



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: 2016 FEB 07

SUBJECT: Q4 2016 Annual Policing Plan: Public Initiatives

RECOMMENDATION:

1. That the 2016 Q4 Annual Policing Plan report be received for information at the EPC public meeting February 16, 2017.

BACKGROUND:

The Edmonton Police Service 2016 Annual Policing Plan (APP) was developed to respond to community needs and expectations, organizational priorities and emerging trends.

The 2016 APP – Q4 Report consists of 23 public initiatives. Each initiative has been assigned a status – “on-target” or “off-target” that designates whether the targets or the activities for the initiatives are currently being met. Commentary and trending (where applicable) is provided for each initiative.

CONCLUSION:

For review and consideration.

ADDITIONAL INFORMATION ATTACHED:

- Attachment 1 – 2016 Annual Policing Plan – Q4 Report
- Attachment 2 – 2016 Annual Policing Plan – Q4 Presentation

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Chief of Police: _____

Date: _____

FEB 07 2017



Annual Policing Plan

Public Initiatives

2016 Q4 Report

Edmonton Police Service
Edmonton Police Commission Copy

EPS Annual Policing Plan Dashboard - 2016 Q4

Reduced Crime & Victimization

1. Crime Severity Index

EPS Crime Severity Index (estimated)

116.7

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

2. Violence Reduction Strategy: Violent Crime

of 4 Violent Crime Indicators

8,914

Target: ≤ 9,208 (maintain 2015 levels)

3. Violence Reduction Strategy: Social Disorder

of social disorder incidents

19,295

Target: ≤ 18,748 (maintain 2015 levels)

4. Property Crime

of 4 Property Crime Indicators

22,198

Target: ≤ 20,154 (maintain 2015 levels)

5.1 Domestic Violence Intervention: Offender Checks

of domestic offender management checks

683

Target: ≥ 537 (5% increase from 2015 levels)

5.2 Domestic Violence Intervention: Victim Checks

of domestic victim support contacts

995

Target: ≥ 923 (2% increase from 2015 levels)

6.1 Gang & Drug Enforcement

of high-level criminal network disruptions

6

Target: ≥ 6 (maintain 2015 levels)

6.2 Gang & Drug Enforcement

of medium-level criminal network disruptions

22

Target: ≥ 31 (maintain 2015 levels)

6.3 Gang & Drug Enforcement

of low-level criminal network disruptions

11

Target: ≥ 9 (maintain 2015 levels)

7. Traffic Safety

of traffic corridor/intersection collisions

794

Target: ≤ 791 (2% reduction from 2015 levels)

8.1 Distracted Driving

Distracted Driving Tickets issued (patrol)

5,026

Target: ≥ 2,918 (5% increase from 2012-2014 avg)

8.2 Distracted Driving

Distracted Driving Tickets issued (Traffic Services)

2,938

Target: ≥ 2,489 (5% increase from 2013-2014 avg)

9. Safe in Six

Q2 Activities: sharing of program review with partners, internal promotion of program

On-target

10.1 Transit Beats

of LRT Calls for Service

842

Target: ≤ 810 (decrease from 2015 levels)

10.2 Transit Beats

of LRT Crime and Disorder events

589

Target: ≥ 532 (increase from 2015 levels)

11. Prevention of Crimes to Vehicles

of Theft OF/FROM vehicle incidents

15,812

Target: ≤ 13,309 (2% reduction from 2015 levels)

EPS Annual Policing Plan Dashboard - 2016 Q4

Investigative Excellence

12. Crime Prevention Strategy

EPS will not be proceeding with advertising campaign

Off-target

13. Clearance Rates

% of criminal incidents cleared (weighted)

41.1%

Target: $\geq 43\%$

14. Missing Persons

of fully reviewed historical missing person files

49

Target: 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

71.1%

Target: $\geq 80\%$

15.2 GDM: Proactive Time

% of patrol time spent as proactive

11.7%

Target: $\geq 25\%$

16.1 9-1-1 Call Management

911 Operator Average Speed of Answer (seconds)

3.5 (Q4)

Target: ≤ 2 seconds

16.2 9-1-1 Call Management

911 Assessment & Transfer Time (seconds)

44.5 (Q4)

No 2016 target

17.1 Police Call Management

Non-Emergency Answer Delay (seconds)

49.2

Target: ≤ 60 seconds

17.2 Police Call Management

9-1-1 Evaluator Answer Delay (seconds)

14.6 (Q4)

Target: ≤ 20 seconds

18. Online Crime Reporting

of Online Crime Reports

7,369

Target: $\geq 5,417$ (15% increase from 2015 levels)

19. Mental Health Calls

Service Time for Mental Health Calls (hours)

7.7

Target: ≤ 8.9 hours (reduction from 2015 levels)

20. Heavy Users of Service

Q4 Activities

On-target

Commitment to Professionalism

21. Public Complaint Investigations

% of public complaint investigations concluded ≤ 6 months

58.2%

Target: $\geq 75\%$

22.1 Recruitment

of new recruits hired/starting recruit class

131

Target: 140

22.2 Recruitment

of new Experienced Officers hired

6

Target: 10

22.3 Recruitment

of sworn applicants

677

Target: ≥ 631 (increase from 2015 levels)

23.1 Diversity in Recruitment

of Culturally Experienced Applicants

221

Target: ≥ 169 (increase from 2015 levels)

23.2 Diversity in Recruitment

Female Applicants

113

Target: > 113 (increase from 2015 levels)



2016 Annual Policing Plan – Q4

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2016 Annual Policing Plan – Q4

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.

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.

Performance Measures / Targets:

Crime Severity Index – Edmonton's Crime Severity Index value. This Statistics Canada measure factors for volume of crime, its severity, and

Additional Reporting:

Comparison statistics with other large Canadian Cities.

Year to Date Status:

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

Analysis:

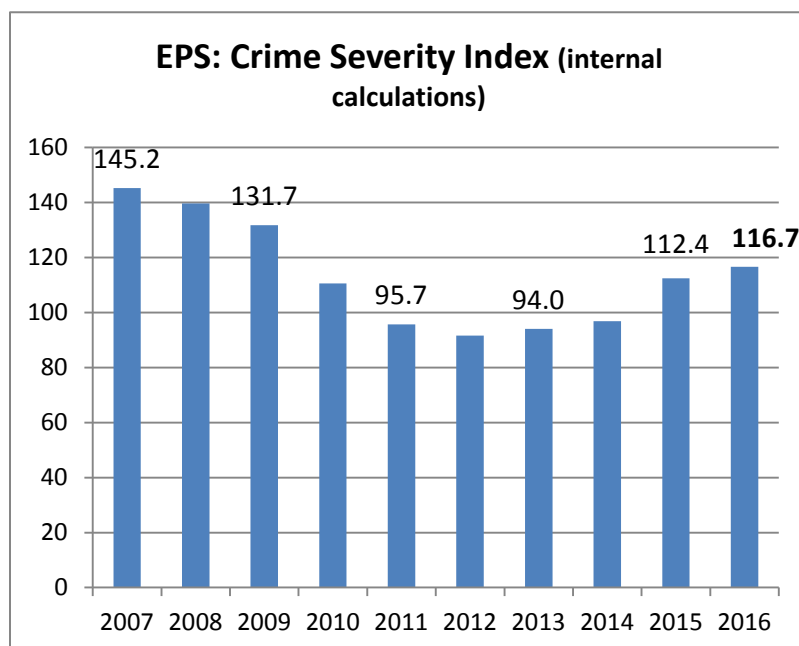
In 2016, Edmonton's estimated Crime Severity Index (CSI) for all crimes was 116.7, a 3.8% increase from 2015. Despite

Long-term, Edmonton's CSI has fallen from a high of 145.2 in 2007 to 116.7 in 2016, marking a 19.6% reduction. However, the CSI bottomed out in 2012 and has seen annual increases since¹.

Rising crime has been shared across Alberta. The Alberta CSI increased 18% in 2015, more than any other province. Further, the Calgary CSI increased more than any other Census Metropolitan Area's (CMA's) in 2015 with a 29% increase².

Municipal Comparison

In 2015, EPS had the 4th highest CSI among



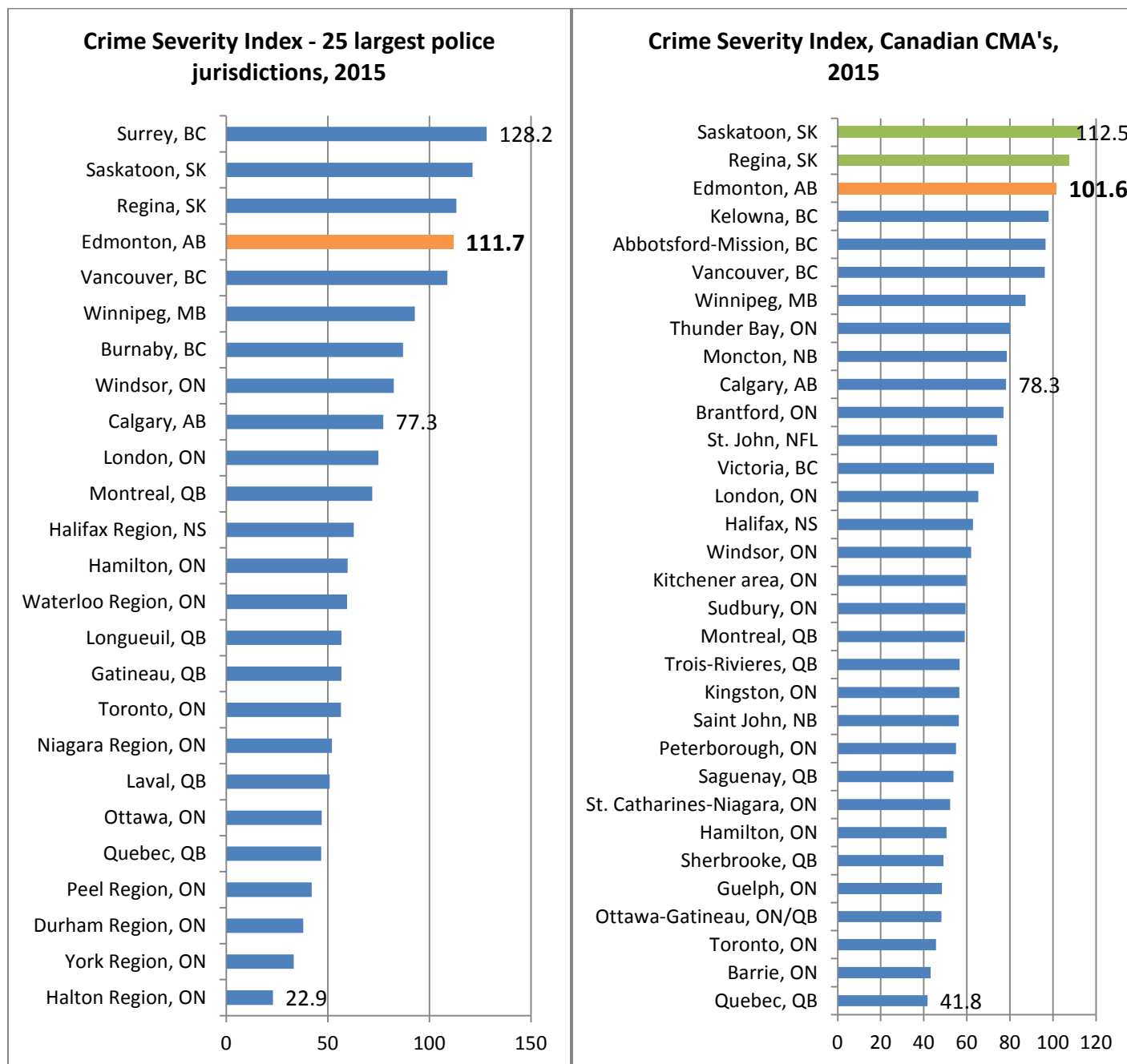
¹ Population for 2016 assumes 1.6% growth, based on forecasts provided by the City's Chief Economist.

² Source: Police-reported crime statistics in Canada, 2015: <http://www.statcan.gc.ca/pub/85-002-x/2016001/article/14642-eng.htm>



2016 Annual Policing Plan – Q4

the 25 largest police jurisdictions in Canada, at 111.7³. When measured for 32 Census Metropolitan Area's (CMA) in Canada, Edmonton had the 3rd highest CSI⁴ - only below Saskatoon and Regina.



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

³ Source: Statistics Canada, tables 252-0083 to 252-0090.

⁴ Source: Statistics Canada, table 252-0052.



2016 Annual Policing Plan – Q4

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.

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 dangerous cities 2016: How safe is your city?

(Interactive): <http://www.macleans.ca/news/canada/canada-most-dangerous-cities-2016-safe-your-city/>



2016 Annual Policing Plan – Q4

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 Jan 18, 2017.

Additional Reporting:

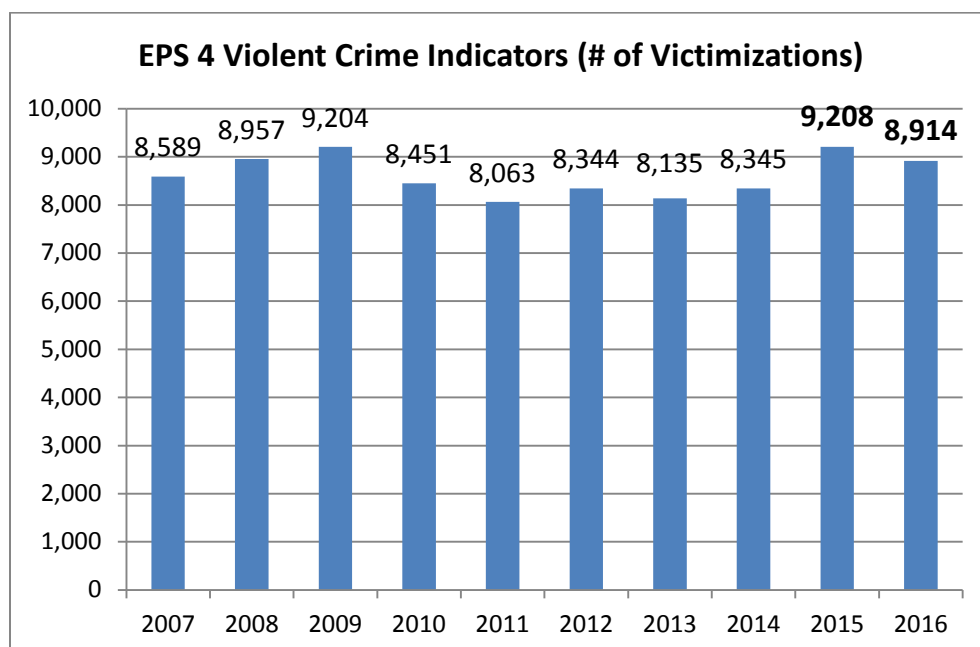
Divisional level Violent Crime statistics.

Year to Date Status:

On-target
4 Violent Crime Indicators
8,914 victimizations
(3.2% below 2015 levels)

Analysis:

In 2016, the total number of victimizations from EPS's 4 violent crime indicators was 8,914, marking a 3.2% reduction from 2015 levels.

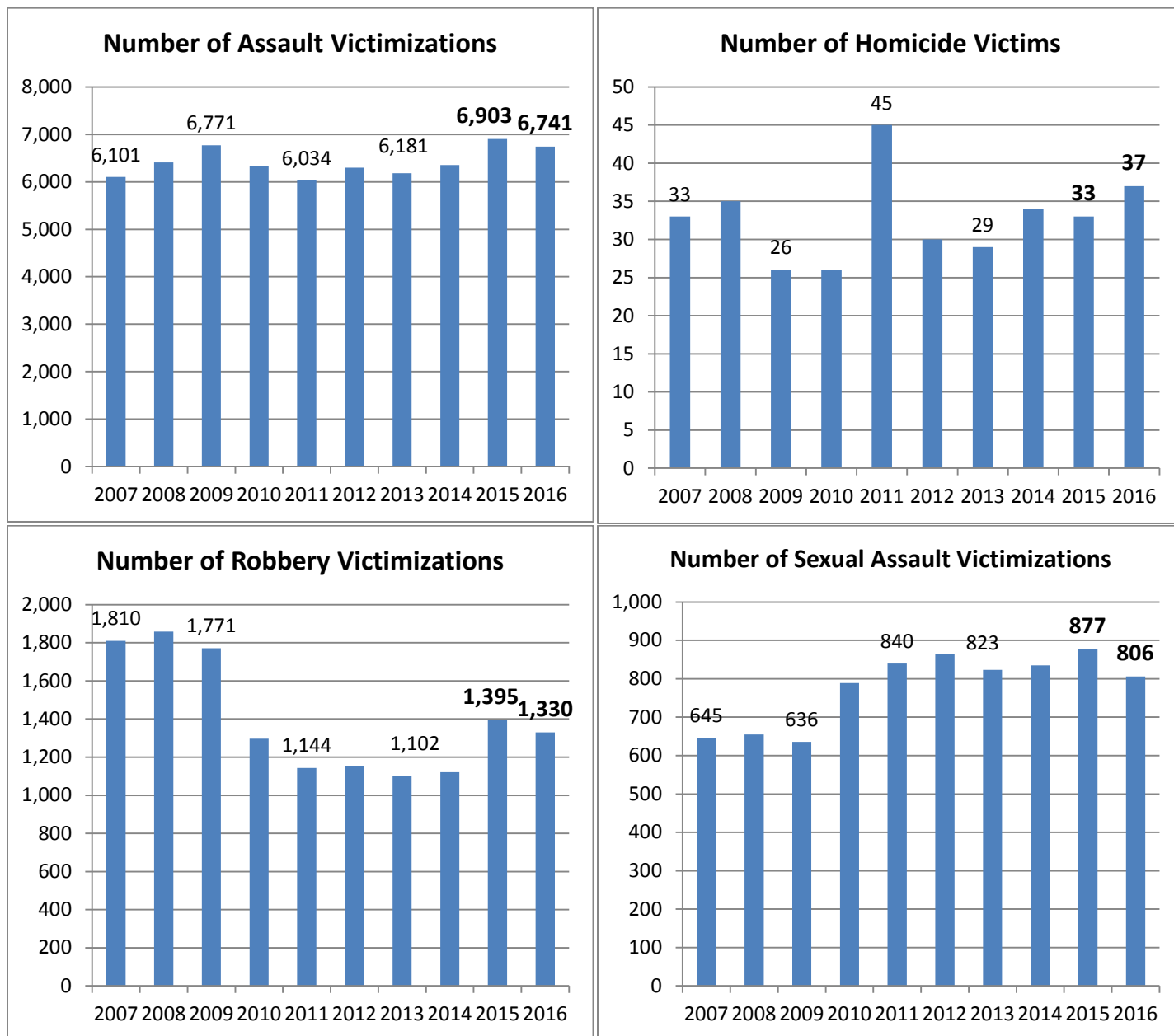




2016 Annual Policing Plan – Q4

The 4 violent crime indicators are largely driven by what happens in Assaults, since this category represents about 75% of the total. Comparing 2015 to 2016 levels, victimizations of **Homicide** are up 12.1% (from 33 to 37), **Assault** down 2.3%, **Robbery** down 4.7%, and Sexual Assault down 8.1%.

