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# **2013 Annual Policing Plan**

## **Public Dashboard**

**Final Version 1.1**

**2013-04-18**



# Edmonton Police Service Strategy

## *Dedicated to Protect, Proud to Serve*

### Our Vision

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

#### What are our goals

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

#### What influences our operations

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

#### What guides us

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

#### What we require

- People
- Infrastructure
- Finances
- Stakeholders
- Information

### Our Mission

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

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



# 2013 Annual Policing Plan Public Dashboard Final Version 1.1

No.	Strategic Objective(s)	Issue	Initiative Owner	Initiative(s)	2013 New Resources	Performance Measures	Anticipated Impact
1.	<p>Reduced Crime and Victimization</p> <p>Increased Efficiency and Effectiveness</p>	Quality Investigations	Chief of Police	<p><b><u>Clearance Rates</u></b></p> <p><b>INITIATIVE:</b> Increase the overall clearance rate for all offences as compared to the year end 2012 baseline results.</p>	All additional resources in 2013 will contribute to increased clearance rates	<p>The EPS will achieve a clearance rate of 43% as per Canadian Centre for Justice Statistics (CCJS) reporting standards.</p> <p>Quarterly results to be reported on a 3 month time lag.</p>	Higher number of files cleared, increased intelligence gathered and greater public confidence.
2.	<p>Commitment to Professionalism</p> <p>Reduced Crime and Victimization</p> <p>Investigative Excellence</p> <p>Increased Efficiency and Effectiveness</p>	Public Safety	<p>Chief of Police</p> <p>Community Policing Bureau</p>	<p><b><u>Geographic Deployment Model (GDM)</u></b></p> <p><b>INITIATIVE:</b> Demonstrate that response times are maintained equitably in all patrol divisions and workload is aligned to resources in an attempt to achieve 25% proactive time</p>	<p>12 Constables</p> <ul style="list-style-type: none"> <li>- 2 Southwest Div. Patrol*</li> <li>- 4 West Div. Patrol*</li> <li>- 6 Northeast Div. Patrol*</li> </ul> <p>*Tentatively proposed allocation, subject to modification based upon changes in distribution.</p>	<p>First responder on scene to a fixed location <math>\leq</math> 7 minutes to priority one calls 80% of the time.</p> <p>25% of patrol time for directed proactive work focused on reducing the frequency, severity, and the fear and perception of violence.</p>	<p>The Geographic Deployment Model will continue to improve quality service delivery based on the tenets of timeliness, professionalism and community problem solving.</p> <p>Reduced victimization and increased quality of life.</p>



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3.	Reduced Crime and Victimization	Public Safety	Chief of Police  Community Policing Bureau	<p style="text-align: center;"><b><u>Crime Reduction</u></b></p> <p><b>INITIATIVE:</b> Demonstrate through responsive and proactive policing services an overall reduction in the eight crime indicators over the 2012 baseline. These indicators are grouped into two categories:</p> <ul style="list-style-type: none"> <li>I. Violent Crime               <ul style="list-style-type: none"> <li>1. Assault</li> <li>2. Homicide</li> <li>3. Robbery</li> <li>4. Sexual Assault</li> </ul> </li> <li>II. Property Crime               <ul style="list-style-type: none"> <li>5. Break and Enter</li> <li>6. Theft from Vehicle</li> <li>7. Theft of Vehicle</li> <li>8. Theft over \$5000</li> </ul> </li> </ul>		<p>An overall (citywide) crime reduction of 2% within the eight crime indicators from the 2012 baseline:</p> <p>Assault; Homicide; Robbery; Sexual Assault; Break and Enter; Theft from Vehicle; Theft of Vehicle; Theft Over \$5000.</p> <p><u>2013 Targets</u> Number of crime incidents to be determined at year end.</p>	<p>The Geographic Deployment Model will continue to improve quality service delivery based on the tenets of timeliness, professionalism and community problem solving.</p> <p>Reduced victimization and increased quality of life.</p>



