STRATEGIC PLAN
2023–2026

EDMONTON
POLICE
SERVICE

Treaty 6 Territory ◁ᒥ�∩�b∩ˊᐸˑ∩ᕒ"Δᕒ Métis Region 4.

We are located in amiskwaciwâskahikan (Beaver Hills) on Treaty 6 territory and Métis Region 4. Edmonton Police Service recognizes that the relationships between policing and Indigenous communities is complex and requires considerable work to address. On the path towards reconciliation, it is essential to acknowledge the truth of our placement on the land which the signing of the treaties are responsible for. Without this understanding and agreement of land sharing, Canada would not exist as it does today. In recognition of the commitment between the Crown and sovereign Indigenous communities, the Edmonton Police Service would like to acknowledge the people and the agreement of Treaty 6 signatories, home to centuries of Indigenous Peoples, including but not limited to the Cree, Dene, Anishinaabe, Blackfoot, Papaschase, Nakota Sioux, Kanyen'kehà (Mohawk) and the Métis Peoples. As we are all Canadians, we are all Treaty people..

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

"Defining where we want to be, why we exist, and what is most important to us."

PERSPECTIVES FROM LEADERSHIP

A MESSAGE FROM

Dale R. McFee
Chief of Police

When the Edmonton Police Service (EPS) published its previous Strategic Plan in 2020, the world of policing – and the world in general – was a much different place. If the last few years have taught us anything, they have highlighted the importance of being responsive to community needs and rapidly changing circumstances.

Despite the effects of the COVID-19 pandemic and a host of other social issues that arose which challenged our resources and service delivery, the EPS was able to see progress toward many of the outcomes defined in the 2020-2022 Strategic Plan. A notable reduction in Edmonton's Crime Severity Index and crime rate from 2019 to 2021 confirmed we are heading in the right direction. However, trends experienced so far in 2022 highlight a need to continue concentrating efforts in areas of concern, specifically when it comes to neighbourhoods around the downtown core. The new 2023-2026 Strategic Plan builds on that groundwork but pushes further in continued pursuit of improving community safety and leading change within law enforcement. Our efforts do not end because the defined span of years within a corporate document changes: just like our mission to be *relentless on crime,* we are also relentless in our commitment to Edmontonians.

The EPS recognizes that community safety is a broad conversation, encompassing many complex social issues in addition to crime and victimization. Outcomes can be measured in many ways, from citizens' feelings of safety to the rate of violent and non-violent crime. However, outcomes are also measured by how well police work with community partners to divert individuals toward the appropriate supports. This requires coordination between various agencies and stakeholders, and the EPS will continue to work with all levels of government and community organizations in providing service that furthers community safety and well-being in our city.

When we work together, we ensure that crime and violence perpetrated by serious, reoccurring offenders is addressed *and* that citizens are connected to the services they need within the community. Partnership is a vital part of this plan, specifically in reducing intake to the criminal justice system, but equally important is EPS' unrelenting commitment to protecting our city and holding those who choose violence against Edmontonians accountable.

EDMONTON
POLICE
SERVICE
BY THE NUMBERS

1,010,899
Population of
Edmonton in 2021[1]

Edmonton City Area[1]
765 km²

Number of
Neighbourhoods[2]
402

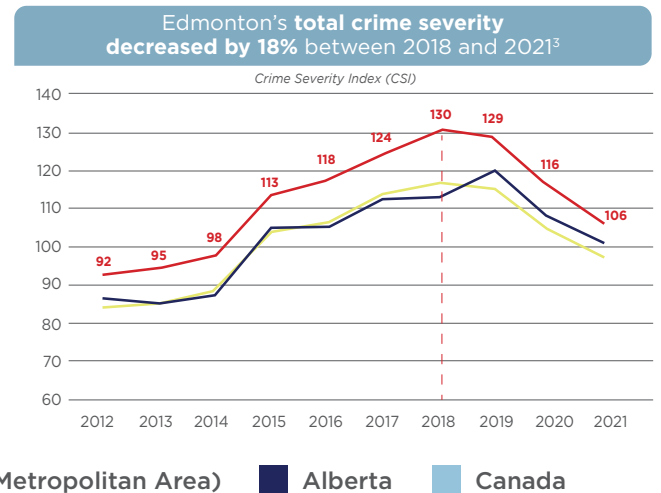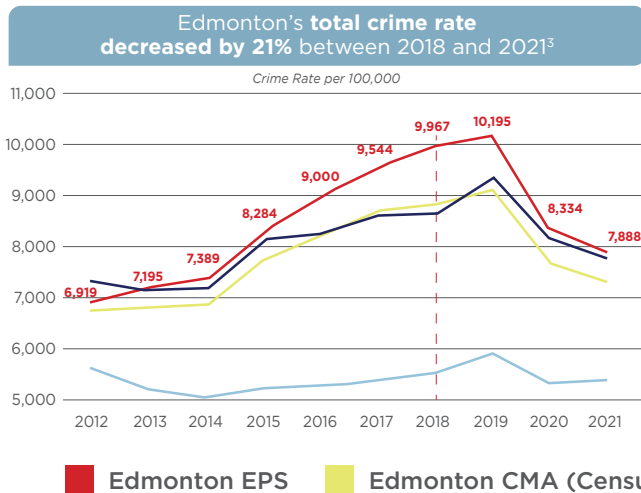## 428,857
Number of Dwellings
in Edmonton[1]

