



Annual Policing Plan

Public Initiatives

2015 Q3 Report

Edmonton Police Service
Edmonton Police Commission Copy

EPS Annual Policing Plan Dashboard - 2015 Q3

Reduced Crime & Victimization

1. Crime Severity Index

EPS Crime Severity Index (estimated, annualized)

107.3

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

2. Violence Reduction Strategy: Violent Crime

of 4 Violent Crime Indicators

6,846

Target: ≤ 6,122 (maintain 2014 levels)

3. Violence Reduction Strategy: Social Disorder

of social disorder incidents

13,986

Target: ≤ 13,920 (maintain 2014 levels)

4.1 Domestic Violence Intervention: Offender Checks

of domestic offender management checks

155

Target: ≥ 239 (5% increase from 2014)

4.2 Domestic Violence Intervention: Victim Checks

of domestic victim support contacts

688

Target: ≥ 735 (2% increase from 2014)

5. Property Crime

of 4 Property Crime Indicators

14,477

Target: ≤ 12,413 (maintain 2014 levels)

6. Traffic Safety

of traffic corridor/intersection collisions

191

Target: ≤ 217 (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

19

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

Q3: program promoted, binders produced, 55 officers ready for training

On-target

Investigative Excellence

9. Clearance Rates

% of criminal incidents cleared (weighted)

41.3%

Target: ≥ 43%

10. Historical Homicides

of cleared historical homicides

4

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

11. Missing Persons

of fully reviewed historical missing person files

40

Target: 63 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

70.2%

Target: ≥ 80%

12.2 GDM: Directed Patrol Time

% of patrol time spent as directed

11.3%

Target: ≥ 25%

13. 9-1-1 Emergency Call Management

of bypass emergency calls

26

Target: ≤ 49 (maintain 2014 levels)

14. Police Non-Emergency Calls

Average time (seconds) to answer non-emergency calls

88.1

Target: ≤ 50 seconds

Commitment to Professionalism

15. Public Complaints

% of public complaint investigations concluded ≤ 6 months

51.7% (Q1 2015)

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
107.3 points (annualized)
(Target: 90.0)

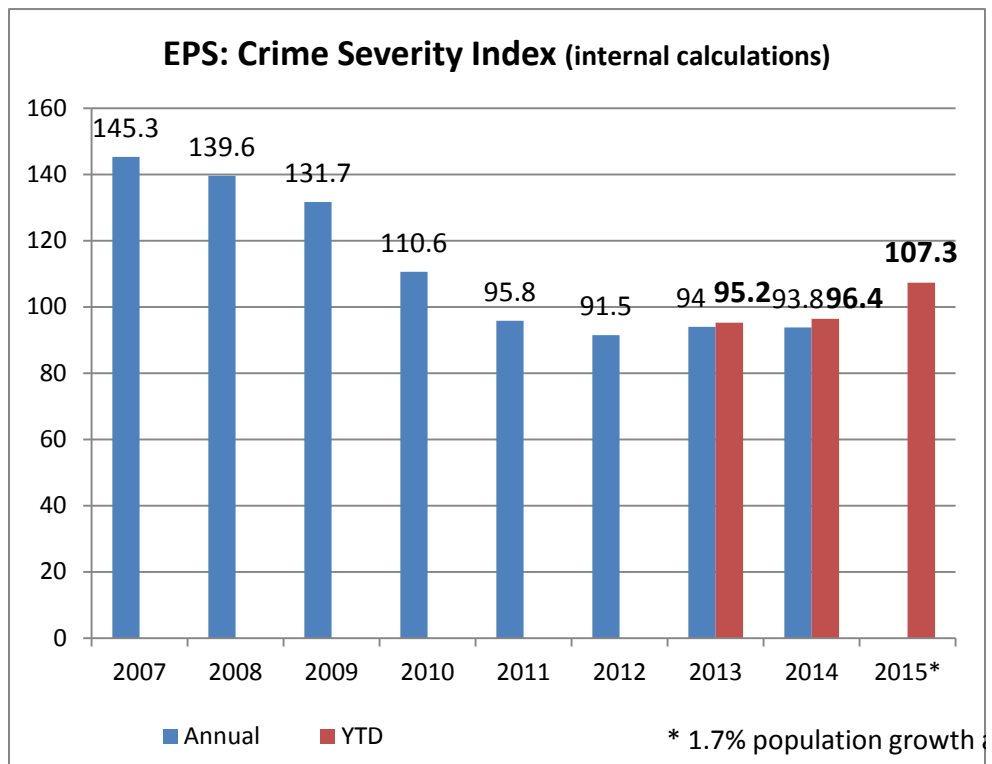
Analysis:

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

Current Results

For the first three quarters of 2015, Edmonton’s estimated Crime Severity Index (CSI) for all crimes was 107.3, compared to 96.4 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 33.5% 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 based on



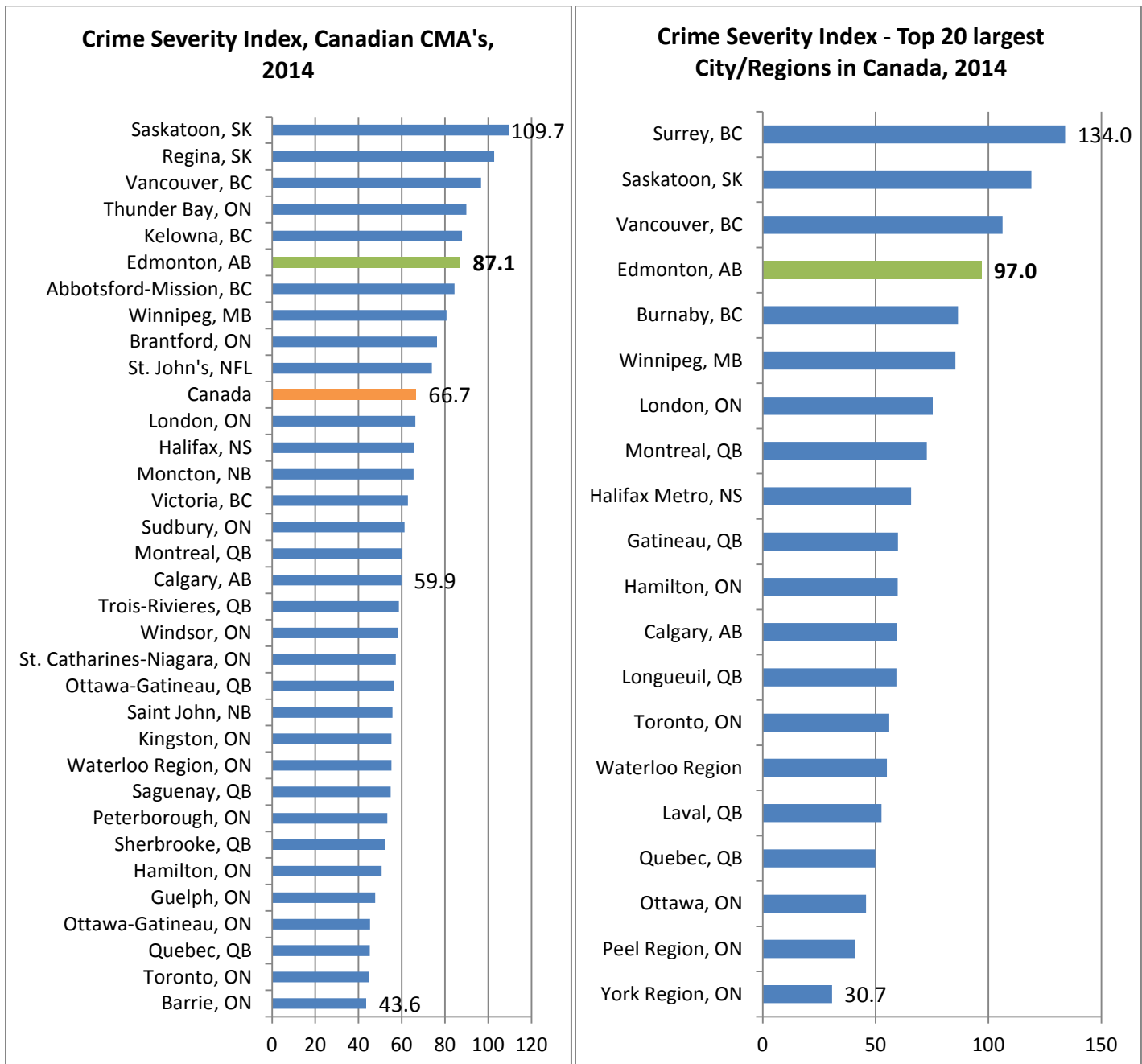


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assumed population growth of 1.7%¹.

Municipal Comparison

In 2014, EPS had the 4th highest CSI among the 20 largest cities/regions in Canada, at 97.0². When measured for the 33 Census Metropolitan Area's (CMA) in Canada, Edmonton had the 6th highest CSI³.



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

² Source: Statistics Canada, tables 252-0083 to 252-0090

³ Source: Statistics Canada, table 252-0052



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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. *Source: Cognos CSR-12 8 Crime Indicators, Oct 19, 2015*

Additional Reporting:

Divisional level Violent Crime statistics.