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4.	<p>Reduced Crime and Victimization</p> <p>Increased Efficiency and Effectiveness</p>	Violence Reduction Strategy	<p>Community Policing Bureau</p> <p>Office of Violence Reduction</p> <p>Investigative Support Bureau</p>	<p><b><u>Violence Reduction Strategy</u></b> <b><u>Community Safety Response</u></b></p> <p><b>INITIATIVE:</b> To reduce violence and social disorder in specific communities and places where crime and disorder is concentrated. Operational responses will be designed to provide a prevention, intervention and suppression approach.</p> <ul style="list-style-type: none"> <li>- Problem Identification process will be provided by way of Business Intelligence Reports detailing the people and places of crime and disorder.</li> <li>- Partnerships will form an integrated response to the location based on the unique characteristics of the problem.</li> </ul>	<p>A Crime Analyst in 2013</p> <p>And other resources as identified with Staffing Plan and 2013 Re-Org</p>	<p>A crime reduction of 4% within the four violent crime indicators for each community where concentrated deployment occurs.</p> <p>A reduction of 4% within the social disorder indicators for each community where concentrated deployment occurs.</p> <p>Increase in Proactive Deployments and Proactive time in these areas.</p>	<p>A change in Organizational culture and philosophy toward violence reduction and people, places and priorities of crime.</p> <p>Increased Speed of intervention into these areas: from identification to response.</p> <p>Improved working relationships and collaboration with partners.</p> <p>An improvement in engagement with and behaviour managing street populations will increase a communities feeling of safety.</p>





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5.	Increased Efficiency and Effectiveness	Quality Service Delivery	Community Policing Bureau	<p><b><u>Prisoner Transportation</u></b></p> <p><b>INITIATIVE:</b> Develop and implement transportation services to move detainees to the New Edmonton Remand Centre (NERC).</p>	<p>9 non sworn (transportation)</p> <p>2 Vans (transportation) \$ 140K</p> <p><b>Updated:</b> 1 Sgt. &amp; 7 Csts. Reallocated</p> <p>Transport Vehicles (Vans) to be modified/ repurposed</p>	<p><b>Q4:</b> By the end of Q4, all detainee transports from DMU are completed by non-EPS patrol resources.</p> <p><b>Updated:</b> Not funded through 2013 budget request.</p> <p>By end of Q1, establish a resource plan based on internal reallocation. 1 STAT team to remain vacant and personnel assigned to this initiative.</p> <p>By Q2 identify and implement resources to manage detainee transportation.</p>	<p>Ensuring police officers remain available to respond to calls for service and complete their core law enforcement duties.</p> <p>Detainee transports from DMU to NERC or EYOC completed by non-EPS resources.</p> <p><b>Updated:</b> Reallocation of resources (EPS) will impact performance abilities of affected areas.</p>
6.	<p>Reduced Crime and Victimization</p> <p>Increased Efficiency and Effectiveness</p>	Suppression and Prevention	<p>Investigative Support Bureau</p> <p>Community Policing Bureau</p>	<p><b><u>Public Safety Compliance Team (PSCT)</u></b></p> <p><b>INITIATIVE:</b> Ensure public safety in and around licensed establishments within the City of Edmonton.</p>		<p><b>Q2:</b> 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.</p> <p><b>Q4:</b> By the end of Q4, the PSCT will reduce calls for service by 5% in the top 20 identified licensed premises.</p>	<p>City by-Laws around the critical areas of patron management, patron security, noise control, medical and safety plans and the effective use of <i>GLA section 69.1</i> will allow 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.</p>