845,013
Requests for Assistance

Required EPS Response
504,426

377,049
Unique Events

Edmonton's **total crime rate** decreased by **21%** between 2018 and 2021[3]

Crime Rate per 100,000

Edmonton EPS values: 6,919 (2012), 7,195 (2013), 7,389 (2014), 8,284 (2015), 9,000 (2016), 9,544 (2017), 9,967 (2018), 10,195 (2019), 8,334 (2020), 7,888 (2021)

Edmonton's **total crime severity** decreased by **18%** between 2018 and 2021[3]

Crime Severity Index (CSI)

Edmonton EPS values: 92 (2012), 95 (2013), 98 (2014), 113 (2015), 118 (2016), 124 (2017), 130 (2018), 129 (2019), 116 (2020), 106 (2021)

🟥 Edmonton EPS   🟨 Edmonton CMA (Census Metropolitan Area)   🟦 Alberta   🟦 Canada

Between 2018 and 2021, Edmonton saw a significant decrease in crime rate. For the first time since 2016, the rate dropped below 9,000 occurrences per 100,000 citizens*. Historically, the city's crime rate has been above the national average but, despite the effects of the pandemic, that gap is beginning to close.

EDMONTON
POLICE
SERVICE
BY THE NUMBERS
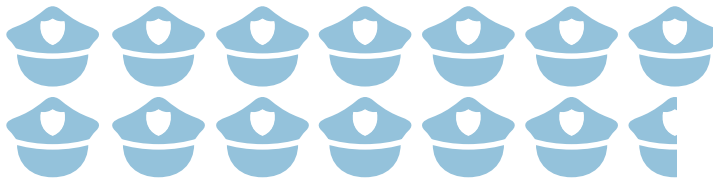
560 **Sworn officers** in patrol squads (2021)

1 Patrol member for every **15km²**

ABOUT OUR OFFICERS

LAST 9 RECRUIT CLASSES (SINCE 2019)

271
Number of Recruits

= 20 recruits

Female
75 (28%)

2SLGBTQ+
11 (4%)

78 (29%)
Racialized Group
(not Indigenous)

15 (6%)
Indigenous

Multiple Languages
Spoken
86 (32%)

We need a common set of facts and understanding to bridge the gap in between perception and reality regarding the role of police, the value they provide, and impact they create.

As EPS members go about their work to address crime and build safer communities, they are affected by factors outside of their control. The environmental context for the criminal justice system is complex, and EPS recognizes that its work is impacted by many intersecting factors.

COVID-19

COVID-19 has had a widespread impact on our community. EPS members faced this on two fronts—protecting their own health and addressing unprecedented challenges in the community. They were tasked with enforcing frequently changing mandates and interacting with citizens who were financially or mentally stressed.

Lack of trust

Across North America, there have been several highly publicized incidents involving police that had tragic outcomes for racialized communities. Consequently, public calls for accountability of policing have increased while trust in all police organizations have declined. EPS' own statistics show a decrease in the number of Edmontonians who have confidence in EPS.

According to the EPS Annual Perception Survey, *overall perception of EPS declined over the last year. Some of those indicators reflect a lack of trust.*

According to a Leger Survey *in June 2020, 70% of Canadians trust police services (an 11% drop from Leger's May 4, 2020 results).*

Increase in mental health concerns

EPS members are encountering higher numbers of people who would benefit from social supports instead of enforcement. At the same time, EPS members are the first responders for these calls, and they also have a responsibility to protect citizens and property. Policing and social supports both have a role to play in finding solutions.

EPS members are also managing increasingly stressful workloads and must be mindful of their own mental well-being.