Over the long-term, the 4 violent crime indicators have increased 3.8% from 2007 to 2016.



Violent Crime by Division

Comparing 2016 to 2015, 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 6.8%.



2016 Annual Policing Plan – Q4

4 Violent Crime Indicators	Downtown	North East	North West	South East	South West	West
2015	2,243	1,523	1,441	1,146	1,362	1,213
2016	1,923	1,527	1,539	1,200	1,226	1,251
% change	-14.3%	0.3%	6.8%	4.7%	-10.0%	3.1%

Q4 Violent Crime Organizational Update

- There has been an ongoing effort to expand the scope of violent crime types used for crime mapping, so as to better show where violence is concentrated for improved operational responses. For example EPS's Community Action Teams have been shifting their focus from public to private locations, due to the inclusion of domestic violence in crime mapping data.
- The Harm Focus approach is still being tested.
- Quarterly crime maps on violence, harm and disorder continue to be distributed to operational divisions with the associated neighbourhood report, which provides the top 10 addresses where calls for service are occurring.

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 increase in home invasions and gun violence and the prevalence of guns on the street requires the development of an Organizational Strategy to deal with this growing trend. A refined Intimate Partner risk model, ODARA, is being implemented to improve response to these occurrences.

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.



2016 Annual Policing Plan – Q4

- 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.



2016 Annual Policing Plan – Q4

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 Jan 16, 2017.

Additional Reporting:

Divisional level Social Disorder statistics

Year to Date Status:

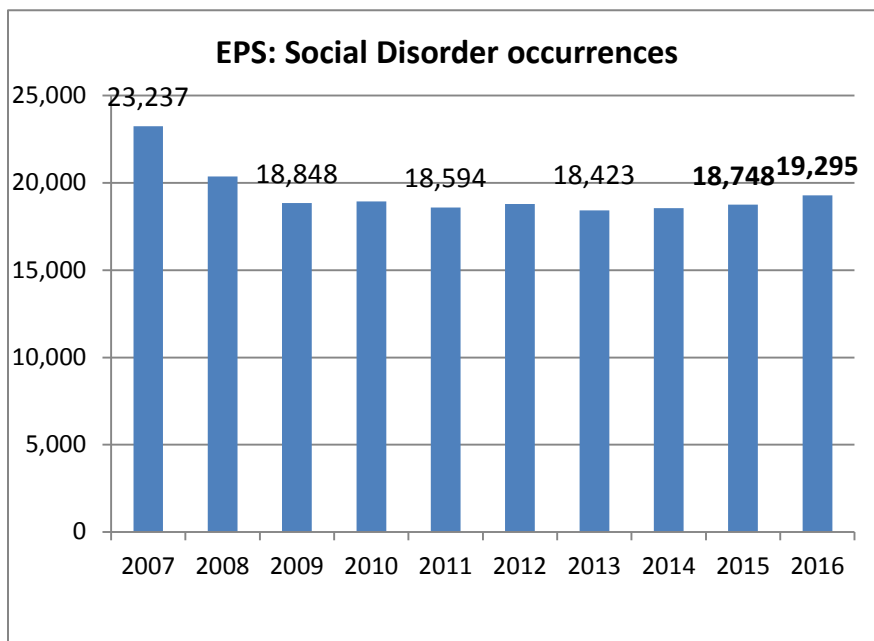
Off-target
Social Disorder
19,295 occurrences
(2.9% above 2015 levels)

Analysis:

In 2016, the total number of social disorder occurrences reported to EPS was 19,295, a 2.9% increase from 2015.

Over the long-term, social disorder occurrences have by 16.9% from 2007-2016, albeit these reductions came exclusively from the 2007-2009 period, with social disorder staying relatively flat since then.

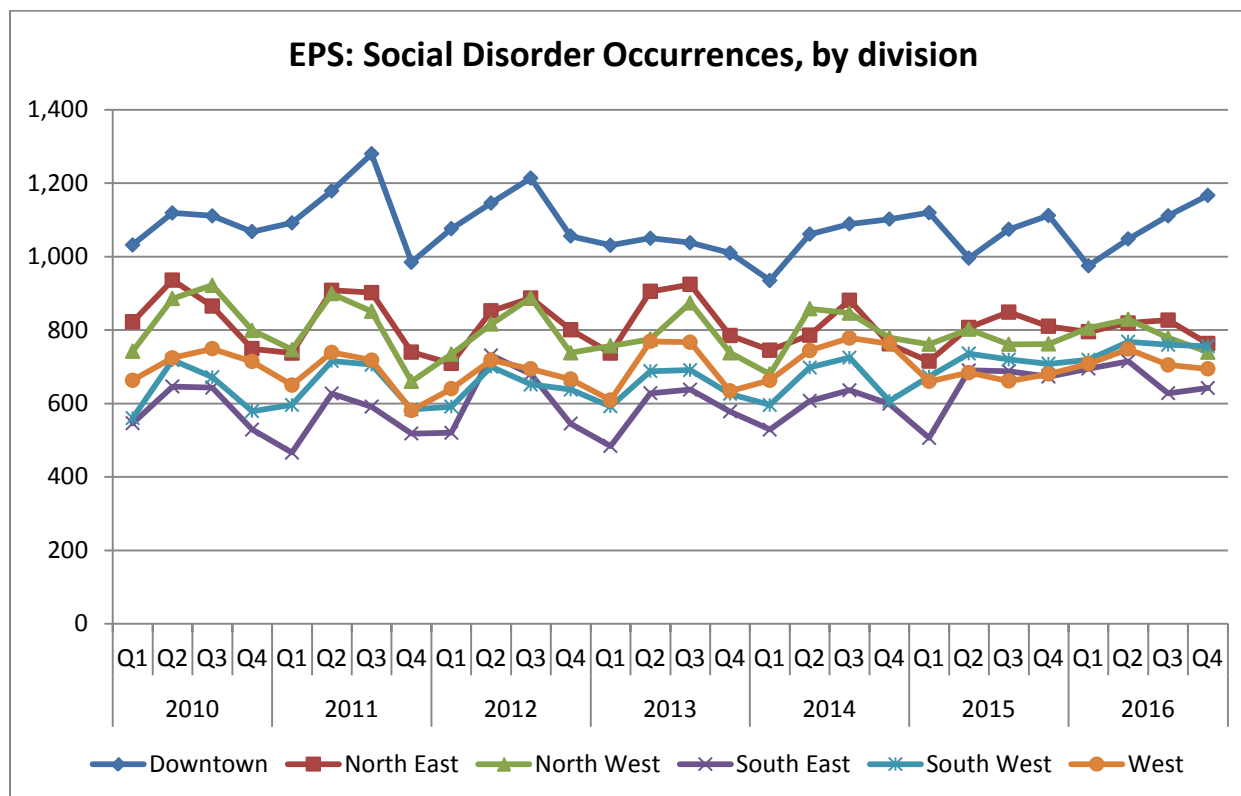
Social disorder occurrences are most heavily concentrated in Downtown Division. In 2016, Social Disorder fell slightly in Downtown Division, whereas all other divisions experienced single-digit increases.





2016 Annual Policing Plan – Q4

# of Social Disorder Occurrences (17 CAD types)	Downtown	North East	North West	South East	South West	West
2015	4,302	3,181	3,086	2,557	2,837	2,685
2016	4,301	3,204	3,153	2,680	3,003	2,855
% change	-0.02%	0.7%	2.2%	4.8%	5.9%	6.3%



Q4 Social Disorder Organizational Update

- Although social disorder was lower in Downtown Division for 2016 as a whole, it showed a moderate 4.9% increase in Q4 compared to 2015 Q4. During this quarter, Downtown division received additional beat members as part of the Downtown Revitalization Plan, which followed the September 8th opening of Rogers Arena. This recent result could be a reflection of more crime and disorder occurring downtown, but also that EPS beats have more capacity to conduct proactive work and observe on-view events that may otherwise not get reported.
- The 24/7 Crisis Diversion Team has developed awareness of their program, providing assistance and transportation to street involved people. Where members access Crisis Diversion they are pulling file numbers and recording their interactions.

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.



2016 Annual Policing Plan – Q4

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.



2016 Annual Policing Plan – Q4

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.

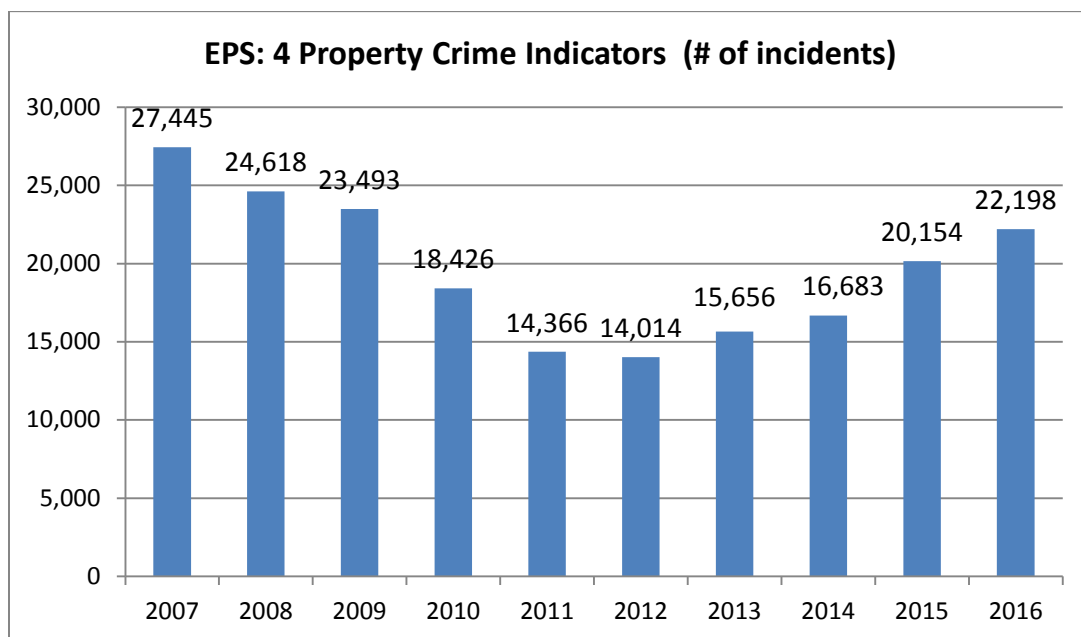
Source: Cognos CSR-12, generated Jan 18, 2017.

Year to Date Status:

Off-target
4 Property Crime Indicators
22,198 incidents
(10.1% above 2015 levels)

Analysis:

In 2016, the number of incidents from EPS's 4 property crime indicators was 22,198 a 10.1% above 2015 levels. However, property crime levels moderated throughout the year, with Q1 up 20.4% (compared to Q1 2015), Q2 up 27.1%, Q3 up 0.5%, and Q4 down 3.1%.

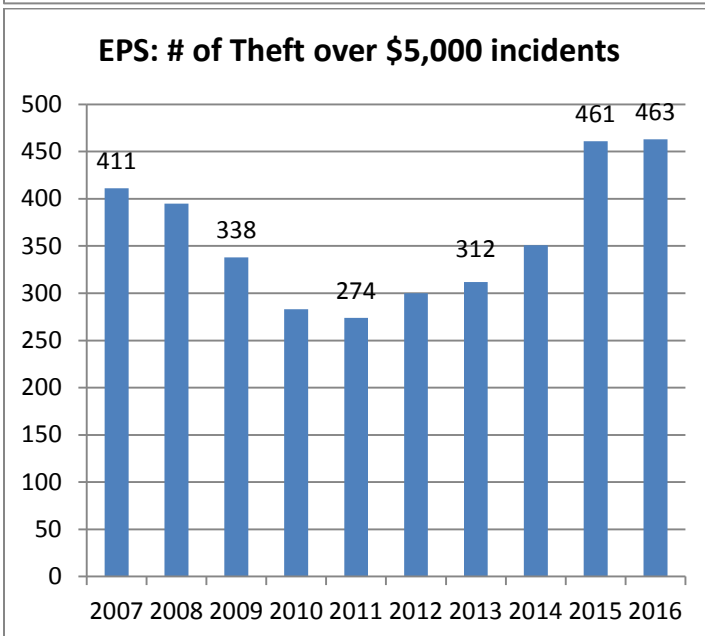
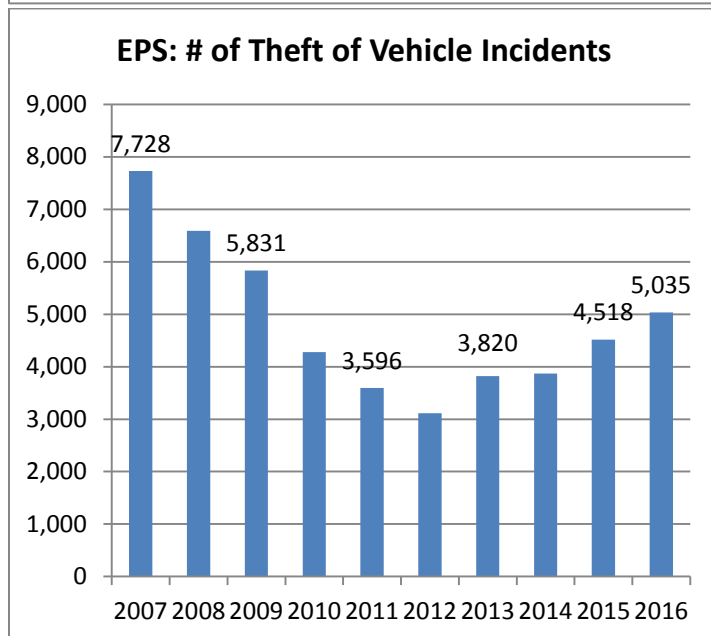
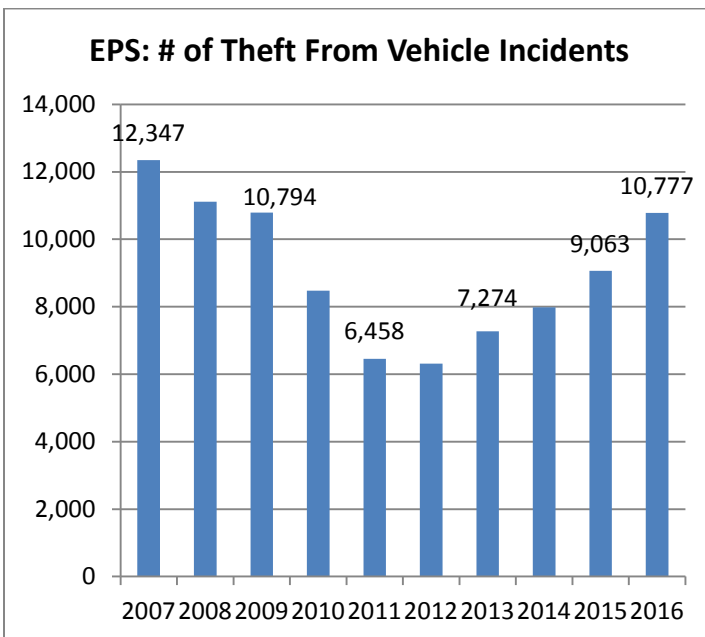
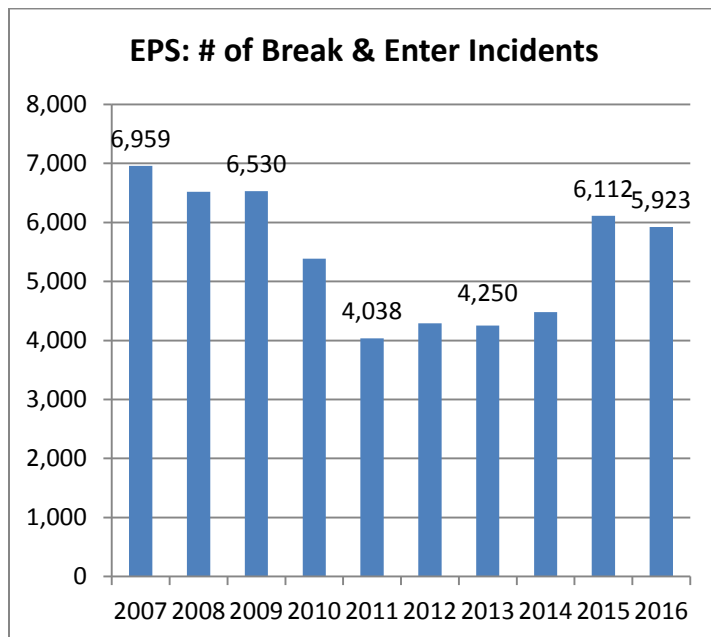


Long-term, EPS's 4 property crime indicators have fallen by 19.1% (2007-2016).



2016 Annual Policing Plan – Q4

Comparing 2015 to 2016 levels, **Theft From Vehicle** is up 18.9%, **Theft of Vehicle** is up 11.4%, **Theft over \$5,000** is down 0.4%, and **Break & Enter** is down 3.1%.



Comparing 2016 to 2015, at the divisional level, the 4 property crime indicators increased all divisions except for Downtown, with North East experiencing the largest increase of 20%.

4 Property Crime Indicators	Downtown	North East	North West	South East	South West	West
2015	2,164	3,288	3,629	3,706	3,794	3,266
2016	2,105	3,947	3,716	4,326	4,272	3,642
% change	-2.7%	20.0%	2.4%	16.7%	12.6%	11.5%



2016 Annual Policing Plan – Q4

Q4 Property Crime Organizational Update

No significant updates to provide this quarter.

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.



