

EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE:

2022 April 21

SUBJECT:

Update to the Edmonton Police Service Business Plan 2020 - 2022

RECOMMENDATION(S):

That the Edmonton Police Commission (EPC) approve the following recommendation(s):

- 1. The changes to the Business Plan key activities and timelines be approved.
- 2. The 2021 EPS Annual Report be approved.

BACKGROUND:

Under the Alberta Police Act, the Edmonton Police Service (EPS) is mandated to produce a multi-year plan that identifies the key activities being undertaken by the service, its performance management system, and financial statements. In addition, the EPS is expected to produce an Annual Report covering its operations during the previous fiscal year. Therefore, a Business Plan update informed by the EPS's data collected through the Corporate Performance Framework is provided to the Edmonton Police Commission biannually, while a more detailed Annual Report is submitted in Q1 for the previous year.

The key activities in the EPS Business Plan 2020 – 2022 are reviewed and updated, in an agile manner, in response to learnings from performance data. For 2021, EPS identified 35 priority projects. Of these, 18 have been fully completed while 10 are in advanced stages of multi-year implementation while the remaining 7 are rescheduled for completion in 2022. A snapshot of these projects is provided in this update (Attachment 1). The 2021 Annual Report for EPS captures how the work undertaken under the 2020-2022 Strategic Plan and Business Plan has led to a 17% reduction in Edmonton's crime rate. There has also been a corresponding decrease of 12% in property crime rate and a decrease of 6% in violent crime rate specifically over the 2018-2022 period.

Under the 2020-2022 Strategic Plan, EPS endeavored to be a forward-thinking police service, and allocate resources to emerging trends to address them before they became large challenges. Using an evidence and data-informed approach for the final year of the current iteration for the EPS Business Plan, 7 additional projects have been added as organizational priorities for EPS based on emerging trends and priorities identified through the Corporate Performance Framework (captured in the Attachment 2 – 2021 Annual Report). These are:

- 1. Guns & Gangs Strategy
- 2. Virtual Opioid Dependency Program
- 3. Crime Management Model

- 4. Service Delivery Model Alternative Call Pathways
- 5. Service Delivery Model Joint Dispatch Facility
- 6. Service Delivery Model Post Response
- 7. Resource Optimization Project

In total, there are 14 priority projects for 2022. However, EPS will continue to adjust its operations and commitments for the year, given recent reductions in its budgetary allocation. The current known impacts of these reductions were shared with EPC in March 2022.

The 2021 EPS Annual Report (Attachment 2) focuses on reporting the most relevant outcomes, indicators, and measures and connects the dots on where EPS is focusing its resources in 2022 to retain the gains made over the past few years. The impact EPS has already made is capture through stories as well as data in the 2021 Annual Report. As the world reopens from COVID, the external environment may shift rapidly over the new few months which could impact public safety and community wellness in many different ways.

ADDITIONAL INFORMATION ATTACHED:

Attachment 1 – EPS 2020 – 2022 Business Plan Update Attachment 2 – EPS 2021 Annual Report

Written By:	Mariam Masud, Director – Strategy & Engagement Branch
Approved By:	Lori Lorenz, Executive Director - Value & Impact Division
Chief of Police:	
Date:	Ann 14, 22



PURPOSE

The Edmonton Police Service (EPS) Business Plan 2020-2022 highlights the work and efforts undertaken by the organization on an annual basis and subsequent funding allocations.

EPS is created under the authority of section 27 (1) of the Province of Alberta's *Police Act*, which stipulates "a municipality that has assumed responsibility for establishing a municipal police service... shall establish and maintain an adequate and effective municipal police service under the general supervision of a municipal police commission." Under the Act, police services in Alberta must communicate budget information through their local police commission. With that in mind, this document is written with the Edmonton Police Commission (EPC) as the primary audience.

In the past EPS produced an Annual Policing Plan that highlighted work toward four goals: commitment to professionalism, reduced crime and victimization, investigative excellence, increased efficiency, and effectiveness.

Though progress was made in all areas, the environment in which EPS operates has changed and created a need to identify new, more timely goals through the 2020-2022 Strategic Plan.

The Business Plan replaces the Annual Policing Plan and is a companion to the Strategic Plan, which outlines EPS's understanding of its environment and opportunities as well as process for tracking progress and planning. The Strategic Plan describes the desired state of EPS at the end of 2022. The Business Plan is updated semi-annually and outlines the organizational priorities which will move the Service closer to its vision and mission of being a forward-thinking police service that strengthens public trust through addressing crime, harm, and disorder.

PROGRESS REPORTING

One aspect of accountability is measuring and reporting learnings and progress. EPS has a Corporate Performance Framework which allows EPS to track multiple levels of information, sharing what is most relevant with the public and decision-makers as needed. This is aligned with best practices such as materiality assessments and integrated reporting. For this reason, high level indicators are captured in the Strategic Plan and are included in this document for reference (Appendix A). Additionally, risk management processes provide the EPS with an opportunity to systematically plan and proactively act to manage the uncertainty in its environment. By understanding those risks that can impact the EPS's ability to achieve its goals and objectives, the organization is able to take practical steps that maximize its chance of success, while simultaneously limit its exposure to harmful consequences. To address this, a risk lens is applied to the creation of the Business Plan.

The 2020-2022 Business Plan will be updated semi-annually to reflect any additional Key Activities for that year. This allows EPS to be agile and respond to opportunities and needs in an innovative manner while managing resources appropriately. The semi-annual update also includes a snapshot of progress on the key initiatives. A legend on the progress snapshot is included below. A public annual report on the progress towards the Business Plan and Strategic Plan will be brought to the Edmonton Police Commission in Q1 of each year. Indicators and measures from the Corporate Performance Framework will be included in the annual report.

Legend



VISION 2020

Chief Dale McFee initiated the Vision 2020 project as the organization needed to restructure and internally reallocate resources to develop more avenues which redirect people from the criminal justice system to partner agencies. This enabled the implementation of the strategic plan.

Chief McFee challenged the organization to think differently and established the Vision 2020 team to coordinate its efforts. Through 2019, employees from across the organization discussed the challenges, gaps, and potential solutions. The recommendations developed through this process were implemented in 2020, updating EPS systems and operations to reflect the new organizational structure. The progress of the implementation is also captured through the key initiatives in the Business Plan.

OUR PLAN



Balance Support and Enforcement

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
Develop a culture of	Reconfigure Community Policing Bureau	2020	\odot	Community Policing Bureau
balancing enforcement and support.	Strengthen Public Engagement/Commitment to Action including strategies for Community Engagement & Vulnerable People	2022	9	Value and Impact Division
	Develop a Guns & Gangs Strategy	2022	(3)	Investigations & Support Services Division
	Training and support for implementing Bill C-75	2020	②	Legal and Regulatory Services
		0.00		Community
Ensure frontline officers have the right supports to	Roll out the Community Safety and Wellbeing Bureau	2020	\odot	Safety and Well- being Bureau
make the best choices for balancing enforcement and	Create Integrated Community Safety Division (centralizing youth, offender management and	2020	②	Community Safety and Well- being Bureau
support.	diversion activities)			
	Implement Young People Strategy	2021	<u></u>	Community Safety and Well- being Bureau
	Establish Patrol Electronic Response Teams	2021	\odot	Community Policing Bureau
	Develop Offender Management Strategy	2021	Ø	Community Safety and Well- being Bureau
	Establish Human-Centered Engagement and Liaison Partnership Unit (HELP)	2021	\odot	Community Safety and Well- being Bureau
	Develop Health IM	2021	②	Community Safety and Well- being Bureau
	Review boundaries for Divisions	2021	\odot	Community Policing Bureau
	Establish 24/7 PACT	2021	<u></u>	Community Safety and Well- being Bureau

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
	Develop Domestic Violence Strategy	2022	\odot	Community Safety and Well- being Bureau
	Rollout Firearms Initiative	2021	\odot	Investigations and Support Bureau
	Review IMAC function and structure	2020	\odot	Office of the Chief
Focus on how EPS members	Focus on Transit Safety	2021	<u></u>	Value and Impact Division
nteract with community members to strengthen	Develop a Sobering Center/Downtown Safe Site	2022	$\overline{\Rightarrow}$	Community Safety and Well- being Bureau
ublic trust.	Implement Young People Strategy	2021	<u></u>	Community Safety and Well- being Bureau
	Strengthen Public Engagement/Commitment to Action including strategies for Community Engagement & Vulnerable People	2022	(3)	Value and Impact Division
	Pilot In-Car Video	2022	<u></u>	Innovation and Information Bureau
	Develop a Communications Strategy	2022	<u></u>	Office of the Chief
	Review EPS Social Media Practices	2022	(->)	Office of the Chief
	Implement a Crime Management Model	2022	(-)	Community Policing Bureau
	Review Service Delivery Model – Alternative Call Pathways	2022	<u> </u>	Value and Impact Division
	Review Deployment Model	2022	<u> </u>	Community Policing Bureau
	Explore Constable Project (Tiered Policing)	2022		Value and Impact Division

The changes we will see once this work is completed are:

- EPS resources are made available to reduce calls for service.
- EPS isresponsive 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.



