



# 2015 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 PLEASED TO PRESENT THE 2015 ANNUAL POLICING PLAN REPORT CARD FOR THE EDMONTON POLICE SERVICE.

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

This document outlines the overall performance of the EPS based on the targets achieved at the end of 2015. The 2015 Annual Policing Plan focused on 15 initiatives with 19 measurable targets. 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.

Over the past few years, Edmonton has experienced unprecedented growth in population. With that comes an increase in emergency and non-emergency calls for service. We also saw an overall increase in violent crime and property crime in 2015.

When the grass-roots of policing – response to calls for service – is being taxed, it is no surprise that we're seeing increased response times and decreased time spent on proactive policing activities.

Despite these challenges, we had a number of successes in 2015. All results help the Commission and the EPS move toward a vision of making Edmonton the safest major city in Canada.

As we move into 2016, we will continue to ensure targets are community driven, timely and realistic, while challenging the EPS to deliver on the broader public safety agenda. We will also ensure targets clearly demonstrate accountability and value for investment to the citizens of Edmonton.

Cathryn Palmer  
Chair  
Edmonton Police Commission

Rod R. Knecht  
Chief of Police  
Edmonton Police Service

[The full 2015 Annual Policing Plan 4th Quarter Report can be viewed here.](#)

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**GANG AND DRUG ENFORCEMENT**  
*MEDIUM-LEVEL CRIMINAL NETWORK DISRUPTIONS*

**2015 Target:** 26 medium-level disruptions (maintain or exceed 2014 levels)

**2015 Results:** 31 medium-level disruptions

*LOW-LEVEL CRIMINAL NETWORK DISRUPTIONS*

**2015 Target:** 4 low-level disruptions (maintain or exceed 2014 levels)

**2015 Results:** 9 low-level disruptions

In 2014, a matrix was developed to categorize concluded investigations into high, medium or low-level criminal networks. These measures provide a more accurate picture of the disruption of the drug and gang landscape in Edmonton. Monitoring of drug and gang enforcement via the number of arrests, charges, and value of civil forfeitures will also continue.



*Staff Sergeant Bruce Edwards  
with honorary EPS recruit,  
Zaden, at the Alberta Avenue  
Community Action Team  
deployment in January 2015*

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### SAFE IN SIX – REPLACEMENT SCHOOL PROGRAM TO D.A.R.E.

**2015 Target:** Complete all 2015 planned activities

**2015 Results:** All 2015 planned activities completed

Seventeen Edmonton schools received the Safe in Six program or have confirmed program start dates. Twenty-five officers have been trained to facilitate this program. Evaluation forms are gathered as each school completes the program, with a plan to do an overall evaluation in 2016.

### 9-1-1 EMERGENCY CALL MANAGEMENT

**2015 Target:** 51 bypass calls or less (maintain or reduce from 2014 levels)

**2015 Results:** 28 bypass calls (45.1% reduction from 2014 levels)

Bypass calls are 9-1-1 emergency calls that have taken 42 seconds or longer to answer. These calls risk impacting public safety and confidence. The significant reduction of bypassed calls in 2015 (and in 2014) is attributed to an increase in minimum staffing levels implemented in July 2013.

*On April 30, 2015, Edmonton's 911 call centre activated the "Text with 911" service that allows communication by text message with the deaf, hard of hearing, and speech impaired communities via their mobile devices in an emergency.*



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### GANG AND DRUG ENFORCEMENT HIGH-LEVEL CRIMINAL NETWORK DISRUPTIONS

**2015 Target:** 8 high-level disruptions  
(maintain or exceed 2014 levels)

**2015 Results:** 6 high-level disruptions

In 2014, a matrix was developed to categorize concluded investigations into high, medium or low level criminal networks disrupted. These measures provide a more accurate picture of the disruption of the drug and gang landscape in Edmonton. Monitoring of drug and gang enforcement via the number of arrests, charges, and value of civil forfeitures will also continue.

