Annual Policing Plan
Public Initiatives
2013 Q4 Report

Edmonton Police Service

Edmonton Police Commission Copy

2013 Annual Policing Plan – Q4 Results
Edmonton Police Service

Presented to the
Edmonton Police Commission
February 20, 2014

1

Purpose

- To discuss and answer questions on our Q4 public initiatives results for the 2013 Annual Policing Plan

2

2013 Annual Policing Plan – Q4 Results

#1 Clearance Rates	#2.1 GDM - Response Times	#2.2 GDM - Proactive Time
#3 Crime Reduction	#4.1 Violence Reduction Strategy *Violent Crime*	#4.2 Violence Reduction Strategy *Social Disorder*
#5 Prisoner Transportation	#6 Public Safety Compliance Team	#7 Neighbourhood Empowerment Teams
#8 Traffic Safety	#9.1 Gang & Drug Enforcement *Persons Arrested*	#9.2 Gang & Drug Enforcement *Civil Forfeitures*
#10 Specialized Traffic Apprehension Teams	#11 Aboriginal Strategy	#12 Homicide Section
#13 Recruiting	#14 Public Complaints	#15.1 Public Complaint Investigations - *ADR*
#15.2 Public Complaint Investigations - *APA Guidelines*		

3

---

1. Clearance Rates (Weighted)

- Target: 43%
- 2013 status: 40.8%

EPS Weighted Clearance Rate - all crime

Chart values:
- 2007: 27.4%
- 2008: 28.8%
- 2009: 31.6%
- 2010: 37.6%
- 2011: 40.2% (Target 42.0%)
- 2012: 41.2% (Target 42.7%)
- 2013: 40.8% (Target 43.0%)

Legend: ■ % of weighted UCR violations that are cleared — Target

4
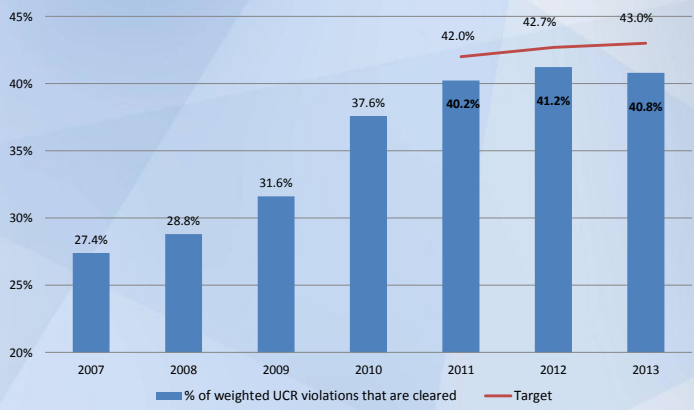
2.1 GDM – Response Times

- Target: Patrol On-Scene ≤ 7 minutes for priority 1 calls, 80% of the time
- 2013 status: 69.7%

EPS Emergency Response Times (fixed locations)
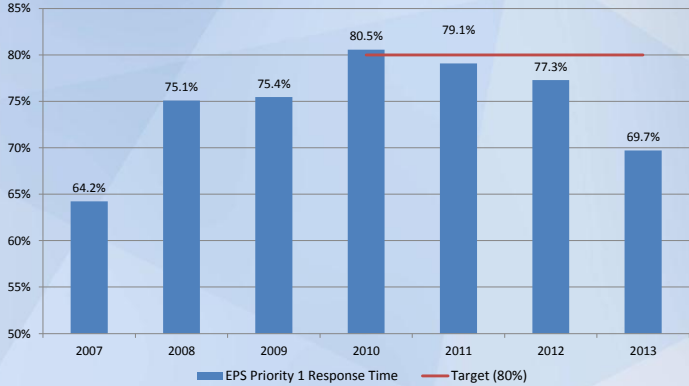
2.2 GDM – Directed Patrol Time

- Target: 25% of patrol time is 'directed'
- 2013 status: 15.2%

Directed Patrol Time
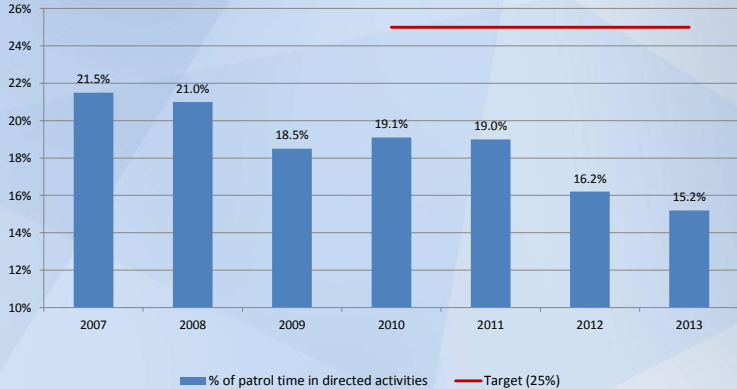
3. Crime Reduction – 8 crime indicators

- Target: 2% reduction from 2012 levels
- 2013 Status: 23,578 incidents (5.5% above 2012)

Number of Violent Crime Victims and Property Crime Incidents

■ 8 Crime Indicators ■ Target

Year	Value
2007	36 036
2008	33 581
2009	32 699
2010	26 879
2011	22 425
2012	22 349
2013	23 578 (Target 21 902)
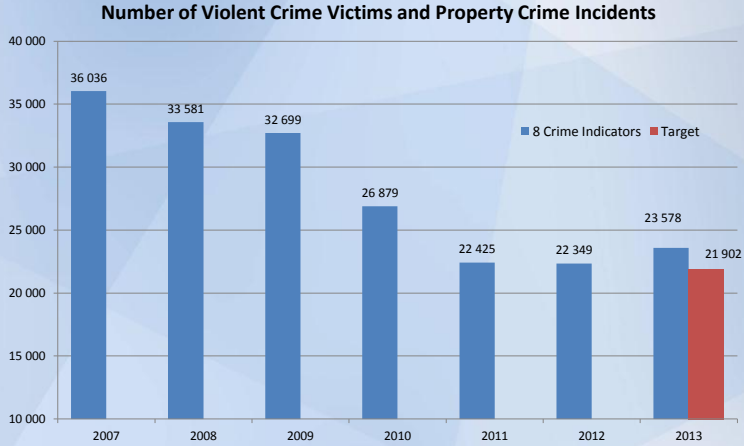
7

3. Crime Reduction: Property Crime

- Break & Enter, Theft from Vehicle, Theft of Vehicle, Theft over $5,000

Number of Property Crime Incidents

Year	Value
2007	27 446
2008	24 619
2009	23 494
2010	18 427
2011	14 362
2012	14 005
2013	15 557

■ 4 Property Crime Indicators (UCR violations)

8

4.1 Violence Reduction Strategy: Violent Crime

- Victims of Assaults, Homicides, Robberies, and Sexual Assaults
- Target: 4% reduction from 2012 levels, for targeted locations
- 2013 Status: 8,021 victims city-wide (3.9% below 2012)

Number of Violent Crime Victims

Year	Victims
2007	8 589
2008	8 957
2009	9 204
2010	8 451
2011	8 063
2012	8 344
2013	8 021

■ 4 Violent Crime Indicators (UCR Victims)

9
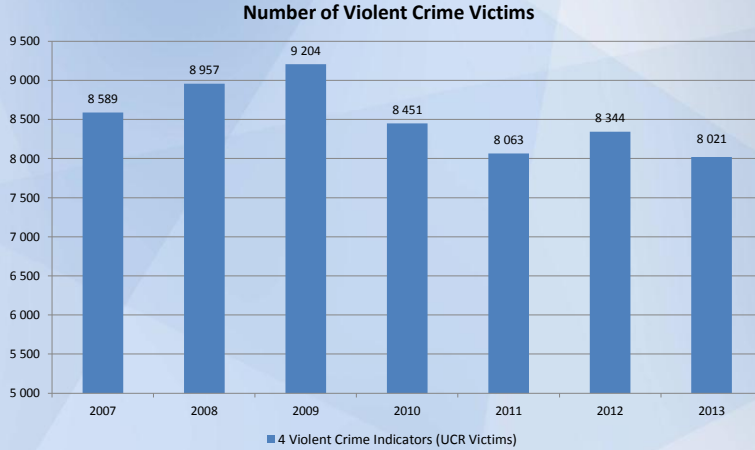
4.2 Violence Reduction Strategy: Social Disorder

- 17 social disorder types
- Target: 4% reduction from 2012 levels, for targeted locations
- 2013 Status: 14,029 occurrences city-wide (2.0% below 2012)

Number of Social Disorder Occurrences

Year	Occurrences
2007	23 237
2008	20 367
2009	18 848
2010	18 936
2011	18 594
2012	18 796
2013	18419

■ Social Disorder Occurrences

10
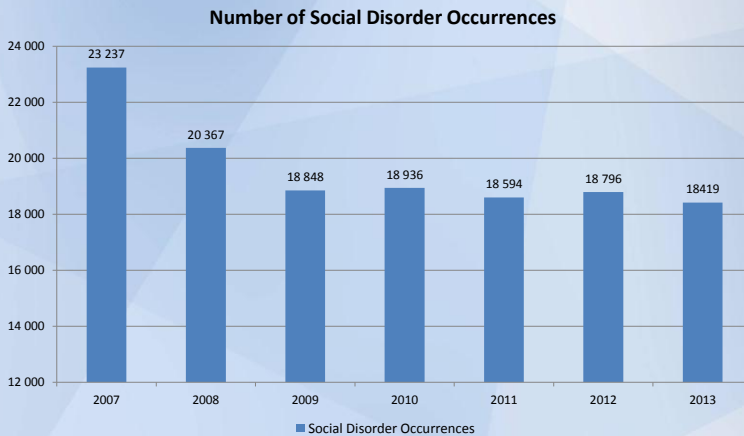
5. Prisoner Transportation

- 2013 Status:
  - New Edmonton Remand Centre (ERC) opened April 12, 2013
  - 7,699 persons transported to New ERC and Edmonton Young Offender Centre
  - Provincial Sheriffs currently unable to undertake transportation responsibilities

Prisoner Transportation to New ERC and EYOC

Bar chart — # of persons transported:
- April: 797
- May: 895
- June: 885
- July: 911
- August: 814
- September: 849
- October: 838
- November: 862
- December: 848

2013

11
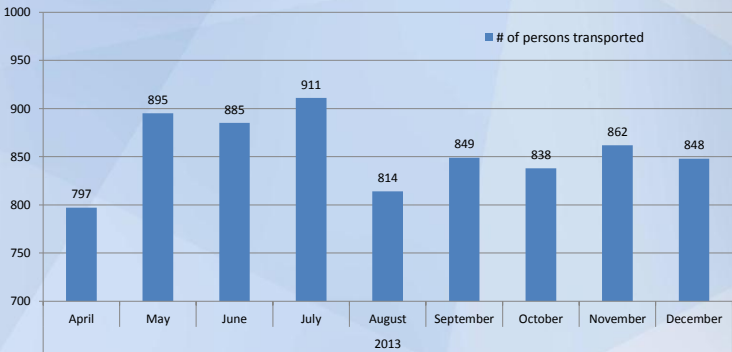
6. Public Safety Compliance Team

- Top 20 Edmonton Licensed Premises identified
- Target: 5% reduction in calls for service for Top 20 locations, from 2012 levels
- 2013 Status: 131 fewer calls than 2012 (-14.5% reduction)

PSCT Top 20 Licensed Premises - Calls for Service - Year to Date

Bar chart — 2012 Calls for Service YTD / 2013 Calls for Service YTD:
- Q2: 304 / 387
- Q3: 590 / 592
- Q4: 903 / 772

12
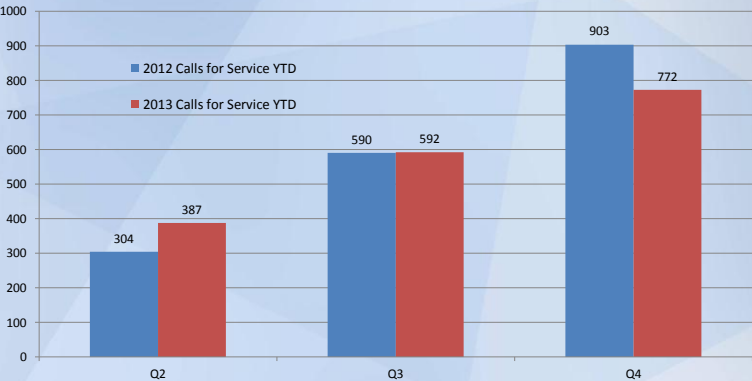
7. Neighbourhood Empowerment Teams (NET)

- Target:
  - 6 NET locations: 5% reduction in calls for service
  - 3 NET neighbourhoods: 5% reduction in identified crime type
- NET team was assigned to some locations late in 2013
- 5 locations have, or are on-track for achieving calls for service targets (6th location status outstanding)
- 1 neighbourhood has achieved the crime type reduction target (2nd and 3rd neighbourhood's status outstanding)

13

8. Traffic Safety

- Target: 5% increase in traffic tickets issued by Traffic Section, from 2008-2012 average
- 2013 Status: 34,882 tickets issued (31% above 08'-12' avg.)

Traffic Tickets Issued (Traffic Services Section only)

Year	Value
2008	25 418
2009	20 891
2010	18 621
2011	36 873
2012	31 400
2013	34882
Target	27973

2008-2012 Average = 26,641

Annual Total · Target

14
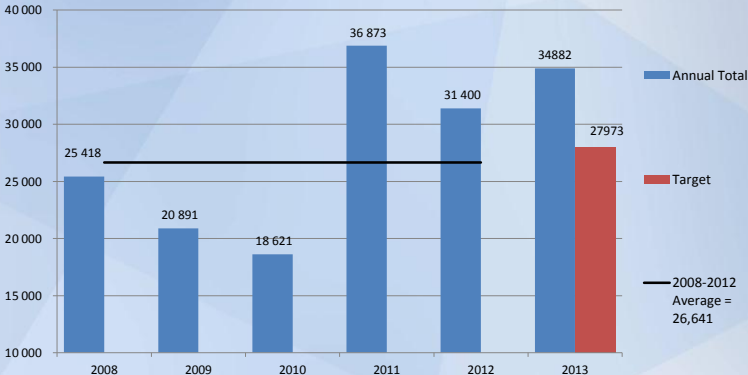
9.1 Gang & Drug Enforcement – persons arrested

- Target: 5% increase from 08'-12' average (EDGE unit)
- 2013 Status: 147 arrests (47.3% below 2012)

Persons Arrested by EDGE

15
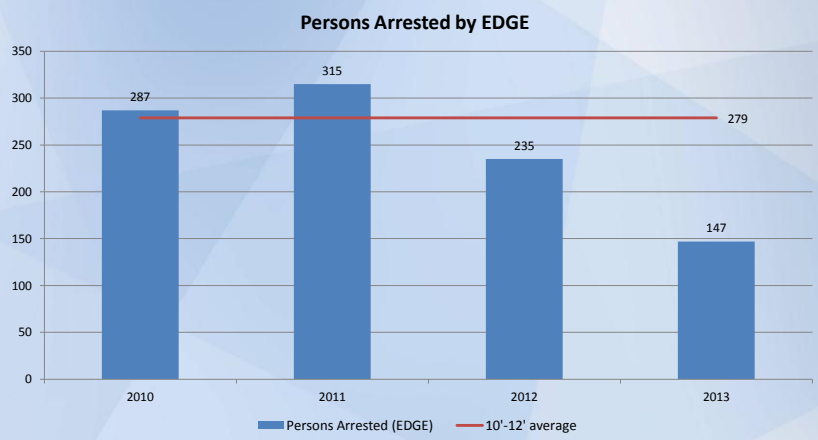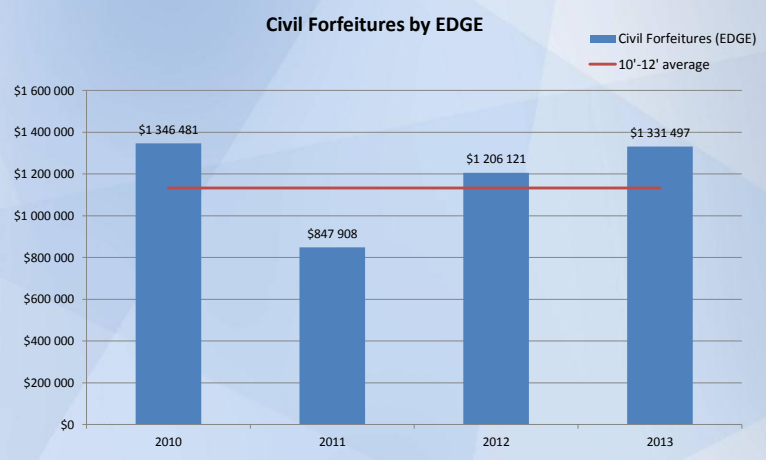
9.2 Gang & Drug Enforcement – civil forfeitures

