

# STRATEGIC PLAN

2020-2022

EDMONTON  
**POLICE**  
SERVICE





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## VISION

A forward-thinking police service that strengthens public trust through addressing crime, harm and disorder.

## MISSION

To be relentless on crime and a leading partner in building community safety.

## VALUES

Integrity  
Accountability  
Respect  
Innovation  
Courage  
Community



### A MESSAGE FROM

#### Dale R. McFee

*Chief of Police*

Few things of great measure can be accomplished without teamwork, and the same is true of the Edmonton Police Service's 2020-2022 Strategic Plan. Forging a new path that focuses on reducing demands for service and being relentless on crime requires strong partnerships, and the Edmonton Police Service (EPS) is fortunate to have the Edmonton Police Commission (EPC) and the Edmonton Police Association (EPA) help in setting a new direction for success.

Edmonton is a growing city, and as it evolves so must our approach to policing. Calls for service are consistently increasing, placing more and more strain on our frontlines. Repeat calls have created an arrest/remand/release cycle that has grown to consume too much of our time and resources. We can only ask so much more of the frontlines: instead, we are asking ourselves how we can do things differently.

In choosing to be relentless, we are addressing crime on all fronts. We are going beyond enforcement to strengthen community partnerships, use data and evidence to prevent crime, leverage technology to alleviate workload and find ways to off-ramp those who can be supported to break out of the cycle.

When creating this plan, we challenged ourselves to look at policing from perspectives that reflect the city's diverse social issues. To serve Edmonton to the best of our abilities, we must partner with the community and be mindful of the people who depend on us for a safe, resilient city. We are also conscious that modern policing requires innovation. This plan creates space for exploration and encourages us to seek different solutions, technology and approaches that push EPS outside of a traditional policing-through-enforcement box. We strive to be a smarter, more effective service and are better-prepared for the future when using our creativity and talents to shape new ways of thinking and operating.

As with venturing into any new territory, there will be challenges. However, the goal of this plan is not perfection; it is to continuously improve our service. There will be no shortage of learnings, and we will work alongside the EPC and EPA to adapt. We built this plan together, and each of our organizations will have an important role to play in ensuring we continue to meet the needs of Edmontonians now and into the future.



**A MESSAGE FROM**

**Micki Ruth**  
Chair - Edmonton Police Commission

On behalf of the Edmonton Police Commission (EPC), I am pleased to present and support the Edmonton Police Service's 2020 - 2022 Strategic Plan. The members of the Commission, along with representatives from the Edmonton Police Association (EPA), civilian and sworn members of the Edmonton Police Service (EPS) collaborated to design this three-year plan which focuses on building community safety.

This plan illustrates the areas in which the Service will focus on in coming years as we all work together and strive to make Edmonton as safe as possible for all its residents. The Commission's role will be to focus on our core job of police governance and oversight. We know that through effective and independent oversight we inspire trust and innovation in policing that directly contributes to creating a safer city. The Commission is committed to continual accountability and transparency to our residents along with being the stewards of the valuable resource that is EPS.

We cannot achieve this vision alone. It is imperative that the Service receives the help and support from the various communities and groups in Edmonton to ensure that the members of EPS can continue to improve in providing policing services in Edmonton. Success of this plan will hinge on committed partnerships and relationships to increase community safety. As guardians of the public trust, the Commission commits to representing the citizens of Edmonton and will work with EPS to set priorities and ensure that the service delivery models provide the greatest value to Edmontonians.

We all value the richness and diversity that makes up our community and will continue to look for innovative ways and ideas that support the ongoing modernization of policing in Edmonton. We call on everyone to become visionaries and thought leaders to help develop solutions to complex problems in policing. If we work together we can accomplish the vision of becoming a forward-thinking police service and assist in building a safe, thriving community.



**A MESSAGE FROM**

**Michael Elliot**  
President - Edmonton Police Association

The Edmonton Police Service (EPS) and the Edmonton Police Association (EPA) enter 2020 with changes on the horizon which we have not observed in our careers until now. We have been changing since the creation of the Edmonton Police in 1892 when two Constables, a bicycle and two whistles were the foundations of our service. We have been forward-thinking leaders in our community which other services across North America have emulated decade after decade.

Changes are nothing new for us. In 1965 Police Chief M.F.E Anthony stated *"The police service is moving through a significant period of transition; scientific and technological advancement have affected procedures, methods and concepts within the whole area of law enforcement. What is considered unbelievable yesterday is common practice today."*

Fast forward 55 years later, and Chief McFee is implementing a redesign of our own methodology in the way we police and function for our community. Together, we must move as one unified organization and work collaboratively with our partners and our community. We must take on new challenges, roles and responsibilities to achieve our goals of reducing crime, disorder and calls for service while guiding and assisting those in need.

The EPA is more than collective bargaining. We are a part of EPS and a part of the community. We were invited to be a part of the 2020-2022 Strategic Plan to provide input and be a part of the changes to our future. We also ensured our members were represented, treated with respect and that the plan is equal and equitable for all.

In our profession, we have an onerous task of dealing with difficult and volatile situations while upholding the rule of law and protecting the rights of every individual. This three-year plan has the potential to create more assistance to our frontlines, specialty units and coverage across the city. The Association isn't afraid of forging ahead with new strategies, shifting our traditional thinking and having a vision to go where no other service has tried before. Our Service, membership, Commission and community should embrace what we can achieve when working as one. This new plan has the potential to be a catalyst of change.



