# Annual Policing Plan
## Public Initiatives
## 2016 Q3 Report

### Edmonton Police Service

### Edmonton Police Commission Copy

# EPS Annual Policing Plan Dashboard - 2016 Q3

## Reduced Crime & Victimization

| **1. Crime Severity Index** | **2. Violence Reduction Strategy: Violent Crime** | **3. Violence Reduction Strategy: Social Disorder** |
|---|---|---|
| EPS Crime Severity Index (estimated) | # of 4 Violent Crime Indicators | # of social disorder incidents |
| **117.9** | **6,765** | **14,505** |
| Target (year): ≤ 88 (6.0 point reduction from 2013 levels) | Target: ≤ 6,939 (maintain 2015 levels) | Target: ≤ 13,983 (maintain 2015 levels) |

| **4. Property Crime** | **5.1 Domestic Violence Intervention: Offender Checks** | **5.2 Domestic Violence Intervention: Victim Checks** |
|---|---|---|
| # of 4 Property Crime Indicators | # of domestic offender management checks | # of domestic victim support contacts |
| **16,750** | **520** | **752** |
| Target: ≤ 14,601 (maintain 2015 levels) | Target: ≥ 395 (5% increase from 2015 levels) | Target: ≥ 702 (2% increase from 2015 levels) |

| **6.1 Gang & Drug Enforcement** | **6.2 Gang & Drug Enforcement** | **6.3 Gang & Drug Enforcement** |
|---|---|---|
| # of high-level criminal network disuptions | # of medium-level criminal network disuptions | # of low-level criminal network disruptions |
| **5** | **18** | **10** |
| Target (year): ≥ 6 (maintain 2015 levels) | Target (year): ≥ 31 (maintain 2015 levels) | Target (year): ≥ 9 (maintain 2015 levels) |

| **7. Traffic Safety** | **8.1 Distracted Driving** | **8.2 Distracted Driving** |
|---|---|---|
| # of traffic corridor/intersection collisions | Distracted Driving Tickets issued (patrol) | Distracted Driving Tickets issued (Traffic Services) |
| **495** | **3,763** | **1,822** |
| Target: ≤ 504 (2% reduction from 2015 levels) | Target: ≥ 2,298 (5% increase from 2012-2014 avg | Target: ≥ 1,960 (5% increase from 2013-2014 avg) |

| **9. Safe in Six** | **10.1 Transit Beats** | **10.2 Transit Beats** |
|---|---|---|
| Q2 Activities: sharing of program review with partners, internal promotion of program | # of LRT Calls for Service | # of LRT Crime and Disorder events |
| **On-target** | **644** | **434** |
| | Target: ≤ 617 (decrease from 2015 levels) | Target: ≥ 384 (increase from 2015 levels) |

| **11. Prevention of Crimes to Vehicles** |
|---|
| # of Theft OF/FROM vehicle incidents |
| **11,911** |
| Target: ≤ 9,723 (2% reduction from 2015 levels) |

# EPS Annual Policing Plan Dashboard - 2016 Q3

## Investigative Excellence

### 12. Clearance Rates

% of criminal incidents cleared (weighted)

**41.3%**

Target: ≥ 43%

### 13. Crime Prevention Strategy

EPS will not be proceeding with advertising campaign

**Off-target**

### 14. Missing Persons

# of fully reviewed historical missing person files

**48**

Target: 63 of the 72 files identified in 2013

## Increased Efficiency & Effectiveness

### 15.1 GDM: Priority 1 Response Time

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

**71.5%**

Target: ≥ 80%

### 15.2 GDM: Proactive Time

% of patrol time spent as proactive

**11.5%**

Target: ≥ 25%

### 16.1 9-1-1 Call Management

911 Operator Average Speed of Answer (seconds)

**2.02**

Target: ≤ 2 seconds

### 16.2 9-1-1 Call Management

911 Assessment & Transfer Time

**Delayed Q4 Reporting**

### 17.1 Police Call Management

Non-Emergency Answer Delay (seconds)

**53.0**

Target: ≤ 60 seconds

### 17.2 Police Call Management

9-1-1 Evaluator Answer Delay (seconds)

**Delayed until Q4 Reporting**

Target: ≤ 20 seconds

### 18. Online Crime Reporting

# of Online Crime Reports

**5,375**

Target: ≥ 3,855 (15% increase from 2015 levels)

### 19. Mental Health Calls

Service Time for Mental Health Calls (hours)

**7.6**

Target: ≤ 8.9 hours (reduction from 2015 levels)

### 20. Heavy Users of Service

Q3 Activities: HUoS evaluation, addressing gap, and promoting project awareness

**On-target**

## Commitment to Professionalism

### 21. Public Complaint Investigations

% of public complaint investigations concluded ≤ 6 months

**72.5%**

Target: ≥ 75%

### 22.1 Recruitment

# of new recruits hired/starting recruit class

**99**

Target: 108

### 22.2 Recruitment

# of new Experienced Officers hired

**6**

Target: 10

### 22.3 Recruitment

# of sworn applicants

**534**

Target: ≥ 483 (increase from 2015 levels)

### 23.1 Diversity in Recruitment

# of Culturally Experienced Applicants

**162**

Target: ≥ 126 (increase from 2015 levels)

### 23.2 Diversity in Recruitment

# Female Applicants

**92**

Target: ≥ 88 (increase from 2015 levels)

**Reduced Crime & Victimization**

**Investigative Excellence**

**Increased Efficiency & Effectiveness**

**Commitment to Professionalism**

## 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:

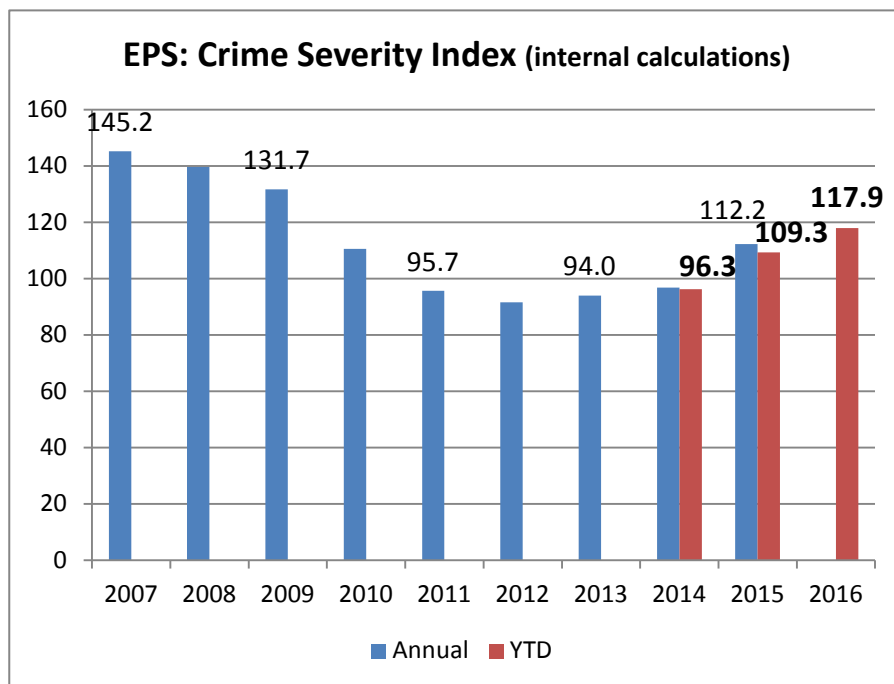Comparison statistics with other large Canadian Cities.

### Year to Date Status:

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

### Analysis:

Year-to-date (Q1-Q3), Edmonton's estimated Crime Severity Index (CSI) for all crimes was 117.9, compared to 109.3 YTD 2015 (a 7.8% increase). Although the CSI is up this year, Q3 marked a desirable improvement as Q3 specifically was 5.3% below Q3 2015. Long-term, Edmonton's CSI has fallen from a high of 145.2 in 2007 to 112.2 in 2015 (a 22.7% reduction). However, the CSI bottomed out in 2012 and has seen large increases in 2015 and 2016[1].

The recent crime trend in Edmonton has also been shared across the Prairie provinces (2014-2015), with the highest provincial increase coming from Alberta, up 18%. Further, Calgary had the largest CSI increase from 2014-2105 among all Census Metropolitan

**EPS: Crime Severity Index (internal calculations)**

| Year | Annual | YTD |
|------|--------|-----|
| 2007 | 145.2 | |
| 2008 | 140 | |
| 2009 | 131.7 | |
| 2010 | 110 | |
| 2011 | 95.7 | |
| 2012 | 92 | |
| 2013 | 94.0 | |
| 2014 | 97 | 96.3 |
| 2015 | 112.2 | 109.3 |
| 2016 | | 117.9 |

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[1] Population for 2016 assumes 1.6% growth, based on forecasts provided by the City's Chief Economist.
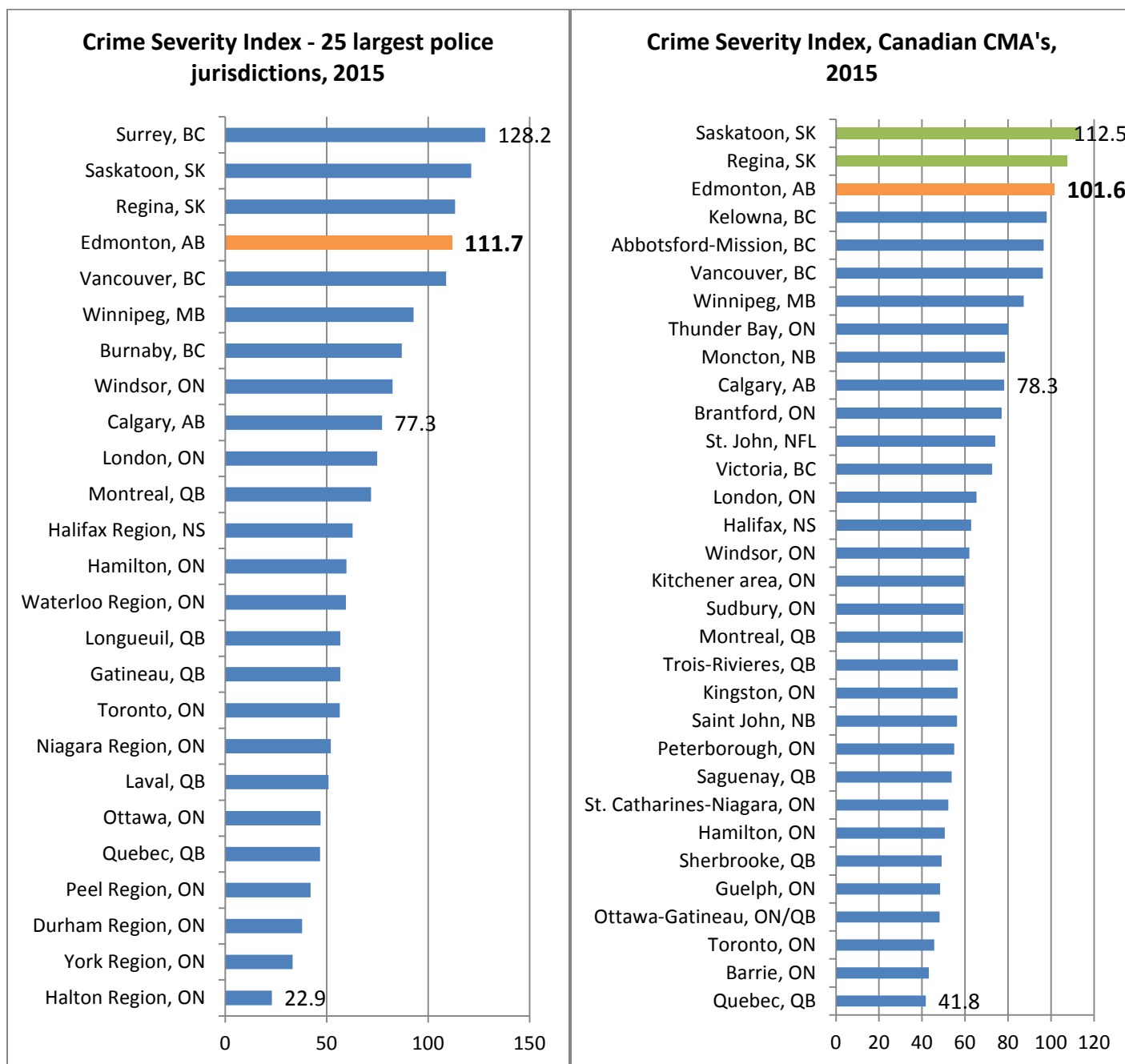
Area's (CMA's), up 29% increase[2]. The increase in Alberta was driven by economic-based property crimes, and in particular Breaking and entering, Theft of $5,000 or under, and Motor vehicle theft.

## Municipal Comparison

In 2015, EPS had the 4th highest CSI among the 25 largest police jurisdictions in Canada, at 111.7[3]. When measured for 32 Census Metropolitan Area's (CMA) in Canada, Edmonton had the 3rd highest CSI at 101.6[4] - only below Saskatoon and Regina.

**Crime Severity Index - 25 largest police jurisdictions, 2015**

| Jurisdiction | CSI |
| --- | --- |
| Surrey, BC | 128.2 |
| Saskatoon, SK | |
| Regina, SK | |
| Edmonton, AB | **111.7** |
| Vancouver, BC | |
| Winnipeg, MB | |
| Burnaby, BC | |
| Windsor, ON | |
| Calgary, AB | 77.3 |
| London, ON | |
| Montreal, QB | |
| Halifax Region, NS | |
| Hamilton, ON | |
| Waterloo Region, ON | |
| Longueuil, QB | |
| Gatineau, QB | |
| Toronto, ON | |
| Niagara Region, ON | |
| Laval, QB | |
| Ottawa, ON | |
| Quebec, QB | |
| Peel Region, ON | |
| Durham Region, ON | |
| York Region, ON | |
| Halton Region, ON | 22.9 |

**Crime Severity Index, Canadian CMA's, 2015**

| CMA | CSI |
| --- | --- |
| Saskatoon, SK | 112.5 |
| Regina, SK | |
| Edmonton, AB | **101.6** |
| Kelowna, BC | |
| Abbotsford-Mission, BC | |
| Vancouver, BC | |
| Winnipeg, MB | |
| Thunder Bay, ON | |
| Moncton, NB | |
| Calgary, AB | 78.3 |
| Brantford, ON | |
| St. John, NFL | |
| Victoria, BC | |
| London, ON | |
| Halifax, NS | |
| Windsor, ON | |
| Kitchener area, ON | |
| Sudbury, ON | |
| Montreal, QB | |
| Trois-Rivieres, QB | |
| Kingston, ON | |
| Saint John, NB | |
| Peterborough, ON | |
| Saguenay, QB | |
| St. Catharines-Niagara, ON | |
| Hamilton, ON | |
| Sherbrooke, QB | |
| Guelph, ON | |
| Ottawa-Gatineau, ON/QB | |
| Toronto, ON | |
| Barrie, ON | |
| Quebec, QB | 41.8 |

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[2] *Source*: Police-reported crime statistics in Canada, 2015: http://www.statcan.gc.ca/pub/85-002-x/2016001/article/14642-eng.htm
[3] *Source:* Statistics Canada, tables 252-0083 to 252-0090.
[4] *Source:* Statistics Canada, table 252-0052.

**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 – that is, the average prison sentence length courts issue for a given offence upon conviction. As well, the CSI accounts for some crime types that are not normally captured with a traditional crime rate, including Controlled Drugs and Substance Act offences, Other Federal Statute Violations, and Criminal Code Traffic Violations.

To calculate the CSI, the weighted criminal incidents are summed and then divided by population. Similar to other indexes (e.g., Consumer Price Index), the CSI is then standardized to a base year of "100" (for the CSI, the base year is 2006). In other words, all CSI values are relative to the Canada-level CSI for 2006.

**Socioeconomic Factors of Crime**

During 2016 Q2 APP reporting, the EPC requested additional information on socioeconomic factors associated with crime levels across Canada. A high-level analysis is provided here for several city-level socioeconomic factors that were chosen due to how extensively they are profiled by the Centre for Justice Statistics (Statistics Canada) as variables correlated with crime – these being Age, Gender, and Race. It should be noted that these factors are by no means exhaustive, can potentially be explained away by other correlated factors associated with these variables, and do not imply causation. A more extensive review of the literature could look at variables not covered in this report, such as unemployment, income inequality, single-parent households, and drug usage.

*Age*

Age is a commonly cited factor for criminal activity, with strong empirical support over the years and across Canadian police jurisdictions. As noted by Stevens (2011)[5], young persons are overrepresented in those accused of crime, with the percentage of those accused of crime increasing through adolescence, peaking at age 17, and slowly declining thereafter (see the figure below). For instance, persons aged 18 were accused of crime at about four times the rate as persons aged 50 in 2009. Young adults are most overrepresented when it comes to property crime, followed by violent crime – which peaks later in life. Fraud and other white collar crime doesn't follow the typical age pattern, and tends to be higher much later in life.
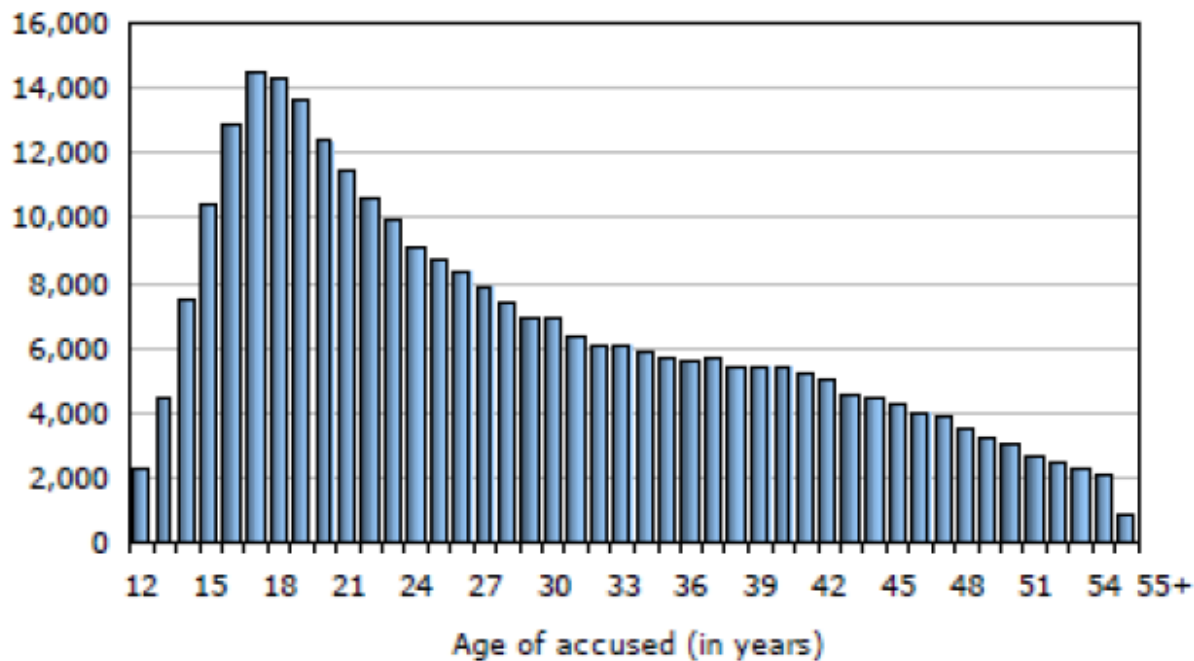
**Persons Accused of Crime by Age, per 100,000 population, Canada, 2009 (Source: Stevens (2011))**

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[5] Stevens et al (2011): Demographic Trends and Crime in the Province of Alberta. Mount Royal University.

rate per 100,000 population



Age of accused (in years)

The role of age on criminality is supported by data in the Criminal Court system, where in 2013/2014, persons under the age of 35 represented 60% of those appearing in Criminal Court (Adult), while only accounting for 29% of the population in 2013[6].

As noted by Stevens (2011), crime rates in Canada have changed over time as Canada's age composition has changed. Violent and property crime rose in the 1960's and 1970's while baby boomers were reaching 15 years of age. In the 1990's when the proportion of persons aged 15-24 was reducing, crime rates began declining as well.

With youth at higher-risk for criminality, it follows that cities with younger populations are more likely to observe higher crime levels. Saskatoon, Edmonton, and Regina had the youngest median age at the Census-Metropolitan-Area level (CMA) level as of 2014[7] (see the figure below). These three CMA's were observed to have the highest CSI in Canada in 2015.
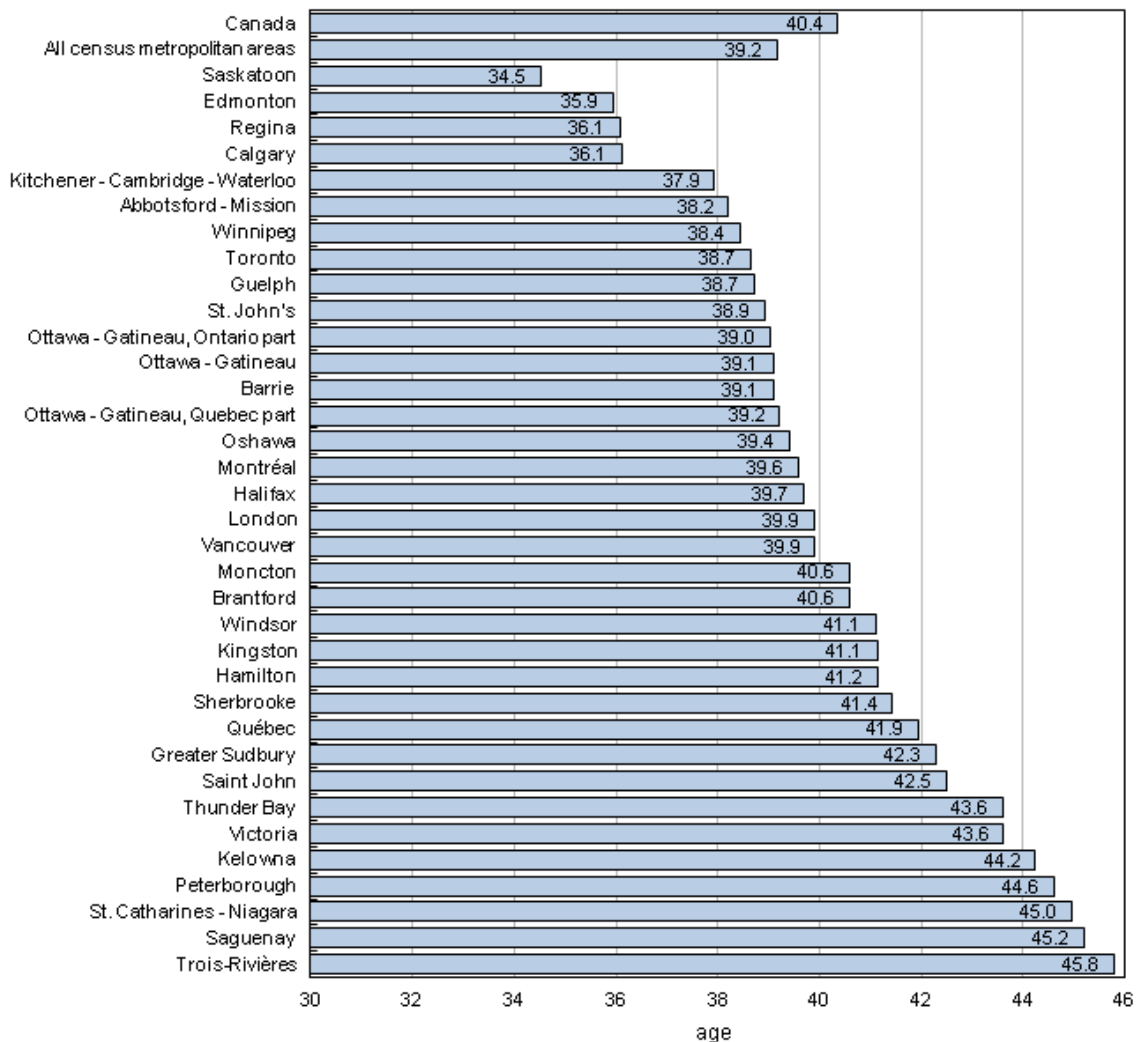
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[6] Adult criminal court statistics in Canada, 2013/2014 (Statistics Canada): http://www.statcan.gc.ca/pub/85-002-x/2015001/article/14226-eng.htm
[7] See Statistics Canada: http://www.statcan.gc.ca/pub/91-214-x/2015000/section01-eng.htm

## Median age by census metropolitan area, Canada, July 1, 2014



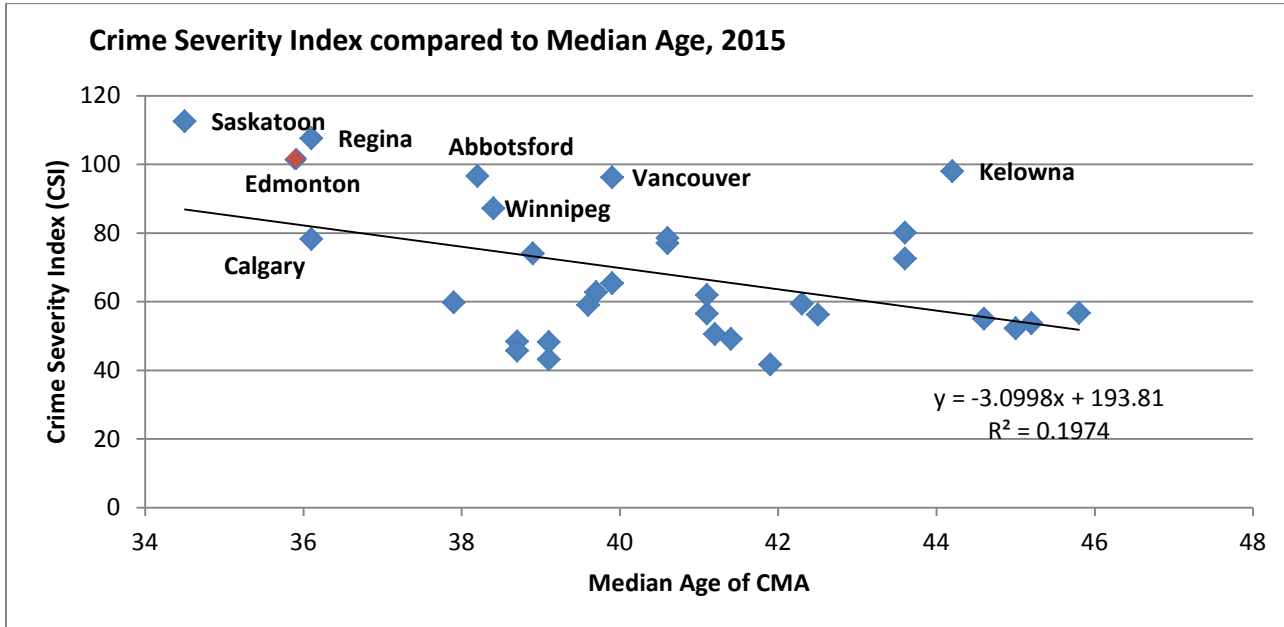| | age |
|---|---|
| Canada | 40.4 |
| All census metropolitan areas | 39.2 |
| Saskatoon | 34.5 |
| Edmonton | 35.9 |
| Regina | 36.1 |
| Calgary | 36.1 |
| Kitchener - Cambridge - Waterloo | 37.9 |
| Abbotsford - Mission | 38.2 |
| Winnipeg | 38.4 |
| Toronto | 38.7 |
| Guelph | 38.7 |
| St. John's | 38.9 |
| Ottawa - Gatineau, Ontario part | 39.0 |
| Ottawa - Gatineau | 39.1 |
| Barrie | 39.1 |
| Ottawa - Gatineau, Quebec part | 39.2 |
| Oshawa | 39.4 |
| Montréal | 39.6 |
| Halifax | 39.7 |
| London | 39.9 |
| Vancouver | 39.9 |
| Moncton | 40.6 |
| Brantford | 40.6 |
| Windsor | 41.1 |
| Kingston | 41.1 |
| Hamilton | 41.2 |
| Sherbrooke | 41.4 |
| Québec | 41.9 |
| Greater Sudbury | 42.3 |
| Saint John | 42.5 |
| Thunder Bay | 43.6 |
| Victoria | 43.6 |
| Kelowna | 44.2 |
| Peterborough | 44.6 |
| St. Catharines - Niagara | 45.0 |
| Saguenay | 45.2 |
| Trois-Rivières | 45.8 |

