

Edmonton Police Service

GOING THE DISTANCE...in service to our communities



2010 Annual Policing Plan Public Highlights



MESSAGE FROM THE CHIEF OF POLICE

On behalf of the Edmonton Police Service, I am pleased to introduce the 2010 Annual Policing Plan. This plan captures the progress we have made so far and the initiatives we have planned for 2010 and beyond.

The initiatives in the 2010 Annual Policing Plan reflect the operational needs of the Edmonton Police Service and are in response to priorities identified by the citizens of Edmonton.

Edmonton is a growing and dynamic city, the hub of a very strong region of more than one million people. These are challenging times and quality of life, including safety and security, continues to be a priority for all who call Edmonton home. As in previous years, the EPS will continue to focus on understanding and responding to our communities' needs, including reducing victimization, responding faster to calls for service and enhancing our professional standards.

In presenting this plan to you, I wish to commend all members of the EPS who have a strong and deep commitment to achieving our vision of *A safe, vibrant city, achieved in partnership through innovate, responsible community policing*. I am sure that with the continued support of the Edmonton Police Commission and the citizens we serve, our efforts will be rewarded.

Michael J. Boyd, C.O.M.
Chief of Police



2010 Annual Policing Plan

| No. | Strategic Objective | Issue | Initiative Owner | Initiative(s) | 2010 New Resources / Positions (000's) | Performance Measures | Anticipated Impact |
|-----|---------------------------------|---------------|------------------|--|--|--|--|
| 1. | Reduced Crime and Victimization | Public Safety | Chief of Police | <p align="center"><u>Geographic Deployment Model & Crime Reduction</u></p> <p>Geographic Deployment Model (GDM) – through accurate and timely intelligence from reported crime, officer observed/reported disorder, traffic safety, concerns drawn from police data base, community input (received during officer/citizen contact, emails, letters, faxes, telephone calls, community meetings) and other police or law enforcement sources; the EPS will improve over 2009 results, our ability to identify where, when and by whom, crime, disorder and traffic offences are committed and use that intelligence to strategize and problem solve with community partners through identified police tactics and directed activities involving members of Community Policing Bureau (CPB) (including beat officers and visibility patrols), Specialized Community Support Bureau (SCSB) units and Corporate Services Bureau (CSB) members where required.</p> | | <p>First responder on scene ≤ 7 minutes to priority one calls 80% of the time.</p> <p>25% of patrol time for directed proactive work focused on addressing community problem solving.</p> <p>Crime reduction of 4% within the eight crime indicators:</p> <p>Assault; Homicide; Robbery; Sexual Assault; Break and Enter; Theft from Vehicle; Theft of Vehicle; Theft Over \$5000.</p> | <p>The Geographic Deployment Model will continue to improve quality service delivery based on the tenets of timeliness, professionalism and community problem solving.</p> <p>Reduced victimization and increased quality of life.</p> |



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| 2. | A Model of Efficiency and Effectiveness | Quality Investigations | Chief of Police | <p><u>Clearance Rates</u></p> <p>An incident is considered cleared or solved by police if an accused person has been identified, whether that person is formally charged or dealt with by other means such as extrajudicial measures.</p> <p>Increasing overall clearance rates on the 8 crime indicators advances the quality of both investigations and service delivery.</p> | | 5% increase in overall clearance rates in the 8 crime indicators. | Higher number of files cleared, increased intelligence gathered and greater public confidence. |
| 3. | A Citizen-centred Police Service | Professionalism | Chief of Police | <p><u>Public Complaints</u></p> <p>Reduce public complaints against sworn officers through the continued implementation of training in Reasonable Officer Response, de-escalation skills, and use of force articulation in report writing.</p> <p>Additional trend analysis to be conducted in the areas of public compliments, supervisory reviews, sustained complaints, number of disciplinary hearings, and complaints to calls for service ratio.</p> | | Reduce public complaints by 5% over 2009 baseline in both conduct and service complaints. | Fewer members having to engage in the complaint investigation or resolution process and a public who is more satisfied and accepting of police efforts. |



