



# 2017 ANNUAL POLICING PLAN

## Report Card

COMMITTED TO POLICING EXCELLENCE

A

B

C





WE ARE PLEASED TO PRESENT THE 2017 ANNUAL POLICING PLAN REPORT CARD FOR THE EDMONTON POLICE SERVICE.

The Annual Policing Plan is developed to respond to community needs and expectations while recognizing organizational priorities and emerging trends. Each year, the Edmonton Police Service (EPS) and the Edmonton Police Commission work together to identify initiatives and corresponding targets that will have the greatest impact on crime and safety in communities across the city. Each initiative will assist the EPS in achieving its four main goals:

- reduced crime and victimization
- increased professionalism
- investigative excellence
- increased efficiency and effectiveness.

In 2017, 12 public initiatives were developed, complemented by 21 stand-alone performance measures. The Annual Policing Plan Report Card summarizes the results of these initiatives and performance measures and provides context to help interpret the outcome. For the purpose of the report card, targets were categorized into “grades” with the following results:

- Grade A (meets or exceeds performance measure target): 18 initiatives.
- Grade B (performance measure within acceptable range of target, <10% off target): 8 initiatives.
- Grade C (performance measure outside acceptable range of target, >10% off target): 8 initiatives.

The successes outlined in this report show that the women and men of the EPS continued to provide outstanding policing services in Edmonton, despite funding challenges. While there is always work to be done and improvements to be made, it is important to recognize the great work by all EPS staff, sworn and civilian, who strive to make Edmonton safer for everyone behind the scenes and on the frontline.

As we move into 2018, our collective promise to Edmontonians is to continue to operate the business of policing in an open and transparent fashion. We will remain steadfast in building a proficient and effective police service that benefits all Edmontonians and makes Edmonton the safest major city in Canada.

Tim O’Brien  
Chair  
Edmonton Police Commission

Rod R. Knecht  
Chief of Police  
Edmonton Police Service



MEETS OR EXCEEDS  
PERFORMANCE TARGET

A

PERFORMANCE  
WITHIN ACCEPTABLE  
RANGE OF TARGET

B

OUTSIDE ACCEPTABLE  
RANGE OF TARGET

C

## 911 OPERATOR ANSWER PERFORMANCE

<b>2017 Target:</b> 911 calls are answered within 15 seconds, 95% of the time	<b>2017 Results:</b> 99.7% of the time
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This measure is based on draft provincial standards and covers 911 calls for all emergency services, including fire and ambulance services.

## NON-EMERGENCY AVERAGE SPEED OF ANSWER (ASA)

<b>2017 Target:</b> 50 seconds or less	<b>2017 Results:</b> 38.1 seconds
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Factors that improved performance include hiring and training of 10 additional full-time police evaluators in 2016, and increased relief staffing during peak call periods.

## SWORN FEMALE APPLICANTS

<b>2017 Target:</b> 118 (a 5% increase from 2016 levels)	<b>2017 Results:</b> 120 sworn female applicants (6.2% increase)
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20.5% of sworn applications in 2017 were female, marking a new high for EPS. There were two recruit programs thought to be driving this result:

- Increased 'Women in Policing' events in late 2016 and continuing in 2017
- The implementation of a new Applicant Mentorship program that focuses on female recruitment (and other underrepresented groups)
- 49 on-campus university recruit events in 2017 (15 in 2016).

## MAJOR INJURY COLLISIONS

<b>2017 Target:</b> 437 or less (4% reduction from the 2010-2014 average)	<b>2017 Results:</b> 339 (25.5% below 2010-2014 average)
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## EPS/RCMP INTEGRATION AND COLLABORATION

<b>2017 Target:</b> Completion of identified activities	<b>2017 Results:</b> All 2017 activities completed
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To be efficient and effective in providing policing services in the City of Edmonton and the surrounding region, The EPS and the RCMP coordinated integration and collaboration initiatives in 2017. 10 integration programs were implemented, many assessed as successful and worthy of continuing. These programs cover policing areas for patrol, investigations, operational support, and corporate services. Examples include integration or coordination of surveillance teams, flight operations, joint auto theft, and working towards creating a creating an EPS/RCMP Memorandum of Understanding



Two 'first' EPS female police officers

Annie Jackson, left, was the first female police constable but she did not have a reg number. On the right is Sue Hinchey who was the first female to receive a reg number: PW #1.