**Note:** Census metropolitan areas are sorted in ascending order of median age.
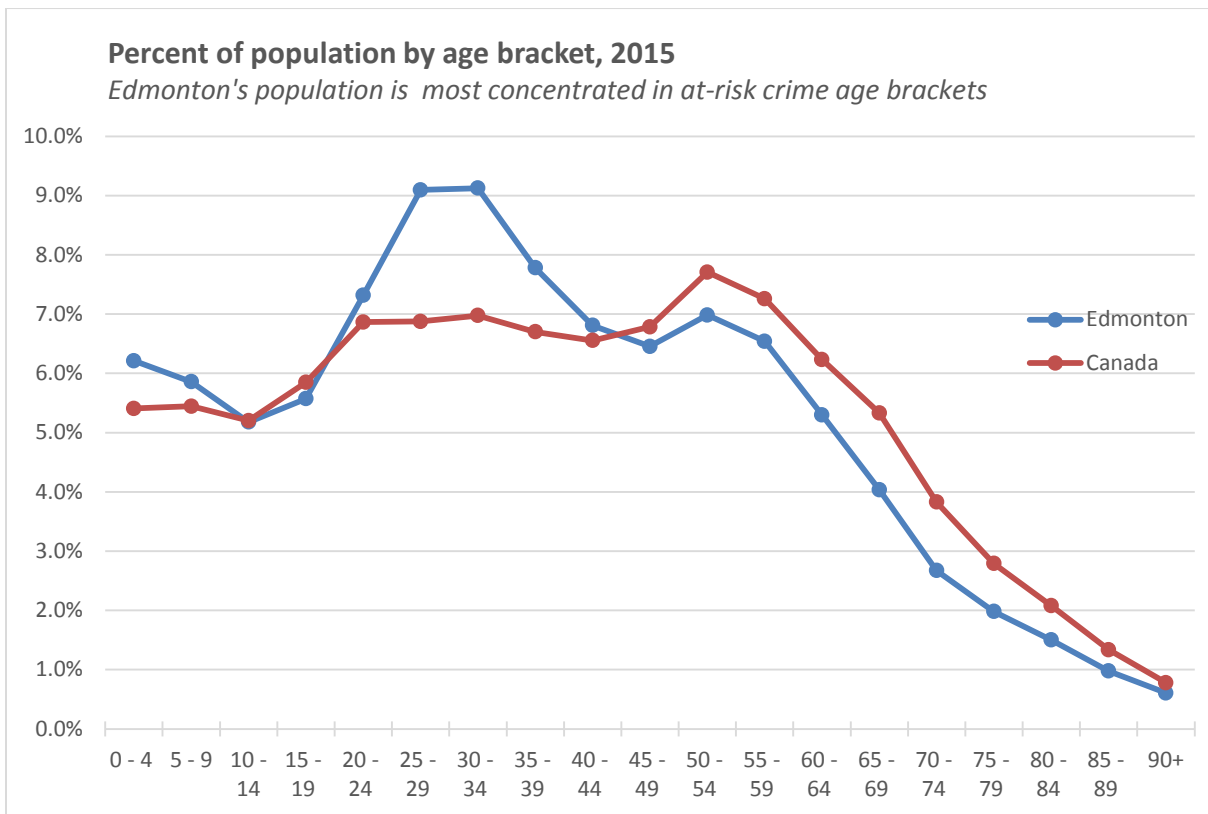**Source:** Statistics Canada, Demography Division

The following scatterplot shows a negative relationship between a CMA's CSI level and median age, that is, as the median age of a CMA is increased, the CSI level tends to be lower. The top 7 highest CSI CMA's (and Calgary) are labeled below.

**Crime Severity Index compared to Median Age, 2015**



Scatter plot: Crime Severity Index (CSI) vs Median Age of CMA. Cities labeled: Saskatoon, Regina, Abbotsford, Edmonton, Vancouver, Kelowna, Winnipeg, Calgary.

$$y = -3.0998x + 193.81$$
$$R^2 = 0.1974$$

While Edmonton has the 2nd lowest median age among CMA's in 2014, compared to the population age distribution of Canada overall, Edmonton is most concentrated in the 20-39 age bracket.

**Percent of population by age bracket, 2015**

*Edmonton's population is most concentrated in at-risk crime age brackets*



Line chart comparing Edmonton and Canada population percentages by age bracket (0-4 through 90+).

**Gender**

Gender is another strongly observed trait associated with criminal behavior. As noted by Stevens (2011), 77% of all Canadian adult criminal court cases in 2008/2009 involved a male accused, with only 17% involving a female (gender was unreported in 6% of cases). Males are overrepresented in all crime types, with the highest involvement in violent crime, and in particular sex crimes, weapon offences, and break & enter. Females are most represented in cases of fraud (31%), and theft (30%), but still far less given they make up around 50% of the population.

Self-reporting victimization data in the 2009 General Social Survey in Canada supports this observation further, with Stevens (2011) estimating that males represent 88% of those committing all violent crime, 87% of sexual assaults, 95% of robbery, and 88% of physical assault. However, this criminality gap between males and females has narrowed over time with the criminal charge rate of males over females 9:1 in 1986 and 5:1 in 2005[8].

Consequently, cities that exhibit high male-female ratios should be more likely to observe higher crime levels. At the CMA level, measured across all ages, Edmonton was estimated to have the highest male-female ratio in the country in 2015 with 1.03 males to every 1 female[9]. Saskatoon and Regina – the two CMA's in Canada with a higher CSI than Edmonton in 2015, had the 3rd and 6th highest male-female ratio in the country, respectively.

Further, in the 15-29 age bracket – the age brackets with the highest propensity for criminality, Edmonton had the 2nd highest male-female ratio in the country in 2015 at 1.07 males for every female. This plays a compounding effect where Edmonton has both a high proportion of young adults, and with a high proportion of these young adults as male.

**Male-Female Ratio for Canadian CMA's, all ages, 2015**
*Edmonton tops country with highest concentration of males*

| CMA | Ratio |
|---|---|
| Edmonton, Alberta | **1.03** |
| Calgary, Alberta | |
| Saskatoon, Saskatchewan | 1.01 |
| Abbotsford-Mission, British Columbia | |
| Saguenay, Quebec | |
| Regina, Saskatchewan | 1.00 |
| Moncton, New Brunswick | |
| Barrie, Ontario | |
| Kitchener-Cambridge-Waterloo, Ontario | |
| Canada | 0.98 |
| Vancouver, British Columbia | |
| Sherbrooke, Quebec | |
| Winnipeg, Manitoba | 0.98 |
| Québec, Quebec | |
| Montréal, Quebec | |
| Kingston, Ontario | |
| Windsor, Ontario | |
| Oshawa, Ontario | |
| Greater Sudbury, Ontario | |
| St. John's, Newfoundland and Labrador | |
| Thunder Bay, Ontario | |
| Halifax, Nova Scotia | |
| Trois-Rivières, Quebec | |
| Kelowna, British Columbia | |
| Ottawa-Gatineau, Ontario/Quebec | |
| Brantford, Ontario | |
| Hamilton, Ontario | |
| Guelph, Ontario | |
| Toronto, Ontario | 0.96 |
| Victoria, British Columbia | |
| London, Ontario | |
| Saint John, New Brunswick | |
| St. Catharines-Niagara, Ontario | |
| Peterborough, Ontario | |

0.86 0.88 0.90 0.92 0.94 0.96 0.98 1.00 1.02 1.04

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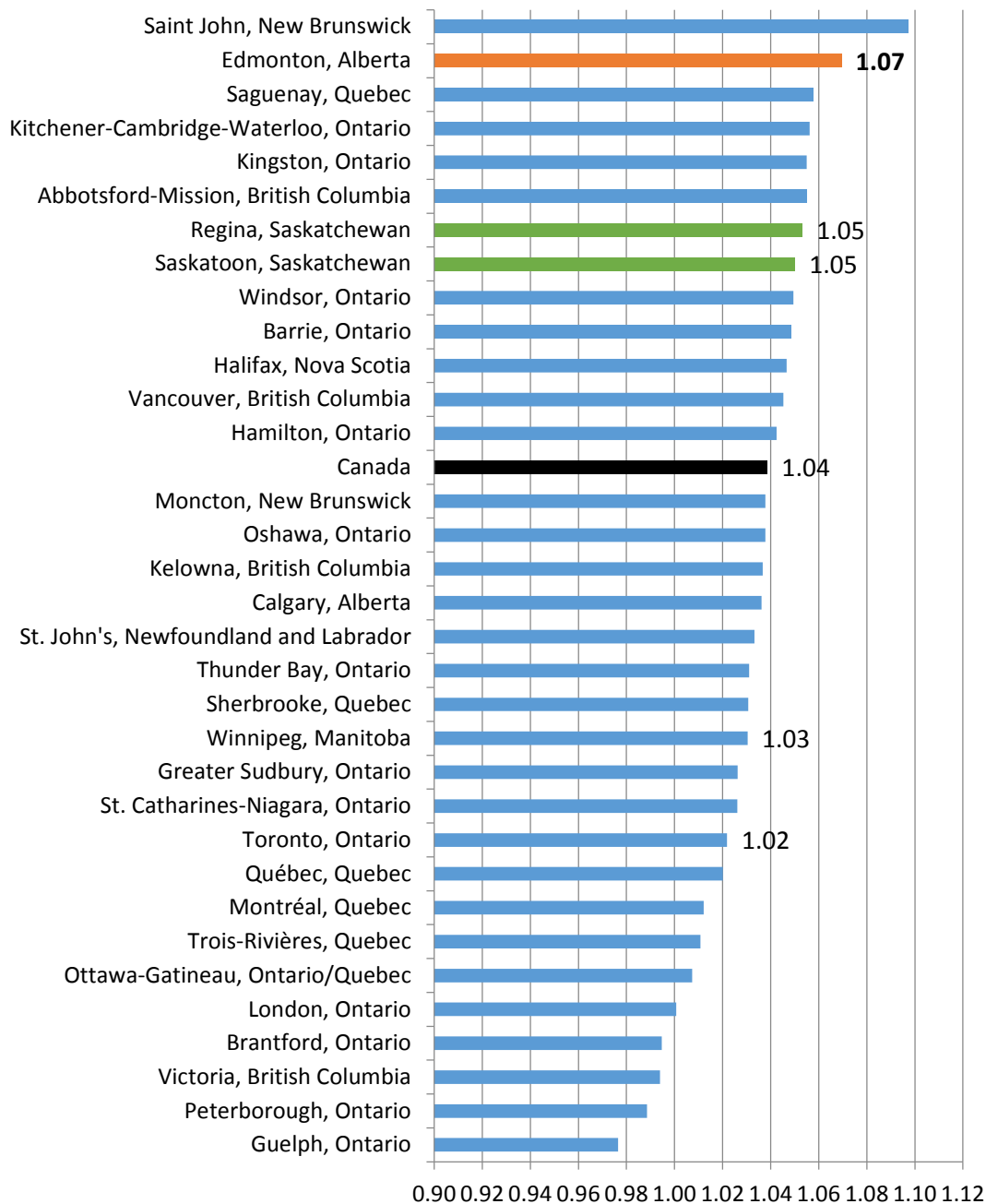[8] See Stevens (2011) and Females Offenders in Canada (archived), Statistics Canada: http://www.statcan.gc.ca/pub/85-002-x/2008001/article/10509-eng.htm
[9] Source: Statistics Canada, table 051-0056 and 051-0001

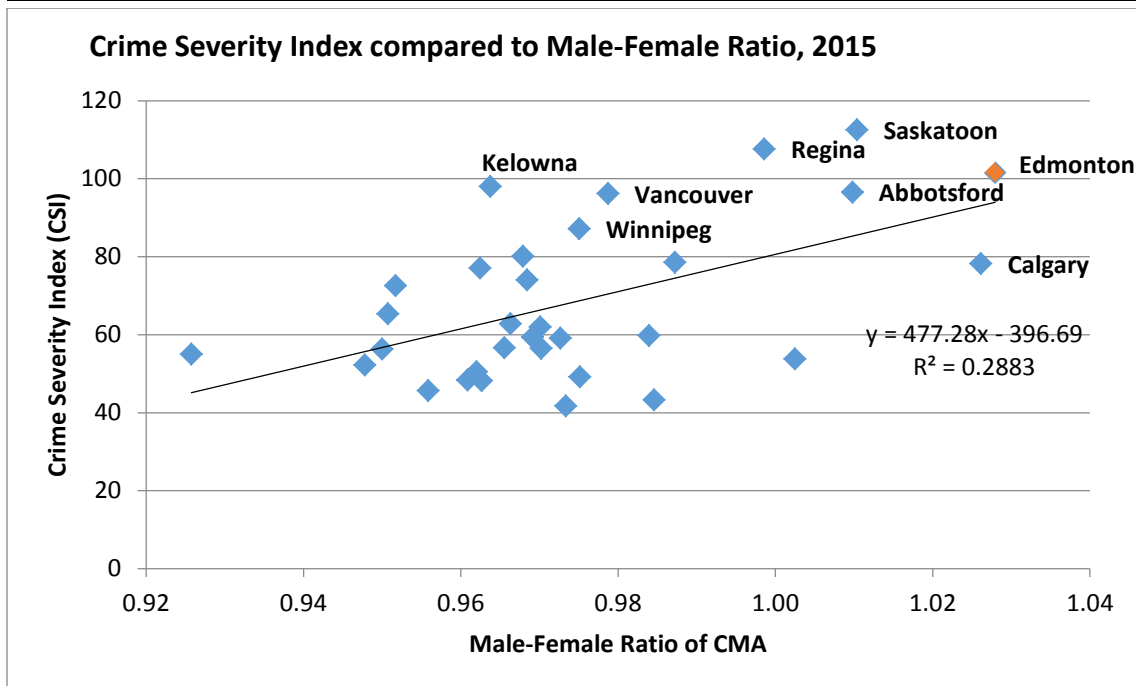## Male-Female Ratio for Canadian CMA's, ages 15-29 ages, 2015

*Edmonton has one of the highest male concentrations of 15-29 year olds*

| CMA | Ratio |
|-----|-------|
| Saint John, New Brunswick | |
| Edmonton, Alberta | **1.07** |
| Saguenay, Quebec | |
| Kitchener-Cambridge-Waterloo, Ontario | |
| Kingston, Ontario | |
| Abbotsford-Mission, British Columbia | |
| Regina, Saskatchewan | 1.05 |
| Saskatoon, Saskatchewan | 1.05 |
| Windsor, Ontario | |
| Barrie, Ontario | |
| Halifax, Nova Scotia | |
| Vancouver, British Columbia | |
| Hamilton, Ontario | |
| Canada | 1.04 |
| Moncton, New Brunswick | |
| Oshawa, Ontario | |
| Kelowna, British Columbia | |
| Calgary, Alberta | |
| St. John's, Newfoundland and Labrador | |
| Thunder Bay, Ontario | |
| Sherbrooke, Quebec | |
| Winnipeg, Manitoba | 1.03 |
| Greater Sudbury, Ontario | |
| St. Catharines-Niagara, Ontario | |
| Toronto, Ontario | 1.02 |
| Québec, Quebec | |
| Montréal, Quebec | |
| Trois-Rivières, Quebec | |
| Ottawa-Gatineau, Ontario/Quebec | |
| London, Ontario | |
| Brantford, Ontario | |
| Victoria, British Columbia | |
| Peterborough, Ontario | |
| Guelph, Ontario | |

0.90 0.92 0.94 0.96 0.98 1.00 1.02 1.04 1.06 1.08 1.10 1.12

The following scatterplot shows a positive relationship between a CMA's CSI level and Male-Female ratio, that is, as a CMA has a higher proportion of males, the CSI tends to be higher.

**Crime Severity Index compared to Male-Female Ratio, 2015**



Scatter plot showing Crime Severity Index (CSI) on the y-axis (0 to 120) versus Male-Female Ratio of CMA on the x-axis (0.92 to 1.04). Labelled points include Kelowna, Vancouver, Winnipeg, Regina, Saskatoon, Abbotsford, Edmonton, and Calgary. Trendline equation: $y = 477.28x - 396.69$, $R^2 = 0.2883$.

## Race

As noted by Stevens (2011), since visible minorities in 2006 accounted for about 11% of those incarcerated, but represented 13% of the total Canadian population, there isn't statistical support to argue that minorities as a whole can explain variances in crime levels. However, a relationship does exist when specifically examining Aboriginal persons, who are overrepresented as both offenders and victims of crime.

In corrections, Stevens (2011) notes Aboriginal persons made up 27% of sentenced admissions to provincial custody in 2008/09, 18% of offenders in federal prisons in 2002, while only accounting for 3% of the population in 2002. In Alberta in particular, 40% of provincial facility admissions were of Aboriginal persons compared to their 5% portion of the adult population.

In terms of victimization, Canada's 2014 General Social Survey (GSS) finds that rates of victimization of Aboriginal people is higher across most crime types, most pronounced in sexual assaults (about 3 times higher than non-aboriginal people), followed by break & enter and physical assault (about 2 times higher) (see figure below)[10].

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[10] See Statistics Canada, Criminal Victimization in Canada (2014): http://www.statcan.gc.ca/pub/85-002-x/2015001/article/14241-eng.htm

**Victimization incidents reported by Canadians, by Aboriginal identity, 2014 (Source: Victimization in Canada (2014)**
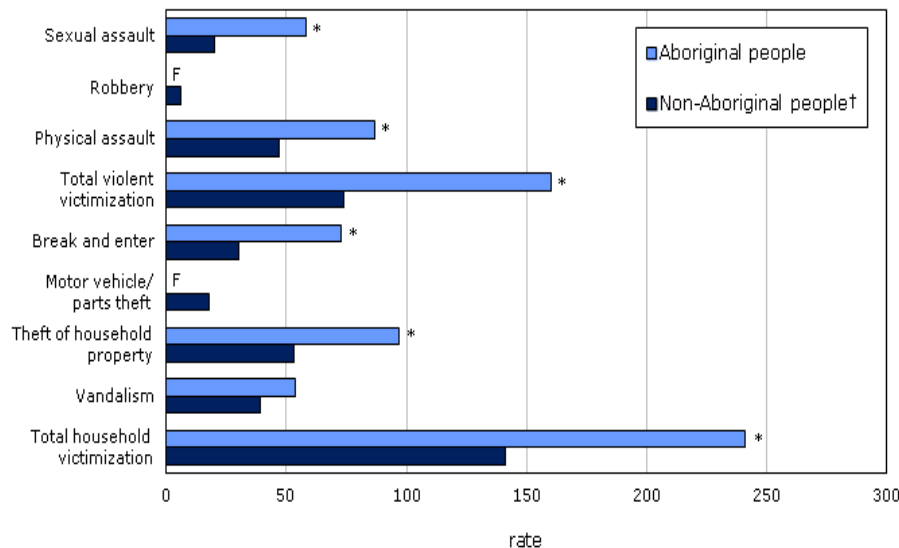


It must be stressed that correlation does not equal causation. The root causes of crime are complex, and a deeper analysis could find that it is the underlying socioeconomic vulnerabilities that Aboriginal persons are at higher risk for which are a better explanation of crime and victimization. For instance, the 2014 GSS notes that when risk factors are accounted for (e.g., childhood maltreatment, mental health conditions, drug usage, homelessness), aboriginal identity is no longer on its own a characteristic linked to risk of victimization.

As of the 2006 Census, Edmonton had the 6th highest share of Aboriginal populations among Canadian CMA's at 5.1%[11]. Saskatoon and Regina, the two CMA's with higher CSI's than Edmonton in 2015, had the 2nd and 3rd highest share of Aboriginal population, respectively.

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[11] Data source: http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/demo64a-eng.htm

**Percent of CMA Population Aboriginal, 2006 Census**

| CMA | Percent |
|---|---|
| Winnipeg (Man.) | 10.0% |
| Saskatoon (Sask.) | 9.3% |
| Regina (Sask.) | 8.9% |
| Thunder Bay (Ont.) | |
| Greater Sudbury / Grand Sudbury (Ont.) | |
| Edmonton (Alta.) | 5.1% |
| Kelowna (B.C.) | |
| Canada | 3.8% |
| Abbotsford-Mission (B.C.) | |
| Victoria (B.C.) | |
| Brantford (Ont.) | |
| Peterborough (Ont.), | |
| Ottawa-Gatineau (Quebec part) | |
| Calgary (Alta.), | |
| Kingston (Ont.) | |
| Barrie (Ont.) | |
| Vancouver (B.C.) | |
| Ottawa-Gatineau (Ont.) | |
| Windsor (Ont.) | |
| St. Catharines-Niagara (Ont.) | |
| Saguenay (Que.) | |
| Ottawa-Gatineau (Ontario part) | |
| Oshawa (Ont.) | |
| Halifax (N.S.) | |
| London (Ont.) | |
| Hamilton (Ont.) | |
| St. John's (N.L.) | |
| Guelph (Ont.) | |
| Kitchener-Cambridge-Waterloo (Ont.) | |
| Saint John (N.B.) | |
| Moncton (N.B.) | |
| Trois-Rivières (Que.) | |
| Sherbrooke (Que.) | |
| Québec (Que.) | |
| Toronto (Ont.) | 0.5% |
| Montréal (Que.) | |

The following scatterplot shows a positive relationship between a CMA's CSI level and Aboriginal population share.

## Crime Severity Index compared to Aboriginal Population Share, 2015



Scatter plot with x-axis "Aboriginal Population Share of CMA" (0.0% to 12.0%) and y-axis "Crime Severity Index (CSI)" (0 to 120). Labeled data points include Saskatoon, Regina, Edmonton, Vancouver, Kelowna, Abbotsford, Calgary, and Winnipeg. Trend line with equation:

$$y = 499.77x + 53.793$$
$$R^2 = 0.4625$$
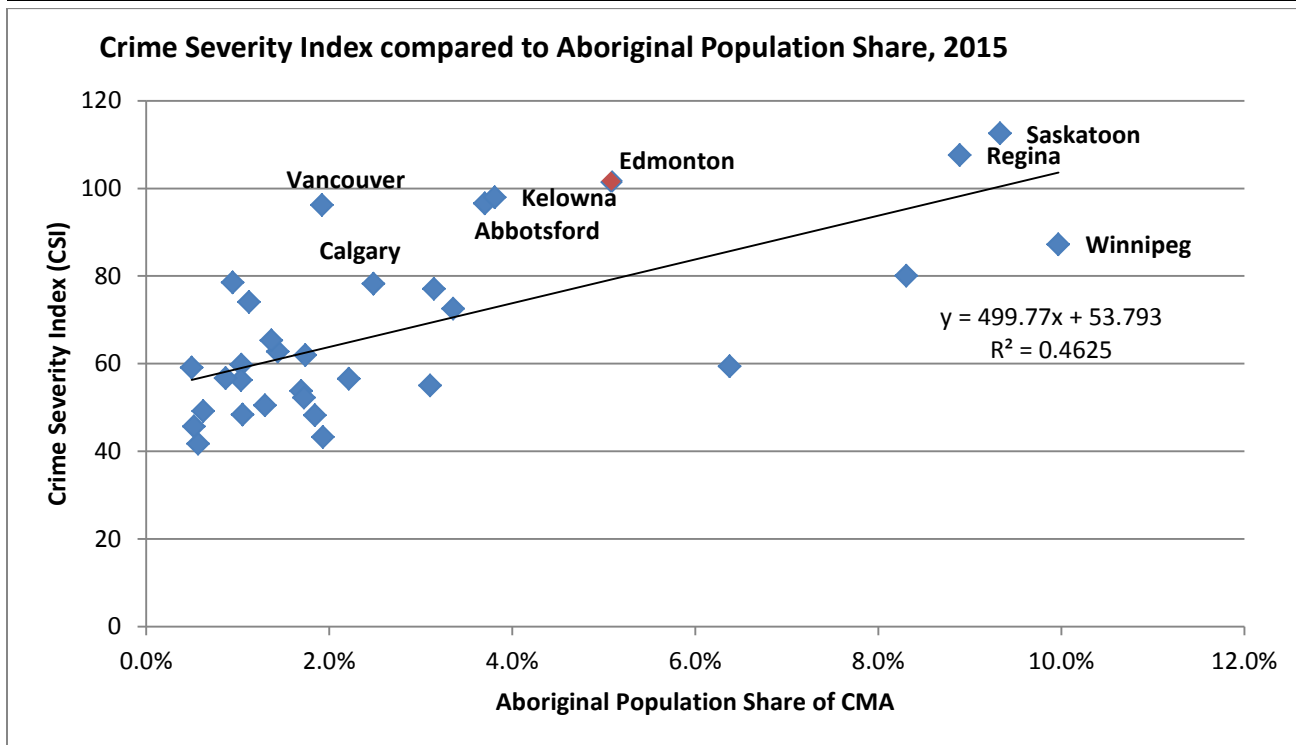
## Conclusion

The Crime Severity Index is the most comprehensive-developed indicator by Statistics Canada for the state of crime and public safety that cities, provinces, and Canada face. The consistency of data collection across police services via the Uniform-Crime-Reporting standard insures sound comparability across police jurisdictions, and over time. This usefulness of this metric is apparent when one considers how complex crime is: in 2015, there were 83,383 criminal incidents reported to EPS spanning 115 unique criminal offence codes. But for a topic as broad as crime and public safety, the limitation of the CSI should be acknowledged, it is only one metric for a topic that can be measured many different ways.