- Target: 5% increase from 08'-12' average (EDGE unit)
- 2013 Status: $1.33 million seized (17.5% above 2012)

Civil Forfeitures by EDGE

16

10. Specialized Traffic Apprehension Teams

- Q2 Target: staffing of 4 squads (completed in Sept.)
- Q4 Target: set a baseline for the number of arrests, summonses, vehicles seized and contraband seizures

STAT Performance Measures		
Category		2013 Total
Arrests		991
Criminal Charges		1085
Warrants (executed)		1303
Summonses		15336
Vehicles Seized		
Towed as a result of an arrest		621
Civil forfeiture		1
Contraband Seizures		
Drugs (total est. value) ($)		$ 206 039
Weapons	Firearms	6
	Knives	10
	Other	14
Cash		$ 55 009
Recovered Stolen Property		
Vehicles		31
Other ($ value)		$ 2 243

17

11. Aboriginal Strategy

- Q2 Target: Aboriginal Liaison Unit (ALU) fully staffed and operational
  - Achieved – non-sworn Aboriginal Relations Consultant and Staff Sergeant hired
- Q4 Target: Identify strategic partnerships.
  - Achieved - ALU has developed at least 9 partnerships
- Q4 Target: 20% of EPS employees to have taken cultural awareness course
  - 'Policing an Urban Aboriginal Population' course piloted to 90 members (5% of members). About 30% of EPS employees to be trained by the end of Q1 2014

18

12. Homicide Section

- Target: 100% increase in the number of cleared cold cases/historical homicides from 2012 levels (2012=2)
- 2013 Status: 5 cold-case homicides cleared

Homicides in 2013:
- Charges laid for 20 of 28 homicides this year (71% clearance rate)

19

13. Recruiting

- Final Diversity Positive Recruiting report drafted and submitted to Chief's Committee for approval
- Data collection on the three performance measures was not available in 2013. Data collection processes to be in place for 2014, with targets available in 2015

20

14. Public Complaints

- Target: 5% reduction in public complaints from 2012 levels
- 2013 Status: 170 complaints (13.3% above 2012)

Public Complaints made against EPS - Files Received
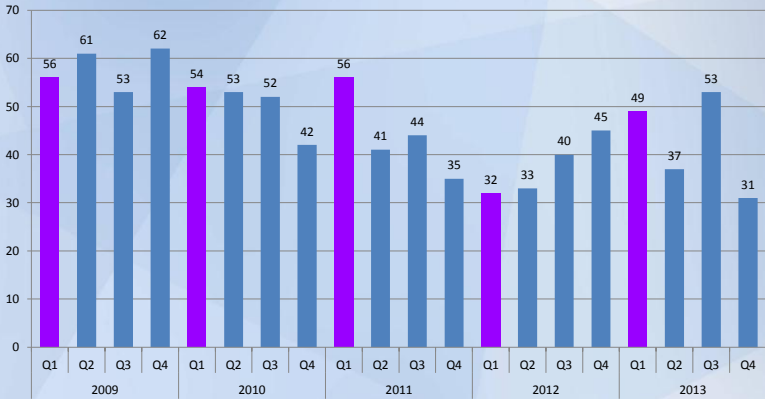
15.1 Public Complaint Investigations – Alternative Dispute Resolution (ADR)

- Target: 10% of public complaints concluded via ADR
- 2013 Status: 22% (46 out of 209)

Conclusion of Public Complaints made against EPS
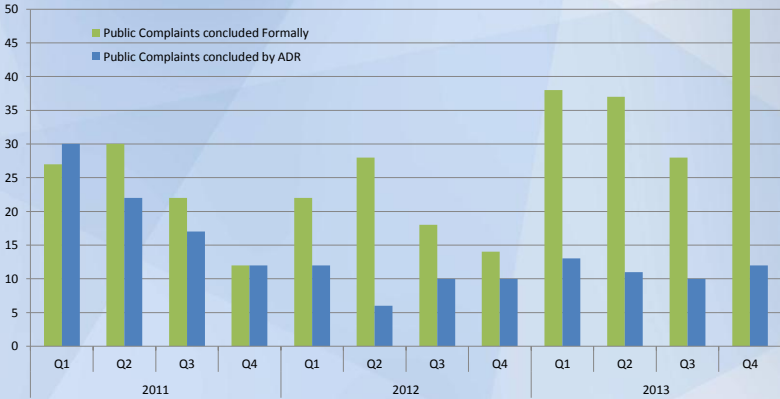
15.2 Public Complaint Investigations – timely investigations

- Target: 75% of public complaints investigations completed within 6 months
- 2013 Q2 files: 73% of public complaints concluded or waiting disposition
- 2013 Q1 files: 69% of files met the target
- 2012 Q4 files: 73% of files met the target
- 2012 Q3 files: 49% of files met the target

23

2013 Annual Policing Plan
Q4 Results

Questions?

24

No.	INITIATIVE - Q1 STATUS	Year End Target	Trend	2013	2012	2011	2010	2013 Q4 Target
1	Clearance Rates	≥ 43%	↓	40.8%	41.2%	40.2%	37.6%	43% clearance rate
2.1	Geographic Deployment Model - Response Times	≥ 80%	↓	69.7%	77.3%	79.1%	80.5%	≤ 7 min 80% of the time
2.2	Geographic Deployment Model - Directed Patrol Time	≥ 25%	↓	15.2%	16.2%	19.0%	19.1%	25% Directed Patrol Time
3	Crime Reduction - 8 crime indicator victims or incidents	≥ 2% reduction	↑	23,578	22,349	22,425	26,879	Overall (citywide) reduction of 2%
4.1	Violence Reduction Strategy - Violent Crime	≥ 4% reduction	↓	8,021	8,344	8,063	8,451	4% reduction in the 4 violent crime indicators
4.2	Violence Reduction Strategy - Social Disorder	≥ 4% reduction	↓	18,419	18,796	18,594	18,936	4% reduction in the social disorder indicators
5	Prisoner Transportation	■	■	■	■	■	■	Id/implement resources for transportation
6	Public Safety Compliance Team - Calls for Service	≤ 4% reduction	↓	772	903	■	■	4% reduction in calls for service for top 20 licensed premises
7	Neighbourhood Empowerment Teams	■	■	■	■	■	■	End of Q4, %5 ↓ calls for service/id'd crime type
8	Traffic Safety - Enforcement Incidents	≥ 5%	↑	34,882	31,400	36,873	18,621	5% increase in enforcement incidents
9.1	Gang and Drug Enforcement - Persons Arrested	≥ 293	↓	147	235	315	287	5% increase from 10'-12' average
9.2	Gang and Drug Enforcement - Civil Forfeitures	≥ $1.19M	↑	$1.33M	$1.21M	$0.85M	$1.35M	5% increase from 10'-12' average
10	Specialized Traffic Apprehension Teams	■	■	■	■	■	■	Four squads to be staffed, develop baseline stats
11	Aboriginal Strategy	■	■	■	■	■	■	ALU fully staffed and operational
12	Homicide Section - Historical Homicides cleared	100%	■	5 cleared	2 cleared	■	■	↑ 100% - historical homicide cleared files
13	Recruiting	≥ 10%	■	■	■	■	■	↑10% - in diverse community initiatives
14	Public Complaints	≤ 134	↑	170	150	176	201	5% reduction in public complaints
15.1	Public Complaint Investigations - ADR	≤ 10%	↓	22%	31.2%	47.1%	■	Conclude 10% of public compl's through ADR
15.2	Public Complaint Investigations	≥ 75%	■	73% of Q2 Files	■	■	■	Investigations done within 6 mths 75% of time

TREND	
↑	Performance is improving from previous reporting period
■	Performance is the same as previous reporting period or N/A
↓	Performance has decreased from previous reporting period
■	No previous comparative information available

Table of Contents

INITIATIVE #1

Clearance Rates

Initiative Owner – Chief of Police

Performance Measures / Targets:

The EPS will achieve a weighted clearance rate of 43% as per Canadian Centre for Justice Statistics (CCJS) reporting standards.

*CCJS Weighted Clearance Rate calculation includes all UCR violations.

Year to Date Status:

Off-target
Weighted Clearance Rates
40.8%
(43% target)

Commentary:

The weighted clearance rate indicates how well EPS is in investigating and solving crime – a critical function for a police service. Reported criminal offences are considered cleared when the offence is investigated and the suspected offender is identified and charged, or dealt with by extrajudicial means. The Weighted Clearance Rate – developed by the Canadian Centre for Justice Statistics – is the percentage of reported criminal violations that are cleared, with greater weight assigned to more severe crimes[1].

This measure, along with the Crime Severity Index, is calculated using incident-based Uniform Reporting Survey (UCR2) data that is periodically sent to Statistics Canada. It includes all criminal code violations including traffic, all drug violations, and all federal Statutes.

It is important to note that data reported here for the Weighted Clearance Rate and Crime Severity Index has a margin of error because calculations do not currently reflect new Statistics Canada new weighting methodology that apply to 2011 data and onwards. Edmonton's Weighted Clearance Rate and Crime Severity Index data as reported via Statistics Canada reflects these new weights, but is current only up to 2012. A work update will be provided in the Q1 2014 Annual Policing Plan regarding the status of refining these performance measures.

Q4 Analysis:

Weighted Clearance Rate

- In Q4 of 2013, the Weighted Clearance Rate (WCR) for all crimes improved to 44.1%. For 2013, the **WCR was 40.8%,** which was marginally below the 43% target EPS set for itself.
- Comparing 2012 to 2013, the WCR for violent offences increased 2.8%, while for non-violent offences it fell 1.6%

---

[1] See the following reports for methodology and Canadian results: Crime Severity Index; Weighted Clearance Rate.

- Long-term, the WCR has steadily improved from 27.4% in 2007 to greater than 40% since 2011.

EPS Weighted Clearance Rate - all crime
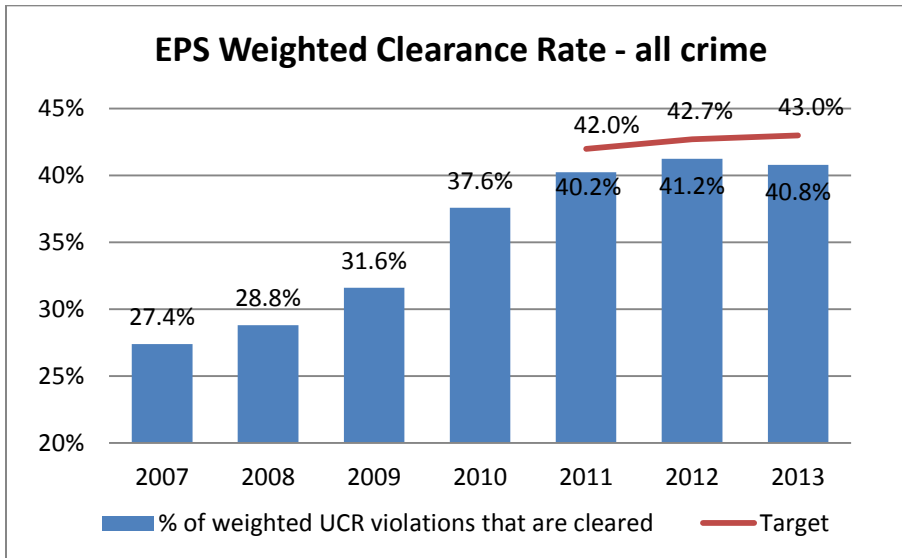
Data obtained from CSR-02 Report 2009-2013, 2014Jan6

Crime Severity Index

- The Crime Severity Index (CSI) for Edmonton can be thought of as the traditional Crime Rate (total crime violations / 100,000 population), but like the Weighted Clearance Rate, gives more weight to more sever crimes. It provides an overall indication of the severity of crime in Edmonton, accounting for things as petty as graffiti all the way up to homicide.
- For 2013, Edmonton's CSI stood at 95.0, a 4.8 basis point increase compared to 2012. Despite current upticks in the CSI over the last four quarters, the CSI has seen a long-term reduction, from a high of 141.9 in 2007 to around 90-95 since 2011.
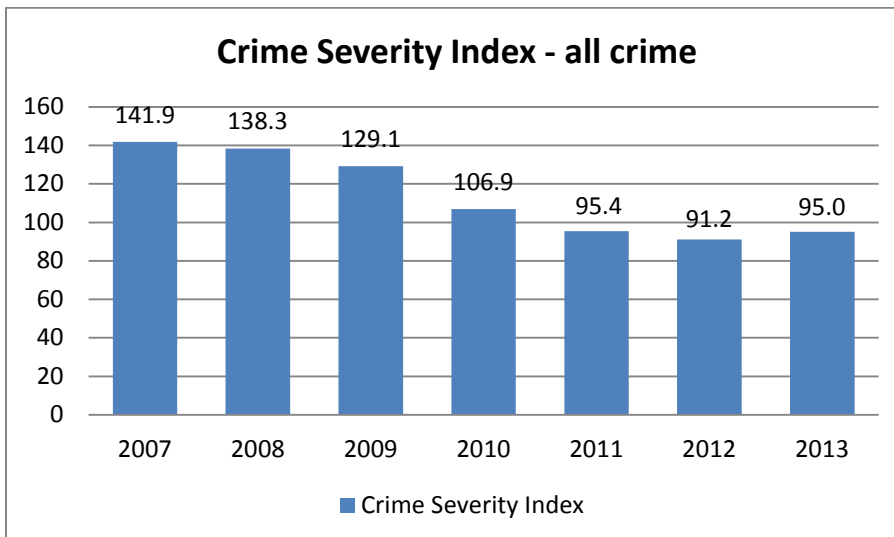
Crime Severity Index - all crime

Data obtained from CSR-02 Report 2009-2013, 2014Jan6

INITIATIVE #2

Geographic Deployment Model (GDM)

Initiative Owner – Chief of Police, Community Policing Bureau

Performance Measures / Targets:

First responder on scene to a fixed location ≤ 7 minutes to priority one calls 80% of the time.

25% of patrol time for directed proactive work focused on reducing the frequency, severity, and fear and perception of violence.

Year to Date Status:

<table>
<tr>
<td align="center">*Off-target*
Emergency Response Times
69.7% (Target 80%)</td>
<td align="center">*Off-target*
Directed Patrol Time
15.2% (Target 25%)</td>
</tr>
</table>

Commentary:

Geographic Deployment Model (GDM)

The Geographic Deployment Model is service delivery built around the philosophy of a district team policing model built on geographic ownership. This model assists the EPS in ensuring a proactive and equitable police service, with supportive Detective investigations, which satisfy the policing needs of the community.

The GDM requires consistent and timely examination to ensure that:
- Response time is maintained equitably in all 5 patrol divisions;
- Workload in all 5 divisions is aligned to resources in an attempt to achieve 25% directed/self-initiated time
- We maintain the mandated percentage (%) of two person vehicles as per Collective Bargaining Agreement
- We manage quality assurance evaluations in the 8 core functions required of a patrol officer

Q4 Analysis:

Emergency Response Times:

- Emergency Response Times are measured as the percentage of the time EPS patrol arrives on-scene to a fixed location in less than 7 minutes for priority 1 calls, with a target to achieve this at least 80% of the time.
- After experiencing significant improvement in 2010/2011, Emergency Response Times have been consistently underperforming since 2012 Q4.
- For 2013, EPS Emergency Response Times was **69.7%**, the lowest annual levels since 2008.
- Slower responses to emergency events have been shared across all five EPS divisions, with the largest 2012-2013 reductions coming from Downtown, North, and West Divisions.
- **Downtown division** is the only division to consistently meet its Response Time targets on an annual basis. Downtown Emergency Response Times were met **84.3%** of the time in 2013.
- **South West division** has consistently had the most challenge in meeting Emergency Response Time targets, with performance of **58.6%** in 2013.