ORGANIZATIONAL EFFICIENCY REVIEW	
<b>2017 Target:</b> Completion of identified activities	<b>2017 Results:</b> All 2017 activities completed.
<b>2017 Target:</b> Identification of \$4.0m in fiscal efficiencies	<b>2017 Results:</b> \$12.2m in efficiencies identified in 2017 year
<p>EPS conducts an annual review of its operations with the 2017 goal of identifying \$4.0 million in fiscal and time-saving efficiencies. Several highlights of what EPS identified in 2017, and will pursue implementing in 2018 include:</p> <ul style="list-style-type: none"> <li>• Consolidation of Community Policing Stations</li> <li>• Providing vehicle-towing incentives to respond quicker to calls, freeing up police time</li> <li>• Hiring of civilian staff to complete daily mail service, freeing up police time</li> <li>• Elimination of local printers at individual work stations</li> <li>• Increased rates for police information checks and tow lot storage, to better reflect operating costs</li> </ul>	

DIGITAL ASSET MANAGEMENT SYSTEM (DAMS)	
<b>2017 Target:</b> Completion of identified activities	<b>2017 Results:</b> All 2017 activities completed

DAMS is a multi-year project to implement an enterprise data management system to organize unstructured data into a consistent, easily searchable format. This will increase productivity and slow the growth of data storage requirements. Highlights of completed work includes:

- Creating a digital warehouse to host initial project data
- Proof of concept evaluations
- Creating and configuring a DAMS data production environment
- Selecting Sierra and IBM as the successful Request for Proposal vendors, and completing contract negotiations



MEETS OR EXCEEDS  
PERFORMANCE TARGET

A

PERFORMANCE  
WITHIN ACCEPTABLE  
RANGE OF TARGET

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OUTSIDE ACCEPTABLE  
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C

## WEIGHTED CLEARANCE RATES (WCR)

**2017 Target:** 43% or higher

**2017 Results:** 42.0%

The WCR represents the proportion of reported 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. Comparing 2016 results, EPS had the 6th highest WCR in Canada among the top 25 largest Canadian Cities.

## 911 CALL ASSESSMENT PERFORMANCE

**2017 Target:** 911 calls are assessed and transferred within 60 seconds, 95% of the time

**2017 Results:** 87.3% of the time

This measure is based on draft provincial standards.

## REDUCING GUN VIOLENCE

### VIOLENT FIREARM INCIDENTS

**2017 Target:** A reduction from 2016 levels

**2017 Results:** 290 (18.3% decrease)

### FIREARM INJURIES

**2017 Target:** A reduction from 2016 levels

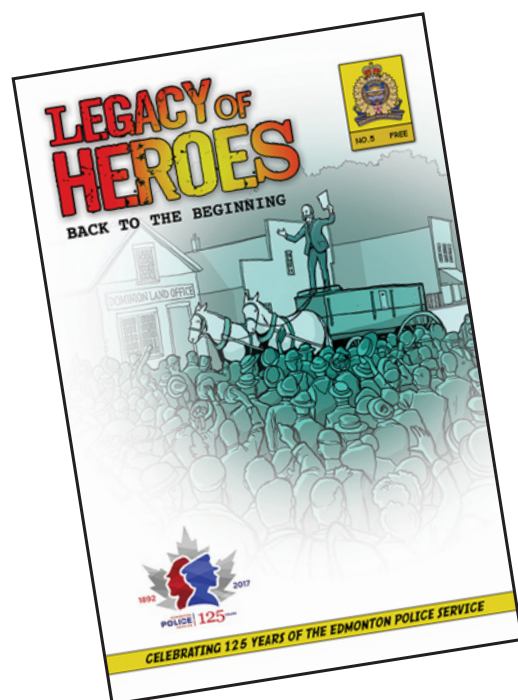
**2017 Results:** 91 (5.2% decrease)

### PROJECT ACTIVITIES

**2017 Target:** Completion of identified activities

**2017 Results:** All 2017 activities completed except for Implementation of the Firearms Revocation Program

Both Violent Firearm Incidents and Firearm Injuries have fallen from their peak in 2015. However, they are both still elevated compared to the lows experienced in 2012.



## EPS comic book goes back to the beginning

To celebrate the service's 125th anniversary, a special commemorative edition of its popular *Legacy of Heroes* comic book series was released in March. "Back to the Beginning" tells about the events that led to the creation of the Service in 1892, when Edmonton's first mayor, Matt McCauley, proposed a bylaw "to provide for the appointment of special constables." Twelve thousand copies of the comic were distributed at the Edmonton Oilers hockey game that honoured the EPS. Copies are also available through EPS divisional stations, and at events and celebrations for the 125th anniversary.

