



# 2016 ANNUAL POLICING PLAN

## Report Card

COMMITTED TO POLICING EXCELLENCE



## WE ARE PLEASED TO PRESENT THE 2016 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 2016, 23 public initiatives were developed, complemented by 34 measurable targets. The Annual Policing Plan Report Card summarizes the results of each initiative 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.

With the approval of Edmonton City Council’s police funding formula for 2016, the EPS was tasked with identifying \$9 million in efficiencies. As a result of this exercise, \$4.3 million in efficiencies were reinvested into priority positions and \$5.6 million in efficiencies were put into effect that would save time for frontline officers.

The successes outlined in this report show the women and men of the EPS continued to provide outstanding policing services in Edmonton, despite this funding challenge. 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 2017, 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 maintaining a proficient and effective police service that benefits all Edmontonians, makes Edmonton the safest major city in Canada and the Edmonton Police Service a recognized leader in policing.

Cathy Palmer  
Chair  
Edmonton Police Commission

Rod R. Knecht  
Chief of Police  
Edmonton Police Service

MEETS OR EXCEEDS  
PERFORMANCE MEASURE

A

PERFORMANCE  
WITHIN ACCEPTABLE  
RANGE OF TARGET

B

OUTSIDE ACCEPTABLE  
RANGE OF TARGET

C



MEETS OR EXCEEDS  
PERFORMANCE MEASURE

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## VIOLENCE REDUCTION STRATEGY

### VIOLENT CRIME

**2016 Target:** Maintain or reduce the four violent crime indicators

**2016 Results:** 3.2% reduction (8,914 victims)

For EPS's four violent crime indicators, changes in each category were as follows:

- Homicide, 12.1% increase
- Assault, 2.3% decrease
- Robbery, 4.9% decrease
- Sexual assault, 8.1% decrease

## MENTAL HEALTH CALLS

### MENTAL HEALTH SERVICE TIME

**2016 Target:** A reduction in the average person-hours spent on *Mental Health Act* (MHA) incidents

**2016 Results:** 13.1% reduction (7.7 hours per MHA incident)

For several years, EPS has spent a considerable amount of time at hospitals guarding people who were brought in for evaluation under the *Mental Health Act*, commonly referred to as Form 10 apprehensions. An EPS/Alberta Health Services working committee has streamlined processes related to the handoff of patients at hospitals for Form 10 apprehensions, most notably via:

- improved utilization of EPS's Police and Crisis Team (PACT) for community-based diversion solutions, and
- implementation of the Transfer of Care Form in all four Edmonton hospital emergency departments, including a 30/60/90 minute communication plan.

In addition to reductions in time spent per Form 10 incident, there was a 9.6% drop in the number of these incidents themselves in 2016.

## DOMESTIC VIOLENCE INTERVENTION

### OFFENDER MANAGEMENT

**2016 Target:** 5% increase in completed offender checks

**2016 Results:** 34.0% increase (512 completed checks)

EPS conducts random and unscheduled visits to ensure domestic violence offenders are complying with court ordered conditions. Checks are completed by EPS patrol units, Domestic Offender Crimes Section, and Domestic Abuse High Risk Teams, all of whom achieved higher levels compared to 2015.

### VICTIM/INTERVENTION SUPPORT

**2016 Target:** 2% increase in intervention of domestic violence victims

**2016 Results:** 9.9% increase (995 interventions)

EPS provides support outreach to victims of domestic violence through safety planning, support mechanisms and professional referrals to reduce re-victimization. "Interventions" measure where contact is made with the victim, but do not include whether or not assistance was accepted.

Constable Zachary Jansen holds counterfeit \$20 bills seized during a search warrant in November 2016.



MEETS OR EXCEEDS  
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A

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POLICE CALL MANAGEMENT 911 CALL EVALUATOR AVERAGE SPEED OF ANSWER (ASA)	
<b>2016 Target:</b> 20 seconds or less	<b>2016 Results:</b> 17.8 seconds (22.6% reduction from 2015 4th quarter levels)
The new Genesis database system allowed EPS to use 911 call record data to calculate the average time it takes police evaluators to answer calls following the transfer from a 911 operator.	
NON-EMERGENCY AVERAGE SPEED OF ANSWER (ASA)	
<b>2016 Target:</b> 60 seconds or less	<b>2016 Results:</b> 49.2 seconds (39.8% reduction)
Factors that have improved performance from 2015 to 2016 include hiring and training of 10 additional full-time police evaluators, and increased relief staffing during peak call periods.	