EPS Emergency Response Times (fixed locations)

Data obtained from PMR-9Q Report, 2014Jan06

EPS Emergency Response Times - by Division
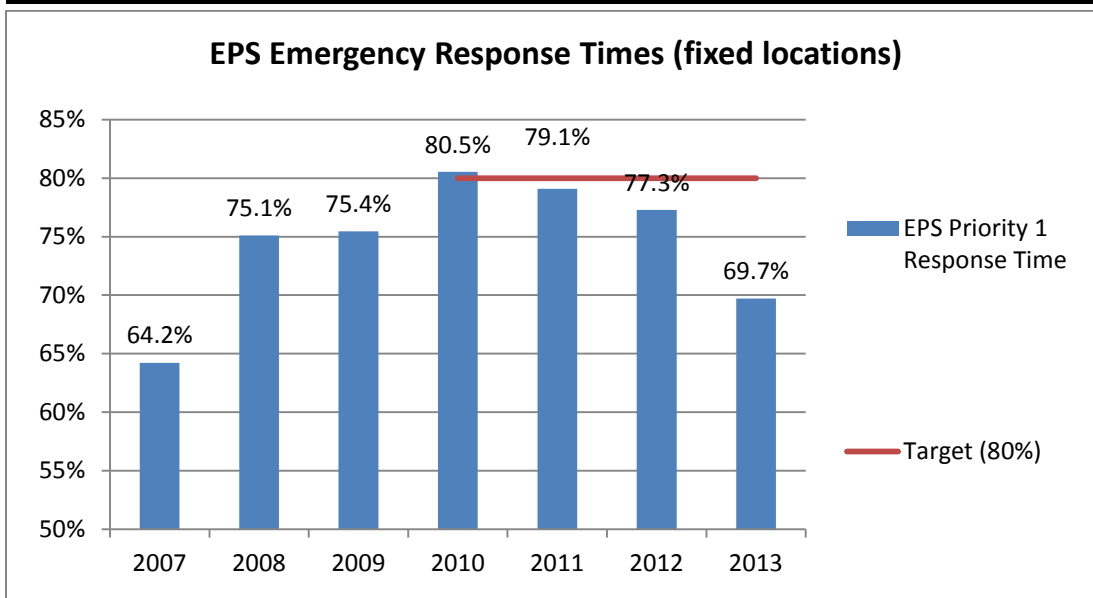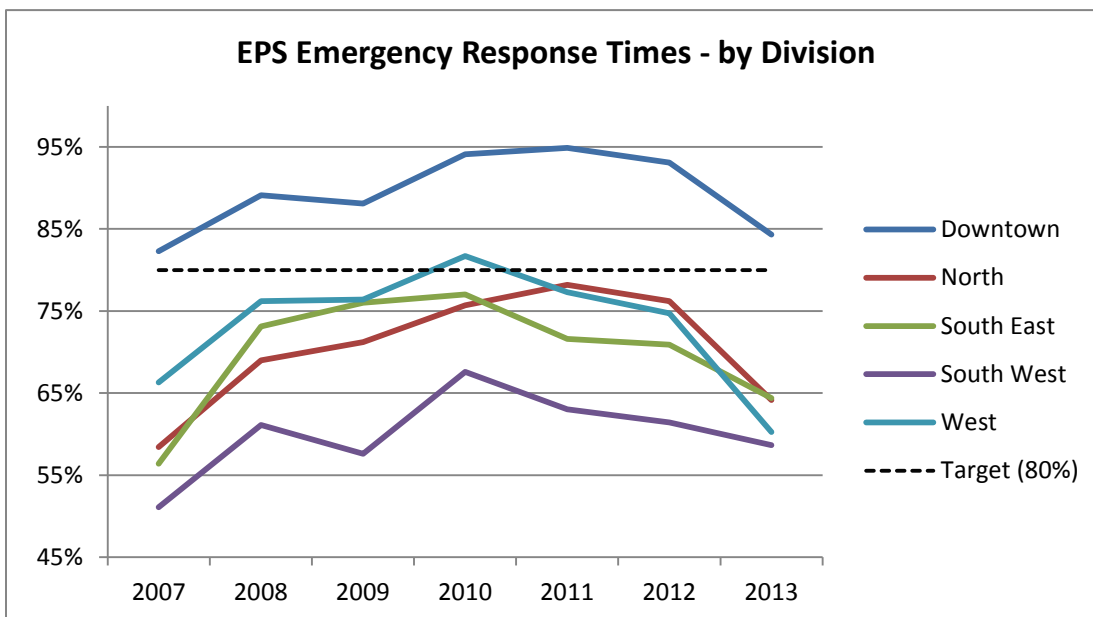
Data obtained from PMR-9Q Report, 2014Jan06

- When adjusting Emergency Response Times to include non-fixed locations (i.e., calls arising from the Curb The Danger program) the same trends have occurred, just at lower levels. Slower responses are expected due to the increased challenge to quickly locate moving suspects. The 80% target does not apply for these types of priority 1 calls.

EPS Priority 1 Response Times - fixed locations and Curb The Danger calls
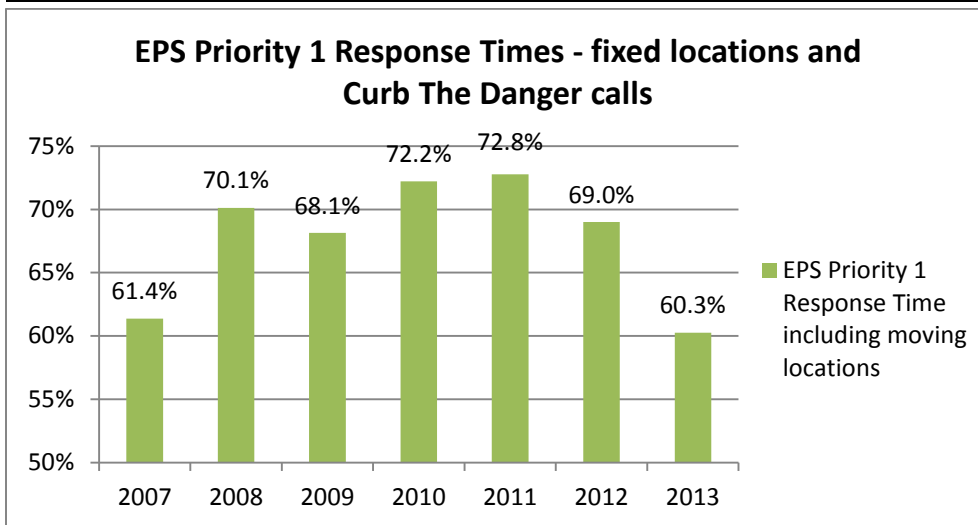
Data obtained from PMR-9Q Report, 2014Jan06

Directed Patrol Time:

- When Patrol is on shift, their time is monitored based on the categories of "Directed", "Calls-for-Service", Administrative", or "Undefined" (e.g., engaged in meeting briefings before logging in to the patrol car).
- EPS has a target that a minimum of 25% of patrol time is engaged in Directed activities. Directed activities are those either assigned to patrol members or self-initiated by the members, that aim to proactively prevent, intervene, or suppress crime.
- Self-initiated Patrol Time has steadily reduced from 21.5% in 2007 to **15.2% in 2013**.
- Directed Patrol Time was relatively consistent across divisions in 2013, with a high of 17.9% in South East and a low of 13.0% in Downtown.
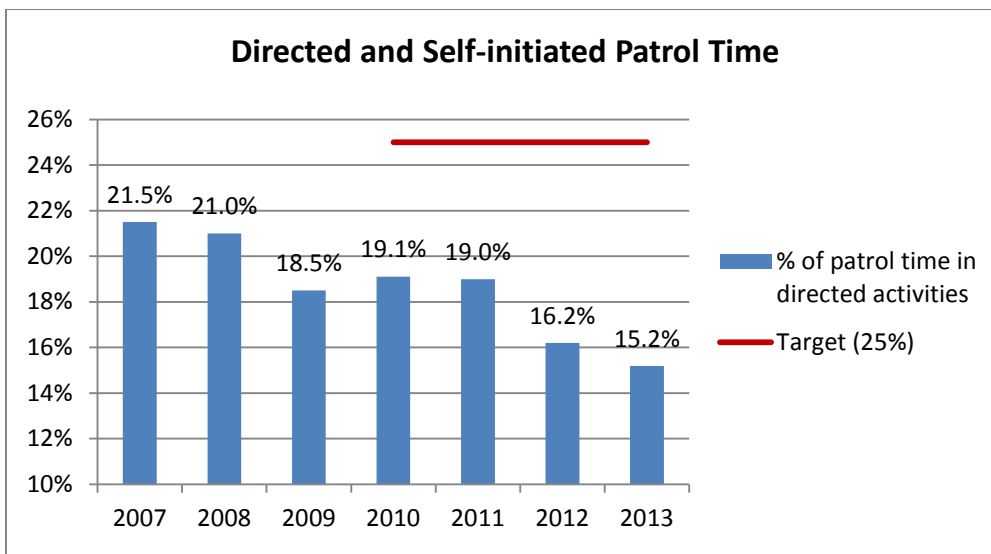
Directed and Self-initiated Patrol Time

Data obtained from PMR-34 Combined Service Time Summary Report, 2014Jan06

Average Combined Patrol Time Spent by Task (%) - 2013

Division	Directed/Self-Initiated Time	CFS Time	Admin Time	Undefined Time
Citywide	**15.2%**	58%	17%	10%
Downtown	13.0%	58%	19%	10%
North	12.8%	63%	15%	9%
South East	17.9%	53%	19%	10%
South West	16.9%	55%	18%	11%
West	15.7%	59%	15%	10%

Data obtained from PMR-34 Combined Service Time Summary Report, 2014Jan06

INITIATIVE #3

Crime Reduction

Initiative Owner – Chief of Police, Community Policing Bureau

Performance Measures / Targets:

An overall (citywide) crime reduction of 2% within the eight crime indicators from the 2012 baseline (22,349 violations)

The eight crime indicators are:
Violent Crime Indicators: Homicide, Robbery, Sexual Assault, and Assault.
Property Crime Indicators: Break and Enter, Theft from Vehicle, Theft of Vehicle, and Theft Over $5000.

*Note:
Analysis for the four violent crime indicators is based on counting the most serious violation attached to each victim record. Where a victim was not recorded then the count is based on the most serious UCR violation per violation. Analysis for the four property crime indicators is based on counting the most serious violation for each UCR violation.

Data was obtained from CSR-12 UCR Violations, generated 2014Jan06

Year to Date Status:

Off-target
4 Violent and 4 Property Crime Indicators
23,578 violations
(5.5% above 2012)

Quarterly Results

*Eight Crime Indicators:

Year	Q1	Q2	Q3	Q4	Total YTD
2013	5,146	6,183	6,831	5,333	23,578
2012	5,060	5,711	6,302	5,274	22,349

Commentary:

EPS strives to bring crime reduction by providing a response and proactive police service for the protection of life and property; suppress crime, disorder, and traffic offences, preserve the public peace, detect and prevent crime, and regulate other non-criminal conduct as required by law.
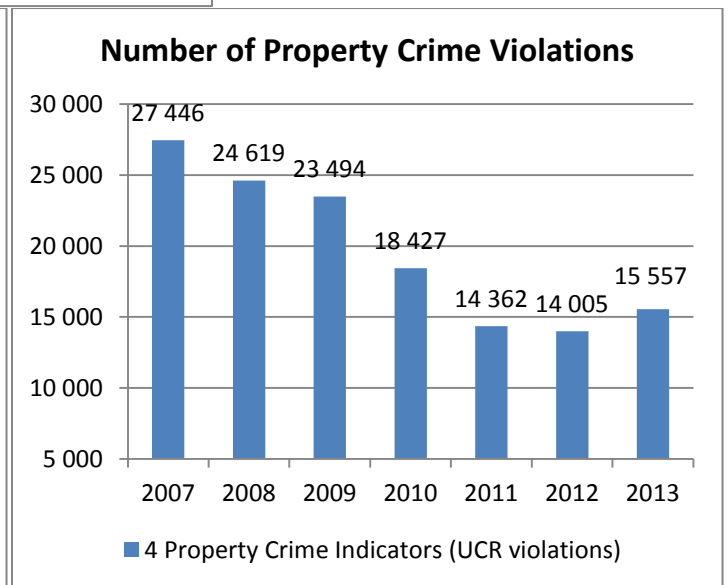
Q4 Analysis:

- For **2013**, the total 8 crime indicator incidents (4 violent and 4 property crime indicators) stood at **23,578**. This represents a **5.5% increase** over the same period in 2012 despite a targeted 2% reduction from 2012 levels.

- This overall increase is attributable to an increase in the **4 property crime indicators**, which **increased 11.1%** compared to 2012. This increase came from theft of vehicles (+14.4%) and theft from vehicles (+22.1%).
- At the same time, victims from the **4 violent crime indicators decreased 3.9%** compared to 2012. Violent crime decreased in all four categories, with the largest percentage reductions in homicides (-10%) and sexual assaults (-11.2%).
- **Over the long-term**, the 8 crime indicators have fallen drastically from a high of roughly 36,050 in 2007 to 23,578, **a 34.6% reduction**. Although the total number of 8 crime indicator incidents has leveled off in the last few years, this has occurred in the context of a rapidly growing city.

Number of Violent Crime Victims and Property Crime Violations

Year	8 Crime Indicators	Target
2007	36 036	
2008	33 581	
2009	32 699	
2010	26 879	
2011	22 425	
2012	22 349	
2013	23 578	21 902

Number of Violent Crime Victims

Year	4 Violent Crime Indicators (UCR Victims)
2007	8 589
2008	8 957
2009	9 204
2010	8 451
2011	8 063
2012	8 344
2013	8 021

Number of Property Crime Violations

Year	4 Property Crime Indicators (UCR violations)
2007	27 446
2008	24 619
2009	23 494
2010	18 427
2011	14 362
2012	14 005
2013	15 557

Violent and Property Crime Indicators				
	Crime Types	2012	2013	% Change
Violent Crime Indicators*	Assault	6 297	6 127	-2.7%
	Homicide	30	27	-10.0%
	Robbery	1 152	1 099	-4.6%
	Sexual Assaults	865	768	-11.2%
Property Crime Indicators**	Break and Enter	4 287	4 234	-1.2%
	Theft From Vehicle	6 302	7 209	14.4%
	Theft Of Vehicle	3 116	3 806	22.1%
	Theft Over $5,000	300	308	2.7%
* Number of Victims, ** Number of violations				

INITIATIVE #4

Violence Reduction Strategy: Community Safety Response

Initiative Owner – Community Policing Bureau / Investigative Services Bureau

Performance Measures / Targets:

A reduction in the violent crime indicators of 4% (from 2012) has been set for targeted locations where concentrated deployment occurs.

A reduction in the social disorder indicators of 4% (from 2012) has been set for targeted locations where concentrated deployment occurs.

An Increase in Proactive Deployments and Proactive time in these targeted areas of 5%.
(Reported on in Initiative #2 – Geographic Deployment Model)

Data was obtained from CSR-12, generated 2014Jan06; R13-182, generated 2014Jan06.

Year to Date Status:

City-wide Totals

On-target	*Off-target*
Violent Crime	Social Disorder
8,021 incidents	18,419 incidents
(3.9% below 2012)	(2.0% below 2012)

By Division – Violent Crime

On-target	*Off-target*
Downtown (-5.9%)	North (+0.7%)
South West (-18.2%)	South East (-1.8%)
	West (+3.0%)

By Division – Social Disorder

On-Target	*Off-target*
Downtown (-6.3%)	North (+0.8%)
South East (-6.4%)	South West (+0.8%)
	West (+3.5%)

Commentary:

People and places are at a heightened risk of crime and disorder based on physiological, social and environment factors. Analysis indicates that over a three year period the concentration of violence indicators coincides with an intensity of disorder occurrences. When compared with factors that contribute to crime such as bars, liquor outlets, cash and pawn shops, group homes, and transit locations etc, there is a clear relationship between these generators and attractors of crime and the hotspots that emerge.

