



# **Annual Policing Plan**

## **Public Dashboard**

### **2013 Q1 Report**

**Edmonton Police Service**  
**Edmonton Police Commission Copy**

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# EDMONTON POLICE SERVICE 2013 ANNUAL POLICING PLAN - BALANCED SCORECARD - Q1

No.	INITIATIVE - Q1 STATUS	Year End Target	Trend	2013 Q1	2012 Q1	2011 Q1	2010 Q1	2013 Q1 Target
1	Clearance Rates	≥ 43%	↑	44.0%	44.5%	43.4%	36.3%	43% clearance rate
2.1	Geographic Deployment Model - Response Times	≥ 80%	↓	71%	80%	73%	80%	≤ 7 min 80% of the time
2.2	Geographic Deployment Model - Proactive Time	≥ 25%	↑	16.4%	18.5%	20.0%	20.1%	25% Proactive Time
3	Crime Reduction	≥ 2% reduction	↑	1.42% 5125 total	5053 total	4781 total	6683 total	Overall (citywide) reduction of 2%
4.1	Violence Reduction Strategy - Violent Crime	≥ 4% reduction	■	-6.6%	■	■	■	4% reduction in the 4 violent crime indicators
4.2	Violence Reduction Strategy - Social Disorder	≥ 4% reduction	■	-1.4%	■	■	■	4% reduction in the social disorder indicators
5	Prisoner Transportation	■	■	■	■	■	■	Establish resource plan (internal reallocation)
6	Public Safety Compliance Team	■	■	■	■	■	■	Identify top 20 licensed premises
7	Neighbourhood Empowerment Teams	■	■	■	■	■	■	ID 2 problem locations/each NET neighbourhood
8	Traffic Safety	≥ 5%	■	■	■	■	■	5% increase in enforcement incidents
9.1	Gang and Drug Enforcement - Persons Arrested	≥ 321	↓	36	81	68	48	Q1 Persons arrested ≥ 80
9.2	Gang and Drug Enforcement - Civil Forfeitures	≥ \$977,713	↓	\$143,355	\$174,162	\$296,660	\$540,335	Q1 Civil Forfeitures ≥ \$244,428
10	Specialized Traffic Apprehension Teams	■	■	■	■	■	■	Four squads to be staffed
11	Aboriginal Strategy	■	■	■	■	■	■	Identify strategic partnerships
12	Homicide Section - Historical Homicides	100%	■	■	■	■	■	↑ 100% - historical homicide clearance rates
13	Recruiting	≥ 10%	■	■	■	■	■	↑10% - in diverse community initiatives
14	Public Complaints	≤ 134	↓	48 Complaints	32	56	54	5% reduction in public complaints
15	Public Complaint Investigations - ADR	≤ 10%	■	■	■	■	■	Conclude 10% of public compl's through ADR
15	Public Complaint Investigations	≥ 75%	■	49%	■	■	■	Investigations done within 6 mths 75% of time

STATUS	TREND
■ Performance meets or exceeds target	↑ Performance is improving from previous reporting period
■ Performance is within acceptable range of target	■ Performance is the same as previous reporting period or N/A
■ Performance is outside acceptable range of target	↓ Performance has decreased from previous reporting period