RECRUITMENT RECRUIT APPLICANTS	
<b>2016 Target:</b> An increase from 2015 levels	<b>2016 Results:</b> 7.3% increase (677 sworn member applicants)
DIVERSE RECRUITING INITIATIVES	
<b>2016 Target:</b> An increase from 2015 levels	<b>2016 Results:</b> 17% increase (41 diverse recruiting initiatives)
DIVERSE APPLICANTS	
<b>2016 Target:</b> An increase from 2015 levels	<b>2016 Results:</b> 50% increase (129 self-identified diverse applicants)
CULTURALLY EXPERIENCED APPLICANTS	
<b>2016 Target:</b> An increase from 2015 levels	<b>2016 Results:</b> 31% increase (221 culturally experienced applicants)
Due to the growing population and increased dispatched calls for police service, significant focus was placed on recruiting in 2016. A specific area of concentration was on recruiting diverse applicants to ensure the EPS is more reflective of the communities it serves.	



*In early November 2016, 30 recruits (24 males, six females, and two police service dog teams) graduated at a prestigious ceremony held at Edmonton City Hall. Class 135 included Constable Amal Abdi, the first Somali-Canadian recruit to graduate from the EPS, and Constable Lauren Croxford and Police Service Dog Bender, the service's second female dog handler.*

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

**2016 Target:** Maintain or exceed 2015 levels (9 low-level disruptions)

**2016 Results:** 11 low-level disruptions

#### DIVERSE RECRUITING INITIATIVES

**2016 Target:** Maintain or exceed 2015 levels (6 high-level disruptions)

**2016 Results:** 6 high-level disruptions

In 2014, a matrix was developed to categorize concluded investigations into high, medium or low level criminal networks disruptions. 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.

### ONLINE CRIME REPORTING ONLINE CRIME REPORTS SUBMITTED BY THE PUBLIC

**2016 Target:** 15% increase (5,418 online reports)

**2016 Results:** 56.4% increase (7,369 online reports)

Online crime reporting for particular property crimes has been available to the public since the second quarter of 2013, and is available for the following types of crime:

- Theft from vehicle
- Theft of bicycle
- Theft under \$5,000
- Mischief
- Break & enter (garage or shed)
- Lost property

Online crime reporting is expected to increase the efficiencies of police front counters, community stations, and patrol resources, while creating an easy method for citizens to report crime in their community.

### DISTRACTED DRIVING TICKETS ISSUED BY PATROL

**2016 Target:** 5% increase from patrol's 2013-2014 average (2,918 tickets)

**2016 Results:** 72.2% increase (5,026 tickets)

#### TICKETS ISSUED BY TRAFFIC SERVICES BRANCH

**2016 Target:** 5% increase from Traffic Services Branch 2013-2014 average (2,489 tickets)

**2016 Results:** 18.0% increase (2,938 tickets)

Distracted driving is a major cause of vehicle collisions and risk to traffic safety. Heavy traffic enforcement of distracted driving is a key approach for deterrence.

In 2016, all patrol divisions exceeded their enforcement levels with the exception of Downtown Division. Traffic Services Branch met its target following the third quarter redeployment of a portion of its resources to work directly in patrol divisions and focus entirely on traffic enforcement.



In September 2016, after observing a drone being operated in downtown Edmonton, an investigation by EPS officers in consultation with Transport Canada and the Crown Prosecutors Office, led to EPS laying their first drone-related charge.

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### VULNERABLE PERSONS HEAVY USERS OF SERVICE (HUoS)

**2016 Target:** Complete all 2016 planned activities

**2016 Results:** All 2016 planned activities completed

HUoS divides its clients into three categories: active clients, maintenance clients, and archived clients. The year-end status for the three client-types was:

- Active clients: 10 housed, two in custody, one in treatment
- Maintenance clients: seven
- Archived clients: two revoked consent in the program, one moved out of province, two deceased.

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

**2016 Target:** Complete all 2016 planned activities

**2016 Results:** All 2016 planned activities completed

The Safe in Six program was piloted and delivered to 24 schools, and 30 officers have been trained in the program. Program evaluation examined the students' experience, teacher insights and officer feedback on the effectiveness of the program. Recommendations called for minor adjustments. Facilitation training is now being offered to 700 officers through yearly patrol training.

### LIGHT RAIL TRANSIT (LRT) CRIME AND DISORDER

**2016 Target:** Increase EPS-recorded LRT crime and disorder events (532 or more)

**2016 Results:** 10.7% increase (589 LRT crime and disorder events)

In 2016, a permanent EPS Transit Beats unit was formed to jointly patrol LRT locations with ETS Transit Security. An increase in crime and disorder events was anticipated due to

- the visibility of uniformed officers and the willingness of the public to report events that may have otherwise gone unreported, and
- more criminal acts being seen by the patrol officers due to a regular presence.