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No.	Strategic Objective(s)	Issue	Initiative Owner	Initiative(s)	2013 New Resources	Performance Measures	Anticipated Impact
7.	<p>Reduced Crime and Victimization</p> <p>Increased Efficiency and Effectiveness</p>	Crime Prevention	<p>Investigative Support Bureau</p> <p>Community Policing Bureau</p>	<p><b><u>Neighbourhood Empowerment Teams (NET)</u></b></p> <p><b>INITIATIVE:</b> Achieve a reduction in calls for service at specific identified locations using the 2012 baseline results to measure against.</p>		<p><b>Q1:</b> By the end of Q1, identify two problem locations (one private place, one public space) within each of the NET targeted neighbourhoods to reduce calls for service. Also identify a crime type to target with advanced problem solving techniques and collaboration with community partners.</p> <p><b>Q4:</b> 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 NET neighbourhood within violent crime, property crime, or social disorder indicators.</p>	<p>Crime reduction and prevention</p> <p>Community mobilization</p> <p>Sustainable partnerships</p>





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No.	Strategic Objective(s)	Issue	Initiative Owner	Initiative(s)	2013 New Resources	Performance Measures	Anticipated Impact
8.	Reduced Crime and Victimization	Traffic Safety	Investigative Support Bureau	<p><b><u>Traffic Safety</u></b></p> <p><b>INITIATIVE:</b> Improve road safety for pedestrians, motorists, and all users of the roadway.</p>		<p>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 listed below [ie: Operation 24 / Strategic Traffic Enforcement Program (STEP) / Checkstop, commercial vehicle inspections, Curb the Danger, Operation Impact , Child restraint program etc.]</p>	<p>Increase in enforcement will lead to a reduction in property and injury collisions which would ultimately result in reduced injuries and societal costs.</p>
9.	<p>Reduced Crime and Victimization</p> <p>Investigative Excellence</p>	Drugs / Gangs	Investigative Support Bureau	<p><b><u>Gang &amp; Drug Enforcement</u></b></p> <p><b>INITIATIVE:</b> Organized Crime Branch will identify, target, and disrupt organized crime groups/networks in order to improve public safety and reduce community harm.</p>		<p>5% increase in the following productivity measures over the 2008 - 2012 baseline:</p> <p><u>Persons Arrested</u> 2013 Target ≥321</p> <p><u>Civil Forfeitures</u> 2013 Target ≥\$977,713</p> <p><u>Reporting on:</u> Drugs Seized, Firearms Seized</p> <p>Number of requests for assistance received and processed.</p> <p>Number of lectures/presentations delivered to the public and organizations.</p>	<p>EPS enforcement results in decreased impact of gangs in communities, thus enhancing public safety and reducing community harm.</p>



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No.	Strategic Objective(s)	Issue	Initiative Owner	Initiative(s)	2013 New Resources	Performance Measures	Anticipated Impact
10.	<p>Reduced Crime and Victimization</p> <p>Investigative Excellence</p>	Violence Suppression	Investigative Support Bureau	<p><b><u>Specialized Traffic Apprehension Teams</u></b></p> <p><b>INITIATIVE:</b> Improve public safety by enforcing traffic laws and detecting and identifying criminals who transport and distribute various forms of contraband in our community.</p>		<p><b>Q2:</b> By the end of Q2, four squads will be staffed.</p> <p><b>Q4:</b> By the end of Q4, set a baseline for the number of arrests, summons, vehicles seized and contraband seizures.</p>	The reduction of violence through suppression tactics, thereby making our communities safer places to live.
11.	<p>Commitment to Professionalism</p> <p>Reduced Crime and Victimization</p> <p>A Model of Efficiency and Effectiveness</p>	Quality Service Delivery	Investigative Support Bureau	<p><b><u>Aboriginal Strategy</u></b></p> <p><b>INITIATIVE:</b> Develop and implement an Aboriginal Strategy for the Edmonton Police Service that will focus on the following:</p> <ol style="list-style-type: none"> <li>1. Recruiting aboriginal employees for both sworn and non-sworn positions.</li> <li>2. Cultural awareness and training of EPS employees.</li> <li>3. Develop strategic partnerships with agencies and individuals that have demonstrated positive impacts within the Aboriginal Community and have the resources to sustain the results.</li> </ol>	<p>2 sworn (coordinators)</p> <p><b>Updated:</b> Staffing to be determined based on potential reallocations.</p>	<p><b>Q1:</b> By the end of Q1, identify strategic partnerships.</p> <p><b>Q2:</b> By the end of Q2, the Aboriginal Unit will be fully staffed and operational.</p> <p><b>Q4:</b> By the end of Q4, identify potential candidates to fill sworn &amp; non-sworn positions.</p> <p>20% of all EPS employees will have taken the cultural awareness course.</p>	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.