Year to Date Status:

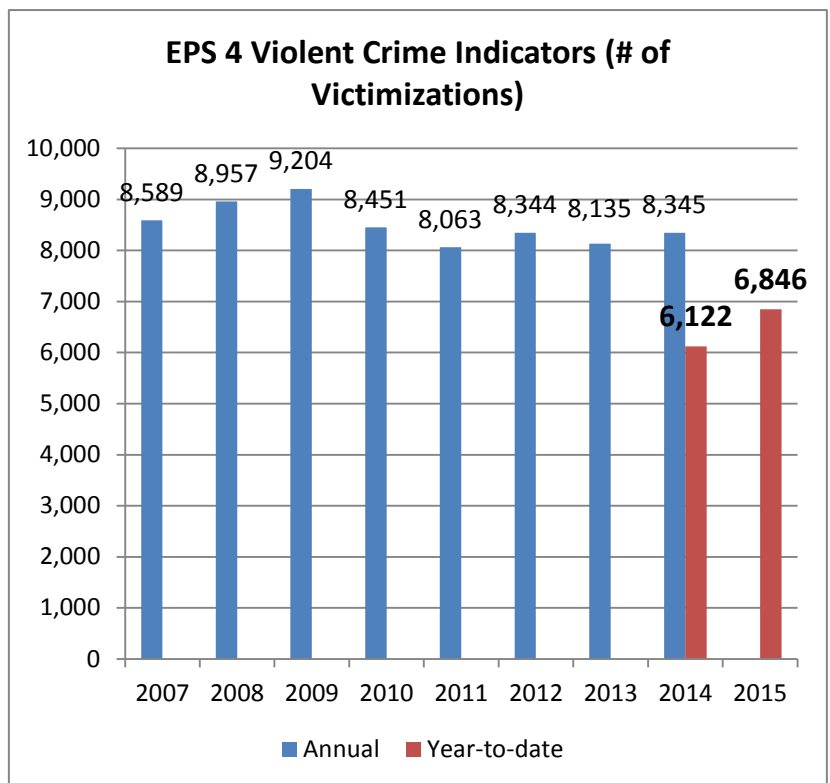
Off-target
4 Violent Crime Indicators
6,846 victimizations
(11.8% above 2014 levels)

Analysis:

Year-to-date (YTD) to the end of Q3 2015, the total number of victimizations from EPS’s 4 violent crime indicators was 6,846, an 11.8% increase from the same period in 2014. For individual quarters in 2015, violent crime was up 16.5% in Q1, 11.5% in Q2, and 7.9% in Q3.

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 **Robbery** are up 14.4%, **Assault** are up 12.9%, **Sexual Assault** are up 1.7%, and **Homicide** are down 10.5%.

Over the long-term, the 4 violent crime indicators have fallen marginally from 8,589 victimizations in 2007 to 8,345 in 2014, a 2.8% reduction. The reduction has been entirely due to fewer victimizations of robbery, which decreased 38.1% over the same period. Victimizations of Sexual Assault peaked in 2012, and have experienced a



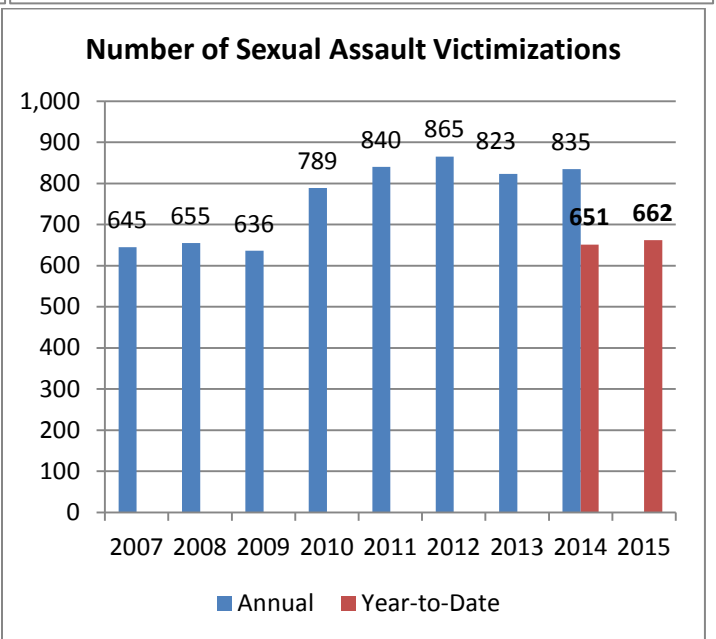
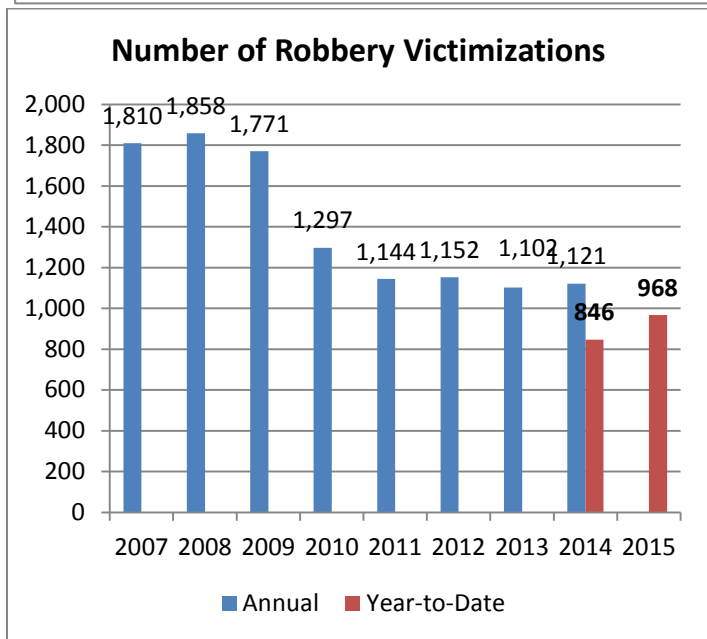
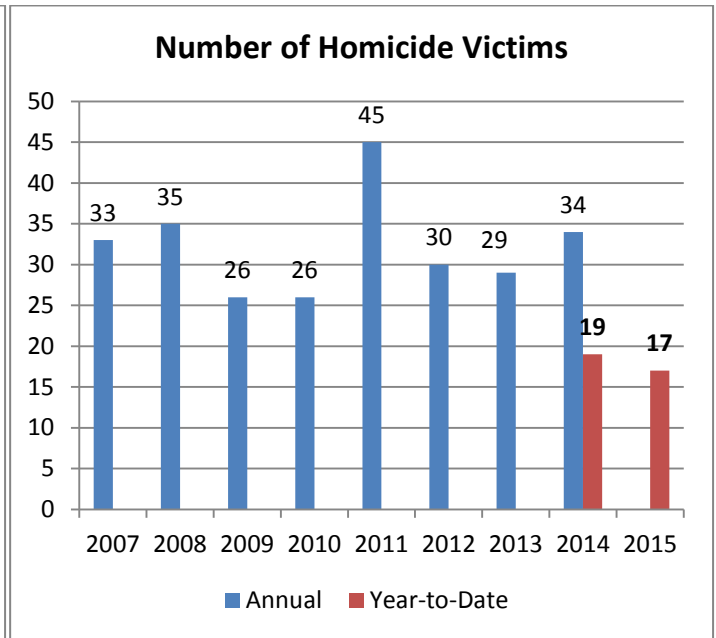
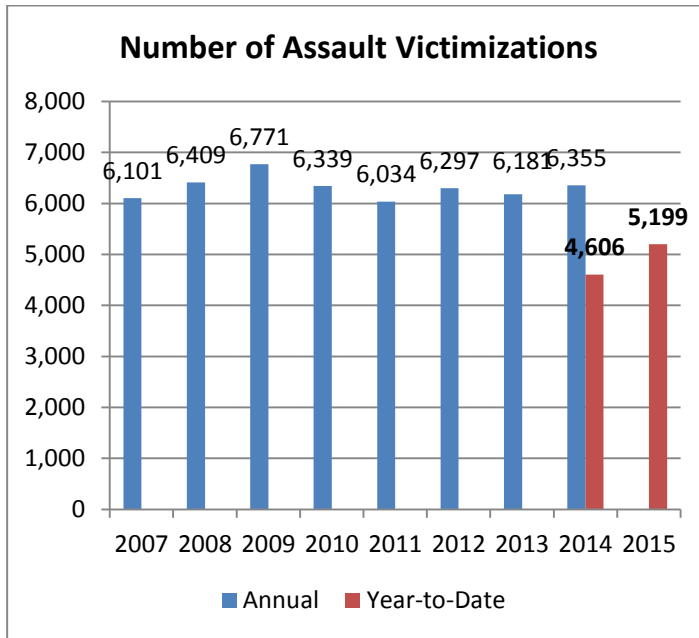


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slight reduction since.

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
- A 90-day review regarding warrants has been completed; Project Fury in North West Division netted the execution of 802 Warrants
- Permanent Community Action Teams (CATs) have been implemented as of October 5th
- A targeted plan was developed and initiated to target subjects responsible for gun violence



The 4 violent crime indicators have increased year-to-date across all divisions, except for North West Division. South West division has experienced the highest increase in violence among divisions, with a 26.6% YTD



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increase compared to the same period last year. However, violent crime in South West is moderating out. For individual quarters in 2015, South West was up 63.2% in Q1, 20.3% in Q2, and 13.0% in Q3.

4 Violent Crime Indicators	Downtown	North East	North West	South East	South West	West
2014 Q3 YTD	1,398	1,047	1,104	792	2,140	875
2015 Q3 YTD	1,664	1,126	1,066	851	2,709	926
% change	19.0%	7.5%	-3.4%	7.4%	26.6%	5.8%



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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, Ran Oct 22, 2015.