# 2013 Annual Policing Plan – Q1

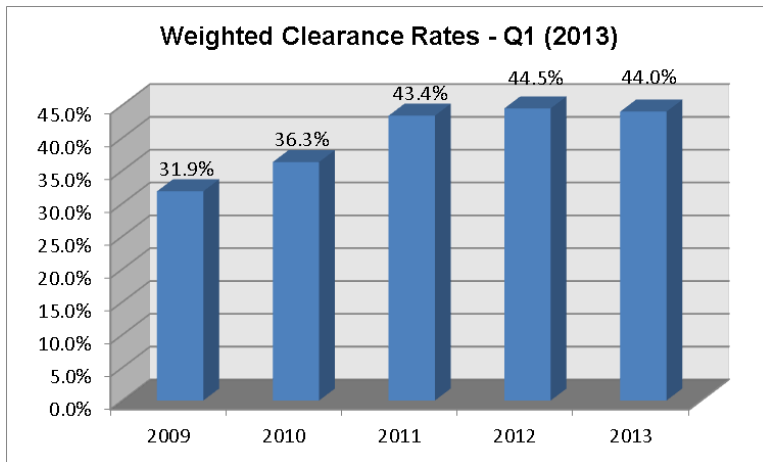
## INITIATIVE #1

### Clearance Rates

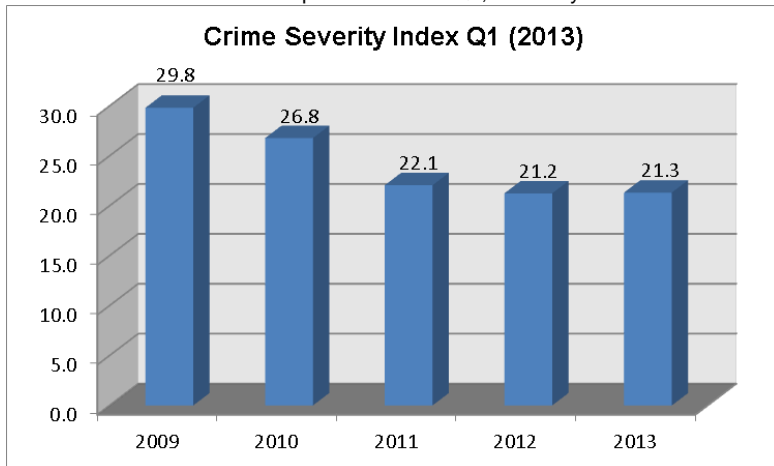
#### Q1 2013



**44.0% (+1.0% above the Target of 43%)**



Data obtained from CSR-02 Report 2009-2013 Q1, 2013May09



Data obtained from CSR-02 Report 2009-2013 Q1, 2013May09

#### 2012 Q1-Q4 Reporting

In previous Annual Policing Plans, Clearance Rates were reported on a 3 month time lag to ensure accuracy in the results. This meant that while all other initiatives related to the time period being reviewed, the initiative on Clearance Rates related to the previous quarter.



# 2013 Annual Policing Plan – Q1

The 2012 Q4 and 2013 Q1 results have been monitored and it has been determined that any changes in related results are extremely small (0.2 - 0.4 of a percent). Accordingly, starting in Q1 of 2013, Clearance Rates will be reported for the quarter currently in review.

In order to summarize the 2012 results, the Q1-Q4 year end results are provided below:

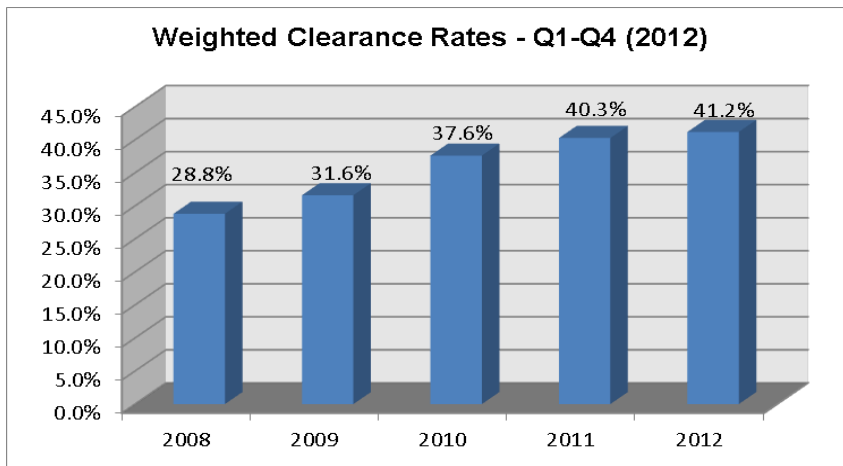
**(Quarterly results reported on a 3 month time lag)**