Technology challenges

Technology has positive and negative impacts in law enforcement. It makes service provision easier through tools such as online reporting, but it also creates new challenges for investigations into increasingly sophisticated types of crime, such as fraud and identity theft. In addition, social media plays an integral role in rapidly spreading information, both true and false, sometimes at the expense of EPS officers and their investigations

Funding uncertainties

The pandemic has affected budgets across the country, and Edmonton is no exception. The City of Edmonton is facing its own budget pressures and, as a result, is looking to find savings across all services it funds.

The same incidents that influence lack of trust have some calling for defunding of police: putting more resources into social supports instead of enforcement. Complex social issues cannot be addressed by simply moving money around. Financial resources are critical, but so is considering how funding choices may have cascading impacts to services and citizens.

Rising inflation

As Canada continues to feel the impact of rising inflation, operating on a fixed budget becomes more challenging. For example, the price of gas directly affects fleet management at the EPS. At the same time, officers serve communities facing their own financial pressures.

Shifting legal environment

Evolving federal and provincial laws have not sufficiently eased the pressure on policing and, in some cases, have required more resourcing due to down stream effects. For example, while decriminalization may prevent a person from being arrested for the personal possession of a small quantity of drugs, the use of drugs still has social consequences for which there are limited supports.

Politicizing policing

Police and politics have become increasingly intertwined, with many opposing views on what some believe policing should be and what it fundamentally must do: keep people safe. This has led to disruptions in funding and erosion of public trust in the police.

In summary

Not one of these factors exists in isolation; each factor influences and contributes to the impact of the others. EPS is dealing with increasing public discontent, as demonstrated by managing more than double the number of rallies and protests than in previous years. These factors have also contributed to an increase in different types of crime—domestic violence or hate crimes, for example—while decreasing others, such as property crimes. The EPS 2021 Annual Report highlights the work the EPS has done in this area.

STORY OF OUR PREVIOUS PLAN

The previous EPS Strategic Plan was published in 2020, and it outlined plans to move forward on four goals, each with measurable outcomes. Despite a host of unforeseen challenges, such as the COVID-19 pandemic, EPS moved the dial on most of its planned outcomes.

Even with the impact of the pandemic, Edmonton saw a citywide reduction in overall crime rate and Crime Severity Index (CSI) between 2018 and 2021, continuing to close the gap between city, provincial and national averages. Progress against all outcomes and measures is captured in the EPS 2021 Annual Report.

The previous Strategic Plan was built to evolve over time and allow EPS to chart a long-term course. Overall, the previous plan was on the right track, as evidenced by the feedback from the Commitment to Action and the alignment between EPS-identified outcomes and outcomes requested by communities. Therefore, this new Strategic Plan continues that approach. The most notable difference is the addition of a new goal. The world has change significantly in the last two years, as has the perception of law enforcement.

Our additional goal reflects our continued commitment to learn from our communities and continue to transform policing to meet the needs of all community members while delivering on our legal mandates under the *Police Act*, Criminal Code, and Provincial standards:

GOAL 3

CONNECT, SHARE, AND EVOLVE.

As Edmonton and the world is changing, EPS is listening, learning, and evolving with our community. EPS will share more about policing and our people to further humanize the individuals within our membership.

INDICATORS, MEASURES, AND OUTCOMES

The EPS follows best practices in international reporting. This means tracking against many measures and outcomes and reporting on those considered the most relevant at that moment in time. There are numerous statistics that can be measured, but it is important to focus on indicators and measures that truly identify if the efforts of EPS are impacting community safety.

EPS is a leader among modern police services in this area. As such, EPS is taking a leading role in developing and tracking indicators of community safety that are universal across the country and has adopted The Canadian Police Performance Metrics Framework: Standardized indicators for police services in Canada to inform our own corporate performance framework.

The indicators in this plan outline the high-level impact to the community that EPS, along with our community partners, hopes to improve. EPS alone cannot move the bar in these areas, but the actions of EPS can contribute and there is value in measuring and tracking progress. It allows us to work with our community partners to improve on them.

Note that these measures may evolve over the duration of this plan as EPS works to ensure progress is occurring and that the right outcomes are being evaluated.

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 | Accountability | Respect | Innovation | Courage | Community

GOAL 1
BALANCE SUPPORT AND ENFORCEMENT

Understand individual circumstances and ensure people are appropriately transitioned to systems that provide support and/or enforcement to increase community safety.