### CLEARANCE RATES

**2015 Target:** 43% or higher weighted  
clearance rate

**2015 Results:** 41.7% weighted  
clearance rate

The weighted clearance rate represents the proportion of criminal incidents cleared by police, weighted by crime severity. Police can clear an incident by identifying an accused and laying a charge, or clearing by other means. The weighted clearance rate in 2015 fell largely due to increases in crime that have translated into file backlog yet to be cleared.

*Constable Rob Brown was the recipient of the 2014 Oil Capital Kiwanis Top Cop Award. He was selected for volunteering countless hours to the Eastglen High School Blue Devils football team. The award was presented in March 2015.*

### HISTORICAL HOMICIDES

**2015 Target:** 5 cleared historical  
homicide files

**2015 Results:** 4 cleared

Four historical homicide files were cleared in 2015, with an additional two files waiting for Crown agreement to lay charges.



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### VIOLENCE REDUCTION STRATEGY SOCIAL DISORDER

**2015 Target:** Maintain or reduce social disorder occurrences

**2015 Results:** 1% increase

For the combined 17 social disorder types, there were 18,750 occurrences in 2015; 382 more than in 2014. Increases in social disorder were highest in Southwest Division, rising by 8.2%.

### TRAFFIC SAFETY TRAFFIC CORRIDOR/INTERSECTION COLLISIONS

**2015 Target:** 2% decrease in number of collisions occurring in high frequency collision corridors/intersections

**2015 Results:** 1.1% decrease

There were 469 collisions in 2015 in high frequency collision corridors/intersections; five less than in 2014.

*On September 28, 2015, the EPS requested the help of local superhero Spider-Mable to rescue Edmonton Oilers Captain Andrew Ference from the clutches of the evil Mysterio. The crime fighting caper was put together by the Children's Wish Foundation for 6-year-old Mable Tooke who was diagnosed with Acute Lymphoblastic Leukemia in 2013.*



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### VIOLENCE REDUCTION STRATEGY

#### VIOLENT CRIME

**2015 Target:** Maintain or reduce the four violent crime indicators

**2015 Results:** 9.4% increase

For EPS's four violent crime indicators, there were 9,129 victims in 2015; 784 more than in 2014. 2014-2015 percentage changes for each violent crime type is as follows:

- robbery, 13.6% increase
- assault, 7.9% increase
- sexual assault, 3.4% increase
- homicide, 11.8% decrease

#### PROPERTY CRIME

**2015 Target:** Maintain or reduce the four property crime indicators

**2015 Results:** 20% increase

For EPS's four property crime indicators, there were 20,061 incidents in 2015; 3,378 more than in 2014. 2014-2015 percentage changes for each property crime type is as follows:

- break and enter, 36.1% increase
- theft over \$5,000, 29.9% increase
- theft of vehicle, 16.3% increase
- theft from vehicle, 12.9% increase

### CRIME SEVERITY INDEX

**2015 Target:** 90 points or below

**2015 Results:** 119.1 points  
(26.8% increase)

The Crime Severity Index factors volume of crime, relative severity, and population. In 2015, the volume of crime increased substantially across most criminal codes – particularly for property crimes. As well, crime tended to increase for categories with relatively large severity weights, such as robbery, assault, and break and enters.

Community partners, EPS staff and citizens look on as Deputy Chief Tony Harder cuts the cake to launch the Community Action Team's 50th deployment on September 30, 2015.



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### DOMESTIC VIOLENCE INTERVENTION OFFENDER MANAGEMENT

**2015 Target:** 5% increase in  
completed offender checks

**2015 Results:** 26% decrease

EPS conducts random and unscheduled visits to ensure domestic violence offenders are complying with court ordered conditions. Domestic Offender Crimes Section (DOCS) and Domestic Violence Intervention Teams (DVIT) completed 212 checks in 2015; 74 less than in 2014. Considerations for performance include:

- A change in investigative mandate by DVIT that resulted in focusing on investigations that are more complex and time-consuming;
- Offender checks were exceptionally high in 2014 for DOCS, and it was a challenge to meet these levels again in 2015; and
- Record increases in dispatch call volume reduced the time available for patrol members to conduct proactive offender checks.