Additional Reporting:

Divisional level Social Disorder statistics

Year to Date Status:

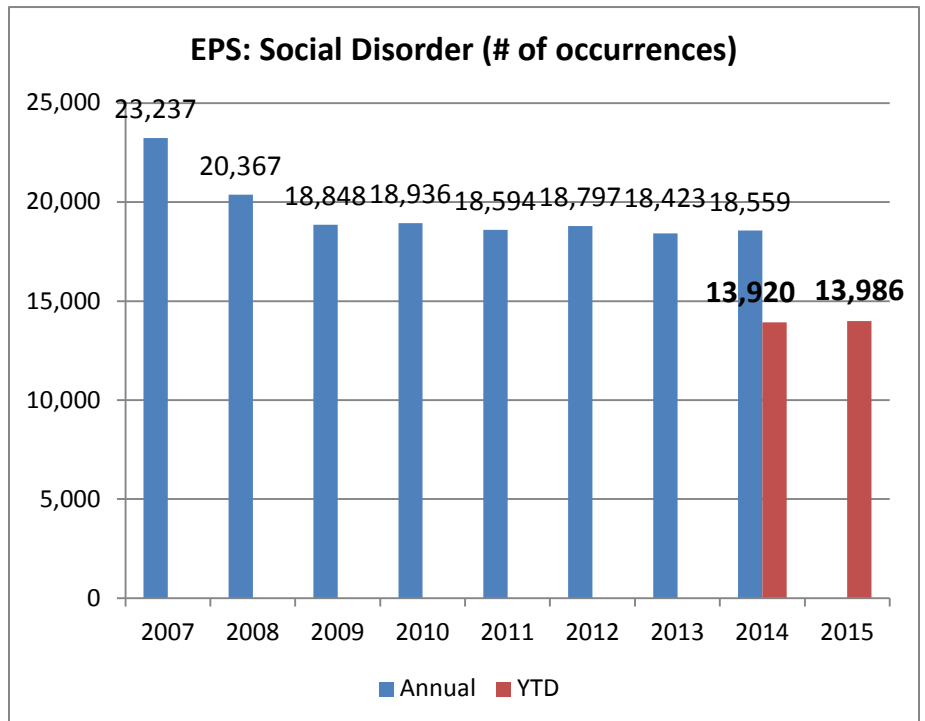
Off-target
Social Disorder
13,986 occurrences
(0.5% above 2014)

Analysis:

In the first three quarters of 2015, the total number of social disorder occurrences was 13,986, a 0.5% increase from the same period in 2014.

Over the long-term, social disorder occurrences have fallen 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.

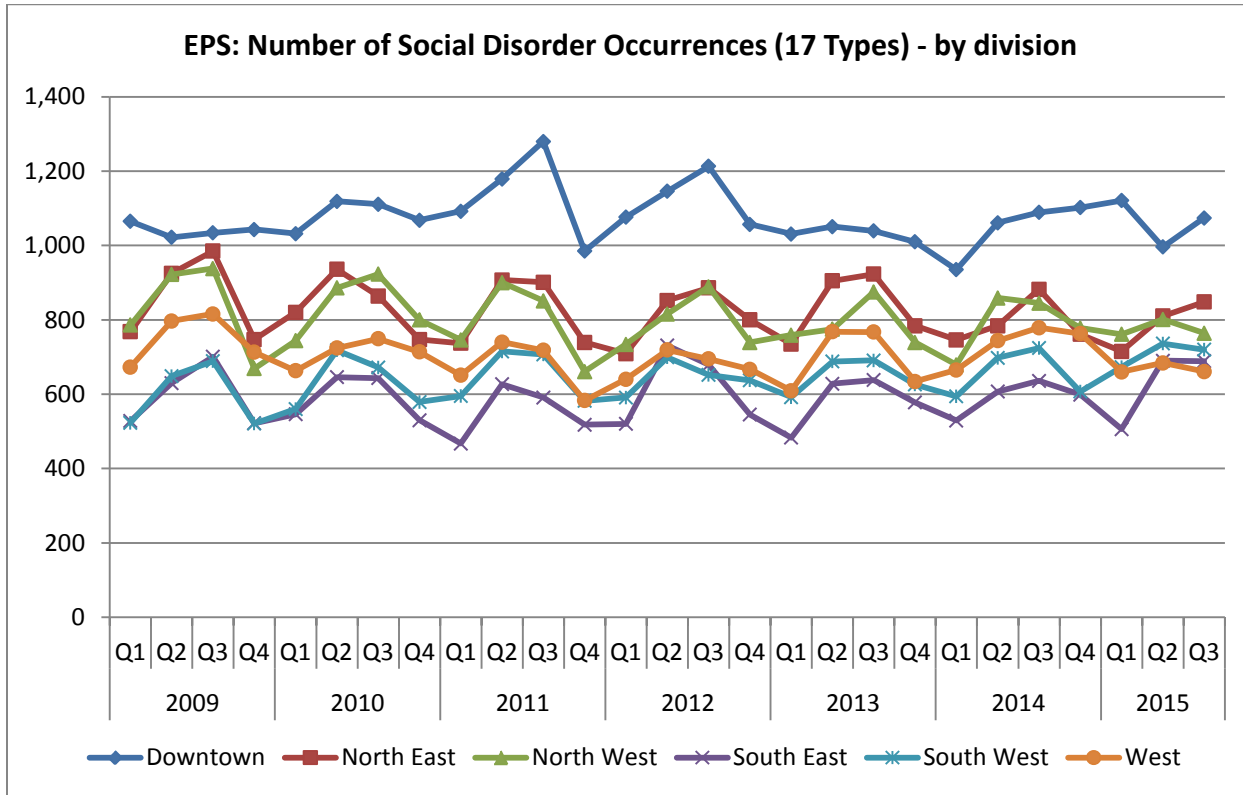
Social disorder occurrences are most heavily concentrated in the Downtown Division, and the least in South East division. Compared to the same period last year, social disorder occurrences has risen the most in South East at 6.4%.





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# of Social Disorder Occurrences (17 types)	Downtown	North East	North West	South East	South West	West
2014 YTD (Q3)	3,085	2,412	2,383	1,772	2,016	2,188
2015 YTD (Q3)	3,191	2,373	2,326	1,885	2,129	2,005
% change	3.4%	-1.6%	-2.4%	6.4%	5.6%	-8.4%





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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
155 completed checks
(32% below 2014)

Off-target
Domestic Violence Victim Interventions
688 completed interventions
(4.6% below 2014)

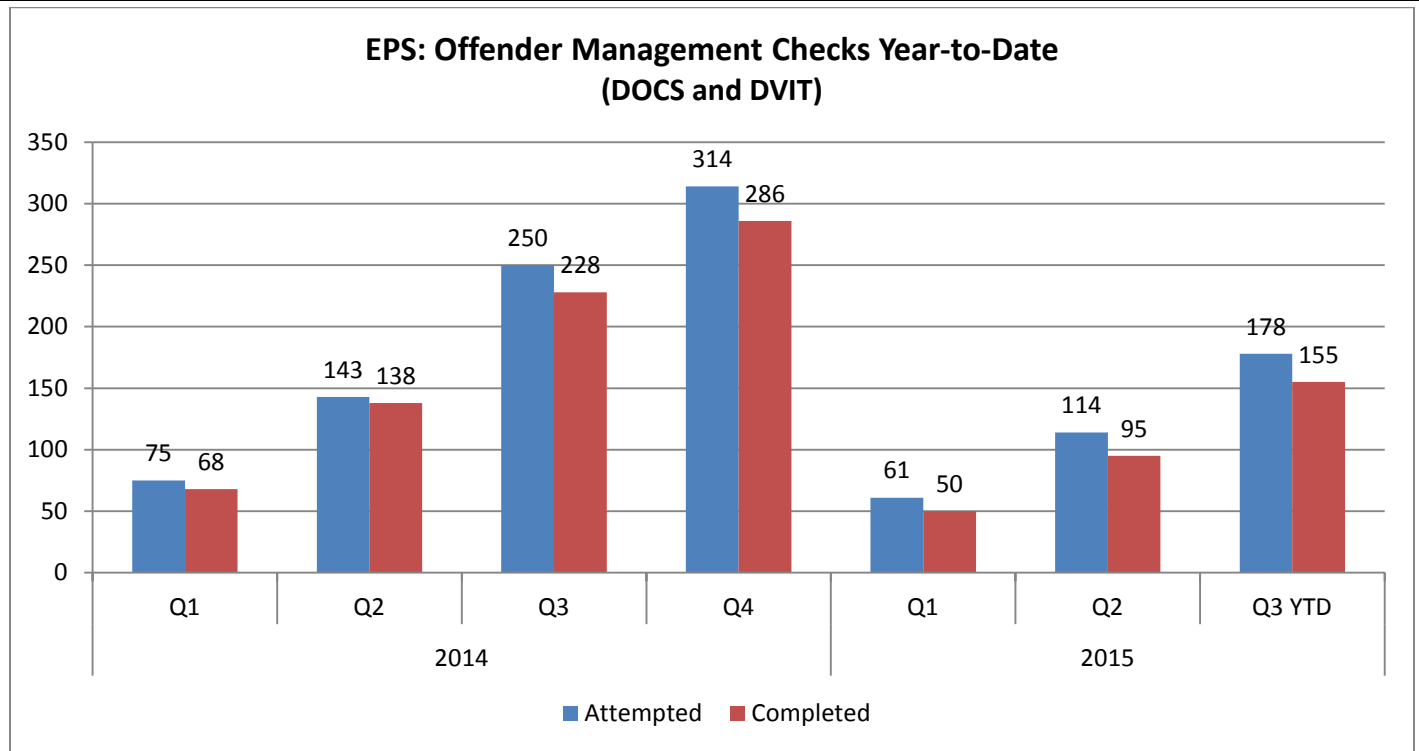
Analysis:

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 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.



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The target for 2015 is a 5 percent increase in *completed* offender management checks over 2014, *city wide*.

Offender Management	DOCS	DVIT	Patrol	Total
2015 Q3				
# Files Attempted	85	93	281	459
Completed Offender Management Checks Q3	85 (100%)	70 (75%)	221 (79%)	376 (82%)
2014 Q3				
# Files Attempted	105	145	361	611
Completed Offender Management Checks Q3	105 (100%)	123 (85%)	290 (80%)	518 (85%)

DOCS: It is important to note that while the completion rate remained steady at 100% in Q3 2015, there are a number of contributing factors as to why there has been a decrease in the number itself, from 105 to 85 year over year. Firstly, the DOCS Detectives have simply been assigned fewer files during Q3 2015. However, 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 24% of the DOCS Primary Files were either SUI or had been deemed Non-Criminal by the end of Q3 2015, and therefore not counted in the total number of attempted Offender Management checks during this time frame.

DVIT: The total number of attempted Offender Management Checks completed by DVIT in Q3 2015 is down 43% from to Q3 2014 (70 and 123). 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



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members were involved in prolonged Offender Management, thus decreasing the number of files they were able to complete during Q3 2015. DVIT had also faced significant challenges with staffing and capacity during Q3 2015, which also likely contributed to the notable decrease in Offender Management checks completed.