2016 Annual Policing Plan – Q4

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
683 completed checks
(34.0% above 2015)

On-target

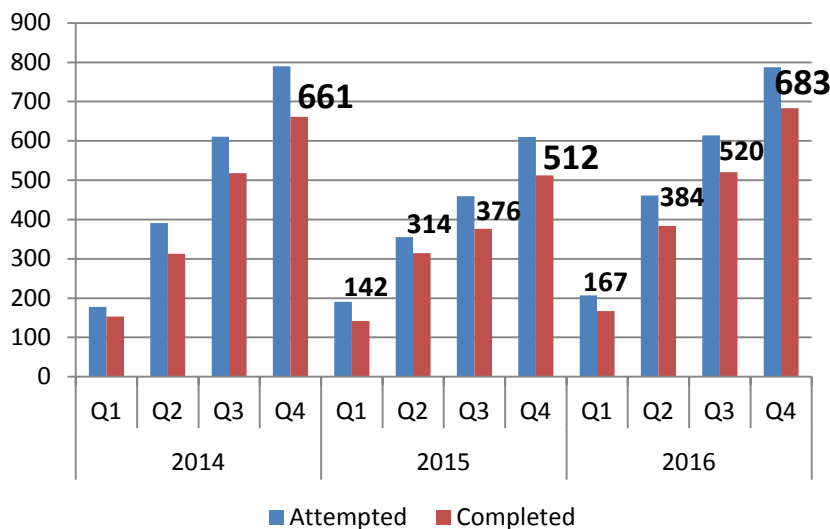
Domestic Violence Victim Interventions
995 completed interventions
(9.9% above 2015)

Analysis:

Domestic Offender Management Checks

Offender management is completed by the Domestic Offender Crimes Section (DOCS), the Domestic Abuse High Risk Team (DAHRT)⁵, 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 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

EPS: Completed Offender Management Checks, 2014 - 2016



⁵ Previously known as the Domestic Violence Intervention Team (DVIT).



2016 Annual Policing Plan – Q4

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				
# Files Attempted	140	135	512	787
Completed Offender Management Checks	140 (100%)	114 (84%)	429 (84%)	683 (87%)
2015				
# Files Attempted	124	123	373	620
Completed Offender Management Checks	124 (100%)	98 (80%)	300 (80%)	522 (84%)

DOCS: While the completion rate remained steady at 100% in 2016, of interest is the fact that the number of completed offender management checks by DOCS Detectives has increased by 12.9% when compared to 2015 (**140 vs 124**). Of note, files that were still under investigation (n=9) by the end of Q4 or that had been concluded 'Non-Criminal' (n=43) were not included in the total number of Offender Management Checks.

DAHRT: In 2016, DAHRT completed a greater proportion of assigned Offender Management Checks as compared to 2015 (**84% vs 80%**). Similar to DOCS, files considered to be 'non-charge' (n=31) or those files that were still under investigation (n=2) by the end of Q4 were excluded from the total number of Offender Management Checks attempted by DAHRT.

Patrol Divisions: In 2016, patrol members have been assigned and completed more offender management checks than 2015 (**429 completed checks versus 300**).

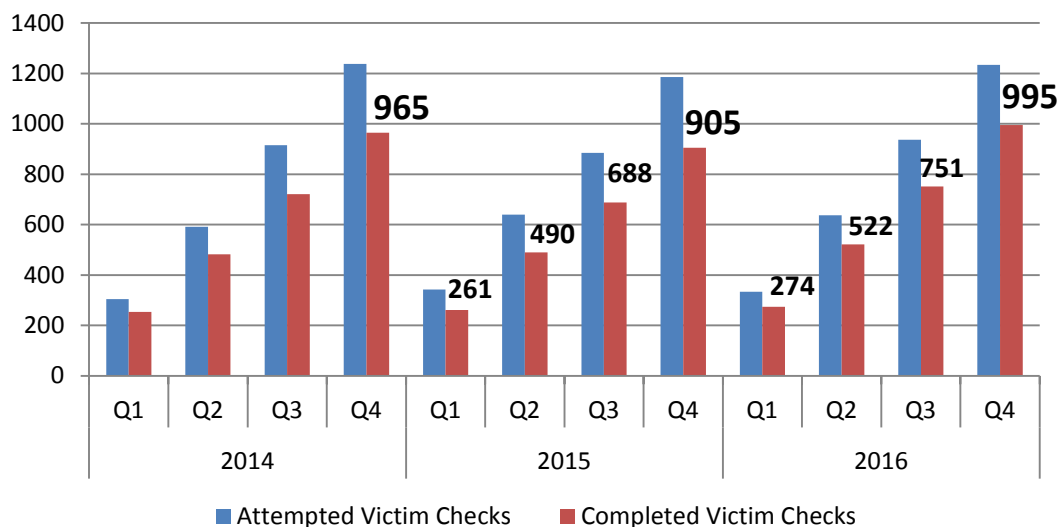
Domestic Violence Victim Intervention Checks

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).



2016 Annual Policing Plan – Q4

**EPS: Domestic Violence Intervention Checks
2014 - 2016**



Interventions	DOCS	DAHRT	VST	Total
2016				
# Files Attempted	192	166	876	1,234
Completed Interventions	192 (100%)	142 (86%)	661 (76%)	995 (81%)
2015				
# Files Attempted	168	164	859	1,191
Completed Interventions	168 (100%)	133 (81%)	609 (71%)	910 (76%)

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

Q4 YTD VST Interventions		Downtown		Northeast		Northwest		Southeast		Southwest		West	
2016	Total VST Files Assigned	110		159		117		159		143		188	
	Overall Clearance*	74	67%	129	81%	84	72%	130	82%	113	79%	131	70%
	Successful contact made	53	48%	118	74%	58	50%	119	75%	99	69%	119	63%
	Contact/ victim declined	21	19%	11	7%	26	22%	11	7%	14	10%	12	6%
	Attempt made but unable	36	33%	30	19%	33	28%	29	18%	30	21%	57	30%
2015	Total VST Files Assigned	123		186		122		39		191		198	
	Overall Clearance*	76	62%	142	76%	85	70%	24	62%	151	79%	131	66%
	Successful contact made	57	46%	139	75%	73	60%	20	51%	147	77%	122	62%
	Contact/ victim declined	19	15%	3	2%	12	10%	4	10%	4	2%	9	5%
	Attempt made but unable	47	38%	44	24%	37	30%	15	39%	40	21%	67	34%

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



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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 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 in 2016 when compared to 2015 (**192 vs 168**). In comparison to 2015, both DAHRT and VST have increased the percentage of completed victim interventions during 2016.



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INITIATIVE 6

Gang & Drug Enforcement

Initiative Owner: Investigative Support Bureau

Initiative Context:

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

Performance Measures / Targets:

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

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

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

Additional Reporting:

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

Year to Date Status:

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

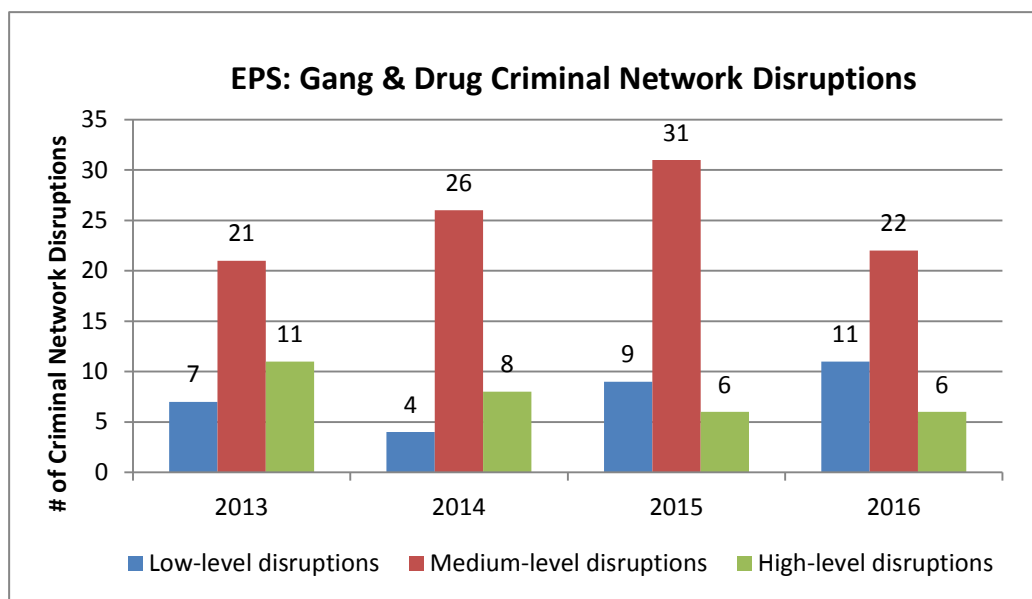
Off-target
22 Medium-level Disruptions
(Year-end Target: 31)

On-target
6 High-level Disruptions
(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.



In Q4 2016, EDGE disrupted 1 low-level, 2 mid-level, and 1 high-level group. In 2016, EDGE exceeded its goal for low-level disruptions and met the year-end target for high-level criminal disruption. Mid-level disruptions were off-target based on last year's levels.



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The following table summarizes EDGE arrests, drug, property, and weapons seizures in the fourth quarter of 2016 as well as 2016 generally.

	Q1 2016	Q2 2016	Q3 2016	Q4 2016	2016	2015
Cocaine	2.1 kg	9.7 kg	0.62 kg	1.11 kg	13.53 kg	6.81 kg
Marihuana	0.167 kg	9.8 kg	10.67 kg	1.59 kg	22.23 kg	51.7 kg
Heroin	0.25 kg	-	-	-	0.25 kg	0.351 kg
Meth	0.396 kg	9.6 kg	0.310 kg	0.640 kg	10.95 kg	4.74 kg
GHB	-	-	-	-	-	8.4 L
Buffing Agent	13.05 kg	29 kg	-	40 kg	82.05 kg	7.39 kg
Fentanyl	380 pills	197 pills	7 pills	71.5 pills & 0.064 kg	655.5 pills & 0.064 kg	-
Money	\$10, 280 (CAD)	\$63, 740 (CAD)	\$137, 027 (CAD)	\$298,820 (CAD)	\$509,867 (CAD)	\$566, 597 (CAD)
Firearms	16	6	9	38	69	40
Arrests	21	23	15	21	80	61
Charges	84	75	110	96	365	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 2016, the largest combined volume of drugs seized by EDGE Unit was marihuana, followed by cocaine. This is consistent with drug seizure statistics in previous years. What distinguishes 2016 from past years, however, is the seizure of more buffing agent in 2016 than all cocaine, marihuana, heroin and meth seizures combined, primarily due to the seizure of 40 kg of phenacetin during one CDSA search warrant. Nevertheless, this represents a substantial change in comparison to past years and suggests that there has been an increase in the number of high-level drug traffickers obtaining wholesale quantities of buffing agent before redistributing them within Edmonton. It is also significant to note that the quantity of cocaine seized in 2016 nearly doubled that of 2015.

There was also a notable increase in the quantity of meth seized in 2016 over the previous year. It is unknown at this time whether meth is making a resurgence in Edmonton, or whether the relatively large quantity seized in 2016 is an anomaly. EDGE Unit will continue to monitor the issue.

EDGE Unit continues to actively pursue fentanyl-related intelligence and operations. EDGE began to track fentanyl seizures in 2016, thus comparisons to previous years are not possible. In Q1 2016, EDGE disrupted two mid-level fentanyl traffickers followed by two mid-level fentanyl traffickers in Q2 and one lower-level fentanyl trafficker in Q3. One mid-level fentanyl trafficker was disrupted in Q4 2016 while another investigation into a mid-level fentanyl trafficker continues from Q4 into 2017. In addition to the 71.5 fentanyl pills seized in the fourth quarter, at least 63.8 g (0.064 kg) of fentanyl powder was seized. Throughout 2016, EDGE also seized roughly 700 assorted types of pills, the majority of which are suspected of being some form of opioid.

With a 72.5% increase in firearms seizures, there were significantly more firearms seized by EDGE in 2016 than in 2015. Also of note is the seizure of a relatively sophisticated Improvised Explosive Device and subsequent charging of a high-level drug trafficker in 2016 Q3 as well as the seizure in Q4 of 11 prohibited banana clips for an assault rifle, each holding approximately 40 rounds of ammunition. The total number of arrests also increased in 2016 from 2015, although there were less charges laid this year.



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INITIATIVE 7

Traffic Safety

Initiative Owner: Investigative Support Bureau, Community Policing Bureau

Initiative Context:

Citizen satisfaction surveys of Edmontonians have identified traffic/road user safety as a priority public safety concern. The safety of road users – pedestrians, cyclists, and motorists – is most vulnerable in high-risk collision corridors and intersections.

The Office of Traffic Safety (OTS) provides data on high collision locations as part of the EPS DDACTS (Data-Driven Approach to Crime and Traffic Safety) strategy. Locations that fall in crime and traffic hot

spots are identified and targeted by EPS's specialized traffic section, as well as general patrol.

Performance Measures / Targets:

Traffic Corridor/Intersection Collisions – the number of collisions occurring in high frequency collision corridors/intersections, as identified by the Office of Traffic Safety. **Target:** 2% decrease from 2015 levels.

Year to Date Status:

Off-target
794 Traffic Corridor/Intersection Collisions
(1.6% below 2015)

Analysis:

The OTS provides data on high collision locations as part of the EPS DDACTS (Data-Driven Approach to Crime and Traffic Safety) strategy. Locations that fall in crime and traffic hot spots are identified and targeted.

In Oct - Nov 2016, there were 157 collisions in DDACTS target areas. These locations change each quarter, according to collision rates and DDACTS target areas.

OTS High Collision Locations - DDACTS Program 2016						
Quarter	Months	Locations in Target Areas	Collisions 2015	Collisions 2016	Change (#)	Change (%)
Q1	Jan – Mar	26	263	255	- 8	- 3%
Q2	Apr – Jun	22	172	195	+ 23	+13%
Q3	Jul – Sep	32	214	187	- 27	-13%
Q4	Oct – Nov*	26	158	157	- 1	- 1%
Total, 2016 YTD		106	807	794	-13	-1.6%

*Data entry for Dec collisions is ongoing so Q4 data contains only Oct and Nov for a more accurate comparison between years.

Results are dependent on the amount of directed time spent in the target areas, and independent factors such as weather and road conditions.



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Detailed collision data for Q4 target locations is as follows:

OTS High Collision Locations – DDACTS Program Q4 2016							
#	Location	Location Type	DIVISION	2015 Oct - Nov	2016 Oct - Nov	Change (#)	Change (%)
1	137 AV / 42 ST - 50 ST	Midblock	NORTHEAST	0	2	+ 2	n/a
2	101 ST / JASPER AV - 102 AV	Midblock	DOWNTOWN	1	0	- 1	- 100%
3	109 ST / 99 AV - 100 AV	Midblock	DOWNTOWN	1	2	+ 1	+ 100%
4	90 AV / 170 ST - 175 ST	Midblock	WEST	2	1	- 1	- 50%
5	100 AV / 175 ST - 178 ST	Midblock	WEST	2	0	- 2	- 100%
6	CALGARY TR / 39A AV - 34 AV	Midblock	SOUTHWEST	5	2	- 3	- 60%
7	34 AV / 99 ST – GATEWAY BLVD	Midblock	SOUTHEAST	0	1	+ 1	n/a
8	87 AV / 170 ST	Intersection	WEST	6	4	- 2	- 33%
9	111 AV / GROAT RD	Intersection	WEST	5	5	0	0%
10	87 AV / 178 ST	Intersection	WEST	10	11	+ 1	+ 10%
11	107 AV / 142 ST	Intersection	WEST	22	18	- 4	- 18%
12	137 AV / 50 ST	Intersection	NORTHEAST	12	3	- 9	- 75%
13	137 AV / 82 ST	Intersection	NORTHEAST	8	2	- 6	- 75%
14	107 AV / 116 ST	Intersection	DOWNTOWN	2	2	0	0%
15	JASPER AV / 109 ST	Intersection	DOWNTOWN	3	4	+ 1	+ 33%
16	107 AV / 109 ST	Intersection	DOWNTOWN	5	1	- 4	- 80%
17	104 AV / 109 ST	Intersection	DOWNTOWN	11	8	- 3	- 27%
18	34 AV / GATEWAY BLVD	Intersection	SOUTHWEST	6	13	+ 7	+ 117%
19	WHITEMUD DR EB/GATEWAY BLVD	Intersection	SOUTHWEST	3	2	- 1	- 33%
20	34 AV / CALGARY TR	Intersection	SOUTHWEST	5	11	+ 6	+ 120%
21	WHITEMUD DR WB/GATEWAY BLVD	Intersection	SOUTHWEST	6	5	- 1	- 17%
22	23 AV / 91 ST	Intersection	SOUTHEAST	10	10	0	0%
23	34 AV / 91 ST	Intersection	SOUTHEAST	9	10	+ 1	+ 11%
24	YELLOWHEAD TR / 97 ST	Intersection	NORTHWEST	0	6	+ 6	n/a
25	137 AV / 97 ST	Intersection	NORTHWEST	10	15	+ 5	+ 50%
26	YELLOWHEAD TR / 127 ST	Intersection	NORTHWEST	14	19	+ 5	+ 36%
Total, All Q4 Target Locations				158	157	- 1	- 1%



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INITIATIVE 8

Distracted Driving

Initiative Owner – Community Policing Bureau, Traffic Services Branch

Initiative Context:

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

Performance Measures:

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

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

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
5,026 Distracted Driving Tickets (Patrol)
(72.2% above Target)

On-target
2,938 Distracted Driving Tickets (Traffic Services)
(18.0% above Target)

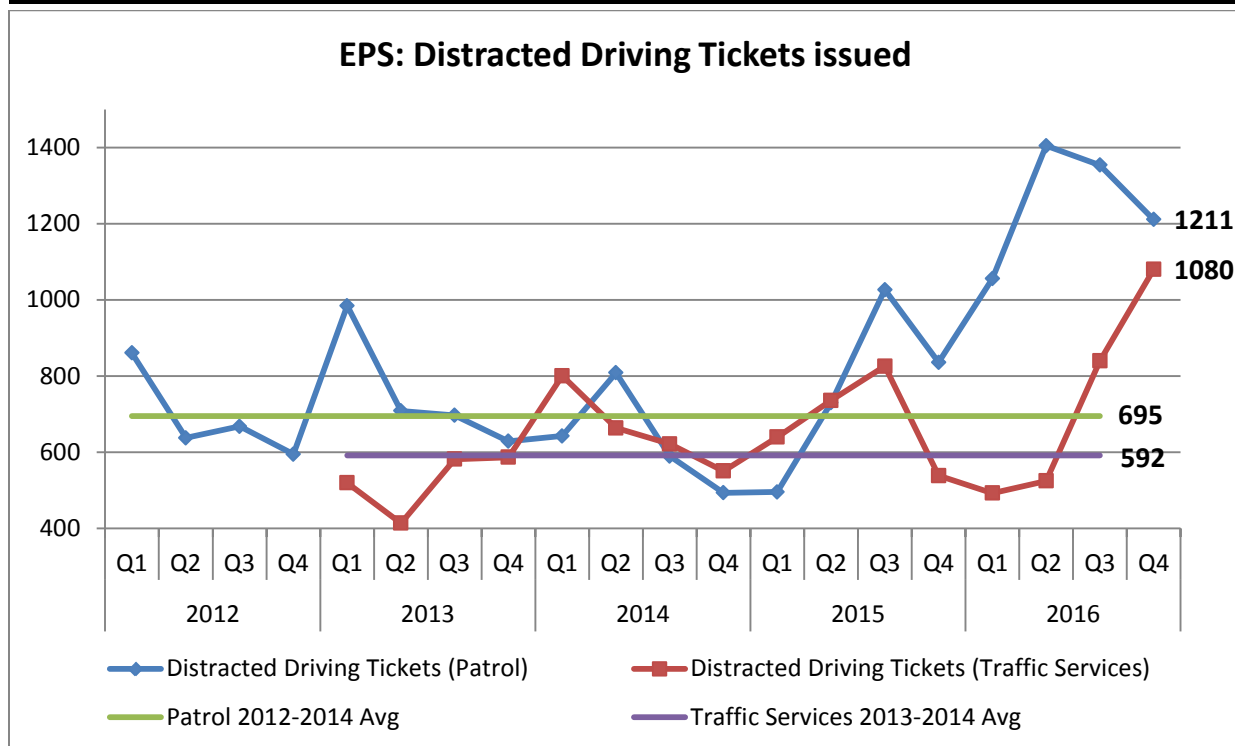
Analysis:

Both patrol divisions and Traffic Services branch exceeded their respective 2016 Distracted Driving targets:

- In 2016, patrol divisions issued 5,026 distracted driving, marking a 72.2% increase over the target for a 5% increase from their 2012-2014 average.
- In 2016, Traffic Services branch issued 2,938 distracted driving tickets issued, an 18% increase over the target for a 5% increase from their 2013-2014 average.
- In 2017 the EPS is targeting to exceed these 2016 results, however no increases in enforcement resources is anticipated.



