



Annual Policing Plan

Public Initiatives

2016 Q1 Report

Edmonton Police Service

Edmonton Police Commission Copy



EPS Annual Policing Plan Dashboard - 2016 Q1

Reduced Crime & Victimization

1. Crime Severity Index

EPS Crime Severity Index (estimated)

111.9

Target (year): ≤ 88 (6.0 point reduction from 2013 levels)

2. Violence Reduction Strategy: Violent Crime

of 4 Violent Crime Indicators

2,143

Target: ≤ 2,260 (maintain 2015 levels)

3. Violence Reduction Strategy: Social Disorder

of social disorder incidents

4,715

Target: ≤ 4,456 (maintain 2015 levels)

4. Property Crime

of 4 Property Crime Indicators

4,993

Target: ≤ 4,165 (maintain 2015 levels)

5.1 Domestic Violence Intervention: Offender Checks

of domestic offender management checks

167

Target: ≥ 149 (5% increase from 2015 levels)

5.2 Domestic Violence Intervention: Victim Checks

of domestic victim support contacts

274

Target: ≥ 266 (2% increase from 2015 levels)

6.1 Gang & Drug Enforcement

of high-level criminal network disruptions

3

Target (year): ≥ 6 (maintain 2015 levels)

6.2 Gang & Drug Enforcement

of medium-level criminal network disruptions

5

Target (year): ≥ 31 (maintain 2015 levels)

6.3 Gang & Drug Enforcement

of low-level criminal network disruptions

6

Target (year): ≥ 9 (maintain 2015 levels)

7. Traffic Safety

of traffic corridor/intersection collisions

178

Target: ≤ 185 (2% reduction from 2015 levels)

8.1 Distracted Driving

Distracted Driving Tickets issued (patrol)

937

Target: ≥ 730 (5% increase from 2012-2014 avg)

8.2 Distracted Driving

Distracted Driving Tickets issued (Traffic Services)

433

Target: ≥ 622 (5% increase from 2013-2014 avg)

9. Safe in Six

Q1 Activities: ongoing program evaluation, coordination of program materials

On-target

10.1 Transit Beats

of LRT Calls for Service

325

Target: ≤ 250 (maintain 2015 levels)

10.2 Transit Beats

of LRT Crime and Disorder events

140

Target: ≥ 128 (increase from 2015 levels)

11. Prevention of Crimes to Vehicles

of Theft OF/FROM vehicle incidents

3,447

Target: ≤ 2,786 (2% reduction from 2015 levels)

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Investigative Excellence

12. Clearance Rates

% of criminal incidents cleared (weighted)

39.5%

Target: ≥ 43%

13. Missing Persons

of fully reviewed historical missing person files

42

Target: 45 of the 72 files identified in 2013

Increased Efficiency & Effectiveness

14.1 GDM: Priority 1 Response Time

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

74.1%

Target: ≥ 80%

14.2 GDM: Proactive Time

% of patrol time spent as proactive

12.6%

Target: ≥ 25%

15. 9-1-1 Call Management

911 Operator ASA / 911 Transfer ASA

Delayed until Q2 Reporting

16.1 Police Call Management

Non-Emergency Answer Delay (seconds)

32.4

Target: ≤ 60 seconds

16.2 Police Call Management

9-1-1 Evaluator Answer Delay (seconds)

Delayed until Q2 Reporting

Target: ≤ 20 seconds

17. Online Crime Reporting

of Online Crime Reports

1,259

Target: ≥ 867 (15% increase from 2015 levels)

18. Mental Health Calls

Service Time for Mental Health Calls (hours)

7.4

Target: ≤ 9.3 hours (reduction from 2015 levels)

19. Heavy Users of Service

Q1 Activities: HUoS evaluation, addressing gap, and promoting project awareness

On-target

Commitment to Professionalism

20. Public Complaint Investigations

% of public complaint investigations concluded ≤ 6 months

67.6%

Target: ≥ 75%

21.1 Recruitment

of new recruits hired/starting recruit class

32

Target: = 35

21.2 Recruitment

of new Experienced Officers hired

1

Target (year) = 10

21.3 Recruitment

of sworn applicants

206

Target: ≥ 159 (increase from 2015 levels)

22.1 Diversity in Recruitment

of Culturally Experienced Applicants

46

Target: ≥ 21 (increase from 2015 levels)

22.2 Diversity in Recruitment

Female Applicants

36

Target: ≥ 26 (increase from 2015 levels)



Reduced Crime & Victimization

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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:** 88 or below (a 6.0 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:

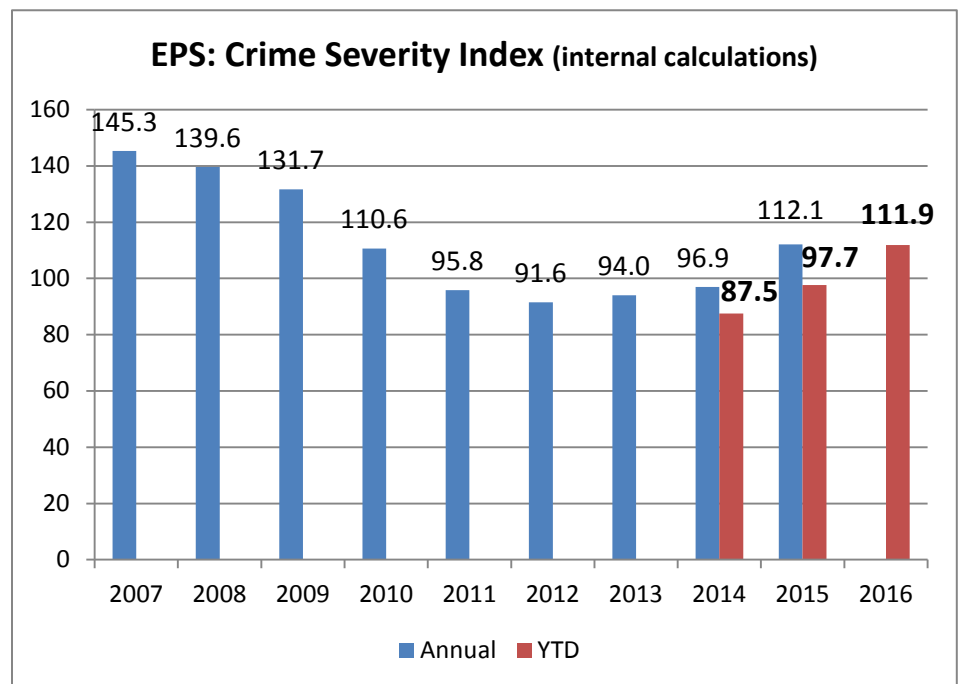
Off-target
Crime Severity Index
111.9 points
(Target: 88)

Analysis:

Current Results

In Q1 2016, Edmonton's estimated Crime Severity Index (CSI) for all crimes was 111.9, compared to 97.7 in the same period in 2015. This represents a 14.5% increase year-over-year. Long-term, Edmonton's CSI has fallen from a high of 145.3 in 2007 to 112.1 2015 (a 22.8% reduction). However, the reductions hit a plateau in 2012 and have since seen gradual increases in 2013 and 2014, and a very large increase in 2015 that has carried through so far into 2016.

These statistics are from in-house calculations and do not exactly match what Statistics Canada publishes for Edmonton.





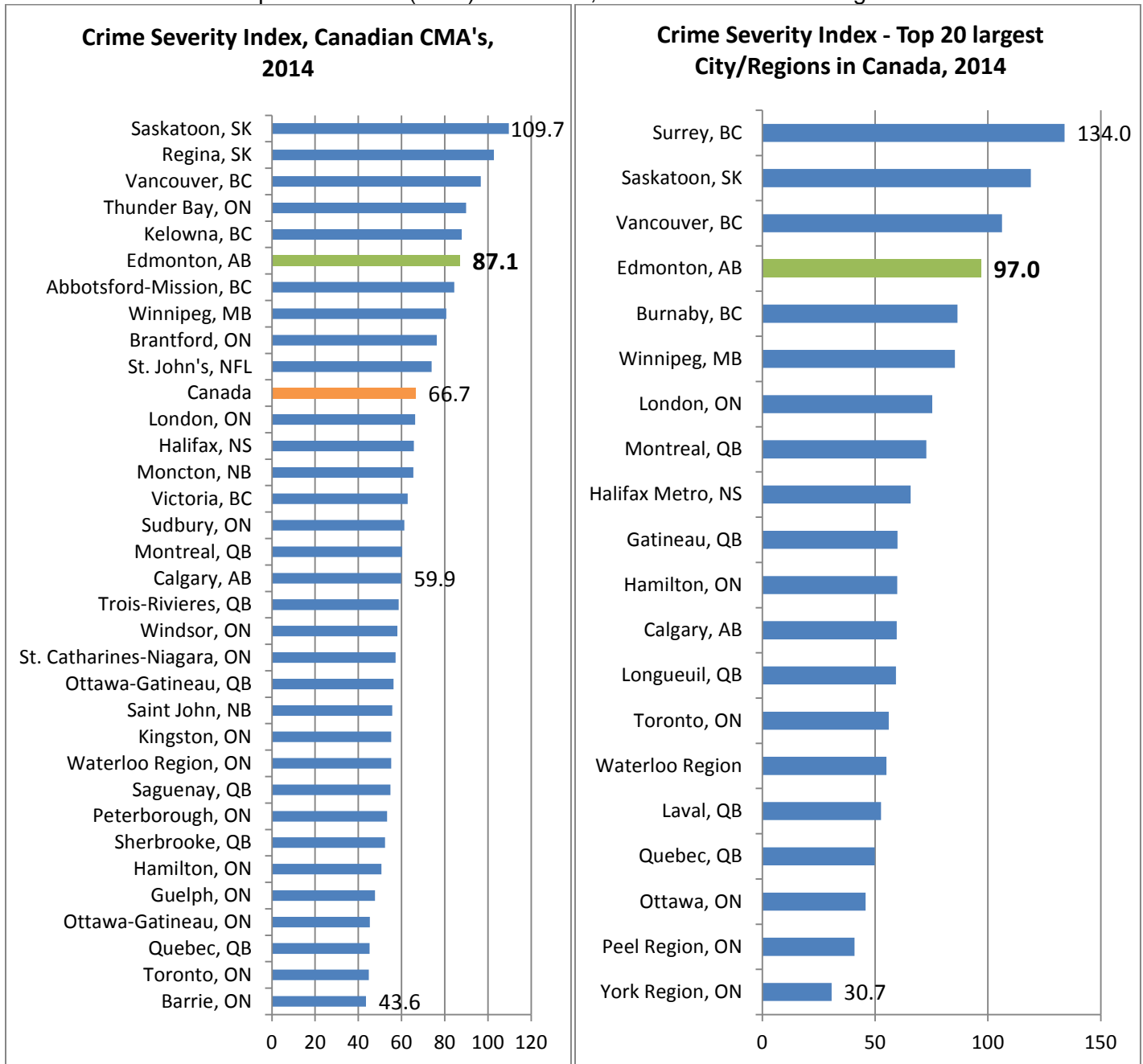
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Since population figures are only available from Statistics Canada up to 2014, the CSI here is using forecasted population growth of 1.7% for 2015 and 1.6% for 2016¹.

Note: the 2015 Q4 APP report mistakenly overestimated the CSI value for 2015. The 2015 value here has been corrected.

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	"Error": EPS minus 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	91.6	92.0	-0.4%
2013	94.0	94.0	-0.0%
2014	96.9	97.0	-0.1%

One of the primary reasons that consistently prevent in-house calculations from fully matching Statistics Canada figures is because 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 databases, 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 2015 levels.

Source: Cognos CSR-12, generated April 20, 2016

Additional Reporting:

Divisional level Violent Crime statistics.

Year to Date Status:

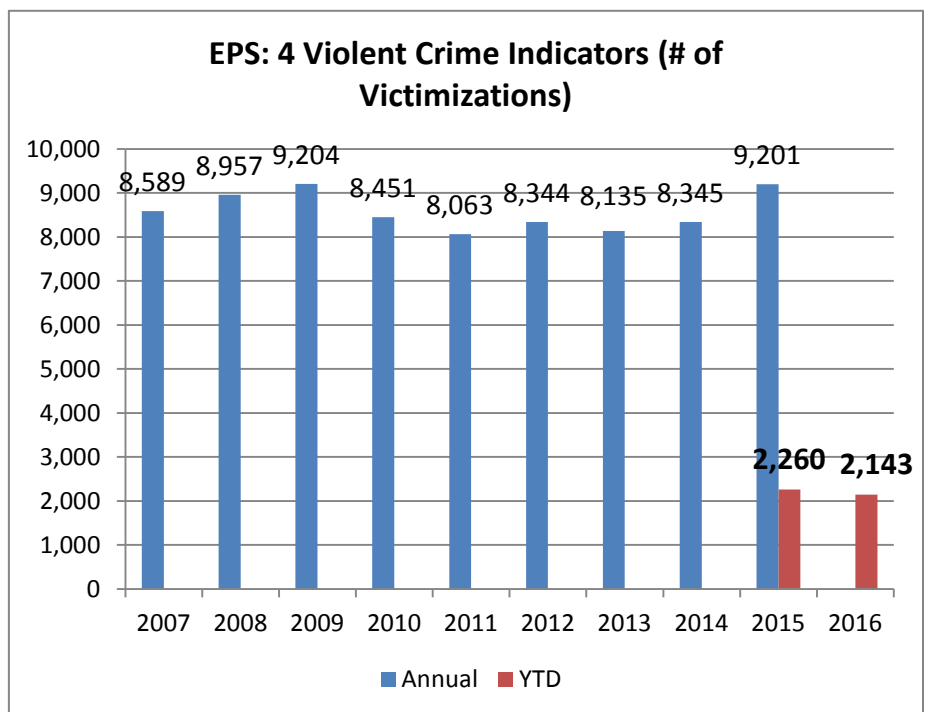
On-target
4 Violent Crime Indicators
2,143 victimizations
(5.2% below 2015 levels)

Analysis:

In Q1 2016, the total number of victimizations from EPS’s 4 violent crime indicators was 2,143, a 5.2% reduction from Q1 2015.

