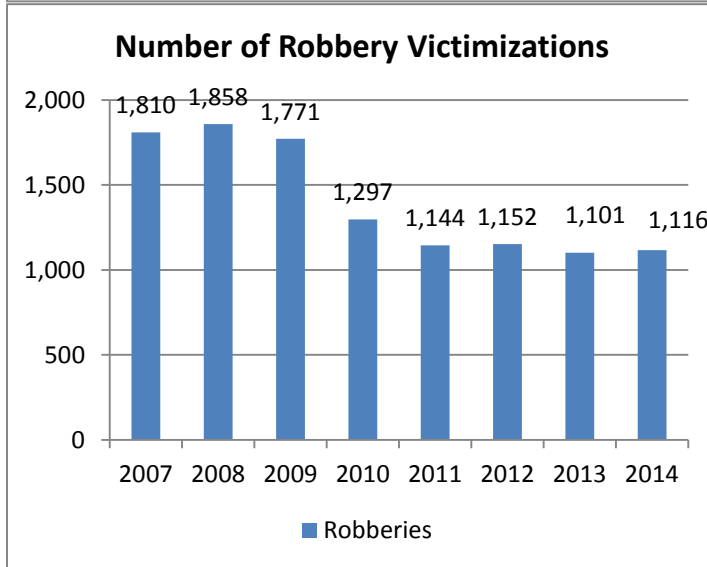
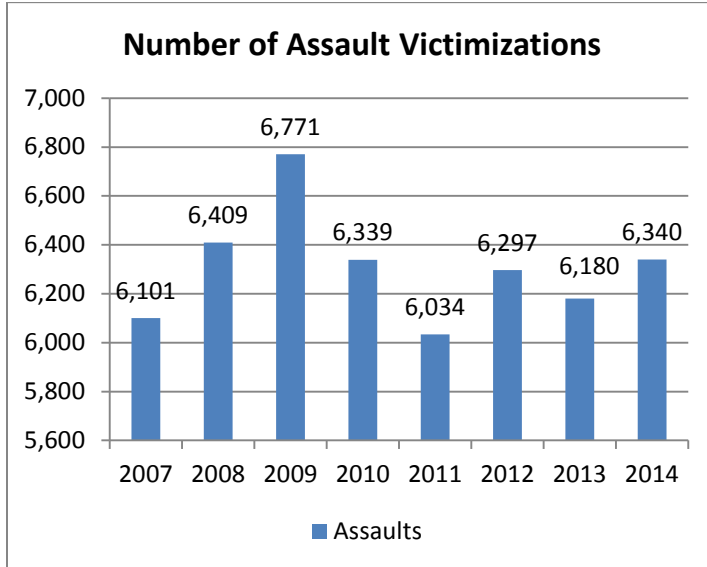
Over the long-term, the 4 violent crime indicators have fallen slightly from 8,589 victimizations in 2007 to





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8,311 in 2014, a **3.2% reduction**. The reduction has been entirely due to less victimizations of robbery, which decreased 38.8% over the same period. Victimization of Sexual Assault were trending upward from 2010-2012, but have since peaked and experienced minor reductions since then.



4 Violent Crime Indicators* - City-wide			
Crime Types	2013	2014	% Change
Assault	6 180	6340	2.6%
Homicide	29	34	17.2%
Robbery	1101	1116	1.4%
Sexual Assaults	820	821	0.1%

* Number of Victimization, based on the most serious UCR violation for the victim record.

At the divisional level, the 4 violent crime indicators have increased in Downtown and North West Divisions, with reductions in all other divisions. It's important to note that these new divisional statistics are not



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comparable to previously reported statistics since the implementation of the new 6th division has changed the divisional boundaries.

4 Violent Crime Indicators	Downtown	North East	North West	South East	South West	West
2013	1 604	1 587	1 322	1 105	998	1 230
2014	1 866	1 395	1 507	1 089	933	1 210
% change	16.3%	-12.1%	14.0%	-1.4%	-6.5%	-1.6%



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INITIATIVE 2

Violence Reduction Strategy: Social Disorder

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

Initiative Context:

EPS will demonstrate through directed and self-initiated policing services, and from the Violence Reduction Strategy, that social disorder is a focus for reduction. Social disorder is a contributor to violent crime.

percent reduction from 2013. Social disorder incidents are composed of 17 specific disorder-type events, such as mischief, public disturbances, prostitution, and mental health act complaints.

Source: R14-004 Historical Social Disorder, Ran Jan 23, 2015

Additional Reporting:

Performance Measures / Targets:

Divisional level Social Disorder statistics.

Social Disorder Incidents – the total number of social disorder incidents reported. **Target: 2**

Year to Date Status:

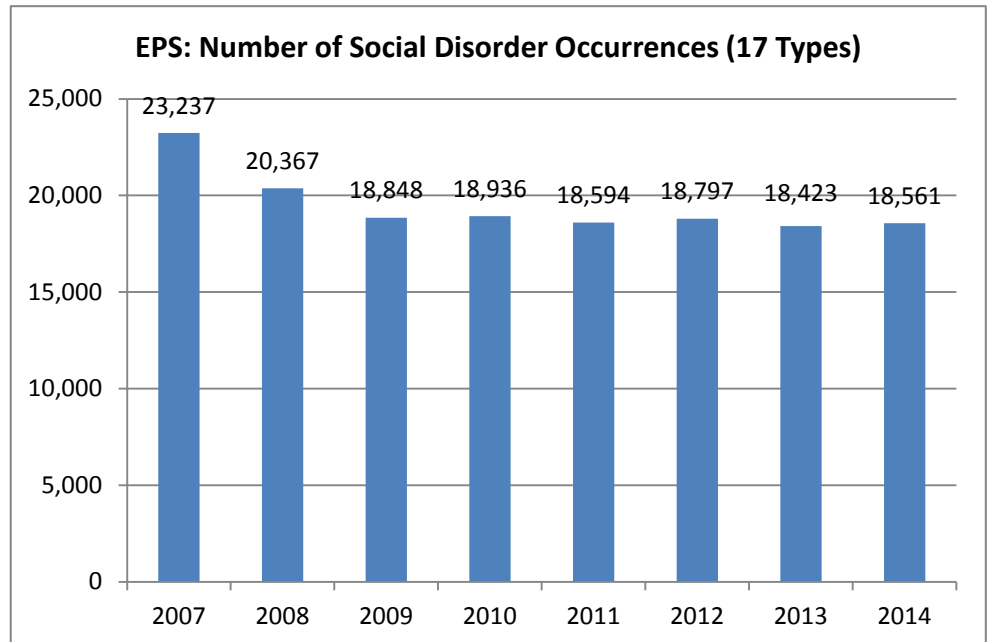
Off-target
Social Disorder Incidents
18,561 occurrences
(0.7% above 2013)

Analysis:

In 2014, the total number of social disorder occurrences was 18,561, or 0.7% above 2013 levels.

Over the long-term, social disorder occurrences have fallen moderately from a high of 23,237 in 2007 to 18,423 in 2013, a 20.1% reduction. However, this reduction occurred from the 2007-2009 period, and has since stayed relatively constant, albeit in the context of a growing population.

Year-over-year, occurrences of social disorder have fallen by 5.2% at the North East division, and increased in all other divisions. It's important to note that these new divisional statistics are not comparable to previously reported statistics since the implementation of the new 6th division has changed the divisional boundaries.