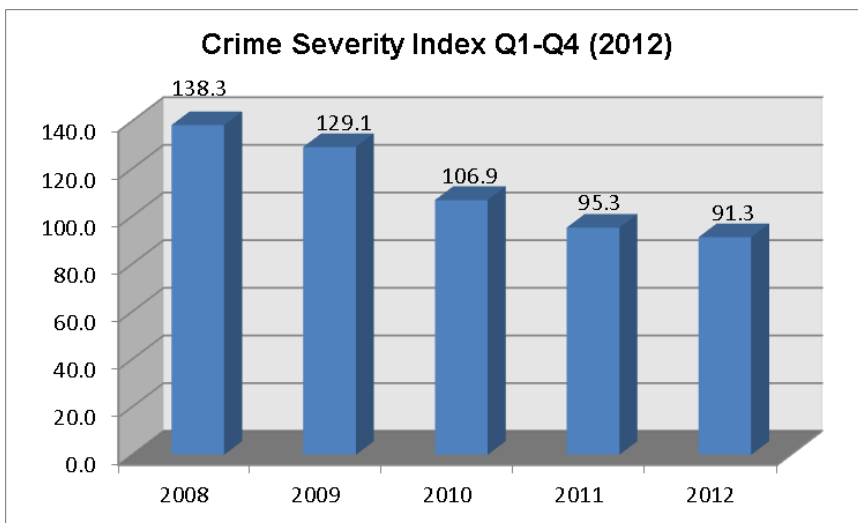
**41.2% (+2.2%)**

**(2012 Yearend target (Q4 reporting) +4% which is a 42.7% Clearance Rate)**

## Annual Trending



Data obtained from CSR-02 Report 2008-2012 Q1-Q4, 2013May09



Data obtained from CSR-02 Report 2008-2012 Q1-Q4, 2013May09



# 2013 Annual Policing Plan – Q1

## INITIATIVE #2

### Geographic Deployment Model (GDM)



**Response Times 71.2%**  
(Target 80%)



**Proactive Time 16.4%**  
(Target 25%)

### ANNUAL TRENDING:

#### Response Times:

Best Response Time Fixed Location	1st Quarter				Total
	January	February	March	1st Quarter Total	
2012	79.9%	79.5%	80.8%	80.0%	80.0%
2013	71.2%	69.8%	72.3%	71.2%	71.2%
Change	-8.7%	-9.7%	-8.5%	-8.8%	-8.8%
% Increase/Decrease	-10.9%	-12.2%	-10.5%	-11.0%	-11.0%

Data obtained from PMR-9Q Report, 2013April15

#### Proactive Time:

	% Total Proactive Time	% CFS Time	% Admin Time	% Undefined Time	% Total Time
<b>CITYWIDE</b>	<b>16.4%</b>	56.2%	19.5%	10.0%	102.1%
<b>DOWN</b>	12.9%	58.0%	21.9%	9.7%	102.5%
<b>NORTH</b>	14.4%	60.9%	17.4%	9.1%	101.8%
<b>SOUTHEAST</b>	20.2%	51.3%	20.3%	10.0%	101.7%
<b>SOUTHWEST</b>	17.2%	54.3%	20.4%	10.6%	102.5%
<b>WEST</b>	17.7%	55.8%	17.6%	10.6%	101.8%

Data obtained from PMR-34 Report, 2013April15

### COMMENTARY:

- Response times to the end of Q1 2013 were at 71.2%. This is 8.8% below the target.
- Reported proactive time to the end of Q1 2013 was 16.4%. This is within 3.1% of the average proactive time for Q1 (19.5%) over the last three years (2010 – 2012).