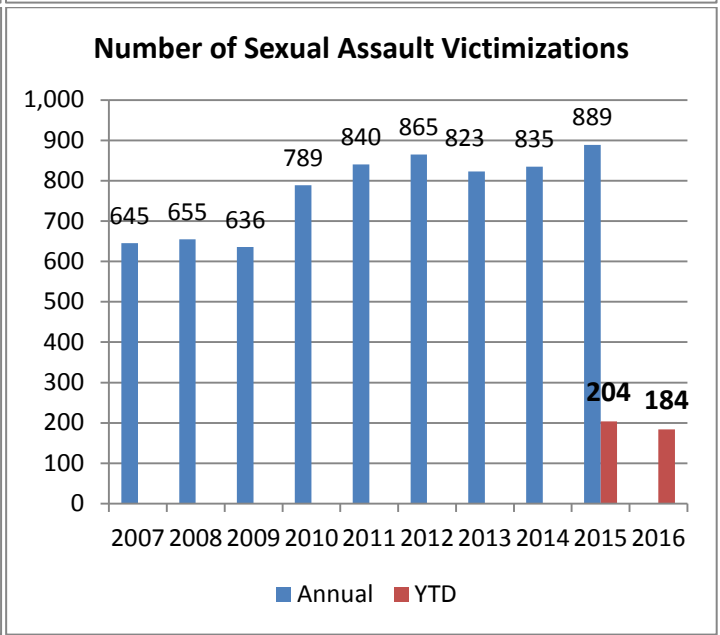
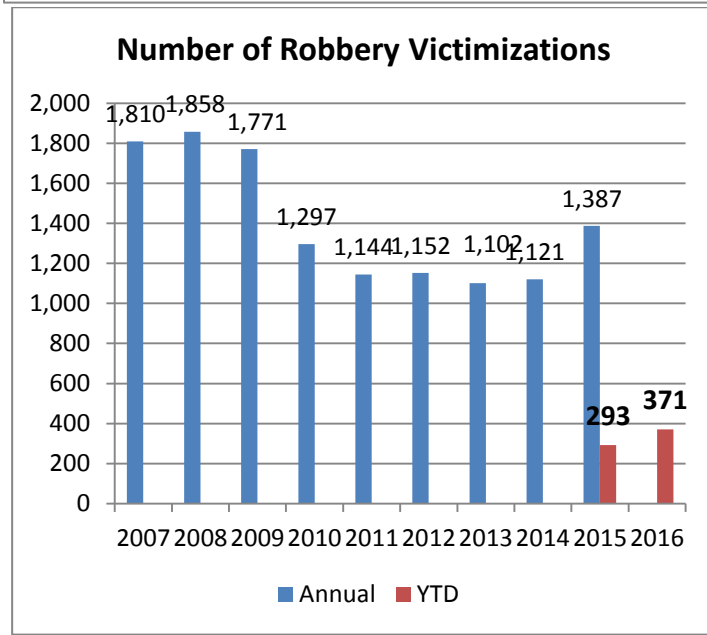
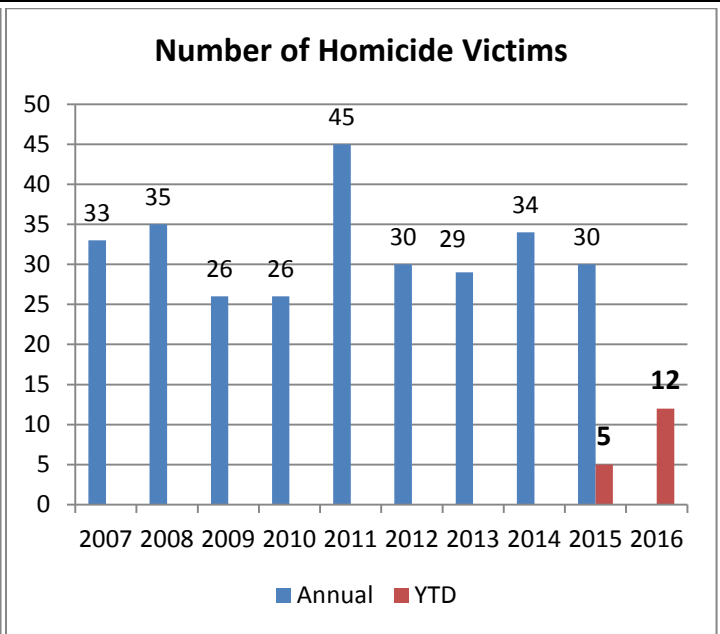
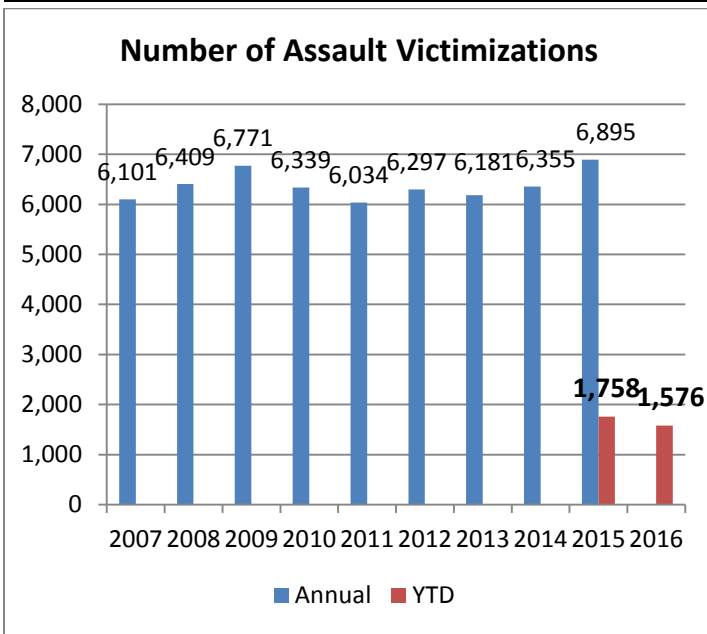
The 4 violent crime indicators are largely driven by what happens in Assaults, since this category represents about 75% of the total victimizations. Compared to the same period last year, victimizations of **Homicide are up 140%** (from 5 to 12), **Robbery up 26.6%**, **Sexual Assault down 9.8%**, and **Assault down 10.4%**.

Over the long-term, the 4 violent crime indicators have increased 7.1% from 8,589 victimizations in 2007 to 9,201 in 2015. The only category to see a long-term reduction in victimizations has been robbery, which decreased 23% over the same period.





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Violent Crime by Division

The 4 violent crime indicators have recently decreased in most patrol divisions, except for North East and South East division. South East division is up 18.1% compared to Q1 2015.

4 Violent Crime Indicators	Downtown	North East	North West	South East	South West	West
2015 Q1	531	378	359	254	339	326
2016 Q1	450	395	341	300	292	318
% change	-15.3%	4.5%	-5.0%	18.1%	-13.9%	-2.5%



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Organizational Updates related to Violent Crime

- Community Action Teams (CAT) have been in full-time operation since the beginning of 2016, focusing on locations where crime and disorder is the highest. Exceptional results have been achieved so far, and CAT's mandate is being expanded to include additional of violent crime and disorder indicators that contribute to violence. As an example, CAT is making efforts to work closer with Probation when conducting Curfew Checks. As well, CAT is now often connecting with the Crisis Diversion and Outreach Teams as a warm hand off when dealing with street involved people.
- Recent analysis on Home Invasions and specific issues related to Drugs suggests that a coordinated organizational response must be developed, which will be pursued.
- EPS's Information Management Approval Centre (IMAC) has introduced a Bail Revocation process of serious and repeat offenders to be lodged in order to reduce the risk and threat to community safety.
- EPS's refined Offender Management Model is being operated in each patrol Division, which is contributing to a reduction in violence by ensuring subjects are complying with their release conditions.



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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 2015 levels.

Source: Cognos R15-004, generated April 21, 2015.

Additional Reporting:

Divisional level Social Disorder statistics

Year to Date Status:

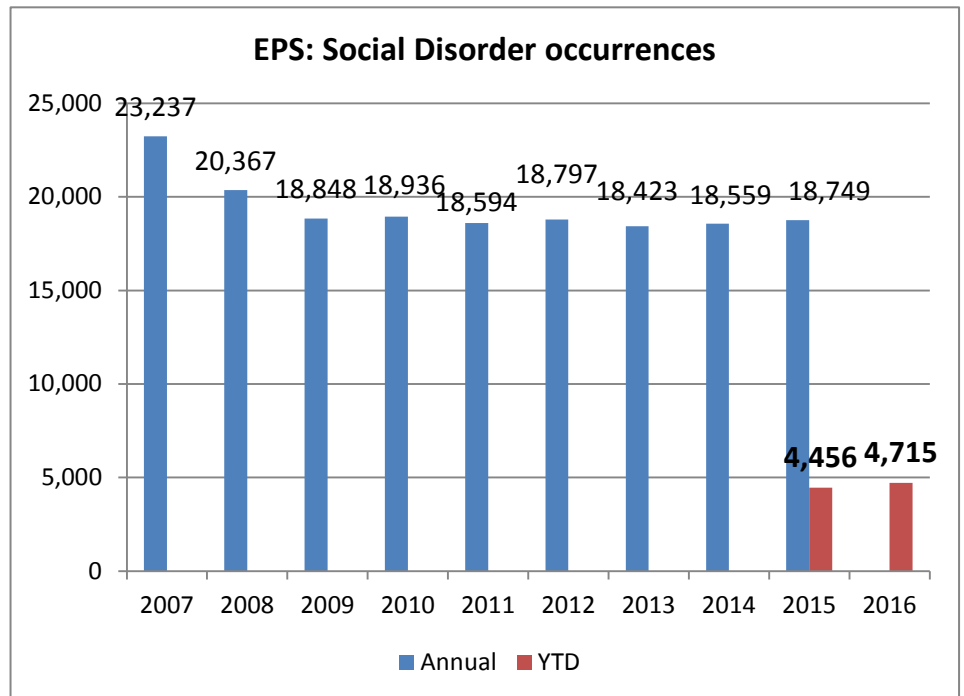
Off-target
Social Disorder
4,715 occurrences
(5.8% above 2014 levels)

Analysis:

In Q1 2016, the total number of social disorder occurrences was 4,715, a 5.8% increase from the same period last year.

Over the long-term, social disorder occurrences have fallen from a high of 23,237 in 2007 to 18,749 in 2015, a 19.3% reduction. The reductions came exclusively during 2007-2009, and has since stayed relatively constant

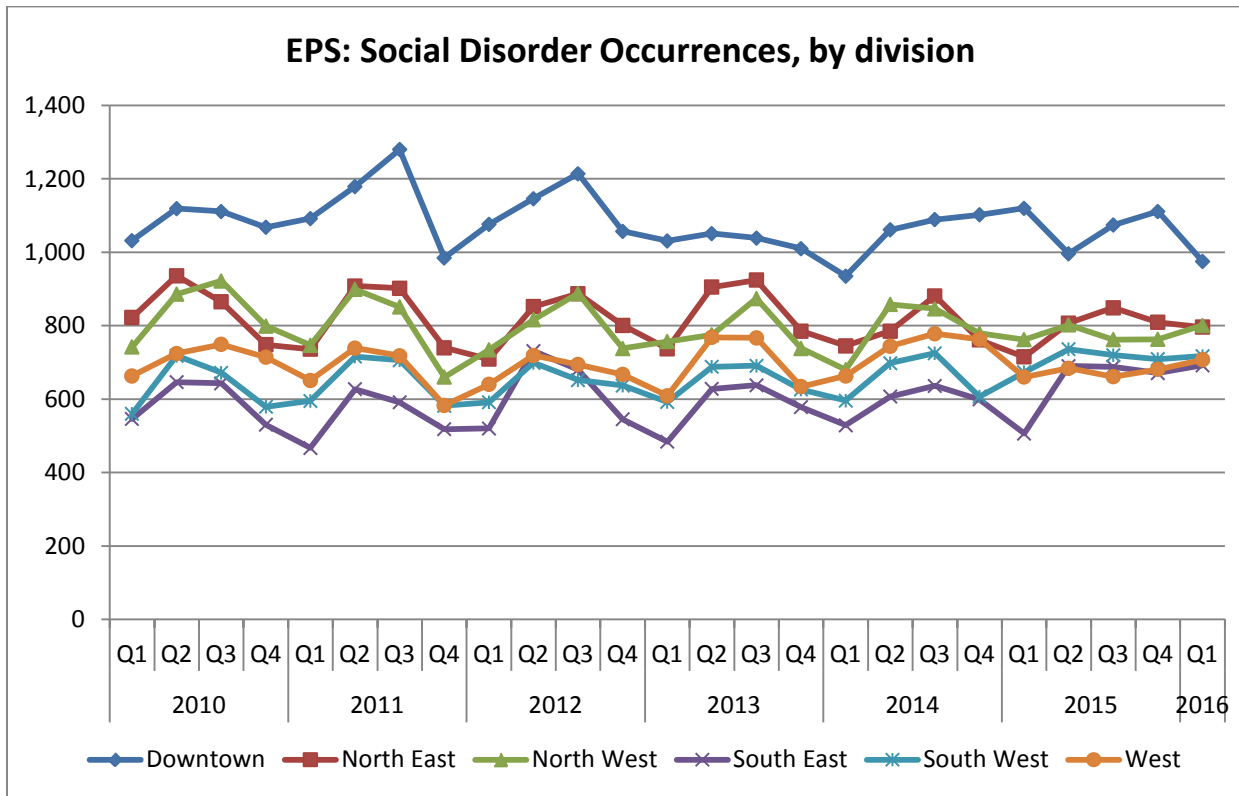
Social disorder occurrences are most heavily concentrated in the Downtown Division. Social disorder levels have been converging in the other divisions. This has been most pronounced in South East division, which has been consistently lowest, but now very similar to the levels in West and South West division due to a 36.8% increase so far this year.





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# of Social Disorder Occurrences (17 types)	Downtown	North East	North West	South East	South West	West
2015 Q1	1,120	715	762	506	673	660
2016 Q1	975	796	801	692	717	707
% change	-12.9%	11.3%	5.1%	36.8%	6.5%	7.1%



Organizational Updates

- Community Action Teams (CAT) have been in full-time operation since the beginning of 2016, focusing on locations where crime and disorder is the highest. Exceptional results have been achieved so far, and CAT's mandate is being expanded to include additional of violent crime and disorder indicators that contribute to violence. As an example, CAT is making efforts to work closer with Probation when conducting Curfew Checks. As well, CAT is now often connecting with the Crisis Diversion and Outreach Teams as a positive hand off when dealing with street involved people.
- Direct dispatches to EPS's Crisis Diversion Teams provides a timely response by the services most appropriate to meet street involved peoples.
- Homeless on Public Lands is a multi-disciplinary approach to intervene with those considered living rough, EPS, Park Rangers, Street Outreach along with a housing coordinator work closely with those requiring access to support services.
- Downtown Division as result of the Downtown Revitalization Plan has introduced additional Beat resources, to deal with disorder.
- Work continues in advancing the multi-agency Heavy Users of Service (HUoS) project, led by EPS. Updates can be found in initiative #20.
- The LRT Beat Team is also very proactive in and along the LRT line, working in partnership with ETS Security members.



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INITIATIVE 4

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 2015 levels. *Source: Cognos CSR-12, generated April 20, 2016.*

Year to Date Status:

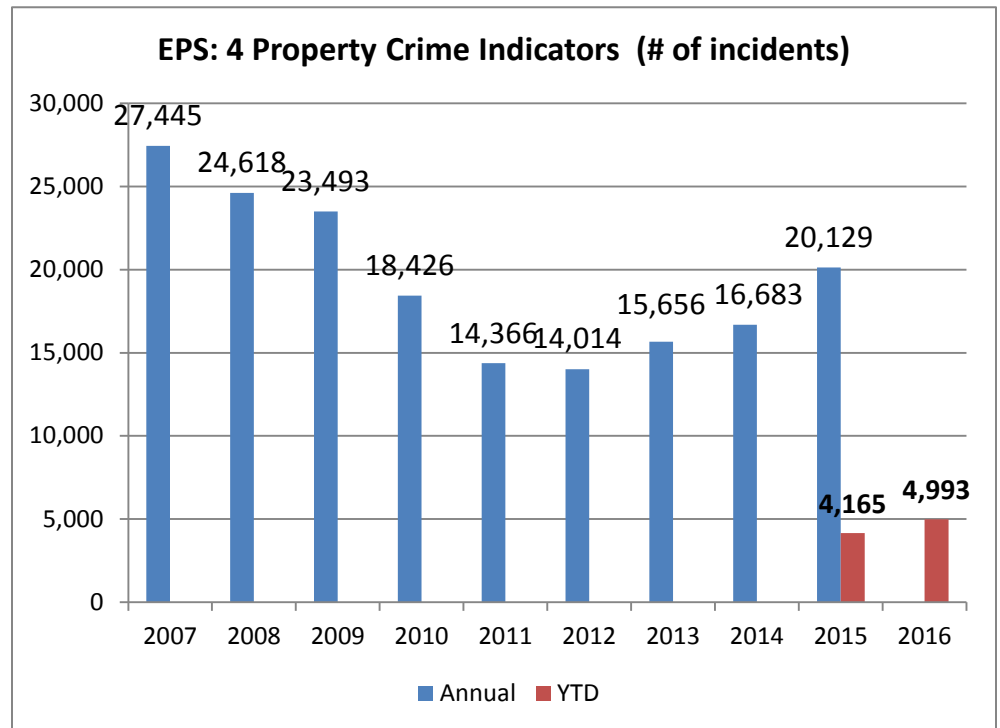
Off-target
4 Property Crime Indicators
4,993 Incidents
(19.9% above 2015 Q1)

Analysis:

For Q1 2016, the total number of incidents from EPS’s 4 property crime indicators was 4,993, which was 19.9% higher than the same period last year. Given that property crime was already up about 29% in the first quarter last year, this is a significant increase.

All property crime types rose in Q1 2016, with **Theft From Vehicle** up 32%, **Break & Enter** up 17.6%, **Theft over \$5,000** up 9.1%, and **Theft of Vehicle** up 3.5%.

Property Crime has still fallen long-term by 26.7% (2007-2015), but this gap is being continually narrowed.





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At the divisional level, the 4 property crime indicators have increased across all divisions with the exception of Downtown division. South East is up 44.4%, followed by South West at 32.6%.

4 Property Crime Indicators	Downtown	North East	North West	South East	South West	West
2015 Q1	577	672	771	671	772	645
2016 Q1	531	859	845	969	1,024	721
% change	-8.0%	27.8%	9.6%	44.4%	32.6%	11.8%



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INITIATIVE 5

Domestic Violence Intervention

Initiative Owner: Investigative Support Bureau, Community Policing Bureau

Initiative Context:

In 2015, there were roughly 8,500 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. **Target:** 5% increase from 2015 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. **Target:** 2% increase from 2015 levels.

