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**A MESSAGE FROM**

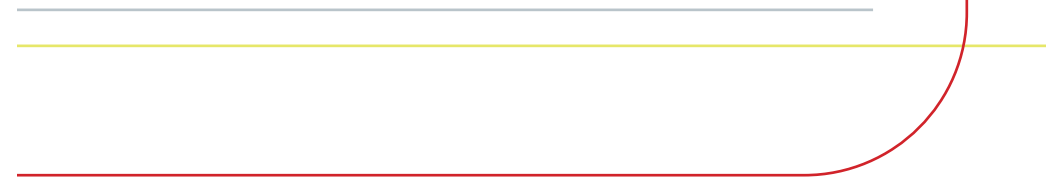
**Dale R. McFee**

*Chief of Police*

With 2022 marking the end of our current Strategic Plan cycle, it's an opportune time to look back on how much has changed, how many accomplishments we've made, and how much more we can progress in the name of public safety. Our responsibility is one of continuous evolution in meeting the needs of Edmontonians while being responsive to an increasingly complex environment.

At the end of 2021, we knew we'd be heading into a challenging year as crime rates began trending back to pre-pandemic levels. Violent crime trended up across the city in 2022, with our downtown core and surrounding communities disproportionately hard hit. It's not news that I like to share, but it's the reality of our city and, unfortunately, something we predicted during budget presentations to City Council. It's our job as police, and my job as your Chief of Police, to have an action plan: one that sends a clear message to those perpetrating serious crimes and victimizing some of our city's most vulnerable that this behaviour isn't tolerated.

This has been formalized through initiatives like our new Guns and Gangs Strategy and reallocating resources back to our frontline through a new patrol deployment model. At the same time, we're keeping the inroads we've made through our community safety and well-being work top of mind. As crime and disorder become more entangled with other social issues like mental health and addictions, work with our partners and all levels of government on solutions that connect those in need with community supports are even more critical. We've taken promising first steps alongside the City of Edmonton and others like Alberta Health Services and Edmonton Fire and Rescue Services in standing up the Healthy Street Operations Centre (HSOC) for the inner-city. Though the initiative is still in its infancy, we're already beginning to see the positive results of taking an inter-agency approach. Now more than ever it's important to remember that policing is done with the community.



In an environment that's tough on budget and tight on resources, we've undertaken countless efficiency exercises to ensure that Edmontonians are getting value from their police service without compromise to public or officer safety. In addition to shifting resources to staff up HSOC, 62 officers were moved back to the frontlines while balancing the wellness of our members. We continue to stretch resources to best meet community need. This has been a direct consequence of hearing from Edmontonians that they wish to see a more visible police presence and patrol response. We also partnered with private industry to open two collision reporting centers, enabling officers that would otherwise be tied up at front counters to get back out in the community.

This year saw many pivots, but our members adapted time and time again and I remain impressed and grateful for their dedication. Though the year ended with some gaps in our 2024-26 capital budget - leaving critical items such as police radios and IT infrastructure unfunded - we remain focused on what matters to Edmontonians: providing service that they can trust in and rely on.

Our challenges will continue into 2023, but I know that we will rise to the occasion, continue to embrace partnerships and innovations, and offer the very best of ourselves to Edmonton in every action.

# AT A GLANCE



## 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	Innovation
Accountability	Courage
Respect	Community

## 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.

## ABOUT EPS – WHAT WE DO

The City of Edmonton operates its own municipal police service as legislated under the Alberta Police Act. As outlined in the Alberta Provincial Policing Standards, the Edmonton Police Service is responsible for maintaining peace and order, protecting lives and property, preventing, and investigating crime, and providing policing services that are responsive to community needs.

### THIS INCLUDES:

- Responding to emergency and non-emergency calls;
- Investigating crimes to find those responsible, seize dangerous items and recover stolen property;
- Proactively patrolling and engaging with the community;
- Promoting traffic safety through education, enforcement, and collision investigations;
- Ensuring public safety during protests and events;
- Providing criminal history background checks;
- Connecting victims of crime and trauma to supports; and
- Delivering crime prevention, education, and early intervention initiatives.



## COMMUNITY ENGAGEMENT & COMMITMENT TO ACTION

In 2020, the Edmonton Police Service (EPS) launched its Commitment to Action to engage with a diverse cross-section of Edmontonians to better understand those we serve and to reimagine community safety and well-being.

### EPS COMMUNITY ENGAGEMENT HIGHLIGHTS FOR 2022:

- **Sikh community round table** - Chief McFee met with more than 35 community members representing over 16 organizations to foster new relationships and hear about challenges and ideas in the community.
- **Nisohkamâkewin Council sharing circle** - Chief McFee participated alongside other EPS members to strengthen the relationship with the Council.
- **Citizens Police Academy (CPA)** - Participants were given an in-depth look at the EPS over 13 sessions, helping them understand policing structure, processes, and procedures while learning about the collaborative partnerships that make the city a safer place.
- **Oskayak Police Academy** - after a two-year hiatus due to COVID-19, the academy was rebooted in 2022. Since 2013, the program works to build relationships between Indigenous youth and Edmonton police officers.
- **Budget discussion with community partners** - EPS held an in-person session to gather feedback and ideas on priorities and how EPS can best allocate its budget.

### Community Advisory Councils

Throughout 2022, EPS regularly engaged with its three Community Advisory Councils to help guide systemic change, address emerging issues, and increase accountability to the city's diverse communities.

### THESE THREE COUNCILS ARE:

- **Nisohkamâkewin Council** which helps EPS address the inequities and barriers Indigenous peoples face, and with implementing the policing recommendations from the national reports of the Truth and Reconciliation Commission of Canada, the National Inquiry into Missing and Murdered Indigenous Women and Girls, the Royal Commission on Aboriginal Peoples, and the Office of the Independent Police Review Director Broken Trust report.
- **Sexual Orientation, Gender Identity and Expression (SOGIE) Council** which guides EPS in better serving members of the 2SLGBTQ+ community and with putting the EPS 2SLGBTQ+ Community Feedback Report into practice.
- **Chief's Community Council** which assists EPS in shaping policies and procedures related to all communities, and with applying the recommendations from the EPS Commitment to Action Community Feedback Report, Safer for All Report, and the Emerging Communities Framework.

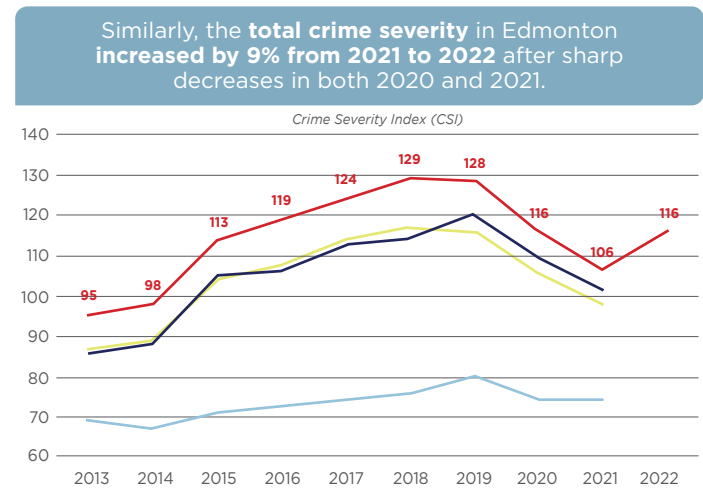
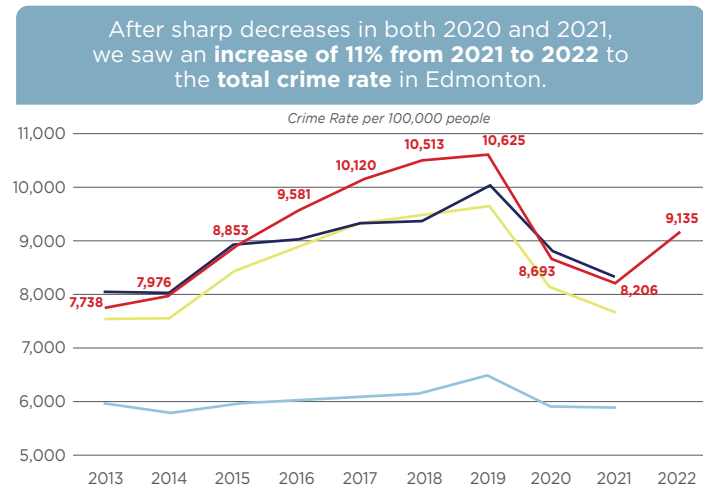


  
**1,057,786**  
Population of  
Edmonton in 2021<sup>1</sup>

  
Edmonton City Area<sup>2</sup>  
**765 km<sup>2</sup>**

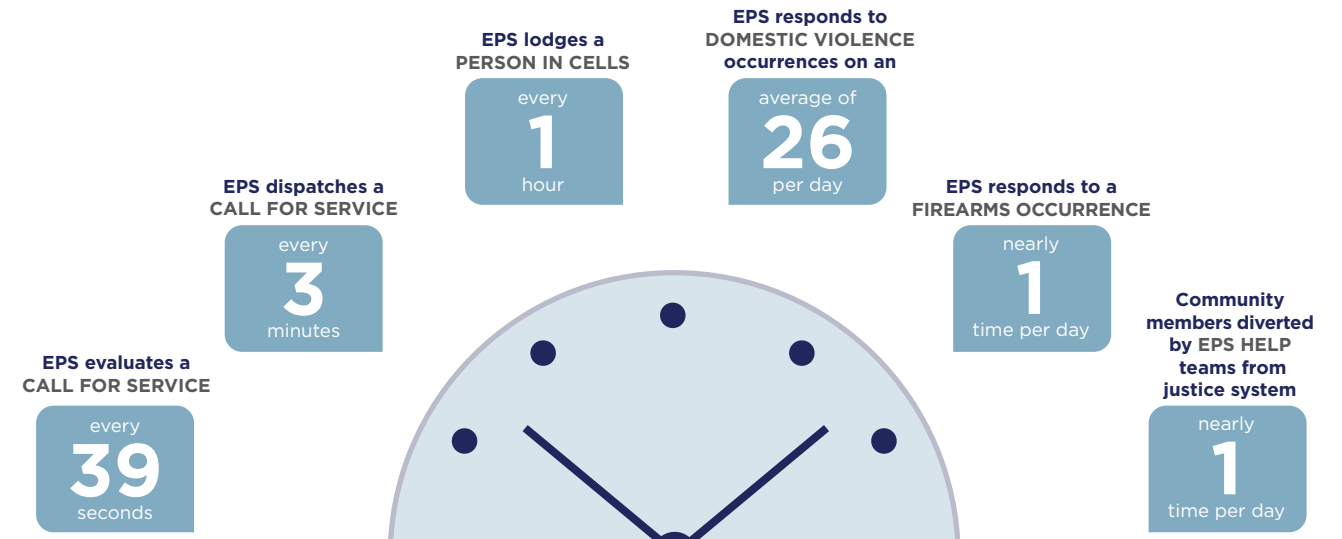
  
**428,857**  
Number of Dwellings  
in Edmonton<sup>3</sup>

  
Number of  
Neighbourhoods<sup>4</sup>  
**402**



■ Edmonton EPS ■ Edmonton CMA (Census Metropolitan Area)<sup>5</sup> ■ Alberta<sup>6</sup> ■ Canada<sup>7</sup>

Source: EPS



**EPS responded to 96,624 incidents in 2022 – one of the highest in Canada based on population**

EPS deals with a high intensity workload. From our Emergency Communications staff to our patrol officers and those conducting investigations, our officers are working to meet many demands. In 2022, EPS responded to a total of 96,624 incidents, an 11% increase from 2021, meaning

EPS staff are responding to more calls than they have in previous years. An incident is defined as an occurrence of one (or more) criminal violation(s) during one single, distinct event, regardless of the number of victims.