# 2013 Annual Policing Plan – Q1

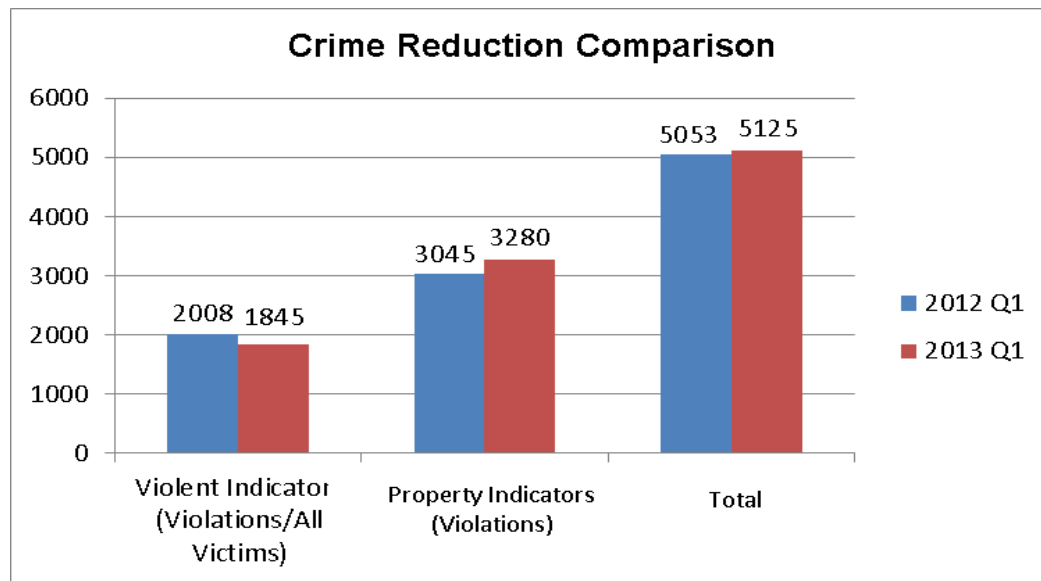
## INITIATIVE #3

### Crime Reduction



**8 Crime Indicators**  
**+1.42%**  
**(Target 2% reduction)**

#### Commentary:



Data obtained from CSR-01 Report, 2012-2013, 2013May09

*Analysis for the four violent crime indicators is based on counting the most serious violation attached to each victim record. Where a victim was not recorded then the count is based on the most serious UCR violation per incident.*

In Q1 2013, the violent crime indicators (All Victims) overall experienced an 8.1% decrease. The largest decrease was in the Robbery category (-15.1%), while Homicides experienced an increase of 66.7% (from 3 homicides in Q1 2012 to 5 homicides in Q1 2013).

*Analysis for the four property crime indicators is based on counting the most serious violation for each UCR incident.*

In Q1 2013, property crime overall saw a 7.7% increase. The largest increase was in the Theft from Vehicle category (+15.9%), while the largest decrease was in the Theft over \$5000 category (-23.6%).

Detailed results are provided in the following tables:



## 2013 Annual Policing Plan – Q1

**\*Violent Indicators (Violations/All Victims)** Data obtained from CSR-01 Report, 2012-2013, 2013May09

Violations/Victims			1st Quarter				Total
			January	February	March	1st Quarter Total	
Violence Indicator	Assault	2012	488	468	546	1 502	1 502
		2013	486	430	481	1 397	1 397
		Variance	-2	-38	-65	-105	-105
		% Inc/Dec	-0.41%	-8.12%	-11.90%	-6.99%	-6.99%
	Homicide	2012		1	2	3	3
		2013	2	1	2	5	5
		Variance	2			2	2
		% Inc/Dec		0.00%	0.00%	66.67%	66.67%
	Robbery	2012	116	86	96	298	298
		2013	97	65	91	253	253
		Variance	-19	-21	-5	-45	-45
		% Inc/Dec	-16.38%	-24.42%	-5.21%	-15.10%	-15.10%
	Sexual Assaults	2012	72	65	68	205	205
		2013	69	62	59	190	190
		Variance	-3	-3	-9	-15	-15
		% Inc/Dec	-4.17%	-4.62%	-13.24%	-7.32%	-7.32%
Total Prior Year Victims			676	620	712	2 008	2 008
Total Current Year Victims			654	558	633	1 845	1 845
Total Variance			-22	-62	-79	-163	-163
Total %Inc/Dec			-3.25%	-10.00%	-11.10%	-8.12%	-8.12%