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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. Data generated Jan 18, 2017 from iReporter.

All patrol divisions exceeded their enforcement targets with the exception of Downtown division (each division was tasked to issue 488 in 2016).

	Downtown	North East	North West	South East	South West	West	Patrol Total
Tickets Issued - 2016	216	826	1185	588	1286	925	5026
Tickets above/below Target	-272	338	697	100	798	437	2110

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. By mid-2016 the EPS reallocated 15 STAT positions to work in patrol division boundaries with a dedicated focus on traffic enforcement, leaving the remaining STAT resources to focus on strategic interdiction of criminals on public roadways. This specialization is believed to account for the large increase in distracted driving enforcement by Traffic Services section (which includes all STAT resources) that began in Q3 2016, and ramped up further in Q4.

Distracted Driving, Traffic Services Division

	Traffic Services
Tickets Issued - 2016	2938
Tickets above/below Target	450

During Q2 APP reporting to the Edmonton Police Commission (EPC), the EPC requested information regarding Court outcomes of traffic tickets issued by EPS. The EPC Auditor was deemed the appropriate



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resource to investigate this. The EPC Auditor informed EPS in mid-January that that these results are not available for this quarterly report.

Q4 Update

Enforcing distracted driving offences has now become a regular part of duties for EPS members, as is evident by the increased enforcement results in 2016. During 2016, and in particular Q4, the Edmonton media has consistently reported on distracted driving, which is assisting in creating public awareness in this topic area. However, the recent 2016 Edmonton Traffic Safety Culture Survey (via the Insight Community Panel) highlighted the prevailing challenge of distracted driving: citizens acknowledge it is dangerous yet often engage in it themselves. As reported by the [EdmontonSun](#) (January 17, 2017):

“94 per cent said that to type text messages, emails or use social media while driving, was a serious threat to their safety, yet 33 per cent said that over the past month they have done so while driving and 62 per cent while stopped at a traffic light.”

“Fifty-eight per cent of respondents to the public online survey said it was "completely unacceptable" to talk on the phone while driving yet as much as 17.6 per cent admitted to doing just that over the previous 30 days.”

Q3 Update

During Q3 patrol members and Traffic Services Branch members continued their focus on distracted driving offences.

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.



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INITIATIVE 9

Safe in Six

Initiative Owner – Investigative Support Branch – Investigative Support Bureau

Initiative Context:

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

Activities:

Q1:

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

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

Q2:

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

Q3:

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

Q4:

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

Year to Date Status:

On-target
Quarterly Activities

Analysis:

Q4 Reporting:

During the 2015/2016 school calendar year we piloted our Safe in Six program and completed an extensive evaluation on the program. During this time, we trained our first 30 officers and the program was delivered to 24 schools that were identified by our school board partners. Evaluations were completed after all three modules were presented within the target schools. We evaluated the students experience, teacher insights and officer feedback on the effectiveness of the program to reach predetermined goals. Recommendations to the program were received and with minor adjustments to it we are now offering facilitation training to over 700 officers through GDM training. These officers will now have access to program materials and school lists in order to participate in this positive youth/police engagement opportunity. The pilot evaluation was provided to our program partners and submitted to Chiefs Committee as a year-end report.

Funding for program materials and supplies has been covered by our partners. The Canadian Centre for Child Protection provides family handbooks as student give-a-ways and the Edmonton Police Foundation has provided funds for program design and printing. Some smaller budget items have been covered through the Youth Services Section budget. Into the future we will be approaching the CN Stronger Communities Fund and Servus Credit Union for possible financial commitment to this program.



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Q3 Reporting:

- Safe in Six program materials and training modules have been shared with four external policing agencies.
- Specialized training is being offered to 20 officers in November that are showing interest in facilitating the program and would not be included in 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. We have a group of eight of us (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.



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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
LRT Calls for Service
842 dispatched calls (not on-views)
(3.9% above 2015)

On-target
LRT Crime and Disorder
589 events
(10.7% above 2015)

EPS (LRT Beats) On-View
19 Events

Analysis:

As of September 2016, LRT Beats is now fully staffed with 8 constables and 1 sergeant. Due to the unanticipated move from Downtown Division to Coordinated Policing Division's Violence Reduction Section, Q3's objective of obtaining feedback from Transit Users, and Transit Beat Officers, will be postponed until Q1 of 2017.



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During Q4 2016, LRT Beats worked closely with REACH Edmonton's 24/7 Crisis Diversion to provide outreach services to vulnerable persons, and conducted joint patrols with Youth Workers from The Family Centre, and Alberta Health Service's City Centre – Paramedic Response Unit.

LRT Beats 2016 Year End Enforcement Statistics are as follows:

- New Criminal Charges Laid – 624
- Outstanding Warrants Executed – 2,363
- Integrated joint blitzes (EPS LRT Beats & ETS Peace Officers) - 62

Year to Date Calls for Service:

In 2016 On-View Calls included, there were 1395 Dispatched Calls at LRT station addresses, compared to 1027 in the same period last year (35.8% increase). There were 553 On-View Calls at LRT station addresses (*Generated by LRT Beats: 473 and Generated by Other EPS units: 80*), compared to 217 On-View Calls generated in 2015 (154.8% increase). Although a comparison of the total Dispatched Calls shows an increase of 35.8%, it is important to note 553 of those calls were On-View events, 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 3.9% increase in Dispatched Calls from 2015 to 2016 is noted.

2015 :

Location Address	# Dispatched Calls	# Events
10024 JASPER AV	15	19
10025 JASPER AV	21	26
10060 JASPER AV	63	101
10303 JASPER AV	16	26
10665 JASPER AV	26	34
10700 JASPER AV	38	60
11151 84 ST	110	158
13900 50 ST	134	219
2515 111 ST	81	159
5005 111 ST	78	104
5918 129 AV	1	1
6120 129 AV	117	173
7600 118 AV	161	240
8410 114 ST	2	2
8902 112 ST	2	3
9900 102A AV	162	264
Summary	1,027	1,589

2016 :

Location Address	# Dispatched Calls	# Events
10024 JASPER AV	16	19
10025 JASPER AV	14	26
10060 JASPER AV	96	134
10303 JASPER AV	15	30
10665 JASPER AV	41	59
10700 JASPER AV	48	64
11151 84 ST	175	210
13900 50 ST	134	212
2515 111 ST	112	191
5005 111 ST	117	143
5918 129 AV	2	2
6120 129 AV	147	195
7600 118 AV	228	273
8410 114 ST	1	2
8902 112 ST	4	4
9900 102A AV	245	289
Summary	1,395	1,853

A potential factor for the rise in LRT-related police dispatch calls could be that the public know there is now a dedicated police presence to manage public safety in LRT areas.

Q4 LRT Calls for Service

In Q4 of 2016, On-View Calls included, there was 354 Dispatched Calls at LRT station addresses, compared to 319 in the same period last year (10.9% increase). In Q4 of 2016, there were 156 On-View Calls at LRT



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station addresses (*Generated by LRT Beats: 128 and Generated by Other EPS units: 28*), compared to 126 On-View Calls generated in the same period last year (23.8% increase). Although a comparison of the total Dispatched Calls shows an increase of 10.9%, it is important to note 156 of those calls were On-View events, 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 2.6% increase in Dispatched Calls from 2015 to 2016 is noted.

Q4 2015:

Location Address	# Dispatched Calls	# Events
10024 JASPER AV	3	5
10025 JASPER AV	8	9
10060 JASPER AV	13	20
10303 JASPER AV	1	1
10665 JASPER AV	4	5
10700 JASPER AV	9	15
11151 84 ST	36	46
13900 50 ST	42	72
2515 111 ST	23	34
5005 111 ST	29	36
6120 129 AV	25	37
7600 118 AV	53	66
8902 112 ST	1	1
9900 102A AV	72	90
Summary	319	437

Q4 2016:

Location Address	# Dispatched Calls	# Events
10024 JASPER AV	5	6
10025 JASPER AV	5	8
10060 JASPER AV	31	41
10303 JASPER AV	1	2
10665 JASPER AV	12	18
10700 JASPER AV	17	22
11151 84 ST	49	57
13900 50 ST	25	45
2515 111 ST	24	39
5005 111 ST	20	27
6120 129 AV	38	50
7600 118 AV	46	55
8902 112 ST	1	1
9900 102A AV	80	91
Summary	354	462

LRT Crime and Disorder

For at least the short-term, an objective of the formation of Transit Beats – perhaps unintuitive – is for an *increase* in crime and disorder; the logic being that their dedicated presence will result in observing and responding to crime and disorder that would have gone previously unreported.

In 2016, including On-View calls, there were 589 LRT Crime and Disorder events, representing a 10.7% increase compared to 532 in 2015. In 2016, LRT Beat Officers were On-View for 19 of the above noted events, as opposed to 2015, where LRT Beat Officers were On-View for only 6 of the events (216.7% 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:



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2015 Crime and Disorder

Final Event Type Group Description	# Events
ASSAULTS	85
BREAK & ENTER	7
DISORDER	293
FAMILY VIOLENCE	12
ROBBERIES	41
SEXUAL OFFENCES	22
THEFT FROM VEHICLE	26
THEFT OF VEHICLE	41
THEFT OVER \$5,000	5
Summary	532

2016 Crime and Disorder

Final Event Type Group Description	# Events
ASSAULTS	105
BREAK & ENTER	3
DISORDER	342
FAMILY VIOLENCE	15
ROBBERIES	36
SEXUAL OFFENCES	21
THEFT FROM VEHICLE	36
THEFT OF VEHICLE	31
Summary	589



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INITIATIVE 11

Prevention of Crimes to Vehicles

Initiative Owner – Community Policing Bureau

Initiative Context:

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

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

Performance Measures / Targets:

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

Year to Date Status:

Off-target
15,812 incidents theft from/of vehicle
(16.4% above 2015)

Analysis:

Q4 Reporting:

Theft of vehicles and theft from vehicles continues to be a major crime trend in Edmonton. In 2016, there were 15,812 incidents of theft from/of vehicle, representing a 16.4% increase from 2015 levels. Further, these levels are up 67.7% compared to 2012, when they were at their lowest.

Activities:

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

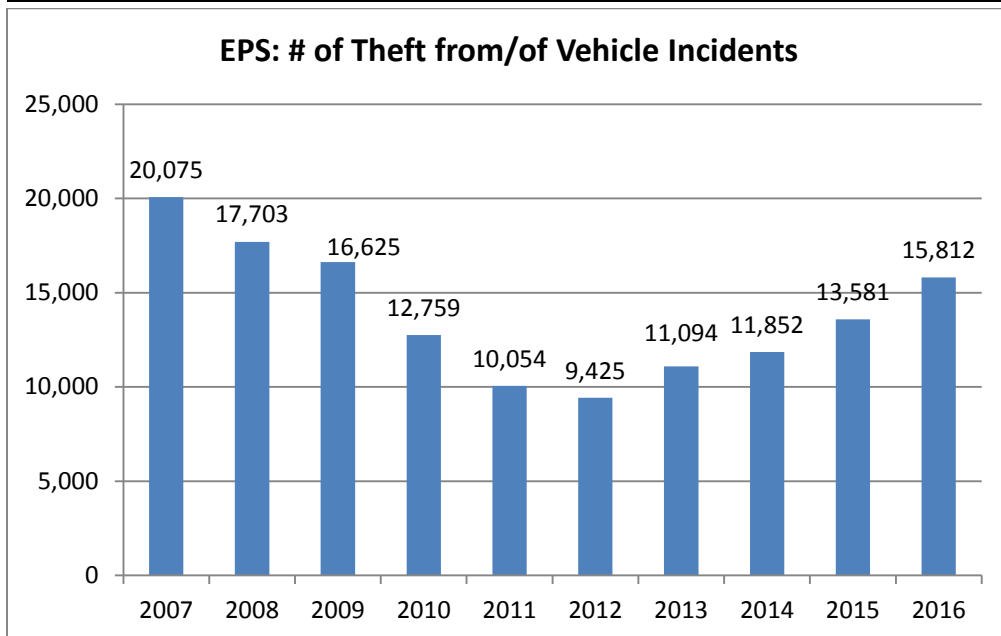
Q2: CPB continues with the 2015 neighborhood volunteer canvass throughout Edmonton, and each patrol division develops one division-specific Standard Operational Plans (SOP) focusing on the hot spot(s) within the division. Ownership of this initiative will transition to the divisional community sergeants.

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.



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Prevention tactics continued in Q4, including use of EPS mobile signs throughout the city that encouraged removing valuables and reporting crimes online. Another city-wide billboard prevention campaign specifically addressing theft from auto/theft of auto was launched during the quarter.

While Crime Prevention Unit and Corporate Communications continued to spread awareness on Twitter, Facebook, and Instagram as a cost effective way to encourage prevention, Q4 yielded additional social media contributions from the respective patrol divisions.

The pool of volunteers continued to expand for division-specific efforts including the use of community league volunteers, the City of Edmonton's Community Safety Liaison, and Emergency Response Career Pathway (ERCP) students. Due to both weather and the unavailability of student volunteers, the amount of door-to-doors neighbourhood canvases was reduced between October and December.

A Christmas-themed prevention of crimes to vehicles message was posted on YouTube and received positive feedback on the prevention jingle advertising that appeared on Global News in December 2016. Another prevention campaign was also run on HUTV (Health Unlimited Television) for three weeks; these are in-house television monitors within medical centres.

Northwest Division ran its own advertising campaign on Facebook to increase engagement and to provide relevant information on reducing these property crimes in neighborhoods. Social media posts include tips to better protect property, links to the crime prevention page, information alerts on neighborhoods that have experienced increased crime, and reminding residents to lock car doors and remove valuables.

Downtown Division held stakeholder collaborations which led to two Community Liaison Constables (CLC) being certified as "Safer Parking Initiative" auditors to meet the need and demand to do cut parking lot crime prevention audits. The division has also instituted a follow-up approach where the crimes to vehicles are assessed for the potential of secondary or repeated crimes. A task list is then given to the appropriate district CLC for follow up.

West Division's Neighborhood Foot Patrol officers deployed a "bait" vehicle in three communities, which will continue in Q1 2017 to determine the value of this program.



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Southeast Division produced a report on various enforcement approaches it has been taken, which will be presented and discussed with Community Policing Bureau in Q1 2017.

Q3 Reporting:

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 canvassing 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.



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INITIATIVE 12

Crime Prevention Strategy

Initiative Owner: Organizational-wide

Initiative Context:

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

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

Activities:

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

Year to Date Status:

Off-target

Analysis:

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.



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INITIATIVE 13

Clearance Rates

Initiative Owner: Organizational-wide

Initiative Context:

Investigating and solving crime is a core responsibility of EPS. EPS will maintain a high success rate in solving crimes in order to maintain public confidence and deter criminal activity.

Performance Measures / Targets:

Weighted Clearance Rate – the percentage of reported criminal incidents that are cleared, weighted by crime severity. A cleared incident is where an accused has been identified and charged, or 'cleared otherwise'. The measure results are from internal calculations but follow the same methodology as Statistics Canada. **Target:** 43% or greater. *Source: Cognos CSR-02, Jan 23, 2017.*

Year to Date Status:

Off-target
Weighted Clearance Rates
41.1%
(Target: 43%)

Analysis:

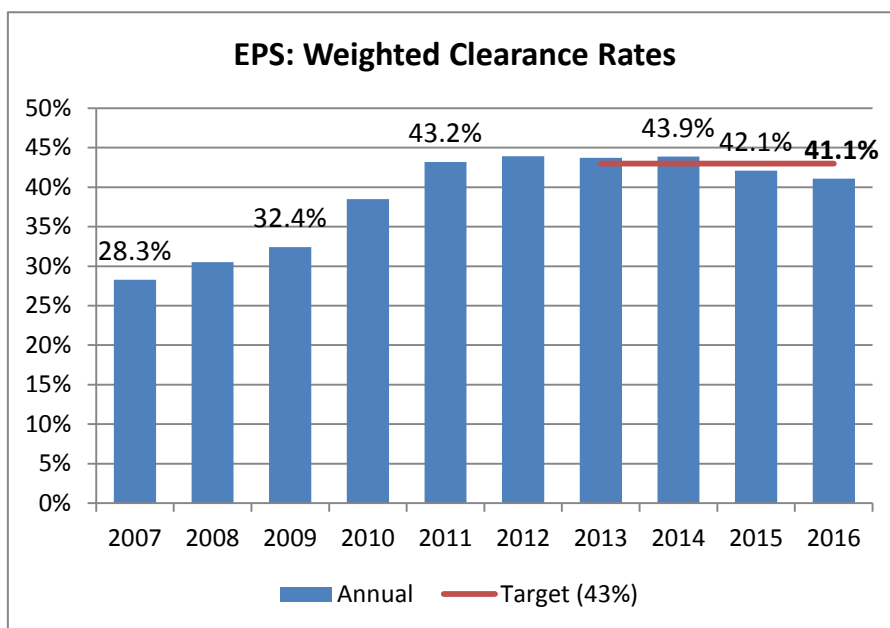
In 2016, EPS's Weighted Clearance Rate (WCR) for all crimes was 41.1%, a 1.0% point reduction compared to last year's level at 42.1%. The WCR is a core indicator for how well EPS is solving crime.

