



Annual Policing Plan

Public Initiatives

2015 Q4 Report

Edmonton Police Service
Edmonton Police Commission Copy

EPS Annual Policing Plan Dashboard - 2015 Q4

Reduced Crime & Victimization

1. Crime Severity Index

EPS Crime Severity Index (estimated, annualized)

119.1

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

2. Violence Reduction Strategy: Violent Crime

of 4 Violent Crime Indicators

9,129

Target: ≤ 8,345 (maintain 2014 levels)

3. Violence Reduction Strategy: Social Disorder

of social disorder incidents

18,750

Target: ≤ 18,559 (maintain 2014 levels)

4.1 Domestic Violence Intervention: Offender Checks

of domestic offender management checks

212

Target: ≥ 300 (5% increase from 2014)

4.2 Domestic Violence Intervention: Victim Checks

of domestic victim support contacts

905

Target: ≥ 984 (2% increase from 2014)

5. Property Crime

of 4 Property Crime Indicators

20,061

Target: ≤ 16,683 (maintain 2014 levels)

6. Traffic Safety

of traffic corridor/intersection collisions

371

Target: ≤ 387 (2% reduction from 2014 levels)

7.1 Gang & Drug Enforcement

of high-level criminal network disruptions

6

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

7.2 Gang & Drug Enforcement

of medium-level criminal network disruptions

31

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

7.3 Gang & Drug Enforcement

of low-level criminal network disruptions

9

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

8. Safe in Six

Q4: program budget approved, Evaluation forms ready for end of school year

On-target

Investigative Excellence

9. Clearance Rates

% of criminal incidents cleared (weighted)

41.7%

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

42

Target: 72 files (start date Jan 2014)

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Increased Efficiency & Effectiveness

12.1 GDM: Priority 1 Response Time

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

71.5%

Target: ≥ 80%

12.2 GDM: Directed Patrol Time

% of patrol time spent as directed

11.1%

Target: ≥ 25%

13. 9-1-1 Emergency Call Management

of bypass emergency calls

28

Target: ≤ 51 (maintain 2014 levels)

14. Police Non-Emergency Calls

Average time (seconds) to answer non-emergency calls

81.8

Target: ≤ 50 seconds

Commitment to Professionalism

15. Public Complaints

% of public complaint investigations concluded ≤ 6 months

53.8% (Q2 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
119.1 points
(Target: 89.3)

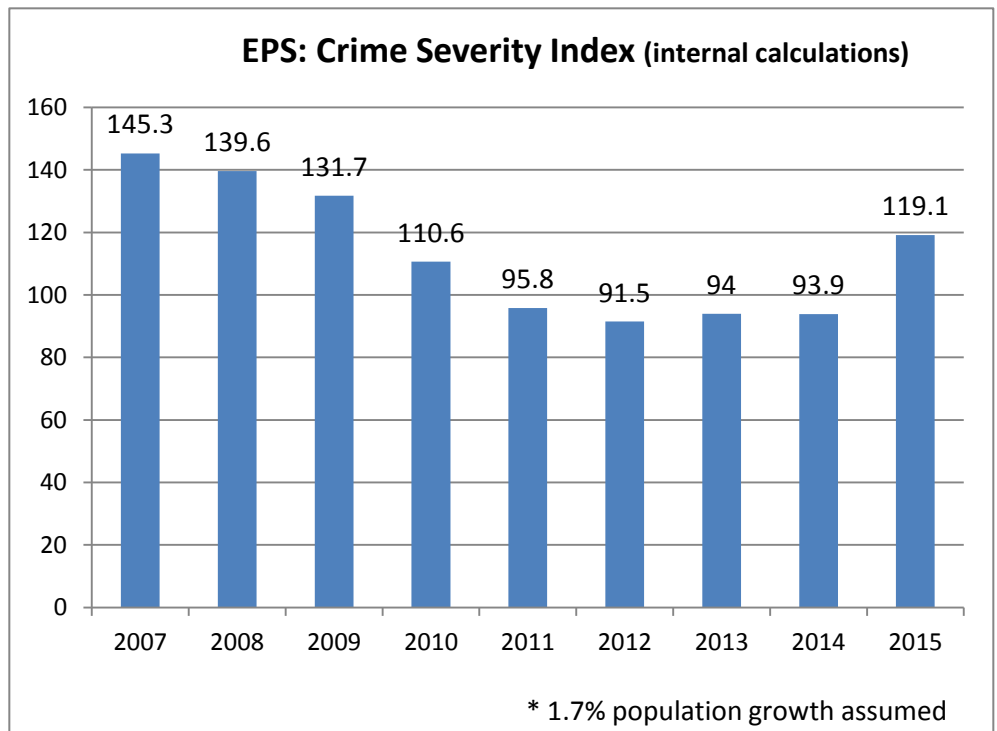
Analysis:

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

Current Results

In 2015, Edmonton’s estimated Crime Severity Index (CSI) for all crimes was 119.1, compared to 93.9 in 2014. Long-term, Edmonton’s CSI has fallen from a high of 145.3 in 2007 to 119.1 in 2015, an 18% 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



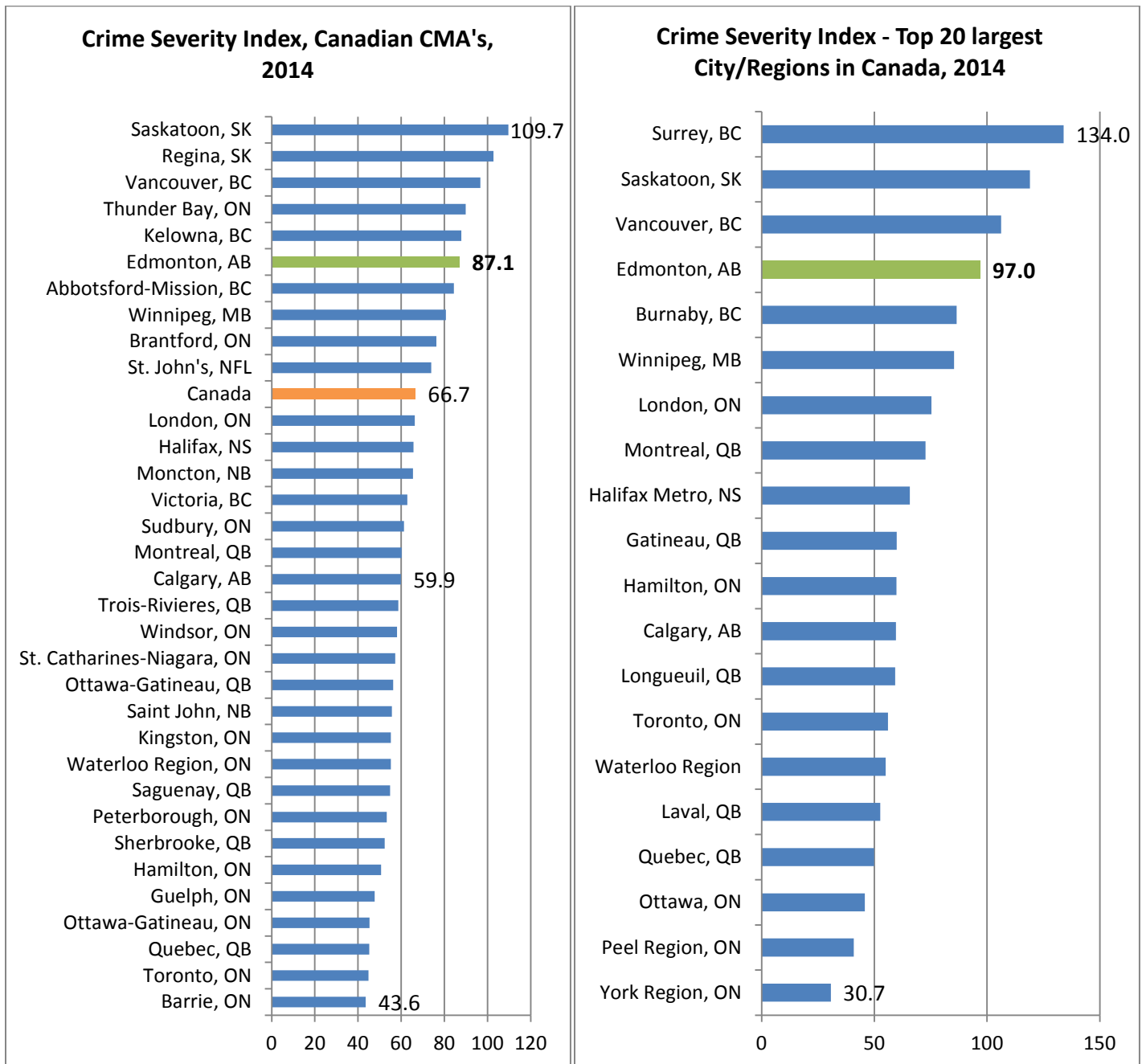


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assumed population growth of 1.7%¹.

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, prepared April 2015.

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	96.9	97.0	-0.1%

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, Jan 18, 2016.

Additional Reporting:

Divisional level Violent Crime statistics.