The goal for this initiative is to identify with crime intelligence the location and attributes of these hotspots; develop a response and manage resources and plans directed to these locations; and measure the change in intensity and behaviours of people: legitimate and illegitimate users of the space.

Innovative responses will be encourage and empowerment of the frontline to develop partnerships and problem solve the issues will be encouraged.

Q4 Analysis:

The conclusion of 2013 saw another very successful year for violence reduction initiatives organizationally including:

- The Public Safety Compliance Team (PSCT) targeted problem locations and had a decrease in calls for service to approximately 75% of these locations. There was a combined 14.5% decrease in overall calls for service to the locations
- The Specialized Traffic Apprehension Team (STAT) continued to interact with some of the most dangerous users of our roadways. STAT had over 1,000 arrests, laid over 1,000 criminal charges, executed over 1,300 warrants, issued over 15,000 summonses and seized over $200,000 worth of illegal drugs.
- The Aboriginal Relations Unit (ARU) developed and provided additional training to approximately 5% of sworn members. In 2014, 20% of sworn members will have received training from the ARU.
- The Police and Crisis Team (PACT) continued their work with the10 most prolific mental health subjects in an effort to connect them to services, which resulted in an overall reduction in calls for service.
- The Domestic Violence Intervention Team (DVIT) and Violence Support Team (VST) completed over 800 interventions in Q4 and had a 55% increase in proactive checks on domestic offenders YTD.
- Offender management has solidified itself to include people with violence and property offences.
- The Community Action Team continued to be a community involved initiative, partnering with many agencies, to the overall success of interacting with over 28,000 people during its 12 deployments.
- Project Operation Warrant Execution (OWE) ran for a month long deployment in Q4, incorporating all the patrol divisions as well as areas within the Investigative Support Bureau.
- The Heavy Users of Service (HUoS) Project continued to evolve, strengthening partnerships within the Leadership Group, and developed relationships with its complex clients.
- The Youth Unit and its associated Y50 initiative, through numerous interventions, showed a decrease in the youths in the program to engage and be victims of violent and property related occurrences.
- Hotspot maps continued to be produced and sent to the Patrol Divisions throughout 2013.
- Partnerships with the members of the Outreach Network and Mobile Assistance Program (MAP) continue to flourish in an effort to work collaboratively with vulnerable people, reducing the opportunities for victimization.

Violent Crime Indicators

For **2013**, the total number of 4 violent crime indicator incidents (victims of assaults, homicides, robberies, sexual assaults) was **8,021**. This represents a **3.9% reduction from 2012 levels**. Compared to 2012 levels, all four violent crime categories decreased, with assaults down 2.7%, homicides down 10.0%, robberies down 4.6%, and sexual assaults down 11.2%.

Number of Violent Crime Victims
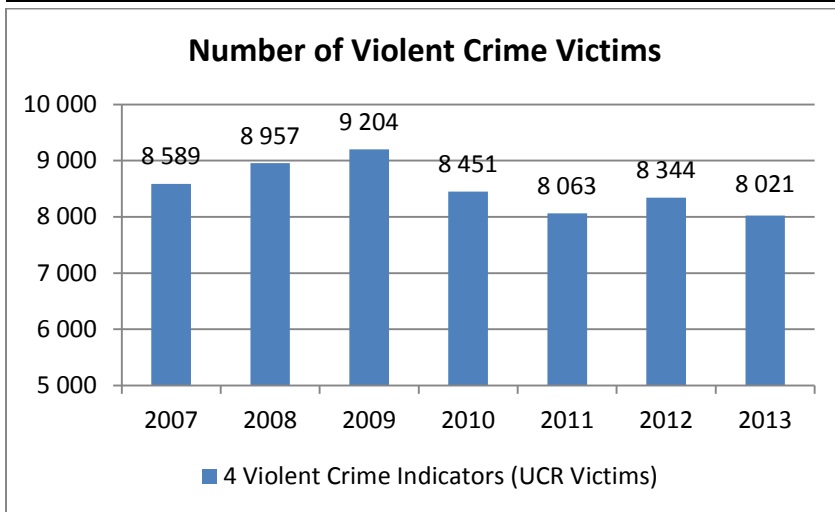
- Long-term, the number of assaults has stayed relatively constant.
- Since the record number of homicides (45) in 2011, homicides are within historical levels (2013=27 homicides).
- Robberies have decreased significantly post-2009 and have since leveled off. From 2007 to 2013, robberies decreased by 39.3%.
- Victims of sexual assaults have steadily risen since 2009, with 2013 being the first year with reduced levels. From 2007 to 2013, reported sexual assaults rose by 19.1%.

Number of Assault Victims

Number of Homicide Victims

Number of Robbery Victims

Number of Sexual Assault Victims
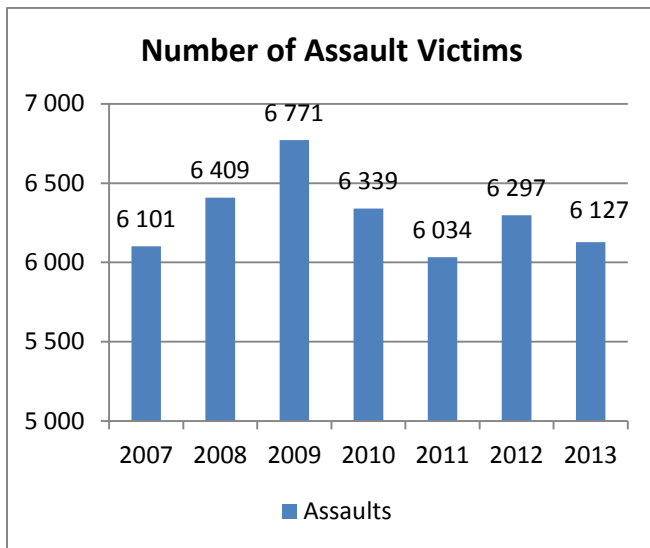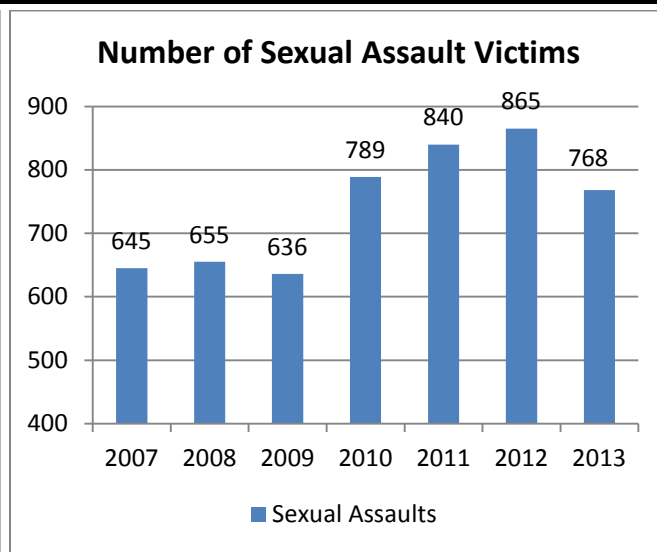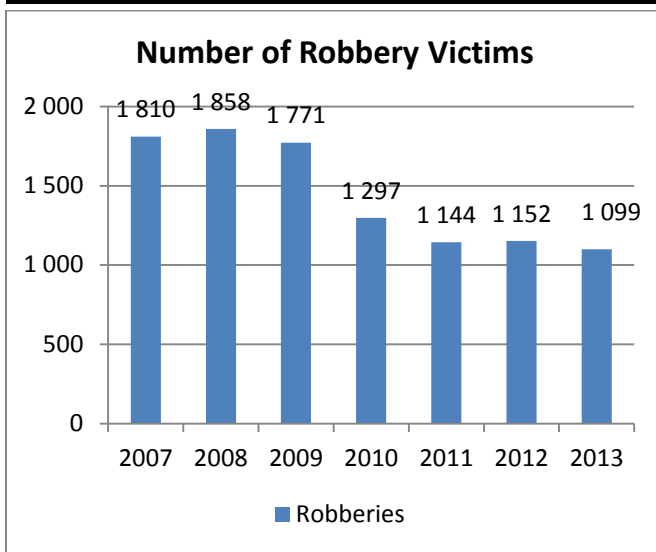
Q4 Summary

The largest 2012-2013 year-over-year **reductions** in violent crime occurred in the **South West (-18.2%)** and **Downtown divisions (-5.9%),** with North and South East division largely unchanged, and West division up marginally (+3.0%). Every violent crime indicator has decreased, with the largest reductions in sexual assault victims (-11.2%) and homicides (-10.0%).

Compared to Q4 2012, the division-level 2013 Q4 crime statistics are as follows:

Violent Crime	Downtown	North	South East	South West	West
2012 Q4	527	445	268	273	338
2013 Q4	508	474	248	224	368
% change	-3.6%	6.5%	-7.5%	-17.9%	8.9%

Violent Crime	Downtown	North	South East	South West	West
2012	2469	1926	1086	1289	1350
2013	2323	1939	1066	1054	1390
% change	-5.9%	0.7%	-1.8%	-18.2%	3.0%

Social Disorder Indicators

For **2013**, the total number of **social disorder** incidents was **18,419**. This represents a **2.1%** reduction from 2012 levels. Social disorder has steadily been reduced, and from 2007 to 2012, the number of social disorder incidents has reduced by 19.1%.

Social disorder is made up of 17 event types (Computer Assisted Dispatch categories) which touch on topics such as arson, mischief, disturbances, trouble with persons, prostitution, mental health act complaints, weapon complaints. The majority of social disorder incidents relate to mischief, disturbances, trouble with persons, and mental health act complaints.

Number of Social Disorder Occurrences
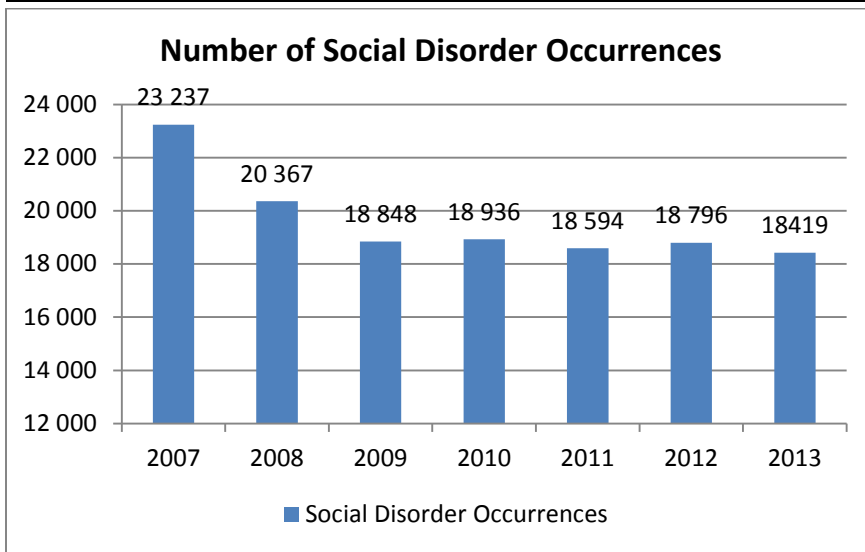
Q4 Summary

The largest 2012-2013 year-over-year **reductions** in **social disorder** indicators occurred in the **Downtown** (-6.3%) and **South East** (-6.4%) divisions, with North and South West divisions largely unchanged, and a moderate uptick in West division (+3.5%). Compared to Q4 2012, the division-level 2013 Q4 crime statistics are as follows:

Social Disorder	Downtown	North	South East	South West	West
2012	6 405	4 080	2 359	2 770	3 086
2013	6 000	4 114	2 209	2 793	3 194
% change	-6.3%	0.8%	-6.4%	0.8%	3.5%

Social Disorder	Downtown	North	South East	South West	West
2012 Q4	1524	964	524	673	762
2013 Q4	1413	969	546	671	761
% change	-7.3%	0.5%	4.2%	-0.3%	-0.1%

Q2 Summary

Much of the success in the decline of violence can be attributed to the work of the Victim Support Teams, the increase attention to the idea of offender management, the role of PST, Specialized Investigators and STAT have all contributed to the decline in violence.

Divisions have concentrated their efforts to target the root causes of crime, and although disorder shows a moderate decrease of 2.2%, efforts from Beats, NET, and Public Safety Compliance Team in dealing with disorder often resulted in on-view reporting of these interactions. For example Downtown Division initiated project Dismantle II in May, targeting drugs and predatory drug dealers in Delta Zero, and a Project at Capital Towers was also initiated in Q2. North Division continued with Cops on Dots, and Gunz II targeting a number of high risk offenders in a joint project. Southwest Division continued to focus on the Whyte Avenue entertainment district and is also recognized as having a very refined offender management model. Supt Stevens also chairs the Crime Management Collaboration meetings that create a coordinated organizational response to high risk offenders. In addition we have found that there are 'more eyes' on the streets with the

increase of Outreach Teams (Mobile Assistance Program implemented in Q2) and security people, both private and public (e.g., ETS Security.)

Q1 Summary

Hot spot maps have been produced and provided to the Divisions, for a three year period (2010-2012) and for Q1 2013. The Violence Reduction Strategy initiatives have been in place for more than a year now. We have become familiar with the initiatives and have adapted them to our experiences and operational priorities – they are always evolving. For example the identification of 5 Communities in each Division has been adjusted to focus on the violent crime and disorder hotspots, in each division.

The approaches to violence reduction that we have taken so far are showing real promise. We have focused on the people, places and precipitating factors of crime and disorder by addressing the personal, social and environmental factors that lead to violence. For example:
- o The Victim Support Teams now provide follow-up to people involved in domestic violence; they also help with referrals and safety planning, this work is directly related to the Domestic Violence Strategy.
- o We hold offenders accountable to judicial sanctions with initiatives such as offender management, curfew checks, warrant execution programs, STAT and the Youth Unit's Y-50!
- o Our partners continue to add more resources and capacity to deal with vulnerable people. This includes Hope Mission's addition of Intox beds, a growing number of outreach teams, and an increase in social service agencies outside of the downtown core (Mosaic Centre, Neighbour Centre). Community Action Teams are strategically deployed to places where there is high risk of crime and disorder. These deployments are supplemented by some very creative divisional and organizational responses to make people and places safer.

Some Divisional responses that focus on Violent Crime and Disorder are identified below. All practice a blend of suppression, prevention and intervention tactics:
- o **Downtown Division**: have organized their work around a Safer Streets 2013 strategic plan which includes: Delta Zero, D-Blitzs, additional Beat Resources and a focus on places and people of crime and disorder, an effective 3rd Party policing model,
- o **North east Division**: has developed an Offender Management model (task specific that utilizes Community Sergeants, CLC's, Beats, all whom are responsible for reporting; along with CSI and PST for the focused deterrence of Offenders), 'Cops on Dots' approach
- o **South east Division**: leads a reduction plan with Project Eumerades, two officers concentrate on crime and disorder in E3 and E4 (especially around transit zones) and establishments along 23 Avenue, Offender Management and at-risk youth.
- o **South west Division**: implemented the Domestic Violence Reduction Strategy, which serves to reduce the severity and frequency of violence in both couples and families. This strategy is twofold with a focus on: victim intervention through safety planning and offender management through proactive condition checks. Further resource attention has also been brought to Whyte Avenue by a concentrated response to identified "hot-spots". By utilizing strategies such as CAT deployments, to coincide with University schedules, provided an opportunity to educate students about potential risk factors and prevention techniques; this will help to prevent violence in this geographical area.
- o **West Division**: through a very thorough court management program they are developing a "crime and disorder" response to their three (3) identified "hot spot" locations; which incidentally coincide in three (3) areas where beat members are deployed. Ongoing projects between various West Division police units (District and Beat members) and partner agencies have also been established. A police member exchange program with the RCMP has also been designed and put into action to enhance corporate relationships as well as build on information communication for cross jurisdictional criminals.
- o **STAT:** a 2013 Action Plan for Road Safety will focus initiatives on Education, Enforcement and Engineering

INITIATIVE #5

Prisoner Transportation

Initiative Owner – Community Policing Bureau

Performance Measures / Targets:

UPDATED Performance Measures:
By end of Q1, establish a resource plan based on internal reallocation. 1 STAT team to remain vacant and personnel assigned to this initiative.
By Q2, identify and implement resources to manage detainee transportation.