## Crime Severity Index (CSI)

The Crime Severity Index (CSI) measures the level of severity of crime. To calculate the index, all crimes are assigned a weight based on their seriousness, with more serious crimes assigned a higher weight. The index is standardized so that a score of 100 corresponds to the 2006 value for Canada. A higher CSI means a higher level of crime severity.



**124.7** for 2019

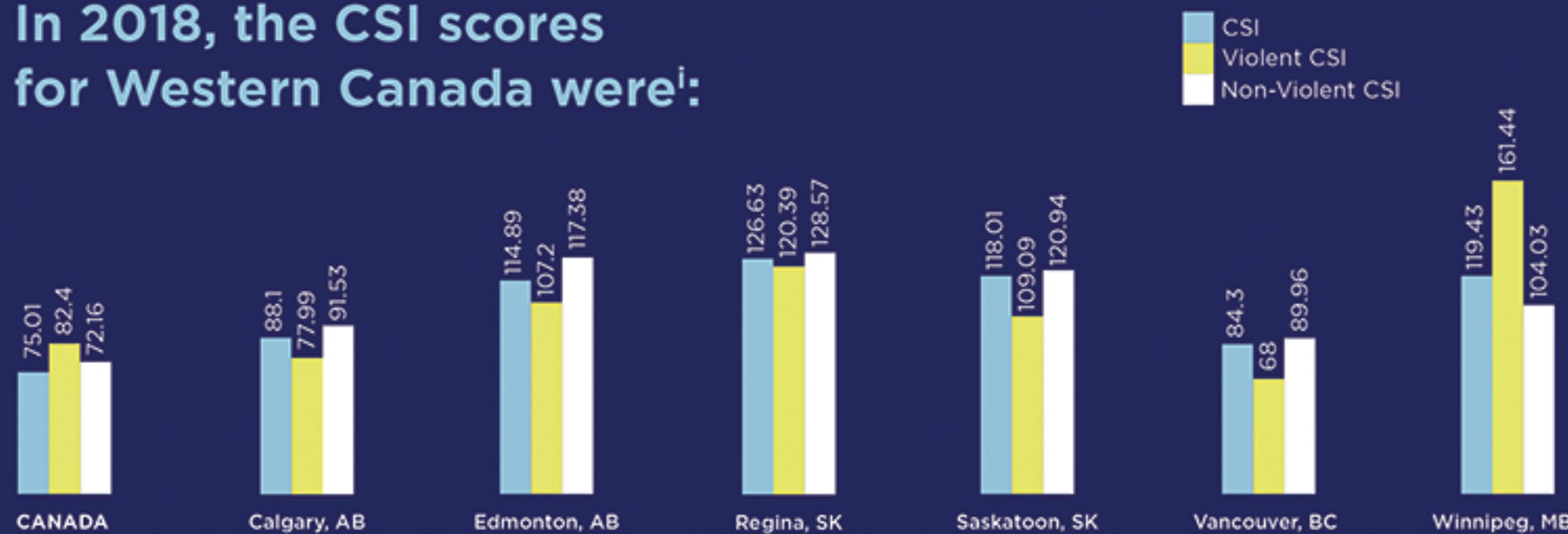
The greatest rise was:  
Shoplifting under \$5,000: +66% over 2018

Majority of these were liquor store thefts:

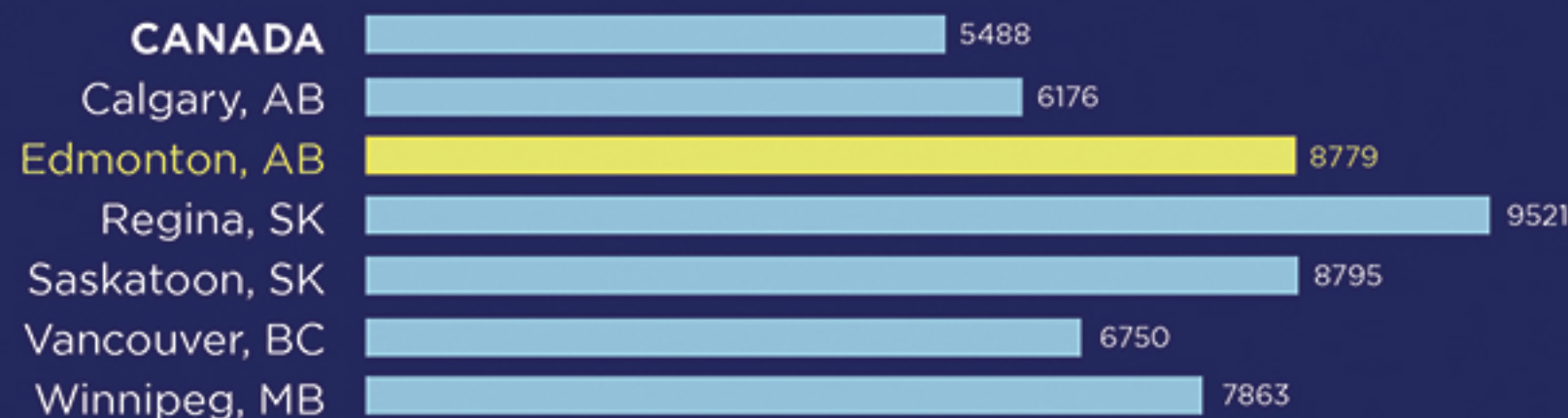
**3306**  
liquor store thefts in 2018

**9595**  
liquor store thefts in 2019

## In 2018, the CSI scores for Western Canada were<sup>i</sup>:



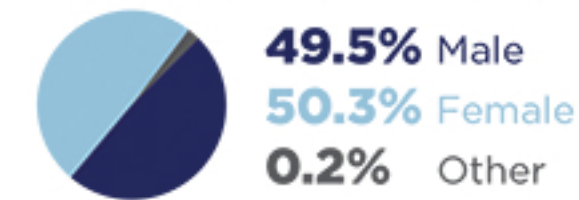
## City Crime Rate in 2018<sup>ii</sup> Crime rate per 100,000 population