## EPS PERFORMANCE MANAGEMENT

EPS uses a corporate performance management framework to drive accountability and use data and information to assess and improve organizational performance. The framework is based on and aligns with the Canadian Police Performance Measurement Framework that was co-developed between the Canadian Association of Police Chiefs and Statistics Canada.

The indicators and measures in this report are part of the corporate performance framework. It is important to highlight the differences between indicators and measures, as outlined below:

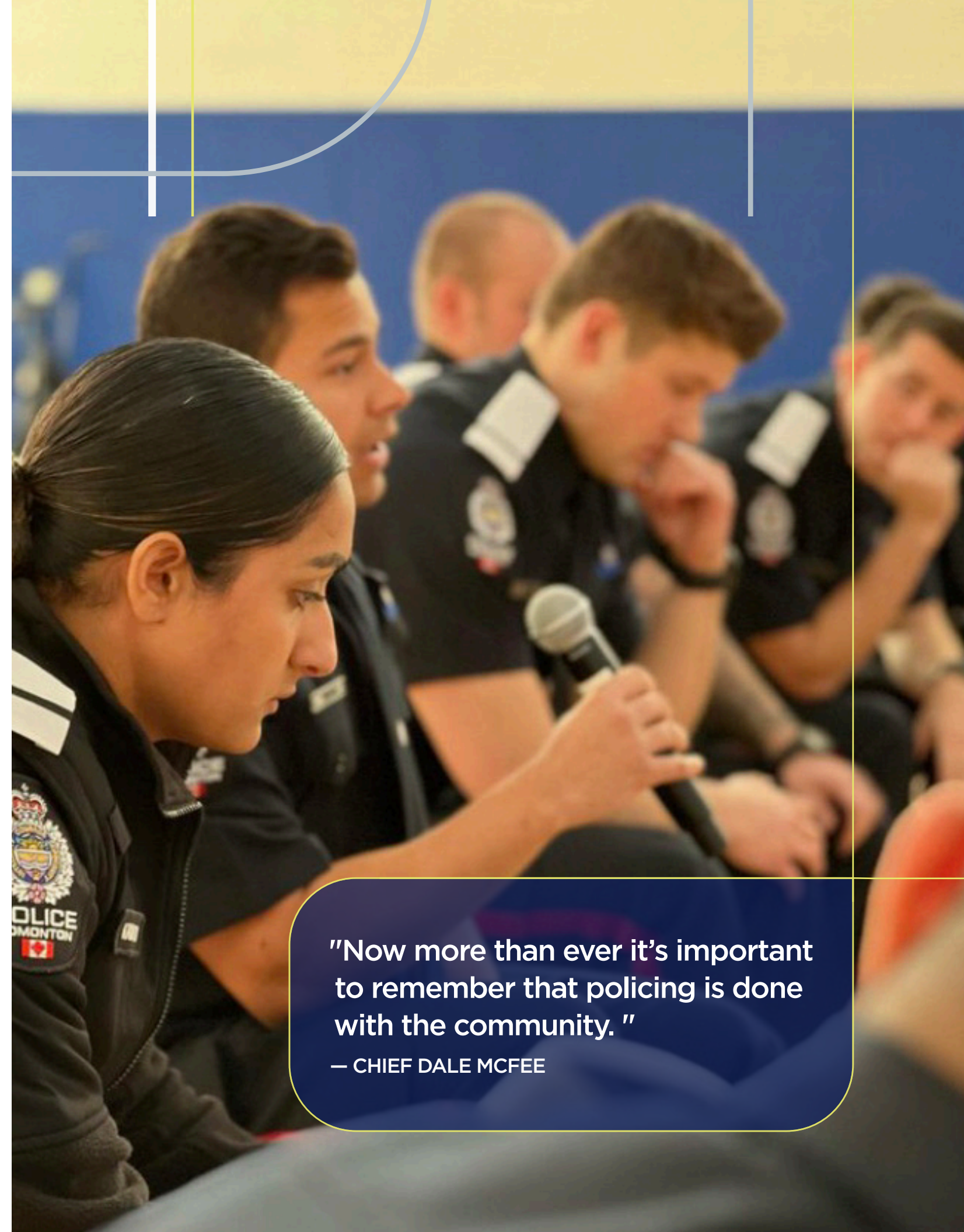
### Indicators

These broad data points are indicative of the safety and wellness of the communities that EPS serves. EPS believes that the actions it takes to influence indicators must be complemented by many other partners and stakeholders to make a meaningful difference.

### Measures

These data points are more targeted and speak to things that are more within the span of control of EPS to directly influence.

*For more information on the EPS corporate performance framework, please refer to Appendix A.*



**"Now more than ever it's important to remember that policing is done with the community."**

**— CHIEF DALE MCFEE**



## 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.

### OUR IMPACT

#### GUNS AND GANGS STRATEGY 2023-2025

The Edmonton Police Service (EPS) has released a strategy to address firearm violence and gang-related crime in Edmonton. The EPS' Guns and Gangs Strategy 2023-2025 is an evidence-based, data-driven plan for targeting factors driving some of the city's most serious crime, identifying focus areas that require increased and sustained effort to improve community safety.

The strategy leverages EPS' internal expertise and external partnerships with other enforcement and social agencies to strike a balance between education, suppression, intervention, and prevention. It encompasses both immediate and long-term solutions that hold those responsible for violence and criminal activities accountable. It also bolsters EPS' investigative processes and capacity by enhancing expertise across the Service, boosting evidence collection, intelligence gathering and analytics, and strengthening cross-agency collaboration for criminal networks that span multiple jurisdictions.

Recognizing the need to simultaneously address behaviour change and persuade frequent offenders to exit criminal lifestyles, the strategy includes focused deterrence that blends enforcement, social service, and community approaches. Special consideration is given to how at-risk youth can be supported to prevent involvement with gangs and the criminal justice system before it happens.

EPS' Guns and Gangs Strategy was developed in consultation with external stakeholders such as the Alberta Crown Prosecution Service - Civil Forfeiture Office, RCMP - National Weapons Enforcement Support Team (NWEST), Alberta Law Enforcement Response Team (ALERT) and the Edmonton John Howard Society. It takes into consideration leading practices in the management of firearm violence, gangs, and organized crime.

#### 2022 FIREARMS DATA

**165**  
shootings in 2022

**141**  
believed to be **targeted**

**1,127**  
firearms **seized**

Source: EPS



#### DIVERSIONfirst receives Minister of Justice National Youth Justice Policing Award

In August, the EPS' DIVERSIONfirst Unit was presented with the 2022 Minister of Justice National Youth Justice Policing Award, alongside program-community partners YMCA of Northern Alberta, and Boys and Girls Club Big Brothers Big Sisters. The award recognizes police officers and others involved in police-led initiatives which, individually or as a team, develop innovative approaches or promising practices that go beyond the formal court system to provide alternatives when dealing with youth in conflict with the law.

#### PROGRAM LAUNCHED IN 2020

**2**  
number of **major community partners** involved

**148**  
**referrals** received in 2022

**603**  
**referrals** received since inception

Source: EPS



**"We are all impacted by crime, how we deal with that and how we work through that, that's how we come together as a society."**

**— STACEY HARRISON**

*Circle Keeper, and Community Justice Worker | Saddle Lake Restorative Justice*

## EPS OFFICER SEES FIRST-HAND HOW SENTENCING CIRCLES WORK TO RESOLVE CONFLICT

For five-year patrol Constable Matthew Aasberg, a new experience presented itself when a Crown Prosecutor reached out to ask if he would participate in a sentencing circle.

The non-traditional court proceeding, which focuses on mending the relationship between the accused, the complainant, and the community, was being arranged after the accused in a file Const. Aasberg worked on plead 'guilty.'

A sentencing circle is an Indigenous restorative justice hearing tribunal that is conducted in collaboration with members of the community and the criminal justice system. After a judge hears recommendations made by circle participants, an appropriate sentencing plan that addresses the concerns of all interested parties is determined.

This was the first sentencing circle to ever be held at the courthouse in Edmonton.

Facilitated by a trained Indigenous community member who is often called a "Circle Keeper", sentencing circles work to include the victim and their supporters, the offender and their supporters, a judge, court personnel, the Crown prosecutor, defense counsel, police, and all interested community members.

Unlike a formal court-based sentencing, the court hears less from the lawyers and more from those directly or indirectly affected by the crime. Participants speak from the heart in a shared search for understanding of the offence, and together they identify the steps necessary to assist in healing all affected parties and work to prevent future crimes.

Discussions in the circle are designed to address matters such as: the underlying cause of the crime; the impact on victims, on families and community; what must be done to help heal all those involved; what will constitute the sentence plan and who will support the offender in ensuring the plan is successfully carried out.

"I think it was important that police participated in the [sentencing] circle," said Const. Aasberg. "In the circle everyone gets a chance to say their bit and there's all kinds of different point of views. In terms of criminal investigation, police have a really kind of unique point of view and I think that would have been missed if I didn't have a chance to participate."

Const. Aasberg is appreciative of having had the opportunity to take part, as he felt his circle experience "worked really well, especially for this individual, as they were a first-time offender."

Originally, the offender could have been facing up to a year's worth of jail time, but because of the sentencing circle disposition, they instead received a 12-month conditional sentencing order that includes 24-hour house arrest for the first six months, supervision, and programming, plus two years-probation.

"We are all impacted by crime," said Stacey Harrison, Circle Keeper, and Community Justice Worker with Saddle Lake Restorative Justice. "How we deal with that and how we work through that, that's how we come together as a society."

## EPS SERVICE CHANGES BOOST FRONTLINE POLICING

The Edmonton Police Service (EPS) made organizational changes to move resources to frontline policing. The new 10 squad patrol model, deployed on November 13, evolved with input from frontline members to address growing workload demands and to balance deployment more effectively to address officer wellness.

"There is no question that the community wants to see frontline policing be a bigger priority, even within a tough resource environment. With growing needs and a front-line service that is still recovering from more than two years of COVID impacts, we know we

have to make some tough changes to get the right people in the right places at the right times," says Deputy Chief Darren Derko, in charge of Community Policing Bureau. "This model will help us achieve this, while also allowing us to look after the wellness of our members."

The new squad model will ensure service levels that improve members' ability to respond to calls for service and better serve the citizens of Edmonton.



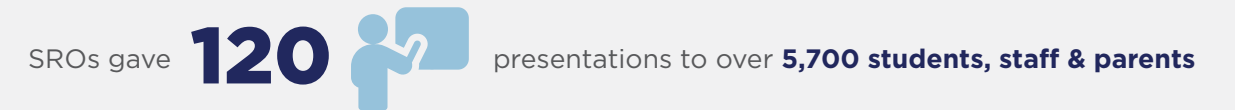
**ECSD's review of the EPS' SRO program complete**

In May, the Edmonton Catholic School Division (ECSD) released its findings on the School Resource Officer (SRO) program after the public raised concerns about it in 2020. Overall, the majority of respondents who participated in this study, regardless of their social or demographic background, felt that the program prevents crime, builds relationships, and makes students feel safe at school. Using the review's recommendations as a blueprint, the EPS' Young People Support Branch has collaborated with ECSD school officials to increase awareness and education by implementing an overview of the SRO program on ECSD's websites, which features a video that highlights the role that EPS members fulfill and how they work together with staff and admin to support students and school communities. EPS efforts to improve tracking and data collection have produced comprehensive recordings of SRO interactions and engagements. SROs have also made themselves available for public and parent group meetings to introduce themselves and respond to any questions about their role in schools, the SRO program or any subject matters of concern.