Year to Date Status:

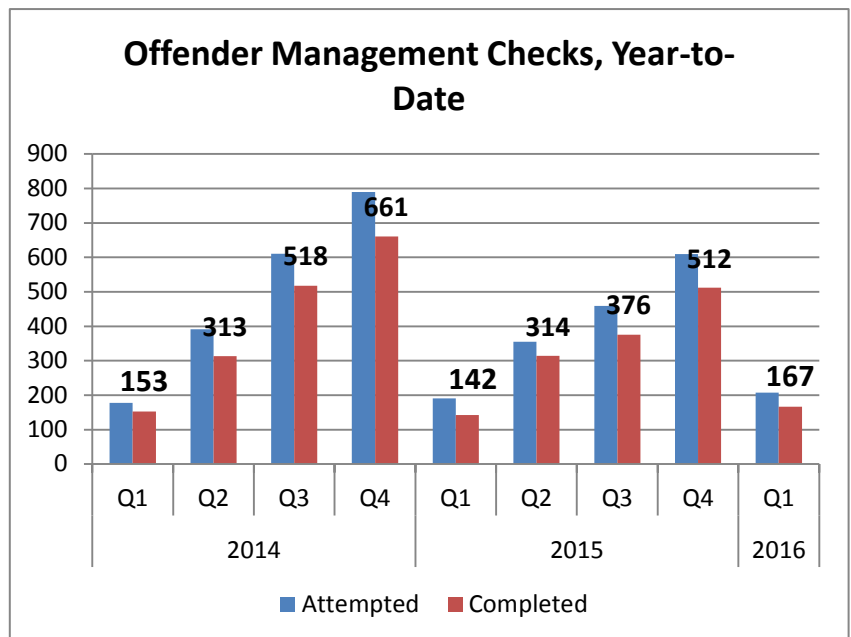
On-target
Domestic Offender Management Checks
 167 completed checks
 (17.6% above 2015)

On-target
Domestic Violence Victim Interventions
 274 completed interventions
 (5.0% above 2015)

Analysis:

Domestic Offender Management Checks

Offender management is done by the Domestic Offender Crimes Section (DOCS), the Domestic Violence Intervention Teams⁴ (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



⁴ As of April 1st, 2016 the Domestic Violence Intervention Team (DVIT) will be referred to as the Domestic Abuse High Risk Team (DAHRT).



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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.

Offender Management	DOCS	DVIT	Patrol	Total
2016 Q1				
# Files Attempted	34	25	148	207
Completed Offender Management Checks	34 (100%)	22 (88%)	111 (75%)	167 (81%)
2015 Q1				
# Files Attempted	17	42	130	189
Completed Offender Management Checks	17 (100%)	31 (74%)	92 (71%)	140 (74%)

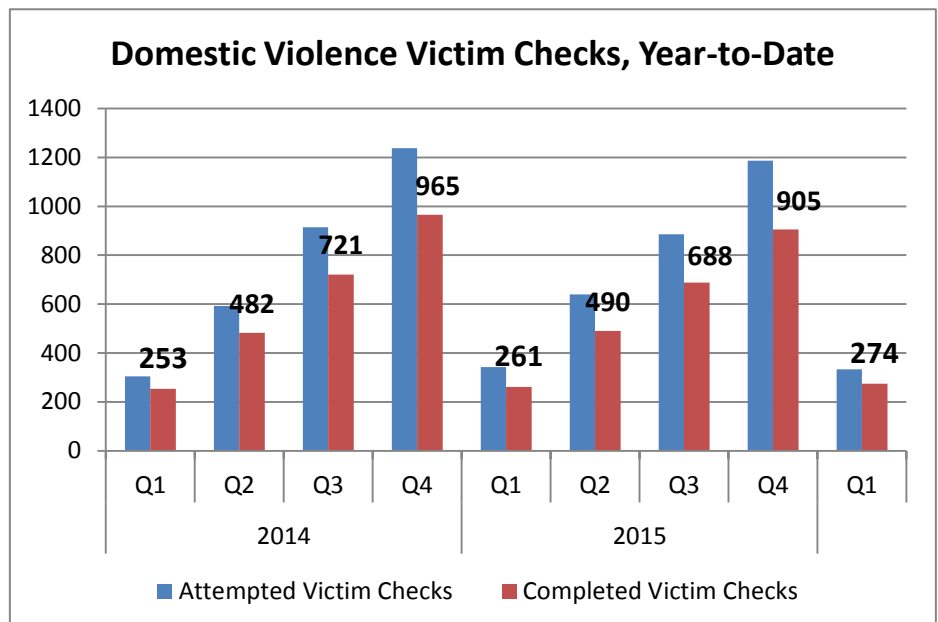
DOCS: While the completion rate remained steady at 100% in Q1 2016, of interest is the fact that the number of completed offender management checks by DOCS Detectives has doubled when compared to Q1 2015 (**34 vs 17**). Of note, files that were still under investigation (n=15) by the end of Q1 or that had been concluded 'Non-Criminal' (n=10) were not included in the total number of Offender Management Checks. 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.

DVIT: Although DVIT has been assigned fewer Offender Management Checks during Q1 2016, it is important to note that DVIT completed almost all of their Offender Management Checks during this time frame (88%). Similar to DOCS, files considered to be 'non-charge' (n=12) or those files that were still under investigation (n=2) by the end of Q1 were excluded from the total number of Offender Management Checks attempted by DVIT.

Patrol Divisions: During Q1 2016, patrol members completed 21% more offender management checks when compared to the same time frame in 2015 (**111 vs 92**).

Domestic Violence Victim Intervention Checks

Interventions with domestic violence victims are done by DOCS, DVIT, and Victim Support Teams (VST) 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).





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Interventions	DOCS	DVIT	VST	Total
2016 Q1				
# Files Attempted	59	36	238	333
Completed Interventions Q4 (success + decline)	59 (100%)	33 (92%)	182 (77%)	274 (82%)
2015 Q1				
# Files Attempted	33	46	259	338
Completed Interventions Q4 (success + decline)	33 (100%)	34 (74%)	189 (73%)	256 (76%)

A breakdown of VST intervention work by division is as follows:

Q1 YTD VST Interventions		Downtown		Northeast		Northwest		Southeast		Southwest		West	
2016	Total VST Files Assigned	19		43		28		40		45		63	
	Overall Clearance*	13	68%	38	88%	24	86%	31	78%	37	82%	39	62%
	Successful contact made	10	53%	38	88%	16	57%	30	75%	35	78%	37	59%
	Contact/ victim declined	3	16%	0	0%	8	29%	1	3%	2	4%	2	3%
	Attempt made but unable	6	32%	5	12%	4	14%	9	23%	8	18%	24	38%
2015	Total VST Files Assigned	30		50		33		32		79		35	
	Overall Clearance*	18	60%	42	84%	21	64%	22	69%	60	76%	26	74%
	Successful contact made	13	43%	41	82%	21	64%	19	59%	60	76%	25	74%
	Contact/ victim declined	5	17%	1	2%	0	0%	3	9%	0	0%	1	3%
	Attempt made but unable	12	40%	8	16%	12	36%	10	31%	19	24%	9	26%

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 during the first quarter of 2016. 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 DOCS had attempted more interventions during Q1 2016 when compared to the same time frame in 2015 (**33 to 59**). In comparison to 2015, both DVIT and VST have increased the percentage of completed victim interventions during the first quarter of 2016.



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INITIATIVE 6

Gang & Drug Enforcement

Initiative Owner: Investigative Support Bureau

Initiative Context:

The Edmonton Drug and Gang Enforcement (EDGE) unit targets and disrupts drug traffickers and criminal organizations and/or networks and thereby assists EPS with reducing violence and victimization in the city.

Performance Measures / Targets:

Low-level Disruption - the number of low-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2015 levels.

Medium-level Disruption - the number of medium-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2015 levels.

High-level Disruptions – the number of high-level criminal network disruptions achieved as a result of concluded investigations. **Target:** meet or exceed 2015 levels.

Additional Reporting:

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

Year to Date Status:

On-target
6 Low-level Disruptions
(2 in 2015 Q1)

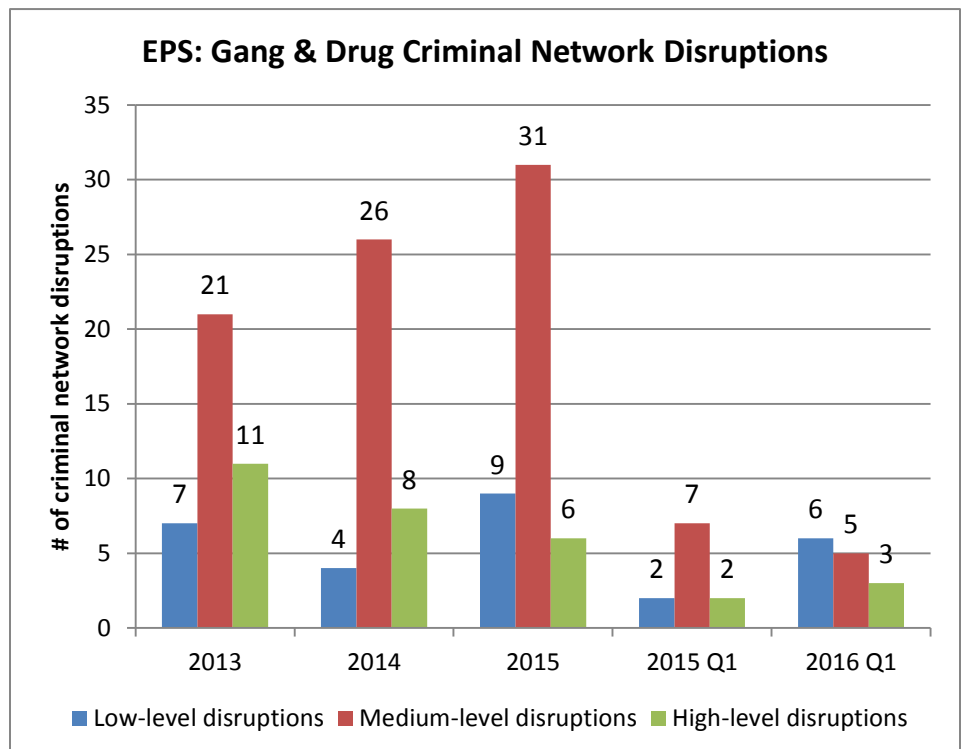
Off-target
5 Medium-level Disruptions
(6 in 2015 Q1)

On-target
3 High-level Disruptions
(2 in 2015 Q1)

Analysis:

2016 marks the third year that EDGE has measured criminal network disruptions based on the assessment of various factors: criminal organization complexity, community harm, level of violence, and quantity of drugs and weapons seized following the conclusion of an investigation. Criminal network disruption measurements offer a snapshot of EDGE's workload, and assess unit effectiveness in decreasing the community impact of organized crime.

In Q1 2016, EDGE disrupted 6 low-level, 5 mid-level, and 3 high-level groups. In 2016, EDGE has exceeded year-to-date goals for low and high-level disruptions. Q1 network disruptions include gang-affiliated targets had access to weapons such as pipe bombs





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and were distributors of the lethal drug fentanyl – all of which were seized as a direct result of EDGE investigations. Moreover, concentrated gang suppression efforts tackled increased incidences of gun violence committed by Central African gang members and their associates.

The following table summarizes EDGE arrests, drug, property, and weapons seizures in the first quarter of 2016.

	Q1 2016	Q1 2015	2015	2014
Cocaine	2.1 kg	4.3 kg	8.51 kg	12.8 kg
Marihuana	167 g	170 g	57.69 kg	208 kg
Heroin	250 g	85.5 g	366 g	509 g
Meth	396.1 g	2.9 kg	4.8 kg	2.0 kg
GHB	-	4.1 L	8.4 L	34 L
Buffing Agent	13.05 kg	2.9 kg	7.71 kg	27.4kg
Fentanyl	380 pills	0	12, 326 pills 0.8 g powder	0
Money	\$10, 280 (CAD)	\$311, 785 (CAD)	\$596, 512 (CAD)	\$1.51 M (CAD) + \$8,600 (USD)
Firearms	16	12	42	42
Arrests	21	27	78	118
Charges	84	156	483	451

It is important not to draw inferences on changes in drug seizure numbers. An atypically large-volume single seizure of any drug type can dramatically deflate overall statistics.

Drug seizure numbers in Q1 of 2016 have increased by 66% for heroin, 78% for buffing agent, and from 0 to 380 Fentanyl pills when compared to the same period in 2015. Cocaine, methamphetamine, confiscated money, and number of charges have dropped, while marijuana seizures and arrests remain relatively constant over both time periods.

The upward trend in buffing agent seizures may be consistent with the increased presence of fentanyl on the black market. Recent Canadian Border Services Agency 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. As evidenced by increasing fentanyl seizure numbers in the last year, EDGE actively pursues fentanyl-related intelligence and operations. The lethality of the drug in Edmonton is exhibited by EDGE's current involvement in one fentanyl-related homicide investigation.

The 25% rise in firearms seizures in Q1 of 2016, compared to 2015, is reflective of EDGE targeting drug traffickers involved in criminal organizations and/or networks. Mid and high-level disruptions in Q1 have led to serious charges being laid (i.e. possession for the purpose of trafficking fentanyl and possession of explosives). The lower charge rate in Q1 of 2016 is therefore offset by seriousness of charges being laid, especially with arrest numbers remaining relatively constant in both periods. Consequently, while drug traffickers are willing to commit complex criminal offences to profit from the drug trade, EDGE work in Q1 of 2016 has limited the availability and illegal purchase of drugs and firearms in Edmonton.



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INITIATIVE 7

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.

The Office of Traffic Safety (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 by EPS's specialized traffic section, as well as general patrol.

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 2015 levels.

Year to Date Status:

On-target
178 Traffic Corridor/Intersection Collisions
(6% below 2015)

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 Jan – Feb 2016, there were 178 high collisions in DDACTS target areas. These locations change each quarter, according to collision rates and DDACTS target areas.

OTS High Collision Locations - DDACTS Program 2016						
Quarter	Months	Locations in Target Areas	Collisions 2015	Collisions 2016	Change (#)	Change (%)
Q1	Jan – Feb*	26	189	178	- 11	- 6%
Q2	Apr – Jun					
Q3	Jul – Sep					
Q4	Oct – Dec					
Total, 2016 YTD		26	189	178	- 11	- 6%

*Data entry for March collisions is ongoing so Q1 data contains only Jan and Feb for a more accurate comparison between years.

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 Q1 target locations is as follows:

OTS High Collision Locations – DDACTS Program Q1 2016						
#	Location Type	Location	2015 Jan - Feb	2016 Jan - Feb	Change (#)	Change (%)
1	Intersection	104 Av / 109 St	6	9	+ 3	+ 50%
2	Intersection	118 Av / Wayne Gretzky Dr SB	7	8	+ 1	+ 14%
3	Intersection	137 Av / 50 St	15	10	- 5	- 33%
4	Intersection	167 Av / 97 St	23	11	- 12	- 52%
5	Intersection	Hermitage Rd / 50 St	4	3	- 1	- 25%
6	Intersection	Yellowhead Tr / 66 St	8	5	- 3	- 38%
7	Intersection	118 Av / 97 St	10	13	+ 3	+ 30%
8	Intersection	137 Av / 97 St	9	10	+ 1	+ 11%
9	Intersection	153 Av / 97 St	6	4	- 2	- 33%
10	Intersection	Yellowhead Tr / 127 St	18	18	0	0%
11	Intersection	34 Av / 91 St	4	10	+ 6	+ 150%
12	Intersection	23 Av / 91 St	13	10	- 3	- 23%
13	Intersection	34 Av / Gateway Bv	13	6	- 7	- 54%
14	Intersection	34 Av / Calgary Tr	3	7	+ 4	+ 133%
15	Intersection	51 Av / Calgary Tr	4	8	+ 4	+ 100%
16	Intersection	95 Av / 170 St	5	5	0	0%
17	Intersection	100 Av / 178 St	6	3	- 3	- 50%
18	Intersection	107 Av / 142 St	11	24	+ 13	+ 118%
19	Midblock	102 Av / 104 St	1	0	- 1	- 100%
20	Midblock	Jasper Av / 109 St	2	1	- 1	- 50%
21	Midblock	137 Av / 42 St	6	2	- 4	- 67%
22	Midblock	Yellowhead Tr / 121 St	4	1	- 3	- 75%
23	Midblock	Yellowhead Tr / 124 St	2	1	- 1	- 50%
24	Midblock	34 Av / Calgary Tr	3	5	+ 2	+ 67%
25	Midblock	95 Av / 170 St	4	3	- 1	- 25%
26	Midblock	Groat Rd South Of 107 Av	2	1	- 1	- 50%
Total, All Target Locations			189	178	- 11	- 6%



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INITIATIVE 8

Distracted Driving

Initiative Owner – Community Policing Bureau, Traffic Services Branch

Initiative Context:

The combined enforcement efforts of Community Policing Bureau (CPB) and Investigative Support Bureau (ISB) will remain focused on increasing traffic safety within the City of Edmonton through 2016. Distracted Driving continues to be shown to be a major cause of motor vehicle collisions and the perceived lack of enforcement of the distracted driving laws has been a voiced concern from members of the public.

Performance Measures:

Distracted Driving Enforcement (Patrol) – the number of Traffic Safety Act based tickets for Distracted Driving issued by patrol divisions. **Target:** 2,918 tickets (5% increase from the 2012-2014 average).

Distracted Driving Enforcement (Traffic Services) – the number of Traffic Safety Act based tickets for Distracted Driving issued by EPS's Traffic Services Branch. **Target:** 2,489 tickets (5% increase from the 2013-2014 average).