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### ENGAGEMENT STRATEGY WITH DIVERSE COMMUNITIES

**2017 Target:** Completion of identified activities

**2017 Results:** All 2017 activities completed except for formal approval of the new strategic plan (approved Feb 2018)

The goal of this initiative is to strengthen police legitimacy and trust with diverse communities with new community engagement approaches. Highlights of completed work includes:

- Creating the Police and Community Engagement initiative: 6-10 trained members focusing on diverse community outreach and engagement
- Replacement of EPS’s Aboriginal Strategy with the 2018-2022 Indigenous Community Engagement Strategy
- Identification of two additional Community Liaison Committees to add to Chief’s Advisory Council: the Filipino Community CLC and the Emerging Community CLC

### IMPLEMENTATION OF AN INTELLIGENCE-BASED BUREAU

**2017 Target:** Completion of identified activities

**2017 Results:** All 2017 activities completed except for completing the Source Management Database Project

In 2017, the Intelligence and Investigations Bureau was created; numerous planning activities were completed such as staffing required positions, developing renovation plans, steering committee establishment, and creating the business case for the proposed Operations and Intelligence Command Centre.

### EFFICIENT MANAGEMENT OF MENTAL HEALTH CALLS FORM 10 PRE-CONSULTS

**2017 Target:** 70% of Form 10’s with a pre-consult

**2017 Results:** 290 (18.3% decrease)

### FORM 10 DIVERSION

**2017 Target:** 90% of pre-consults recommending hospital alternatives

**2017 Results:** 93% of the time

### HOSPITAL WAIT TIME

**2017 Target:** 80% of Form 10’s with hospital wait time under 90 minutes

**2017 Results:** 79% of the time

### QUARTERLY ACTIVITIES

**2017 Target:** Completion of identified activities

**2017 Results:** All 2017 activities completed with the exception that new mental health training to patrol squads has been delayed until 2018

This initiative first began with achieving process improvements with mental health transfers at hospitals in 2016, and in 2017 has focused on process improvements for mental health warrants related to non-hospital treatment facilities and warrant orders issued by psychiatrists/physicians.



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## PROVINCIAL RADIO NETWORK

**2017 Target:** Completion of identified activities

**2017 Results:** All 2017 activities completed with the exception that radio migration to AFRRCS is behind schedule

The City of Edmonton radio system is at the end of its product life and vendor support will no longer be available as of December 31, 2017. This multi-year project will see City of Edmonton and EPS radio users migrate to the Alberta First Responders Radio Communications System (AFRRCS) network service.

Numerous activities were completed in 2017 that saw completion of multiple phases of testing, verification, and transition to the new radio system.

Work will continue into 2018 to reach 100% radio readiness and migration to AFRRCS, and ultimately to decommission the old radio environment.



## PROACTIVE RECRUITING & MENTORING RECRUIT MENTORSHIPS

**2017 Target:** 50% of mentorships with completed application packages

**2017 Results:** 32% of mentors with completed applications

## ON CAMPUS EVENTS

**2017 Target:** 25% increase from 2016 levels in post-secondary recruit events

**2017 Results:** 49 events (227% increase)

## QUARTERLY ACTIVITIES

**2017 Target:** Completion of identified activities

**2017 Results:** All 2017 activities completed

EPS has created a new initiative that provides applicant process mentoring to underrepresented communities. 34 applicants were selected for mentoring in 2017, with 12 having completed their application process, and more expected to complete in 2018. 62% of these mentorships were female, and 68% from underrepresented ethnic communities.

On-campus recruiting events increased across most post-secondary institutions, and in particular Macewan University.

*EPS has been a proud supporter of the #nogoodway campaign since 2015. During a special event at City Hall in October 2015, EPS joined the Canadian Association of Chiefs of Police, Special Olympics Canada, and Motionball to eliminate the use of the R-word in everyday conversation. Seen here are former Superintendent Mark Neufeld; Special Olympics gold medalist Jenny Murray; President of Special Olympics AB Johnny Byrne; and CTV's Rob Williams.*



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### CRIME SEVERITY INDEX (CSI)

**2017 Target:** 86 (an 8.0 point reduction from 2013 levels)

**2017 Results:** 124.2

The CSI factors the amount of crime occurring in Edmonton, the relative severity of these criminal offences, and population growth. Following increases in 2015 and 2016, the CSI increased a further 5.6% in 2017.