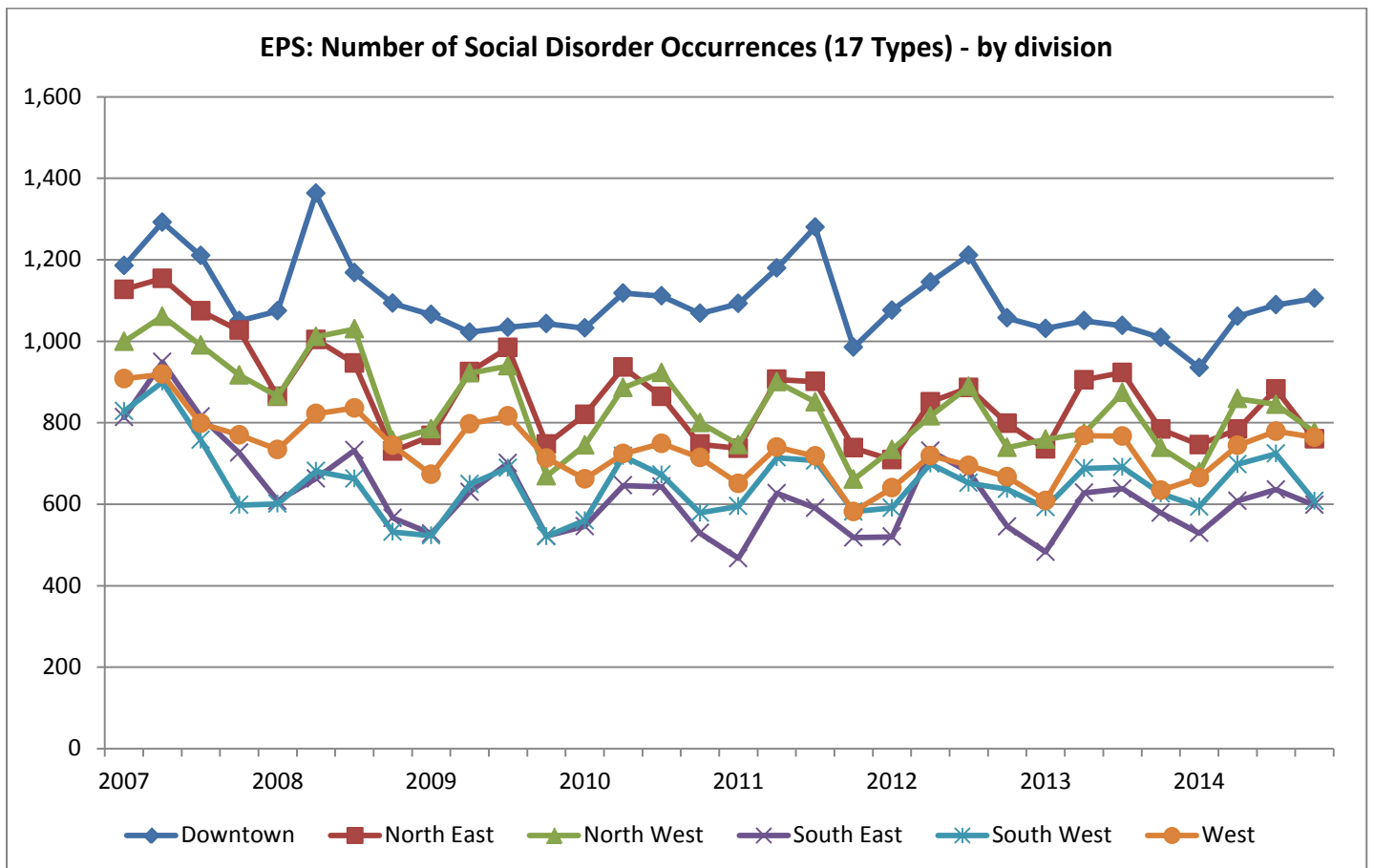




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# of Social Disorder Occurrences (17 types)	Downtown	North East	North West	South East	South West	West
2013	4 128	3 347	3 146	2 328	2 597	2 778
2014	4 190	3 172	3 160	2 371	2 624	2 952
% change	1.5%	-5.2%	0.4%	1.8%	1.0%	6.3%

Historically, social disorder occurrences are most concentrated in the Downtown division, with South East and South West with generally the lowest levels. As shown in the graph below, seasonality is significant, with social disorder higher in Q2 and Q3 (spring/summer) and lower in Q1 and Q4 (winter).





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INITIATIVE 3

Domestic Violence Intervention

Initiative Owner – Investigative Support Branch, Community Policing Bureau

Initiative Context:

In 2012, there were roughly 7,750 events 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:

Offender Management/Oversight – The EPS will conduct random/unscheduled visits to ensure that the domestic violence offender is complying with court ordered conditions. These visits are referred to as offender management checks. **Target:** 5

percent increase of completed offender checks from 2013. “Completed” refers to confirmed compliance with the court ordered conditions or confirmed breach/violation of the conditions.

Victim/Intervention Support – An intervention is defined as a direct and overt attempt by the EPS to provide victims of domestic violence with safety planning, support mechanisms and professional referrals to reduce re-victimization. Interventions are captured by the number of times where actual contact is made with a victim. **Target:** 2 percent increase in interventions from 2013.

Year to Date Status:

On-target

Offender Management/Oversight
314 completed offender management checks (DOCS and DVIT only)
(20.7% above 2013)

On-target

Victim/Intervention Support
965 contacts with domestic victims
(2.9% above 2013)

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 five 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 five Patrol Divisions to be assigned as a proactive task to a Patrol officer.

The target for 2014 was a 5 percent increase in *completed* offender management checks over 2013, *city wide*. The actual numbers of *completed* checks in DOCS and in DVIT in both 2013 and in 2014 are known values, and available to us for comparison.



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In contrast, only the number of offender management checks attempted in the divisions was tracked in 2013, and not the number of completed checks. Thus, a year over year comparison of completed offender management checks is restricted to DOCS and DVIT. Information on completed offender management checks in the divisions has been collected in 2014 and will be available for comparison in consecutive years.

Attempted vs Completed Offender Management Checks, Q4 2014 YTD vs Q4 2013 YTD:

DOCS: By the end of Q4 2014, DOCS attempted 139 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 Q4 2013, DOCS attempted 76 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 2014, the *increase* in the number itself, from 76 to 139 year over year, is indicative of the fact that even though overall domestic violence occurrences citywide may be down 2.4% (7,745 by the end of 2014 vs 7,935 by the end of 2013), the number of serious domestic violence occurrences that met the specific DOCS mandate by the end of Q4 2014 has in fact risen. Add to this the fact that the increase in resourcing to DOCS by two additional detective investigators has allowed for files that might previously have dropped down into DVIT, to remain instead in DOCS.

DVIT: By the end of Q4 2014, DVIT had attempted 175 Offender Management Checks, 147 of which were *completed* either by *no breach identified*, or by a *confirmed breach/violation* of the conditions, for a completion rate of 84%. 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 Q4 2013, DVIT had attempted 173 Offender Management Checks, of which 146 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.

By the end of 2014, DVIT has attempted nearly the same number of checks as compared to 2013 (175 vs 173), whereas at the end of Q2 2014, the number of attempted checks YTD by DVIT was down 21% over the same time period in 2013. This shows the tremendous workload handled by DVIT in the second half of 2014.

Patrol Divisions: By the end of Q4 2014, a total of 462 Offender Management Checks had been *attempted* in the five Patrol Divisions. Of these 462 attempted checks, 375 were *completed*, either by *no breach identified*, or by a *confirmed breach/violation* of the conditions for a completion rate of 81%. (This percentage cannot be compared to previous years, but will act as a baseline for the future.) Checks attempted, but not completed, represent those instances where the patrol member was unable to make contact with the complainant.

2) Victim/Intervention Support:

Interventions with domestic violence victims are done by DOCS, DVIT, and in the five Divisions, and are assigned according to the same criteria as the offender management protocols noted above. By year-end 2014, there has been a small increase in the ratio of *completed* vs. attempted interventions. Specifically, of the 1,238 interventions attempted in 2014, 965 or 77.9% of them were completed. In comparison, of the 1,239 interventions attempted in 2013, 938 or 75.7% of them were completed.



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In order to capture accurate data for the number of victim-based interventions conducted in 2013 and 2014, three categories are used to track the number of interventions. These categories are used by each VST in all five 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.
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 Year-End Interventions 2013-2014

Interventions	DOCS	DVIT	VST	Total
2014 Q4 YTD				
# Files Attempted	189	210	839	1,238
Attempt made but unable to contact		30	243	
Successful contact made		161	532	
Contact/ victim declined		19	64	
Completed Interventions Q4 (success + decline)	189 (100%)	180 (85.7%)	596 (71%)	965 (77.9%)
2013 Q4 YTD				
# Files Attempted	127	202	910	1,239
Attempt made but unable to contact		31	270	
Successful contact made		148	571	
Contact/ victim declined		23	69	
Completed Interventions Q4 (success + decline)	127 (100%)	171 (84.7%)	640 (70.9%)	938 (75.7%)

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.

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



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being said, we see that Patrol members are completing **81%** of their offender management checks they attempt and **71%** of their attempted victim intervention and support follow-ups.



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INITIATIVE 4

Senior Protection Strategy

Initiative Owner – Investigative Support Bureau

Initiative Context:

The Seniors Protection Unit provides a multidisciplinary and coordinated community response to elder abuse. This coordinated response is accomplished through collaboration with our strategic partners: City of Edmonton, Catholic Social Services, Victorian Order of Nurses and Covenant Health Community Geriatric Psychiatry. Seniors Protection Unit provides direct investigative and intervention services for serious criminal offences perpetrated against senior citizens.

The Seniors Protection Unit will improve our identification and investigation of physical, sexual and financial elder abuse, which will reduce the severity and frequency of violence for elderly individuals.

