



# 2013 ANNUAL POLICING PLAN

## Report Card



MEETS OR EXCEEDS  
PERFORMANCE MEASURE

A

PERFORMANCE  
WITHIN ACCEPTABLE  
RANGE OF TARGET

B

OUTSIDE ACCEPTABLE  
RANGE OF TARGET

C

## WE ARE PROUD TO PRESENT THE 2013 ANNUAL POLICING PLAN REPORT CARD.

Under the oversight of the Edmonton Police Commission, the Edmonton Police Service (EPS) establishes measurable performance targets each year. The targets take into account shifting crime trends and the policing priorities of Edmontonians balanced against available police resources.

The 2013 Plan included 15 initiatives with 19 measurable targets. The establishment of these targets is about enhancing existing high standards of service. It's also about achieving success in emerging priorities that have a direct impact on the safety and security of our communities. Each item is rated and classified as either meeting or exceeding the target, falling into an acceptable range of the target, or failing to meet the target. All targets are compared to the previous year's data, unless otherwise noted.

This document is designed to outline the overall performance of the EPS based on the targets achieved at the end of the year. While there were many successes, there are areas that require increased attention. However, whether targets were achieved or not, all results help the Commission and the EPS make Edmonton the safest major city in Canada.

As we move into 2014, we will continue to ensure the targets are community driven, timely and realistic, while challenging the EPS to deliver the best possible policing. We will also ensure the targets clearly demonstrate accountability and value for investment to the citizens of Edmonton.

Shami Sandhu  
Chair  
Edmonton Police Commission

Rod R. Knecht  
Chief of Police  
Edmonton Police Service

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### PUBLIC SAFETY COMPLIANCE TEAM (PSCT) CALLS FOR SERVICE

**2013 Target:** 5% reduction in calls for service for the top 20 licensed premises

**2013 Results:** 14.5% reduction

After identifying 20 licensed premises with the highest calls for service and non-compliance with public safety regulations, the PSCT undertook education, prevention, and enforcement at these targeted locations. In 2013, 772 calls for service took place, 131 fewer than in 2012.

### GANG AND DRUG ENFORCEMENT CIVIL FORFEITURES

**2013 Target:** 5% increase in civil forfeitures from the 2010-2012 average

**2013 Results:** 17.5% increase

The Edmonton Drug and Gang Enforcement (EDGE) Unit seized \$1,331,497 through civil forfeiture legislation. Although total gang arrests were substantially lower in 2013, civil forfeitures remain high as EDGE continues to focus on disrupting higher level criminal networks. Because EDGE was created in 2010, current performance is only compared to 2010-2012 data.

### HOMICIDE SECTION INVESTIGATIONS COLD CASE HOMICIDES

**2013 Target:** 100% increase in cleared cold-case homicides from 2012 levels

**2013 Results:** 150% increase

Five cold-case homicides were cleared in 2013, compared to two in 2012.

*In 2013, the EPS worked with employees at the City of Edmonton's Waste Management Centre to help identify explosive materials and devices that could arrive at their facility.*



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### TRAFFIC SAFETY TRAFFIC TICKETS ISSUED

<b>2013 Target:</b> 5% increase in traffic enforcement by Traffic Services Section, from the 2008-2012 average	<b>2013 Results:</b> 31% increase
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Traffic Services Section issued 34,882 tickets compared to the 2008-2012 average of 26,641.

### SPECIALIZED TRAFFIC APPREHENSION TEAMS (STAT)

<b>2013 Target:</b> Develop a baseline of STAT workload statistics	<b>2013 Results:</b> 2013 baseline statistics collected and reported on
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The fourth and final STAT squad was staffed in 2013 and baseline statistics have been collected on arrests; criminal charges; warrant executions; summonses; and seizures of vehicles, drugs, weapons, and cash.

### PUBLIC COMPLAINT INVESTIGATIONS ALTERNATIVE DISPUTE RESOLUTION (ADR)

<b>2013 Target:</b> More than 10% of public complaints concluded informally via ADR	<b>2013 Results:</b> 22% concluded by ADR
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Of the 209 public complaints concluded in 2013, 46 were resolved informally through ADR. This number does not include internally-generated complaints.