### VIOLENT CRIME

**2017 Target:** A reduction from 2016 levels

**2017 Results:** 12,599 victimizations (8.1% increase)

Within violent crime, year-over-year changes were as follows:

- Other Violent Crime: +19.9%
- Sexual assault: +10.4%
- Assault: +5.1%
- Robbery: -0.5%
- Homicide: -4.8%

### PROPERTY CRIME

**2017 Target:** A reduction from 2016 levels

**2017 Results:** 53,580 incidents (4.2% increase)

Within property crime, year-over-year changes were as follows:

- Break & Enter: +10.6%
- Other Property: +5.8%
- Theft over \$5,000: +3.9%
- Theft of Vehicle: +0.4%
- Theft from Vehicle: -1.8%

### SOCIAL DISORDER

**2017 Target:** A reduction from 2016 levels

**2017 Results:** 20,074 occurrences (4.2% increase)

Social disorder is a composite of 17 disorder-based CAD events that generate an occurrence file. Disorder covers areas such as arson, prostitution, mental health incidents, abandoned vehicles, and mischief. Social disorder is highest in Downtown Division, and is relatively evenly distributed among EPS's five other patrol divisions.

### PUBLIC COMPLAINT INVESTIGATION SPEED

**2017 Target:** Public complaint investigations completed within 6 months, 50% of the time

**2017 Results:** 43.7% (Q3 2016- Q2 2017 opened files)

Performance has improved considerably since 2013 and 2014 - in which the standard was only met about 30% of the time - but is still below desired levels.



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### TRAFFIC FATALITIES

<b>2017 Target:</b> 23 (a 4% reduction from the 2010-2014 average)	<b>2017 Results:</b> 28 fatalities (16.7% above the 2010-2014 average)
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### SPEEDING ENFORCEMENT

<b>2017 Target:</b> An increase from 2016 levels	<b>2017 Results:</b> 43,142 tickets (7.3% decrease)
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### DISTRACTED DRIVING ENFORCEMENT

<b>2017 Target:</b> An increase from 2016 levels	<b>2017 Results:</b> 7,398 tickets (12.7% decrease)
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### CRIMINAL NETWORK DISRUPTIONS

<b>2017 Target:</b> Maintain or increase disruptions from 2016 levels	<b>2017 Results:</b> Criminal Network Disruptions
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**2017**  
5 low-level  
17 medium-level  
4 high-level

**2016**  
11 low-level  
22 medium-level  
6 high-level

In 2014, a matrix was developed to categorize concluded Drug & Gang Enforcement section investigations into high, medium or low level criminal networks disruptions. These measures provide an indication of how EPS is disrupting the drug and gang landscape in Edmonton.

### PRIORITY 1 RESPONSE TIME PERFORMANCE

<b>2017 Target:</b> Dispatch and Arrive on-scene less than 7 minutes, 80% of the time	<b>2017 Results:</b> 71.9% of the time
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Priority 1 response time performance has been low but stable since late 2013, a consequence of rising dispatch call volumes.



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### PROACTIVE PATROL TIME

**2017 Target:** 25% of patrol time spent as proactive

**2017 Results:** 22 medium-level disruptions

Proactive patrol time focuses on crime prevention, intervention and suppression activities, such as searching for an individual with outstanding criminal warrants, conducting traffic stops, and patrolling a known crime hot spot. Proactive time is directly impacted by calls for service; as demands from the public increase for a police response, the availability to conduct proactive policing reduces.

### EPS SWORN APPLICANTS

**2017 Target:** An increase from 2016 levels

**2017 Results:** 590 sworn member applicants (13.9% decrease)

Despite the year-over-year reduction in applicants, total applications are well within historical levels, and are still within adequate levels to hire qualified applicants from.

### CULTURALLY EXPERIENCED APPLICANTS

**2017 Target:** 5% increase from 2016 levels

**2017 Results:** 158 culturally experienced applicants (27.2% decrease)

An assessment of a sworn applicants cultural experience is made during the Stage 5 applicant process. 274 Stage 5 interviews took place in 2017, with 158 applicants deemed culturally experienced.