OUTCOMES

- EPS effectively uses data analysis to identify, respond to, and reduce high harm crimes.
- EPS members consistently achieve investigative excellence resulting in enhanced police legitimacy.
- EPS reduces repeat offenses through proactive policing.

GOAL 2
PARTNER AND ADVOCATE

Use EPS knowledge and experience to facilitate effective strategic partnerships that together drive community safety.

OUTCOMES

- EPS increases public safety through partnerships with communities and other stakeholders in the social services ecosystem.
- EPS increases the effectiveness and sustainability of partnerships by using joint ownership of goals and outcomes.

GOAL 3
CONNECT, SHARE, AND EVOLVE

As Edmonton and the world are changing, EPS is listening, learning, and evolving with our community. EPS will share more about policing and our people to further humanize the individuals within our membership.

OUTCOMES

- Public understanding of EPS' role in community safety is increased through engagement.
- EPS uses feedback and input from the public to inform strategic and operational decisions.

GOAL 4
INNOVATE AND ADVANCE AS ONE TEAM

As one team, make decisions with EPS overall in mind, and encourage a culture of innovation and advancement.

OUTCOMES

- EPS increases data driven decision making to better predict policing needs and effectively re-direct resources to where they are most needed.
- EPS fosters a culture of idea generation, innovation, and tolerance for smart risk taking.
- EPS realizes efficiencies by using a 'One EPS' approach to capital budget planning and allocating.

GOAL 5
SUPPORT AND GROW DIVERSE TALENTS

Support the well-being of individuals that make up EPS and foster an inclusive workforce and environment that leverages diversity and grows talent to create a resilient organization.

OUTCOMES

- EPS enhances the physical and mental wellbeing of employees through impactful health and wellness programs.
- EPS is strengthened through a diverse and inclusive workforce whose employees have a strong sense of belonging.
- EPS addresses modern policing needs through a refreshed perspective and approach to recruitment and training.
- EPS employees have diversified skillsets and access to new opportunities.

While enforcement is a crucial element in community safety, it alone can not address all crime, harm, and disorder.

GOAL 1

BALANCE SUPPORT AND ENFORCEMENT

Understand individual circumstances and ensure people are appropriately transitioned to systems that provide support and/or enforcement to increase community safety.

Why it is important:

As a police service in a major city, the EPS is faced with a variety of crime, harm, and/or disorder situations ranging in complexity and severity. Each requires an appropriate response to get the best outcome for community safety. Some of these situations sit within the crossroads of the justice system, health system, and social supports. As such, politicians, members of the public, and members of the EPS have varying understandings and opinions on the role of EPS in addressing these situations. EPS does, and will continue to, collaborate with government, community partners, and other stakeholders to define the role of EPS and other organizations to collectively address the community safety issues facing Edmonton.

EPS has already started down the path of balancing support and enforcement, with it formally included in the 2020-2022 EPS Strategic Plan. We recognize that while enforcement is a crucial element in community safety, it alone cannot address all crime, harm, and disorder. Using enforcement, such as arrests, as the only tool may not lead to the best outcome for individuals or the community.

In certain cases, transitions to health or social systems result in better outcomes, including reduced demand on police and the justice system.

Addressing community safety also requires the collection and analysis of data and information, sharing this information with partners, identifying trends, and re-directing resources as required.

INDICATORS

1. Citizen Perception – Feeling of Safety
2. Violent Crime Severity
3. Non-violent Crime Severity
4. Repeat Offending
5. Repeat Victimization

OUTCOMES	MEASURES
EPS effectively uses data analysis to identify, respond to, and reduce high harm crimes.	• Violent Crime Rate
	• Property Crime Rate
	• Social Disorder Occurrence
EPS members consistently achieve investigative excellence resulting in enhanced police legitimacy.	• Domestic Violence Occurrence
	• Referrals - Crime Trauma Support Services (CTSS)
	• Referrals - Youth
EPS reduces repeat offenses through proactive policing.	• Referrals - HELP
	• Violent Crime Weighted Clearance Rate

PARTNER AND ADVOCATE

Use EPS knowledge and experience to facilitate effective strategic partnerships that together drive community safety.

Why it is important:

Fostering and maintaining safe communities requires active identification, understanding, and addressing of complex, systemic issues (e.g., mental health and addictions, safety within our downtown core, and domestic violence), all of which one organization cannot solve alone. Systemic issues need to be tackled in a systemic approach. A partnership approach, in-hand with the city's communities and key stakeholders across the social ecosystem, is critical to driving community safety.