Partner and Advocate

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
Form partnerships for better offender management, systems	Create Strategic Social Development Branch in Community Safety and Well-being Bureau	2020	Ø	Community Safety and Well- being Bureau
navigation and developing diversion pathways.	Develop Offender Management Strategy	2021	\odot	Community Safety and Well- being Bureau
antersion patients	Move navigation coordination and intake function to Community Safety and Wellbeing Bureau	2020	Ø	Community Safety and Well- being Bureau
	Move to Union Building	2021	Ø	Community Safety and Well- being Bureau
	Establish Human-Centered Engagement and Liaison Partnership Unit (HELP)	2021	Ø	Community Safety and Well- being Bureau
	Develop Domestic Violence Strategy	2022	②	Community Safety and Well- being Bureau
	Implement Young People Strategy	2021	<u></u>	Community Safety and Well- being Bureau
	Develop Social Development Framework	2020	(1)	Community Safety and Well- being Bureau
Use data, research, and	Establish Community Solutions Accelerator	2020	Ø	Innovation and Information Bureau
education as a foundation to form impactful partnerships.	Develop Partnership Framework	2020	Ø	Value and Impact Division
Define and track outcomes to hold ourselves and	Establish Psychoactive Substance Use Committee	2020	Ø	Innovation and Information Bureau
others accountable.	Move to Union Building	2021	Ø	Community Safety and Well-being Bureau
	Develop Offender Management Strategy	2021	\odot	Community Safety and Well-being Bureau
	Establish Human-Centered Engagement and Liaison Partnership Unit (HELP)	2021	\odot	Community Safety and Well-being Bureau
	Strengthen Public Engagement/Commitment to Action including strategies for Community	2022	(3)	Value and Impact Division

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
	Engagement & Vulnerable People			
	Develop Domestic Violence Strategy	2022	Ø	Community Safety and Well-being Bureau
	Review Service Delivery Model – Post Response	2022	(-)	Community Safety and Well-being Bureau

The changes we will see once this work is completed are:

- 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



Innovate and Advance

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
Build upon and refine how EPS uses resources	Create Integrated Community Safety Vision (centralizing youth, offender management and diversion activities)	2020	\odot	Community Safety and Well-being Bureau
by breaking down silos.	Implement Young Persons Strategy	2021	<u></u>	Community Safety and Well-being Bureau
	Restructure to centralize functions of Community Action Teams	2020	Ø	Community Safety and Well-being Bureau
	Move Traffic function	2020	0	Operational Support Services Bureau
	Move Domestic Violence to Serious Crimes	2020	②	Investigations & Support Bureau
	Rollout online reporting	2020	②	Innovation and Information Bureau
	Fully rollout Operational Intelligence Command Center	2020	\odot	Operational Support Services Bureau
	Review Records Management System	2022	0	Innovation and Information Bureau
	Complete PCB/OICC integration	2021	\odot	Innovation and Information Bureau
	Develop an Innovation Strategy	2021	\odot	Innovation and Information Bureau
	Pilot In-Car Video	2022	<u></u>	Innovation and Information Bureau
	Review IMAC function and structure	2021	\odot	Investigations & Support Bureau
	Rollout Facial Recognition Project	2021	\odot	Investigations & Support Bureau
	Rollout Firearms Initiative	2021	\odot	Investigations & Support Bureau
	Develop an IT Strategy	2020	(1)	Innovation and Information Bureau
Use data, research, and	Create an Intelligence and Analytics Branch	2020	②	Innovation and Information Bureau
education as a foundation to identify	Create an Information Management and Intelligence Division	2020	②	Innovation and Information Bureau
areas of largest impact first.	Rollout Rapid DNA	2021	\bigcirc	Investigations & Support Bureau

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
	Rollout E-Ticketing	2022	<u></u>	Innovation and Information Bureau
	Pilot Collision Reporting Centers	2022	<u></u>	Innovation and Information Bureau
	Develop a Domestic Violence Strategy	2021	\odot	Community Safety and Well-being Bureau
	Execute Enterprise Commons Project	2022	<u></u>	Corporate Services Bureau
	Develop a Youth Strategy	2020	Ø	Community Safety and Well-being Bureau
	DIVERSION first Program phased rollout	2022	③	Community Safety and Well-being Bureau
Encourage innovative problem solving through	Create a Continuous Improvement function	2020	Ø	Value and Impact
sharing knowledge/ information more broadly	Develop an Innovation Strategy	2021	Ø	Innovation and Technology
across EPS.	Implement Young Persons Strategy	2022	<u></u>	Community Safety and Well-being Bureau
	Pilot In-Car Video	2022	0	Innovation and Information Bureau
	Review IMAC – Report Quality Project	2021	\odot	Investigations & Support Bureau
	Review IMAC – Investigative Excellence Project	2023	<u></u>	Investigations & Support Bureau
	Rollout Firearms Initiative	2021	Ø	Investigations & Support Bureau
	Rollout Facial Recognition Project	2021	Ø	Investigations & Support Bureau
	Create a Research Center of Excellence	2020	Ø	Innovation and Technology
	Develop a Communications Strategy	2022	<u></u>	Value and Impact



Innovate and Advance Continued

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
Build a culture of resiliency,	Develop Innovation Strategy	2021	\odot	Innovation and Information Bureau
taking smart risks, and accepting and learning from mistakes.	Move Police Information Checks and Alarm Control under Information Management Branch	2020	Ø	Innovation and Information Bureau
·····stances	Explore model for Joint Training Facility	2021	Ø	Value and Impact
Develop a capital plan for facilities,	Identify EPS Priorities for 2023- 32 Capital Investment Outlook (Renewal & Growth)	2020	Ø	Corporate Services Bureau
technologies, and equipment.	Prepare EPS Capital Budget	2021	<u></u>	Corporate Services Bureau
	Review and update Business Cases	2020	②	Corporate Services Bureau
	Present Business Cases to leadership, including Edmonton Police Commission	2021	Ø	Corporate Services Bureau
	Prepare for 2023-26 Budget	2022	(2)	Corporate Services Bureau
	Move to TD Tower	2020	Ø	Corporate Services Bureau
	Move to North West Campus	2021	\odot	Corporate Services Bureau
	Complete Police Communications Bureau Civilianization	2021	<u>-</u>	Innovation and Information Bureau
	Review Service Delivery Model – Joint Dispatch Facility	2022	(3)	Innovation and Information Bureau

The changes we will see once this work is completed are:

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



Grow Diverse Talents

PRIORITY AREA	KEY ACTIVITIES	COMPLETION	PROGRESS	ACCOUNTABILITY
	Develop and implement Human Resources Strategy	2022	<u>-</u>	Corporate Services Bureau
Develop and implement a	Complete PCB/OICC integration	2021	②	Innovation and Information Bureau
staffing model that optimizes the acquisition, allocation, and deployment of our members	Implement Resource Optimization Project	2022	<u></u>	Value and Impact Division
	Complete Police Communications Bureau Civilianization	2021	<u></u>	Innovation and Information Bureau
Develop and implement a comprehensive approach to	Develop and implement Human Resources Strategy	2022	<u></u>	Corporate Services Bureau
recruit, develop and engage our members.	Systematic review and of issues facing Indigenous Peoples and response action plan	2021	②	Value and Impact Division
Encourage and sustain a	Develop and implement Human Resources Strategy – Work from Home	2022	<u></u>	Corporate Services Bureau
positive work culture to retain talent.	Develop Inclusive Language Glossary	2021	\odot	Value and Impact Division
	Complete Police Communications Bureau Civilianization	2021	<u></u>	Innovation and Information Bureau

The changes we will see once this work is completed are:

- 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.

FUNDING

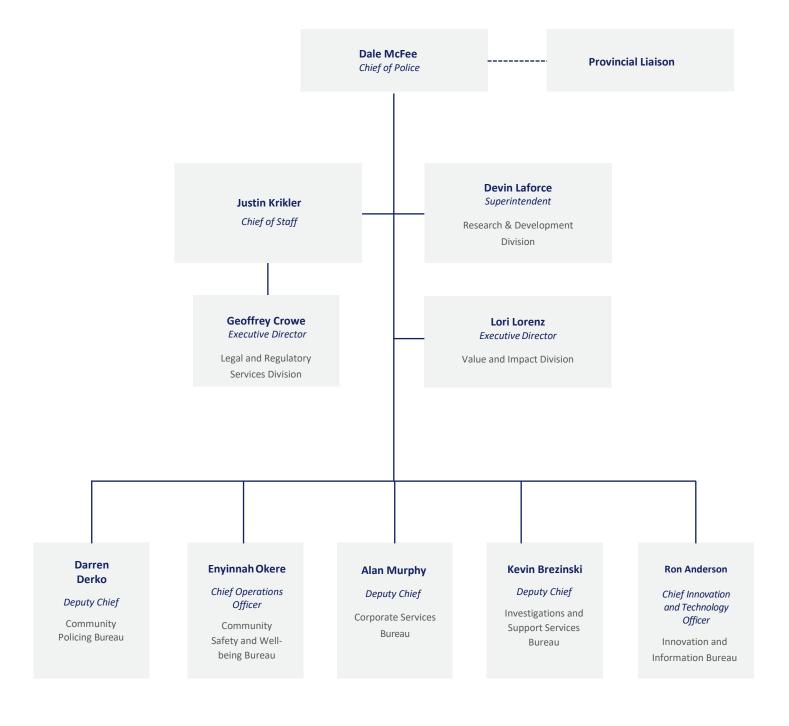
The primary source of EPS funding is designated by Edmonton City Council from its tax levy to police operations. This is supplemented by multiple sources, including municipal policing grants, fine revenue, and user fees. In June 2018 City Council approved a funding formula policy that was intended to provide funding certainty to allow for long-term budgeting and workforce planning. However, in 2021 City council suspended the funding formula policy and reduced Police funding by almost \$22 million removing certainty and the ability for long term budgeting and workforce planning.

YEAR	CAPITAL BUDGET (\$000)	NET OPERATING BUDGET (\$000)	SWORN FULL-TIME EQUIVALENTS (AUTHORIZED)	CIVILIAN FULL-TIME EQUIVALENTS (AUTHORIZED)
2019	\$35,920	\$357,627	1,828.5	853.0
2020	\$35,427	\$377,007	1,850.0	906.0
2021	\$41,229	\$388,616	1,882.0	927.5
2022	\$20,683	\$384,810	1,881.0	954.5

Current and Forecasted Operating Budget

	2020 BUDGET	2021 BUDGET	2022 BUDGET
Revenue & Transfers			
User Fees, Fines, Permits, etc.	43,562	45,217	43,917
Grants	29,561	30,725	29,986
Transfer from Reserves	22,573	23,024	22,647
Total Revenue & Transfers	\$95,696	\$98,966	\$96,550
Not Europe diture & Transfers			
Net Expenditure & Transfers	202.002	200 270	202.010
Personnel	383,982	388,379	392,018
Materials, Goods, & Supplies	17,031	18,886	20,402
External Services	25,850	30,649	28,511
Fleet Services	6,903	6,924	6,946
Intra-municipal Charges	14,675	15,202	13,334
Utilities & Other Charges	13,186	13,176	15,925
Transfer to Reserves	12,838	16,127	5,985
Subtotal	474,464	489,343	483,121
Intra-municipal Recoveries	(1,761)	(1,761)	(1,761)
Total Net Expenditure & Transfers	\$472,703	\$487,582	\$481,360
Total Net Operating Requirement	\$377,007	\$388,616	\$384,810
Full-time Equivalents	2,756.0	2,809.5	2,835.5

EPS STRUCTURE



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

GOALS

OAL 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.

OAL 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.