Year to Date Status:

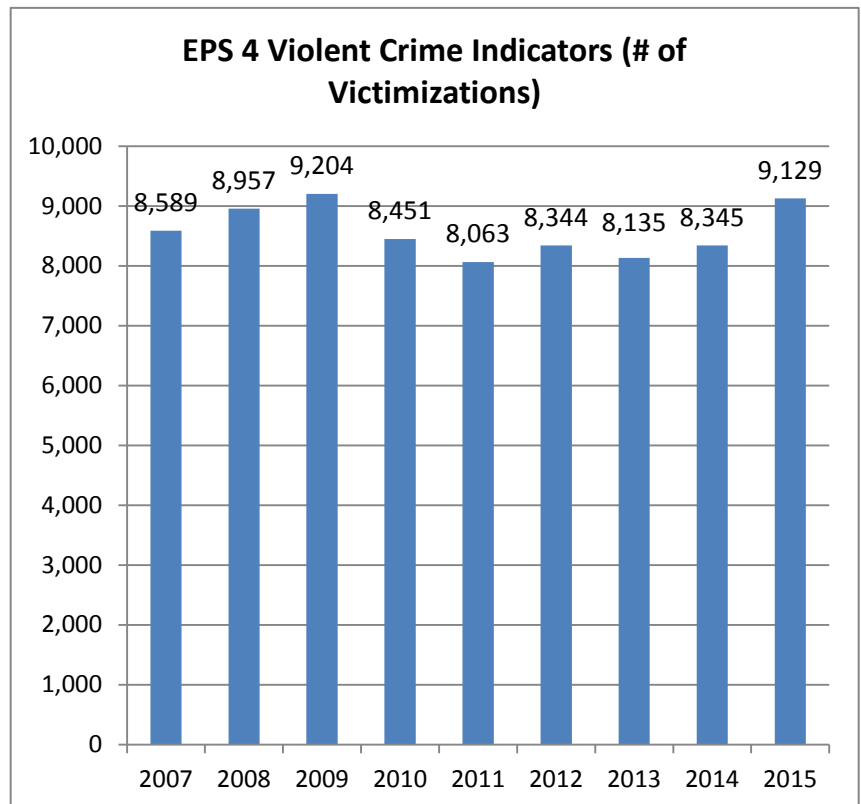
Off-target
4 Violent Crime Indicators
9,129 victimizations
(9.4% above 2014 levels)

Analysis:

In 2015, the total number of victimizations from EPS’s 4 violent crime indicators was 9,129, an 9.4% increase from 2014 levels. It’s important to consider that while violent crime is up considerably in 2015, the levels are moderating out. Comparing individual quarters in 2014 and 2015, violent crime was up 16.5% in Q1, 11.5% in Q2, 7.9% in Q3, and down 0.9% in Q4.

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 13.6%, **Assault** are up 7.9%, **Sexual Assault** are up 3.4%, and **Homicide** are down 11.8%.

Over the long-term, the 4 violent crime indicators have increased 6.3% from 8,589 victimizations in 2007 to 9,129 in 2015. The reduction has been entirely due to fewer victimizations of robbery, which



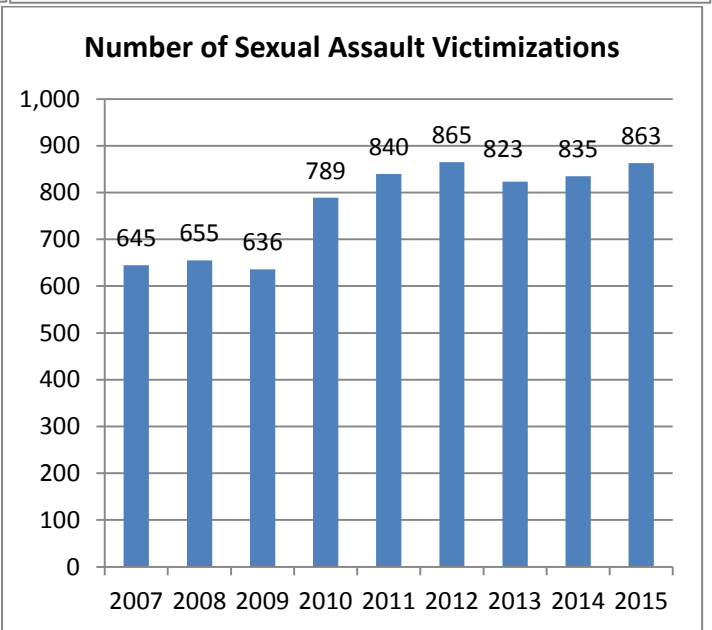
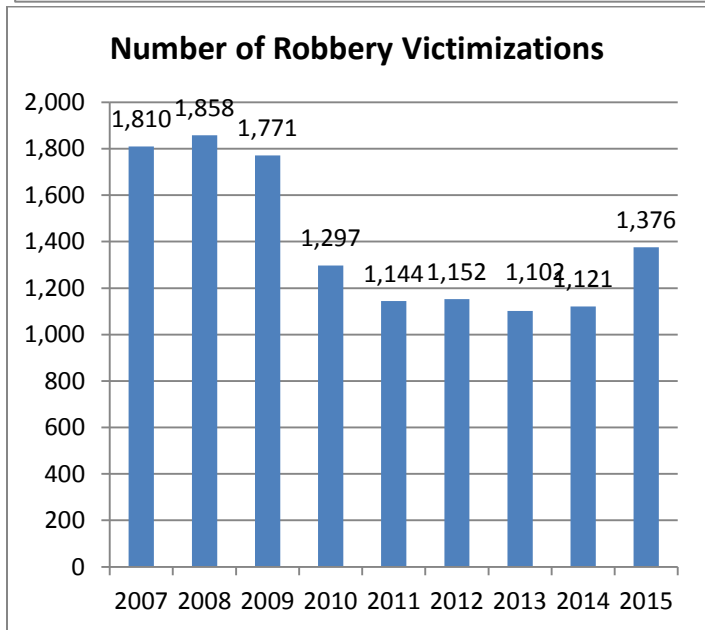
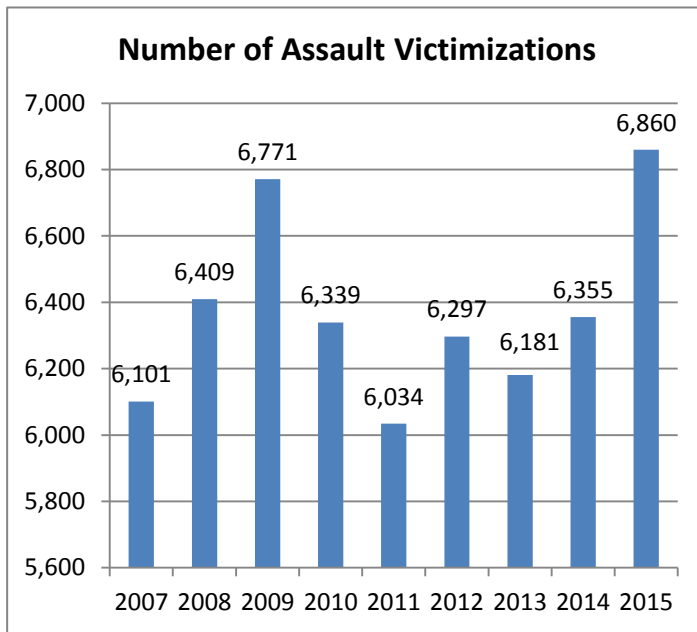


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decreased 38.1% over the same period. Victimization of Sexual Assault peaked in 2012, and have experienced a slight reduction since.

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
- 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 across all divisions, except for North West Division. South West division has experienced the highest increase in violence among divisions, with a 44.3% compared to 2014



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4 Violent Crime Indicators	Downtown	North East	North West	South East	South West	West
2014 Q4 YTD	1,871	1,398	1,517	1,089	935	1,215
2015 Q4 YTD	2,230	1,510	1,421	1,140	1,349	1,211
% change	19.2%	8.0%	-6.3%	4.7%	44.3%	-0.3%



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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:

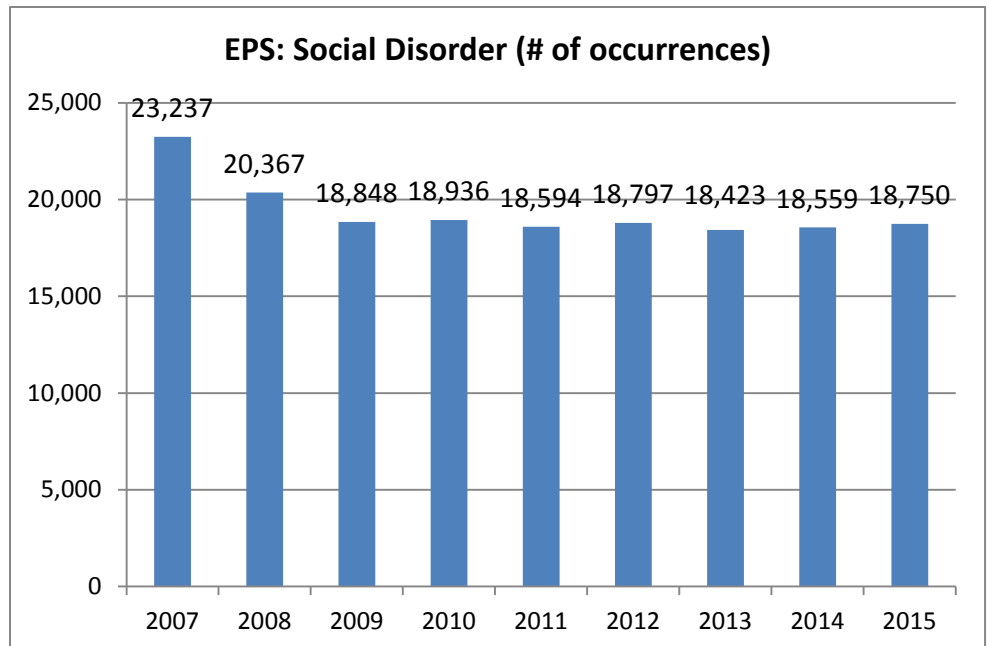
Off-target
Social Disorder
18,750 occurrences
(1.0% above 2014 levels)

Analysis:

In 2015, the total number of social disorder occurrences was 18,750, a 1.0% 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.

