

**Criminal Intelligence Service Alberta**

# **Semi-Annual Report**

**April — September 2001**



**Unrestricted**

**September 30, 2001**



## EXECUTIVE SUMMARY

The final year of the current business plan commences with an emphasis on the enhancement of information retention, sharing, and development.

C.I.S.A. has now successfully completed the installation and implementation of encryption software to all ACIIS users in the province. This particular software allows for the electronic transmittal of intelligence in an encrypted format, which will aid in the timely receipt, analysis, and dissemination of intelligence information.

An Alberta Joint Forces Organized Crime Analyst Threat Assessment Team consisting of analysts from the 'K' Division, R.C.M.P., E.P.S., C.P.S., L.P.S., M.H.P.S., C.C.R.A., and C.I.S.A. conferred to prepare the first bi-annual threat assessments on the national and provincial organized crime priorities, as well as emerging crime threats in the Province of Alberta.

To date, approximately \$2,000,000 of C.I.S.A. operational funding has been provided to augment the human and financial resources of the C.I.S.A. member agencies, for eight Joint Forces Operations targeting a variety of organized crime groups.

C.I.S.A. has assumed responsibility for the review of all joint force operational debriefing reports, and from those is creating an inventory of best practices to be shared with all C.I.S.A. police services. In addition to the inventory creation, CISA has developed a standardized operational debriefing template, that will be used to conduct debriefings of all joint forces projects.

Training over the past six months has been focused on the Introduction to Major Case Management (MCM) and Evidence & Reports III (E&R III). Six MCM workshops and eight E&R III workshops have trained a total of 120 candidates on both topics.



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Normally associated to individuals harboring information to enhance their position of control, the age-old axiom “knowledge is power” takes on a different meaning for C.I.S.A. Effective management of knowledge will empower law enforcement and the community in the interdiction of organized crime. This equates to the identification, creation, understanding, and sharing of various types of knowledge.

Various types of knowledge means we are not simply focusing our efforts on intelligence. We must also tap into the collective knowledge and experience of investigators, provide structured learning opportunities, research the vast array of written material, and explore and nurture new, unconventional sources of information.

The environment we are operating in is very dynamic and demands the effective management of knowledge. Not only does organized crime present the challenge of constantly adapting to circumvent the efforts of law enforcement, the frequent movement of people in police agencies creates the potential loss of corporate memory and hinders the capability to keep pace with organized crime. It has been stated that if NASA wanted to go to the moon again it would have to start from scratch; not because they lost data, but because they lost the human expertise that took them there the last time.

C.I.S.A. is actively pursuing initiatives to ensure the effective management of knowledge. We are preparing a best practices document from successful Joint Forces Operations conducted during the past two years to ensure effective strategies are shared and mistakes are not repeated. We are expanding our training curriculum to keep current with legislation and case law issues. We sponsored the first multi-agency threat assessment, which provided a better perspective of organized crime in the province. We are working with our member agencies to develop processes that promote the internal and external sharing of information and knowledge. Finally, we continue to expand our outside sources of knowledge, nationally and internationally.

We must not only sustain these efforts, we must strive to identify new and diverse types and sources of knowledge. Our constantly changing environment forces us to continually re-invent how we do business and knowledge is the fuel for this innovation. The effective management of knowledge will truly place law enforcement and the community in a position to develop a more effective response to organized crime.

Inspector Brian Skeet  
Director i/c C.I.S.A



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As C.I.S.A. embarks on the last year of a three-year business plan, many of the goals associated with setting up shop have been attained. The remaining goals, those focused towards the day-to-day operations of the Bureau, revolve around the development of innovative strategies to monitor, complement, and improve traditional efforts of organized crime suppression.

### **GOAL 1: TO PROVIDE EFFECTIVE COLLECTION, ANALYSIS, AND DISSEMINATION OF CRIMINAL INTELLIGENCE.**

C.I.S.A. has now successfully completed the installation and implementation of encryption software (Entrust) to all ACIIS users in the province. This particular software allows for the electronic transmittal of intelligence in an encrypted format, which will aid in the timely receipt, analysis, and dissemination of intelligence information.