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| 4. | A Citizen-centred Police Service | Community Relationships | Chief of Police | <p><u>Chief's Advisory Council</u></p> <p>Strengthen contact and service to Edmonton's religious, youth and ethno-cultural communities by expanding the number of Community Liaison Committees by at least two; appointing Senior Officer representation and increasing representation of those communities on the Chief's Advisory Council.</p> <p>There are currently 10 active Community Liaison Committees.</p> | | <p>By the end of Q1, progress report update.</p> <p>By the end of Q2, progress report update.</p> <p>By the end of Q3, progress report update.</p> <p>By the end of Q4, increase the number Community Liaison Committees to a total of 12.</p> | An increase in ethno-cultural representation and create greater public awareness of the Chief's Advisory Council. |
| 5. | Reduced Crime and Victimization | Uniform Visibility / Crime & Disorder | Community Policing Bureau | <p><u>Beat Officer Program</u></p> <p>Conduct effective beat policing activities to reduce crime and social disorder or the fear from perception of crime and social disorder in the geographical areas within each district where beats have been identified.</p> <p>A comprehensive review of the Beat Officer Program has been initiated.</p> | | <p>By the end of Q1, consultation and benchmarking to be completed.</p> <p>By the end of Q2, final report and recommendations to be completed and delivered to Chief's Committee.</p> <p>By the end of Q3, research and development of a Beat Officer Course to be completed.</p> <p>By the end of Q4, Beat Officer Course delivery and training to be completed.</p> | The 'Beat Program' is critical to the EPS maintaining a high level of visibility and personal interaction in our communities. |



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| 6. | Reduced Crime and Victimization | Crime Prevention | Community Policing Bureau | <p><u>Neighbourhood Empowerment Teams</u></p> <p>Neighborhood Empowerment Teams (N.E.T.) utilize community-specific interdisciplinary approaches to reduce and prevent crime. N.E.T. also develops community action plans and builds community capacity.</p> | | <p>By the end of Q1, identify five problem locations (one per Division) for calls for service reduction of 4%.</p> <p>By the end of Q2, develop and implement problem solving strategies for each identified location.</p> <p>By the end of Q3, reduce calls for service by 2% at all identified locations.</p> <p>By the end of Q4, reduce calls for service by 4% at all identified locations.</p> | Reduced calls for service relating to disorder, crime and victimization. |
| 7. | Reduced Crime and Victimization | Traffic Safety | Operational Support Division | <p><u>Integrated Corridor Safety Program</u></p> <p>Conduct effective traffic enforcement and public education and awareness in identified corridors as outlined in the EPS Traffic Safety Plan.</p> | | <p>Reduction in fatal and serious* injury collisions by 10% over 2009 baseline.</p> <p>Increase of 5% targeted enforcement.</p> <p>*Serious injury = Admittance to Hospital</p> | Safer roadways and reduced associated costs. |



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| 8. | Reduced Crime and Victimization | Traffic Safety | Operational Support Division | <p><u>Strategic Traffic Enforcement Plan – (S.T.E.P.)</u></p> <p>The Strategic Traffic Enforcement Plan is aligned with both the City of Edmonton Traffic Safety Strategy and the Alberta Traffic Safety Plan.</p> <p>Each month, enforcement strategies are conducted to address traffic safety issues including, but not limited to: intersection safety, speed, young drivers, motorcycle safety, pedestrian safety, commercial vehicle safety, and impaired driving.</p> | <p>10 sworn (Provincial)</p> <p>Enhancement of program.</p> <p>(2010 - \$ 300 (EPS portion))</p> <p>1 sworn (Provincial)</p> <p>Drug Recognition Expert</p> <p>(2010 - \$ 134)</p> <p>Performance targets dependent on requested staffing.</p> | <p>Increase of 5% enforcement over 2009 baseline.</p> <p>Reduce fatal collisions by 10% over 2009 baseline.</p> <p>Reduce serious* injury collisions by 10% over 2009 baseline.</p> <p>*Serious injury = Admittance to Hospital</p> | <p>The combined initiatives include education, enforcement, and focused seasonal campaigns.</p> <p>Collectively the impact should be reductions in traffic related offences, injuries, damage and death.</p> |