### VICTIM/INTERVENTION SUPPORT

**2015 Target:** 2% increase in  
interventions

**2015 Results:** 6.2% decrease

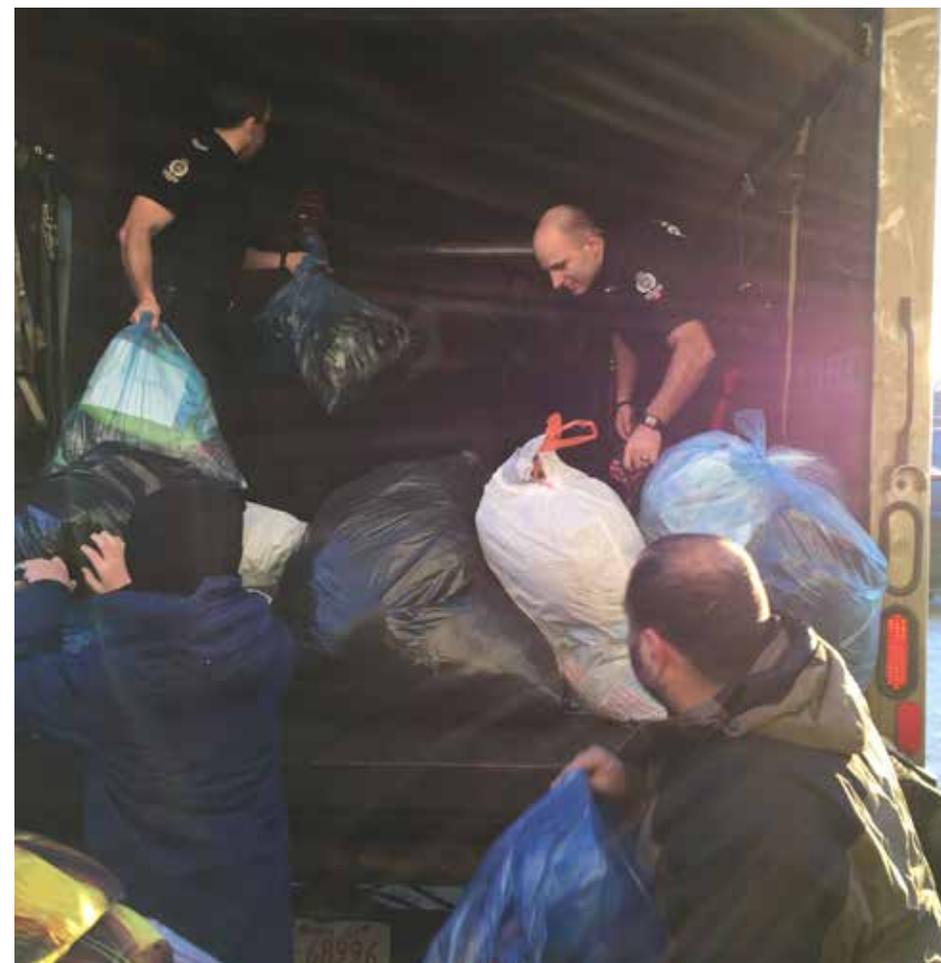
To reduce re-victimization, the EPS provides support outreach to victims of domestic violence through safety planning, support mechanisms, and professional referrals. 905 domestic violence victim interventions were completed in 2015; 60 fewer than in 2014.

### MISSING PERSONS

**2015 Target:** 72 historical missing  
person files fully reviewed

**2015 Results:** 42 files fully reviewed

A previous review identified 72 historical missing person files that had investigative tasks available to undertake. From 2014 to the end of 2015, 42 of these files were fully reviewed with all available investigative tasks exhausted. An extension has been provided with the intent that all 72 files will be fully reviewed by the end of 2016.



*In December 2015, EPS officers joined staff and volunteers at the Mennonite Centre for Newcomers to bring donations to Syrian refugees.*

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### GEOGRAPHIC DEPLOYMENT MODEL

#### PRIORITY 1 RESPONSE TIME PERFORMANCE

**2015 Target:** Dispatch and arrive on-scene in less than 7 minutes 80% of the time

**2015 Results:** Less than seven minutes 71.5% of the time

Priority 1 response time performance has been low since late 2012 and is a consequence of large and continual increases in dispatch call volume.