**\*Property Indicators (Violations)** Data obtained from CSR-01 Report, 2012-2013, 2013May09

# Violations			1st Quarter				Total
			January	February	March	1st Quarter Total	
Property Indicator	Break and Enter	2012	382	281	347	1 010	1 010
		2013	358	303	329	990	990
		Variance	-24	22	-18	-20	-20
		% Inc/Dec	-6.28%	7.83%	-5.19%	-1.98%	-1.98%
	Theft From Vehicle	2012	466	416	421	1 303	1 303
		2013	531	498	481	1 510	1 510
		Variance	65	82	60	207	207
		% Inc/Dec	13.95%	19.71%	14.25%	15.89%	15.89%
	Theft Of Vehicle	2012	225	200	235	660	660
		2013	299	216	210	725	725
		Variance	74	16	-25	65	65
		% Inc/Dec	32.89%	8.00%	-10.64%	9.85%	9.85%
	Theft Over \$5000	2012	29	20	23	72	72
		2013	19	18	18	55	55
		Variance	-10	-2	-5	-17	-17
		% Inc/Dec	-34.48%	-10.00%	-21.74%	-23.61%	-23.61%
2012 Monthly Total			1 102	917	1 026	3 045	3 045
2013 Monthly Total			1 207	1 035	1 038	3 280	3 280
Total Variance			105	118	12	235	235
Total % Inc/Dec			9.53%	12.87%	1.17%	7.72%	7.72%



# 2013 Annual Policing Plan – Q1

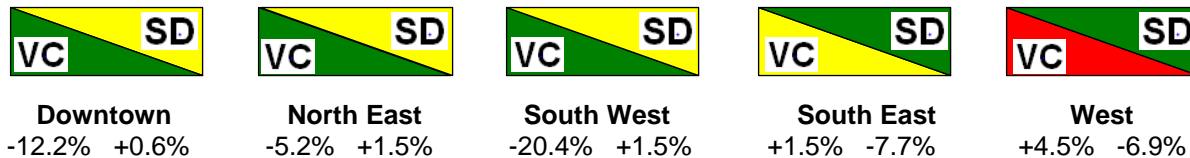
## INITIATIVE #4

### Violence Reduction Strategy: Community Safety Response

#### City-wide Totals



#### Broken Down by Division



#### COMMENTARY:

**Note:** For this Quarter the report will focus on the response and performance of violent crime and disorder management from a Divisional level.

Hot spot maps have been produced and provided to the Divisions, for a three year period (2010-2012) and for Q1 2013. Q2 will report on the crime and intensity in direct response to violence and disorder responses.

We have seen some great results so far this year:

- o Violence is down 6.6% (115 fewer occurrences) than at this time in 2012.
- o Assaults are down 7.1%.
- o Robberies are down 14.4%, and have been for the first three months of 2013.
- o Sexual Assaults are up 7.4% and Homicides increase during this time period from 2 to 4 occurrences.

The Violence Reduction Strategy initiatives have been in place for more than a year now. We have become familiar with the initiatives and have adapted them to our experiences and operational priorities – they are always evolving. For example the identification of 5 Communities in each Division has been adjusted to focus on the violent crime and disorder hotspots, in each division.





## 2013 Annual Policing Plan – Q1

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### INITIATIVE #5

## Prisoner Transportation



### Commentary:

The opening of the New Edmonton Remand Centre (NERC) in April 2013, will require the transportation of in excess of 10,000 detainees per year, from Detainee Management Unit located in PHQ to the NERC located at the northern edge of the city.

As of March 25, a detainee transportation team of two Constables has been attached to each of the four squads in Detention Management Unit, for a total complement of eight transportation team members. The transportation function will continue to be resourced by sworn members of the Edmonton Police Service until such time as another viable resource is identified and secured. Discussions with Alberta Sheriffs are to reopen in June/July 2013.

The Q2 analysis will include statistical information relative to numbers of detainees transported and highlight what is going well, as well as challenges faced, with the current model.



## 2013 Annual Policing Plan – Q1

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### INITIATIVE #6

## Public Safety Compliance Team (PSCT)



### Commentary:

PSCT monitors critical areas of patron management, patron security, noise control, medical and safety plans in dealing with licensed establishments. GLA Section 69.1 also allows the EPS to take a proactive approach to reducing the risk of alcohol or drug related harms and negative influence of organized crime and violence in and around licensed premises. As a proactive step to reduce alcohol related harms PSCT and CPB have identified the top 20 problem licensed premises. PSCT will work with these establishments to reduce calls for service.

### Q1 Analysis:

The PSCT, with the assistance of CPB, has identified the top 20 problematic Edmonton licensed premises. The EPS Business Intelligence Group is working with PSCT to create a weekly CAD reporting system for each of the Top 20 Problematic Licensed Establishments. The EPS Business Intelligence Group will also put together a quarterly report for PSCT comparing 2011, 2012, and 2013 CAD statistics for each of the top 20 problematic licensed establishments. These statistics will assist PSCT and CPB to determine whether EPS calls for service at each venue are increasing or decreasing. Report and Statistics will be available in the Q2 report.