Year to Date Status:

On-target
937 Distracted Driving Tickets (Patrol)
(28.5% above Target)

Off-target
433 Distracted Driving Tickets (Traffic Services)
(30.4% below Target)

Analysis:

During Q1 2016, the intent of this initiative, along with the expectations for enforcement targets, were communicated and discussed collectively with all EPS patrol divisions. The addition of 3 demerit points for Distracted Driving offences became effective January 1, 2016, however the impact of that change in the reduction of offences is not measurable at this time.

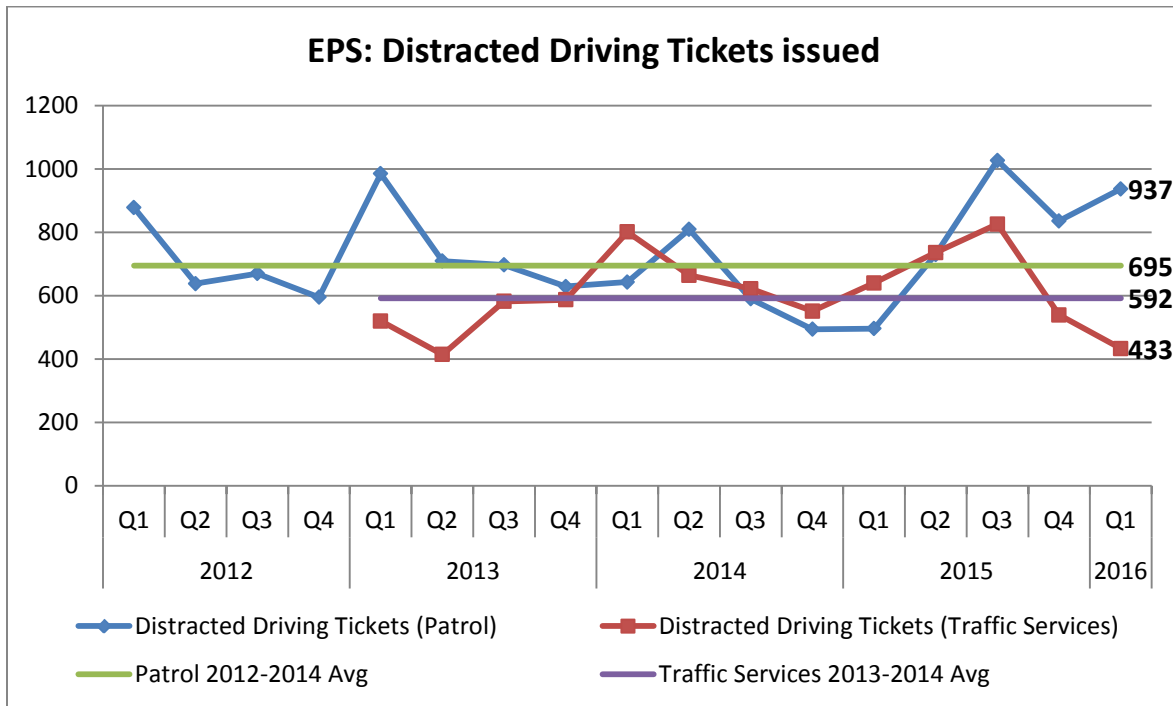
The Alberta Traffic Safety Plan Enforcement Committee set a five-day enforcement blitz directed at distracted driving. The Edmonton Police Service actively participated in this Selective Traffic Enforcement Program (STEP) initiative which ran February 8th - 12th.

Patrol overall is currently 28.5% above its Q1 Distracted Driving enforcement target of 729 tickets. As well, all patrol divisions met the enforcement targets (equally distributed among divisions) with the exception of Downtown and Southeast division. Nonetheless, compared to Q1 2015, Downtown division almost doubled its



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tickets issued. Part of this success can be explained from patrol divisions benefiting from the reassignment of additional traffic enforcement officers to their divisions part-way into the first quarter.



Distracted Driving, by Patrol Division

	Downtown	Northeast	Northwest	Southeast	Southwest	West	Division Total
Tickets Issued Q1 2016	47	164	252	79	250	145	937
Tickets above/below Target	-75	42	130	-43	128	23	208

Traffic Services branch has been experiencing higher traffic safety enforcement workload demands (e.g., a 60% increase in traffic fatalities year-to-date) which is challenging the area in meeting its distracted driving enforcement targets, which it is 30.4% below its quarterly target of 622 tickets.

Distracted Driving, Traffic Services Division

Traffic Services Branch	
Tickets Issued Q1 2016	433
Tickets above/below Target	-189

Note: due to traffic ticket data entry delays up to four weeks, figures provided here will slightly underestimate the true level of distracted driving enforcement.



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INITIATIVE 9

Safe in Six

Initiative Owner – Investigative Support Branch – Investigative Support Bureau

Initiative Context:

The EPS developed the “Safe in Six” program with three external partner organizations – Canadian Centre for Child Protection, Canadian Red Cross and Alberta Health Services. This program replaces the previous D.A.R.E. program and enhances the engagement & education component of the EPS Youth Strategy. “Safe in Six” promotes positive police/youth engagement at the Grade Six level (elementary) and incorporates three modules that focus on healthy relationships, internet safety and drug resistance.

Activities:

Q1:

- Coordination of program materials and school assignments are transferred to Admin Clerk for Youth Services Section

- Ongoing evaluation reporting is built into the program through school commitment form

Q2:

- A Six month program review is shared with key partner organizations for feedback
- Internal promotion of the program is completed (Intranet article/video)

Q3:

- An additional 20 officers are trained as facilitators of the program
- An additional 20 schools are identified by our School Board partners to receive the program

Q4:

- Yearly evaluation of the program is communicated with Chiefs Committee
- External funding is acquired to cover costs of student “giveaways” and promotional materials

Year to Date Status:

On-target
Quarterly Activities

Analysis:

Q1 Reporting:

Administrative duties for Safe in Six program has been transferred over to the Admin Clerk for Youth Services Section. The following activities are being completed by this admin position:

- Collection of evaluation summaries from police facilitators, students, teachers and partners
- Dissemination of updated materials, drug education board and student giveaways
- Responding to programming / facilitation questions by officers
- Responding to school inquiries about the program
- Linking schools with officers as requested
- Tracking of facilitation start and completion dates

The school commitment form highlights the importance of the evaluation process and provides clarity on timelines and submission of the single page feedback forms. Evaluations continue to be received as the program is delivered throughout the calendar school year.



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INITIATIVE 10

Transit Beats

Initiative Owner – Downtown Beats - Community Policing Bureau

Initiative Context:

Downtown Division manages the newly stood-up Light Rail Transit (LRT) Beat Program on behalf of the EPS. The core functions of the Transit Beat are as follows:

- Increase police presence throughout the entire LRT System, disrupting violence and disorder.
- Liaise with Edmonton Transit to identify and patrol high-crime / hot-spots in and around the LRT transit centers. This may also include community areas adjacent to the LRT line.
- Actively target known criminals who use the LRT as transportation.

The LRT beats works closely with Edmonton Transit Security to collaboratively deploy in a layered public safety model, whether it is for regular deployments or special events planning.

Activities:

LRT Calls for Service - the number of EPS dispatched calls for service along the LRT line. With Beat officers more readily available, it is expected that calls for service will decrease, while On-View occurrences will increase **Target:** a decrease from 2015 levels.

LRT Crime and Disorder - the number of violent, property, and disorder events that occur along the LRT line that are reported to EPS. In the short term, EPS presence on the LRT system should lead to more On-View occurrences which were previously unreported. **Target:** Increase from 2015 levels.

Activities:

Q1: Fully Staff the LRT Beat with 8 constables and 1 sergeant.

Q3: Solicit feedback from Transit Users; Transit beat officers via questionnaires.

Q4: Establish an internal and external communication plan to EPS members and the public with results to date.

Year to Date Status:

Off-target
325 LRT Calls for Service
(30% above 2015)

On-target
140 LRT Crime and Disorder Events
(9.4% above 2015)

Analysis:

LRT Beats is currently understaffed with only 6 constables and one sergeant. The goal is to bring this up to 8 constables, however, priority if first being placed on fully staffing downtown beats.

LRT Calls for Service

In Q1 of 2016, there were 325 Dispatched Calls at LRT station addresses, compared to 250 in the same period last year (up 30%). As well, there were 444 total events compared to 398 in the same period last year (up 11.6%). While one of the goals of a dedicated Transit police team is to reduce the reliance of dispatching patrol from outside LRT areas, the data shows this so far not to be the case: 62.8% of events in Q1 2015 required dispatch , and in Q1 2016 this increased to 73.2%.



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2015:

Location Address	# Dispatched Calls	# Events
10024 JASPER AV	3	4
10025 JASPER AV	7	8
10060 JASPER AV	32	49
10303 JASPER AV	9	12
10665 JASPER AV	7	11
10700 JASPER AV	10	16
11151 84 ST	21	28
13900 50 ST	44	56
2515 111 ST	18	43
5005 111 ST	18	22
5918 129 AV	1	1
6120 129 AV	27	46
7600 118 AV	23	44
8410 114 ST	1	1
8902 112 ST	1	1
9804 110 ST	0	1
9900 102A AV	28	55
Summary	250	398

2016:

Location Address	# Dispatched Calls	# Events
10024 JASPER AV	7	8
10025 JASPER AV	4	9
10060 JASPER AV	15	22
10303 JASPER AV	3	6
10665 JASPER AV	11	13
10700 JASPER AV	18	22
11151 84 ST	23	33
13900 50 ST	46	63
2515 111 ST	26	45
5005 111 ST	39	48
5918 129 AV	1	1
6120 129 AV	29	41
7600 118 AV	44	60
8410 114 ST	0	1
8902 112 ST	2	2
9900 102A AV	57	70
Summary	325	444

LRT Crime and Disorder

For at least the short-term, an objective of the formation of Transit Beats – perhaps unintuitive – is for an *increase* in crime and disorder; the logic being that their dedicated presence will result in observing and responding to crime and disorder that would have gone previously unreported. In Q1 2016, there were 140 LRT Crime and Disorder events, representing a 9.4% increase compared to 128 in the same period last year. A full breakdown of the type of events at LRT addresses is provided as follows:

2015

Group	# Events
ASSAULTS	16
BREAK & ENTER	5
DISORDER	82
FAMILY VIOLENCE	4
OTHER*	251
ROBBERIES	7
SEXUAL OFFENCES	2
THEFT FROM VEHICLE	4
THEFT OF VEHICLE	8
TRAFFIC*	19
Grand Total	398

2016

Group	# Events
ASSAULTS	30
BREAK & ENTER	0
DISORDER	81
FAMILY VIOLENCE	3
OTHER*	286
ROBBERIES	11
SEXUAL OFFENCES	1
THEFT FROM VEHICLE	8
THEFT OF VEHICLE	6
TRAFFIC*	18
Grand Total	444

* Traffic and “Other” events do not count towards the crime and disorder statistic.



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INITIATIVE 11

Prevention of Crimes to Vehicles

Initiative Owner – Community Policing Bureau

Initiative Context:

Building upon 2015's establishing internal best practices to increase efficiency and effectiveness around response to vehicle-related property crime. In 2016, CPB will continue to apply a prevention approach to reduce crime and victimization through awareness, investigative excellence. By the second quarter, it is anticipated that a standalone community response will be implemented and police will initiate additional measures to reduce these crimes.

Proactive Awareness – In recognizing both theft of and from vehicle crime categories require active participation by citizens, a strategic approach will be applied to inform citizens of the nature and extent of the concern throughout the city, and citizens will be encouraged to be part of the solution.

Performance Measures / Targets:

Vehicle Theft – the number of Theft from Vehicle and Theft of Vehicle incidents, city-wide. **Target:** 2% reduction from 2015 levels.

Year to Date Status:

Off-target
3,447 incidents theft from/of vehicle
(21.2% above 2015)

Analysis:

In Q1 2016, a cost effective way to communicate with the public was initiated by Collaborative Policing Section that invigorated the EPS Crime Prevention social media account (@EPSCrimePrev Twitter account). The crime prevention efforts have garnered local attention and positive feedback from as far away as Pennsylvania. Each week three crimes to vehicles categories are shared with the public in an effort to engage conversation and spread awareness: Theft of Auto (Mon.), Theft from Auto (Tues.), and Theft of Plate (Thurs.).

Planning and scheduling for a formalized crime prevention campaign was completed in Q1. Each patrol division will have an opportunity to deploy citizen volunteers to neighbourhoods that are experiencing increases in property crimes.

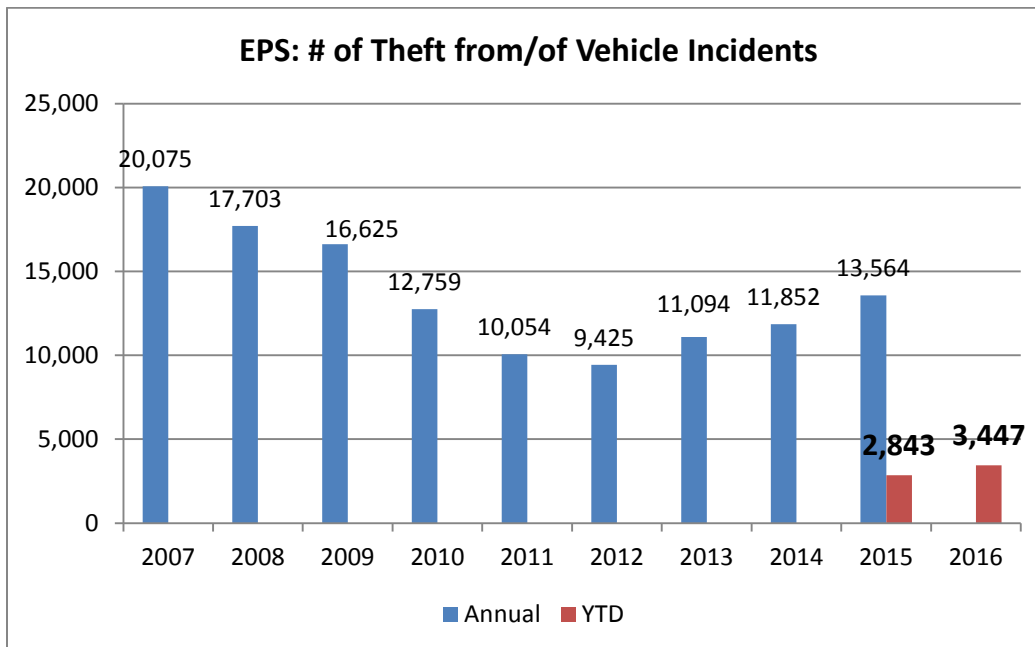


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Through this effort in 2016, EPS volunteers spoke to 5,452 citizens and attended 11,510 residences across the City (i.e., prevention material was left if no one answered the residence door).

In Q1 the public awareness of the issue continued with two separate media campaigns garnering attention. Chief Knecht also reinforced the concern during a session with local media on crime trends in Edmonton resulting to renewed local interest 'crimes to vehicles'. It is hoped these efforts contribute to citizens taking proactive prevention steps and compliment the community-led response in Q2.

The high volume and continual growth in Theft of vehicles and Theft from vehicles incidents is a continual challenge for EPS. From 2014-2015, these incidents increased by 14.4%. This has continued into Q1 2016, with a 21.2% increase compared to the same period in 2015.





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INITIATIVE 12

Crime Prevention Strategy

Initiative Owner: Organizational-wide

Initiative Context:

The Collaborative Policing Section is developing an initiative that reminds citizens of the important role they play in establishing a safe community with the slogan “If you see something, say something”. Two new slogans were created “We need to Know”; “Silence is not golden” for reporting crime. Below each of these slogans is the caption: “Report Suspicious Activity to Local Authorities”; or “Community Safety is Everyone’s Responsibility”. By encouraging community involvement, it will enhance the EPS intelligence led policing philosophy. The Collaborative Policing Section is developing an initiative to reduce apathy and

educate the public on topics such as violent extremism, domestic violence, sexual assault, as it relates to the communities involvement in ensuring a safer Edmonton. By encouraging community involvement, it will enhance the EPS intelligence led policing philosophy.

Activities:

Working with digital media to develop a poster and media campaign to educate the public and increase public involvement as it pertains to community safety

Year to Date Status:

Off-target

Analysis:

The EPS has decided against implementing the “See Something, Say Something” advertising program for 2016 based on several reasons:

1. EPS public education advertising is traditionally directed at specific hazards or unsafe activities (e.g., “don’t leave children alone in a car”, “don’t drink and drive” or “please report these kinds of crime online”). There is a specific behaviour EPS tries to encourage, and the consequence of the hazard is very clear. The “See Something, Say Something” advertisement campaign is not effective in this regard.
2. A large number of Syrian refugees are just now being welcomed into the Edmonton area. The timing of this campaign could easily be construed that this community is involved in something that citizens need to watch out for. This interpretation would be entirely false, and damaging to the integration success of these refugees.
3. The EPS advertising budget has been cut by \$40,000, and there are other higher value EPS advertising priorities.