Due to some technical issues, the release of ACIIS III from the national bureau has been delayed, however, a release by the end of 2001 is anticipated.

Every six months C.I.S.A. conducts a review of all intelligence reports received in the Bureau, and provides the results of this review to the Operations and Liaison Officers for their information, in order to improve the sharing of intelligence information throughout Alberta. This action has resulted in continual increases in the quantity and timeliness of intelligence being provided to C.I.S.A., and thereby benefits the other law enforcement agencies.

### **GOAL 2: TO DEVELOP A STRATEGIC IMPACT ANALYSIS OF ORGANIZED CRIME TRENDS FOR THE BENEFIT OF SENIOR POLICE MANAGERS AND VARIOUS LEVELS OF GOVERNMENT.**

In April of this year, an Alberta Joint Forces Organized Crime Analyst Threat Assessment Team consisting of analysts from the 'K' Division, R.C.M.P., E.P.S., C.P.S., L.P.S., M.H.P.S., C.C.R.A., and C.I.S.A. conferred to prepare the first bi-annual threat assessments on the national and provincial organized crime priorities, as well as emerging crime threats in the Province of Alberta. The pilot process of having C.I.S.A. part of a federally mandated initiative was a success and has been implemented within the other Criminal Intelligence Service Canada (C.I.S.C.) agencies across the country.

The following summaries on the National or Provincial priorities of C.I.S.C. and C.I.S.A. capture activities for the second half of year three.

#### Outlaw Motorcycle Gangs:

The end of March was particularly busy, beginning with massive arrests in Quebec of Hell's Angels members and affiliates. These arrests would have an effect on the Hell's Angels right across Canada. After Hell's Angels gathered for the funeral of one of their



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own in Edmonton, members and associates of the Calgary Hell's Angels were arrested for drug and weapons offences. As previously reported, Project SHADOW culminated in criminal charges against eight Calgary Hell's Angels members, four ex-members, and 39 associates.

In April, a prospective member of the Alberta Nomads (a Hell's Angels chapter based in Red Deer) and two associates were charged with attempted murder in connection with an incident that occurred in December 2000. A fourth male faces a charge of assault causing bodily harm in the same incident. The preliminary hearing began late August.

Ken Szczerba, the former president of the Calgary Hell's Angels who was charged in August of 1999 in a plot to harm a city Alderman, was found guilty in May, 2001 of two counts each of counselling the offence of wilful damage and counselling the offence of common assault. In June, he was sentenced to one year in prison followed by two years probation. Szczerba will appear in court again in October to answer to outstanding drug charges.

The Edmonton Hell's Angels clubhouse was raided in February of this year following an investigation that began in December 2000. In June, 11 members of the Edmonton Hell's Angels appeared in court on charges relating to an illegal lottery scheme. Fifty-dollar tickets, with a chance of winning a trip for two to Cuba and \$800 spending money, were being sold as a fund-raiser to pay for legal fees of three fellow bikers who were charged back in May 1998 with extortion, robbery, and theft. One of the accused also faces four weapons charges. Pre-trial conferences were set for September, with trial dates later this fall.

The recent arrests of Hell's Angels members in Alberta and Quebec, and criminal convictions against two British Columbia Hell's Angels, has already produced dramatic changes in some chapters in Canada, which can be expected to be conveyed throughout the organization. Hell's Angels members in Quebec have ceased wearing colors apparently on the advice of lawyers helping them to avoid anti-gang legislation. And wherever Hell's Angels members are criminally charged or being held in the justice system, there is a flurry of activity by people who claim to be taking over the drug scene that belonged to Hell's Angels members.

In Alberta, criminal charges, incarcerations, or court-ordered conditions currently apply to 76% of Edmonton's Hell's Angels, 50% of Calgary's Hell's Angels, and 17% of Red Deer's Hell's Angels members alone. Alberta Hell's Angels members are not considered to be of the same criminal sophistication as some of those in founding chapters such as in Quebec and British Columbia. Nevertheless, their rate of involvement in the criminal justice system must be of concern to law enforcement throughout Alberta.