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 increased considerably in 2015 and somewhat in 2016. Since EPS's work capacity in patrol and specialized investigative units has not increased by the same degree, this creates backlog pressures for investigating crime files, as well as a 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 on the rise, while violent crime dropped 3.2% in 2016. 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.

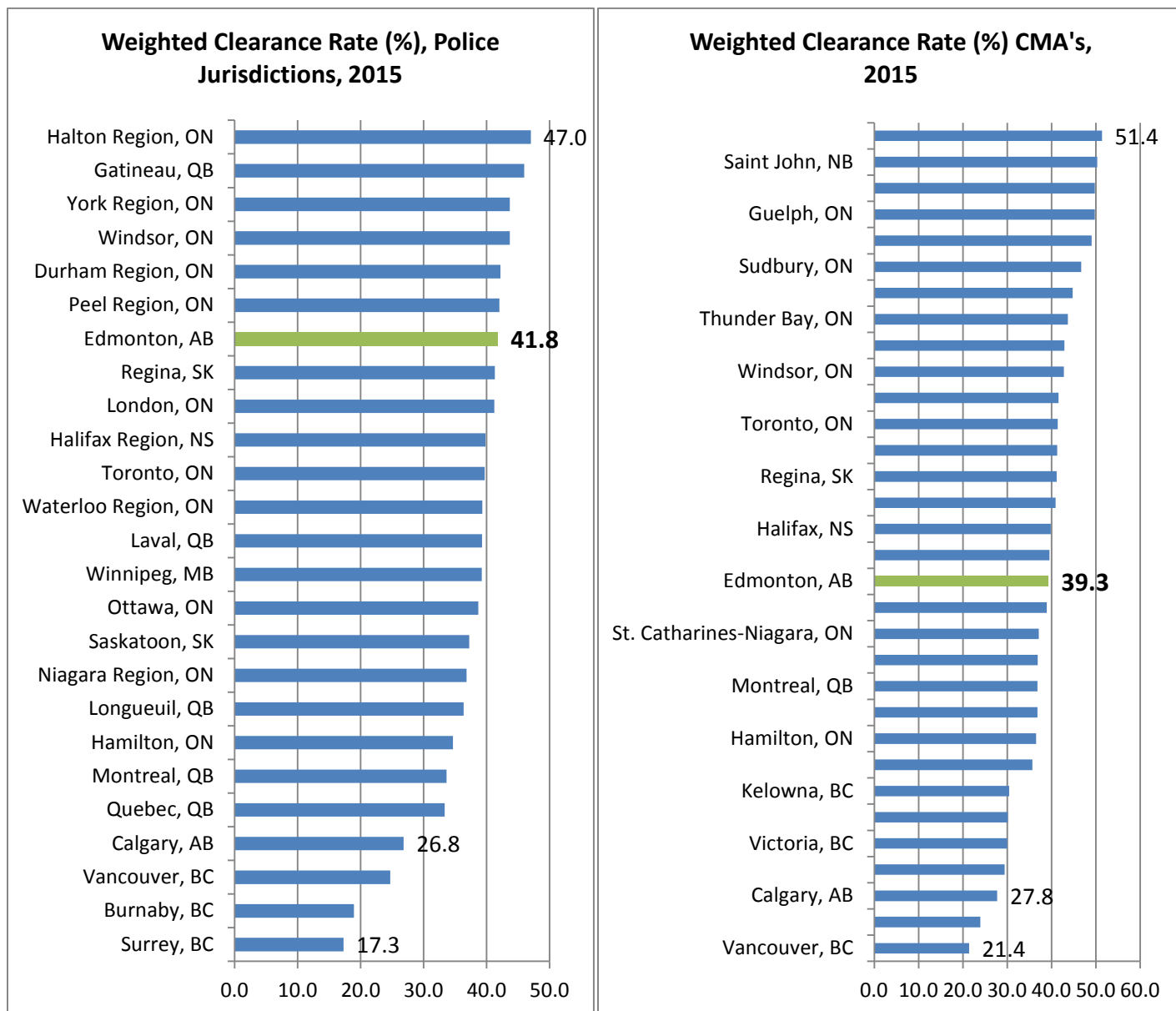




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Municipal Comparison

In 2015, EPS had the 7th highest WCR among the 25 largest police jurisdictions in Canada, at 41.8%⁶. When measured for 32 Census Metropolitan Area's (CMA) in Canada, Edmonton had the 18th highest WCR⁷.



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'. 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.

⁶ Source: Statistics Canada, tables 252-0083 to 252-0090.

⁷ Source: Statistics Canada, table 252-0052.



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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.



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INITIATIVE 14

Missing Persons

Initiative Owner: Investigative Support Bureau

Initiative Context:

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

Performance Measures / Targets:

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

Year to Date Status:

Off-target
Fully Reviewed Historical Missing Person Files Since 2013
49
(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 files⁸ 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 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 Missing and Murdered Indigenous Women and Girls (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. In Q4 of 2016, MPU received a file transfer from the RCMP bringing the MMIWG files to 10. MPU also was assigned two on-loan resources to continue to assist in the review and investigation of the historical missing files identified under the MMIWG National Inquiry. There are 7 of the 10 files that can be considered fully reviewed for the purposes of this initiative. All 7 of the 10 remain unsolved and will continue to remain open pending any new information.

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:

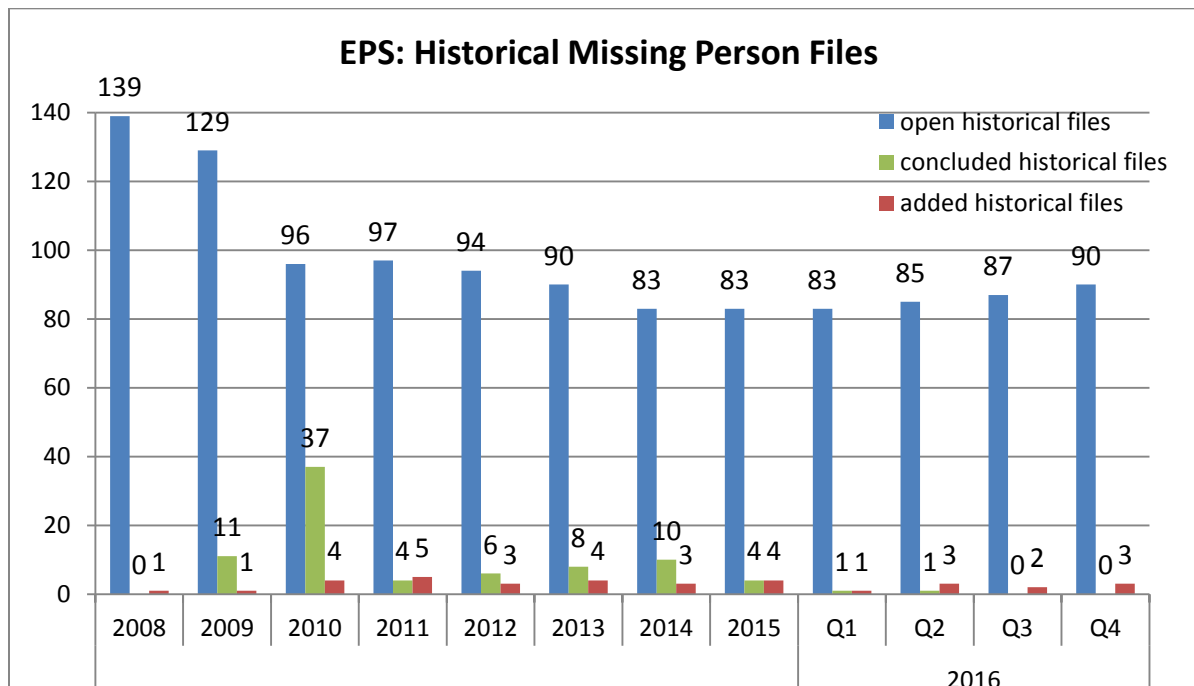
⁸ EPS Missing Persons Unit considers a missing person file to be historic when it reaches 90 days in duration following the date it is reported.



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

At the end of Q4 2016 EPS's historical missing person files totaled 90. In Q4 1 historical file was transferred to EPS from another agency and 2 Unidentified Human Remains files were added to MPU's database.



In Q4 of 2016, Missing Person Unit (MPU) reviewed and quality assured 1,161 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 Q4 2015 was 1,318.

Public Engagement

MPU investigators have made all efforts to contact the family members as well and provide updated information on the MMIW files.

Initiatives

The MPU Sergeant submitted a chronic runaway initiative requesting an on-loan resource to manage the chronic runaway files and work with community partners. There is the potential for cost savings through increased efficiencies to quickly locate at-risk missing youth and decrease the number of patrol calls for service.

Initiative Conclusion

The target of 72 fully reviewed historically missing person files was not met for a few different reasons. There was an increase in current missing person files becoming historical files after the 90 days which partially diverted MPU's attention away from the 72 originally identified files to focus on. There have been additionally historical files added to MPU's workload as a result of a Medical Examiners audit for Unidentified Human Remains files which were not originally part of MPU's historical database in 2013. As well, historical missing person files have been transferred to MPU from other agencies.



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INITIATIVE 15

Geographic Deployment Model (GDM)

Initiative Owner: Community Policing Bureau

Initiative Context:

The Geographic Deployment Model (GDM) is a service delivery philosophy of 'District Team Policing Model built on Geographic Ownership'. The effective use of GDM helps ensure that Response Times are maintained, and that an adequate amount of shift time is dedicated to Directed Activities.

Performance Measures / Targets:

Priority 1 Response Time Performance – the percentage of priority 1 events where the event is dispatched and an EPS first responder arrives on-scene in 7 minutes or less. Measured for fixed locations only. **Target:** 80% of events or greater.

Proactive Time – the percentage of patrol shift work that is dedicated to activities that are either assigned to patrol or self-initiated that are prevention, intervention or suppression based. **Target:** 25% or greater.

Year to Date Status:

Off-target

P1 Response Time Performance
71.1% of events with response ≤ 7 min
(Target: 80%)

Off-target

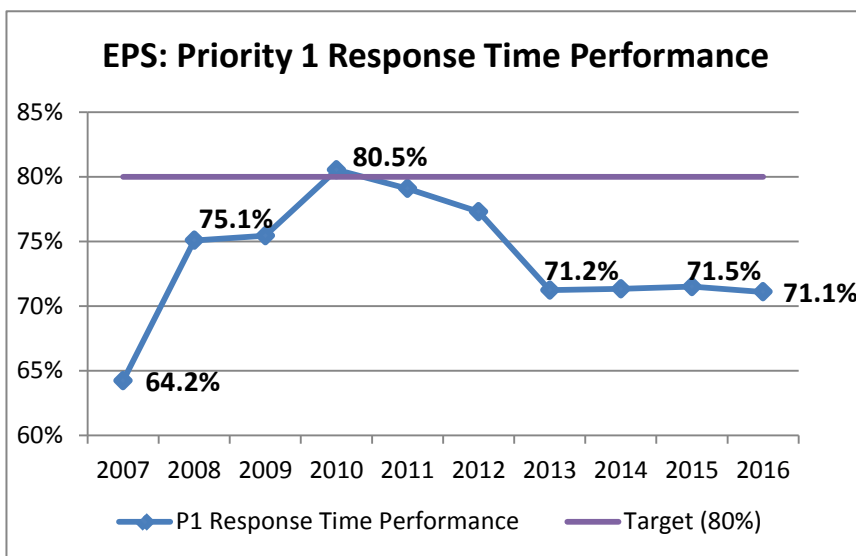
Proactive Time
11.7% of patrol shift time spent as Preventive
(Target: 25%)

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 – the percentage of the time that a priority 1 police event is responded to within 7 minutes – has been consistently below target since late 2012. Performance fell slightly in 2016 to 71.1%, compared to 71.5% in 2015.



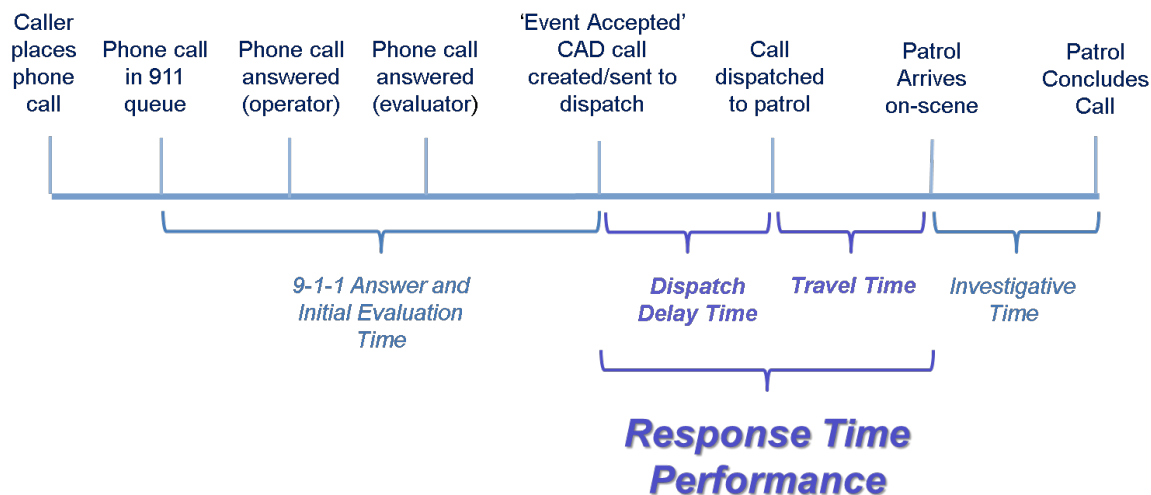
How Response Time is Calculated

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”). 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

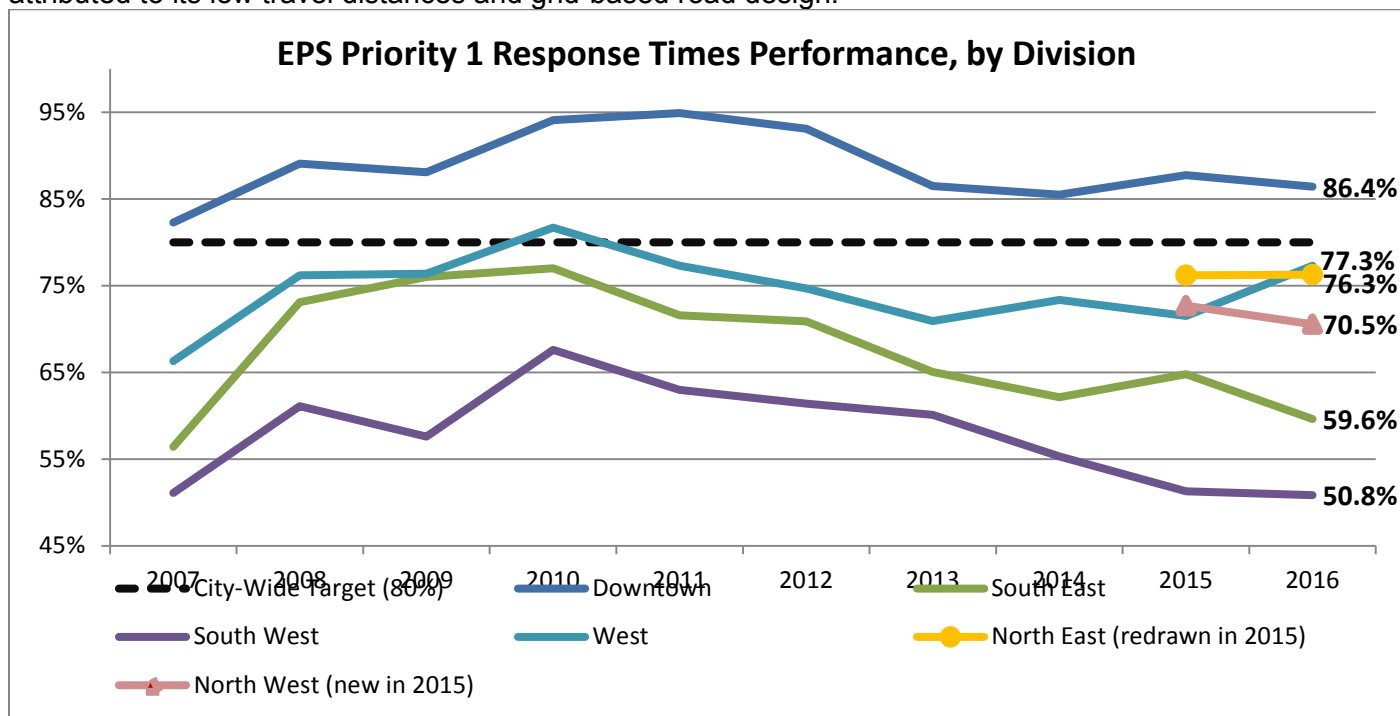


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below, this does not factor for the time to answer the call, transfer to an evaluator, and for the evaluator to initially determine the seriousness of the call.



EPS transitioned from a 5 to 6 divisional policing model in January 2015, which resulted in new boundaries for all divisions, and major new boundaries for North East division. 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.