Performance Measures / Targets:

In 2014, the EPS Seniors Protection Unit will establish an accurate assessment (i.e., benchmark) of the state of senior abuse occurring within the

Year to Date Status:

On-target

Analysis:

This initiative was contingent on increased staffing to incorporate two detectives for Seniors Protection Detail. One seniors protection detective was brought in immediately (January) with the task of establishing the mandate of the investigative unit inclusive of roles and responsibilities at the detective level. The framework for this mandate has been created in the form of a draft policy document.

A second detective was identified and began with the Unit on August 18th. The detectives have an investigative caseload and have begun actively investigating high level seniors' abuse files. As of December 31st, 2014 the Senior Protection Investigators have conducted or are continuing to conduct 35 investigations. The outcome of some of these investigations has led to charges in four files.

As a result of the work done in 2014 it has been established that the minimum case load assigned to the detectives should be at least 35 files per year. The expectation in 2015 that of those 35 files at least 26 will be



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completed. The average time to conclude files does vary significant depending on the complexity of the file. Some files were completed within two months, some complex financial files required 6 months.

By the end of Q4 year-to-date (YTD), 771 files were assessed and of those 210 files were identified containing a victim of abuse over the age of 65. This is only 7 more assigned files than were assigned at the end of Q3. This is due to the lack of Intake and Assessments resources that identify files for further review. The lack of dedicated Senior Abuse Intake and Assessment staff has been identified as the biggest challenge to the program.

The files that were triaged were assigned, on a priority basis, to either the Seniors Protection Detail detectives for criminal investigation or to SPP (Seniors Protection Partnership) for intervention follow up. The remaining files in the queue are available for future selection based on changes in the priority status.

Due to restrictions in data collection, we can only currently report on the seniors abuse numbers documented by the *Edmonton Police Service*. We have had meetings with the Office of the Public Trustee and are building a partnership with them. We will continue to explore a collaborative effort of accurate data collection between the EPS and all relevant strategic partners, to ensure that comprehensive statistics of reported incidents of criminal senior abuse are collected for the entire city of Edmonton, irrespective of whether they are reported to a partner agency only or directly to the Edmonton Police Service.



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INITIATIVE 5

Property Crime

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

Initiative Context:

EPS will demonstrate through responsive and directed policing services that property crime, in particular motor vehicle thefts, is targeted for enforcement.

Performance Measures / Targets:

Property Crime Incidents – the number of property crime incidents reported. **Target:** 4 percent reduction from 2013. Property crime incidents include Break & Enter; Theft from Vehicle; Theft of Vehicle; Theft over \$5,000.

Source: R14-004 Property Crime Indicators, Jan 22, 2015

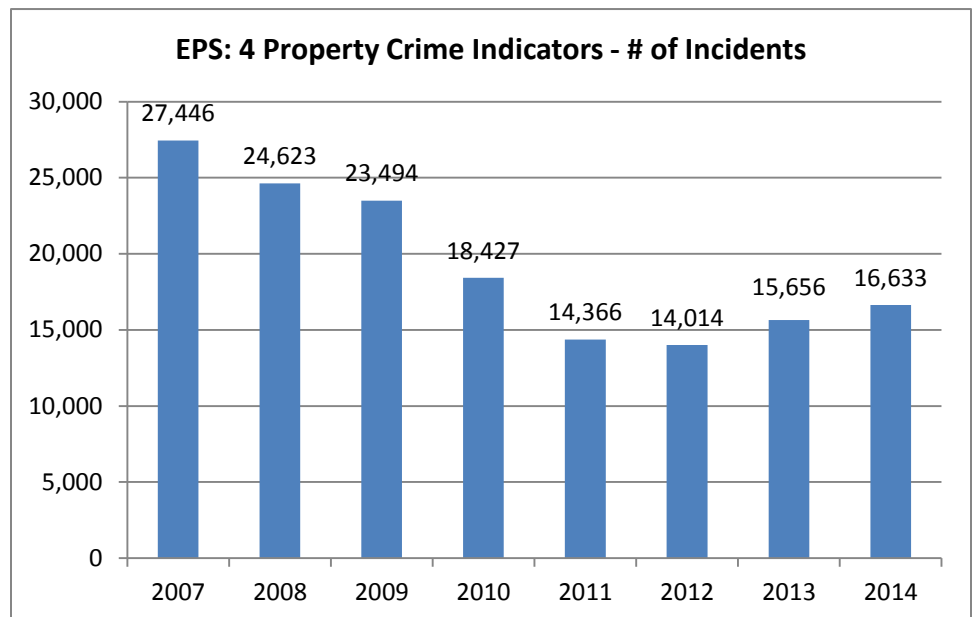
Year to Date Status:

On-target
4 Property Crime Indicators
16,633 incidents
(6.2% above 2013)

Analysis:

In 2014, the total number of incidents from 4 property crime indicators was 12,371, which was 977 more incidents than in 2013 (a 6.2% increase). This increase comes after an 11.7% increase during 2012-2013. Nonetheless, over the long-term, the 4 property crime indicators have still fallen substantially from a high of 27,446 incidents in 2007 to 16,633 in 2014, a 39.4% reduction.

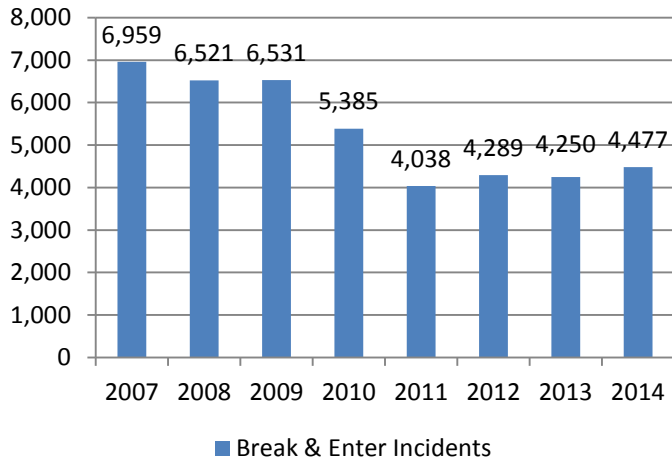
Year-over-year, all categories composing the 4 property crime indicators increased, with Theft of Vehicles up 1.0%, Break & Enters up 5.3%, Theft from Vehicles up 9.3% and Theft over \$5,000 up 11.6%. Property crime has been increasing throughout most of the city, with the exception of North East and North West division. Downtown division is most notable, experiencing a massive 34.9% increase.



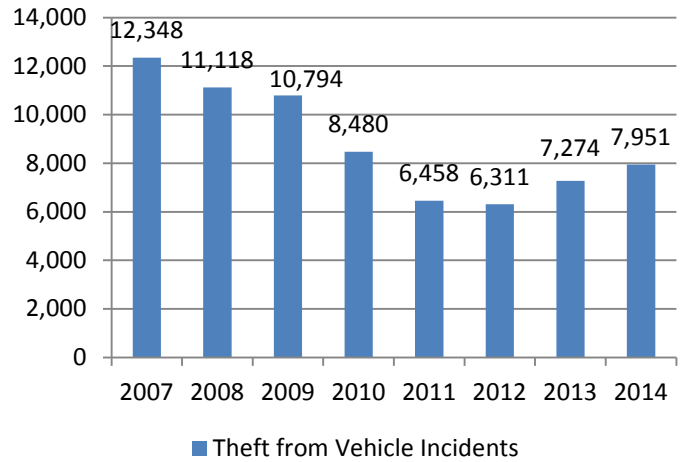


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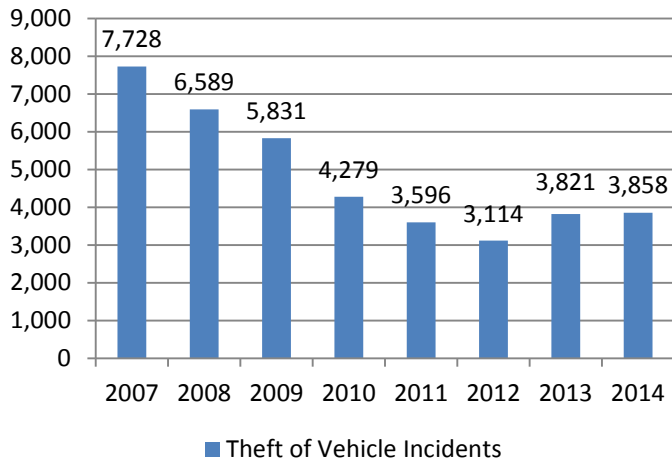
EPS: # of Break & Enter Incidents