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### Asian Organized Crime in Alberta:

Although cocaine remains to be popular among the traffickers and consumers alike, intelligence suggests that Vietnamese criminals are moving into Alberta to set up marihuana grow operations. This situation has existed in B.C. for some time now (there are an estimated 10,000 grow operations in the city of Vancouver alone with a majority of them controlled by Vietnamese criminals).

Preliminary analysis suggests that the majority of Asians operating marihuana grow operations in Alberta are of Vietnamese descent with strong links to Vancouver.

Earlier this year there were several shootings/homicides in the Greater Vancouver area involving Vietnamese as victims of Asian related crimes. There is no one single reason as to why these shootings/homicides occurred; however, it may be a prelude of what is coming to Alberta, especially when it is likely there will be more Vietnamese criminals involved in marihuana grow operations in the Edmonton and Calgary areas.

Intelligence also suggests that Asian criminals are involved in rave parties and the trafficking of ecstasy in the Edmonton and Calgary area.

Counterfeit credit cards continue to be a problem across Canada. Historically, travelling Asian criminals have targeted major centres across Alberta in passing out counterfeit credit cards or conspire with local merchants to commit fraud. True to the entrepreneurship, counterfeit credit card syndicates are also involved in drug trafficking, money laundering, counterfeit currency, and other criminal activities. The counterfeit credit card syndicates illustrate the resilience and the networking ability of Asian-based organized criminal groups and how they operate with ease both, nationally and internationally.

Although the manufacturing and distribution of counterfeit credit cards has been predominately the expertise of criminals originally from Mainland China, at least in Western Canada other ethnic based criminal groups such as the South Asians that have contacts with the counterfeit credit card syndicates, are involved in the operations of skimming genuine credit cards for information and passing counterfeit credit cards.

Prior to the deportation of a young Asian male to Vietnam recently, the youth commented that upon his arrival in Canada in early 90's, he started to hang around with several other Vietnamese youths. Their attitude was and still is, "They do not care what they do or who they harm as long as they have fun." He also stated he would do things differently if he knew that the Canadian government would send him back, he would not have committed the criminal acts. When asked how to prevent other youths from taking the same path he simply stated, "I do not care about them. I have to look after myself only. I like Canada because if I did anything with drugs in Vietnam, they would kill me."



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### Aboriginal Organized Crime:

The more established gangs such as Indian Posse, Alberta Warriors, Manitoba Warriors, Redd Alert, and Native Syndicate, are prevalent in the Edmonton area and appear organized and maintain group cohesiveness and continuity of their members. Lesser-known groups in Edmonton and Calgary are not confirmed as gangs and although not as organized, may be affiliated to the more organized groups. The majority of the gangs in Alberta are active in the city of Edmonton or in the surrounding First Nation communities of Enoch Cree Nation, Hobbema Cree First Nation, Paul Band Stony/Cree First Nation, Alexander Cree First Nation, and Saddle Lake Cree First Nation.

These gangs continue to recruit within the provincial and federal correctional institutions as well as major cities and rural Aboriginal and Metis communities. Their activities include but are not limited to, thefts, break and enters, drug trafficking, murder, and other crimes of violence. At this time their links to other organized crime groups are not confirmed.

### Traditional Organized Crime:

Early this year, individuals from eastern Canada, known to be closely associated to Traditional Organized Crime and Outlaw Motorcycle Gangs, were checked in this province.

Some intelligence indicates that individuals owning legitimate businesses in Alberta and who are associated to organized crime groups are using those businesses to generate or launder the illegal proceeds of crime.

### Eastern European Organized Crime:

Persons known to belong or be associated to Eastern European based organized crime groups have been identified as being involved in the importation of steroids, credit card frauds, vehicle thefts, and money laundering in several communities in Alberta. The extent of these operations is yet to be fully determined.