**972,223**  
Population of Edmonton in 2019<sup>v</sup>



Gender identity of citizens<sup>vi</sup>



Edmonton City area  
**783 km<sup>2</sup>**



**592**  
Sworn members in Patrol Squads 2019



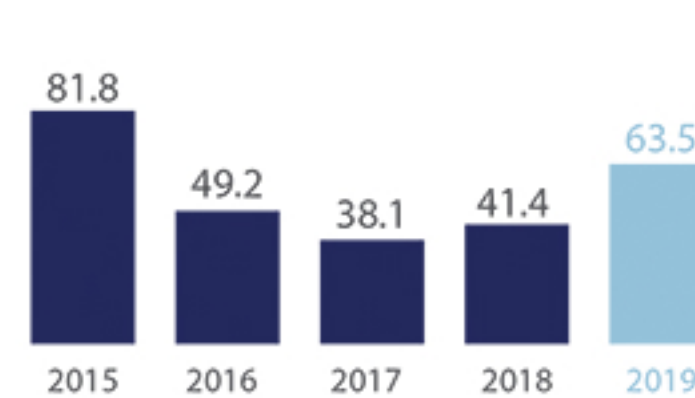
**22%**  
female sworn officers in 2019



**31%**  
of sworn female new hires in 2019



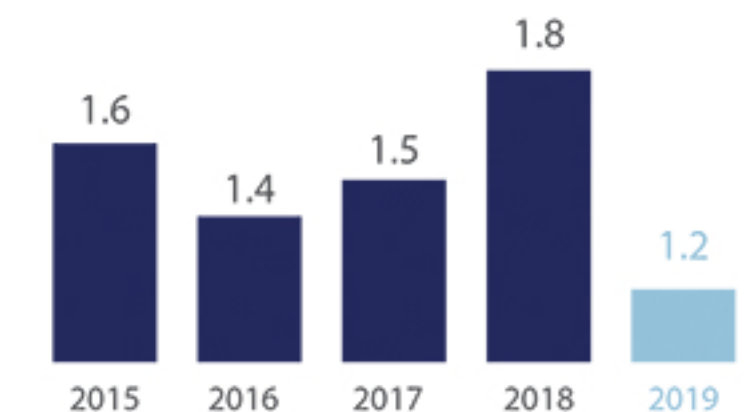
**475** Average dispatch calls per day in 2019<sup>iv</sup>



% of all calls answered in 50 seconds or less  
(53.4% increase from 2018)



**92%** of calls were Priority 4 or 5 (Response times in Appendix 1)



# of complaints per 1,000 dispatch calls  
(33% decrease over previous year)

**424,378**

Number of dwellings in Edmonton (1.8% unoccupied)<sup>iii</sup> in 2019



**6,704**

Break and Enter incidents in 2019



**12,949**

violent crime victimizations in 2019

**81%** Edmonton residents who strongly/somewhat agree with the statement, "I have a lot of confidence in the Edmonton Police Service"<sup>vii</sup>



**66%** Edmontonians who agree/strongly agree that, overall, Edmonton is a safe city<sup>viii</sup>



**41%** Edmontonians who indicate they feel connected to their community<sup>ix</sup>



The environmental context for the criminal justice system is complex and EPS recognizes that its work is impacted by many intersecting factors and stakeholders which include provincial and municipal government departments as well as community organizations.

### Demographics

The Edmonton Metropolitan Region Board's Growth Plan projects a doubling of the regional population to 2.2 million people by 2044. The City of Edmonton is projected to reach one million by the end of 2020<sup>x</sup>. According to the 2016 federal census, Edmonton and surrounding areas have the second largest urban Indigenous population in Canada with five per cent of the population self-identifying as Indigenous. A major driver for population growth<sup>xi</sup> in Alberta has been immigration, with a large proportion of immigrants settling in major cities like Edmonton and Calgary. The increased ethno-cultural diversity has impacts for member training and service delivery.

### Economic

In the current environment of fiscal constraint, EPS is observing downstream impacts when supporting social agencies face challenges. The potential reduction in services to vulnerable populations at risk of victimization, and consequent lack of access to diverse approaches addressing their unique issues, will place a greater demand on law enforcement.

### Legal

The legal landscape for EPS, as well as other police services, continues to shift. Changes in federal and provincial law can have immediate and downstream