Message from Leadership	2	
How to Read This Report	5	
At a Glance	6	
Our Community	8	
Collective View	10	
Points of Intervention in the System	12	
Crime and Victimization	15	
MEASURES: WHAT EPS IS TRACKING	15	
WHAT THIS TELLS US	16	
WHAT EPS HAS DONE	18	
WHAT EPS WILL BE DOING NEXT	18	
OUR IMPACT	18	
Police Activities and Deployment	21	
MEASURES: WHAT EPS IS TRACKING	21	
WHAT THIS TELLS US	22	
WHAT EPS HAS DONE	23	
WHAT EPS WILL BE DOING NEXT	23	
OUR IMPACT	23	
Public Trust	27	
MEASURES: WHAT EPS IS TRACKING	27	
WHAT THIS TELLS US	28	
WHAT EPS HAS DONE	28	
WHAT EPS WILL BE DOING NEXT	29	
OUR IMPACT	29	
Resources	31	
MEASURES: WHAT EPS IS TRACKING	31	
WHAT THIS TELLS US	32	
WHAT EPS HAS DONE	32	
WHAT EPS WILL BE DOING NEXT	32	
OUR IMPACT	33	
Appendix A: Corporate Performance Framework	35	
Appendix B: Mapping of Measures	36	
Appendix C: Priority of Response Table	38	
Appendix D: Glossary of Terms	30	



A MESSAGE FROM

Dale R. McFee

Chief of Police

We cannot talk about 2021 without first acknowledging frontline and essential workers – EPS civilian and sworn members included – who continue to show up for the health and safety of Edmontonians during the pandemic's many challenges. Your resilience sets an example for us all, and we owe you a debt of gratitude.

Over the last three years, Edmonton has experienced an unprecedented 17% reduction in crime. The city's crime rate has historically been higher than the national average, but, despite the effects of the pandemic, we are closing that gap across all crime categories. This is confirmation that we are moving in the right direction. Heading into 2022 we intend to build on this momentum. Our approach of balancing support and enforcement has had positive results, and the Community Safety and Well-being Bureau has been successful in reducing calls for service from repeat clients as well as reducing their involvement in the criminal justice system.

In 2021, EPS focused on increasing its transparency to the public by changing its reporting practices (such as for Use of Force incidents) and started engaging third parties to administer surveys like the Citizen Perception Survey. EPS is one of the few police services committed to reporting on citizens' perceptions of policing and safety annually through standardized questions developed by Public Safety Canada and administered by an independent, third party. In the 2021 survey, a correlation was found between feelings of safety and satisfaction with EPS. 80% of the respondents who believed that crime had decreased, rated the police as excellent or good, compared to 46% who felt that crime increased. Additionally, 67% of respondents who felt safe walking alone after dark rated the police as doing an "excellent" or "good" job, compared to 37% of those who felt unsafe walking alone in their community after dark.

2021 has also been a busy year of engagement. We wrapped up our Commitment to Action listening sessions where a diverse cross-section of vulnerable and marginalized citizens, partners and stakeholders identified ways police can deliver better outcomes for all Edmontonians. We have already made progress on several resulting initiatives and remain committed to acting on what we heard from the community throughout 2022 and into the future. EPS has also pushed forward in the pursuit of addressing crime and victimization while working with other service providers to divert individuals toward social supports.

It has also been a year of learning, a key one being a lack of a common understanding amongst stakeholders of how EPS differentiates between homelessness, disorder and crime. Tackling all three with a one-dimensional approach has unintended, harmful consequences for all. Policing has different approaches to address disorder and crime and we will be sharing more on that in 2022.

Partnership and collaboration will be crucial in creating long-term, sustainable solutions in these areas. I very much look forward to working further with the Edmonton Police Commission (EPC), the City of Edmonton, Edmonton's communities, the business community, partners and many other stakeholders in effecting positive change for the safety and well-being of all residents of Edmonton.



HOW TO READ THIS REPORT

In the Edmonton Police Service's (EPS) mission to be relentless on crime and a leading partner in building community safety, we recognize the need to demonstrate a high level of transparency, share relevant safety information with the public and measure our performance toward building a safer community for all.

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.

This report is organized by the four pillars developed in the Canadian Police Performance Metrics
Framework¹ (CPPMF). The CPPMF was developed collaboratively by Statistics Canada, Public Safety Canada, and the Police Information and Statistics (POLIS) Committee of the Canadian Association of Chiefs of Police (CACP) and provides a standardized police metrics framework for policing.

THE FOUR PILLARS IN THE CPPMF ARE:

- 1. Crime and Victimization
- 2. Police Activities and Deployment
- 3. Public Trust
- 4. Resources

EPS has identified which of our goals contribute to each pillar. This is captured by **icons representing the goals** that contribute to each pillar. Each goal also has **indicators** aligned to it.

BREAKING DOWN THE REPORT:

- EPS alone does not influence indicators.
 Indicators and their goal alignment are captured in the Collective View section.
- Specific measures aligned with the change that EPS wants to see (outcomes) are reported under each pillar.
- Data is based on calendar year unless otherwise noted. i.e 2019-2020 denotes data between
 Jan 1 2019 - Dec 31 2019
- The alignment of goals to outcomes can be found in the appendices.
- The most relevant measures are reported in each pillar and different measures can be reported in different years.
- The current status of the measures is followed by EPS' understanding of the analysis (based on desegregated data) which informs activities in our Business Plan, captured in the What We Are Doing Next and What We Have Done sections.
- For detailed definitions on the differences between indicators and measures, please refer to the glossary.



A green upward trend arrow denotes that an increase over time is the desired result



A green downward arrow denotes that a decrease over time is the desired result



A red upward trend arrow with a line through it denotes that an increase over time is not what we want



A red downward arrow with a line through it denotes that a decrease over time is not what we want

Edmonton Police Service ANNUAL REPORT 2021

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

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



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.



OUR COMMUNITY





Edmonton City Area
783 km²



Population of Edmonton in 2020²

Gender breakdown of city²





in 2019

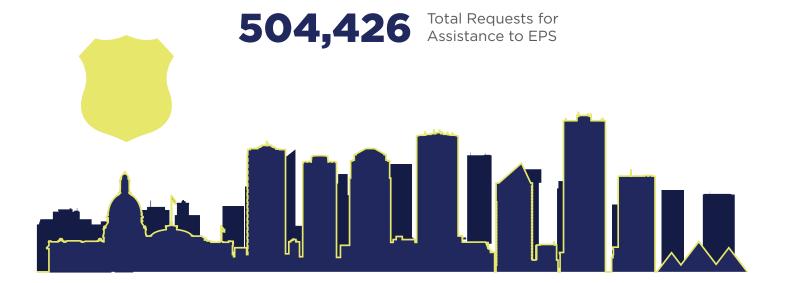


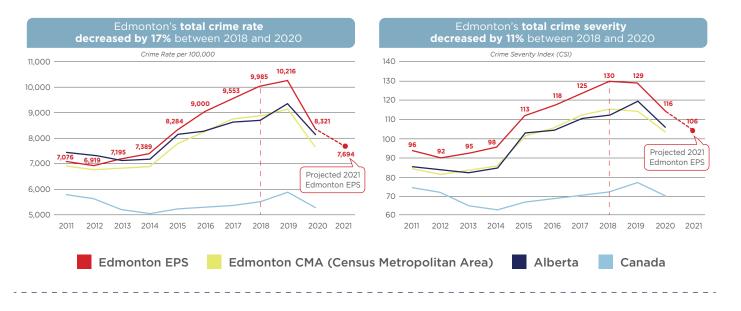
Created

845,013

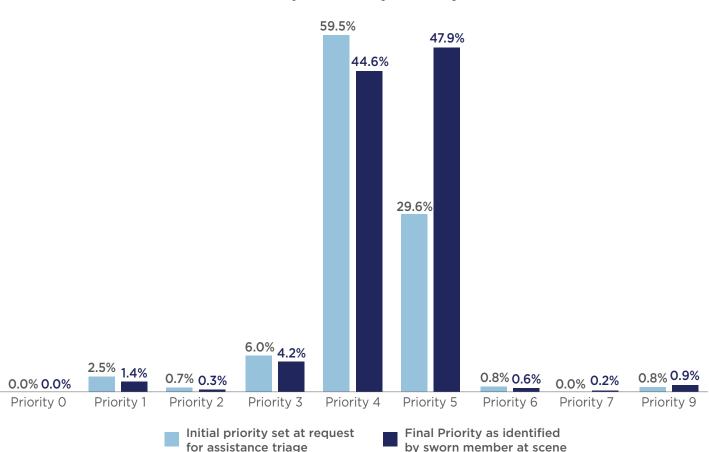
Requests for Assistance to the Emergency Communication Centre







Calls for Service Dispatched by Priority (See Appendix C)



COLLECTIVE VIEW

The Edmonton Police Service is part of a larger system, which collectively creates the safety and community wellness the public desires. In recognition of this and that EPS' goals cannot be achieved in isolation, indicators have been identified that speak to Edmontonians' overall well-being. The current status of these indicators is captured below. EPS contributes to these indicators with concrete actions, and has identified the changes it believes it can influence solely on its own. Measures to track progress towards the future state EPS has identified are in each section of the report.



Vision and Mission

INDICATOR	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Feelings of Safety ³ Data Source: Citizen Perception Survey Data Available: Annually			Very safe: 28% Somewhat safe: 49% Not very safe: 15% Not at all safe: 7%	Very safe: 26% Somewhat safe: 47% Not very safe: 17% Not at all safe: 11%	½
Percentage of Citizens Self-reporting ³ Data Source: Citizen Perception Survey Data Available: Annually			31%	33%	1



GOAL 1: Balance Support and Enforcement

INDICATOR	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Violent Crime Severity Data Source: STATSCAN Table 35-10-0190-01 Data Available: Annually	129.24	128.82	127.42	Forthcoming	1
Non-violent Crime Severity Data Source: STATSCAN Table 35-10-0190-01 Data Available: Annually	130.53	129.38	111.00	Forthcoming	1
Incarceration rates per 100,000 adults (Alberta) Data Source: STATSCAN Table 35-10-0154-01 Data Available: Annually	108.15	100.72	Forthcoming	Forthcoming	1
Violent Crime Weighted Clearance Rate Data Source: STATSCAN Table 35-10-0190-01 Data Available: Annually	51.85	49.45	52.47	Forthcoming	1
Non-Violent Crime Weighted Clearance Rate Data Source: <u>STATSCAN</u> Table 35-10-0190-01 Data Available: <i>Annually</i>	35.78	32.22	31.10	Forthcoming	%



GOAL 2: Partner and Advocate

INDICATOR	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Counts of drug poisoning deaths by year - Any substance/Edmonton Data Source: AHS Acute substance death overview Data Available: Monthly	246	236	463	5124	%
Homeless Count Data Source: Edmonton Social Planning Council - Built Environment; # of Homeless Persons, Edmonton City Data Available: Quarterly	3,522⁵	6,505	7,471	9,803	%



GOAL 3: Innovate and Advance

INDICATOR	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Innovation Maturity ⁶ Data Source: <i>EPS</i> Data Available: <i>Bi-Annually</i>	N/A	58	N/A	N/A	N/A
Inflation per Funding Formula Data Source: City of Edmonton Data Available: Annually	2.9%	2.7%	3.0%	2.8%	%



GOAL 4: Grow Diverse Talents

INDICATOR	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Confidence in Police ³ Data Source: Citizen Perception Survey Data Available: Annually	Data not available	Data not available	Excellent/ Good: 64% Average: 25% Poor/Very Poor: 10%	Excellent/ Good: 57% Average: 24% Poor/Very Poor: 19%	**

11 Edmonton Police Service ANNUAL REPORT 2021

POINTS OF INTERVENTION IN THE SYSTEM

In a social audit conducted on behalf of the Edmonton Police Service and the Edmonton Police Commission, social technology innovation company HelpSeeker has identified an estimated \$7.5 billion in investments made annually into social support and community services in the City of Edmonton. The complete audit was presented to City Council in 2021 and is available here.