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| 9. | Reduced Crime and Victimization | Traffic Safety | Operational Support Division | <p><u>Operation 24 Program</u></p> <p>24 hours of high level, manned traffic enforcement in both identified corridors and neighbourhoods determined through citizen concerns.</p> | | Increase of 5% enforcement over 2009 baseline. | Effort to reduce speed, and subsequent injury and death. |
| 10. | Reduced Crime and Victimization | Impaired Driving | Operational Support Division | <p><u>Curb the Danger</u></p> <p>A public awareness program that provides the community access to report suspected impaired drivers via 911.</p> <p>The unique component to the program is that if police are unable to intercept the suspect vehicle, and if there is a license plate and driving pattern given, the registered owner of the vehicle is sent a letter informing the owner that that their vehicle was reported to Curb the Danger by a concerned citizen.</p> <p>The number of calls to Police Dispatch 911 is measured to confirm both ongoing public support and ensure quality service delivery.</p> | | Maintain an average of 700 calls per month. | The goal of the program is to bring the community and police together to reduce the number of impaired drivers on the road, and to send a message to offenders that more than just the police are watching for them. |



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| 11. | Reduced Crime and Victimization | Impaired Driving | Operational Support Division | <p><u>Check Stop</u></p> <p>Promote the message of 'No Impaired Driving' by providing a highly visible presence throughout the year through Check Stop.</p> | | Increase number of vehicles checked during Check Stop by 5% compared to the 2009 baseline. | Increased public support about the danger of impaired driving. |
| 12. | Reduced Crime and Victimization | Traffic Safety | Operational Support Division | <p><u>Noisy Vehicle Strategy</u></p> <p>Reduce excessive vehicle noise through enforcement, public education, and legislative change.</p> <p>Continue to partner with provincial stakeholders to introduce, support, and affirm new legislative framework that will support this quality of life issue.</p> | | Increase of 5% enforcement over 2009 baseline. | Fewer complaints of noisy vehicles, and a more educated public. |



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| 13. | A Citizen-centred Police Service | Quality Service Delivery | Operational Support Division | <p><u>Police Dispatch 9-1-1</u></p> <p>On a 24-hour basis, Police Dispatch/911 Section directs and controls response to calls for service, and provides communication links between the EPS, the public, and other essential services.</p> <p>An abandoned call is a call in which the call originator disconnects or cancels the call after a connection has been made, but before the call is established. A reduction in abandoned calls enhances service delivery.</p> | <p>1 sworn (Provincial)</p> <p>Quality assurance</p> <p>(2010 - \$ 30 (EPS portion))</p> | <p>5% reduction in abandoned calls from the 2009 baseline.</p> <p>The implementation of the Priority Dispatch software will form a baseline for 2010 for our Quality Assurance program.</p> | <p>More satisfied public due to a higher level of service delivery and higher level of support for the police.</p> |
| 14. | A Citizen-centred Police Service | Quality Service Delivery | Operational Support Division | <p><u>Police Dispatch 9-1-1</u></p> <p>On a 24-hour basis, Police Dispatch/9-1-1 Section dispatches and controls field units in response to calls for police service.</p> <p>Dispatching calls for service in a timely and efficient manner reduces response times to high priority incidents and enhances service delivery.</p> | | <p>Priority 1 calls for service dispatched ≤ 2 minutes 90% of the time.</p> <p>Priority 2 calls for service dispatched ≤ 5 minutes 90% of the time.</p> <p>Priority 3 calls for service dispatched ≤ 10 minutes 90% of the time.</p> | <p>These benchmark performance measures are met or exceeded by ensuring staffing in Police Dispatch / 9-1-1 and in Community Policing Bureau are optimized to meet the service level demands.</p> |