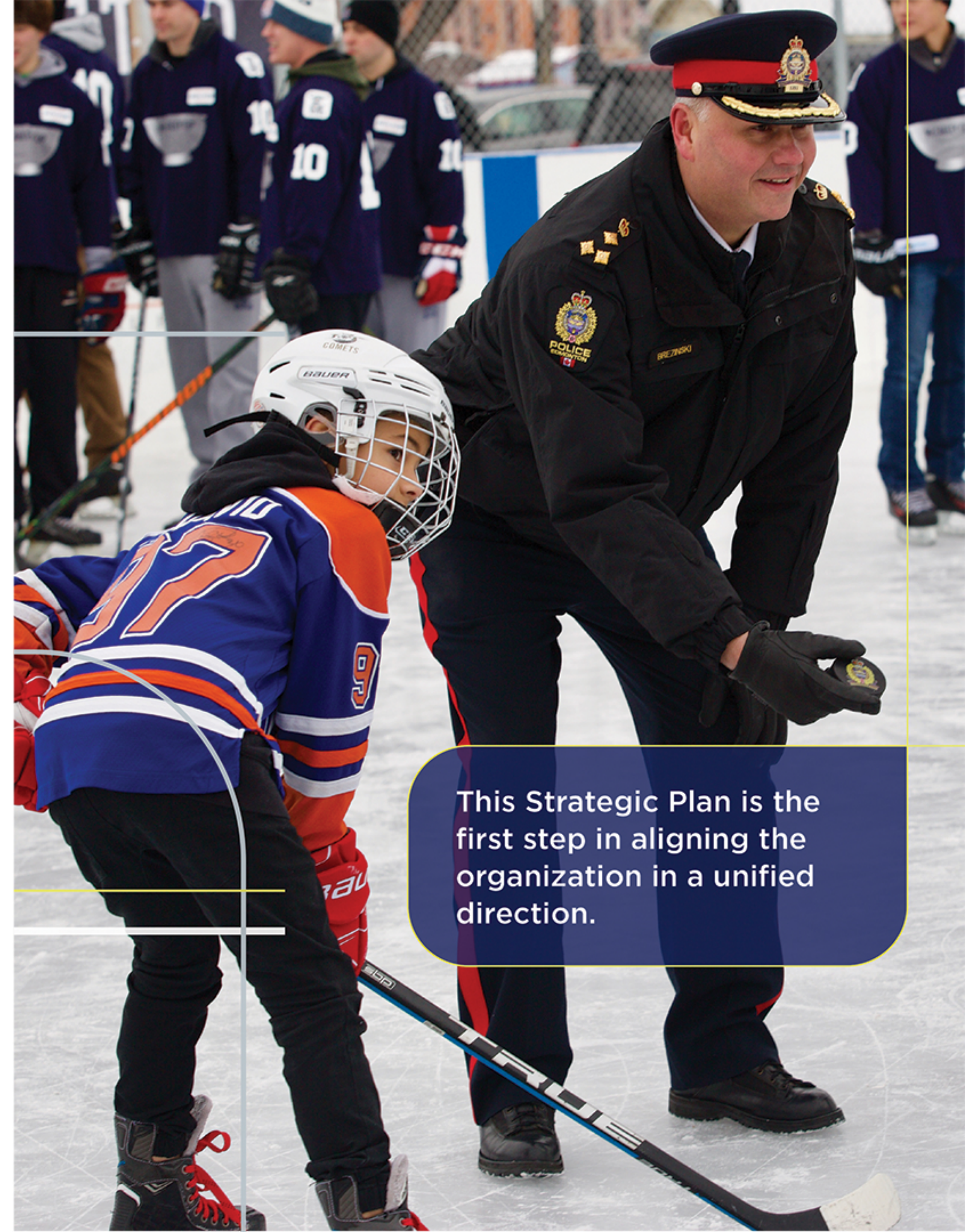
impacts on policing. R v. Jordan (regarding post-charge delay) continues to have impacts for disclosure and the timeliness of thorough investigations. Bill C-75 has expanded the use of undertaking conditions and created a new process to amend pre-trial release conditions which impacts the pathways to court and alternative measures available to officers. Changes and uncertainty in the realm of administrative law pose new challenges in the world of police discipline through cases such as R v. Vavilov and R v. Land. This could potentially impact the number of members sent to Hearing for disciplinary grounds.

### Technology

Technology is simultaneously making service provision easier while raising new challenges for criminal investigations. Online reporting, artificial intelligence and license plate readers are examples of potential technologies that can make the job of law enforcement easier. On the other hand, cyber fraud and identity theft incidents pose challenges around how to prosecute offenders outside EPS's potential jurisdiction. The challenges brought about by cyber-related crime impact the complexity of cases, increasing the time and resources required to successfully close files.

### Social and Community

The 2017 Vital Signs Report put together by the Edmonton Community Foundation and the Edmonton Social Planning Council highlighted that one in five Edmontonians reported feeling socially isolated. Studies have shown that people who experience more social isolation generally deal with more mental health and substance abuse issues, which usually translates into more calls for service to the police. This has an impact on police workload as more police time is spent addressing mental health and substance use calls, which police services are not always trained to appropriately respond to.



This Strategic Plan is the first step in aligning the organization in a unified direction.



The cycle begins with seeking to understand what faces EPS (1. Adjust Plan) and then executing recommendations (2. Implement). This work is then evaluated to determine if it is achieving EPS's vision (3. Measure), what work should continue and what should cease (4. Evaluate and Explore). Learnings are then shared along with any proposed adjustments or changes (5. Report and Recommend), bringing the cycle back to the initial planning phase.

This plan details organizational direction, areas of focus and outcomes: the changes seen through implementation of projects and services. Information is captured through the strategic goals, priority areas, outcomes and indicators, and how EPS will deliver this work is detailed in its Business and Operational Plans.

## OUR PLANNING PROCESS

The appointment of Chief Dale McFee in February 2019 presented an opportunity to revisit the vision and mission of the organization. This began with interactive group sessions, one-on-one interviews with Deputy Chiefs, focused sessions with Executive Leadership and presentations to extended leadership. These interactions captured a clear picture of the challenges EPS faces and identified that workload is driven by specific issues. By responding to those issues in addition to regular work, EPS can reduce its workload in the long-term.