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INITIATIVE 13

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
39.5%
(Target: 43%)

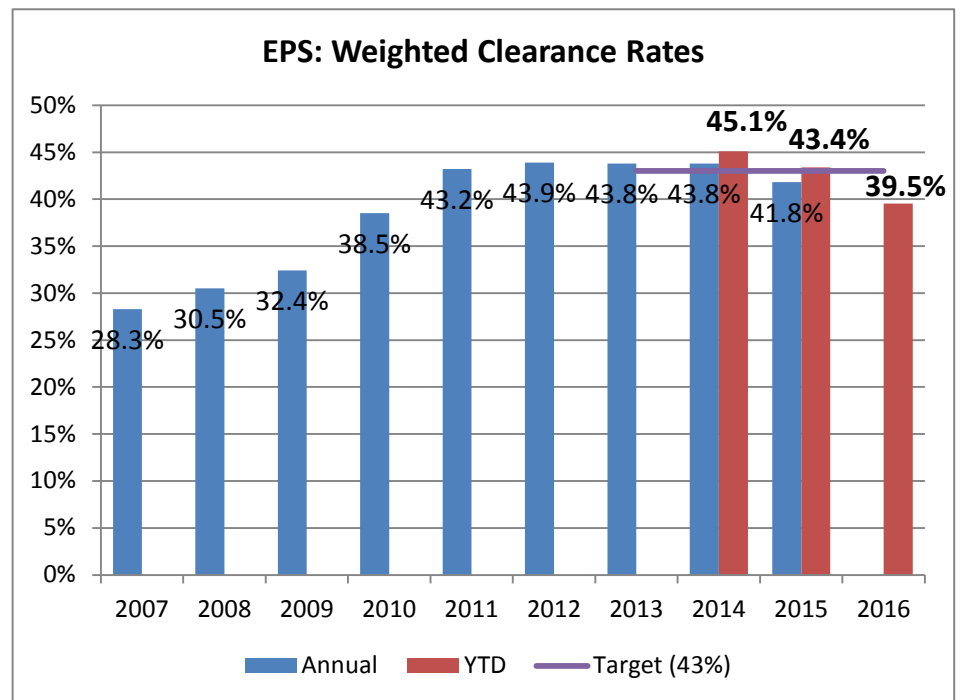
Analysis:

Current Results

For Q1 2016, Edmonton’s Weighted Clearance Rate (WCR) for all crimes declined to 39.5%, compared to 43.4% in the same period in 2015. The WCR is a core indicator for how well EPS is solving crime.

Three factors are notable in explaining the decline in the WCR since 2015:

1. In Q1 2016, homicides spiked with 12 homicide victims, compared to 5 in Q1 2015. During this same time, only one homicide was cleared, likely due to the time delay when homicides occur and when an investigation results in clearing the file. Homicides have an enormous impact on the calculation of the WCR.



2. Crime levels have been increasing substantially since 2015 and so far into 2016. Since EPS’s work capacity in patrol and specialized investigative units has not increased by the same degree, this has resulted in a larger



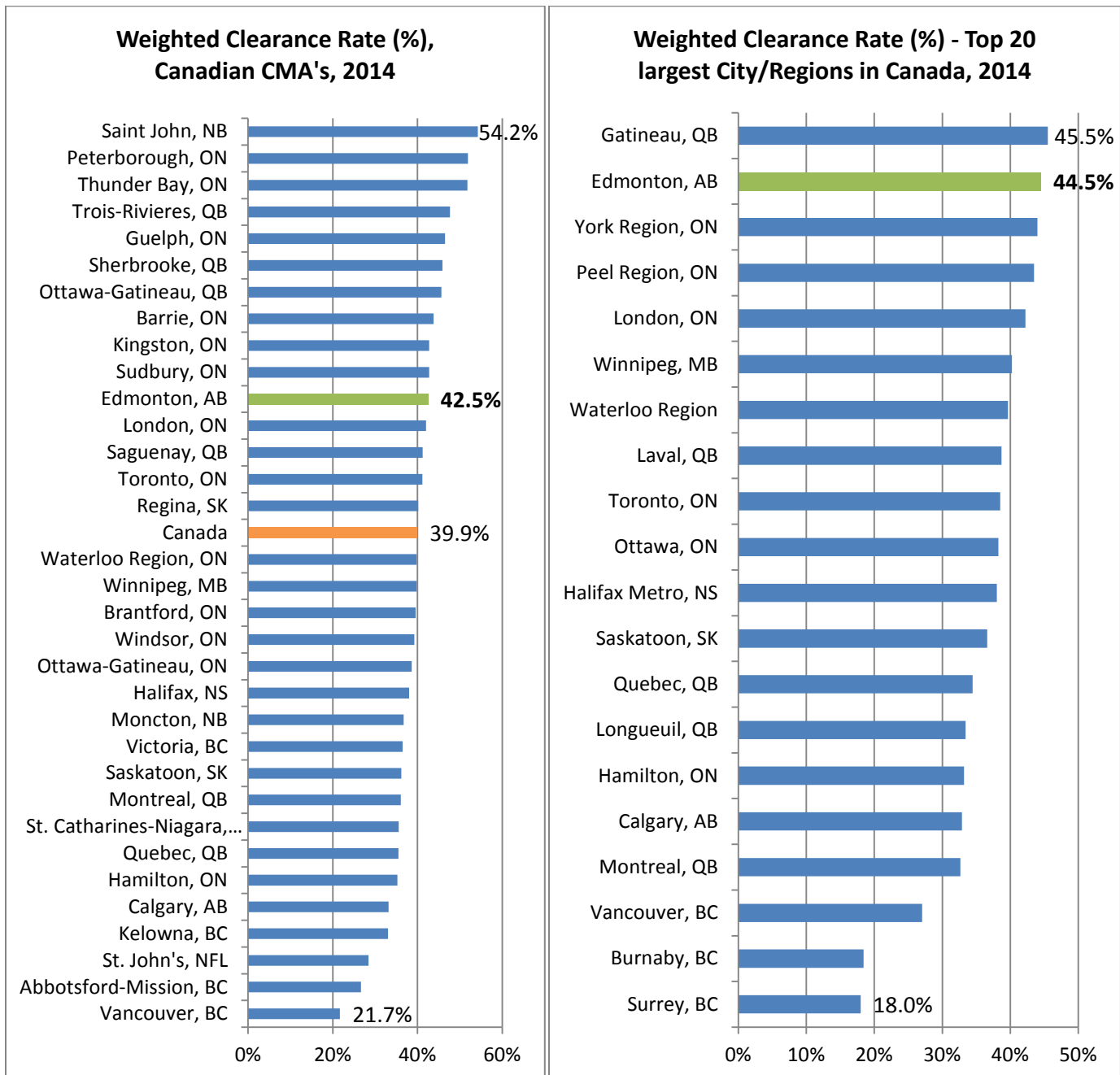
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backlog of crime files to investigate, as well as smaller proportion of criminal files being assigned to specialized investigation units – where crime files tend to have higher clearance success.

3. Property crime has been rising much faster than violent crime since 2014. The offender/victim nature of property crime results in lower clearance rates than violent crime. Hence a larger proportion of total crime being property-crime based, all other things being equal, will result in a lower WCR.

Municipal Comparison

In 2014, EPS had the 2nd best WCR among the 20 largest cities/regions in Canada, at 44.5%, just below Gatineau, QB at 45.5%⁵. When measured for the 33 Census Metropolitan Area's (CMA) in Canada, Edmonton had the 11th best WCR⁶.



⁵ Source: Statistics Canada, tables 252-0083 to 252-0090

⁶ 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). With a traditional clearance rate, all criminal incidents receive the same weight for clearing, or not clearing the incident. The calculated WCR value is impacted more by solving more severe crimes. 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	43.8%	43.5%	0.3%
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 14

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
(Year-end 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 historical⁷ 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). This addition enhanced the ability to monitor ongoing missing person investigations, investigate the current files as well as concluding historical missing person cases.

For some time now, the MPU has been challenged with remaining fully staffed. In Q1 of 2016 MPU was provided an additional resource to review 9 historical missing files (MMWIG Inquiry), however, this is a backfill for a Sergeant who recently seconded. These 9 files are part of the 72 files to be fully reviewed. Given the complexity and the volume of incoming missing person files, no additional historical files were fully reviewed or completed.

⁷ EPS Missing Persons Unit considers a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



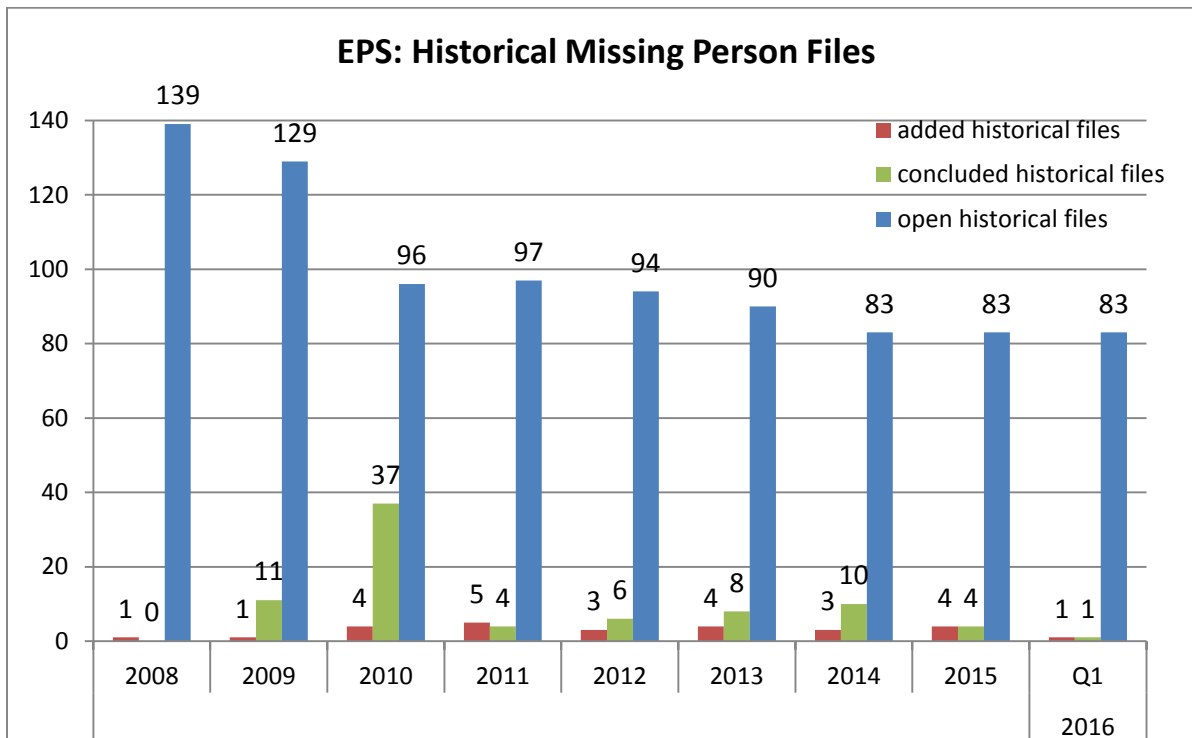
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Historical Missing Person Files

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

- Locating the missing person - alive or deceased
- Transferring investigative responsibility to another police jurisdiction when new information points to them being last seen there

At the end of Q1 2016, one file became historical and one historical file was concluded, leaving the number of open historical missing person files at 83.



In Q1 of 2016, MPU reviewed and quality assured 1,066 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. The volume of these CAD calls was virtually the same as Q1 2015, which was 1061.

This volume translated into 52 missing person files being either transferred from patrol or being directly assigned to MPU for investigation and conclusion in Q1. This is similar to Q1 2015, at 54. Of the 52 files investigated in Q1 by MPU, all were successfully concluded with the exception of 4 files. Of those 4 files, there are no suspicious circumstances and they will likely become long term files and remain with the Missing Person Unit.

Public Engagement

The MPU is currently working with EPS's Victim Services Unit to strategize how best to connect with families of historical missing person files. The MPU is also meeting with Alberta Social Services and the EPS's Aboriginal Unit to strategize on how to deal with chronic runaways.



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INITIATIVE 15

Geographic Deployment Model (GDM)

Initiative Owner: 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.

Proactive Time – 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

**74.1% of events with response ≤ 7 min
(Target: 80%)**

Off-target

Proactive Time

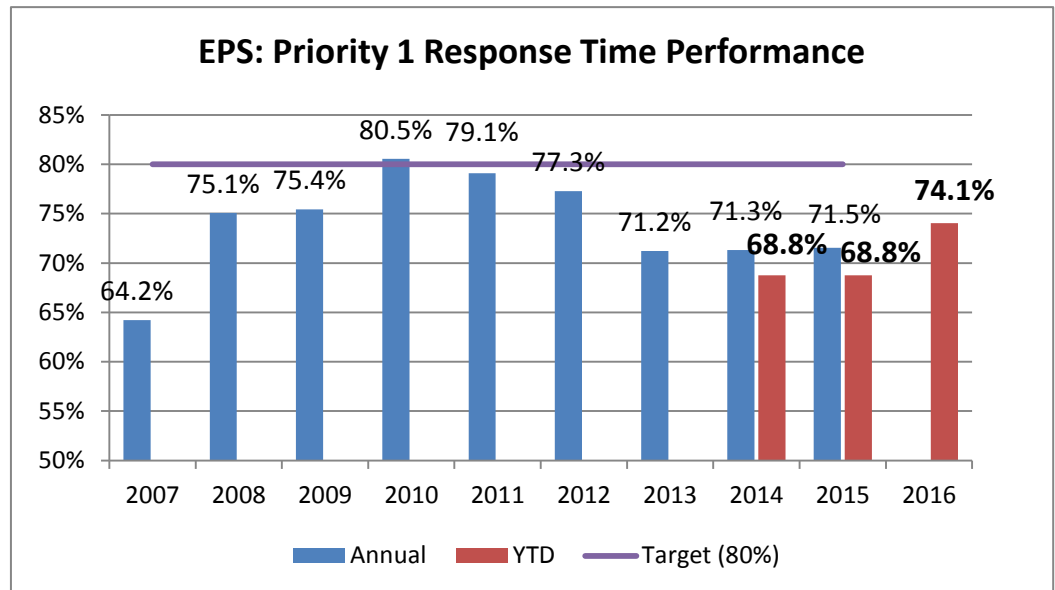
**12.6% of patrol shift time spent as Preventive
(Target: 25%)**

Analysis:

Priority 1 Response Time Performance

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 below target late 2012. However, substantial improvement has occurred in late 2015, and this has carried through into Q1 2016 with performance at 74.1%.