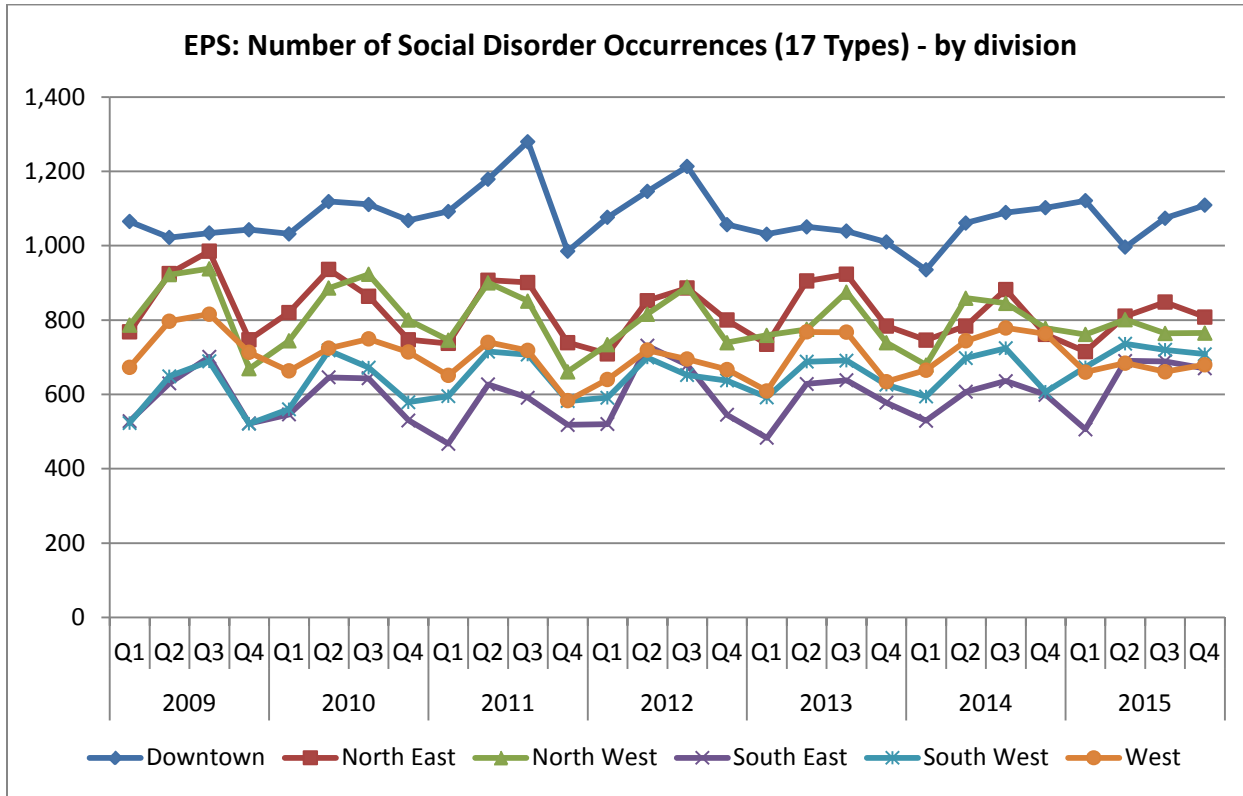
Social disorder occurrences are most heavily concentrated in the Downtown Division, and the least in South East division. Compared to the same period last year, social disorder occurrences has risen the most in South West at 8.2%.





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# of Social Disorder Occurrences (17 types)	Downtown	North East	North West	South East	South West	West
2014 YTD	4,187	3,173	3,161	2,371	2,623	2,951
2015 YTD	4,300	3,181	3,091	2,555	2,837	2,685
% change	2.7%	0.3%	-2.2%	7.8%	8.2%	-9.0%





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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
212 completed checks
(26% below 2014)

Off-target
Domestic Violence Victim Interventions
905 completed interventions
(6.2% below 2014)

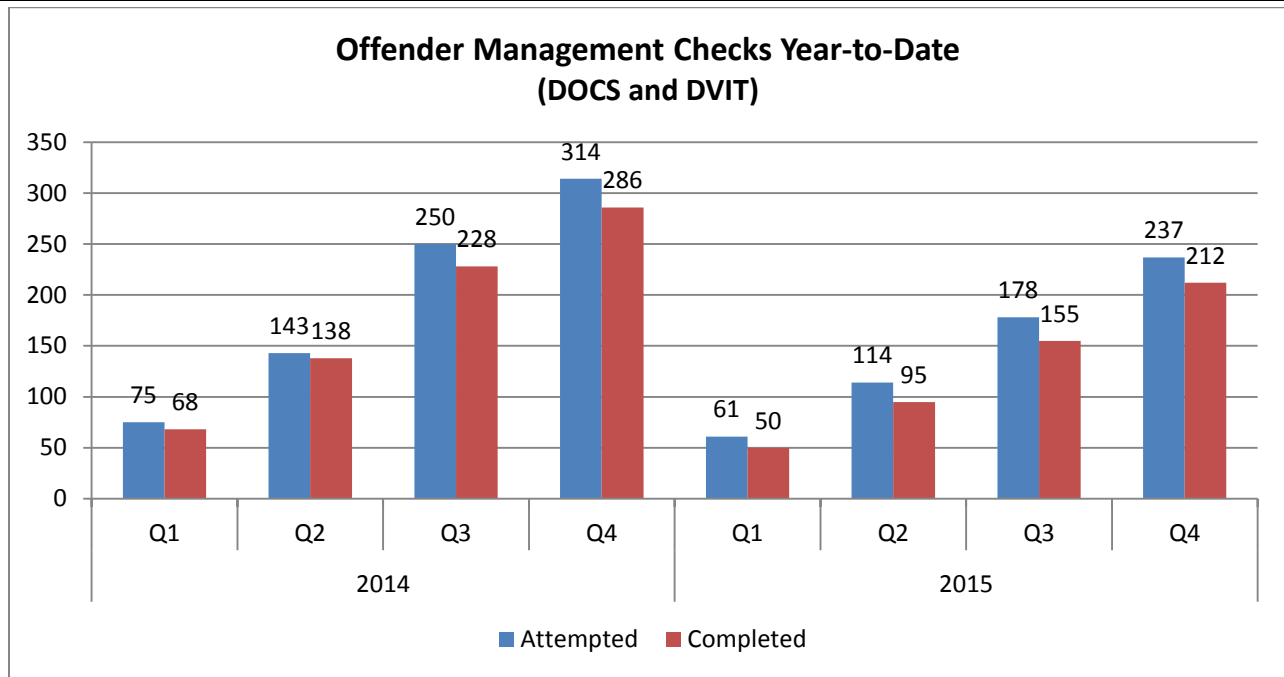
Analysis:

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 Q4				
# Files Attempted	114	123	373	610
Completed Offender Management Checks Q4	114 (100%)	98 (80%)	300 (80%)	512 (84%)
2014 Q4				
# Files Attempted	139	175	462	776
Completed Offender Management Checks Q4	139 (100%)	147 (84%)	375 (81%)	661 (85%)

DOCS: It is important to note that while the completion rate remained steady at 100% in Q4 2015, there are a number of contributing factors as to why there has been a decrease in the number itself, from **139 to 114** year over year. First, of the **163** Primary Files assigned to DOCS Detectives during Q4 2015 **26%** (n=49) of these were either SUI or had been deemed Non-Criminal, and therefore were not counted in the total number of attempted Offender Management checks during this time frame. The reason that SUI and Non-Criminal files were not suitable for Offender Management is that no arrests had been made on these files, thus there were no offenders to manage. It should also be noted that DOCS completed **50%** more Offender Management checks in 2015 as compared to the same time frame in 2013 (**76 to 114**).

DVIT: The total number of attempted Offender Management Checks completed by DVIT in Q4 2015 is down **33%** from to Q4 2014 (**98 and 147**). This decrease is likely a result of DVIT shifting their mandate during Q2 2015. The criterion for file assignment was shifted from *severity of index offence* to *developing risk within the relationship*. Following changes to the DVIT mandate, there was a notable increase in the number of long-term and complex domestic violence investigations being assigned to members of this area. As a result, DVIT members were involved in prolonged investigations and/or Offender Management, thus decreasing the number of files they were able to complete during Q4 2015. DVIT had also faced significant challenges with staffing



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and capacity during 2015, which also likely contributed to the notable decrease in Offender Management checks completed.

Patrol Divisions: During Q4 2015, there was a notable increase in calls for service city-wide which resulted in patrol members having significantly less proactive time to complete Offender Management. As a result, there were no Offender Management Checks attempted in the new Northwest Division during this time frame.

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 Q4				
# Files Attempted	163	164	859	1,186
Attempt made but unable to contact		31	250	
Successful contact made		122	558	
Contact/ victim declined		11	51	
Completed Interventions Q4 (success + decline)	163 (100%)	133 (81%)	609 (71%)	905 (76%)
2014 Q4				
# 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 (86%)	596 (71%)	965 (78%)

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 tasks that land in either of these areas will generally experience a completion rate at or near 100%. However, it is important to keep in mind that both areas have been assigned a significant number of complex investigations throughout 2015. 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. Further, it should be acknowledged that although the number of completed Interventions are down year over year, DOCS has in fact completed **32.5%** more Interventions in Q4 2015 when compared to the same time frame in 2013 (**127 to 163**).

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 **80%** of their offender management checks they attempt and **71%** 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, Jan 19, 2016*

Year to Date Status:

Off-target
4 Property Crime Indicators
20,061 Incidents
(20.0% above 2014 levels)

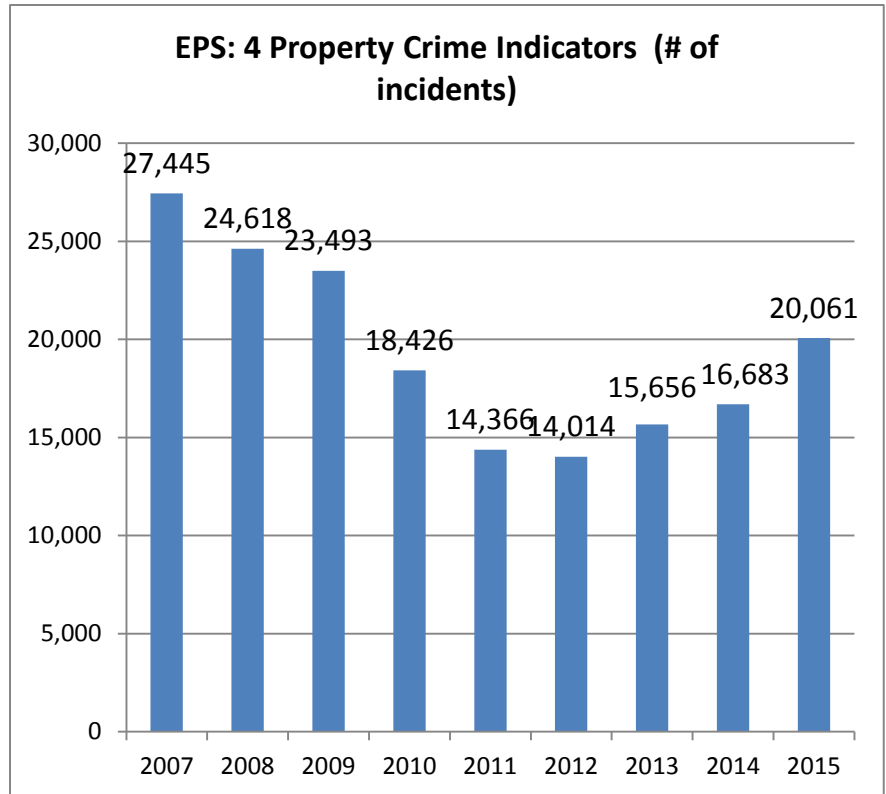
Analysis:

To the end of 2015, the total number of incidents from EPS’s 4 property crime indicators was 20,061, which was 20% higher than 2014.