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| 15. | A Model of Efficiency and Effectiveness | Capacity; Emergency Preparedness | Operational Support Division | <p><u>Emergency Preparedness</u></p> <p>Disaster and Emergency Operations Planning Section (DEOPS) is responsible for the planning, management, and implementation of a response to natural or man-made disasters, civil disturbances, large public events, or unusual occurrences requiring a concentration of police resources.</p> <p>The completed Continuity of Operations Plan includes the policy, plans, memoranda of understanding, vehicles, reporting systems, and related physical infrastructure for the management of emergency situations that require a concentration of police resources arising from man-made or natural disasters.</p> | <p>1 sworn (Provincial)</p> <p>DEOPS</p> <p>(2010-\$ 79)</p> | <p>By the end of Q1, progress report update.</p> <p>By the end of Q2, EPS will have a Continuity of Operations Plan in place.</p> <p>By the end of Q3, progress report update.</p> <p>By the end of Q4, policy development and the initiation of a training program to be implemented.</p> | <p>The EPS will be more efficient and effective while working in conjunction with our Emergency Service partners during emergency exercises or actual events.</p> |



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| 16. | Reduced Crime and Victimization | Drugs / Gangs | Specialized Investigation Division | <p><u>Gang & Drug Enforcement</u></p> <p>Enforcement is critical to the suppression of gangs, drugs and related activities.</p> <p>Replacement of the 6 positions that went to the Combined Forces Special Enforcement Unit (CFSEU) will strengthen high-level, mid and street-level enforcement in relation to gang activity and drug traffickers.</p> | <p>6 sworn (Provincial)</p> <p>Positions to maintain enforcement initiatives in drugs / gangs etc.</p> <p>(2010 - \$ 473)</p> | <p>Maintain number of charges laid at 2009 baseline through the measurement of:</p> <p>Persons Arrested Charges Arrest Warrants Search warrants executed as well as tracking firearms seized.</p> | <p>EPS enforcement results in reduction of available drugs, reduction of use, and increase in price.</p> |
| 17. | Reduced Crime and Victimization | Drugs | Specialized Investigation Division | <p><u>2010 Report a Drug House Program</u></p> <p>Increase the resolution of all reported drug houses by formalizing the Report a Drug House Program.</p> <p>Formalize the program by creating a permanent position within Crime Prevention Unit and ensure that intelligence gathered is disseminated to all applicable members.</p> | <p>1 sworn (Provincial)</p> <p>(2010 - \$ 134)</p> | <p>10% increase in the resolution of all reported drug houses over the 2009 baseline through the formalizing of the Report a Drug House Program.</p> | <p>Reduction of disorder issues and criminal activity centered on drug houses. Increased coordination of intelligence and enforcement as well as the implementation of an effective intelligence sharing process with the Solicitor General Safer Communities and Neighborhoods (SCAN) Unit.</p> |



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| 18. | Reduced Crime and Victimization | Community Problem Solving | Specialized Investigation Division | <p><u>Crime Free Multi-Housing Program</u></p> <p>The Crime Free Multi-Housing Program (CFMH) is a crime prevention initiative developed specifically to help apartment owners, managers, residents, police and other agencies work together to keep illegal and nuisance activity off rental property.</p> <p>Its goal is to introduce crime prevention techniques to rental property to reduce the likelihood of criminal activity occurring on the premise. The successful completion of a three phase program results in the premise becoming a certified Crime Free Multi-Housing property.</p> <p>The strength of the Crime Free Multi-Housing program lies in the ongoing maintenance required to retain certification. Crime Free Multi-Housing Program audits are a mandatory part of the program.</p> | | 10% increase in Crime Free Multi-Housing audits over 2009 baseline. | <p>EPS will continue to reduce crime in our community through the continuance of our programs.</p> <p>An increase in the number of audits shows support for the program.</p> |