The CSI varies considerably across Canadian cities, and factors such as age, gender, and Aboriginal Status go a long way in explaining this variance. However, there are many other socio-economic variables that can also explain variance in crime levels. These socioeconomic variables bring attention that while police certainly influence crime levels, they do not control it.

## Additional Resources

Statistics Canada - Measuring crime in Canada: A detailed look at the Crime Severity Index: http://www.statcan.gc.ca/eng/sc/video/csi

Macleans - Canada's most dangerious cities 2016: How safe is your city? (Interactive): http://www.macleans.ca/news/canada/canada-most-dangerous-cities-2016-safe-your-city/

## 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 Oct 21, 2016*

**Additional Reporting:**

Divisional level Violent Crime statistics.

**Year to Date Status**:

***On-target***
**4 Violent Crime Indicators**
**6,765 victimizations**
**(2.5% below 2015 levels)**

**Analysis:**

Year-to-date 2016 (Q1-Q3), the total number of victimizations from EPS's 4 violent crime indicators was 4,514, a 2.5% reduction from 2015 levels.

The 4 violent crime indicators are largely driven by what happens in Assaults, since this category represents about 75% of the total. Compared to the same period last year, victimizations of **Homicide** are up 50% (from 20 to 30), **Robbery** up 3.2%, **Assault** down 2.4%, and **Sexual Assault** down 13.5%.

Over the long-term, the 4 violent crime indicators have increased 7.1% from 8,589 victimizations in 2007 to 9,201 in 2015.

**EPS 4 Violent Crime Indicators (# of Victimizations)**

| Year | Annual | YTD |
|------|--------|-----|
| 2007 | 8,589 | |
| 2008 | | |
| 2009 | 9,204 | |
| 2010 | | |
| 2011 | 8,063 | |
| 2012 | | |
| 2013 | 8,135 | |
| 2014 | | |
| 2015 | 9,201 | 6,939 |
| 2016 | | 6,765 |
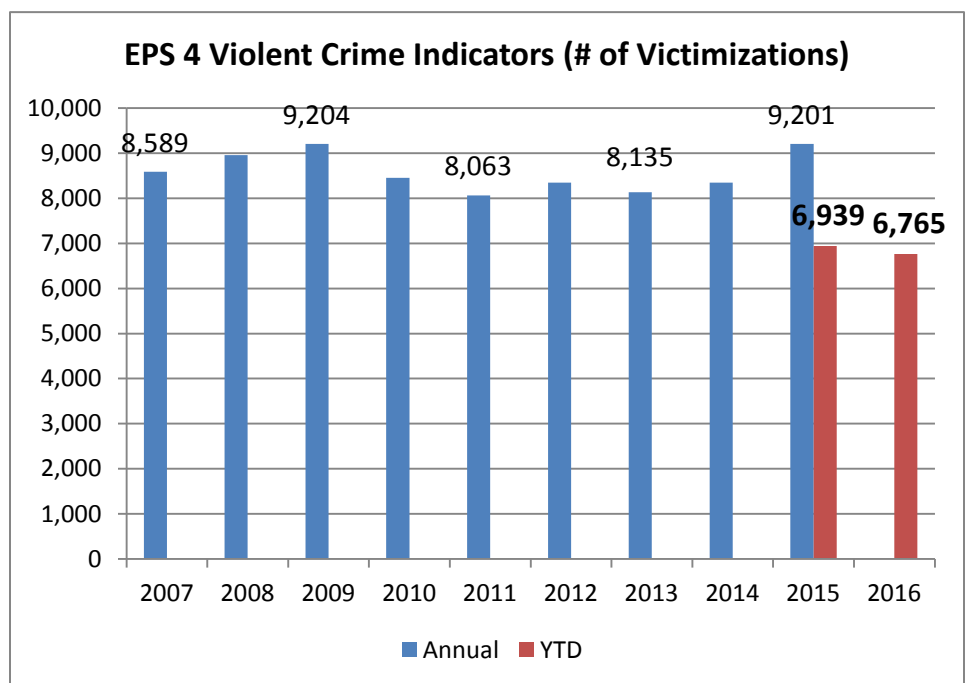
## Number of Assault Victimizations
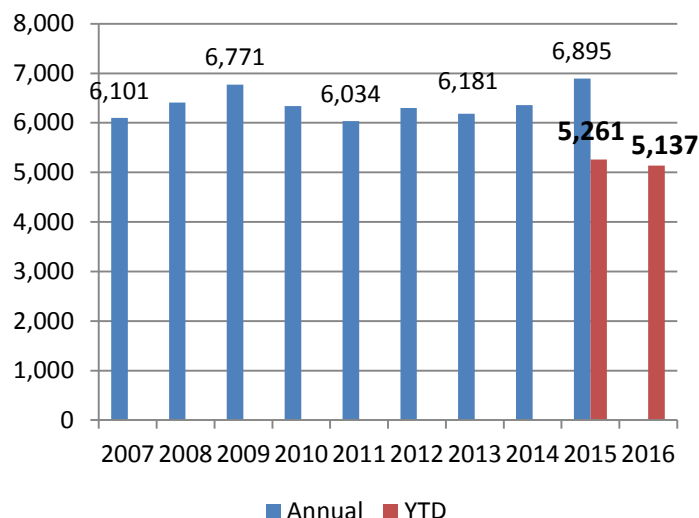


## Number of Homicide Victims
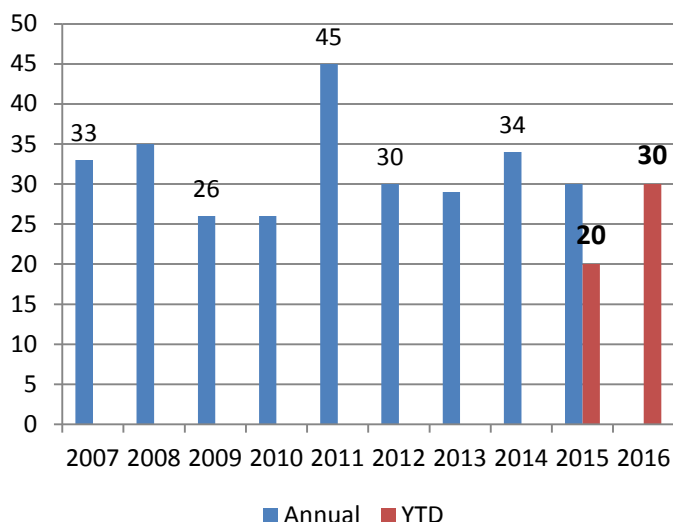


## Number of Robbery Victimizations
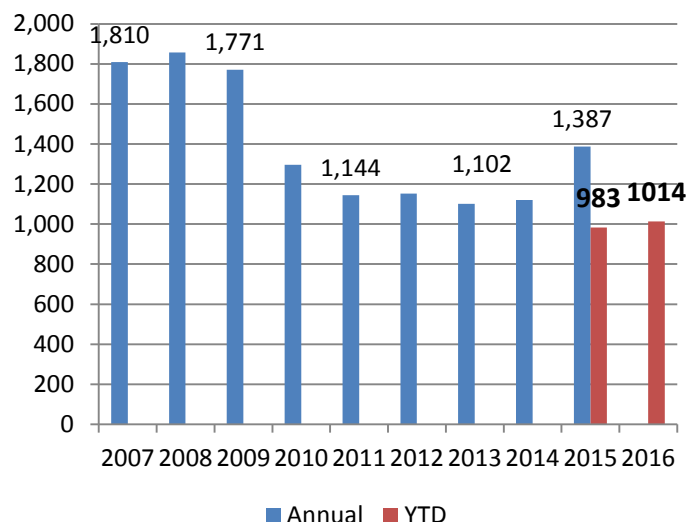


## Number of Sexual Assault Victimizations
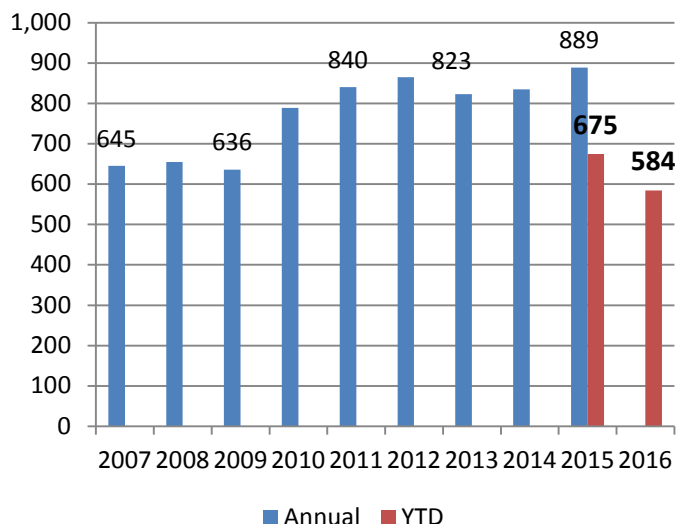


**Violent Crime by Division**

Year-to-date, the 4 violent crime indicators increased in 4 out of 6 patrol divisions. Downtown and South West division are down, while North West division experiencing the largest increase of 6.1% compared to the same period in 2015.

| 4 Violent Crime Indicators | Downtown | North East | North West | South East | South West | West |
|---|---|---|---|---|---|---|
| **2015 Q3 YTD** | 1,693 | 1,143 | 1,090 | 857 | 1,001 | 926 |
| **2016 Q3 YTD** | 1,466 | 1,156 | 1,157 | 908 | 915 | 974 |
| **% change** | **-13.4%** | **1.1%** | **6.1%** | **6.0%** | **-8.6%** | **5.2%** |

**Q3 Violent Crime Organizational Update**

Much of the work described in the Q2 Organizational Update below is continuing and is being refined. Our evidence-based approach has taken the learning from best practices around harm and impacts to society based on harm created not on the volume of crime (The Centre for Evidence based Crime Policy). The Harm Spots maps are being produced and provided to the Operational Divisions utilize crime severity index.

The Summer Staffing Plan saw a desirable decrease in the 4 violent crime indicators: -7.0% in July, -4.7% in August, and -8.9% in September (as compared to the same month in 2015). Divisions indicated areas of focus for that time period and deployed members to these high crime areas; this was coupled with offender management, and School Resource Officers assigned to take calls for service freeing up patrol for increased visibility in the hotspots.

**Q2 Violent Crime Organizational Update**

- 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.

a. These initiatives, above, have been refined and focus continues in Q2, greater effectiveness is being experienced
b. Project Gotham was implemented in Q3 of 2015 as a strategic response toward gun violence associated to an identified crime group operating throughout Edmonton and northern Alberta. The project has quelled the violence associated to the group and resulted in the seizure of a number of guns and drugs.
c. A city wide initiative targeting street level drug activities was implemented in Q2, results to be reported on in Q3 addressing one of the root causes of violence, and property crime
d. The Quarterly Mapping of Violence Hot Spots includes additional and related violence incidents: Violence Other, Domestic Violence, Family Violence and Offensive Weapons, in addition we are now mapping harm spots with reflects the severity of violence not the volume or frequency of violence. The intent is to begin to develop a harm focused approach to violence.

## 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 Oct 20, 2016.*

### Additional Reporting:

Divisional level Social Disorder statistics

### Year to Date Status:

***Off-target***
**Social Disorder**
**9,671 occurrences**
**(3.7% above 2015 levels)**

### Analysis:

Year-to-date (Q1-Q3), the total number of social disorder occurrences reported to EPS was 14,505, a 3.7% increase from the same period last year. This represents a marginal improvement compared to the 8.7% YTD increase reported last quarter.

Over the long-term, social disorder occurrences have fallen from a high of 23,237 in 2007 to 18,748 in 2015, a 19.3% reduction. The reductions came exclusively during 2007-2009, and have since stayed relatively constant, despite a growing city population.

Social disorder occurrences are most heavily concentrated in Downtown Division. YTD, Social

**EPS: Social Disorder occurrences**

| Year | Annual | YTD |
|------|--------|-----|
| 2007 | 23,237 | |
| 2008 | 20,xxx | |
| 2009 | 18,848 | |
| 2010 | | |
| 2011 | 18,594 | |
| 2012 | | |
| 2013 | 18,423 | |
| 2014 | | 13,920 |
| 2015 | 18,748 | 13,983 |
| 2016 | | 14,505 |

disorder is down marginally 1.8% in Downtown division, and up the most in South East division at 8.0%.
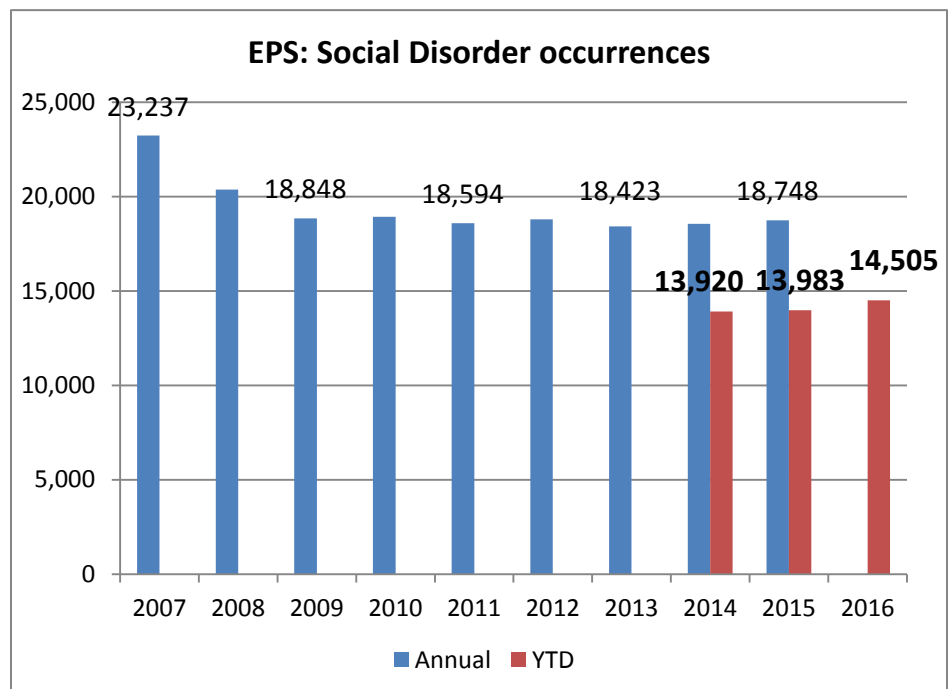
| # of Social Disorder Occurrences (17 types) | Downtown | North East | North West | South East | South West | West |
|---|---|---|---|---|---|---|
| **2015 Q3 YTD** | 3,190 | 2,371 | 2,324 | 1,884 | 2,129 | 2,005 |
| **2016 Q3 YTD** | 3,131 | 2,444 | 2,412 | 2,034 | 2,246 | 2,160 |
| **% change** | -1.8% | 3.1% | 3.8% | 8.0% | 5.5% | 7.7% |



EPS: Social Disorder Occurrences, by division
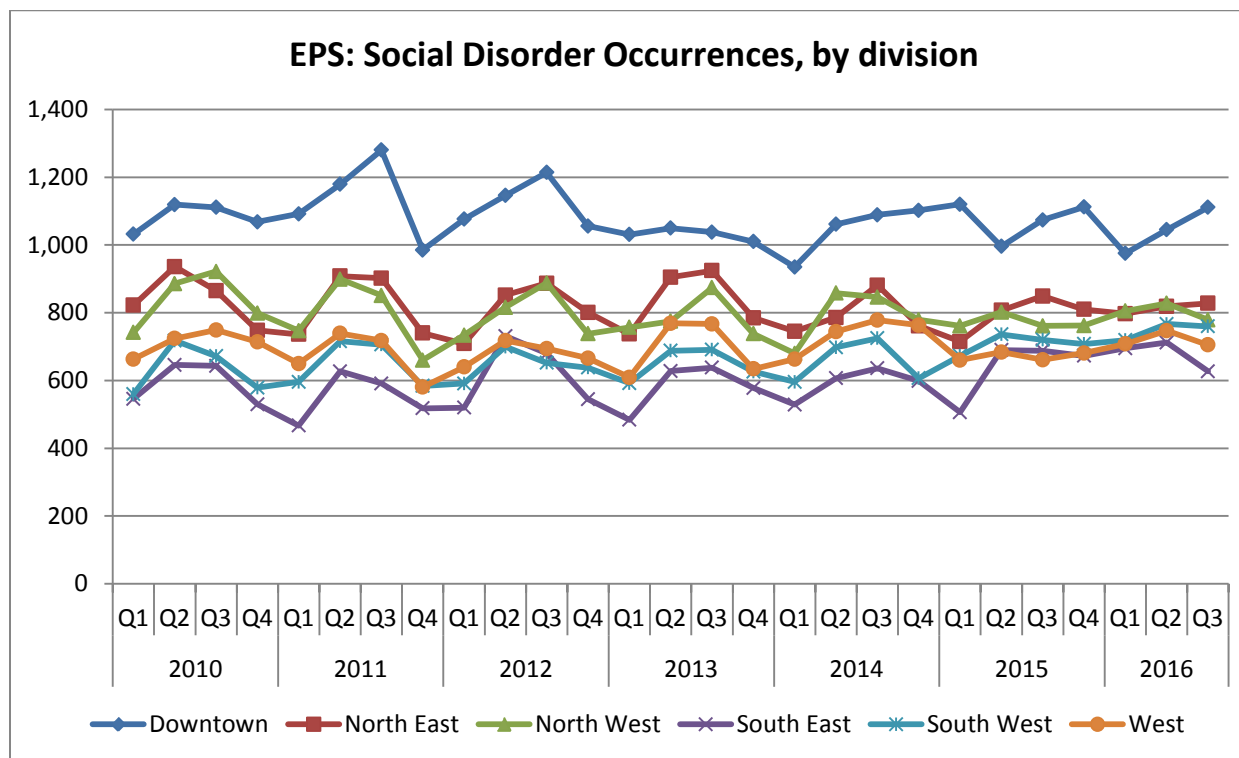
## Q3 Social Disorder Organizational Update

As noted with Violence and Property crime responses the strategies utilized to address crime also impact disorder from occurring and or disrupting it. These included: CAT deployments, LRT Beats, and the Summer Staffing Plans, in addition the introduction of Downtown Divisions enhanced Beat Program, had a notable effect on disorder.

The Crisis Diversion Model where outreach teams are working throughout the city and intervening with street involved people through engagement and taking them to inner city shelters. Some disorder calls for service are diverted from police dispatch to the Crisis Diversion Teams.

The Hot Spot maps for disorder have been expanded to include other disorder indicators to provide a better perspective of the magnitude of disorder being experienced in the operational divisions.

Additionally the Heavy Users of Services Project has intensive case plans developed for over 20 people who have been over represented in disorder events. These plans have resulted in the housing of over half the clients and seen a decrease in police interactions as well as decreased visits to Emergency Department and Edmonton Transit Security engagements.

Downtown Division in particular has been very active in homeless people on public lands, working with Out Reach and the Park Rangers to take down camps and connect homeless people to community services.

**Q2 Social Disorder Organizational Update**

- 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.
- 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 dealing with disorder and incivilities, on trains, at or near platforms and in nearby areas.
- Quarterly maps are provided to the divisions have been expanded reflecting 41 disorder and disorder other.
- In addition Q2 information provided to the Divisions includes the CMR 11 Neighbourhoods Crime and Disorder Profiles to provide a complete picture on where and how much crime and disorder is occurring in specific neighbourhoods located in the hotspots.

## 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 Oct 21, 2016.*

**Year to Date Status**:

***Off-target***
**4 Property Crime Indicators**
**11,198 incidents**
**(14.7% above 2015 levels)**

**Analysis:**

Year-to-date 2016, the number of incidents from EPS's 4 property crime indicators was 11,198, a 14.7% increase from the same period last year. In Q3 alone however, incidents were down 0.3% - a considerable improvement after seeing incidents up 20.3% and 26.8% in Q1 and Q2, respectively.

YTD, **Theft From Vehicle** is up 24.5% **Theft of Vehicle** is up 11%, **Break & Enter** is up 3.8%, and **Theft over $5,000** is down 0.3%.

Long-term, EPS's 4 property crime indicators have fallen by 26.7% (2007-2015).

**EPS: 4 Property Crime Indicators  (# of incidents)**

| Year | Annual | YTD |
|------|--------|-----|
| 2007 | 27,445 | |
| 2008 | 24,600 | |
| 2009 | 23,493 | |
| 2010 | 18,400 | |
| 2011 | 14,366 | |
| 2012 | 14,100 | |
| 2013 | 15,656 | |
| 2014 | 16,700 | |
| 2015 | 20,129 | 14,601 |
| 2016 | | 16,750 |

## EPS: # of Break & Enter Incidents



Annual values: 6,959 (2007); 6,530 (2008/2009); 4,038 (2011); 4,250 (2013); 6,107 (2015); YTD 4,337 (2015); 4,500 (2016)

## EPS: # of Theft From Vehicle Incidents



Annual values: 12,347 (2007); 10,794 (2009); 6,458 (2011); 7,274 (2013); 9,047 (2015); YTD 6,608 (2015); 8,229 (2016)

## EPS: # of Theft of Vehicle Incidents



Annual values: 7,728 (2007); 5,831 (2009); 3,596 (2011); 3,820 (2013); 4,517 (2015); YTD 3,316 (2015); 3,682 (2016)

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



Annual values: 411 (2007); 338 (2009); 274 (2011); 312 (2013); 458 (2015); YTD 340 (2015); 339 (2016)

YTD, At the divisional level, the 4 property crime indicators is up the most in North East division at 27%, while Downtown has fallen 1.8%.

| 4 Property Crime Indicators | Downtown | North East | North West | South East | South West | West |
|---|---|---|---|---|---|---|
| **2015 Q3 YTD** | 1,647 | 2,371 | 2,638 | 2,644 | 2,719 | 2,361 |
| **2016 Q3 YTD** | 1,618 | 3,012 | 2,816 | 3,223 | 3,218 | 2,714 |
| **% change** | -1.8% | 27.0% | 6.7% | 21.9% | 18.4% | 15.0% |

**Q3 Property Crime Organizational Update**

The Summer Staffing Plan provided the most significant decrease in property crime in Q3. As compared to the same period in 2015, the 4 property crime indicators were up 20.3% in Q1, 26.8% in Q2, while down 0.3% during the summer months of Q3.

Operational Divisions devised specific and measureable Strategic Crime reduction Plans with the aim to concentrate resource deployment in high crime areas for Q3. Coordinating crime reduction was supported by three Community Action Team Deployments as well as the LRT Beats that continued to intervene with known offenders who travel by LRT throughout the city (see APP initiative #10).

**Q2 Property Crime Organizational Update**

Southeast Division and Northwest Division initiative a Micro Spot response model for the month of June, which is based on UK research and practice of a focused response in three places where property crime and disorder is high. The assigned patrol units had to spend a minimum of 15 minutes in these places every hour. Results have not yet be provided and will be reported on in Q3.

# 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**
**520 completed checks**
**(38.3% above 2015)**

*On-target*
**Domestic Violence Victim Interventions**
**752 completed interventions**
**(9.2% above 2015)**

## Analysis:

**Domestic Offender Management Checks**

Offender management is completed by the Domestic Offender Crimes Section (DOCS), the Domestic Abuse High Risk Team (DAHRT)[12], or the respective Divisional Domestic Violence Coordinators (DVC) 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


**Offender Management Checks, Year-to-Date**
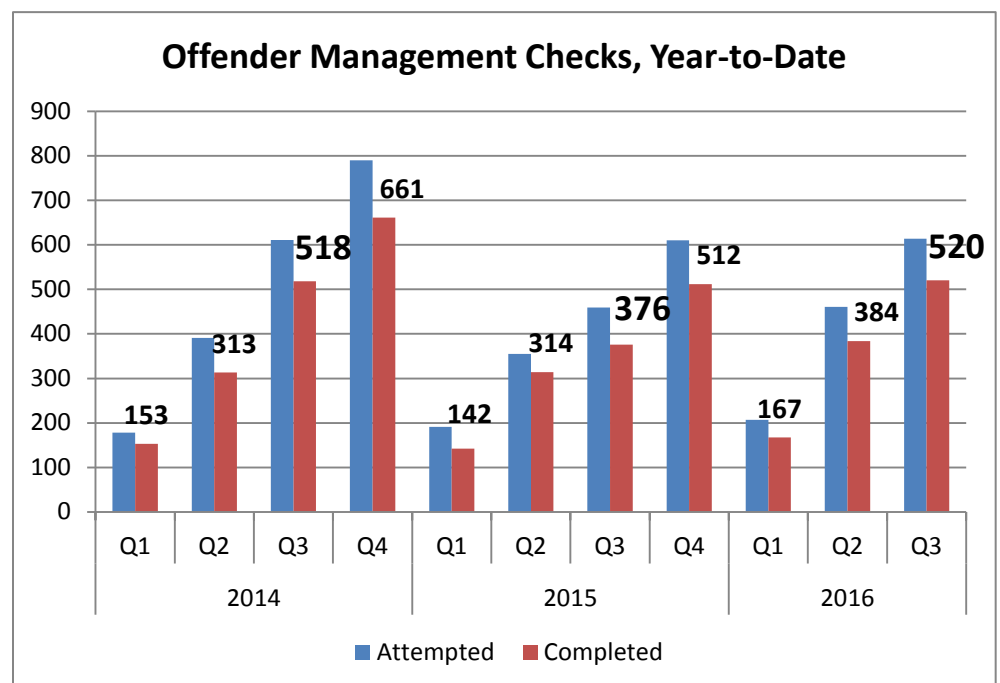
[12] Previously known as the Domestic Violence Intervention Team (DVIT).

investigators. Serious files that do not meet the DOCS mandate are instead assigned to DAHRT members whose mandate is to conduct offender management checks and to do victim interventions and support. Less serious domestic violence files go out to a Divisional DVC in one of the six Patrol Divisions to be assigned as a proactive task to a Patrol officer.

| Offender Management | DOCS | DAHRT | Patrol | Total |
|---|---|---|---|---|
| **2016 Q3** | | | | |
| # Files Attempted | 109 | 92 | 413 | **614** |
| **Completed Offender Management Checks** | **109 (100%)** | **77 (84%)** | **334 (81%)** | **520 (85%)** |
| **2015 Q3** | | | | |
| # Files Attempted | 85 | 93 | 281 | 459 |
| **Completed Offender Management Checks** | **85 (100%)** | **70 (75%)** | **221 (79%)** | **376 (82%)** |

*DOCS:* While the completion rate remained steady at 100% in Q3 2016, of interest is the fact that the number of completed offender management checks by DOCS Detectives has increased by **28%** when compared to Q3 2015 **(109 vs 85).** Of note, files that were still under investigation (n=11) by the end of Q3 or that had been concluded 'Non-Criminal' (n=34) were not included in the total number of Offender Management Checks.