It’s important to note that while Property Crime is up considerably 2015, the levels are beginning to moderate marginally. Comparing individual quarters from 2014 to 2015, property crime was up 29.1% in Q1, 17.8% in Q2, 7.7% in Q3, and 9.4% in Q4.

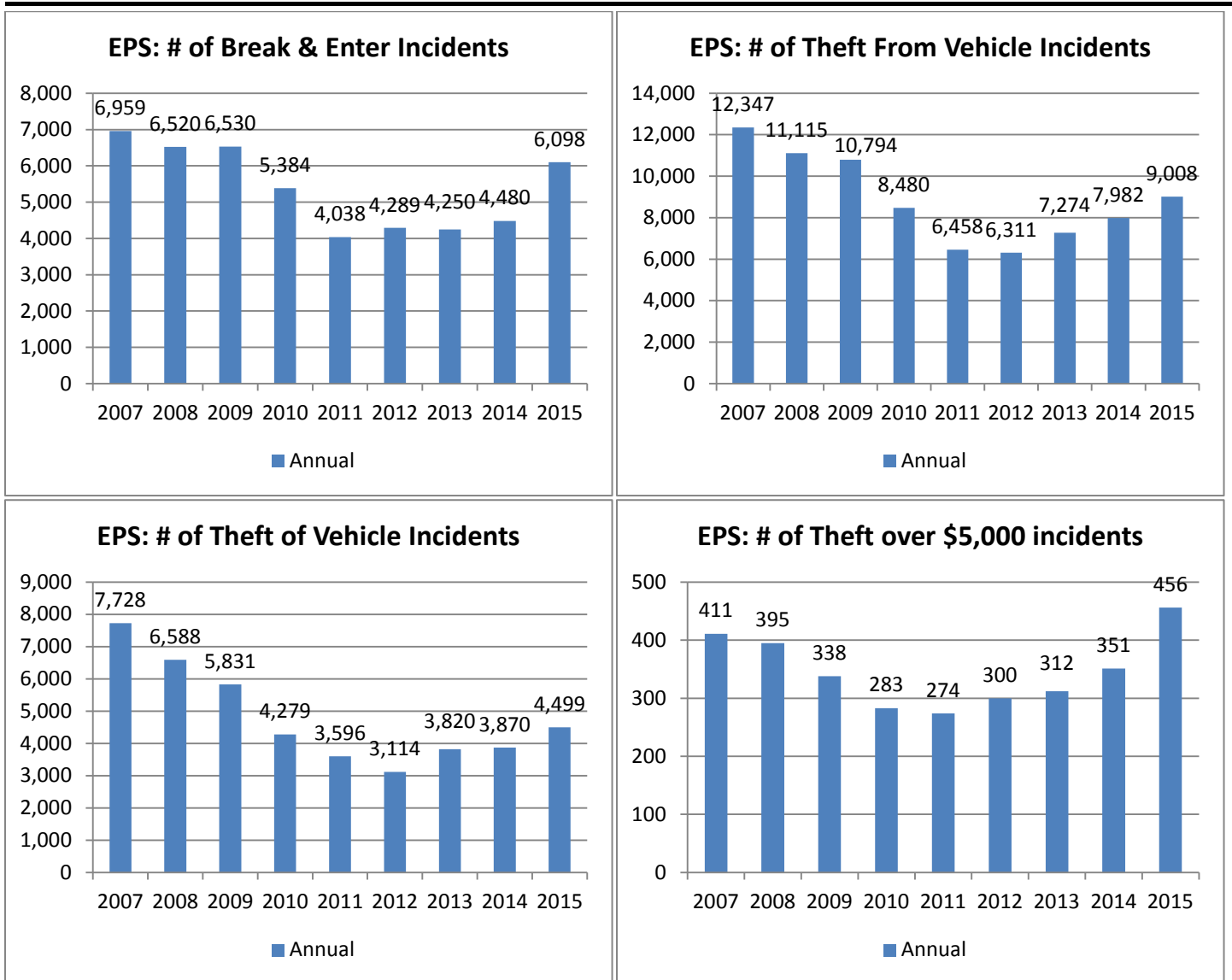
Rising levels of property crime throughout 2015 have been shared across each Property Crime Indicator, with **Theft over \$5,000** up 29.9%, **Break and Enters** up 36.1%, **Theft of Vehicles** up 16.3%, and **Theft From Vehicles** up 12.9%.

Long-term, Property Crime has fallen from a high of 27,445 incidents in 2007 to 20,061 incidents in 2015, a 26.9% 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 South West division.

4 Property Crime Indicators	Downtown	North East	North West	South East	South West	West
2014	1,928	2,878	2,888	2,991	2,892	2,894
2015	2,158	3,272	3,616	3,687	3,782	3,253
% change	11.9%	13.7%	25.2%	23.3%	30.8%	12.4%



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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
371 Traffic Corridor/Intersection Collisions
(6% 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 Q4, there were 180 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%
Q2	Apr – Jun	10	69	63	-6	- 9%
Q3	Jul – Sep	13	93	65	-28	- 30%
Q4	Oct – Dec*	26	173	180	+ 7	+ 4%
Total, 2015 YTD		53	395	371	-24	- 6%

*Data entry for December collisions is ongoing.

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 Q4 target locations is as follows:

OTS High Collision Locations – DDACTS Program Q4 2015						
#	Location Type	Location	Q4 2014	Q4 2015	Change (#)	Change (%)
1	Intersection	103 Avenue 109 Street	5	7	+ 2	+ 40%
2	Intersection	104 Avenue 109 Street	13	10	- 3	- 23%
3	Intersection	111 Avenue 101 Street	3	5	+ 2	+ 67%
4	Intersection	JASPER AVENUE 109 Street	3	3	0	0%
5	Intersection	118 Avenue WAYNE GRETZKY DRIVE SBD	5	5	0	0%
6	Intersection	137 Avenue 50 Street	8	12	+ 4	+ 50%
7	Intersection	137 Avenue 97 Street	12	10	- 2	- 17%
8	Intersection	YELLOWHEAD TRAIL 66 Street	3	7	+ 4	+ 133%
9	Intersection	118 Avenue 97 Street	5	8	+ 3	+ 60%
10	Intersection	137 Avenue 127 Street	7	17	+ 10	+ 143%
11	Intersection	YELLOWHEAD TRAIL 127 Street	13	13	0	0%
12	Intersection	23 Avenue 50 Street	9	3	- 6	- 67%
13	Intersection	23 Avenue 91 Street	12	10	- 2	- 17%
14	Intersection	98 Avenue 75 Street	8	6	- 2	- 25%
15	Intersection	34 Avenue GATEWAY BOULEVARD	11	6	- 5	- 45%
16	Intersection	51 Avenue CALGARY TRAIL SBD	12	6	- 6	- 50%
17	Intersection	WHITEMUD DR WB/GATEWAY BLVD	9	6	- 3	- 33%
18	Intersection	95 Avenue 170 Street	8	14	+ 6	+ 75%
19	Intersection	107 Avenue 142 Street	17	21	+ 4	+ 24%
20	Midblock	107 Avenue W of 107 Street	1	0	- 1	- 100%
21	Midblock	109 St N of Jasper Av	1	2	+ 1	+ 100%
22	Midblock	CAPILANO BRIDGE	0	0	0	0%
23	Midblock	137 Avenue / 42 - 50 Street	2	0	- 2	- 100%
24	Midblock	97 Street / 135 - 137 Av	0	1	+ 1	n/a
25	Midblock	YELLOWHEAD TRAIL / 121 - 124 St	5	3	- 2	- 40%
26	Midblock	CALGARY TRAIL SBD N of 34 Av	1	5	+ 4	+ 400%
Total, All Target Locations			173	180	+ 7	+ 4%



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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:

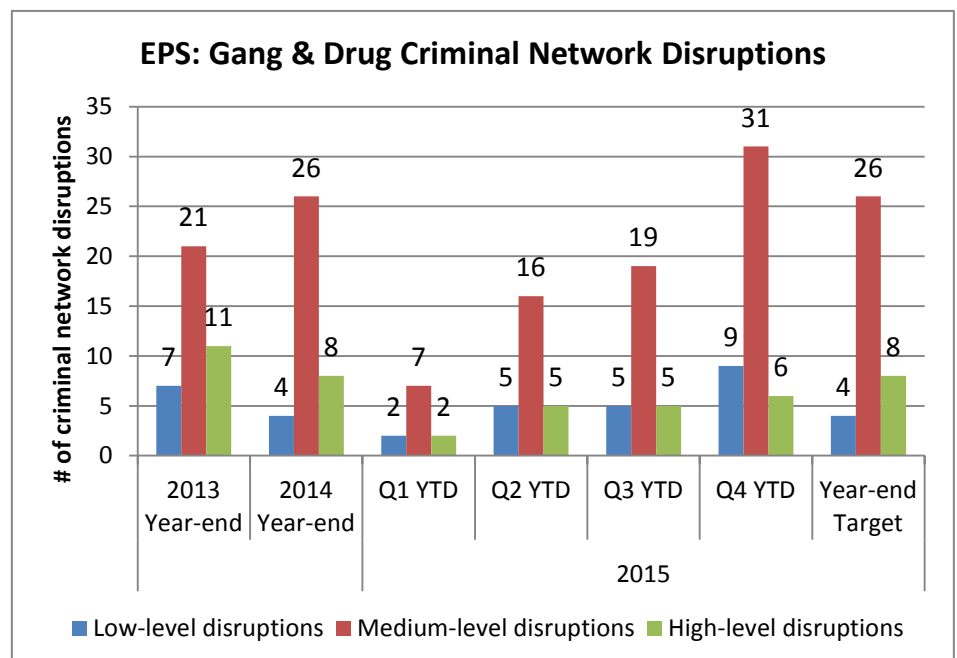
Off-target
6 High-level Disruptions
 (Year-end Target: 8)
 (Target: 75% achieved)

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

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

Analysis:

2015 marks the second year that Edmonton Drug and Gang Enforcement (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.