### Illegal Movement of Firearms:

In our last report we advised of an individual who was being investigated for supplying weapons, either directly or indirectly, to organized crime groups. That one-year investigation concluded recently with the arrest and conviction of the subject and a three-year prison sentence was handed down. Upon arrest of the subject, an Uzi machine gun, several assault rifles, and some handguns were seized. It was also established that many of the weapons the subject sold ended up in the hands of members of at least two different organized crime groups.



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During the above-mentioned investigation, several spin-off files resulted. In one case over 300 weapons and two pick-up trucks full of ammunition were seized. Another spin-off investigation resulted in the seizure of several AK 47 assault rifles. These are not isolated cases and span several different Alberta communities.

Other intelligence and investigations have revealed that the importation of deactivated weapons into Alberta is becoming a problem. These deactivated weapons are being brought in from England and the USA, but once in Canada are reactivated and sold. While a few of these weapons are long barreled guns, most of them are handguns.

Currently a deactivated handgun that has been made operational will sell anywhere from \$350.00 and upward. Other original handguns will sell for \$900.00 to \$1400.00.

### Immigrant Smuggling:

While the illegal smuggling of persons into Canada, or through Canada to the United States by organized crime groups has been an issue in several provinces. To date it is unknown whether Alberta is the recipient or conduit for those types of operations.

Intelligence and investigations have revealed isolated cases of the illegal entry of aliens, however, those entries have primarily been of an individual assuming residency illegally.

### Commodity Smuggling:

Illegal drugs, pornography, firearms, jewelry, and tobacco continue to be commodities that are illegally smuggled into Canada. Illegal drug smuggling includes a variety of drugs and quantities, the largest being a 60 kilogram seizure of cocaine at the Calgary International Airport from two individuals arriving from Mexico. The smuggling of liquor into Canada from the United States seems to be abating somewhat and this may be due to the increased cost of liquor in the United States, as well as the current money exchange rate.

There has been intelligence indicating that fake diamonds, known as Moissanite, are being smuggled into Canada from countries primarily of the former Soviet Union. These diamonds are inexpensive, difficult to detect as fake, and are being sold as genuine diamonds, resulting in considerable profits.

### Racist/Hate Groups:

Intelligence indicates that a variety of racist/hate groups exist in Alberta under the banner names of Aryan Brotherhood, Heritage Front, National Alliance, Northern Hammerskins, Silent Brotherhood, and Blood and Honor. The most common place for the recruitment of new members is within the prison system.

Individuals identified as belonging to these groups have been involved in drug trafficking, marihuana grow operations, robberies, and weapons offences. Intelligence



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from several sources confirms that some of these persons are known associates of the Hell's Angels.

### Subversive Groups:

Members and associates of the groups "We The People," "Detax," "Patriots On Guard", and "Canadians Against Government Excess" continue to be investigated by law enforcement, with several of them appearing in court for civil and criminal matters. The frequency with which these people have become involved appears to be on the decline and this is most likely due to convictions in court, and for some, the civil forfeiture of their property.

Several of these persons continue to write government offices or Members of Parliament to espouse their beliefs or to make unreasonable demands for information.

Law enforcement in Alberta continue to work together with other government entities to manage this issue and it appears that this close liaison is having a positive effect.

### High Tech Crimes:

High tech crime continues to be an area that law enforcement is struggling with and C.I.S.A. is no exception. It is readily apparent that organized crime groups are able to acquire and use new technology at a much faster pace than government bodies. Additionally, there is a need to provide more information to the public and law enforcement regarding the extent of the problem and avenues by which prevention or detection of criminal acts can result.

C.I.S.A. has developed a strategy for this issue that has been incorporated in the 2002/05 Organized and Serious Crime Business Plan for consideration by the Alberta Solicitor General. If the Business Plan is approved, a new vehicle for providing and receiving information from the public and the police will be available.

### Sexual Victimization of Children:

The recent homicide of Jessica Koopmans in Lethbridge and the impending release of high profile pedophiles such as Karl Toft, have heightened the public awareness about sex offenders and pedophiles in general. This heightened awareness has resulted in the suspension of full parole for Karl Toft and driven other pedophile parolees into hiding or out of the province.