By end of Q4, all detainee transports from DMU are completed by non-EPS patrol resources.

Year to Date Status:

Off-target

Commentary:

The opening of the New Edmonton Remand Centre (NERC) in April 2013 will require the transportation of in excess of 10,000 detainees per year, from Detainee Management Unit located in PHQ to the NERC located at the northern edge of the city.

Q4 Analysis:

There is no new information to report on concerning our desire to engage Alberta Sheriffs in a discussion on EPS Detainee Management and Transportation functions. For the time being, the province does not have the staffing capacity to take on transportation responsibilities for EPS detainee management.

By year end, the Edmonton Police Service transported 7,699 persons to the New Edmonton Remand Centre (ERC) and Edmonton Youth Offender Centre (EYOC). As the NERC did not open until the second week of April, 2013, the 7,699 figure does not reflect a total number of transports on a yearly basis. That figure would be approximately 10,250 persons.

The monthly number of persons transported to the new ERC and EYOC has generally been in the 800-900 person range. Transportation numbers were higher for the spring/summer months which is consistent with crime levels generally being higher during this time.

Amalgamating the DMU Transport Teams into the 24/7 Approval Center has worked out very well for IMAC. Because of this amalgamation, we are able to

Prisoner Transportation to New ERC and EYOC

# of persons transported

April: 797
May: 895
June: 885
July: 911
August: 814
September: 849
October: 838
November: 862
December: 848
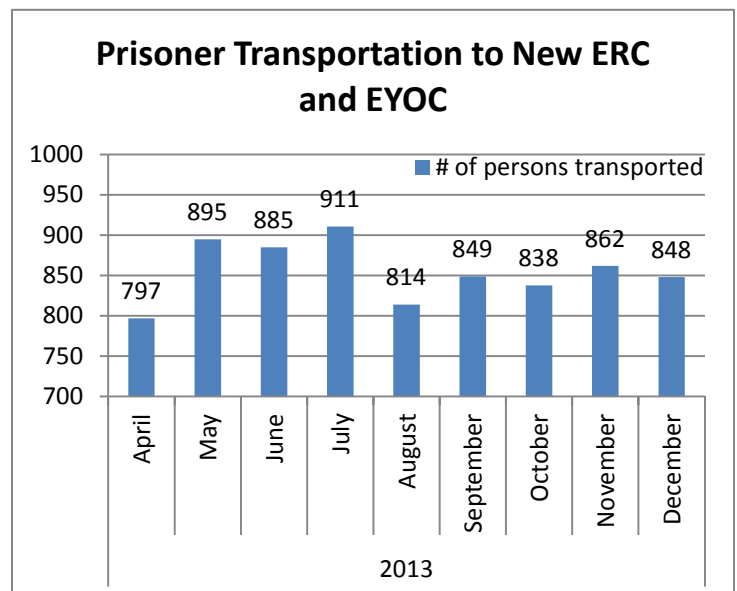
2013

cover off more shifts (both in DMU Transport and 24/7 Approval Centre) due to illness, vacation, etc. without relying on overtime.

Members assigned to the DMU Transport Teams have been provided opportunities to return to patrol duties over the last couple of months as several folks have come forward who are interested in the role. None of the transport team members want to leave however, so future vacancies will be posted service wide.

Q3 Summary

Note: In addition to transporting individuals to ERC and EYOC, our Community Peace Officers assigned to DMU also walked 102 individuals over to the Courthouse where custody was transferred over to Alberta Sheriffs.

As a result of an analysis of the number of hours Transport members are actively engaged in transportation duties, it was decided these 8 positions would be incorporated into the Information Management and Approval Centre (IMAC) to supplement staffing and cross train on the report approval process. Feedback is positive to date as it provides the transport members a learning opportunity while supplementing staffing in IMAC which is appreciated by the Sergeants.

Effective September 15, 2013, the 8 transport positions were transferred into IMAC permanently as per the Personnel Order dated September 23, 2013.

Q2 Summary

Dialogue with the Province of Alberta continues with respect to contracting Alberta Sheriffs for both the Detainee Management and Detainee Transport functions. In the interim, four Sergeant positions have been authorized and eight Constable positions are on loan to the Detention Management Unit.

Note: In addition to transporting individuals to ERC and EYOC, our Community Peace Officers assigned to DMU also walked 127 individuals over to the Courthouse where custody was transferred over to Alberta Sheriffs.

Q1 Summary

As of March 25, a detainee transportation team of two Constables has been attached to each of the four squads in Detention Management Unit, for a total complement of eight transportation team members. The transportation function will continue to be resourced by sworn members of the Edmonton Police Service until such time as another viable resource is identified and secured. Discussions with Alberta Sheriffs are to reopen in June/July 2013.

The Q2 analysis will include statistical information relative to numbers of detainees transported and highlight what is going well, as well as challenges faced, with the current model.

INITIATIVE #6

Public Safety Compliance Team (PSCT)

Initiative Owner – Community Policing Bureau, Specialized Community Support Bureau

Performance Measures / Targets:

By the end of Q2, the PSCT, with the assistance of CPB, will identify the top 20 Licensed Premises based on calls for service and non-compliance with regulatory expectations for public safety.

By the end of Q4, the PSCT will reduce calls for service by 5% in the top 20 identified licensed premises.

Year to Date Status:

On-target
Calls for Service at PSCT Top 20 Licensed Premises
772 Calls for Service in 2013
903 Calls in 2012 (14.5% reduction)

Commentary:

City by-Laws around the critical areas of patron management, patron security, noise control, medical and safety plans and the effective use of GLA section 69.1 allowed the EPS to take a proactive approach to reducing the risk of alcohol or drug related harms and negative influence of organized crime and violence in and around Licensed Premises.

Q4 Analysis:

After identifying the top 20 Licensed Premises (in terms of calls for service or non-compliance with public safety regulations) in December 2012, in 2013 the Public Safety Compliance Team (PSCT), with the assistance of the Community Policing Bureau, interacted with Edmonton's Top 20 Licensed Premises by way of education, prevention and enforcement.

The following graph shows how 2013 calls for service to these locations accumulated throughout the year, compared to 2012. While calls for service were higher for most of 2013 compared to 2012, it is very well possible that in the short-term, management, patrons, and the surrounding community were more inclined to contact the police knowing that genuine efforts were underway. **By year-end,**

PSCT Top 20 Licensed Premises - Calls for Service - Year to Date

	Q2	Q3	Q4
2012 Calls for Service YTD	304	590	903
2013 Calls for Service YTD	387	592	772
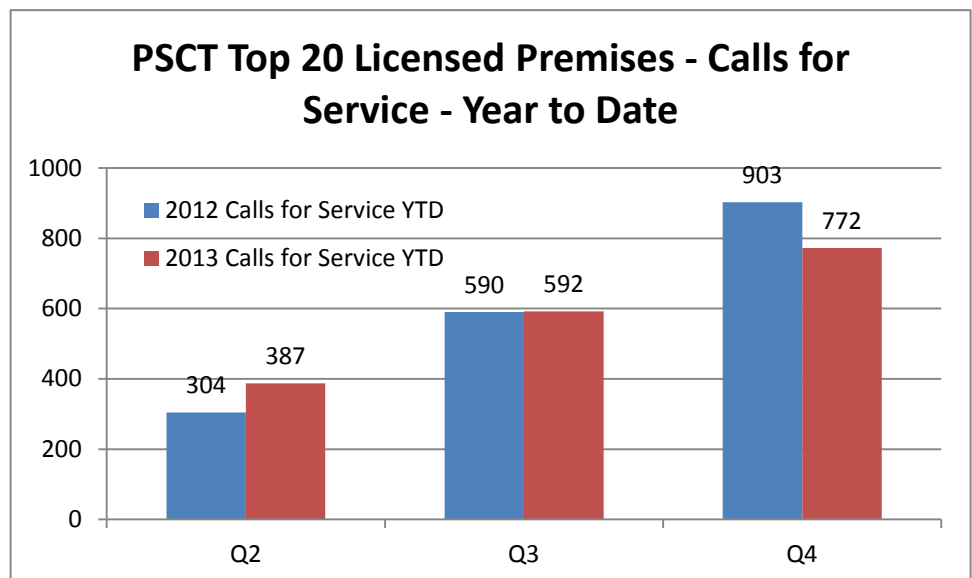
PSCT's work was observed to pay-off with 131 fewer calls for service (-14.5%), compared to 2012 levels.

Year-end, 5 of the Licensed Premises saw an increase in EPS calls for service, 14 saw a decrease in EPS calls for service, and 1 of the venues saw no change in EPS calls for service. Of the venues that saw an increase in EPS calls for service, 1 venue is currently closed and a 2nd venue currently has a pending Business License Revocation Request before Edmonton's Chief Licensing Officer.

The comparison of EPS Calls for Service at each of the venues for all four quarters of 2012 and 2013 are as follows[2]:

Year-end, 5 of the Licensed Premises saw an increase in EPS calls for service, 14 saw a decrease in EPS calls for service, and 1 of the venues saw no change in EPS calls for service. Of the venues that saw an increase in EPS calls for service, 1 venue is currently closed and a 2nd venue currently has a pending Business License Revocation Request before Edmonton's Chief Licensing Officer.

The comparison of EPS Calls for Service at each of the venues for all four quarters of 2012 and 2013 are as

Q1 Summary

The PSCT, with the assistance of CPB, identified the top 20 problematic Edmonton Licensed Premises. The EPS Business Intelligence Group worked with PSCT to create a weekly CAD reporting system for each of the Top 20 Problematic Licensed Establishments. The EPS Business Intelligence Group put together a quarterly report for PSCT comparing 2011, 2012, and 2013 CAD statistics for each of the top 20 Problematic Licensed Premises. These statistics assisted PSCT and CPB to determine whether EPS calls for service at each venue were increasing or decreasing.

---

[2] The below statistics include EPS Dispatched Calls for Service and do not include on-view/self-generated events

INITIATIVE #7

Neighbourhood Empowerment Teams (N.E.T.)

Initiative Owner – Specialized Community Support Bureau, Community Policing Bureau

Performance Measures / Targets:

By the end of Q1, identify two problem locations (one private place, one public space) within each of the N.E.T. targeted neighbourhoods to reduce calls for service. Also identify a crime type to target with advanced problem solving techniques and collaboration with community partners.

By the end of Q4, show reduction of 5% in calls for service within each identified location. In addition, show crime reduction of 5% for identified crime type in targeted N.E.T. neighbourhood within violent crime, property crime, or social disorder indicators.

Year to Date Status:

On-target

Commentary:

Neighborhood Empowerment Teams (N.E.T.) utilize community-specific interdisciplinary approaches to reduce and prevent crime. N.E.T. also develops community action plans and builds community capacity.

Q4 Analysis:

INGLEWOOD (West Division) hotspot update:

Private place: [address omitted]

_The performance measure of reducing calls for service at this address by 5% at the end of Q4 was not met; however it is worth noting that there was a 0% increase in calls for service in 2013 compared to 2012__.￼_ This hotspot location spiked the first month of 2013 and caused the N.E.T. team to identify it as a hotspot. After NET realized the chronic issue within the residence was due to alcoholism and transients invited to stay at the location, interventions were offered and with additional monitoring and the added supports to the individual the calls for service were reduced drastically. The N.E.T. team then moved their attention to an additional private place hotspot at _[address omitted]_. This apartment building has presented a multitude of challenges for police in 2013. In quarter one of 2013, approximately 78 calls were logged, dropping to only 5 calls as of December 31st, 2013.

Public space: [address omitted]

The performance measure of reducing calls for service by 5% at the end of Q4 was achieved. The address has seen a _13% decrease_ in calls for service in 2013 compared to 2012. It is worth noting that no calls to the park area were recorded in the fourth quarter. Initial complaints were from the school regarding condoms, beer bottles and used needles found in the playground. The N.E.T. team worked with the community League to fundraise for resources that would allow for better lighting and replacement of the sand in the playground to artificial grass. Beats and Patrol have been watching the area as well.

Crime Type: Break and Enters

The performance measure of reducing this crime type by 5% at the end of Q4 was achieved. This specific property crime has seen a *10% decrease* comparing 2013 with 2012. N.E.T. conducted 8 N.O.C.C. (Notification of Community Crime) canvasses that resulted in very active community participation. N.E.T. will continue to implement the N.O.C.C. program in 2014, but will focus on incidents of break and enters to apartment buildings.

KILLARNY (Northeast Division) hot spot update:

Private Place: [address omitted]

The performance measure of reducing calls for service by 5% at year-end cannot be determined as the N.E.T. team was assigned to this neighbourhood late in the year. However It should be noted that there have been no calls to this address in Q4. This address had been plagued with abandoned vehicles, property crime and reports from community of drug dealing and high traffic at the residence. N.E.T team members met with the owner, obtained agent status, involved bylaw services, distributed information about SCAN to residents in the surrounding areas, and assisted the owner in cleaning up the property. The problem tenants were evicted.

Public Place: [address omitted]

The performance measure of reducing calls for service by 5% at year-end cannot be determined as the N.E.T. team was assigned to this neighbourhood late in the year. It should be noted that there has been a 24% decrease in 2013 compared to 2012 (NET would have contributed only within Q4). Many of the calls to this address were related to panhandling. N.E.T. worked with management, obtained agent status and security cameras have been installed. This location will continue to be monitored as the Canadian Brewhouse has reopened next door and trouble with intoxicated persons will become an issue. N.E.T. will be addressing this with Canadian Brewhouse management in early 2014.

Crime Type: Theft from Vehicles

The performance measure of reducing calls for service by 5% at year-end cannot be determined as the N.E.T team was assigned to this neighbourhood late in the year. A spike in this property crime type occurred in November, and resulted in the N.E.T. team mapping occurrences and finding the problem address. The owner of this residence was contacted and the renters at this location were evicted. The N.E.T team also participated in a CAT deployment, distributing theft prevention information and license plate screws in the area. Hard target toolkits were distributed to automobile-related businesses. The team partnered with bylaw, CLC, CAT, AMA, local businesses and the Killarney Community Patrol to provide a number of innovative responses.

FOREST HEIGHTS (Southeast Division) hot spot update:

Private Place: [address omitted]

The performance measure of reducing calls for service by 5% at year-end cannot be determined as the N.E.T team was assigned to this neighbourhood late in the year. This address was picked as a hotspot because of high calls for service in the first two quarters of 2013. N.E.T. determined that the root cause of police attention is due to an ongoing neighbor dispute. Mediation between the two tenants is ongoing, with management now assisting in monitoring the situation and diverting calls to police.

Public Place: [address omitted]

The performance measure of reducing calls for service by 5% at year-end cannot be determined as the N.E.T team was assigned to this neighbourhood late in the year. However, this address has seen an overall reduction in calls for service compared to 2012 (25% decrease). N.E.T. may have contributed to this decrease through partnering with new management of the pub to address issues and implement simple CPTED strategies to create a safer environment.

Crime Type: Theft from and of vehicle

The performance measure of reducing calls for service by 5% at year-end cannot be determined as the N.E.T team was assigned to this neighbourhood late in the year. This property crime was targeted by N.E.T. due to a noted spike in the beginning of 2013. The N.E.T. team focused efforts around a public education campaign called "if we can see it, so can they", providing license plate screws, steering wheel locks, and providing information that assisted with offender identification.

118th AVENUE (Downtown Division) transition update:

Statistical comparisons are not available as the N.E.T. team has been researching and proposing a new divisional service model over the past three months, while transitioning out of this neighbourhood. Some key points to the new model include:

- The downtown N.E.T. team will transition to a new divisional mandate in 2014.
- The set of criteria will be used to assign projects to NET within the division (filtered by violent crime density mapping).
- NET will use a problem-solving approach to reduce and prevent enduring crime; focusing on social determinants that drive violence.
- N.E.T. will mobilize communities impacted by violence and utilize various partners to develop operations and achieve measureable outcomes.
- City of Edmonton will provide advanced analytic support to this project.
- Results will be reviewed to determine feasibility of all N.E.T. teams following this divisional model of service delivery.