## 2013 Annual Policing Plan – Q1

### INITIATIVE #7

## Neighbourhood Empowerment Teams (NET)



### Commentary:

In June of this year **four out of five** NET teams will be transitioned out of their current communities (through completion of a comprehensive exit plan) and into new targeted areas. This transitioning year for N.E.T. teams inhibits our ability to identify new hotspot locations at this time. However, by Q4 reporting, we will have been in new neighbourhoods for six months and be able to report on hotspot reductions (hoping to meet projected mid-year reductions of 2% that would normally be included in Q2 reporting).

Our West Division team which targets the Inglewood community will remain in that location for the duration of 2013. The addresses selected as hotspot locations for this team have been selected by reviewing the top 10 repeat calls for service locations within the community boundaries. They were selected as they can be addressed within the context of the partnership goals and objectives. In determining the actual number of calls for service, we eliminate police-generated occurrences such as proactive time, follow-up investigations and duplicated events to ensure we specifically address the crime and disorder prompting citizens to request police attendance (such as assaults, thefts, noisy parties, disturbances). In doing so, we are responding to identified community concerns and occurrences impacting the surrounding community.



## 2013 Annual Policing Plan – Q1

### INITIATIVE #8

## Traffic Safety



### Commentary:

#### Enforcement

Enforcement data is limited to Traffic Section enforcement in all enforcement programs. It does not include statistical data for other Divisions or Sections of the EPS participating in Traffic-coordinated initiatives. Total Traffic Section enforcement for Q1 2013 is 35.0% above the previous five-year average (7,245 tickets issued compared to the 2008-2012 average baseline of 5,367 tickets). This surpasses the targeted 5% increase.

#### Curb the Danger

Includes programs coordinated by Traffic Section but with enforcement from members throughout the EPS. While calls related to the Curb the Danger program were down slightly by -3.7% (1855 calls received as compared to the Q1 baseline of 1926), resulting impaired enforcement increased by 5.8% (209 impaireds compared to the Q1 baseline of 198).

#### Checkstop

Includes programs coordinated by Traffic Section but with enforcement from members throughout the EPS. The number of vehicles checked increased by 48.1% (1656 vehicles checked compared to the Q1 baseline of 1118), and resulting impaired enforcement increased by 32.6% (48 impaired arrests compared to the Q1 baseline of 36).



## 2013 Annual Policing Plan – Q1

### INITIATIVE #9

## Gang and Drug Enforcement



**36 Persons Arrested (EDGE & DUST)**  
**(2013 Q1 target = 80 Arrests)**  
**45.0% of target reached**



**\$143,355 Civil Forfeitures**  
**(2013 Q1 target = \$244,428)**  
**58.7% of target reached**

### Commentary:

The number of persons arrested and civil forfeiture seizures are below the target goal for EDGE in Q1 of 2013. There are a number of factors that have attributed to this.

Since the Drug Undercover Street Team (*\*see below*) left EDGE Unit to fulfill their provincial mandate in 2010, the focus of EDGE investigations has been on higher level targets. Higher level targets are inherently more sophisticated, and require unique investigative techniques. These techniques and the investigations themselves become much more complex. As technology and case law continue to evolve, gang and drug investigations require more time and resources to complete. In essence, the resources and time commitment required to conduct a thorough and comprehensive investigation has simply increased.

EDGE Unit has also participated in two separate project files during this quarter. Specifically, EDGE Unit committed time and resources to assist Northeast Division in the GunZII project. This project spanned several months and required EDGE teams to complete tasks throughout.

- Over the past three years, a group referred to by Police as the “TERRY Brothers” were identified to have been involved in at least seven (7) reported shootings within the City of Edmonton. Although the acts of violence appear sporadic it is believed that without Police intervention, the violence would escalate putting the public at risk. Project GunZII was implemented to eliminate the propensity for further violence acts surrounding the TERRY Brothers in the future. Northeast Division led the investigation with support from EDGE and other Investigative Support Bureau units, and implemented investigative strategies that culminated with the arrest of twelve (12) individuals with 46 charges laid and over \$220,000 of property seized for civil forfeiture. During the investigation, acts of violence planned by the TERRY Brothers were disrupted and prevented ensuring the safety of the intended victims and general public. Early Case Resolution has been sought by several of the main members of the TERRY Brothers. With the charges laid and property seized, it is believed that the TERRY Brothers have been disrupted and further acts of violence, notably shootings, have been prevented from continuing in the future.