Patrol Divisions: It should be noted that there were no Offender Management Checks attempted in the new North West division due to a limitation in the number of resources available during Q3 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 Q3				
# Files Attempted	116	122	647	885
Attempt made but unable to contact		27	170	
Successful contact made		89	443	
Contact/ victim declined		6	34	
Completed Interventions Q3 (success + decline)	116 (100%)	95 (77.9%)	477 (73.7%)	688 (77.7%)
2014 Q3				
# Files Attempted	150	172	593	915
Attempt made but unable to contact		21	173	
Successful contact made		135	374	
Contact/ victim declined		16	46	
Completed Interventions Q3 (success + decline)	150 (100%)	151 (87.8%)	420 (70.8%)	721 (78.8%)

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 Q3 2015, as compared to Q3 2014. However, it is important to keep in mind that both areas have been assigned a significant number of complex investigations throughout 2015 YTD. 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 interventions *attempted* by these two areas is 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 79% 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, Oct 19, 2015*

Year to Date Status:

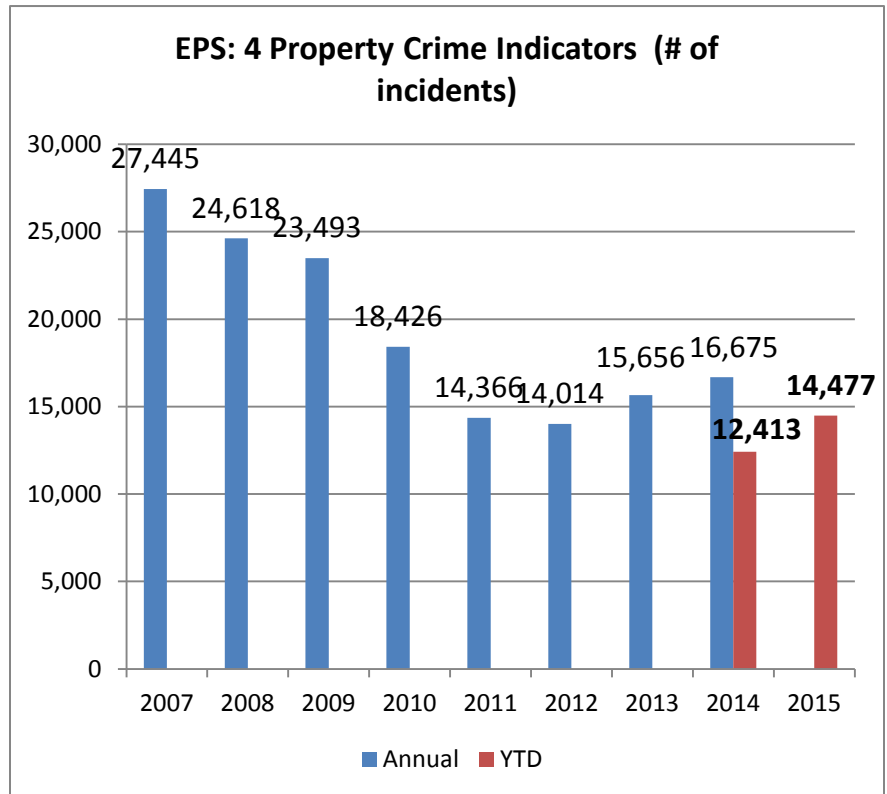
Off-target
4 Property Crime Indicators
14,477 Incidents
(16.6% above 2014 levels)

Analysis:

Year-to-date (YTD) to the end of Q3 in 2015, the total number of incidents from EPS’s 4 property crime indicators was 14,477, which was 16.6% higher than the same period last year. For individual quarters in 2015, property crime was up 29.1% in Q1, 17.8% in Q2, and 7.7% in Q3.

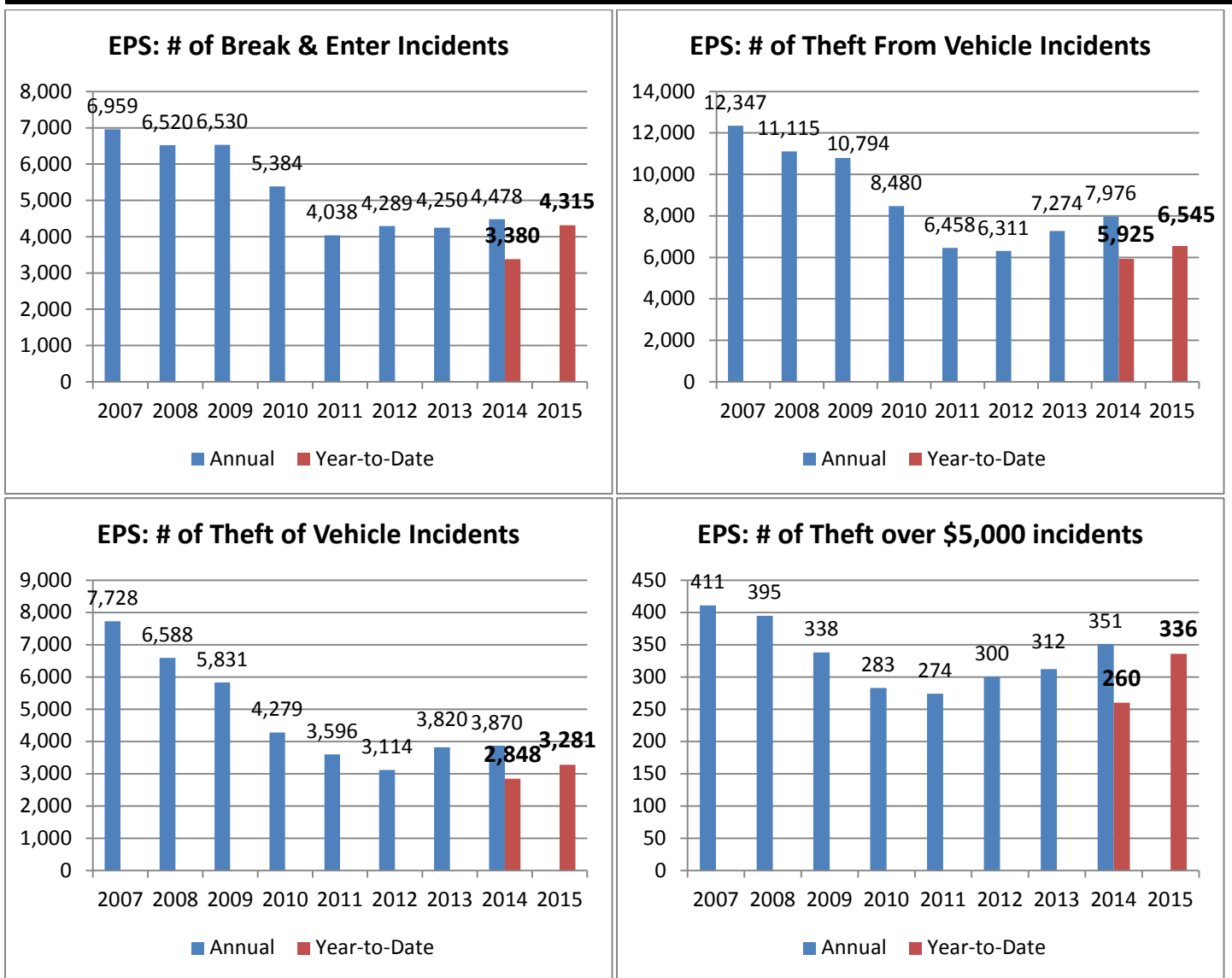
Rising levels of property crime throughout 2015 have been shared across each Property Crime Indicator, with **Theft over \$5,000** up 29.2%, **Break and Enters** up 27.7%, **Theft of Vehicles** up 15.2%, and **Theft From Vehicles** up 10.5%.

Long-term, Property Crime has fallen 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 and South West divisions.

4 Property Crime Indicators	Downtown	North East	North West	South East	South West	West
2014 Q3 YTD	1,434	2,279	2,088	2,279	2,140	2,117
2015 Q3 YTD	1,630	2,628	2,627	2,628	2,709	2,337
% change	13.7%	15.3%	25.8%	15.3%	26.6%	10.4%



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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
191 Traffic Corridor/Intersection Collisions
(14% 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	13	93	65	-28	-30.1%
Q4	Oct – Dec					
Total, 2015 YTD		27	222	191	-31	-14.0%

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 Q3 2015						
#	Location Type	Location	Q3 2014	Q3 2015	Change (#)	Change (%)
1	Intersection	104 Av / 109 St	9	9	0	0.0%
2	Intersection	107 Av / 109 St	4	5	1	25.0%
3	Intersection	137 Av / 50 St	9	9	0	0.0%
4	Intersection	137 Av / 66 St	4	3	-1	-25.0%
5	Intersection	Yellowhead Tr / 127 St	15	9	-6	-40.0%
6	Intersection	82 Av / 75 St	7	4	-3	-42.9%
7	Intersection	90 Av / 85 St*	15	3	-12	-80.0%
8	Intersection	Whitemud Dr WB / Gateway Blvd	9	7	-2	-22.2%
9	Intersection	95 Av / 170 St	11	4	-7	-63.6%
10	Midblock	109 St N of 100 Av	4	3	-1	-25.0%
11	Midblock	107 Av W of 107 St	0	2	2	n/a
12	Midblock	137 Av W of 42 St	3	3	0	0.0%
13	Midblock	170 St N of 95 Av	3	4	1	33.3%
Total, All Target Locations			93	65	-28	-30.1%

*Construction occurring at this location in Q3 2015 decreased traffic volumes and resulting collisions.