QUEEN ALEXANDRA (Southwest Division) introduction update:

Statistical comparison is not available as the N.E.T. team was assigned to the neighbourhood in the last few months of 2013. The N.E.T. team introduction to the community occurred in quarter four and included the following actions:

- The team has completed a neighbourhood profile and familiarized themselves with community stakeholders.
- An analysis of crime indicators showed that priority should be made towards theft of vehicles – which has shown a 130% increase in the past year. A SARA has been completed, which includes offender identification and management, as well as a public education component.
- A community blog has been created (in partnership with Transforming Edmonton) and information and updates are being shared between N.E.T. and area stakeholders on a regular basis.
- Vulnerable youth are a pressing concern in the area and the team's youth liaison is working with youth serving agencies and stakeholders on a graffiti project using a restorative justice model.
- Replicating a crime prevention strategy out of Vancouver that addresses general crime and disorder around parking lots is being researched.

Q3 Analysis:

The Southwest Division N.E.T. team exited from Callingwood South on September 30, 2013. The 118th Avenue team remains in transition while a decision is made as to their next deployment. Killarney and Forest Heights teams have been in place for 4 months and are able to report on hotspot locations for Quarter 3.

Inglewood (West Division) hotspot update:

Private place: [address omitted]
This address has seen a *25% increase* in calls for service from January 1st, 2013 to September 30th, 2013 compared to the same period in 2012 (2012 – 3 calls, 2013 – 4 calls).
*An error was made in reporting on this address in Q2, as there were actually no calls for service in Q2 2012 and 2 calls in Q2, 2013. Therefore, in Q2 the address saw an increase of 200% versus a decrease of 50%.

Public space: [address omitted]
This address has seen a *12% decrease* in calls for service from January 1st, 2013 to September 30th, 2013 compared to the same period in 2012 (2012 – 8 calls, 2013 – 7 calls).

Crime Type: Break and Enters
This crime type has seen a *4.9% increase* (based on the 8 crime indicators) comparing the first 3 quarters of 2012 with the first 3 quarters of 2013 (2012 – 41, 2013 – 43).
*Information from the N.E.T. Constable indicates that 2 individuals were arrested for a number of break and enters in July and August, and that incidents fell significantly in September.

Killarney (Northeast Division) hot spot update:

Private Place: [address omitted]
This address has seen *no change (0%)* in calls for service from July 1st, 2013 to September 30th, 2013 compared to the same period in 2012 (2012 – 2 calls, 2013 – 2 calls).
*This N.E.T. team was deployed to Killarney in June, 2013. At that time the team chose this address based on higher calls for service in the first 2 quarters of 2013 (not reflected in the Q3 numbers).

Public Place: [address omitted]
This address has seen a *56% decrease* in calls for service from July 1st, 2013 to September 30th, 2013 compared to the same period in 2012 (2012 – 9 calls, 2013 – 4 calls).

Crime Type: Theft from Vehicles
This crime type has seen a *34.8% decrease* (based on the 8 crime indicators) comparing the third quarter of 2012 with the third quarter of 2013 (2012 – 23, 2013 – 15).

Forest Heights (Southeast Division) hot spot update:

Private Place: [address omitted]
This address has seen a *14% increase* in calls for service from July 1st, 2013 to September 30th, 2013 compared to the same period in 2012 (2012 – 6 calls, 2013 – 7 calls).
*This N.E.T. team was deployed to Forest Heights in June, 2013. At that time the team chose this address based on higher calls for service in the first 2 quarters of 2013 (not reflected in the Q3 numbers).

Public Place: [address omitted]
This address has seen a *50% decrease* in calls for service from July 1st, 2013 to September 30th, 2013 compared to the same period in 2012 (2012 – 4 calls, 2013 – 2 calls).

Crime Type: Theft from and of vehicle
This crime type has seen a *57% increase* (based on the 8 crime indicators) comparing the third quarter of 2012 with the third quarter of 2013 (2012 – 7, 2013 – 11).

118th Avenue (Downtown Division) transition update:
- Executed the Shop Alberta Ave, Shop Smart (S.A.R.A.), organizing almost 80 businesses to meet the safety standards and become members in the program.
- Executing Sexual Exploitation S.A.R.A., organizing a Sexual Exploitation Working Group (SEWG) to produce a video and social media campaign to raise awareness of the issue.
- Executed an Assault S.A.R.A., identifying a vulnerable property within the density assault map, organizing community partners to create a plan that would secure the building and make it a safer, healthier place to live.
- Executed a Break and Enter S.A.R.A., identifying vulnerable properties and garages in the hotspot locations, target hardening property owners, and organizing an Auto Safe event to raise awareness about the link between derelict vehicles and break and enters.

Callingwood South (Southwest Division) exit update:
- The Callingwood South team wrapped up their exit plan and actions identified in Quarter 2
- Their last day of work in Callingwood South was September 30th, 2013

Q2 Analysis:

In Quarter 2, N.E.T. teams transitioned into new neighbourhoods starting June 1st, 2013. The Northeast Division team exited from Calder and a team has been deployed to Killarney. The Southeast Division team exited from Bonnie Doon and a team has been deployed to Forest Heights. The Southwest Division team in Callingwood South is preparing to exit September 30th, 2013 and a team will be deployed to Queen Alexandra. The Downtown Division team is readying to transition from the neighbourhood of Alberta Avenue and discussions are underway as to the timing and location of where the team will go next.

As the Killarney and Forest Heights teams have been in place since June 1st, they have had time to research and identify hotspots for this quarter. The Callingwood South and 118th Avenue teams will provide exit updates and the Inglewood team will report on their Quarter 1 identified hotspots.

Inglewood (West Division) hotspot update:

Private place: [address omitted]
This address has seen a 50% reduction in calls for service from 2012 to date in 2013.

Public space: [address omitted] This location has seen a 57% reduction in calls for service from 2012 to date in 2013.

Crime Type: Break and Enters
This crime type has seen a 17% decrease comparing the first two quarters of 2012 with the two quarters of 2013.

Killarney (Northeast Division) hot spot identification:

Private Place: [address omitted] – drug and disorder address

Public Place: [address omitted] (further research is being done to identify specific targets, appropriate for N.E.T. intervention)
Crime Type: Theft from Vehicle

Forest Heights (Southeast Division) hot spot identification:

Private Place: [address omitted]
Public Place: [address omitted]
Crime Type: Theft from/of vehicle

118th Avenue (Downtown Division) exit update:

- Ensure that the Alberta Avenue Business Association has the skills, knowledge and motivation to complete and maintain the Shop Alberta Ave, Shop Smart campaign
- Complete assessment and short-term action on 12030-82nd St. Ensure that other key agencies have the knowledge to complete the work (assault SARA)
- Transition of Break and Enter SARA and remaining actions, funds and key knowledge to the CLC program.
- Final assessments and outcomes measurements on Shop Alberta Ave, Shop Smart, Youth Sexual Exploitation SARA's.

Callingwood South (Southwest Division) exit update:

- Support the transition of the Callingwood Cares Group (crime council) to becoming a committee within the Callingwood Lymburn Community League
- Identify a coordinator to take over responsibilities of facilitating the TwEENS Team anti-bullying group activities
- Continue to implement the stolen licence plate project

Q1 Analysis:

In 2013 (by end of Quarter 2) **four out of five** N.E.T. teams will be transitioned out of their current neighbourhoods (through completion of exits plan) and into new target areas. This transitioning inhibits our ability to identify new hotspot locations to measure call for service reductions. However, we will be able to report on "crime type" reductions based on the total time deployed. Once these four teams are established in their new neighborhoods (Quarter 3), they will identify hotspot locations for measurement in Quarter 4.

Our West Division team, which targets the Inglewood neighbourhood, will continue to work crime reduction strategies in the area throughout 2013. Hotspot locations for this team have been selected by reviewing the top 10 repeat calls for service locations within the neighbourhood boundaries. They were selected, as they can be addressed within the context of the partnership goals and objectives. In determining the actual number of calls for service, we eliminate police-generated occurrences such as proactive time, follow-up investigations and duplicated events to ensure we specifically address the crime and disorder prompting citizens to request police attendance (such as assaults, thefts, noisy parties, disturbances). In doing so, we are responding to identified community concerns and occurrences impacting the surrounding community.

The following locations have been identified for our West Division Inglewood N.E.T. team:

Private Place: [address omitted].
Public Place: [address omitted]
Crime Type: Break and Enters

INITIATIVE #8

Traffic Safety

Initiative Owner – Investigative Support Bureau

Performance Measures / Targets:

A 5% increase in enforcement incidents by all Units assigned to MCIS and STOpS over the 2008 - 2012 baseline on enforcement incidents for approved enforcement programs [ie: Operation 24 / Strategic Traffic Enforcement Program (STEP) / Checkstop, commercial vehicle inspections, Curb the Danger, Operation Impact , Child Restraint Program etc.]

Year to Date Status:

On-target
34,882 Tickets issued (Traffic Services Branch only)
(31% above 2008-2012 average)

Commentary:

Improve road safety for pedestrians, motorists, and all users of the roadway.

Q4 Analysis:

The following table and chart shows Traffic Services results for all enforcement programs. It does not include data for other Branches / Divisions of the EPS participating in Traffic-coordinated initiatives.
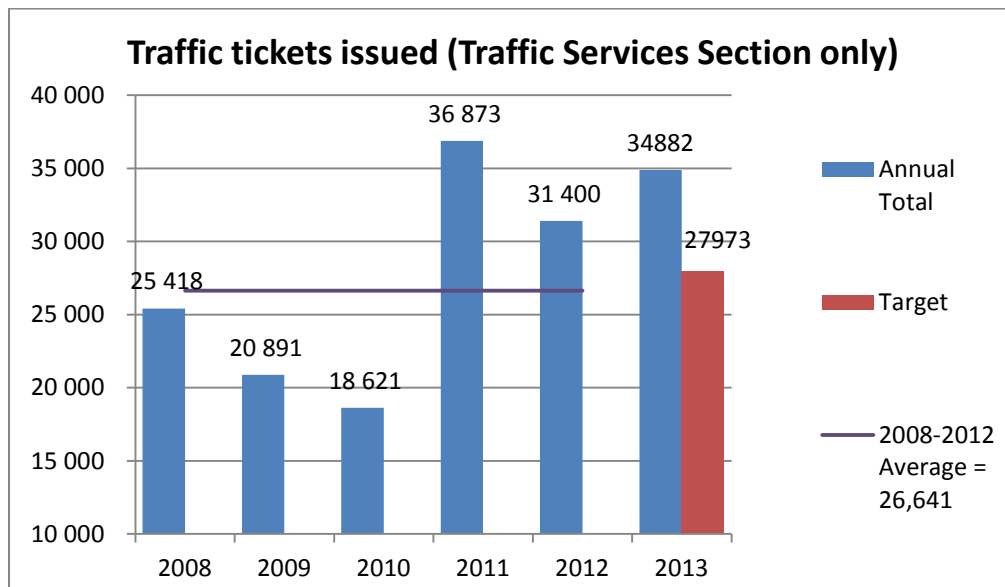
Total Traffic Services enforcement for **Q4 2013** was **23% above** the previous five-year average. This surpasses the targeted 5% increase. The 2013 total was 34,882 tickets (**31% above the baseline**.)

Traffic Services - Total Tickets Issued by Quarter				
Quarter	Baseline (2008 - 2012 Average)	Target (Baseline + 5%)	Actual	Change (Actual vs. Baseline)
Q1	5 367	5 635	7 639	42%
Q2	8 536	8 963	8 874	4%
Q3	7 151	7 508	11 485	61%
Q4	5 586	5 866	6 884	23%
Annual Total	26 641	27 973	34 882	31%

The following two tables show total EPS enforcement via programs coordinated by Traffic Services.

Curb the Danger: YTD Results (End of Q4)				
Measure	Baseline (2008 – 2012)	Target	Actual	Change (Actual vs. Baseline)
Calls	8751	9189	8439	-8.2%
Impaireds	837	879	764	-13.1%
Roadside Suspensions[3]	296	311	199	-36.0%
Letters	1195	1255	850	-32.3%

2013 Curb the Danger calls were down 8.2% compared to the baseline. Impaireds, Roadside Suspensions, and Letters were also all below target.

Checkstop: YTD Results (End of Q4)				
Measure	Baseline (2008 – 2012)	Target	Actual	Change (Actual vs. Baseline)
Operations*	51	n/a	34	-33.3%
Vehicles Checked	10 004	10 504	8 880	-11.2%
Impaired Arrests	292	306	200	-31.4%
Roadside Suspensions[i]	496	521	209	-57.9%

*In 2011, on-shift Check Stops were eliminated due to an increase in operational calls for service. As a result, on-shift Check Stops were replaced with less frequent but strategically directed Check Stop operations that were staffed via overtime shifts.

In order to maintain a strong presence, some "Christmas" Check Stop operations (overtime-based) were redistributed on strategic dates throughout the year. As a result of the positive results in 2011 (improved results per operation), this staffing and scheduling model was continued in 2012 and 2013.

It should be noted that the five-year average number of operations is higher, as it includes the "on-shift" Check Stops held in prior years.

---

[3] The term "Roadside Suspension" includes 24 hr Suspensions, GDL Suspensions, and 72 Hr Suspensions. It does not include the license suspension that accompanies an impaired arrest.

INITIATIVE #9

Gang and Drug Enforcement

Initiative Owner – Investigative Support Bureau, Specialized Investigation Division – Organized Crime Branch

Performance Measures /

A 5% increase in the number of persons arrested over the 2008 - 2012 baseline by the Edmonton Drug and Gang Enforcement unit (EDGE).

A 5% increase in the amount of civil forfeitures over the 2008 - 2012 baseline by EDGE.

Note: since the EDGE unit was only formed in 2010, data prior to then is not reported here.

Year to Date Status:

Off-target	*On-target*
147 Persons Arrested (EDGE)	**$1,331,497 in Civil Forfeitures (EDGE)**
(47.3% below 10'-12' average)	**(17.5% above 10'-12' average)**

Commentary:

Organized Crime Branch will develop tactics to identify, target, and disrupt organized crime groups/networks in order to improve public safety and reduce community harm.

Enforcement is critical to the suppression of gangs, drugs and related activities through persons arrested, civil forfeitures, charges laid, drugs seized, search warrants executed, and firearms seized.

The disruption of criminal networks and the seizure of their related assets will assist in violence reduction and enhance public safety.