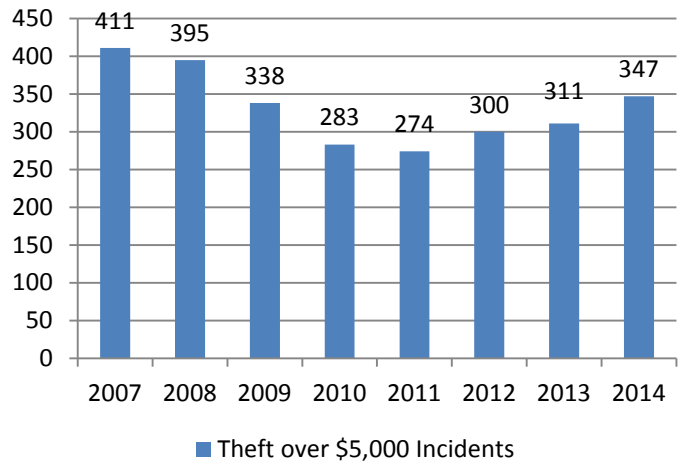
EPS: # of Theft From Vehicle Incidents



EPS: # of Theft of Vehicle Incidents



EPS: # of Theft over \$5,000 incidents



4 Property Crime Indicators	Downtown	North East	North West	South East	South West	West
2013	1 423	2 886	3 087	2 808	2 680	2 632
2014	1 919	2 876	2 868	2 985	2 887	2 891
% change	34.9%	-0.3%	-7.1%	6.3%	7.7%	9.8%



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INITIATIVE 6

Traffic Safety

Initiative Owner –Investigative Support Bureau, Community Policing Bureau

Initiative Context:

Edmontonians, through citizen satisfaction surveys, have identified traffic/road user safety as a priority public safety concern. Road users are pedestrians, cyclists and motorists. Road user safety is most vulnerable in high risk collision zones (i.e., corridors and intersections).

Additional Reporting:

2013/2014 metrics provided by the Office of Traffic Safety (OTS), will be used to identify high risk collision zones (i.e., corridors and intersections). Metrics relating to the root causes for collisions will be used for data driven, targeted and manned enforcement by the EPS, in identified high risk collision zones. Historically, statistical analysis has identified root causes as, but not limited to: excessive speed, distracted driving, impaired driving, left turn across path, failing to stop for a pedestrian, etc.

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 percent decrease from 2013.

Year to Date Status:

Off-target

393 Traffic Corridor/Intersection Collisions (Jan-Nov)
390 in 2013 (Jan-Nov)
(0.8% above 2013 (Jan-Nov))

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 Q4, there were 11 high collision locations in DDACTS target areas. These locations change each quarter, according to collision rates. OTS collision data is available to the end of November 2014, enabling only a two-month comparison for Q4.

OTS High Collision Locations - DDACTS Program 2014

Quarter	Months	Locations in Target Areas	Collisions 2013	Collisions 2014	Change (#)	Change (%)
Q1	Jan – Mar	17	139	169	30	21.6%
Q2	Apr – Jun	10	62	73	11	17.7%
Q3	Jul – Sep	10	114	80	-34	-29.8%
Q4 (partial)	Oct – Nov	11	75	71	-4	-5.3%
Total, 2014		48	390	393	3	0.8%



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This addition to the DDACTS program is still in the development phase and enforcement may not yet have had an impact on collisions at these locations. Results are also dependent on enforcement time spent in the target areas, and independent factors such as weather and road conditions.

Detailed collision data for Q4 target locations is as follows:

OTS High Collision Locations – DDACTS Program Q4 2014						
#	Location Type	Location	Oct - Nov 2013	Oct - Nov 2014	Change (#)	Change (%)
1	Midblock	132 Av / 97 St	4	1	-3	-75.0%
2	Midblock	137 Av / 50 St	0	1	1	n/a
3	Midblock	34 Av / Calgary Tr	7	1	-6	-85.7%
4	Midblock	Yellowhead Tr / 121 St	2	5	3	150.0%
5	Intersection	137 Av / 50 St	8	8	0	0.0%
6	Intersection	Yellowhead Tr / 127 St	8	10	2	25.0%
7	Intersection	104 Av / 109 St	7	12	5	71.4%
8	Intersection	101 Av / 50 St	9	6	-3	-33.3%
9	Intersection	51 Av / Calgary Tr	8	10	2	25.0%
10	Intersection	Whitemud Dr WB / Gateway Blvd	12	9	-3	-25.0%
11	Intersection	23 Av / 50 St	10	8	-2	-20.0%
Total, All Target Locations			75	71	-4	-5.3%



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INITIATIVE 7

Gang & Drug Enforcement

Initiative Owner—Investigative Support Bureau

Initiative Context:

Edmonton Drug and Gang Enforcement Section (EDGE) will identify, target, and disrupt organized crime groups, with an increased focus on medium and high-level criminal networks. A decrease in the level of drug and gang activity in our neighborhoods will enhance public safety and reduce community harm.

Performance Measures / Targets:

High-level Criminal Network Disruptions – Number of high-level criminal network disruptions. **Target:** 25 percent increase from 2013.

Medium-level Criminal Network Disruptions – Number of medium-level criminal network disruptions. **Target:** 25 percent increase from 2013.

Low-level Criminal Network Disruptions – Number of low-level criminal network disruptions. **Target:** 0 percent change from 2013.

When the EDGE unit concludes an investigation, they assess the level of criminal network disruption by assessing factors of the arrested gang member, including type of weapons, level of violence, criminal complexity, and harm to the community. Where a concluded investigation involves multiple arrests, the ranking of the criminal network disruption is only assessed on the highest-ranking arrested.

Additional Reporting:

Workload statistics from EDGE, including Civil Forfeitures, Drugs and Firearms Seized

Year to Date Status:

Off-target

8 High-level Criminal Network Disruptions
(Target: 13)
62% of year-end target reached

Off-target

4 Low-level Criminal Network Disruptions
(Target: 7)
57% of year-end target reached

On-target

26 Medium-level Criminal Network Disruptions
(Target: 26)
100% of year-end target reached

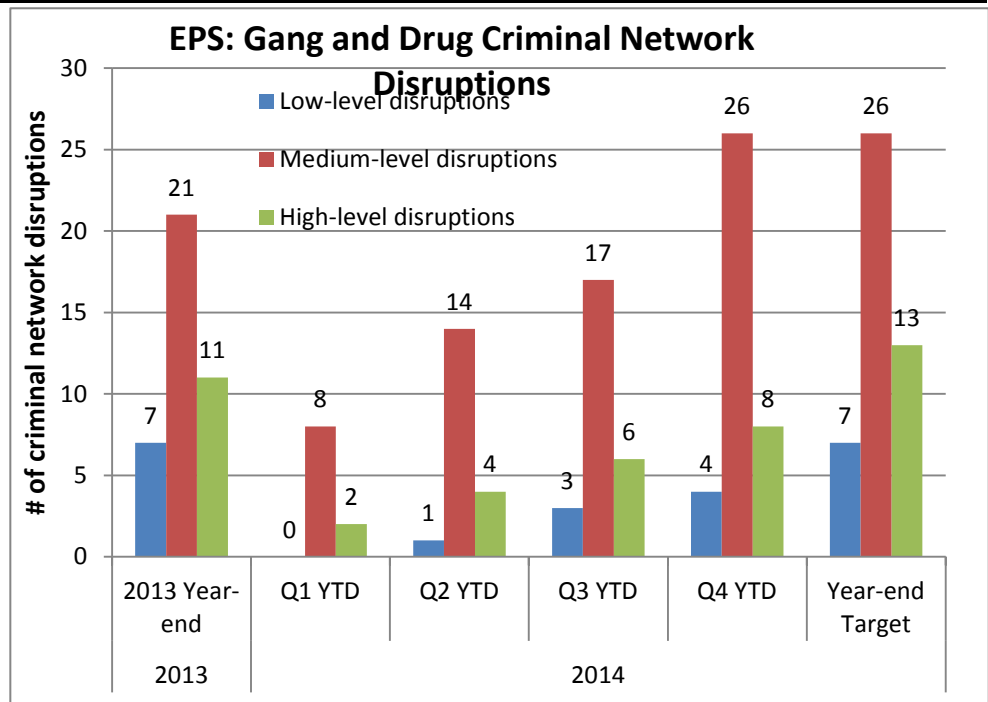
Analysis:

This year signals a new frontier in the way Edmonton Drug and Gang Enforcement (EDGE) section is gauging its success. A matrix has been developed to categorize concluded investigations into high, medium or low level criminal networks. In the past, EDGE measured success through the number of arrests, charges and values of civil forfeitures. Although we will continue recording and reporting on them, the more accurate measure of our impact on the drug and gang landscape in Edmonton is reflected by the number of criminal networks that are disrupted by EDGE. This is evidenced by examining the number of arrests and charges laid in the previous three years. These numbers have been consistently on the decline, while the quantity of drugs, guns, and money has increased. EDGE Unit has placed an increased importance on the disruption of higher level groups in the drug and gang trade. This will cause a ripple effect in the criminal networks, so that the entire organization is affected, in addition to the low-level players.