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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:

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

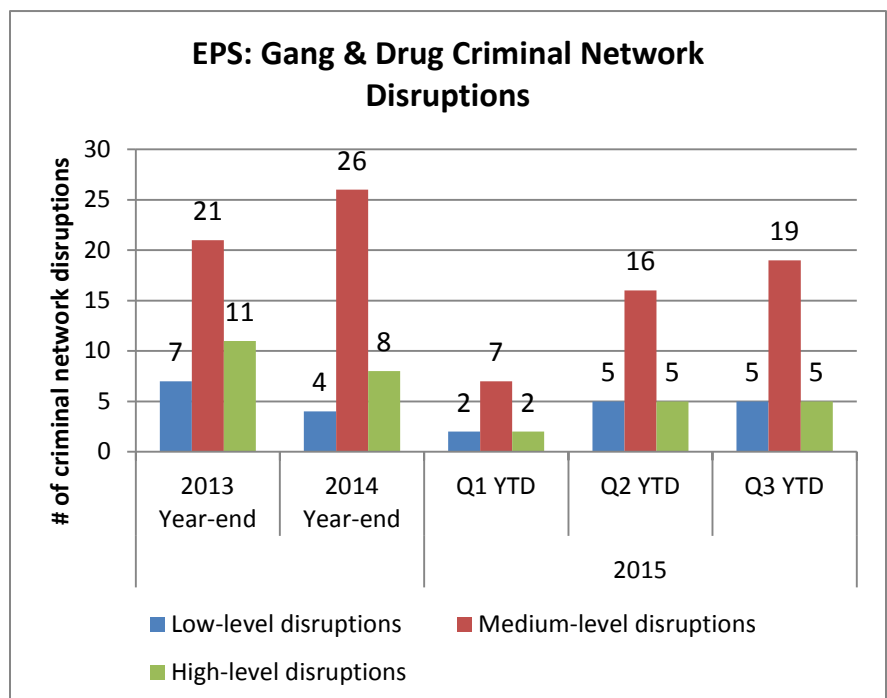
Off-target
19 Medium-level Disruptions
 (Year-end Target: 26)
 (Target: 73% achieved)

On-target
5 Low-level Disruptions
 (Year-end Target: 4)
 (Target: 100% 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.

For the majority of the 3rd quarter of 2015, the entire EDGE Unit has been consumed with assisting on two long term investigations aimed at high-level





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criminal network disruptions. These investigations are expected to conclude in the 4th quarter of 2015. As a result, only 3 other criminal network disruptions occurred in the 3rd quarter, all of which were mid-level targets. Year to date in 2015, EDGE is on pace to meet the year-end targets for all levels of criminal disruption.

The following table summarizes EDGE Unit's arrests, drug, property and weapons seizures for the first three quarters of 2015.

	Q1 2015	Q2 2015	Q3 2015	2015 YTD	2014 YTD
Cocaine	4.3 kg	1.1 kg	1.41 kg	6.81 kg	9.0 kg
Marihuana	0.17 kg	49.5 kg	2.02 kg	51.7 kg	207.7 kg
Heroin	85.5 g	266 g	0 g	351.5 g	168 g
Meth	2.9 kg	0.036 kg	1.84 kg	4.74 kg	2.0 kg
GHB	4.1 L	4.3 L	0	8.4 L	22.9L
Buffing Agent	2.9 kg	0.18 kg	4.29 kg	7.39 kg	27.4kg
Money	\$311, 785 (CAD)	\$244, 712 (CAD)	\$10 100	\$566, 597 (CAD)	\$1.51 M (CAD) + \$8,600 (USD)
Firearms	12	28	0	40	28
Arrests	27	27	7	61	88
Charges	156	209	47	412	289

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. As previously noted, EDGE Unit has concentrated on long term, yet to be concluded, investigations in the 3rd quarter of 2015. As a result, most of the seizure statistics have declined during the last quarter. With the exception of heroin and meth, we have experienced a decrease in seizures for most drug types, year to date in 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.

We have seen a dramatic increase in the number of firearms seized year to date in 2015. The bulk of the firearms seizures were in the 2nd quarter. Although no firearms were seized, EDGE disrupted a mid-level firearms trafficker in the 3rd quarter thereby eliminating one of the sources of firearms available for illegal purchase on the street.

We have also seen an increase in the number of charges laid year to date in 2015 compared to 2014. This increase in charges is evident despite the number of people arrested remaining relative constant over the noted time periods. This speaks to the increased complexity with which drug traffickers are operating, as well as the number of criminal offenses that they are willing to commit in order to profit from the drug trade.



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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:

Q3 Reporting:

- 1) Content has been approved by all partners, the program has been professionally designed (binders and PowerPoint) and 35 binders have been printed and contain all slides in hard copy with facilitation notes. Included in the binders are flash drives which contain the PowerPoint presentations.
- 2) A short video and article was displayed on our EPS intranet page for all EPS employees to view. This promotional material was also sent to our school partners who loved the video and immediately forwarded a list of 50 schools to be included in the program as more and more officers are trained.
- 3) 55 officers have signed up for the one day training session for the Safe in Six program. We have accepted 25 of these officers to take facilitation training this month (the other 30 officers have been placed on a waiting list for another training day in February of 2016). Due to a delay with a guest



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speaker who is key to the training session (partner agency – Canadian Centre for Child Protection) we had to set the training day back a few weeks but will take place on October 15, 2015.

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.

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
41.3%
(43.4% in 2014)

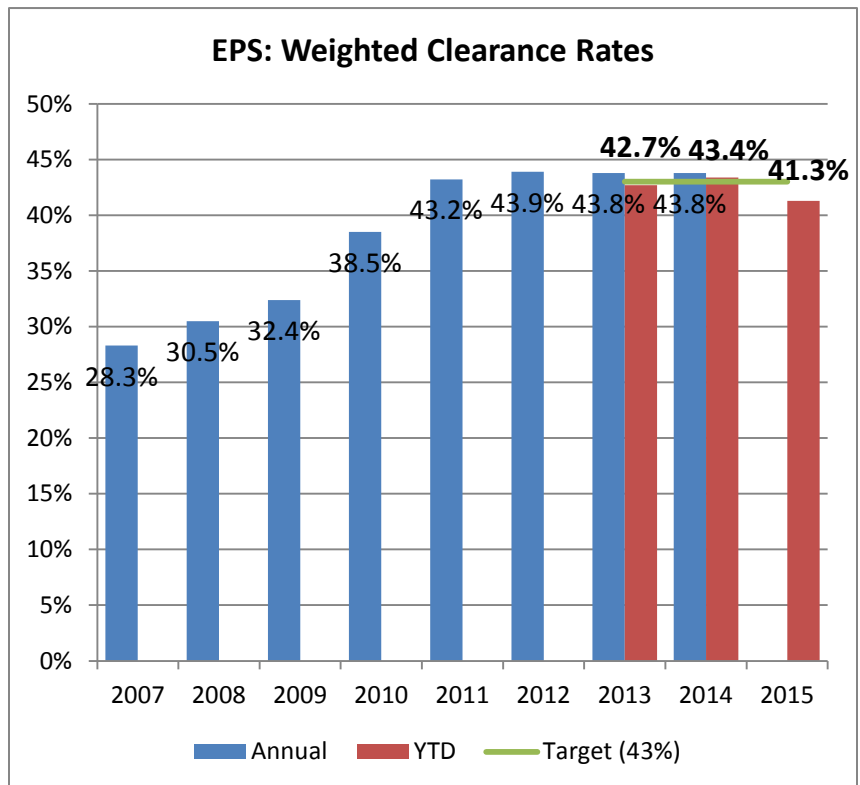
Analysis:

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

Current Results

For the first three quarters 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. The WCR is an indicator for how well EPS is solving crime.

A driving factor for the recent decline in the WCR in 2015 is rising crime – with violent crime up 11.8%, and property crime up 16.6% year-to-date compared to last year. Crime has increased, but EPS’s work capacity for patrol and specialized investigative units (Homicide, Sexual Assault, Robberis, etc) have remained relatively fixed. This creates challenges in balancing quality versus quantity for