P1 Response Time Performance by Division	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Downtown	82.3%	89.1%	88.1%	94.1%	94.9%	93.1%	86.5%	85.5%	87.8%	86.4%
South East	56.4%	73.1%	76.0%	77.0%	71.6%	70.9%	65.0%	62.1%	64.8%	59.6%
South West	51.1%	61.1%	57.6%	67.6%	63.0%	61.4%	60.1%	55.3%	51.3%	50.8%
West	66.3%	76.2%	76.4%	81.7%	77.3%	74.7%	70.9%	73.4%	71.5%	77.3%
North East (redrawn in 2015)									76.2%	76.3%
North West (new in 2015)									72.7%	70.5%



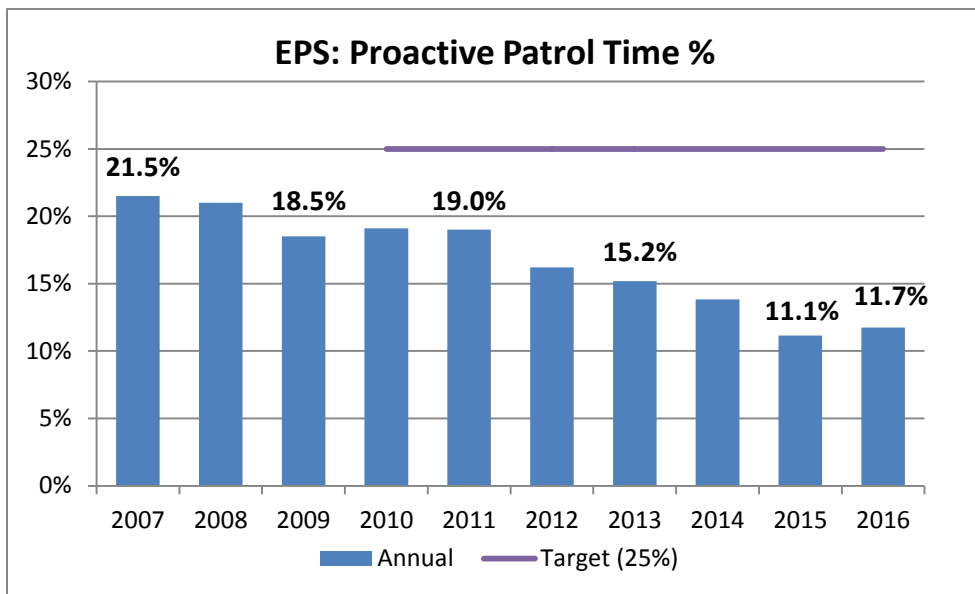
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Proactive Patrol Time:

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 or suppress future criminality or disorder. Examples include patrolling a drinking establishment for potential impaired drivers, proactively locating an individual with outstanding criminal warrants, or checking on a domestic violence offender to ensure they are complying with their court ordered conditions.

Proactive Patrol Time has steadily reduced from a high of 21.5% in 2007 to 11.7% in 2016, and marked a slight improvement from 2015 levels. 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 64.5% in 2016.



Combined Patrol Shift Time by Task - 2016

Division	Proactive	CFS	Admin	Undefined
Citywide	11.7%	64.5%	14.0%	9.8%
Downtown	13.2%	65.4%	11.5%	9.9%
North East	11.5%	67.9%	11.3%	9.4%
North West	11.3%	60.7%	18.8%	9.3%
South East	11.7%	61.9%	15.8%	10.6%
South West	13.2%	64.3%	12.8%	9.8%
West	9.5%	67.0%	13.7%	9.8%



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INITIATIVE 16

9-1-1 Call Management

Initiative Owner: Police Communications Branch - Investigative Support Bureau

Initiative Context:

The 9-1-1 Public Safety Answering Point (PSAP) for the City of Edmonton is managed by EPS and located within the Police Communications Branch Call Center. This 9-1-1 'primary' PSAP answers all 9-1-1 emergency calls and then transfers the call to the appropriate 'secondary' PSAP (i.e. Police, Fire, and Ambulance). The 9-1-1 PSAP will strive to answer all emergency calls in an efficient manner, in an effort to increase public safety and increase public confidence.

Performance Measures / Targets:

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

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

Year to Date Status:

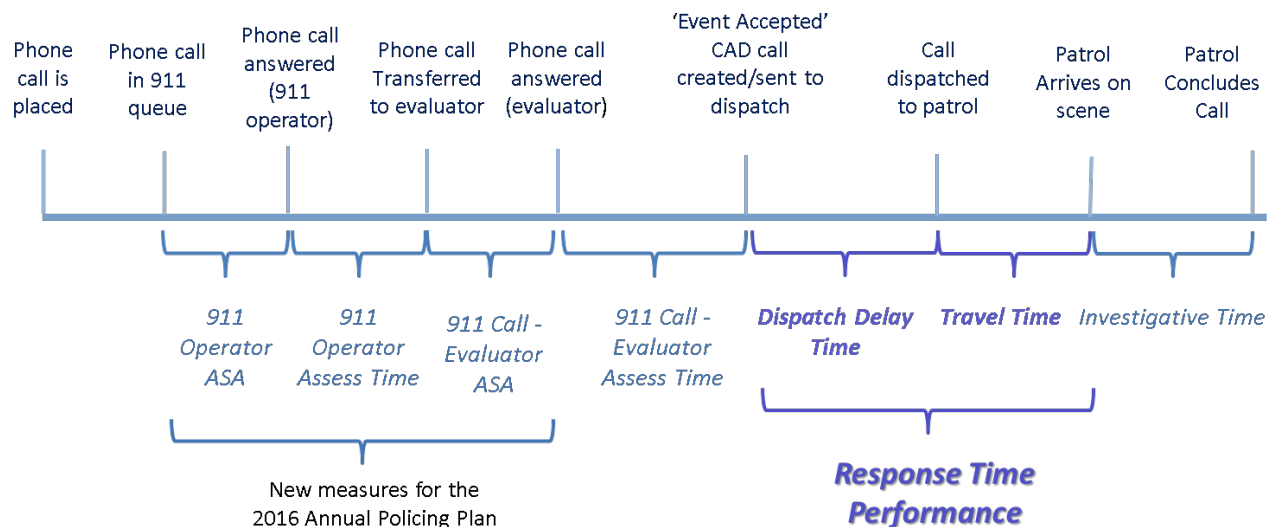
Off-target
9-1-1 Operator ASA
3.5 seconds (in Q4)
(Target: ≤ 2 seconds)

Monitoring only
9-1-1 Assessment Time
44.5 second (in Q4)

Analysis:

After several quarters of delays, sufficient data gathering and quality assurance analysis has occurred for EPS to begin reporting on the new metrics of *911 Operator Average Speed of Answer* and *911 Assessment Time*. These metrics are calculated from a new database system called Genesis - procured in mid-2015 - and allows EPS to access data extracts on near-raw 911 call-record data.

The figure below depicts a timeline from when a 9-1-1 police emergency is received and completed, and the stages of a call that these new metrics address.





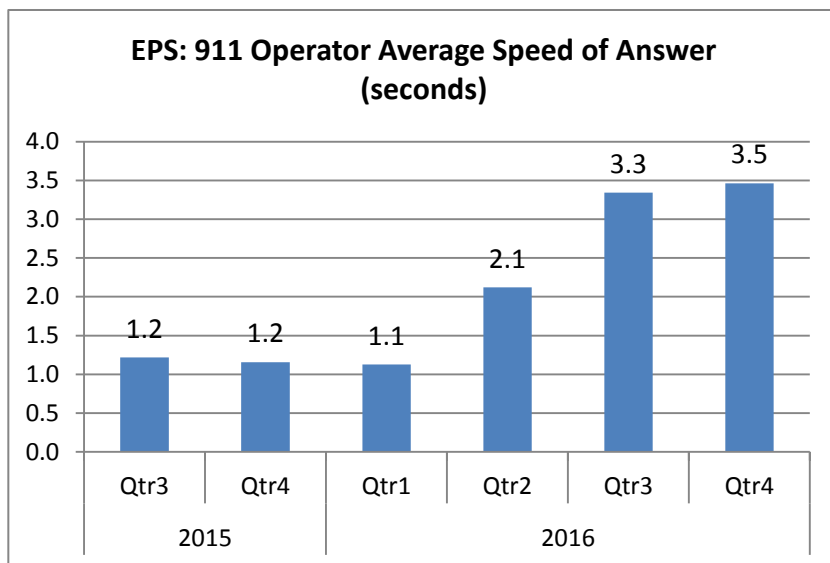
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It should be noted that while moderate quality assurance has been undertaken to best understand this near-rare data in order to correctly summarize it into these new statistics, further quality assurance in-house and with the Genesis vendor are required. This may result in revisions to these statistics. By providing statistical reporting now, EPS prefers incremental improvement over delayed perfection.

9-1-1 Operator ASA

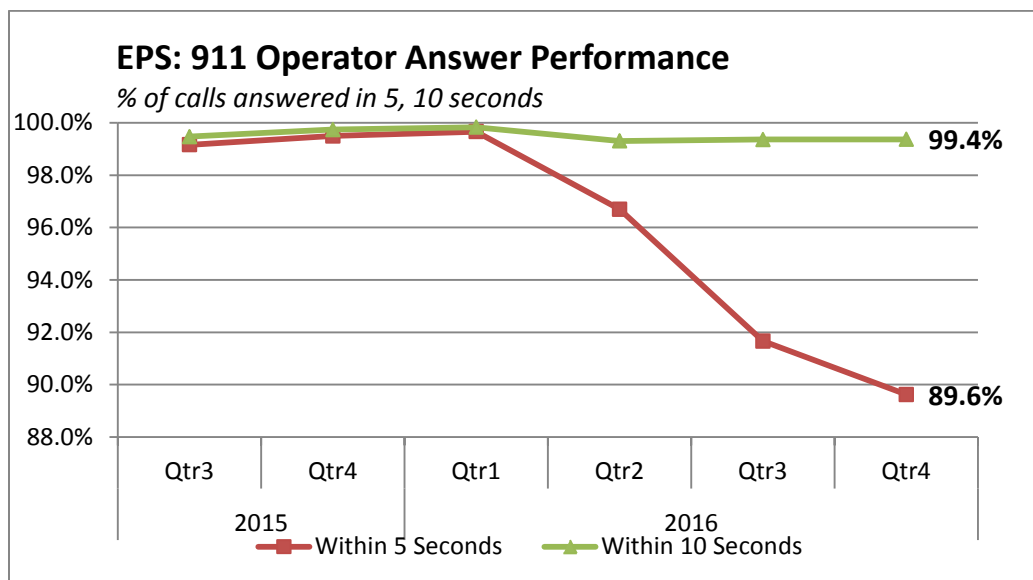
In Q4 2016, EPS's 911 Operator Average Speed of Answer (ASA) was 3.5 seconds, compared to 1.1 seconds in the same period in 2015.

This increase was triggered in May 2016, when a business process reconfiguration eliminated 911 "forced call" answering. 911 Operators must now manually press a button to answer a 911 call, whereas previously 911 calls would automatically drop on a open line (preceded by a short beep). Although this has introduced a small delay to every call answered, this change was made in the interest of public safety to eliminate any possibility that a "forced answer" 911 call would be accidentally dropped onto an unattended 911 Operator's line.



New Provincial 9-1-1 Standards have been drafted (but not approved) which set out an alternative way to assess 911 answer speed performance. These draft standards establish that 911 calls be answered within 15 seconds, 95% of the time. However, because this standard is almost always met (99.7% of the time in 2016 Q4), statistical reporting provided here shows the % of 911 calls answered within 5 seconds, and 10 seconds.

As shown in the figure below, the removal of "forced call" answering had a significant impact on the % of 911 calls answered within 5 seconds (89.6% in 2016 Q4), but negligible when within 10 seconds (99.4% in 2016 Q4).

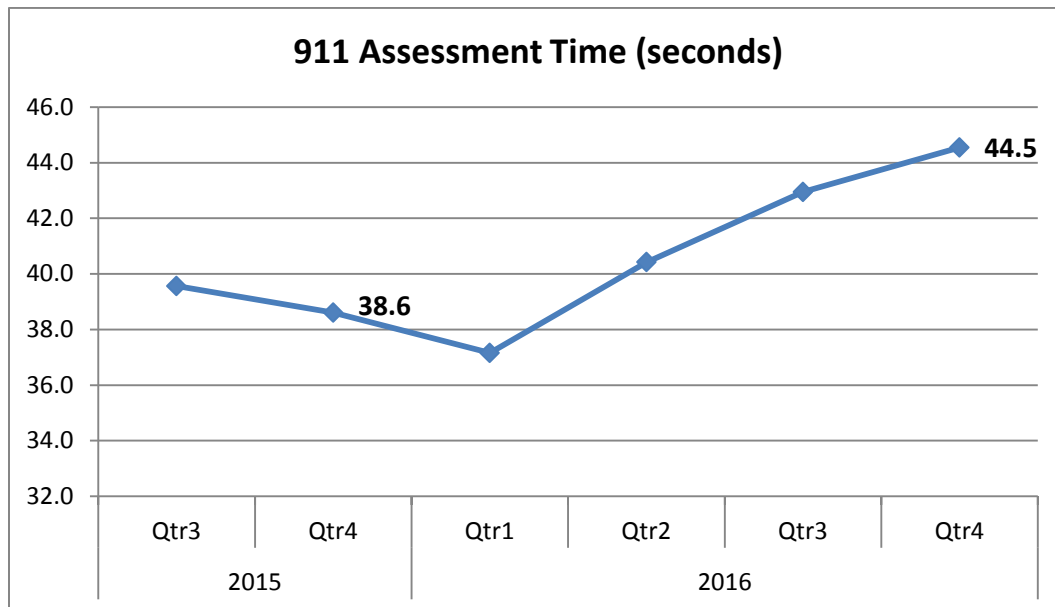




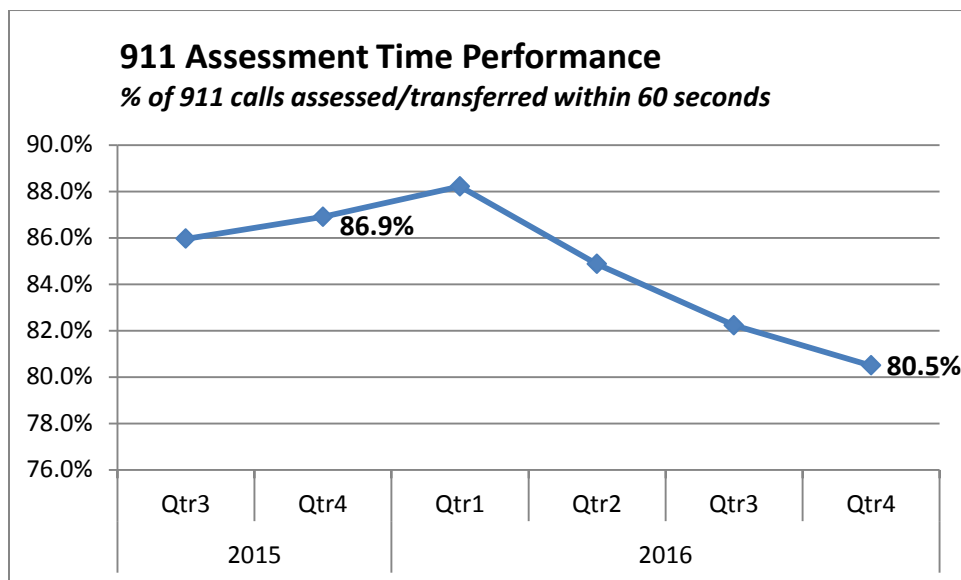
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9-1-1 Assessment Time

In Q4 2016, EPS's 911 Assessment Time was 44.5 seconds, a 5.9 second increase compared to the same period in 2015 at 38.6 seconds.



New Provincial 9-1-1 Standards have been drafted (but not approved) which set out an alternative way to evaluate 911 Assessment Time performance. These draft standards establish that a 911 operator will initiate a call transfer to a police Evaluator or secondary Public Safety Answering Point (PSAP) (e.g., Fire, EMS) within 60 seconds of answering, 95% of the time. In 2016 Q4, this standard was met 80.5% of the time, down from the 86.9% experienced in the same period in 2015.





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INITIATIVE 17

Police Call Management

Initiative Owner: Investigative Support Bureau – Police Communications Branch

Initiative Context:

On a 24-hour basis, Police Communications Branch - Operations Section directs and controls response to calls for service, and provides communication links between the EPS, the public, and other essential services. Citizens place nearly 550,000 non-emergency phone calls per year to the police non-emergency line (423-4567 or #377 from a mobile device) and approximately 84,000 'police' emergency calls which are extended to police via 9-1-1. Call evaluators do their best to answer all calls quickly to meet caller expectations, giving top priority to answering of 9-1-1 emergency calls.

Performance Measures / Targets:

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

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

Additional Reporting:

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

Year to Date Status:

On-target
Non-Emergency ASA
49.2 seconds
(Target: 60 seconds or less)

On-target
911 Calls Evaluator ASA
14.6 seconds (Q4)
(Target: 20 seconds or less)

Analysis:

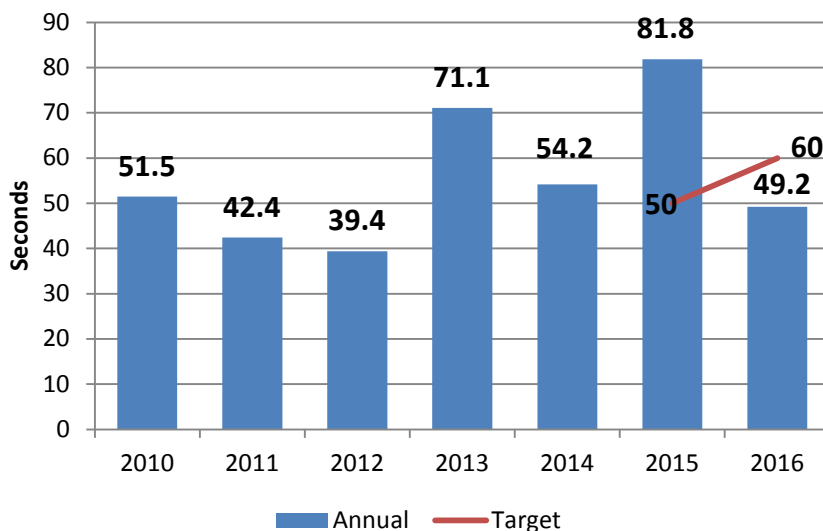
Non-Emergency ASA

In 2016, the Police Non-Emergency Average Speed of Answer (ASA) was 49.2 seconds, marking a 39.8% reduction from the 81.8 seconds experienced in 2015.