The Alberta government has been prompted by these cases to follow the Ontario example in setting up its own sex offender registry. Pedophile activity and child porn on the Internet continues to be a concern.

The Jessica Koopmans homicide is the first serious crime in Alberta utilizing the software package Evidence & Reports III in a Joint Force Operation between Lethbridge



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Police Service as the lead agency in the investigation and the R.C.M.P and Edmonton Police Service as partners. E&R III is a standard major case management tool adopted as by the C.I.S.A. Executives for all C.I.S.A. member agencies. It allows investigators across Alberta to manage complex major investigations and provides a standardized method in which to share information in a consistent, effective, and efficient manner.

**GOAL 3: TO INITIATE MULTI-AGENCY AND MULTI-DISCIPLINARY ENFORCEMENT STRATEGIES TO DETECT, PREVENT, COMBAT, AND CONTROL THE GROWTH OF ORGANIZED AND SERIOUS CRIME IN ALBERTA.**

Since April 1999, a total of eight Joint Forces Operations targeting a variety of organized crime groups have been pursued utilizing a multi-agency, multi-disciplinary approach and receiving C.I.S.A. operational funding. To date, approximately \$2,000,000 of C.I.S.A. operational funding has been provided to augment the human and financial resources of the C.I.S.A. member agencies, resulting in several organizations being disrupted.

Project KACHOU (Asian based organized crime) will be commencing trial this fall and disclosure of large volumes of electronic and other evidence requiring translation is still somewhat problematic. The prosecution of this organized crime group has been broken down into two groups of nine and twenty-one respectively. Due to the number of accused, each with defense counsel, pre-trial motions have not been conducive to a prompt and speedy trial.

Project KANCEL (Outlaw Motorcycle Gang) concluded recently with the conviction of a Hell's Angels member who was the president of the Calgary Chapter. Kenneth Szczerba has been convicted of four counseling offences and was sentenced to one year in custody, followed by a term of probation. This file related to allegations that the HA president was intent on causing serious harm or death to a Calgary Alderman and two other community leaders, as a result of the HA clubhouse in Calgary being dismantled due to building code infractions.

The investigational phase of Project KALCIUM (Jamaican Organized Crime) was concluded on July 28, 2000 with arrests of some 22 members of three organized crime groups. Over 5 kilograms of cocaine was seized as well as approximately \$747,000 in cash, gold jewelry and a recording studio valued in excess of \$80,000. Twelve of the accused in this case have pled guilty to a variety of charges and \$114,000 of the proceeds of crime has been forfeited to the crown. Several of the subjects received sentences in excess of five years jaol time with a ten year prohibition of firearms with a life long prohibitions of restricted weapons. Three of the accused have entered not guilty pleas and trials will be starting this fall.



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Project KATALYST, a year-long joint forces investigation targeted an Asian based organized crime group. Ten individuals were subsequently arrested with significant quantities of illegal drugs and alleged proceeds of crime being seized. This matter is presently before the courts.

Project KATCHALL was initially intended to be a long-term joint forces operation targeting an Asian based organized crime group. Fairly early in the investigation, one of the primary targets was the victim of a homicide and two other primary targets returned to Asia. Accordingly, the Joint Management Team made a decision to terminate this project as it was evident that any additional expenditure of human and financial resources would not result in any significant impact on organized crime.

Project SHADOW was a year long joint forces investigation targeting alleged illegal activities by members and associates of the Calgary Chapter of the Hell's Angels. Approximately 50 members, prospects, hang-arounds, and associates of the Hell's Angels are before the courts facing a variety of criminal code and drugs charges. During the investigation significant quantities of drugs and weapons were seized.

Two other JFO investigations targeting different organized crime groups are currently underway. Both of these investigations are utilizing forensic accountants on a contract basis as potential for illegal proceeds seizure is apparent, however Proceeds Of Crime does not have sufficient human resources to undertake these projects.