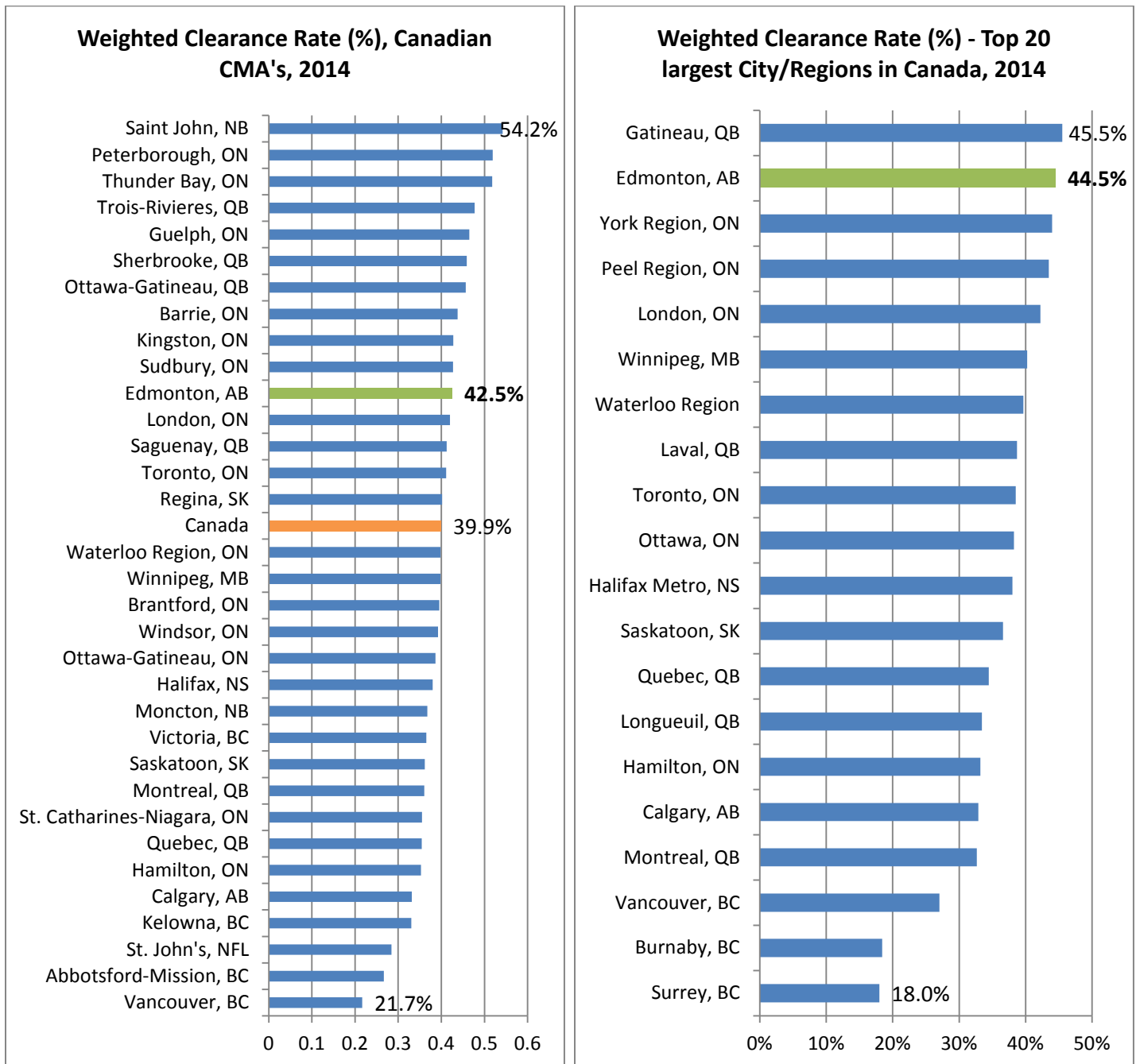


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investigating crimes, and has resulted in larger file backlogs and a smaller proportion of criminal files being assigned to specialized investigation units (where crime files have higher clearance success).

Municipal Comparison

In 2014, EPS had the 2nd highest WCR among the 20 largest cities/regions in Canada, at 44.5%⁴. When measured for the 33 Census Metropolitan Area's (CMA) in Canada, Edmonton had the 11th highest WCR⁵.



⁴ Source: Statistics Canada, tables 252-0083 to 252-0090

⁵ Source: Statistics Canada, table 252-0052



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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 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, EPS's 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. 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 EPS's internally calculated WCR from fully matching 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 EPS's crime database, due to security protocols.



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INITIATIVE 10

Historical Homicides

Initiative Owner: Investigative Support Bureau

Initiative Context:

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

Performance Measures / Targets:

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

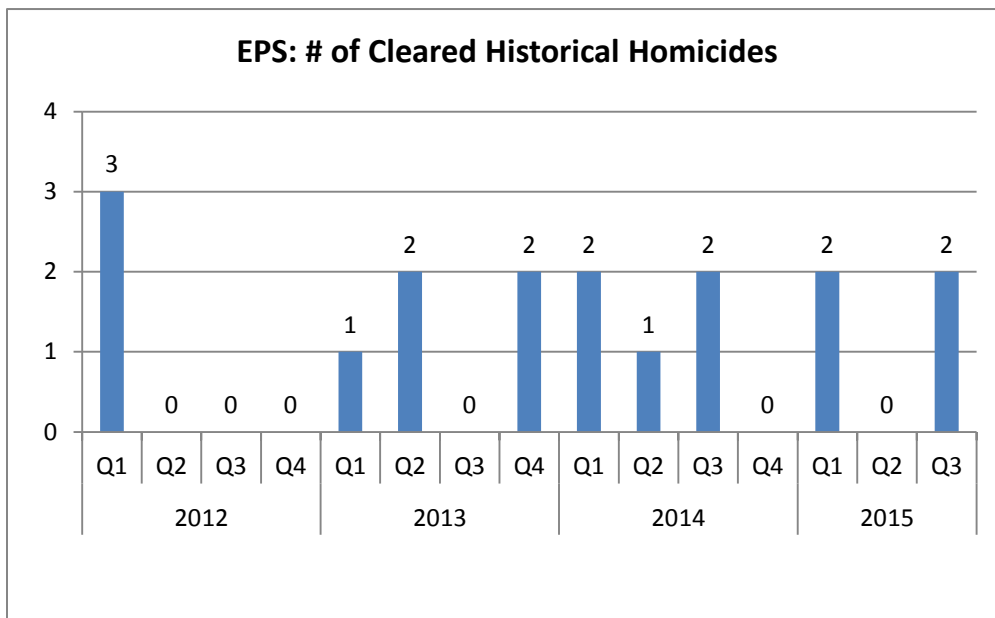
Year to Date Status:

On-target
4 Cleared Cold Case Homicides
(Year-end Target: 5)

Analysis:

Two historical cold case homicides were cleared in Q3. Both were reviewed and suspended with no prospect of prosecution. The file sent to the Crown Prosecutor’s Office for a legal opinion regarding a potential extradition, still has not been returned with a decision. A Project on a 2006 Homicide is also awaiting a Crown decision on prosecution.

The Historical Homicide Unit has completed a comprehensive case review of two of the most dated files being held in the office. Both have been considered suspended. 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:

On-target
Fully Reviewed Historical Missing Person Files Since 2013
40
(YTD Target: 63)

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 Q3 2015, 5 historical files had been reviewed and concluded. In addition to the ongoing work on historical files by MPU staff, there remain 4 historical files assigned to divisions for investigation and task completion that have yet to be returned to MPU.

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:

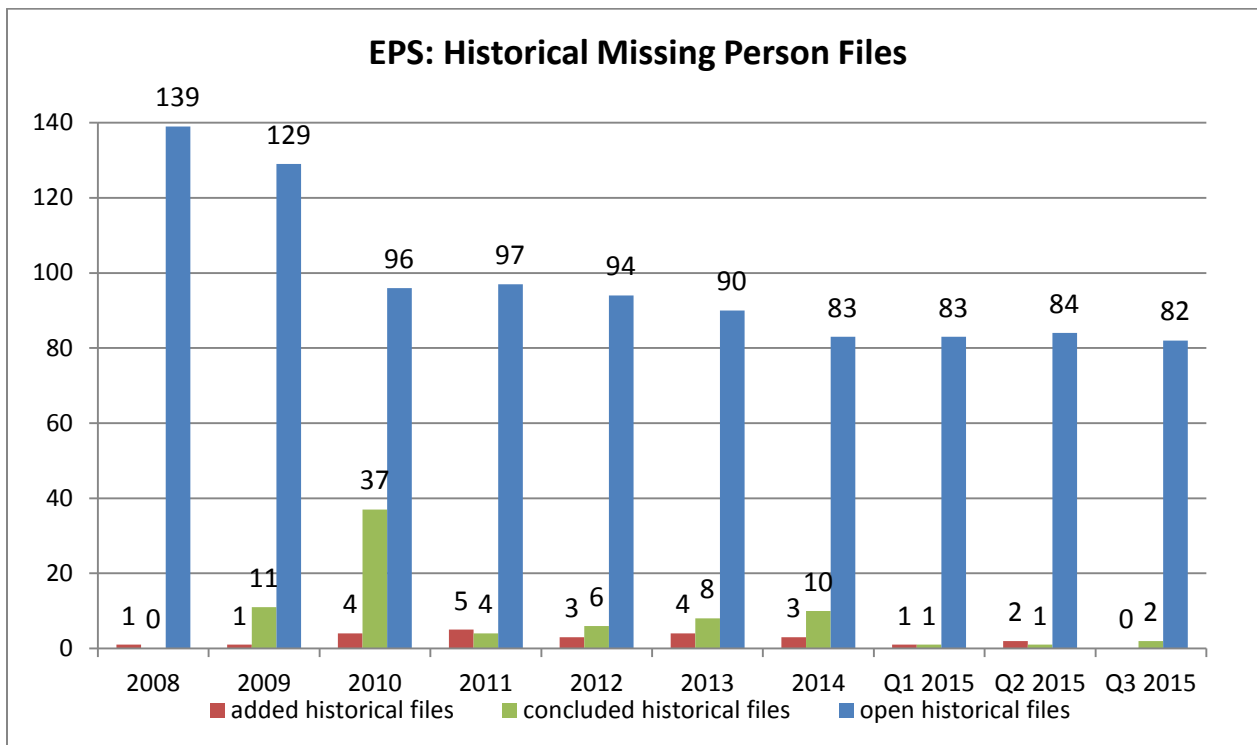
⁶ EPS Missing Persons Unit considers a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



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- 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 Q3, EPS historical missing person files total 82. Two historical files were concluded in Q3 with the discovery of human remains. These were from missing person cases from 2004 and 2007. Remains were found in a rural area east of Leduc, with file responsibility being transferred to RCMP Historical Homicide Unit K-Division in August 2015. Other remains were also located in August 2015 in the N. Saskatchewan River west of the Capilano Bridge despite an extensive search at the time near the Kinsmen and file is concluded as non-criminal. At this time, no new missing person files reached a point where they become historical or long term investigations.



In Q3 of 2015, the Missing Persons Unit reviewed and quality assured 1226 Computer-Aided Dispatch (CAD) calls related to missing persons, check on the welfare, and Form 3's. 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 was almost identical to the previous quarter which had 1225 calls, both of which are an increase of 7.2% and 8.9% compared to quarters prior. This increased number of calls translates into more missing person files having to be reviewed by MPU to ensure thorough investigations are completed in all EPS missing person files.

This resulted in 58 missing person files being either transferred from patrol or being directly assigned to MPU for investigation and conclusion in Q3. This is an increase from Q2 (40 files). Of the 58 files investigated in Q3 by MPU, all were successfully concluded with the exception of 3 files. Of those 3 files, one missing person file was transferred to EPS homicide when the subject was found deceased; another is in the process of being transferred to the RCMP in Grande Prairie where the subject was last seen; and the third case has very little details. It relates to a credible report of an unknown male who was observed at close range jumping off the high level bridge. A search did not reveal any human remains and there is no corresponding missing persons report to date.