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Statistics for 2014 Q4 YTD have been compiled and compared to 2013 using the new matrix. EDGE Unit succeeded in meeting the mid-level target of 26 criminal network disruptions. EDGE was, however, off target for both high and low-level criminal network disruptions in 2014. The inability to achieve the high-level target goal is likely attributable to a host of factors. Investigations may commence with the expectation that the file will conclude with a high-level disruption; however, factors such as lower than anticipated quantities of drugs seized at the time of arrest may drop the level of disruption down to a lower category. While EDGE fell short of the projected goal of 13 high-level disruptions, the 8 successful high-level disruptions were complex, resource intensive investigations. In some case, the disruptions led to EDGE Members being committed for extended periods of time to other EPS units to support major investigations related to, yet outside of EDGE Unit's mandate.



While EDGE fell short of the projected goal of 13 high-level disruptions, the 8 successful high-level disruptions were complex, resource intensive investigations. In some case, the disruptions led to EDGE Members being committed for extended periods of time to other EPS units to support major investigations related to, yet outside of EDGE Unit's mandate.

It should be noted that EDGE Unit has had a record breaking year for seizures of marihuana, buffing agent, and cash. As the tables show below, EDGE has seized 208kg of marihuana, 27kg of buffing agent, and over \$1.5 million in cash. In addition, more firearms were seized in 2014 than in the year prior. These seizures highlight the good work that EDGE has been doing, and also illustrates the benefits of targeting higher profile criminals.

The table below illustrates the quarterly seizures for 2014 and compares year-end results with 2013:

	2014					2013
	Q1	Q2	Q3	Q4	Year-end	Year-end
Cocaine	3.9 kg	4.5 kg	0.587 kg	3.9 kg	12.8 kg	54.9 kg
Marihuana	0.4 kg	200 kg	7.3 kg	0.053 kg	208 kg	45.7 kg
Heroin	31.8 g	136 g	342 g	0	509 g	303 g
Meth	1.6 kg	0.003 kg	0.016 kg	3.3 kg	5.0 kg	0.4 kg
GHB	11.9 L	11 L	0	11.1 L	34.0 L	251.3 L
Buffing Agent	27 kg	0.374 kg	0	0	27.4 kg	14.1 kg
Money	\$861, 172 (CAD) \$8, 600 (USD)	\$518, 780	\$129, 737	\$33 215	\$1 542 904 (CAD) and \$8 600 (USD)	\$1 331 497
Firearms	10	3	15	14	42	38
Arrests	40	28	20	30	118	147
Charges	114	133	42	162	451	350

There were a couple of large scale seizures of meth in 2014, accounting for the substantial increase over 2013. There was slightly more heroin seized in 2014 than in 2013. EDGE continues to monitor whether there is a sustained trend towards increased heroin supply and demand in Edmonton. Other jurisdictions have reported similar increases in heroin use as a consequence of changes in the availability of specific opioids in recent years.



2014 Annual Policing Plan – Q4

The number of arrests is lower for 2014 compared to 2013; however, the number of charges has increased from 2013. This can be partially attributed to investigations where suspects are facing multiple criminal code offences alongside the typical CDSA charge(s).

As we continue to work toward building a suitable benchmark to measure our effectiveness as a Section, we will strive for excellence in our investigations. Overall, our year has been impressive in terms of record breaking seizures. EDGE Unit members will continue working diligently in disrupting all levels of organized crime, while reducing violence and victimization within the City of Edmonton.



2014 Annual Policing Plan – Q4

INITIATIVE 8

Clearance Rates

Initiative Owner – Chief of Police, Community Policing Bureau, Investigative Support Bureau

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. **Target:** greater than or equal to 43 percent. Data obtained from Cognos CSR-02, report ran Feb 3, 2015.

The Weighted Clearance Rate is the percentage of reported criminal violations that are cleared, with greater weight assigned to more severe crimes. A cleared criminal incident can be cleared by charging an identified suspect, or “cleared otherwise”. This measure indicates how well EPS investigates and solves crime. This measure is calculated internally using incident-based Uniform Reporting Survey (UCR2) data that is periodically sent to Statistics Canada. It includes all criminal code violations including traffic, all drug violations, and all federal Statutes. Note: our internal calculations do not perfectly match to what is published by Statistics Canada.

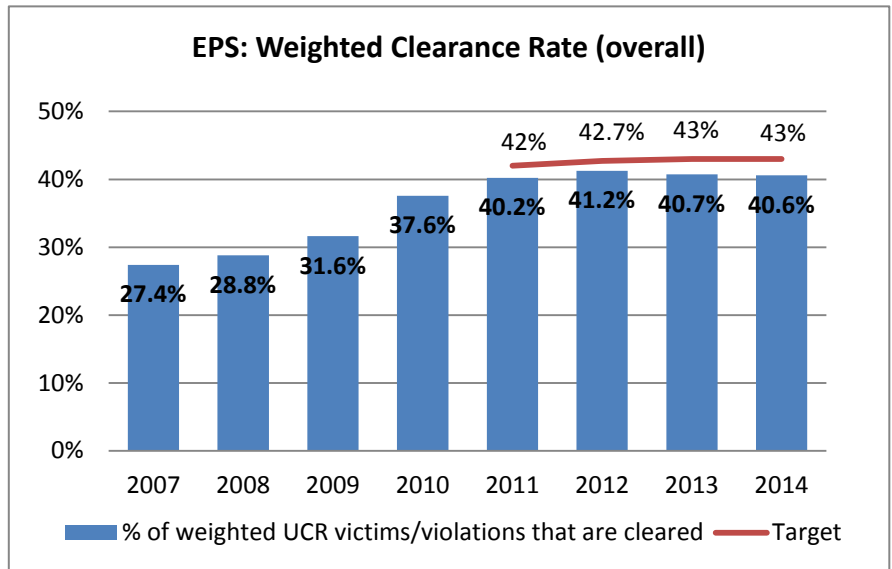
Year to Date Status:

Off-target
Weighted Clearance Rate
40.6%
(Target: 43%)

Analysis:

In 2014, The EPS Weighted Clearance Rate (WCR) for all crimes declined slightly to 40.6%. This is marginally below the established 43% target. Long-term, the WCR has steadily improved from 27.4% in 2007 to greater than 40% since 2011.

As stated in previous quarterly Annual Policing Plan reports, EPS’s internal calculations for the WCR, as well as the related Crime Severity Index (CSI), both have a margin of error compared to what is published by Statistics Canada. This is primarily since new crime weights released by Statistics Canada have not been applied to our calculations.



Substantial progress occurred in Q4 towards revising our internal calculations of the WCR and CSI to match the methodology of Statistics Canada. Although the new figures are now available in an automated report, some final data quality assurance testing in our Business Intelligence system is required before publishing. These updated figures will be provided in our next quarterly Annual Policing Plan report.



2014 Annual Policing Plan – Q4

INITIATIVE 9

Historical Homicides

Initiative Owner –Investigative Support Bureau

Initiative Context:

In addition to investigating recent homicides in an expedient fashion, the Homicide Section will clear more outstanding cold case homicide files.

Performance Measures / Targets:

Cleared Cold Case Homicides – the number of concluded cold case homicide files. **Target:** 25 percent increase from 2013.

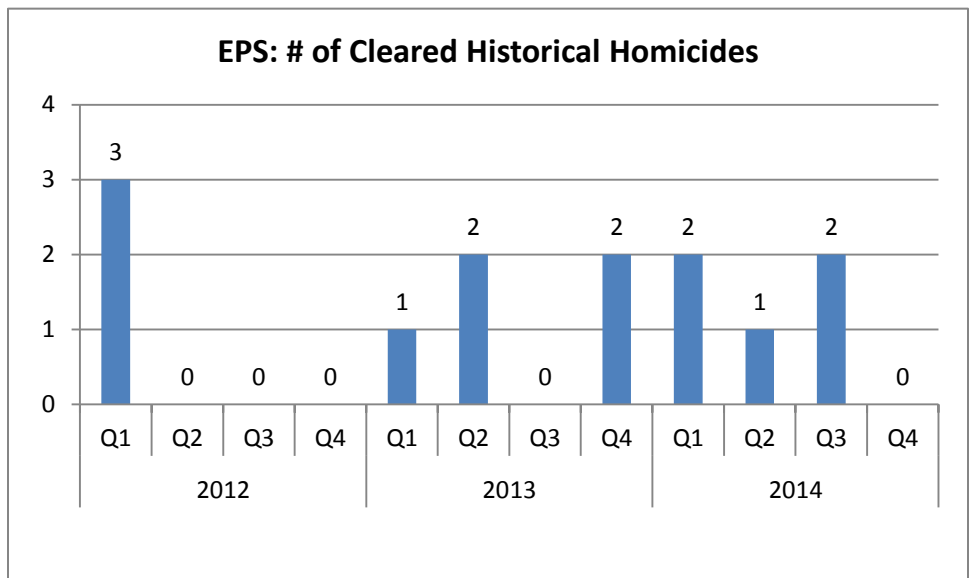
Year to Date Status:

Off-target
5 Cleared Cold Case Homicides
(2013 = 5)

Analysis:

Homicide investigators have been working diligently on new cases and cold cases. Cold cases or historical homicides can be defined as those homicides which have originated from previous years and have not been solved. The two historical cases that were cleared in Q3 of 2014 were reported in 2007 and 2008. There were no historical cases cleared in Q4.