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For the majority of the 4th quarter of 2015, the entire EDGE Unit has jointly worked on one long-term investigation aimed at high-level criminal network disruptions. The investigation concluded in the 4th quarter of 2015 which resulted in evidence to support conspiracy and organized crime-related charges which the Crown is currently reviewing.

Independent of the one long-term investigation in Q4, 15 other criminal network disruptions occurred in the 4th quarter, and involved 3 low-level and 12 mid-level targets. The network disruptions include concentrated gang suppression efforts tackling increased incidences of gun violence committed by Central African gang members and their associates.

In 2015, EDGE exceeded year-end goals for low and mid-level disruptions. The following table summarizes EDGE Unit's arrests, drug, property and weapons seizures for the four quarters in 2015.

	Q1 2015	Q2 2015	Q3 2015	Q4 2015	2015	2014
Cocaine	4.3 kg	1.1 kg	1.41 kg	1.7 kg	8.51 kg	9.0 kg
Marihuana	170 g	49.5 kg	2.02 kg	6 kg	57.69 kg	207.7 kg
Heroin	85.5 g	266 g	0 g	14.5 g	366 g	168 g
Meth	2.9 kg	36 g	1.84 kg	6.5 g	4.8 kg	2.0 kg
GHB	4.1 L	4.3 L	0	0	8.4 L	22.9L
Buffing Agent	2.9 kg	180 g	4.29 kg	0.34 kg	7.71 kg	27.4kg
Fentanyl	0	0	3220 pills	9106 pills	12, 326 pills 0.8 g powder	0
Money	\$311, 785 (CAD)	\$244, 712 (CAD)	\$10 100 (CAD)	\$29, 915 (CAD)	\$596, 512 (CAD)	\$1.51 M (CAD) + \$8,600 (USD)
Firearms	12	28	0	2	42	28
Arrests	27	27	7	17	78	88
Charges	156	209	47	71	483	289

It is important to be cautious when attempting to draw inferences on trends based on changes in seizures. An atypically large-volume single seizure of any one drug type can dramatically inflate the overall statistics. The primary focus of the EDGE unit on one long term investigation in the 4th quarter of 2015 accounts for the decline in overall seizure statistics during this same time period. In 2015, EDGE drug statistics demonstrate a decrease in seizures for most drug types – with the exception of meth, heroin and Fentanyl.

In Q4, EDGE seized 9,106 Fentanyl pills and 0.8 grams of Fentanyl powder – triple the amount of Fentanyl seizures in the third quarter. The upward trend in Fentanyl seizures is consistent with the increased presence of the drug on the black market. Recent CBSA and provincial-wide intelligence on Fentanyl suggests that the drug is highly addictive and is a substitute for, yet more potent than, heroin; it is easily bought over the internet, is cheap to purchase, and offers high returns; and source countries such as China have few export regulations and enforcement initiatives on the drug. Going forward, EDGE will attempt to actively pursue Fentanyl-related intelligence and operations – especially given the increasing lethality of the drug in Alberta and BC.

EDGE has seen a dramatic increase in the number of firearms seized year to date in 2015. The bulk of firearms seizures were in the 2nd quarter. Although two firearms were seized, EDGE disrupted a mid-level firearms trafficker in the 4th quarter thereby eliminating some sources of firearms available for illegal purchase on the street.

EDGE has also seen a substantial increase in the number of charges laid year to date in 2015 compared to 2014. Increase in charges is evident despite the number of people arrested remaining relatively constant over



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the noted time periods. The charge rate 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

Year to Date Status:

On-target

Analysis:

Q4 Reporting:

- 1) A budget for materials and supplies was provided by the Edmonton Police Foundation which has allowed us to purchase an ample supply of Safe in Six facilitator “kits”. Partners have also contributed by supplying supplemental materials. Costs for this program now will be minimal and can be covered within the existing Youth Services Section Budget.
- 2) Twenty Five officers were trained to facilitate the Safe in Six program. Seventeen schools are currently receiving the program or have confirmed start dates with their officers. We will be hosting officer facilitation training in March of 2016.
- 3) Evaluation forms are being submitted upon the completion of each program. Feedback forms from students, teachers and officers are being gathered. Once this calendar school year is complete (2015/2016) we will be summarizing outcomes from these feedback forms into the evaluative template provided to us by our Office of Strategic Management for an end of year report (end of school year).



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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 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)



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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
41.7%
(43.4% in 2014)

Analysis:

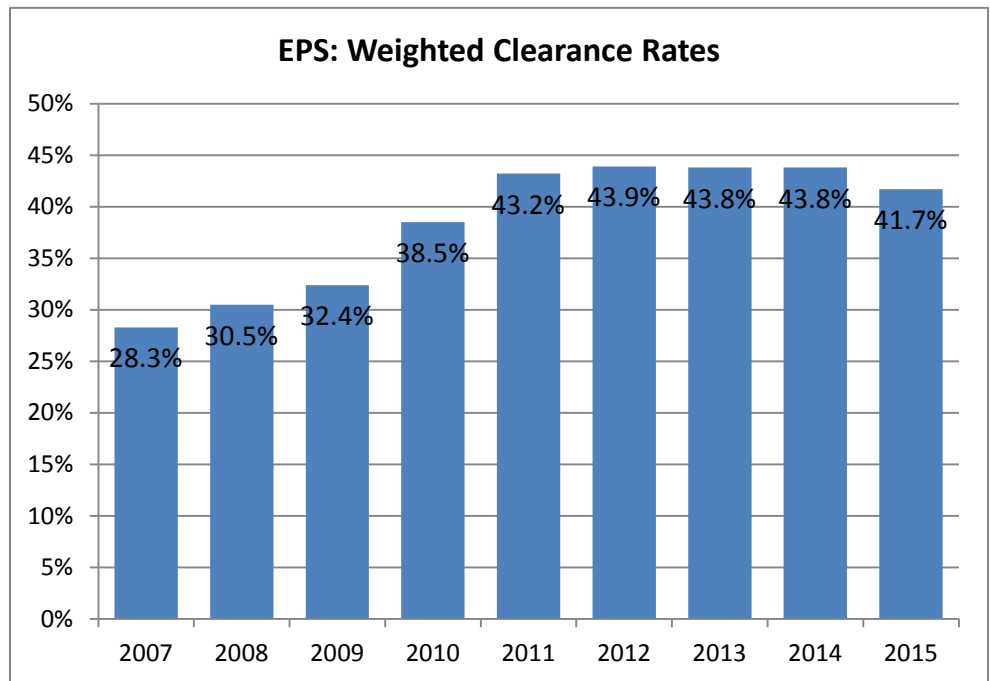
Note: statistics here are in-house calculations and do not directly match from what Statistics Canada publishes for Edmonton.

Current Results

For 2015, Edmonton’s Weighted Clearance Rate (WCR) for all crimes declined to 41.7%, compared to 43.8% 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 9.4%, and property crime up 20.0% 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 investigating crimes, has resulted in larger file backlogs, as well as a smaller proportion of criminal files being assigned to specialized investigation units (where crime files have higher clearance success).