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12.	<p>Commitment to Professionalism</p> <p>Reduced Crime and Victimization</p> <p>Investigative Excellence</p>	Reduce the number of active and open homicide investigations	Investigative Support Bureau	<p><b><u>Homicide Section</u></b></p> <p><b>INITIATIVE:</b> In addition to responding to incoming homicide investigations in an expedient fashion, the Homicide Section will increase clearance rates of cold cases/historical homicides by 100%.</p>	<p>6 sworn (detective investigators)</p> <p>4 sworn detective investigators (internally funded in 2012)</p>	<p><b>Q4:</b> By the end of Q4, Homicide Section will increase clearance rates of cold cases/historical homicides by 100%.</p>	<p>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.</p>
13.	<p>Commitment to Professionalism</p> <p>Increased Efficiency and Effectiveness</p>	Equity & Diversity	Corporate Services Bureau	<p><b><u>Recruiting</u></b></p> <p><b>INITIATIVE:</b> 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:</p> <ol style="list-style-type: none"> <li>1. Increase the number of successful applicants from diverse communities.</li> <li>2. Increase the number of successful applicants familiar with cultural or ethnic issues.</li> <li>3. Review the recruiting and selection process for both sworn and non-sworn employees.</li> <li>4. Enhance the skill set of Edmonton Police Service employees to improve their abilities to recruit within diverse communities.</li> </ol>		<p>Using 2012 as a baseline, increase recruiting initiatives for sworn members in diverse communities by 10%.</p> <p>Increase the number of successful sworn member applicants from diverse communities by 10%.</p> <p>Increase the number of successful sworn member applicants with credible cultural training, experience or speak second languages by 10%.</p>	<p>Improvement of service delivery to diverse communities and therefore create a safer community.</p> <p>The Edmonton Police Service will increase its ability to sustain a corporate culture that recognizes ethnic and cultural diversity through initiatives that are inclusive of the community.</p> <p>Improve our ability to investigate and prevent crime and disorder within the City of Edmonton.</p>



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No.	Strategic Objective(s)	Issue	Initiative Owner	Initiative(s)	2013 New Resources	Performance Measures	Anticipated Impact
14.	Commitment to Professionalism  Investigative Excellence	Professionalism	Community Policing Bureau  Investigative Support Bureau  Corporate Services Bureau	<p align="center"><b><u>Public Complaints</u></b></p> <p><b>INITIATIVE:</b> Improve professionalism within the EPS through improved quality of investigations and processes.</p>		Reduce public complaints by 5% over the 2012 baseline.  <u>2013 Target:</u>  134 public complaints	Fewer members having to engage in the complaint investigation or resolution process.
15.	Commitment to Professionalism  Investigative Excellence  Increased Efficiency and Effectiveness	Professionalism	Legal and Regulatory Services Division  Community Policing Bureau  Investigative Support Bureau  Corporate Services Bureau	<p align="center"><b><u>Public Complaint Investigations</u></b></p> <p><b>INITIATIVE:</b> Increase the conclusion of the number of public complaints received within Professional Standards Branch.</p>		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.	By increasing informal resolutions, and completing complaint investigations in a timely manner, the public will be more satisfied and accepting of police efforts.

**End of Public Dashboard**