*DAHRT:* Although DAHRT has been assigned almost the same number of Offender Management Checks YTD 2016 as compared to the same time period in 2015, it is important to note that DAHRT completed a higher percentage of their Offender Management Checks during this time frame **(84% vs 75%).** Similar to DOCS, files considered to be 'non-charge' (n=26) or those files that were still under investigation (n=3) by the end of Q3 were excluded from the total number of Offender Management Checks attempted by DAHRT.

*Patrol Divisions:* In Q3 2016 YTD, patrol members have been assigned and completed more offender management checks when compared to the same time period in 2015 **(520 vs 376).**

**Domestic Violence Victim Intervention Checks**

Interventions with domestic violence victims are completed by DOCS, DAHRT, 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).

**Domestic Violence Victim Checks, Year-to-Date**
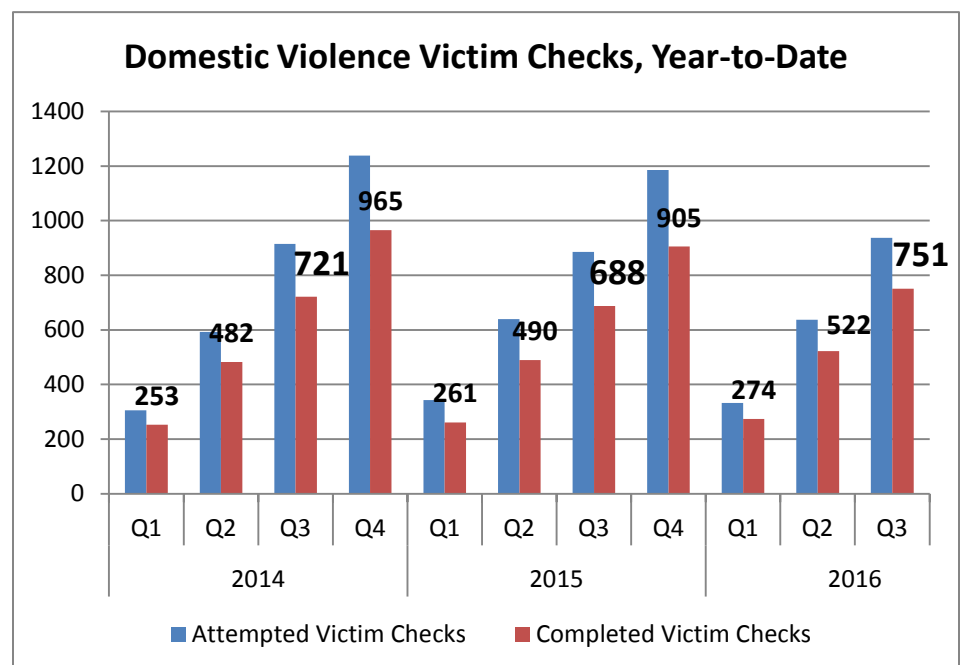
| Interventions | | DOCS | DAHRT | VST | Total |
|---|---|---|---|---|---|
| | **2016 Q3** | | | | |
| # Files Attempted | | 154 | 117 | 665 | 937 |
| Completed Interventions | | 154 (100%) | 99 (85%) | 497 (75%) | 751 (80%) |
| | **2015 Q3** | | | | |
| # Files Attempted | | 115 | 122 | 647 | 884 |
| Completed Interventions | | 115 (100%) | 95 (78%) | 477 (74%) | 687 (78%) |

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

| Q3 YTD VST Interventions | | Downtown | | Northeast | | Northwest | | Southeast | | Southwest | | West | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **2016** | **Total VST Files Assigned** | 84 | | 116 | | 58 | | 109 | | 102 | | 196 | |
| | **Overall Clearance*** | 52 | 62% | 98 | 84% | 41 | 71% | 90 | 83% | 81 | 79% | 135 | 69% |
| | Successful contact made | 36 | 43% | 90 | 78% | 28 | 48% | 81 | 74% | 72 | 71% | 127 | 65% |
| | Contact/ victim declined | 16 | 19% | 8 | 7% | 13 | 22% | 9 | 8% | 9 | 9% | 8 | 4% |
| | Attempt made but unable | 32 | 38% | 18 | 16% | 17 | 29% | 19 | 17% | 21 | 21% | 61 | 31% |
| **2015** | **Total VST Files Assigned** | 86 | | 134 | | 90 | | 56 | | 171 | | 110 | |
| | **Overall Clearance*** | 51 | 59% | 104 | 78% | 62 | 69% | 42 | 75% | 138 | 81% | 80 | 74% |
| | Successful contact made | 39 | 45% | 101 | 75% | 56 | 62% | 39 | 70% | 137 | 80% | 71 | 65% |
| | Contact/ victim declined | 12 | 14% | 3 | 2% | 6 | 7% | 3 | 5% | 1 | 1% | 9 | 8% |
| | Attempt made but unable | 35 | 41% | 30 | 22% | 28 | 31% | 14 | 25% | 33 | 19% | 30 | 27% |

The most serious domestic violence files occurring in Edmonton are assigned to either DOCS or DAHRT for follow-up investigation and/or offender management and victim intervention and support. DOCS and DAHRT 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 Q3 YTD 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 substantially more interventions during Q3 YTD 2016 when compared to the same time frame in 2015 **(154 to 115).** In comparison to 2015, both DAHRT and VST have increased the percentage of completed victim interventions during Q3 2016 YTD.

## 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*<br>*10 Low-level Disruptions*<br>**(Year-end Target: 9)** | *Off-target*<br>*18 Medium-level Disruptions*<br>**(Year-end Target: 31)** | *On-target*<br>*5 High-level Disruptions*<br>**(Year-end Target: 6)** |
|---|---|---|

### 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.

**EPS: Gang & Drug Criminal Network Disruptions**

# of criminal network disruptions

| Year | Low-level disruptions | Medium-level disruptions | High-level disruptions |
|---|---|---|---|
| 2013 | 7 | 21 | 11 |
| 2014 | 4 | 26 | 8 |
| 2015 | 9 | 31 | 6 |
| 2016 Q3 YTD | 10 | 18 | 5 |
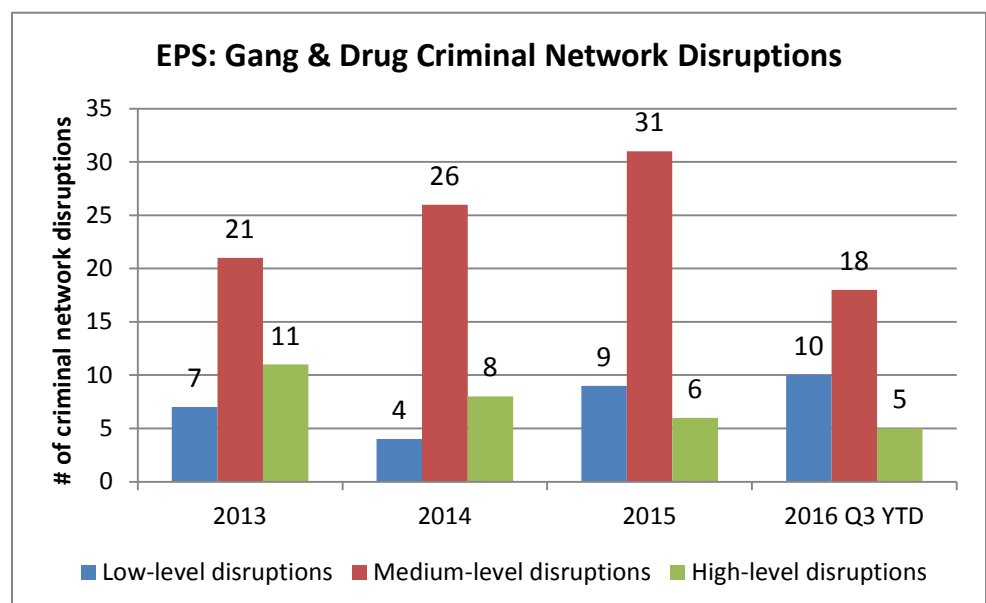
In Q3 2016, EDGE disrupted 3 low-level, 6 mid-level, and 1 high-level group.  EDGE has exceeded year-to-date goals for low-level disruptions and is on pace to meet or exceed the year-end target for high-level criminal disruption. Mid-level disruptions are slightly off-target based on last year's levels; however, there are several ongoing EDGE investigations that will likely culminate in the disruption of mid-level traffickers by the end of 2016.

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

|  | Q1 2016 | Q2 2016 | Q3 2016 | 2016 YTD | 2015 YTD |
|---|---|---|---|---|---|
| **Cocaine** | 2.1 kg | 9.7 kg | 0.59 kg | 11.8 kg | 6.81 kg |
| **Marihuana** | 0.167 kg | 9.8 kg | 10.66 kg | 20.63 kg | 51.7 kg |
| **Heroin** | 0.25 kg | - | - | 0.25 kg | 0.351 kg |
| **Meth** | 0.396 kg | 9.6 kg | 0.310 kg | 10.31 kg | 4.74 kg |
| **GHB** | - | - | - | - | 8.4 L |
| **Buffing Agent** | 13.05 kg | 29 kg | - | 42.05 kg | 7.39 kg |
| **Fentanyl** | 380 pills | 197 pills | 7 pills | 584 pills | - |
| **Money** | $10, 280 (CAD) | $63, 740 (CAD) | $137, 027 (CAD) | $211, 047 (CAD) | $566, 597 (CAD) |
| **Firearms** | 16 | 6 | 9 | 31 | 40 |
| **Arrests** | 21 | 23 | 15 | 60 | 61 |
| **Charges** | 84 | 75 | 91 | 255 | 412 |

It is important to be cautious when attempting to draw inferences on trends based on changes in seizures from one year to the next, or from one quarter to the next. An atypically large volume single seizure of any particular drug type can dramatically inflate the overall statistics. In the first three quarters of 2016, the largest combined volume of drug seized by EDGE Unit was marihuana, followed by cocaine. This is consistent with drug seizure statistics in previous years. There has been a notable increase in the quantity of meth seized year to date in 2016 over the previous year. It is unknown at this time whether meth is making resurgence in Edmonton, or whether the relatively large quantity seized so far in 2016 is an anomaly. EDGE Unit will continue to monitor the issue.

EDGE Unit continues to actively pursuing fentanyl-related intelligence and operations. EDGE began to track fentanyl seizures in 2016, thus comparisons to previous years are not possible. In Q2 2016, EDGE disrupted two mid-level fentanyl traffickers, with only one lower level fentanyl trafficker arrested in Q3. In addition to the 7 pills confirmed to be fentanyl seized in the third quarter, a small quantity of fentanyl powder was seized. EDGE also seized roughly 600 assorted types of pills in 2016 Q3; the majority of which are suspected of being some form of opioid.

Year to date there have been slightly less firearms seized by EDGE in 2016 than in 2015. Of note, however, is the seizure of a relatively sophisticated Improvised Explosive Device and subsequent charging of a high-level drug trafficker in 2016 Q3. The total number of arrests has remained relatively constant between 2016 and 2015, although there have been less charges laid so far this year.

## 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***
**495 Traffic Corridor/Intersection Collisions**
**(4% 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.

From July to August 2016, there were 106 collisions in DDACTS target areas. These locations change each quarter, according to collision rates and DDACTS target areas.

| Quarter | Months | Locations in Target Areas | Collisions 2015 | Collisions 2016 | Change (#) | Change (%) |
|---------|--------|---------------------------|-----------------|-----------------|------------|------------|
| OTS High Collision Locations - DDACTS Program 2016 |||||||
| Q1 | Jan – Mar | 26 | 263 | 255 | - 8 | - 3% |
| Q2 | Apr – Jun | 22 | 113 | 134 | 21 | +19% |
| Q3 | Jul – Aug* | 32 | 138 | 106 | -32 | -23% |
| Q4 | Oct – Dec | - | - | - | - | - |
| Total, 2016 YTD | | 80 | 514 | 495 | -19 | - 4% |

*Data entry for Sept collisions is ongoing so Q3 data contains only Jul and Aug 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.

Detailed collision data for Q3 target locations is as follows:

| # | Location Type | Location | Division | 2015 Jul - Aug | 2016 Jul - Aug | Change (#) | Change (%) |
|---|---|---|---|---|---|---|---|
| | | **OTS High Collision Locations – DDACTS Program Q3 2016** | | | | | |
| 1 | Intersection | 103 Av / 109 St | Downtown | 3 | 3 | 0 | 0% |
| 2 | Intersection | 104 Av / 109 St | Downtown | 7 | 1 | - 6 | - 86% |
| 3 | Intersection | 107 Av / 109 St | Downtown | 4 | 0 | - 4 | - 100% |
| 4 | Intersection | Jasper Av / 109 St | Downtown | 3 | 5 | + 2 | + 67% |
| 5 | Intersection | 137 Av / 50 St | Northeast | 8 | 7 | - 1 | - 13% |
| 6 | Intersection | 167 Av / 97 St | Northeast | 10 | 6 | - 4 | - 40% |
| 7 | Intersection | 137 Av / 97 St | Northwest | 12 | 9 | - 3 | - 25% |
| 8 | Intersection | Yellowhead Tr / 127 St | Northwest | 9 | 9 | 0 | 0% |
| 9 | Intersection | Yellowhead Tr / 149 St | Northwest | 7 | 9 | + 2 | + 29% |
| 10 | Intersection | Yellowhead Tr / Fort Rd | Northwest | 1 | 8 | + 7 | + 700% |
| 11 | Intersection | 23 Av / 91 St | Southeast | 6 | 5 | - 1 | - 17% |
| 12 | Intersection | Argyll Rd / 75 St | Southeast | 6 | 2 | - 4 | - 67% |
| 13 | Intersection | 23 Av / 111 St | Southwest | 10 | 6 | - 4 | - 40% |
| 14 | Intersection | 87 Av / 170 St | West | 8 | 0 | - 8 | - 100% |
| 15 | Intersection | 87 Av / 178 St | West | 4 | 6 | + 2 | + 50% |
| 16 | Intersection | 95 Av / 170 St | West | 2 | 9 | + 7 | + 350% |
| 17 | Intersection | 118 Av / Groat Rd | West | 8 | 6 | - 2 | - 25% |
| 18 | Midblock | 100 Av / 109 St | Downtown | 3 | 0 | - 3 | - 100% |
| 19 | Midblock | Jasper Av / 101 St | Downtown | 0 | 0 | 0 | 0% |
| 20 | Midblock | Jasper Av / 109 St | Downtown | 2 | 1 | - 1 | - 50% |
| 21 | Midblock | 137 Av / Victoria Tr | Northeast | 1 | 0 | - 1 | - 100% |
| 22 | Midblock | 137 Av / 93 St | Northeast | 2 | 2 | 0 | 0% |
| 23 | Midblock | 130 Av / 97 St | Northwest | 1 | 1 | 0 | 0% |
| 24 | Midblock | Yellowhead Tr / 121 St | Northwest | 0 | 3 | + 3 | n/a |
| 25 | Midblock | Yellowhead Tr / 143 St | Northwest | 8 | 0 | - 8 | - 100% |
| 26 | Midblock | Yellowhead Tr / 82 St | Northwest | 1 | 0 | - 1 | - 100% |
| 27 | Midblock | 34 Av / Gateway Bv | Southwest | 2 | 1 | - 1 | - 50% |
| 28 | Midblock | 34 Av / Calgary Tr | Southwest | 3 | 3 | 0 | 0% |
| 29 | Midblock | 87 Av / 175 St | West | 0 | 0 | 0 | 0% |
| 30 | Midblock | 90 Av / 170 St | West | 3 | 0 | - 3 | - 100% |
| 31 | Midblock | 95 Av / 170 St | West | 3 | 1 | - 2 | - 67% |
| 32 | Midblock | 99 Av / 170 St | West | 1 | 3 | + 2 | + 200% |
| | | **Total, All Target Locations** | | 138 | 106 | - 32 | - 23% |

## 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).

### Activities:

**Q1:**
- Ensure each CPB Patrol Division and ISB Traffic Services Branch is aware of their Divisional enforcement targets relative to distracted driving.

**Q1-Q4:**
- Each CPB Patrol Division and ISB Traffic Services Branch will actively participate in one Hang Up and Drive 24-hour blitz per quarter in addition to consistent distracted driving enforcement as part of regular duties.
- CPB and ISB Traffic Services Branch will work with Corporate Communications Branch to increase public awareness and education of the dangers of Distracted Driving through media and internal EPS messaging.

### Year to Date Status:

| ***On-target*** | ***Off-target*** |
|---|---|
| **3,763 Distracted Driving Tickets (Patrol)** | **1,822 Distracted Driving Tickets (Traffic Services)** |
| **(71.9% above Target)** | **(2.4% below Target)** |

### Analysis:

Patrol overall is currently 71.9% above its YTD Distracted Driving enforcement target of 2,188 tickets. As well, all patrol divisions met the enforcement targets (equally distributed among divisions) with the exception of Downtown Division.

During Q2 APP reporting, the EPC requested information regarding Court outcomes of traffic tickets issued by EPS. The EPS/EPC Auditor was deemed the appropriate resource to investigate this. There is no update to provide this quarter due to delays in getting the Auditor access to the JOIN database system, and the time-intensive work to manually examine individual tickets in JOIN. The Auditor has indicated that the requested information will be available for Q4 reporting.

**EPS: Distracted Driving Tickets issued**
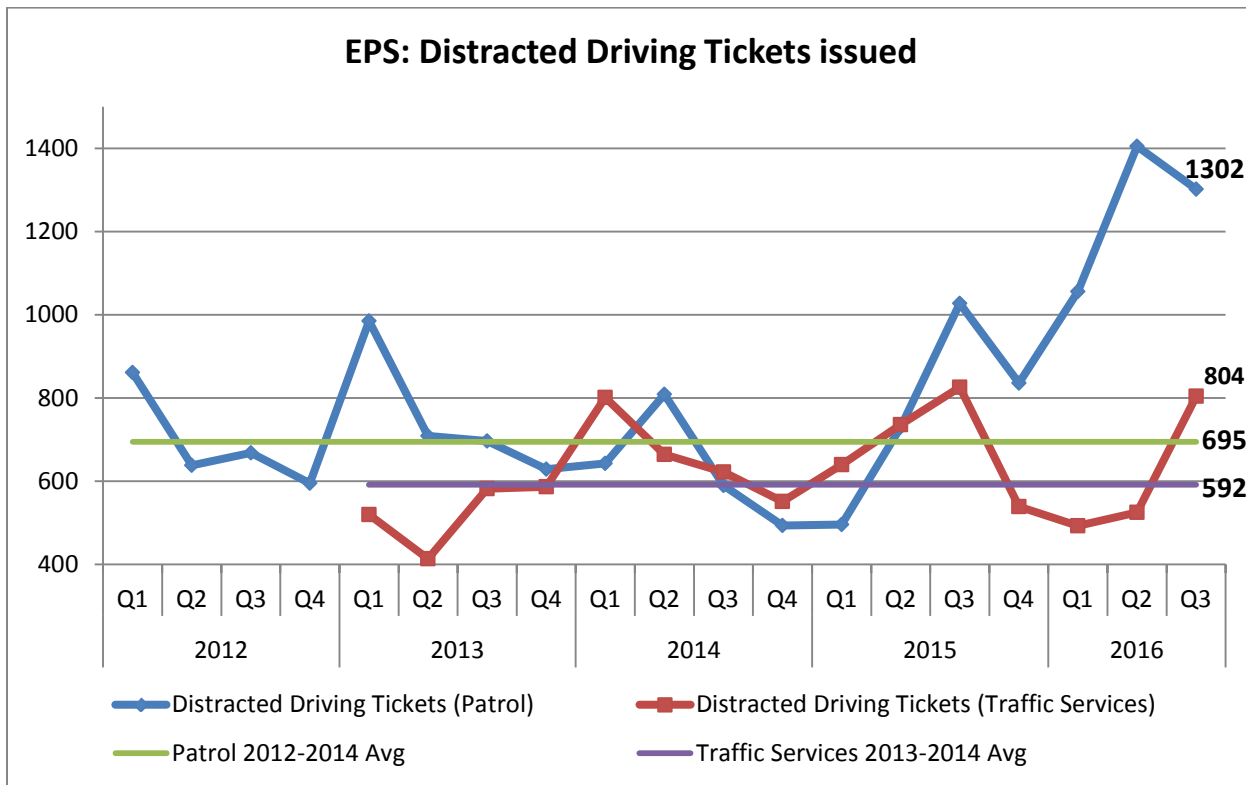


**Distracted Driving, by Patrol Division**

| | Downtown | North East | North West | South East | South West | West | Patrol Total |
|---|---|---|---|---|---|---|---|
| **Tickets Issued Q3 2016 YTD** | 165 | 586 | 923 | 418 | 963 | 708 | 3763 |
| **Tickets above/below Target** | -201 | 220 | 557 | 52 | 597 | 342 | 1576 |

In the first half of 2016 Traffic Services Branch experienced higher traffic safety enforcement workload demands (e.g., a 20% increase in traffic fatalities during that period) which challenged the area in meeting its distracted driving enforcement targets. With the leveling of traffic fatalities and other workload Traffic Services Branch was able to exceed their enforcement target during the third quarter.

**Distracted Driving, Traffic Services Division**

| | Traffic Services |
|---|---|
| **Tickets Issued Q3 2016 YTD** | 1822 |
| **Tickets above/below Target** | -44 |

**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.

**Q2 Update**

During Q2 the EPS actively participated in the Canada Road Safety Week program that ran May 17 – 23 where Distracted Driving was one of the "Big 4 Killers" (Impaired driving; aggressing driving - speed; occupant restraints; and distracted driving) that were being addressed.

In June, the EPS Corporate Communications provided positive messaging focus on distracted driving enforcement as a result of the Q1 results being released by the Edmonton Police Commission.
During Q3 patrol members continued their focus on distracted driving offences.

**Q1 Update**

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.

## 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:

**Q3 Reporting:**

- Safe in Six program materials and training modules have been shared with four external policing agencies.
- School board partners have provided EPS a list of 40 priority schools in which to receive the program
- Specialized training is being offered to 20 officers in November that are showing interest in facilitating the program and would not be included in Geographic Deployment Model (GDM) training.
- Much effort has been placed in forming a small group to address broader sustainability issues for this program in the future. A training committee has been established to support the future training needs of Safe in Six. This group includes eight EPS members (2 Sergeants, 3 Patrol Officers, 1 partner representative, and Youth Services Section Management) that meets regularly to discuss next steps in sustaining this program through advanced training opportunities to the membership.
- Approval and preparation has been made for GDM training in officer facilitation of the Safe in Six program. GDM training dates run from November 16, 2016 – January 26, 2017 (16 dates in total). After these training dates we will have over 700 officers trained in the program and a system in place within EPS Divisions for school selections.

Commitment of our partnering organizations in the Safe in Six program is strong:
- Alberta Health Services is providing a representative to assist in GDM training with EPS
- Canadian Center for Child Protection is offering free family guides (10,000) to be used as the main hand out for grade 6 students receiving this program and are updating the "Online Safety" module bi-annually.
- Both school boards have expressed their backing of the program and have promoted it internally within their organizations, provided excellent feedback on the roll out of the pilot program and continue to guide us in priority school selections.

## Q2 Reporting:

The program has been delivered in 26 schools identified as in greatest need of the program by our school board partners. Thirty EPS officers have been trained in the facilitation of the Safe in Six program. All evaluation forms from officers, students and educators have been reviewed and highlights have been shared with our key partners. A formal document of learning's will be submitted to all partners by the end of Q3 – Alberta Health Services, Canadian Red Cross, Canadian Centre for Child Protection and Edmonton Catholic and Public Schools.

An intranet article/video on the Safe in Six program was highlighted internally on our EPS Intranet. This short video was created by EPS Digital Media Unit with the goal of raising awareness and interest in the facilitation of the program by EPS members. The video identified partners, program objectives and conveyed the positive experiences that EPS officers have delivering the program.

## 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.

## INITIATIVE 10

# Transit Beats

**Initiative Owner** – Violence Reduction Section - Community Policing Bureau

### Initiative Context:

During Q1 and Q2, Downtown Division managed the newly stood-up Light Rail Transit (LRT) Beat Program on behalf of the EPS. At the beginning of Q3, the LRT Beat Program moved to Coordinated Policing Division's Violence Reduction Section. 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 events 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 events 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*** | ***On-target*** |
| **LRT Calls for Service** | **LRT Crime and Disorder** |
| **644 dispatched calls** | **434 events** |
| **(4.4% above 2015 levels)** | **(13.0% above 2015 levels)** |
|  | **397 On-view Calls** |
|  | **(336% increase from 2015 levels)** |

### Analysis:

As of September 2016, LRT Beats is now fully staffed with 8 constables and 1 sergeant. In Q3, LRT Beats was transferred from Downtown Division to the Coordinated Policing Division. The disruption in organizational structure prevented LRT Beats achieving the Q3 objective of soliciting feedback from Transit Users and Transit Beat Officers. This activity will be postponed until Q1 2017.

**Year to Date Calls for Service:**

Q1-Q3 of 2016, On-View Calls included, there were 644 Dispatched Calls at LRT station addresses, compared to 617 in the same period last year (a 4.4% increase from the same period in 2015). At the same time, there were 397 On-View Calls at LRT station addresses *(Generated by LRT Beats: 345 and Generated by Other EPS units: 52)*, compared to 91 On-View Calls generated in the same period last year (336% increase). On-view Calls are generated by LRT Beats, and other EPS Units, while conducting their proactive patrols. When On-View events are removed from the total Dispatched Calls at LRT station addresses, a 4.4% increase in Dispatched Calls from 2015 to 2016 is noted.