Role of Police

Role of Social System



BEHAVIOURS AND EVENTS:

Situations prior to police interaction or knowledge
Crime, disorder, and victimization may alert police attention



INTERACTIONS:

Warnings, off ramping, intelligence gathering, proactive policing, etc. Not every interaction with the community may be formally documented



LOW NEEDS

10%

MODERATE NEEDS
Addictions, trauma, periodic homelessness, mental health,

domestic violence, disabilities

Poverty, core housing need, mental health risks



OCCURRENCES GENERATED

Once an occurrence is created, EPS can gather data related to the event



VIOLATIONS

Occurrences may involve one or more violations which are contraventions of the Criminal Code and other Federal/Provincial statutes



INVESTIGATIONS

if there are reasonable, probable grounds aligned with the requirements of the Criminal Code or any applicable statutes



CHARGES

reasonable evidence of a violation being committed is present



Systems use, chronic housing instability, addictions, mental health, domestic violence, criminal involvement



PROSECUTION

Charges proceed through the court system, where Crown Prosecutors represent the government

0.2% EXTREME NEEDS

Highest systems users, complex layered trauma, chronic homelessness





CRIME AND VICTIMIZATION



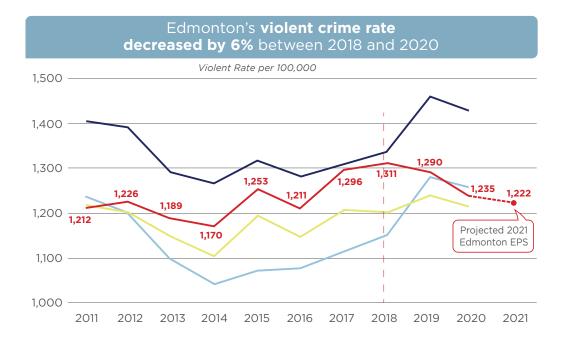


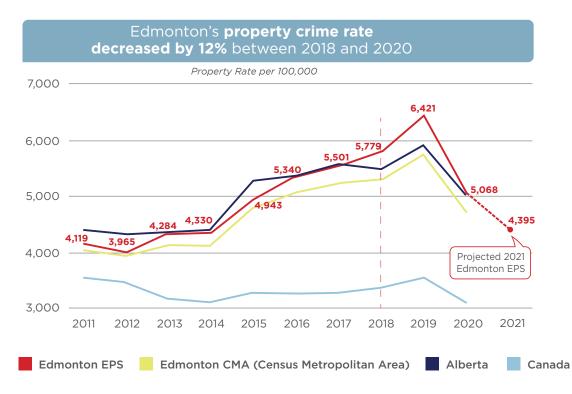
MEASURES: WHAT EPS IS TRACKING -

MEASURE	OUTCOME	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Violent Crime Rate Data Source: STATSCAN Table 35-10-0183-01 Data Available: Annually		1,311.20	1,290.19	1,235.20	1,222 ⁷	1
Violent Crime Victims Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS reduces victimizations in high crime areas	10,974	11,051	11,070	11,132	%
Percentage of people victimized more than once Data Source: <i>EPS</i> Data Available: <i>Annually</i>		8.7%	8.4%	9.0%	9.2%	%
Property Crime Rate Data Source: EPS Data Available: Annually	EPS resources are	5,779	6,421	5,068	4,395	1
Property Crime Victimizations Data Source: <i>EPS</i> Data Available: <i>Annually</i>	made available to reduce calls for service	57,855	62,733	53,099	46,347	1
Referrals – Youth Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS connects offenders, witnesses, and victims to services so that diversion pathways are created	N/A	N/A	N/A	153	N/A

WHAT THIS TELLS US -

Citywide, Edmonton continues to experience reductions in both volume and severity of overall crime, violent crime and non-violent crime in 2021. Despite the impact of COVID, Edmonton has closed the gap between the city, provincial and national average.





Criminal Incidents with the largest decreases citywide 2020-2021

VIOLENT



Assault with a weapon



Personal Robbery



Commercial Robbery

NON-VIOLENT

Theft of



or under

Arson





Break and Enter - Private Garage

Criminal Incidents with the largest increases citywide 2020-2021

VIOLENT

Assault



Sexual Assault



Sexual Interference

NON-VIOLENT







Theft of Truck

The largest contributing factor to Edmonton's Violent Crime Severity Index (CSI) is robbery. Robbery has been the top contributor to Edmonton's Violent CSI over the past four years and accounted for 27.0 points of the Violent CSI in 2021. This is a 18.3% decrease from the 2020 CSI contribution for robberies. Robberies always involve violence or threat of violence toward a person.

The two most common types of violence for robberies are physical force 30.3% and use of a knife 25.1%. Downtown division had the most robberies at 28.0%. Robberies are considered a high harm crime as they create many victims. However, with the large decrease in robberies citywide, there were fewer victims in 2021.

THE TWO MOST COMMON TYPES OF VIOLENCE





Despite the decrease in violent crime rates, the increase in victims of violent crimes is concerning. Edmonton has experienced a 7% decrease in number of victims injured or killed by the use of a knife/edged weapon between 2018-2021. For the same period, there has been a 30% increase in the number of victims injured or killed by the use or discharge of a firearm. This indicates that the likelihood of being killed or injured if a firearm is present has increased.

Decrease in victims of knives

Increase in victims of firearms

16 17 Edmonton Police Service ANNUAL REPORT 2021 Edmonton Police Service ANNUAL REPORT 2021

WHAT EPS HAS DONE -

BETWEEN 2020-2021 EPS HAS MOVED THE NEEDLE ON THE MEASURES ABOVE BY:

- Wîcêhtowin (pronounced wee-chee-to-win)
 Building (Formerly Union Building)
- Young People Strategy
- Divisional Boundary Review

- High-Risk Encampment Teams
- Controlled Entrances Challenge (Liquor Store Theft)

WHAT EPS WILL BE DOING NEXT -

- Virtual Opioid Dependency Program
- Guns and Gangs Strategy

- Controlled Entrances bylaw advocacy
- Family Support Worker for Homicide Victims

OUR IMPACT —

DIVERSIONFIRST PROGRAM

DIVERSION first connects youth with their first criminal occurrence to community and family supports, so we can support building a positive future away from crime. It's a police-led program, which allows the Edmonton Police Service (EPS) to offer the youth and their supports a restorative justice approach, instead of a criminal charge.

DIVERSION first is a partnership between the EPS, the YMCA of Northern Alberta, and Boys & Girls Club Big Brothers Big Sisters of Edmonton and Area. Together, and with a variety of other community agencies, we redirect youth by connecting them to organizations focused on improving the lives of

youth and their families so they can begin accessing services they need through a customized support program. The top three reasons youth get referred to DIVERSION first is assault, mischief and shoplifting or theft. In 2021, 153 referrals were made and a 103 youth were successful in reducing their involvement with the criminal justice system.

DIVERSION first is part of the Young People Strategy that EPS launched in 2021. The long-term outcome of the strategy aims to reduce the frequency and severity of offending and victimization by and of young people, while the immediate outcome focuses on providing the right response at the right time to match the individual needs of the young person.

NINE-MONTH INVESTIGATION ENDS IN SEIZURE OF \$4.2M IN DRUGS

Responding to intelligence received in the spring of 2021, EPS's Edmonton Drug and Gang Enforcement Unit (EDGE) began investigating several individuals allegedly involved in the illegal drug trade throughout the city. Working in conjunction with the Alberta Law Enforcement Response Teams (ALERT), EDGE members successfully arranged several undercover drug buys with four suspects over six months.

In October, investigators identified two addresses of interest: the first being the residence of the primary suspect with the second being an alleged drug stash pad. Police seized significant amounts of drugs and weapons, including buffering agent, methamphetamine, cocaine, fentanyl, firearms, ammunition, brass knuckles, tasers and butterfly knives.

"This investigation is the result of nine months of commitment by our members to keep a significant amount of illegal drugs off Edmonton streets. The continued reduction of harm to our community is our number one objective," said Staff Sgt. David Paton with EDGE. Investigators have since arrested and charged four individuals with several offences including drug trafficking and possession, firearms and weapons-related offences, child endangerment and proceeds of crime.



MAPPING A CALL FOR SERVICE*



POLICE ACTIVITIES AND DEPLOYMENT







MEASURES: WHAT EPS IS TRACKING -

MEASURE	OUTCOME	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Dispatched Calls for Service Data Source: EPS Data Available: Annually	The EPS is effective at using existing resources to address complex problems	190,416	192,645	185,006	176,520	1
Distinct People Charged Data Source: EPS Data Available: Annually	EPS resources are made available to reduce calls for service	16,810	15,936	13,484	11,971	1
Occurrences in Suppression Zones Data Source: EPS Data Available: Annually	EPS uses evidence and data to determine root causes to prevent crime	133,855	128,930	110,383	111,088	1
Traffic Fatalities Data Source: <i>EPS</i> Data Available: <i>Annually</i>		22	13	12	18	1
Referrals - Human-centered Engagement and Liaison Partnership (HELP) Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS manages offenders more effectively through collaboration	N/A	N/A	N/A	889	N/A
Breaches - Violations Data Source: EPS Data Available: Annually	and partnerships to reduce recidivism	N/A	69,714	62,617	41,495	1

WHAT THIS TELLS US -

Overall requests for assistance to the Emergency Communication Centre are increasing but EPS dispatched calls for service are decreasing.

Despite this, the number of violent criminal incidents within downtown Edmonton have increased between 2018-2021. A key initiative to support the downtown population has been the Human-Centered Engagement Liaison and Partnership Initiative.