It is abundantly evident that these successful investigations would not have occurred without the partnerships and financial resources established through the Business Plan. These long-term and complex investigations are causing a strain on the human resource base of Alberta police services, especially when current human resources have to be redeployed to National Parks and soon to the preparations and delivery of the security for the G-8 conference in June 2002. Additionally, the recent and tragic terrorist attack on the United States has required the RCMP to assign human and financial resources to a national project aimed at investigation and intelligence gathering relative to this event.

### **GOAL 4: TO PROVIDE MANAGEMENT AND OPERATIONS SUPPORT FOR AD-HOC AND PERMANENT JOINT FORCES OPERATIONS TARGETING ORGANIZED OR SERIOUS CRIME IN ALBERTA.**

This continues to be an ongoing process for Joint Forces Operations, with all of the investigations to date, being undertaken by Ad-hoc teams.

Now that several investigations have been completed, operational debriefings of the cases have been completed with representatives of the various agencies in attendance. The purpose of these debriefings is to determine what went well and what could be improved upon. C.I.S.A. is assuming responsibility for the review of all such debriefing reports and from those, creating an inventory of best practices to be shared with all C.I.S.A.



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police services. This inventory, and the accompanying best practice guidelines will assist any future joint force investigations by illustrating and promoting tried, tested, and successful methods of investigating organized crime groups. To ensure standardization of the debriefing and best practices development process, CISA has developed an operational debriefing template to be used in the debriefing of all future joint forces operations. This template will ensure that all salient aspects of a JFO investigation are examined at the conclusion of every project.

C.I.S.A. has purchased several pieces of specialized investigational equipment that were necessary, but otherwise not available, for three of the Joint Forces Operations. The total cost of this equipment was about \$85,000. Some of this equipment has been used on more than one project. This provides support to the effective use and sharing of equipment among Alberta police services.

### **GOAL 5: TO PROVIDE PROFESSIONAL DEVELOPMENT FOR ALBERTA LAW ENFORCEMENT OFFICIALS IN ORDER TO COMPREHEND AND RESPOND TO THE CULTURAL NUANCES OF ORGANIZED CRIME GROUPS AND SERIOUS CRIMINALS AND PREDATORS.**

The focus of C.I.S.A. training over the past six months has been in the Introduction to Major Case Management (MCM) and Evidence & Reports III (E&R III) training. Six MCM workshops were held in Calgary and Edmonton, as well as eight E&R III workshops; 120 candidates were trained on both topics. The MCM portion is a two-day course that is a condensed version of the Canadian Police College's three-week course. The E&R III course is a hands-on computer course on a computer lab that is set up at each location. A MCM Database Administrators Course (DBA) in Calgary trained 15 of the same candidates. The two-day DBA course is designed for administrating the program, setting up users, passwords and files. The training will continue in both locations into November 2001, and additional courses will be added depending on funding and candidate requirements. C.I.S.A. is coordinating the training using outside contractors for the electronic portion (E&R III & DBA) and C.I.S.A. members for the remainder.

On June 26, C.I.S.A. organized an Asian Investigators Meeting in Red Deer where analysts and investigators from across the province discuss ongoing investigations.

C.I.S.A., along with Calgary Police Service Vice Unit, organized a one-day workshop in Calgary on Internet Gaming. Two members from the Ontario Joint Forces Investigative Team presented to 30 investigators from across the province.

A C.I.S.A. Training Advisory Committee is being set up with five representatives from C.I.S.A. regular member agencies. The committee's mandate will be to:

- develop or solicit topic suggestions for C.I.S.A. courses, workshops, and seminars
- examine the results of the C.I.S.A. Training Needs Assessment Surveys



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- provide names of subject matter experts from their agencies or others
- assist in locating training sites and accommodation at their location

The committee would communicate via e-mail and conference calls, so regular meetings would not be required. Formal meetings would only be held in the event of special circumstances.

A second less formal committee has been struck to develop policy on the sharing of undercover operators between agencies. The policy will be developed by C.I.S.A. and a memorandum of agreement prepared for the C.I.S.A. Executive to sign. After the policy and agreements are in place, C.I.S.A. plans to deliver a five-day Cell Block Undercover Course to experienced undercover operators within the province. These operators will be used in homicides and organized crime investigations on a short-term basis between agencies.