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 include increased Emergency Communications Officer (ECO) relief staffing assignments during peak call periods and new ECO trainees

EPS: Non-emergency Average Speed of Answer





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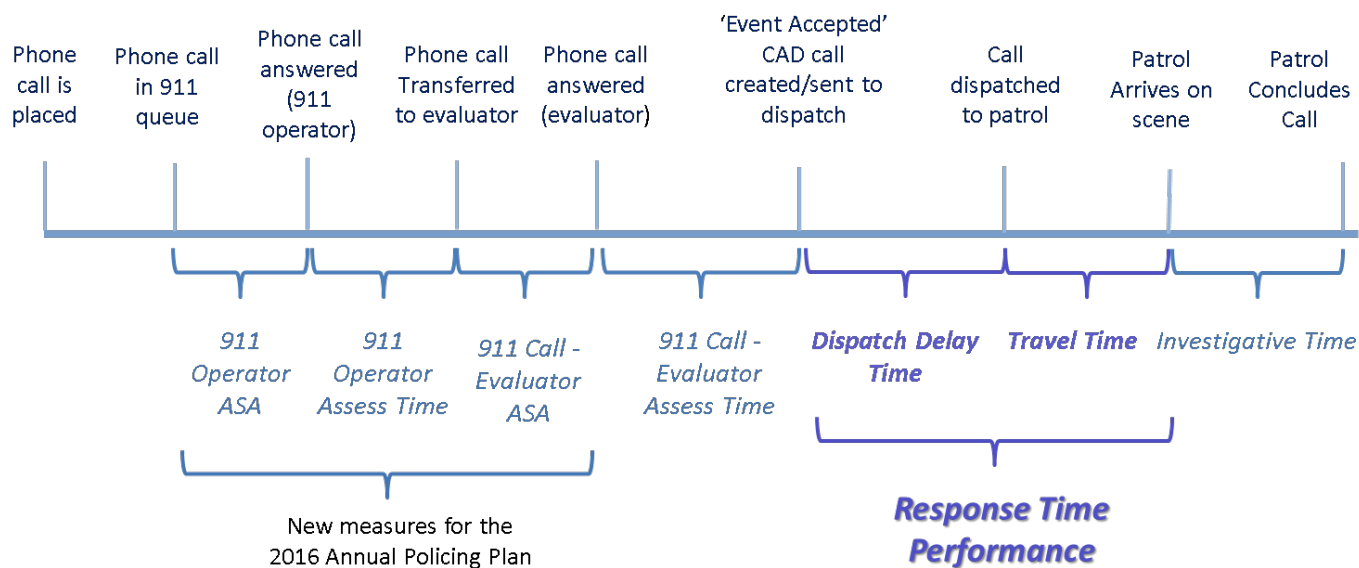
temporarily assisting with LIVE call taking as part of the 3 week ECO mentoring program.

Prior approval to hire and train 10 more full-time ECOs in 2016 is now complete with 5 full time ECO positions filled in the first half of 2016 and the final 5 positions filled in mid-November. Completion of this full time ECO hiring phase will reduce dependency to fill shifts with casual position 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 the mid-November ECO hires won't begin to be fully realized until Q2 2017, which will be just in time for summer peak call volume.

911 Calls – Evaluator ASA

After several quarters of delays, sufficient data gathering and quality assurance analysis has occurred for EPS to begin reporting on the new metric of *911 Calls Evaluator ASA* (average speed of answer). This metric is calculated from a new database system called Genesis - procured in mid-2015 - and allows EPS to better conduct data extracts on 911 call-record data.

The following figure depicts a timeline from when a 9-1-1 police emergency is received and completed, and the stage of a call that this new metric addresses.

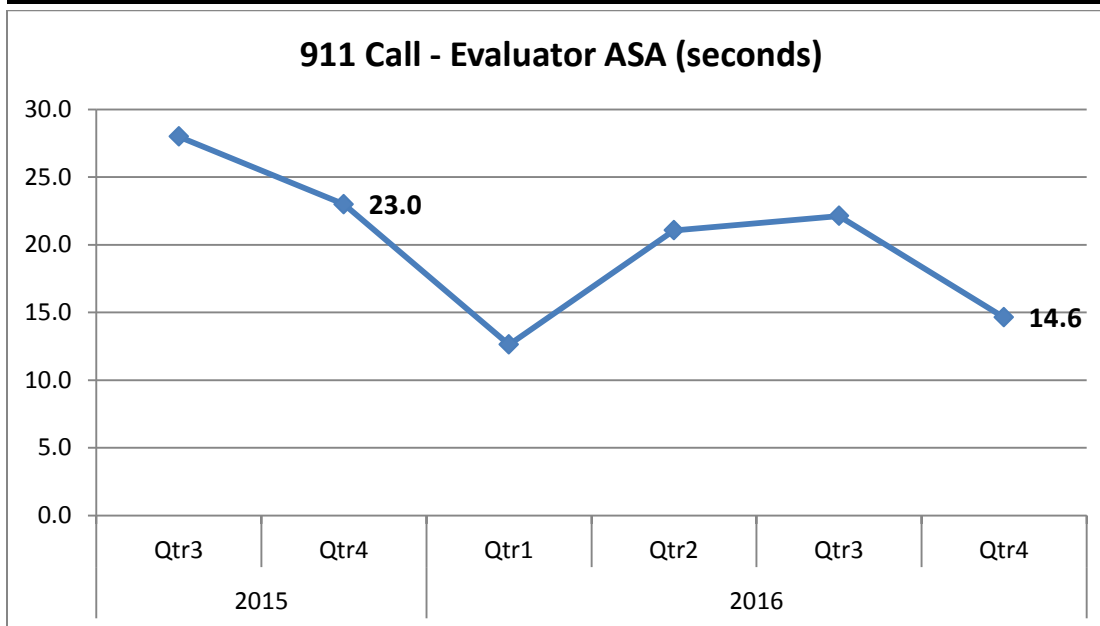


It should be noted that while moderate quality assurance has been undertaken to best understand this raw data in order to correctly generate this new statistic, further quality assurance in-house and with the Genesis vendor are required. This may result in revisions. By providing statistical reporting now, EPS is focused on incremental improvement over delayed perfection.

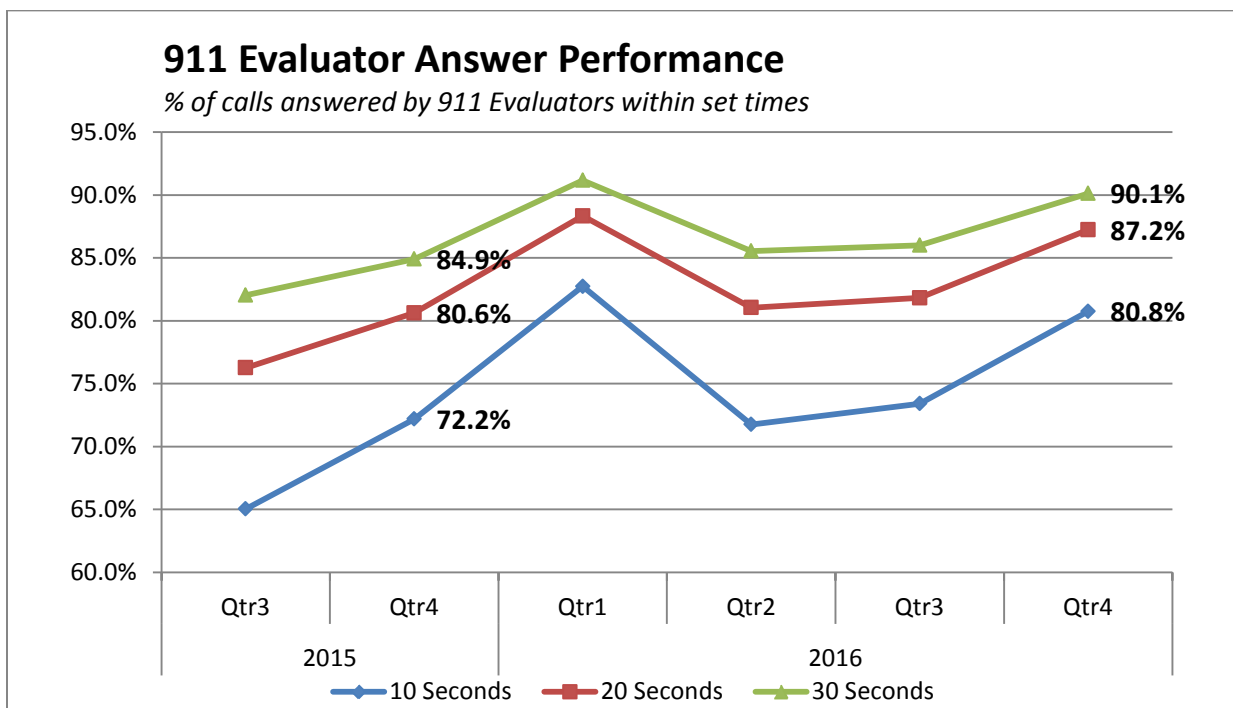
In 2016 Q4, EPS's 911 Call - Evaluator ASA was 14.6 seconds. This marks a 36.5% reduction compared to the same period in 2015.



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911 Call – Evaluator ASA can also be expressed as the percentage of the time that 911 Calls are answered by an Evaluator (formally an ECO) within set time thresholds. This metric - *911 Evaluator Answer Performance* - has been provided as the % of the time Evaluators answer 911 calls within 10 seconds, 20 seconds, and 30 seconds. Since data became available in July 2015, performance has improved across all measure types. In 2016 Q4 in particular, 90.1% of 911 Calls were answered by an Evaluator within 30 seconds.



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



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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	125,542	116,500	150,887	143,842	124,476
Calls Transferred by IVR (To Police Queue)	68,437	81,462	85,517	74,890	69,403	90,088	86,325	74,666
Total Calls Placed (Police Queue) **Includes 911 Calls 'Transferred to Police' and 911 calls deemed Non- Emergency	95,617	109,487	115,607	103,670	99,827	123,684	116,601	105,749
ECO Calls Answered	89,119	97,377	107,036	97,506	96,625	116,356	109,937	101,995
Calls Abandoned	6,498	12,110	8,571	6,164	3,202	7,328	6,664	3,754



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INITIATIVE 18

Online Crime Reporting

Initiative Owner: Police Innovation Unit – Office of Strategy Management

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.

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
7,369 reports submitted and approved
(56.4% above 2015 levels)

Analysis:

The number of online crime reports submitted and accepted into the EPS system for 2016 was 7,369, marking a significant 56.4% increase compared to the 4,711 reports in 2015. Citizens are continuing to prefer online-reporting, as the percentage of occurrences reported online has increased from a low of 9% when online-reporting was first implemented in Q2 2013, to 31.3% in Q4 2016.

Note: the statistics cited 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).



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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)

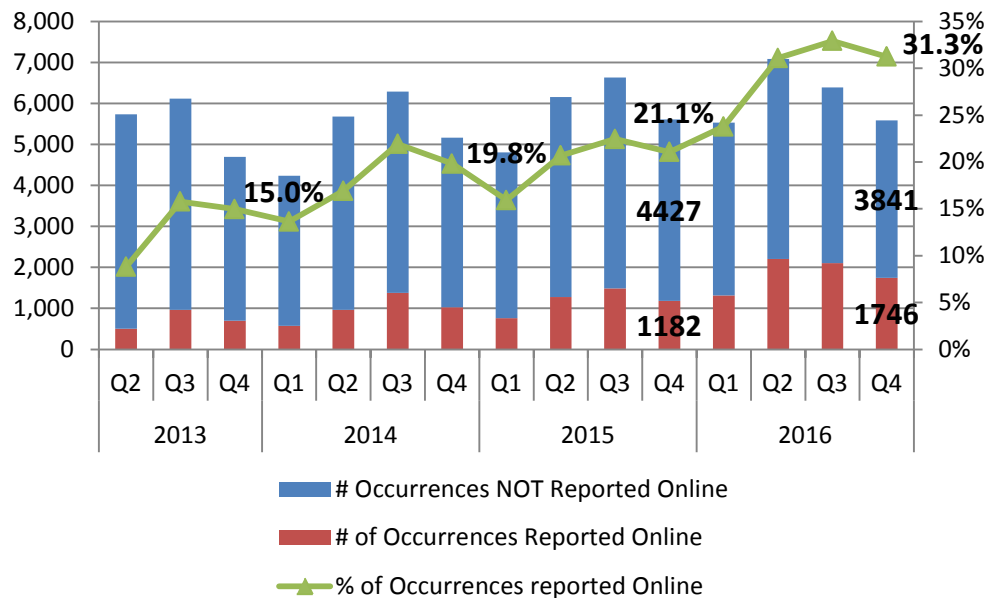
Each of these online-reportable types has seen continual improvement in the proportion of reporting being done online. Theft of Bicycle occurrences have the highest proportion of reporting taking place online (50% in 2016).

Q4 Project Update

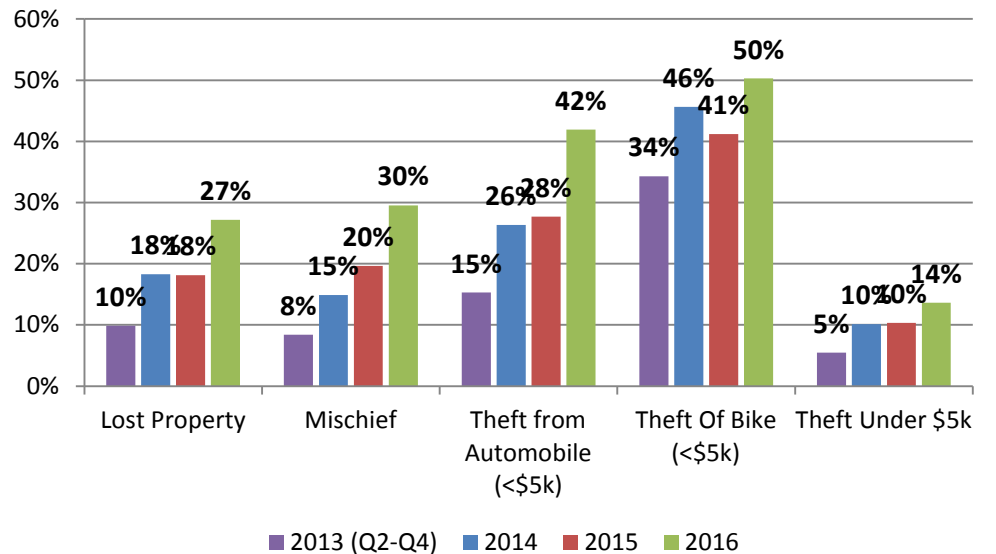
Evaluate the placement of the kiosks

Earlier in the year, there was an intention to implement kiosks in external locations, such as recreation centers and educational institutions. These kiosks would contain an EPS tablet for use by the public to submit their online crime reports. This plan was ultimately not pursued as it became clear that security and maintenance servicing issues outweighed value to the public. Instead, tablets were only installed at the front counters at each of EPS's six divisions⁹. This provides an option to the public who do not have their own electronic device, and streamlines the administrative process for submitting crime reports.

EPS: Online Crime Reporting



EPS: % of occurrences reported online, by reporting type



⁹ The Calder Community station for Northwest division.



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These tablets were installed at various points from March-August 2016, and since then (to the end of Jan 31, 2017), 340 online reports were submitted via these tablets. Compared to the 7,369 online reports submitted in 2016, this equates to 4.6%.

From discussions with members at EPS's front counters, a few of the current challenges with the kiosk tablets are:

- A segment of the public is uncomfortable with the new technology or prefers direct talk with an EPS member.
- The building and security layout for some divisions impedes the ease that staff can exit the front counter space and directly guide the public in using the tablet kiosk.
- Once front counter staff informs the public of online crime reporting, many people prefer to do so on their own device, rather than the division station tablet.

Q3 Project Update

With the recent implementation of four new crime types added to Online Crime Reporting, all planned enhancements have been implemented, and ownership of Online Reporting 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.



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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.

Strategies requiring leadership from AHS:

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

Year to Date Status:

On-target

Mental Health Service Time
7.7 patrol person-hours per MHA incident
(13.1% below 2015 levels)

Monitoring Only

Mental Health Volume
3,633 EPS Mental Health Incidents
(9.6% below 2015 levels)

Analysis:

Mental Health Service Time

The average patrol person-hours spent on Mental Health Incidents reduced by 13.1% in 2016 at 7.7 hours, compared to 8.9 hours in 2015. As this metric measures time spent on a Mental Health Act incident from

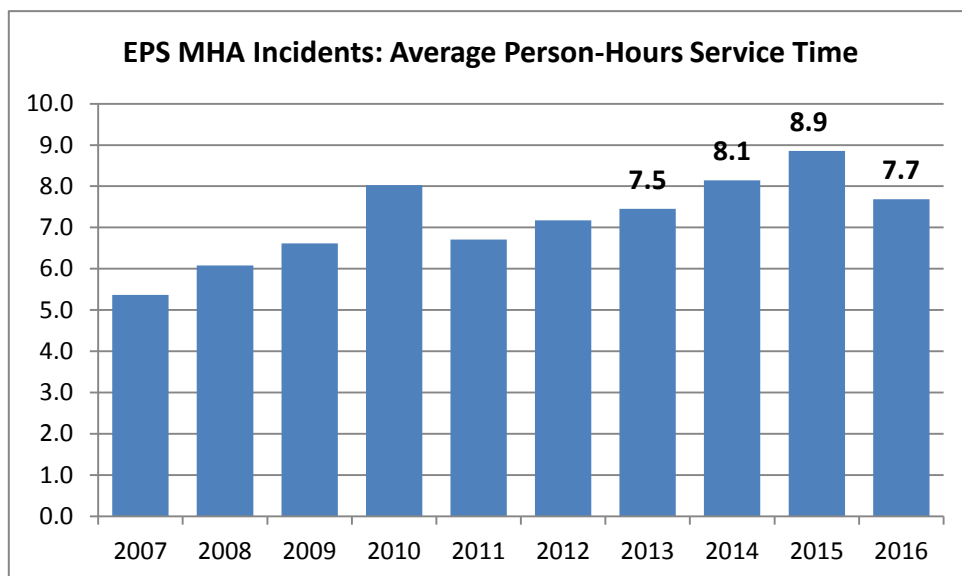


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beginning to end, this service time reduction could be impacted by additional factors than solely the EPS/AHS detainee transfer streamline improvements implemented in 2016.