EDGE Unit also assisted Hate Crimes Unit in Project Hooked-Cross during the month of April. Again, resources were directed away from some of the usual files and targets to facilitate this.

EDGE Unit conducted a lengthy and complex investigation into a criminal organization in 2010. This file was named Project Gambo and is currently before the courts. The magnitude of this file has taxed EDGE Unit this quarter with disclosure issues, and weeks of testimony by our members.



## 2013 Annual Policing Plan – Q1

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Lastly, in the previous three years, EDGE Unit has conducted buy/bust projects targeting street level drug dealers. Due to the current workload, this has not been done in 2013. These buy/bust operations usually generate a large number of arrests, and civil forfeiture seizures.

- *\*The Drug Undercover Street Team (DUST) is a provincially funded integrated organized crime response initiative known as Combined forces Special Enforcement Units [CFSEU] Edmonton Regional Office. The primary mandate of DUST is to provide street level drug purchasing capacity to all the police agencies seeking support from CFSEU Edmonton Regional Office.*
- *DUST is responsible for:*
  - *Conducting under-cover operations and under-cover drug purchases for the purpose of gathering evidence and intelligence as it relates to a criminal investigation.*
  - *Providing resources and/or assistance to other policing partners/law enforcement agencies that are involved in organized crime investigations.*

EDGE Unit responds to numerous requests for assistance from: other EPS divisions/units (79 requests in Q1); regional agencies within the surrounding areas of Edmonton (45 requests in Q1); agencies throughout the province (5 requests in Q1); and agencies outside of Alberta (10 requests in Q1). In addition, they provided 6 lectures and presentations to the public and various organizations within the community.



## 2013 Annual Policing Plan – Q1

### INITIATIVE #10

## Specialized Traffic Apprehension Teams

### Performance Measures / Targets:

By the end of Q2, four squads will be staffed.



### Commentary:

Improve public safety by enforcing traffic laws and detecting and identifying criminals who transport and distribute various forms of contraband in our community.

Current facility does not have sufficient space to facilitate an additional squad. The anticipated date to move into a new facility is in Q3. Squad 4 is currently being staffed. This will result in STAT being fully staffed in Q2-Q3.



## 2013 Annual Policing Plan – Q1

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### INITIATIVE #11

## Aboriginal Strategy



### Commentary:

In January of 2013 it was learned that the additional positions requested through the 2013 budget process were not approved through the City budget process. Based on that information, we used Q1 to look at other sources of funding for the two positions from within the EPS. Funding sources have now been identified and we await approval through Chief's Committee to approve the new positions with the new funding source. In anticipation of staffing, job postings have been created.

An application for funding was presented to the Edmonton Police Foundation for the purchase of a Teepee and was approved. The specifications for the Teepee were created through consultation with the Community and the Teepee is now on order with a delivery in June.

Potential sources for delivering aboriginal awareness training to the EPS have been researched. Two courses have been audited thus far and we are waiting on the evaluation from the attendees before moving forward with selecting a vendor.





## 2013 Annual Policing Plan – Q1

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### INITIATIVE #12

## Homicide Section Investigations



### Commentary:

During the first quarter of 2013 Edmonton recorded five homicides and in all five investigations charges have been laid. Two of the five homicides (40%) solved this quarter were linked to organized crime. These homicides are typically more difficult to solve, but due to the enhanced capacity in Homicide Section, they were able to solve them. The clearance rate is 100% in Q1.

In addition to the 100% clearance rate for this year's homicides, investigators continue to work diligently at solving open files from last year. In the first quarter of this year two suspects have been charged for their involvement in homicides that occurred in 2012.

With the addition of resources in Homicide Section the opportunity for members to work uninterrupted on unsolved homicide investigations is now available. As a result seven files have moved from the open/active status to the suspended/closed status. Homicide Section has also moved a number of investigations to the project stage.