As of December 31, 2021, HELP documented 889 referrals. Persons referred to HELP generated 4,450 police-reported occurrences and 4,100 disorder indicator violations during the nine months prior to their referral. 22% of referrals originated from Downtown Patrol alone.

Human-Centered Engagement Liaison and Partnership Initiative (HELP)

REFERRALS TO HELP GENERATED







4,450Police-reported Occurrences



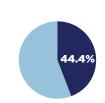
4,100Disorder Indicator Violations

DURING THE 9 MONTHS PRIOR TO THEIR REFERRAL

Another key area which is a community concern is traffic.



Division to Patrol Branch with the **most** traffic related fatalities was **Southeast** (6 out of 18 fatalities)



The top contributing cause to fatal collisions was vehicles leaving the roadway (8 out of 18 fatalities)

55.6% (10 out of 18) of the fatalities involved **individuals under the age of 35**





4

of these collisions (57.1%) the actions of the pedestrian were determined to be the **primary cause** (e.g. jaywalking)



Speed and alcohol are the main factors in fatal collisions.

WHAT EPS HAS DONE -

BETWEEN 2020-2021 EPS HAS MOVED THE NEEDLE ON THE MEASURES ABOVE BY:

- Health IM application
- Human-Centered Engagement and Liaison Partnership (HELP)
- Crime Management Model
- Warrant Clean-up Project

WHAT EPS WILL BE DOING NEXT -

- Downtown HELP Pilot
- Crown Basic Needs Diversion Project
- Integrated Call Evaluation and Dispatch
- 10-Squad Model

OUR IMPACT -

HUMAN-CENTERED ENGAGEMENT AND LIAISON PARTNERSHIP (HELP)

The EPS has seen the lack of change that our typical arrest, remand, release cycle has had on our vulnerable population. This cycle is also a strain on our frontline officers, who simply do not have the vast skill set to treat each community member's specific needs. In response, EPS developed the Human-centred Engagement and Liaison Partnership (HELP) Unit. HELP is composed of police officers, civilian navigators from Boyle Street Community Services and The Mustard Seed, and analysts with diverse experiences, along with the ability to create and maintain strong partnerships.

HELP operates out of a dedicated building located downtown in the Central McDougall neighborhood. Having multiple agencies under one roof helps partners share information more effectively, streamline supports, fill in the gaps, and develop plans for clients that will ultimately change lives for the better. The building has been given a Cree name to honour the spirit of collaboration within its walls. Working with Indigenous community elders, the name "Wicehtowin" (pronounced wee-chee-towin) was bestowed to help build a relationship of respect and trust with the community and further reconciliation efforts.

As of December 31, 2021, HELP documented 889 referrals. Persons referred to HELP generated 4,450 police-reported occurrences and 4,100 disorder indicator violations during the nine months prior to their referral. In 2021, 252 individuals were connected to community case management. Community members with case management had fewer days in custody from date of HELP referral to end of 2021 (27.1 days) than those who declined or had no contact (34.1 days).

A survey of 30 community members with active or closed files with HELP was conducted by a civilian navigator with no ties to the community members in 2021. The survey respondents rated the impact of HELP teams as positive or very positive (on a five-point scale) in their progress by:

- Identifying an appropriate program or service
- Connecting to a program or service
- Retaining a program or service
- Increasing their holistic wellness

22



FIREARMS EXAMINATION UNIT

The Firearms Examination Unit (FEU) was formed in January 2021 to process firearm evidence and further investigations. As part of their examination process, FEU tests firearms in a mobile facility where casing images are uploaded to the Integrated Ballistics Identification System (IBIS) and sent to the RCMP national database for potential matches, linking crime scenes and seized firearms. EPS is one of two police organizations in Canada that is part of a pilot project to run IBIS in-house, which returns results in less than a week. Since its inception, FEU has completed over 750 firearm exams and acquired almost 600 cartridge casings with IBIS, which has led to leads on 42 different files.





PUBLIC TRUST



MEASURES: WHAT EPS IS TRACKING -

MEASURE	OUTCOME	2018-2019	2019-2020	2020-2021	2021-2022	TREND
Misconduct and Public Complaints Data Source: EPS Data Available: Annually	EPS has a diverse workforce to be more effective	1,234	1,153	1,309	1,475	1
Rate of Complaints Per 10,000 Dispatched Calls Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS members are given clear expectations and priorities to guide action more effectively.	73	66	78	93	*
Median Time to Conclude A Police Service Regulation Investigation Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS members feel valued, respected, and rewarded for the work that they do driving employee satisfaction, productivity, and retention	7.2 months	7 months	14 months	12.4 months	†
Use of Force Reports ⁸ Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS uses a variety of responses informed	N/A	4,023	4,546	5,772	1
Use of Force Occurrences ⁸ Data Source: <i>EPS</i> Data Available: <i>Annually</i>	by needs, data and evidence to enhance public safety	N/A	2,411	2,674	3,179	*
Total EPS CAD Events Data Source: EPS Data Available: Annually	EPS has a range of perspectives which allow it to continuously adapt to a changing environment.	N/A	N/A	N/A	377,049	N/A

Edmonton Police Service ANNUAL REPORT 2021 27

WHAT THIS TELLS US —

EPS has instituted more robust reporting between 2018-2021 with a focus on restorative practices and increasing reporting from all members involved in use of force. This change in the way use of force incidents are reported means that all officers involved in a use of force occurrence now file an independent report. This results in a larger volume of use of force reports (reflecting multiple officer involvement) while the actual number of incidents is lower, as reflected in the measurements on the previous page. EPS has two broad use of force categories. Category I involves reportable uses of force which included Controlled Energy Weapon presence, Firearms low ready and the lowest level of hands-on control such as holding/escort positions and joint locks. Category II involves higher levels of force or circumstances where a supervisor decides a review is warranted. EPS reports to the Edmonton Police Commission on its use of force twice a year.

In 2021, 377,049 events resulted in some form of community interaction. Of these:



231,718 included a police report or file

Although there were significantly more public contacts to Professional Standards Branch (PSB) in 2020 than in 2019, the overall proportion of complaint types was similar. The majority of complaints relate to issues of professionalism (such as rudeness, tone of voice, or lack of empathy) and the duties of the police officer or services provided (such as inappropriate police response, dissatisfaction with a ticket or investigation, or lack of communication). In addition, PSB saw an increase in complaints around COVID-19 issues such as police response to public protests and the challenges of conducting police work during the pandemic (e.g. social distancing and mask wearing).

The majority of complaints are initially reviewed and assessed by PSB Intake Investigators. When appropriate, the Intake Investigator will attempt to resolve matters through various available dispute resolution processes, which may take the form of supervisor reviews, facilitated discussions, mediation, peacemaking circles, or training. In 2020, there was a substantial increase in the number of files resolved through dispute resolution. Overall, 533 files were concluded through dispute resolution. This is up from 367 files concluded through dispute resolution in 2019.

Overall, 0.84% of total occurrences in policing resulted in a control tactics/use of force in 2021.



WHAT EPS HAS DONE —

BETWEEN 2020-2021 EPS HAS MOVED THE NEEDLE ON THE MEASURES ABOVE BY:

- Alternative Dispute Resolution PSB
- Patrol Electronic Response Teams (PERT)
- Unconscious Bias Training

- Historical Sexual Assaults Online Reporting
- Commitment to Action
- · Chief's Advisory Councils

WHAT EPS WILL BE DOING NEXT —

• Expanded Online Reporting

• Equity, Diversity and Inclusion Framework

OUR IMPACT —

REVIEWING SEXUAL ASSAULT FILES WITH COMMUNITY EXPERTS

In March 2021, EPS announced a collaboration with the Sexual Assault Centre of Edmonton (SACE) in a Canadian initiative called Sexual Violence Advocacy Case reviews. The reviews perform a quality assurance function and aim to improve police response to investigating sexual assaults and violence against women by determining if there were any instances of implicit bias that could have compromised an investigation. The reviews are conducted by SACE representatives, who look at concluded files that did not result in charges. So far, the review team has examined 251 files over the course of two review sessions: the first in October 2020 and the second in January 2021. The reviews have been placed on hold temporarily due to the COVID-19 pandemic, as they require SACE staff to come to EPS offices to review some protected information.

"The review team takes into consideration anything they believe may have inadvertently affected a sexual violence investigation," explains EPS Sexual Assault Section Staff Sergeant Terrie Affolder.

"It could be anything from barriers survivors faced, to long-standing societal myths and stereotypes surrounding sexual assault. We want to know these things, because we are constantly improving the way we handle our investigations."

SACE's expertise in sexual violence plays a key role in reviewing the investigative files. Following each review, results are shared with EPS to be assessed and incorporated into future sexual assault investigative training. "The review process is not meant to tell the police how to do their jobs nor is it to look for 'gotcha moments," says Mary Jane James, CEO, SACE. "The two file case reviews that have taken place so far have left us with a much greater understanding of how hard it is for the police to secure sufficient evidence to lay charges in these types of crimes. What we are hoping for is to ensure that ...survivors are treated with care and respect, and that the investigation is done with a trauma-informed lens."

COMMUNITY ADVISORY COUNCILS

EPS is moving forward with three new community councils to help guide systemic change, address emerging issues, and increase accountability to the city's diverse communities.

A review of the former Chief's Advisory Council found that the model, which included eight community liaison committees, did not allow for meaningful collaboration and problem solving. The communities also expressed interest in being more involved, having a clearer purpose, and having more say in the issues affecting them.

THREE NEW ADVISORY COUNCILS WERE FORMED TO SUPPORT THESE EFFORTS:

- 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.