**2015 Q1-Q3:**

| Location Address | # Dispatched Calls | # Events |
|---|---|---|
| 10024 JASPER AV | 12 | 14 |
| 10025 JASPER AV | 13 | 17 |
| 10060 JASPER AV | 50 | 81 |
| 10303 JASPER AV | 15 | 25 |
| 10665 JASPER AV | 22 | 29 |
| 10700 JASPER AV | 29 | 45 |
| 11151 84 ST | 74 | 112 |
| 13900 50 ST | 92 | 147 |
| 2515 111 ST | 58 | 125 |
| 5005 111 ST | 49 | 68 |
| 5918 129 AV | 1 | 1 |
| 6120 129 AV | 92 | 136 |
| 7600 118 AV | 108 | 174 |
| 8410 114 ST | 2 | 2 |
| 8902 112 ST | 1 | 2 |
| 9900 102A AV | 90 | 174 |
| **Summary** | **708** | **1,152** |

**2016 Q1-Q3:**

| Location Address | # Dispatched Calls | # Events |
|---|---|---|
| 10024 JASPER AV | 11 | 13 |
| 10025 JASPER AV | 9 | 18 |
| 10060 JASPER AV | 65 | 93 |
| 10303 JASPER AV | 14 | 28 |
| 10665 JASPER AV | 29 | 41 |
| 10700 JASPER AV | 31 | 42 |
| 11151 84 ST | 126 | 153 |
| 13900 50 ST | 109 | 167 |
| 2515 111 ST | 88 | 152 |
| 5005 111 ST | 97 | 116 |
| 5918 129 AV | 2 | 2 |
| 6120 129 AV | 109 | 145 |
| 7600 118 AV | 182 | 218 |
| 8410 114 ST | 1 | 2 |
| 8902 112 ST | 3 | 3 |
| 9900 102A AV | 165 | 198 |
| **Summary** | **1,041** | **1,391** |

**Q3 LRT Calls for Service**

In Q3 of 2016 only, there were 207 Dispatched Calls at LRT station addresses, compared to 195 in the same period last year (a 6.2% increase). At the same time, there were 122 On-View Calls at LRT station addresses *(Generated by LRT Beats: 106 and Generated by Other EPS units: 16)*, compared to 66 On-View Calls generated in the same period last year (84.9% increase).

**Q3 2015:**

| Location Address | # Dispatched Calls | # Events |
|---|---|---|
| 10024 JASPER AV | 5 | 6 |
| 10025 JASPER AV | 5 | 7 |
| 10060 JASPER AV | 8 | 12 |
| 10303 JASPER AV | 2 | 3 |
| 10665 JASPER AV | 7 | 9 |
| 10700 JASPER AV | 13 | 18 |
| 11151 84 ST | 28 | 48 |
| 13900 50 ST | 29 | 48 |
| 2515 111 ST | 30 | 55 |
| 5005 111 ST | 14 | 22 |
| 6120 129 AV | 37 | 58 |
| 7600 118 AV | 44 | 73 |
| 8902 112 ST | 0 | 1 |
| 9900 102A AV | 39 | 77 |
| **Summary** | **261** | **437** |

**Q3 2016:**

| Location Address | # Dispatched Calls | # Events |
|---|---|---|
| 10024 JASPER AV | 3 | 3 |
| 10025 JASPER AV | 2 | 4 |
| 10060 JASPER AV | 21 | 30 |
| 10303 JASPER AV | 5 | 9 |
| 10665 JASPER AV | 11 | 16 |
| 10700 JASPER AV | 9 | 15 |
| 11151 84 ST | 39 | 44 |
| 13900 50 ST | 33 | 50 |
| 2515 111 ST | 32 | 54 |
| 5005 111 ST | 22 | 28 |
| 6120 129 AV | 41 | 59 |
| 7600 118 AV | 61 | 70 |
| 9900 102A AV | 50 | 57 |
| **Summary** | **329** | **439** |

### 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 *police-reported* crime and disorder; the logic being that a Transit Beats presence will result in observing and responding to crime and disorder that would have gone previously unreported.

Q1-Q3 of 2016, including On-View calls, there were 434 LRT Crime and Disorder events, representing a 13% increase compared to 384 in the same period last year. At the same time, LRT Beat Officers were On-View for 15 of the above noted events, as opposed to 2015, where EPS Officers were On-View for only 12 of the events (25% increase). It should be noted that Crime & Disorder events typically do not occur when a uniformed Police Officer is on scene; rather these incidents occur when there is no visible Police presence. The vast majority of On-View events generated by LRT Beat Officers would include Warrant Executions, Breach of Court Orders, etc.

A full breakdown of the type of events at LRT addresses is provided as follows:

**2015 Q1-Q3 Crime and Disorder**

| Final Event Type Group Description | # Events |
|---|---|
| ASSAULTS | 62 |
| BREAK & ENTER | 6 |
| DISORDER | 209 |
| FAMILY VIOLENCE | 9 |
| ROBBERIES | 31 |
| SEXUAL OFFENCES | 17 |
| THEFT FROM VEHICLE | 18 |
| THEFT OF VEHICLE | 30 |
| THEFT OVER $5,000 | 2 |
| **Summary** | **384** |

**2016 Q1-Q3 Crime and Disorder**

| Final Event Type Group Description | # Events |
|---|---|
| ASSAULTS | 81 |
| BREAK & ENTER | 2 |
| DISORDER | 247 |
| FAMILY VIOLENCE | 10 |
| ROBBERIES | 29 |
| SEXUAL OFFENCES | 15 |
| THEFT FROM VEHICLE | 28 |
| THEFT OF VEHICLE | 22 |
| **Summary** | **434** |

## 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.

### Activities:

**Q1:** Implement the citizen-led awareness program; transferring a portion of the prevention ownership to the public.

**Q2:** CPB continues with the 2015 neighborhood volunteer canvass throughout Edmonton, and each patrol division develops one division-specific Standard Operational Plans (SOP) focusing on the hot spot(s) within the division. Ownership of this initiative will transition to the divisional community sergeants.

**Q3:** Action the Standard Operating Procedure (SOP) and measure the effectiveness as to whether the SOP (or tactics) should be implemented service-wide.

**Q4:** Complete a final response report to vehicle-related property crime based on the efforts of 2015-16.

### Year to Date Status:

***Off-target***
**11,911 incidents theft from/of vehicle**
**(20.0% above 2015)**

### Analysis:

#### Q3 Reporting:

Year-to-date (Q1-Q3), there was 11,911 incidents of theft from/of vehicle, representing a 20.0% increase from the same period in 2015. Despite this large YTD increase, Q3 was a relative improvement in that incidents were only up 6.5% compared to Q3 2015, while incidents were up 21.9% in Q1, and 32.7% in Q2.

The relative improvement in the summer months could be tied to an escalated summer staffing plan for 2016. The 2016 summer staffing plan saw all School Resource Officers (SROs) in July/August forming the Flying Squad, which deploys city-wide between policing divisions based on high call volume. Additionally over the

summer, the Community Safety Initiative provides funding of $20,000 per month, per division, for overtime shifts to better respond to peak summertime call volume and crime hotspots.

**EPS: # of Theft from/of Vehicle Incidents**

| Year | Value |
|------|-------|
| 2007 | 20,075 |
| 2008 | 17,703 |
| 2009 | 16,625 |
| 2010 | 12,759 |
| 2011 | 10,054 |
| 2012 | 9,425 |
| 2013 | 11,094 |
| 2014 | 11,852 |
| 2015 | 13,564 (Annual) / 9,924 (YTD) |
| 2016 | 11,911 (YTD) |

Legend: ■ Annual ■ YTD
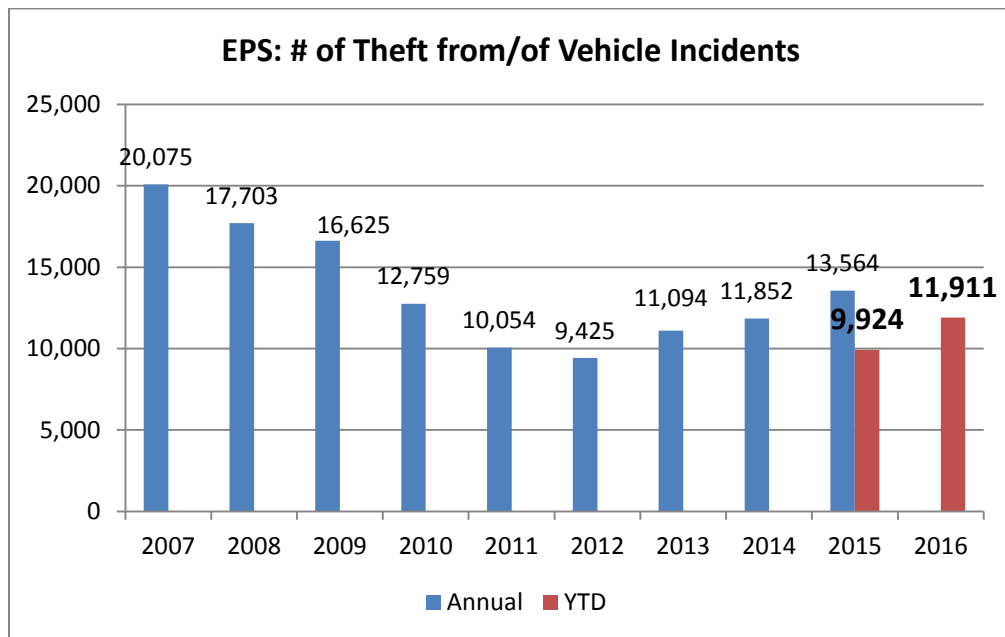
All six patrol divisions within EPS's Community Policing Bureau participated in a multi-faceted approach to limit vehicle theft. In addition to keeping these concerns at the forefront during regular shift work, several targeted techniques have been deployed:

- Door-to-Door neighbourhood canvasing to areas experiencing increased vehicle crime, with prevention material distributed addressing theft of auto and theft from vehicle. Building upon the formalized volunteer program (as discussed in Q2), Southwest Division created their own supplemental volunteer pool by engaging local high school students.

- Discussing the prevalence of vehicle crimes using social media. This appears to be a cost effective way to raise awareness. By accessing multiple community electronic newsletters, one division was able to reach in excess of 20,000 people; some of these distribution lists have 600-800 subscribers.

- Standard Operating Procedures (SOPs) specifically targeted housing complexes that were experiencing high numbers of vehicle-related crime. Work with residents included distribution of pamphlets, license plate screws, and steering wheel locks ('The Club') to reduce vehicle crime.

- EPS's Corporate Communications section worked with the City of Edmonton and the Oilers Entertainment Group to educate downtown visitors about theft from auto prevention. The campaign launched in early September to coincide with the back to school/back to work season, and will continue to run until December. The campaign used a combination of traditional media, such as billboards, signage and targeted ad buys, as well as online and social media.

**Q2 Reporting:**
In Q2 2016, the EPS Crime Prevention social media account continued to share awareness each week with our themes of Theft of Auto (Mon.), Theft from Auto (Tues.), and Theft of Plate (Thurs.).

In this quarter, EPS held 16 separate neighbourhood canvasses to educate residents about Crimes to Vehicles. These community-led efforts spread awareness with volunteers from the Emergency Response Careers Pathways program, community leagues, police cadets and our EPS volunteer program. Coordinators documented that police and volunteers spoke with 2,560 residents across the city in Q2.

Prevention material was also distributed through the EPS Community Action Team (CAT) on six occasions. Each of the six divisions in Community Policing Bureau also created CSI shifts dedicated to neighbourhoods experiencing an increase in Crimes to Vehicles. These target-specific CSI shifts are conducted in addition to proactive patrols conducted by patrol officers. The various approaches employed by each patrol division will be evaluated and will influence the approach in Q3 and Q4.

## 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:**

As provided in Q1 APP reporting:

The EPS has reflected on this "See Something, Say Something" advertising program and will not be proceeding with this work in 2016. The EPC was briefed of this decision in May 2016, with this decision made primarily due to EPS's advertising budget being cut by $40,000 (with other higher value EPS advertising priorities available), and that this campaign didn't meet traditional advertising standards of focusing on specific hazards or unsafe activities that EPS tries to encourage or discourage.

## INITIATIVE 13

# Clearance Rates

**Initiative Owner:** Organizational-wide

| **Initiative Context:** | **Performance Measures / Targets:** |
|---|---|
| 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. | *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. *Source: Cognos CSR-02, Oct 24, 2016* |

**Year to Date Status:**

***Off-target***
**Weighted Clearance Rates**
**41.3%**
**(Target: 43%)**

**Analysis:**

Year-to-date (Q1-Q3), Edmonton's Weighted Clearance Rate (WCR) for all crimes was 41.4%, a very marginal reduction compared to 41.4% for the same period in 2015. The WCR is a core indicator for how well EPS is solving crime.

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

Two factors are notable in explaining the small decline that has occurred since peaking in 2014:

1. Crime levels have increased substantially since 2015 and so far into 2016. Since EPS's work

**EPS: Weighted Clearance Rates**

| Year | Annual | YTD |
|---|---|---|
| 2007 | 28.3% | |
| 2008 | 30.5% | |
| 2009 | 32.4% | |
| 2010 | 38.5% | |
| 2011 | 43.2% | |
| 2012 | 43.9% | |
| 2013 | 43.7% | |
| 2014 | 43.7% | 43.3% |
| 2015 | 42.0% | 41.4% |
| 2016 | | 41.3% |

Target (43%)

capacity in patrol and specialized investigative units has not increased by the same degree, this has resulted in a larger 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.
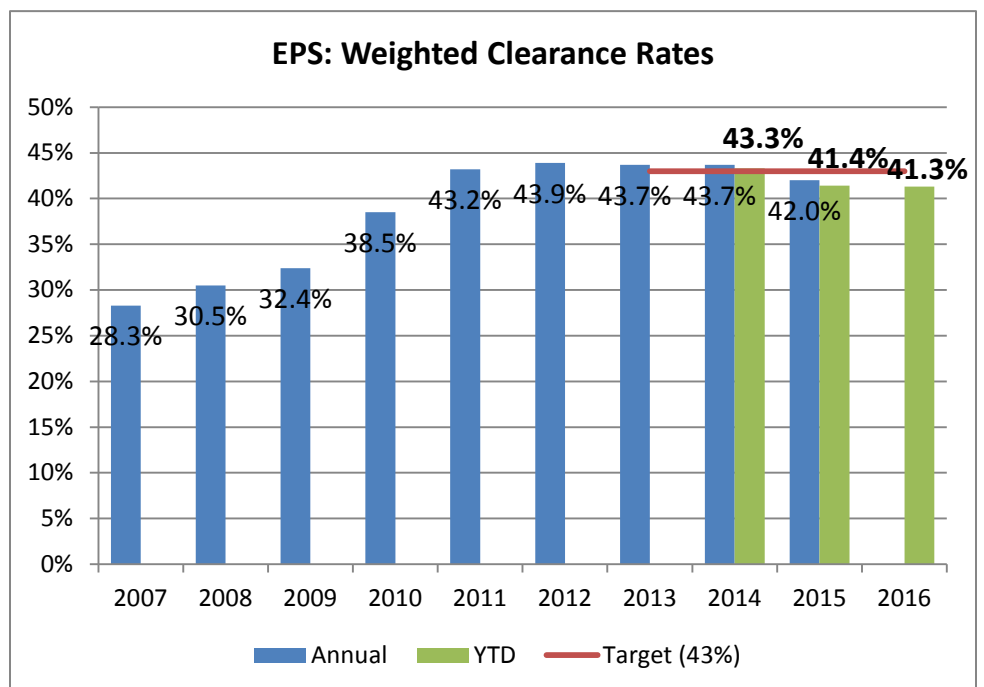
2. Property crime has been rising much faster than violent crime since 2014. The offender/victim nature of property crime results in lower clearance rates than violent crime, and hence a larger proportion of total crime being property-crime based, all other things being equal, will result in a lower WCR.

## Municipal Comparison

In 2015, EPS had the 7th highest WCR among the 25 largest police jurisdictions in Canada, at 41.8%[13]. When measured for 32 Census Metropolitan Area's (CMA) in Canada, Edmonton had the 18th highest WCR[14].

**Weighted Clearance Rate (%), Police Jurisdictions, 2015**

| Jurisdiction | Value |
|---|---|
| Halton Region, ON | 47.0 |
| Gatineau, QB | |
| York Region, ON | |
| Windsor, ON | |
| Durham Region, ON | |
| Peel Region, ON | |
| Edmonton, AB | **41.8** |
| Regina, SK | |
| London, ON | |
| Halifax Region, NS | |
| Toronto, ON | |
| Waterloo Region, ON | |
| Laval, QB | |
| Winnipeg, MB | |
| Ottawa, ON | |
| Saskatoon, SK | |
| Niagara Region, ON | |
| Longueuil, QB | |
| Hamilton, ON | |
| Montreal, QB | |
| Quebec, QB | |
| Calgary, AB | 26.8 |
| Vancouver, BC | |
| Burnaby, BC | |
| Surrey, BC | 17.3 |

**Weighted Clearance Rate (%) CMA's, 2015**

| CMA | Value |
|---|---|
| Saint John, NB | 51.4 |
| Guelph, ON | |
| Sudbury, ON | |
| Thunder Bay, ON | |
| Windsor, ON | |
| Toronto, ON | |
| Regina, SK | |
| Halifax, NS | |
| Edmonton, AB | **39.3** |
| St. Catharines-Niagara, ON | |
| Montreal, QB | |
| Hamilton, ON | |
| Kelowna, BC | |
| Victoria, BC | |
| Calgary, AB | 27.8 |
| Vancouver, BC | 21.4 |

## Understanding the WCR

A traditional Clearance Rate measures the percentage of criminal incidents that are cleared (i.e., are solved). Solving a crime means an accused has been identified, and either criminally charged or 'cleared otherwise'.

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[13] *Source:* Statistics Canada, tables 252-0083 to 252-0090
[14] *Source:* Statistics Canada, table 252-0052

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.

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.

## 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**
**48**
**(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 historical missing person files[15] 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 Q1 of 2016 MPU was provided a resource to review 9 historical missing files (MMWIG National Inquiry) and to assist with new missing persons complaints (this member replaced the MPU Sergeant who was on-loan to another project). It should be noted that only 7 of these files were identified in the performance measures/tasks for this initiative. 2 of these files were transferred to the EPS after 2013.

In Q3 of 2016, MPU was assigned one on-loan resources to assist in the review and investigation of the historical missing files identified under the MMIWG National Inquiry. Significant progress was made on 7 of the files and 5 of the files can be considered fully reviewed for the purposes of this initiative. Given the complexity of the files they remain under investigation and unsolved. The on-loan resource left on leave prior to the end of Q3. In Q3 of 2016, MPU has fully reviewed 1 other historical file.

It should be noted that the activities as defined at the outset of this initiative have changed and are no longer being pursued. It was determined that the assignment of historical files for review/investigation to patrol divisions was not an effective process for various reasons including man power/workload issues and the

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[15] 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.

inability of the Missing Persons Unit (MPU) to monitor the standard of work. The current workload of MPU does not allow for the ongoing investigation or review of many of these historical files. Since 2013, 9 new files have become historical subsequent to a full investigation. During this quarter alone, MPU was notified of four Unidentified Human Remains files which were not recorded in the MPU historical database in 2013. This was the result of an audit completed by the Medical Examiner's Office.

**Historical Missing Person Files**

By pursuing viable investigative tasks for historical missing person files, it is hoped that the total number of open historical missing person files will be reduced by conclusion. Files can be concluded by:

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

At the end of Q3 2016 EPS's historical missing person files totaled 87. In Q3 two files became historical.
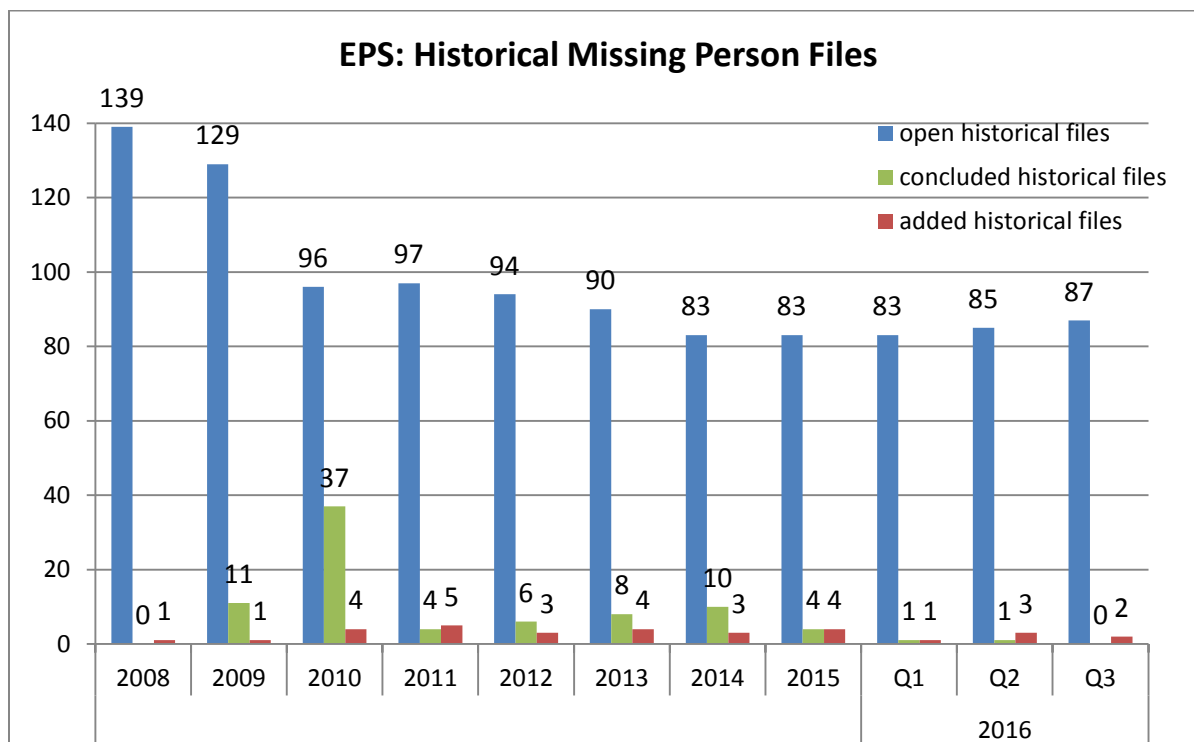


In Q3 of 2016, MPU reviewed and quality assured 1,183 Computer Aided Dispatch (CAD) calls related to missing persons, check on the welfare, and Form 3's. This is a primary responsibility of MPU in addition to investigating files taken over from patrol or assigned directly to MPU, along with completing tasks associated to historical missing person files. The volume of these CAD calls in Q3 2015 was 1,226.

**Public Engagement**

The MPU has worked with the EPS's Victim Services Unit to connect with families of the MMIWG National Inquiry files. MPU investigators have made all efforts to contact the family members as well and provide updated information. The MPU continues meetings with Alberta Social Services and the EPS's Aboriginal Relations Unit to strategize on how to deal with chronic runaways.

## 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**
**71.5% of events with response ≤ 7 min**
**(Target: 80%)**

*Off-target*
**Proactive Time**
**11.5% 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 chance to apprehend offenders, and potentially deters criminal behavior.

Priority 1 Response Time Performance has been consistently below target since late 2012. Performance has improved marginally year-to-date 2016 (Q1-Q3) at 71.5%, compared to 70.2% in the same period in 2015.

**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").

**EPS: Priority 1 Response Time Performance**

| Year | Value |
|------|-------|
| 2007 | 64.2% |
| 2008 | 75.1% |
| 2009 | 75.4% |
| 2010 | 80.5% |
| 2011 | 79.1% |
| 2012 | 77.3% |
| 2013 | 71.2% |
| 2014 | 71.3% |
| 2015 | 71.5% (Annual) / 70.2% (YTD) |
| 2016 | 71.5% (YTD) |

Legend: Annual, YTD, Target (80%)
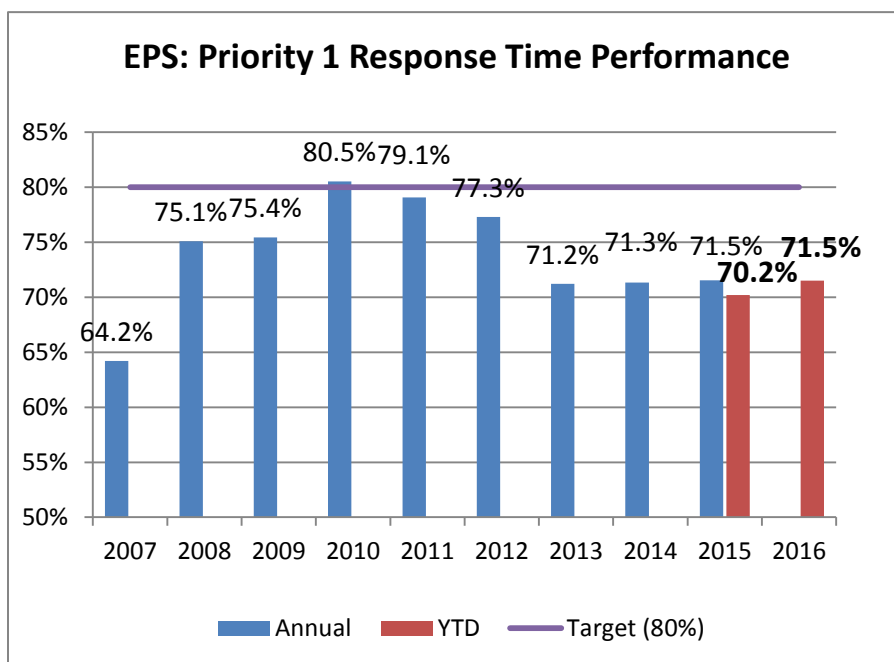
Time is measured when the dispatcher has received the call from the police evaluator, to the point that the first EPS patrol unit has arrived on scene. As shown in the diagram below, this does not factor for the time to answer the call, transfer to an evaluator, and for the evaluator to initially determine the seriousness of the call.

| Caller places phone call | Phone call in 911 queue | Phone call answered (operator) | Phone call answered (evaluator) | 'Event Accepted' CAD call created/sent to dispatch | Call dispatched to patrol | Patrol Arrives on-scene | Patrol Concludes Call |
|---|---|---|---|---|---|---|---|

*9-1-1 Answer and Initial Evaluation Time*

*Dispatch Delay Time*     *Travel Time*     *Investigative Time*

### *Response Time Performance*
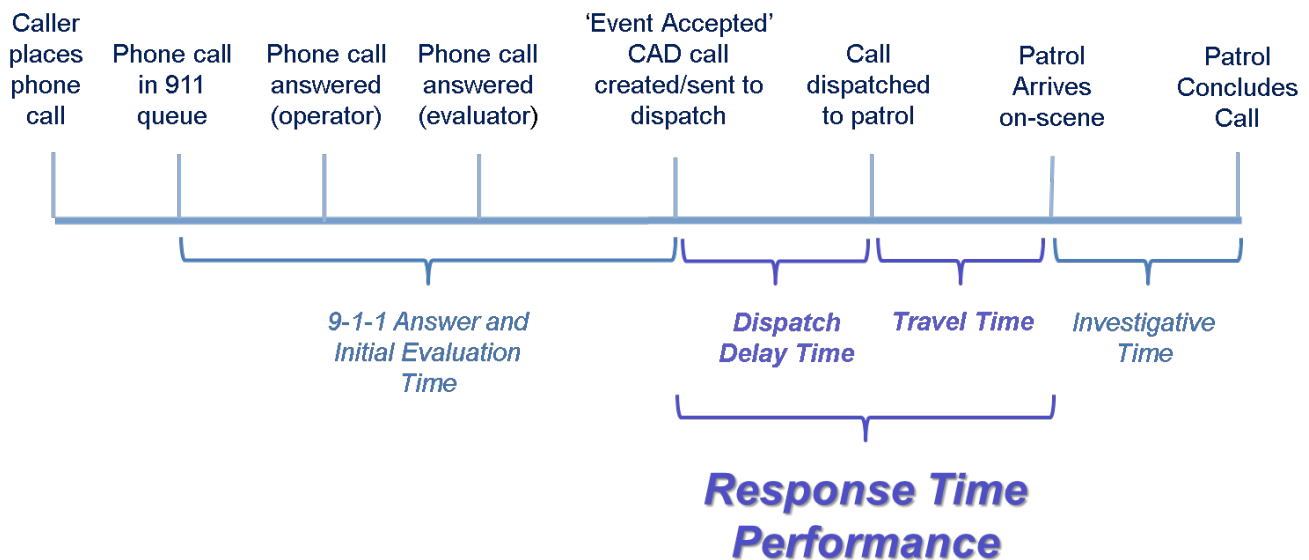
EPS transitioned from a 5 to 6 divisional policing model in January 2015, which resulted in new boundaries for all divisions. North West became the new 6th division. Downtown division consistently has the strongest Priority 1 Response Time Performance, which can be attributed to its low travel distances and grid-based road design.