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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

70.2% of events with patrol on-scene ≤ 7 min
(Target: 80%)

Off-target

Preventive Activities

11.3% of patrol shift time spent as Preventive
(Target: 25%)

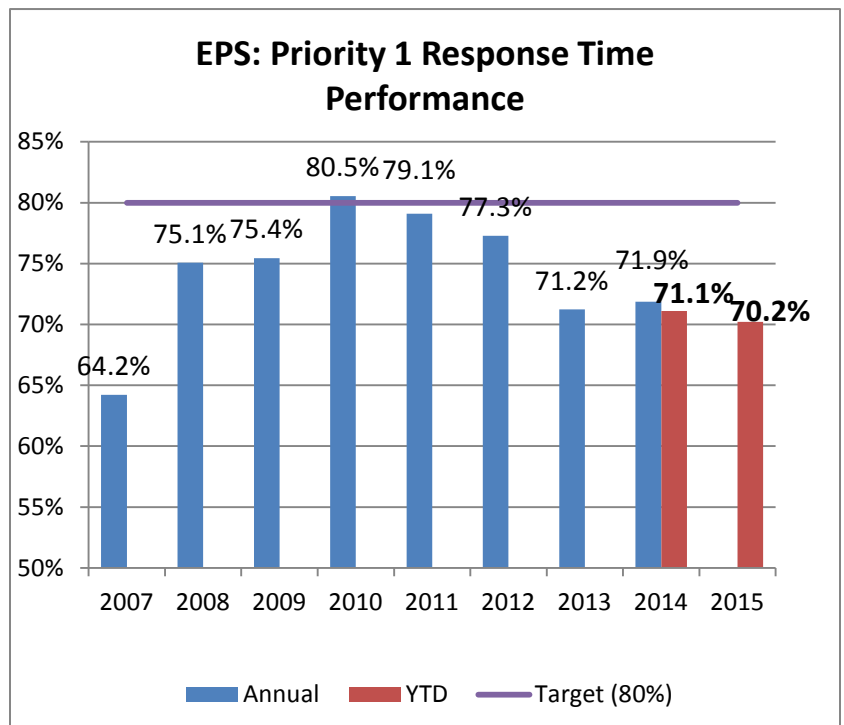
Analysis:

Priority 1 Response Time Performance

Priority 1 Response Time Performance measures the percentage of the time that EPS successfully dispatches a priority ‘1’ 9-1-1 emergency call (‘In Progress Person At Risk’) and gets patrol on-scene to the event in 7 minutes or less.

Timely responses to police emergencies are a major policing deliverable that helps prevent or reduce harm to victims, increases the probability to apprehend offenders, and potentially deters criminal behavior.

Priority 1 Response Time Performance has consistently been falling since Q4 2012. Year-to-Date (YTD) for 2015, Response Time Performance was met for only 70.2% of priority 1 events.

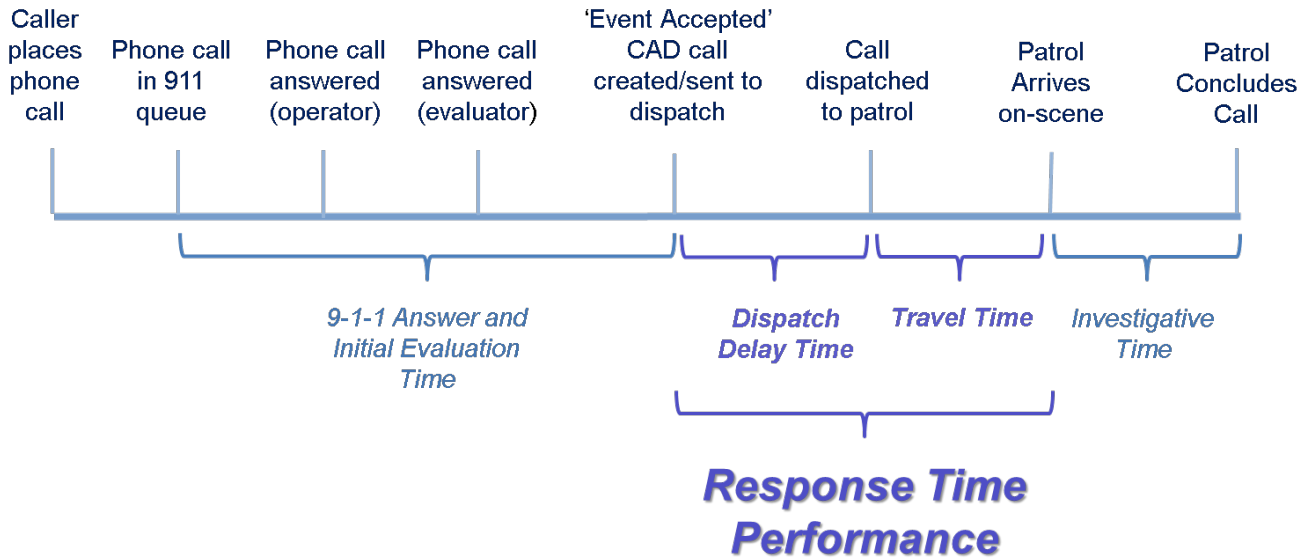




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How Response Time is Calculated

Response Time performance is calculated from dispatched calls where the final priority level is 1, where the location is fixed (i.e., excludes impaired driving calls), and excludes “on-view” calls (i.e., where a patrol member observes the event before it is called in by the public). Time is measured when the dispatcher has received the call to the point that an EPS patrol 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 determine the seriousness of the call.



Beginning in 2015, EPS went from a 5 to 6 divisional model which resulted in new boundaries for all divisions. North West became the new 6th division. Responses have been declining the most this year in South West division (at 48.3% YTD). Responses have improved marginally in Downtown division, and Downtown is the only division to consistently meet its target thanks to a small geographic size and grid-based road design.

P1 Response Time Performance by Division	2007	2008	2009	2010	2011	2012	2013	2014	2015 Q3 YTD	2014 Q3 YTD
Downtown	82.3%	89.1%	88.1%	94.1%	94.9%	93.1%	86.5%	85.5%	87.2%	84.8%
South East	56.4%	73.1%	76.0%	77.0%	71.6%	70.9%	65.0%	62.1%	64.1%	64.4%
South West	51.1%	61.1%	57.6%	67.6%	63.0%	61.4%	60.1%	55.3%	48.3%	55.8%
West	66.3%	76.2%	76.4%	81.7%	77.3%	74.7%	70.9%	73.4%	72.1%	74.8%
North East									72.8%	
North West (new)									71.6%	
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.

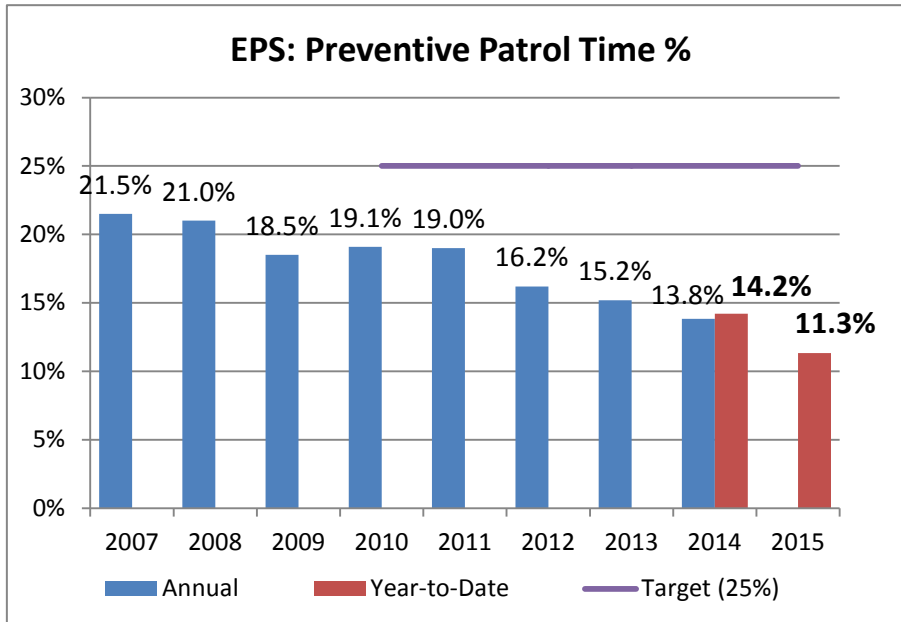
Preventive activities can be thought of as those that proactively prevent or suppress future crime. Some examples of this would include patrolling a drinking establishment for potential impaired drivers, proactively



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locating an individual with outstanding criminal warrants, or checking on a domestic violence 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 **11.3% in 2015 YTD**. This is below the 14.2% achieved in the same period in 2014. The continued reduction in Preventive Patrol Time is a consequence of patrol shift time increasingly being devoted by Calls-for-Service, which has increased from 46.9% of patrol's shift time in 2007 to 65.4% in 2015 YTD. Preventive Patrol Time is the most available in South East division (13.9%) and lowest in North East division (10.3%).