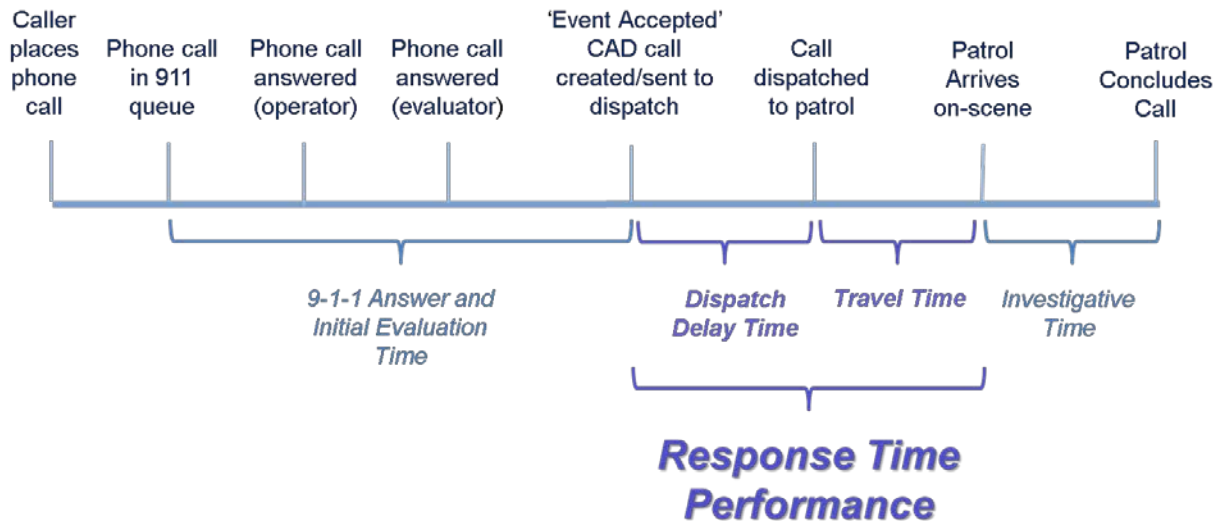




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How Response Time is Calculated

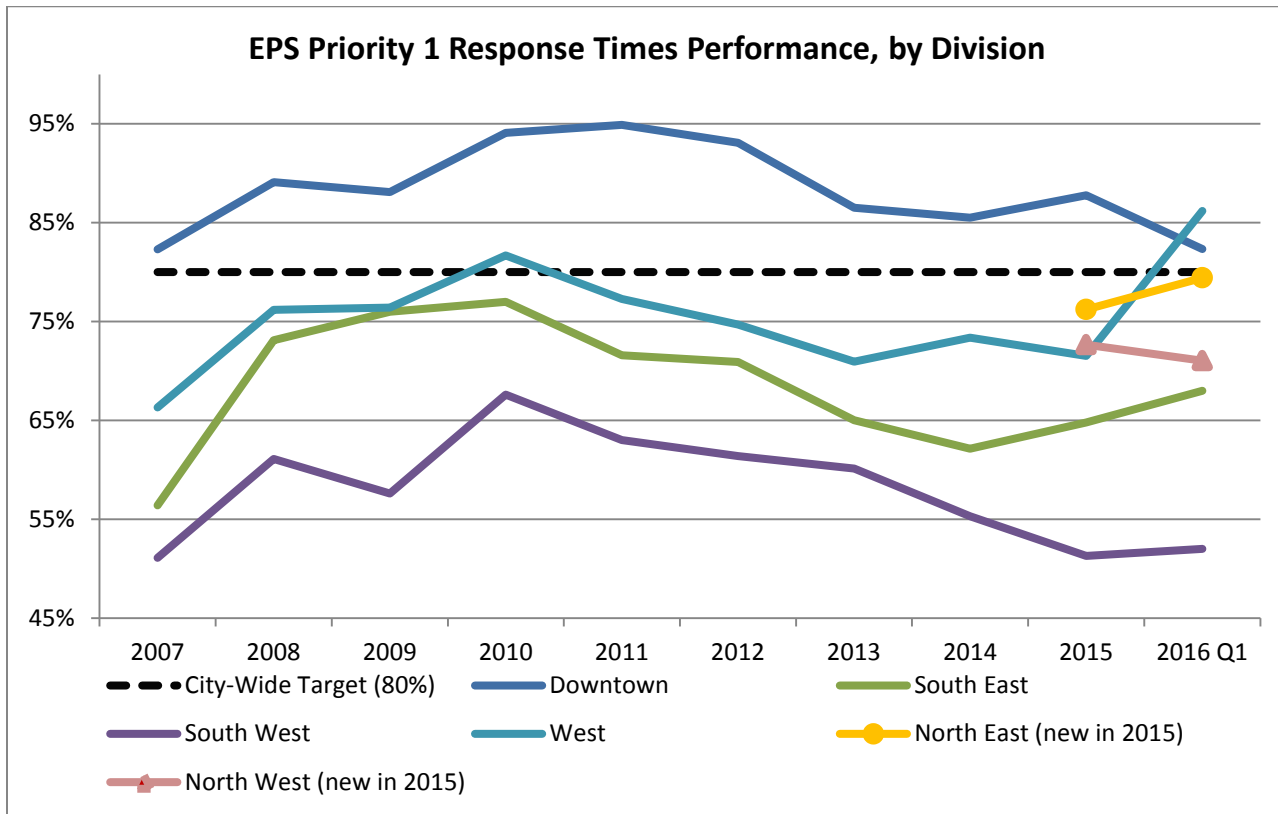
Response Time performance is calculated from dispatched calls where the final priority level is 1, where the location is fixed (i.e., excludes impaired driving calls), and excludes “on-view” calls (i.e., where a patrol member observes the event and “calls it in”). Time is measured when the dispatcher 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. Most divisions have experienced improved P1 Response Time Performances with the exception of Downtown and Northwest division. West division saw major improvement in Q1 2016 at 86.2%, compared to 2015 (full year) at 71.5%. This was the first time that a division had better response times than Downtown division. An examination of West divisions underlying data and a discussion with the divisional Inspector did not uncover any notable factors for this improvement.



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P1 Response Time Performance by Division	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016 Q1
Downtown	82.3%	89.1%	88.1%	94.1%	94.9%	93.1%	86.5%	85.5%	87.8%	82.4%
South East	56.4%	73.1%	76.0%	77.0%	71.6%	70.9%	65.0%	62.1%	64.8%	68.0%
South West	51.1%	61.1%	57.6%	67.6%	63.0%	61.4%	60.1%	55.3%	51.3%	52.0%
West	66.3%	76.2%	76.4%	81.7%	77.3%	74.7%	70.9%	73.4%	71.5%	86.2%
North East (new)									76.2%	79.4%
North West (new)									72.7%	71.1%
Target (80%)	80%	80%	80%	80%	80%	80%	80%	80%	80.0%	80.0%

Proactive Patrol Time:

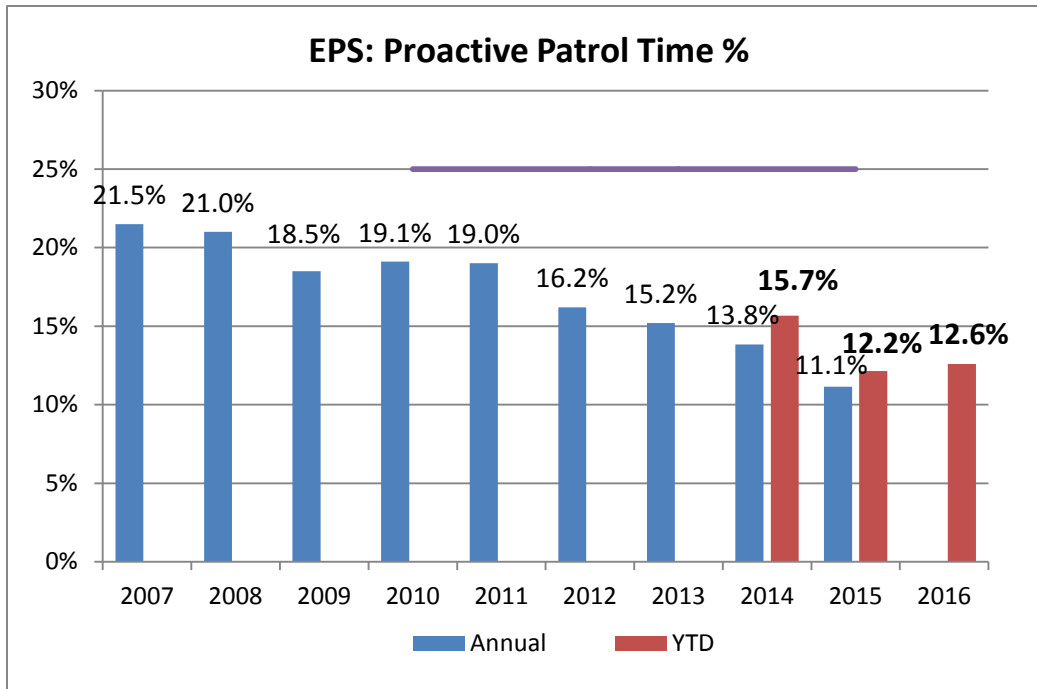
When Patrol is on shift, their time is tracked as “Calls-for-Service”, “Proactive”, “Administrative”, or “Undefined”. EPS has a target that 25% of patrol time is engaged in Preventive activities.

Proactive activities can be thought of as those that prevent or suppress future criminality or disorder. 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.

Proactive Patrol Time has steadily reduced from a high of 21.5% in 2007 to 11.1% in 2015. As of Q1 2016, Proactive Patrol Time has improved marginally to 12.6%. The low levels of Proactive 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 62.4% in 2016 Q1. Proactive Patrol Time is highest in South West (14.4%) and lowest in West division (11.1%).



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Combined Patrol Shift Time by Task - 2016 Q1

Division	Proactive	CFS	Admin	Undefined
Citywide	<u>12.6%</u>	62.4%	14.4%	10.7%
Downtown	12.0%	65.2%	12.4%	10.4%
North East	11.3%	66.5%	11.7%	10.5%
North West	13.4%	56.9%	19.5%	10.3%
South East	13.1%	60.2%	16.1%	10.7%
South West	14.4%	61.2%	13.5%	11.0%
West	11.1%	64.7%	13.1%	11.1%



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INITIATIVE 16

9-1-1 Call Management

Initiative Owner: Police Communications Branch - Investigative Support Bureau

Initiative Context:

The 9-1-1 Public Safety Answering Point (PSAP) for the City of Edmonton is managed by EPS and located within the Police Communications Branch Call Center. This 9-1-1 'primary' PSAP answers all 9-1-1 emergency calls and then transfers the call to the appropriate 'secondary' PSAP (i.e. 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:

9-1-1 Operator ASA – 9-1-1 Operators 'Average Speed to Answer' emergency calls for Police, Fire, and Ambulance. **Target:** 2 seconds or less.

9-1-1 Assessment & Transfer Time – the average time 9-1-1 Operators take to assess and transfer a 9-1-1 call to a secondary PSAP. **Target:** To be developed in accordance with new provincial standards.

Year to Date Status:

Delayed until Q2 Reporting
9-1-1 Operator ASA

Delayed until Q2 Reporting
9-1-1 Assessment & Transfer Time

Analysis:

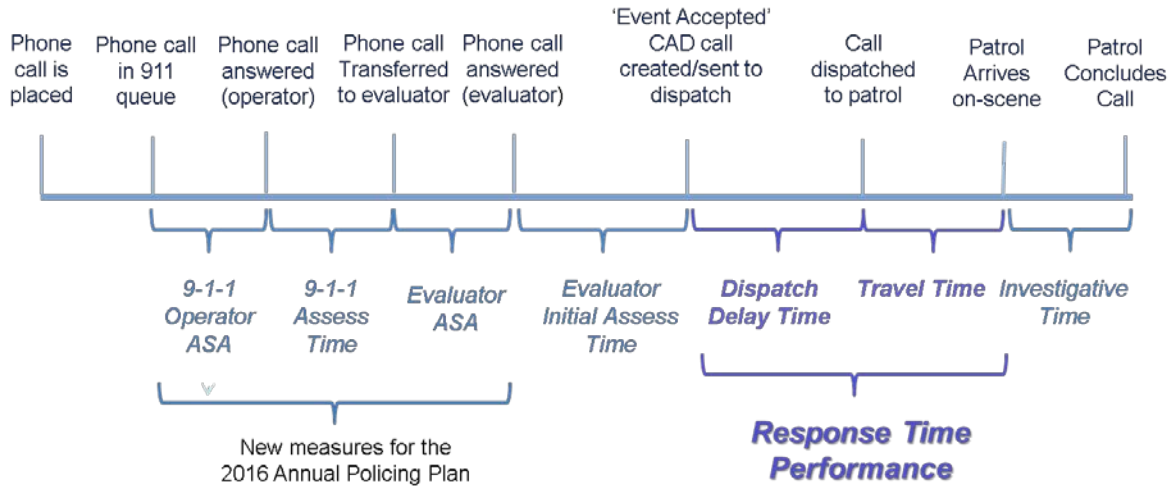
9-1-1 Assessment & Transfer Time

On April 17th, a new 9-1-1 call taking software application called 'i-Calltaker' was launched which now provides the means for 9-1-1 Operators to create a Computer Aided Dispatch (CAD) event prior to transferring the 9-1-1 call to an EPS - Emergency Communications Officer (ECO). This new software further facilitates the means to accurately capture timeline data from the point a 9-1-1 Operator answers the call to when the call is transferred to and taken over by secondary Public Safety Answering Point (PSAP) such as police. This timeline data will be used to accurately measure whether the goals of the Edmonton 9-1-1 Public Safety Answering Point (PSAP) and 9-1-1 Provincial Standards are being met.

The figure below depicts a timeline from when a 9-1-1 call is placed to completion. The i-Calltaker application will assist in closing all existing measurement gaps.



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Due to the delayed launch of this new software into Q2 2016 and fine tuning of the application and business workflows, reporting of the *911 Evaluator ASA* performance measure will be delayed until the Q2 reporting period.

9-1-1 Operator ASA

An accurate display of this performance measure has been delayed for Q2 APP reporting. It was determined late in this reporting cycle that the existing data reports for this metric, while appropriate for internal monitoring of daily operations, is not suitable for the reporting requirements here. For Q2 reporting, annual and year-to-date data will be provided for the last 3+ years.



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INITIATIVE 17

Police Call Management

Initiative Owner: Investigative Support Bureau – Police Communications 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 nearly 550,000 non-emergency phone calls per year to the police non-emergency line (423-4567 or #377 from a mobile device) and approximately 84,000 'police' emergency calls which are extended to police via 9-1-1. Call evaluators do their best to answer all calls quickly to meet caller expectations, giving top priority to answering of 9-1-1 emergency calls.

Performance Measures / Targets:

Non-Emergency ASA – the average time in seconds for a call evaluator to answer non-emergency calls starting when a caller has completed the automated Interactive Voice Response (IVR) system. **Target:** 60 seconds or less.

9-1-1 Evaluator ASA – the average speed for call evaluators to answer 9-1-1 police emergency calls once transferred by a 911 Operator. **Target:** 20 seconds or less.

Additional Reporting:

Non-emergency call volume statistics for 'Calls Placed', 'Calls Answered', and 'Calls Abandoned'.

Year to Date Status:

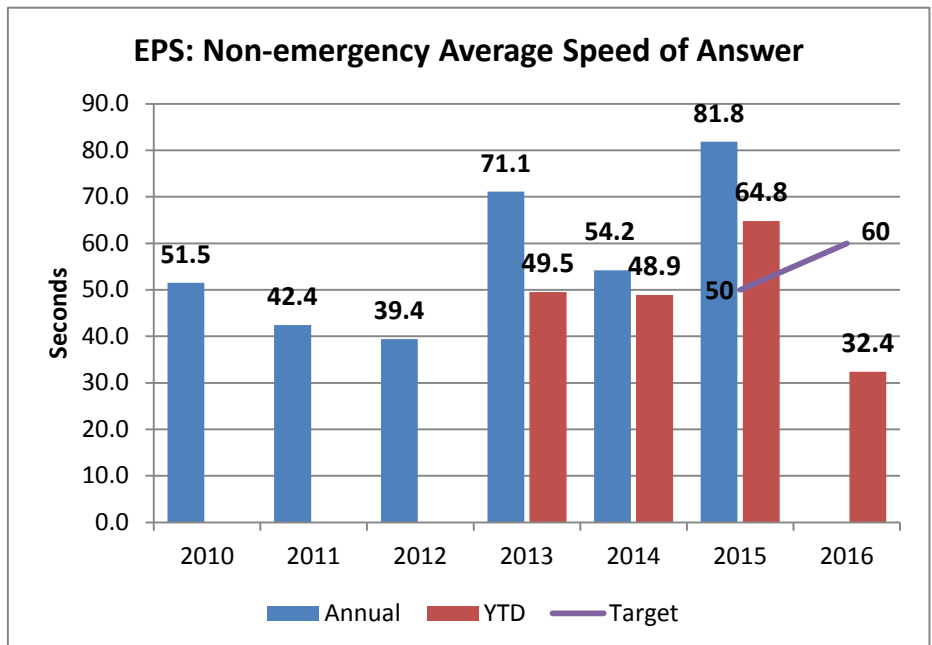
On-target
Non-Emergency ASA
32.4 seconds
(50% below 2015)

Delayed until Q2 Reporting
9-1-1 Call Evaluator ASA

Analysis:

In Q1 2016, the Non-Emergency Average Speed of Answer (ASA) improved substantially to 32.4 seconds. In addition to being well below the 2016 annual target of 60 seconds or less, it also represents a 50% reduction in the ASA compared to the same period in 2015. Although it is expected that the Non-Emergency ASA will rise during the spring and summer months (due to seasonality of criminal activity and social disorder), Police Communications is well-positioned to continue meeting the annual target.

Key factors that likely contributed to a Q1 2016 reduction in the non-emergency ASA compared to 2015





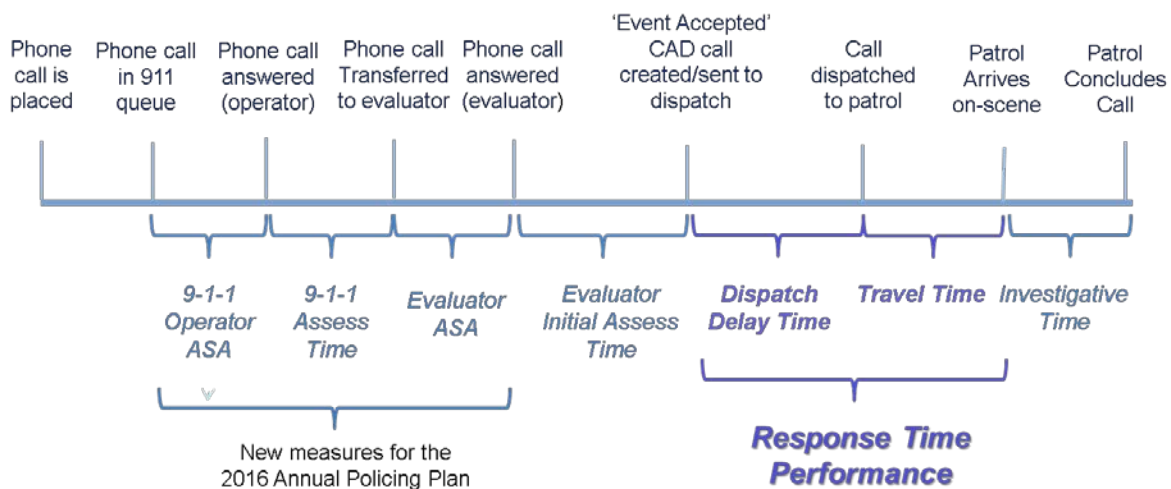
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levels include increased Emergency Communications Officer (ECO) staffing assignments during peak call periods and new ECO trainees temporarily assisting with LIVE call taking as part of the 3 week ECO mentoring program.