**PROGRAM LAUNCHED IN 1979**



**IN 2022\***



\*October–December 2022

Source: EPS

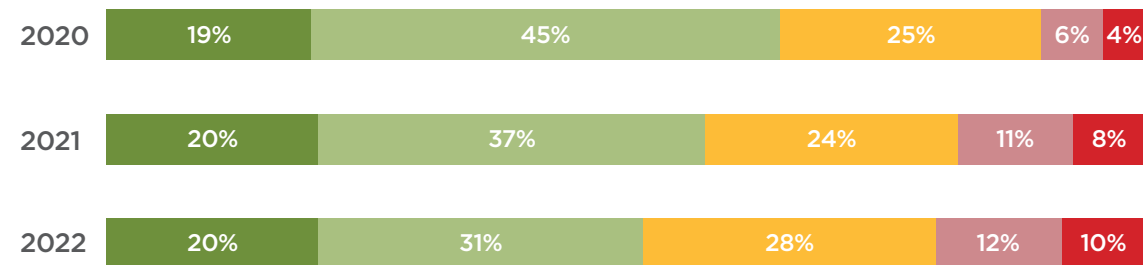
## EPS PERFORMANCE RESULTS

### CITIZEN PERCEPTION SURVEY

#### CONFIDENCE IN POLICE

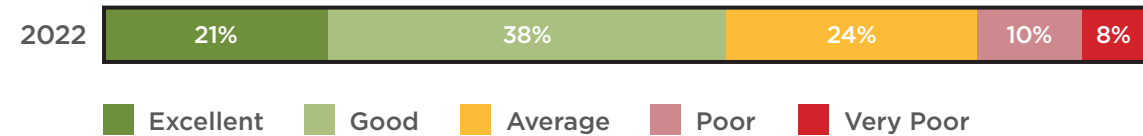
Citizen Perception on the Overall Job of Police in Their Community

##### Edmonton



##### Comparable Canadian Cities Average

(Cities in Canada with a population of 900,000+)

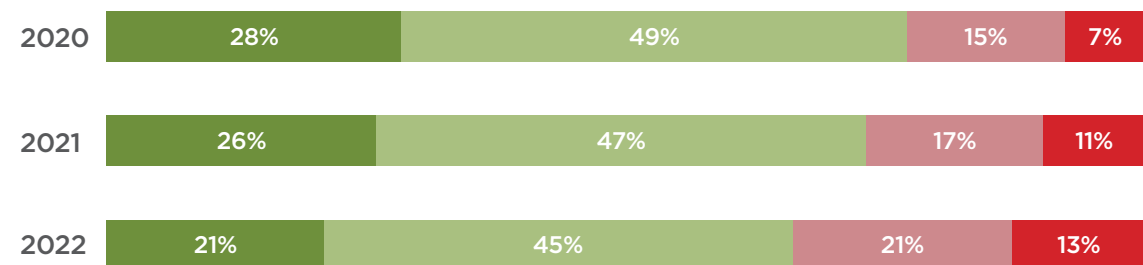


■ Excellent 
 ■ Good 
 ■ Average 
 ■ Poor 
 ■ Very Poor

#### FEELINGS OF SAFETY

Citizen Perceptions on How Safe They Feel When Walking Alone in Their Community After Dark

##### Edmonton



##### Comparable Canadian Cities Average

(Cities in Canada with a population of 900,000+)



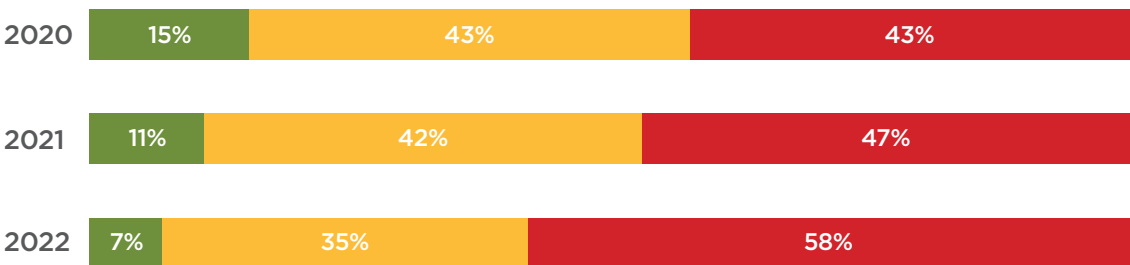
■ Very Safe 
 ■ Somewhat Safe 
 ■ Not Very Safe 
 ■ Not at All Safe

\*Canadian Cities average not available for 2020 or 2021.  
 Note: Percentages may not total 100 due to rounding.  
 Source: Edmonton Citizen Perception Survey

#### CHANGES IN CRIME

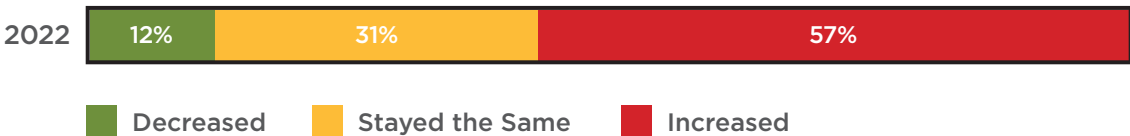
Citizens Believing the Amount of Crime in Their Community Has Changed Over the Past 5 Years

##### Edmonton



##### Comparable Canadian Cities Average

(Cities in Canada with a population of 900,000+)



■ Decreased 
 ■ Stayed the Same 
 ■ Increased

\*Canadian Cities average not available for 2020 or 2021.  
 Note: Percentages may not total 100 due to rounding.  
 Source: Edmonton Citizen Perception Survey

#### USE OF FORCE

EPS' Reasonable Officer Response Framework is a model for use of force that adheres to a standard of objective reasonableness in accordance with the Criminal Code of Canada, which establishes when officers are within lawful execution of their duties and acting on reasonable grounds. The EPS reports on use of force to the EPC twice annually.

In 2022, **use of force** was applied in 0.67% (3,186) of police occurrences (474,119\*). This **number is down** from 2021 (0.84%).

**0.67%** < **0.84%**  
 2022                      2021

\*EPS has updated its data system to allow for more fulsome reporting.

#### PUBLIC COMPLAINTS

The EPS takes all concerns seriously and every effort is made to ensure that our members serve the community in a safe, professional, and respectful manner. Pursuant to the Police Act, the Chief of Police is responsible for investigating all conduct and policy matters and that authority is delegated to the Professional Standards Branch. The branch reports to the EPC on a quarterly basis.

In 2022, there were 1,333 **complaints**. This **number is down** from 2021 (1,475).

**1,333** < **1,475**  
 2022                      2021

## INDICATORS

Violent/Non-Violent crime	2020	2021	2022
Violent Crime Severity	128.5	124.6	131.3
Non-violent Crime Severity	110.7	99.3	109.7
Violent Crime Weighted Clearance Rate	59.3%	57.2%	53.5%
Non-violent Crime Weighted Clearance Rate	31.1%	30.8%	28.5%

Source: EPS

## MEASURES

What EPS is Tracking	2020	2021	2022
Violent Crime Rate	1,238	1,220	1,422
Property Crime Rate	5,066	4,417	5,168
Social Disorder Occurrences	34,114	37,519	31,850
Domestic Violence Occurrences	9,390	9,291	9,312
Violent Crime Clearance Rate	56.6%	53.1%	50.1%
Non-Violent Crime Clearance Rate	40.6%	43.6%	39.8%
Referrals - Crime & Trauma-Informed Support Services	2,464	1,931	1,445
Youth Diverted	N/A	231	302
Referrals - HELP	N/A	889	2,641

Source: EPS

## WHAT THIS TELLS US

- Edmonton had been experiencing a reduction in crime in both severity and volume in 2020 and 2021. With the relaxing of restrictions from COVID-19, and the public able to return to social interactions, we are seeing that crime is starting to trend back to pre-pandemic levels in 2022.
- When looking at the citizen perception survey, this rise in violent and property crime is being noticed by Edmontonians. Respondents to the survey indicated they believe the amount of crime in their neighbourhood has increased, compared to a year ago, and that they feel less safe when walking in their communities after dark.
- Edmonton did see a reduction in total social disorder occurrences this past year, which includes things such as noise complaints, mischief, public disturbances, arson, and other types of crime. This reduction is due in part to the expanded and more visible frontline police presence as was requested by Edmontonians in public consultations.
- Part of EPS' strategy is to reduce demand on the justice system by providing people with the appropriate support and assistance they need. We are seeing an increase in the number of youth diverted and HELP referrals allowing these people to get access to better suited community support services.
- The HELP program was expanded in 2022 giving frontline police officers greater access to the program and having teams available to support community members in real time during their moment(s) of need.



Community Safety Teams provide a visible presence, engage with the community, and proactively address the issues associated with homelessness, drug use, crime and victimization.



## PARTNER AND ADVOCATE

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

### OUR IMPACT

#### HEALTHY STREETS OPERATIONS CENTRE (HSOC) COMMUNITY SAFETY TEAMS

As part of the final phase of Project Connection, the EPS assigned several officers to Community Safety Teams to address areas of Edmonton with chronically high levels of victimization and crime: Chinatown, Alberta Avenue, the downtown core and certain downtown LRT stations.

The teams now form part of the Healthy Streets Operations Centre, or "HSOC," which launches in 2023. However, to address urgent needs in Chinatown and the downtown area, the Community Safety Teams started with a "soft launch" in October 2022 to trial the concept.

The teams' goal is to provide a visible presence in the identified geography of the Community Safety Zones, engage with the community, and proactively address the issues associated with homelessness, drug use, crime and victimization that continue to plague central Edmonton.

These teams, consisting of EPS, Peace Officers and Paramedics, are seeing results, including community approval, reduced need for ambulances and immediate response to dangerous encampment fires.

#### TRAP TEAM UNCOVERS AUTO THEFT, RE-VINING OPERATION

On May 12, 2022, while investigating the theft of a 2022 Ford Expedition, the EPS' Targeted Response to Auto Theft Prevention (TRAP) team went to an address in St. Albert, the last known GPS location of the stolen vehicle. Upon arrival, the team observed several newer vehicles within a fenced compound and several shipping containers with vehicles inside them.

On May 13, 2022, TRAP, with the assistance of the RCMP Auto Theft Unit and Équité Association, executed a search warrant at the property. In total, 19 stolen vehicles were recovered, some of which had falsified vehicle identification numbers (VINs). Additional false VIN labels were also seized. The investigation also led to the recovery of four stolen vehicles from shipping containers in the Port of Montreal waiting to be shipped overseas. The 23 recovered vehicles have a combined value of \$1,095,000.

"The victims affected by this operation included everyone from private citizens whose vehicles were stolen from their garages to insurance companies whose vehicles were fraudulently rented," says Sgt. Ian Strom with the EPS TRAP team. "We are just scraping the surface with these recoveries and are continuing to investigate."

## ANIMAL CRUELTY INVESTIGATION UNIT

EPS has the first Animal Cruelty Investigation Unit (ACIU) in Canada. The new two-member unit is committed to investigating animal cruelty, training other officers on the links to criminal behaviour, and encouraging the public to report suspected abuse or neglect.