In 2014, there were five cleared cold case homicides, which was less than the 2014 target for six. Turnover in staff and their commitment to a long running project partially explain the missed target.



Homicide Section investigated fifteen new homicides during Q4 in 2014. Eight of those deaths were the result of one individual who subsequently took his own life. Of the other seven homicides charges have been laid in six of them.

Investigators will continue to work on long term project style investigations, many of which have originated in years prior to 2014. Long term project style investigations are labor intensive and require a significant amount of resources to successfully conclude them.



2014 Annual Policing Plan – Q4

INITIATIVE 10

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 Detail 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 investigative tasks have been completed.
Target: 36 files fully reviewed by the end of Q4 (50% of the identified 72 historical files with outstanding work tasks).

Year to Date Status:

Off-target
Fully Reviewed Historical Missing Person Files
33 files
(Target: 36 files)

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 historical¹missing 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 enhances the ability to monitor ongoing missing person investigations; as well as, concluding historical missing person cases.

Due to this increased capacity, the MPU set a target for 2014 to exhaust all available outstanding investigative tasks for 36 of the 72 reviewed historical missing person files. By the end of Q4, 33 files were fully reviewed and outstanding investigative tasks were either completed, or the file was concluded by locating the individual, or the file was transferred to another investigative area (i.e. homicide).

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

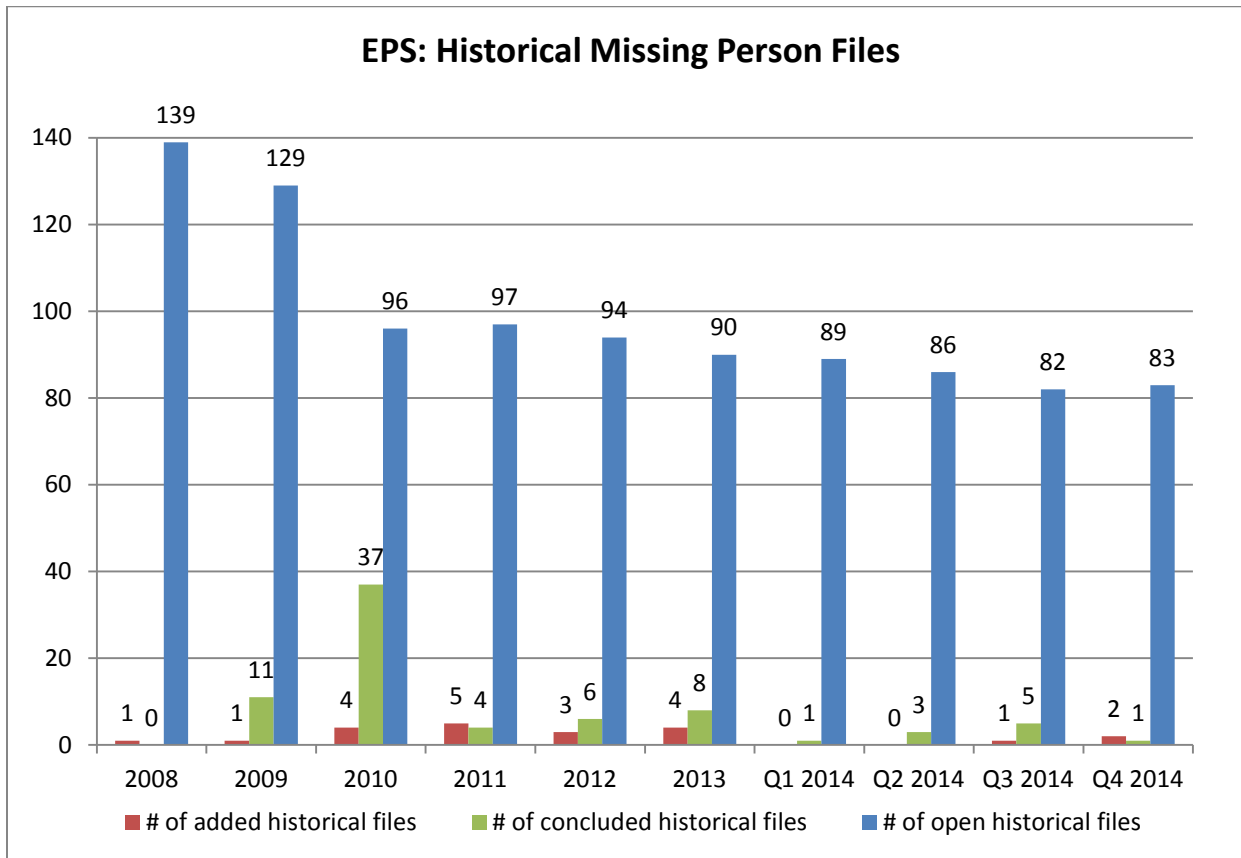
¹Going forward, the EPS Missing Persons Unit is considering a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



2014 Annual Policing Plan – Q4

- 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

The number of open historic missing person files has continually been falling, with a high of 139 files at the end of 2008 to 90 files at the end of 2013. The majority of this drop occurred during 2010, which saw 37 historical missing persons concluded. In Q4 2014, 1 historical missing person file was concluded as the missing person was located living in the United States. However, 1 new missing person file reached the age to be considered historical, plus, an additional 1 historical file was transferred to our agency from the RCMP in Saskatchewan as the person was last believed to be in Edmonton. Thus, at the end of Q4 2014, EPS Missing Persons Unit had 83 open historical missing person files.



In addition to completing tasks associated to historical missing person's files in Q4, the Missing Persons Unit reviewed 1050 Computer-Aided Dispatch (CAD) calls related to missing persons; check on the welfare and Form 3 Warrants.



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INITIATIVE 11

Geographic Deployment Model

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 continued and effective use of GDM will ensure that response times are maintained - both city-wide and equitably across all patrol divisions - and that an adequate amount of shift time is dedicated to directed activities.

The GDM requires consistent and timely examination to ensure that:

- Response time is maintained equitably across all 5 patrol divisions
- Workload in all 5 divisions is aligned to resources in an attempt to achieve 25% directed/self-initiated time

- We maintain the mandated percentage (%) of two person vehicles as per Collective Bargaining Agreement
- We manage quality assurance evaluations in the 8 core functions required of a patrol officer

Performance Measures / Targets:

Priority 1 Response Time – percent of priority 1 events where an EPS first responder arrives on-scene to a fixed location less than or equal to 7 minutes. **Target:** At least greater than or equal to 80 percent of the time. Source: PMR-9Q, ran 2015Jan09.

Directed Activities – percent of patrol shift work dedicated to activities either assigned or self-initiated to members that are prevention, intervention or suppression based. **Target:** 25 percent or greater. Source: PMR-34, ran 2015Jan09.

Year to Date Status:

Off-target
Priority 1 Response Time
 71.3% of events with patrol on-scene ≤ 7 min
 (Target: 80%)

Off-target
Directed Activities
 13.8% of patrol shift spent as Directed
 (Target: 25%)

Analysis:

Priority 1 Response Time

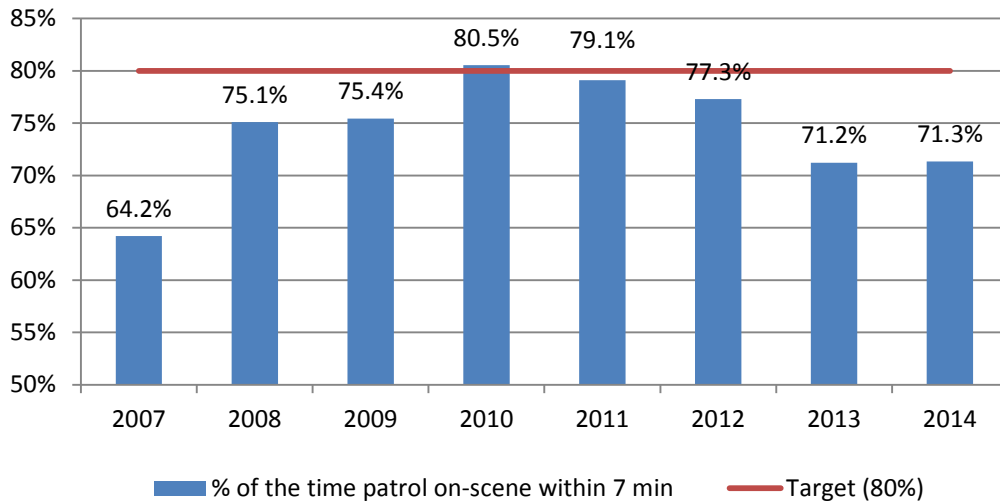
EPS’s Priority 1 Response Time is measured as the percentage of the time EPS can dispatch a priority 1 call and have patrol arrive on-scene to a fixed location in less than 7 minutes. The target is for this to occur at least 80% of the time. Response Time’s do not account for the time it takes for the call to be answered, transferred to an Evaluator, and then made available to a Dispatcher.