Q4 Analysis:
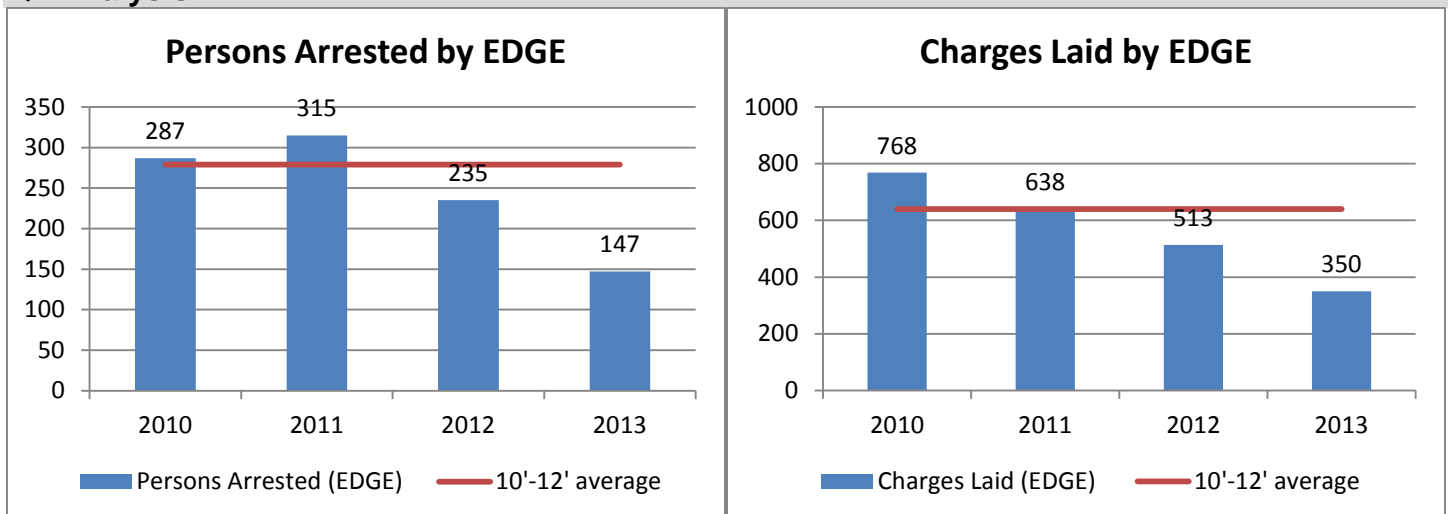
Civil Forfeitures by EDGE

The above values represent the results for 2013 for Persons Arrested, Charges Laid, and Civil Forfeiture. The results for persons arrested and charges laid do not properly reflect the work and success of EDGE Unit for 2013 due t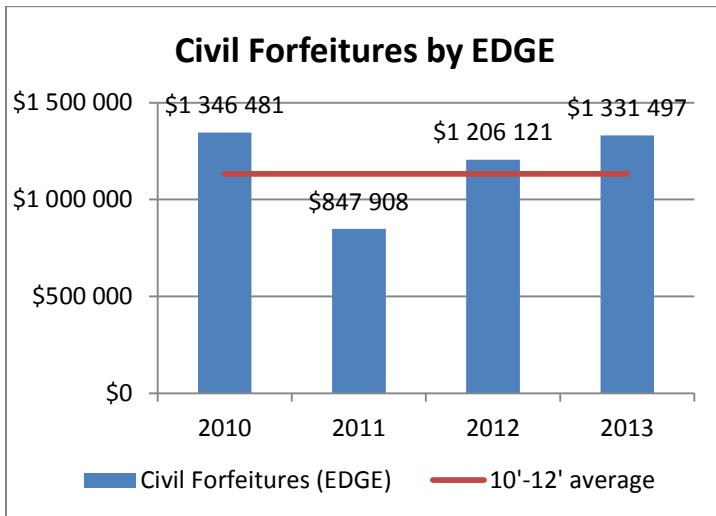o the change in investigative priorities in terms of target selection. Because of this, EDGE Unit will be reporting on the number of criminal networks that have been disrupted ranging from low, mid, to high level disruption. After each arrest, the respective squads will fill out a score sheet that categorizes the accused into one of these levels; therefore, after each quarter EDGE Unit will report on the number of criminal networks disrupted. This process will accurately portray the results and successes of each quarter.

As mentioned above, the Q4 report does not accurately reflect how well EDGE did in 2013, for example EDGE seized 55kg of cocaine in 2013 which is the most EDGE has ever seized, compared to 2012 where EDGE seized 51kg, and 2011 where EDGE seized 23kg of cocaine. The reason attributed to this success is because the members are being more selective in their targets and investigating higher level members of criminal organizations which has further streamlined the way investigations are carried out. Based on this change, the number of arrests and charges has decreased but the quality of arrests and charges have increased. The cessation of buy/bust operations has contributed to lower statistical values in persons arrested and charges laid. These buy/bust projects are now being coordinated by the patrol divisions with assistance by EDGE (undercover operations) when required. Overall, EDGE had a successful year.

EDGE unit has uncovered new trends in 2013 including increased seizures of GHB and Super Buff (cutting agent used to increase profits in relation to cocaine trafficking), and increased seizures of heroin by EDGE (3g in 2011, 0g in 2012, 300g in 2013); this may be a result of the oxycontin craze in the last couple of years where pharmacies were robbed of this narcotic. The manufacturers realized what was happening and developed a non-injectable form of oxycodone called OxyNeo. This new form of oxycodone is non-crushable, therefore, those who developed a dependency to this opioid have turned to heroin. Last but certainly not least, drug dealers are expanding their inventory of drugs to include multiple types of drugs including but not limited to cocaine, marihuana, GHB, heroin, and crystal methamphetamine; thus expanding their customer base resulting in a higher profit yield. The 2014 year will be an interesting one as these trends are expected to continue. The new, successful target selection process by EDGE members will hopefully yield similar results as 2013.

Q4 Drugs Seized
Cocaine: 5.1kg (Q4 2012: 6.4kg)
Marihuana: 9.2kg (Q4 2012: 6.5kg)
Morphine based pills: 0 tabs (Q4 2012: 3000 tabs)

Methamphetamine: 94.9g (Q4 2012: 3.1g)
Ecstasy: 0 pills (Q4 2012: 14 pills)
GHB: 45.1L (Q4 2012: N/A)

Q4 Money
$279,415 (Q4: 2012: $185,334)

Q4 Firearms
6 (Q4 2012: 9)

Requests for Assistance Q4
Assist EPS: 32
Assist Regional: 8
Assist Provincial: 3
Assist Extra-Provincial: 0

Assist EPS, refers to EDGE Unit assisting other divisions/units with CDSA warrants, cell phone downloads, surveillance, vehicle stops, interviews of subjects, information regarding drug traffickers, civil forfeiture legislation, source meets and source information, assisting patrol members with OMG members in licensed premises, identification of subjects, and other general investigations.

Assist Regional, refers to EDGE Unit assisting the surrounding areas of Edmonton such as ALERT, Camrose Police, and other surrounding RCMP detachments. These assists include, cell phone downloads, assists with arrests, surveillance, drug investigations, source information, and investigative strategies.

Assist Provincial, refers to EDGE Unit assisting other agencies in the rest of the province including Calgary Police, ASLET, Ft. McMurray RCMP, etc. The assists include but are not limited to, assisting ASLET with the development of the upcoming Western Canadian Gang Conference, assisting Calgary Police Service with surveillance, and assisting Spruce Grove RCMP with a group trafficking controlled substances from Spruce Grove to Edmonton.

Assist Extra-Provincial, refers to EDGE Unit assisting agencies outside of Alberta including CBSA, VPD, RCMP detachments outside of Alberta, Saskatchewan CFSEU, Saskatoon Police, and Canadian Forces. These assists include surveillance of subjects, assisting with information for drug investigations, undercover drug purchases, assisting with gang information, assisting with locating subjects, and other requests for information.

INITIATIVE # 10

Specialized Traffic Apprehension Teams

Initiative Owner – Investigative Support Bureau

Performance Measures / Targets:

By the end of Q2, four squads will be staffed.

By the end of Q4, set a baseline for the number of arrests, summonses, vehicles seized and contraband seizures.

Year to Date Status:

On-target

Commentary:

Improve community safety by suppressing violence through traffic enforcement based interdiction activities.

Q4 Analysis:

The following table outlines the results from the STAT squads for 2013.

STAT Performance Measures		
Category		**2013 Total**
Arrests		991
Criminal Charges		1085
Warrants (executed)		1303
Summonses		15336
Vehicles Seized		
Towed as a result of an arrest		621
Civil forfeiture		1
Contraband Seizures		
Drugs (total est. value) ($)		$ 206 039
Weapons	Firearms	6
	Knives	10
	Other	14
Cash		$ 55 009
Recovered Stolen Property		
Vehicles		31
Other ($ value)		$ 2 243

Q3 Analysis:

The Specialized Traffic Operations Section (STOpS), including STAT, moved into the former Southwest Division station (on 51 Ave) in early September, 2013. STAT 4 started in late September, as did SET 1 (Selective Enforcement Unit).

Activity tracking processes have been created so a baseline can be set by the end of 2013. Activity reports are being produced monthly.

Q2 Analysis:

The Specialized Traffic Operations Section (STOpS), including STAT, will move into the former Southwest Division station on 51 Ave by September 2013. This move will enable the addition of the fourth STAT team. Interviews for Squad 4 have been completed and staffing decisions are being finalized. This will result in STAT being at or near full staffing by the end of Q3.

Q1 Analysis:

Current facility does not have sufficient space to facilitate an additional squad. The anticipated date to move into a new facility is in Q3. Squad 4 is currently being staffed. This will result in STAT being fully staffed in Q2-Q3.

INITIATIVE # 11

Aboriginal Strategy

Initiative Owner – Investigative Support Bureau

Performance Measures / Targets:

By the end of Q1, the Aboriginal Liaison Unit will be created and potential candidates to fill sworn & non-sworn positions will be identified.

By the end of Q2, the Aboriginal Liaison Unit (ARU) will be fully staffed and operational.

By the end of Q4, identify strategic partnerships.

20% of all EPS employees will have taken the cultural awareness course.

Year to Date Status:

Off-target

Commentary:

A successful implementation of the Aboriginal Strategy will better prepare the EPS to work effectively with the Aboriginal Community to achieve mutual goals. It will also serve to better prepare our members to be more effective when dealing with Aboriginal People and the complexities they face daily.

Q4 Analysis:

The Aboriginal Liaison Unit (ARU) has developed several strategic partnerships including Bent Arrow Traditional Healing Society, Institute for the Advancement of Aboriginal Women. Treaty 6 Confederacy of Chiefs, Assembly of First Nations, Métis Child and Family Services, Métis Nation Alberta, City of Edmonton Aboriginal Relations Office, The Province of Alberta Aboriginal Relations Office, and the RCMP Aboriginal Policing.

The ARU will continue to develop these relationships by regularly meeting with these groups and continue to develop further relationships with other partners in the community.

Planning for the Aboriginal Youth Police Academy has begun. This work requires collaboration with a number of strategic partners and is planned to be piloted in the summer of 2014.

"Policing an Urban Aboriginal Population" GDM training is currently underway. The course was piloted on three separate occasions in Q4 with approximately 90 members trained. At the conclusion of the pilot courses, feedback was analyzed and course material was adapted to reflect the feedback. Although this only represents approx. 5% of members trained in 2013, the GDM training started and will finish in Q1 of 2014. Classes have been opened up to Beats members and Duty Officers. It is expected that close to 700 sworn members or approximately 30% of EPS employees will have been trained by the end of Q1 2014. The final number will not be confirmed until after the training is complete.

The ARU continues to work with the Truth and Reconciliation planning committee for the TRC in Edmonton March 25-27 2014.

Q3 Analysis:

The Unit is fully operational and involved in numerous action items including assisting the City of Edmonton with Aboriginal Relations as it pertains to the development of the Rossdale Flats. The Unit is also involved in planning for the Federal Truth and Reconciliation Commission that will be in Edmonton in March of 2014, with an expected attendance of over 100,000 people.

The initial dates for piloting the 'Policing an Urban Aboriginal Population' training are November 19th, 20th, and 25th, 2013, with the remainder of the training occurring from Jan-Mar 2014.

The Unit will be posting for its permanent sworn member and that person will be identified before the end of the year.

The strategic partnerships that have been identified already are: Bent Arrow Traditional Healing Society, Institute for the Advancement of Aboriginal Women. Treaty 6 Confederacy of Chiefs, Assembly of First Nations, Métis Nation Alberta, City of Edmonton Aboriginal Relations Office, The Province of Alberta Aboriginal Relations Office, and the RCMP Aboriginal Policing.

Q2 Analysis:

With funding for the two positions identified in Q1, Q2 was busy with hiring processes for both the sworn and non-sworn positions. The Aboriginal Relations Unit (ARU) has been established and will be staffed with a non-sworn Aboriginal Relations Consultant and one sworn member. S/Sgt. Dan JONES has been identified for secondment to the Aboriginal Relations Unit beginning July 23, 2013 for up to 5 months to assist in further developing the ARU's strategy and action plan.

In June 2013, the EPS was successful in acquiring its new Tipi as a result of the project funding from the Edmonton Police Foundation. On June 19, 2013, the EPS Tipi dedication ceremony was held and the ceremony was attended by over 120 community and EPS members. This was viewed by the community as a successful first step to further the development and implementation of the Aboriginal Policing Strategy.

Following the evaluation of a number of Aboriginal Awareness courses, the EPS will be moving ahead with tailoring an 8-hour Aboriginal Awareness training for members. The training will begin with piloting 2-3 sessions in late fall 2013 and will be delivered to approximately 560 frontline patrol members through the Geographic Deployment Model (GDM) training between January and March 2014. In addition to this 8 hour course, we are working with the Canadian Police Knowledge Network (CPKN) to tailor a 2 hour on-line course that will supplement the classroom training. This on-line training will be a pre-requisite to the full day course. With this new training schedule established, we will not be meeting our year-end training target of 20%, however, the target will be met in the first quarter of 2014.

Q1 Analysis:

In January of 2013 it was learned that the additional positions requested through the 2013 budget process were not approved through the City budget process. Based on that information, we used Q1 to look at other sources of funding for the two positions from within the EPS. Funding sources have now been identified and we await approval through Chief's Committee to approve the new positions with the new funding source. In anticipation of staffing, job postings have been created.

An application for funding was presented to the Edmonton Police Foundation for the purchase of a Teepee and was approved. The specifications for the Teepee were created through consultation with the Community and the Teepee is now on order with a delivery in June.

Potential sources for delivering aboriginal awareness training to the EPS have been researched. Two courses have been audited thus far and we are waiting on the evaluation from the attendees before moving forward with selecting a vendor.

INITIATIVE # 12

Homicide Section Investigations

Initiative Owner – Investigative Support Bureau

Performance Measures / Targets:

By the end of Q4, increase the number of cleared cold cases/historical homicides by 100% from 2012.

Year to Date Status:

On-target
5 cold-case homicides cleared
(2 cold-case homicides cleared in 2012)

Commentary:

Homicide Section will reduce the number of active and open homicide investigations, in addition to responding to incoming homicide investigations in an expedient fashion.

An increase in the number of solved historical homicides will provide an increase in public confidence, an increase in offender management, and a decrease in violent crime.

Q4 Analysis:

Five homicides from 2012 have been cleared by charge in 2013 resulting in the Q4 performance measure being met early. In addition, a historical homicide from 2008 was solved during Q4.

In 2013, charges have been laid in 20 of 28 homicides this year. During Q4, Edmonton recorded 10 homicides. In eight of the ten homicides charges were laid.

The clearance rate for 2013 was 71%. Investigators continue to work diligently at solving unsolved files and will carry this work on in 2014.

The performance target of 100% was exceeded in 2013.

Q3 Analysis:

As noted in the Q2 Analysis, four homicides from 2012 have been cleared by charge in 2013, resulting in the "end of Q4 performance measure" being met early. In addition other unsolved homicides have moved toward long term project style investigations.

2013 – Charges have been laid in eleven of the eighteen homicides this year. During the third quarter of 2013 Edmonton recorded five homicides. In three of the five investigations, charges have been laid.

The clearance rate for this year's homicides is 61%. Investigators continue to work diligently at solving the open files from this year and previous years and have exceeded the Q4 target of 100%.

With the addition of resources in Homicide Section members have been able to devote their undivided attention to un-solved investigations.

Q2 Analysis:

During the second quarter of 2013 Edmonton recorded eight homicides. In three of the eight investigations, charges have been laid. Three of the eight homicides (37%) this quarter were linked to organized crime. These homicides are typically more difficult to solve.

In addition to the 61% clearance rate for this year's homicides, investigators continue to work diligently at solving open files from last year. In Q2 three suspects were charged for their involvement in a homicide which occurred in 2012.

Four homicides from 2012 have been cleared by charge in 2013. In addition other unsolved homicides have moved toward long term project style investigations. One long term project style investigation was successfully concluded in Q2. The investigation resulted in charges of 2nd Degree Murder against two suspects and accessory after the fact against one individual.

With the addition of resources in Homicide Section the opportunity for members to work uninterrupted on unsolved homicide investigations is now available.

Q1 Analysis:

During the first quarter of 2013 Edmonton recorded five homicides and in all five investigations charges have been laid. Two of the five homicides (40%) solved this quarter were linked to organized crime. These homicides are typically more difficult to solve, but due to the enhanced capacity in Homicide Section, they were able to solve them. The clearance rate is 100% in Q1.