Successful strategic partnerships with organizations require alignment of common goals—in this case related to community safety. EPS, not-for-profit organizations, the City of Edmonton, the Government of Alberta, and businesses have capabilities, expertise, data, and knowledge that can be leveraged to create a sustainable impact and safer communities. Effective partnerships also require formalization of respective roles, expected involvement, and tracking of measures and impact against desired outcomes to actively assess for and ensure improvement in community safety, adjusting as required.

INDICATORS

1. Drug Poisoning Deaths – Any Substance
2. Homeless Count

OUTCOMES	MEASURES
EPS increases public safety through partnerships with communities and other stakeholders in the social services ecosystem.	• Partnership Agreements Formalized • Partnership Agreements Reviewed Annually • Referrals - Police and Crisis Team (PACT)
EPS increases the effectiveness and sustainability of partnerships by using joint ownership of goals and outcomes.	

GOAL 3

CONNECT, SHARE, AND EVOLVE

As Edmonton and the world are changing, EPS is listening, learning, and evolving with our community. EPS will share more about policing and our people to further humanize the individuals within our membership.

Why it is important:

The role of police in modern-day society is debated now more than ever, with various opinions amongst the public, politicians, and police membership. Access to countless information sources (e.g., social media, news, and personal experience) further influences opinions. We need a common set of facts and understanding to bridge the gap in between perception and reality regarding the role of police, the value they provide, and impact they create. This common understanding would enable robust conversation and debate that would help evolve community safety and the EPS' role within it.

EPS must engage with its internal and external stakeholders to develop an understanding of the safety priorities and perspectives of the different communities it serves. This includes providing information and education on EPS' activities to promote understanding among all stakeholders of the role of police in driving community safety.

To meet the needs of the communities that we serve, EPS will seek to understand the unique, diverse and changing expectations of Edmontonians. This information will be used to consistently inform the strategy, prioritization and decision making of EPS.

Often the EPS membership is seen as whole, with the actions of one member affecting perceptions about the rest. Traditionally little information about individuals was shared publicly. There is an opportunity to share greater insight into the individuals that make up the EPS (both civilian and sworn members) to help humanize the membership with the public.

INDICATORS

1. Citizen Perception - Trust in Police
2. Citizen Perception - Satisfaction in Police

OUTCOMES	MEASURES
Public understanding of EPS' role in community safety is increased through engagement.	• Number of Community & Public Engagement Sessions
	• Satisfaction on Engagement Sessions
EPS uses feedback and input from the public to inform strategic and operational decisions.	• Language Support Services
	• Complaints on Dispatched Calls

An equitable, diverse, and inclusive EPS membership is critical for empathizing and developing a deeper understanding of the unique needs of the city's communities.

GOAL 4

INNOVATE AND ADVANCE AS ONE TEAM

As one team, make decisions with EPS overall in mind, and encourage a culture of innovation and advancement.

Why it is important:

As a large organization, EPS is naturally organized into separate areas (e.g., Bureaus, Divisions) to manage day-to-day operations. Despite best intentions and efforts, this can lead to "silo'd thinking" and decision making. These invisible barriers can impede the understanding of the complete picture or access to information—often due to overlapping information systems and/or data integrity. Over the past two years, EPS has developed an understanding of data usage methods and systems, and made strides in enabling data collection, analysis, and public reporting, such as the online crime dashboard introduced in spring 2022.

There is strong support among EPS leadership to break down silos and make decisions as "one team," enabled by clear data and information. This information can be used for proactive policing by identifying trends and hotspots and predicting policing needs.

This one-team focus requires a cultural adjustment, which also comes with a focus on enabling idea generation, prioritization, and resourcing. This type of culture shift must have a defined process and clear decision-making criteria across the organization. This will promote consistency, innovation, and measurable impacts on community safety.

INDICATORS

1. Citizen Perception - EPS is a Modern and Innovative Organization
2. Citizen Perception - Confidence in Police

OUTCOMES	MEASURES
EPS increases data driven decision making to better predict policing needs and effectively re-direct resources to where they are most needed.	• Dispatched Calls for Service • Occurrences in Suppression Zones • Proactive Police Time • Employee Perception - Collaboration within EPS • Employee Perception - Innovation Culture at EPS
EPS fosters a culture of idea generation, innovation, and tolerance for smart risk taking.	
EPS realizes efficiencies by using a 'One EPS' approach to capital budget planning and allocating.	

GOAL 5

SUPPORT AND GROW DIVERSE TALENTS

Support the well-being of individuals that make up the EPS and establish a diverse and inclusive workforce and environment to grow talent and create a resilient organization.