RESOURCES

MEASURES: WHAT EPS IS TRACKING -

MEASURE	OUTCOME	2018-2019	2019- 2020	2020- 2021	2021-2022	TREND
Diversity in Senior Ranks - Women ⁹ Data Source: <i>EPS</i> Data Available: <i>Bi-Annually</i>	EPS has a range of perspectives which allow it to continuously adapt to a changing environment	N/A	N/A	N/A	20%	N/A
Diversity in Senior Ranks - Indigenous ⁹ Data Source: <i>EPS</i> Data Available: <i>Bi-Annually</i>		N/A	N/A	N/A	12%	N/A
Diversity in Senior Ranks - Racialized ⁹ Data Source: <i>EPS</i> Data Available: <i>Bi-Annually</i>		N/A	N/A	N/A	8%	No Trend
Proportion of sworn: civilian Data Source: <i>EPS</i> Data Available: <i>Annually</i>	EPS has a diverse workforce to be more effective	70:30	70:30	70:30	70:30	No Trend
Attrition rate - Sworn Data Source: <i>EPS</i> Data Available: <i>Annually</i>		N/A	3%	3%	3%	No Trend
Attrition rate - Civilian Data Source: <i>EPS</i> Data Available: <i>Annually</i>		N/A	10%	8%	11%	No Trend
Cost of Living Adjustment - EPA/SOA	EPS members feel valued, respected, and	2.5%	1.5%	1.5%	TBD	No Trend
Cost of Living Adjustment - CSU	rewarded for the work that they do driving employee satisfaction, productivity, and retention	3.0%	0%	0%	TBD	No Trend
Cost of Living Adjustment - CEMA		0%	0%	0%	0%	No Trend
% Change in EPS Budget ¹⁰	EPS is effective at using existing resources to address complex problems	0.10%	0.32%	0.23%	Forthcoming	No Trend

Edmonton Police Service ANNUAL REPORT 2021 31

WHAT THIS TELLS US —

EPS has been innovative in the use of its budget to undertake critical projects such as Enterprise Commons, scaling the HELP program, Rapid DNA and Unconscious Bias Training.

It is through the certainty of the Funding Formula that EPS can quickly address emerging issues before they become larger challenges. The ability to resource solutions to emerging trends within existing resources is a key contributor to EPS' innovation abilities. The funding formula was suspended in 2021 and a decision will be made in 2022 by City Council on its continued availability as a long-term planning tool for EPS.

In 2021 EPS made crucial decisions such as putting hiring freezes, extended deliberations on all civilian positions and delaying recruit classes as it could to make up the difference due to the uncertainty of the funding formula in future years.

The gains made in crime rate reduction over the last few years could be impacted without the flexibility of the funding formula to scale resources towards critical projects such as workforce training. Currently it takes over 12 months to recruit and train a new sworn officer before they can independently work on the street.

WHAT EPS HAS DONE —

BETWEEN 2020-2021 EPS HAS MOVED THE NEEDLE ON THE MEASURES ABOVE BY:

• Human Resources Strategy

• Diversity in Leadership Survey

WHAT EPS WILL BE DOING NEXT —

Recruitment Campaign



OUR IMPACT —

RECONCILIATION AND INNOVATION

In recognition of Indigenous culture and traditions, and being more inclusive of the community it serves, the eagle feather was incorporated into EPS operations and procedures. Seven feathers – one for each division – were created with the help and guidance of various stakeholders and community leaders. They were delivered to their locations on National Indigenous Peoples Day on June 21, 2021. The impetus for this project came from a sworn member. Detective Eric Wilde was passionately involved with the Indigenous community as an advocate and mentor over his 30-year policing career, but always felt that EPS needed to do more to be inclusive of the community's culture and traditions.

Now new police recruits, witnesses and complainants have the option of swearing their oaths with a sacred eagle feather, Holy Bible, Noble Qur'an, or affirmation/solemn declaration. The feather can also be used for community ceremonies where appropriate. An eLearning module was created to help employees understand its significance and use.

This inspired another member to suggest incorporating the culture and traditions of Indigenous Peoples into the opening of Northwest Campus to bring EPS and community members together in the spirit of reconciliation and to recognize the Treaty 6 territory we live on. Elders Francis Whiskeyjack and Betty Letendre smudged the new facility to cleanse and provide prayer for the future of the Edmonton Police Service and the citizens they serve. As part of the ceremony, Chief Dale McFee and Elders Betty Letendre and Francis Whiskeyjack unveiled a Treaty Six Land Acknowledgement plaque, which will be proudly displayed at Northwest Campus and at other EPS locations as well.

Similarly, as the work of the Social Policing Division in coordinating better support services to the most vulnerable within the community evolved, Inspector Kellie Morgan asked Elder Ruth Cardinal de Ubiera of the Buffalo Sage Wellness House if she was willing to offer an Indigenous name for the Union Building to help build a relationship of respect and trust with the community and further reconciliation efforts. Through a pipe ceremony a new Indigenous name for the Union Building was revealed. Through the wisdom of the Grandmother Spirit, Elder Ruth provided an appropriate Cree name reflective of EPS's collaboration within the community: $\Delta \cdot \Upsilon$ $\Delta \cdot \Upsilon$

RAPID DNA TECHNOLOGY

Following a successful pilot project in 2019, EPS became the first police agency in Canada to purchase a Rapid DNA testing system. Beforehand, DNA evidence was sent to an external lab for processing, with results received in 40-65 days. With Rapid DNA, results are received in as little as two hours. Prior to purchasing the system, EPS had to pay to use the provincial lab. This Rapid DNA technology will result in saving the cost and time associated with sending away for lab results.



EDMONTON 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. This 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 via the Community Safety and Data Portal. This can be accessed here.

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	Dependent on Data Source
Strategic Outcomes	Outcomes Measures	Chiefs and Deputy Chief	Annual Report	Annually
Bureau Outcomes	Outcomes Measures	Deputies and Superintendents/ Executive Directors	Operational Plans	Bi-Annually
Initiatives/ Projects	Project Measures	Project Sponsor	Strategic Initiatives Dashboard	Quarterly
Programs	Outcome Measures Output Measures Process Measures	Branch Leadership	Public and Internal Dashboards	Varies

MAPPING OF MEASURES

GOAL	MEASURE	WHY IT MATTERS	OUTCOME
Balance Support and Enforcement	Violent Crime Rate	Allows for comparisons around violent crimes (which target people and include crime types like homicide and assault) in varying geographies and time periods, while adjusting for population differences	EPS reduces victimizations in high crime areas
	Violent Crime Victims	Provides a person based perspective on the intensity and nature of crimes in the city	
	Property Crime Rate	Allows for comparisons around property crimes (which target locations and include crime types like theft under \$5,000 and break & enters) in varying geographies and time periods, while adjusting for population differences	EPS resources are made available to reduce calls for service
	Property Crime Victimizations	Provides a geography based perspective on the intensity and nature of crimes in the city	
	Distinct People Charged	Highlights repeat offenders and if they are decreasing or increasing. Most crime is committed by the "power few"	
	Use of Force Occurrences	Highlights the type of interactions EPS members are having with the public, with a particular focus on 'force' as it impacts public trust	EPS uses a variety of responses informed by needs, data and evidence to enhance public safety
	Use of Force Reports	Highlights the type of interactions EPS members are having with the public, with a particular focus on 'force' as it impacts public trust	
GOAL 2 Partner and Advocate	Referrals - Youth	A proxy for measuring the execution of our strategy to divert those that should not be in the justice system. This is a restorative justice approach that aims to keep people away from a life of crime and the arrest-remand cycle	EPS connects offenders, witnesses, and victims to services so that diversion pathways are created
	Referrals - HELP	A proxy for measuring the execution of our strategy to divert those that should not be in the justice system. This is a restorative justice approach that aims to keep people away from a life of crime and the arrest-remand cycle	EPS manages offenders more effectively through collaboration and partnerships to reduce recidivism
	Breaches - Violations	A proxy for measuring the execution of our strategy to divert those that should not be in the justice system	

GOAL	MEASURE	WHY IT MATTERS	OUTCOME	
Innovate and Advance	Dispatched Calls for Service	A measure of the demand for police resources and if over time dispatched calls are being reduced through innovative mechanisms. This measure is a feedback mechanism for resource planning	EPS is effective at using existing resources to address complex problems	
	% Change in EPS Budget	A measure of if EPS is being innovative with existing resources over time		
	Occurrences in Suppression Zones	A measure of if use of existing resources are effective in known hotspots	EPS uses evidence and data to determine root causes to prevent crime	
	Traffic Fatalities	A measure of if police activities are leading to a safer environment		
GOAL 4 Grow Diverse Talent	Misconduct and Public Complaints	Misconduct and public complaints show a willingness to hold the police accountable and are a proxy for an understanding of the role of police. An increase in usage of this mechanism shows trust in the system and is a proxy for the public understanding of the role of policing	EPS has a diverse workforce to be more effective	
	Rate of complaints per 10,000 dispatched calls	Police have many interactions with the public. A comparison of the number of complaints vs. overall interactions captures the frequency at which an interaction is perceived to be inappropriate	EPS members are given clear expectations and priorities to guide action more effectively	
	Median time to conclude a Police Service Regulation	Highlights how long it takes for a member of the public to know the results of a formal investigation. This can impact trust in the process	EPS members feel valued, respected, and rewarded for the work that they do driving employee satisfaction, productivity and retention	
	Cost of living adjustment	Captures if the EPS workforce is being compensated in-line with inflation		
	Community Contacts	Interactions with the public are an important way to keep learning more about our community and their concerns	EPS has a range of perspectives which allow it to continuously	
	Diversity in Senior Ranks (Women/Indigenous/ Racialized)	Captures if diverse individuals who join EPS have opportunities to advance	adapt to a changing environment	
	Proportion of sworn:civilian	Captures the make-up of the service	EPS has a diverse workforce to be more effective	
	Attrition rate	Helps to measure staff satisfaction and identify emerging trends from natural attrition (retirements etc)		

APPENDIX B

PRIORITY OF RESPONSE TABLE

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

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 murder, Robbery and Assault.