With the goal of leveraging current strengths and collective expertise, EPS continued on a four-month collaborative process with the Edmonton Police Commission (EPC) and Edmonton Police Association (EPA) to create a new vision, mission and strategic direction to guide EPS for the next three years.

Together EPS, EPC and EPA outlined how the Service can adapt to the current state of policing while staying true to its mandate and increasing public safety.

The Edmonton Police Service 2020-2022 Strategic Plan defines a focused approach by pairing organizational input with organizational data. It provides the foundation for organizational and operational decisions and will be reviewed and updated regularly in response to EPS's internal and external environment. EPS views strategic planning as a continuous process, which allows the creation of an agile plan that provides direction but is easily modified based on observations and learnings. This process is captured in the Strategic Management Cycle (Figure 1).

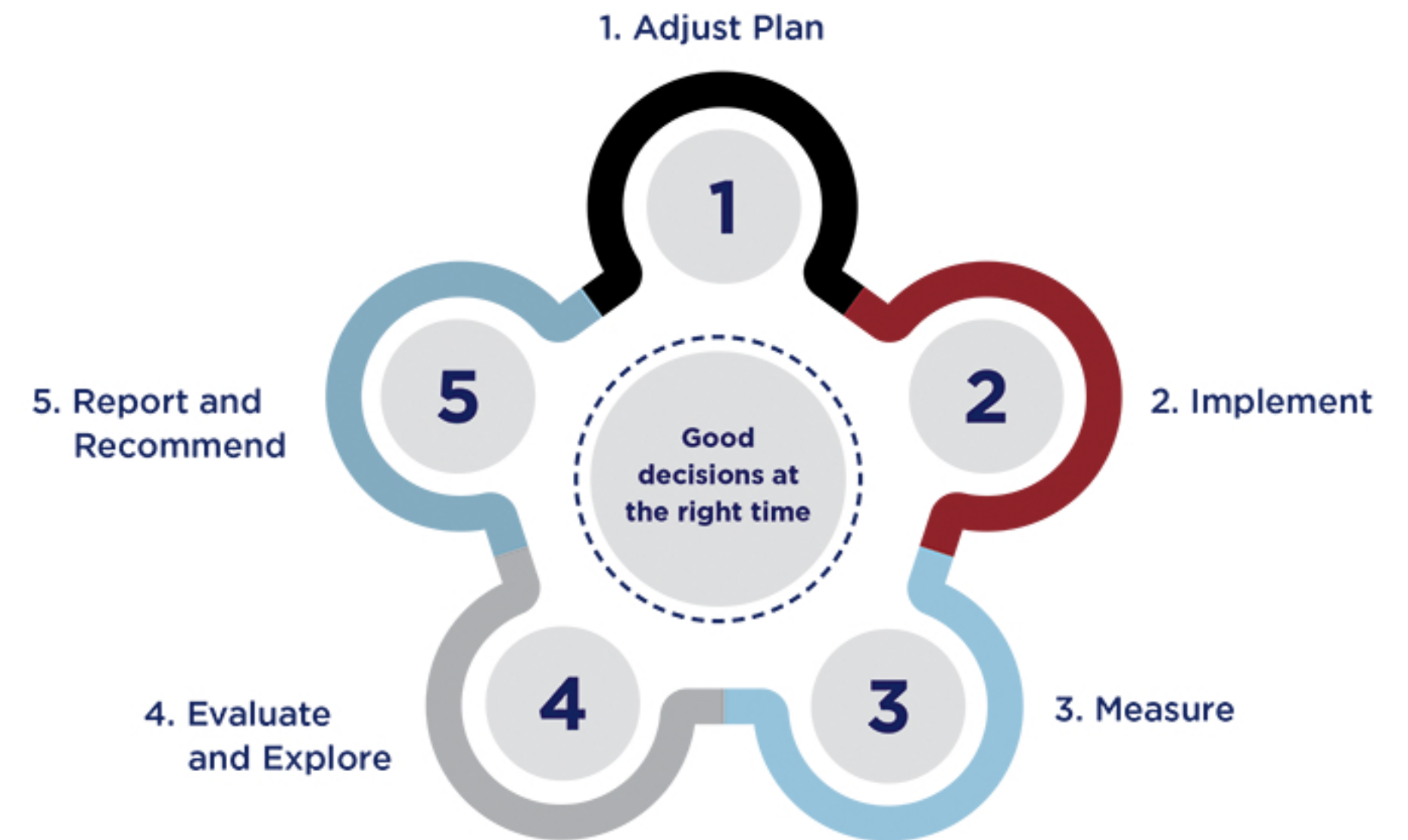


Figure 1 - Strategic Management Cycle

# AT A GLANCE



## VISION

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## MISSION

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## VALUES

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## GOALS

### GOAL 1



#### BALANCE SUPPORT AND ENFORCEMENT

Understand individual circumstances and ensure people are appropriately directed to systems that provide the right balance between support and enforcement to increase community safety.

##### OUTCOMES

- EPS resources are made available to reduce calls for service.
- EPS is responsive to high harm crimes.
- EPS members have tools to support a reduction in recidivism.
- EPS uses a variety of responses, informed by needs, data and evidence to enhance public safety.
- EPS reduces victimizations in high crime areas.

### GOAL 2



#### PARTNER AND ADVOCATE

Use EPS knowledge and expertise to facilitate the right strategic partnerships that drive community safety.