EPS Priority 1 Response Times Performance, by Division

- - • City-Wide Target (80%)
—— Downtown
—— South East
—— South West
—— West
—●— North East (redrawn in 2015)
—▲— North West (new in 2015)

88.9%
76.6%
75.6%
69.9%
63.5%
49.5%
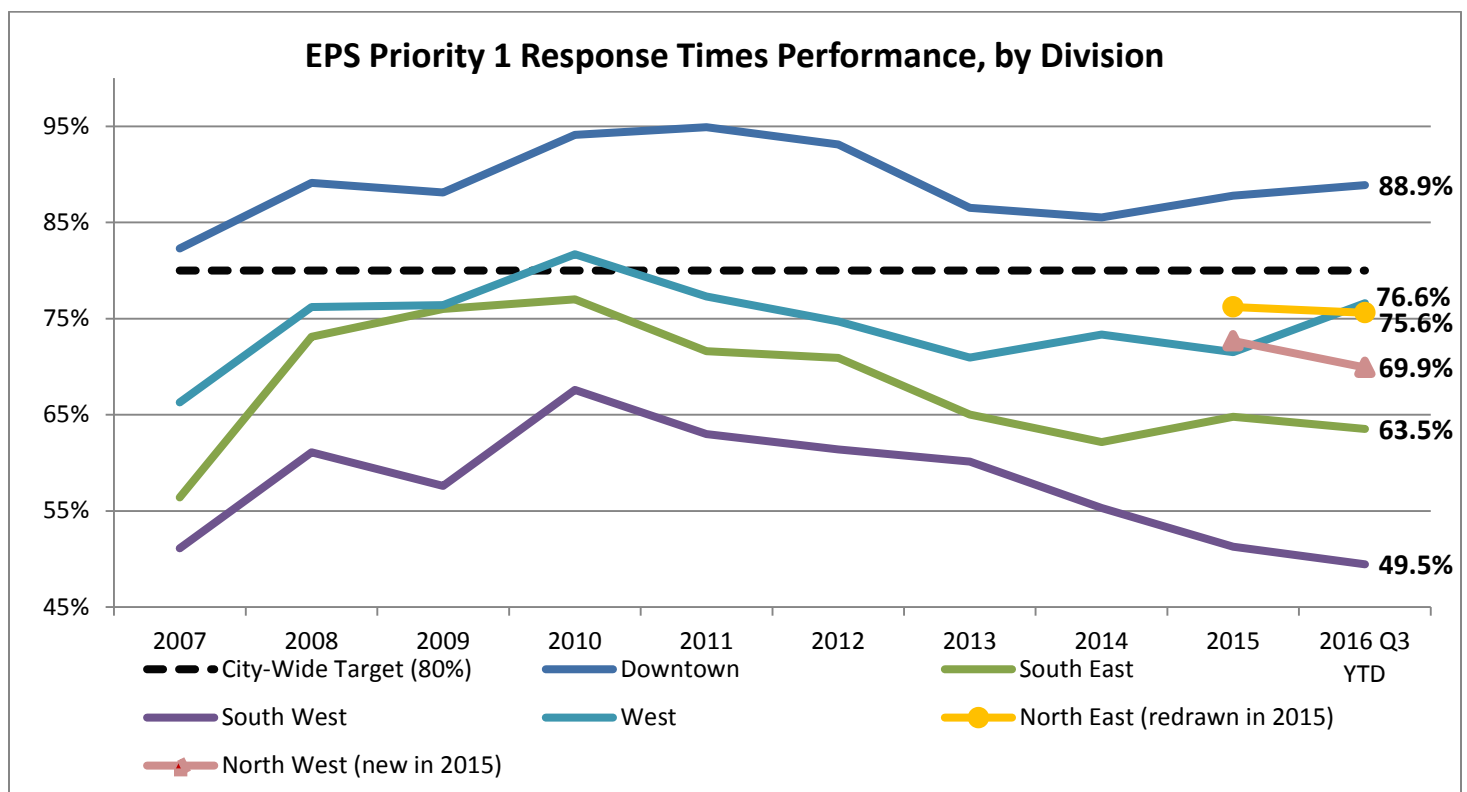
| P1 Response Time Performance by Division | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 Q3 YTD |
|---|---|---|---|---|---|---|---|---|---|---|
| Downtown | 82.3% | 89.1% | 88.1% | 94.1% | 94.9% | 93.1% | 86.5% | 85.5% | 87.8% | 88.9% |
| South East | 56.4% | 73.1% | 76.0% | 77.0% | 71.6% | 70.9% | 65.0% | 62.1% | 64.8% | 63.5% |
| South West | 51.1% | 61.1% | 57.6% | 67.6% | 63.0% | 61.4% | 60.1% | 55.3% | 51.3% | 49.5% |
| West | 66.3% | 76.2% | 76.4% | 81.7% | 77.3% | 74.7% | 70.9% | 73.4% | 71.5% | 76.6% |
| North East (redrawn in 2015) | | | | | | | | | 76.2% | 75.6% |
| North West (new in 2015) | | | | | | | | | 72.7% | 69.9% |
| 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 proactive tasks.

Proactive activities can be thought of as those that prevent of 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.

### EPS: Proactive Patrol Time %
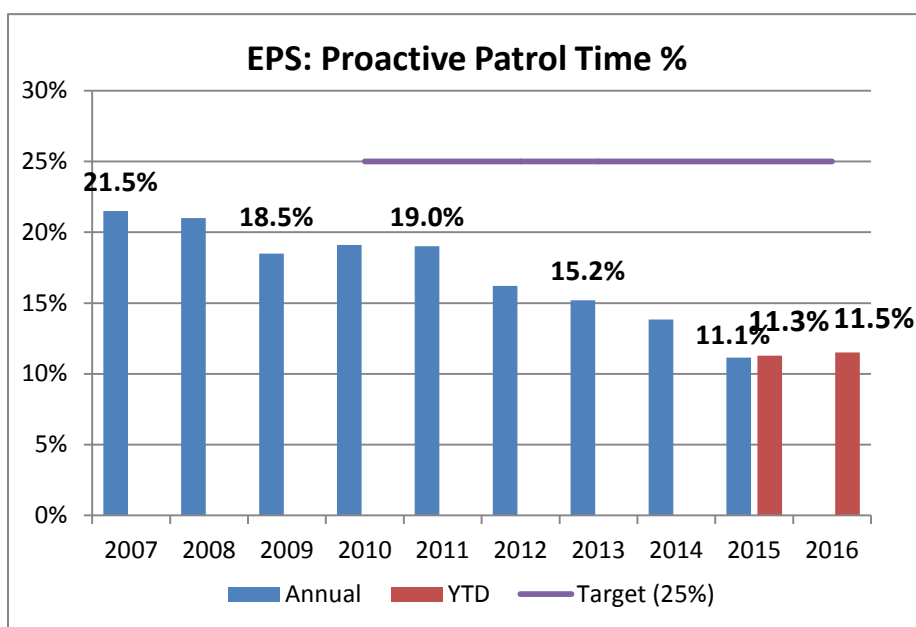


Proactive Patrol Time has steadily reduced from a high of 21.5% in 2007 to 11.1% in 2015. Year-to-date, Proactive Patrol Time is at 11.5%, a very slight improvement over the same period in 2015. The low levels of Proactive Patrol Time is a consequence of patrol shift time continually being devoted to Calls-for-Service - which has increased from 46.9% of patrol's shift time in 2007 to 64.8% year-to-date.

#### Combined Patrol Shift Time by Task - 2016 Q3 YTD

| Division | Proactive | CFS | Admin | Undefined |
|---|---|---|---|---|
| Citywide | **11.5%** | 64.8% | 14.0% | 9.7% |
| Downtown | 12.5% | 66.0% | 12.0% | 9.5% |
| North East | 11.1% | 68.1% | 11.4% | 9.5% |
| North West | 11.4% | 60.7% | 18.7% | 9.3% |
| South East | 11.5% | 62.6% | 15.7% | 10.4% |
| South West | 13.2% | 64.1% | 13.0% | 9.7% |
| West | 9.5% | 67.6% | 13.4% | 9.6% |

## INITIATIVE 16

# 9-1-1 Call Management

**Initiative Owner:** Investigative Support Bureau – Police Communications Branch

**Initiative Context:**

The 9-1-1 Public Safety Answering Point (PSAP) for the City of Edmonton is managed by 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**:

*On-target*
**9-1-1 Operator ASA**
**2.02 seconds**
**(Target: ≤ 2 seconds)**

*Reporting Delayed*
**9-1-1 Assessment & Transfer Time**

**Analysis:**

**9-1-1 Operator ASA**

Year to date, EPS's 911 Operator Average Speed of Answer (ASA) was 2.02 seconds, a 1.01 second increase compared to 2015 levels (1.01 seconds). This is slightly above the target of 2 seconds or less.

**EPS: 911 Operator ASA (seconds)**
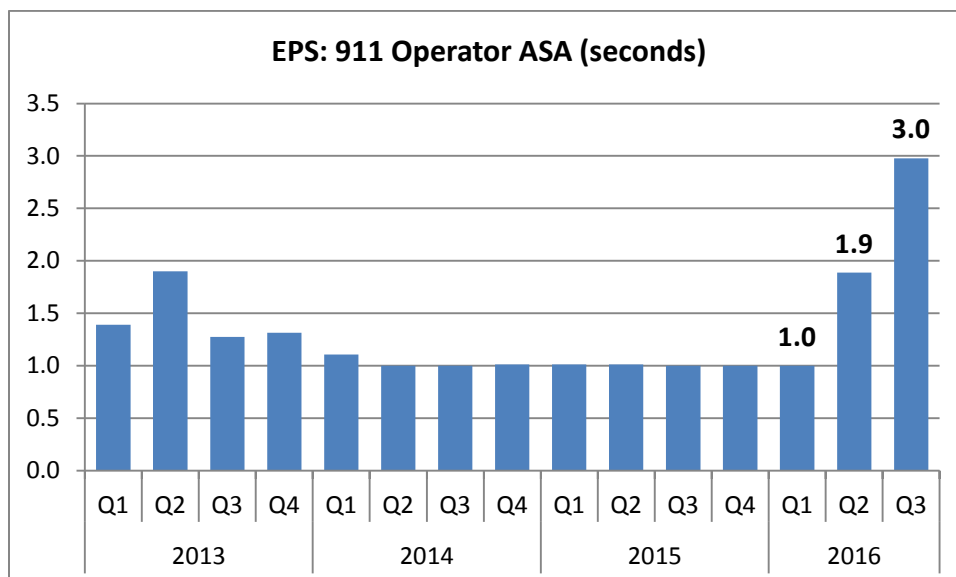
This recent increase in 911 Operator ASA can be attributed to a change in business process, whereby in mid-April, 911 Operator phones were reconfigured to eliminate 911 "forced call" answering. This change means that 911 Operators must now physically reach over to their phone and manually press a phone key to accept a new 911 call, whereas previously the 911 call would automatically drop on the line (preceded by a short beep) whenever the Operator was not already fielding a call. This business process change was necessary, made in the interest of public safety to eliminate the possibility of a "forced answer" 911 call accidently dropping onto an unattended 911 Operator's line. It is anticipated this change alone will increase 911 Operator ASA by 1 or 2 seconds above the target goal of 2 seconds in all future reporting periods.

Another business process change in Q2 was the partial implementation of the CAD (Computer Aided Dispatch) i-Calltaker software application now used by all 911 Operators (as of early August) to create and enter 911 call details to be forwarded to Police Call Evaluators. This change is not yet fully implemented across all operational areas (Evaluator and Dispatchers) but when it is (in Q4) it is anticipated to further increase 911 Operator ASA, especially during busy call periods.

The data used to calculate this metric is currently from EPS's Perimeter system. In the future, EPS plans on reporting this metric based on data from its newer and more robust Genesis system.

**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.
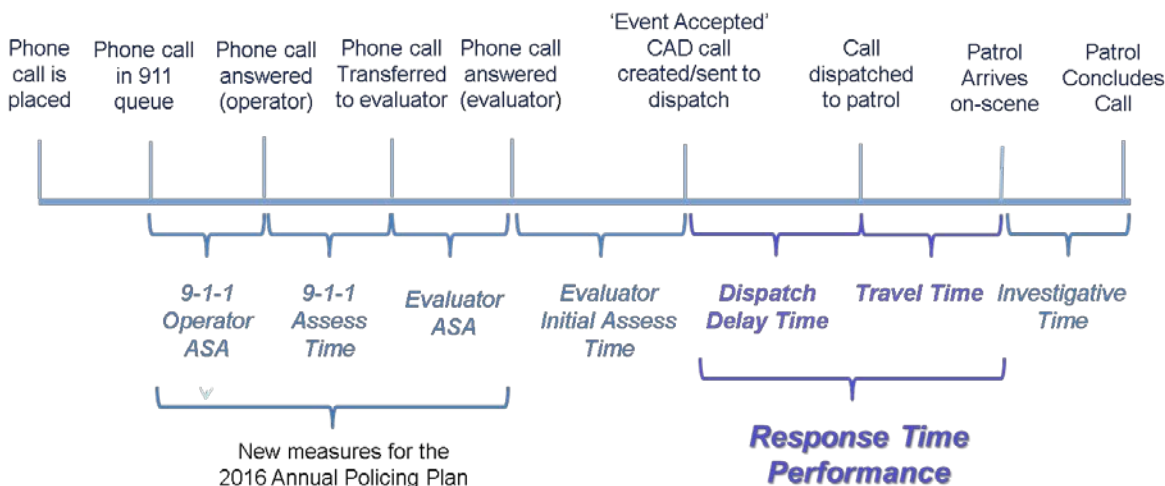


Automated methods to facilitate timely and accurate reporting remain under development. Manual calculation and interpretation of the various data sets was considered (to meet Q3 reporting) but was deemed not feasible due to the considerable amount of raw data and calculations involved. More work is still required to validate the datasets and to more fully understand the nuances of the data. Delayed reporting on this metric is both prudent and necessary to ensure the automated data systems are fully developed and tested to facilitate such reporting.

## 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* | *Reporting Delayed* |
| **Non-Emergency ASA** | **9-1-1 Call Evaluator ASA** |
| **53.0 seconds** | |
| **(39.7% below 2015)** | |

### Analysis:

#### Non-Emergency ASA

For the first three quarters of 2016, Police Non-Emergency Average Speed of Answer (ASA) was 53.0 seconds, a 39.7% reduction compared to the same period in 2015 (at 88.0 seconds).

The Non-Emergency ASA target of 60 seconds or less for 2016 continues to be met.

The factors believed to have contributed to improved performance in 2016 versus 2015 include increased

**EPS: Non-emergency Average Speed of Answer**
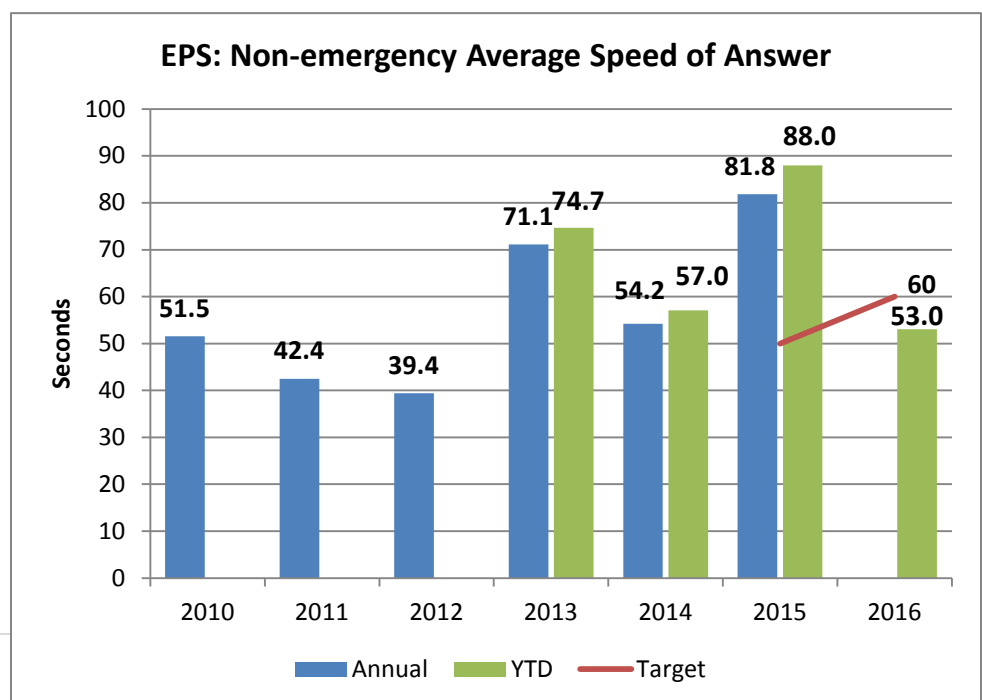
Emergency Communications Officer (ECO) staffing assignments during peak call periods and new ECO trainees temporarily assisting with LIVE call taking as part of the 3 week ECO mentoring program.

Prior approval to hire and train 10 more full-time ECOs in 2016 is well underway with all 10 ECOs recently hired and scheduled to begin ECO training in mid-November. Once trained, these full-time ECOs will 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 fewer part-time ECOs are willing or available to take shifts. Due to several weeks of ECO training, the benefit of this latest staffing change won't be fully realized until the first half of 2017 just in time for next summer when call volumes are at their peak.

## 9-1-1 Call Evaluator ASA

A new 9-1-1 call taking software application called 'i-Calltaker' was launched in Q2 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.

Although previously anticipated that reporting on this metric would commence in Q2, automated methods to facilitate timely and accurate reporting remain under development. Manual calculation and interpretation of the various data sets was again considered (to meet Q3 reporting) but was deemed not yet feasible due to the considerable amount of raw data and calculations involved. More work is needed to validate the data sets and to more fully understand the nuances of the various data types. Measuring 9-1-1 Call Evaluator ASA is a new reporting metric that will become a key measure of business performance and customer service. Delayed reporting on this metric until the latter half of 2016 is both prudent and necessary to ensure the automated data systems are fully developed and tested to facilitate such reporting.

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 existing measurement gaps.
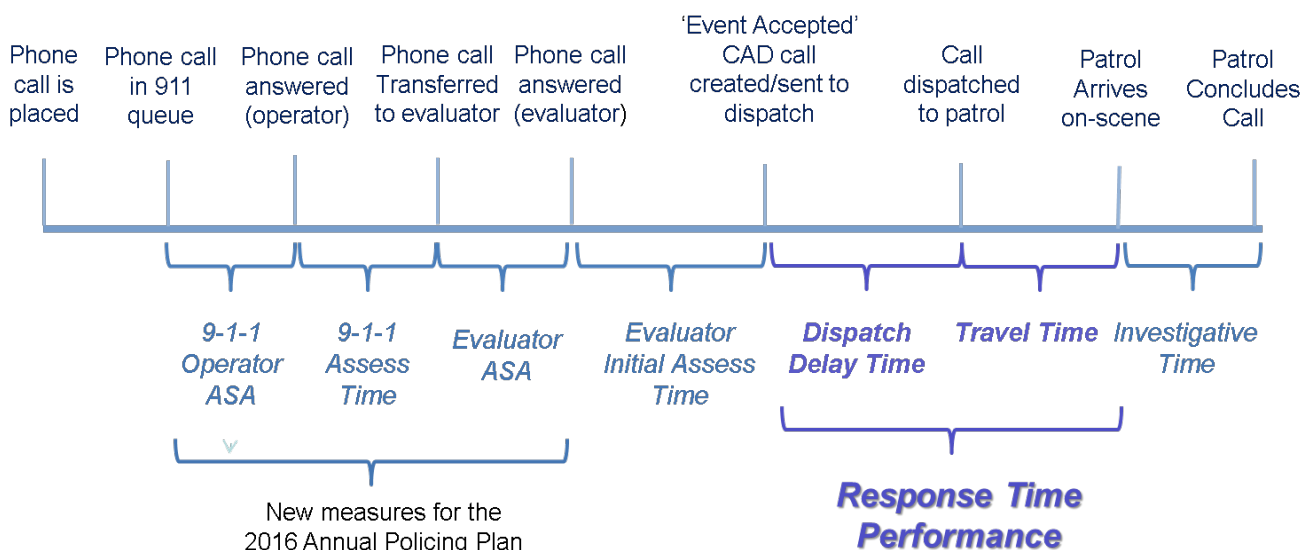
**Additional Reporting:**

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 effectively triages thousands of non-emergency calls away from ECOs, about 3,000 calls per month are still received by 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.

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 | 136,782 | 143,210 | | 116,500 | 150,887 | 143,842 | |
| **Calls Transferred by IVR (To Police Queue)** | 68,437 | 81,462 | 85,517 | | 69,403 | 90,088 | 86,325 | |
| | | | | | | | | |
| **Total Calls Placed (Police Queue) **Includes 911 Calls 'Transferred to Police' and 911 calls deemed Non- Emergency** | 95,617 | 109,487 | 115,607 | | 99,827 | 123,684 | 116,601 | |
| **ECO Calls Answered** | 89,119 | 97,377 | 107,036 | | 96,625 | 116,356 | 109,937 | |
| **Calls Abandoned** | 6,498 | 12,110 | 8,571 | | 3,202 | 7,328 | 6,664 | |

# Online Crime Reporting

**Initiative Owner:** Office of Strategy Management Division - Police Innovation Unit

**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. **Target:** 15% increase over 2015 levels.

*Source: Cognos R15-004, generated Oct 20, 2016.*

**Activities:**

**Q1:**

- Finalize and implement advertising plan to increase awareness of Online Reporting.
- Implement Online Reporting kiosks in select divisional stations.

- Implement the expansion of accepted incident types, such as theft of license plate (dependent on available IT resources).

**Q2:**

- Develop a plan for kiosks in external locations (recreation centers, educational institutions, etc.).
- Evaluate the ongoing reporting partnerships (eg. City of Edmonton reporting graffiti).
- Engage public to see level of awareness of Online Reporting as a reporting option.

**Q3:**

- Develop a plan for the scheduling of Online Reporting Phase 3 (currently 14th on the list of priorities).
- Ownership of Online Reporting has been transferred to IMAC.
- Four new crime types (Break and Enter to Garage/Shed and Attempted Break and Enter to Garage/Shed) have been implemented with a soft launch on 2016 Aug 08 followed by the hard launch on 2016 Aug 18 at which time advertising to the membership and the public began.

**Q4:**

- Evaluate the placement of the kiosks.

**Year-to-Date Status:**

*__On-target__*
**Online Crime Reporting Volume**
**5,375 reports submitted/approved**
**(60.4% above 2015 levels)**

**Analysis:**

Year-to-date (Q1-Q3), the number of online crime reports submitted and accepted into the EPS system was 5,375, compared to 3,352 for the same period in 2015, representing a significant 60.4% increase.

Since launching Online Crime Reporting, the proportion of criminal occurrences that can be reported online that were, increased from a low of 9% when first implemented, to 21.6% in Q3 2015, to 32.5% in Q3 2016.

**Note:** the statistics here do not include online crime reporting for new types available to the public since Aug 8, 2016 for: Break and Enter into Detached Garage (successful or attempted), and Break and Enter into Detached Shed (successful or attempted).

Altogether, citizens can 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
- Break and Enter into Detached Garage (successful or attempted) (since Aug 8, 2016)
- Break and Enter into Detached Shed (successful or attempted) (since Aug 8, 2016)



**EPS: Online Crime Reporting**
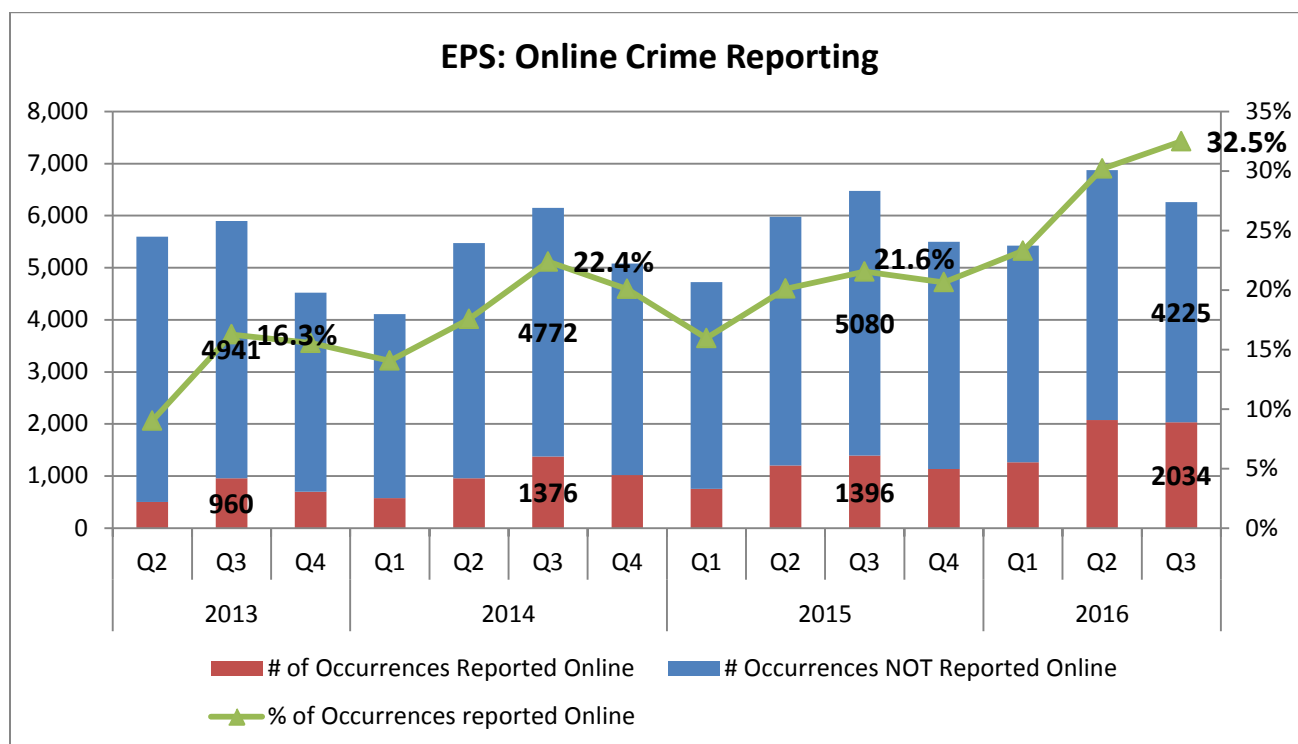
Within these available reporting types, Theft of Bicycle occurrences have the highest proportion of online reporting (currently 49%), while most other types have seen a greater willingness to report online over time.