Why it is important:

Prioritizing the mental and physical well-being of EPS' membership is foundational to enable execution and achievement of EPS' long-term goals and outcomes. Although EPS' membership has shown their talent, resilience, and willingness to approach challenges differently over the last two years, members are still human and feel fatigued from dealing with external stressors that affected them personally and professionally. EPS needs to further support its people so they can thrive in their career , be relentless on crime, and serve as a leading partner in building community safety. This requires further enhancement of mental and physical well-being support programs. It also requires better preparation of new recruits and existing members to help them meet the challenges of modern policing. EPS should refresh its recruitment and training strategies and programs, and mature its approach to equity, diversity, and inclusion (EDI).

An equitable, diverse, and inclusive EPS membership is critical for empathizing and developing a deeper understanding of the unique needs of the city's communities. EPS is aligned on having EDI as a top priority yet also recognizes that EPS is only at the beginning of its EDI journey. EPS requires a refresh of its EDI organizational strategy to strengthen its members' feelings of belonging, ensure equity across all aspects of its work, and harness the strengths and value of diversity. This will include clearly defining and educating EPS membership on what EDI means in practice, developing EDI goals that articulate where EPS needs to evolve and how, and reviewing internal processes to remove barriers to inclusiveness and employee well-being.

INDICATORS

1. Citizen Perception - Professionalism in Police

OUTCOMES	MEASURES
EPS enhances the physical and mental wellbeing of employees through impactful health and wellness programs.	• Percentage of Women Employees • Percentage of Racialized Employees • Percentage of Indigenous Employees • Proportion of Sworn to Civilian Employees • Employee Absenteeism • Employee Turnover • Employee Engagement • Employee Satisfaction
EPS is strengthened through a diverse and inclusive workforce whose employees have a strong sense of belonging.	
EPS addresses modern policing needs through a refreshed perspective and approach to recruitment and training.	
EPS employees have diversified skillsets and access to new opportunities.	

EPS needs to further support its people so they can thrive in their career at EPS, be relentless on crime, and serve as a leading partner in building community safety.

OUR PLANNING PROCESS

The Edmonton Police Service 2023-2026 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 data and evidence.

The 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' 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).

The cycle begins with seeking to understand what faces EPS (1. Plan) and then executing recommendations (2. Implement). This work is then measured to determine if it is achieving EPS' 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 (1. Adjust Plan).

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, indicators, outcomes, and measures, and how EPS will deliver this work is detailed in its business and operational plans.
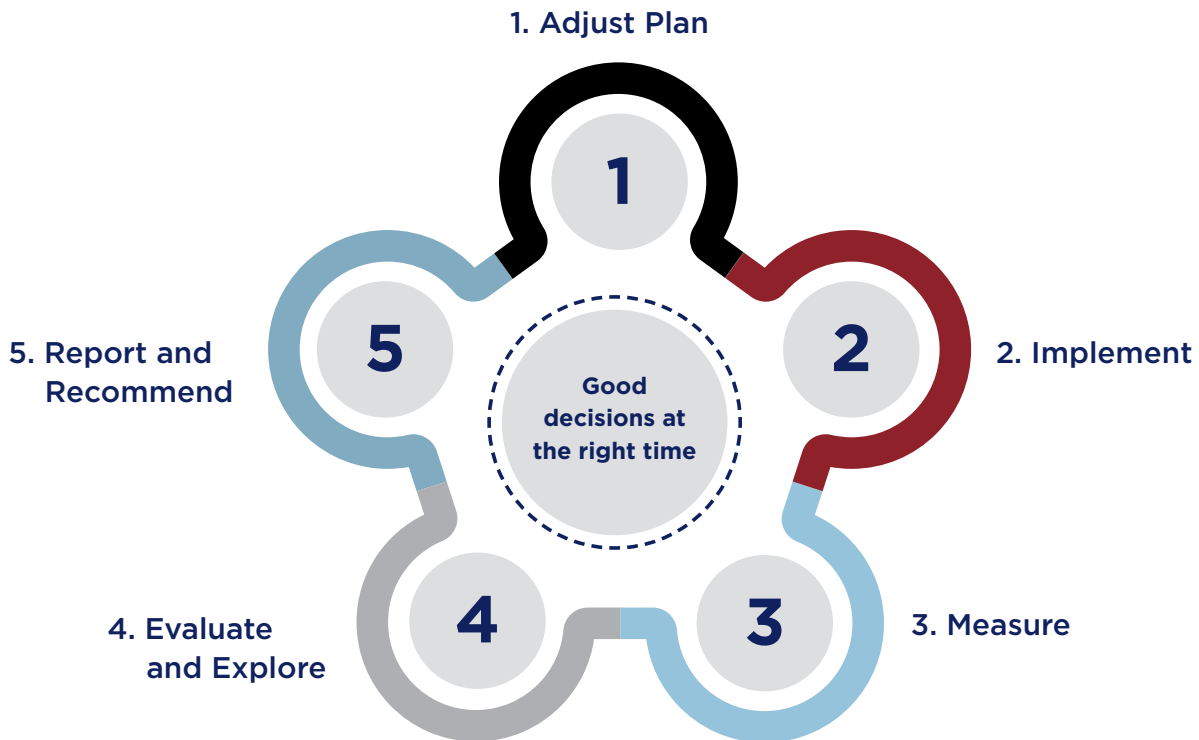
Figure 1 - Strategic Management Cycle