## 2013 Annual Policing Plan – Q1

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### INITIATIVE #13

## Recruiting



### Commentary:

In order to ensure a culturally diverse work force, Equity Diversity & Human Rights Unit has completed 7 community consultations with the following liaison committees: Muslim, Indo-Canadian, Chinese, Aboriginal, Black, African, and Sexual Minorities.

On April 23, a final consultation will be held with the Chief's Advisory Council and an update will also be provided in relation to input/themes to date. EPS internal consultations will also be carried out following which EDHR staff will begin drafting the final report with findings and recommendations.



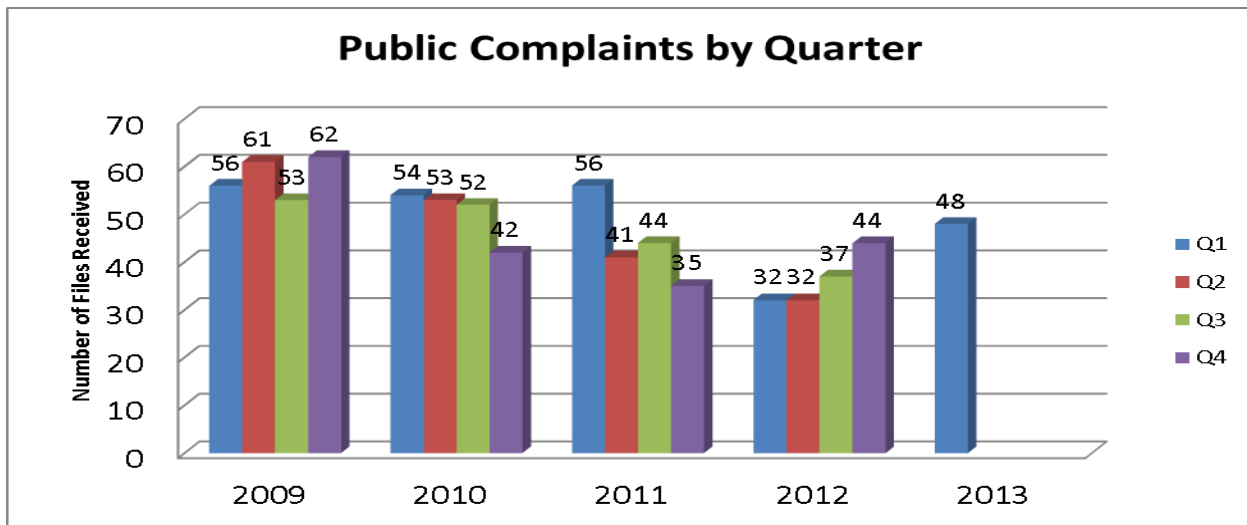
# 2013 Annual Policing Plan – Q1

## INITIATIVE #14

### Public Complaints



#### Annual Trending:



#### Commentary:

In the first quarter of 2013, PSB received 50% more public complaints (48) than in the first quarter of 2012 (32). Although it is a large increase, the number of complaints received in the first quarter (48) is consistent with the number of complaints received in the previous quarter (i.e. 44 complaints received in the fourth quarter of 2012).



## 2013 Annual Policing Plan – Q1

### INITIATIVE #15

## Public Complaint Investigations



**Alternative Dispute Resolution (25%)  
(Target 10%)**



**Public Complaint Investigations (49%)  
(Target 75%)**

### Commentary:

Increase the conclusion of the number of public complaints received within Professional Standards Branch.

By increasing informal resolutions, and completing complaint investigations in a timely manner, the public will be more satisfied and accepting of police efforts.

In the first quarter of 2013, PSB concluded 51 public complaints. As shown in the table below, 13 of those complaints (25%) were resolved informally through Alternative Dispute Resolutions.

The status of all public complaints opened during the third quarter of 2012 – that is, all files that would have reached an age of 6 months during the first quarter of 2013 is as follows: 15 of the 37 files have been listed as completed (41%) and an additional 3 files (listed as suspended) are in the stage of executive review (i.e. the investigation of the complaint is complete). Based on this information, 49 % of the investigations are either concluded or awaiting disposition.