After experiencing significant improvement in 2010/2011, Priority 1 Response Times have been consistently underperforming since the last quarter of 2012. In 2014, **City-wide Priority 1 Response Time targets were met just 71.3%** of the time. Responses have declined the most in the South East and South West divisions, and finished the year at 62.1% and 55.3%, respectively. Responses have been picking up in the North and West divisions, while Downtown has consistently met the target.

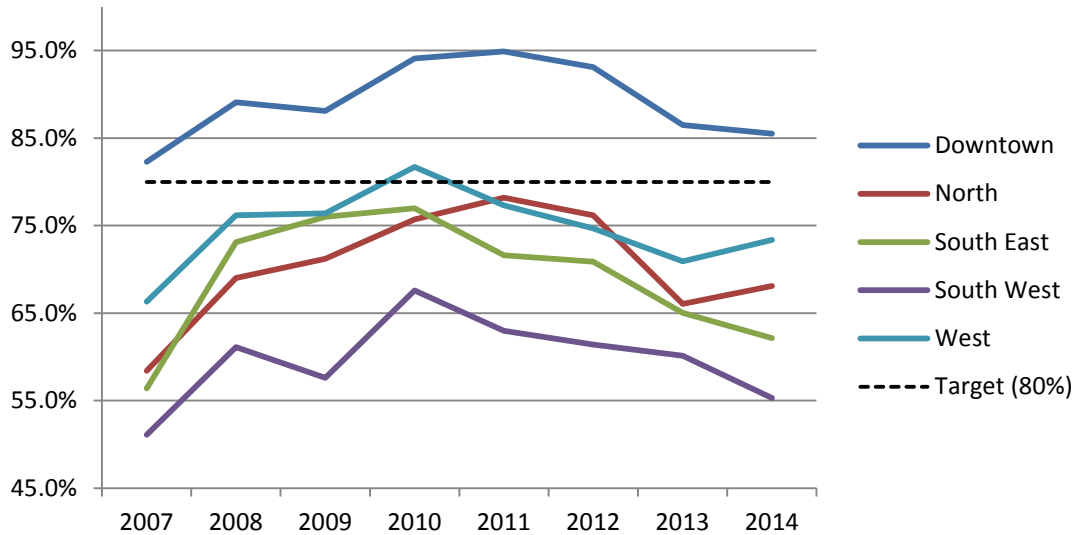


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EPS: Priority 1 Response Times



EPS Priority 1 Response Times (≤7 minutes) - by Division



Division	2007	2008	2009	2010	2011	2012	2013	2014
Downtown	82.3%	89.1%	88.1%	94.1%	94.9%	93.1%	86.5%	85.5%
North	58.4%	69.0%	71.2%	75.7%	78.2%	76.2%	66.1%	68.1%
South East	56.4%	73.1%	76.0%	77.0%	71.6%	70.9%	65.0%	62.1%
South West	51.1%	61.1%	57.6%	67.6%	63.0%	61.4%	60.1%	55.3%
West	66.3%	76.2%	76.4%	81.7%	77.3%	74.7%	70.9%	73.4%
Target (80%)	80%	80%	80%	80%	80%	80%	80%	80%

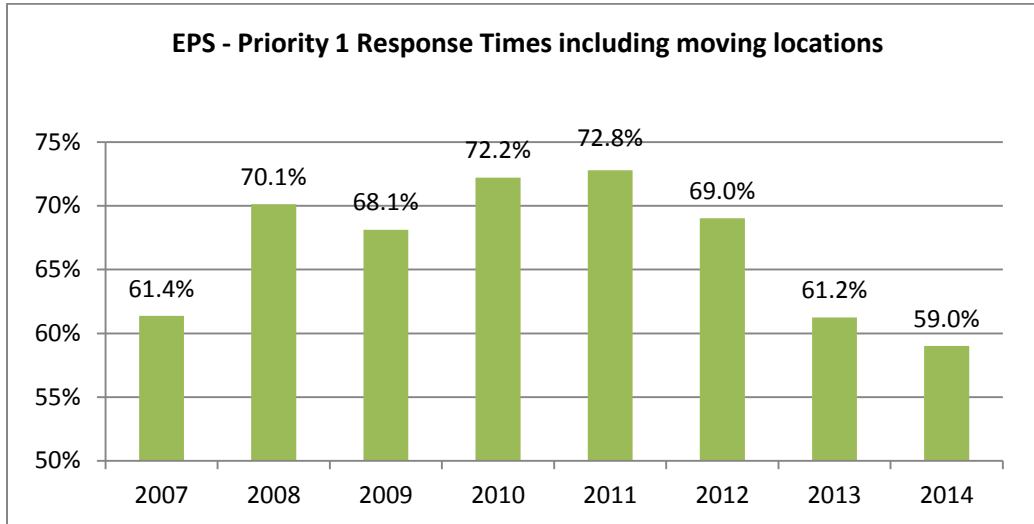
As stated in the last quarterly Annual Policing Plan report, Priority 1 Response Time figures were revised to correct for a previous calculation error – due to a CAD upgrade - that affected results from 2013 to Q2 2014..



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The unadjusted figures understated our true Priority 1 Response times by 1.5% points in 2013 and 1.3% points for the Q1-Q2 period in 2014.

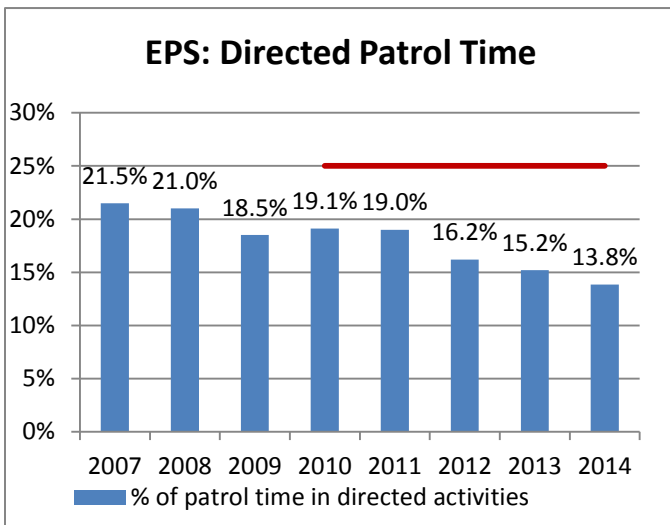
When adjusting Priority 1 Responses Time to include non-fixed locations (i.e., impaired driving calls), the same trends have occurred, just at lower levels. Slower responses are expected due to the increased challenge to quickly locate moving suspects, and hence the 80% target does not apply for these types of priority 1 calls. Response Times for fixed and non-fixed locations was 59.0% in 2014, and Response Times for non-fixed locations only was 49.1%.



Directed Patrol Time:

When Patrol is on shift, their time is monitored based on the categories of “Directed”, “Calls-for-Service”, “Administrative”, or “Undefined”. EPS has a target that a minimum of 25% of patrol time is engaged in Directed activities. Directed activities are those either assigned to patrol members or self-initiated by the members, that aim to proactively prevent, intervene, or suppress crime.

Self-initiated Patrol Time has steadily reduced from a high of 21.5% in 2007 to **13.8% YTD in 2014**. This is a consequence of patrol shift time increasingly being spent in Calls-for-Service, which has increased from 46.9% in 2007 to 61.4% in 2014. Directed Patrol Time is relatively consistent across divisions, with a high of 18.3% in South East division and a low of 10.8% in Downtown division in 2014.