#### PREVENTIVE PATROL TIME

**2015 Target:** 25% of patrol time spent as preventive

**2015 Results:** 11.1% of patrol time spent as preventive

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

### NON-EMERGENCY CALL MANAGEMENT

**2015 Target:** 50 seconds average speed of answer for police non-emergency calls

**2015 Results:** 81.2 seconds

The average time to answer police non-emergency calls in 2015 was substantially higher than 2014 levels. Actions for improvement in 2016 include increasing the total staffing levels for police evaluators, as well as an increased priority for full-time staffing that will smooth peak demand periods.

### PUBLIC COMPLAINT INVESTIGATIONS

#### TIMELY COMPLAINT CONCLUSION

**2015 Target:** Public complaint investigations concluded or all investigative steps completed in less than six months, 75% of the time

**2015 Results:** 44.4% of files met the target

Data from this category was obtained from the third quarter of 2014 to the second quarter of 2015. Of the 151 public complaint investigations opened during that time, 67 met the target. Although the target is not being met, there has been gradual and continuous improvement in performance since 2014 Q1, when the target was only met for 32% of files.

*The EPS participated in a Muslim community engagement session hosted by the Edmonton Council for Muslim Communities in March 2015. Mayor Don Iveson and EPS Inspector Dan Jones were on hand to engage with community leaders.*



# LOOKING FORWARD

## 2016 ANNUAL POLICING PLAN

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 23 measurable targets for the 2016 Annual Policing Plan.

[The full 2016 Annual Policing Plan document can be viewed here.](#)

### **HIGHLIGHTED BELOW ARE SOME OF THE INITIATIVES IN THE 2016 ANNUAL POLICING PLAN**

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

*REDUCING THE FREQUENCY AND SEVERITY OF CRIME AND DISORDER, AND THE RELATED FEAR CAUSED BY VICTIMIZATION*

Reducing crime and the victimization associated with it allows citizens to live safely and comfortably. The EPS will continue to focus on reducing violent crimes such as homicide, assault, sexual assault, and robbery. Through proactive policing efforts, the EPS will work toward reducing social disorder incidents such as mischief, public disturbances, and mental health complaints. In addition, they will aim to reduce property crime, increase their focus on domestic violence, and work with traffic safety partners to reduce collisions in high frequency corridors.

#### **INVESTIGATIVE EXCELLENCE**

*REDUCING THE FREQUENCY AND SEVERITY OF CRIME AND DISORDER, AND THE RELATED FEAR CAUSED BY VICTIMIZATION*

Investigating and solving crime is a core responsibility of the EPS – bringing investigations to a successful conclusion has a direct impact on the citizens they serve. The EPS will continue to improve clearance rates in 2016 and will focus specifically on reducing the number of historical missing person cases.

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

*ENSURING THE EPS 'DOES THE RIGHT THING' AND 'DOES THINGS RIGHT'*

Often a citizen's first point of contact with police is through 9-1-1 or the non-emergency line. To ensure citizens get the best response to their policing needs, the EPS will focus on improving emergency call management, dispatch, and response times. The EPS will also build upon their online crime reporting service to provide citizens with additional reporting options. Police officers spend considerable time dealing with mental health incidents, ultimately reducing the amount of time available to respond to and investigate crimes. The EPS has established targets specifically related to reducing the amount of time officers spend on mental health-related calls and addressing the impact of heavy users of service.

#### **COMMITMENT TO PROFESSIONALISM**

*STRIVING FOR EXCELLENCE IN ALL ACTIVITIES, RECOGNIZING THAT PROFESSIONALISM APPLIES TO ALL EPS STAFF*

The future of policing in Edmonton relies on the constant recruitment of suitable applicants. In 2016, the EPS plans to increase the number of applicants, hire more recruits, and attract experienced officers from other agencies. And when citizens come forward with concerns about police conduct, the EPS will strive to investigate those concerns in a fair and timely fashion.