More information on the CSI can be found through Statistics Canada <u>here.</u>

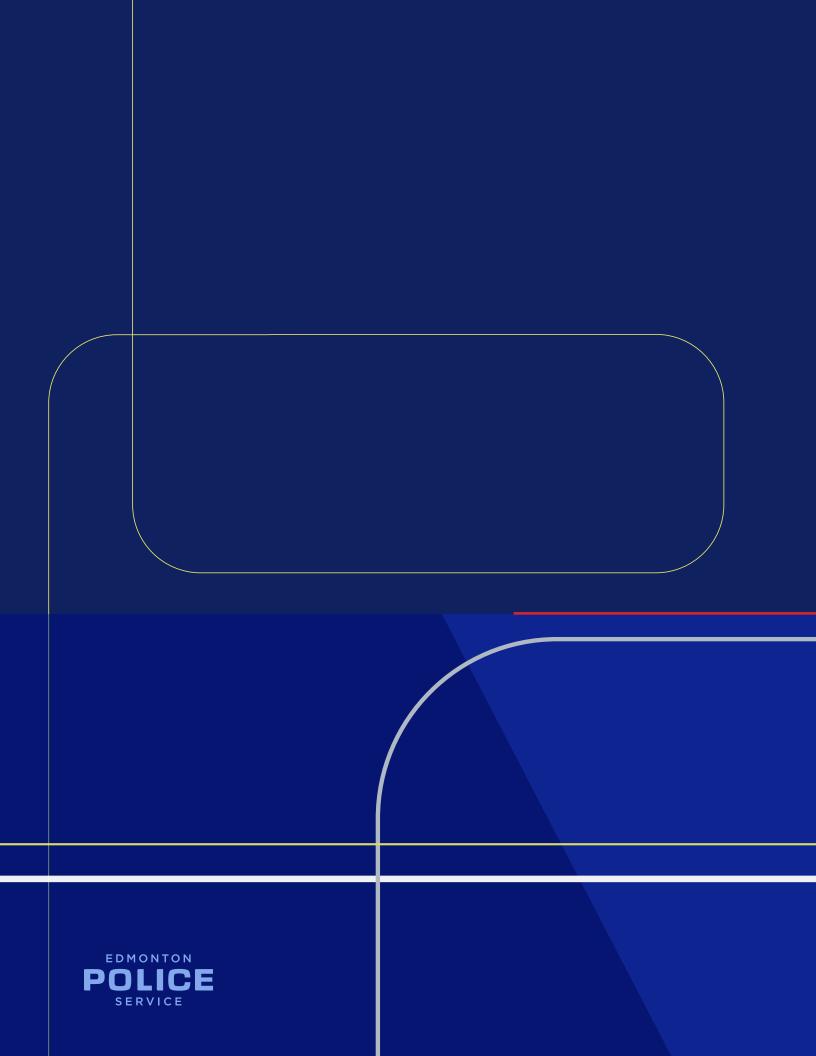
CRIME RATE

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://www150.statcan.gc.ca/n1/pub/85-002-x/2019001/article/00004-eng.htm
- ² https://regionaldashboard.alberta.ca/region/edmonton/#/percentofalberta
- ³ EPS moved to a third-party, benchmarked, perception survey with questions designed by Public Safety Canada in 2019. Comparable data from this survey is not available before 2020. A copy of the survey results can be found on the Edmonton Police Commission website <u>here.</u>
- ⁴ Data only available till Oct 2021.
- ⁵ Data only available for Q3 and Q4 in 2018.
- ⁶ In 2019, EPS conducted an assessment of its innovation capabilities for the first time. Data on this measure is not available pre-2019.
- 7 Based on EPS forecast. StatsCan will release official numbers in July and the update will be reflected in the next annual report.
- ^a EPS use of force reporting was changed to be more transparent in 2019. Comparable data before 2019 is not available.
- ⁹ The diversity in leadership was administered for the first time in 2021. Data before 2021 is not available.
- ¹⁰ 2018-2021 numbers are based on audited budget statements available as of December 31st of the given year. Audited statements for 2021 will be available in Q3 2022.





2021 Annual Report

PRESENTATION TO EPC
APRIL 21, 2022

POLICE SERVICE



SAMPLING OF COMPLIMENTS

(all those named have provided consent)





- My 18-month-old son and I walked by a parked police car on our street today. My son loves cars, and the officers were very kind to him even turned on the lights which he loved. They gave him two bounce balls that he played with the rest of the evening. Thanks for making his day!!
- While working my shift with AHS EMS, I wanted to compliment the female officer who accompanied us to the hospital. We needed a tourniquet and ours were in our kit outside of the ambulance. As I stepped out the door to grab our kit the officer didn't hesitate to quickly hand us hers from which saved valuable seconds in stopping the patient's blood loss. She continued to be an extra set of hands and provided an active role in helping us care for this patient on the way to the hospital. Myself and my partner were very impressed with how she handled herself and wanted to reach out and let her know that her efforts did not go unnoticed.



- I want to thank Constable Dyck for handling my complaint regarding an abused dog in a fast and efficient manner and then got back to me with the results. We need more people like him who can get things done in a fast and efficient manner. I really appreciated that he got back to me to let me know the outcome.
- I just wanted to thank Detective Jason Lapointe for saving our business! He was fully responsible for thwarting a purchasing scam that would have put our little company out of business. He works with commercial crime and his understanding of the threat international scams pose are invaluable. Without his knowledge and quick action nine of us would be out of a job and our products would be halfway around the world on the black market. Please pass along our heartfelt thanks and appreciation for all the work he does.



• My mother and I felt it was very important to acknowledge Cst. Myles Stromner. My mother was involved in a significant collision, is elderly and was very shaken up. The caring and kindness Cst. Stromner showed made a significant difference in what was a very traumatic experience for her. We felt it was very important for you to know how grateful and lucky we are to have someone like Cst. Stromner on our police force.



• I would like to acknowledge Cst. Szawlowski of the west division. Our vehicle was stolen from Stony Plain, found in St. Albert and the suspect arrested by Cst. Szawlowski in Edmonton. Piecing together our insurance claim through three different agencies was a little difficult while juggling two kids under two – but Cst. Szawlowski continued to go above and beyond for us. He responded to all our questions in a timely manner, even on his days off. He made an incredibly stressful situation manageable. He treated us with compassion, empathy, and understanding - he truly exemplifies the values of EPS and is a tremendous asset to our community. We would just like to express our thanks to him and your organization.

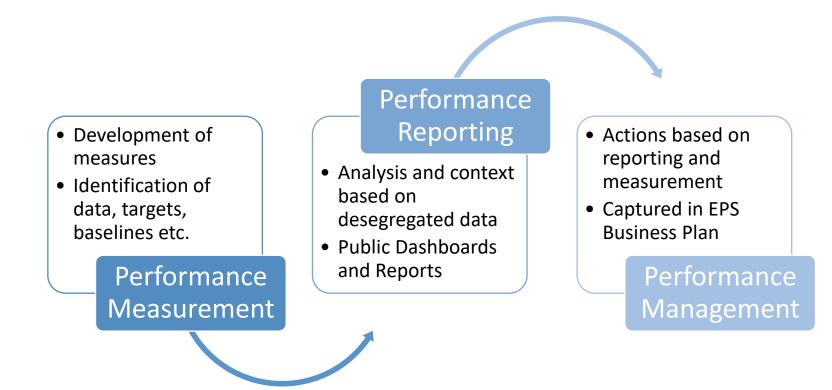
BACKGROUND

- Edmonton Police Service Strategic Plan (approved February 2020)
- Edmonton Police Service Corporate Performance Framework (approved July 2020)
 - Aligned to Canadian Police Performance Metrics Framework
 - 1. Crime and Victimization
 - 2. Police Activities and Deployment
 - 3. Public Trust
 - 4. Resources



CORPORATE PERFORMANCE MANAGEMENT FRAMEWORK

Evidence-based accountability mechanism intended to provide the EPS with an integrated, systematic approach for identifying, developing, and using data and information to assess organizational performance.



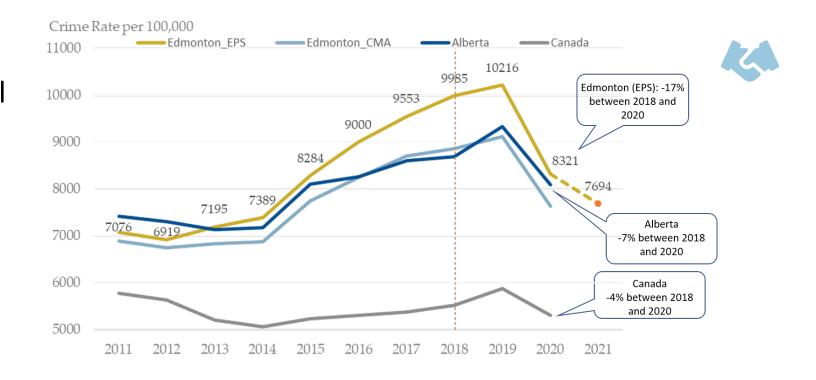
EPS Corporate Performance Management Framework Hierarchy

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

CRIME RATE IS FALLING



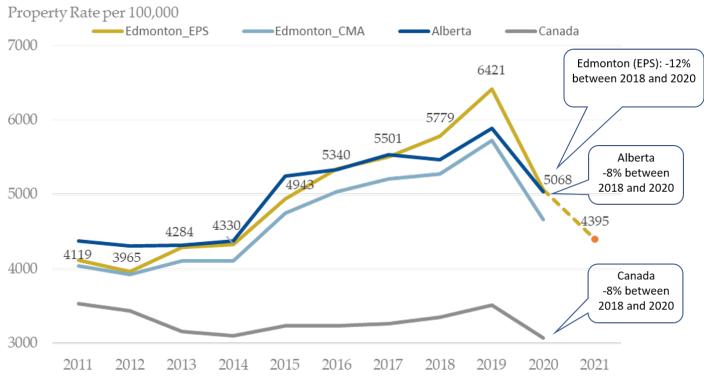
- Crime rate fell by 17%
- Edmonton's crime rate fell faster than the provincial and national average, despite COVID
- Violent crime and nonviolent crime rates decreased



Pillar 1: CRIME AND VICTIMIZATION

PROPERTY CRIME

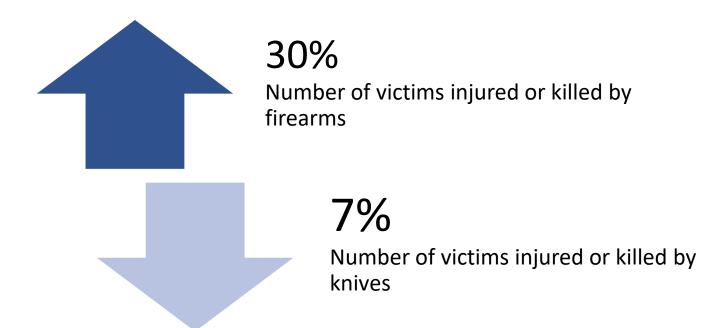
- by 12% between 2018-2020
- by 20% in victims of property 6000 crime
- Re-opening and recovery from COVID will probably contribute to an increase in property crime, impacting overall crime rates in 2022