CORPORATE PERFORMANCE FRAMEWORK

Our goals and corresponding initiatives are identified in the EPS 2023-2026 Business Plan, while targeted outcomes are laid out in our 2023-2026 Strategic 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

- Street Check Audit 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
Goal	Indicator	Edmonton as a Community	Annual Report (External)	Dependent on Data Source
Strategic Outcomes	Outcomes Measures	Chief and Deputy Chiefs	Annual Report (External)	Annually
Bureau Outcomes	Outcomes Measures	Deputies and Superintendents/ Executive Directors	Operational Plans (internal)	Bi-Annually
Initiatives/ Projects	Project Measures	Project Sponsor	Strategic Initiatives Dashboard (internal)	Quarterly
Programs	Outcome Measures Output Measures Process Measures	Branch Leadership	Public and Internal Dashboards	Varies

MEASURES TABLE OF ALIGNMENT

GOAL	MEASURE	WHY IT MATTERS
GOAL 1 — Balance Support and Enforcement	**Violent Crime Rate**	These selection 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.
	Property Crime Rate	
	Social Disorder Occurrence	
	Domestic Violence Occurrence	
	Referrals - Crime Trauma Support Services (CTSS)	This measure indicates the level of emotional support, information, and referrals services provided by EPS to victims of a crime and/or tragedy.
	Referrals - Youth	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
	Referrals - HELP	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.
	Violent Crime Weighted Clearance Rate	This is a proxy for measuring EPS' investigative success. This signals how well EPS is performing in investigating and solving violent crime – a critical function for the police service.
GOAL 2 — Partner and Advocate	**Referrals - Police and Crisis Team (PACT)**	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.
	Partnership Agreement Formalized	This shows the progress that EPS made in building relationships with prospective partners by formalizing the relationship with regard to the shared goal of driving community safety and well-being.
	Partnership Agreements Reviewed Annually	This highlights the formal assessment of partnership between EPS and all its agreement-binding partners. Review of a partnership agreement is the starting point to ensure that the partnerships are effective and sustainable in achieving shared goals and outcomes.

GOAL	MEASURE	WHY IT MATTERS
GOAL 3 Connect, Share & Evolve	**Complaints on Dispatched Calls**	Complaint is a form of feedback and provides an opportunity for improvement. This is a proxy measure showing that EPS is listening to the public's concerns and addressing them where legitimate. Due to the nature of police work and interaction, it may not be possible to eliminate all complaints but EPS can work towards reducing or containing them.
	Language Support Services	This proxy measure highlights EPS efforts and activities to minimize language barriers by providing interpreter and translator services to our diverse communities. This is a critical step in listening and understanding each other and removing or minimizing communication barriers.
	Community & Public Engagement Sessions	EPS attempts to understand the needs, wants, and concerns of its diverse constituents and stakeholders through community and public engagement sessions. This is critical for becoming a more citizen centric organization.
	Satisfaction on Engagement Sessions	This indicates how effective the community and public engagement sessions are in listening, informing, and connecting with the participating citizens.
GOAL 4 Innovate and Advance as One Team	**Dispatched Call for Service**	This proxy measure indicates the effectiveness of EPS in reducing the demand for police resources through innovative solutions and data driven resource planning.
	Occurrences in Suppression Zones	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.
	Proactive Police Time	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.
	Employee Perception - Collaboration within EPS	This measure will tell us the progress that EPS made to remove or minimize invisible barriers and foster workplace collaboration - the act of creating together with shared responsibility for the outcome.
	Employee Perception - Innovation Culture at EPS	This measure shows how EPS employees feel about the idea generation and innovation culture within the organization to address complex policing problems.