*In 2013, 100 children participated in the Bike Safety Festival at Northlands Park to help kick off June as Bicycle Safety Month.*

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### CLEARANCE RATES

<b>2013 Target:</b> 43% or higher weighted clearance rate	<b>2013 Results:</b> 40.8% weighted clearance rate
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The weighted clearance rate represents the proportion of criminal incidents cleared by the police, weighted by crime severity. Police can clear an incident by identifying an accused and laying a charge, or by clearing otherwise.

### PUBLIC COMPLAINT INVESTIGATIONS

<b>2013 Target:</b> Public complaint investigations concluded in less than six months, 75% of the time	<b>2013 Results:</b> 66.4% were either fully completed or had all investigative steps completed within six months
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Data for this category was obtained from the third quarter of 2012 to the second quarter of 2013. Of the 167 public complaints opened during that time, 72 investigations were fully concluded within six months. Thirty-nine (39) of the public complaints had the investigative steps completed and were at the executive review stage, or were suspended due to managerial review or a disciplinary hearing being ordered.

### VIOLENCE REDUCTION STRATEGY: COMMUNITY SAFETY RESPONSE VIOLENT CRIME

<b>2013 Target:</b> 4% reduction in the four violent crime indicators (homicide, robbery, sexual assault, assault) for targeted locations	<b>2013 Results:</b> 3.9% reduction city-wide
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In the four violent crime indicators, there were 8,021 victims in 2013, 323 fewer than in 2012. The largest percentage of reductions occurred in sexual assaults (-11.2%) and homicides (-10%), followed by robberies (-4.6%) and assaults (-2.7%).

### SOCIAL DISORDER

<b>2013 Target:</b> 4% reduction in social disorder indicators for targeted locations	<b>2013 Results:</b> 2.0% reduction city-wide
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For the combined 17 social disorder indicators, there were 18,419 occurrences, 377 fewer than in 2012. The largest reductions occurred in Downtown and South East divisions.



Four EPS Canine Unit teams competed in the 2013 Canadian Police Canine Association Trials and came home as champions, finishing in the top five.

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## ABORIGINAL STRATEGY

**2013 Target:** 20% of all sworn members trained in the 'Policing an Urban Aboriginal Population' course

**2013 Results:** Due to a delay in curriculum development, approximately 5% of sworn members trained

Through the collaborate effort of Roy and Judy Lewis of the Bent Arrow Society and EPS Aboriginal Relations Unit, a well-rounded curriculum was created. The course was piloted to Beat officers and Downtown Division community liaison constables in the fall of 2013. It was subsequently rolled out to 700 frontline officers in the first quarter of 2014.



## NEIGHBOURHOOD EMPOWERMENT TEAMS (NET) CALLS FOR SERVICE

**2013 Target:** 5% reduction in calls for service for six targeted locations

**2013 Results:** Five addresses are on-track or have achieved calls for service targets

Since NET teams were assigned to some locations late in 2013, one of the six locations has an outstanding status to monitor.

### IDENTIFIED CRIME TYPE

**2013 Target:** 5% reduction in identified crime type for three targeted neighbourhoods

**2013 Results:** One neighbourhood has achieved the crime type target

Since NET teams were assigned to two neighbourhoods late in 2013, two of the three neighbourhoods have an outstanding status to monitor.

*With the assistance of the Edmonton Police Foundation, the EPS built a Tipi to demonstrate respect and commitment to the Aboriginal community. In June 2013, the Tipi was raised at an official dedication ceremony.*

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## GEOGRAPHIC DEPLOYMENT MODEL

### PRIORITY 1 RESPONSE TIMES

**2013 Target:** Less than seven minutes, 80% of the time

**2013 Results:** Less than seven minutes, 69.7% of the time

Fixed location priority 1 response times have been declining since late 2012 and have been identified as an area of concern.

### DIRECTED POLICING TIME

**2013 Target:** 25% of patrol time spent as directed

**2013 Results:** 15.2% directed policing time

Directed patrol time allows officers to focus on crime prevention, intervention and suppression activities. Directed time is directly impacted by calls for service. As calls for service increase, the ability to do directed policing decreases.