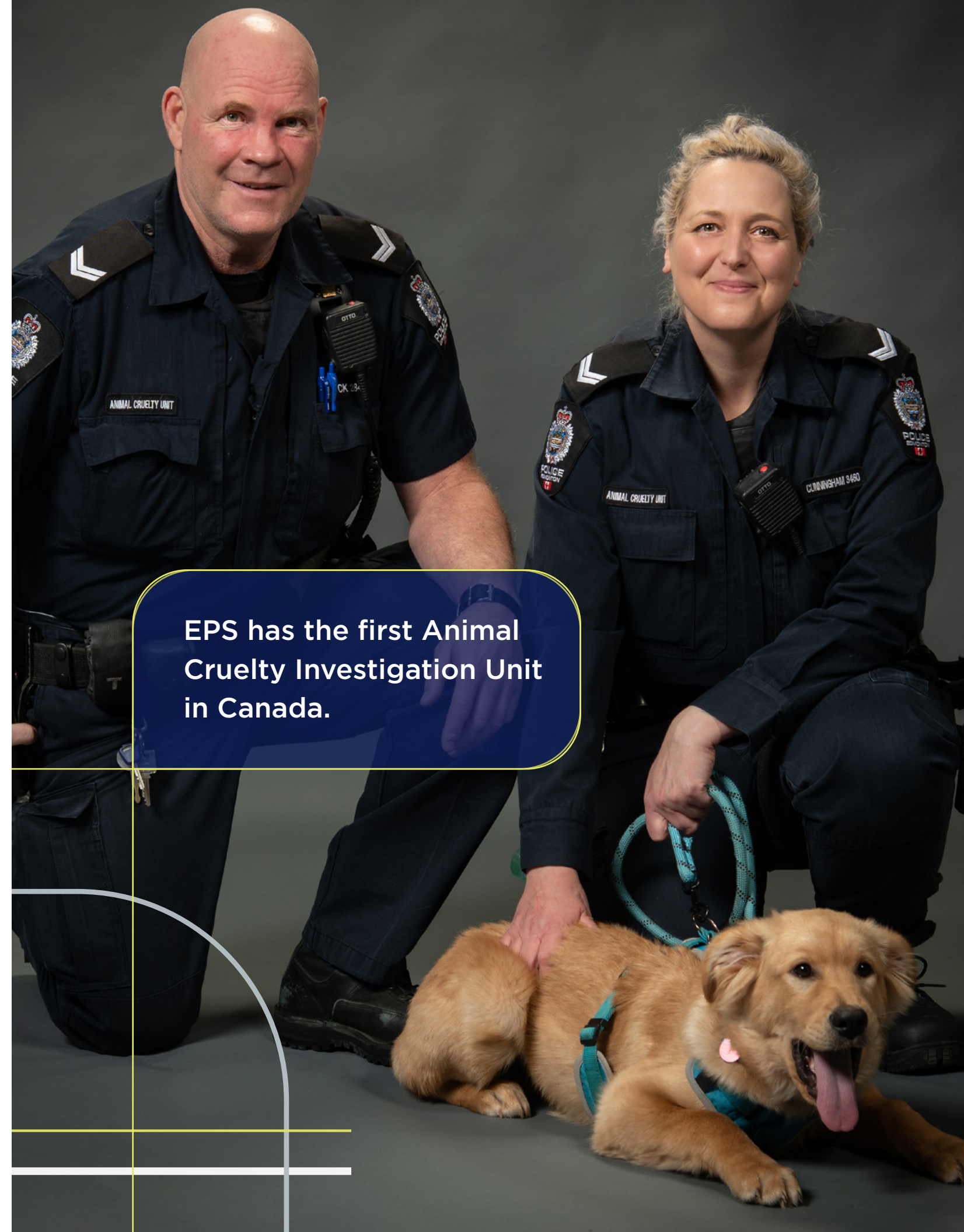
In 2020, EPS members handled upwards of 400 animal cruelty investigations concerning intentional harm to animals or cases of severe neglect that exposed some form of criminal activity, and one investigation even assisted in identifying a homicide suspect.

Research has shown that those who abuse animals are more likely to commit other violent crimes, and this connection between animal and human crimes prompted the creation of the new unit.

The ACIU works within the Domestic Offender Crimes Section (DOCS) alongside the Domestic Abuse High-Risk Teams (DAHRT). A significant proportion of their files includes an element of intimate partner violence or other personal violence that make this partnership both necessary and complementary.

The unit depends upon Animal Cruelty Team Liaisons (ACTL) within EPS divisions to assist with the file load. These liaison officers receive basic training in the complexities of animal cruelty and the violence link to help conduct investigations, and the demand for their assistance is growing.

ACIU also works closely with City of Edmonton Animal Care and Control, Alberta Fish and Wildlife, Alberta Veterinary Medical Association, and the Alberta Crown Prosecution Service to ensure the safety of animals in Edmonton.



EPS has the first Animal Cruelty Investigation Unit in Canada.



The Virtual Opioid Dependency Program is made up of several teams that provide support to police officers dealing with detainees who have addictions.

**VIRTUAL DEPENDENCY OPIOID PROGRAM PROVIDES POLICE WITH RESOURCES**

Alberta Health Services (AHS) has partnered with Alberta police services to provide access to a program to help persons with opioid addictions, including fentanyl.

Dr. Nathaniel Day, Medical Director of the Alberta Virtual Opioid Dependency Program (VODP), states, "The goal of the program is to work together to safely and compassionately offer solutions that relieve suffering and improve outcomes," and that, "This innovative project will save lives."

The program is publicly funded and delivered by AHS.

The VODP is made up of several teams that provide support to police officers dealing with detainees who have addictions. The teams, located in Ponoka at the Centennial Centre for Mental Health and Brain Injury, include physicians, nurses, social workers and addictions counsellors. Detainees can get same-day treatment through the program, unlike many jurisdictions, where persons leaving hospital, detox or incarceration, wait days to receive treatment. The Transitions Team ensures individuals get the treatment they need without wait times, providing appropriate medications and support until clients are connected with local providers.

The Low Barrier Care Team works with clients already in treatment, to ensure they can continue with supports until they are stabilized.



**AACP award recognizes partnership between EPS and CPS**

In December, members of the EPS' Reintegration Unit received the Alberta Association of Chiefs of Police's (AACP's) Award of Service. The award recognizes the Reintegration Unit's work assisting the Calgary Police Service (CPS) establish its own Reintegration Program, a process that began in 2019. The EPS Reintegration Program dates to 2009 and is used by agencies across Canada and around the world.

EPS PERFORMANCE RESULTS

MEASURES

What EPS is Tracking	2020	2021	2022
Referrals - Police and Crisis Team (PACT)	7,099	5,031*	6,692
Breaches - Violations	21,591	23,281	22,224

\*Only includes data from January 1 to October 4

Source: EPS

WHAT THIS TELLS US

- During the pandemic PACT referrals decreased although demand remained high. The decrease in referrals can be attributed to community care providers needing to limit their in-person contact with patients. As well, EPS was struggling to remain fully staffed due to illness and approved absences, which had a direct impact on the total number of PACT referrals that could be actioned.
- The number of breaches fell slightly in 2022 when compared to 2021. EPS would like to see this number continue to fall as our strategy is focused on diverting those that should not be in the justice system to other suitable supports.



**Beeping Eggs Project**

The EPS teamed up with the Edmonton Police Foundation for the Beeping Eggs Project. Adapted from a U.S. initiative known as the Rachel Project, members of the EPS Bomb Unit created beeping plastic eggs to allow children with sight loss to participate in a classic Easter egg hunt.



**EPS hosts first-ever symposium to wrap-up Black History Month**

The EPS' Community Relations Section, in collaboration with EPS' Crime and Trauma-Informed Support Services (CTSS), wrapped up Black History Month with a one-day symposium. Participants shared personal stories about what Black History Month meant to them and about the intricacies of growing up and raising Black children in the city.





## INNOVATE AND ADVANCE

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

### OUR IMPACT

#### HELP RECEIVES ALBERTA COMMUNITY JUSTICE AWARD

The Edmonton Police Service’s Human-centred Engagement and Liaison Partnership Unit (HELP) was presented with the 2022 Alberta Justice and Solicitor General Community Justice Award in the ‘Innovation’ category.

HELP received the award for its collaboration between police officers and agency navigators to direct vulnerable individuals into needed human services rather than further involvement with the criminal justice system.

In 2021, the HELP program engaged with approximately 838 community members, resulting in an average monthly reduction of 33.5% in social disorder violations.

“This award is a wonderful way to recognize all of the work that the HELP team has put in since 2020 in building such an innovative and collaborative program,” said Acting Inspector David Crisp.

“None of this would have been possible without the unwavering support of our social agency partners and the commitment they’ve given. While this work is very challenging, it’s also very rewarding, because it’s making a real and positive difference in the lives of our city’s most vulnerable.”

Chair John McDougall of the Edmonton Police Commission nominated HELP for the award, which was presented to Chief Operations Officer Enyinnah Okere by Minister Tyler Shandro on June 17, 2022.



#### Collision Reporting Centres

The EPS partnered with Accident Support Services International Ltd. (ASSI) to open two Collision Reporting Centres (CRCs) in north and south Edmonton in September. ASSI is a professional collision report management company that facilitates a partnership between police and insurance providers by providing post-collision assistance to motorists. Following minor collisions, involved individuals report to a CRC to have ASSI staff assist them in completing a police report.

**“None of this would have been possible without the unwavering support of our social agency partners and the commitment they’ve given.”**  
— ACTING INSPECTOR DAVID CRISP

GOAL 3

INNOVATIVE TECHNOLOGY TRANSFORMS MAJOR COLLISIONS' INVESTIGATIONS

Technology has completely changed the investigations process for the EPS' Major Collisions Investigation Section (MCIS).

This section doesn't usually show up for minor fender benders. Members of MCIS say the nature of crashes they investigate are complex and range from serious injuries to service vehicle collisions to fatalities. Those investigations can take anywhere from two months to a year to complete.

Relying on math and physics to analyze a crash scene, members say they take full advantage of the technical tools at their disposal. Drones prove useful to survey accidents, circling overhead to match visual evidence with laser technology.

"Now we have a system where we have a 3D laser scanner, which shoots out millions of points within seconds, and we can have a 3D map generated," said Sgt Travis Cruise.

A laser scanner is a coveted tool for MCIS. What would have taken roughly five hours to survey in the past now takes about sixty minutes. Simulating the real world on a computer in three dimensions, the high-tech system allows members to revisit a scene at any time in the future.



**A new tool for safer, more compassionate searches**

The Edmonton Police Service (EPS) has acquired a new piece of technology to improve safety in its Detainee Management Unit (DMU). In 2016, DMU received approval to purchase this approximately \$158,000 body scanner machine to improve the effectiveness of detainee searches. The body scanner is a harm reduction tool meant to reduce drug poisoning risk and will only be used as part of the intake process on adults after their initial medical screening. Put into use on May 10, 2022, the body scanner more accurately detects concealed contraband, including weapons and drugs that may have been missed during traditional searches. The new scanner is the only body scanner operating in a Canadian police facility.



Technology has completely changed the investigations process for the EPS' Major Collisions Investigation Section .

### POLICE LAY CHARGES IN HISTORICAL SEXUAL ASSAULT CASE

In October 2022, the EPS Historical Crimes Section made an arrest in relation to a 1981 sexual assault of a female youth.

On July 9, 1981, a 15-year-old female was walking home across a school field in northeast Edmonton when she was grabbed, dragged, and sexually assaulted by a male. The suspect then left the area on foot and was not located. The suspect was unknown to the complainant and was not identified at the time.

In February 2018, the file was reassigned to a Historical Crimes Unit investigator for review. Following a thorough reinvestigation, exhibits from the file were submitted to the RCMP Lab and a DNA profile for the unknown male was created from the physical evidence. However, no matching profile was found in the National DNA Data Bank at that time.

In 2021, investigators pursued investigative genetic genealogy, which compared the crime scene DNA sample with profiles in commercial databases. Investigators were able to combine information about relatives of the suspect with other existing evidence. In May 2022, the RCMP Lab confirmed that legally obtained DNA from the male suspect matched the DNA on the investigation exhibits.

Since 2018 the EPS has used investigative genetic genealogy on five cases, including three sexual assaults, one armed robbery and one human remains investigation. To date, this investigation is the only file using this technology that has resulted in charges.