C.I.S.A. has set up a secure encrypted database of trained undercover operators that will be kept at C.I.S.A.. It will be used to assist in selecting undercover operators with language skills, special skills, and experiences for both long term and short-term undercover operations across the province. Each agency is currently collecting a detailed profile sheet on each operator and forwarding it to C.I.S.A. The C.I.S.A. Training Coordinator will be responsible for maintaining and updating the database.



**GOAL 6: TO PROVIDE ACCOUNTABILITY TO BOTH SENIOR POLICE OFFICIALS AND THE GOVERNMENT OF ALBERTA FOR THE PRUDENT ALLOCATION OF RESOURCES TO COMBAT ORGANIZED AND SERIOUS CRIME IN ALBERTA.**

C.I.S.A. is currently working on various research initiatives that are geared toward finding both the most effective and efficient modes of organized crime suppression. This includes a review of all completed Joint Force Operations to determine and promote best practice guidelines. The research also includes an environmental scan component whereby provincial, national and international agencies are reviewed for process and operational best practices.

**GOAL 7: TO PROVIDE ENHANCED USE OF TECHNOLOGY TO COMBAT THE EVOLUTION OF TECHNOLOGICALLY BASED ORGANIZED CRIME.**

To date very little, in terms of concrete results have taken place through C.I.S.A. to combat technologically based organized crime. As part of the 2002-2005 Business Plan currently in front of the Solicitor General, the development of a high-tech crime coordinator position was developed. It is hoped that the creation of a position exclusively focused on this ever evolving and expanding means of conducting organized criminal business will assist in providing expertise to the Alberta investigator membership.

**GOAL 8: TO ESTABLISH PARTNERSHIPS WITH ALL STAKEHOLDERS TO REDUCE AND CONTROL ORGANIZED CRIME IN ALBERTA.**

Since April 1999, C.I.S.A. supported investigations have targeted criminal organizations categorized under Asian and Jamaican Based Organized Crime, as well as Outlaw Motorcycle Gangs. Each investigation has pursued substantive offences such as narcotics trafficking and credit card fraud, but has also included proceeds of crime and, intelligence gathering components, criminal analysis and sometimes other issues such as immigration, personal injury, and weapons offences.

C.I.S.A. is currently considering an application for Affiliate membership from the Regional Intelligence Office of the Environmental Protection Branch. Once accepted, this will be the sixth new Affiliate membership to join C.I.S.A. in the last three years.

Since C.I.S.A. received approval from the Executive Committee and the Solicitor General Alberta to pursue a singular electronic major case management system for police services within Alberta, considerable progress has been made. Four of the five major police services now have "Evidence & Reports III" (E&R III) software installed with the fifth service to be installed this fall. Several Major Case Management and E&R III



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courses have been delivered throughout Alberta and there is every indication that our target date for full implementation of January 1, 2002, will be realized.

The E&R Committee has developed business rules and reporting criteria. Trinus Technologies has been a solid partner in this initiative and are working closely with law enforcement and Federal and Provincial prosecutors to develop a series of reports for court purposes. This standardization will be very beneficial when completed, as it will allow for all major cases in Alberta to be handled in a consistent manner from initial investigation through to the conclusion of the presentation in court.

C.I.S.A. will also coordinate the collection and dissemination of briefing notes throughout Alberta whenever a threshold offence has occurred. This procedure should ensure that all C.I.S.A. police services would be aware of the basic details of any significant investigation in Alberta, thereby preventing a serial predator to operate in impunity, in multiple jurisdictions in Alberta.

### **CONCLUSION:**

As we embark on the third year of the current business plan, we realize that effective and efficient management of intelligence, information, and knowledge could make the difference between controlling organized crime and merely reacting to it. Reporting best practices, expanding the training curriculum, participating in a multi-agency province wide threat assessment, and promoting the sharing of information amongst partner agencies are the pillars required to pursue innovative policing of organized crime.