Combined Patrol Shift Time by Task - 2015 Q3 YTD

Division	Preventive	CFS	Admin	Undefined
Citywide	11.3%	65.4%	14.1%	9.3%
Downtown	10.7%	67.5%	13.0%	8.8%
North East	10.3%	69.8%	10.9%	9.1%
North West	10.5%	65.0%	15.9%	8.7%
South East	13.9%	60.3%	16.3%	9.5%
South West	11.6%	63.3%	15.1%	10.1%
West	10.4%	67.3%	13.1%	9.3%



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INITIATIVE 13

9-1-1 Emergency Call Management

Initiative Owner: Investigative Support Bureau – Police Communications Branch

Initiative Context:

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

Performance Measures / Targets:

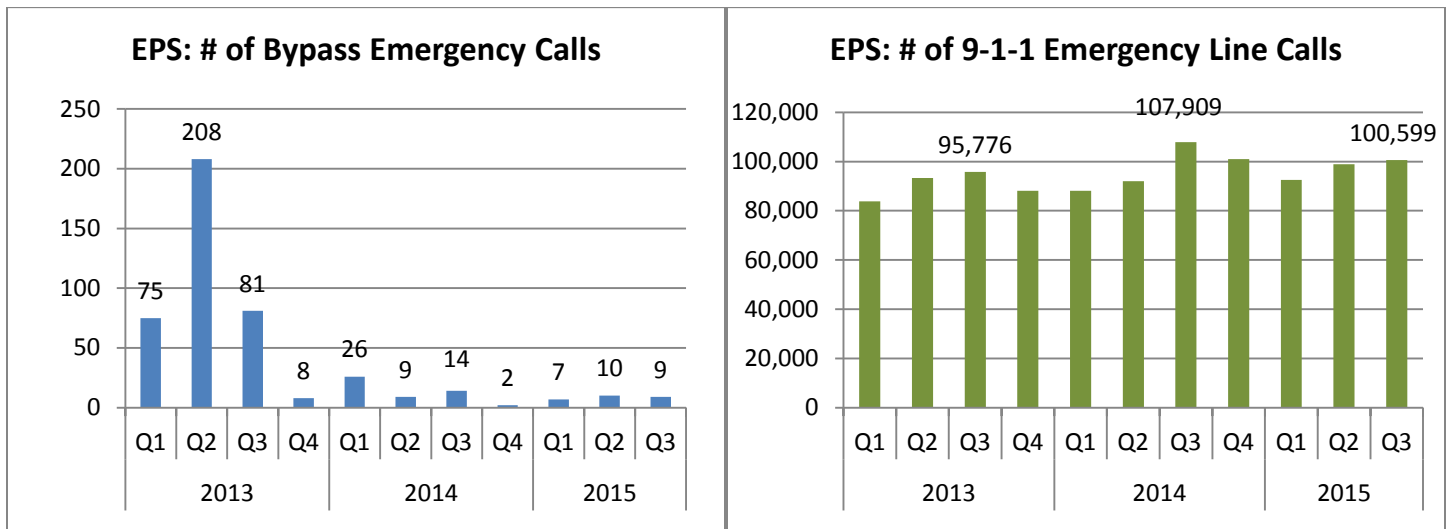
Bypass Calls – the number of 9-1-1 emergency calls that bypass the 9-1-1 PSAP and enter the non-emergency police call center. Bypass calls occur when the call has taken 42 or more seconds to answer, or when there are more than 5 additional calls waiting to be answered. **Target:** Maintain or achieve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

Year to Date Status:

On-target
26 Bypass Emergency Calls
(47.0% below 2014)

Analysis:

Year-to-date (Q1-Q3), Police Communications Branch 911 Operators answered 292,099 '911 Emergency Line' calls compared to 288,102 in the same period last year (a 1.4% increase). At the same time, the number of '911 Bypass' calls decreased 47.0% 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.



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INITIATIVE 14

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
88.1 seconds
(54.6% above 2014)

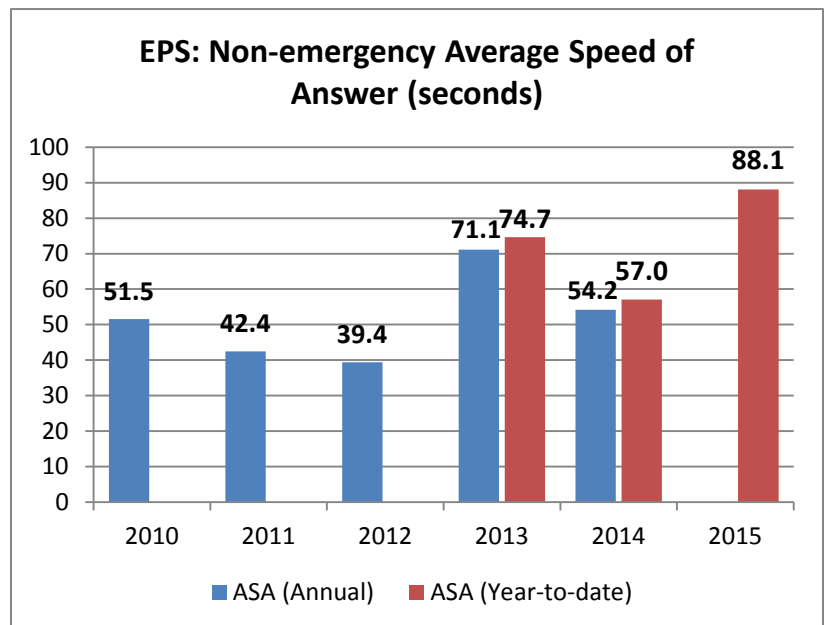
Analysis:

Average Speed of Answer (ASA)

Year-to-date (Q1-Q3), the Average Speed of Answer (ASA) for non-emergency calls was 88.1 seconds, or 54.6% higher than in the same period last year.

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.

The ASA in Q3 of 84.6 seconds is 34.9% higher than the 2014 Q3 ASA of 62.7 seconds (post-IVR implementation). This continuing trend of higher ASA’s throughout 2015 (Q1-Q3) versus 2014 (Q1-Q3) remains concerning, especially with a 9.3% decrease in ‘Calls Answered’ by ECOs in 2015 YTD versus 2014 YTD.





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Attempts to identify a root cause for this 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 have resulted 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.

PCB continues to focus on the above noted measures and was encouraged to see some positive results during the first few weeks of Q3. However, maintaining minimum ECO staffing levels throughout Q3 proved unusually difficult this summer, even when overtime was offered. This reoccurring inability to meet current PCB staffing levels suggests PCB's ECO staffing model is far too reliant on part-time ECO staffing who can simply choose to work if and when they want. This can only be remedied by increasing full-time ECO staffing levels to the point in which there are far fewer part-time shifts available to fill by part-time ECOs. Steps are underway to hire more full-time ECOs and to replenish a diminished pool of part-time ECOs in order to meet minimum ECO staffing levels, but the positive effect of this action will not be realized until 2016.

PCB will continue to closely monitor ASA levels and make adjustments necessary toward achieving the 2015 ASA target of 50 seconds but meeting minimum staffing levels is anticipated to remain a challenge in Q4 and well into 2016. There is a direct correlation between ECO staffing levels and ASA, so until our ECO staffing model sees a significant increase in full-time ECO staffing levels and a decreased dependency on part-time ECO staffing meeting ASA targets will remain a challenge.

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	389,151	412,864
IVR Diverted Calls*					124,138	143,121	67452*
ECO Answered Calls	417,018	432,660	440,324	452,288	416,678	293,532	323,733
Abandoned Calls	63,156	53,283	54,466	84,980	45,130	27,179	40,436

* 'IVR Diverted Calls' includes all calls processed by IVR that are NOT transferred to an ECO.

* 2014 YTD 'IVR Diverted Calls' total is calculated beginning 2014 June 26 (post-IVR Implementation).

Other Non-Emergency Statistics

'Abandoned Calls' remain substantially lower post-IVR, with a 32.8% reduction this year compared to the same period last year. The 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 5.7% 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.**

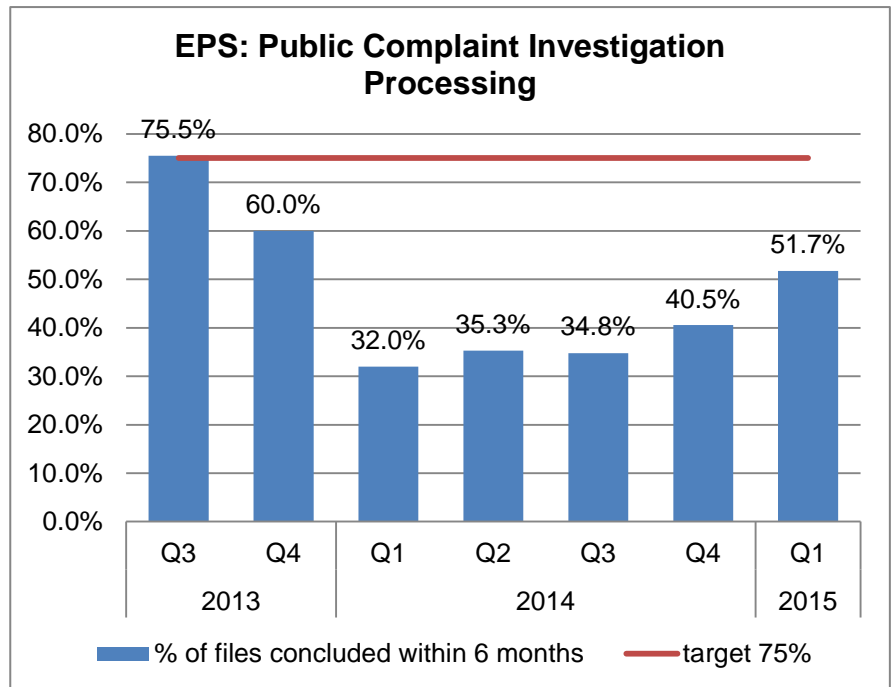
Year to Date Status:

Off-target
Public Complaint Investigation Processing
51.7% of 2015 Q1 files concluded in ≤ 6 months
(Target: 75%)

Analysis:

For the latest available quarter, Public Complaint Investigation Processing was 51.7 %. This is below the longstanding target of 75% or greater, but considerably improved from previous quarterly performance as low as 32%.

The status of all public complaints received during the first quarter of 2015 – that is, all files that would have reached an age of 6 months during the third quarter of 2015 – are displayed in the table below. 12 of the 29 files have been listed as completed within 6 months (41%) and an additional 3 files (listed as 2 suspended and 1 forwarded) went to the stage of 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).





2015 Annual Policing Plan – Q3

File Status	Number of Files
Active	14
Completed	12
<i>Resolved through Supervisor Intervention</i>	2
<i>Dismissed/Withdrawn</i>	4
<i>No Reasonable Prospect</i>	5
<i>Resolved through ADR</i>	1
Forwarded	1
<i>Obtaining Legal Opinion</i>	1
Suspended	2
<i>Investigative Review</i>	2
Grand Total	29