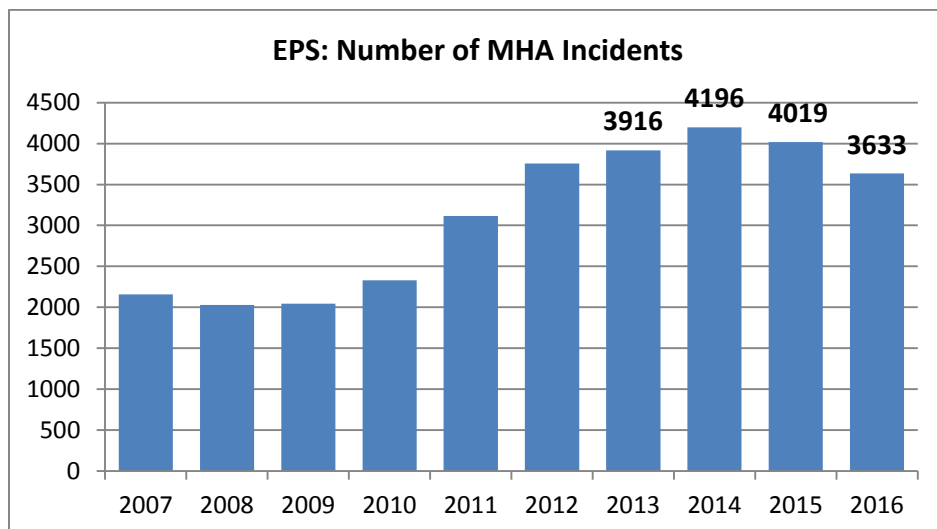
Several of notable improvements include:

- 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
- The integration of a 30/60/90 minute Communication Plan.
- 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.
- The 421-PACT line was in operation October 5th, 2016.



Mental Health Volume

In 2016, EPS saw a 9.6% reduction in the volume of MHA incidents 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.





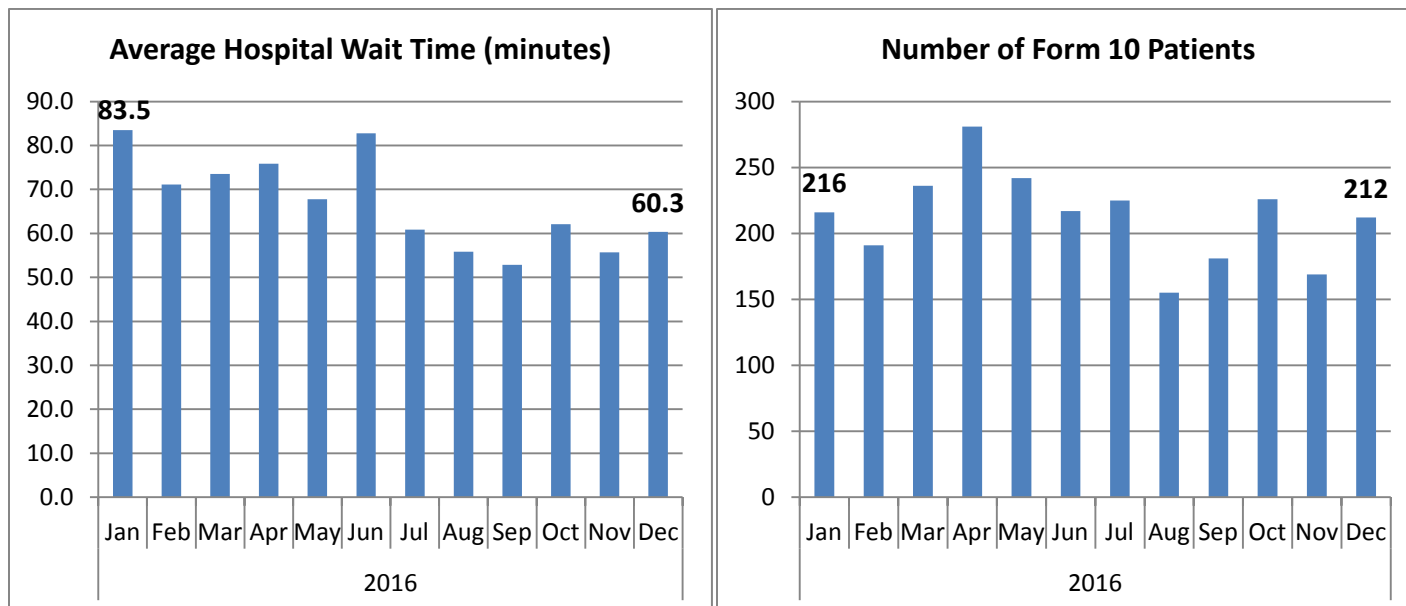
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Hospital Wait Times

Since January 2016, the working group between EPS, AHS and Covenant has been collecting data at a detailed level that provides the time a patrol unit arrives at a hospital, until medical staff can take over responsibility for the Form 10 patient.

The Average Hospital Wait Time for EPS Form 10 patients has seen considerable improvement in the second half of 2016, with an average wait time of about 58 minutes, compared to about 75 minutes in the first half of 2016, a 22.7% reduction. The integration for the Transfer of Care form took place in July for Covenant Hospital, University of Alberta Hospital in August, and Royal Alexandra Hospital in October.

The average monthly number of Form 10 patients at Edmonton Hospitals in 2016 was 213. There does appear to be a trend in less patients since tracking began in 2016, with the second half of 2016 15.6% less than the first of 2016 (Q1-Q2 = 231, Q3-Q4 = 195). Tracking for a second year in 2017 will help confirm that this is a persisting trend.



Ongoing and Future Work

- Ongoing communication to EPS patrol members to contact PACT and Urgent Services prior to a mental health apprehension via emails, spotlight articles, and supervisor refresher course.
- Continued use of Communication Plan and 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.

Following December 2016, the Form 10 working group decided to only meet quarterly and ad hoc when issues arise.



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INITIATIVE 20

Vulnerable Persons: Heavy Users of Services (HUoS)

Initiative Owner: Police Innovation Branch – Community Policing Bureau

Initiative Context:

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

The Vulnerable Persons Approach will expand in 2017 through continued development of a Community Wellness Centre, supported through collaboration with local and provincial stakeholders, and with development of provincial legislation allowing police to apprehend excessively intoxicated individuals and transfer their care to the Community Wellness Centre.

Performance Measures / Targets:

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

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

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

Activities:

Q1:

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

Q2:

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

Q3:

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

Q4:

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

Additional Reporting:

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



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Year to Date Status:

Achieved
HUoS Evaluation

Achieved
Addressing Gaps

Achieved
HUoS Project Awareness

Analysis:

Q4 Reporting:

- Expanded distribution of Weekly Update to include EPS Management as well as HUoS Leadership Group and all partner agencies. This ensures a wider awareness of HUoS activities and gaps identified.
- An Evaluation Committee has been struck to work on the social return on investments (SROI), as well as some process mapping. The committee will expand upon the previously completed evaluation conducted with increased emphasis on qualitative measures.
- In a continued effort to address housing gaps, work is being done to create a “Meadows II”, which will have a harm reduction focus, but will implement the same model as Meadows I.
- After discussions at HUoS Leadership Group, it was decided not to move forward with an ‘Executive Committee’ to address the ‘high level’ gaps identified through the project. The Leadership Group will continue as a decision making body dealing with strategic issues. A process has been implemented to present gaps at each monthly Leadership meeting and discussion solutions for putting into practice. The Navigation and Coordination Centre, NCC, will continue to report on and address front line gaps. Currently 12 gaps have been discussed in this fashion. 94 gaps have been documented by HUoS to date.
- Completion of establishing a process for addressing Form 21 warrants for persons with dementia who are ‘formed’. The matters are brought forward by the Crown to Queen’s Bench court and the warrants can then quashed by the justice. Through this method, a participant who had 44 outstanding warrants had all matters resolved.
- Continued progress is being made on addressing inappropriate interactions with persons with Autism and other disabilities. An executive committee was formed, met and approved a two phase implementation of resolution strategies. The first phase is to add a Location of Interest (LOI) in the EPS CAD system attached to the address where the vulnerable person resides. The LOI will allow Patrol officer to be aware and use the most suitable strategies to address the complaints. The second phase will involve submitting a request to implement a permanent change within the Record Management System (RMS) to the Information Technology Steering Committee’s project priority list.
- HUoS NCC members continue to give presentations to promote awareness of the project. A presentation was given to Red Deer RCMP who will be implementing a scaled down version of the project. Presentations are also given at every Beat Officer Succession class. The team continues to liaise and offer assistance to agencies and EPS members on an ongoing basis. Upcoming information sessions are scheduled for Bowden Institution at the Regional Meeting of the National Joint Council of Senior Criminal Justice officials as well as for the AHS Emergency Department Protective Services.

ACTIVE CLIENTS: 10 housed, 2 in custody, 1 in treatment

MAINTENANCE CLIENTS, meaning clients that are primarily supported by appropriate services in the community:

- 2 living @ Ambrose



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- 1 living @ Christopher's Place
- 1 in hospital awaiting D-DAL
- 2 living in D-DAL (Grande Manor)
- 1 in market housing with Diversity

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

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 (renamed 'Meadows' as the home is a collaboration with all HUoS partners) 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:
 - 2 successfully housed @ Ambrose
 - 2 housed in D-DAL (1 @ Grande Manor, 1 @ Balwin Villa)
 - 1 in custody at Spy Hill, Calgary until October 2016

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 Vulnerable Persons Database for the EPS



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- 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.



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INITIATIVE 21

Public Complaint Investigations

Initiative Owner – Legal & Regulatory Services Division

Initiative Context:

Through a high degree of professionalism in EPS's interactions with the community, public complaints against EPS members will be concluded in a timely manner.

Performance Measures / Targets:

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

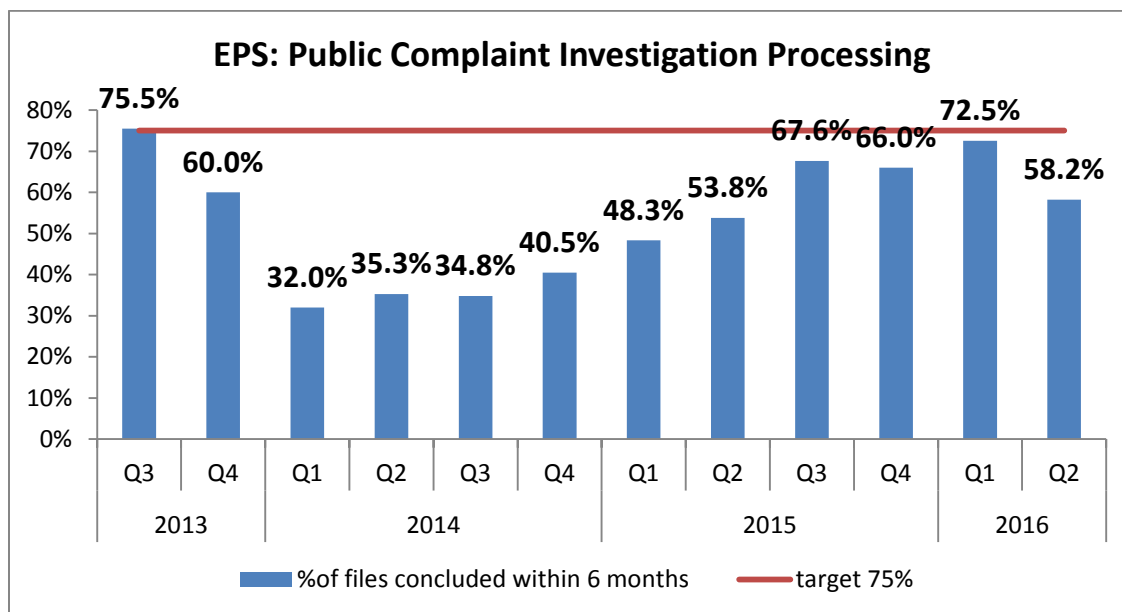
Year to Date Status:

Off-target
Public Complaint Investigation Processing
58.2% of 2016 Q2 files concluded in ≤ 6 months
(Target: 75%)

Analysis:

For the latest available quarter, Public Complaint Investigation Processing rate was 58.2%. This is below the target of 75% or greater, and has fluctuated over the past four quarters.

The status of all public complaints received during the second quarter of 2016 – that is, all files that would have reached an age of 6 months during the fourth quarter of 2016 – are displayed in the table below. 23 of the 55 files have been listed as completed within 6 months (41.8%), 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).





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File Status	Number of Files
Active	21
Completed	23
<i>Not Sustained – At Hearing</i>	1
<i>Sustained/Sustained in part</i>	1
<i>Resolved through Supervisor Intervention</i>	12
<i>Dismissed/Withdrawn</i>	2
<i>No Reasonable Prospect</i>	2
<i>Resolved through ADR</i>	5
Forwarded	2
<i>Supervisory Review</i>	2
Suspended	9
<i>Investigative Review</i>	7
<i>Executive Review</i>	2
Grand Total	55



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INITIATIVE 22

Recruitment

Initiative Owner: Recruit Selection Unit – Corporate Services Bureau

Initiative Context:

The City of Edmonton has been growing significantly, with continual but more moderate growth expected for the next several years. The demand for EPS services continues to increase, with Calls for Service growth of 12.6% from 2011-2014. Currently, the Edmonton Police Service is heavily challenged in growing its 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
New Recruits
131 began Recruit Class
(Target: 140)

Off-target
New Experienced Officers
6 EOP Hired
(Target: 10)

On-target
Recruit Applicants
677 EPS applicants
(7.3% above 2015 levels)

Analysis:

New Recruits: For Q4, one recruit class started (RTC #139) in December. Because the first 3 classes were not filled we revised our hiring goal for RTC #139 to be 36, however we only hired 32.

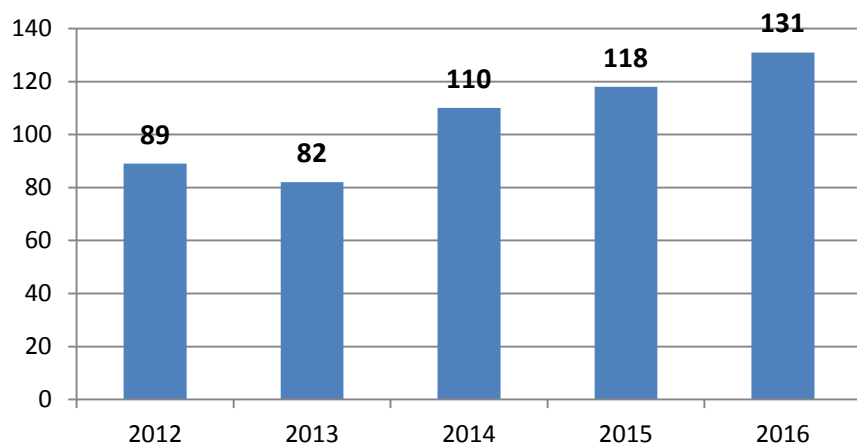
New Experienced Officers: EPS offered one Experienced Officer Program class in 2016. The class started on Aug 29, 2016 and had 6 EOP's in it.

New Recruit Applicants: The number of new recruit applications has increased 7.3% compared to 2015. Of note this is the highest number of applications we've received since 2009. Reactivated files are also counted which cover resubmissions after being deferred, an expired application, or self-removal from the process.

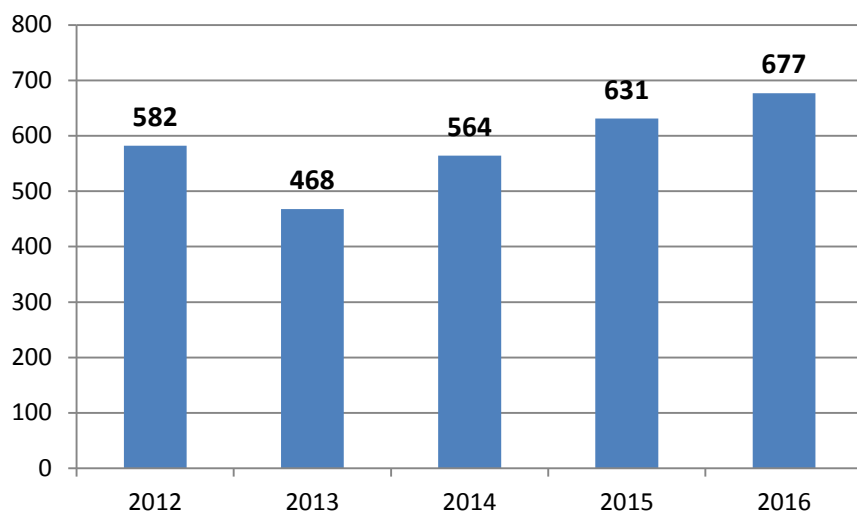


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EPS: sworn members who started New Recruit Class



EPS: Applications Received (sworn)





2016 Annual Policing Plan – Q4

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 from 2015 levels.

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

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

Activities:

Q1: 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	41	35	+17%

On-target
Self-Identified Diverse Applicants

	2016	2015	% Change
# of self-identified	129	86	+50%
# of unidentified	306	211	+45%

On-target
Culturally Experienced Applicants

	2016	2015	% Change
# of applicants	221	169	+31%

Off-target
Female Applicants

	2016	2015	% Change
# of applicants	113	113	0%

Analysis:



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Q4 Reporting:

Diverse Recruiting Initiatives - The following is a list of events and advertising initiatives completed in the 4th quarter of 2016: Through acting upon the recommendations of the Diversity Positive Recruiting Action Committee (DPRAC) RSU increased the number of diversity recruiting initiatives by 17% compared to 2015.

October 2016	November 2016	December 2016
Diversity Magazine E-Newsletter (recruiting advertisement in 12 of the 12 issues sent out)		
Women in Policing Info Session w/ CPS	Aboriginal Youth Career Day at City Hall	Women in Policing Info Session
Alberta Native News	Asian Community Post-Secondary Mixer	
Pride Centre – Posters / Postcards	Women's Hockey Team Builder	
Africa Centre – Posters / Postcards	Diversity Magazine – Print Ad & Article	
	First Nations Drum	
	Alberta Native News	

The Black and Chinese communities who are part of the DPRAC provided RSU with their final recommendations prior to the last meeting of the year in 2016. The Chinese recommendations were completed and RSU plans to attend the Black Communities proposals in January & February of 2017. The events put forward by DPRAC in 2016 gave RSU a strong foundation to move forward in 2017.

Culturally Experienced Applicants – In 2016 RSU has increased the number of culturally experienced applicants by 31% compared to 2015.

Self-Identified Diverse Applicants - In 2016 RSU has increased the number of applications submitted by self-identified diverse applicants by 50% compared to 2015.

Female Applicants – Despite having increased the number of female specific recruiting events from 1 in 2015 to 4 in 2016, we saw no growth in the number of applications submitted. Having conducted 3 women in policing events in Q4 2016, RSU expects the number of female applications submitted to grow in 2017.

Q3 Reporting:

Diverse Recruiting Initiatives - The following is a list of events and advertising initiatives completed in Q3:

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 representative 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



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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 Initiatives - The following is a list of events and advertising initiatives completed in Q2:

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 Mosaic
		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 Positive Recruiting Committee will be conducted quarterly versus monthly as done in 2015. Interviews are complete and recommendations have been made for community



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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