## EPS: % of reportable occurrences reported online, by reporting type
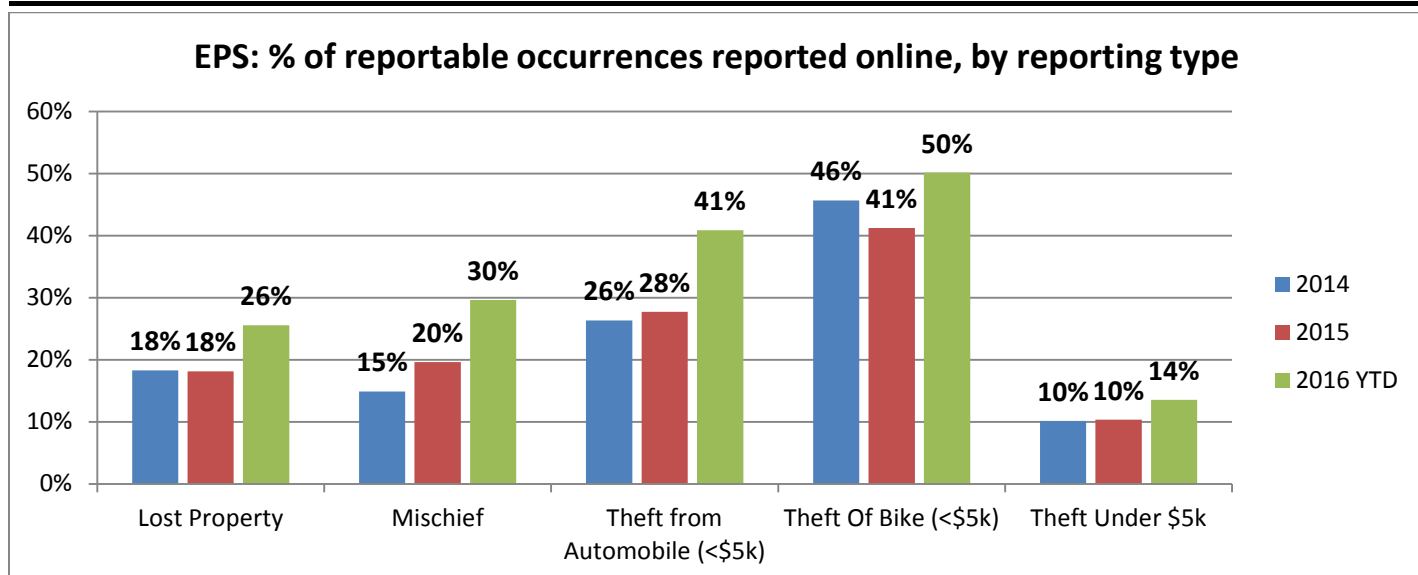


**Q3 Project Update**

With the recent implementation of four new crime types added to Online Crime Reporting, all planned features to Online Crime Reporting have been fulfilled and ownership has been transferred to EPS's Information Management Approval Centre. This transition in ownership and responsibility took place smoothly and without issue.

**Q2 Project Update**

- 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.
- Kiosks were installed in Southeast and West divisions in March, 2016. The Downtown division kiosk was delayed due to renovations, but has since been installed. Southwest and Northeast divisions will also have Kiosks installed. Northwest will have a Kiosk placed in Calder Community Station as the Community Station serves as the front counter for Northwest. These are expected to be in place by the end of August 2016. 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.
- 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 Detached Garage; Attempted B/E to Detached Garage; B/E Other; and Attempted B/E Other. (Other includes sheds or trailers that are not a residence). UAT has been completed on these Crime Types and will be implemented Q3.
- 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.

## INITIATIVE 19

# Mental Health Calls

**Initiative Owner:** Office of Strategy Management Division - Police Innovation Unit

### Initiative Context:

In 2013, EPS sought to determine the extent of policing resources spent guarding detainees in hospital Emergency Departments (EDs), revealing that members spent approximately 1,500 hours on hospital guard duty during a 3-month period. These events are primarily related to patients 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. Reduce 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. Revise the current Memorandum of Understanding (MOU) between EPS and Alberta Health Services (AHS) with respect to the MHA.

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. Increase 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.

*Source: Cognos R16-001, generated Oct 20, 2016*

### Additional Reporting:

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

Strategies requiring leadership from AHS:
### Year to Date Status:

| *On-target*<br>**Mental Health Service Time**<br>**7.6 patrol person-hours per MHA incident**<br>**(14.6% below 2015 levels)** | *Monitoring Only*<br>**Mental Health Volume**<br>**3,029 EPS Mental Health Incidents**<br>**(3.4% below 2015 levels)** |
|---|---|

### Analysis:

**Mental Health Service Time**

Mental Health Service Time has continued to improve year-to-date in 2016, with the average patrol person-hours spent on Mental Health Act incidents at 7.6 hours, compared to 8.9 hours in the same period in 2015. This represents a 14.6% reduction. Mental Health Service Time factors for the number of patrol members involved in the incident.

Since January 2016, the working group between EPS, AHS and Covenant has been collecting data at a detailed level that provides a break-down of the portion of patrol time spent waiting in hospitals until medical staff can take over responsibility for the Form 10 patient. EPS is confident that the overall reduction in wait times is largely attributable to workflow improvements that both EPS and Edmonton hospitals have implemented, which include:

- Ongoing Communication to EPS patrol members to contact and utilize the expertise of EPS's Police And Crisis Team (PACT) prior to conducting a MHA apprehension.
- Working with hospitals to track and examine incidents of long wait times to create process improvements.
- Communication to EPS patrol members of the new process via the Intranet, and PACT/ PIU member attendance for educational purposes on the 11:00 patrol parades.
- Permanent integration of the Transfer of Care form into the Emergency Department system at the four Designated Facilities (to be fully implemented in Q4)
- The integration of a 30/60/90 minute Communication Plan.

**MHA Incidents: Average Person-Hours Service Time**



**EPS: Number of MHA Incidents**



- Completion of new policy for the use of the Transfer of Care Form, Communication Plan and pre-Apprehension consultation.
- Continual meetings within the working group to identify and implement process improvements.
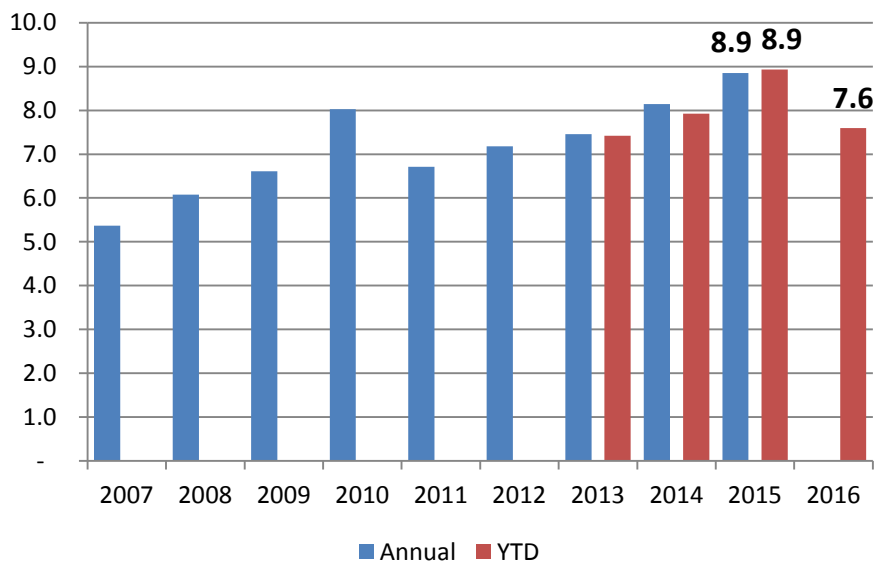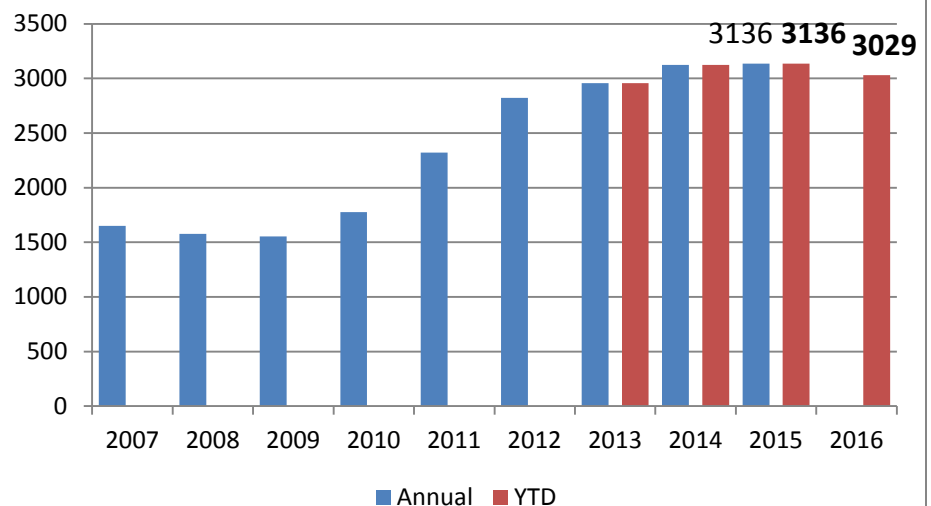
**Mental Health Volume**

Year-to-date, EPS has observed a 3.4% reduction in the volume of MHA incidents in 2016 compared to 2015. The increase in patrol members utilizing PACT/Urgent Services (US) is allowing for improved alternative resolutions to these events without relying on a Form 10 apprehension to hospitals.
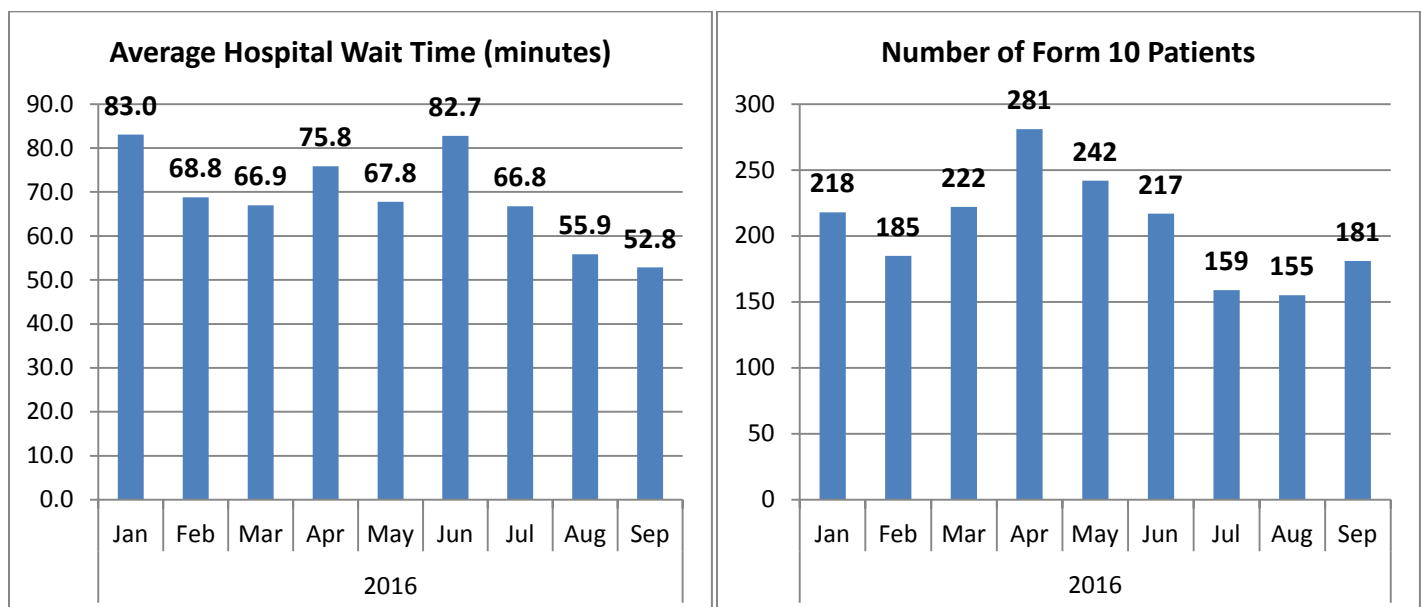
## Hospital Wait Times

Since Jan 2016, Edmonton Hospitals have been specifically tracking Form 10 patients brought in by EPS and the associated hospital wait times (measured between Triage and EPS Departure Time).

The Average Hospital Wait Time for EPS Form 10 patients has been trending favorably downward in Q3, with an average 55.9 minutes in August and 52.8 minutes in September. The integration for the Transfer of Care form did not occur until July in the Covenant Hospitals and August at the University of Alberta hospital, hence wait times are expected to continue to decrease in Q4 once the new process is fully implemented. The Royal Alexandra Hospital has committed to implementing the Transfer of Care protocol in October of 2016.

The monthly number of Form 10 patients has varied from 155 to 281, with Form 10 patients noticeable lower in Q3 from 155 to 181.

**Average Hospital Wait Time (minutes)**

| Month | Value |
|-------|-------|
| Jan | 83.0 |
| Feb | 68.8 |
| Mar | 66.9 |
| Apr | 75.8 |
| May | 67.8 |
| Jun | 82.7 |
| Jul | 66.8 |
| Aug | 55.9 |
| Sep | 52.8 |

2016

**Number of Form 10 Patients**

| Month | Value |
|-------|-------|
| Jan | 218 |
| Feb | 185 |
| Mar | 222 |
| Apr | 281 |
| May | 242 |
| Jun | 217 |
| Jul | 159 |
| Aug | 155 |
| Sep | 181 |

2016

## Police and Crisis Response Teams – Hospital Diversion

The Police and Crisis Response Team (PACT) is a joint EPS/Alberta Health Services partnership. The mandate of the teams is to provide a joint initial response to incidents of adults experiencing a mental health crisis in the City of Edmonton. Additionally, PACT fields consults with patrol members to assess mental health needs and determine the appropriate action prior to apprehending individuals under the Mental Health Act.

A key deliverable for PACT is in its Diversion Rate – that being the percentage of PACT referrals it receives from patrol which do NOT result in a Form 10 apprehension. Since tracking of this in April 2016, the monthly PACT Diversion Rate has been above 90%, resulting in 300+ diversions each month (assuming a Form 10 apprehension would have occurred otherwise).

**EPS Diversion rates - % of referrals NOT taken to hospital following engagement with Urgent Services**
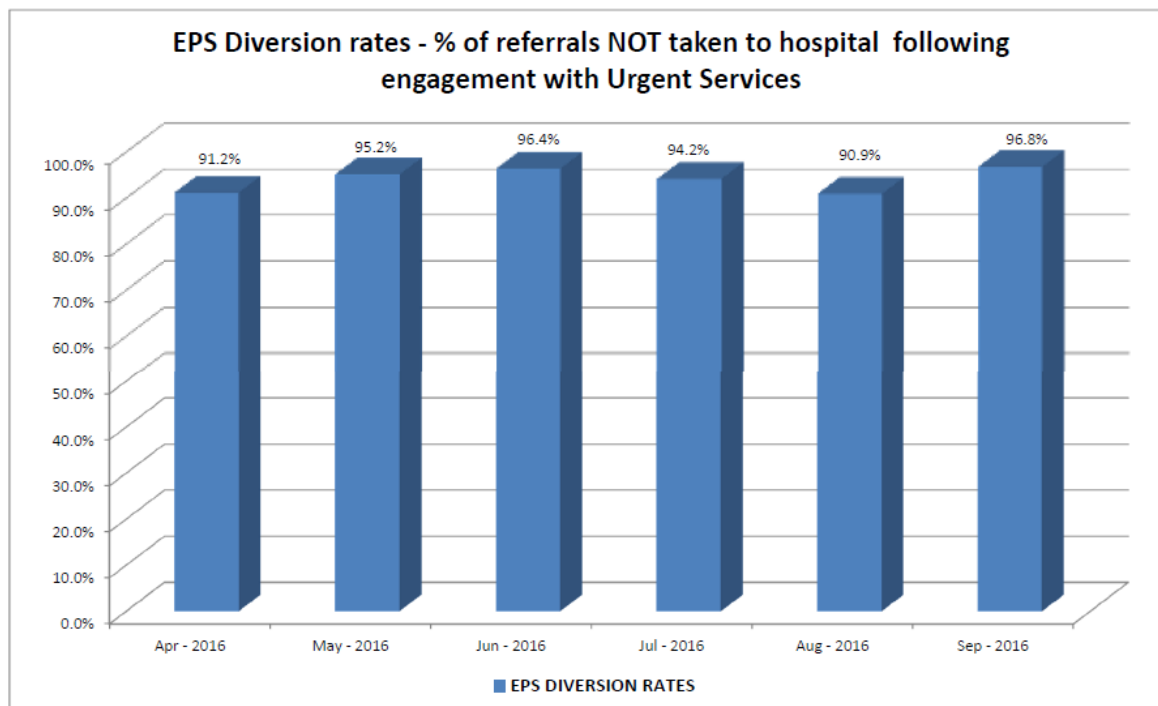


| EPS DIVERSION RATES | | | | | | |
|---|---|---|---|---|---|---|
| | Apr-16 | May-16 | Jun-16 | Jul-16 | Aug-16 | Sep-16 |
| # of calls | 318 | 330 | 331 | 359 | 408 | 504 |
| Hospitalized | 28 | 16 | 12 | 21 | 37 | 16 |
| Diverted | 290 | 314 | 319 | 338 | 371 | 488 |
| Percentage | 91.2% | 95.2% | 96.4% | 94.2% | 90.9% | 96.8% |

**Future Work**

Despite recent success, further improvements are being sought for the remainder of 2016, including:

- Integration of the Transfer of Care Form within the Royal Alexandra Hospital – projected for October 2016.
- Continued education for the membership relative to pre-Form 10 apprehension consultations to further increase community diversion and decrease ED presentations via emails, speaking at training days and Spotlight articles.
- The creation of a dedicated PACT line that transfers automatically to Urgent Services once PACT logs off.
- Building a case for 24/7 PACT teams
- Continued use of the Communication Plan and the 90 minute review through consultation with the Duty Officers.
- Personally liaising with Patrol members on a case by case basis to educate and communicate the new process.
- Continued efforts through the Form 10 working group – decreased meeting frequency to monthly meetings and continued communication and good relationships between organizations.

## INITIATIVE 20

# Vulnerable Persons: Heavy Users of Services (HUoS)

**Initiative Owner:** Co-ordinated Policing Division - 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.

**Year to Date Status:**

| | | |
|---|---|---|
| *On-target* | *On-target* | *On-target* |
| **HUoS Evaluation** | **Addressing Gaps** | **HUoS Project Awareness** |

**Analysis:**

**Q3 Reporting:**

- Weekly update improved with focus on high level gaps and patrol diversion as opposed to day to day operations.
- Continued progress on Social Returns on Investment (SROI) in partnership with AHS.
- Housing Initiative to address gap in housing Heavy Users is successfully operating. All partners have worked hard to address unforeseen gaps and address them in a timely fashion.
- HUoS Leadership Group is developing an 'Executive Committee' to address the 'high level' gaps identified by the project. The purpose of the committee is to have individuals involved that are able to address the higher level gaps.
- Process developed with Crown to address Form 21 warrants for persons with dementia who are 'formed' and directed to live in a secure dementia facility. For example, one client had 44 warrants quashed as it was deemed inhumane to have him serve 13 days in custody after being deemed to have no capacity.
- Effort to prevent inappropriate interactions with persons with Autism and other disabilities, a steering committee is being developed with relevant partners regarding the creation of Vulnerable Persons Database. Awaiting approval from Executive to move forward.
- Sgt. Ward presenting to Medicine Hat Homeless Initiatives. Other agencies continue to reach out to HUoS requesting presentations and information, such as Red Deer RCMP, Winnipeg Police Service and Hamilton Police Service.

- ACTIVE CLIENTS:   11 housed, 1 in hospital, 1 in custody, 1 in AHE

- ARCHIVED CLIENTS:  2 revoked consent, 1 moved out of province, 2 deceased.

- MAINTENANCE CLIENTS: 5 successfully housed

**Q2 Reporting:**

- Development of SROI evaluation framework for HUoS commenced with Office of Strategy Management
- Housing gap addressed through continued partnership and development of 'HUoS House' with AISH, PDD and housing provider
- Weekly Update continues dissemination throughout EPS
- April 16, 2016 Sgt. WARD and S/Sgt MCINTYRE, D. appears on CBC Edmonton AM to showcase the HUoS project
- Sgt. WARD spearheading conceptual development of Vunerable Persons Database for the EPS

- ACTIVE CLIENTS:   5 housed, 4 in custody, 2 in treatment.

- MAINTENANCE CLIENTS:  2 successfully housed at Ambrose, 1 in hospital (under Form 1) 1 housed in D-DAL (Balwin Villa), 1 in custody until July 2016.

- ARCHIVED CLIENTS:  2 revoked consent, 1 moved out of province, 2 deceased.

- HUoS Program and Development Evaluation completed and the HUoS Leadership Group is developing a strategic response to address and resolve each recommendation. Financial and Housing are the two main themes HUoS Leadership Group is focused on in 2016.

### 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.

## 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**
**72.5% of 2016 Q1 files concluded in ≤ 6 months**
**(Target: 75%)**

**Analysis:**

For the latest available quarter (Q1 2016), Public Complaint Investigation Processing rate was 72.5%. This is marginally below the target of 75% or higher, and has continued to show improvement over the past four quarters.

The status of all public complaints received during the first quarter of 2016 – that is, all files that would have reached an age of 6 months during the third quarter of 2016 – are displayed in the table below. 20 of the 40 files have been listed as completed within 6 months (50.0%), and, an additional 9 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).

**EPS: Public Complaint Investigation Processing**

| | 2013 | | 2014 | | | | 2015 | | | | 2016 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 | Q2 | Q3 | Q4 | Q1 |
| % | 75.5% | 60.0% | 32.0% | 35.3% | 34.8% | 40.5% | 48.3% | 53.8% | 67.6% | 66.0% | 72.5% |

■ %of files concluded within 6 months — target 75%
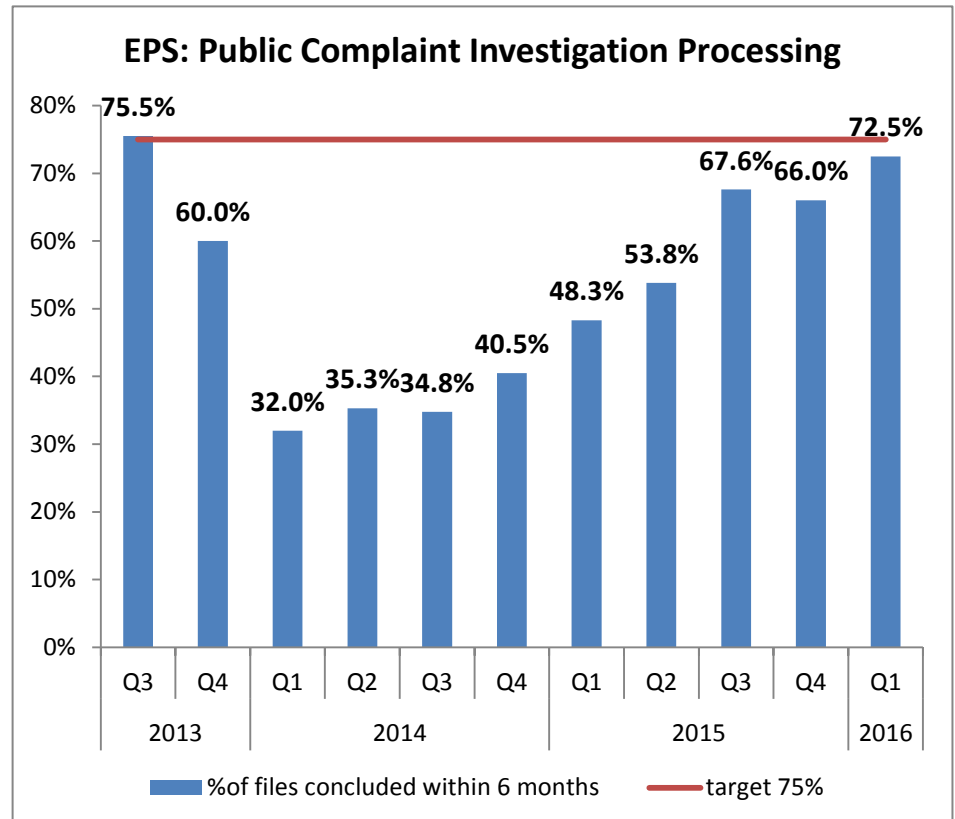
| File Status | Number of Files | |
|---|---|---|
| **Active** | **11** | |
| **Completed** | **20** | |
| *Sustained/Sustained in part* | | *1* |
| *Resolved through Supervisor Intervention* | | *4* |
| *Dismissed/Withdrawn* | | *8* |
| *No Reasonable Prospect* | | *6* |
| *Resolved through ADR* | | *1* |
| **Forwarded** | **0** | |
| **Suspended** | **9** | |
| *Investigative Review* | | *3* |
| *Executive Review* | | *7* |
| *Criminal Investigation/Disciplinary Hearing* | | *2* |
| *EPC Review* | | *2* |
| **Grand Total** | **40** | |

## 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 membership sufficiently to match this population and policing demand growth. To meet this challenge, EPS added an additional recruit class, as well as offering an Experienced Officer Program class in 2016.