“Our team is continuously exploring current technologies and innovative ways to solve historical files,” says Detective Kevin Harrison with the EPS Historical Crimes Unit. “We are pleased that we were able to make an arrest in this traumatic assault and are hopeful this will bring some closure for the survivor after all these years.”

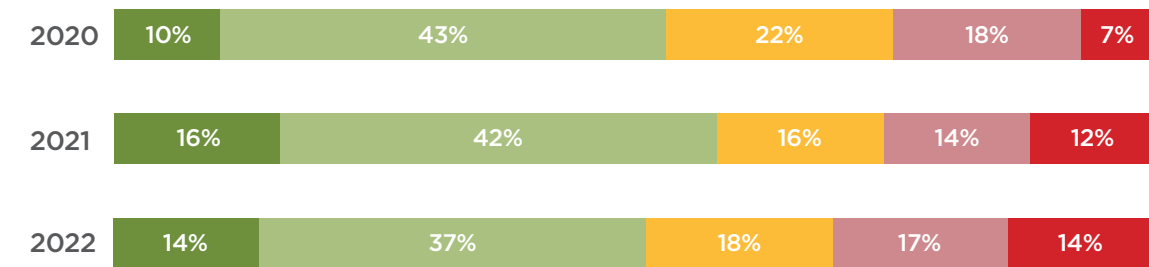
### EPS PERFORMANCE RESULTS

#### CITIZEN PERCEPTION SURVEY

##### POLICE RESPONSE TIMES

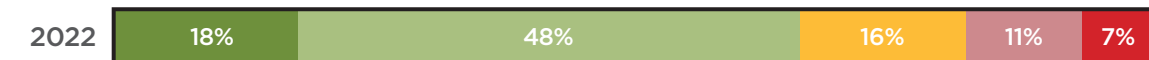
Citizen Perceptions on Responding Quickly to Calls for Assistance

##### Edmonton



##### Comparable Canadian Cities Average

(Cities in Canada with a population of 900,000+)



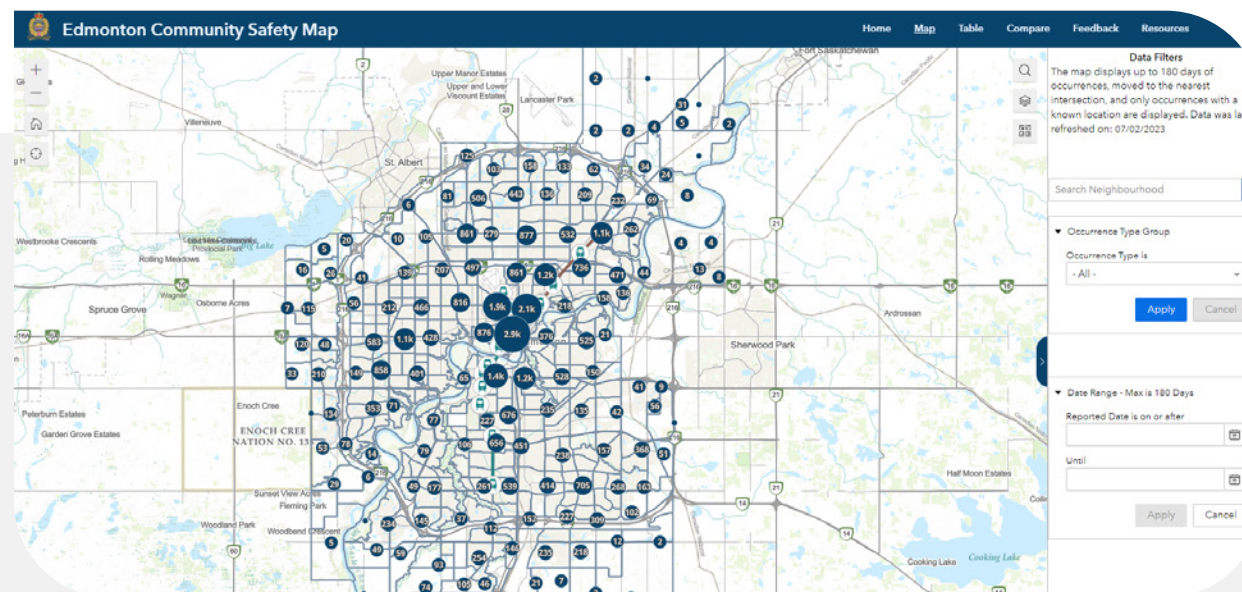
■ Excellent ■ Good ■ Average ■ Poor ■ Very Poor

\*Canadian Cities average not available for 2020 or 2021.  
Note: Percentages may not total 100 due to rounding.  
Source: Edmonton Citizen Perception Survey

#### MEASURES

What EPS is Tracking	2020	2021	2022
Dispatched Calls for Service	184,974	176,956	177,341
Occurrences in Suppression Zones	122,679	121,462	123,602
Traffic Fatalities	12	18	14
Proactive Police Time	14.1%	13.6%	18.8%

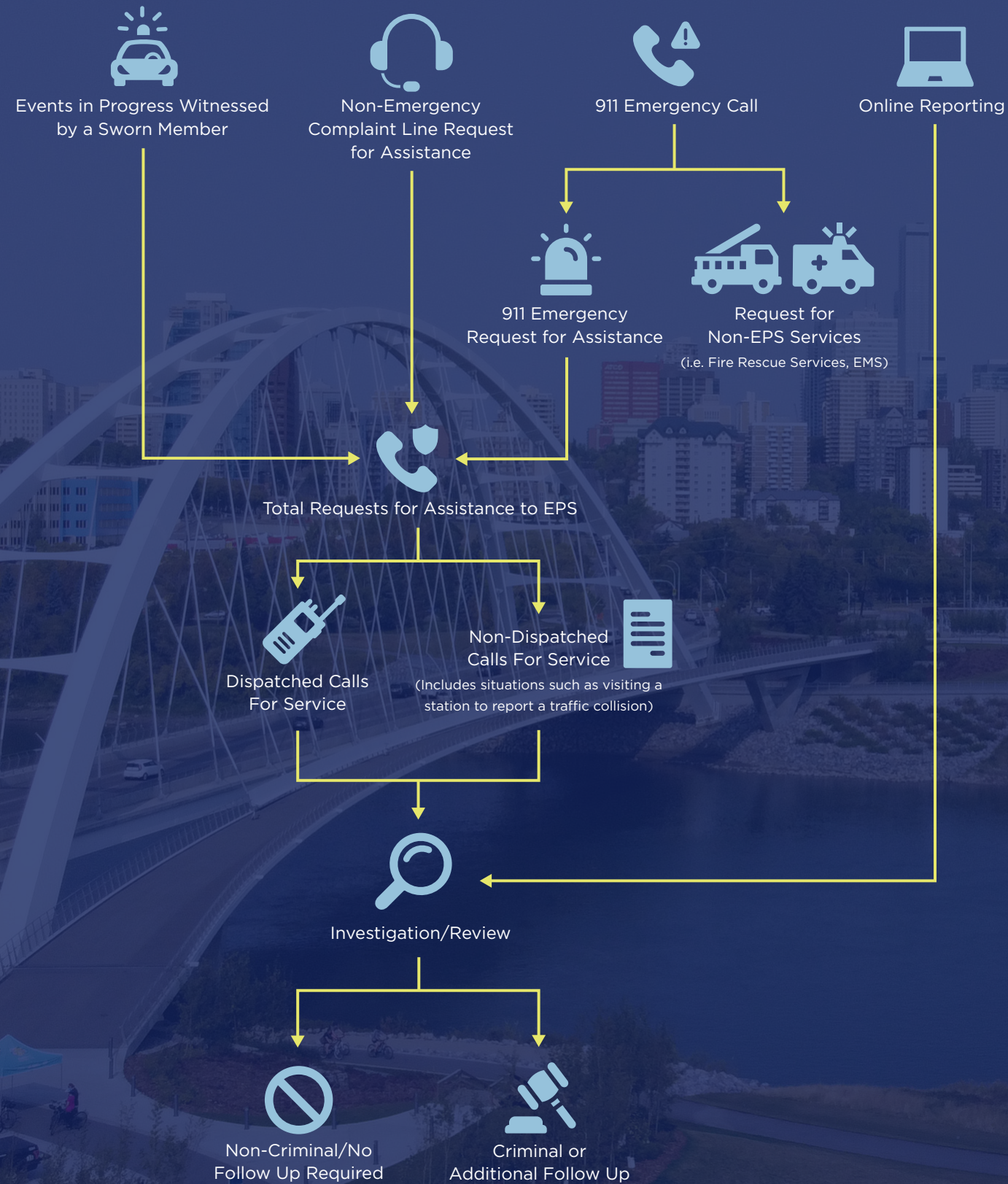
Source: EPS



#### Community Safety Data Portal

In March 2022, the EPS launched the Community Safety Data Portal, a new information-sharing platform that will allow Edmontonians a new way of discreetly providing information to police. This interactive platform offers increased transparency into policing activities and provides access to data including crime statistics and trends occurring in Edmonton.

# MAPPING A CALL FOR SERVICE\*



\*numbers are for 2021-2022

## WHAT THIS TELLS US

- Dispatched calls for service have been declining since 2018 due to a few factors. More calls are being routed to 211 and 311 if they are non-emergency in nature. As well, EPS has been increasing its usage of online reporting where businesses and individuals can report a crime, such as shoplifting, though an online portal versus having a police officer arrive in person. Both have resulted in a decrease dispatched calls.
- The Citizen Perception Survey noted that Edmontonians perceive that EPS could be faster in responding to calls for service. While actual dispatched calls have decreased, the proportion of those that are criminal in nature has increased. In 2022 there was an 11% increase in criminal incidents that EPS had to deal with. These incidents take time for an officer to resolve before they can respond to the next call. This means that there was a higher need for assistance but fewer officers available.
- Occurrences in suppression zones slightly increased in 2022. This is due to patrol officers being re-allocated from suppression teams to the higher priority of Project Connection which sought to target crime and victimization in Chinatown, Alberta Avenue, the downtown core and certain downtown LRT stations.
- Due to the concentrated and planned activities through Project Connection, officers were able to increase their share of proactive police time, accounting for the increase in this measure.



## GROW DIVERSE TALENTS

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

### OUR IMPACT

#### A DIVERSE LIST OF GRADUATES

Through their unwavering commitment, hard work, and perseverance, 32 Edmonton Police Service (EPS) constables graduated from Recruit Training Class (RTC) 154 on September 16, 2022.

The new members came from across Canada, Brazil, China, India, Switzerland, and the Philippines, and are fluent in languages such as Arabic, French, German, Hindi, Mandarin, Portuguese, Punjabi, and Tagalog.

They also brought a range of experiences and skills not only from law enforcement, corrections, and the military, but from the fields of social services, education, business, medicine, and the arts and sciences. Approximately 90% of the class have post-secondary educations.

While demographics fluctuate with each class, EPS is seeing an overall increase in the diversity of recent classes. Self-identified diversity in the classes has increased from 57% in 2018 to 70% in 2022.

#### THE POWER OF ONE

The Edmonton Police Service (EPS), in partnership with Alberta Hate Crimes Committee, was proud to host The Power of One by the Abraham Global Peace Initiative (AGPI) on February 7 at Northwest Campus.

The AGPI was in Edmonton to launch its Power of One exhibit for EPS employees and recruits to show how each one of us has the power to make the world a better place and stamp out hate and intolerance.

AGPI presented Chief Dale McFee with a Menorah to symbolize the promotion of peace and unity and commended EPS for its community engagement, employee resources, officer training, and ongoing efforts against hate, racism and discrimination in our city.

### DIVERSITY IN 2022



**64** of the **106** recruits hired came from a diverse\* background

**7.6%**

identified as Indigenous



**49%**

identified as part of a racialized group



**20+**

languages spoken other than English

\*The definition of a diverse hire includes BIPOC, Sexual Minority & Gender diverse identification. The diversity stats provided are from self-identification for each hired recruit.