Recent approval to hire and train 10 more full-time ECOs in 2016 is expected to further reduce dependency to fill shifts with part-time ECOs and provide for more stable ECO staffing levels than in the past, especially during summer months when part time ECOs are less willing / available to take shifts. Unfortunately Police Communications Branch (PCB) was only able to fill 8 of the 10 recently posted full-time ECO positions, and the selected candidates will not complete ECO training until late August. As such, the benefits of this staffing change will not begin to be fully realized until after the high call volume months of June to August.

On April 17th, a new 9-1-1 call taking software application called ‘i-Calltaker’ was launched which now provides the means for 9-1-1 Operators to create a Computer Aided Dispatch (CAD) event prior to transferring the call to an ECO. Although the role of a 9-1-1 Operator is not to fully evaluate the call, they can now obtain and enter limited call data such as the 9-1-1 call location and caller remarks which should help to reduce the need for and time spent by ECOs performing this task. This new software will also facilitate the means to capture statistical data regarding 9-1-1 call creation and processing time and more accurately measure whether the goals of the Edmonton 9-1-1 Public Safety Answering Point (PSAP) are being met. Due to the delayed launch of this new software into Q2 2016 and fine tuning of the application and business workflows, reporting of the *911 Evaluator ASA* performance measure will be delayed until the Q2 reporting period.

The figure below depicts a timeline from when a 9-1-1 call is placed to completion. The i-Calltaker application will assist in closing all existing measurement gaps.



The Interactive Voice Response (IVR) system, implemented in June 2014, helps to reduce the number of non-emergency calls that would otherwise need to be answered by ECOs by triaging calls and transferring only those calls in which a caller chooses (selects a prompt) to speak with an ECO. While IVR triages calls away from ECOs, about 3,000 calls per month are actually received to ECOs via the 9-1-1 Emergency Line which are deemed as non-emergency calls. These calls are manually transferred by 9-1-1 Operators to IVR or where appropriate directly to the ECO calls queue (‘Police Queue’), by-passing the IVR system.



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Note: IVR is only associated to the Police Non-Emergency Line (780-423-4567) and does NOT process 9-1-1 emergency calls

	2015				2016			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Calls Placed to IVR	118,481				116,500			
Calls Transferred by IVR (To Police Queue)	68,437				69,403			
Total Calls Placed (Police Queue) **Includes 911 Calls 'Transferred to Police' and 911 calls deemed Non- Emergency	95,617				99,827			
ECO Calls Answered	89,119				96,625			
Calls Abandoned	6,498				3,202			



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INITIATIVE 18

Online Crime Reporting

Initiative Owner: Police Innovation Branch – Community Policing Bureau

Initiative Context:

EPS **Online Crime Reporting** is a new service delivery model implemented in Q2 of 2013 that affords citizens the ability to report crimes of a minor nature online without having to report to a station. Online Reporting is expected to increase the efficiencies of police front counters, community stations, patrol resources, and streamline partner reporting process.

Performance Measures / Targets:

Online Crime Reporting Volume – the total number of Online Crime Reports submitted by the public and approved. **Target:** 15% increase over 2015 levels.

Activities:

Q1:

- Finalize and implement advertising plan to increase awareness of Online Reporting.

Year-to-Date Status:

On-target
Online Crime Reporting Volume
1,259 Reports
(67% above 2015 Q1)

Analysis:

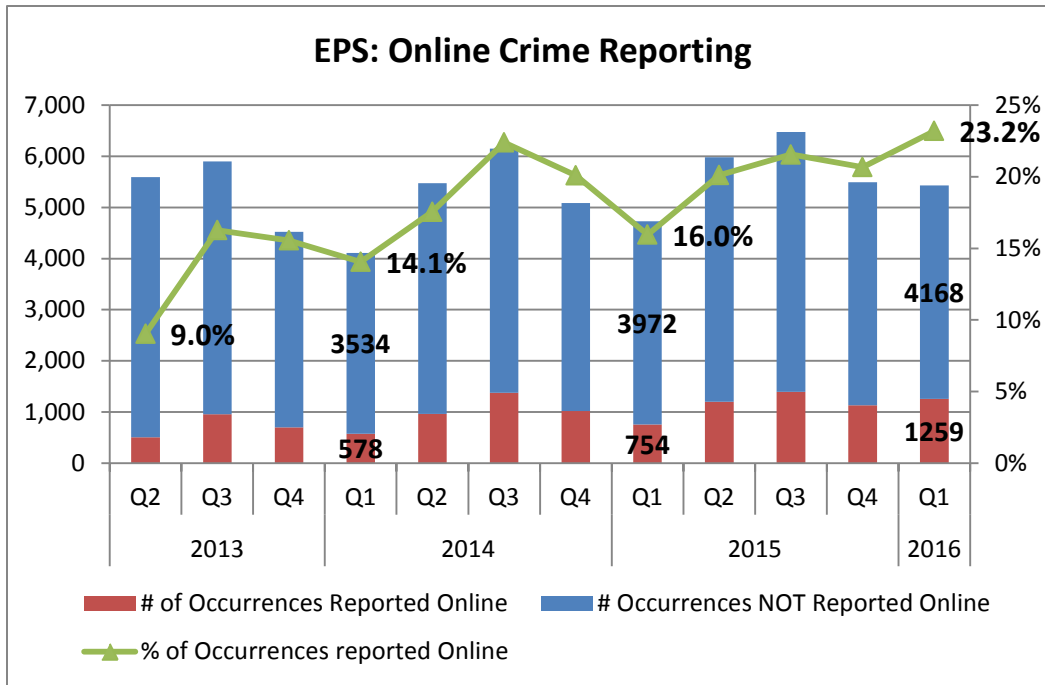
The number of online crime reports submitted and accepted into the EPS system in Q1 2016 was 1,259, representing a significant 67% increase compared to Q1 2015. Since launching Online Crime Reporting, this portion of criminal occurrences that can be reported online that were, increased from a low of 9% when first implemented, to 16% in Q1 2015, to 23.2% in Q1 2016.

Citizens can currently submit police reports through the Online Crime Reporting web portal for the following categories:

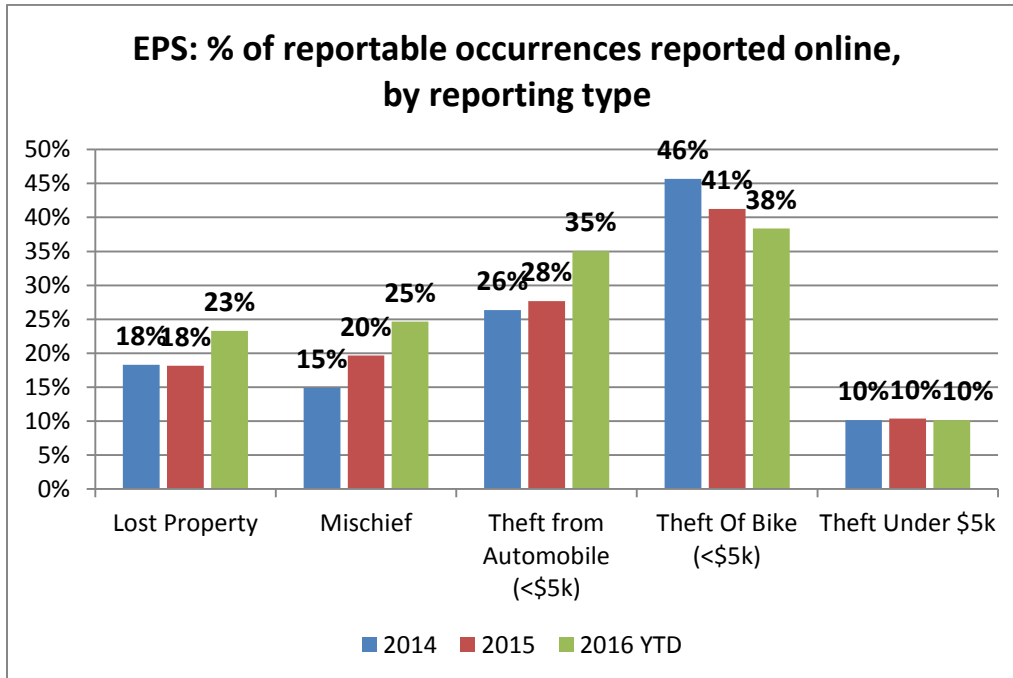
- Lost Property
- Mischief
- Theft from Vehicle (under \$5,000)
- Theft of Bicycle (under \$5,000)
- Theft Under \$5,000



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Within these available reporting types, Theft of Bicycle occurrences have the highest proportion of online reporting (currently 38%), while most other types have seen a greater willingness to report online over time.



The following took place during Q1 2016 to continue advancing Online Crime Reporting:

- Completion of Phase 2 was successfully completed. This phase involved establishing a computer interface between the vendor software and the EPS records management system, which eliminates the need for manual data entry. A Post Implementation Review was conducted on March 16 and was successful in meeting the project benchmarks.



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- Kiosks were installed in Southeast and West divisions on in March. Kiosks provide access to Online reporting through a secure I-Pad, which provides the public an alternative to report their event Online during peak busy periods at EPS front counters. Static IP addresses were assigned to each terminal to determine usage. The Downtown division kiosk was delayed due to renovations and is expected to be installed by the end of April.
- Four additional crime types for Online reporting were reviewed and approved by EPS's Chief's Committee, with a subsequent action plan submitted. These additional crime types included B/E to Garage; Attempted B/E to Garage; B/E Other; and Attempted B/E Other. (Other includes sheds or trailers that are not a residence).
- A gap analysis was completed with respect to events that met the criteria for Online reporting but were instead dispatched or reported at the Front-Counter. The analysis suggested that some of these dispatched events could be reported online which would decrease the cost of service without effecting police clearance rates.

Due to a tighter financial environment for EPS, no new funding has been allocated for advertising EPS Online Crime Reporting.



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INITIATIVE 19

Mental Health Calls

Initiative Owner: Investigative Support Bureau – Police Communications Branch

Initiative Context:

In 2013, EPS sought to determine the extent of policing resources spent guarding detainees in hospital, revealing that members spent approximately 1,500 hours on hospital guard duty during a 3-month period. These events are primarily related to detainees arrested under the Mental Health Act (MHA). A number of strategies have been developed in 2015 to minimize the amount of hospital guard time spent by EPS members:

EPS-driven Strategies:

1. Reducing the need for patrol to respond to and deliver those suffering from mental distress to hospitals through community diversion and stabilization initiatives;
2. Realign the mandate of the Police and Crisis Team (PACT) to respond to mental health calls for service
3. Creating a Community Wellness Center; and
4. Revising the current Memorandum of Understanding (MOU) between EPS and Alberta Health Services (AHS) with respect to the MHA.

Strategies requiring leadership from AHS:

1. Increase efficiencies within Emergency Departments (EDs) to better triage MHA apprehensions and transfer continuity of their care from members of the EPS to AHS staff; and
2. Expansion of 'Designated Facilities' under the MHA
3. Increased staffing of Community Peace Officers in EDs

Performance Measures / Targets:

Mental Health Service Time – the average EPS patrol total-person-hours spent on Mental Health Act incidents. Time is measured at the point that patrol accepts the call until patrol concludes the event. **Target:** a reduction from 2015 levels.

Mental Health Volume – the number of Mental Health Act incidents with a police dispatched response. **Target:** monitoring only.

Additional Reporting:

Divisional and Police and Crisis Team (PACT) response statistics for Mental Health Calls and turn-away rates at hospitals.

Year to Date Status:

On-target
Mental Health Service Time
7.4 hours per MHA incident
(20.4% below 2015)

Monitoring Only
Mental Health Volume
875 EPS Mental Health Incidents
(23.3% below 2015)

Analysis:

Mental Health Service Time

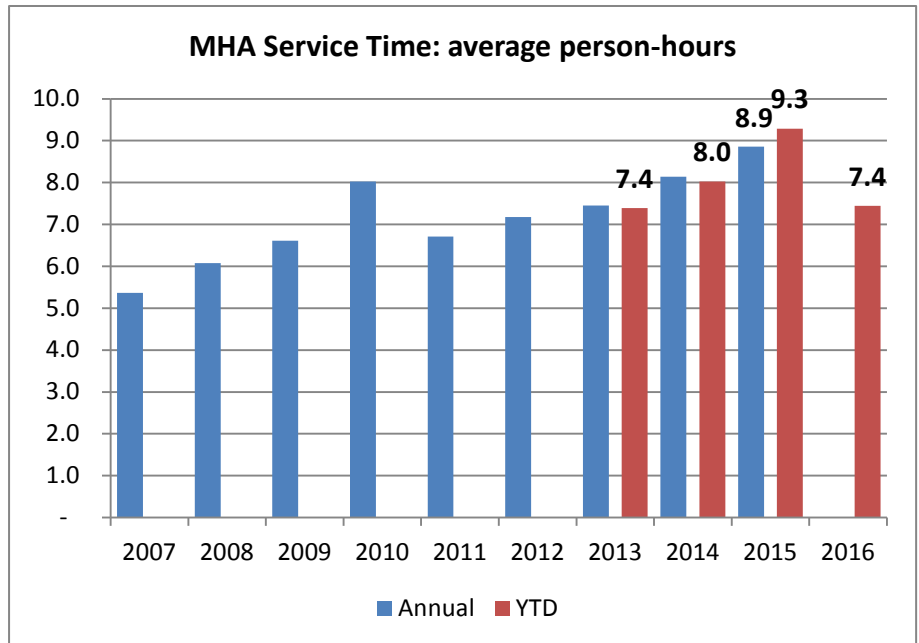
Mental Health Service Time has seen a considerable reduction (an improvement) in Q1 2016, with the average patrol person-hours spent on Mental Health Act incidents at 7.4 hours, compared to 9.3 hours in the same period in 2015. This represents a 20.4% reduction.



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EPS does not collect data at a detailed level that can provide a break-down of the portion of patrol time spent waiting in hospitals until medical staff can take over responsibility for the distressed individual. Still, EPS is confident that the overall reduction in service time is largely attributable to workflow improvements that both EPS and Edmonton hospitals have implemented, which include:

- Creation of a Transfer of Care Form for use at Emergency Departments. This new process has been launched at four designated facilities.
- Communication to EPS patrol members to contact and utilize the expertise of EPS's Police Action Crisis Team (PACT) prior to conducting a MHA apprehension.
- The installation of security cameras at Misericordia Hospital to allow for quicker patient transfer.
- Working with hospitals to track and examine incidents of long wait times to create process improvements.



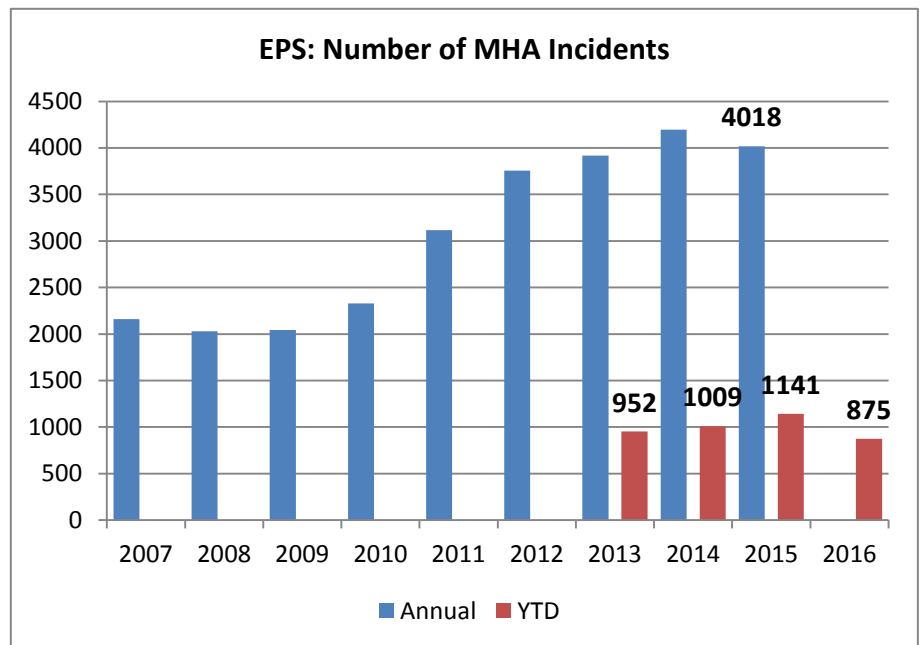
Mental Health Volume

EPS has observed a 23.3% year-over-year reduction in the volume of MHA incidents. It is speculated that improvements in patrol members utilizing PACT is allowing for improved alternative resolutions to these events without relying on a Form 10 apprehension to hospitals.