*Superintendent Terry Rocchio looks on as a woman provides input at one of the five community consultations held across the city in March 2016. Between January and March, citizens helped identify policing priorities through an online survey, social media, and at public open houses.*



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### VIOLENCE REDUCTION STRATEGY SOCIAL DISORDER

**2016 Target:** Maintain or reduce social disorder occurrences

**2016 Results:** 2.9% increase (19,295 occurrences)

Social disorder is a composite of 17 occurrence types, such as arson, prostitution, mental health incidents, and mischief. Social disorder is highest in Downtown Division, and is relatively evenly distributed among the other five patrol divisions.

### WEIGHTED CLEARANCE RATES

**2016 Target:** 43% or higher weighted clearance rate

**2016 Results:** 41.1% weighted clearance rate

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 clearing by other means. The reduction from 2015 to 2016 is suggested to be due to increasing levels in property crime, which tends to have lower solvability compared to violent crime.



### 911 CALL MANAGEMENT

#### 911 OPERATOR AVERAGE SPEED OF ANSWER (ASA)

**2016 Target:** 2 seconds or less

**2016 Results:** 2.5 seconds

The off-target result is due to a May 2016 business process change that eliminated 911 “forced call” answering. 911 operators must now manually press a button to answer a 911 call, rather than the call automatically accessing an open line. On average, this has added an additional two seconds to answer each call. This change was made to remove any risk that a “forced” answer 911 call would be accidentally transferred to an unattended 911 operator’s phone line. Further analysis has shown that in the fourth quarter of 2016, 89.6% of calls were answered within five seconds, and 99.4% were answered within 10 seconds.

### PUBLIC COMPLAINT INVESTIGATIONS

#### TIMELY COMPLAINT CONCLUSION

**2016 Target:** Public complaint investigations concluded or all investigative steps completed in less than 6 months, 75% of the time

**2016 Results:** 65.3% of files met the target

Data from this category was obtained from the third quarter of 2015 to the second quarter of 2016. Although the target is not being met, there has been consistent improvement in performance since the first quarter of 2014, when the target was only met 32.0% of the time.

*Constable Amanda Trenchard and Inspector Dan Jones take an ice cold plunge at Lake Summerside in January 2016, helping to raise over \$36,000 in support of Special Olympics. The 5th Annual Polar Plunge, presented by the Alberta Law Enforcement Torch Run, is a unique opportunity for individuals, organizations, and businesses to support Special Olympics Alberta athletes by jumping into one of Edmonton’s frigid winter lakes.*

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## RECRUITMENT

### NEW RECRUITS

**2016 Target:** 140 new recruits who have begun EPS recruit class (18.6% increase)

**2016 Results:** 131 new recruits began recruit classes (11.0% increase)

Four EPS recruit classes were offered in 2016.

### FEMALE APPLICANTS

**2016 Target:** 114 female sworn member applicants

**2016 Results:** 113 female sworn applicants (0% change)

Four 'Women in Policing' events took place in 2016, compared to one in 2015. However, female recruit applications were unchanged year-over-year. As three of these events took place in the fourth quarter of 2016, there is an expectation that female applications will increase in early 2017.

## TRAFFIC SAFETY

### TRAFFIC CORRIDOR/INTERSECTION COLLISIONS

**2016 Target:** 2% decrease in traffic collisions in high frequency collision intersections

**2016 Results:** 1.6% decrease (794 collisions)

The City of Edmonton's Traffic Safety Section provides data on high collision locations as part of DDACTS (Data-Driven Approach to Crime and Traffic Safety). To improve public safety, identified hot spots are targeted by EPS for traffic enforcement.

*Detective Kurtis Hauptman, Sergeant David Jones, Constable Brad Currie, and Constable Scott Neilson represented the EPS at the 2016 YWCA Walk a Mile in Her Shoes event on September 21, 2016. The EPS team fundraised over \$4,500 in support of the YWCA. The event raised over \$200,000 to help women walk away from domestic violence relationships.*

## LRT

### DISPATCHED CALLS

**2016 Target:** A decrease in EPS dispatched calls to LRT locations

**2016 Results:** 3.9% increase (842 dispatched calls)

In 2016, an EPS Transit Beats unit was formed to jointly patrol LRT locations with ETS Transit Security. It was anticipated that calls for service to patrol would decrease as more of these events would be managed by Transit Beats as "on-view." While there were 473 on-view events at LRT stations in 2016 compared to 217 in 2015, marking a 154.8% increase, dispatched calls for police still increased.





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### CRIME SEVERITY INDEX (CSI)

**2016 Target:** 88 points or below (a 6 point reduction from 2015 levels, as set by City Council 2015-2018 targets)

**2016 Results:** 116.7 points (3.8% increase)

The Crime Severity Index (CSI) factors the volume of crime occurring in Edmonton, the relative severity of each criminal offence, and population growth. In 2016, the CSI increased moderately primarily due to escalating property crime, with a 10.1% increase in EPS's four property crime indicators. At the same time, a 3.2% reduction in EPS's four violent crime indicators kept the CSI from increasing further.