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

*New Experienced Officers* – the number of experienced officer recruits accepted and beginning the Experienced Officer Program. The Experienced Officer Program, 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).

### Activities:

**Q1:** Complete Recruit Class 135 (began Dec 2015).
**Q2:** Begin Recruit Class #136 (began Feb, 2016)
**Q3:** Begin Recruit Class #137 and EOP #13 (began Aug. 29, 2016).
**Q4:** Recruit Class #138 (begins December).

### Year to Date Status:

| **Off-target** | **Off-target** | **On-target** |
|:---:|:---:|:---:|
| **New Recruits** | **New Experienced Officers** | **Recruit Applicants** |
| **99 began Recruit Class** | **6 EOP Hired** | **534 EPS applicants** |
| **(Target: 108)** | **(Target: 10)** | **(10.6% above 2015 levels)** |

### Analysis:

**New Recruits:** For Q3, one recruit class started (RTC #138) with 32 hired. In January the plan was to hire 3 classes of 36 and 1 class of 32 resulting in 140 hires for the calendar year. Because the 3 previous classes weren't filled, the new goal is to hire 36 recruits for RTC #139 starting in December. As a result the total number of new recruit hires in 2016 will 135.

**New Experienced Officers:** EPS offered one Experienced Officer Program class in 2016. The class started on Aug 29, 2016 and had 6 EOP's in it

**EPS: sworn members who started New Recruit Class**
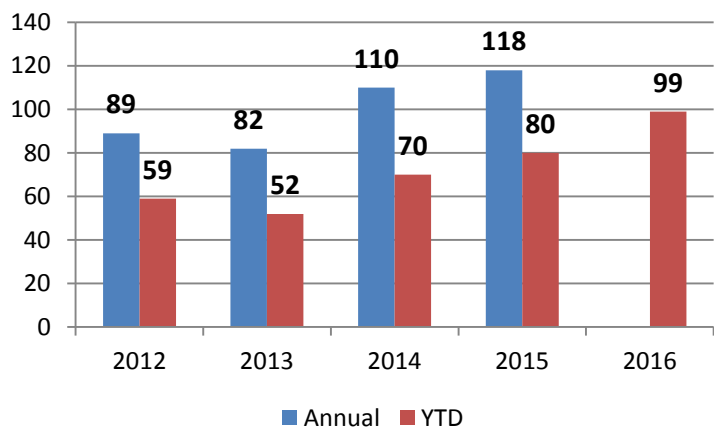


**New Recruit Applicants:** The number of new recruit applications has increased 10.6% year-to-date compared to the same period in 2015. Reactivated files are also counted which cover resubmissions after being deferred, an expired application, or self-removal from the process. The increase in applicants is an indication that we will be able to continue to grow the number of applications throughout the year to meet the remaining hiring demands in 2016 and 2017.

**EPS: Applications Received (sworn)**
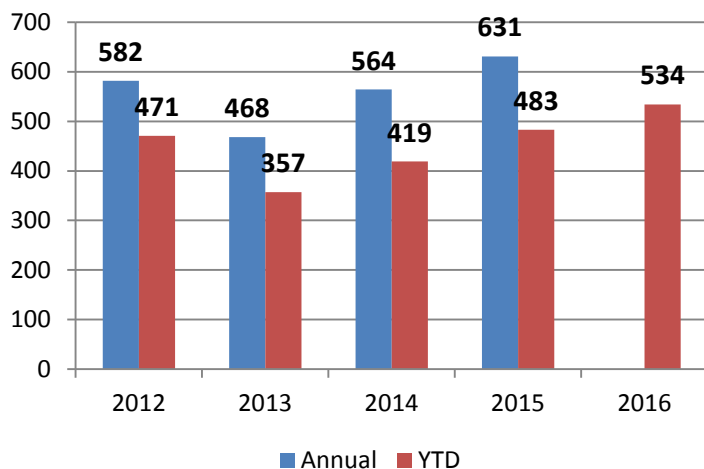
## INITIATIVE 23

# Diversity in Recruitment

**Initiative Owner:** Recruit Selection Unit – Corporate Services Bureau

### 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 has been implemented with specific recruiting strategies and tactics for the eight communities represented on the Chief's Advisory Council. EPS's Recruit Selection Unit partnered with the Diversity Positive Recruiting Action Committee to create more opportunities with the goal of increasing 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.

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

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

### Year-to-Date Status:

***On-target***
**Diverse Recruiting Initiatives**

|  | 2016 | 2015 | % Change |
|---|---|---|---|
| # of Initiatives | 29 | 21 | + 38% |

***Off-target***
**Self-Identified Diverse Applicants**

|  | 2016 | 2015 | % Change |
|---|---|---|---|
| # of self-identified | 55 | 71 | -23% |
| # of unidentified | 290 | 113 | +157% |

***On-target***
**Culturally Experienced Applicants**

|  | 2016 | 2015 | % Change |
|---|---|---|---|
| # of applicants | 162 | 126 | + 29% |

***On-target***
**Female Applicants**

|  | 2016 | 2015 | % Change |
|---|---|---|---|
| # of applicants | 92 | 88 | + 5% |

### Analysis:

**Q3 Reporting:**

**Diverse Recruiting Initaitives -** The following is a list of events and advertising initiatives completed in the 3rd quarter of 2016:

| July 2016 | August 2016 | September  2016 |
|---|---|---|
| Diversity Magazine E-Newsletter  (recruiting advertisement in 12 of the 12 issues sent out) | | |
| Heritage Festival | Heritage Festival | Mid-Autumn Lantern Festival |
| Oskayak Police Academy Info Session | African FYEP | Alberta Native News (Sep Issue) |
| Bold Eagle Career Day | Alberta Native News (Aug issue) | |
| Alberta Native News (July issue) | Diversity Magazine (Print – July/Aug) | |
| | | |
| | | |
| | | |

Compared to the number of events and advertising we had completed in 2015, we have increased it by 38% this year. We will continue to grow this number as we complete the remaining events as recommended by the Diversity Positive Recruiting Committee.

RSU continues to attend the events and book advertising as outlined in the Diversity Positive Recruiting Communications Plan. Prior to Q3, RSU was awaiting final recommendations from the Chinese and Black communities.   In early September the Chinese represenative made their recommendations and RSU completed their suggestions. RSU expects to receive the Black communities recommendations at the next DPRAC meeting on Wednesday October 19th, 2016. This will finalize all the 7 communities recommendations allowing RSU to complete them by the end of the year resulting in RSU having a strong foundation to build upon moving forward.

**Culturally Experienced Applicants –** RSU has increased the number of culturally experienced applicants by 29% compared to the same time in 2015.

**Self-Identified Diverse Applicants –** We have seen a decrease of self-identified diverse applicants compared to 2015.   It's important to note 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. We can see a large increase of 157% compared to last year of applicants who are unidentified by either choice or haven't written the exams where they self-identify.

**Female Applicants –** We saw a 5% increase YTD from 2015 regarding the number of applications submitted from females. RSU plans on attending joint Women in Policing Info Session with the Calgary Police Service on October 13 as well as holding a second EPS Women in Policing info session in November.

**Q2 Reporting:**

**Diverse Recruiting Initaitives -** The following is a list of events and advertising initiatives completed in the 2nd quarter of 2016:

| April 2016 | May 2016 | June 2016 |
|---|---|---|
| Diversity Magazine E-Newsletter  (recruiting advertisement in 12 of the 12 issues sent out) | | |
| Maskwacis Career Fair | Diversity Magazine (Print – May/June) | Pride Festival – Recruiting Booth |
| Diversity Magazine (Print – March / April) | Talmud Torah JR High Info Session | Pride Festival Guide – Print Ad |
| | | Millwood Mosiac |
| | | Alberta Native News |
| | | Youth Power Career Fair |
| | | National Aboriginal Day |
| | | Building Bridges Career Fair |

Regarding the "Diversity Positive Recruiting Communications Plan: Advertising and Recruiting Tactics", EPS's Recruit Selection Unit (RSU) continues to complete and plan the recommended activities. Examples of events RSU completed from the plan were the Pride Festival and an information session at the Talmud Torah JR High School. We are still waiting on recommendations from the Chinese and Black communities. Looking into the next quarter, major diversity events include the Heritage Festival, Oskayak Police Academy and connecting with various student groups and associations for the September to December school year.

**Self-Identified Diverse Applicants –** 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. In terms of data from the information sessions, Edmonton and area continues to see a high number of attendees. In 2015, RSU saw 948 people attend sessions, in 2016 (from January to June) RSU has already conducted sessions for 1,169 people. A sampling of 2 sessions in June had 105 attendees and 29% self-identify as a visible minority. Out of a sampling of 2 test write sessions in June, 30 wrote exams and 86% self-identified as a visible minority.

**Female Applicants –** RSU is currently 3 applications behind the quarterly target. A Woman in Policing (WIP) information session was held in quarter 1. Due to positive turnout and engagement, RSU will conduct another WIP info session in late September. Additionally, targeted online campaigns toward female applicants will begin in Q4 of this year.

## Q1 Reporting:

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

# 2016 Annual Policing Plan – Q3 Results
## Edmonton Police Service

### Presented to the
### Edmonton Police Commission
### Nov 17, 2016

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## 2016 Annual Policing Plan – Q3 Results

### Purpose

- Provide EPS's quarterly report on public initiatives (23)

- Highlight successes and areas of concern for select initiatives

- Answer any questions on performance/progress

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# 2016 Annual Policing Plan – Q3 Results

**Reduced Crime & Victimization**

| 1. Crime Severity Index | 2. Violence Reduction Strategy: Violent Crime | 3. Violence Reduction Strategy: Social Disorder | 4. Property Crime |
|---|---|---|---|
| EPS Crime Severity Index (estimated) | # of 4 Violent Crime Indicators | # of social disorder incidents | # of 4 Property Crime Indicators |
| **117.9** | **6,765** | **14,505** | **16,750** |
| Target (year): ≤ 88 (6.0 point reduction from 2013 levels) | Target: ≤ 6,939 (maintain 2015 levels) | Target: ≤ 13,983 (maintain 2015 levels) | Target: ≤ 14,601 (maintain 2015 levels) |
| 5.1 Domestic Violence Intervention: Offender Checks | 5.2 Domestic Violence Intervention: Victim Checks | 6.1 Gang & Drug Enforcement | 6.2 Gang & Drug Enforcement |
| # of domestic offender management checks | # of domestic victim support contacts | # of high-level criminal network disuptions | # of medium-level criminal network disuptions |
| **520** | **752** | **5** | **18** |
| Target: ≥ 395 (5% increase from 2015 levels) | Target: ≥ 702 (2% increase from 2015 levels) | Target (year): ≥ 6 (maintain 2015 levels) | Target (year): ≥ 31 (maintain 2015 levels) |
| 6.3 Gang & Drug Enforcement | 7. Traffic Safety | 8.1 Distracted Driving | 8.2 Distracted Driving |
| # of low-level criminal network disuptions | # of traffic corridor/intersection collisions | Distracted Driving Tickets issued (patrol) | Distracted Driving Tickets issued (Traffic Services) |
| **10** | **495** | **3,763** | **1,822** |
| Target (year): ≥ 9 (maintain 2015 levels) | Target: ≤ 504 (2% reduction from 2015 levels) | Target: ≥ 2,298 (5% increase from 2012-2014 avg | Target: ≥ 1,960 (5% increase from 2013-2014 avg) |

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# 2016 Annual Policing Plan – Q3 Results

**Reduced Crime & Victimization**

| 9. Safe in Six | 10.1 Transit Beats | 10.2 Transit Beats | 11. Prevention of Crimes to Vehicles |
|---|---|---|---|
| Q2 Activities: sharing of program review with partners, internal promotion of program | # of LRT Calls for Service | # of LRT Crime and Disorder events | # of Theft OF/FROM vehicle incidents |
| **On-target** | **644** | **434** | **11,911** |
| | Target: ≤ 617 (decrease from 2015 levels) | Target: ≥ 384 (increase from 2015 levels) | Target: ≤ 9,723 (2% reduction from 2015 levels) |

**Investigative Excellence**

| 12. Clearance Rates | 13. Crime Prevention Strategy | 14. Missing Persons |
|---|---|---|
| % of criminal incidents cleared (weighted) | EPS will not be proceeding with advertising campaign | # of fully reviewed historical missing person files |
| **41.3%** | **Off-target** | **48** |
| Target: ≥ 43% | | Target: 63 of the 72 files identified in 2013 |

# 2016 Annual Policing Plan – Q3 Results

**Increased Efficiency & Effectiveness**

| 15.1 GDM: Priority 1 Response Time | 15.2 GDM: Proactive Time | 16.1 9-1-1 Call Management | 16.2 9-1-1 Call Management |
|---|---|---|---|
| % of Priority 1 events with patrol on-scene ≤ 7 min | % of patrol time spent as proactive | 911 Operator Average Speed of Answer (seconds) | 911 Assessment & Transfer Time |
| **71.5%** | **11.5%** | **2.02** | **Delayed Q4 Reporting** |
| Target: ≥ 80% | Target: ≥ 25% | Target: ≤ 2 seconds | |

| 17.1 Police Call Management | 17.2 Police Call Management | 18. Online Crime Reporting | 19. Mental Health Calls |
|---|---|---|---|
| Non-Emergency Answer Delay (seconds) | 9-1-1 Evaluator Answer Delay (seconds) | # of Online Crime Reports | Service Time for Mental Health Calls (hours) |
| **53.0** | **Delayed until Q4 Reporting** | **5.375** | **7.6** |
| Target: ≤ 60 seconds | Target: ≤ 20 seconds | Target: ≥ 3,855 (15% increase from 2015 levels) | Target: ≤ 8.9 hours (reduction from 2015 levels) |

| 20. Heavy Users of Service |
|---|
| Q3 Activities: HUoS evaluation, addressing gap, and promoting project awareness |
| **On-target** |

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# 2016 Annual Policing Plan – Q3 Results

**Commitment to Professionalism**

| 21. Public Complaint Investigations | 22.1 Recruitment | 22.2 Recruitment | 22.3 Recruitment |
|---|---|---|---|
| % of public complaint investigations concluded ≤ 6 months | # of new recruits hired/starting recruit class | # of new Experienced Officers hired | # of sworn applicants |
| **72.5%** | **99** | **6** | **534** |
| Target: ≥ 75% | Target: 108 | Target: 10 | Target: ≥ 483 (increase from 2015 levels) |

| 23.1 Diversity in Recruitment | 23.2 Diversity in Recruitment |
|---|---|
| # of Culturally Experienced Applicants | # Female Applicants |
| **162** | **92** |
| Target: ≥ 126 (increase from 2015 levels) | Target: ≥ 88 (increase from 2015 levels) |

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# 1. Crime Severity Index

## EPS's Crime Severity Index (EPS calculations)

- Target: 88 or below (6.0 point reduction from 2013 levels)
- Status: 117.9 points

**EPS: Crime Severity Index (internal calculations)**
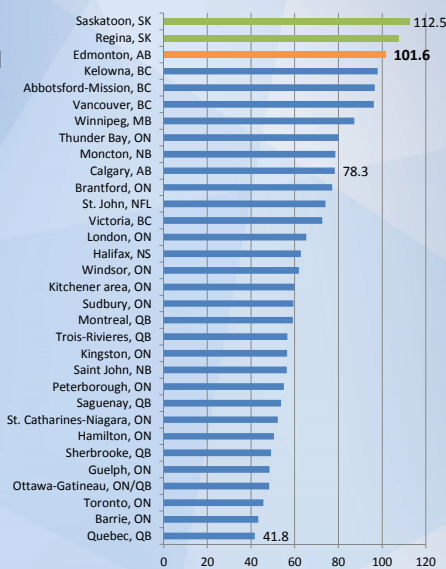


Legend: ■ Annual  ■ YTD

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# 1. Crime Severity Index

- As requested by EPC, the Q3 report provides crime level and socioeconomic correlations.
- Variables chosen to analyze were informed by what is primarily covered by CCJS (Stats Can). List omitted many other potential variables
- Correlation does not imply causation
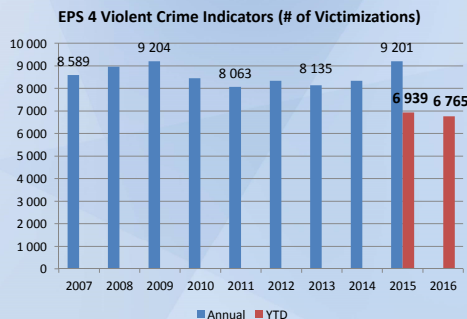
**Crime Severity Index, Canadian CMA's, 2015**

## 2-4. Crime Levels

- Targets: Maintain or reduce from 2015 levels
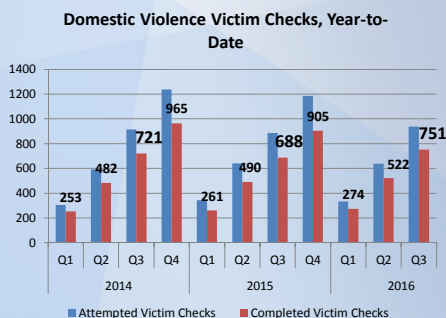- Status: Violent Crime Indicators -2.5%, Property Crime Indicators +14.7%, Social Disorder occurrences +3.7%
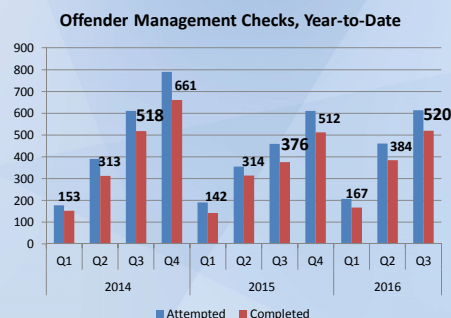
**EPS 4 Violent Crime Indicators (# of Victimizations)**

Values by year:
- 2007: 8 589
- 2008: 9 204
- 2009: (unlabeled)
- 2010: 8 063
- 2011: (unlabeled)
- 2012: 8 135
- 2013: (unlabeled)
- 2014: (unlabeled)
- 2015: 9 201 (Annual), 6 939 (YTD)
- 2016: 6 765 (YTD)

Legend: Annual, YTD

**EPS: 4 Property Crime Indicators (# of incidents)**

Values by year:
- 2007: 27 445
- 2008: 23 493
- 2010: 14 366
- 2013: 15 656
- 2015: 20 129 (Annual), 14 601 (YTD)
- 2016: 16 750 (YTD)

Legend: Annual, YTD

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## 5. Domestic Violence Intervention

- 520 Offender checks (38.3% above 2015 levels)
- 752 Victim checks (9.2% above 2015 levels)

**Offender Management Checks, Year-to-Date**

2014:
- Q1: 153
- Q2: 313
- Q3: 518
- Q4: 661

2015:
- Q1: 142
- Q2: 314
- Q3: 376
- Q4: 512

2016:
- Q1: 167
- Q2: 384
- Q3: 520

Legend: Attempted, Completed

**Domestic Violence Victim Checks, Year-to-Date**

2014:
- Q1: 253
- Q2: 482
- Q3: 721
- Q4: 965

2015:
- Q1: 261
- Q2: 490
- Q3: 688
- Q4: 905

2016:
- Q1: 274
- Q2: 522
- Q3: 751

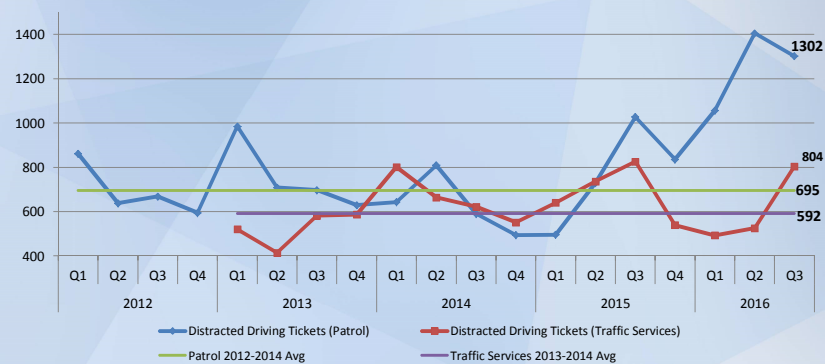Legend: Attempted Victim Checks, Completed Victim Checks

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# 8. Distracted Driving

- # of distracted driving tickets issued
- Target: 5% increase from baseline levels
- Status: Patrol: 3,763 tickets (71.9% above target),
  Traffic Services: 1,822 tickets (2.4% below target)

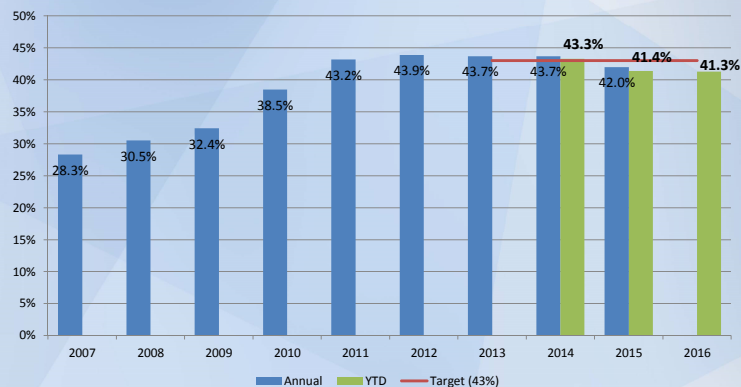**EPS: Distracted Driving Tickets issued**



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# 12. Clearance Rates

- Weighted Clearance Rate (EPS calculations)
- Target: 43% or higher
- Status: 41.3%
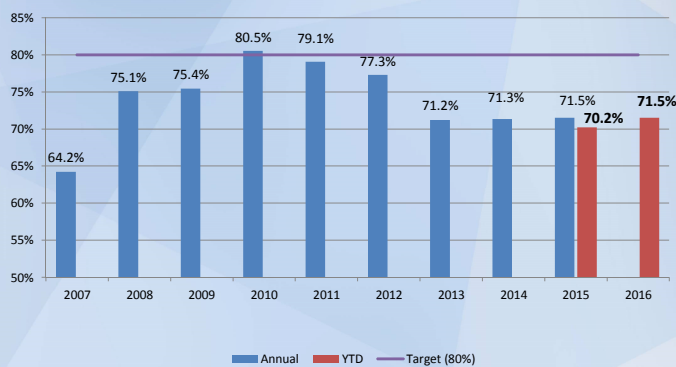
**EPS: Weighted Clearance Rates**



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# 15.1 Geographic Deployment Model

- Priority 1 Response Time Performance (% of events dispatched + patrol on-scene within 7 minutes)
- Target: 80% or higher
- Status: 71.1% of events met the target
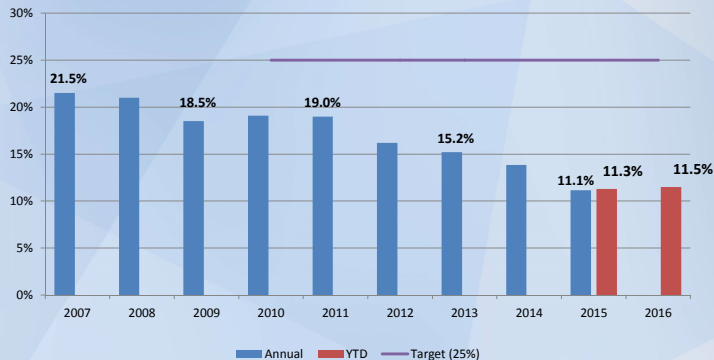
**EPS: Priority 1 Response Time Performance**



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# 15.2 Geographic Deployment Model

- Proactive Time (% of patrol shift time spent in preventive activities)
- Target: 25% or greater
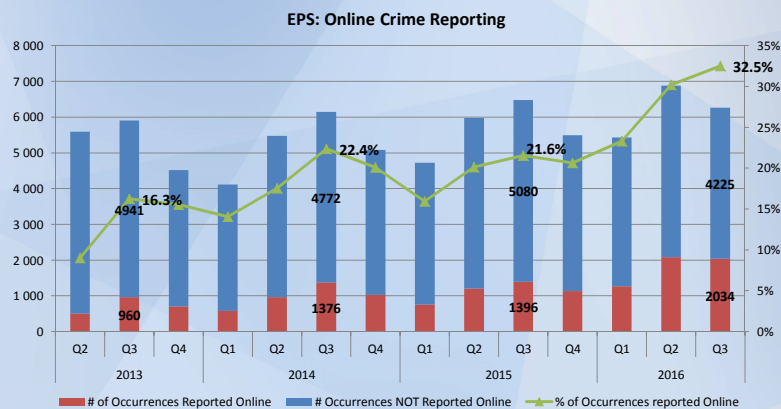- Status: 11.5%

**EPS: Proactive Patrol Time %**



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# 18. Online Crime Reporting

- Number of online crime reports submitted/approved
- Target: 15% increase over 2015 levels
- Status: 5,375 online reports (60.4% above 2015 levels)

**EPS: Online Crime Reporting**



Legend: # of Occurrences Reported Online — # Occurrences NOT Reported Online — % of Occurrences reported Online

# 19. Mental Health Calls

- Mental Health Service Time
- Target: decrease from 2015 levels
- Status: 7.6 hours (14.6% below 2015 levels)
  - Volume of MHA incidents also down 3.4% from 2015 levels)

**MHA Incidents: Average Person-Hours Service Time**



**EPS: Number of MHA Incidents**
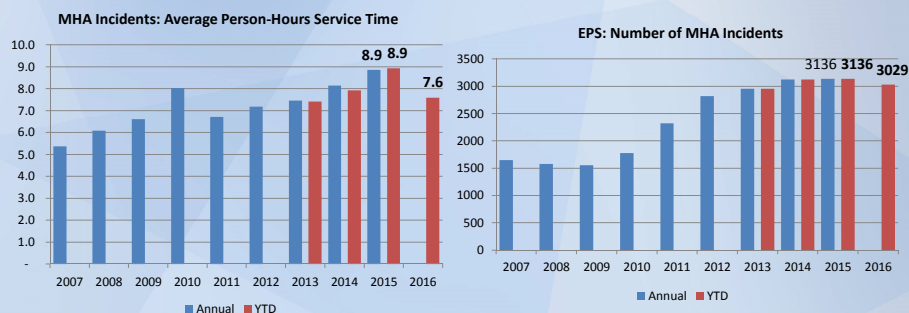
**2016 Annual Policing Plan**
**Q3 Results**

**Questions?**

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