Combined Patrol Shift Time by Task - 2014

Division	Directed	CFS	Admin	Undefined
Citywide	13.8%	61.4%	15.0%	9.8%
Downtown	10.8%	63.7%	15.4%	10.1%
North	11.4%	67.0%	12.5%	9.2%
South East	18.3%	55.1%	17.1%	9.6%
South West	15.7%	58.1%	15.9%	10.4%
West	13.3%	62.3%	14.5%	10.0%



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INITIATIVE 12

9-1-1 Emergency Call Management (Public Safety Answering Point)

Initiative Owner – Investigative Support Bureau

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 centre. The 9-1-1 PSAP answers all emergency calls related to police, fire, ambulance and utilities. The 9-1-1 PSAP will strive to answer all emergency calls in a swift and efficient manner, in an effort to increase public safety and increase public confidence.

Performance Measures / Targets:

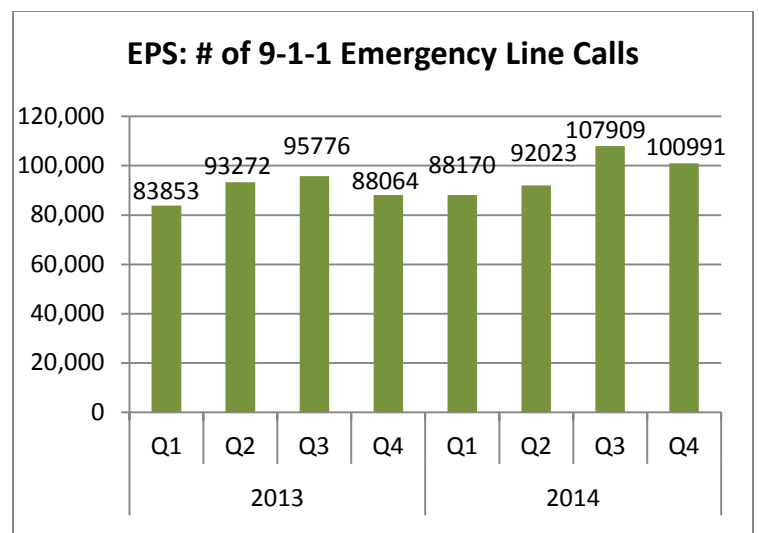
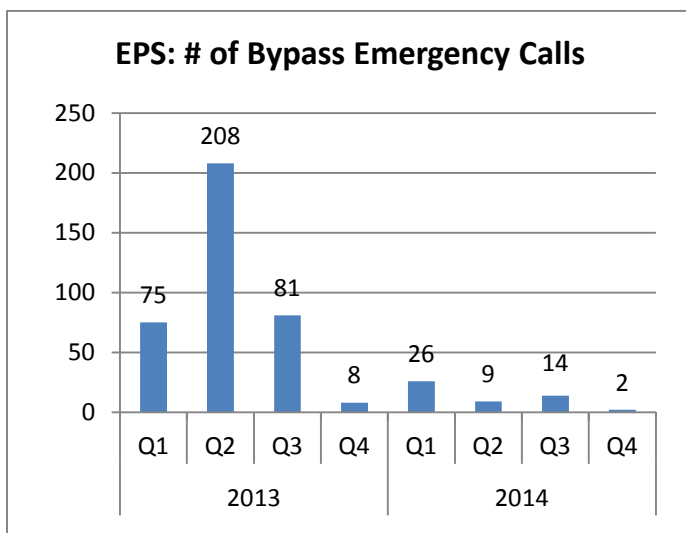
Bypass Emergency Calls – the number of 9-1-1 emergency calls that bypass the 9-1-1 PSAP and enter the non-emergency police call centre. When a 9-1-1 emergency call bypasses the 9-1-1 PSAP, there is a delay in answering/speaking with the emergency caller, which may impact public safety and public confidence. **Target:** fifty percent reduction from 2013 levels.

Year to Date Status:

On-target
51 Bypass Emergency Calls
(86.3% below 2013 levels)

Analysis:

In 2014, the Police Communications Branch 911 Operators answered 389,093 '911 Emergency Line' calls, a 7.8% increase compared to the 360,965 calls in 2013. Despite this increase in volume, the number of '911 Bypass' calls decreased by 86.3% in 2014, with a total of 51 calls. This is compared to a 2014 target calling for a 50% reduction in 'Bypass' calls from 2013 levels.



This significant 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.



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A '911 Bypass' call occurs when all 911 Operators are either busy on other 911 calls and there are more than 5 additional calls waiting (in the '911 Queue'), or all 911 Operators are busy with a 911 call and there are 5 or less calls waiting in the '911 Queue' but a queued 911 call has exceeded the 42 second 911 queue threshold. Either of these conditions will trigger the 911 call to "bypass" the 911 Operators and proceed to be answered by the next available ECO (Emergency Communications Officer).



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INITIATIVE 13

Public Complaint Investigations

Initiative Owner – Legal and Regulatory Services Division, Organization-wide

Initiative Context:

Through a high degree of professionalism in EPS’s interactions with the community, public complaints against EPS members will be kept at a reasonable level and concluded in a timely manner.

Performance Measures / Targets:

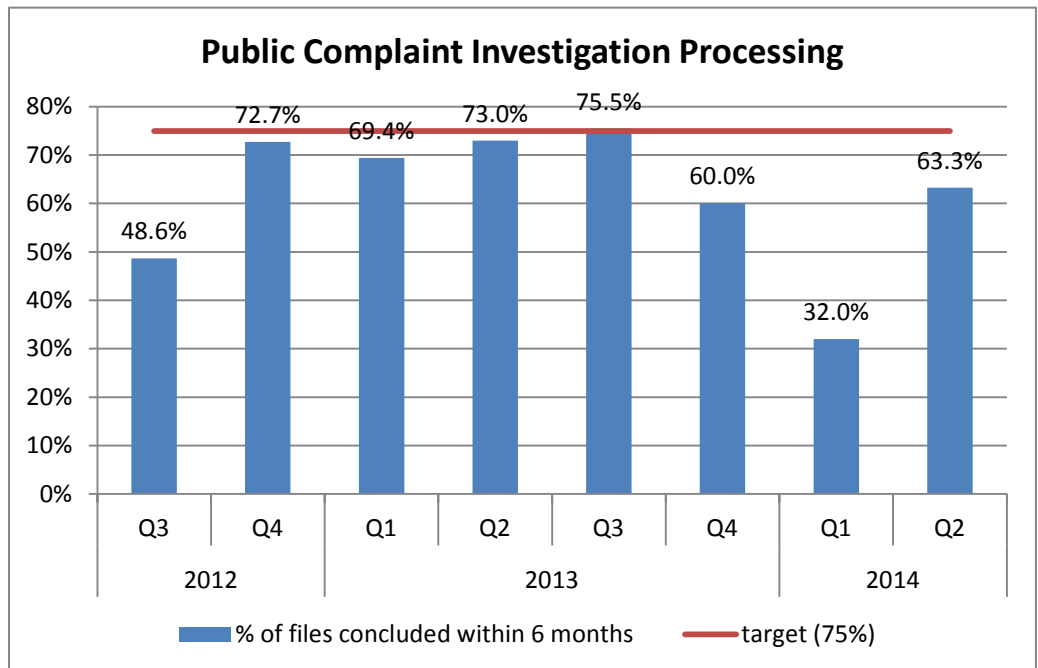
Public Complaint Investigation Processing – the percentage of public complaints investigations that are concluded or have had all investigative steps completed, within six months. **Target: 75 percent.**

Year to Date Status:

Off-target
Public Complaint Investigation Processing
63.3% of 2014 Q2 files concluded in ≤ 6 months
(Target: 75%)

Analysis:

There has been a considerable decrease in concluding or completing all investigative steps in public complaint investigations against EPS within the targeted time frame. As shown in the accompanying graph, the % of public complaint investigation files that were concluded or had all investigative steps completed within six months was as high as 75.5% for public complaints opened in Q3 2013. Performance is current only up to Q2 2014 files since these are the most current files that would have reached an age of 6 months during Q4 of 2014.



Specifically for Q2 2014 files, 14 of the 49 files have been listed as completed (28.6%) and an additional 17 files (listed as suspended) are in the stage of executive review (i.e. the investigation of the complaint is complete). Hence, 63.3% of the investigations are either concluded or awaiting disposition. Additional detail for the progress of these files is contained in the accompanying table. It should be noted that due to staffing changes and various duty reconfigurations file completion within six months has increased since the last reported quarter.



2014 Annual Policing Plan – Q4

Status of Q2 2014 Public Complaint Investigation Files

File Status	Number of Files
Active	17
Completed	14
	<i>Resolved Through ADR</i> 5
	<i>Dismissed/Withdrawn</i> 7
	<i>Not Sustained – No Hearing</i> 2
Forwarded	1
	<i>Divisional Review</i> 1
Suspended	17
	<i>Executive Review</i> 17
Grand Total	49