GOAL	MEASURE	WHY IT MATTERS
GOAL 5 🌱 Support & Grow Diverse Talents	**Percentage of Women Employees** **Percentage of Racialized Employees** **Percentage of Indigenous Employees**	These measures highlight EPS' progress towards having a diverse and inclusive workforce by supporting and/or growing the less-represented population groups (i.e., women, racialized, indigenous) across the organization. A stable share over the years or growth in share will tell us that these employees feel comfortable to join and stay with EPS for a longer period.
	Proportion of Sworn to Civilian Employees	This proxy measures also indicate 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.
	Employee Absenteeism	This proxy measure highlights the state of employees' emotional and physical well-being. This is also reflective of if they have adequate support to address some of the underlining causes of high absenteeism. Some of the possible causes of over-absenteeism include burnout, harassment, mental illness, ongoing personal issues, chronic medical problems, and job dissatisfaction.
	Employee Turnover	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.
	Employee Engagement	This proxy measure indicates support, empowerment, and growth opportunities for employees. Generally, engaged employees care about their work and their organization. That sense of engagement comes from employees feeling that they are being listened to, supported, and empowered by the organization, and given the opportunity to grow and achieve their best.
	Employee Satisfaction	Employees' positive physical and mental well-being is a key contributor to employee satisfaction. A high level of employee satisfaction may not be possible where staff feel they are not being supported by the organization or given reasonable opportunities for development and growth.

EPS APPROACH TO COMMUNITY AND STAKEHOLDER ENGAGEMENT

Following the death of George Floyd, Edmonton City Council held public hearings to better understand how Edmontonians viewed police-community relationships. The response at the hearings highlighted the tenuous nature of police-community relationships in Edmonton, and that a segment of the Edmonton population has historically not felt seen, heard, or protected by police. Overall, the need for an equitable, restorative, and on-going approach came to the forefront.

COMMITMENT TO ACTION

The EPS' "Commitment to Action" created space for extensive engagement with communities that have not always felt heard from or truly listened to by police. It also functioned as a platform to begin working with the community on implementing the necessary changes EPS heard were required. The intent was not simply to hold just another consultation or listening campaign, but to move into action and change immediately.

The Commitment to Action Implementation Plan outlines new and ongoing actions to support six priorities identified in the Community Feedback Report, which were also used as input into the Strategic Plan development:

- **Relationship Building** to foster and maintain productive relationships

- **Partnership Development** to bring together diverse skills, community wisdom and resources to improve service delivery

- **Training and Development** that includes empathy, critical thinking, cultural understanding, and trauma informed practices

- **Communication and Transparency** to share information and ensure accountability

- **Innovation** to develop creative solutions, innovative tools, and approaches to community well-being

- **Community Engagement** to inform the changes Edmontonians want to see in policing

FEEDBACK FROM THE COMMUNITY:

We asked our communities for feedback, and we compiled information from different sources to incorporate it into the way we provide services.

THREE NEW ADVISORY COUNCILS WERE FORMED TO SUPPORT THESE EFFORTS:

In addition to the work done through Commitment to Action, EPS formed three new advisory councils to connect with and get feedback from the community:

- **Nîsohkamâkewin Council –** To help EPS with addressing the inequities and barriers Indigenous peoples face, and with implementing the policing recommendations from national reports such as the Truth and Reconciliation Commission of Canada, and the National Inquiry into Missing and Murdered Indigenous Women and Girls.

- **Sexual Orientation, Gender Identity and Expression (SOGIE) Council –** To guide EPS in supporting members of the 2SLGBTQ+ community, and with putting the EPS 2SLGBTQ+ Community Feedback Report into practice.

- **Chief's Community Council –** To assist EPS in shaping policies and procedures related to all communities, and with applying the recommendations from the EPS Commitment to Action Community Feedback Report.

All three councils will be advising EPS on emerging issues and operational changes, while ensuring continuous engagement and accountability.

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.

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.

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).

CRIME SEVERITY INDEX (CSI)

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.

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 homicide, robbery and assault.

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

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 **here.**

1. https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&GENDERlist =1,2,3&STATISTIClist=1&HEADERlist=0&DGUIDlist=2021A00054811061&SearchText=edmonton

2. https://data.edmonton.ca/City-Administration/City-of-Edmonton-Neighbourhoods/65fr-66s6/data

3. https://www150.statcan.gc.ca/n1/pub/85-002-x/2022001/article/00013-eng.htm