##### OUTCOMES

- EPS manages offenders more effectively through collaboration and partnerships to reduce recidivism.
- EPS uses evidence and data to determine root causes to prevent crime.
- EPS connects offenders, witnesses and victims to services so that diversion pathways are created

### GOAL 3



#### INNOVATE AND ADVANCE

Encourage a culture of innovation and advancement to use resources in an agile way.

##### OUTCOMES

- EPS uses evidence and data to determine root causes to prevent crime.
- EPS regularly leverages its membership to be responsive to emerging needs.
- EPS is effective at using existing resources to address complex problems.

### GOAL 4



#### GROW DIVERSE TALENTS

Establish an inclusive workforce and environment that leverages diversity and grows talent to create a resilient organization.

##### OUTCOMES

- EPS members are given clear expectations and priorities to guide action more effectively.
- EPS has a diverse workforce to be more effective.
- EPS has a range of perspectives which allow it to continuously adapt to a changing environment.
- EPS resources are organized in a flexible manner so that the organization is always appropriately staffed.
- EPS members feel valued, respected and rewarded for the work that they do driving employee satisfaction, productivity and retention.





Enforcement is a crucial element in community safety, but it alone cannot address all crime.



## BALANCE SUPPORT AND ENFORCEMENT

Understand individual circumstances and ensure people are appropriately directed to systems that provide the right balance between support and enforcement to increase community safety.

### Key Issues

Enforcement is a crucial element in community safety, but it alone cannot address all crime, harm and disorder. Safety and crime are complex issues which require a holistic approach that includes enforcement. As the number of calls related to mental health, welfare checks and intoxications increase, a more effective approach to policing is required so EPS can appropriately hold offenders accountable. Societal factors and legal requirements necessitate the use of a trauma-informed approach for vulnerable populations. To effectively break cycles of violence and decrease recidivism, EPS members need access to non-traditional tools and methods in addition to traditional enforcement techniques.

Balancing support and enforcement will divert low-risk offenders, reducing policing demand. This will create capacity to dedicate toward more proactive policing that gets ahead of crime issues and more investigative time to solve serious crime that will hold offenders accountable.

### PRIORITY AREAS

1. Develop a culture of balancing enforcement and support.
2. Ensure frontline officers have the right supports to make the best choices for balancing enforcement and support.
3. Focus on how EPS members interact with community members to strengthen public trust.

### OUTCOMES

- EPS resources are made available to reduce calls for service.
- EPS is responsive to high harm crimes.
- EPS members have tools to support a reduction in recidivism.
- EPS uses a variety of responses, informed by needs, data and evidence to enhance public safety.
- EPS reduces victimizations in high crime areas.

## GOAL 2



## PARTNER AND ADVOCATE

Use EPS knowledge and expertise to facilitate the right strategic partnerships that drive community safety.

### Key Issues

Police are first responders and gatekeepers of the criminal justice system. As the nature of society has changed, so has the role of police. Police are more often being tasked with responding to individuals suffering from homelessness and dealing with substance use and addictions issues and/or mental health issues. Recognizing that 92 per cent of calls to service are related to social issues, EPS continues to work with partners to address root causes impacting crime. This will reduce demand on police resources in the long-term and support individuals who want to break cycles of criminality. EPS is stronger with partners than as a single entity.

EPS has a unique perspective and can work with law and policy makers to share its expertise and develop long-term solutions. Partners can help address needs of individuals that can be deterred, support managing offenders and reduce demand on policing from repeat calls that policing approaches can not solve. Some factors which specifically affect Edmonton, such as the absence of sobering centres in the city, can only be addressed through partnerships with strategic stakeholders.

### PRIORITY AREAS

1. Form partnerships for better offender management, system navigation and developing diversion pathways.
2. Use data, research and education as a foundation to form impactful partnerships.
3. Define and track outcomes to hold the organization and others accountable.

### OUTCOMES

- EPS manages offenders more effectively through collaboration and partnerships to reduce recidivism.
- EPS uses evidence and data to determine root causes to prevent crime.
- EPS connects offenders, witnesses and victims to services so that diversion pathways are created

## GOAL 3



## INNOVATE AND ADVANCE

Encourage a culture of innovation and advancement to use resources in an agile way.

### Key Issues

The population of Edmonton is steadily growing, which translates into a greater demand for services. Simply increasing funding to provide more services is not realistic, but cultivating an organizational culture of taking calculated risks, doing things differently and continuously learning is possible. Crime itself is not going away, but the types of crime evolve. To be a forward-thinking police service that recognizes the evolution of crime as well as the evolution of society, EPS requires a culture which allows it to innovate and adapt with the times.

### PRIORITY AREAS

1. Build upon and refine how EPS uses resources by breaking down silos.
2. Use data, research, and education as a foundation to identify areas of largest impact first.
3. Encourage innovative problem solving through sharing knowledge/information more broadly across EPS.
4. Build a culture of resiliency, taking smart risks, and accepting and learning from mistakes.
5. Develop a capital plan for facilities, technologies and equipment.

### OUTCOMES

- EPS uses evidence and data to determine root causes to prevent crime.
- EPS regularly leverages its membership to be responsive to emerging needs.
- EPS is effective at using existing resources to address complex problems.





## GROW DIVERSE TALENTS

Establish an inclusive workforce and environment that leverages diversity and grows talent to create a resilient organization.

### Key Issues

EPS is already recognized for excellence in many areas ranging from its investigations to training. These were developed and implemented by EPS's greatest asset - its people - which EPS would like to continue to nurture and grow. To better respond to a changing society, the diversity of skills, thinking, experiences and knowledge of all EPS employees needs to be used. EPS's systems, processes and culture all contribute, such as promotions, tenure, recruitment practices, training, etc.