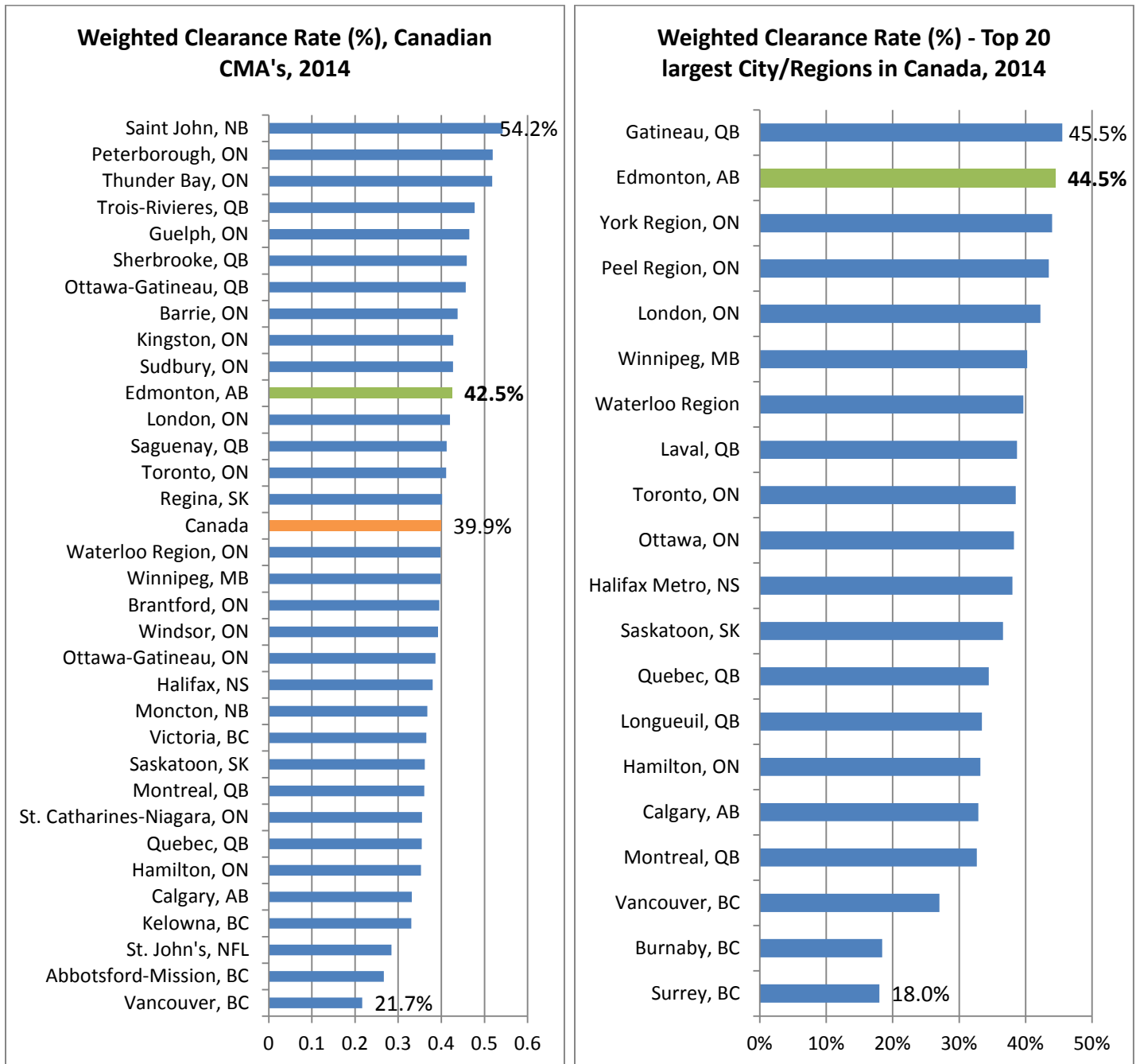




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Municipal Comparison

In 2014, EPS had the 2nd highest WCR among the 20 largest cities/regions in Canada, at 44.5%, just below Gatineau, QB at 45.5%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 is 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	43.8%	43.6%	0.2%
2014	43.8%	44.5%	-0.7%

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.

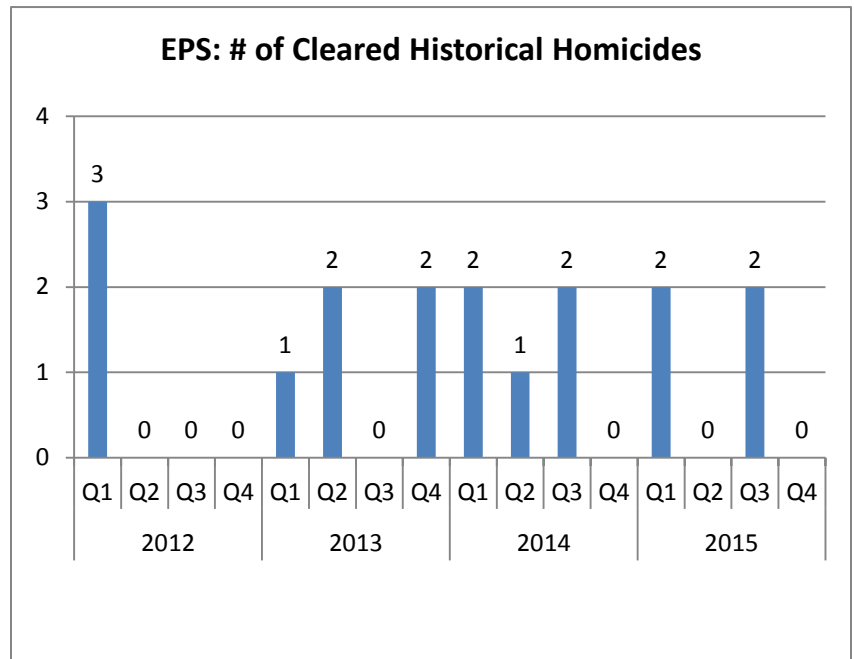
Year to Date Status:

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

Analysis:

The yearly target was not met, in part, due to delays from the Crown in agreeing to lay charges. One file sent to the Crown Prosecutor’s Office for a legal opinion regarding a potential extradition, still has not been returned with a decision. The Crown stated they would have a decision by Nov 30, 2015. Another project on a 2006 Homicide is also awaiting a Crown decision on prosecution. The Crown stated they would have a decision prior to Jan 07, 2016. Neither one has been returned with a decision.

In this quarter the Historical Homicide Unit has continued to review historical files for potential resubmission of exhibits for DNA analysis with consideration for recent advances in the technology. Historical Homicide Unit has made submissions to the RCMP lab on two investigations and is awaiting results.





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INITIATIVE 11

Missing Persons

Initiative Owner: Investigative Support Bureau

Initiative Context:

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

Performance Measures / Targets:

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

Year to Date Status:

Off-target
Fully Reviewed Historical Missing Person Files Since 2013
42
(YTD Target: 72)

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 Q4 2015, 2 historical files had been reviewed and concluded. In addition to the ongoing work on historical files by MPU staff, there remain 7 historical files assigned to divisions and the Missing Person Unit for investigation and task completion that have yet to be returned and or completed.

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:

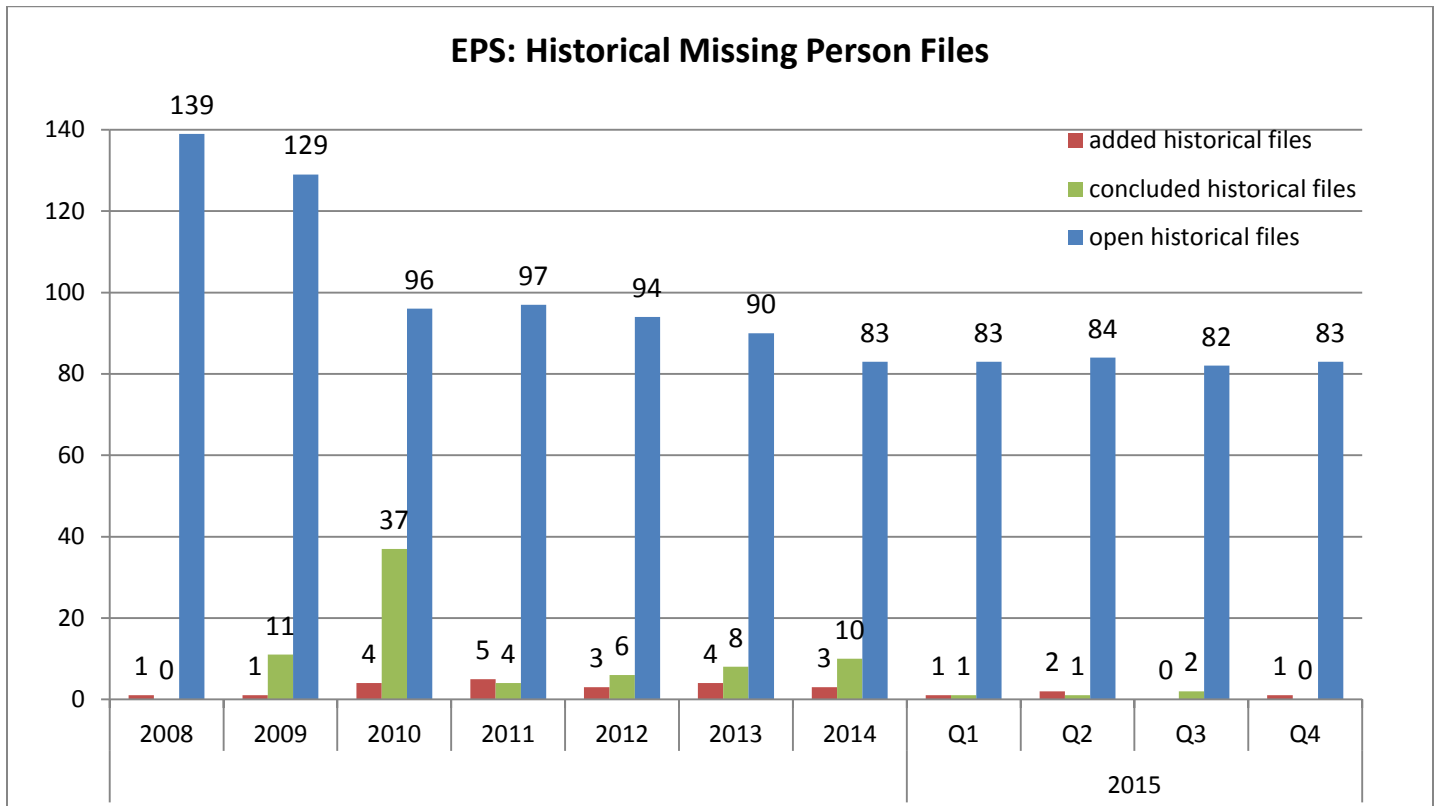
⁶ EPS Missing Persons Unit considers a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



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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 Q4, EPS historical missing person files total 83. This is one more than Q3. The file increase was as a result of MPU reviewing the missing person historical data base and identifying one long term file that was not accounted for in the initial review. Although two historical files in Q4 had all investigative tasks completed, the two files remain open and active with the Missing Person Unit. At this time, no new missing person files reached a point where they become historical or long term investigations.



In Q4 of 2015, the Missing Persons Unit reviewed and quality assured 1318 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 compared to the fourth quarter in 2014 which had 1050 calls, which is an increase of 26% in one year. 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 56 missing person files being either transferred from patrol or being directly assigned to MPU for investigation and conclusion in Q4. This is an increase from Q4 2014 (32 files). Of the 56 files investigated in Q4 by MPU, all were successfully concluded with the exception of 2 files. Of those 2 files, there are no suspicious circumstances and they will likely become long term files and remain with Missing Person Unit.