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| 19. | A Citizen-centred Police Service | Quality Service Delivery | Specialized Investigation Division | <p><u>Victim Services Unit</u></p> <p>Victim Services Unit to increase the call backs to victims of crimes in regards to the disposition of their calls for service.</p> | | Increase call backs by 10% over the 2009 baseline. | Increased involvement of citizens with EPS results in enhanced customer service delivery, high quality investigations, and greater feedback opportunities. |
| 20. | A Citizen-centred Police Service | Quality Service Delivery | Specialized Investigation Division | <p><u>Crime Scenes Investigation</u></p> <p>Increase in crime scene response to Break & Enters and Theft of Autos in 2010 to enhance customer service delivery and the opportunity to identify suspects through forensic investigation.</p> | | 10% increase in crime scene response to Break & Enters and Theft of Autos in comparison to 2009 baseline. | When Crime Scenes Investigation Unit members attend crimes scenes the opportunity to identify culprits increases with forensic investigations through fingerprints and/or DNA. |



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| 21. | Reduced Crime and Victimization | Community Problem Solving | Criminal Investigations Division | <p><u>Sexual Assault Investigations</u></p> <p>Reduce the number of alcohol facilitated sexual assault occurrences through the ongoing development of strong community partnerships, prevention initiatives, policy and bylaw development, and increased public awareness.</p> <p>New partnerships have been established in an effort to reduce the number of alcohol related sexual assaults. These partnership initiatives include:</p> <ul style="list-style-type: none"> • Vehicle for Hire Commission • Responsible Hospitality Edmonton Public Safety Compliance Team • Addictions and Mental Health • P.A.R.T.Y. Program (Prevention of Alcohol Related Trauma in Youth) • S.C.O.P.E. (Sexual Assault Sub Committee with AB Justice) | | Reduce alcohol facilitated sexual assault occurrences by 5% over 2009 baseline. | Reduction in predator opportunity in the community and reduced victimization. |



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| 22. | Reduced Crime and Victimization | Community Problem Solving | Criminal Investigations Division | <p><u>Police and Crisis Team (PACT)</u></p> <p>Reduce further victimization of mentally ill persons who are in crisis.</p> <p>Each quarter Police and Crisis Team (PACT) will complete interventions and apprehensions under the Mental Health Act.</p> <p>PACT interventions and apprehensions reduce workload on initial responders from Community Policing Bureau which allows for more specialized and successful consultations to take place.</p> | | 5% increase in the number of interventions over 2009 baseline. | <p>The Mental Health Act provides Police and Crisis Response Teams with legislative tactics to apprehend those individuals who meet the legal requirements.</p> <p>Interventions and apprehensions are used to assist the client and to effectively conclude a crisis situation.</p> <p>Effectiveness is hindered by capacity of available resources in the community. Appropriate intervention should reduce resource draw on community.</p> |



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| 23. | A Model of Efficiency and Effectiveness | Staff Development | Human Resources Division | <p><u>Investigative Skills Education Program</u></p> <p>EPS, in partnership with a provincial committee, has established a Provincial Investigative Certification program.</p> <p>This program promotes continuous investigative education based on competencies appropriate to the skill level of the investigator. There are four ISEP certification levels: 100, 200, 300, and 400.</p> <p>Levels 100, 200, and 400 are currently being delivered, with ISEP Level 300 currently under development.</p> <p>The dates and numbers of students for this program are subject to influence from the Province as program is partially funded through Provincial monies and some classes are blended with officers from across the Province.</p> | | <p><u>ISEP Level 300</u></p> <p>By the end of Q1, progress report update.</p> <p>By the end of Q2, progress report update.</p> <p>By the end of Q3, research and development of ISEP Level 300 to be complete.</p> <p>By the end of Q4, a pilot of Level 300 course to be completed.</p> | <p>This model will deliver suitable education to our investigators at the appropriate time in their career and will lead to consistent, standardized, professional investigative principles and techniques for all investigators.</p> <p>It will also lead to higher quality investigative standards throughout the province.</p> |