



EDMONTON
POLICE
SERVICE

ANNUAL POLICING PLAN – 2015





Message from the Chief of Police

I am pleased to present the Edmonton Police Services Annual Policing Plan for 2015.

This document presents the public initiatives the Edmonton Police Service (EPS) is focused on achieving throughout 2015. Altogether there are 15 initiatives that EPS is presenting for public information. Internally, EPS will focus on additional initiatives.

The Annual Policing Plan profiles key projects, strategies, or existing EPS programs and how we will measure our success. Each initiative provides context, the associated performance measure, and target to achieve throughout 2015.

The Annual Policing Plan connects to our organization's Strategy Map (page 2), which outlines the continuum of core values, mission, vision, and strategy. Our four Strategic Goals are essential to the realization of EPS's Vision, *"To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing"*.

EPS's four Strategic Goals are:

- Reduced Crime and Victimization
- Investigative Excellence
- Increased Efficiency and Effectiveness
- Commitment to Professionalism

This year's Policing Plan continues to take a robust approach to focus on outcomes that clearly demonstrate accountability and value for investment to the myriad of communities we serve. These outcomes will be reported to the Edmonton Police Commission on a quarterly basis, allowing for on-going adjustments in order to better respond to a dynamic policing environment throughout 2015.

Rod R. Knecht

Chief of Police



Edmonton Police Service Strategy

Dedicated to Protect, Proud to Serve

Our Vision

To make Edmonton the safest major city in Canada and for the Edmonton Police Service to be recognized as a leader in policing.

What are our goals

- Commitment to Professionalism
- Reduced Crime and Victimization
- Investigative Excellence
- Increased Efficiency and Effectiveness

What influences our operations

- Risk & the Environment
- Intelligence Based Approach
- Geographic Deployment Model for Patrol
- Centralized Coordination of Specialized Resources
- Working in Partnerships
- Community Engagement

What guides us

- Our Core Values
- Our Cornerstones
 - Leadership
 - Accountability
 - Communications
 - Relationship Building

What we require

- People
- Infrastructure
- Finances
- Stakeholders
- Information

Our Mission

To increase public safety through excellence in the prevention, intervention and suppression of crime and disorder.

Integrity • Accountability • Respect • Innovation • Courage • Community
Core Values



Reduced Crime & Victimization

1 – Crime Severity Index

EPS will demonstrate, through directed and self-initiated policing services that the severity of crime occurring in Edmonton continues to be reduced.

Performance Measure:

Crime Severity Index – Edmonton’s Crime Severity Index value. This Statistics Canada index factors for Edmonton’s volume of crime, its severity, and its population. The measure covers all criminal code violations including traffic and drug offences, as well as Federal Statutes. **Target:** 89.3 or below (a 4.0 point reduction from 2013 levels).

Additional reporting: Comparison statistics with other large Canadian Cities.

Initiative Owner: Organization-wide

2 – Violence Reduction Strategy: Violent Crime

EPS will demonstrate, through directed and self-initiated policing services and the Violence Reduction Strategy, that violent crime levels are maintained or reduced.

Performance Measure:

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 2014 levels.

Additional reporting: Divisional level Violent Crime statistics.

Initiative Owner: Organization-wide

3 – Violence Reduction Strategy: Social Disorder

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 Measure:

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 2014 levels.

Additional reporting: Divisional level Social Disorder statistics.

Initiative Owner: Organization-wide



4 – Domestic Violence Intervention

In 2013, there were roughly 7,900 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:

Domestic Offender Management Checks – the number of completed random or unscheduled visits to domestic violence offenders to ensure they are complying with court-ordered conditions. Measured for checks completed by the Domestic Offenders Crime Section (DOCS) and Domestic Violence Intervention Team (DVIT). **Target:** 5% increase from 2014 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. Measured for DOCS, DVIT, and Victim Support Team (VST). **Target:** 2% increase from 2013 levels.

Initiative Owner: Investigative Support Bureau, Community Police Bureau

5 – Property Crime

EPS will demonstrate through responsive and directed policing services that property crime levels are maintained or reduced.

Performance Measure:

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 2014 levels.

Initiative Owner: Organizational-wide

6 – Traffic Safety

Edmontonians, through citizen satisfaction surveys, 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.

Performance Measure:

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 2013 levels.