Future Work

Despite recent success, further improvements are being sought for the remainder of 2016. The following is planned for implementation in Q2:

- Communications on new via the Learning Management System, Intranet, and during 1:00 patrol parades.
- Permanent integration of the Transfer of Care form into the Emergency Department system at the four designated Facilities
- Completion of new policy for the use of the Transfer of Care Form
- Continual meetings with hospitals to identify and implement process improvements





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INITIATIVE 20

Vulnerable Persons: Heavy Users of Services (HUoS)

Initiative Owner: Police Innovation Branch – Community Policing Bureau

Initiative Context:

The (HUoS) project is a cross-agency effort to treat the heaviest users of criminal justice, health and social services in Edmonton. The HUoS project will monitor clients to identify system gaps and overlaps in the numerous services that they access, with recommendations put forward to correct them. The outcomes of the HUoS project are increased communication between partner agencies, decrease in repetitive use of services, and increased quality of life for vulnerable individuals. In November 2014, the Navigation and Coordination Centre was operationalized and provincial funding was obtained to conduct case planning for 15 complex clients.

The Vulnerable Persons Approach will expand in 2016 through continued development of a Community Wellness Centre, supported through collaboration with local and provincial stakeholders, and with development of provincial legislation allowing police to apprehend excessively intoxicated individuals and transfer their care to the Community Wellness Centre.

Performance Measures / Targets:

Evaluation – comprehensive evaluation of the HUoS project measuring social outcomes and impact. **Target:** evaluation complete and report distributed by end of 2016.

Addressing gaps – Gaps and barriers report complete in Q3 2015. Two major gaps addressed in 2015. Actively addressing additional gaps identified will commence in 2016. **Target:** address 2 additional gaps.

Awareness of the project – internal and external communication will be utilized to develop deeper awareness and understanding of the struggles vulnerable people face and the support provided by the EPS through the HUoS project. **Target:** HUoS focused stories on internal media source, and 3 external media sources.

Activities:

Q1:

- Using internal media resources to educate the greater EPS population on the HUoS Project.
- Re-address housing gap for out of custody clients, and new strategy for transition for in-custody clients who are facing winter time release into homelessness.
- Select 1 additional gap and create strategy design at NCC level.
- Conduct second winter care package program, invite media.
- Collection of data from AHS/EMS and EMS for evaluation.

Q2:

- Analysis of AHS and EMS data.
- Work first gap strategy design up to Leadership Group for approval and action in partner agencies.

Q3:

- Select second gap and create strategy design at NCC level.
- Conduct any re-work or re-design of first gap strategy.
- Draft evaluation report for Leadership Group approval.

Q4:

- Work second gap strategy design up to Leadership Group for approval and action in partner agencies.
- Complete first gap strategy.
- Submit evaluation report to Leadership Group.

Additional Reporting:

2016 Social Outcomes and Financial Reporting to the Solicitor General for grant funding.



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Year to Date Status:

On-target
HUoS Evaluation

On-target
Addressing Gaps

On-target
HUoS Project Awareness

Analysis:

Q1 Reporting:

- The Creation of a **Weekly Update** is being distributed internally to keep EPS members informed of the current status of HUoS clients and contact information for the Navigation and Coordination Centre (NCC).
- A housing solution with AISH, PDD, and a third party housing provider is being developed
- The HUoS Leadership Group introduced the desire for the communication gap to be narrowed or eliminated
- A winter care backpack program was conducted partnering with BSCS and local girls hockey team. The story was covered in print media.
- A qualitative evaluation of the HUoS program was completed and presented to HUoS Leadership Group. The evaluation is to be utilized as a source document for presentation of findings to various levels of government. Consideration and discussion commenced around conducting a quantitative evaluation.

Update on Status of HUoS Clients

- ACTIVE CLIENTS: 7 housed, 1 in treatment, 3 in custody
- MAINTENANCE CLIENTS: 1 successfully housed at Ambrose, 2 in hospital (under Form 1) awaiting Dementia-Designated Assisted Living (D-DAL), 1 in custody until July 2016.
- ARCHIVED CLIENTS: 1 revoked consent, 1 moved out of province, 2 deceased.



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INITIATIVE 21

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:

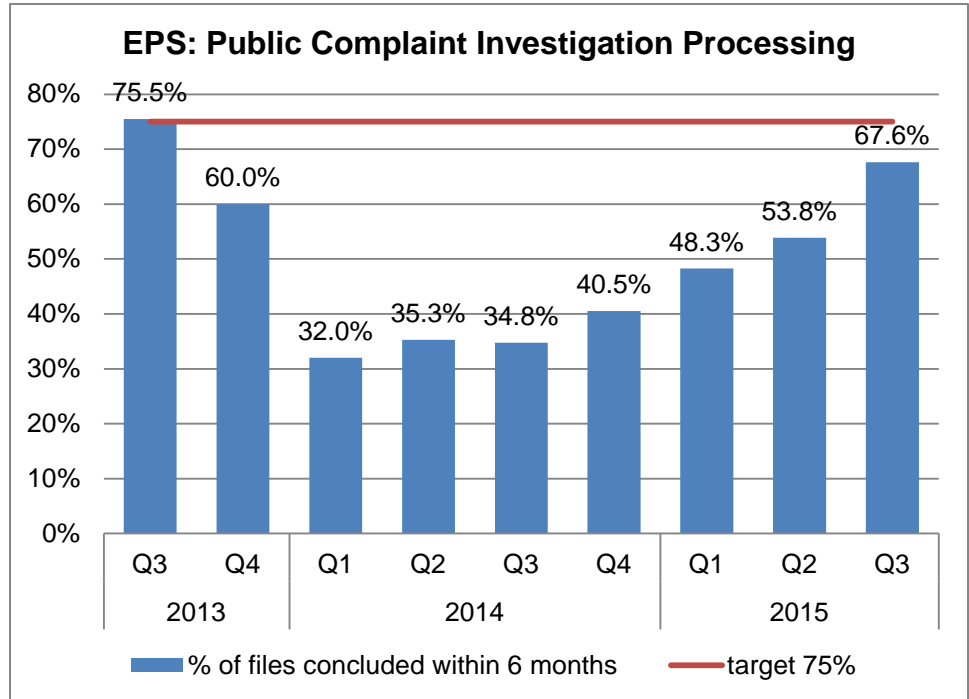
Off-target
Public Complaint Investigation Processing
67.6% of 2015 Q3 files concluded in ≤ 6 months
(Target: 75%)

Analysis:

For the latest available quarter, Public Complaint Investigation Processing was 67.6%. 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 five quarters.

The status of all public complaints received during the third quarter of 2015 – that is, all files that would have reached an age of 6 months during the first quarter of 2016 – are displayed in the table below. 17 of the 34 files have been listed as completed within 6 months (50%) and an additional 6 files (listed as suspended) went to the stage of investigative review,

executive review or pending the completion of a 19(1)(b) Agreement pursuant to the *Police Service Regulations* within 6 months of their received date (i.e. the investigation of the complaint is complete).





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File Status	Number of Files
Active	11
Completed	17
<i>Resolved through Supervisor Intervention</i>	8
<i>Dismissed/Withdrawn</i>	2
<i>No Reasonable Prospect</i>	4
<i>Resolved through ADR</i>	3
Forwarded	0
Suspended	6
<i>Investigative Review</i>	3
<i>Executive Review</i>	2
<i>PSR 19(1)(b) Agreement</i>	1
Grand Total	34



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INITIATIVE 22

Recruitment

Initiative Owner: Recruit Selection Unit – Corporate Services Bureau

Initiative Context:

The City of Edmonton has been growing significantly, with continual but more moderate growth expected for the next several years. The demand for EPS services continues to increase, with Calls for Service growth of 12.6% from 2011-2014. Currently, the Edmonton Police Service is heavily challenged in growing its police force sufficiently to match this population and policing demand growth. To meet this challenge, EPS is adding an additional recruit class, as well as offering an Experienced Officer Program class in 2016.

Note: due to budgetary constraints, the target was recently revised from a previous 160.

New Experienced Officers – the number of experienced officer recruits accepted and beginning the Experienced Officer Program (EOP). The EOP, reintroduced in 2015, is a compressed 14-week training program. **Target:** 10 or more.

New Recruit Applicants – the number of applicants for EPS Recruit Class or the Experienced Officer Program. Also includes reactivated files. **Target:** an increase from 2015 levels.

Performance Measures / Targets:

New Recruits – the number of new sworn recruits hired and who have begun EPS Recruit Class. EPS is transitioning from three to four classes annually. The training program takes 49 weeks to complete. **Target:** 140 (a 18.6% increase from 2015 levels).

Q1: Complete Recruit Class 135 (began Dec 2015).

Q2: Begin Recruit Class #136 (began Feb, 2016)

Q3: Begin Recruit Class #137 (begins September).
Begin EOP #13 (begins August)

Q4: Recruit Class #138 (begins December).

Year to Date Status:

Off-target
New Recruits
32 began Recruit Class
(Target: 35)

Off-target
New Experienced Officers
1 EOP Hired
(Target: 2.5)

On-target
Recruit Applicants
206 EPS applicants
(29.6% above Q1 2015)

Analysis:

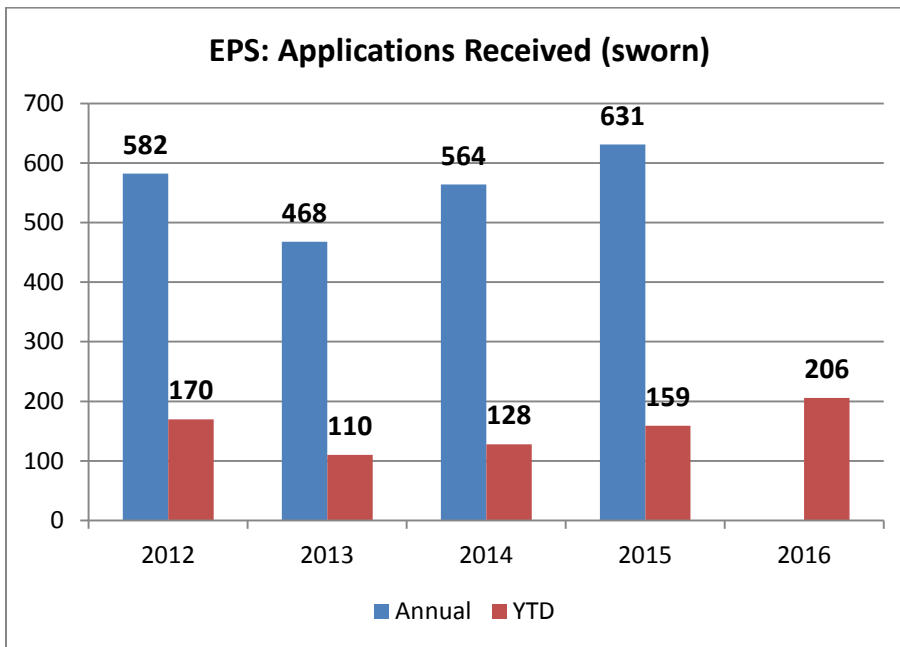
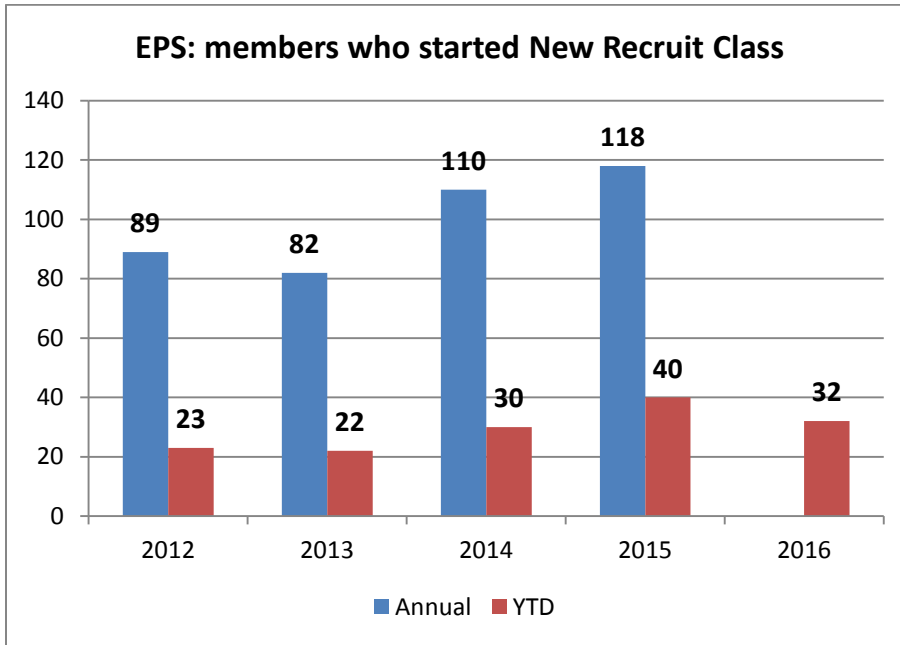
New Recruits: For Q1 2016 EPS began one recruit class (RTC #136), which had 32 new officers hired. By the end of 2016, EPS's goal is to have 140 persons hired and beginning or completed New Recruit class.

New Experienced Officers: EPS is only offering one Experienced Officer Program class in 2016, starting Aug 29, 2016. Although only 1 EOP has been officially hired RSU is currently processing and expects to hire another 7 EOP's as the year progresses.

New Recruit Applicants: The number of both new recruit and new experienced officer applications has increased 29.6% compared to Q1 2015, at 199. Applications here are counted for both New Recruit class and the EOP. Reactivated files are also counted here, these being resubmissions after either being deferred, an expired application, or self-removal from the process. The substantial increase in applicants is a positive indication that we will be able to continue to grow the number of applications throughout the year to meet the increased hiring demands in 2016.



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INITIATIVE 23

Diversity in Recruitment

Initiative Owner: Investigative Support Bureau – Police Communications Branch

Initiative Context:

The Edmonton Police Service has consistently maintained the importance that the organization is a reflection of the community it serves. The Edmonton Police Service views diversity through a wide range of qualities from its potential applicants which include but are not exclusive to ethnicity, life experience and languages spoken.

In 2015, the Diversity Positive Recruiting Communications Plan was developed, and in 2016 it will be implemented with specific recruiting strategies and tactics for the eight communities represented on the Chief's Advisory Council. EPS's Recruit Selection Unit will partner with the Diversity Positive Recruiting Action Committee to create more opportunities to increase sworn member applicants from visible minority communities and those with diverse backgrounds.

Performance Measures / Targets:

Diverse Recruiting Initiatives – the number of sworn member recruiting initiatives and events in diverse communities. **Target:** an increase from 2015 levels.

Year-to-Date Status:

On-target
Diverse Recruiting Initiatives

	2016	2015	% Change
# of Initiatives	7	3	+133 %

Off-target
Self-Identified Diverse Applicants

	2016	2015	% Change
# of self-identified	8	8	0%
# of unidentified	166	80	+108%

Analysis:

Starting in 2016, meetings with the Diversity Positive Recruiting Committee will be conducted quarterly versus monthly as done in 2015. Interviews are complete and recommendations have been made for community

Diverse Applicants – the number of sworn member applicants from diverse communities. **Target:** an increase from 2015 levels.

Culturally Experienced Applicants – the number of sworn member applicants with credible cultural training, experience or speak second languages. **Target:** an increase from 2015 levels.

Female Applicants – the number of sworn member female applicants to EPS. **Target:** an increase from 2015 levels.

Activities:

Q1-Q4: Continue to attend Diversity Positive Recruiting events (typically two per month).

Q1: Finalize the recruiting strategies to be deployed for each diverse community as outlined in the Diversity Positive Recruiting Communications Plan.

Q2-Q4: Complete quarterly initiatives as outlined from the Diversity Positive Recruiting Communications Plan and track results.

On-target
Culturally Experienced Applicants

	2016	2015	% Change
# of applicants	46	21	+119 %

On-target
Female Applicants

	2016	2015	% Change
# of applicants	36	27	+33%



2016 Annual Policing Plan – Q1

specific recruiting activities. The majority of the recommended activities occur in the summer months or nearing the end of the Junior and Senior high school year.

The following is a list of events and advertising initiatives completed in the first quarter of this year.

January 2016	February 2016	March 2016
Diversity Magazine E-Newsletter (recruiting advertisement in 11 of the 12 issues sent out)		
	Black History Celebration	Women in Policing Info Session
	Diversity Magazine – Print – Jan/Feb Iss.	Metro Newspaper – Women in Policing
		African CLC Youth Meeting
		EPS Youth Police Academy

*Note that the number of diverse applicants only includes those people who have submitted an application and self-identified on the written testing form. It does not include the people who have attended our open test writes or information sessions. Unidentified applicants have submitted an application but have not completed the written testing where self-identification data is collected.