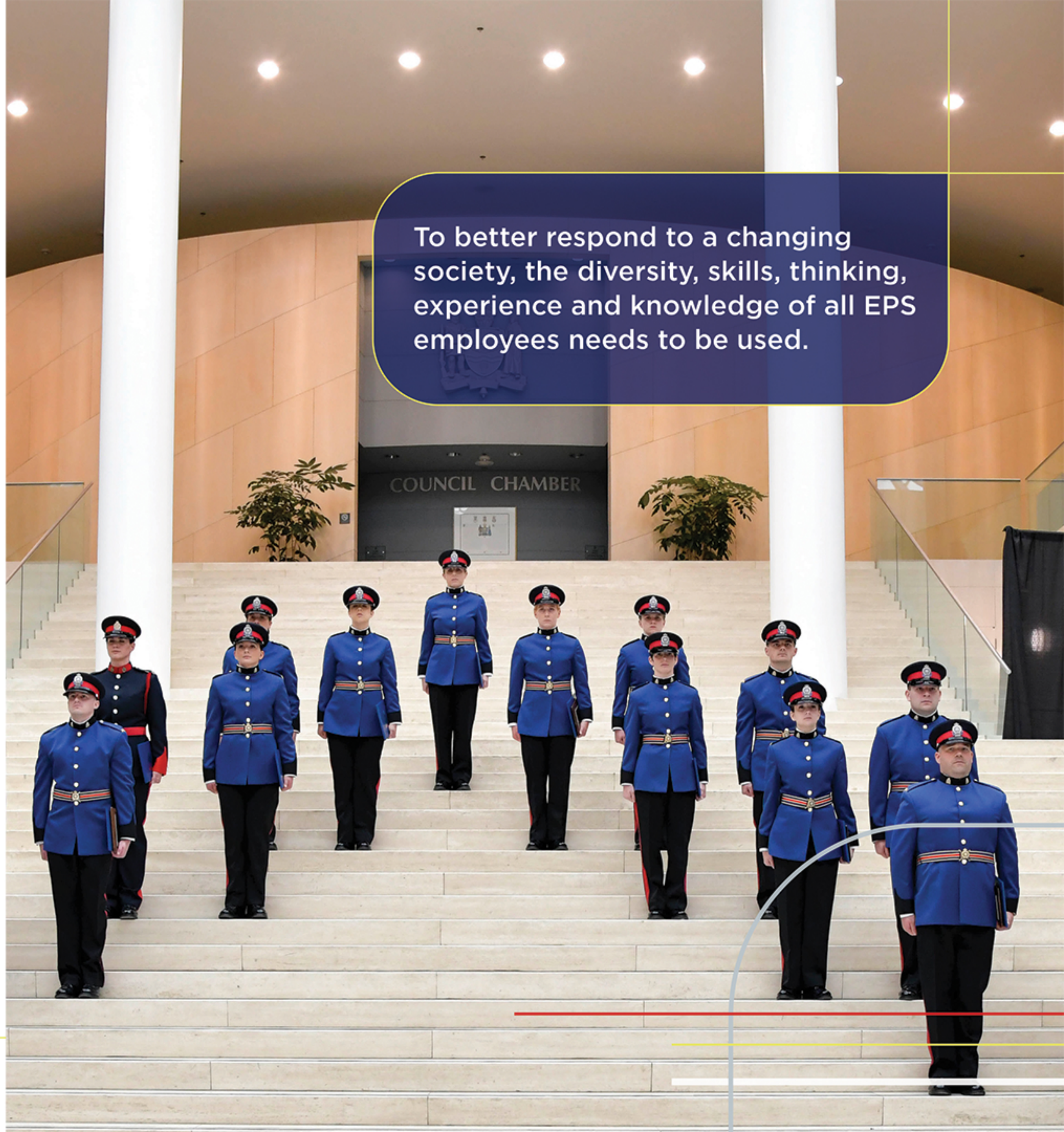
### PRIORITY AREAS

1. Develop and implement a staffing model that optimizes the acquisition, allocation and deployment of our members.
2. Develop and implement a comprehensive approach to recruit, develop and engage our members.
3. Encourage and sustain a positive work culture to continue to retain talent.

### OUTCOMES

- EPS members are given clear expectations and priorities to guide action more effectively.
- EPS has a diverse workforce to be more effective.
- EPS has a range of perspectives which allow it to continuously adapt to a changing environment.
- EPS resources are organized in a flexible manner so that the organization is always appropriately staffed.
- EPS members feel valued, respected and rewarded for the work that they do driving employee satisfaction, productivity and retention

To better respond to a changing society, the diversity, skills, thinking, experience and knowledge of all EPS employees needs to be used.





Internal reporting enables continuous refinement of process to maintain excellence in key areas of strength, such as investigations, training and community policing.



Figure 2 - Strategic Planning Framework

## REPORTING PROCESS

The Edmonton Police Service 2020-2022 Strategic Plan is a living document. EPS will summarize its progress publicly in an annual report given to the EPC in the first quarter of each year. In keeping with the focus on continuous improvement, the plan will be updated regularly based on findings of the annual report.

Data on progress will also be available to the public through the EPS Dashboard found at [dashboard.edmonton.ca/eps](https://dashboard.edmonton.ca/eps) as part of the City of Edmonton Open Data Catalogue. The dashboard contains interactive visualizations of EPS indicators and measures. Detailed information such as targets, baseline data, indicator and measure definitions

as well as indicator and measure methodology will be captured in EPS's Corporate Performance Framework. The Framework captures all performance and progress data and supports an understanding of the indicators.