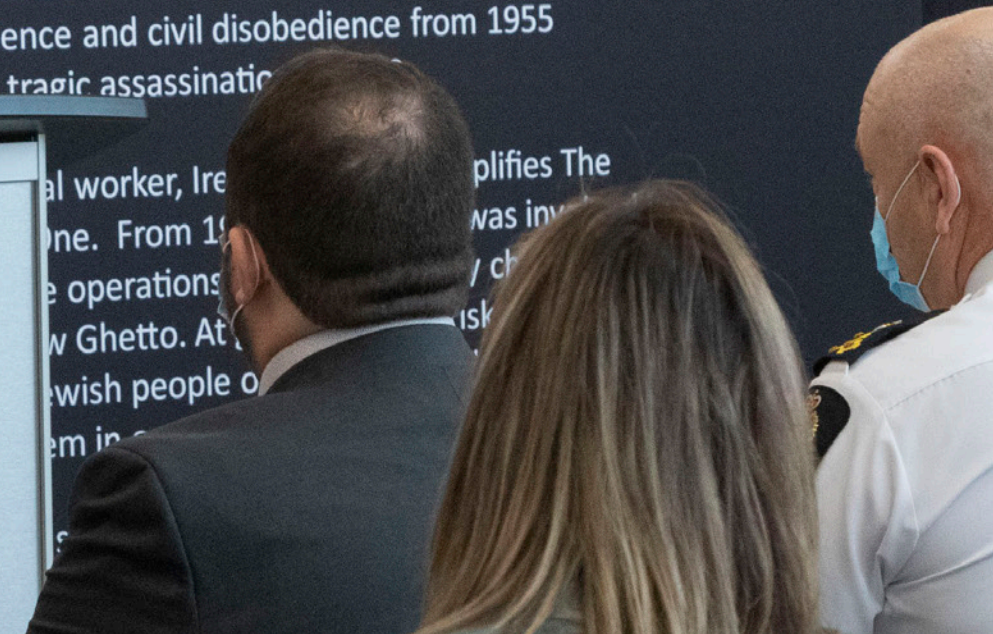
## The Power of One

Each one of us has the power to make the world a better place. The Power of One is a unique exhibit that calls attention to the unique sacrifices made by individuals to help others. The exhibit forces its audience to ask:

What would you do in the same situation?

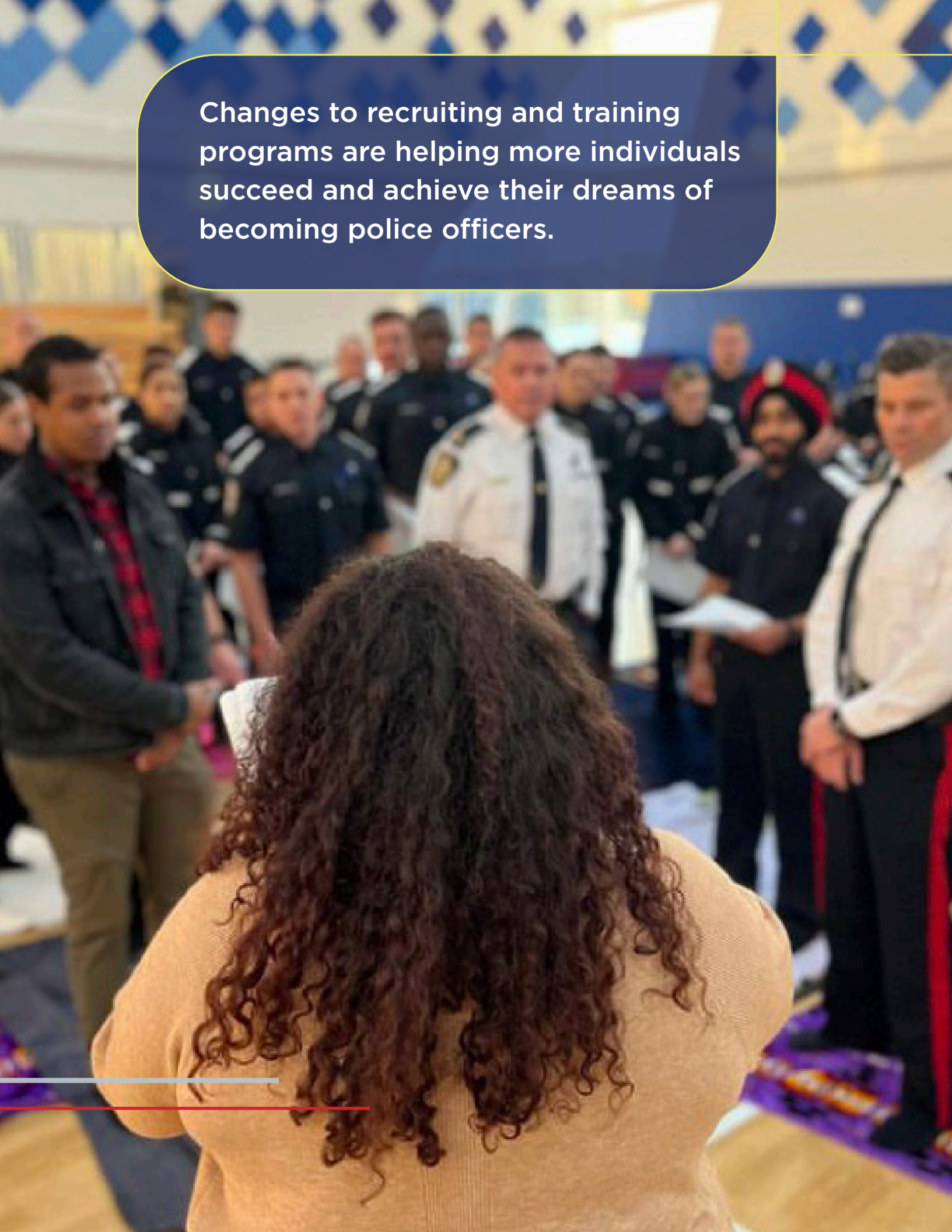


Martin Luther King Jr. was possibly the greatest civil rights leader of all time. He advanced the rights and freedoms of Black Americans through non-violence and civil disobedience from 1955 until his tragic assassination.



The Power of One shows how each one of us has the power to make the world a better place and stamp out hate and intolerance.

Changes to recruiting and training programs are helping more individuals succeed and achieve their dreams of becoming police officers.



**EPS RECRUIT AND TRAINING PROGRAMS STRENGTHEN CONNECTION TO COMMUNITY**

The Edmonton Police Service has recently made significant changes to its recruiting and training programs to strengthen its connection to the community.

These changes include the launch of a new recruitment campaign, targeted outreach to diverse communities, and the Recruit Mentoring Academy (RMA) to help improve an applicant’s skills and reduce the barriers often experienced by under-represented communities.

EPS is also helping new recruits better understand diverse communities. Training has been increasingly focused on building cultural competency, learning about the impacts of bias and trauma, and providing practicum placements at social agencies where recruits can build relationships within the community.

The Service recently established a new integrated Training, Development and Recruiting Division to grow the talents of individuals wherever they are in their policing careers. All combined, these new processes and programs are helping more individuals succeed and achieve their dreams of becoming police officers.

**EPS PERFORMANCE RESULTS**

**MEASURES**

What EPS is Tracking	2020	2021	2022
Women Employees	35.48%	36.19%	36.58%
Proportion of Sworn to Civilian Employees	71:29	70:30	69:31
Number of Employee Separation (Turnover)	152	164	218

Source: EPS

## WHAT THIS TELLS US

- We are seeing small and steady increases in the number of women employees at EPS – a positive sign for diversity and inclusion.
- We are also seeing an increasing trend that employees are leaving EPS. In addition to the reasons outlined above, we are operating in an increasingly competitive labour market that is leading to more movement of our people to other opportunities.

**Bannock with a Cop**

In support of the National Day for Truth and Reconciliation (Orange Shirt Day), EPS hosted the first-ever Bannock with a Cop with the Indigenous community. Sharing Bannock together provided police and community members with a genuine opportunity to talk and learn more about the significance of the day—a day to honour Indigenous Peoples and reflect on the awful legacy of residential schools.



Self-identified diversity in recruit classes has increased from 57% in 2018 to 70% in 2022.

*(See page 38 to learn more.)*

# FINANCIAL SUMMARY

## EPS Operating Budget

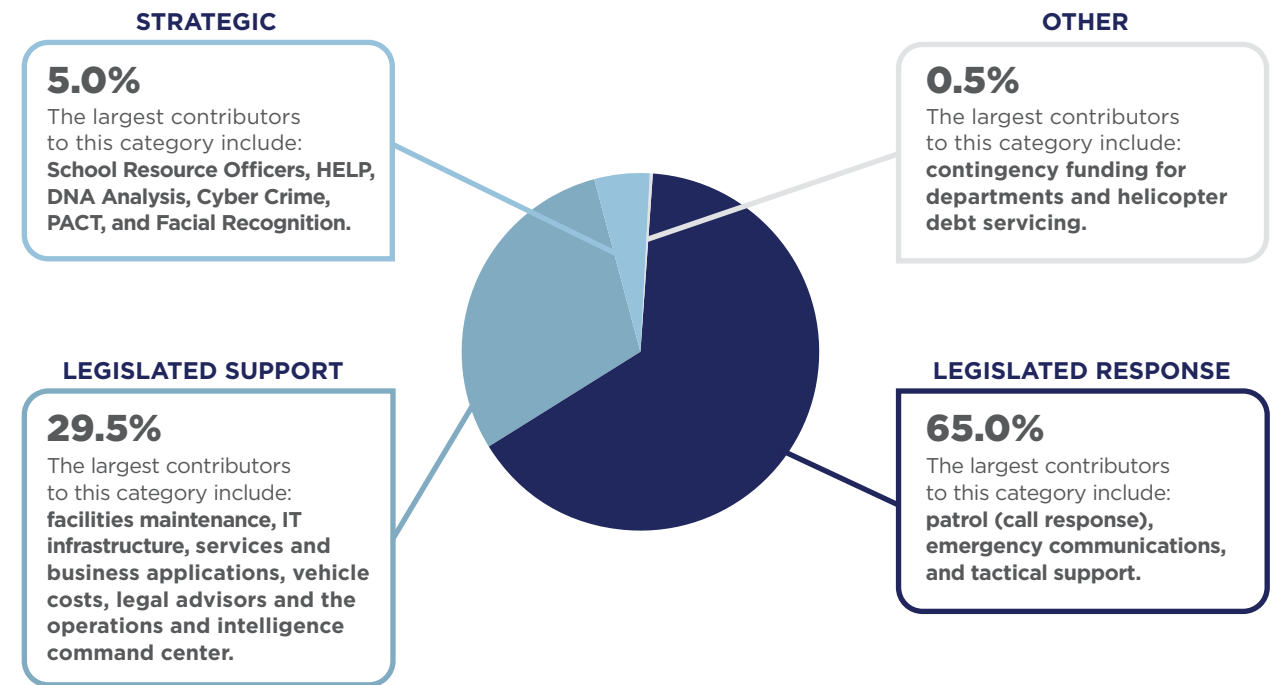
	2021		2022	
	BUDGET	ACTUAL	BUDGET	ACTUAL
<b>Revenue</b>				
Traffic Safety Act Fines	\$ 11,798	\$ 9,209	\$ 11,198	\$ 7,729
Transfer from Reserve (OTS)	22,292	22,292	22,292	22,292
Provincial Grants	29,751	29,484	30,099	32,256
Other Revenue	36,373	31,914	34,706	34,681
<b>Total Revenue</b>	<b>100,214</b>	<b>92,899</b>	<b>98,295</b>	<b>96,958</b>
<b>Expense</b>				
<b>Personnel</b>	386,712	394,201	394,977	394,898
<b>Non-Personnel</b>				
Furniture, equipment, IT, materials and supplies	19,137	19,601	21,390	21,908
Contract and Services	30,424	26,677	29,222	28,359
Vehicles	8,661	8,698	8,600	8,979
Facilities	22,705	19,976	24,337	20,693
Other Expenditures	21,193	19,753	10,101	9,246
	102,120	94,705	93,650	89,185
<b>Total Expense</b>	<b>488,832</b>	<b>488,906</b>	<b>488,627</b>	<b>484,083</b>
<b>Position before Adjustments</b>	<b>388,618</b>	<b>396,007</b>	<b>390,332</b>	<b>387,125</b>
Transfer to/(from) EPS Operating Reserve	-	(7,389)	-	3,207
<b>Net Position</b>	<b>\$388,618</b>	<b>\$388,618</b>	<b>\$390,332</b>	<b>\$390,332</b>
<b>Total Budgeted Full-time Equivalent</b>	<b>2,809.70</b>		<b>2,833.70</b>	

Source: EPS

## Legislated Responsibilities

Most of the work done by EPS is a legislated responsibility. This means EPS is required under the Alberta Police Act and the Alberta Provincial Policing Standards to provide these services, which include things like call response and emergency communications. The personnel costs to staff these legislated responsibilities account for the largest portion of budget expenses. Costs to support these legislated responsibilities, such as information technology costs, facilities and vehicle costs, account for another large portion of the EPS budget.