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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

71.5% of events with patrol on-scene ≤ 7 min
(Target: 80%)

Off-target

Preventive Activities

11.1% of patrol shift time spent as Preventive
(Target: 25%)

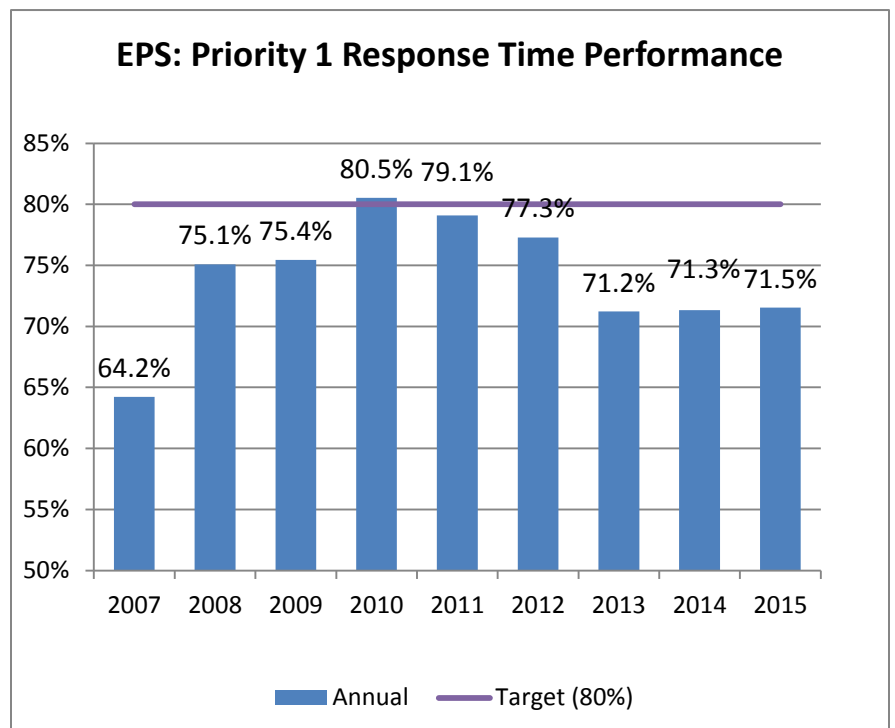
Analysis:

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 been consistently low since late 2012. In 2015, Priority 1 Response Times were met for only 71.5% of priority 1 events.

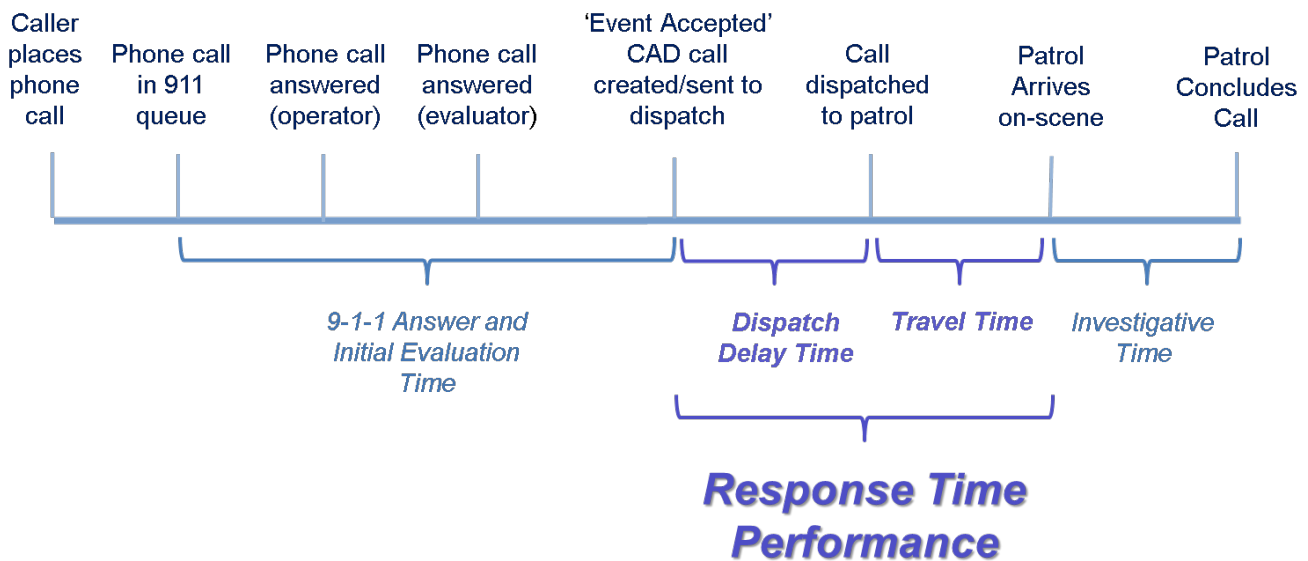




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How Response Time is Calculated

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 and “calls it in”). Time is measured when the dispatcher has received the call from the police evaluator, to the point that the first EPS patrol unit has arrived on scene. As shown in the flow diagram below, this 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 with a new divisional station. Responses have been declining the most this year in South West division (at 51.3%). Responses have improved marginally in the Downtown and South East divisions. Downtown is the only division to consistently meet the Priority 1 Response Time target, which can largely be attributed to its small geographic size and grid-based road design.

P1 Response Time Performance by Division	2007	2008	2009	2010	2011	2012	2013	2014	2015
Downtown	82.3%	89.1%	88.1%	94.1%	94.9%	93.1%	86.5%	85.5%	87.8%
South East	56.4%	73.1%	76.0%	77.0%	71.6%	70.9%	65.0%	62.1%	64.8%
South West	51.1%	61.1%	57.6%	67.6%	63.0%	61.4%	60.1%	55.3%	51.3%
West	66.3%	76.2%	76.4%	81.7%	77.3%	74.7%	70.9%	73.4%	71.5%
North East (new)									76.2%
North West (new)									72.7%
Target (80%)	80%	80%	80%	80%	80%	80%	80%	80%	80.0%

Preventive Patrol Time:

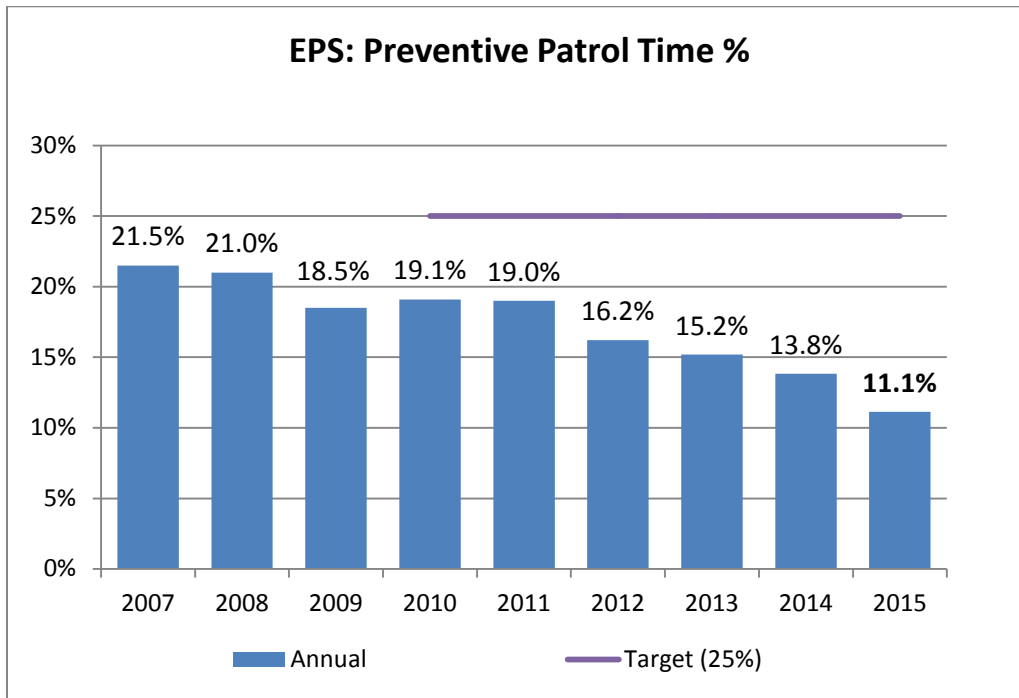
When Patrol is on shift, their time is tracked as “Calls-for-Service”, “Preventive”, “Administrative”, or “Undefined”. EPS has a target that 25% of patrol time is engaged in Preventive activities.



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Preventive activities can be thought of as those that proactively prevent or suppress future crime. Examples include patrolling a drinking establishment for potential impaired drivers, proactively 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 Patrol Time has steadily reduced from a high of 21.5% in 2007 to **11.1% in 2015**. This is below the 13.8% achieved in the same period in 2014. The continued reduction in Preventive Patrol Time is a consequence of patrol shift time continually being devoted to Calls-for-Service - which has increased from 46.9% of patrol's shift time in 2007 to 65.5% in 2015. Preventive Patrol Time is highest in South East division (13.6%) and lowest in North East division (10.1%).



Combined Patrol Shift Time by Task - 2015

Division	Preventive	CFS	Admin	Undefined
Citywide	11.1%	65.5%	13.9%	9.5%
Downtown	10.6%	67.7%	12.8%	8.9%
North East	10.1%	69.5%	11.2%	9.3%
North West	10.2%	64.9%	15.7%	9.2%
South East	13.6%	60.6%	16.1%	9.8%
South West	11.4%	63.8%	14.7%	10.1%
West	10.4%	67.3%	12.9%	9.5%



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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:

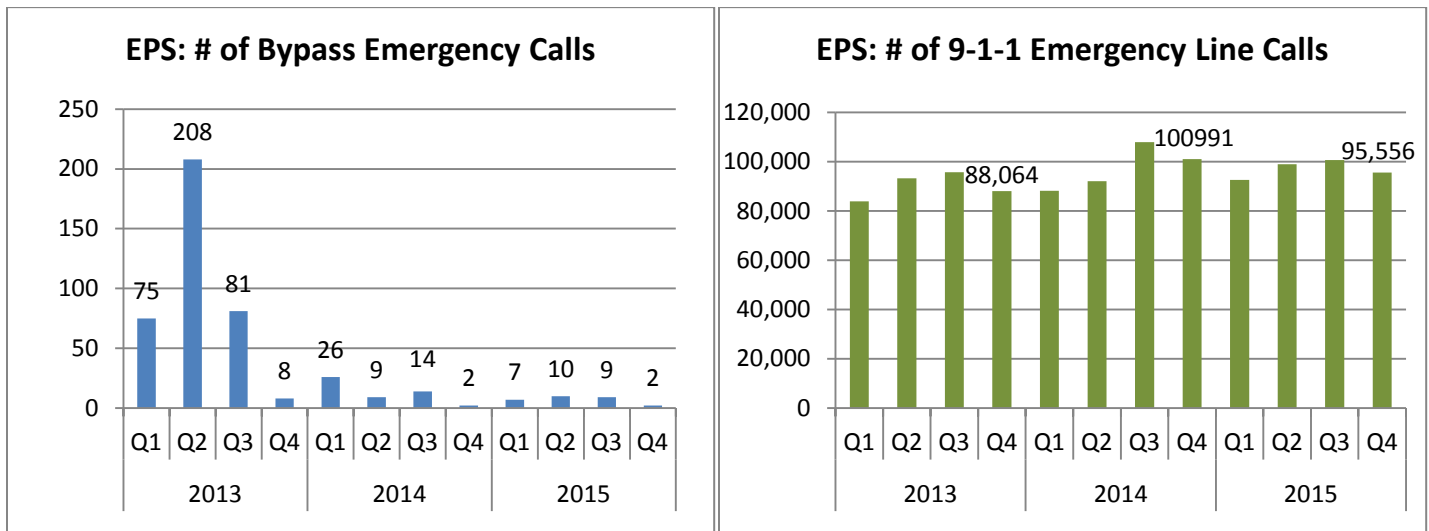
Bypass Calls – the number of 9-1-1 emergency calls that bypass the 9-1-1 PSAP and enter the non-emergency police call center. Bypass calls occur when the call has taken 42 or more seconds to answer, or when there are more than 5 additional calls waiting to be answered. **Target:** Maintain or achieve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

Year to Date Status:

On-target
28 Bypass Emergency Calls
(45.1% below 2014)

Analysis:

In 2015, Police Communications Branch 911 Operators answered 387,655 '911 Emergency Line' calls compared to 389,093 in 2014 (a 0.4% decrease). At the same time, the number of '911 Bypass' calls decreased 45.1% compared to 2014 and by 92.5% compared to 2013.



This significant 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
81.2 seconds
(51% above 2014)

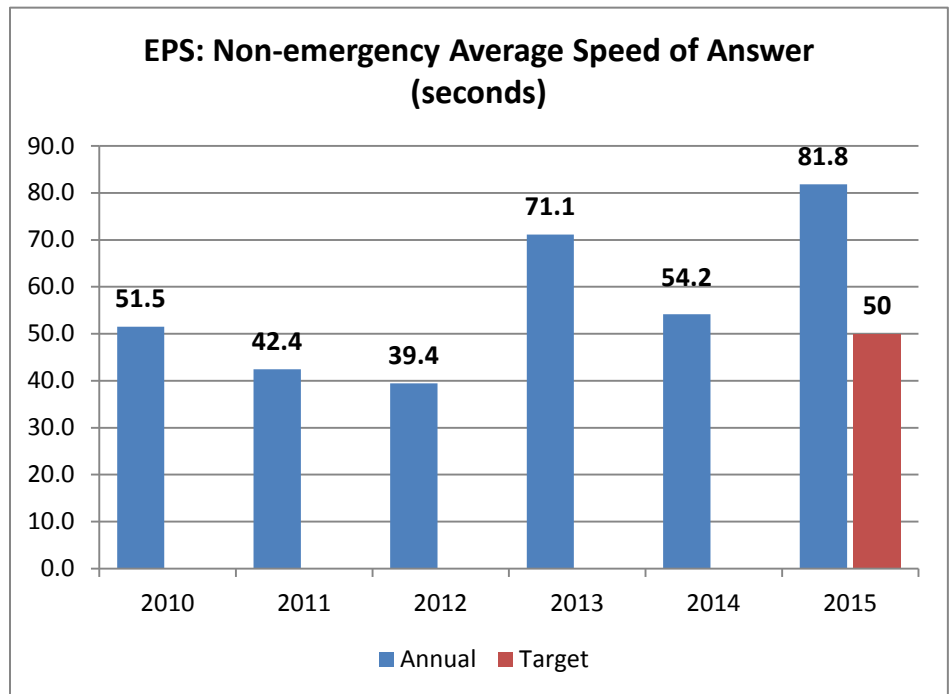
Analysis:

Average Speed of Answer (ASA)

In 2015, the Average Speed of Answer (ASA) for non-emergency calls was 81.2 seconds, or 51% higher than 2014 levels.

This yearly 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.

This continuing trend of higher ASA's throughout 2015 versus 2014





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remains concerning, especially given the 6.2% decrease in 'Calls Answered' by ECOs in 2015 compared to 2014.

The primary root cause for the increase in ASA has been identified as not having enough funded full-time ECO positions relative to workload. Historically, a staffing model of part-time ECO employees became over-relied upon to fill staffing vacancies, often coming up short. Weekly staffing needs became reactive and short notice in nature, making it difficult for part-time employees to fill all staffing needs. This was evident particularly during the summer and even if overtime was offered. Other factors which also impact ASA include:

- *use of business intelligence to create minimum staffing levels relative to workload to meet ASA goals,*
- *not having enough physical workstations to support more ECO resources at peak times,*
- *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 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 ongoing review of current ECO shift schedules, etc.*

PCB continues to focus on the above noted measures. The reoccurring inability to meet minimum staffing levels reaffirmed that PCB's ECO staffing model was too reliant on part-time ECO staffing. To that end, recently six existing full-time ECO vacancies have been filled and an additional ten more full-time ECO positions have been funded in 2016. These full-time ECO positions will make a positive impact on staffing levels by summer of 2016. Steps are also underway to replenish a diminished and burned out pool of part-time ECOs for peak time relief. Both of these initiatives will correlate to lower ASA levels.

PCB will continue to closely monitor ASA levels and make adjustments necessary so that the 2016 ASA target of 60 seconds or less can be achieved.

EPS Non-Emergency Calls	2011	2012	2013	2014	2015
Total Calls Placed	485 955	494 806	537 268	540 784	524 369
IVR Diverted Calls*				124 138	190 522
ECO Answered Calls	432 660	440 324	452 288	416 678	391 038
Abandoned Calls	53 283	54 466	84 980	45 130	33 343

* '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 26.2% reduction compared to 2014. 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 3.0% compared to 2014.



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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.**

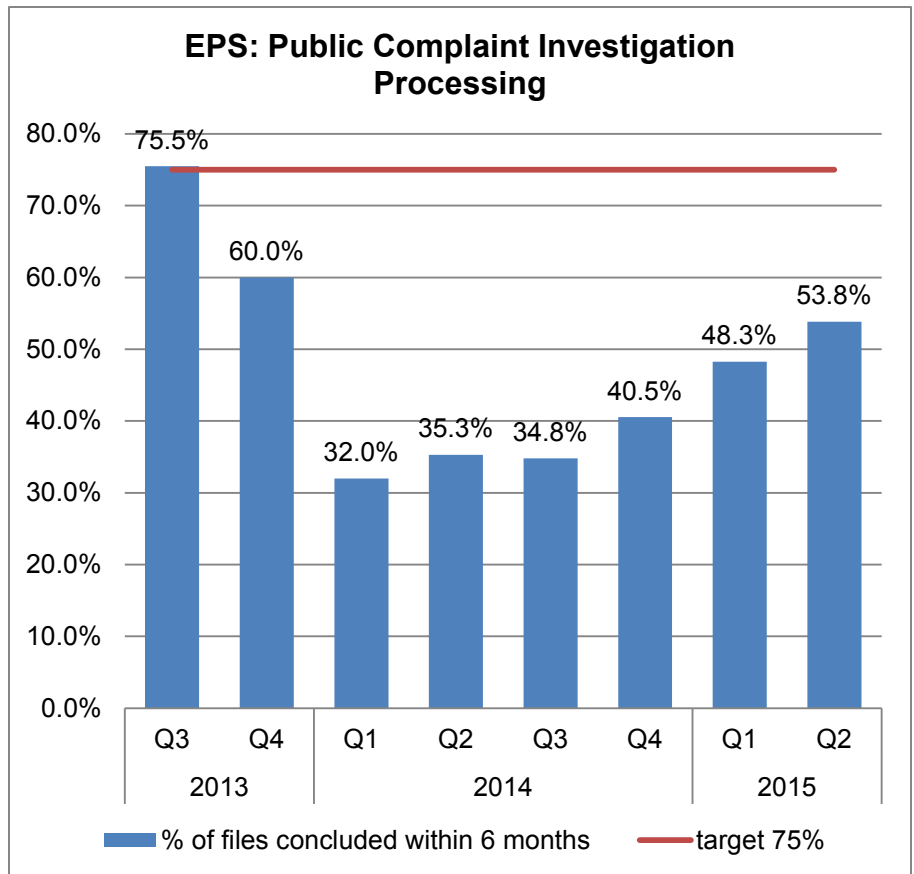
Year to Date Status:

Off-target
Public Complaint Investigation Processing
53.8% of 2015 Q2 files concluded in ≤ 6 months
(Target: 75%)

Analysis:

For the latest available quarter, Public Complaint Investigation Processing was 53.8 %. This is below the target of 75% or greater, but considerably improved from previous quarterly performance as low as 32%, and has shown consistent improvement over the past four quarters.

The status of all public complaints received during the second quarter of 2015 – that is, all files that would have reached an age of 6 months during the fourth quarter of 2015 – are displayed in the table below. 15 of the 39 files have been listed as completed within 6 months (39%) and an additional 6 files (listed as suspended) went to the stage of investigative review or executive review within 6 months of their received date (i.e. the investigation of the complaint is complete).





2015 Annual Policing Plan – Q4

File Status	Number of Files
Active	14
Completed	15
<i>Resolved through Supervisor Intervention</i>	3
<i>Dismissed/Withdrawn</i>	3
<i>No Reasonable Prospect</i>	3
<i>Resolved through ADR</i>	6
Forwarded	4
<i>Supervisory Review</i>	3
<i>External Mediation</i>	1
Suspended	6
<i>Investigative Review</i>	4
<i>Executive Review</i>	2
Grand Total	39