As part of the Strategic Planning Framework (Figure 2), EPS also produces various internal reports to keep leadership informed of progress, challenges and successes in the priority areas and to support timely decision making. Internal reporting enables continuous refinement of processes to maintain excellence in areas of key strengths, such as investigations, training and community policing.

This Strategic Plan is the first step in aligning the organization in a unified direction. The indicators identified support decision making and provide insight on progress. They are one piece of the Corporate Performance Framework, which captures measures, baseline data, targets, definitions and methodology. Indicators may be adjusted as the Corporate Performance Framework develops.



## INDICATORS

	BALANCE SUPPORT AND ENFORCEMENT	PARTNER AND ADVOCATE	INNOVATION AND ADVANCEMENT	GROW DIVERSE TALENT
Repeat victimizations	X	X	X	
Chronic offending rates	X	X	X	
Feelings of safety in public	X	X	X	X
Proportion of incidents where alternate measures were used	X	X	X	
Weighted violation-specific clearance rate	X			
Proportion of incidents where charges were laid or recommended that progressed to court and those that resulted in conviction	X	X		
Rates of violent incidents reported to police by populations with historically low confidence in police	X			
Violent CSI	X			
Non-violent CSI	X	X		
Referrals to social services by type (offender, victim, witness)	X	X		
Usage rates for partners services (e.g. number of hospital visits for drug overdoses)		X		
Repeated calls for service by person and location	X	X		
Re-contact in non-criminal occurrences	X	X		
Innovation maturity			X	X
Employee engagement			X	X
Proportion of personnel on short-term leave (medical, education, other)				X
Proportion of personnel on long-term leave (medical, education, other)				X

## PRIORITY RESPONSE TIME TABLE

PRIORITY CODE	DEFINITION /EXAMPLE	RESPONSE TIME PERFORMANCE TARGET (80% of the time)
0	<b>Officer in Distress / Officer Needs Assistance</b>	
1	<b>In Progress Person At Risk</b> Response will likely prevent or reduce harm to a person  e.g., assault with a weapon in progress	Dispatch Time + Travel Time ≤ <b>7 minutes</b>
2	<b>In Progress Property At Risk</b> Immediate response will likely prevent or reduce the further loss of property  e.g., a neighbor observing an auto theft in progress	Dispatch Time + Travel Time ≤ <b>12 minutes</b>
3	<b>Just Occurred</b> Immediate response will increase the likelihood of locating a suspect  e.g., mischief that occurred very recently	Dispatch Time + Travel Time ≤ <b>17 minutes</b>
4	<b>The Nature of the Occurrence is Time Sensitive</b>  e.g., a shoplifter is in-custody with security and is cooperative	Dispatch Time + Travel Time ≤ <b>40 minutes</b>
5	<b>General Service</b> The nature of the offence is not time sensitive  e.g., a business finds that they were vandalized the night before (i.e., the absence of in progress or just occurred)	Dispatch Time + Travel Time ≤ <b>180 minutes</b>
6	<b>The Occurrence is Minor in Nature</b> (eg.) Bylaw	
7	<b>Hold Event</b> A P5 general service call placed on hold until the EPS and the caller are both available to make contact.  e.g., a business vandalism right before the business closes, which is put on-hold until next morning.	
9	<b>Broadcast</b> Information only	

To be a forward-thinking police service that recognizes the evolution of crime as well as the evolution of society, EPS requires a culture which allows it to innovate and adapt with the times.

<sup>1</sup> <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=3510002601>

<sup>2</sup> <https://www150.statcan.gc.ca/n1/daily-quotidien/190722/dq190722a-eng.htm>

<sup>3</sup> <https://public.tableau.com/profile/city.of.edmonton#!/vizhome/2019EdmontonMunicipalCensus/2019EdmontonMunicipalCensus>

<sup>4</sup> <https://dashboard.edmonton.ca/dataset/EPS-Dispatch-Call-Volume/nwr3-uqyk>

<sup>5</sup> [https://www.edmonton.ca/city\\_government/facts\\_figures/municipal-census-results.aspx](https://www.edmonton.ca/city_government/facts_figures/municipal-census-results.aspx)

<sup>6</sup> <https://public.tableau.com/profile/city.of.edmonton#!/vizhome/2019EdmontonMunicipalCensus/2019EdmontonMunicipalCensus>

<sup>7</sup> <https://dashboard.edmonton.ca/en/stat/goals/fzxw-8pb7/w793-iem2/cpmz-6usg>

<sup>8</sup> <https://dashboard.edmonton.ca/en/stat/goals/r4tv-27sg/9f6q-ktp2/wh7r-scps>

<sup>9</sup> <https://dashboard.edmonton.ca/en/stat/goals/r4tv-27sg/9f6q-ktp2/b7bt-peva>

<sup>10</sup> City of Edmonton; 2019, Municipal Census – Retrieved on February 2, 2020 [https://www.edmonton.ca/city\\_government/facts\\_figures/municipal-census-results.aspx](https://www.edmonton.ca/city_government/facts_figures/municipal-census-results.aspx)

<sup>11</sup> Statistics Canada; 2017, Immigration and Diversity: Population Projections for Canada and its Regions, 2011 to 2036. Catalogue No. 91-551-X. Retrieved in February 2, 2020 <https://www150statcan.gc.ca/n1/pub/91-551-x/91-551-x2017001-eng.htm>



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