Pillar 1: CRIME AND VICTIMIZATION

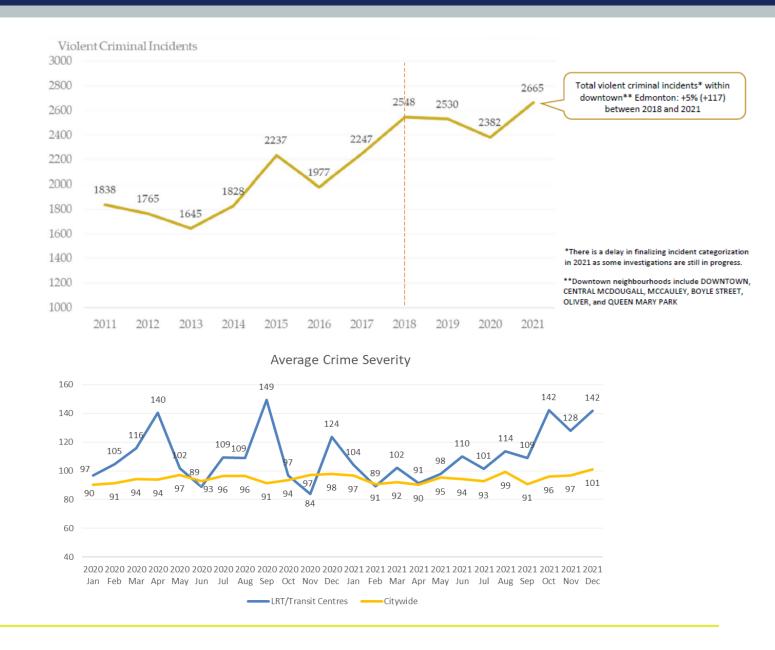
VIOLENT CRIME

- in volume of crime between 2018-2021
- in violence between 2018-2021



Pillar 1: CRIME AND VICTIMIZATION **DOWNTOWN EDMONTON**

- Total number of criminal incidents in downtown have decreased
 - 22% of HELP Referrals are from Downtown Division
- Compared to the City, number of violent criminal incidents in downtown are increasing
 - Most robberies in downtown division
 - Severity of crime at LRT's specifically in downtown neighbourhoods is increasing



PILIAR 1: CRIME AND VICTIMIZATION

WHAT EPS IS DOING

Violent Crime

- Guns and Gangs Strategy
- Family Support Worker for Homicide Victims

Downtown

- Integrated Call Evaluation and Dispatch
- Human Centered Engagement Liaison and Partnership Initiative (HELP) – Downtown Pilot
- Virtual Opioid Dependency Program

Pillar 1: CRIME AND VICTIMIZATION WHAT EPS HAS DONE YOUNG PEOPLE STRATEGY

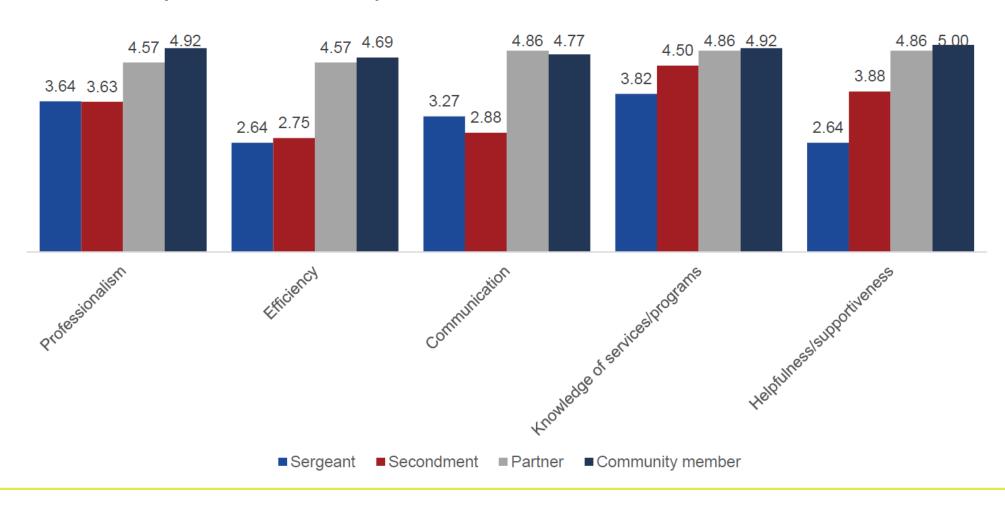




PILIAR 1: CRIME AND VICTIMIZATION

WHAT EPS HAS DONE - HELP

Client and Partner Survey: Satisfaction on a 5-point scale



Pillar 1: CRIME AND VICTIMIZATION

WHAT EPS HAS DONE – HELP: Comments from Community Members

"HELP is the best thing to support the community with the legal system... There's no need for police to misunderstand situations when HELP are available"

"HELP gives people hope. Makes you feel like there's something positive at the end of the tunnel"

"every time I call with a question, they give me information and really help me out"

"I wouldn't be where I am at without it"

"I am so thankful and appreciative... It was totally unexpected and I am overwhelmed by the support that I have received"

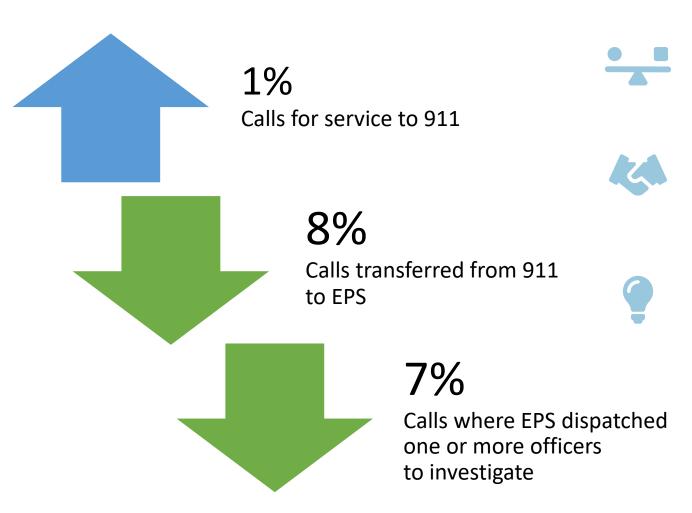
"The team were awesome and so supportive... I appreciated them so much."

"[My team] were very easy to talk to, relatable, and very nice people."

"Thank you a lot for all of the help."

Pillar 2: POLICE ACTIVITIES AND DEPLOYMENT

- in City-wide requests for assistance
- EPS better triaging calls



CITY WIDE DISPATCHED CALLS FOR SERVICE: 2021



- Sudden Deaths: +24%

- EMS Assists: +16%

- Suicide Attempts: +10%

- Family Disputes: +9%

- Check on Welfare: +8%

- Noise Complaints: -23%

- Suspicious Person: -23%

- Intoxicated Person: -16%

- Theft Under \$5000: -15%

- Trouble with Person: -7%

Traffic Fatalities

- Speed, alcohol/drugs are main factor in fatal collisions
- Greatest number of fatalities in Southwest Division
- Vehicle leaving roadway top contributing factor
- Pedestrian fatalities occurred outside unmarked crosswalks or controlled intersections

WHAT EPS IS DOING

Projects:

- 10-Squad Model
- Multi-disciplinary Teams
- Boundary Review
- Basic Needs Diversion Project with Crown

WHAT EPS HAS DONE - FIREARMS

Integrated Ballistic Information System:

- Technology which takes high-resolution photographs of cartridge casings
- Links to a national database

Case Study:

- First lead generated in February 2021
- Linked gun to a homicide from 2012 and a shooting from 2013
- Timely leads and intelligence which helps disrupt violence

Pillar 3: PUBLIC TRUST

Complaints

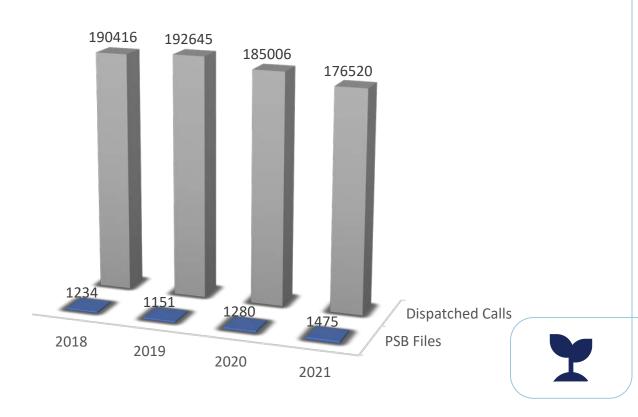
- Proportion of complaint types has remained consistent
- in files resolved through dispute resolution

Use of Force

- <1% of total occurrences resulted in a control tactic/use of force</p>
 - To increase transparency, reporting of use of force was changed.
 - Every officer involved in an event now files an independent report

PSB File Rates





Pillar 3: PUBLIC TRUST

WHAT EPS IS DOING

- CORE Training Review
- Citizen Perception Survey (independent 3rd party)
- Commitment to Action Listening Sessions
- Expanding Online Reporting



Pillar 3: PUBLIC TRUST

WHAT EPS HAS DONE – QUALITY ASSURANCE: Sexual Assault Files

- 251 concluded files where charges were not laid were reviewed with Sexual Assault Centre of Edmonton
- Feedback used to better future investigations
- Trauma-informed approach



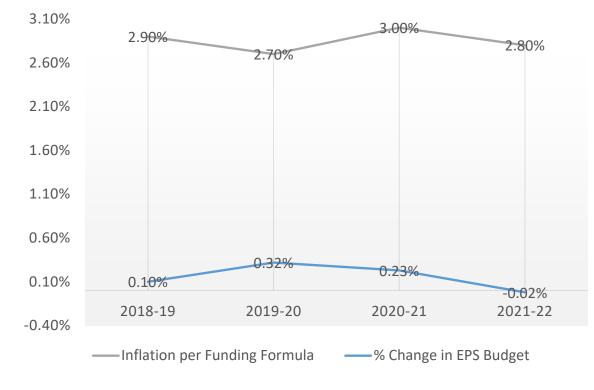
Pillar 4: RESOURCES

Budget Management

 Funding formula allows for innovative use of funding by investing in longer-term returns

Diversity

 Diversity in leadership at EPS mirrors other police services







Pillar 4: RESOURCES

WHAT EPS HAS DONE – RAPID DNA TECHNOLOGY

Identify Human Remains:

- December 2020, women reported missing
- Victim's body could not be located
- April 2021, skull located in a forested area
- Rapid DNA was able to identify victim in 24 hours; standard turn around time through laboratory methods is 40-64 days
- Woman's family got closure. They had been regularly searching the surrounding areas.

Break and Enter Series:

- Series of break and enters identified in 2019 through DNA profiling
- DNA warrant issued
- Suspect later arrested while committing another break and enter; DNA warrant was executed with sample analyzed via Rapid DNA
- Immediate charges and conditions were laid to reduce the suspects ability to re-offend.

22

BUSINESS PLAN UPDATE

- 18 projects successfully completed since 2020
- 7 additional projects added to address emerging trends
- 7 additional projects meant 7 scheduled projects had to be reallocated to 2022 due to resource constraints
- 10 strategic initiatives are still underway, in addition to everyday operations



LOOKING TO THE FUTURE

- Reopening and recovery from COVID will change environment once more
- Upcoming trends need to be addressed in a timely manner