Since legislation is broad it leaves room for police services to decide how best to support it and address strategic priorities and the unique needs – or big city problems – in which they operate. For example, EPS has chosen to invest in things like DNA analysis and cyber-crime to build investigative excellence. EPS has also chosen to invest in community policing and victim and offender support services to reduce demand on the overall criminal justice system and to strengthen relationships with partners and the community in addressing complex social issues.

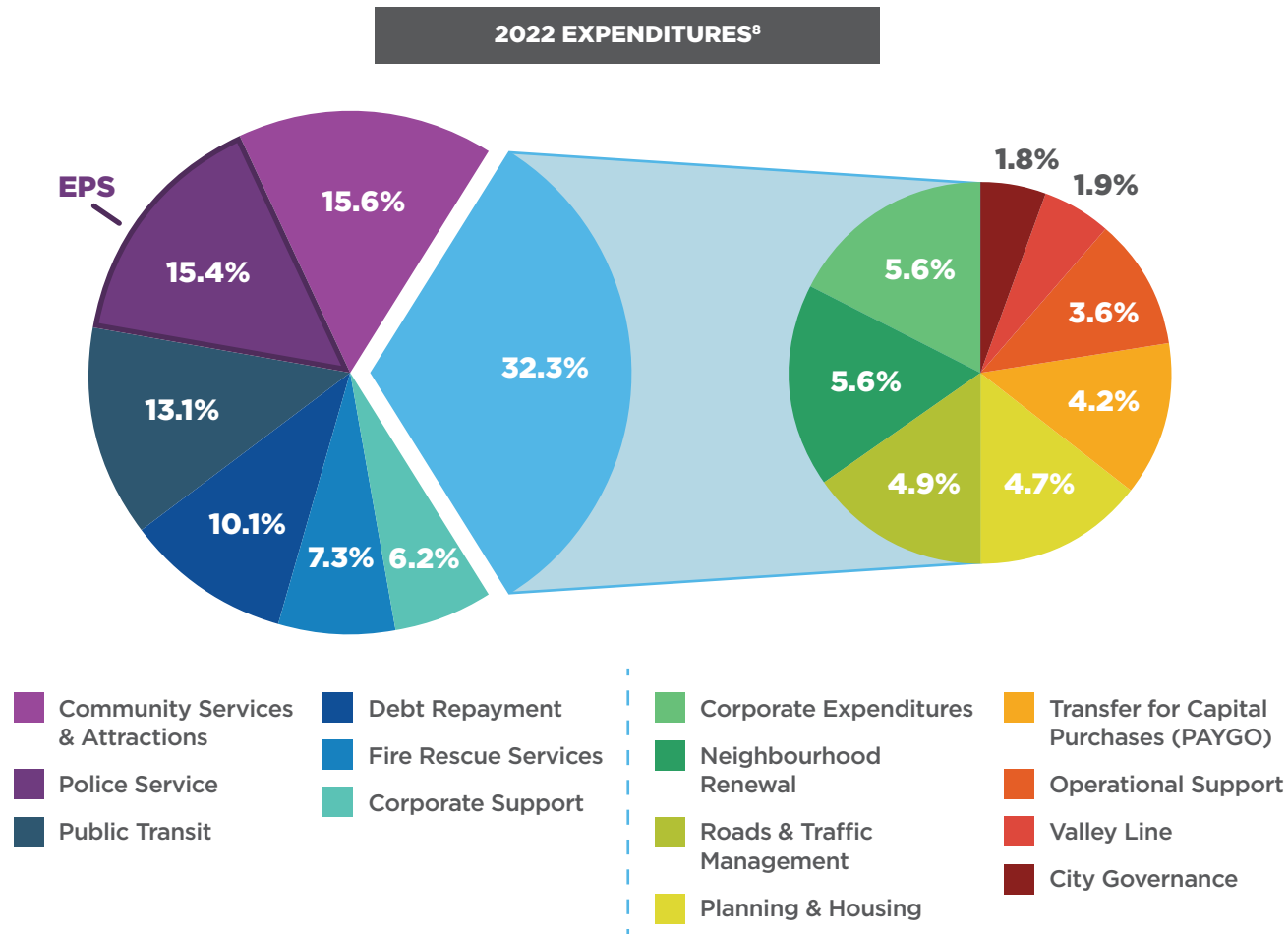


Source: EPS



## EPS Funding in 2022

The Edmonton Police Service receives its operating funding through the City of Edmonton budget. The graphic below shows the major categories of where Edmontonian taxpayer dollars go.



## Funding Formula and Budget History

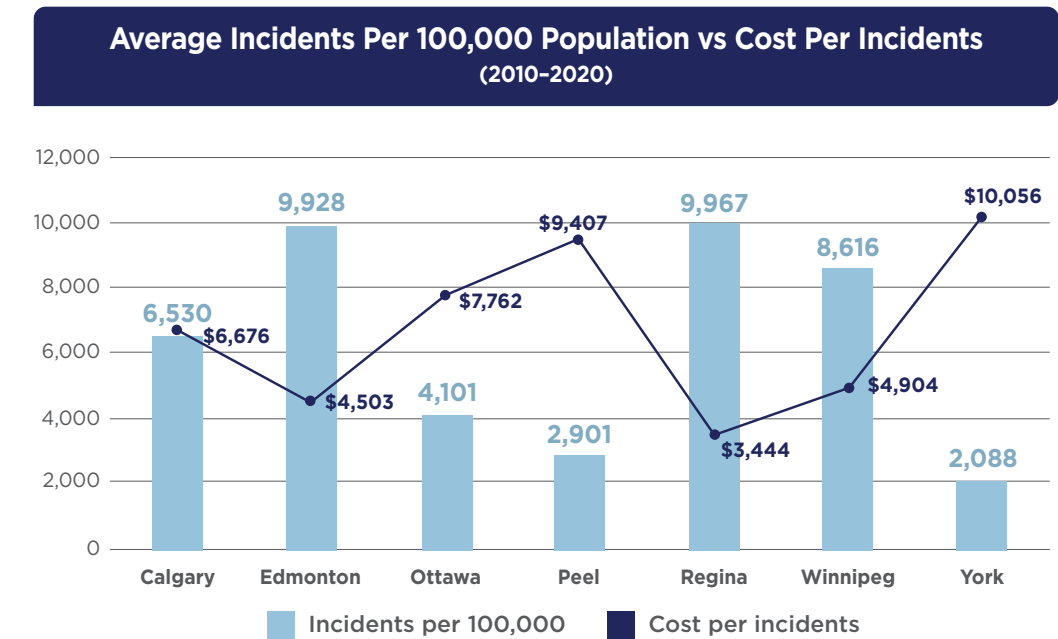
For the 2019-2022 budget cycle, the EPS operated under a funding formula developed in conjunction with City of Edmonton administration, the Edmonton Police Commission and approved by City Council to assist with managing the financial impacts of population growth and inflation in a predictable manner. With the intent of being implemented consistently year-to-year, the funding formula provided a longer-term outlook allowing for more certainty in planning and workforce management.

At the end of 2020, Council suspended the formula and removed a total of \$22 million of planned increases over two years (2021-2022) from EPS' budget. This was in addition to other external financial pressures such as a \$5 million resulting from the Provincial Government's changes in traffic fine revenue and billing for biological testing services.

In 2022, Council approved a one-year funding formula for 2023. Discussions with Council, City administration, the EPS, and the Commission surrounding the future of the 2024-2026 formula are set to take place in 2023.

## Value For Money

As a public service funded with public money, EPS must show it is a good steward of the funds it receives. Looking over the previous 10 years, Edmonton has had one of the highest incidents per 100,000 population but one of the lowest costs per incident among comparable police services in Canada. This demonstrates that the Edmonton Police Service is offering good value for the money it receives.



## GOING FORWARD: THE 2023 - 2026 STRATEGIC PLAN

The EPS will continue to have the same, important mission: to be relentless on crime and to be a leading partner in community safety. Through conversations with stakeholders and the public, EPS is refreshing its Strategic Plan for 2023 - 2026. The plan is about building on the learnings and progress that are already being done, as highlighted in the 2022 Annual Report, and continuing with the momentum we have established. The four goals in the 2020 - 2022 Strategic Plan will continue; however, we have added a new goal - Connect, Share, and Evolve. This new goal is a culmination of many of the things we heard from the community during our engagement efforts and will prioritize listening and learning to develop an understanding of safety priorities, perspectives, and changing expectations of the different communities we serve while allowing the public to understand the demands on the police service.



## CORPORATE PERFORMANCE FRAMEWORK

Our goals and corresponding initiatives are identified in the EPS 2020–2022 Strategic Plan, while targeted outcomes are laid out in our 2020–2022 Business Plan along with allocation of resources and expected timelines.

- EPS leadership provides an update on its Business Plan to the Edmonton Police Commission (EPC) twice a year in March and in September.
- An update is also provided to the EPC on the Strategic Plan once a year in March.
- The Annual Report functions as a public update on the progress made toward goals and outcomes set in the Strategic Plan.
- Timely information on crime statistics and trends is also available to the public through the [Community Safety and Data Portal](#).