## CRIME REDUCTION

### 8 CRIME INDICATORS

*PROPERTY CRIME INDICATORS: BREAK & ENTER, THEFT FROM VEHICLE, THEFT OF VEHICLE, AND THEFT OVER \$5,000.*

*VIOLENT CRIME INDICATORS: HOMICIDE, ROBBERY, SEXUAL ASSAULT, ASSAULT.*

**2013 Target:** 2% reduction in the eight crime indicators

**2013 Results:** 5.5% increase

For the eight crime indicators, 23,578 criminal incidents occurred in 2013, 1,229 more than in 2012. The increase was driven by substantial increases in theft from vehicles (+14.4%) and theft of vehicles (+22.1%). At the same time, the number of victims of the four violent crime indicators decreased by 3.9%.

## GANG AND DRUG ENFORCEMENT

### PERSONS ARRESTED

**2013 Target:** 5% increase from 2010-2012 average

**2013 Results:** 47.3% reduction

The Edmonton Drug and Gang Enforcement (EDGE) Unit arrested 147 persons, substantially below the 2010-2012 average of 279. This reduction occurred as EDGE continues to shift priorities away from disrupting low-level criminal networks and towards disrupting higher-level criminal networks. Because EDGE was created in 2010, current performance is only compared to 2010-2012 data.

*Thanks to a community-based partnership, calls for police assistance at Capital Towers went from 100 calls per month in March 2013, to just two calls throughout the entire month of July.*



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## RECRUITING

**2013 Target:** 10% increase in three performance measures related to diversity in recruitment

**2013 Results:** Data will be available by 2014 year-end

The three performance measures sought a 10% increase from 2012 levels in

- (a) diverse community recruiting initiatives,
- (b) successful sworn member applicants from diverse communities, and
- (c) successful sworn member applicants with credible cultural training, experience or speak a second language.

Data collection for these three performance measures was not available in 2013. Human Resources Division will have the processes in place to monitor and collect this data in 2014. Benchmarks and targets will be available in 2015.



*The EPS, in partnership with the Injera Initiative, piloted the Youth Police Academy (YPA) in July 2013. The 40 participants ranged in age from 15 to 25 and were from Edmonton's newcomer communities.*

## PRISONER TRANSPORTATION

**2013 Target:** All EPS detainee transports completed by non-EPS patrol resources

**2013 Results:** EPS detainee management transport remains an EPS responsibility

EPS has strong financial-motivation to contract out detainee transport to the New Edmonton Remand Centre and Edmonton Youth Offender Centre. The Alberta Solicitor General has indicated that Alberta Sheriffs currently do not have the resource capacity to undertake this role.

## PUBLIC COMPLAINTS

**2013 Target:** 5% reduction in public complaints received

**2013 Results:** 13.3% increase

EPS received 170 public complaints in 2013, compared to 150 in 2012. With more interactions between the public and EPS, public complaints can be expected to rise. The total number of dispatched calls for service (priority 1-5) increased by 4.8% compared to 2012. Despite the year-over-year increase, public complaints are still within historical ranges.

# LOOKING FORWARD

## 2014 ANNUAL POLICING PLAN

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Each year, the EPS identifies and undertakes initiatives to help realize the goals outlined in their strategic business plan:

- **Reduced crime and victimization**
- **Investigative excellence**
- **Increased efficiency and effectiveness**
- **Commitment to professionalism**

These four goals, combined with concerns identified by citizens and local crime trends, aid the Commission and the EPS in establishing measurable targets for the 2014 Annual Policing Plan.

### **HIGHLIGHTED BELOW ARE SOME OF THE INITIATIVES IN THE 2014 ANNUAL POLICING PLAN.**

#### **REDUCED CRIME AND VICTIMIZATION:**

Reducing crime and victimization is the precursor to what makes people feel safe in their homes and communities. In 2014, the EPS has set measurable targets toward the reduction of violent crime, social disorder, property crime, and domestic violence. In addition, they will focus on the Senior Protection Strategy, traffic safety, and gang and drug enforcement.

#### **INVESTIGATIVE EXCELLENCE:**

Investigating and solving crime is a core responsibility of the EPS. It holds perpetrators accountable and brings closure to victims of crime. Higher clearance rates, concluding historical homicides, and investigating missing persons cases will be targeted in 2014.

#### **INCREASED EFFICIENCY AND EFFECTIVENESS:**

Response times have a direct impact on how safe and secure citizens in need of police assistance feel. In 2014, the EPS will focus on improving response times while also finding ways to increase the amount of time officers spend on proactive community safety activities – also called directed time.

#### **COMMITMENT TO PROFESSIONALISM:**

The EPS will continue to ensure that public complaints made against the organization are concluded in a reasonable time frame.