*Roxanne Davignon displays the Award of Distinction she received on behalf of the EPS at the RIMS Enterprise Risk Management conference in Los Angeles, California.*



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## COMMUNITY WELLNESS CENTRE

**2017 Target:** Quarterly progress reporting on the status of the project

**2017 Results:** The Integrated Case Planning Hub will not proceed

In December 2017, EPS partners indicated that the Integrated Case Planning Hub and the related Boyle Street Community Centre did not have the necessary municipal and provincial political support for funding to proceed in 2018-2019. EPS is focused on the continuity of its ongoing Heavy Users of Service project, with original provincial funding running to the end of June 2018. Recent evaluations have determined a Social Return on Investment of \$1.53 per dollar spent in the program. EPS and its partners are looking at alternative models to scale up the HUoS client base.



*Throughout the summer months thousands of citizens were out enjoying the North Saskatchewan River. Constable Derek Jones, and other members of the EPS Marine Unit, maintained a presence on the water, reminding citizens to act responsibly.*

## WARRANT PROJECT

**2017 Target:** Decrease Persons with Outstanding Criminal Warrants from 2016-year end levels

**2017 Results:** 7,713 criminal person warrants (6% increase from 2016 year-end levels)

**2017 Target:** Completion of identified activities

**2017 Results:** The Warrant Project has become operationalized, with related IT enhancements delayed to 2018

A change in direction with this project now will see the triaging of all incoming criminal warrants by their level of public safety risk. Not all criminal warrants are equal, and warrant follow-up for things like kidnapping, child exploitation, and aggravated assault will be prioritized over warrants such as failing to appear to court, mischief, and petty shoplifting.

## COLLISION REPORTING CENTRES

**2017 Target:** Completion of identified activities

**2017 Results:** The Negotiated Request for Proposal faces issuant delays from the City of Edmonton

Collision Reporting Centres is a proposed service delivery model designed to reduce the workload of patrol and front-counter members through better deployment and alignment of resources. In 2017, activities completed included collaborating with Alberta Transportation to insure the proposal aligns with data and privacy requirements, drafting a Request for Proposal, and setting up an internal evaluation committee.

# LOOKING FORWARD

## 2018 ANNUAL POLICING PLAN

Each year, the EPS and the Edmonton Police Commission work together to identify initiatives to help realize the goals outlined in the EPS strategic plan:

- **reduced crime and victimization**
- **increased professionalism**
- **investigative excellence**
- **increased efficiency and effectiveness.**

These four goals, combined with concerns identified by citizens and local crime trends, helped the Commission and the EPS establish 30 measurable targets for the 2018 Annual Policing Plan.

### HIGHLIGHTED BELOW ARE SOME OF THE INITIATIVES IN THE 2018 ANNUAL POLICING PLAN

#### REDUCED CRIME AND VICTIMIZATION

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

Through targeted initiatives to reduce crime and disorder, Edmontonians will feel safer no matter in which community they live or visit. The EPS will strive to reduce violent crimes and property crimes – the kind of crimes that leave a lasting impact on victims. They will also aim to reduce incidents of social disorder and improve traffic safety by reducing collisions, fatalities, and distracted driving.

#### INVESTIGATIVE EXCELLENCE

ENSURING A HIGH STANDARD OF INVESTIGATIVE COMPETENCY WHICH CAN BE REFLECTED IN INCREASED CLEARANCE RATES AND SUCCESSFUL PROSECUTIONS

By leveraging technologies, Edmontonians will see outcomes that more effectively mitigate crime and disorder. 2018 will see the completion of a key recommendation to construct and initiate a real-time Operations and Intelligence Command Centre. Through more cohesive intelligence-gathering the EPS will focus on quality over quantity, recognizing that a thorough and fair investigation leads to greater success in the next stages of the criminal justice system.

#### INCREASED EFFICIENCY AND EFFECTIVENESS

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

The EPS will continue to ensure the right people and resources are in the right place at the right time. Efficient management of mental health calls, improving response times, and timely police dispatch all contribute to increased efficiency and effectiveness. Capital infrastructure also supports the EPS in being able to achieve its mandate for effective policing. 2018 will see significant capital projects such as the North West Campus, Firearms facility, a Digital Asset Management System and an Alberta First Responders Radio Communications System.

#### COMMITMENT TO PROFESSIONALISM

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

Expectations of professionalism start as soon as a recruit enters the employment process and continues throughout an officer's career. The EPS recognizes its role in supporting activities and processes that ensure professionalism is front of mind in the workplace. In 2018, the EPS will engage in proactive recruiting and mentoring initiatives that create environments where people can contribute the most. This People Plan will be organized around three priorities that focus on workforce sustainability, organizational excellence and creating the conditions for employee success. There will also be an added focus on ensuring robust succession planning is in place and that the staff reflects the diverse communities of Edmonton.