EPS also reports regularly to EPC on its activities. Some of these reports include:

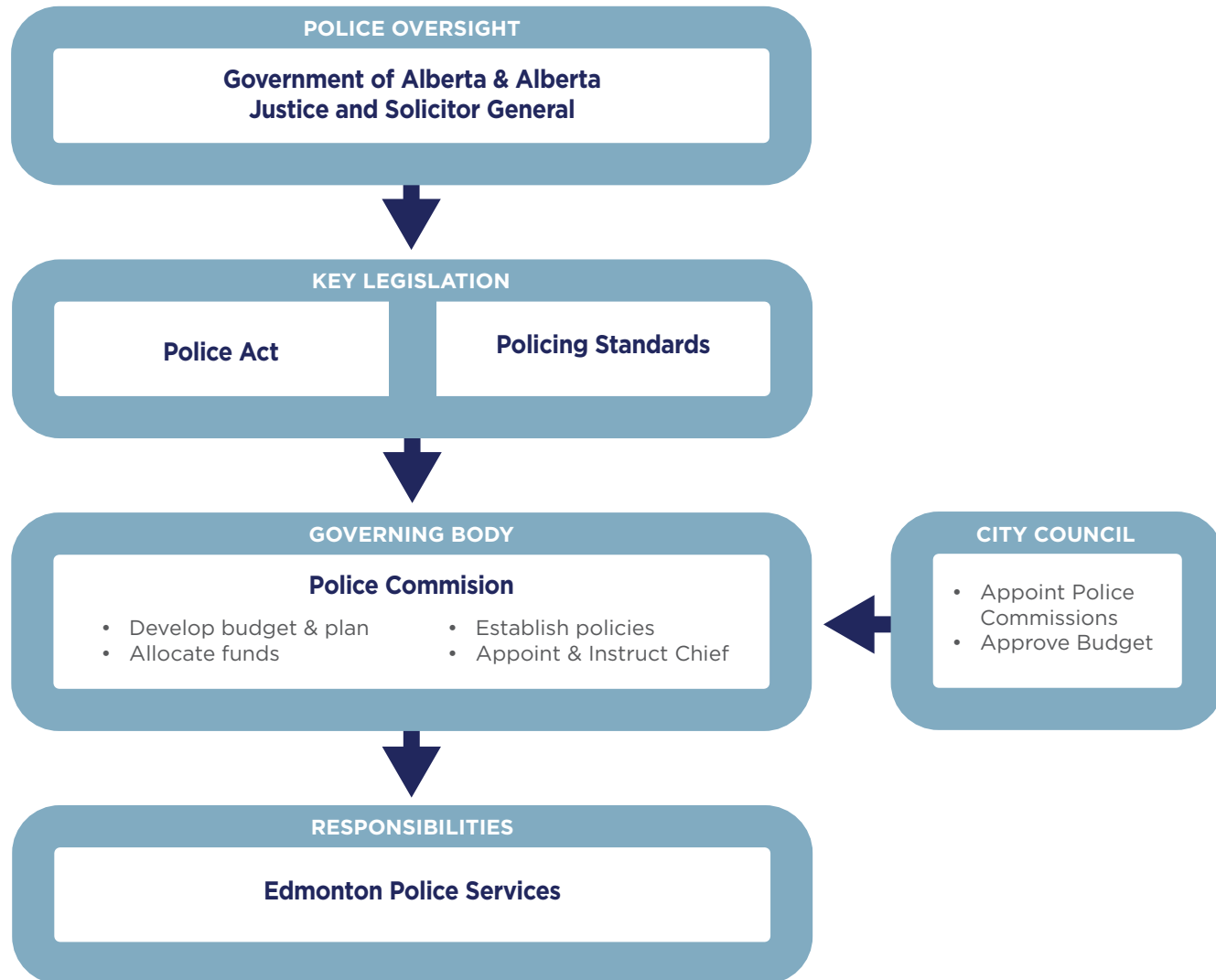
- Provincial Police Standards Audit: Edmonton Police Service
- Criminal Flight Report
- EPS Control Tactics Statistical Report
- Officer Contact Report

Through these data driven and evidence-based mechanisms, we hold ourselves accountable to the people of Edmonton and provide a means for them to assess our performance as an organization that plays a leading role in improving public safety and community well-being.

ELEMENT	MEASUREMENT	ACCOUNTABILITY	MEDIUM OF REPORTING	FREQUENCY OF REPORTING
<b>Goal</b>	Indicator	Edmonton as a Community	Annual Report (External)	Dependent on Data Source
<b>Strategic Outcomes</b>	Outcomes Measures	Chief and Deputy Chiefs	Annual Report (External)	Annually
<b>Bureau Outcomes</b>	Outcomes Measures	Deputies and Superintendents/ Executive Directors	Operational Plans (internal)	Bi-Annually
<b>Initiatives/ Projects</b>	Project Measures	Project Sponsor	Strategic Initiatives Dashboard (internal)	Quarterly
<b>Programs</b>	Outcome Measures Output Measures Process Measures	Branch Leadership	Public and Internal Dashboards	Varies

## EDMONTON POLICE SERVICE GOVERNANCE FRAMEWORK

Police services in democracies need to be both free from political interference and accountable to the public. To balance these needs, Alberta's Police Act requires that the City Council appoint an independent police commission for the police to report to, instead of reporting directly to Council. While the Council still approves the total police budget, only the Edmonton Police Commission can direct how the budget is spent. The Commission also supervises the police chief, sets police policies, and monitors the police conduct complaint process.



## OVERVIEW OF MEASURES

### GOAL 1: Balance Support and Enforcement

MEASURE	WHY IT MATTERS
<b>Violent Crime Rate</b>	These selections of measures highlight the state of different types of crime, harm, and disorder in Edmonton. These measures also indicate the progress that police enforcement and support activities made in reducing the crime rate or containing it at a reasonable and stable level.
<b>Property Crime Rate</b>	
<b>Social Disorder Occurrences</b>	
<b>Domestic Violence Occurrences</b>	
<b>Violent Crime Clearance Rate</b>	These measures show the proportion of criminal incidents solved by the police. They therefore give an indication of the effectiveness of police in solving crimes.
<b>Property Crime Clearance Rate</b>	
<b>Referrals – Crime Trauma Support Services</b>	This measure indicates the level of emotional support, information, and referrals services provided by EPS to victims of a crime and/or tragedy.
<b>Youth Diverted</b>	Youth referral shows EPS' efforts to strike a balance between enforcement and support by diverting youth out of the justice system and transitioning them to a support network. This is a restorative justice approach that aims to keep people away from a life of crime and the arrest-remand cycle
<b>Referrals – HELP</b>	This measure shows EPS and its partners' support to vulnerable persons for their day-to-day needs and challenges in order to connect and transition them to better-suited community support services. This is a direct off-ramp for vulnerable people to get out of the justice system and into the social, health, and community resources they truly need.

### GOAL 2: Partner and Advocate

MEASURE	WHY IT MATTERS
<b>Referrals – Police and Crisis Team (PACT)</b>	This proxy measure highlights EPS and its partner - Alberta Health Services' efforts to drive community safety and well-being by providing support to individuals who are in crisis with mental illness and addiction issues.
<b>Breaches – Violations</b>	A proxy for measuring the execution of our strategy to divert those that should not be in the justice system.

### GOAL 3: Innovate and Advance

MEASURE	WHY IT MATTERS
<b>Dispatched Calls for Service</b>	This proxy measure indicates the effectiveness of EPS in reducing the demand for police resources through innovative solutions and data driven resource planning.
<b>Occurrences in Suppression Zones</b>	This measures EPS' ability to use data and intelligence to identify hotspots and deploy appropriate resources to reduce crime and disorder in such locations. Suppression also requires innovative solutions to address complex and persistent problems.
<b>Traffic Fatalities</b>	This indicates if police traffic enforcement activities are leading to a safer environment.
<b>Proactive Police Time</b>	This proxy measure indicates the progress that EPS made at resolving or improving underlying conditions that lead to violations of law and/or public disorder. Proactive policing also requires effective analysis of data to make better predictions of policing needs, efficient workload management, and engagement of resources accordingly.



## GOAL 4: Grow Diverse Talents

MEASURE	WHY IT MATTERS
<b>Women Employees</b>	This measure highlights EPS' progress towards having a diverse and inclusive workforce by supporting and/or growing the less-represented population groups (i.e., women) across the organization. A stable share over the years or growth in share will tell us that these employees feel comfortable joining and staying with EPS for a longer period.
<b>Proportion of Sworn to Civilian Employees</b>	This proxy measure indicates the diversity of perspectives and skillsets at EPS. Civilian members offer non-policing skillsets to support the work of the sworn members. They also represent a diversity of perspectives that enhance the capacity of EPS in delivering services to its constituents. The objective is not necessarily an increase in civilian staff members but to have a balanced workforce that is composed of sworn and civilian staffs which is comparable to other police services in Canada.
<b>Employee Separation (Turnover)</b>	High turnover rates may be indicative of an inadequate growth environment, disengaged, or dissatisfied workforce. Turnover measures are valuable because they can also uncover unconscious bias, discriminatory practices, or reveal a workplace climate that deters under-represented groups (e.g. women, indigenous or racialized) from remaining at the organization.

## GLOSSARY OF TERMS

### VISION

"Where we want to be" - Aspirational description of what EPS would like to achieve in the mid-to-long term. Serves as guide when making choices on how to allocate resources.

### MISSION

"Why we exist" - Motivational statement articulating the EPS' core purpose and focus.

### VALUES

"What is most important to us" The elements that guide decisions daily and when planning (short and long term).

### GOALS

'What we do to achieve our vision and mission' Broadly defined objectives that must be achieved in order to reach the Vision and execute the Mission. These reflect the highest priority items both internally and externally.

### INDICATORS

'How do we know if our goals are getting there'

- Indicators are about whole populations.
- Indicators are usually about peoples' lives, whether or not they receive any service.
- Indicators are proxies for the well-being of whole populations, and necessarily matters of approximation and compromise.

### OUTCOMES

'What change/action we want to see' - Including two components: 'action' and 'purpose', outcomes articulate the chosen methods or high-level plans required in order to achieve a particular Goal.

Only these items will receive resources; therefore, by articulating what you will do, it also identifies what you will not do.

### STRATEGIC INITIATIVES

'What we do to achieve our outcomes' - The actions required in order to complete the Outcomes. Accountable at the Bureau level (in some cases Division if report directly to Chief).

### PERFORMANCE MEASURES

"How we know if our Outcomes are getting there"

- Performance measures are about client populations
- Performance measures are usually about people who receive service
- Performance measures are about a known group of people who get service and conditions for this group can be precisely measured

### CRIME SEVERITY INDEX (CSI)

The Violent CSI measures the intensity of crime offences which involve violence or threat of violence to a person. Some of these offences included in this score are Homicide, Attempted murder, Robbery and Assault.

The Non-Violent CSI measures the intensity of non-violent crime: offences which do not involve violence or threat of violence to a person. Some Non-violent crime offence types included in this score are Theft, Shoplifting, Fraud, Breaking and entering and Trafficking of controlled drugs.

More information on the CSI can be found through Statistics Canada.

### CRIME RATE

Crime rates are based on the number of incidents reported to police per 100,000 population. Rates are used to make comparisons over time and among geographic areas with different populations.

More information on crime rate can be found through Statistics Canada.

### OCCURRENCE

An occurrence is an incident or a series of connected incidents reported to police that results in the creation of a police report. An occurrence can be criminal requiring investigation or non-criminal requiring follow-up.

### CRIMINAL INCIDENT

An occurrence of one (or more) criminal violation(s) during one single, distinct event, regardless of the number of victims. One incident can include more than one violation.

<sup>1</sup> Canadian Centre for Justice and Community Safety Statistics

<sup>2</sup> <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist=1&STATISTIClist=1&HEADERlist=0&DGUIDlist=2021A00054811061&SearchText=edmonton>

<sup>3</sup> <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist=1&STATISTIClist=1&HEADERlist=0&DGUIDlist=2021A00054811061&SearchText=edmonton>

<sup>4</sup> <https://data.edmonton.ca/City-Administration/City-of-Edmonton-Neighbourhoods/65fr-66s6/data>

<sup>5</sup> Canadian Centre for Justice Statistics. Hereafter abbreviated CCJS.

<sup>6</sup> CCJS.

<sup>7</sup> CCJS.

<sup>8</sup> City of Edmonton 2022 Budget Highlights <https://www.edmonton.ca/sites/default/files/public-files/assets/PDF/2022BudgetHighlights.pdf>



The logo for the Edmonton Police Service is located in the bottom left corner. It features the word "EDMONTON" in a small, white, sans-serif font above the word "POLICE" in a large, bold, white, sans-serif font. Below "POLICE" is the word "SERVICE" in a smaller, white, sans-serif font. The background is a dark blue with abstract white and yellow lines and a rounded rectangular shape.

EDMONTON  
**POLICE**  
SERVICE