In addition to the 100% clearance rate for this year's homicides, investigators continue to work diligently at solving open files from last year. In the first quarter of this year, two suspects have been charged for their involvement in homicides that occurred in 2012.

With the addition of resources in Homicide Section the opportunity for members to work uninterrupted on unsolved homicide investigations is now available. As a result seven files have moved from the open/active status to the suspended/closed status. Homicide Section has also moved a number of investigations to the project stage.

INITIATIVE # 13

Recruiting

Initiative Owner – Corporate Services Bureau

Performance Measures / Targets:

Using 2012 as a baseline, increase recruiting initiatives for sworn members in diverse communities by 10%.

Increase the number of successful sworn member applicants from diverse communities by 10%.

Increase the number of successful sworn member applicants with credible cultural training, experience or speak second languages by 10%.

Year to Date Status:

Off-target

Commentary:

Develop and implement a positive sworn member recruiting strategy to enhance the culturally diverse work force of the Edmonton Police Service that will focus on the following:

- Increase the number of successful applicants from diverse communities.
- Increase the number of successful applicants familiar with cultural or ethnic issues.
- Review the recruiting and selection process for both sworn and non-sworn employees.

Enhance the skill set of Edmonton Police Service employees to improve their abilities to recruit within diverse communities.

Q4 Analysis

Data collection on the above three performance measures was not available for 2013. Human Resources Division has committed to having the processes in place to monitor and collect this type of data in 2014 with its successful sworn member applicants. Benchmarks and targets will be available in 2015 (once a full-year of data collection occurs).

The final Diversity Positive Recruiting report with recommendations has been drafted and submitted to Chief's Committee for approval. The report (specifically the following 3 recommendations) was redirected for analysis of the resourcing implications and where they fit within the list of organizational priorities:

- The formation of a Diversity-Positive recruiting Advisory Committee composed primarily of community members to provide recommendations for consideration of effective recruiting initiatives for their communities;

- The EPS continue to support training for officers in cultural competency, gender equity and aboriginal awareness, and that this training be integrated into both recruit training and professional development; and;
- The EPS implement an internal communications strategy to build support for DPR as an innovative recruiting strategy that ultimately aims to improve the number and quality of police applicants.

Q3 Analysis:

All internal and external consultations have been completed. The final Diversity Positive Recruiting report with findings and recommendations is in the process of being submitted up the chain of command to Chief's Committee.

Q2 Analysis:

EPS internal consultations have been initiated starting with a presentation to the Senior Management Team in May. Following which, Senior Managers provided valuable input that will assist in reaching initiative goals. Feedback is now being solicited from other key internal stakeholders including Recruit Selection Unit and Professional Development Branch. Once the internal consultations are complete, a report with recommendations will be drafted for approval by Chief's Committee.

Q1 Analysis:

In order to ensure a culturally diverse work force, Equity Diversity & Human Rights Unit has completed 7 community consultations with the following liaison committees: Muslim, Indo-Canadian, Chinese, Aboriginal, Black, African, and Sexual Minorities.

On April 23, a final consultation will be held with the Chief's Advisory Council and an update will also be provided in relation to input/themes to date. EPS internal consultations will also be carried out following which EDHR staff will begin drafting the final report with findings and recommendations.

INITIATIVE # 14

Public Complaints

Initiative Owner – Community Policing Bureau, Investigative Support Bureau, Corporate Services Bureau

Performance Measures / Targets:

Reduce public complaints by 5% over the 2012 baseline (150 complaints).
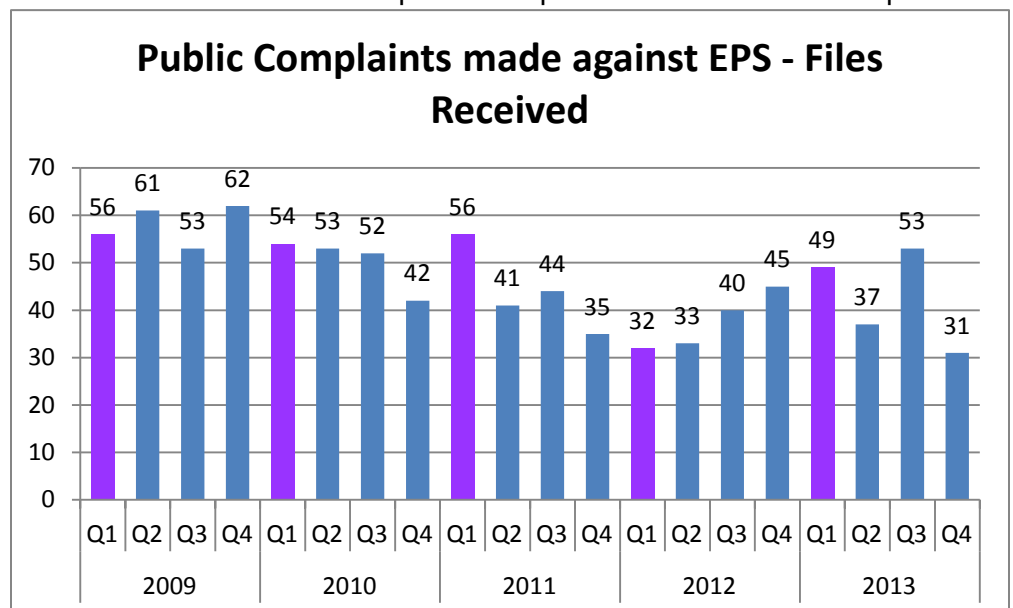
Year to Date Status:

Off-target
170 Public Complaints Received
150 Public Complaints in 2012
(13.3% above 2012)

Commentary:

Improve professionalism within the EPS through improved quality of investigations and processes. This will result in fewer members having to engage in the complaint investigation or resolution process.

Q4 Analysis:

In the fourth quarter of 2013, PSB received 14 fewer complaints (31) than in the fourth quarter of 2012. The number of public complaints received in the fourth quarter is the fewest over the past five years.

However, for 2013 compared to 2012, the number of public complaints received increased 13.3% (170 versus 150). Of note, the number of public complaints received in 2012 was historically low; 15% fewer public complaints were received in 2012 than in 2011. The number of public complaints received in 2013 represents a 3% decrease as compared to public complaints received in 2011. While there are a multitude of factors that can impact the number of public complaints made against EPS, there can be expected to be a strong positive relationship between the level of interactions EPS makes with the public and level of public complaints. Comparing 2013 to 2012, the total number of dispatched calls for service (priority 1-5) increased by 4.8%.[4]

Public Complaints made against EPS - Files Received

	Q1	Q2	Q3	Q4
2009	56	61	53	62
2010	54	53	52	42
2011	56	41	44	35
2012	32	33	40	45
2013	49	37	53	31

[4] Source: Cognos BI Report PMR-52YQ Dispatched Priority Calls by Quarters(s). Generated Feb 5th, 2014.

Note: The 2012 baseline value was changed from 141 public complaints to 150 public complaints, based on the following file changes:

- 2012, Q2: 1 file changed from an informal Citizen Contact to a formal public complaint, based on new correspondence received in June 2013.
- 2012, Q3: 2 files changed from internal to public complaints after interview with the involved citizens, 1 file opened after LERB review.
- 2012, Q4: 4 files opened after 2012 Q4 report had been submitted, 1 file changed from internal to public complaint after interview with the involved citizen

Q2 Summary:

As noted in Q1 Summary, the number of "delayed" complaints (i.e. complaints with an occurrence date prior to the quarter in which the complaint is received by PSB) in the first quarter was higher than average. In the second quarter, the number of "delayed" complaints returned to an average rate.

Q1 Summary:

In the first quarter of 2013, PSB received 50% more public complaints (48) than in the first quarter of 2012 (32). Although it is a large increase, the number of complaints received in the first quarter (48) is consistent with the number of complaints received in the previous quarter (i.e. 44 complaints received in the fourth quarter of 2012). There are potential reasons for the increase in public complaints:

1) ***Higher than average "delayed" complaints.*** 19 of the 48 complaints (40%) are related to events that occurred prior to this quarter. In some cases, there are intuitive or logical reasons for a delay between the complained-of event and the filing of a complaint (e.g. a person may choose to wait until the "holiday season" is over before filing a complaint); eight of the 19 "delayed" complaints have an occurrence date during the fourth quarter of 2012. In other cases, the complaint is filed a year after the complained-of event to ensure that jurisdiction is not lost; 7 of the 19 "delayed" complaints occurred during the first quarter of 2012. Typically, 30% of public complaints are "delayed" complaints, so the number of "delayed" complaints in this quarter was higher than average.

2) ***Return to "steady" rate of complaints.*** The number of public complaints received during the first quarter of 2012 was exceptionally low compared to previous years. This quarter's level of complaints is consistent with the number of complaints received in previous quarters. A better analysis will be available in upcoming quarters.

INITIATIVE # 15

Public Complaint Investigations

Initiative Owner – Legal and Regulatory Services Division, Community Policing Bureau, Investigative Support Bureau, Corporate Services Bureau

Performance Measures / Targets:

Conclude 10% of public complaints informally through Alternative Dispute Resolution.

Complete public complaint investigations within Alberta Police Act guidelines (six months) 75% of the time.

Year to Date Status:

On-target	*Off-target*
Alternative Complaint Resolution	**Public Complaints Concluded ≤ 6 months**
22% of public complaints completed by ACR	**73% of files concluded or awaiting disposition**
(Target 10%)	**(Q2 files)**
	(Target 75%

Commentary:

Increase the conclusion of the number of public complaints received within Professional Standards Branch.

By increasing informal resolutions, and completing complaint investigations in a timely manner, the public will be more satisfied and accepting of police efforts.

Q4 Analysis:

Alternative Dispute Resolution

In total, 46 out of 209 **(22%)** public complaints in 2013 were resolved informally (by alternative dispute resolution). As shown in the following graph, 2013 saw a large increase in the total number of public complaints concluded formally. This was due to a doubling in the number of public complaints concluded by "No Reasonable Prospect", which is shown in the accompanying year-end table that shows dispositions of concluded public complaints.

Conclusion of Public Complaints made against EPS
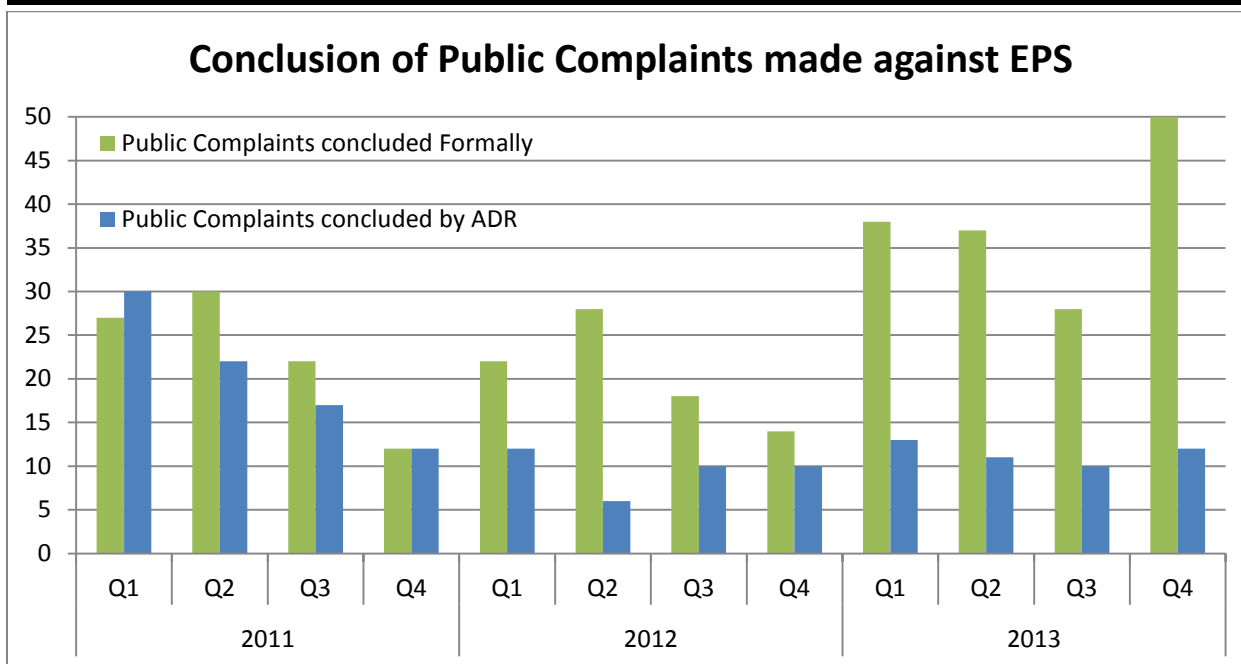
	2011	2012	2013
Formal Resolutions			
Reasonable Prospect - Proven	0	2	4
Reasonable Prospect - Not Proven	4	3	1
No Reasonable Prospect	52	49	108
Minor Contravention	4	10	14
Dismissed/Withdrawn	31	18	36
Informal Resolutions			
Supervisory Review	52	25	25
Resolved through PSB	29	12	5
Mediation	0	1	16
Total	**172**	**120**	**209**

Timely Public Complaint Investigations (Q2 2013 files)

The status of all public complaints opened during the second quarter of 2013 – that is, all files that would have reached an age of 6 months during the fourth quarter of 2013 – is displayed in the table below. 17 of the 37 files have been listed as completed (46%) and an additional 9 files (listed as suspended) are in the stage of executive review (i.e. the investigation of the complaint is complete) and 1 file has been directed to a Disciplinary Hearing. Based on this information, 73 % of the investigations are either concluded or awaiting disposition.

File Status	Number of Files
Active	**9**
Completed	**17**
Resolved Through ADR	*10*
Dismissed/Withdrawn	*4*
Not Sustained (NRP)	*3*
Forwarded	**0**

Suspended	11
Executive Review	*9*
Disciplinary Hearing	*1*
Criminal Investigation	*1*
Grand Total	**37**

Q3 Summary

The status of all public complaints opened during the first quarter of 2013 – that is, all files that would have reached an age of 6 months during the third quarter of 2013 – is displayed in the table below. 21 of the 49 files have been listed as completed (43%) and an additional 13 files (listed as suspended) are in the stage of executive review (i.e. the investigation of the complaint is complete). Based on this information, 69 % of the investigations are either concluded or awaiting disposition.

File Status	Number of Files	
Active	**12**	
Completed	**21**	
Resolved Through ADR		*10*
Dismissed/Withdrawn		*6*
Not Sustained (NRP)		*5*
Forwarded	**3**	
Outside Investigator (RCMP)		*2*
Supervisory Review		*1*
Suspended	**13**	
Executive Review		*13*
Grand Total	**49**	

Q2 Summary

The status of all public complaints opened during the fourth quarter of 2012 – that is, all files that would have reached an age of 6 months during the second quarter of 2013 – is displayed in the table below. 19 of the 44 files have been listed as completed (43%) and an additional 13 files (listed as suspended) are in the stage of executive review (i.e. the investigation of the complaint is complete). Based on this information, 73 % of the investigations are either concluded or awaiting disposition.

File Status	Number of Files	
Active	**11**	
Completed	**19**	
Resolved Through ADR		*8*
Dismissed/Withdrawn		*4*
Not Sustained (NRP)		*6*
Minor Contravention		*1*
Forwarded	**0**	
Suspended	**14**	
Executive Review		*13*
Criminal Investigation		*1*

Grand Total	**44**

Q1 Summary

The status of all public complaints opened during the third quarter of 2012 – that is, all files that would have reached an age of 6 months during the first quarter of 2013 – is displayed in the table below. 15 of the 37 files have been listed as completed (41%) and an additional 3 files (listed as suspended) are in the stage of executive review (i.e. the investigation of the complaint is complete). Based on this information, 49 % of the investigations are either concluded or awaiting disposition.

File Status		Number of Files
Active		**16**
Completed		**15**
	Resolved Through ADR	*8*
	Dismissed/Withdrawn	*4*
	Not Sustained (NRP)	*2*
	Minor Contravention	*1*
Forwarded		**1**
	Forwarded to Outside Investigator	*1*
Suspended		**5**
	Executive Review	*3*
	Criminal Investigation	*2*
Grand Total		**37**