Initiative Owner: Investigative Support Bureau, Community Policing Bureau



7 – Gang & Drug Enforcement

The Edmonton Drug and Gang Enforcement (EDGE) unit will assist in the reduction of violence and victimization in the city by targeting and disrupting drug traffickers and high level Criminal Organizations. The overall goal is to decrease the impact of gang related/motivated violence to enhance public safety and reduce community harm.

Performance Measures:

Gang Disruptions – the number of high-level, medium-level, and low-level criminal network disruptions. The criminal network level will be assessed following investigation conclusion based on offender factors, such as weapon types, level of violence, harm to community, and criminal complexity. **Target:** Maintain or achieve an increase in low-level, medium-level, and high-level criminal-network disruptions from 2014 levels.

Additional reporting: Statistics related to Civil Forfeitures, Drugs, Cash, and Firearms seized

Initiative Owner: Investigative Support Bureau

8 – Safe in Six

The EPS has developed its Youth Strategy over the past two years. The engagement & education component of the Strategy has been reviewed and adapted to have tentacles in all school aged populations. Although junior and senior high school initiatives are being piloted, the development of the Safe in Six program promotes positive police/youth engagement at the Grade Six level (elementary) and an alternative program to D.A.R.E. The educational program contains three modules that focus on healthy relationships, internet safety and drug resistance.

Activities:

Q1:

- MOU with partners is completed and signed
- All three modules are developed (power points and speaker notes) in draft form
- Partners provide feedback and edits to draft modules

Q2:

- Each module is tested in a Grade Six classroom by three different officers
- School contract, parent letter and family activity guide are created
- Evaluation plan for the program is developed

Q3:

- Program binders are professionally designed and printed
- Program is promoted internally for officer/supervisor buy-in & externally for school buy-in
- 20 officers are trained in the program

Q4:

- Material & supply budget is approved in annual budget to Youth Unit
- 15 officers facilitate the program in both public and separate school systems city-wide
- Yearly evaluation is reviewed to determine program enhancements and sustainability

Initiative Owner: Investigative Support Bureau



Investigative Excellence

9 – Clearance Rates

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 Measure:

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.

Initiative Owner: Organization-wide

10 – Historical Homicides

In addition to investigating recent homicides with urgency, the Homicide Section will maintain or increase its levels of clearing cold case homicide files.

Performance Measure:

Cleared Cold Case Homicides – the number of cleared cold case homicide files. **Target:** 5 or more.

Additional reporting: Summary statistics for Homicide cases.

Initiative Owner: Investigative Support Bureau

11 – Missing Persons

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

Performance Measure:

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.

Additional reporting: Historical missing person statistics.

Initiative Owner: Investigative Support Bureau



Increased Efficiency & Effectiveness

12 – Geographic Deployment Model (GDM)

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 Measure:

Priority 1 Response Times – 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.

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

Initiative Owner: Chief of Police, Community Policing Bureau

13 – 9-1-1 Emergency Call Management

The 9-1-1 Public Safety Answering Point (PSAP) for the City of Edmonton is managed by the EPS Police Communications Branch – Call Center. The 9-1-1 PSAP answers all emergency calls related to 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 Measure:

Bypass Calls – the number of 9-1-1 emergency calls that bypass the 9-1-1 PSAP and enter the non-emergency police call center. Bypass calls occur when the call has taken 42 or more seconds to answer, or when there are more than 5 additional calls waiting to be answered.

Target: Maintain or achieve a reduction from 2014 levels.

Initiative Owner: Investigative Support Bureau – Police Communications Branch

14 – Police ‘Non-Emergency’ Calls - Average Speed of Answer

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 approximately 500,000 calls per year to the police non-emergency line which call evaluators strive to answer quickly to satisfy caller expectations.

Performance Measure:

Average Speed of Answer (ASA) – the average speed in seconds to answer inbound phone calls for police ‘non-emergency’ services. **Target:** 50 seconds (7% reduction from 2014 levels).

Additional reporting: Number of ‘Calls Placed’, ‘Calls Answered’, and ‘Calls Abandoned’. Trends in these statistics will be reported in the context of the automated Interactive Voice Response (IVR) system, implemented in late June 2014.

Initiative owner: Investigative Services Bureau – Police Communications Branch



Commitment to Professionalism

15 – Public Complaint Investigations

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 Measure:

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.

Initiative Owner: Legal & Regulatory Services Division