### PROPERTY CRIME

**2016 Target:** Maintain or reduce EPS's four property crime indicators

**2016 Results:** 10.1% increase (22,198 incidents)

For EPS's four property crime indicators, changes in each category were:

- Theft from vehicle, 18.9% increase
- Theft of vehicle, 11.4% increase
- Theft over \$5,000, 0.4% decrease
- Break & enter, 3.1% decrease

### RECRUITMENT

#### EXPERIENCED OFFICERS HIRED

**2016 Target:** 10 experienced officers hired for the Experienced Officer Program (EOP)

**2016 Results:** Six experienced officers hired

EPS offered one EOP class in 2016. Reintroduced in 2015, the Experienced Officer Program is a compressed 14-week training program for new sworn officers who came from other police agencies.

*In October 2016, Chief Rod Knecht proudly accepted the Wolf Award for the Service's work with Edmonton's Indigenous community. Front row: Elder Jeanette Lean; Chief Rod Knecht; Elder Don Langford; Elder Francis Whiskeyjack; Terris Mah; Kari Thomason; Elder Leif Campbell; Constable Tanis Koelsar; Acting Staff Sergeant Alanna Harrison; Andrea Levey. Back row: Fred Hines.*



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### GEOGRAPHIC DEPLOYMENT MODEL

#### PRIORITY 1 RESPONSE TIME PERFORMANCE

**2016 Target:** Dispatch and arrive on-scene less than 7 minutes, 80% of the time

**2016 Results:** 71.1% of events met target

Priority 1 response time performance has been low but stable since late 2013, a consequence of rising dispatch call volumes, particularly in the Priority 4-5 categories.

#### PROACTIVE PATROL TIME

**2016 Target:** 25% of patrol time spent as proactive

**2016 Results:** 11.7% of patrol time spent as proactive

Proactive patrol time allows EPS officers to focus on crime prevention, intervention and suppression activities. Proactive time is directly impacted by calls for service; as calls for service increase, the ability to conduct proactive policing decreases.

### MISSING PERSONS

**2016 Target:** 72 historical missing person files fully reviewed from 2014-2016

**2016 Results:** 49 files fully reviewed

A review in 2013 identified 72 historical missing person files with specific investigative tasks available to be undertaken by EPS's Missing Persons Unit. From 2014 to the end of 2016, 49 of these files were fully reviewed in terms of exhausting viable investigative tasks.

### PREVENTION OF CRIMES TO VEHICLES

#### THEFT OF VEHICLE AND THEFT FROM VEHICLE INCIDENTS

**2016 Target:** 2% reduction

**2016 Results:** 16.4% increase (15,812 incidents)

Theft from vehicles and theft of vehicles continued to be a major crime trend in Edmonton, with a 16.4% increase from 2015.

In 2016, each EPS patrol division deployed various vehicle theft prevention strategies, including use of social media, door-to-door canvassing with community league volunteers in high vehicle theft neighbourhoods, television monitor advertisement in medical centers, and the use of bait vehicles in three communities.



*Constable Brad Andrews warms up with a future Oiler's player at the 8th Annual McCauley Cup in December 2016.*

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

**2016 Target:** Maintain or exceed 2015 levels (31 medium-level disruptions)

**2016 Results:** 22 medium-level disruptions

In 2014, a matrix was developed to categorize concluded investigations into high, medium or low level criminal networks disrupted. These measures provided 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.



*Hundreds of officers and civilians turned out on September 26, 2016, for the Police and Peace Officers Memorial at the Alberta Legislature grounds. This annual event honours police and peace officers who have made the ultimate sacrifice, and provides an opportunity for the community to publically honour officers for the important work they do.*



# LOOKING FORWARD

## 2017 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 21 core policing metrics and targets, along with 12 strategic initiatives, for the 2017 Annual Policing Plan.

### HIGHLIGHTED BELOW ARE SOME OF THE INITIATIVES IN THE 2017 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. The EPS will continue to advocate for the development of a Community Wellness Centre in 2017, with the goal of freeing-up police time by reducing police response to incidents that more appropriately lie with other agencies, allowing police to focus on those that prey on our most vulnerable.

#### INVESTIGATIVE EXCELLENCE

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

By focusing on organized crime, arrests, and gang disruptions, Edmontonians will see outcomes that have greater impact on crime in Edmonton. Through a more cohesive and comprehensive intelligence-led policing model, 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, building on collaboration between EPS and RCMP, improving response times, and timely police dispatch all contribute to increased efficiency and effectiveness. The EPS will move forward with the proposed collision reporting centres, designed to reduce the workload of patrol officers through a more proficient business practice.

#### 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 2017, the EPS will focus on proactive recruiting and mentoring initiatives, diversity, and culturally-experienced applicants. In addition, a continued emphasis will be on managing public complaints to ensure they are handled in a timely fashion.